



VILLAGE ROADSHOW  
THEME PARKS



RECONCILIATION  
ACTION PLAN  
REFLECT

MAY 2023 - MAY 2024

# Reconciliation Action Plan





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# Acknowledgement of Country

Village Roadshow Theme Parks acknowledges Aboriginal and Torres Strait Islander peoples as the original Custodians of Australia and pay our respect to Elders, past, present, and emerging, and to all Elders and First Nations. We recognise and respect their cultural heritage, beliefs, and ongoing relationship with the land and their rich and diverse cultural history over the past 65,000 years. We respect this history and commit to elevating the voices and experiences of Indigenous Australians through Village Roadshow Theme Park's experiences, platforms and team members. We recognise the importance of developing long term Indigenous partnerships through our operations and celebrating our diverse cultural perspectives to build a strong future for all Australians.

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**Aboriginal and Torres Strait Islander peoples should be aware that this publication may contain images or names of people who have since passed away.**

Artwork elements from Village Roadshow Theme Parks' Reconciliation Action Plan artwork 'Village Life' by Christine Slabb.

This uniquely designed 'Village Life' occupies a place of fun, education and entertainment.

Collectively these villages are the cornerstone of social interaction, creating lifelong memories with family and friends.

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Clark Kirby

## From the CEO

Village Roadshow Theme Parks is extremely proud to launch our inaugural Reconciliation Action Plan (RAP) and we are committed to making meaningful actions and implementing strategies that empower Aboriginal and Torres Strait Islander peoples.

Our company has a long history of operations on the Gold Coast, with our attractions and experiences in a unique position to celebrate and acknowledging the immense role the people of the Yugambeh language region have played. It has been wonderful for our team to embark on this journey in partnership with the local community and to discover unique stories as we look to strengthen meaningful connections within our business and to promote cultural learning and awareness.

Working through this RAP has been an incredibly insightful process and it was an emotive moment for me personally to see the completion of a piece of traditional artwork (on page 20) by local Bundjalung artist Christine Slabb who perfectly encapsulated the core of our business in the design. Christine is a member of the Village Roadshow Theme Parks RAP Working Group, and her design is a wonderful showcase of how engrained Indigenous peoples and their culture is to our business.

As an industry leader, we believe it is our responsibility to activate change today and into the future, and to inspire other like-minded organisations within our local communities and areas of influence.

Reconciliation is about strengthening relationships for the benefit of all, and we are committed to making positive changes throughout our RAP journey.

We look forward to continuing our journey with Reconciliation Australia as we further develop and strengthen our reconciliation commitments across our business and inspire our guests, team members and suppliers to embark on this journey with us as we strive to deliver equality for all.





**Karen Mundine**

# From Reconciliation Australia's CEO

Reconciliation Australia welcomes Village Roadshow Theme Parks to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Village Roadshow Theme Parks joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways.

This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Village Roadshow Theme Parks to deepen its understanding of its sphere of influence and

the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Village Roadshow Theme Parks, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



## Our Business

Part of Village Roadshow Limited, a leading international entertainment and media company, Village Roadshow Theme Parks is Australia's largest theme park operator with Sea World, Warner Bros. Movie World, Wet'n'Wild Gold Coast, Paradise Country, Australian Outback Spectacular, Village Roadshow Studios, Topgolf and Sea World Resort in its Gold Coast portfolio.

Village Roadshow Theme Parks provides its guests with the opportunity to enjoy the highest standards of quality, fun and entertainment available in world-class theme parks on Australia's Gold Coast. Collectively these Queensland-based venues enjoy over 5 million guests per annum. Alongside our entertainment properties, Village Roadshow Theme Parks also works with brand partners Sea World Cruises who will join us in the reconciliation journey.



Warner Bros. Movie World is Hollywood on the Gold Coast and brings the magic and excitement of movies to life.



Sea World is Australia's premier marine park featuring an amazing array of marine animals, rides, shows and attractions with a focus on educating guests about the marine environment, and playing an active role in research and rescue.



Wet'n'Wild Gold Coast is one of the world's best water theme parks, and a full day of fun and relaxation for the whole family.



Australian Outback Spectacular is an evening dinner show extravaganza filled with outback music, drama and action.



Paradise Country offers an authentic Aussie farm experience for people of all ages reflecting the Australian bush culture.



Topgolf has revolutionised entertainment on the Gold Coast and offers a premium experience of play, food and music.







## Purpose & Mission

**We create joy  
and memories  
that last  
lifetimes. ””**

## Our Mission Statement

To provide  
exceptional  
standards of  
safety, service  
and fun. ””







Blessing of the Fleet, May 2022



## Our Team

Village Roadshow Theme Parks proudly employs over 3000 team members of which 36 are Aboriginal and/or Torres Strait Islander peoples which equates to 1.2% of the organisation. Our strength comes from the brilliant Team Members who passionately bring our purpose to life each and every day and we also strive to continue creating Memorable Moments for the team.

## Our Guests

Village Roadshow Theme Parks proudly entertains over 5 million guests each year from all parts of Australia and around the world. Creating memories at Village Roadshow Theme Parks is what we do best, striving to leave guests wanting more and cherishing every moment they spend at our properties.



Warner Bros. Movie World



## Our RAP

Village Roadshow Theme Parks is in the unique position of being an entertainment leader on the Gold Coast. It is our vision to utilise our iconic tourism attractions, incredible reach of over 5 million guests per annum and world class entertainment experience to educate guests and team members on reconciliation and Aboriginal and/or Torres Strait Islander cultures across our properties.

Through our RAP, we aspire to create meaningful connections between the Village Roadshow Theme Parks team members and guests and Aboriginal and/or Torres Strait Islander peoples and cultures. Furthermore, we are committed to creating a culturally safe space for Aboriginal and/or Torres Strait Islander Team Members.

# Our Working Group

The Village Roadshow Theme Parks RAP Working Group, including 5 Aboriginal and/or Torres Strait Islander members involved in the development and implementation of the organisation's Reflect RAP includes:

- Village Roadshow Theme Parks Team Members
- Chief Operating Office – Bikash Randhawa (Champion)
- Head of People and Culture – Ann Maree O'Neill
- General Manager Marketing – Renee Soutar
- General Manager Sales – Sue Elliott
- General Manager Warner Bros. Movie World, Wet'n'Wild Gold Coast, Australian Outback Spectacular & Paradise Country – Shane Phillips
- General Manager Sea World and Sea World Resort – Sanjay Bhatia

As well as external members:

- Gold Coast Titans Community General Manager – Renee Cohen
- NRL School to Work Office – Mel Lightburn
- Local Aboriginal Artist (Bundjalung) – Christine Slabb
- Senior Aboriginal and Torres Strait Islander Liaison Officer at Gold Coast Health - Martin Ermer
- YRACA Founding Director and Former Queensland Government Indigenous Advisor across Sport and Recreation portfolios - Craig Williams
- Currumbin Wildlife Sanctuary General Manager - Travis Couch
- Artist – Russell Smith
- Managing Director AM Enterprises – Albano Mucci



Gold Coast Titans Deadly Futures team at Paradise Country







## About Our RAP

Through our RAP, we will pursue opportunities to develop stronger relationships with Aboriginal and/or Torres Strait Islander communities, enabling Village Roadshow Theme Parks, with the guidance of key stakeholders, to develop initiatives in the parks and throughout the businesses, and to influence social change and create a better life for Aboriginal and/or Torres Strait Islander people and other Australians.

The RAP will provide a framework for cultural learning and awareness for team members, and the opportunity to become more culturally competent in order to become an employer of choice where First Nations people want to work, building stronger community relationships and developing commercial relationships with Aboriginal and/or Torres Strait islander suppliers.

The overarching ambition is to support the reconciliation journey of Village Roadshow Theme Parks, commencing initially in becoming more culturally competent and by working with its Executive and administrative team and flowing on to all team members and industry partners, and the many guests that enjoy the Village Roadshow Theme Parks experience each year.

Village Roadshow Theme Parks have formed a Working Group with key community participants and intend to develop and scope RAP initiatives in consultation with that group. Village Roadshow Theme Parks has also agreed a 'Cultural Guidance Partnership' retainer with Yugambeh Regional Aboriginal Corporation Alliance (YRACA) to guide and advise us in relation to implementation of this Reconciliation Action Plan and other initiatives and key projects that arise.

The purpose of the Village Roadshow Theme Park's RAPWG (Reconciliation Action Plan Working Group) is to expand our cultural knowledge, engagement awareness and truly connect with the Indigenous stakeholders to guide us in starting the organisations meaningful reconciliation journey. Our aim is to develop a clear ethos and understanding of the ways to influence social change and to embed this in the organisations strategies, policies, budgets and activities. VRTP have a broad and diverse audience which provides the opportunity to be ambassadors for cultural change in our sphere of influence.

Reconciliation event at Sea World with Smoking Ceremony, March 2022



## Our Timeline

Village Roadshow Theme Parks commenced its reconciliation journey in July 2021 through its relationship as a sponsor to the Gold Coast Titans, who have kindly guided Village Roadshow Theme Parks in our RAP journey.

The following activities and initiatives have occurred prior to the RAP commitment and since July 2021.

### 1989+

Aboriginal and / or Torres Strait Islander performances at Sea World

Sea World commenced Aboriginal and/or Torres Strait Islander performances for conference, events, meetings and incentive groups to meet demand for Australian cultural experiences during their visits to Australia.

### 2006+

Australian Outback Spectacular Welcome to Country

Since its inception in 2006, every show has featured a Welcome to Country to the Yugambeh language region through audio, visual and lighting effects.

### 2006-2008

Indigenous School Based Traineeships Sea World Resort

The Indigenous School-Based Traineeship Program offered traineeships to Aboriginal and Torres Strait Islander students from communities across southeast Queensland and as far north as Bundaberg. Commencing in January 2006 with 14 trainees, the program was extended to an intake of 33 students from rural and remote Queensland communities.

The program provides an opportunity for students to learn from each other in a supportive environment, while encouraging them to become role models in their families, communities and to their peers across the State. The program achievements were recognised with an award in the Partnerships category at the 2009 Reconciliation Awards for Business.

# 2021 MAY

## Inaugural Blessing of the Fleet

Sea World Cruises annually opens the whale watching season with a Blessing of the Fleet, with a special ceremony that pays homage to an ancient seafarer tradition. The event sees leaders from the Yugambeh Language group bless the vessels and crew with a smoking ceremony to ensure a safe and bountiful season.

## Team Member Survey

Village Roadshow Theme Parks undertook a survey of all team members to learn and engage with those individuals who identify as an Aboriginal or Torres Strait Islander person and to announce to team members that the organisation would commence work on a Reconciliation Action Plan. 36 staff identified as an Aboriginal and/or Torres Strait Islander person.

# OCT

## Art Story Development

Village Roadshow Theme Parks engaged Local Aboriginal Artist (Bundjalung), Christine Slabb to commence the Art Story development to accompany the RAP journey.

Christine undertook a guided tour to each of the theme parks and properties and spoke to the CEO Clark Kirby, COO Bikash Randhawa, and the General Managers of Sales, Marketing and Park operations, as well as the Creative Director to understand and learn the history of the company, its vision, and values.

## RAP Working Group

Village Roadshow Theme Parks held its first Reconciliation Action Plan Working group meeting.

## Deadly Futures

Village Roadshow Theme Parks hosted the Gold Coast Titans Deadly Futures program at Paradise Country where participating Aboriginal and/or Torres Strait Islander students are encouraged to discover more about their own cultures.

- » Week 1 Culture & Identity
- » Week 2 Law & History
- » Week 3 Aspirations & Celebrations



Blessing of the Fleet, May 2022

# 2022

## MARCH

Reconciliation Event at Sea World with Smoking Ceremony.

Village Roadshow Theme Parks hosted a reconciliation event at Sea World to formally launch its reconciliation journey at a breakfast at Dolphin Beach by inviting Aboriginal and / or Torres Strait Islander team members, RAP Working Group participants, Village Roadshow Theme Parks Executive, and key community and industry partners.

Our CEO Clark Kirby and Uncle John Graham welcomed guests and reaffirmed the company's commitment to the journey. The event closed with a Smoking Ceremony presented by Luther Cora, Aboriginal Artist and Traditional Dancer, and family.

Village Roadshow Theme Parks Team Member of the Year, Welcome to Country.

Each year we bring the team members together to celebrate and recognise those that have been awarded in the Quarterly Team Member recognition events. This year we were fortunate to have Uncle Craig Williams attend to open the event with a Welcome to Country, assisting in sharing the RAP initiative with all our employees.





Reconciliation event at Sea World with Smoking Ceremony, March 2022

# 2022

## APRIL

Yugambeh Region  
Aboriginal Corporation  
Alliance (YRACA) Cultural  
Guidance Partnership

Village Roadshow Theme  
Parks has engaged YRACA  
under a 2-year agreement  
to provide the following  
services/activities:

Provision of six (6) Welcome  
to Country ceremonies per  
annum at Village Roadshow  
Theme Parks events or key  
business meetings.  
(Virtual Welcomes have also  
been provided during  
COVID-19).

Delivery of two bespoke  
Cultural Education Sessions  
to Village Roadshow Theme  
Parks management and  
select team members

Ten hours per month of  
cultural engagement  
and advisory services.

Key activities summarised  
as follows:

Provide cultural guidance  
on matters of Traditional  
Custodian significance

Act as a Traditional  
Custodian voice to Village  
Roadshow Theme Parks  
projects and policy as  
required

Provide input towards  
community engagement  
initiatives

Act as key conduit/support  
between local Indigenous  
businesses and Traditional  
Custodian groups

Support the ongoing  
development and delivery  
of RAP related initiatives  
including guidance and  
meeting the targets and  
objectives of the RAP.

Village Roadshow Limited  
and Village Roadshow  
Theme Parks Leadership  
Retreat

The Village Roadshow  
Theme Parks Senior  
Management team of 40  
staff welcomed the Village  
Roadshow Ltd team from  
Cinemas and Roadshow  
Films executives and senior  
leaders (30 staff) to a 2-day  
Leadership Retreat on the  
Gold Coast at Sea World  
Resort.

The CEO showed the  
reconciliation event video  
to the group and reinforced  
the importance of our  
commitment to  
reconciliation.

Roadshow Films have since  
expressed their desire to  
commence developing a  
Reconciliation Action Plan  
given their involvement in  
Aboriginal and/or Torres  
Strait Islander movie  
development.





Blessing of the Fleet, May 2022

## MAY

Australian Outback Spectacular Welcome to Country

Blessing of the Fleet Sea World Cruises

Sea World Cruises and Village Roadshow Theme Parks holds annual Blessing of the Fleet and to recognise the commencement of Reconciliation Week. Sea World Cruises two whale-watching vessels and the Sea World Research and Rescue vessel and their respective crews, accompanied by a troupe of five First Nations performers, departing from Sea World Cruises and travelling a short distance to the Seaway where a Smoking ceremony was held to welcome the whales and ensure safe passage for the season.

Gold Coast Titans Reconciliation Week

Village Roadshow Theme Parks Management team members attended the external Gold Coast Titans Reconciliation Week event at CBUS Stadium, where local Aboriginal/and or Torres Strait Islander student groups and community leaders presented performances and recognition of the achievements of the participants in their fields of interest.

CSIRO Indigenous STEM Education Project

Village Roadshow Theme Parks commence work with the CSIRO Indigenous STEM Education Project Women's Academy aimed to increase interest and academic achievement among Aboriginal and / or Torres Strait Islander female students in Science, Technology, Engineering and Mathematics (STEM) subjects and related professions.

Village Roadshow Theme Parks sponsored education sessions presented by Sea World Marine Sciences team for the participants and transported the team on the vessel Sea World 1 to Moreton Island for educational excursions

# Our Partnerships & Activities

## INTERNAL ACTIVITIES

Village Roadshow Theme Parks is focused on ensuring its team members are informed of the company's reconciliation journey and is excited to update all team members at its Quarterly Town Hall presentations delivered by CEO Clark Kirby on progress of its RAP Working Group.

The YRACA agreement elements for Cultural Education Sessions will be delivered to the Village Roadshow Theme Parks Senior Management team (40 people) at its next Leadership Retreat 2023.

Village Roadshow Theme Parks will include an approved Acknowledgement of Country at all spoken presentations at Sea World and Paradise Country.

## COMMUNITY PARTNERSHIPS

Village Roadshow Theme Parks will continue to support the Deadly Futures program by providing free of charge venue to host the 3 full day events at Paradise Country.

Village Roadshow Theme Parks will participate in the Gold Coast Titans NAIDOC Day event each year.

Village Roadshow Theme Parks will work with NRL School to Work Project in order to develop recruitment processes and potential employment opportunities within the Hospitality & Tourism industry for those of Indigenous and/or Torres Strait Island decent. Village Roadshow Theme Parks provides many diverse career opportunities. Pathways of interest and school-based traineeships will be shared with NRL School to Work job seekers.

Village Roadshow Theme Parks has engaged with Busy at Work for future opportunities of school-based trainees, and mentoring programs for young Aboriginal and/or Torres Strait Islander peoples, and to assist Village Roadshow Theme Parks in accessing funding for cultural awareness training of team members and supervisor mentoring.







# Our Key Commitments

## RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Review January, annually	General Manager Sales
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Head of People & Culture
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2023	Head of People & Culture
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2023	General Manager Sales
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June 2023	General Manager Sales
3. Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	June 2023	Head of People & Culture
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2023	General Manager Sales
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2023	General Manager Sales
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	June 2023	Head of People & Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2023	Head of People & Culture

## RESPECT

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2023	General Managers Sales and Marketing
	Conduct a review of cultural learning needs within our organisation.	July 2023	Head of People & Culture
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2023	General Manager Marketing
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Head of People & Culture
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2023	General Manager Marketing
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	March 2023	General Manager Marketing
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023	General Manager Sales

## OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2023	Head of People & Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2023	Head of People & Culture
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2023	Head of Procurement
	Investigate Supply Nation membership.	July 2023	Head of Procurement









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