



Aboriginal and Torres Strait Islander Cultural Capability Action Plan

Queensland Treasury

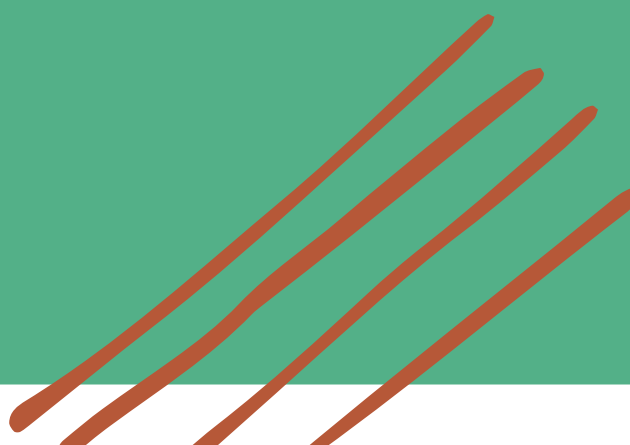

2019 – 2023



We acknowledge Aboriginal and Torres Strait Islander peoples
as the Traditional Owners and Custodians of this Country.

We recognise their connection to land, sea and community.

We pay our respects to them, their cultures, and to their
Elders, past, present and emerging.



About the artwork – Because of Her, We Can

The 2018 NAIDOC Week theme, 'Because of Her, We Can', recognised and celebrated Aboriginal and Torres Strait Islander women.

As leaders, trailblazers, politicians, activists and social change advocates, Aboriginal and Torres Strait Islander women fought, and continue to fight, for justice, equal rights, access to education, employment, and to maintain and celebrate Aboriginal and Torres Strait Islander culture, language, music and art.

Their achievements, their voice, their unwavering passion give strength and empowerment to past generations, and pave the way for generations to come.

Queensland Treasury's State Penalties Enforcement Registry (SPER) facilitated pop-up art workshops in honour of all the females who have had a positive impact in their lives, community and professional fields. The lunch time workshops were so popular, continuing for two more weeks after NAIDOC Week.

Employees chose their own symbols, told their stories, and generously donated to their chosen charity, Kurbingui Youth Development.

The resulting artwork captures the theme 'Because of Her, We Can', and is proudly displayed on Level 24, 1 William Street, Brisbane.



- 1** Represents women with their digging sticks and their babies in a coolamon. These women are sitting and yarning around a watering hole (blue circle).

A Coolamon is a hand-crafted wooden dish, which is used by the Aboriginal women when gathering bush tucker, transporting water or carrying babies.

Artist: Jo Campbell

- 2** The helping hand my mother has been in my life – the red is a symbol of the blood connection to her.

Artist: Fiona

- 3** Family gathering around a camp fire.

Artist: Fran

- 4** Walking tracks between two meeting places.

Artist: Trisha

- 5** Family Camp site.

Artist: Nicole B

- 6** Kangaroo prints

Artist: Marika

"This experience was a highlight of my year and I felt humbled to share an essential part of my being in an artistic way."

"My story was inspired by my eight sisters who I draw strength from. The large circle in the middle represents me – the link that connects us all together."

"My sisters are represented by long brown lines – strong, flexible trees rooted in the earth. Their daughters are the tan lines which are younger shrubs of life, and their grandchildren are yellow lines signifying new shoots of life."

"The cycle of a seed that leads to the growth of a shrub, which learns to be flexible through the storms of life, and becomes the tree that passes strength back to the seed."

– Johnina May

"As a child I was introduced to Fingal Head in northern NSW by my mother and father. The aboriginal name for Fingal is Pooningbah, place of the echidna. My symbol, the echidna, honours both my mother and Fingal - both hold a special place in my heart to this day."

– Mike Burnheim



Message from the Acting Under Treasurer

On behalf of Queensland Treasury, I am pleased to present the *Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2019–2023* (the plan).

As a lead agency of the Queensland public service, and as the government's expert on state finances and the economy, we can influence outcomes for Aboriginal and Torres Strait Islander peoples by stimulating the economy to create jobs. This in turn will lead to stronger communities, more economic opportunities and better local services.

We are committed to providing leadership in developing a more culturally responsive and inclusive environment that values and respects the contribution of our state's first peoples.

The plan reaffirms the importance of Queensland Treasury becoming more representative and inclusive of Aboriginal and Torres Strait Islander people and establishes clear and effective actions to facilitate this for the period of 2019–2023. The plan builds upon the important work we have done in implementing the previous Aboriginal and Torres Strait Islander Cultural Capability Action Plan and the **Queensland Government Reconciliation Action Plan (RAP) 2018–2021**. Elements of Reconciliation Australia's RAP Framework have been incorporated to demonstrate Treasury's organisational maturity as a journey from Reflect (scoping), to Innovate (implement) and Stretch (embed).

I am proud this plan continues successful initiatives previously implemented, such as the Indigenous scholarship program and Social Benefit Bonds services, and creates new initiatives like partnerships with cultural education providers and employment services. Treasury will build on its strengths: promotion and celebration of cultural activities, embed others: cultural awareness and education, and improve others: attraction, recruitment, retention and capability development of Aboriginal and Torres Strait Islander people.

I encourage all employees to get involved and contribute to the actions in this plan in order to ensure the delivery of policies, services and outcomes are responsive to the unique cultural needs of Aboriginal and Torres Strait Islander Queenslanders.



Mary-Anne Curtis
Acting Under Treasurer

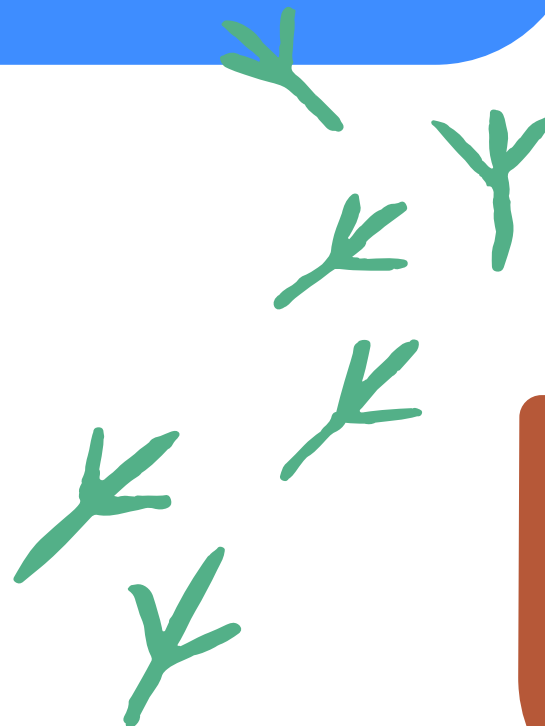


Cultural Capability Action Plan

The *Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2019–2023* is the second plan released by Queensland Treasury.

Our plan is aligned with the **Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework** (the framework), which provides strategic direction for Queensland Government agencies' cultural capability planning. The framework's strategic vision is to provide efficient, effective and responsive services to Aboriginal and Torres Strait Islander people by ensuring their perspectives are an inherent part of core business across all agencies, underpinned by five principles:

1. Valuing culture
2. Leadership and accountability
3. Building cultural capability to improve economic participation
4. Engagement with Aboriginal and Torres Strait Islander people and businesses
5. Culturally responsive systems and services.



Monitoring and reporting

A six-month report is prepared and submitted to the whole of government Cultural Agency Leaders Committee.

Annual updates on actions are provided to Treasury's Executive Leadership Team.

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Aboriginal and Torres Strait Islander employees

Queensland Treasury has committed to reaching a foundational target of three per cent of employees who identify as being of Aboriginal and/or Torres Strait Islander descent by 2022.

This plan recognises that target and includes specific actions to make Queensland Treasury an employer of choice for Aboriginal and Torres Strait Islander people. Queensland Treasury will continue to work with Department of Aboriginal and Torres Strait Islander Partnerships to progress Aboriginal and Torres Strait Islander career pathways.

As a central agency, Treasury will also work across government to prioritise delivery of the Our Future State: Advancing Queensland Priorities. We will continue to achieve targets under the Creating Jobs in a Strong Economy outcome.

The employee data included to the right shows the number of employees identifying as being of Aboriginal and/or Torres Strait Islander descent.

Aboriginal and Torres Strait Islander indicators

September 2018*

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Number of Indigenous employees

0.79%

Percentage of Indigenous employees

100%

Permanent employees

81.65%

Census return rate

Total Queensland Treasury headcount

1,019

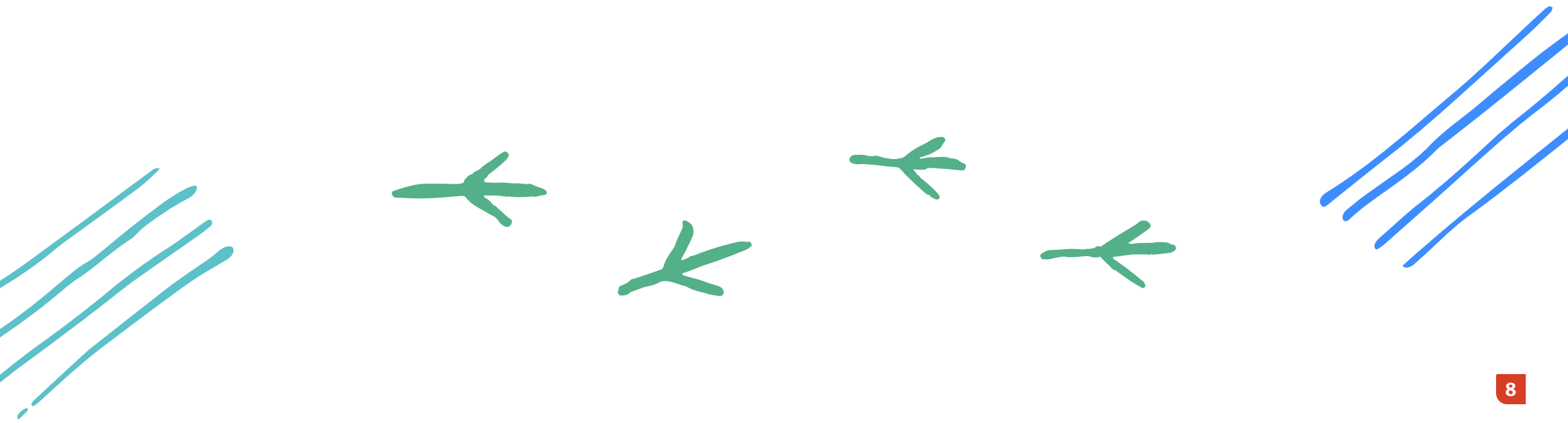
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* Data sourced from Minimum Obligatory Human Resource Information (MOHRI)

Cultural capability framework principle	Action	RAP Framework	Responsible Area	Timing	Outcome
Valuing culture	Recognise and commemorate Aboriginal and Torres Strait Islander events and activities	Stretch	All staff	Annually	Our acknowledgement of NAIDOC Week and Reconciliation Action Week activities will continue to be strengthened across all portfolios. Treasury will participate in collaborative 1 William Street and whole of government initiatives.
	Support endorsed Aboriginal and Torres Strait Islander initiatives with internal communication promotion using strategic and organisational newsletters and intranets	Stretch	Strategic Communications	Annually	Throughout the month of July a screen saver will be deployed, intranet news stories developed and other content distributed through appropriate channels.
	Raise the profile of Aboriginal and Torres Strait Islander success stories and promote cultural awareness across the department	Innovate	Strategic Communications with support from Human Resources	Ongoing	Success stories will be shared from business areas and celebrated via intranet stories and Under Treasurer newsletters.
	Guidelines/protocols for communicating correctly and respectfully with and about Aboriginal peoples and Torres Strait Islander peoples	Innovate	Strategic Communications	Ongoing	Strategic Communications will incorporate appropriate guidance into the style guide and promote to employees.
Leadership and accountability	Senior leadership in our department demonstrates leadership and actively participates in cultural capability	Stretch	Executive Leadership Team	Annually	Workforce diversity targets are captured in the Under-Treasurer's performance agreement. Under Treasurer continues as Government Champion for Napranum. Executive Leadership Team Champions will participate in culturally relevant events, training etc.
	Contribute to and influence whole-of-government strategic direction	Stretch	Executive Leadership Team Human Resources	Ongoing	Treasury will continue to participate in and contribute to whole-of-government meetings and discussion. Treasury will continue to implement whole-of-government actions.
	Include cultural capability as a key priority in Treasury's Strategic Plan	Stretch	Risk and Intelligence with support from Human Resources	Annually	Human Resources will provide annual updates on actions and progress to the Executive Leadership Team. Cultural plans will be embedded within the strategic and operational context of our department.

Cultural capability framework principle	Action	RAP Framework	Responsible Area	Timing	Outcome
Building cultural capability to improve economic participation	Identify opportunities and partnerships to attract diverse talent pools for vacancies	Innovate	Human Resources All managers to support the advertising of roles through new networks	Ongoing	Partnerships will be developed with external organisations and services to provide employment opportunities for people from Aboriginal or Torres Strait Islander backgrounds. The Queensland Treasury Graduate Program will be reviewed to ensure effectiveness. Indigenous talent pools and proposed activities to increase attraction will be explored. Recruitment and selection data will show increased diversity in talent pools on application and appointment.
	Actively challenge assumptions and perceptions to reduce unconscious bias and build a culture of equal opportunity	Innovate	Human Resources and recruitment and selection panels	Ongoing	Panel members and key decision-makers will attend recruitment and selection training, which will include unconscious bias training. Recruitment and selection panels will be provided with a toolkit that supports inclusive work practices. All staff will have access to unconscious bias training through Treasury's Learning Space.
	Develop and implement opportunities that support the career progression of Aboriginal and Torres Strait Islander people	Innovate	Human Resources	Ongoing	An Aboriginal and Torres Strait Islander recruitment and retention pipeline will be developed. Job pathways and skills development mapping will be investigated to identify culturally safe roles.
	Ensure cultural capability is embedded in workforce management frameworks, practices and processes	Innovate	Human Resources	Ongoing	Treasury will contribute to development and implementation of the whole-of-government workforce strategy.
Engagement with Aboriginal and Torres Strait Islander people and businesses	Ensure Aboriginal and Torres Strait Islander peoples are engaged in the development and delivery of policy, programs and services	Stretch	State Penalties Enforcement Registry	Ongoing	State Penalties Enforcement Registry program of visits to Aboriginal and Torres Strait Islander communities will be re-established. The number and breadth of communities visited will be recorded.
	Support Aboriginal and Torres Strait Islander businesses where the opportunity arises in accordance with efficient and effective procurement practice	Innovate	Procurement	Ongoing	Treasury will have procured goods or services from at least two Indigenous-owned businesses. Treasury will contribute to the development of the whole-of-government Aboriginal and Torres Strait Islander procurement policy.

Cultural capability framework principle	Action	RAP Framework	Responsible Area	Timing	Outcome
Culturally responsive systems and services	Staff have access to relevant training programs (online and face to face) that raise cultural awareness and educate staff about the importance of a diverse and inclusive workforce	Innovate	Human Resources All staff to proactively nominate for training opportunities	Ongoing	<p>Cultural capability training will be included in induction processes.</p> <p>Staff will commit to increasing awareness and knowledge of diversity and inclusion by participating in programs, events and initiatives.</p> <p>A range of programs will be made available to staff to build capability in relation to workforce diversity and inclusion (online and face-to-face).</p> <p>HR will host Banaam Cultural Intelligence Training once a year available to all Treasury staff.</p>
	Commit to investing in services and systems that meet the needs of Aboriginal and Torres Strait Island people	Stretch	Social Benefit Bonds State Penalties Enforcement Registry	Ongoing	<p>Treasury will continue to be an active partner in the governance groups for each of the three Social Benefit Bonds transactions.</p> <p>State Penalties Enforcement Registry will expand its Work and Development Program to enable customers to satisfy their debt through undertaking unpaid community service. This includes culturally appropriate programs for Aboriginal and Torres Strait Islander people in remote areas.</p>



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