

Reframing the Relationship with Aboriginal peoples and Torres Strait Islander peoples

Reframing the Relationship Plan 2024–2027



Queensland
Government

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Message from the Under Treasurer

On behalf of Queensland Treasury, I am pleased to present our *Reframing the Relationship Plan 2024-27 (the Plan)*.

The Plan reflects Queensland Treasury's commitment to a reframed relationship with Aboriginal and Torres Strait Islander peoples and builds on the previous Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2019-2023.

Queensland Treasury's role as the government's expert advisor on financial and economic matters places us in a unique position to positively influence outcomes for Queensland's First Nations peoples.

We are committed to building our cultural capability as an organisation; delivering services that are responsive to the needs of Aboriginal and Torres Strait Islander peoples; and enhancing our standing as an employer of First Nations people.

During 2023, Queensland Treasury implemented a range of measures which will support our commitment to a reframed relationship. An inaugural Executive Champion for First Nations peoples was appointed. We also established a First Nations Peer Network and commissioned a First Nations artwork, *Rich History, Thriving Future*.

An audit of the Plan will be undertaken as soon as practicable after the end of the 2023-24 financial year and an updated plan will then be published on the Queensland Treasury website.



Introduction

Acknowledgement of traditional custodians

Queensland Treasury acknowledges Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and custodians of the land. We recognise their connection to land, sea and community, and pay our respects to Elders past, present and emerging.

Rich history, thriving future.



Artwork story

This artwork tells the story of Queensland Treasury acknowledging and celebrating First Nations peoples, cultures, and contributions. It's a story that begins at the heart of the State's economy – Queensland Treasury's place of duty and responsibility. The starting point of a journey towards being more inclusive than ever before.

By connecting with First Nations people in exciting new ways and sharing stories old and new in relation to the land and its people, we can build strong and authentic relationships for the benefit of every Queenslander.

Just as Queensland Treasury plays an essential role in securing Queensland's future for generations to come, the importance of contributions by First Nations people to our State cannot be overstated. It is Queensland Treasury's responsibility and honour to recognise and celebrate First Nations cultures, contributions, and achievements, and create connections with First Nations people and communities wherever we can.

By taking these steps to connect meaningfully with communities all over Queensland, Queensland Treasury can help pave the way to a shared and more equitable future where every Queenslander has the chance to thrive.



The artwork concept and narrative were developed by David Williams. As a proud Wakka Wakka man, artist and Executive Director of Gilimbaa, David brings a lifetime of culture and connections to Gilimbaa. David was influenced by his immediate family and his Elders who encouraged him to use his creative skills as a tool to connect his culture to the wider community.

David uses creativity as an effective tool of 21st century cultural communication, using this as a platform to share, educate and celebrate First Nations culture.

About our Reframing the Relationship Plan

Purpose

This plan has been developed to support Queensland Treasury in its commitment to implement the components of the Reframing the Relationship Plan (the Plan) requirements under s19-23 of the *Public Sector Act 2022* (PS Act).

The Plan will support Treasury to enhance and continue to build our cultural capability to enable provision of advice to the government and deliver impactful services to the Aboriginal and Torres Strait Islander community.

The Plan will be published on the Treasury website as required by s23(2)(a) of the PS Act.

Annual Audit and Plan Review

In line with the PS Act, as soon as practicable after the end of each financial year:

- progress against this Plan will be audited (s23(3))
- the Plan will be reviewed and updated (s23(4)(a)).

Background

In 2019, the Queensland Government released its Statement of Commitment to reframe the relationship between Aboriginal peoples and Torres Strait Islander peoples, and the Queensland Government.

The *Public Sector Act 2022* acknowledges that Queensland Public Sector agencies have a unique role and obligation to reframe relationships and recognise the importance of self-determination for First Nations people.

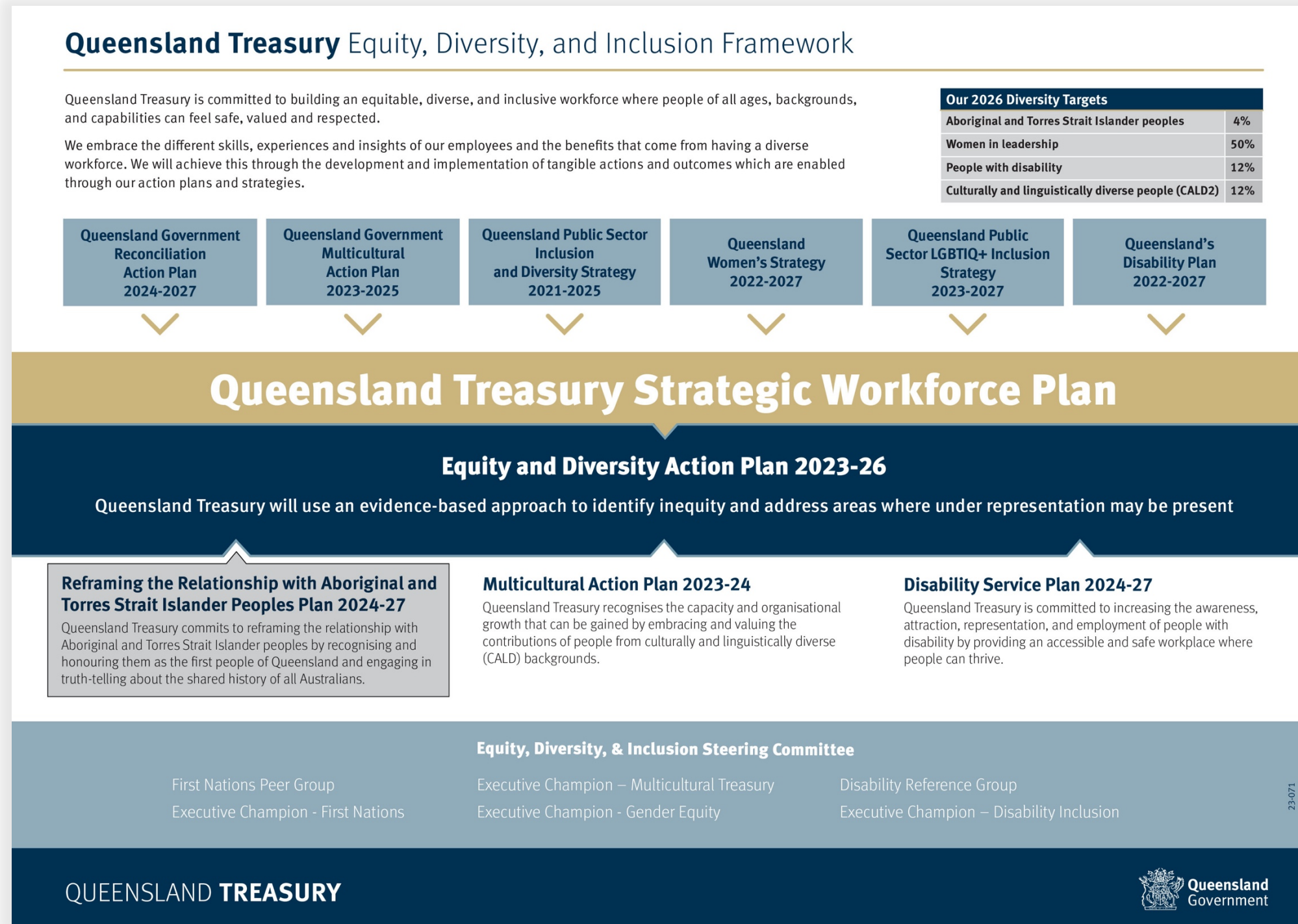
Queensland Treasury acknowledges and respects the unique cultures, histories, and ongoing contributions of Aboriginal and Torres Strait Islander peoples and is committed to building a relationship with Aboriginal and Torres Strait Islander peoples based on fairness, inclusivity, dignity and belonging.

This Plan replaces the previous *Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2019-2023*.



Context


The Reframing the Relationship with Aboriginal and Torres Strait Islander Peoples Plan forms part of Treasury’s Equity, Diversity and Inclusion Framework, detailed below.



Actions



1. Recognition and honouring

Recognising and honouring Aboriginal peoples and Torres Strait Islander peoples as the first peoples of Queensland.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
1.1	<p>Demonstrate respect and understanding for Aboriginal and Torres Strait Islander cultures and histories by observing dates of cultural significance, including but not limited to:</p> <ul style="list-style-type: none"> Anniversary of the National Apology National Close the Gap Day National Reconciliation Week including National Sorry Day and Mabo Day Anniversary of the 1967 Referendum Coming of the Light NAIDOC Week National Aboriginal and Torres Strait Islander Children’s Day International Day of the World’s Indigenous Peoples Indigenous Literacy Day Indigenous Business Month Anniversary of the UN Declaration on the Rights of Indigenous People <p><i>(Ref: CCAP 2019-2023 Action 1.1 and 1.2)</i></p>	<p><i>QG RAP 2023-25 Actions 5 and 8.</i></p>	<p>Annually</p>	<p>People and Culture Branch Strategic Communications All staff</p>	<p>Promotion of significant dates utilised to increase awareness and understanding of First Nations issues, history, contributions and perspectives.</p> <p>Promotion of significant dates through Treasury channels such as screen savers, intranet news stories, e-newsletters, downloadable posters, and/or signature blocks.</p> <p>NAIDOC Week and Reconciliation Action Week activities continue to be strengthened with opportunities to participate in at least one event for each.</p> <p>Treasury participation in collaborative 1 William Street and whole of government initiatives where available.</p>		

2. Truth-telling

Engaging in truth-telling about the shared history of all Australians.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
2.1	Establish dedicated First Nations Relationships roles to lead coordination of Queensland Treasury’s contributions to fostering a reframed relationship with First Nations peoples, including readiness for truth-telling and healing	QG RAP 2023-25 Action 9	January 2024	Strategic Policy	Suitability qualified appointments to roles in January 2024	Roles advertised November 2023	
2.2	Undertake an administrative history of Queensland Treasury to identify the agency’s historical interactions with Aboriginal and Torres Strait Islander peoples	QG RAP 2023-25 Action 9	March 2024	Strategic Policy	Administrative history completed within timeframe		
2.3	Identify public records that provide evidence of historical interactions between Aboriginal and Torres Strait Islander peoples and the Queensland Government that document the ongoing impact of government policies, procedures and processes	QG RAP 2023-25 Action 9	June 2024	Strategy Policy	Documents identified and catalogued within timeframe.		








3. The importance of self-determination

Recognising the importance to Aboriginal peoples and Torres Strait Islander peoples of the right to self-determination.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
3.1	Continue to actively participate as a member of Local Thriving Communities (LTC) Joint Coordinating Committee , overseeing reforms involving government and community to work together to move decision-making closer to Aboriginal and Torres Strait Islander communities, embrace self-determination and engage in high expectations relationships so that service design and delivery better meet the needs of each community.	QG RAP 2023-25 Action 1	Ongoing	Strategic Policy	Delivery of reform outcomes under LTC		





4. Cultural capability and safety

Promoting cultural safety and cultural capability at all levels of the public sector.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
4.1	Maintain guidelines/protocols for communicating in a culturally safe and respectful way with, and about, Aboriginal peoples and Torres Strait Islander peoples. (Ref: CCAP 2019-23 Action 1.4)	QG RAP 2023-25 Action 11	Ongoing	People and Culture Branch Strategic Communications	Guidelines/protocols available on intranet and promoted to employees		
4.2	Embed cultural awareness and capability across Treasury through providing resources and professional development (online and face to face) which covers topics such as cultural protocols, customs, and traditions . (Ref: CCAP 2019-23 Action 6.1)	QG RAP 2023-25 Action 11	Ongoing	People and Culture Branch All employees to proactively nominate for training opportunities	Cultural capability training will be included in induction processes. Opportunities for employees to participate in programs, events and initiatives that build cultural capability (online and face-to-face).		
4.3	Establish an employee-run First Nations Peer Network to provide a culturally safe space for Aboriginal and Torres Strait Islander employees to meet and support one other.	QG RAP 2023-25 Action 1	Ongoing	Peer Network Working Group with support from People and Culture Branch and the Executive Champion	Activities and membership of First Nations Peer Network		
4.4	Implement anti-racism strategies informed by insights from the Working for Queensland survey, to support the reframing of the State’s relationship with Aboriginal and Torres Strait Islander peoples under the <i>Public Sector Act 2022</i> .	QG RAP 2023-25 Action 4	Ongoing	People and Culture Branch Strategic Communications	Analysis of WFQ results Promotion of anti-racism messages through Treasury channels		
4.5	Reinforce the positive intent and outcomes of the Flex Connect Framework to all people managers and their staff within Treasury. (Ref: E&D Plan 2023-4)	QG RAP 2023-25 Action 1	Ongoing	People and Culture Branch All managers to familiarise themselves with the flex-connect framework.	Increase in Treasury staff perception of being able to utilise flexible work approaches confirmed through annual Working for Queensland survey results		
4.6	Conduct campaigns to improve the completion of the diversity data census so it more accurately reflects the workforce.	QG RAP 2023-25 Action 1	Annually by 30 Aug	People and Culture Branch Strategic Communications	Frequency of campaign to drive census completion.		
4.7	Seek to identify the reasons some Treasury employees are reluctant to disclose their diversity data, through direct engagement and/ or surveys. (Ref: E&D Plan 2023-4)	QG RAP 2023-25 Action 1	2025	People and Culture Branch	Improvements in the proportion of employees who share their diversity data Analysis of WFQ data		

5. Partnership and decision making


Working in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives, in particular when making decisions directly affecting them.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
5.1	Ensure Aboriginal and Torres Strait Islander peoples are engaged in the development and delivery of policy, programs and services. <i>(Ref: CCAP 2019-23 Action 5.1)</i>	<i>QG RAP 2023-25 Action 1</i>	Ongoing	All Treasury State Penalties Enforcement Registry Financial Provisioning Scheme	State Penalties Enforcement Registry will partner with Hardship Partners in remote areas to provide culturally appropriate programs under the work and development order program. Maintain a minimum 20 per cent Financial Provisioning Scheme Advisory Committee membership from First Nations Land Council nominees.		
5.2	Engage and consult with Treasury Aboriginal and Torres Strait Islander employees for the development, implementation and/or evaluation of strategies through. I. Employee reference groups / Peer Network <i>(Ref: E&D Plan 2023-4)</i> II. Maintaining representation of Aboriginal and Torres Strait Islander employees on Treasury's Equity, Diversity and Inclusion Steering Committee	<i>QG RAP 2023-25 Action 1</i>	Ongoing	People and Culture Branch ED&I Steering Committee	Strategies and policies developed, implemented and/or evaluated in consultation with Aboriginal and Torres Strait Islander employees. Representation on the ED&I Committee, with at least one Aboriginal or Torres Strait Islander employee		
5.3	Motor Accident Insurance Commission investment in Aboriginal and Torres Strait Islander led and co-designed research and grants initiatives that reduce the incidence and impact of motor vehicle accidents	<i>QG RAP 2023-25 Action 1</i>	Ongoing	MAIC	Aboriginal and Torres Strait Islander representation in designing and implementing First Nations research and grants initiatives.	Project with Griffith University entering final year. Consultation will be undertaken around appropriate wording for potential inclusion in Notice of Accident Claim Form and identification of referral opportunities for Aboriginal and Torres Strait Islander claimants.	
5.4	Continue to establish relationships with First Nations providers and suppliers, particularly in rural and remote areas, to ensure provider choice and availability for participants	<i>QG RAP 2023-25 Action 1</i>	Ongoing	NIISQ Agency	Increased availability of First Nations providers and suppliers across Queensland		

6. Workforce and leadership





Ensuring the workforce and leadership of the entities are reflective of the community they serve, having regard to chapter 2 and chapter 3, part 3 of the Act.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
6.1	<p>Attract Aboriginal and Torres Strait Islander peoples to apply for Treasury roles through use of:</p> <ul style="list-style-type: none"> I. targeted advertising of roles or partnering with First Nations employment organisations II. Cadetships and/or Graduate program roles III. language welcoming diversity in job ads and applicant packs IV. Information about provisions for cultural leave, cultural safety and/or the Reframing the Relationship available to applicants 	QG RAP 2023-25 Action 15	Ongoing	People and Culture Branch Panel Chairs	Increased numbers of Aboriginal and Torres Strait Islander peoples applying for Treasury roles		
6.2	<p>Increase inclusivity in selection processes, through:</p> <ul style="list-style-type: none"> I. Ensuring external providers are familiar with Treasury’s equity, diversity and inclusion standards, the directive, and have access to advice if required. II. Continue to promote and facilitate training for selection panels that includes recruitment strategy, unconscious bias, reasonable adjustment, and candidate care (ref: E&D Plan 2023-24) III. use of work tests/samples (where candidates demonstrate, rather than talk about, skill) in selection processes where appropriate 	QG RAP 2023-25 Action 15	Ongoing	People and Culture Branch Recruitment and selection panels	<p>Increased percentage of Aboriginal and Torres Strait Islander employees.</p> <p>External providers upholding best practice in inclusion and accessibility.</p> <p>Completion of training</p>		
6.3	<p>Provide support and resources for recruitment panels in relation to inclusive recruitment strategies, how to utilise targeted and identified roles, and the requirements of recruitment and selection directive (07/23) etc.</p> <p>(Ref: E&D Plan 2023-4)</p>	QG RAP 2023-25 Action 15	Ongoing	People and Culture Branch with Public Sector Commission support	Provision of resources and opportunities to attend training that covers inclusive recruitment strategies.		
6.4	<p>Support the career progression of Aboriginal and Torres Strait Islander employees through targeted opportunities for professional development.</p> <p>(Ref: CCAP 2019-23 Action 3.3)</p>	QG RAP 2023-25 Actions 15 & 16.	Ongoing	People and Culture Branch	<p>Opportunities provided for targeted professional development.</p> <p>Continued support of the Career Pathways Service</p>		

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
					Increase the progression of Aboriginal and Torres Strait Islander employees as evidenced in the annual Equity and Diversity Audit.		
6.5	Increasing workplace engagement relating to Reframing the Relationship (RTR) with Aboriginal peoples and Torres Strait Islander peoples through:		Ongoing	Executive Leadership Team Strategic Communications People and Culture Branch	Appointment of Executive Champion for First Nations Under Treasurer activities as Government Champion for Pormpuraaw mentioned in Treasury communications channels. Inclusion of stories about Treasury activities which have positive impact on First Nations Communities in communication channels A Treasury representative attends 90% of CAL meetings Evidence of advocacy and support by senior leaders Senior leaders participate in culturally relevant events, training etc. Inclusion of success stories about Treasury First Nations employees in in communication channels		
	I. Appointing an Executive Champion for First Nations to drive cultural change and ensure initiatives are appropriately resourced (Ref: E&D Plan 2023-4)	QG RAP 2023-25 Action 1					
	II. Sharing stories of Under Treasurer activities as Government Champion for Pormpuraaw in communications channels						
	III. Sharing stories of Treasury activities which have positive impact on First Nations Communities in communication channels						
	IV. Maintaining Treasury representation on the Queensland Public Sector Cultural Agency Leaders (CAL) committee which monitors progress of agency actions under the RAP	QG RAP 2023-25 Action 19					
	V. Senior leaders actively supporting and promoting RTR strategies by sharing messages with their staff. (Ref: CCAP 2019-23 Action 2.1)						
	I. Senior leaders actively participating in cultural capability training . Sharing success stories of Aboriginal and Torres Strait Islander employees in Treasury communication channels. (Ref: CCAP 2019-23 Action 1.3)						


7. Fair and inclusive with dignity and belonging

Promoting a fair and inclusive public sector that supports a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
7.1	Identify the quality of Aboriginal and Torres Strait Islander access to Queensland’s CTP scheme and co-design improvements to the scheme	QG RAP 2023-25 Action 1	Ongoing	MAIC	Implement agreed recommendations from Griffith University’s First Australians CTP Project commissioned by MAIC Culturally respectful identification questions added to Notice of Accident Claim Form with associated data captured in personal injury register	Engaged with Griffith University to develop the questions, with implementation expected in 2024.	
7.2	Continued support for First Nations specific adaption of the PCYC Braking the Cycle learner driver mentor program ‘Changing Gears’ – Yarrabah, Napranum and Palm Island.	QG RAP 2023-25 Action 1	Ongoing	MAIC	Increased Aboriginal and Torres Strait Islander peoples with driver licences resulting in improved employment outcomes	Operation of program in Napranum will continue for additional 2 years. Despite staff turnover challenges, promising outcomes in terms of both learner and provisional licences obtained. Yarrabah and Palm Island commenced operating the program on 1 July 2023.	
7.3	Support for ongoing pilot of Indigenous licensing and identification musters. These Muster events aim to enhance road safety and reduce contact with the criminal justice system	QG RAP 2023-25 Action 1	Ongoing	MAIC	Increased Aboriginal and Torres Strait Islander peoples with driver licences resulting in improved employment outcomes	First Muster events held in November 2023 in Saibai, Thursday Island and Bamaga. Extension recently provided to extend this pilot until 31 July 2024.	
7.4	Engagement of a local First Nations service provider to offer culturally safe employee assistance program (EAP) support to First Nations employees.	QG RAP 2023-25 Action 1	Ongoing	NIISQ Agency	First Nations EAP provider set up and accessible to First Nations employees as needed	Initial discussions have occurred to ensure provider has capacity to provide EAP support	

8. Aims, aspirations and employment

Supporting the aims, aspirations and employment needs of Aboriginal peoples and Torres Strait Islander peoples and the need for their greater involvement in the public sector.

No.	Action	Link to RAP	Timeframe	Responsibility	Success measure	Progress	Traffic Light
8.1	Support Aboriginal and Torres Strait Islander businesses where the opportunity arises in accordance with efficient and effective procurement practice (Ref: CCAP 2019-23 Action 5.2)	QG RAP 2023-25 Action 14	Ongoing	Procurement	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.		



Reference information

Glossary

Acronym	Description
ED&I	Equity, Diversity and Inclusion
MAIC	Motor Accident Insurance Commission
NIISQ	National Injury Insurance Scheme Queensland
QG RAP	Queensland Government Reconciliation Action Plan
QPS	Queensland Public Sector
QRO	Queensland Revenue Office
WFQ	Working for Queensland survey

Related links

[Queensland Government Reconciliation Action Plan 2023–2025](#)

