

QUEENSLAND TREASURY

Reframing the Relationship with Aboriginal and Torres Strait Islander peoples

Reframing the Relationship Plan 2026–2029



DELIVERING
FOR QUEENSLAND



Queensland
Government

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Translating and interpreting assistance

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Acknowledgement of traditional custodians

In the spirit of reconciliation, Queensland Treasury acknowledges the Traditional Owners of the lands and their connections to Country and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Rich history, thriving future



Artwork story

This artwork tells the story of Queensland Treasury acknowledging and celebrating First Nations peoples, cultures and contributions.

It is 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 peoples 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 peoples 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 to create connections with First Nations peoples 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 will support Treasury to enhance and further develop its cultural capability, enabling delivery of impactful services to Aboriginal and Torres Strait Islander community and providing informed advice to the government.

It has been developed to support Queensland Treasury's commitment to implement requirements under s19-23 of the *Public Sector Act 2022* (PS Act).

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

Context and foundations

The PS Act 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 peoples.

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 aligns with the National Agreement on Closing the Gap (CTG) framework and action plan. It also supports Treasury's Equity, Diversity and Inclusion Framework and Plan.

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 if required (s23(4)(a)).

Actions

1. Recognition and honouring

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

No.	Action	Link to CTG	Timeframe	Responsibility	Success measure
1.1	Demonstrate respect and understanding for Aboriginal and Torres Strait Islander cultures and histories by observing dates of cultural significance, including but not limited to: • 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 United Nations Declaration on the Rights of Indigenous People	<i>CTG Priority Reform 3</i> <i>Transforming government organisations</i>	Annually	All staff Key contributors: People and Culture Strategic Communications	Promotion of significant dates utilised to increase awareness and understanding of First Nations issues, history, contributions and perspectives. Promotion of significant dates through Treasury channels such as social media, screen savers, intranet news stories, e-newsletters and downloadable posters. NAIDOC Week and National Reconciliation Week activities continue to be strengthened with opportunities to participate in at least one event for each. Treasury participation in collaborative 1 William Street and whole-of-government initiatives where available.

2. The importance of self-determination

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

No.	Action	Link to CTG	Timeframe	Responsibility	Success measure
2.1	Provide data services to ensure that First Nations peoples have access to relevant data and information to monitor implementation of efforts to close the gap and set their own priorities.	<i>CTG Priority Reform 4</i> <i>Shared access to data and information at a regional level</i>	Ongoing	Queensland Government Statistician's Office (QGSO)	Data is available either directly through QGSO resources or from other agency tools supported by QGSO.

3. Cultural capability and safety

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

No.	Action	Link to CTG	Timeframe	Responsibility	Success measure
3.1	Maintain guidelines/protocols for communicating in a culturally safe and respectful way with, and about, Aboriginal and Torres Strait Islander peoples.	<i>CTG Priority Reform 3 Transforming government organisations</i>	Ongoing	People and Culture Strategic Communications	Guidelines/protocols available on intranet and promoted to employees.
3.2	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 .	<i>CTG Priority Reform 3 Transforming government organisations</i>	Ongoing	People and Culture Executive teams and Managers	Increased participation rates in formal training from previous year. Positive participant feedback following training on relevance of content and knowledge gained.
3.3	Develop and internally publish a summarised administrative history of Queensland Treasury which identifies the agency's historical interactions with Aboriginal and Torres Strait Islander peoples to raise employee awareness.	<i>CTG Priority Reform 3 Transforming government organisations</i>	December 2026	People and Culture	All Treasury staff have access to the online administrative history module, including new starters.
3.4	Support 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 another.	<i>CTG Priority Reform 3 Transforming government organisations</i>	Ongoing	Peer Network Working Group People and Culture Executive Champion	Activities and membership of First Nations Peer Network.
3.5	Implement anti-racism strategies informed by insights from the Working for Queensland (WfQ) 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> .	<i>CTG Priority Reform 3 Transforming government organisations</i>	Ongoing	People and Culture Strategic Communications	Analysis of WfQ results – reduction in staff reporting, witnessing or experiencing racism. Increased cultural capability training completion rates.

4. Partnership and decision making

Working in partnership with Aboriginal 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 CTG	Timeframe	Responsibility	Success measure
4.1	Ensure Aboriginal and Torres Strait Islander peoples are engaged in the development and delivery of policy, programs and services. Develop and build genuine and productive partnerships with Aboriginal and Torres Strait Islander service users, businesses, local and regional organisations and other government agencies.	<i>CTG Priority Reform 3</i> <i>Transforming government organisations</i>	Ongoing	All staff Key contributors: Financial Provisioning Scheme Energy State Penalty Enforcement Registry	Positive policy and program outcomes are observed. Representation is achieved in decision making roles. Where a policy, service or program exists that affects Aboriginal and Torres Strait Islander peoples, there is demonstrable evidence of consultation, co-design or partnership. New partnerships are identified and developed where gaps are identified. Key stakeholder activity is captured.
4.2	As part of the Wulara Gana Program, engage with community and conduct internal scoping to examine escalated fines and penalties in remote communities, with the ultimate aim of reducing subsequent rates of incarceration. Wulara means talk and Gana means hear, think, understand in the Yagara language.	<i>CTG Priority Reform 1</i> <i>Formal partnerships and shared decision making</i> <i>CTG Target 10</i> <i>Adults in Justice system</i>	Ongoing	State Penalties Enforcement Registry	Demonstrable engagement with community stakeholders (including ATSILS/Legal Aid etc), evidence of consultation, co-design or partnership. Solutions are identified which positively impact the use of enforcement powers in remote communities.
4.3	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 as noted in the Equity and Diversity Plan. II. Maintaining representation of Aboriginal and Torres Strait Islander employees on Treasury's Equity, Diversity and Inclusion (EDI) Steering Committee	<i>CTG Priority Reform 3</i> <i>Transforming government organisations</i>	Ongoing	People and Culture ED&I Steering Committee	Strategies and policies developed, implemented and/or evaluated in consultation with Aboriginal and Torres Strait Islander employees. Representation on the EDI Steering Committee, with at least one Aboriginal or Torres Strait Islander employee.
4.4	Ensure Aboriginal and Torres Strait Islander representation in the design and implementation of First Nations research and grants initiatives that reduce the incidence and impact of motor vehicle accidents.	<i>CTG Priority Reform 3</i> <i>Transforming government organisations</i>	Ongoing	Motor Accident Insurance Commission (MAIC)	Aboriginal and Torres Strait Islander representation in designing and implementing First Nations research and grants initiatives.

5. Workforce and leadership

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

No.	Action	Link to CTG	Timeframe	Responsibility	Success measure
5.1	Provide support and resources for inclusive attraction, recruitment, selection and retention strategies .	CTG Priority Reform 3 <i>Transforming government organisations</i>	Ongoing	People and Culture with Public Sector Commission support	Provision of resources and opportunities to attend training that covers inclusive recruitment strategies. Increased representation of Aboriginal and Torres Strait Islander employees towards whole-of-government 4% target. Participation in the University of Queensland Economics camp for First Nations students.
5.2	Support the career progression of Aboriginal and Torres Strait Islander employees.	CTG Priority Reform 3 <i>Transforming government organisations</i>	Ongoing	Treasury Leaders People and Culture	Continued support of the Career Pathways Service. Progression of First Nations employees into senior or leadership roles.

6. Fair and inclusive with dignity and belonging

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

No.	Action		Timeframe	Responsibility	Success measure
6.1	Improve Aboriginal and Torres Strait Islander peoples access to and experience with Queensland's Compulsory Third Party (CTP) scheme .	CTG Priority Reform 3 <i>Transforming government organisations</i>	Ongoing	MAIC	Implemented 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.
6.2	Continue supporting First Nations specific adaption of the PCYC Braking the Cycle learner driver mentor program and Changing Gears program on Yarrabah, Napranum and Palm Island.	CTG Priority Reform 3 <i>Transforming government organisations</i>	Ongoing	MAIC	Increased Aboriginal and Torres Strait Islander peoples with driver licences resulting in improved employment outcomes.
6.3	Engagement of a local First Nations service provider to offer culturally safe employee assistance program (EAP) support to First Nations employees.	CTG Priority Reform 3 <i>Transforming government organisations</i>	Ongoing	National Injury Insurance Scheme Queensland (NIISQ) Agency	First Nations EAP provider set up and accessible to First Nations employees as needed.

7. Aims, aspirations and employment

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

No.	Action		Timeframe	Responsibility	Success measure
7.1	Support Aboriginal and Torres Strait Islander businesses where the opportunity arises in accordance with efficient and effective procurement practice.	<i>CTG Priority Reform 3</i> <i>Transforming government organisations</i>	Ongoing	Procurement Executive teams and Managers	Supported Queensland Government Procurement Policy targets. Spending with Aboriginal and Torres Strait Islander businesses can be tracked.

8. Securing appropriate, affordable housing aligned with priorities and need

Supporting the government’s commitment to expand opportunities for home ownership in Queensland’s Aboriginal and Torres Strait Islander communities.

No.	Action	Link to CTG	Timeframe	Responsibility	Success measure
8.1	Work with the Department of Housing and Public Works and other agencies to develop housing pathways in Aboriginal and Torres Strait Islander communities.	<i>CTG Priority Reform 1</i> <i>Formal partnerships and shared decision making</i> <i>CTG Target 9</i> <i>People can secure appropriate, affordable housing that is aligned with their priorities and needs</i>	Ongoing	Social and Intergovernmental	Evidence of engagement with other agencies on Aboriginal and Torres Strait Islander home ownership. Policy and budget advice provided where needed.

Reference information

Glossary

Acronym	Description
CTG	Closing the Gap
ED&I	Equity, Diversity and Inclusion
MAIC	Motor Accident Insurance Commission
NIISQ	National Injury Insurance Scheme Queensland
QGSO	Queensland Government Statisticians Office
QPS	Queensland Public Sector
QRO	Queensland Revenue Office
SPER	State Penalty Enforcement Registry
WfQ	Working for Queensland survey

Related links

[Closing the Gap targets and outcomes](#)