

The Gurra Gurra FRAMEWORK

2020–2026



Department of **Environment and Science**



Queensland
Government



Acknowledgement of Country

The Department of Environment and Science acknowledges the Country and people of Queensland's First Nations. We pay our respect to Elders, past, present and emerging.

We acknowledge the continuous living culture of First Nations Queenslanders—their diverse languages, customs and traditions, knowledges and systems.

We acknowledge the deep relationship, connection and responsibility to land, sea and sky Country as an integral element of First Nations identity and culture.

This Country is sacred. Everything on the land has meaning and all people are one with it. We acknowledge First Nations peoples' sacred connection as central to culture and being.

First Nations people speak to Country, listen to Country, sing up Country, dance up Country, understand Country and long for Country.

We acknowledge and thank First Nations people for the enduring relationship connecting people, Country and ancestors—an unbreakable bond that safely stewarded and protected the land, waters and sky for thousands of generations.





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Message from the Director-General

Aboriginal and Torres Strait Islander people have lived on the Australian continent for more than 60,000 years.

During that time more than 300 Aboriginal and Torres Strait Islander nations formed complex societies and cultures centred on a deep and enduring relationship with place.

Culture, language, spirituality, wellbeing, family, relationships, law, lore and connection grew together to form a place-based cultural ecosystem in tune with the land, sea and sky.

Our department is already undertaking significant work with Queensland's First Nations people to respect, value and continue this connection.

The *Gurra Gurra Framework 2020–2026* is designed to build on this connection, through better governance and management of Country.

It recognises that, to fully respect and engage the skills, abilities and knowledge of First Nations peoples, constant effort is required to build respectful and enduring relationships.

The use of the Kooma word 'Gurra Gurra' as the title of the framework has been a very conscious choice. In the language of the custodians of the lands around Bollon in southern inland Queensland, gurra gurra means everything. Gurra Gurra reflects the need for our strategies, actions and relationships to be inclusive, integrated and complete.

The program contained in the Gurra Gurra Framework is designed to help us progress a comprehensive response, while embedding flexibility in program delivery.

This program has also been designed to maximise First Nations agency, to empower First Nations people, led by each nation, to contribute positively to cultural resurgence and revitalisation occurring across the State.

The Gurra Gurra Framework has been carefully created to embed both its principles and the program of work in the culture of the agency.

Individually, and in our teams, we can all proactively identify opportunities to improve our approach to policy development and service delivery. This is necessary to ensure our work delivers on the principles and objectives of the framework.

I'd like to acknowledge and thank those working in effective partnership with First Nations people and for your input in helping to bring the Gurra Gurra Framework to fruition. Your commitment has provided the foundations that will make this framework and our work more sustainable and impactful now and into the future.

Jamie Merrick

Director-General
Department of Environment and Science



Executive summary

The Department of Environment and Science recognises, respects and values First Nations peoples and cultures. We recognise that First Nations people have rights and interests in the Country on which we work. We are committed to progressing self-determination by working with First Nations peoples to incorporate their priorities and perspectives in decision-making and operations.

The *Gurra Gurra Framework 2020-2026* prioritises and accelerates this commitment by supporting staff to deliver on the department's strategic objectives, and establishing the department as a better practice agency in its work with First Nations peoples.

The department has existing and strong partnerships with many First Nations communities across Queensland. The Gurra Gurra Framework seeks to build on these, and support the creation of new relationships.

Development of the Gurra Gurra Framework recognised and embraced the lived experiences of First Nations peoples. We collected valuable reflections and feedback from individual and collective consultation and engagement with First Nations representatives from Western Yalanji, Mbabaram, Kooma and representatives from across the Torres Strait Islands, and through design workshops in Cairns, Townsville and Brisbane. We needed to know what was working and what improvements we can and should make.

The Gurra Gurra Framework is anchored in shared values and principles that were co-designed during development. We also undertook analysis of leading practice and sought input from across the department. External First Nations representatives worked with us to determine shared objectives.

Ten initiatives within the Gurra Gurra Framework will help us achieve our vision and objectives. These initiatives are strategically focused to provide strength in areas that will support the growth in our relationships, while also supporting us to make the changes needed to begin or reframe relationships. The initiatives will accelerate departmental capability in the areas of engagement, agreement making, recruitment and retention, cultural agility and procurement.

Each member of the Executive Leadership Team will own and drive individual initiatives, while overseeing the framework as a team. This sets a clear example of how we will all succeed in implementation, and acknowledges that reframing our relationships will require both individual and collective commitment.

Through the development and ongoing implementation of the Gurra Gurra Framework, we will all have the opportunity to demonstrate our motivation and commitment to building and maintaining a permanent and impactful relationship with First Nations peoples. In doing so, we will achieve our aspiration of working in partnership to build a strong and shared future.





Designing the Gurra Gurra Framework

The Gurra Gurra Framework has been developed through mob-centred design—a variant of human-centred design principles—and is underpinned by First Nations terms of reference.

This means that it seeks to understand and respect the diversity of First Nations cultures across the state, the collectivist nature of decision-making, the importance of Elders and other knowledge keepers, and the primacy of relationships and connection to Country above all things.

Collective decision-making and the importance of maintaining connection through culture is central to First Nations peoples’ way of relating to each other. It is why First Nations culture is so strongly defined by relationships that reach far back into the ancestral past and way into the future.

In this way, First Nations terms of reference have delivered shared or collective value across thousands of generations.

This Framework seeks to align with these terms of reference. Keeping Country and people at the centre, the process also takes into account structures and the people who work within those structures; the functions, and the processes that deliver on those functions; governance and leadership. In so doing, we position ourselves to proactively consider both the cultural change and the structural changes needed to produce sustainable outcomes that respect both Country and people.

Program benefits aligned to First Nations terms of reference

These three key areas are interconnected and optimise the positive impact for the Aboriginal and Torres Strait Islander ‘cultural eco-system’ to balance our progress aligned to each of the three areas.



HUMAN WORLD

Gurra Gurra Human World Initiatives will deliver benefits to, and positively impact People, Family, Ceremony, Art and Culture



PHYSICAL WORLD

Gurra Gurra Physical World Initiatives will deliver benefits to, and positively impact the Land, Sky, Sea and Animals



SACRED WORLD

Gurra Gurra Sacred World Initiatives will deliver benefits to, and positively impact the revitalisation of Culture, Healing, Truth Telling and Lore/Law



The leadership challenge

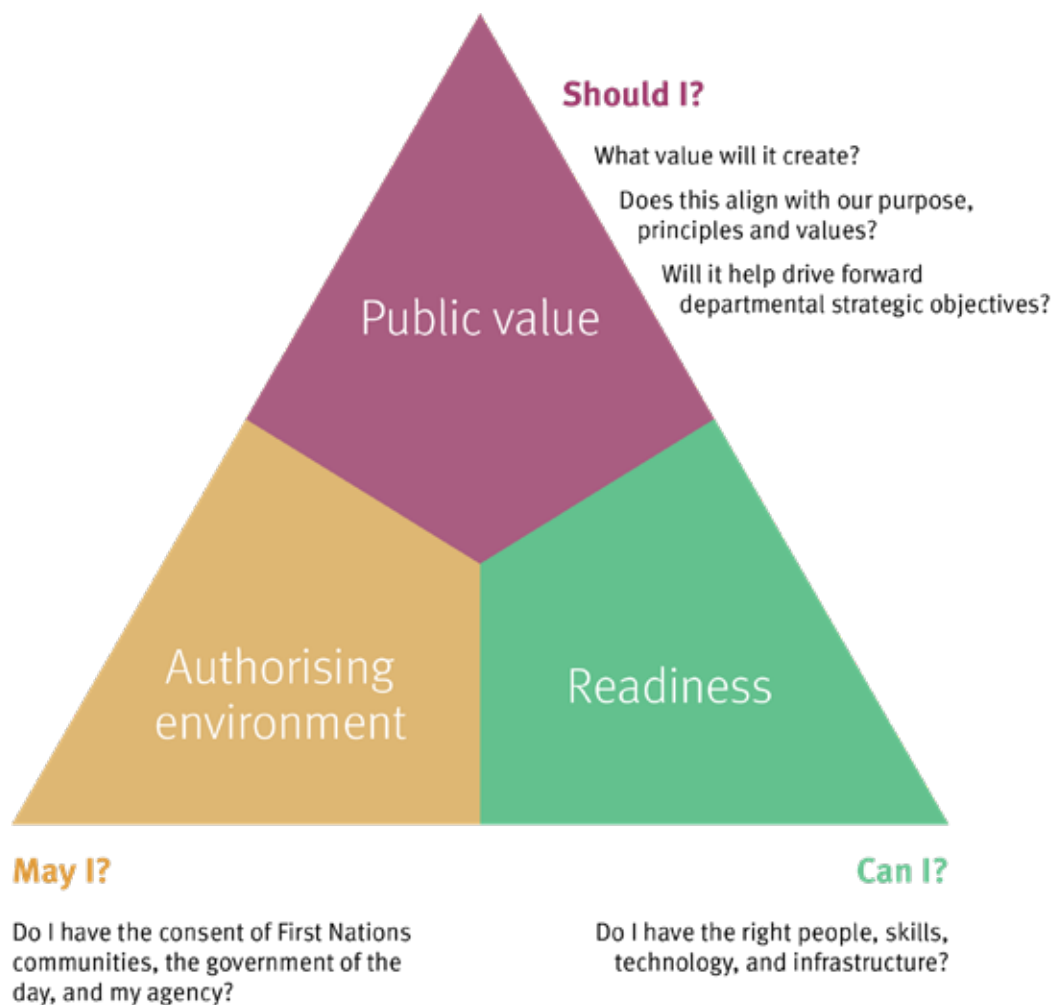
The Gurra Gurra Framework has also been developed to support leaders to generate and protect public value. Public value can be defined as the collective interests that the department is entrusted to protect, advance and secure. Generally, public value creation aims to deliver lasting impact across the entire community.

The definition of First Nations public value is a matter of self-determination. Through the consultation process to produce the Gurra Gurra Framework, our partners confirmed that Country and its people must be held at the centre of all we do. Public value might therefore be defined as including Country and its environmental values, the rights and interests of First Nations peoples, tangible and intangible cultural heritage (such as story

and lore), language, knowledge, systems of governance and decision making, and law. Each of these is central to the identity of First Nations peoples, and has the potential to deliver lasting social impact for all Queenslanders.

For First Nations peoples, protecting existing public value is as important as generating it. First Nations people are expert at protecting public value and stewarding it across thousands of generations. To serve the interests of First Nations peoples, a contemporary public service must strive to understand and protect public value as defined by all peoples.

A traditional public value pyramid asks us to consider key questions to drive value creation:





The Gurra Gurra Framework attempts to create and protect public value by activating across the key domains set out in the Gurra Gurra value wheel. The objective of the program is to positively impact the human world, physical world and sacred world. For this to be appropriate, initiatives must be developed in partnership, in a way that fully respects the right to self-determination.





A holistic approach

The principles and values of the Gurra Gurra Framework strongly align with the DES and Queensland Public Service values—customers first, ideas into action, unleash potential, be courageous and empower people.

Implementing the Gurra Gurra Framework will also support the progress of both departmental and all of government strategic initiatives such as Tracks to Treaty, Thriving Communities, the Reconciliation Action Plan, the Diversity and Inclusion Strategy, and the Cultural Capability Action Plan.

The Gurra Gurra Framework will support the department to meet existing and emerging obligations, such as our obligations under: the *United Nations Declaration on the Rights of Indigenous Peoples*; the *Native Title Act 1993 (Cwth)*; the *Torres Strait Islander Cultural Heritage Act 2003 (Qld)*; the *Aboriginal Cultural Heritage Act 2003 (Qld)*; the *Human Rights Act 2019 (Qld)*; and obligations and commitments outlined in our own agreements and contracts.

This will be achieved by holding Country and its people at the centre of what we do and the decisions that we make. It will be driven by our vision and principles, and be anchored in First Nations peoples' rights, including the right to self-determination.

The Gurra Gurra Framework acknowledges the strength of our people, and will build on those strengths by enabling a culturally connected and agile workforce. It embeds a focus on material issues that are pragmatic and deliverable. It ensures respect for community-led decision-making processes and timeframes by encouraging and providing guidance for the co-design and delivery of mutual benefits.

Most importantly, the Gurra Gurra Framework commits us to progressing the internal and structural changes needed to reframe our relationships. It will identify opportunities for structural reform that will help to accelerate our change journey.

DES's people, and the First Nations groups we currently partner with, have a strong track record and vision to build stronger and more impactful partnerships. By aligning to the principles and values and implementing the approaches outlined in the Gurra Gurra Framework, our department can play an increasingly strong role in enriching the lives of all Queenslanders. By achieving our vision of a permanent trust-based relationship with First Nations peoples, together we can implement successful environmental and cultural initiatives that also deliver real social and economic outcomes.





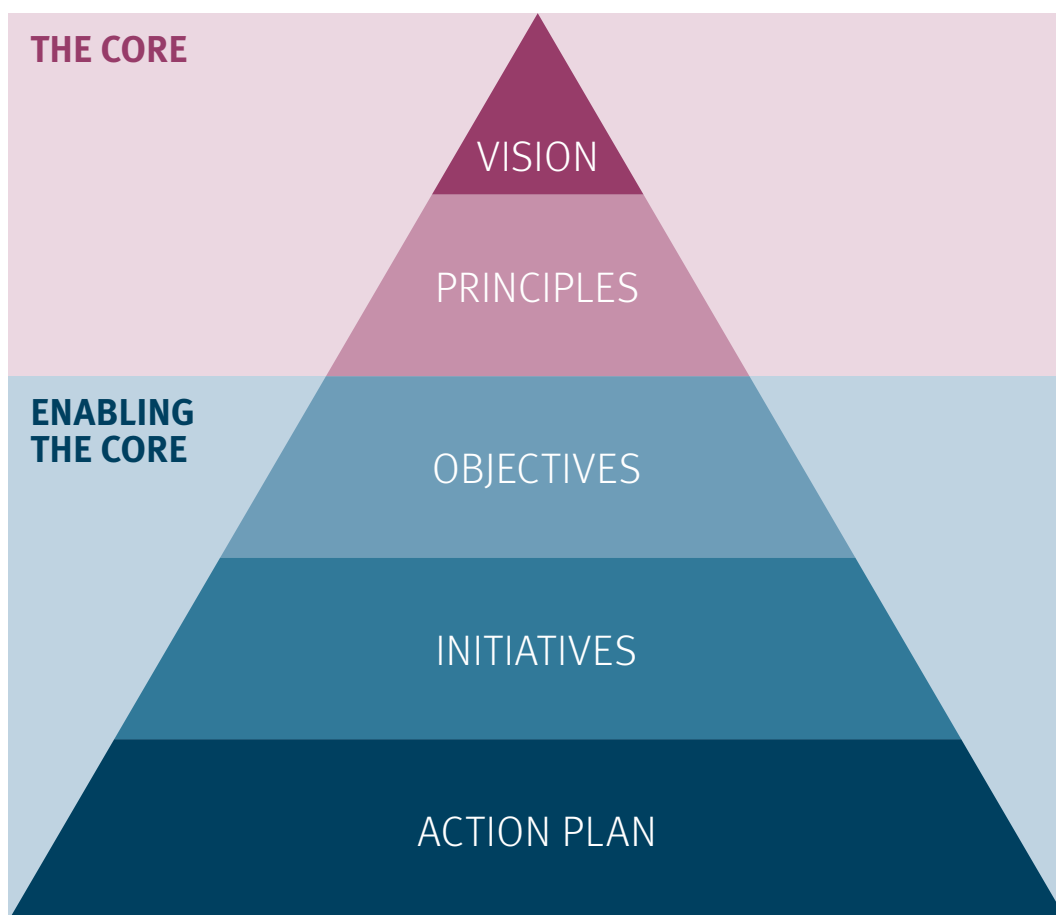
The Gurra Gurra approach

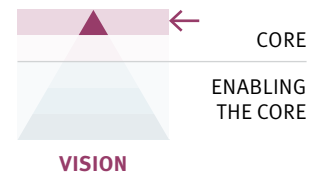
Our First Nations partners told us that they seek a permanent relationship; one that is flexible and responsive, and one that understands that Country and people must be at the centre of all we do.

The vision, principles and values sit at the core of the Framework, setting the expectations and laying the foundation of how we will achieve outcomes that have First Nations rights and interests at their very heart.

The core will remain relatively constant, with only minor changes over time, as our relationships develop. The objectives, initiatives and action plans are designed to evolve in response to place and partnership-specific changes, opportunities and challenges.

Together, these make up a clearly defined but flexible blueprint for our journey as a department, to reframe our relationships and deliver better outcomes for our First Nations partners, while continuing to deliver public value for all Queenslanders.





Vision

We examined our successes and aspirations and, with the DES Executive Leadership Team, workshopped a vision for Gurra Gurra. It was later refined and affirmed by the more than 100 people we consulted with, internally and externally:

To walk forward together, from two paths to one, in a partnership founded on respect, trust and First Nations peoples' vision for Country and people.

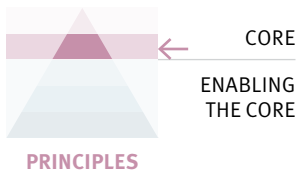
The vision is practical and acknowledges the safe stewardship of Country by First Nations people for thousands of generations. It recognises the rights and responsibilities of First Nations peoples to continue to care for Country, and the deep knowledge that they hold.

This vision affirms our understanding and respect for First Nations culture and its basis in respect for Country and its people. It also affirms our acknowledgment of, and respect for, First Nations knowledge. This is not a matter of courtesy, but a genuine recognition that First Nations knowledge makes a significant contribution to the department's strategic objectives.

Our Executive Leadership Team has endorsed the Gurra Gurra Framework as the foundation for transformative change. Both DES and our First Nations partners seek a permanent relationship, so this is the first of many frameworks to guide us. This framework will be implemented over an achievable timeframe of six years

Doomadgee Dancers, Riversleigh World Heritage Area 25th Anniversary, 2019





Principles and values

Country and its people at the centre

- supporting truth telling and healing
- supporting cultural resurgence
- supporting process unity.

Purpose and values-driven

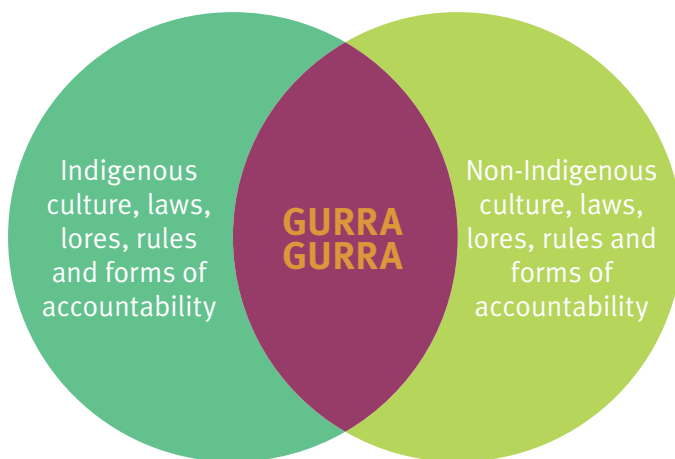
- considering our purpose and values in our decision-making, day-to-day operations and management activities
- protecting and creating public value that will deliver co-benefits for all Queenslanders.

Self-determined and rights-based

- recognising that First Nations peoples are the Traditional Owners of Queensland irrespective of determination of Native Title
- recognising that First Nations cultural rights, are human rights
- satisfying our obligations and commitments.

Culturally connected and agile

- understanding and supporting the journey towards cultural proficiency
- growing opportunities for formal and informal learning
- individual and collective commitment.

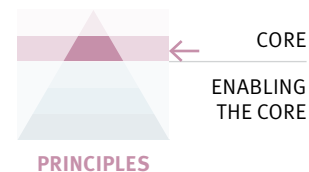


Focused on material issues and initiatives that are pragmatic and deliverable

- aligned to Tracks to Treaty
- aligned to government priorities
- aligned to DES strategic initiatives.

Shared agency and mutual benefits

- working in partnership from the earliest stages of development through to implementation and evaluation
- working together to define outcomes and benefits
- empowering First Nations leadership
- structurally enabling co-governance and co-stewardship
- respecting community-led decision-making processes and timeframes
- exploring new ways of working through co-design and co-delivery.



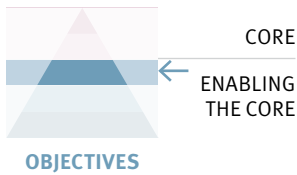
Our department is transforming

We will not...

- ✘ Do to or do for First Nations peoples
- ✘ Do for the department
- ✘ Be transactional
- ✘ Be performative or exploitative
- ✘ Be reactive, disconnected or potentially compensable
- ✘ Impose on traditional cultures
- ✘ Accept cultural appropriation
- ✘ Force engagement provisions on First Nations peoples
- ✘ Impose blanket solutions on communities, just because they worked elsewhere
- ✘ Allow history to repeat itself in the mistreatment of First Nations peoples
- ✘ Be symbolic in our actions

We will ...

- ✔ Work with First Nations peoples
- ✔ Do with the department
- ✔ Be relational
- ✔ Be culturally connected and agile
- ✔ Be strategic, engaging and well planned
- ✔ Negotiate with traditional cultures
- ✔ Empower cultural leadership and resurgence
- ✔ Listen and learn about First Nations governances and mutually agree engagement approaches
- ✔ Take place-based approaches and learn how each community has different cultural protocols and solutions
- ✔ Empower First Nations peoples as a progressive department
- ✔ Create real structural change



Co-designing the objectives

The first stage of enabling the core was to co-design objectives.

The process recognised that knowledges, systems and lived experiences of First Nations peoples should be acknowledged and respected, and should inform the way forward.

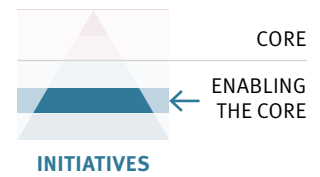
It also considered other perspectives and sources of knowledge, including international best practice and the current leading practice of the department and across government.

Discussions with the leadership and staff identified that, as a department, we want to rapidly mature our approach to our relationships and work with First Nations people.

Feedback helped to identify the department’s current state. Shared ideas were refined in workshops to form the foundations upon which the initiatives were created.

Using this input, four key objectives of the Gurra Gurra Framework were identified:





The initiatives

Summary

Ten initiatives have been developed through a consultative process with the department’s executive leadership, staff and external First Nations partners.

These initiatives constitute the initial direction of the Gurra Gurra Framework and will be operationalised through strategies and action plans as appropriate and determined by the responsible executive leader. The initiatives will evolve over time through feedback and evaluation.

1. Being adaptable and responsive
2. Embedding a principles and values-based approach
3. Respecting First Nations community history and aspirations
4. Valuing culture within the department
5. Improving cultural capability and agility
6. Attracting and developing First Nations people
7. Improving our authorising environment
8. Strong governance
9. Strong procurement
10. Strong communication

Implementation overview

Operationalising the Gurra Gurra Framework will take time. It will be non-linear as it reflects the operating rhythm and diverse aspirations of First Nations people.

The initiatives outlined in the Gurra Gurra Framework will be operationalised through individual strategies and action plans, led by the department’s executive leaders, that will provide detailed activities and identify opportunities that will accelerate our commitment to co-design and co-deliver our work with First Nations people.

Some implementation is already underway, with activities around recruitment and retention, training and development, and procurement well progressed.

Other initiatives will require careful planning and resource commitment.

Throughout implementation, we will be responsive to feedback.

The department is confident that strong progress can be made against most initiatives over the next 12 months. A monitoring and evaluation plan is underway, and regular reports will be provided to the Executive Leadership Team.





The initiatives in detail

1. BEING ADAPTABLE AND RESPONSIVE

Objective	Implement the Framework as a foundation that can be adapted and responsive to new and changing information and evolving relationships.
Scope	This initiative focuses on the flexible implementation of the program. The initiatives provide directions through suggested processes, incrementally building on increases in understanding, lessons learnt and the evolving landscape.
We will be	<ol style="list-style-type: none"> 1. keeping the vision and core principles at the centre of our work 2. implementing a constant feedback cycle to capture learnings and improvement opportunities 3. developing strategies and action plans that align with the vision and core principles and detail specific tasks and actions 4. undertaking a systemic review of policies across the agency to ensure consistency with, and embedding of, the principles and values of the framework.
Executive lead	Director-General and Executive Leadership Team

2. EMBEDDING A PRINCIPLES AND VALUES-BASED APPROACH

Objective	Improve the way the department engages with First Nations peoples to facilitate deep, mutually beneficial relationships by embedding a principles and values-based approach.
Scope	This initiative seeks to build the capability of the department to consider its actions through the prism of defined principles and values.
We will be	<ol style="list-style-type: none"> 1. adopting the principles and values-based approach, and regularly communicating this to all staff 2. exploring opportunities to model and profile how the principles and values-based approaches are improving our partnerships and resulting in tangible outcomes on Country.
Executive lead	Director-General and Executive Leadership Team Cultural Agency Leader



3. RESPECTING FIRST NATIONS COMMUNITY HISTORY AND ASPIRATIONS

Objective	Support the department to develop meaningful and mutually beneficial relationships with First Nations peoples and their communities.
Scope	This initiative will be implemented through the development of a knowledge platform that is co-developed by staff and community to increase understanding of First Nations culture, and contribute to stronger outcomes for community and Country.
We will be	<ol style="list-style-type: none"> 1. developing and maintaining an internal knowledge and resource hub for access by all staff containing relevant information about legislation, communities and other information that will contribute to implementing the vision and principles of the Framework 2. actively supporting and encouraging our staff to develop and grow their knowledge of First Nations history and aspirations through self-led research and informal learning about pre-contact history, impact of ongoing contact, and the vision and aspirations of the communities within which they work.
Executive lead	Director-General and Executive Leadership Team Executive Director, Partnerships Branch

4. VALUING CULTURES WITHIN THE DEPARTMENT

Objective	Progress actions that enhance an organisational environment which celebrates and supports cultural diversity, and actively seeks and incorporates the voice of our First Nations staff.
Scope	This initiative will recognise culture as a generator of significant public value and support the department to move towards a respectful and relational approach to working with First Nations peoples.
We will be	<ol style="list-style-type: none"> 1. developing an engagement framework to support culturally safe and impactful engagement with First Nations partners 2. supporting First Nations staff returning to Country to maintain and deepen cultural connection and expertise 3. developing and supporting channels for engagement with and among First Nations staff 4. supporting all staff to learn and connect with the people and Country they work with 5. celebrating diversity in the workplace through: <ul style="list-style-type: none"> • activating on cultural days of significance, through both celebration and concentrated action to deliver real outcomes for Country and people • strengthening communications to incorporate the promotion of cultural diversity. 6. recognising and valuing the rich cultural diversity of all staff.
Executive lead	Deputy Director-General, Corporate Services Cultural Agency Leader



5. IMPROVING CULTURAL CAPABILITY AND AGILITY

Objective	Enabling the department to be more culturally capable and agile.
Scope	This initiative aims to build a culturally agile workforce focused on increasing cultural understanding and ability to apply this to our work.
We will be	increasing learning opportunities to build cultural proficiency by: <ol style="list-style-type: none">1. establishing mandatory minimum learning requirements for all employees of the department2. providing learning opportunities that reflect the different roles and responsibilities of our staff, and equip them with the skills and knowledge to effectively and respectfully engage with First Nations peoples3. providing place-based opportunities to develop knowledge in the areas of cultural safety, diversity of culture, community structure and governance processes.
Executive lead	Deputy Director-General, Corporate Services Chief Human Resources Officer

6. ATTRACT AND DEVELOP FIRST NATIONS PEOPLE TO OUR WORKFORCE

Objective	Increase representation of First Nations staff at all levels of the department.
Scope	This initiative will create internal and external strategies to attract and develop First Nations peoples.
We will be	developing a DES First Nations Employment and Development Strategy that includes: <ul style="list-style-type: none">• strengthening employment pathways for First Nations staff to progress through the agency• identifying and reducing barriers• learning and development opportunities• building retention and progression initiatives.
Executive lead	Deputy Director-General, Corporate Services Chief Human Resources Officer



7. IMPROVING OUR AUTHORISING ENVIRONMENT

Objective	Improve and strengthen the authorising environment to reduce complexity and ensure compliance with the legislative and policy frameworks within which the department operates.
Scope	The scope of this initiative will be confirmed through a focused and co-designed approach.
We will be	<ol style="list-style-type: none">1. improving knowledge and practice in understanding and complying with relevant legislative and policy frameworks2. developing an agreement making framework to allow for both consistency and adaptability to the needs and aspiration of individual peoples and Country.3. identifying opportunities to increase clarity, address inconsistencies and reduce barriers to First Nations involvement within the legislative framework administered by the department4. formalising an approach to co-stewarding the protected area estate5. increasing transparency and actively seeking opportunities to publish information about our outcomes and impact.
Executive lead	Director-General and Executive Leadership Team

8. STRONG GOVERNANCE

Objective	Embed an environment of commitment and shared responsibility to ensure the successful implementation of the Framework.
Scope	The focus of this initiative is to achieve appropriate levels of oversight to drive real impact.
We will be	<ol style="list-style-type: none">1. reviewing existing governance structures to:<ul style="list-style-type: none">• appropriately embed shared responsibility for the implementation of the Framework as part of their Terms of Reference• consider potential gaps in existing structures ensuring First Nations peoples are represented within the governance process2. developing an overarching Gurra Gurra Governance Framework including robust monitoring and evaluation measures to provide assurance to our First Nations partners and the Executive Leadership Team that we are both addressing risks and delivering positive impact.
Executive lead	Deputy Director-General, Corporate Services Executive Director, Governance and Operations



9. STRONG PROCUREMENT

Objective	Strategically plan the procurement of services to remove barriers and encourage participation of First Nations businesses through simplifying process, increasing capability and creating enablers.
Scope	The scope of this initiative includes adopting procurement approaches that develop pipelines of work in line with the Queensland Indigenous Procurement Policy (QIPP).
We will be	<ol style="list-style-type: none">1. assessing future work requirements and identifying key areas of addressable spend2. developing procurement pipelines and ensuring visibility of the timeframes to industry3. identifying and adopting procurement strategies to encourage First Nations businesses to engage with the department's procurement process4. adopting and reporting on targets for departmental procurement of services from First Nations organisations.
Executive lead	Deputy Director-General, Corporate Services Chief Procurement Officer

10. STRONG COMMUNICATION

Objective	Ensure our language and communication reflects the values and principles outlined in this Framework and supports our staff to enhance respectful and culturally appropriate communication.
Scope	This initiative includes role modelling, and developing and distributing communications to our staff and to First Nations peoples that demonstrates our commitment to culture and process change.
We will be	<ol style="list-style-type: none">1. developing and distributing approaches to support respectful and culturally appropriate communication, including:<ul style="list-style-type: none">• regularly communicating about expectations, promoting work underway, and profiling successes• engaging regularly with First Nations peoples to reinforce our commitment to cultural change and communicate benefits and outcomes for First Nations communities• establishing channels and encouraging feedback from our First Nations partners through multiple mechanisms.2. working with First Nations communities to identify opportunities to appropriately incorporate First Nations languages in the work we do together.
Executive lead	Director-General and Executive Leadership Team Cultural Agency Leader



Conclusion

The Gurra Gurra Framework is a living and dynamic document which recognises the strength of our existing partnerships and strategies, and the positive impact these have had on Country and people. The Framework will support and extend this success, taking a collaborative approach that invites and encourages the participation of all DES people.

The department would like to thank all First Nations peoples who provided their cultural guidance and input. The generous investment of time and the knowledge of community leaders was both gracious and impactful, and we acknowledge their wisdom and love for Country. Their participation illuminates the path towards deeper and more meaningful relationships between the department and First Nations communities.

We pay our deepest respect to Western Yalanji and Mbabaram Traditional Knowledge holders and leaders that participated in ‘mob-centred design’ on Yirrganydji Country and Yidinji Country and to Torres Strait Island Traditional Owners who we met on Turrbal lands.

We thank the Kooma, Western Yalanji, Mbabaram and Torres Strait Islander peoples for sharing knowledge and language which have been used in the creation of the report.

We acknowledge the department’s First Nations staff, Executive Leadership Team and all staff who participated, for their input and support to help realise the First Nations-led co-design of the Gurra Gurra Framework.

Finally, we acknowledge the special relationship this department has and must maintain with Country and its people. We will continue to work diligently and in partnership to build a strong future together.



Eyre Creek near Bedourie



Cover artwork

Boyd Blackman

Queensland
Butchulla and Birri Birri tribe

Elaine Chambers

Queensland
Koa (Guwa) and Kuku Yalanji tribe

This artwork was developed as a part of the department's Cultural Capability Action Plan working group. It was designed to represent the department's Aboriginal and Torres Strait Islander cultural capability.

The initial concept was developed by Boyd Blackman, a Butchulla and Birri Birri man, working towards all Aboriginal and Torres Strait Islander engagement for peoples.

It features the artwork of Elaine Chambers—a Koa (Guwa) and Kuku Yalanji woman.

The centre area represents the department and men and women of the workplace and where they work. The markings in the artwork represent the different areas of our State—from the rich soils of the land, and the water ways that run through the land through to greens of the rainforest and brighter colours of the coral reefs and the tropical waters of our top end and islands.

Each of the lines from the centre represents:

- Diversity
- Building culture to improve economic participation
- Leadership and accountability
- Culturally Responsive System and services
- Aboriginal and Torres Strait Islander engagement and people
- Valuing culture
- Servicing and delivery
- Output of departments.