

# Department of Environment, Science and Innovation

## Reframing the Relationship Plan 2024-2026

### Acknowledgement of Country

The Department of Environment, Science and Innovation acknowledges the First Nations peoples across Queensland. We pay our respect to Elders, past and present. 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, water 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.



*Carnarvon Gorge Rock paintings*

## Introduction

The Queensland Government has committed to reframing its relationship with Aboriginal peoples and Torres Strait Islander peoples, as the first people of Australia.

The Department of Environment, Science and Innovation (DESI), as a public sector entity, has a key role to play in supporting the State to achieve this commitment by taking active steps to:

- recognise the importance to Aboriginal peoples and Torres Strait Islander peoples of the right to self-determination; and
- fostering a culturally capable workforce and a culturally safe workplace by developing the cultural capability of the entities.

This *Reframing the Relationship Plan* (the Plan) has been developed to support the department's journey to achieve these goals. The Plan operates under the department's *Gurra Gurra Framework*, and alongside the Queensland Government's *Reconciliation Action Plan 2023-2025* and the *DES Treaty Readiness Action Plan* (see Diagram 1). The Plan replaces the *DES First Nations Employment and Development Plan 2020-2025* and the *DES Cultural Capability Action Plan*.

This Plan is built around the eight (8) objectives set out in the *Public Sector Act 2022*.

The Plan has been developed following consultation with divisions and employees from across the agency. We particularly acknowledge the input of our Aboriginal employees and Torres Strait Islander employees in the development of this Plan.

This Plan is for the period 2024-2026 and will be reviewed annually – assessing our progress towards the objectives and enhancing the strategies and initiatives we are implementing as we move forward on this journey. Achievement of the objectives in this Plan is a responsibility we all share as public servants.

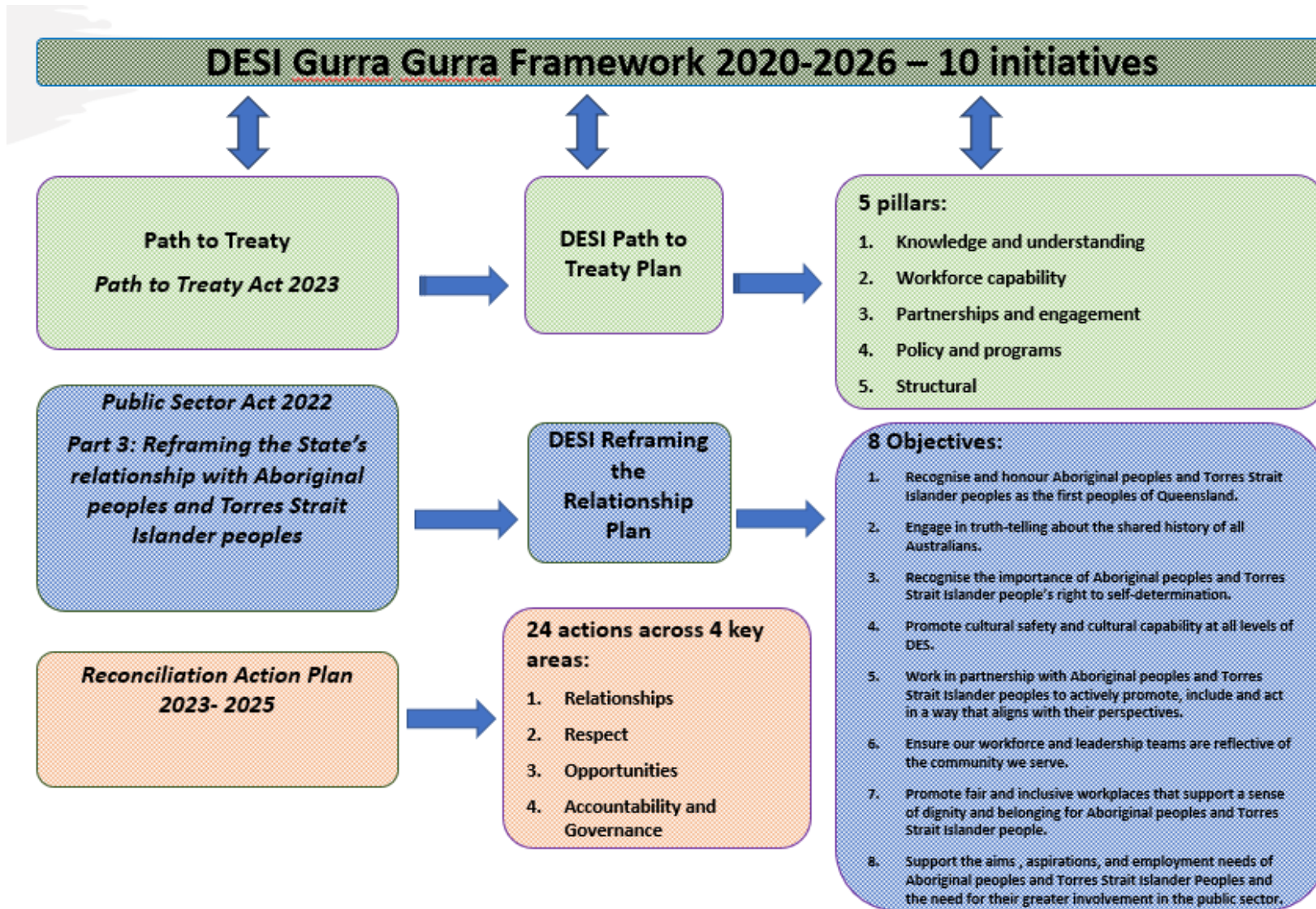


Diagram 1: Overview of relationship between instruments

## Director-General Forward

DES made a clear commitment in 2020, with the release of the Gurra Gurra Framework to respect and value Aboriginal and Torres Strait Islander peoples' cultures and to build and maintain permanent and impactful relationships with Aboriginal and Torres Strait Islander peoples.

This Plan builds on the work of Gurra Gurra, and contributes to our Treaty Readiness, by outlining how DESI will work towards reframing the relationship with Aboriginal and Torres Strait Islander Queenslanders. Through the following key objectives (drawn from the *Public Sector Act 2022*), we will:

- recognise and honour Aboriginal peoples and Torres Strait Islander peoples as the first peoples of Queensland
- engage in truth-telling about the shared history of all Australians
- recognise the importance of Aboriginal peoples and Torres Strait Islander peoples' right to self-determination
- promote cultural safety and cultural capability at all levels of DESI
- work in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives
- ensure our workforce and leadership teams are reflective of the community we serve
- promote fair and inclusive workplaces that support a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples
- support 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.

This plan outlines practical actions we can all take to progress these objectives and reframe our relationship.

I want to acknowledge everyone who contributed to the development of this plan, and particularly the Aboriginal employees and Torres Strait Islander employees, for sharing your time, insights and visions for how DES can progress towards our objectives. I also want to acknowledge the inclusion of the Innovation team to DES (now DESI) in December 2023, and their contributing action to Objective 5 of this Plan.

Please take the time to familiarise yourself with this plan and the actions you can take. This is our opportunity to recognise the past, respect one another and reframe our relationship for a shared future together..

### **Jamie Merrick**

Director-General

Department of Environment, Science and Innovation

**Objective 1: Recognise and honour Aboriginal peoples and Torres Strait Islander peoples as the first peoples of Queensland**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURES/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>• Knowledge and Understanding</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>• Initiative 4: Valuing culture within the department</li> <li>• Initiative 10: Strong communication</li> </ul>	<p>Celebrating diversity in the workplace through actively recognising, commemorating, and engaging in cultural days of significance, through both celebration and concentrated action to deliver real outcomes for Country and people; and strengthening communications to incorporate promotions of cultural diversity. (GGF Action)</p>	<p>2024-2026</p>	<p>Lead: People and Culture, Corporate Services (CS) Support: All Divisions</p>	<p><b>Measure</b></p> <ul style="list-style-type: none"> <li>• Year on year improvements in <i>Working for Queensland (WfQ)</i> survey result:</li> <li>➤ Q28c. <i>In my workplace the cultural practices (e.g. Acknowledgement of Country) and significant dates (e.g. NAIDOC week) of both Aboriginal and Torres Strait Islander peoples are acknowledged, promoted and celebrated.</i></li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• DESI promotes and celebrates cultural diversity through significant events.</li> </ul>
	<p>Ensure Aboriginal and Torres Strait Islander cultures are visible in DES workplaces, by installing Aboriginal and Torres Strait Islander flags, signage, and artwork in appropriate locations.</p>	<p>2024-2026</p>	<p>All Divisions</p>	<p><b>Measure</b></p> <ul style="list-style-type: none"> <li>• Year on year improvements in WfQ survey result:</li> <li>➤ Q28c. <i>In my workplace the cultural practices (e.g. Acknowledgement of Country) and significant dates (e.g. NAIDOC week) of both Aboriginal and Torres Strait Islander peoples are acknowledged and celebrated.</i></li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander cultures are celebrated through DESI' physical environment.</li> </ul>

## Objective 2: Engage in truth-telling about the shared history of all Australians.

*“Truth-telling seeks to ensure the stories and histories of Aboriginal peoples and Torres Strait Islander peoples are preserved, understood and acknowledged, thus informing and driving structural change” Uluru Statement from the Heart.*

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>Knowledge and Understanding</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>Initiative 3: Respecting First Nations Community history and aspirations.</li> </ul>	<p>Incorporate truth-telling and healing into cultural capability offerings for DES employees.</p>	<p>2024-2026</p>	<p>People and Culture, CS</p>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>Availability of programs that incorporate truth-telling and healing content.</li> <li>Increase in number of staff who have completed cultural capability training.</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>DESI staff have the knowledge, understanding and confidence to support the organisations truth-telling and healing journey.</li> </ul>
	<p>Continue to co-design, expand and maintain the department’s internal knowledge and resource hub to increase our shared understanding of First Nations history, culture and vision for country. (GGF Action)</p>	<p>2024-2026</p>	<p>Partnerships, Queensland Parks and Wildlife Service and Partnerships (QPWS&amp;P)</p>	<p><b>Measures</b></p> <ul style="list-style-type: none"> <li>Number of new pages and news stories.</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>Co-design methodology is embedded into process when Jawun Hub is updated and expanded.</li> </ul>

**Objective 3: Recognise the importance to Aboriginal and Torres Strait Islander people of the right to self-determination.**

*“Self-determination is concerned with the fundamental right of people to shape their own lives....it means that we have the freedom to live well, to determine what it means to live well according to our own values and beliefs”. Human Rights Commission*

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>• Policy and programs</li> <li>• Structural</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>• Initiative 1: Being adaptable and responsive</li> <li>• Initiative 3: Respecting First Nations community history and aspirations</li> </ul>	<p>Review all current policies, programs, and legislation to consider the impacts on Aboriginal and Torres Strait Islander peoples and how their voices are considered in the design, delivery and evaluation stages. (DES Treaty Readiness Action Plan)</p>	<p>2024 and ongoing</p>	<p>Policy and Insights Leadership Committee</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Progress of review of policies, programs and legislation have been reviewed to consider impacts and include the voices of Aboriginal and Torres Strait Islander peoples.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• DESI policies, programs and legislation are designed with Aboriginal peoples and Torres Strait Islander people’s voices.</li> </ul>
<p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>• Initiative 1: Being adaptable and responsive</li> <li>• Initiative 7: Improving our authorising environment</li> </ul>	<p>Demonstrated promotion of and compliance with s28 of <i>the Human Rights Act 2019</i> which protects and promotes the Cultural Rights of First Nations peoples and associated human rights legislative and policy processes.</p>	<p>On-going</p>	<p>Strategic Policy (lead coordination and interagency representation)</p> <p>All Divisions</p>	<p><b>Measure</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ Q19i - <i>I understand how the Human Rights Act 2019 applies to my work</i></li> <li>➤ Q25l - <i>I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees</i></li> </ul> </li> </ul> <p><b>Outcome:</b></p>

**Objective 3: Recognise the importance to Aboriginal and Torres Strait Islander people of the right to self-determination.**

*“Self-determination is concerned with the fundamental right of people to shape their own lives....it means that we have the freedom to live well, to determine what it means to live well according to our own values and beliefs”. Human Rights Commission*

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
				<ul style="list-style-type: none"> <li>DESI policies, programs and decisions appropriately take into account s28 of the <i>Human Rights Act 2019</i>.</li> </ul>
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>Policy and programs</li> <li>Structural</li> </ul>	<p>Legislative reform – <i>Nature Conservation Act 1992</i> reviewed; barriers to Aboriginal and Torres Strait Islander participation in the management of Protected Area Estate identified.</p>	<p>2024-2026</p>	<p>Partnerships, QPWS&amp;P</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>Review completed and recommendations made</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Identification and options to address barriers that impact rights of Aboriginal and Torres Strait Islander peoples.</li> </ul>



## Objective 4: Promote cultural safety and cultural capability of all levels at DESI.

*Cultural capability...means the integration of knowledge about the experiences and aspirations of Aboriginal peoples and Torres Strait Islander peoples into the entity's workplace standards, policies, practices, and attitudes to produce improved outcomes for Aboriginal peoples and Torres Strait Islander peoples" (Public Sector Act 2022)*

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>• Workforce Capability</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>• Initiative 5: Improving cultural capability and agility</li> </ul>	<p>Codesign a cultural capability framework with learning options across levels and roles, including options for place-based learnings. (GGF Action) (aligned to whole of government framework)</p>	<p>2024</p>	<p>Lead: People and Culture, CS</p> <p>Partner with Divisions to identify gaps and needs in development by role or location</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ Q28j. I am confident asking Aboriginal and/or Torres Strait Islander peoples for their perspectives on my work.</li> <li>➤ Q28k. I am confident embedding the perspectives of Aboriginal peoples and Torres Strait peoples in my work.</li> <li>➤ Q28l. I consider the way my work may impact Aboriginal and Torres Strait Islander peoples.</li> </ul> </li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased knowledge, understanding and cultural capability of DESI staff.</li> </ul>
	<p>Incorporate cultural capability into PDP's; identify and opportunities staff to learn and connect with the People and Country they work on/with. (GGF Action)</p>	<p>2024-2026</p>	<p>All Staff</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ WfQ Q25e: My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues.</li> <li>➤ Q25l: I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees.</li> <li>➤ Q28g. I feel comfortable sharing my perspective as an Aboriginal person.</li> <li>➤ Q28h. I feel comfortable sharing my perspective as a Torres Strait Islander person.</li> </ul> </li> </ul>

## Objective 4: Promote cultural safety and cultural capability of all levels at DESI.

*Cultural capability...means the integration of knowledge about the experiences and aspirations of Aboriginal peoples and Torres Strait Islander peoples into the entity's workplace standards, policies, practices, and attitudes to produce improved outcomes for Aboriginal peoples and Torres Strait Islander peoples" (Public Sector Act 2022)*

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
				<ul style="list-style-type: none"> <li>➤ Q28m. As an Aboriginal person, I feel culturally safe at work.</li> <li>➤ Q28n. As a Torres Strait Islander person, I feel culturally safe at work.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased knowledge, understanding and confidence to connect with Aboriginal and Torres Strait Islander peoples within their work environment.</li> </ul>
	<p>Self-led research and learning via the department's internal knowledge and resource hub included in employee PDP's.</p>	<p>2024-2026</p>	<p>All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of employees who have completed cultural capability training.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• DESI staff have the knowledge, understanding and confidence to support the organisations truth-telling journey.</li> </ul>
	<p>Environmental Services and Regulation (ESR) Cultural Safety Pilot Program implementation.</p>	<p>2024</p>	<p>ESR</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results:</li> </ul> <ul style="list-style-type: none"> <li>➤ Q28m. As an Aboriginal person, I feel culturally safe at work.</li> <li>➤ Q28n. As a Torres Strait Islander person, I feel culturally safe at work.</li> <li>➤ WfQ Q25e: My workgroup cares about the cultural safety of Aboriginal and Torres Strait</li> </ul>

## Objective 4: Promote cultural safety and cultural capability of all levels at DESI.

*Cultural capability...means the integration of knowledge about the experiences and aspirations of Aboriginal peoples and Torres Strait Islander peoples into the entity's workplace standards, policies, practices, and attitudes to produce improved outcomes for Aboriginal peoples and Torres Strait Islander peoples" (Public Sector Act 2022)*

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
				<p><i>Islander colleagues.</i></p> <ul style="list-style-type: none"> <li>➤ Q25: I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• A culturally safe workplace for all staff.</li> </ul>
	<p>Staged implementation of cultural safety program across divisions.</p>	<p>2024-2026</p>	<p>All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ Q28m. As an Aboriginal person, I feel culturally safe at work.</li> <li>➤ Q28n. As a Torres Strait Islander person, I feel culturally safe at work.</li> </ul> </li> <li>• Cultural capability and safety of self and staff is incorporated in all senior leaders' Performance and Development Agreements.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• A culturally safe workplace for all staff.</li> </ul>
	<p>Build awareness of cultural load and how managers can support and recognise Aboriginal and Torres Strait Islander employees for the cultural value they provide. Incorporate additional activities and work of First Nations employees into their PDP's in recognition of the work they do to build cultural capability.</p>	<p>Ongoing</p>	<p>Managers/Leaders</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ Q28m. As an Aboriginal person, I feel culturally safe at work.</li> <li>➤ Q28n. As a Torres Strait Islander person, I feel culturally safe at work.</li> </ul> </li> </ul>

## Objective 4: Promote cultural safety and cultural capability of all levels at DESI.

*Cultural capability...means the integration of knowledge about the experiences and aspirations of Aboriginal peoples and Torres Strait Islander peoples into the entity's workplace standards, policies, practices, and attitudes to produce improved outcomes for Aboriginal peoples and Torres Strait Islander peoples" (Public Sector Act 2022)*

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
				<ul style="list-style-type: none"> <li>➤ WfQ Q25e: My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues.</li> <li>➤ Q25: I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• A culturally safe workplace for all staff.</li> </ul>
	<p>Grow and promote the Mental Health Support Officer Network, ensuring employees are recognised for the additional work and value they provide.</p>	<p>Ongoing</p>	<p>Lead: People and Culture, CS All divisions (support)</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• MHSO accredited staff maintained and increased</li> <li>• MHSO staff participate in, and provides positive feedback, on the value of MHSO forums.</li> <li>• Maintaining and improving WfQ survey results:</li> </ul> <ul style="list-style-type: none"> <li>➤ Q28m. As an Aboriginal person, I feel culturally safe at work.</li> <li>➤ Q28n. As a Torres Strait Islander person, I feel culturally safe at work.</li> <li>➤ WfQ Q25e: My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues.</li> <li>➤ Q25: I feel that my organisation provides a culturally safe work environment for Aboriginal and Torres Strait Islander employees.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• A culturally safe workplace for all staff.</li> </ul>

**Objective 5: Work in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>Partnership</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>Initiative 4: Valuing culture within the department</li> </ul>	<p>Showcase and promote through DDO Series, Jawun and DES intranet good news stories that promote / showcase partnership approaches with First Nation peoples.</p>	<p>On-going</p>	<p>All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>Number of good news stories promoted and read.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Improved knowledge by employees of partnership across DESI.</li> </ul>
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>Partnership</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>Initiative 4: Valuing culture within the department</li> </ul>	<p>Codesign and implement an engagement and partnering framework to support culturally safe and impactful engagement with Aboriginal and Torres Strait Islander partners. (GGF Action)</p>	<p>2024</p>	<p>Partnerships, QPWS&amp;P</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>Feedback from First Nations Partners</li> <li>Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ 28I - I consider the way my work may impact Aboriginal and Torres Strait Islander peoples.</li> </ul> </li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander community partners feel culturally safe and respected when engaging with DESI employees; reduce cultural load on the community.</li> <li>Improved ability for DESI to engage in a culturally safe and respectful environment with Aboriginal and Torres Strait Islander community.</li> </ul>

**Objective 5: Work in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
	Identify and present options for a Customer Relationship Management system to support engagement with First Nations communities	2024	Lead: EHPP Support: All Divisions	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Delivery of options paper</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Contribute to Enhanced coordination of DESI engagement activities, reducing consultation fatigue.</li> </ul>

**Objective 5: Work in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
	<p>Engage Aboriginal peoples and Torres Strait Islander peoples in the development and co-design of Advance Queensland programs.</p> <p>Implement the Advance Queensland Deadly Innovation Strategy: HEAR SHARE ACTIVATE to increase investment opportunities and build capability within the community.</p>	<p>2024 - ongoing</p>	<p>Lead: Innovation</p>	<p><b>Measure</b></p> <ul style="list-style-type: none"> <li>• 10 Advance Queensland Deadly Innovation partnerships established.</li> <li>• Partnership formed with Queensland Investment Commission to establish investment pathways for growth of Aboriginal and/or Torres Strait Islander owned innovation-driven enterprises.</li> <li>• Aboriginal and/or Torres Strait Islanders are no less than 4% of Advance Queensland recipients across all programs.</li> </ul> <p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• Activities led, designed, and determined by Aboriginal peoples and Torres Strait Islander peoples to inform delivery of quality and culturally appropriate Advance Queensland programs.</li> <li>• Collaborative solutions created to assist the growth of Aboriginal and/or Torres Strait Islander owned and operated innovation-driven enterprises.</li> <li>• Aboriginal and/or Torres Strait Islander innovators are supported as part of a well-connected, inclusive and thriving innovation ecosystem in Queensland.</li> </ul>

**Objective 6: Ensure DESI's workforce and leadership teams are reflective of the community we serve**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>• Policy and programs</li> <li>• Structural</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>• Initiative 6: Attracting and developing First Nations people</li> </ul>	<p>Provide training in recruitment and selection practices for Aboriginal and Torres Strait Islander employees to build capability and confidence in applying for roles.</p>	<p>2026</p>	<p>Lead: People and Culture, CS</p> <p>Promote: All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of Aboriginal applicants and Torres Strait Islander applicants for roles at DESI.</li> <li>• Number of Aboriginal peoples and Torres Strait Islander peoples employed (progress towards 8% DESI target)</li> <li>• Attrition / separation rates for Aboriginal employees and Torres Strait Islander employees.</li> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ 35k - I am proud to tell others I work for my organisation.</li> </ul> </li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Improved ability for DESI to attract and retain Aboriginal and Torres Strait Islander employees.</li> </ul>
	<p>Support and promote the PSC Career Pathways Program across all Divisions to Aboriginal and Torres Strait Islander employees. (Treaty Readiness Action Plan)</p>	<p>Ongoing</p>	<p>Promote: People and Culture, CS</p> <p>Support: All managers</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of participants in Career Pathways program.</li> <li>• Number of Cultural Advisors from DESI (both First Nations and non-Indigenous).</li> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ Q 271 Being an <i>Aboriginal person and Torres Strait Islander person is not a barrier to success in my organisation.</i></li> <li>➤ Q22g. <i>My manager/supervisor proactively supports my professional development by connecting me with learning and development opportunities (Aboriginal employees and Torres Strait Islander employees perspective).</i></li> </ul> </li> </ul>



**Objective 6: Ensure DESI's workforce and leadership teams are reflective of the community we serve**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
				<p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Increase in number of Aboriginal and Torres Strait Islander employees in classification levels A06 and above.</li> </ul>
	<p>Establish and support mentoring programs (informal) for Aboriginal and Torres Strait Islander Employees – focusing on new starters, persons 25 and under.</p>	<p>2024</p>	<p>Lead: People and Culture, CS Support: All Managers</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>Number of Aboriginal and Torres Strait Islander mentees who have progressed to a different classification level or career path.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Increase in number of Aboriginal and Torres Strait Islander employees in classification levels A06 and above.</li> </ul>
	<p>Incorporate Aboriginal and Torres Strait Islander diversity targets at Divisional level to ensure representation across all Divisions.</p>	<p>Completed with ongoing monitoring</p>	<p>All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>Percentage increase in number of Aboriginal and Torres Strait Islander applicants for roles at DESI.</li> <li>Percentage increase in number of Aboriginal and Torres Strait Islander peoples employed.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>Improved diversity across all divisions in DESI.</li> </ul>

**Objective 7: Promoting fair and inclusive workplaces that support a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Workforce Capability</li> <li>• Structural</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>• Initiative 4: Valuing culture within the department</li> </ul>	<p>Provide Aboriginal and Torres Strait Islander staff with opportunities to return to country to maintain and deepen cultural connection and expertise (GGF Action) – Connecting to Country initiative.</p>	<p>Ongoing</p>	<p>Promotion of Policy: People and Culture</p> <p>Implementation and financial support: All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of Aboriginal employees and Torres Strait Islander employees who participate in Connecting to Country initiatives.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Islander employees are supported access cultural leave and to balance employment obligations with family and community obligations.</li> <li>• Improved employee experience and retention of Aboriginal and Torres Strait Islander employees.</li> </ul>
	<p>Develop and support channels for yarning and engagement with and among Aboriginal and Torres Strait Islander staff (GGF Action), including establishing a DES-wide First Nations Network.</p>	<p>2024</p>	<p>Lead: People and Culture, CS</p> <p>All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of networking events/ conferences to support engagement, communication and discussion with Aboriginal and Torres Strait Islander employees.</li> <li>• Maintaining and improving WfQ survey results:</li> </ul> <p>➤ Q28e. <i>My colleagues invite me to share my perspective as an Aboriginal and/or Torres Strait Islander person when carrying out work.</i></p> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Improved connections and networks built between Aboriginal and Torres Strait Islander employees.</li> </ul>

**Objective 7: Promoting fair and inclusive workplaces that support a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
	Embed the need to demonstrate cultural knowledge (role appropriate) as a requirement in recruitment processes.	2024	Lead: People and Culture, CS Hiring Managers	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results:                             <ul style="list-style-type: none"> <li>➤ Q28d. Leaders across my organisation take responsibility for building cultural capability of employees.</li> </ul> </li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Recruitment processes actively consider how selection outcomes contribute to DESI' commitments to diversity and inclusive workplaces, including demonstrable capability of staff.</li> </ul>
	Incorporate a Cultural Awareness module into recruitment and selection training and guidelines to ensure recruitment and selection practices are inclusive and culturally appropriate.	2025	Lead: People and Culture, CS Hiring Managers	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results: (perspective of Aboriginal employees and Torres Strait Islander employees):                             <ul style="list-style-type: none"> <li>➤ Q35j. I would recommend my organisation as a great place to work</li> <li>➤ Q35k. I am proud to tell others I work for my organisation</li> <li>➤ Q35l. I feel strong personal attachment to my organisation.</li> </ul> </li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased cultural safety and employee experience of Aboriginal and Torres Strait Islander employees.</li> </ul>

**Objective 7: Promoting fair and inclusive workplaces that support a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
	<p>Create a dedicated onboarding checklist for hiring managers to support Aboriginal and Torres Strait Islander staff.</p>	<p>2024</p>	<p>Lead: People and Culture, CS Support: All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results: (perspective of Aboriginal employees and Torres Strait Islander employees):</li> <li>➤ Q35j. <i>I would recommend my organisation as a great place to work</i></li> <li>➤ Q35k. <i>I am proud to tell others I work for my organisation</i></li> <li>➤ Q35l. <i>I feel strong personal attachment to my organisation.</i></li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased cultural safety and employee experience of Aboriginal and Torres Strait Islander employees.</li> </ul>

**Objective 8: Support 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.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
<p><i>Path to Treaty</i></p> <ul style="list-style-type: none"> <li>• Structural</li> </ul> <p><i>Gurra Gurra Framework</i></p> <ul style="list-style-type: none"> <li>• Initiative 6: Attract and develop First Nations People.</li> <li>• Initiative 9: Strong procurement</li> </ul>	<p>Support and continue biennial Gap Year Program.</p>	<p>2024-2026</p>	<p>Lead: People and Culture, CS</p> <p>Participate and support: All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results: (perspective of Aboriginal employees and Torres Strait Islander employees):</li> <li>➤ <i>Q22g. My manager/supervisor proactively supports my professional development by connecting me with learning and development opportunities.</i></li> <li>• Number of positions or candidates onboarded for the program.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased number of Aboriginal and Torres Strait Islander young peoples engaging in entry-level roles and securing future employment within DESI.</li> </ul>
	<p>Strengthen entry employment pathways for Aboriginal and Torres Strait Islander peoples.</p>	<p>2024</p>	<p>People and Culture, CS in collaboration with: QPWS&amp;P</p> <p>ESR</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of Aboriginal peoples and Torres Strait Islander peoples recruited through entry pathway programs.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased number of Aboriginal and Torres Strait Islander employees.</li> </ul>
	<p>Ensure recruitment processes are culturally safe and allow Aboriginal and Torres Strait Islander applicants to fully share their knowledge, experience, and skills.</p>	<p>2024</p>	<p>All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Maintaining and improving WfQ survey results: (perspective of Aboriginal employees and</li> </ul>

**Objective 8: Support 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.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
				<p>Torres Strait Islander employees):</p> <ul style="list-style-type: none"> <li>➤ Q28m. <i>As an Aboriginal person, I feel culturally safe at work</i></li> <li>➤ Q28n. <i>As a Torres Strait Islander person, I feel culturally safe at work.</i></li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Improved recruitment processes for Aboriginal and Torres Strait Islander applicants.</li> <li>• Improved career progression for Aboriginal and Torres Strait Islander employees.</li> </ul>
	<p>Continue to grow and develop First Nations Employment Selection Panel and ensure training, support and recognition of panel members</p>	<p>Ongoing</p>	<p>Lead: People and Culture, CS All Divisions</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Number of Aboriginal employees and Torres Strait Islander employees on the selection panel register.</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Improved recruitment processes for Aboriginal and Torres Strait Islander applicants.</li> </ul>
	<p>Identify and adopt procurement strategies to encourage Aboriginal and Torres Strait Islander businesses to engage with the department's procurement processes, including understanding the barriers for First Nations businesses to be able to apply, upskilling and supporting businesses. (GGF Action)</p>	<p>Ongoing</p>	<p>Procurement, CS</p>	<p><b>Measure:</b></p> <ul style="list-style-type: none"> <li>• Percentage of procurement from First Nations' business</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Increased level of First Nations' businesses engaging with DESI procurement processes.</li> </ul>
	<p>Promote Aboriginal and Torres Strait Islander businesses, corporations, and organisations</p>	<p>2024</p>	<p>Procurement, CS</p>	<p><b>Measure:</b></p>

**Objective 8: Support 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.**

PATH TO TREATY DOMAIN AND GURRA GURRA FRAMEWORK ALIGNMENT	KEY ACTIONS	TIMEFRAME	RESPONSIBILITY	MEASURE/OUTCOMES
	through use of supply nation and DTATSIPCA Black in Business networks			<ul style="list-style-type: none"> <li>• Percentage of procurement from First Nations' business</li> </ul> <p><b>Outcome:</b></p> <ul style="list-style-type: none"> <li>• Procurement with First Nations' businesses.</li> </ul>

## Reporting

DESI will conduct an annual audit of the Department's Reframing the Relationship Plan in parallel with annual reporting on progress on the DESI Treaty Readiness Action Plan.

## Definitions

PATH TO TREATY DOMAIN	MEANING
<b>Knowledge and understanding</b>	Build knowledge and understanding of treaty and truth-telling and what these mean for DESI; understand the agency's historical context as it relates to impacts on Aboriginal and Torres Strait Islander peoples; understand the current impacts DESI has on Aboriginal peoples and Torres Strait Islander peoples, both in the way it operates and the services it delivers.
<b>Workforce Capability</b>	Build the cultural capability of the workforce; upskill the workforce to meet the future needs of treaty making and truth-telling (negotiation, respectful engagement skills); support and promote change management processes within the agency; and develop and enhance exceptional leaders to support and deliver services using current best practice models.
<b>Partnerships and Engagement</b>	Working in genuine partnership with Aboriginal peoples and Torres Strait Islander peoples across the agency; build strong relationships with Aboriginal peoples and Torres Strait Islander peoples, stakeholders, organisations and peak bodies; Aboriginal peoples and Torres Strait Islander peoples involvement in procurement; supporting and engaging in truth-telling opportunities across the State; engaging with Aboriginal peoples and Torres Strait Islander peoples in a coordinated and sustained approach to reduce consultation fatigue.
<b>Policy and Programs</b>	Proactively and genuinely considering Aboriginal peoples and Torres Strait Islander peoples in all policy work; embedding Aboriginal and Torres Strait Islander voices in policy and program design; embedding local decision-making approaches to the delivery of services and programs; routine evaluation of initiatives by Aboriginal peoples and Torres Strait Islander peoples and organisations.
<b>Structural</b>	Embedding Aboriginal voices and Torres Strait Islander voices into decision-making and structures and processes; having specific internal structures that facilitate treaty negotiations and ongoing agreement making; eliminating legislative or policy barriers to treaty making; awareness and work towards eliminating institutional racism; embedding strategic objectives and priorities that foster safety and inclusivity; considering Aboriginal and Torres Strait Islander cultural knowledge and data sovereignty.