

# Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2019–2022

Department of the Premier and Cabinet  
Public Service Commission

Aboriginal and Torres Strait Islander readers please be aware that this document may contain images of a deceased person or persons. The Queensland Government acknowledges with utmost respect Aboriginal and Torres Strait Island protocol.



**Queensland**  
Government

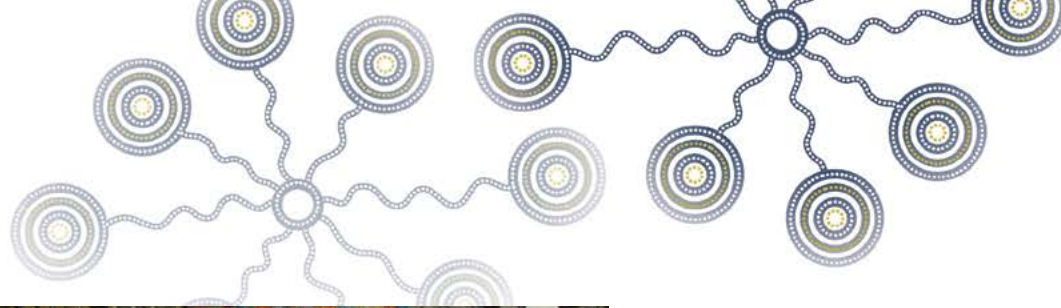




We acknowledge Aboriginal peoples and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country.

We recognise their connection to land, sea and community.

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



## About the artist—Sid Domic

Born in Rockhampton, Queensland, Sid Domic is a descendent of the Kalkadoon people of Mount Isa.

Proud of his Indigenous heritage, Sid has been a practicing Aboriginal artist for 16 years. Sid's grandmother, Ivy Domic, has been a major influence in Sid's artwork, where her stories continue to be represented.

Sid is also passionate about learning more about his Kalkadoon heritage and his family connections to Mount Isa and Palm Island. Throughout his career, Sid has worked to increase his knowledge and promote Aboriginal culture and heritage.

In 2010 and 2011, Sid was selected to design the Indigenous All Stars' jersey and was commissioned to design custom headgear for Johnathan Thurston. His work has also been exhibited at the Rebecca Hossack Gallery in London.

Sid currently works with the University of Queensland on outreach and engagement—promoting tertiary pathways for Aboriginal and Torres Strait Islander students.

While receiving much recognition for this artwork, Sid is also known for his 15-year career as an accomplished rugby league player. He has also played for NRL teams including the Brisbane Broncos and Penrith Panthers, as well as the English Super League.



## About the artwork—Reconciliation

The Aboriginal and Torres Strait Islander Cultural Capability Action Plan artwork represents reconciliation and the Department of the Premier and Cabinet and Public Service Commission's responsibility to engage with Aboriginal and Torres Strait Islander people and communities, to build connections across government, bring departments together, and lead a shared vision. This shared vision will carry the voices of many through establishing relationships, respect and opportunity. It is only through our actions and openness for collaboration that reconciliation can be achieved.

The colours used throughout the artwork have different meanings. Blue represents the rivers, green represents the lowlands to acknowledge the Townsville region and the Torres Strait Islander culture, red represents the land, and yellow represents the sun.

The lines connecting the centre point to the outer circles, symbolising relationships and partnerships. Through shared vision, striving towards one common purpose, working collaboratively at all levels, and turning vision into reality.

The large circle symbolises the Aboriginal and Torres Strait Islander communities and Traditional Owner groups.

The journey lines represent communities progressing forward together.

The rivers in this painting represent ripples in the landscape. Ripples of raised expectations, heightened aspirations and capability.





## Message from the Director-General and Chief Executive

We are proud to present the Department of the Premier and Cabinet's (DPC) and the Public Service Commission's (PSC) Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2019–2022 (plan). Leading the Queensland public service, our departments are responsible for providing leadership and guidance in developing a more culturally responsive and inclusive public sector, which values and respects the contribution of our First Nations peoples.

Our fourth plan reaffirms the importance of valuing the culture of Aboriginal peoples and Torres Strait Islander peoples. We're driving accountability and capability through our Champion of Change program, and improving economic participation through recruitment and career pathways in our workforce. We're also strengthening our engagement and partnerships with Aboriginal peoples and Torres Strait Islander peoples, and embedding culturally responsive systems and services into the design, delivery and evaluation of policy, programs and services.

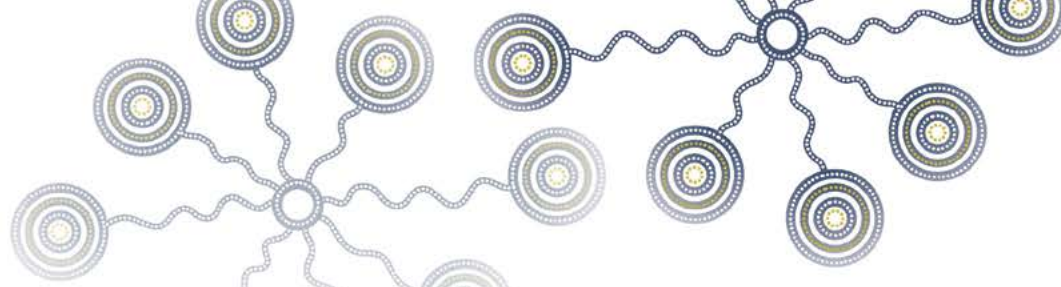
Our actions to meet these objectives are outlined in the plan, and importantly builds upon the foundation of work commenced in 2015 with our first plan, and aligns with the Queensland Government Reconciliation Action Plan 2018–2021.

We encourage our employees and stakeholders to join us, get involved and contribute to the success of the work ahead over the next three years.

**Dave Stewart**  
Director-General  
Department of the Premier and Cabinet

**Robert Setter**  
Commission Chief Executive  
Public Service Commission





Linda Blumalwai

## What is Aboriginal and Torres Strait Islander cultural capability?

Cultural capability is the understanding of Aboriginal cultures and Torres Strait Islander cultures and their history, the integration of those cultures into work practices, and an appreciation of those cultures in our decision making and service delivery.

Cultural capability is fundamental to ensuring Aboriginal peoples and Torres Strait Islander peoples enjoy the same opportunities as all Queenslanders.

## Cultural Capability Action Plan

The *Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2019–2022* is the fourth plan released by DPC and PSC. Our plan aligns with the [Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework](#) (the framework), which provides strategic direction for Queensland Government agencies' cultural capability planning.

The framework's strategic vision is to provide effective and responsive services to Aboriginal peoples and Torres Strait Islander peoples by ensuring their perspectives are an inherent part of core business across all agencies—underpinned by five principles:

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



Mason West

## Our commitment

When we include Aboriginal voices and Torres Strait Islander voices in our decision-making and ways of working, we create outcomes that build connections across government, bring departments together, and lead a shared vision.


We will continue to work collaboratively with other agencies and organisations to enhance the economic participation of Aboriginal peoples and Torres Strait Islander peoples in Queensland. We will improve relationships with our nation's First Peoples by building on our cultural capability, to develop and deliver policies, programs and services in a culturally sensitive and inclusive manner.

We have committed to reach a target of three per cent of employees who identify as being of Aboriginal descent, Torres Strait Islander descent, or both by 2022.

This plan recognises that meeting our target will take work. Our plan details specific actions to develop DPC and PSC as employers of choice for Aboriginal peoples and Torres Strait Islander peoples, and to support the career progression of our current Aboriginal and Torres Strait Islander cohort across the Queensland public sector.

We will report on our action plan progress every six months. Outcomes will be published on our websites and reported to the whole-of-government Cultural Agency Leaders Committee.

## Cultural Capability Actions for 2019–2022



Cultural capability framework principle	Strategy	Action No.	Action	Responsible area	Timing/ Due date
<b>Valuing culture</b> Recognising, respecting and valuing Aboriginal cultures and Torres Strait Islander cultures is fundamental to improving our services.	Raise awareness of Aboriginal and Torres Strait Islander cultures.	1.1	Recognise and celebrate key dates, such as NAIDOC Week and Reconciliation Week, through internal events and activities.	Corporate and Government Services (HRS)	Annually
		1.2	Hold an Aboriginal and Torres Strait Islander themed whole-of-government Speakers series.	Corporate and Government Services (HRS)	Annually
		1.3	Promote Aboriginal and Torres Strait Islander related resources, events and initiatives through internal communication channels.	Corporate and Government Services (HRS), supported by Strategy and Engagement (Strategic Communication)	Ongoing
		1.4	Share stories and experiences of Aboriginal and Torres Strait Islander employees through the All Voices employee profile.	Corporate and Government Services (HRS), supported by Strategy and Engagement (Strategic Communication)	Ongoing
	Value and respect Aboriginal and Torres Strait Islander cultures and embed this into our everyday business and way of working.	2.1	Commence key internal meetings and events and all external events with an Acknowledgement of Traditional Owners and Elders, or a Welcome to Country where appropriate.	All staff	Ongoing
		2.2	Develop an inclusive language guide for DPC to support the use of culturally respectful language in our internal and public facing documents.	Policy (Social) and Corporate and Government Services (HRS), supported by Strategy and Engagement (Strategic Communication)	June 2020



Cultural capability framework principle	Strategy	Action No.	Action	Responsible area	Timing/ Due date
		2.3	Include cultural capability training in compliance schedules and explore opportunities to include this program in induction.	Corporate and Government Services (HRS)	June 2020
		2.4	Ensure staff have access to relevant training programs that support inclusion and raise cultural awareness.	Corporate and Government Services (HRS)	June 2020
		2.5	Encourage staff to use the DPC Acknowledgement of Traditional Owners email footer throughout the year through internal communication.	Corporate and Government Services (HRS) and Strategy and Engagement (Strategic Communication)	Ongoing
		2.6	Include people/employees from diverse groups/ backgrounds in externally facing communications and campaigns, where possible.	Strategy and Engagement (Strategic Communication)	Ongoing
		2.7	Embed cultural capability into our strategic plans.	Corporate and Government Services (Corporate Governance) and PSC	Ongoing
		2.8	Ensure drafting precedents encourage inclusive language when referring to Aboriginal peoples and Torres Strait Islander peoples.	Office of the Queensland Parliamentary Counsel	Ongoing
<b>Leadership and accountability</b> All leaders are accountable for demonstrating and promoting cultural capability within the sector.	The cultural capability champion of change (Champion) actively drives cultural capability within DPC.	3.1	Feature in annual communication to share their story, learnings and to promote the Champion role.	Champion	July annually to coincide with NAIDOC Week
		3.2	Chair the DPC Cultural Capability working group meetings and oversee CCAP actions and progress.	Champion	Ongoing
		3.3	Actively promote and support cultural capability activities, events and initiatives through internal communication.	Champion	Ongoing



Cultural capability framework principle	Strategy	Action No.	Action	Responsible area	Timing/ Due date
		3.4	Provide quarterly CCAP progress updates to the Corporate Governance Group (CGG).	Champion	Quarterly
	Senior leaders and Working Group members actively drive an inclusive, diverse and respectful workplace culture.	4.1	Actively participate in cultural capability events, activities and initiatives including NAIDOC Week and Reconciliation Week.	DPC and PSC Executive Leadership Teams and Working Group Members	Ongoing
		4.2	Encourage staff to participate in Aboriginal and Torres Strait Islander and inclusion and diversity activities more broadly.	DPC and PSC Executive Leadership Teams and Working Group Members	Ongoing
		4.3	Attend inclusive leadership training as part of an executive lunchbox session.	DPC Executive Leadership Teams	June 2020
		4.4	Ensure diversity related targets are included in Executive Performance Development Agreements.	DPC and PSC Executive Leadership Teams	June 2020
		4.5	Include cultural capability and inclusive leadership training information in new CEO induction materials.	PSC	December 2020
<b>Building cultural capability to improve economic participation</b> Building the sectors cultural capability to improve services and facilitate sustainable employment outcomes will lead to greater economic prosperity.	Leverage opportunities and partnerships to attract diverse talent pools for vacancies and ensure equal opportunity employment.	5.1	Advertise position vacancies through existing inclusion and diversity networks and partnerships and investigate new recruitment partnership options.	Corporate and Government Services (HRS)	Ongoing/ As required
		5.2	Promote DPC and PSC as culturally capable employers on relevant websites, LinkedIn, and through the Policy Futures graduate recruitment process.	Corporate and Government Services (HRS) and PSC, supported by Strategy and Engagement (Strategic Communication)	December 2019
		5.3	Equip all panel members and decision makers with recruitment and selection training and tools, including unconscious bias training.	Corporate and Government Services (HRS)	Ongoing





Cultural capability framework principle	Strategy	Action No.	Action	Responsible area	Timing/ Due date
	Support whole-of-government career progression and capability development for Aboriginal and Torres Strait Islander employees.	6.1	Lead the rollout of the sector-wide Aboriginal and Torres Strait Islander Career Pathways Service to address the under-representation of Aboriginal and Torres Strait Islander employees in leadership and decision-making positions.	PSC (in partnership with DATSIP)	Ongoing
		6.2	Support the Career Pathways Service by providing capability development and rotation opportunities to participants.	All divisions (depending on participant needs)	Ongoing
		6.3	Build policy capability by engaging in a rotation and/or shadowing program with DATSIP.	Policy in partnership with Corporate and Government Services (HRS)	Ongoing from June 2020
	Support Aboriginal and Torres Strait Islander people (including young people) to gain employment.	7.1	Explore opportunities to partner with universities to offer traineeships, cadetships, and/or student placements to Aboriginal or Torres Strait Islander students.	PSC (in partnership with graduate program coordinators) and Corporate and Government Services (HRS)	June 2020
		7.2	Support Policy Futures Graduate Program candidates who identify as Aboriginal or Torres Strait Islander by providing a mentor at the point of application to assist with the recruitment process.	Corporate and Government Services (HRS)	Annually
		7.3	Attend Musgrave Park Family Fun Day to promote the program and provide information on how to apply for the Policy Futures Graduate Program and government roles.	Corporate and Government Services (HRS)	Annually during NAIDOC Week
		7.4	Partner with Aboriginal or Torres Strait Islander university student support units to run application training sessions for students interested in applying for the Policy Futures program.	Corporate and Government Services (HRS)	Annually from 2020
	Embed diversity into workforce management reporting.	8.1	Provide regular reporting through a diversity dashboard to monitor progress toward diversity targets.	Corporate and Government Services (HRS)	Annually



Cultural capability framework principle	Strategy	Action No.	Action	Responsible area	Timing/ Due date
<b>Aboriginal and Torres Strait Islander engagement and stronger partnerships</b> Sustained, respectful and inclusive engagement is essential to gaining an understanding of Aboriginal peoples and Torres Strait Islander peoples.	Raise awareness and develop partnerships to support Aboriginal and Torres Strait Islander charities and organisation.	9.1	Promote and support Aboriginal and Torres Strait Islander charities and organisations by raising awareness and funds through the 'DPC Gives' initiative.	Corporate and Government Services (HRS)	Ongoing
	Build our ability to respectfully and inclusively engage with Aboriginal peoples and Torres Strait Islander peoples.	10.1	Provide staff opportunities to undertake more community-based training (i.e. Ration Shed Tour).	Corporate and Government Services (HRS)	Annually
		10.2	Mandate Ration Shed Tour (or similar) for Policy Futures Graduates to gain a better understanding of policy impacts.	Corporate and Government Services (HRS) and Policy Futures Graduates	Annually
		10.3	Explore options for policy specific cultural capability training.	Policy in partnership with Corporate and Government Services (HRS)	June 2020
		10.4	Roll out cultural capability training to policy officers to ensure a consistent and culturally sensitive approach to policy development and consultation.	Policy in partnership with Corporate and Government Services (HRS)	December 2022
		10.5	Include a guest speaker in OQPC professional development forums to inform staff on issues in delivering legal services to Aboriginal peoples and Torres Strait Islander peoples and communities.	Office of the Queensland Parliamentary Counsel	Annually
	Improve inclusive engagement and community-based relationships.	11.1	Partner with research and education institutes on annual seminars to ensure best practice policy and consultation.	Policy	Annually





Cultural capability framework principle	Strategy	Action No.	Action	Responsible area	Timing/ Due date
		11.2	Invite people who identify as being Aboriginal or Torres Strait Islander to attend or participate in external events, such as judging panels, speaking engagements, and cultural/art programs.	Strategy and Engagement (Events)	Ongoing
<b>Culturally responsive systems and services</b> Embedding Aboriginal and Torres Strait Islander perspectives into the design, delivery and evaluation of policy, programs and services will lead to better outcomes.	Embed cultural capability into our corporate procurement plans, practices and procedures.	12.1	Develop and promote a standard statement about our commitment to diversity and inclusion to include in tender documents and contracts.	Corporate and Government Services (Corporate Governance) and PSC	December 2019
		12.2	Include outcomes related to developing the capacity and capability of First Nations peoples into contracts and sponsorship agreements, where appropriate.	Strategy and Engagement (Events)	Ongoing
		12.3	Prioritise the procurement of Indigenous gifts from Queensland to be given on trade missions, where appropriate.	Strategy and Engagement (Protocol)	Ongoing



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# Cultural Capability Framework

The [Cultural Capability Framework \(PDF, 3.6 MB\)](#) (the Framework) is underpinned by the five public sector principles, which will enable Queensland's public service to become the most responsive and respected in Australia.

The Framework is the foundation document that underpins all Queensland Government actions aimed at ensuring Aboriginal and Torres Strait Islander Queenslanders enjoy the same opportunities—economic, education, health, housing and social—as non-Indigenous Queenslanders. It will underpin the way we do business so we can ensure all Aboriginal and Torres Strait Islander Queenslanders can share equally in the great future of our great state.


Read more about the [5 principles of the Cultural Capability Framework](#):

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

Last reviewed 21 June 2017

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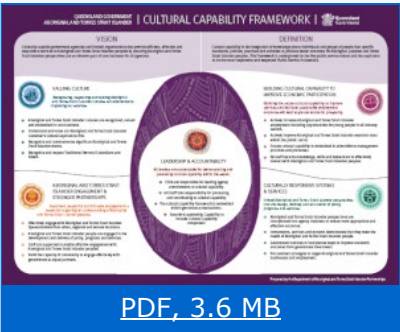
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## Cultural Capability Framework

The Cultural Capability Framework is the foundation document that underpins all Queensland Government actions aimed at creating a culturally capable workforce.



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