

# Reframing the relationship plan

Department of the Premier and Cabinet

Public Sector Commission

December 2023



*We acknowledge Aboriginal peoples and Torres Strait Islander peoples as the Traditional Custodians of this land, and recognise our First Peoples as the knowledge holders, paying respect to Elders past, present and those rising.*

*We are committed to working with and promoting the needs of Aboriginal peoples and Torres Strait Islander peoples with unwavering determination, passion and persistence. Through our collective efforts and responsibility as government agencies and employees we endeavour to ensure equality, recognition, and equity of Aboriginal peoples and Torres Strait Islander peoples across all aspects of society and everyday life.*

*As we reflect on the past and give hope for the future, we commit to walking together on a shared journey of reconciliation where the voices and perspectives of both Aboriginal peoples and Torres Strait Islander peoples and their cultures are fully recognised, respected, and valued by all Queenslanders.*



**Queensland  
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## Reframing the relationship plan

In our pursuit to reframe the relationship between Aboriginal peoples and Torres Strait Islander peoples and the Queensland Government, we acknowledge we still have much to learn. We remain committed to learning, growing, and adapting over time. This plan signifies our dedication to stepping into uncharted territories. It's a pledge to engage, listen, and evolve as we navigate this reframed journey together.

As central agencies, the Department of the Premier and Cabinet (DPC) and Public Sector Commission (PSC) uniquely contribute to Aboriginal and Torres Strait Islander communities in Queensland. Although our work does not include frontline service delivery, our agencies' leadership is crucial across Queensland, ensuring a culturally safe and inclusive public sector for all employees and communities.

Both agencies will implement a variety of activities to achieve the actions in this Reframing the relationship plan. Progress and performance will be monitored through an internal audit process each July. A detailed delivery plan provides a specific breakdown of activities supporting the high-level actions, serving as an internal resource for teams and stakeholders involved. By separating the two plans, we enhance focus on execution and maintain flexibility to adapt our approach as we mature as agencies. This flexibility empowers us to drive positive change and pivot when needed to achieve greater impact in our agencies and sector delivery.



*Career pathways service participants: Lisa Hussey (left) and Wayne Remedio (right).*

## 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 24 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.

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



## About the artwork—*Reconciliation*

The Reframing the relationship plan artwork represents reconciliation and DPC's and PSC's responsibility to engage with Aboriginal peoples and Torres Strait Islander peoples 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.



## Message from the Director-General and Public Sector Commissioner

It is our privilege to introduce the DPC and PSC Aboriginal and Torres Strait Islander Reframing the relationship plan.

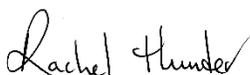
As lead agencies for the public sector, we recognise the importance of our leadership role in delivering a more culturally responsive and inclusive public sector, and through this plan, continue to build new and innovative ways of working. Implementation of the plan supports the Queensland Government's efforts towards reconciliation and, importantly, includes new deliverables that acknowledge and support the Queensland Government's efforts to reframe its relationship with Aboriginal peoples and Torres Strait Islander peoples.

Together, we work to create a new and shared future between Aboriginal peoples, Torres Strait Islander peoples and non-Indigenous Queenslanders through truth telling, healing and reconciliation. The plan includes significant actions and outlines the important steps we will take to increase cultural competency and intelligence with our employees as we work towards a reframed relationship based on respect, trust and honesty. This will be achieved through improved knowledge sharing, training, employment opportunities and mutually beneficial partnerships which will deliver a positive impact for Aboriginal and Torres Strait Islander Queenslanders.

We should all be proud to acknowledge the world's oldest continuous living culture, one that extends back more than 65,000 years. We recognise Aboriginal peoples and Torres Strait Islander peoples as Australia's first explorers, navigators, engineers, farmers, botanists, scientists, lore makers, astronomers and artists. We recognise their strong ties to family, kinship and country.

Through the implementation of our Reframing the relationship plan, we pledge to uphold our commitment to do all we can to support, preserve, and celebrate both Aboriginal and Torres Strait Islander cultures, and acknowledge the two very different and unique cultural practices and protocols that they share across their nations. This plan outlines how our agencies will contribute to the successful implementation of meaningful actions, with a commitment to regularly improve our practice and build on our commitments.

At the heart of the plan's development is the dedication and hard work of DPC and PSC employees, our Aboriginal and Torres Strait Islander colleagues, and representatives from the Department of Treaty, and Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts who worked together to bring us to this next stage of our journey towards reframing our relationship and uplifting our cultural capability.



**Rachel Hunter**  
Director-General  
Department of the Premier and Cabinet



**David Mackie**  
Public Sector Commissioner  
Public Sector Commission



**Queensland  
Government**



## Fair and inclusive, with dignity and belonging

DPC and PSC aim to ensure equitable access to government services, programs, information and opportunities for Aboriginal peoples and Torres Strait Islander peoples by better understanding and recognising the differing needs of both peoples. To improve employees' awareness of both unique cultures and peoples, we will actively promote respect, understanding, and valuing of Aboriginal and Torres Strait Islander cultures, histories, and contributions, seeking to bridge gaps in knowledge and appreciation.

Additionally, we will strive to cultivate an inclusive environment that celebrates diversity, promotes social justice, and actively works to eliminate discrimination in all its forms.

### Objectives

- Ensure equitable access to government services, programs, information and opportunities for Aboriginal peoples and Torres Strait Islander peoples.
- Promote respect, understanding, and valuing of Aboriginal and Torres Strait Islander cultures, histories, and contributions.
- Foster an inclusive environment that celebrates diversity, promotes social justice, and eliminates discrimination.

### Actions

- PSC to undertake cross-team collaboration, including with the communications team, First Nations Leadership and Reform team and the Office of the Special Commissioner to promote government programs, improve cultural awareness and better understand diversity needs and issues impacting Aboriginal peoples and Torres Strait Islander peoples.
- Lead, participate, recognise, promote and celebrate key dates, including but not limited to NAIDOC Week and National Reconciliation Week, through internal events and activities.





## Cultural capability and safety

DPC and PSC are committed to fostering cultural awareness and capability by providing a variety of development and learning opportunities, enabling more culturally safe environments that are free from racism. We aim to implement practices that both acknowledge and deeply respect cultural protocols, customs, and traditions, recognising their intrinsic value. Further, we will establish mechanisms to address cultural safety concerns and actively promote the overall wellbeing of Aboriginal and Torres Strait Islander employees, ensuring their voices are heard and their experiences honoured as we work collaboratively to build a more inclusive and equitable workplace for all.

### Objectives

- Embed cultural awareness and capability across the Queensland public sector through training, education, and ongoing professional development.
- Implement protocols and practices that recognise and respect cultural protocols, customs, and traditions.
- Establish mechanisms to address cultural safety concerns and promote the wellbeing of Aboriginal peoples and Torres Strait Islander peoples.

### Actions

- All employees actively participate in cultural capability training and other pathways of learning that improve knowledge and awareness of both Aboriginal peoples and Torres Strait Islander peoples and apply their learnings to their work.
- Develop an onboarding/induction process to ensure culturally safe and capable experiences for new employees.
- Explore options to further enable the reporting of racism in the workplace and introduce training and resources to assist employees to identify racism occurring.
- Value and respect Aboriginal and Torres Strait Islander cultures and embed this into our everyday business and way of working, which may involve showcasing artwork and incorporating acknowledgment statements into our documents.
- PSC to implement cultural safety measures and reporting processes to enable employees to bring their whole self to work in a safe manner.
- Employees (including the Executive Leadership Team) to commit to ongoing cultural capability development through their own Performance Development Agreements or other reporting mechanisms.
- PSC to support Directors-General in the sector to have a reconciliation key performance indicator included in their individual executive performance agreements, and to enable them to reframe the relationship.





## Workforce and leadership

DPC and PSC are committed to advancing the representation of Aboriginal peoples and Torres Strait Islander peoples within the public sector at all levels, including in leadership and decision-making roles. To achieve this, we will actively work to attract, recruit, and retain Aboriginal and Torres Strait Islander employees, recognising the importance of their unique perspectives and contributions. Additionally, we will continue to establish pathways to empower Aboriginal peoples and Torres Strait Islander peoples, providing opportunities to enter the public sector, develop leadership capabilities, and foster a more inclusive and diverse workforce.

### Objectives

- Increase the representation of Aboriginal peoples and Torres Strait Islander peoples across all levels of the public sector, including leadership positions.
- Attract, recruit, retain, and support Aboriginal and Torres Strait Islander employees.
- Create career development pathways and mentoring programs to enhance leadership capabilities.

### Actions

- Investigate new recruitment partnership options and continue to advertise position vacancies through existing inclusion and diversity networks including the Aboriginal and Torres Strait Islander Career pathways service.
- Business areas to use targeted recruitment to contribute to achievement of the four per cent target for Aboriginal and Torres Strait Islander employees.
- Support greater mobility of Aboriginal and Torres Strait Islander employees via advertising and promoting job opportunities at DPC and PSC through the Aboriginal and Torres Strait Islander Career pathways service.
- Improve recruitment and selection processes to enable culturally safe recruitment practices, and greater attraction to improve the representation of Aboriginal and Torres Strait Islander employees.
- Actively work toward supporting and enabling Aboriginal and Torres Strait Islander employees to develop their leadership capabilities and focus on progressing their careers.
- Continue to deliver the Policy Futures Graduate Program within DPC, ensuring an inclusive pathway for Aboriginal and Torres Strait graduates to gain entry to the public sector.





## Aims, aspirations and employment

DPC and PSC aim to actively engage in collaborative efforts that empower Aboriginal and Torres Strait Islander communities, supporting economic development initiatives that generate business opportunities for Aboriginal peoples and Torres Strait Islander peoples. We are committed to promoting Aboriginal and Torres Strait Islander entrepreneurship and innovation through procurement opportunities, striving to create an inclusive environment that encourages creativity, fosters growth, and unlocks the full potential of Aboriginal and Torres Strait Islander talent and expertise.

Acknowledging our position as central agencies, DPC and PSC maintain a dedicated commitment to exploring alternative avenues for contributing to these objectives within the sector. Our efforts to make a positive impact internally continue with a thoughtful and deliberate approach.

## Objectives

- Collaborate with Aboriginal and Torres Strait Islander communities to develop shared goals and aspirations.
- Support economic development initiatives that promote employment and business opportunities for Aboriginal peoples and Torres Strait Islander peoples.
- Foster entrepreneurship and innovation through targeted programs and initiatives.

## Actions

- Enhance the visibility and utilisation of Aboriginal and Torres Strait Islander businesses with the aim of increasing our Indigenous procurement spend and driving growth opportunities.
- Profile Aboriginal and Torres Strait Islander cultures, creators and businesses through the Premier's trade mission gifting opportunities coordinated by DPC.





## Truth telling

DPC and PSC recognise the importance of acknowledging historical injustices and systemic discrimination that have disproportionately affected Aboriginal and Torres Strait Islander communities. We commit to creating a space where truth-telling processes can flourish, enabling an open and honest dialogue about the past. This entails not only acknowledging the wrongs of the past but also understanding their lasting impact on these communities.

### Objectives

- Facilitate truth-telling processes to acknowledge and address historical injustices and systemic discrimination.
- Support initiatives that promote the sharing of stories, experiences, and knowledge to foster healing and reconciliation.
- Encourage the inclusion of Aboriginal and Torres Strait Islander histories and perspectives.

### Actions

- Undertake agency administrative and functional history searches to understand the historical policy setting and ongoing impact on Aboriginal peoples and Torres Strait Islander peoples.
- Deliver opportunities to educate employees on significant dates from an Aboriginal and Torres Strait Islander perspective.
- Support Treaty Readiness in DPC by ensuring work performed by the Treaty Readiness Working Group continues to drive preparations for participation in the Treaty process, including in the formal Truth Telling and Healing Inquiry.





## Partnerships and decision-making

At DPC and PSC we commit to establishing enduring, authentic partnerships with Aboriginal peoples and Torres Strait Islander peoples, organisations and sector leaders. We actively work toward greater involvement of Aboriginal peoples and Torres Strait Islander peoples in decision-making processes affecting the employment opportunities, lives, lands, and communities by better recognising the significance of Aboriginal and Torres Strait Islander voices throughout policy, legislation and initiatives.

### Objectives

- Engage in genuine partnerships with Aboriginal and Torres Strait Islander communities, organisations, and individuals.
- Involve Aboriginal peoples and Torres Strait Islander peoples in decision-making processes that affect their lives, lands, and communities.
- Legislation, policies, programs and services are co-designed with Aboriginal peoples and Torres Strait Islander peoples.
- Establish mechanisms for regular and meaningful consultation and participation.

### Actions

- DPC to provide central agency leadership in ensuring submissions coming to Cabinet reflect any potential impact on Aboriginal peoples and Torres Strait Islander peoples, to support quality decision-making.
- Work with Aboriginal and Torres Strait Islander communities and representative bodies, and government agencies to expand and develop the co-design of legislation.
- Raise awareness and develop partnerships to support Aboriginal and Torres Strait Islander charities and organisations within DPC.
- Develop pathways and practices to better incorporate Aboriginal and Torres Strait Islander voices and perspectives across policy, strategies, frameworks and communication platforms within the PSC, including engagement with the Queensland First Nations Ambassadors for Change group.
- PSC to improve the agency's reporting processes against sector wide Aboriginal and Torres Strait Islander strategies, plans and cabinet documents.
- PSC to support the sector to improve its capability in co-design with the community.





## Importance of the right to self-determination

DPC and PSC as central agencies, acknowledge that we have a lot to learn to better enable self-determination. We commit to recognising and respecting Aboriginal peoples and Torres Strait Islander peoples' right to self-determination, and better understanding how to enable greater autonomy and self-governance, and meaningful participation in decisions that impact their rights, culture, social outcomes and land.

We will continue to explore alternative ways to contribute to these objectives within the sector.

### Objectives

- Recognise and respect the right of Aboriginal peoples and Torres Strait Islander peoples to self-determination.
- Support Aboriginal and Torres Strait Islander communities in exercising their autonomy and self-governance.
- Enable Aboriginal peoples and Torres Strait Islander peoples to have a meaningful say in matters that impact their rights, culture and land.

### Actions

- PSC to explore systemic barriers and enable greater self-determination within the sector.
- DPC to support agencies to embed self-determination through their policies and service delivery models.





## Recognition and honouring

DPC and PSC commemorate the histories, cultures, and invaluable contributions of Aboriginal peoples and Torres Strait Islander peoples. We are committed to fostering awareness and understanding of the persistent impacts of colonisation and intergenerational trauma. This underscores our commitment to building a more inclusive, just, and respectful society, where the rich histories, cultures, and contributions of Aboriginal peoples and Torres Strait Islander peoples are not only acknowledged but celebrated.

### Objectives

- Acknowledge and commemorate the histories, cultures, and contributions of Aboriginal peoples and Torres Strait Islander peoples.
- Promote public awareness and understanding of the ongoing impacts of colonisation and intergenerational trauma.
- Ensure that recognition and honouring efforts are undertaken in collaboration with Aboriginal and Torres Strait Islander communities.

### Actions

- Invite Aboriginal and Torres Strait Islander guests to attend, participate in, or present at events. This may include judging panels, speaking engagements and cultural/art programs within DPC.
- Explore projects that elevate stories relating to Aboriginal peoples and Torres Strait Islander peoples to share on communication platforms.
- PSC to procure Aboriginal and Torres Strait Islander artwork to support the promotion of internal documents, processes and practices.

