

# Reframing the Relationship Plan 2023-24

## Acknowledgement

The Department of Housing, Local Government, Planning and Public Works respectfully acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of this Country – the lands and seas on which we meet, live, learn, and work. The department acknowledges those of the past, the Ancestors whose strength has nurtured this land and its people, and we recognise their connection to land, sea, and community. We pay our respects to them, their culture and to their Elders, past, present, and emerging.

## Overview

The Department of Housing, Local Government, Planning and Public Works Reframing the Relationship Plan (the plan) is a living document that identifies measures for enhancing our cultural safety and capability as we provide advice to government and deliver services to Aboriginal and Torres Strait Islander peoples and communities.

The plan will support a reframed relationship based on fairness, inclusivity, dignity and belonging by acknowledging and respecting the unique cultures, histories and ongoing contributions of Aboriginal and Torres Strait Islander peoples.

The department is committed to improving the socio-economic outcomes for Aboriginal and Torres Strait Islander peoples as outlined in the National Agreement on Closing the Gap. We will ensure that progress is being made towards ensuring that Aboriginal and Torres Strait Islander peoples can secure appropriate, affordable housing that is aligned with their priorities and needs by increasing the proportion of Aboriginal and Torres Strait Islander peoples living in appropriately sized (not overcrowded) housing to 88 per cent. The plan expands on our existing commitments outlined in the Queensland Government Reconciliation Action Plan (RAP) and the department's former Cultural Capability Action Plan (CCAP).

The plan will be reviewed and updated annually at the end of the financial year, commencing in July 2024.

## Focus areas

### 1. Fair and inclusive, with dignity and belonging

OBJECTIVES
<ul style="list-style-type: none"><li>• Ensure equitable access to government services, programs, and opportunities for Aboriginal and Torres Strait Islander peoples.</li><li>• Promote respect, understanding, and valuing of Aboriginal and Torres Strait Islander cultures, histories, and contributions.</li><li>• Foster an inclusive environment that celebrates diversity, promotes social justice, and eliminates discrimination.</li></ul>
ACTIONS
<p>We will:</p> <ul style="list-style-type: none"><li>• Co-design legislation, policies, programs and services with Aboriginal and Torres Strait Islander peoples (<i>RAP, action 1</i>).</li><li>• Evaluate and enhance departmental processes for reporting misconduct in situations of racism and discrimination, identifying opportunities to increase awareness of conscious and unconscious bias (<i>RAP, action 4</i>).</li><li>• Develop and implement a communication plan to raise awareness and educate our people on the why, what and how of equity, diversity and inclusion, including:<ul style="list-style-type: none"><li>- communicating key findings from equity and diversity audits</li><li>- promoting diversity, inclusion and human rights learning and resources</li><li>- improving cultural capability maturity and advancing reconciliation</li><li>- promoting career pathways for underrepresented cohorts by increasing visibility of senior leaders from diverse backgrounds (including Aboriginal and Torres Strait Islander peoples) to showcase role models, promote career pathways and address stereotypes/ myths</li><li>- embedding and amplifying messaging in departmental equity and inclusion activities (<i>Equity and Diversity Action Plan</i>).</li></ul></li><li>• Develop insights and strategies to address inequities from analysing the following workforce data:<ul style="list-style-type: none"><li>- Working for Queensland (WfQ) survey results for specific demographics (including Aboriginal and Torres Strait Islander respondents)</li><li>- work group level gender pay-gap data</li><li>- recruitment application and appointment trends</li><li>- health and wellbeing data by diversity group (<i>Equity and Diversity Action Plan</i>).</li></ul></li><li>• Continue to data capture and analyse by diversity group:<ul style="list-style-type: none"><li>- temporary to tenure conversions and higher duties appointments (under the <i>Public Sector Act 2022</i>)</li><li>- separations (<i>Equity and Diversity Action Plan</i>).</li></ul></li><li>• Promote senior First Nations employees' representation across departmental sub-committees and working groups.</li><li>• Promote senior leadership engagement and collaboration on whole-of-government First Nations committees and working groups.</li></ul>

We have:

- Increased representation of Aboriginal and Torres Strait Islander peoples on departmental committees, ensuring lived experience informs decision-making.
- Ensured senior executive representation on 15 whole-of-government First Nations external working groups.
- Demonstrated Executive Leadership Team commitment by re-establishing a First Nations executive champion role.

## 2. Cultural capability and safety

### 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 and Torres Strait Islander peoples.

### ACTIONS

We will:

- Deliver Building on the Strengths of Our Stories – Cultural Agility Program and Torres Strait Islander Cross Cultural training program for frontline employees, strategy and policy teams, and senior executives (*RAP, action 11*).
- Promote the ‘Valuing Aboriginal and Torres Strait Islander peoples Knowledge Lens’ (*RAP, action 11*).
- Continue to deliver the department’s Yarn and Grow First Nations mentoring program (*RAP, action 15*).
- Provide culturally responsive housing with support through a frontline service offer for Aboriginal and Torres Strait Islander peoples across the housing continuum, including through implementing culturally responsive pathway planning and care coordination *Queensland Housing and Homelessness Action Plan 2021-25, action 13*).
- Continue to support Aboriginal and Torres Strait Islander staff to engage with leaders and colleagues to strengthen cultural capability and safety and improve First Nations workforce and community outcomes.

We have:

- Recognised the importance of understanding and embracing Aboriginal and Torres Strait Islander peoples, cultures, and perspectives by delivering the following initiatives:
  - Building on the Strengths of our Stories – Cultural Agility Program (*RAP, action 11*)
  - Mandatory Aboriginal and Torres Strait Islander cultural competence online course (*RAP, action 11*)
  - Yarn and Grow First Nations mentoring program (*RAP, action 15*)
  - 2023 First Nations staff forum.

### 3. Workforce and leadership

OBJECTIVES
<ul style="list-style-type: none"><li>• Increase the representation of Aboriginal and Torres Strait Islander peoples across all levels of the public sector, including leadership positions.</li><li>• Attract, recruit, retain, and support Aboriginal and Torres Strait Islander employees.</li><li>• Create career development pathways and mentoring programs to enhance leadership capabilities.</li></ul>
ACTIONS
<p>We will:</p> <ul style="list-style-type: none"><li>• Invest in personal and professional development, including relieving and job-shadowing opportunities for Aboriginal and Torres Strait Islander employees (<i>RAP, action 15</i>).</li><li>• Broaden and improve how the department attracts, recruits, and retains Aboriginal and Torres Strait Islander peoples in all areas and at all levels of the department, including leadership and senior executive roles (<i>RAP, action 16</i>).</li><li>• Develop and implement an engagement and consultation plan to consider inequities in our workforce with the purpose of identifying causal factors and co-designing solutions, including with Aboriginal and Torres Strait Islander employees (<i>Equity and Diversity Action Plan</i>).</li><li>• Deliver recruitment and selection panel training for managers and Aboriginal and Torres Strait Islander employees.</li></ul>
<p>We have:</p> <ul style="list-style-type: none"><li>• Established career and education pathways for First Nations Queenslanders through the Aboriginal and Torres Strait Islander Traineeship Program (<i>Aboriginal and Torres Strait Islander Housing Action Plan 2019-23</i>).</li><li>• Participated in the Career Pathways Service for First Nations Queensland public sector employees (<i>RAP, action 15</i>).</li></ul>

## 4. Aims, aspirations and employment

OBJECTIVES
<ul style="list-style-type: none"><li>• Collaborate with Aboriginal and Torres Strait Islander communities to develop shared goals and aspirations.</li><li>• Support economic development initiatives that promote employment and business opportunities for Aboriginal and Torres Strait Islander peoples.</li><li>• Foster entrepreneurship and innovation through targeted programs and initiatives.</li></ul>
ACTIONS
<p>We will:</p> <ul style="list-style-type: none"><li>• Strengthen Aboriginal and Torres Strait Islander employment and cultural capability training performance measures against targets.</li><li>• Showcase Aboriginal and Torres Strait Islander staff, culture, and communities to celebrate successes and share learnings.</li><li>• Assist vulnerable young people to achieve social and economic independence through an integrated framework of housing with support (<i>Queensland Housing and Homelessness Action Plan 2021-25, action 11</i>).</li><li>• Work across government to deliver integrated responses that increase the diversity and supply of housing for people with disability (<i>Queensland Housing and Homelessness Action Plan 2021-25, action 12.3</i>).</li></ul>
<p>We have:</p> <ul style="list-style-type: none"><li>• As at 31 December 2023, there are 157* First Nations employees representing 4.54%<sup>1</sup> of the workforce, exceeding the Queensland public sector and agency-specific target of 4% by 2026.</li><li>• Supported and enabled the development of the peak Aboriginal and Torres Strait Islander housing body.</li></ul>

<sup>1</sup> Excludes corporate services staff transitioning to the department from the former Department of State Development, Infrastructure, Local Government and Planning and former Department of Energy and Public Works following the December 2023 machinery-of-government changes.

## 5. Partnerships and decision-making

OBJECTIVES
<ul style="list-style-type: none"><li>• Engage in genuine partnerships with Aboriginal and Torres Strait Islander communities, organisations, and individuals.</li><li>• Involve Aboriginal and Torres Strait Islander peoples in decision-making processes that affect their lives, lands and communities.</li><li>• Legislation, policies, programs, and services are co-designed with Aboriginal and Torres Strait Islander peoples.</li><li>• Establish mechanisms for regular and meaningful consultation and participation.</li></ul>
ACTIONS
<p>We will:</p> <ul style="list-style-type: none"><li>• Create a pipeline of 1,200 social homes for First Nations families through partnership with Aboriginal and Torres Strait Islander local government authorities and communities (<i>Homes for Queenslanders, pillar 4</i>).</li><li>• Collaborate with regional councils to increase and diversify the supply of housing, including exploring opportunities for alternative government and non-government investment and incentives (<i>Queensland Housing and Homelessness Action Plan 2021-25, action 5</i>).</li><li>• Develop an enhanced integrated service response to address the housing needs of Aboriginal and Torres Strait Islander children and young people and families in contact with the child protection system to support family preservation, reunification, and transition to independence (<i>Breaking Cycles Action Plan 2023-25, action 7.3</i>).</li><li>• Engage with colleagues across the sector through established communities of practice to share findings from equity and diversity audits and identify opportunities for collective action (<i>Equity and Diversity Action Plan</i>).</li></ul>
<p>We have:</p> <ul style="list-style-type: none"><li>• Conducted 77 local council engagements and 16 wider community engagements throughout 2022-23, aimed at enhancing and improving outcomes for Aboriginal and Torres Strait Islander peoples.</li><li>• Consulted with over 293 people from over 40 locations across Queensland on the development of the Our Place: A First Nations Housing and Homelessness Action Plan 2024-27.</li></ul>

## 6. Self-determination

OBJECTIVES
<ul style="list-style-type: none"><li>• Recognise and respect the right of Aboriginal and Torres Strait Islander peoples to self-determination.</li><li>• Support Aboriginal and Torres Strait Islander communities in exercising their autonomy and self-governance.</li><li>• Enable Aboriginal and Torres Strait Islander peoples to have a meaningful say in matters that impact their rights, culture, and land.</li></ul>
ACTIONS
<p>We will:</p> <ul style="list-style-type: none"><li>• Increase the cultural safety and responsiveness of our engagement, programs, procedures, procurement and services spend with Aboriginal and Torres Strait Islander peoples and communities (<i>RAP, action 14</i>).</li><li>• Increase home ownership opportunities for Aboriginal and Torres Strait Islander peoples through working with communities and partners (<i>Queensland Housing and Homelessness Action Plan 2021-25, action 4.3</i> and <i>Homes for Queenslanders, pillar 3</i>).</li><li>• Work in partnership with the Aboriginal and Torres Strait Islander housing body to strengthen housing outcomes for Aboriginal and Torres Strait Islander peoples, supporting the sustainability of Indigenous housing providers and the community housing sector (<i>Queensland Housing and Homelessness Action Plan 2021-25, action 2.1</i>).</li><li>• Continue to work closely with the community housing peak and industry bodies to further promote growth, sustainability and innovation of person-centred and place-based responses (<i>Queensland Housing and Homelessness Action Plan 2021-25, action 2.2</i>).</li></ul>
<p>We have:</p> <ul style="list-style-type: none"><li>• Established the First Nations governance committee.</li><li>• Established the Path to Treaty working group (<i>RAP, action 9</i>).</li><li>• Participated in the Queensland First Nations Ambassadors for Change.</li></ul>

## 7. Recognition and honouring

OBJECTIVES
<ul style="list-style-type: none"><li>• Acknowledge and commemorate the histories, culture, and contributions of Aboriginal and Torres Strait Islander peoples.</li><li>• Promote public awareness and understanding of the ongoing impacts of colonisation and intergenerational trauma.</li><li>• Ensure that recognition and honouring efforts are undertaken in collaboration with Aboriginal and Torres Strait Islander communities.</li></ul>
ACTIONS
<p>We will:</p> <ul style="list-style-type: none"><li>• Identify long-term strategic opportunities that recognise and honour First Nations culture, knowledge systems and practices to enhance the capacity of staff and the scope of services provided to communities.</li><li>• Celebrate and promote Aboriginal and Torres Strait Islander days of cultural significance, including NAIDOC and Reconciliation Week (<i>RAP, actions 5, 6 and 8</i>).</li><li>• Promote the Aboriginal and Torres Strait Islander Respectful Language Guide (<i>RAP, action 10</i>).</li><li>• Promote the mandatory Aboriginal and Torres Strait Islander cultural competence online course to enhance understanding and build capability (<i>RAP, action 11</i>).</li></ul>
<p>We have:</p> <ul style="list-style-type: none"><li>• Promoted, recognised and celebrated 2023 NAIDOC and Reconciliation Week (<i>RAP, actions 5, 6 and 8</i>).</li><li>• Established a new role, Director First Nations Policy, and Whole-of-Government Coordination within First Nations Housing and Homelessness (<i>RAP, action 9</i>).</li></ul>



## 8. Truth-telling

OBJECTIVES
<ul style="list-style-type: none"><li>• Facilitate truth-telling processes to acknowledge and address historical injustices and systemic discrimination.</li><li>• Support initiatives that promote the sharing of stories, experiences, and knowledge to foster healing and reconciliation.</li><li>• Encourage the inclusion of Aboriginal and Torres Strait Islander histories and perspectives.</li></ul>
ACTIONS
<p>We will:</p> <ul style="list-style-type: none"><li>• Implement the Path to Treaty reform agenda by working with the Interim Truth and Treaty Body to co-design the establishment of a First Nations Treaty Institute and a Truth-telling and Healing Inquiry (<i>RAP, action 2</i>).</li><li>• Prepare for the State's role in Path to Treaty in Queensland by delivering and implementing a Path to Treaty Action Plan, which will drive treaty readiness priorities and actions across government particularly in truth-telling and healing, and treaty negotiation processes (<i>RAP, action 9</i>).</li><li>• Review and strengthen information guides, fact sheets and services to reflect Aboriginal and Torres Strait Islander perspectives in reforms, design and delivery of services, programs, and facilities.</li></ul>
<p>We have:</p> <ul style="list-style-type: none"><li>• Established a "Share your Truth" portal during the Our Place: A First Nations Housing and Homelessness Action Plan 2024-27 consultations (<i>RAP, action 2</i>).</li></ul>

## Measures

ACTIONS
<p>We will continue to measure our progress and outcomes by:</p> <ul style="list-style-type: none"><li>• evaluating feedback and progress on the effectiveness of the actions in achieving the objectives</li><li>• analysing WfQ survey data and trends</li><li>• examining the plans outcomes and audit indicators</li><li>• reviewing employee and customer complaints and grievances</li><li>• monitoring Equality of Employment Opportunity targets and data.</li></ul>