


Department of Employment, Small Business & Training
Reframing the Relationship Plan

2024 - 25





The Queensland Government respectfully acknowledges the Traditional Owners of the lands and seas from across Queensland. We pay our respects to the Elders past and present, who hold the memories, traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the state.

The Department of Employment, Small Business and Training is committed to a better understanding and respect for Aboriginal and Torres Strait Islander cultures, an enriched appreciation of Australia's cultural heritage that can lead to meaningful reconciliation. We are committed to the maturity of Australia as a whole nation by including the voices and participation of its First Nations People and recognise the fundamental development of an Australian identity building a stronger relationship with Aboriginal and Torres Strait Islander peoples.

Supported by the Queensland Government's [Statement of Commitment](#), the department's plan reflects our continuing journey to build partnerships, respect, trust and incorporate Aboriginal and Torres Strait Islander peoples' vision for their communities. *Reframing the Relationship* focuses on building cultural capability, improved partnership, leadership and accountability across all levels, safety and wellbeing, and ensuring our workforce reflects the community we serve.

Paving the Way, the First Nations Training Strategy is a key initiative in the Queensland Government's plan to support Aboriginal and Torres Strait Islander peoples' skills development and respond to local and community employment needs. The commitments and objectives under this plan are reflected in the department's *Reframing the Relationship Plan*, with the detail remaining within the First Nations Training Strategy.

While we work to reframe relationships, the department will also continue to make significant progress towards Path to Treaty. In doing so we will position the department to be a respectful, responsive, capable, safe and enquiring service provider and employer.

Steve Koch

A/Director-General

1. Fair and Inclusive, with dignity and belonging

	Action	Measure
<p><i>Ensure equitable access to Government services, programs, and opportunities for Aboriginal and Torres Strait Islander peoples</i></p>	<p>Maximise opportunities for all Queensland Aboriginal and Torres Strait Islander people to participate in training and the workforce through the Queensland Workforce Strategy 2022-2032 and key programs such as:</p> <ul style="list-style-type: none"> • Back to Work • Certificate 3 Guarantee • Higher Level Skills • User Choice • Free Apprenticeships for under 25s • Fee Free TAFE • Skilling Queenslanders for Work • Indigenous Workforce and Skills Development Grant. 	<p>Aboriginal and Torres Strait Islander peoples participating in training and workforce programs.</p> <p>Successful employment outcomes for Aboriginal and Torres Strait Islander peoples following participation in training and workforce programs.</p> <p>Showcase participant success stories.</p>
	<p>Initiatives under <i>Paving the Way</i>, the department's First Nations Training Strategy.</p>	<p>Measures under the First Nations Training Strategy.</p>
	<p>Ensure key departmental strategies have a focus on supporting Aboriginal and Torres Strait Islander peoples and ensuring equitable access to services, programs and opportunities.</p>	<p>Considerations of Aboriginal and Torres Strait Islander peoples and communities in departmental strategies.</p>
<p><i>Promote respect, understanding, and valuing of Aboriginal and Torres Strait Islander cultures, histories, and contributions</i></p>	<p>Acknowledge NAIDOC week and support a whole of Queensland Government approach to marking significant cultural events.</p>	<p>Promotion of NAIDOC week and other significant cultural events.</p>
	<p>Opportunities for employees to build understanding and knowledge of cultures, histories, and contributions.</p>	<p>Cultural Share Agenda Item embedded in DESBT Agenda template and supported by communication and implementation plan.</p>
<p><i>Foster an inclusive environment that celebrates diversity, promotes social justice, and eliminates discrimination</i></p>	<p>Support small business employers to establish culturally safe workplaces through the development of a Cultural Capability Information Resource.</p>	<p>Release of a digital resource as a key action under the First Nations Training Strategy.</p>
	<p>Cultural Inclusiveness and Cultural Responsiveness online short courses developed with TAFE Queensland to support small business to recruit and retain Aboriginal and Torres Strait Islander employees.</p>	<p>Online short courses are accessible for all Queenslanders on Back to Work and TAFE Queensland websites.</p>



<p>Promotion of Diversity and Inclusion targets and action plan in line with <i>Public Sector Act 2022</i>.</p>	<p>Communication plan to promote targets and action plans and initiatives.</p>
<p>Leadership to enhance and lead strategies for safe and inclusive workplaces.</p>	<p>Leadership representation on departmental Diversity and Inclusion network.</p>
	<p>Unconscious bias training available throughout the year.</p>

2. Cultural Capability and Safety

	<i>Action</i>	<i>Measure</i>
<p><i>Embed cultural awareness and capability across the Queensland public sector through training, education and ongoing professional development</i></p>	<p>Continue to offer and deliver a comprehensive suite of initiatives to uplift the cultural capability of Queensland Government employees including establishing and implementing cultural capability training for executive leadership.</p>	<p>100% employees undertake cultural capability training online annually.</p> <p>Cultural awareness and capability embedded in individual Performance and Development Plans across all classification levels.</p>
<p><i>Implement protocols and practices that recognise and respect cultural protocols, customs and traditions</i></p>	<p>Develop resources to support employees' understanding of cultural and language protocols.</p>	<p>Develop DESBT Cultural Commitment Statement.</p> <p>Acknowledgement of Country and Welcome to Country Protocols embedded in DESBT agenda template.</p> <p>Review and publish respectful language guide and cultural and consultation protocols.</p>
<p><i>Establish mechanisms to address cultural safety concerns and promote the wellbeing of Aboriginal and Torres Strait Island peoples</i></p>	<p>Departmental champion for cultural capability.</p> <p>Aboriginal and Torres Strait Islander representatives on DESBT's Diversity and Inclusion Network.</p> <p>Acknowledge cultural load on Aboriginal and Torres Strait Islander employees who undertake additional work to their role.</p> <p>Educate workforce on cultural safety and cultural obligations of Aboriginal and Torres Strait Islander employees.</p>	<p>Appointment of cultural capability champion.</p> <p>Embed membership requirements into Terms of Reference for Diversity and Inclusion network.</p> <p>Engage and educate leadership and workforce on cultural safety, including cultural load issue.</p> <p>Development of a cultural safety guideline.</p>

3. Workforce and Leadership

Increase the representation of Aboriginal 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

Action	Measure
<p>Promotion of equity and diversity targets and opportunities for targeted recruitment to selection panel chairs.</p> <p>Roles with genuine occupational requirement to be advertised as identified roles.</p>	<p>Target of 4% Aboriginal and Torres Strait Islander employees.</p> <p>New target set for Aboriginal and Torres Strait Islander employees in leadership positions.</p> <p>New employees provided with information about the opportunity to self-disclose Aboriginal and Torres Strait Islander heritage via Aurion ESS.</p>
<p>Mentoring, supporting and developing Aboriginal and Torres Strait Islander people to take on senior and leadership roles.</p> <p>Identified vacancies and targeted recruitment activities advertised through appropriate advertising platforms and networks.</p>	<p>Explore mentoring program options.</p> <p>Partner with an external organisation to place Aboriginal and Torres Strait Islander interns in the department.</p> <p>Develop internship program pilot for Employment, Small Business and Training roles.</p>
<p>Embed Aboriginal and Torres Strait Islander perspectives in our talent acquisition.</p> <p>Selection panels supported to recruit for diversity.</p>	<p>Consultation with Aboriginal and Torres Strait Islander workforce to inform our talent acquisition resources such as the careers website.</p> <p>Recruitment and Selection training and resources for selection panel members to support equitable, diverse, and inclusive practices.</p>
<p>Aboriginal and Torres Strait Islander representation on Mental Health Support Officer Network.</p>	<p>Garner interest from Aboriginal and Torres Strait Islander employees to join Mental Health Support Officer Network.</p>
<p>Relevant action planning and informed decision making from the results of Aboriginal and Torres Strait Islander employees in the Working for Queensland survey.</p>	<p>Aboriginal and Torres Strait Islander employee perspectives collected in the Working for Queensland 2023 survey identified and actioned appropriately.</p>





Create career development pathways and mentoring programs to enhance leadership activities

Monitor attraction and retention of Aboriginal and Torres Strait Islander workforce.

Continued partnership with Public Sector Commission's Aboriginal and Torres Strait Islander Career Pathways Service to provide career development opportunities to participating Aboriginal and Torres Strait Islander employees.

Improved employee sentiment relating to Cultural Safety indicators in the Working for Queensland Survey 2025.

Increased participation of Aboriginal and Torres Strait Islander employees in Working for Queensland 2025 survey.

Quarterly monitoring of data.

Positive service engagement survey results and continued uptake of opportunities.

4. Aims, Aspirations, and Employment

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 and Torres Strait Islander peoples

Action

Continue to engage with Aboriginal and Torres Strait Islander communities, organisations and individuals.

Continue to fund community organisations to deliver training and support programs for unemployed and underemployed Queenslanders, including Aboriginal and Torres Strait Islander peoples, through Skilling Queenslanders for Work (SQW).

Procure goods and services from Indigenous-owned businesses.

Skills and training pathway opportunities for Aboriginal and Torres Strait Islander peoples that meet local workforce needs.

Measure

Support ongoing engagement through Principal Indigenous Program Officer roles.

Establish formal partnerships with peak bodies.

Aboriginal and Torres Strait Islander peoples participating in SQW.

Successful employment outcomes for Aboriginal and Torres Strait Islander peoples following participation in SQW.

Showcase participant success stories.

Pursue target of 3% of addressable spend as outlined in the Queensland Government Indigenous Procurement Policy.

Measures under the First Nations Training Strategy.

Foster entrepreneurship and innovation through targeted programs and initiatives

Indigenous Business Month supported by DESBT.

Continue to sponsor/participate in regional events.

Promotion of Indigenous Business Month through digital channels.

Build the skills and capability of Indigenous-owned businesses.

Measures under the First Nations Training Strategy.

5. Partnerships and Decision-Making

Engage in genuine partnerships with Aboriginal and Torres Strait Islander communities, organisations and individuals

Action

Measure

Continue to engage with Aboriginal and Torres Strait Islander communities, organisations and individuals through Principal Indigenous Program Officers.

Support continued engagement by Principal Indigenous Program Officers.

Involve Aboriginal and Torres Strait Islander peoples in decision-making processes that affect their lives, lands and communities

Establish formal partnerships with peak bodies.

Develop relationships with peak bodies and key stakeholders.

Legislation, policies, programs and services are co-designed with Aboriginal and Torres Strait Islander peoples

Establish First Nations Council to provide cultural advice to executive leadership to ensure policies, programs and services are culturally responsive and meet the needs of Aboriginal and Torres Strait Islander peoples.

First Nations Network established for the department.

Development of consultation protocols resources to ensure Aboriginal and Torres Strait Islander perspectives are embedded in the design and development of new policies, programs and services as well as accountability to uphold these.

Consultation protocols and checklists developed and implemented.

Establish mechanisms for regular and meaningful consultation and participation

Aboriginal and Torres Strait Islander employee representation on Diversity and Inclusion network.

Promote network membership to department.

Development of communication protocols to ensure Aboriginal and Torres Strait Islander perspectives are considered in decision making.

Prompt to consider Aboriginal and Torres Strait Islander perspectives included in Briefing Note templates.

6. Importance of the Right to Self-Determination

	<i>Action</i>	<i>Measure</i>
<i>Recognise and respect the right of Aboriginal and Torres Strait Islander peoples to self-determination</i>	Develop a DESBT position statement acknowledging the right to First Nations self-determination.	Position statement developed and approved by DESBT executive and leadership.
<i>Support Aboriginal and Torres Strait Islander communities in exercising their autonomy and self-governance</i>	Deliver Indigenous-led training and workforce solutions.	Measures under First Nations Training Strategy, including the Indigenous Workforce and Skills Development Grant. Targeted Workforce Connect Fund projects.
<i>Enable Aboriginal and Torres Strait Islander peoples to have a meaningful say in matters that impact their rights, culture and land</i>	With DTATSIPCA as lead, the department will participate in co-designing across all stages of Queensland Indigenous Voice model with the First Nations Consultative Committee for consideration by the Queensland Government. Continue engaging with Aboriginal and Torres Strait Islander stakeholders on policy and program design and delivery through the First Nations Training Strategy Consultative Committee; Queensland Aboriginal and Torres Strait Islander Education and Training Committee; and Closing the Gap Working Group.	Active participation in co-design of model. New Closing the Gap Working Group (Economic and Employment) established.

7. Recognition and Honouring

	<i>Action</i>	<i>Measure</i>
<i>Acknowledge and commemorate the histories, cultures, and contributions of Aboriginal and Torres Strait Islander peoples</i>	Promote and acknowledge the achievements of Aboriginal and Torres Strait Islander peoples at the annual Queensland Reconciliation Awards and Queensland Training Awards. Demonstrate respect and understanding for Aboriginal and Torres Strait Islander cultures and histories by observing dates of cultural significance.	Employee engagement activities to promote awards and acknowledge achievements. Diversity and Inclusion network to promote dates of significance.
<i>Promote public awareness and understanding of the ongoing impacts of colonisation and intergenerational trauma</i>	Develop a DESBT position statement acknowledging the ongoing impact of colonisation and intergenerational trauma.	Position statement developed and approved by DESBT executive and leadership.

Ensure that recognition and honouring efforts are undertaken in collaboration with Aboriginal and Torres Strait Islander communities

Utilise existing platforms to promote reconciliation.

Support Director-General in role of Champion.

Welcome to Country and Acknowledgement of Country protocols observed at departmental meetings.

Resources reviewed to continue to support employees' understanding of cultural protocols.

8. Truth-Telling

Facilitate truth-telling processes to acknowledge and address historical injustices and systemic discrimination

Action

The *Path to Treaty Act 2023* lays the foundations to establish a Truth-telling and Healing Inquiry (Inquiry). Truth-telling sessions will be held, where a CEO of a Government entity may be invited to attend, make an oral submission, and give documents and other things as part of the Inquiry.

Measure

An implementation plan and team to be established.

Support initiatives that promote the sharing of stories, experiences, and knowledge to foster healing and reconciliation

The department, working collaboratively, will research and document its administrative history to tell the story of Government's impacts on Aboriginal and Torres Strait Islander peoples.

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.

An implementation plan and team to be established.

Promote reconciliation through Queensland Government sphere of influence.

Encourage the inclusion of Aboriginal and Torres Strait Islander histories and perspectives

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.

Employee engagement updates on progress toward Path to Treaty, actions within this plan and other success stories within the department.



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Artwork designed by Jay Hobbs

Jay Hobbs, founder of Smyth Studio, blends over a decade of design experience with his proud heritage from the Kuku Yalanji and Erub/Meriam Mir peoples. His work harmonises cultural richness with contemporary design.

At Smyth Studio, Jay integrates creativity and corporate culture, infusing each project with authenticity. He bridges indigenous traditions with modern innovation, grounded in respect for heritage and the power of storytelling.

"Connecting Creativity and Country" guides Smyth Studio, inspiring diverse projects from branding to community initiatives. Jay's dedication amplifies indigenous narratives, promoting diversity and cultural exchange.

Jay's journey underscores the importance of celebrating indigenous heritage in today's corporate landscape.