



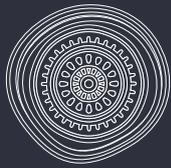
—STRETCH—

# QUEENSLAND GOVERNMENT RECONCILIATION ACTION PLAN

2018–2021

Relationships | Respect | Opportunities





## About the Reconciliation Action Plan artwork

The design (shown on the cover page) illustrates the vibrant and varied beauty of Aboriginal and Torres Strait Islander cultures and heritage. It seeks to reflect on the past, harness hope for the future, and brings together a shared journey of reconciliation.

At the heart of the design, the central motif represents a ‘meeting place’ where Indigenous and non-Indigenous Queenslanders can learn and share knowledge, build mutual understanding, create long-lasting connections, and listen with open hearts and minds in an atmosphere of respect.

It is from these strong foundations that opportunities will grow.

***Leigh Harris and Teho Ropeyarn***  
*Ingeous Studio artists*

## Acknowledgment of Country

We pay our respects to the Aboriginal and Torres Strait Islander ancestors of this land, their spirits and their legacy. The foundations laid by these ancestors—our First Nations peoples—gives strength, inspiration and courage to current and future generations, both Indigenous and non-Indigenous, towards creating a better Queensland.

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## MESSAGE FROM THE PREMIER OF QUEENSLAND

*Closing the Gap is at the heart of the actions, actions which extend to increasing economic opportunities, protecting and valuing cultures and heritage, building strong partnerships and improving community participation and social cohesion.*

The Queensland Government is committed to reconciliation between Aboriginal and Torres Strait Islander Queenslanders and non-Indigenous Queenslanders.

This Queensland Government Reconciliation Action Plan 2018–2021, developed in consultation with Reconciliation Australia and Queensland Reconciliation Incorporated, contains 18 actions and 69 targets the Queensland Government will implement over the next three years.

Our commitments align with the three reconciliation themes as identified by Reconciliation Australia: Respect, Relationships, and Opportunities.

As Premier and Minister for Trade, I am pleased my portfolio is leading and partnering with departments on a number of annual commitments, such as continuing to hold the Premier's Reconciliation Awards, holding an annual Indigenous-themed Cabinet meeting, and participating in the national Closing the Gap refresh.

I am proud the Reconciliation Action Plan will drive the continued focus of the Queensland Government to improve the recruitment and retention of Aboriginal and Torres Strait Islander Queenslanders in our public sector workforce, and to increase the number of Indigenous businesses that are successful in gaining government procurement contracts.

I encourage all Queenslanders during the next three years to join with us to achieve all of our commitments to reconciliation.

**Anastacia Palaszczuk MP**  
Premier and Minister for Trade





## MESSAGE FROM THE DEPUTY PREMIER

*The ongoing journey toward full reconciliation between Australia's First Nations peoples and non-Indigenous Australians has been marked by historic moments made possible by the consistent and determined efforts of everyday Australians.*

From the 1967 Referendum, which overwhelmingly supported the inclusion of Aboriginal Australians in our national population determinations, to the moment Prime Minister Gough Whitlam poured sand through Vincent Lingiari's hands in 1975, marking the return of stolen lands to traditional owners.

From the day in December 1992 when Prime Minister Paul Keating publicly acknowledged in Redfern that European settlers were responsible for the dispossession of and challenges faced by First Nations Australians to the historic Mabo decision in 1993 that nullified the principle of terra nullius and brought about Native Title laws in Australia.

From the 2008 National Apology delivered by Prime Minister Kevin Rudd to the generations of stolen Indigenous children to the 2010 passage of amendments to the Queensland Constitution recognising Indigenous people as the first Queenslanders, under Premier Anna Bligh.

These were significant moments in our journey toward reconciliation that were only made possible by the determined efforts of many Aboriginal and Torres Strait Islander Australians and non-Indigenous brothers and sisters.

Through this comprehensive plan, bringing together governments, First Nations people and the broader community we are continuing this important journey, together.

We truly believe that recognising, respecting and valuing Aboriginal and Torres Strait Islander cultures and history is fundamental to being a responsive government for all Queenslanders.

As the Minister for Aboriginal and Torres Strait Islander Partnerships, I am committed to working closely with First Nations Queenslanders right across our State as we strive to achieve our shared goals of increasing opportunities, removing barriers and closing the gap in disadvantage.

I am also focused on bringing non-Indigenous Queenslanders on this journey, because the responsibility for reconciliation rests with all of us and we know together, Queenslanders achieve great things.

We have already taken the first steps towards reconciliation—and there is still a long path ahead of us—but as long as we stick together, there is nothing we can't achieve.

**Honourable Jackie Trad MP**  
Deputy Premier  
Treasurer and  
Minister for Aboriginal and  
Torres Strait Islander Partnerships





## MESSAGE FROM RECONCILIATION AUSTRALIA

*Reconciliation Australia congratulates the Queensland Government on its deep commitment to reconciliation as it implements its second Reconciliation Action Plan (RAP).*

The implementation of a Stretch RAP marks the Queensland Government as a leading advocate for reconciliation in Australia. The state-wide application of reconciliation actions across all arms of government will contribute to greater respect, stronger relationships, and more opportunities for Aboriginal and Torres Strait Islander Queenslanders.

The Queensland Government has committed to respecting Aboriginal and Torres Strait Islander cultures and perspectives, not only through symbols and ceremony, but also in the development of policies and programs. This commitment to working with First Nations people will assist the government in avoiding a repeat of the mistakes of the past and maximise the benefit of public services.

Valuing strong relationships and the diversity of Aboriginal and Torres Strait Islander cultures and communities across Queensland is an important principle featured in this Stretch RAP. Acknowledging that relationships take time to cultivate and can take different shapes, is fundamental to the success of any program. The Queensland Government is to be commended for its commitment to building trust and working with Aboriginal and Torres Strait Islander people to maintain strong, productive relationships.

By approaching reconciliation action from a whole-of-government perspective, Queensland Government has greatly increased the opportunities created for Aboriginal and Torres Strait Islander individuals, communities and enterprises. From training programs to procurement policy, this RAP will have a positive impact on the economic participation of Aboriginal and Torres Strait Islander Queenslanders.

On behalf of Reconciliation Australia, I commend the Queensland Government on this Stretch RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# OUR STRETCH RECONCILIATION ACTION PLAN



*The RAP articulates the Queensland Government's commitment to advance reconciliation for the next three years, and to further strengthen and acknowledge Aboriginal peoples and Torres Strait Islander peoples as the First Australians.*

The Queensland Government Reconciliation Action Plan 2018–2021 (RAP) provides a unique opportunity to recognise and celebrate the major achievements towards reconciliation with Aboriginal and Torres Strait Islander Queenslanders.

It is important to reflect upon the significant changes in our history and how Australia's First Nations peoples have shaped our journey for the betterment of Queensland. In 2017, we commemorated a historical milestone, which forever changed our shared history—it marked 25 years since the Mabo decision, when the High Court of Australia overturned the principle of 'terra nullius' and delivered formal recognition of land rights to Traditional Owners.

2017 was also of particular significance as we celebrated the 50th anniversary of the 1967 Referendum, when Australians voted overwhelmingly to amend the Constitution to allow the Commonwealth to enact laws for the benefit of Indigenous Australians.

2018 marks 10 years since the Queensland Government, through the Council of Australian Governments (COAG), committed to prioritising the reduction of inequalities in health, education and employment outcomes for Aboriginal and Torres Strait Islander Queenslanders. The RAP provides the opportunity to critically reflect on what has been achieved since this commitment was made, articulate the vision moving forward and reaffirm our commitment to working in partnership with Aboriginal peoples and Torres Strait Islander peoples, communities, organisations and across government to refocus our efforts to closing the gap.

## Our RAP journey

Launched in 2009, the Queensland Government Reconciliation Action Plan 2009–2012 (2009–2012 RAP) was the first whole-of-government RAP in Australia. It was endorsed by Reconciliation Australia (RA) and Reconciliation Queensland Incorporated (RQI).

The 2009–2012 RAP set out 20 actions and associated targets supporting COAG's Closing the Gap priorities. They were led across government by seven agencies.

The 2009–2012 RAP included a range of initiatives, some of which are being continued in this RAP.

## Past achievements

Some economic participation, community participation and cultural recognition achievements for Aboriginal and Torres Strait Islander Queenslanders include:



**Promoting, identifying, and highlighting** to resource companies the many benefits and opportunities of employing Aboriginal and Torres Strait Islander people in resource projects, including Aboriginal and Torres Strait Islander businesses and employees in the construction and operational phases of projects, and hiring Aboriginal and Torres Strait Islander university, trade and high school graduates with job readiness and strong communication skills.

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**Increasing the number of Aboriginal peoples and Torres Strait Islander peoples** registered on the Queensland Register of Nominees to Government Bodies by approximately 85 per cent.

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**Enabling 110 young people** (aged 18 to 25 years), through the Young Indigenous Leaders Forum, to develop leadership, decision-making, advocacy and teamwork skills, and learn about Queensland's democratic processes.

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**Leading the development** of the Queensland Government Cultural Capability Framework and Cultural Capability Portal for Queensland public servants, increasing their ability to sustain respectful and inclusive engagement with Indigenous communities, with:

- 49 Indigenous community specific protocols
  - protocols for delivering a Welcome to Country and Acknowledgment of Traditional Owners/ Custodians and Elders
  - cultural capability and awareness training for public servants.
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**Promoting and recognised the achievements** of Indigenous businesses, community organisations and educational institutions taking positive steps towards reconciliation, through the delivery of the annual Queensland Reconciliation Awards.

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**Facilitating Indigenous businesses** through Reconciliation Business Forums, with a range of development and networking benefits attracting approximately 430 participants from 2009 to 2011.

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**Developing Cultural Capability Action Plans** for all Queensland Government agencies, providing a blueprint on how they will implement the principles of the Queensland Government Cultural Capability Framework.

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**Forming cross-sectoral partnerships** to deliver frameworks, initiatives and effective policies for Indigenous Queenslanders:

- Public sector partnerships—under the Closing the Gap Partnership and Ministerial Champions initiatives, a number of cross-sectoral partnerships were championed by relevant ministers to mobilise key organisations to tackle Aboriginal and Torres Strait Islander disadvantage.
  - Private sector partnerships—Rio Tinto and HSE Mining provided support training and employment opportunities.
  - Memorandum of Understanding (MoU)—In 2017, several MoU's were signed with industry partners to improve education, training, employment, and procurement and business development outcomes for Aboriginal and Torres Strait Islander Queenslanders.
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*Initiatives being delivered in this RAP.*



Ikanau Conway, Commonwealth Games  
baton bearer, Palm Island 2018  
(Image source: GOLDOC)

## Significant developments

### Preamble

In late 2009, the then Queensland Premier, Anna Bligh introduced a Bill into Parliament seeking to include an aspirational preamble into the Queensland Constitution. Following Parliamentary debate, the *Constitution (Preamble) Amendment Act 2010* was assented into law on 24 February 2010. The new preamble outlined a vision for Queensland as a democratic society and honoured 'Aboriginal peoples and Torres Strait Islander peoples, the First Australians, whose lands, winds and waters we all now share; and pay tribute to their unique values, and their ancient and enduring cultures, which deepen and enrich the life of our community'.

### Commonwealth Games

The Gold Coast 2018 Commonwealth Games (GC2018) delivered the first RAP for a major single sporting event. The GC2018 RAP generated almost \$10 million in contracts for Aboriginal and Torres Strait Islander-owned businesses, provided employment and training for hundreds of Aboriginal and Torres Strait Islander people, supported cultural integration at events across the Commonwealth Games and created lasting cultural programs and initiatives across Queensland.

## Measuring success

In 2015, the Queensland Government launched the Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework (the Framework). The Framework was developed to influence how Queensland Government processes, systems and services are developed and implemented to ensure that Aboriginal and Torres Strait Islander cultural considerations are embedded in the development of client-focussed services.

The Framework is supported by two whole-of-government coordination groups:

- The Cultural Agency Leaders (CAL) Group comprising senior executives
- An officer-level Cultural Capability Community of Practice comprising officers from all agencies.

All agencies have developed a Cultural Capability Action Plan and provide detailed reports to the CAL Group. The action plans are living documents and, as such, will continue to evolve as departments learn from one another and become more culturally skilled through cultural capability training and participation in events, such as National Reconciliation Week and NAIDOC Week.



## Our vision for reconciliation

*Our vision for reconciliation is to foster and maintain respectful, trusting and mutually beneficial relationships based on an understanding and acknowledgment of past hurts that Aboriginal peoples and Torres Strait Islander peoples have endured, and moving forward on a shared journey toward reconciliation where all Queenslanders are equal.*

The Queensland Government recognises that:

- Aboriginal and Torres Strait Islander Queenslanders and their cultures are unique and will be respected as an invaluable part of the State.
- Dispossession, settlement and the cumulative acts of colonial and state governments since the commencement of colonisation have left an enduring legacy of economic and social disadvantage that many Aboriginal peoples and Torres Strait Islander peoples continue to experience.
- Aboriginal peoples and Torres Strait Islander peoples have continuing rights and responsibilities as the First Peoples of Queensland, including traditional ownership and connection to land and waters. These rights will be respected and recognised within our legal, political and economic system.
- Circumstances of Aboriginal peoples and Torres Strait Islander peoples can differ significantly between regions and localities. Regional and local approaches are required to address issues that impact on Aboriginal and Torres Strait Islander communities, families and individuals.
- To achieve reconciliation, it is essential that all Queensland Government departments, agencies and statutory authorities, local governments, and Aboriginal peoples and Torres Strait Islander peoples continue to work together in partnership and to share responsibilities.

The Queensland Government is committed to reconciliation and forming multi-stakeholder partnerships that will bring together governments, individuals and communities to address the complex social and economic development challenges that no one party has the capacity, resources and know-how to solve alone.

The RAP will build on our collective efforts to ensure equality, equity, recognition and advancement of Aboriginal peoples and Torres Strait Islander peoples across all aspects of society and everyday life and, in so doing, create a better state for Aboriginal peoples, Torres Strait Islander peoples and non-Indigenous Queenslanders.

## Closing the gap

The 2017–18 Budget provided \$25.7 million to help close the gap including the following initiatives:

- \$6 million to build local jobs, skills development and economic opportunities in Aboriginal and Torres Strait Islander communities
- \$616,000 to start Queensland's first social reinvestment pilot program in Aboriginal communities to support community-led initiatives
- \$6 million over four years in education scholarships to support 3000 Aboriginal and Torres Strait Islander high school students
- \$1.2 million for the Youth Employment Program in Cairns, Townsville, Mackay, Rockhampton and Toowoomba
- \$1 million to help communities preserve Indigenous languages and promote reconciliation and culture
- \$400,000 more per year to assist Aboriginal and Torres Strait Islander Queenslanders reconnect with their past, families and culture
- \$560,000 over four years to support the involvement of Elder groups in the development of policy and local service delivery responses to child protection, family violence and kindergarten enrolments.

The Queensland Government has made progress on a number of Closing the Gap targets to improve social, economic and cultural wellbeing outcomes for Aboriginal and Torres Strait Islander Queenslanders. The tenth Closing the Gap Report, released on 12 February 2018, highlighted improvements in Closing the Gap targets in Queensland:

- The target of achieving 95 per cent of all Indigenous four-year-olds enrolled in early childhood education by 2025—on track.
- The target of halving the gap for Indigenous people aged 20–24 in Year 12 attainment or equivalent attainment rates (by 2020)—on track.

*Queensland has the second largest Indigenous population in the nation and the Queensland Government has reaffirmed its commitment to closing the gap between Indigenous and non-Indigenous Queenslanders in life expectancy, health, education and employment outcomes. Efforts to close the gap in Indigenous disadvantage is a critical element to advancing reconciliation in Queensland.*

- The target of halving the gap in mortality rates for Indigenous children under five within a decade (by 2018)—mortality rates for Indigenous children 0–4 years in Queensland decreased by 19 per cent from 2005–2009 to 2012–2016.
- The target of halving the gap in reading, writing and numeracy achievements for Indigenous students within a decade (by 2018)—the Year 3 reading gap halved, Year 5 reading is close to being on track, Year 5 numeracy gap almost halved and Year 9 numeracy gap halved. Queensland has also shown significant improvement for Indigenous students in five of the eight measures from 2008 to 2017.

As part of the Closing the Gap refresh, the Queensland Government, led by the Department of Aboriginal and Torres Strait Islander Partnerships, is undertaking a number of engagement mechanisms with Aboriginal and Torres Strait Islander leaders, policy experts and the community to co-design Queensland's renewed and re-energised approach to the Closing the Gap agenda.

## Closing the Gap strategic actions

The five key strategic actions being led by the Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships to improve and monitor outcomes include:

1. undertaking a co-design process with Elders, Aboriginal and Torres Strait Islander policy and program leaders, organisations and communities across the state
2. convening an annual Indigenous Summit
3. supporting an annual Aboriginal and Torres Strait Islander issues-themed Cabinet
4. delivering an annual Closing the Gap Statement in the Queensland Parliament
5. delivering a high-level report card, mapping Queensland's progress on Closing the Gap measures.

Activities in 2017 included:

- holding the first Aboriginal and Torres Strait Islander issues-themed Cabinet in March 2017
- convening three Roundtables in Brisbane and Cairns, focussing on issues impacting remote and discrete communities and urban and regional locations, acknowledging the different approaches that will be needed to close the gap in Indigenous disadvantage in these areas
- engaging and working in partnership with DATSIP's Policy Leaders Forum, consisting of Elders, Indigenous policy and program experts, academics and community members, to provide advice on the development of strategic government initiatives, such as the Closing the Gap refresh
- providing funding through the 2016–17 Budget for DATSIP to establish a performance assessment framework to monitor, assess and evaluate actions for closing the gap on disadvantage for Aboriginal peoples and Torres Strait Islander peoples living in urban and regional areas, and remote and discrete communities.

The Roundtables were hosted by the then Minister for Local Government and Minister for Aboriginal and Torres Strait Islander Partnerships, and attended by Aboriginal and Torres Strait Islander Elders, policy leaders and academics, and the Mayors of Queensland's Aboriginal and Torres Strait Islander councils.

*“We need a new relationship that respects and harnesses this expertise, and recognises our right to be involved in decisions being made about us. A new relationship where we have a seat at the table when policies are developed”.*

*Dr Jackie Huggins Redfern Statement Parliamentary Event, 14 February 2017 (as quoted in the Progress and Priorities Report 2017 Close The Gap Campaign Committee)*

## Creating social cohesion

Reconciliation Australia reports that reconciliation action plans are driving social change and improving economic opportunities for Aboriginal peoples and Torres Strait Islander peoples. Recognition of Aboriginal and Torres Strait Islander cultures and history is an important driver for social cohesion in Australia. Importantly, almost three-quarters of Australians believe that Aboriginal and Torres Strait Islander cultures are important to Australia's identity and agree that Aboriginal peoples and Torres Strait Islander peoples hold a unique place as the First Australians. Further, most Australians believe that the relationship between Aboriginal peoples, Torres Strait Islander peoples and non-Indigenous Australians is important.

The Queensland Government is working on a broad range of initiatives to build social cohesion, increase economic participation, improve community participation and promote cultural recognition of Aboriginal and Torres Strait Islander Queenslanders. These initiatives are being delivered through the following strategies:

### Supporting the protection and value of cultures and heritage

- The Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework commits all Queensland Government agencies to embed Aboriginal and Torres Strait Islander cultural capability practices within policies, programs and services.
- Queensland Government Cultural Capability Training Framework is key to the Queensland Government's commitment to developing a culturally capable public sector workforce. It underpins all of our actions that aim to ensure that Aboriginal peoples and Torres Strait Islander peoples enjoy the same opportunities as non-Indigenous Queenslanders.

## Increasing economic opportunities

- Moving Ahead is a whole-of-government strategy to increase the participation of Aboriginal peoples and Torres Strait Islander peoples in Queensland's economy.
- Advancing education: An action plan for education in Queensland aims to ensure all Queensland children have the opportunity to benefit from the life-changing effects of education.
- The Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy (QIPP) will increase the value of Queensland Government contracts awarded to Indigenous businesses. It supports the development, sustainability and growth of Indigenous businesses across Queensland. The QIPP's target is that procurement with Indigenous businesses will be 3 per cent of the value of the government's addressable procurement spend by 2022. The QIPP commenced on 1 September 2017.
- The Queensland Government Building and Construction Training Policy will improve economic outcomes for Queensland's Aboriginal peoples and Torres Strait Islander peoples by ensuring eligible Aboriginal and Torres Strait Islander projects commit to supporting employment opportunities and skills development.

## Improving community participation

- The Supporting Families, Changing Futures child and family reform agenda aims to provide culturally appropriate solutions to support families to safely care for their children and build positive family, community and cultural connections.
- The Domestic and Family Violence Prevention Strategy 2016–2026 aims to eliminate domestic and family violence in Aboriginal and Torres Strait Islander communities.
- The Queensland Violence against Women Prevention Plan 2016–2022 includes a specific action to develop an Aboriginal and Torres Strait Islander justice strategy.
- Our Way: A generational strategy for Aboriginal and Torres Strait Islander children and families and Changing Tracks: An action plan for Aboriginal and Torres Strait Islander children and families, developed in partnership with Family Matters, outline approaches to working differently together to improve life opportunities for vulnerable Aboriginal and Torres Strait Islander children and families.

- The Queensland Health Aboriginal and Torres Strait Islander Mental Health Strategy 2016–2021 aims to strengthen the accessibility and responsiveness of Queensland Health services to the needs of Aboriginal and Torres Strait Islander people with severe mental illness.
- The Queensland Health Statement of Action towards closing the gap in health outcomes aims to improve Aboriginal and Torres Strait Islander health outcomes by addressing systemic barriers and focusing action in three key areas, including improving local engagement and partnerships with Aboriginal and Torres Strait Islander people, communities and organisations.

## Building strong partnerships

- Reparations Taskforce Report: Reconciling Past Injustice—the Queensland Government accepted recommendation seven of the report to reframe the relationship between Indigenous peoples and the Queensland Government.
- The Government Champions Program was expanded in 2016 assigning both Ministers and Directors-General to each remote and discrete Aboriginal and Torres Strait Islander community, to provide a direct conduit between those communities and the Queensland Cabinet, enabling systemic issues to be escalated, supporting joint problem solving, and building cultural capability within Government.
- The Policy Leaders Forum supports engagement with Queensland Aboriginal and Torres Strait Islander leaders on key issues impacting Indigenous Queenslanders.
- Comprising representatives of each department, CAL champions the RAP within the Queensland Government. This work builds on other Queensland Government RAPs including the Queensland Family and Child Commission RAP 2015–17 and the Gold Coast 2018 Commonwealth Games RAP.



## Working together towards reconciliation

*To achieve reconciliation, consultation and engagement with Aboriginal and Torres Strait Islander Elders and visionaries need to be fostered. Without the expertise, guidance and commitment of Aboriginal peoples and Torres Strait Islander peoples, government's endeavors to close the gap in life outcomes for Aboriginal and Torres Strait Islander Queenslanders will fall short.*

This Queensland Government RAP includes a suite of engagement activities that will build on and strengthen partnerships and empower local communities to achieve positive and practical outcomes. These activities include an annual Aboriginal and Torres Strait Islander-themed Cabinet, annual Aboriginal and Torres Strait Islander Summit and establishment of a ministerial advisory mechanism.

DATSIP has worked closely with RA, RQI and all Queensland Government agencies to develop this Queensland Government RAP, which is designed to contribute to reconciliation across three key areas: relationships, respect and opportunities. All parties will continue to work closely together during the life of this plan to ensure it is effective in achieving reconciliation outcomes.

RA's State of Reconciliation in Australia report defines reconciliation as having five dimensions:

- historical acceptance
- race relations
- unity
- equality and equity
- institutional integrity.

These five dimensions have been mapped against each RAP action to identify how it contributes towards reconciliation. All RAP actions are also aligned with the five principles of the Queensland Government 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.

The CAL Group has overseen the development of the RAP. This group, chaired by DATSIP, will have ongoing responsibility for implementation and monitoring of RAP activities.

## Delivering RAP actions

The RAP outlines the Queensland Government commitment to responsive policy development and the delivery of programs and services for Aboriginal and Torres Strait Islander Queenslanders.

The following Queensland Government agencies will contribute to the actions and targets within this RAP.

- Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)
- Department of Agriculture and Fisheries (DAF)
- Department of Child Safety, Youth and Women (DCSYW)
- Department of Communities, Disability Services and Seniors (DCDSS)
- Department of Education (DoE)
- Department of Employment, Small Business and Training (DESBT)
- Department of Environment and Science (DES)
- Department of Housing and Public Works (DHPW)
- Department of Innovation, Tourism Industry Development and the Commonwealth Games (DITID)
- Department of Justice and Attorney-General (DJAG)
- Department of Local Government, Racing and Multicultural Affairs (DLGRMA)
- Department of Natural Resources, Mines and Energy (DNRME)
- Department of the Premier and Cabinet (DPC)
- Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP)
- Department of Transport and Main Roads (DTMR)
- Public Service Commission (PSC)
- Queensland Corrective Services (QCS)
- Queensland Family and Child Commission (QFCC)
- Queensland Fire and Emergency Services (QFES)
- Queensland Health (QH)
- Queensland Treasury (QT)
- Queensland Police Service (QPS).

*Queenslanders will be able to measure our progress toward reconciliation through the actions of Queensland Government to reframe the relationship across three key areas: relationships, respect; and opportunities. Annual Reporting on the Queensland Government Action Plan is an accountability framework that will track our progress.*

# ACTION 1.0: RELATIONSHIPS

**Sustained, respectful and inclusive engagement is essential to gaining an understanding of Aboriginal and Torres Strait Islander perspectives. Each engagement with community members holds within it the opportunity for creating new relationships based on openness, trust and mutual understanding.**

To have any chance of real success, each engagement must incorporate a holistic perspective that recognises failed policies of the past, and the ongoing impact of those policies.

The Queensland Government recognises that:

- There is no single Aboriginal or Torres Strait Islander culture.
- Each Aboriginal and Torres Strait Islander community is unique, and what worked to create and sustain a successful relationship in one community may not necessarily work in another community.
- Effective relationships take time to develop, and each engagement will develop on its own terms, taking into account the community's specific needs and aspirations.



*Students from the Murri School at the 20th Anniversary of the Bringing Them Home Report, on the eve of National Sorry Day, 2017.*



*Celebrate National Reconciliation Week to strengthen and maintain relationships between Aboriginal peoples and Torres Strait Islander peoples, and non-Indigenous Queenslanders.*

TARGET	TIMELINE	RESPONSIBILITY
Through the CAL, hold 10 (internal and external) National Reconciliation Week events.	27 May–3 June, annually.	All agencies through CAL
The Queensland Government will continue to hold the annual Reconciliation Awards and implement improvements based on stakeholder feedback.	2018–2021, annually.	DPC



*Maintain and leverage mutually beneficial relationships with Aboriginal peoples and Torres Strait Islander peoples, communities and organisations to support positive outcomes.*

TARGET	TIMELINE	RESPONSIBILITY
Continue as major sponsor and partner of the Science and Infrastructure Development (SID) Indigenous Program (coordinated by the Oodgeroo Unit, Queensland University of Technology). DTMR to also sponsor up to 40* Aboriginal and Torres Strait Islander high school students to participate in the QUT Science, Infrastructure and Development Program each year <i>*This number is determined by QUT, based on the number of suitable applications from Indigenous students each year.</i>	Two DTMR Indigenous employees involved annually as mentors and ambassadors of the one-week program. Annual announcement during National Reconciliation Week (2018–2021) of the successful TMR-sponsored Aboriginal and Torres Strait Islander high school students to participate in the QUT Science, Infrastructure and Development Program.	DTMR
Support up to 10 high-performing Aboriginal and Torres Strait Islander students in the Indigenous Academic Excellence Initiative (IAEI) scholarships program over 2018–2023.	Announcement of IAEI recipients in December 2017. Continued support of students academically, financially and culturally over 2018–2023.	DoE
In partnership with Glencore Coal Assets Australia, DoE will support 20 high-performing Aboriginal and Torres Strait Islander students as recipients of the Glencore Central Queensland Solid Pathways Scholarship over 2018–2020.	Announcement of Glencore Central Queensland Solid Pathways Scholarship recipients in May 2018. Continued support of students academically, financially and culturally over 2018–2020.	DoE
Continue to support the Community Justice Group (CJG) grants program, enabling justice agencies and communities to have improved cultural understanding and positive outcomes for victims, offenders and the wider community.	Fund 39 CJGs over 2018–2021, including the timely quarterly release of funding in accordance with the terms of Service Agreements.	DJAG
Engage with Queensland's Aboriginal and Torres Strait Islander Chambers of Commerce and local business networks to determine appropriate support and assistance measures.	Capacity-building and governance support funding provided over 2018–2019.	DATSIP
Communicate the RAP to all internal and external stakeholders including through a RAP industry partnerships promotion strategy.	Activity to be incorporated in the whole-of-government Aboriginal and Torres Strait Islander Engagement Strategy, scheduled for September 2018 and reviewed annually by 31 July. Ongoing promotion through Strategic Industry Partnerships from 2018–2019.	All agencies through CAL (lead by DATSIP)

## Action 1.2 continued

TARGET	TIMELINE	RESPONSIBILITY
Hold forums on social cohesion and the importance of Aboriginal and Torres Strait Islander recognition.	Three annual forums in partnership with other agencies, as appropriate: <ul style="list-style-type: none"> <li>National Reconciliation Week (27 May – 3 June)</li> <li>NAIDOC Week (1st week of July)</li> <li>International Day of the World's Indigenous Peoples (9 August)</li> <li>National Reconciliation Week and Mabo Day lunch box sessions.</li> </ul>	DATSIP (lead) RQI ADCQ  DoE
The QPS will transition the Police Indigenous Reference Group (PIRG) to a Council of Elders.	By February 2019.	QPS



## *Improve the voice of Aboriginal peoples and Torres Strait Islander peoples through engagement and co-design.*

TARGET	TIMELINE	RESPONSIBILITY
Lead a reinvigorated whole-of-government approach to Closing the Gap on Indigenous disadvantage, including: <ul style="list-style-type: none"> <li>Establish a ministerial advisory mechanism of key Aboriginal and Torres Strait Islander policy and program leaders.</li> <li>Hold an annual Aboriginal and Torres Strait Islander Summit.</li> <li>Hold an Aboriginal and Torres Strait Islander themed Cabinet each year, with a focus on issues of interest to Aboriginal and Torres Strait Islander Queenslanders.</li> <li>Publish an annual Closing the Gap Report Card and Statement.</li> </ul>	Advisory mechanism established by end March 2019.  Commencing in 2018.  Annually over 2018–2021.  Annually.	DATSIP (lead)  DATSIP  DPC (lead)  DATSIP
Work with Aboriginal and Torres Strait Islander Queenslanders as part of the Queensland Government's response to the Queensland Productivity Commission Inquiry into service delivery in remote and discrete Aboriginal and Torres Strait Islander communities—build stronger partnerships between communities, encourage community ownership and direction for investment and procurement decisions, greater accountability for service providers and better outcomes in service delivery.	Queensland Government response by end of June 2018 informing ongoing reforms over 2018–2021.	All agencies DATSIP (lead)
Establish a Queensland Centre of Excellence for Aboriginal and Torres Strait Islander Policy and Practice.	Scoping Paper for CAL including Terms of Reference and Feasibility Study costings by February 2019. Pending approval, feasibility study conducted by June 2019. Draft report submitted to CAL by November 2019. Budget and Final Report by December 2019.	DATSIP
Ministerial and Government Champions will continue to work with Aboriginal and Torres Strait Islander discrete communities.	Quarterly status reports and annual reports in March.	All agencies DATSIP (lead)

## Action 1.3 continued

TARGET	TIMELINE	RESPONSIBILITY
Work with 18 discrete communities to co-design and fund domestic and family violence service models in each community that prioritise the safety of victims and ensure community ownership and cultural appropriateness (as part of the Community Justice Group initiative).	Service models delivered in 18 discrete communities by June 2020.	DJAG
The Queensland Government will: <ul style="list-style-type: none"> <li>consider strategies to increase the representation of Aboriginal and Torres Strait Queenslanders on government boards and committees.</li> <li>consider strategies to encourage more Aboriginal people and Torres Strait Islander people to join the Queensland Register of Nominees to Government Bodies.</li> </ul>	By 31 December 2018.	DATSIP (lead) DPC
Deliver an Indigenous Drivers Licensing Program to 24 Aboriginal and Torres Strait Islander communities each year.	800 learner licences issued by 31 December 2018. 280 provisional licences issued by 31 December 2018.	DTMR
Continue development and delivery of Aboriginal and Torres Strait Islander-focussed Advance Queensland programs. Continue the Advance Queensland STEM.I.AM Program to increase engagement for Aboriginal and Torres Strait Islander students.	Aboriginal and Torres Strait Islander PhD Scholarships and Research Fellowships provided in 2017–2018.	DITID (lead) with support from DES
Aboriginal and Torres Strait Islander Provider Readiness Initiative (funded through the Commonwealth NDIS Sector Development Fund) will support communities to prepare relevant organisations to respond to the needs of NDIS participants on country. Seven Indigenous mentors recruited with ties and connections to the communities they will work in. The Cairns mentor to cover the Mossman community, and the Wujal Wujal mentor will work across Hope Vale.	Target two locations (Cairns & Caboolture) for urban community experience and seven regional/remote communities: <ol style="list-style-type: none"> <li>Cairns</li> <li>Caboolture</li> <li>Cherbourg</li> <li>Woorabinda</li> <li>Thursday Island</li> <li>Mossman</li> <li>Yarrabah</li> <li>Wujal Wujal</li> <li>Hope Vale.</li> </ol> Commencing July 2017. Completed by June 2018. Outcomes reported by July 2018.	DCDSS (lead) Connections Incorporated (Partner)



## *Communicate Aboriginal peoples and Torres Strait Islander peoples culture and history through interpretative experiences in National Parks.*

TARGET	TIMELINE	RESPONSIBILITY
Work in consultation and collaboration with Aboriginal and Torres Strait Islander people to incorporate stories, language, artwork and cultural meanings in content developed for National Park interpretive signs in Queensland National Parks signage upgrade projects and park publications. This includes Daintree National Park Discovery Guide, Barron Gorge National Park Discovery Guide and Mon Repos Discovery Centre.	Report on program participation annually in July.	DES

## ACTION 2.0: RESPECT

**Recognition, respect and valuing of Aboriginal and Torres Strait Islander cultures is the cornerstone of improved services to Aboriginal peoples and Torres Strait Islander peoples.**

The longevity of Aboriginal and Torres Strait Islander cultures demonstrates that Indigenous cultures have inherent strengths that enable them to adapt, survive and thrive. Respectful engagement includes adopting a strengths based approach to the design, delivery, and evaluation of services.

In the past, governments have imposed policies and decisions upon Aboriginal peoples and Torres Strait Islander peoples without taking into account their unique cultures and world views.

By recognising, respecting and valuing Aboriginal and Torres Strait Islander cultures, government can avoid the mistakes of the past and provide services that deliver maximum benefits.

The Queensland Government principles for respect:

- Ensure Aboriginal and Torres Strait Islander cultures are recognised, valued and embedded in core business.
- Understand and value Aboriginal and Torres Strait Islander customers' cultural and wellbeing aspirations.
- Recognise and commemorate significant cultural events.
- Recognise and respect the position and scholarship of Traditional Owners, Aboriginal and Torres Strait Islander councils and Elders.
- Recognise and value Aboriginal and Torres Strait Islander customers of all ages and abilities, including those living with disability.



*Auntie Ruth Hegarty—respected Aboriginal Elder, author and recipient of the Queensland Greats Awards.*



*Increase knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.*

TARGET	TIMELINE	RESPONSIBILITY
As part of the State Government’s legacy project Q ANZAC 100: Memories for a New Generation, develop and implement a plan to increase ways of giving voice to the untold and personal stories of Aboriginal and Torres Strait Islander Queenslanders.	Plan finalised and implemented by 31 December 2018.	DES with support from DATSIP as required.
Implement cultural capability training (including the Cultural Capability Training Strategy Training Matters), as appropriate through: <ul style="list-style-type: none"> <li>• implementation of the Foundation Training Package</li> <li>• all senior executives undertaking cultural capability learning activities</li> <li>• all new staff completing online cultural awareness training with a 100 per cent completion rate</li> <li>• ensuring all cultural capability learning activities are reported in agency performance plans.</li> </ul>	Cultural Capability Training Impact report by 31 July annually. Review strategy by 31 July 2019. Training recommendations report by 31 December 2019.	All agencies through CAL DATSIP (lead on Training Matters strategy)
Implement the Building Cultural Capability in Schools package: <ul style="list-style-type: none"> <li>• Develop tools that support the systematic change in state schools.</li> <li>• Review and update of the Crossing Cultures Hidden History professional development tool, already a widely-used professional development resource in state schools.</li> <li>• Deliver regional professional development and online resources for school leaders through the newly re-developed Solid Pathways professional development, lifting the outcomes of our top performing Aboriginal and Torres Strait Islander students.</li> <li>• Review of the Australian Curriculum elaborations to ensure that Aboriginal and Torres Strait Islander histories and cultures are authentically and meaningfully addressed to help teachers embed Indigenous perspectives.</li> </ul>	Implemented from 2018.	DoE



*Demonstrate respect for Aboriginal peoples, Torres Strait Islander peoples and their communities by embedding cultural protocols as part of government business.*

TARGET	TIMELINE	RESPONSIBILITY
Develop and implement a whole-of-government Aboriginal and Torres Strait Islander engagement strategy that: <ul style="list-style-type: none"> <li>includes best practice principles to guide engagement</li> <li>develops and implements the Respectful Language Guide</li> <li>reviews existing Queensland Government Aboriginal and Torres Strait Islander cultural protocol resources</li> <li>refreshes existing Queensland Government Aboriginal and Torres Strait Islander cultural protocol resources</li> <li>develops the Aboriginal and Torres Strait Islander Knowledge Lens.</li> </ul>	Best Practice Principles by 31 December 2018. Implement the Respectful Language Guide by 30 June 2019. Review existing cultural protocol resources by 31 December 2018. Refresh existing cultural protocol resources by 31 December 2019. Implement the Aboriginal and Torres Strait Islander Knowledge Lens by 30 June 2019.	CAL (DATSIP lead) DCSYW (lead for Respectful Language Guide and Aboriginal and Torres Strait Islander Knowledge Lens)



*Implement the strategy for using Aboriginal or Torres Strait Islander words to name or co-name public buildings or facilities.*

TARGET	TIMELINE	RESPONSIBILITY
Upload policy to Cultural Capability Portal.	By August 2018.	DATSIP
Publish policy information on Queensland Government website.	September – October 2018.	(implementation lead through CAL)
All relevant agencies implement strategy.	By March 2019.	All agencies
If required by CAL, conduct a review of the strategy.	April – May 2020.	DNRME Review lead



*Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community.*

TARGET	TIMELINE	RESPONSIBILITY
Hold 10 internal and external NAIDOC events, including ensuring a coordinated government presence at Musgrave Park Family Fun Day and other NAIDOC Family Days throughout Queensland.	NAIDOC week annually.	All agencies through CAL



*Grasp unique opportunities to respect Aboriginal peoples and Torres Strait Islander peoples, cultures, lands, histories and rights.*

TARGET	TIMELINE	RESPONSIBILITY
Through the Queensland Government Repatriation Working Group and direct engagement with individuals and communities, support Aboriginal and Torres Strait Islander communities repatriate human remains and secret and sacred objects.	Report annually on number of meetings held and numbers of Aboriginal and Torres Strait Islander individuals and communities engaged.  At least one Repatriation Working Group meeting per year held 2018–2021.	DES
Implement reforms to enhance the participation of Aboriginal and Torres Strait Islander families in child protection matters.	By 31 October 2018.	DCSYW
Develop and implement a Queensland Government Aboriginal and Torres Strait Islander Language Policy.	Queensland Indigenous Language Forum by May 2018. Co-design policy development process by September 2018. Policy approved by March 2019.	DATSIP (lead) DoE
Continue to strengthen the Murri Court to ensure culturally appropriate court processes that respect and acknowledge Aboriginal and Torres Strait Islander cultures.	Annual report on number of defendants accessing the Murri Court by July annually.	DJAG
Implementation of Recommendation 7 of the Reconciling Past Injustice Report to reframe the relationship between the Queensland Government and Aboriginal peoples and Torres Strait Islander peoples.	By October 2019.	DATSIP
Support Aboriginal and Torres Strait Islander artistic and cultural expression by investing at least \$3.15 million per annum through the Backing Indigenous Arts Initiative and other competitive funds.	Reported annually from July 2018–2019.	DES
Establish Murrighagun Cultural Centre, to support QCS by: <ul style="list-style-type: none"> <li>increasing the development and delivery of cultural capability training to QCS staff</li> <li>building and strengthening partnerships with government and non-government agencies to address Aboriginal and Torres Strait Islander issues</li> <li>providing advice to QCS senior management and others regarding Aboriginal and Torres Strait Islander culture and tradition</li> <li>continuing to provide cultural capability training with new materials</li> <li>assisting correctional centres and locations within the agency to delivery cultural capability/ responsiveness training and other programs and services.</li> </ul>	Over 2018–2021.          Revised training package to be completed by the end of 2018.	QCS

# ACTION 3.0: OPPORTUNITIES

## **Increasing the economic participation of Aboriginal peoples and Torres Strait Islander peoples in the Queensland economy delivers real benefits for individuals, families and communities.**

Provide a range strategies that address attraction, recruitment, retention and career development.

- Create an inclusive workforce that respects the cultures of Aboriginal and Torres Strait Islander Queenslanders, including respecting diversity within cultures.
- Ensure the Queensland Government is capable of responding to the needs of Aboriginal and Torres Strait Islander individuals and communities.
- Enable Aboriginal and Torres Strait Islander employees to participate in the design, development and delivery of policies, programs and services.
- Provide all staff members, including non-Indigenous staff, with the opportunities to increase their understanding of cultural perspectives, to support more effective policy development and service delivery.

Grow Aboriginal businesses and Torres Strait Islander businesses

- There is clear evidence that Aboriginal and Torres Strait Islander-owned businesses are significantly more likely to employ Aboriginal people and Torres Strait Islander people, relative to non-Indigenous businesses. Therefore, sustaining and growing Aboriginal and Torres Strait Islander-owned businesses is a viable pathway to create employment and increase the economic participation of Aboriginal people and Torres Strait Islander people.
- Queensland Government procurement with Aboriginal and Torres Strait Islander businesses is growing but there is capacity to achieve more. Under the Queensland Indigenous Procurement Policy, the Queensland Government has set a 2022 target for procurement with Indigenous businesses of 3 per cent of the addressable spend on Queensland Government's procurement.



*Commonwealth Games Village, 2017.*



*Continue to implement the Queensland Public Sector Workforce Strategy to increase the proportion of Aboriginal peoples and Torres Strait Islander peoples in the Queensland Public Sector.*

TARGET	TIMELINE	RESPONSIBILITY
The Queensland Public Sector Workforce Strategy includes a target to increase the proportion of Aboriginal people and Torres Strait Islander people working in the Queensland Public Sector to 3 per cent by 2022.	By 2022.	CEO Leadership Board
Work collaboratively with universities to strengthen relationships and connect with Aboriginal and Torres Strait Islander graduates seeking to apply for a Queensland Government graduate program.	Provide advice to the CAL by 31 December 2018.	DATSIP and PSC
Develop a strategy to identify and develop leadership talent and promote available career pathways, and advise the CAL group.	By 31 December 2018.	DATSIP and PSC
Implement the IMPACT Aboriginal and Torres Strait Islander Alumni and professional mentoring network. Implement the DNRME Indigenous Employment Pathways Traineeship Program. Prioritise professional development opportunities for Aboriginal and Torres Strait Islander employees.	By 31 December 2018. Employ three trainees in 2018. 10 employees receiving professional development opportunities (including SARAS) each year over 2018–2020.	DNRME
Develop, implement, review and update Aboriginal and Torres Strait Islander workforce plans aligned to the Queensland Health Aboriginal and Torres Strait Islander Health Workforce Strategic Framework 2016–2026.	Review completed by 30 June annually. Update completed by 31 July annually.	QH
Investigate and establish a new Aboriginal and Torres Strait Islander housing body to work with Indigenous community housing organisations and Aboriginal and Torres Strait Islander councils to improve Indigenous housing outcomes in urban, regional and remote communities.	By 31 December 2018.	DHPW
Under the Queensland Housing Strategy, develop an Aboriginal and Torres Strait Islander Housing Action Plan to address housing outcomes and complex challenges in urban, regional, remote and discrete communities.	By 31 December 2018.	DHPW
Deliver an accommodation facility for young Aboriginal and Torres Strait Islander women from remote communities who are pursuing education and employment opportunities, in partnership with the private sector.	By 31 December 2020.	DHPW

## Action 3.1 continued

TARGET	TIMELINE	RESPONSIBILITY
Improve housing outcomes for women and children escaping domestic and family violence by replacing or renewing shelters in the remote and discrete communities of Cherbourg, Pormpuraaw and Woorabinda.	Cherbourg by 31 December 2018. Pormpuraaw by April 2019. Woorabinda by July 2019.	DHPW
\$75 million commitment to home ownership on Aboriginal and Torres Strait Islander land. This funding will support the resolution of 344 outstanding Land Holding Act (LHA) home ownership entitlements, which is a legacy issue, and up to 50 home ownership purchases under a 99-year lease arrangement.	Funding approved in the June 2017 Queensland Government State Budget. Implementation plan established by 30 June 2018. Resolution of outstanding Land Holding Act leases and lease entitlements by 30 June 2022.	DHPW
Through the Remote Area Teacher Education Program (RATEP) initiative, TAFE Queensland North and James Cook University will offer off-site courses, including a Bachelor of Education (Primary), Certificate III, Certificate IV and Diploma in Education, to increase the locally-based and qualified workforce for Queensland's primary schooling sector.  The program supports eligible Aboriginal and Torres Strait Islander para-professionals to become qualified primary school teachers within their home communities.	Ongoing through 2018–2021.	DoE



## *Increase government procurement from Indigenous businesses.*

TARGET	TIMELINE	RESPONSIBILITY
Continue implementation of the QIPP, which includes targets to increase the share of Queensland Government procurement spend by Aboriginal businesses and Torres Strait Islander businesses.	300 Aboriginal and Torres Strait Islander businesses securing government procurement over 2018–2019 (total spend value: \$250 million).	All agencies DATSIP (lead)



## *Increase industry employment and business supply opportunities.*

TARGET	TIMELINE	RESPONSIBILITY
Continue development and implementation of Strategic Industry Partnerships.	18 MoU Action Plans implemented over 2018–2019. Five new MoUs established over 2018–2019.	DATSIP
Indigenous projects selected under the Queensland Government Building and Construction Training Policy.	Opportunities selected based on local employment and business supply capacity over 2018–2019 and ongoing.	DATSIP (lead) with procuring agencies



## Support capability and capacity development of Indigenous business sector.

TARGET	TIMELINE	RESPONSIBILITY
Continue implementation of the Enterprise Queensland Indigenous Program (Moving Ahead).	Implement in business-to-business (supply chain) and social services sector not-for-profits over 2018–2019.	DATSIP
Continue implementation of the Advancing Indigenous Business Initiative.	Various grants and support projects over 2018–2020.	DESBT



## Grasp opportunities where government practice supports Aboriginal and Torres Strait Islander opportunities for reform.

TARGET	TIMELINE	RESPONSIBILITY
Develop and implement a Cultural Capability Accreditation Framework to provide a system for assessing and improving the cultural capability of non-Indigenous service delivery organisations and businesses serving/partnering with Aboriginal and Torres Strait Islander clients.	Accreditation framework and implementation plan developed by December 2019.	DATSIP
Support Aboriginal and Torres Strait Islander participation in vocational education and training (VET) that leads to improved social and economic benefits through VET Investment Plan initiatives, such as: <ul style="list-style-type: none"> <li>• User Choice</li> <li>• Certificate 3 guarantee</li> <li>• Higher Level Skills</li> <li>• Skilling Queenslanders for Work.</li> </ul>	Report on program participation on a six monthly basis in February and August each year.	DESBT
Undertake a three-year trial of domestic and family violence integrated service responses in one discrete Aboriginal community, one regional community and one urban community. This is to improve the safety of victims and their children and better hold perpetrators to account, in response to recommendations in the Not Now, Not Ever report.	Over 2016–2019.	DCSYW (lead) DJAG QPS DHPW DoE DATSIP QCS
Close the gap in life outcomes and address the disproportionate representation of Aboriginal and Torres Strait Islander children in the child protection system by implementing the Our Way generational strategy 2017–2037 and the Changing Tracks action plan 2017–2019.	Strategy and Action Plan launched 30 May 2017. Establish the Queensland First Children and Families Board by July 2018.	DCSYW and DATSIP (co-lead) All agencies

## Action 3.5 continued

TARGET	TIMELINE	RESPONSIBILITY
<p>Facilitate discussions with Aboriginal and Torres Strait Islander shire councils and regional councils to identify projects that enhance livability and support community sustainability:</p> <ul style="list-style-type: none"> <li>• Palm Island — complete sporting precinct upgrade works associated with the Building our Regions grant and Get Playing Plus grant.</li> <li>• Yarrabah — complete an economic needs assessment and complete the CBD public realm project.</li> <li>• Economic Development Queensland to meet with five further communities to discuss potential projects.</li> </ul>	<p>By 30 December 2018.</p> <p>By 30 December 2018.</p> <p>By 30 December 2018.</p>	DSDMIP
<p>Improve the capability of Aboriginal and Torres Strait Islander councils to identify projects that will deliver enduring economic outcomes in their communities and prepare suitable applications when competing for funding under Round 4 of the Building our Regions program.</p>	<p>Under Round 4 of Building our Regions, successful councils commence project construction by July 2019.</p>	DSDMIP
<p>Increase jobs and opportunities for Aboriginal peoples and Torres Strait Islander peoples by:</p> <ul style="list-style-type: none"> <li>• continuing support for 15 QPWS Indigenous Ranger positions in Far North Queensland.</li> <li>• continuing support for five Ranger positions under the Indigenous Land and Sea Ranger program (Quandamooka People, North Stradbroke Island Economic Transition Strategy (NSIETS) initiative).</li> <li>• supporting emerging Indigenous business development opportunities on North Stradbroke Island through the Indigenous Business Development Fund, an initiative under the NSIETS (total project funding is \$0.85 million).</li> </ul>	<p>Reported annually in the DES Annual Report.</p> <p>Report annually in July from 2018–2021.</p> <p>Funding rounds will be available each June over 2017–2021.</p>	<p>DES</p> <p>DES</p> <p>DSDMIP</p>
<p>Maintain or exceed an Aboriginal and Torres Strait Islander workforce of 6.6 per cent in the North Queensland Stadium development.</p>	<p>To 2020, with progress measured monthly and annually.</p>	DSDMIP
<p>Facilitate the return of lands to Cape York Traditional Owners for cultural and economic opportunities.</p>	<p>Conclude the Tenure Resolution Program by transferring the balance of identified lands (approximately 255,000 hectares) to Aboriginal ownership in 2018–2019.</p>	DATSIP
<p>Support joint management arrangements in the North Stradbroke Island area, including Naree Budjong Djara National Park, and on Cape York Peninsula Aboriginal land national parks.</p>	<p>Reported annually in the DES Annual Report.</p>	DES
<p>Build sustainable and ethical Aboriginal and Torres Strait Islander arts industries through the Backing Indigenous Arts initiative and Screen Queensland. \$1.5 million in sales of work by Aboriginal and Torres Strait Islander artists represented by Indigenous Arts Centres.</p>	<p>Reported annually in July over 2018–2019.</p>	<p>DES</p> <p>DC</p>
<p>Invest \$2.1 million through new Backing Indigenous Arts Performing Arts funding to strengthen Queensland's Aboriginal and Torres Strait Islander performing arts sector.</p>	<p>Over 2017–2019.</p>	DES

## Action 3.5 continued

TARGET	TIMELINE	RESPONSIBILITY
Implement Queensland Parole System Review recommendations 42 and 64: <ul style="list-style-type: none"> <li>42: A large proportion of (parole board) community members should be Aboriginal people and Torres Strait Islander people</li> <li>64: QCS will substantially and immediately increase the number of Cultural Liaison Officer positions within the Probation and Parole workforce, particularly in offices supervising high numbers of Aboriginal and Torres Strait Islander offenders.</li> </ul>	7 of 22 (32 per cent) of community board members identify as Aboriginal or Torres Strait Islander. In 2016–2017, 32 per cent of prisoners were Aboriginal or Torres Strait Islander people. Cultural Liaison Officer roles to be recruited from April 2018, and reported in December 2018.	QCS



### *Develop the Aboriginal and Torres Strait Islander tourism sector in partnership with Traditional Owners, the tourism industry and government agencies.*

TARGET	TIMELINE	RESPONSIBILITY
Promote and support Aboriginal and Torres Strait Islander tourism through Queensland's DestinationQ agenda.	Over 2018–2021.	DITID
Establish a cross-government working group on Aboriginal and Torres Strait Islander tourism.	By March 2018.	DITID
Work with Indigenous leaders, Traditional Owners and the wider tourism industry to develop and grow Aboriginal and Torres Strait Islander tourism businesses and experiences.	Over 2018–2021.	DITID
Support Tourism Tropical North Queensland to undertake research, demand development and run an expression of interest process to deliver new Aboriginal and Torres Strait Islander tourism experiences targeting Asian visitors.	Over 2018–2020.	DITID



### *Delivery of Solid Pathways—a program for high achieving Aboriginal and Torres Strait Islander students to increase the number of students with tertiary aspirations and enhance economic participation.*

TARGET	TIMELINE	RESPONSIBILITY
Continued implementation of Solid Pathways across the state. Provide professional development for teachers to lift the outcomes of our top performing Aboriginal and Torres Strait Islander students.	Over 2018–2021.	DoE



*Delivery of the Indigenous Student Academic Achievement Network—a project to enhance academic outcomes of high achieving Indigenous students and support their transition into tertiary education.*

TARGET	TIMELINE	RESPONSIBILITY
Increase the number of students undertaking an ATAR/ OP eligible pathway at school, close the gap between Indigenous and non-Indigenous ATAR level attainment, and increase the numbers of Aboriginal and Torres Strait Islander students entering tertiary education courses of their choice.	Over 2018–2020.	DoE



*Dedicated support to increase the numbers of Aboriginal and Torres Strait Islander students attaining Year 12 Certification (QCE/QCIA), and close the gap in attainment rates.*

TARGET	TIMELINE	RESPONSIBILITY
All students to meet the annual target set by DoE and close the gap between Indigenous students and their non-Indigenous peers.	Over 2018–2021.	DoE

# GOVERNANCE, TRACKING PROGRESS AND REPORTING

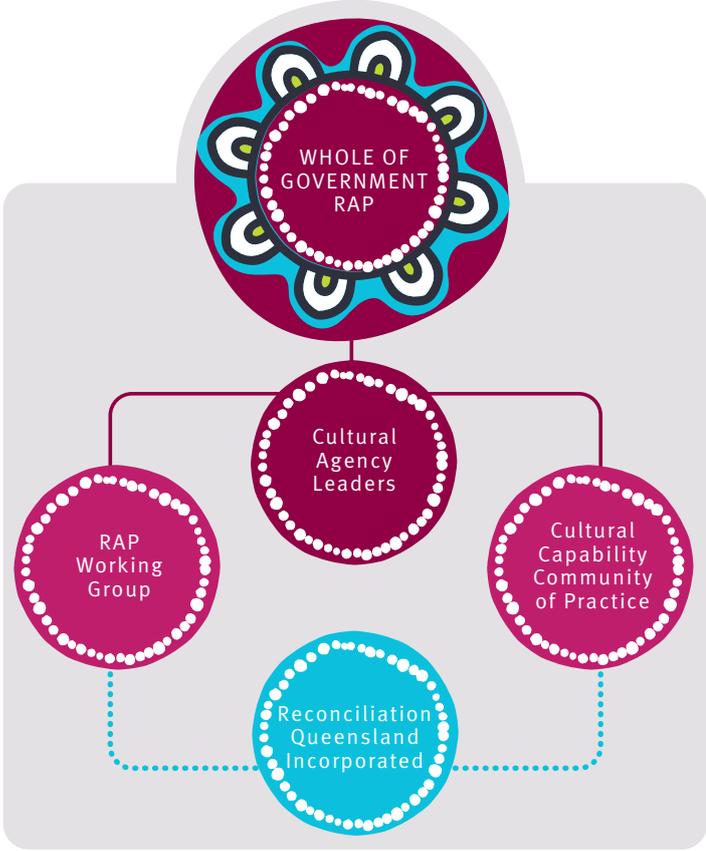
*The Aboriginal and Torres Strait Islander CAL Group promotes the implementation of the whole-of-government Aboriginal and Torres Strait Islander Cultural Capability Framework. CAL will also oversee and monitor implementation of the Queensland Government RAP.*

The membership of CAL includes senior executives from all government agencies and is supported by an officer-level Cultural Capability Community of Practice Group.

RQI representatives will be invited to CAL meetings to guide implementation of RAP initiatives.

The CAL Group will also be supported by a whole-of-government RAP Working Group during the implementation of the Queensland Government RAP. The RAP Working Group includes representatives from government agencies with actions in the RAP and will support whole-of-government coordination and reporting.

Diagram 1: Queensland Government RAP Governance



TARGET	TIMELINE	RESPONSIBILITY
<b>Item 1: Report RAP achievements, challenges and learnings to RA for inclusion in the RAP Impact Measurement Report.</b>		
Complete and submit the RAP Impact Measurement Questionnaire to RA.	Annually by 30 September.	All agencies (DATSIP lead)
Develop and implement systems and capability needs to track, measure and report on RAP activities.	Workshops held with RA and all agencies after Government consideration.	CAL (lead) through RAP Working Group
Commission an external review of the RAP.	By January 2020.	CAL (lead) through RAP Working Group
<b>Item 2: Report RAP achievements, challenges and learnings internally and externally.</b>		
Publicly report RAP achievements, challenges and learnings, as per RA requirements. Align timeframes for Cultural Capability Action Plans and RAP reporting to streamline processes.	Annually by 30 November.	CAL (lead) through RAP Working Group
<b>Item 3: Review, refresh and update the RAP.</b>		
Liaise with RA to develop a new RAP based on learnings, challenges and achievements and submit draft RAP for formal endorsement.	Annually by 30 November.	CAL (lead) through RAP Working Group
Work with RA and RQI towards a higher level future RAP.	Review annually in December following submission of Annual Report.	RAP Working Group
<b>Item 4: Through the CAL Group, oversee the development, endorsement and launch of the RAP.</b>		
Include RQI representatives in CAL meetings to guide implementation of RAP initiatives and strengthen cultural advisory mechanisms.	Quarterly meetings.	All agencies (DATSIP lead)
RAP monitoring and reporting to be a standing agenda item at each quarterly CAL meeting.	Quarterly meetings.	DATSIP as CAL Secretariat
<b>Item 5: The Directors-General Leadership Board to appoint a number of Directors-General as RAP Champions. The role of the RAP Champions is to oversee the progress of RAP implementation.</b>		
RAP implementation is a standing agenda item on CEO Leadership Board monthly meeting.	Monthly.	All agencies (lead TBC)
Appoint RAP Champions. CAL will report to the RAP Champions on the status of the RAPs implementation on a quarterly basis.	By October 2018.	CEO Leadership Board
<b>Item 6: CAL Group to actively monitor RAP development and implementation.</b>		
Oversee the development, endorsement and launch of the RAP.	CAL endorsement of RAP Annual Report.	CAL through DATSIP
<b>Item 7: RAP Working Group to coordinate and drive RAP implementation.</b>		
Sub-group of CAL to drive and monitor implementation and support whole-of-government coordination and reporting.	Quarterly.	CAL

# ACRONYMS

ABBREVIATION	TITLE
ADCQ	Anti-Discrimination Commission Queensland
CAL	Cultural Agency Leaders
CCF	Cultural Capability Framework
DAF	Department of Agriculture and Fisheries
DATSIP	Department of Aboriginal and Torres Strait Islander Partnerships
DCDSS	Department of Communities, Disability Services and Seniors
DCSYW	Department of Child Safety, Youth and Women
DoE	Department of Education
DES	Department of Environment and Science
DESBT	Department of Employment, Small Business and Training
DHPW	Department of Housing and Public Works
DITID	Department of Innovation, Tourism Industry Development and the Commonwealth Games
DJAG	Department of Justice and Attorney-General
DLGRMA	Department of Local Government, Racing and Multicultural Affairs
DNRME	Department of Natural Resource, Mines and Energy
DPC	Department of the Premier and Cabinet
DSDMIP	Department of State Development, Manufacturing, Infrastructure and Planning
DTMR	Department of Transport and Main Roads
PSC	Public Service Commission
NDIS	National Disability Insurance Scheme
NSIETS	North Stradbroke Island Economic Transition Strategy
QCS	Queensland Corrective Services
QFCC	Queensland Family and Child Commission
QH	Queensland Health
QPS	Queensland Police Service
QT	Queensland Treasury
QUT	Queensland University of Technology
RAP	Reconciliation Action Plan
RA	Reconciliation Australia
RQI	Reconciliation Queensland Incorporated
Leadership Board	Queensland Government Directors-General

# GOVERNMENT PROGRAMS AND INITIATIVES

PROGRAM	DEPARTMENT RESPONSIBLE
Aboriginal and Torres Strait Islander Chambers of Commerce	
Advance Queensland	DITID
Backing Indigenous Arts Initiatives	DES
Building our Regions	DSDMIP
Closing the Gap	All agencies
Co-Naming Strategy	
Cultural Capability Accreditation Framework	DATSIP
Cultural Capability Portal	
Enterprise Queensland Indigenous Program (EQulP)	DATSIP
First Australians' Perspectives Matrix – Cultural lens strategy	QFCC
Knowledge Lens	DCSYW
IMPACT and Indigenous Pathways Traineeship Program	DNRME
Indigenous Drivers Licensing Program	
Investment Reform	DATSIP
Journey with Us – Cultural Capability Training Program	QFCC
Moving Ahead	DATSIP
Ministerial and Government Champions	All agencies
North Stradbroke Island Economic Transition Strategy	DSDMIP
Our Way Generational Strategy	
Queensland Government Building and Construction Training Policy	DESBT
Queensland Government Cultural Capability Training Strategy (Training Matters)	DATSIP
Queensland Premier's Reconciliation Awards	DPC
Queensland Register of Nominees to Government Bodies	DPC
Queen's Wharf	
Reconciling Past Injustice Report	
Repatriation Fund	
Respectful Language Guide	DCDSS
Science and Infrastructure Development (SID) Indigenous Program	DTMR
STEM.I.AM	DITID
Strategic Industry Partnerships	DATSIP
VET Investment Framework	DESBT
Wages and Savings Reparations Taskforce Report	DATSIP



## FURTHER INFORMATION

For further information, to download a copy, or to keep up-to-date on RAP actions, progress and reporting visit:

**[www.datsip.qld.gov.au/rap](http://www.datsip.qld.gov.au/rap)**

If you have any questions regarding this RAP, please email:

**[rap@datsip.qld.gov.au](mailto:rap@datsip.qld.gov.au)**

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