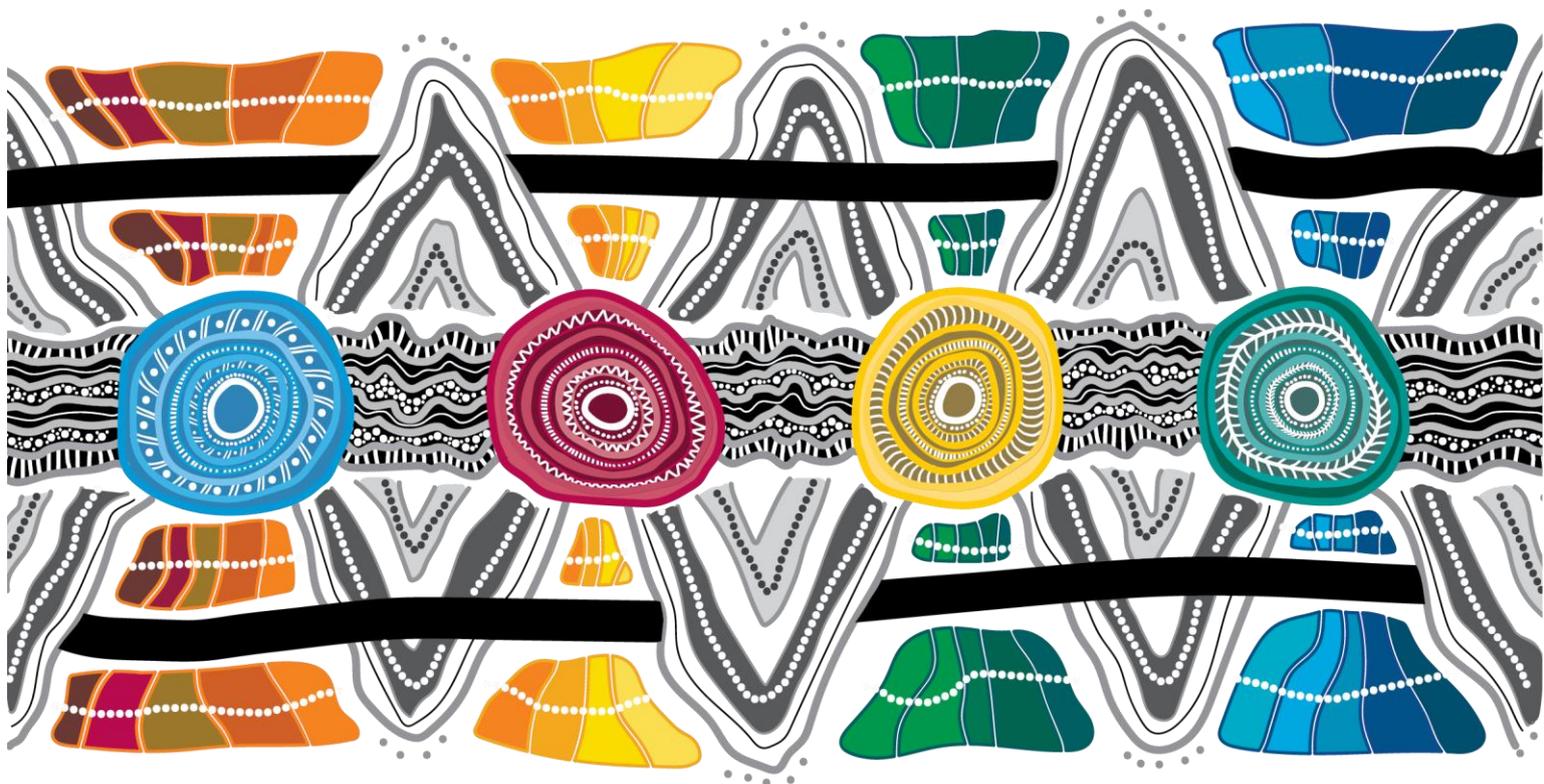


Reframing the Relationship Plan 2023 - 2026

Department of Tourism, Innovation
and Sport

V1.0



Queensland
Government

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Acknowledgement to Country

The Department of Tourism, Innovation and Sport acknowledge the ongoing relationships, connections and the responsibility to land, water, and sky country as an integral element of Aboriginal and Torres Strait Islander identities, culture, kastoms* and diversity within communities. We acknowledge Aboriginal and Torres Strait Islander peoples' connection as central to culture and being. We respectfully acknowledge, recognise, and understand Aboriginal and Torres Strait Islander peoples have decision-making processes and protocols. We acknowledge the enduring relationships connecting people, country, and ancestors where we live, work and play – an unbreakable bond for thousands of generations.

We acknowledge that Aboriginal and Torres Strait Islander peoples' right to self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples.

We are committed to strengthening partnerships with Aboriginal and Torres Strait Islander peoples and communities that will contribute to leading a stronger workforce in delivering quality services in a culturally safe and inclusive manner reflective in our departmental policies, procedures, and governance in what we do.



**Kastom/Kustom*

This is a term that stems from the Straits. The term is broadly used within broken English, Aboriginal English, and Torres Strait Creole language dialects. It is a term that refers to our ways of doing/carrying out our traditional processes.

A message from the Director-General



I am proud to present the Department of Tourism, Innovation and Sport's (DTIS) Reframing the Relationship Plan 2023-2026.

Our Reframing the Relationship Plan 2023-26 is our commitment and our path forward as we reframe and build stronger relationships with Aboriginal peoples and Torres Strait Islander peoples. This plan outlines the specific steps our department will contribute to this commitment.

Our Reframing the Relationship Plan 2023-26 aligns with the Queensland Government's commitment to reframing and building stronger relationships between Aboriginal peoples and Torres Strait Islander peoples and non-

Indigenous Australians through the Reconciliation Action Plan and Path to Treaty.

As a Queensland Government agency, we play a key role in supporting the State by taking active steps to:

- recognise the importance to Aboriginal peoples and Torres Strait Islander peoples of the right to self-determination.
- fostering a culturally capable workforce and a culturally safe workplace by developing the cultural capability of divisions.

As a department, we aim to put Aboriginal peoples and Torres Strait Islander peoples first, as we know that by doing this, all Queenslanders benefit. By placing Aboriginal peoples and Torres Strait Islander peoples at the forefront of our work and everything we do, we not only recognise their intrinsic value, but also acknowledge the richness and diversity they bring to our State, while also working towards reconciliation.

I would like to acknowledge and thank our Aboriginal employees and Torres Strait Islander employees – they have played an instrumental role in the development of this plan, and we appreciate their guidance on their people, their culture and our shared history and how it has affected them.

Kind regards,

A handwritten signature in black ink, appearing to be 'A. Hopper'.

Andrew Hopper

Director-General

Department of Tourism, Innovation and Sport

Connected Community, Inspired Futures

Artwork story

This artwork tells the story of the Department of Tourism, Innovation and Sport’s vital role in a connected and confident Queensland.

As the department is a team of teams, the artwork has been created to include elements that visually communicate the five areas – Tourism, Innovation, Sport, Queensland Academy of Sport and Corporate, while bringing all the pieces together in one shared and collective story.

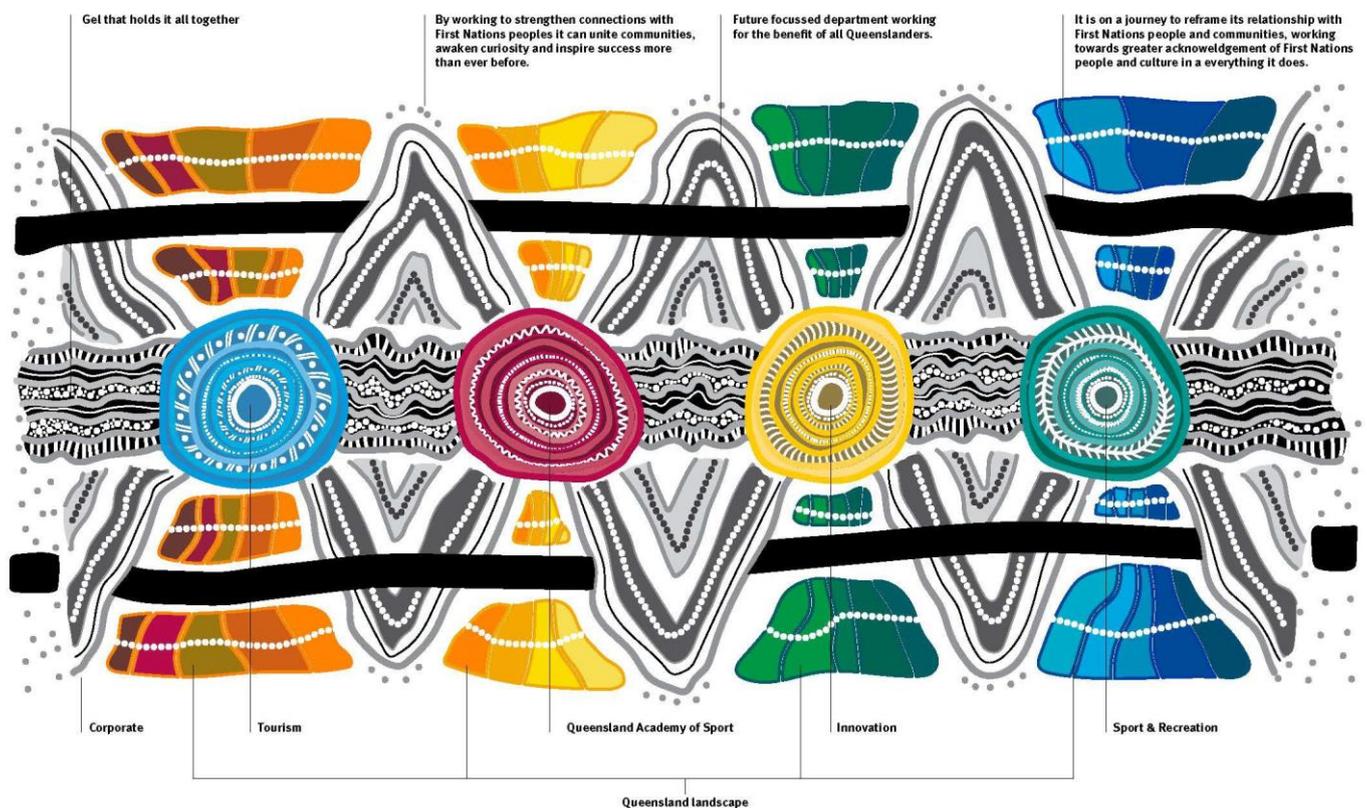
Each of the divisions is represented with its own unique central element, with ‘Corporate’ being the gel that holds it all together.

The diverse colours of the Queensland landscape are featured throughout the artwork, and the department’s people are visually depicted as a future-focused team working for the benefit of all Queenslanders.

By working to strengthen connections with Aboriginal peoples and Torres Strait Islander peoples, the Department of Tourism, Innovation and Sport can unite communities, awaken curiosity, and inspire success more than ever before.

And by listening to, and learning from, Aboriginal and/or Torres Strait Islander voices and knowledge all over Queensland, we can help to connect communities and build inspired futures for generations to come.

Artwork symbolism



The artist's story



As a proud Wakka Wakka man, artist and Executive Director of Gilimbaa, David Williams brings a lifetime of culture and connections to Gilimbaa.

David was influenced by his immediate family and his Elders who encouraged him to use his creative skills as a tool to connect his culture to the wider community.

David uses creativity as an effective tool of 21st century cultural communication, using this as a platform to share, educate and celebrate First Nations culture.

Alignment

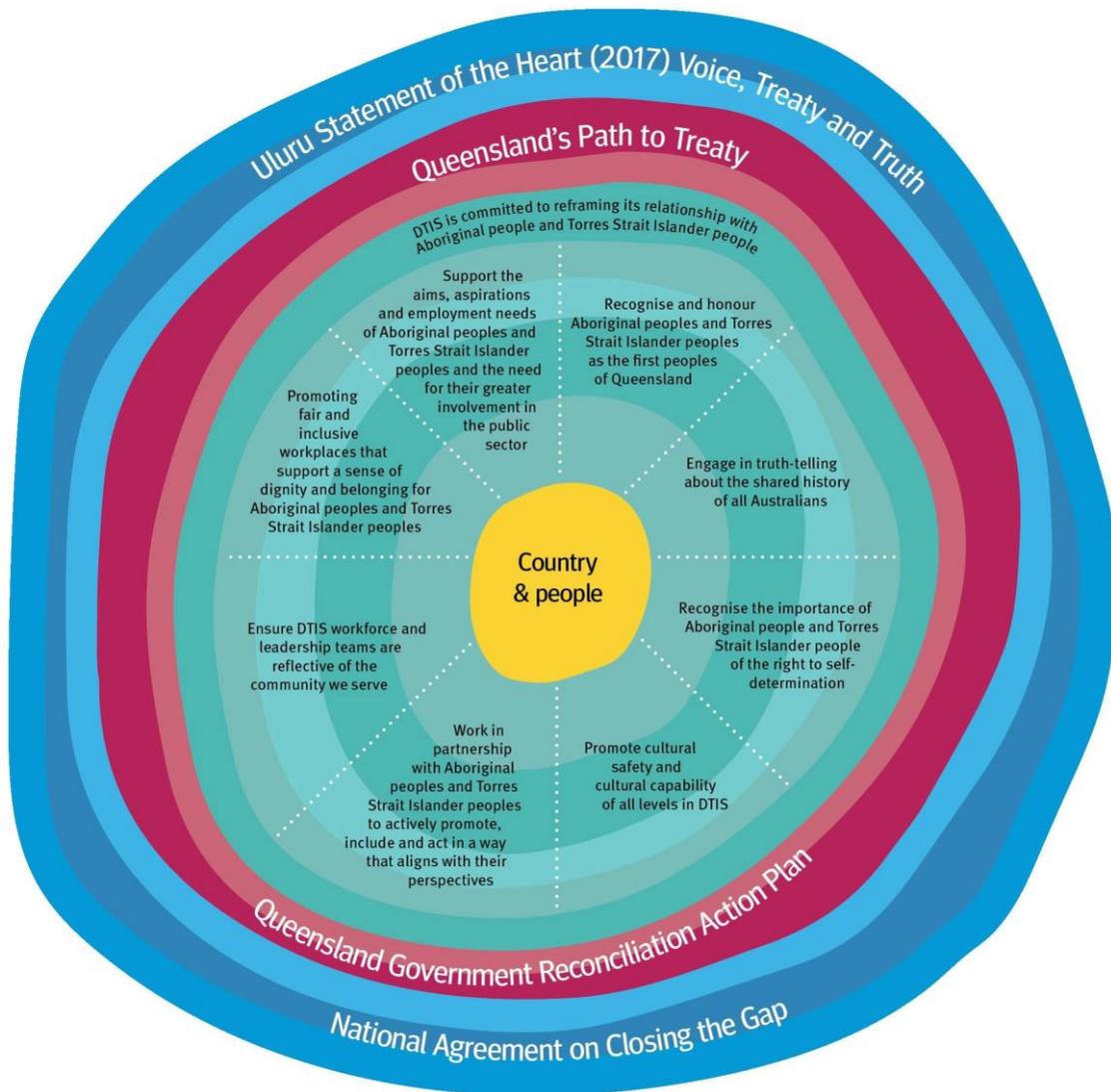
The Queensland Government has committed to reframing its relationship with Aboriginal peoples and Torres Strait Islander peoples, as the first people of Australia.

This plan is built around the eight objectives set out in the [Public Sector Act 2022](#). This plan contributes to the delivery of the [Queensland Government Reconciliation Action Plan 2023-2025](#), [Queensland's Path to Treaty](#), the [National Agreement on Closing the Gap Queensland's Implementation Plan](#), [Queensland Indigenous Procurement Policy](#) and the [Department of Tourism, Innovation and Sport Strategic Workforce Plan 2023-26](#).

Additionally, this plan respects, protects and promotes human rights in our decision making and actions, in accordance with the *Human Rights Act 2019*.

The plan has been developed following consultation with divisions and employees from across the agency. We particularly acknowledge the input from our Aboriginal employees and Torres Strait Islander employees in the development of this plan.

This plan is for the period 2023-2026 and will be reviewed and progress reported on annually – assessing our progress towards the objectives and enhancing the strategies and initiatives we are implementing as we move forward on this journey. Achievement of the objectives in this plan is a responsibility we all share as public servants.



Objective 1: Recognise and honour Aboriginal peoples and Torres Strait Islander peoples as the first peoples of Queensland

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
1.1. Fostering workplace inclusion and diversity through actively recognizing, commemorating, and engaging in culturally significant events, through both celebration and concentrated efforts to deliver tangible outcomes for Country and people, and improving communications to seamlessly integrate the promotion of cultural diversity.	2023-ongoing	<p>Lead</p> Corporate Services	<p>Measure</p> Participation, promotion, and events held to celebrate across the DTIS workforce. <ul style="list-style-type: none"> ▪ A year-on-year improvement in results from the Working for Queensland (WfQ) survey question 28C: In my workplace the cultural practices (e.g., acknowledgement of Country) and significant dates (e.g., NAIDOC Week and Reconciliation Week) of both Aboriginal peoples and Torres Strait Islander peoples are acknowledged and celebrated. ▪ Number of key events or significant dates identified, acknowledged, promoted, and celebrated. ▪ Number of cultural stories (case studies) published on the intranet year on year. ▪ Acknowledgement of Country and/or Welcome to Country is delivered at departmental gatherings, meetings, and events. <p>Outcome</p> <ul style="list-style-type: none"> ▪ Aboriginal peoples and Torres Strait Islander peoples' culture is acknowledged, promoted, and celebrated throughout all DTIS physical environments and events. ▪ All DTIS employees benefit from the different talents, experiences, and perspectives of all our First Nations employees.



Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
1.2. Incorporation and acknowledgement of Aboriginal and/or Torres Strait Islander Traditional Owner/Custodian groups' culture is visible across all DTIS-funded infrastructure projects, venues, and precincts by installing Aboriginal and Torres Strait Islander flags, signage (meeting rooms names and stories), artwork, promotional material, and consistent use of languages.	2023-ongoing	<p>Lead</p> Sport and Recreation Corporate Services <p>Support</p> All divisions	<p>Measure</p> <ul style="list-style-type: none"> ▪ A year-on-year improvement in results from the WfQ survey question 25L: I feel that my organisation provides a culturally safe work environment for Aboriginal peoples and Torres Strait Islander peoples. ▪ Artworks commissioned and installed. ▪ DTIS-funded infrastructure projects have appropriate signage recognising Aboriginal peoples and Torres Strait Islander peoples. ▪ DTIS venue signage reflects traditional place and Traditional Owner names. ▪ DTIS promotional material and/or uniforms feature an Aboriginal and/or Torres Strait Islander design/s. ▪ All DTIS artefacts, communications, publications, and materials remove the use of acronyms and fully recognise Aboriginal peoples and Torres Strait Islander peoples when referenced. <p>Outcome</p> <ul style="list-style-type: none"> ▪ Aboriginal peoples and Torres Strait Islander peoples' cultures are acknowledged, promoted, and celebrated throughout all DTIS physical environments and events. ▪ DTIS employees benefit from the different talents, experiences, and perspectives of all our Aboriginal employees and Torres Strait Islander employees.



Objective 2: Engage in truth-telling about the shared history of all Australians

“Truth telling seeks to ensure the stories and histories of Aboriginal peoples and Torres Strait Islander peoples are preserved, understood and acknowledged, thus informing and driving structural change,” Uluru Statement from the Heart.

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
2.1. Seek to incorporate truth-telling into cultural capability offerings for DTIS employees.	2023-ongoing	<p>Lead</p> <p>Corporate Services</p> <p>Communications and Media</p> <p>Support</p> <p>Executive Leadership Team</p>	<p>Measure</p> <ul style="list-style-type: none"> ▪ Increase the number of DTIS employee attendance at the “Building on the Strengths of our Stories training”. ▪ “Our People, Our Stories” experiences and knowledge shared and showcased in a culturally sensitive, supported, and safe environment, refreshed annually. <p>Outcome</p> <ul style="list-style-type: none"> ▪ DTIS employees have the knowledge, understanding and confidence to support the organisations truth-telling journey. ▪ DTIS Aboriginal employees and Torres Strait Islander employees are culturally safe and feel supported during the truth-telling process.
2.2. Undertake research and document the historical impacts DTIS and its predecessors have had on Aboriginal peoples and Torres Strait Islander peoples, to proactively contribute to the government’s truth-telling and hearing inquiry.	July 2023 – December 2024	<p>Lead</p> <p>Corporate Services</p> <p>Working Together Focus Group</p> <p>Support</p> <p>All divisions</p>	<p>Measure</p> <ul style="list-style-type: none"> ▪ DTIS documented assessment of historical and present policy frameworks and practices that have impacted Aboriginal peoples and Torres Straits Islander peoples. <p>Outcome</p> <ul style="list-style-type: none"> ▪ DTIS employees have the knowledge, understanding and confidence to support the organisations truth-telling journey.



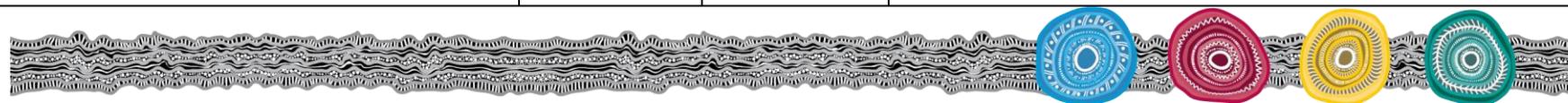
Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
2.3. Establish and support a DTIS Working Together (Treaty Readiness) Focus Group to drive the department's preparations for participation in the Treaty process, including the formal Truth-Telling and Healing Inquiry.	June 2024	Lead Corporate Services	Measure <ul style="list-style-type: none"> ▪ Participants agree that they have developed knowledge and a greater understanding and respect for Aboriginal cultures and Torres Strait Islander cultures from being a part of the Working Together Focus Group. ▪ Participants agree that they understand what is involved in Treaty Readiness after being a part of the Working Together Focus Group. ▪ DTIS employees are aware of the Working Together Focus Group and its purpose. Outcome <ul style="list-style-type: none"> ▪ DTIS employees have the knowledge, understanding and confidence to support the organisations truth-telling journey.
2.4. Support a whole-of-government approach (when developed) to trauma informed practice and support for all Queensland Government employees who are exposed to media reports and community activities or in preparing for, participating in and/or during the Truth-Telling and Healing Inquiry and other truth-telling processes.	June 2024	Lead Human Resources Branch	Measure <ul style="list-style-type: none"> ▪ Whole-of-government approach implemented. Outcome <ul style="list-style-type: none"> ▪ All DTIS employees, including Aboriginal peoples and Torres Strait Islander peoples, are informed and have access to trauma informed support.



Objective 3: Recognise the importance of Aboriginal peoples and Torres Strait Islander peoples of the right to self-determination

“Self-determination is concerned with the fundamental right of people to shape their own lives...it means that we have the freedom to live well, to determine what it means to live well according to our own values and beliefs,” Human Rights Commission.

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
3.1. Agreement with the Traditional Owners, the Gudang Yadhaykenu (GYAC) and their auspice body, to explore opportunities for tourism to be better managed on their lands and to identify a viable pathway forward for tourism experiences and tourism management at the Pajinka site.	31 December 2023	Lead Tourism	Measure <ul style="list-style-type: none"> Agreement signed. Outcome <ul style="list-style-type: none"> The GYAC have a say in viable pathways for tourism experiences and management at the Pajinka site.
3.2. Queensland Indigenous Tourism Government and Industry Reference Group (QITGIRG) facilitate government-industry engagement to advise on the needs and approach to grow Indigenous tourism.	31 December 2023	Lead Tourism	Measure <ul style="list-style-type: none"> Towards Tourism 2032 First Nations Roadmap launched. Outcome <ul style="list-style-type: none"> Queensland is positioned to become Australia’s leading destination for Indigenous tourism experiences.
3.3. Leverage the Sport and Recreation Policy Framework to implement across DTIS to enshrine principles of self-determination and properly value Aboriginal peoples and Torres Strait Islander peoples’ knowledge, expertise, culture, and Country.	March 2024	Lead Corporate Services Support All divisions	Measure <ul style="list-style-type: none"> Policy framework developed to support local decision making, placing communities at the heart of co-design and delivery of facilities and services that meet local needs and aspirations. Outcome <ul style="list-style-type: none"> Self-determination and cultural integrity are embedded in the co-design and delivery of DTIS policy, programs, and services.
3.4. Consult with Queensland Academy of Sport (QAS), Aboriginal peoples and Torres Strait Islander peoples supported elite athletes, Traditional Owners, QAS alumni to develop a QAS best/wise practice guidelines to address the identified gaps in QAS practices and policies in providing opportunities in a supportive environment for Aboriginal athletes and Torres Strait Islander athletes and improving cultural awareness.	June 2025	Lead QAS	Measure <ul style="list-style-type: none"> QAS Aboriginal peoples and Torres Strait Islander peoples Best Practice Guidelines developed. Outcome <ul style="list-style-type: none"> Self-determination and cultural integrity are embedded in the co-design and delivery of QAS supported Aboriginal and/or Torres Strait Islander elite athletes.



Objective 4: Promote cultural safety and cultural capability of all levels in DTIS

“Cultural capability...means the integration of knowledge about the experiences and aspirations of Aboriginal peoples and Torres Strait Islander peoples into the entity’s workplace standards, policies, practices, and attitudes to produce improved outcomes for Aboriginal peoples and Torres Strait Islander peoples,” Public Sector Act 2022

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
4.1. Offer cultural capability learning options across all levels and roles, to expose employees to different Aboriginal peoples and Torres Strait Islander peoples’ voices and perspectives.	December 23 – June 25	<p>Lead Human Resources</p> <p>Support All divisions</p>	<p>Measure</p> <ul style="list-style-type: none"> ▪ A year-on-year improvement in results from the WfQ survey question Q28K: I am confident embedding the perspectives of Aboriginal peoples and Torres Strait peoples in my work. ▪ Increase the number of cultural capability development offerings and uptake of each. ▪ Senior executives pursue cultural understanding and self-learning to increase their cultural capability. ▪ Explore the inclusion of building cultural capability and awareness into the DTIS mentoring program that is culturally appropriate and connects mentors/mentees with same attributes. ▪ Explore the opportunity to create cultural supervision practices to provide support with professional, cultural, and personal issues with a level of awareness and sensitivity. ▪ All DTIS employees have completed mandatory cultural capability training (Starting the Journey). ▪ All DTIS employees have completed mandatory human rights training. <p>Outcome</p> <ul style="list-style-type: none"> ▪ Increased knowledge and understanding of Aboriginal peoples and Torres Strait Islander peoples’ cultures, kastoms, and histories across all levels of employees and roles within DTIS.
4.2. Establishment of governance that focuses on accountability and reporting at leadership and senior management level meetings.	March 2024	<p>Lead DTIS Corporate Services</p> <p>Support All divisions</p>	<p>Measure</p> <ul style="list-style-type: none"> ▪ Reframing the Relationship Plan is a reoccurring agenda item to monitor progress of actions and reflected in divisional business plans. <p>Outcome</p> <ul style="list-style-type: none"> ▪ Greater awareness and increased exposure on cultural capability discussions and actions.



Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
<p>4.3. Incorporate cultural capability awareness into DTIS induction processes and incorporate other awareness training into all employee's Performance Development Agreement (PDA's), supporting all employees to learn and connect with the people and Country they work with.</p>	<p>June 2024 and ongoing</p>	<p>Lead Human Resources</p> <p>Support All divisions</p>	<p>Measure</p> <ul style="list-style-type: none"> ▪ DTIS induction processes updated to incorporate cultural capability awareness. ▪ DTIS Performance Development Agreement template updated to incorporate cultural capability. ▪ Explore the opportunity for DTIS Aboriginal employees and Torres Strait Islander employees to lead DTIS Executive Leadership Team and groups of DTIS employees to visit their Country. ▪ A year-on-year improvement in results from the WfQ survey 2022 question 28D: Leaders across my organisation take responsibility for building cultural capability of employees. ▪ Continued support of the informal internal group of DTIS Aboriginal employees and Torres Strait Islander employees 'The Foot in the Door Group'. <p>Outcome</p> <ul style="list-style-type: none"> ▪ DTIS employees have increased knowledge and understanding of Aboriginal and/or Torres Strait Islander cultures, kastoms, histories, and achievements across all levels of employees and roles within DTIS. ▪ A culturally supportive and safe workplace for all employees.
<p>4.4. Co-design, expand and maintain departmental resources that are appropriate and reflective of Aboriginal peoples and Torres Strait Islander peoples, Country and culture of Traditional Owners and Custodians.</p>	<p>2024 - ongoing</p>	<p>Lead Communications and Media</p> <p>Support All divisions</p>	<p>Measure</p> <ul style="list-style-type: none"> ▪ Approved imagery, templates, and promotional material available on the DTIS intranet including consistent use of languages in one document in a central location. ▪ Traditional Owners and Custodians' people, Country and cultural profiles created for all DTIS physical environments. ▪ A year-on-year improvement in results from the WfQ survey 2022 question 25E: My workgroup cares about the cultural safety of Aboriginal and Torres Strait Islander colleagues. <p>Outcome</p> <ul style="list-style-type: none"> ▪ DTIS employees reporting an increase in knowledge, understanding and confidence to connect with Aboriginal peoples and Torres Strait Islander peoples on Country and within their work environment.



Objective 5: Work in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
5.1. DTIS will commit to engaging with Aboriginal peoples and Torres Strait Islander peoples and communities leveraging Sport and Receptions Cultural Engagement practices – Travel Protocol approach.	March 2024	Lead Corporate Services Support Communications and Media. All divisions	Measure: <ul style="list-style-type: none"> DTIS Cultural Engagement Practices guideline developed. Outcome: <ul style="list-style-type: none"> The approach will see a commitment to how DTIS employees establish a strong and supported engagement approach when working with Aboriginal peoples and Torres Strait Islander peoples, businesses, and communities as a key enabler of a culturally safe, community engagement and service delivery approach.
5.2. Increase procurement with Aboriginal peoples and Torres Strait Islander peoples, businesses, and communities.	Ongoing	Lead Procurement Support All divisions	Measure <ul style="list-style-type: none"> Increase procurement with Aboriginal and/or Torres Strait Islander businesses to achieve addressable spend (4.71% achieved in 22/23). Outcome <ul style="list-style-type: none"> Our effort to improve capability will deliver economic benefits to the Aboriginal and/or Torres Strait Islander communities and businesses.
5.3. Aboriginal and/or Torres Strait Islander tourism package to support industry development including activating tourism in the Torres Strait and Northern Peninsula Area	30 June 2025	Lead Tourism	Measure <ul style="list-style-type: none"> Deliver the \$64 million Strategic Indigenous Tourism Partnership funding (joint with DTIS/National Indigenous Australians Agency). Outcome <ul style="list-style-type: none"> Showcasing and enriching cultural experiences for visitors and delivering economic opportunities for Traditional Owners, Aboriginal and/or Torres Strait Islander communities, and businesses.



Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
5.4. An Indigenous Tourism Development Roadmap is developed in collaboration with Queensland Indigenous Tourism Government and Industry Reference Group to address the future needs of the industry	31 December 2023	Lead Tourism	<p>Measure</p> <ul style="list-style-type: none"> Roadmap is developed. <p>Outcome</p> <ul style="list-style-type: none"> Showcasing and enriching cultural experiences for visitors and delivering economic opportunities for Traditional Owners, Aboriginal and/or Torres Strait Islander communities, and businesses.
<p>5.5. Engage Aboriginal peoples and Torres Strait Islander peoples in the development and co-design of Advance Queensland programs.</p> <p>Implement the Advance Queensland Deadly Innovation Strategy: HEAR SHARE ACTIVATE to increase investment opportunities and build capability within the community.</p>	2023 - ongoing	Lead Innovation	<p>Measure</p> <ul style="list-style-type: none"> 10 Advance Queensland Deadly Innovation partnerships established. Partnership formed with Queensland Investment Commission to establish investment pathways for growth of Aboriginal and/or Torres Strait Islander owned innovation-driven enterprises. Aboriginal and/or Torres Strait Islanders are no less than 4% of Advance Queensland recipients across all programs. <p>Outcome</p> <ul style="list-style-type: none"> Activities led, designed, and determined by Aboriginal peoples and Torres Strait Islander peoples to inform delivery of quality and culturally appropriate Advance Queensland programs. Collaborative solutions created to assist the growth of Aboriginal and/or Torres Strait Islander owned and operated innovation-driven enterprises. Aboriginal and/or Torres Strait Islander innovators are supported as part of a well-connected, inclusive and thriving innovation ecosystem in Queensland.
5.6. Identification of best practice ways of working in partnership with Aboriginal peoples and Torres Strait Islander peoples to advise on the needs and approach to achieving the objectives set out in the <i>Respecting, advancing, and celebrating Aboriginal peoples and Torres Strait Islander peoples' legacy foundation</i> in the Brisbane 2032 Legacy Strategy.	2023 - 2025	Lead Olympic and Paralympic Legacy and Engagement Office	<p>Measure</p> <ul style="list-style-type: none"> Brisbane 2032 Legacy Implementation Plan 1 launched. <p>Outcome</p> <ul style="list-style-type: none"> Projects, programs, and initiatives within the Implementation Plan 1 have been endorsed by Aboriginal peoples and Torres Strait Islander peoples and will begin to achieve outcomes outline in the Brisbane 2032 Legacy Strategy.



Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
5.7. Engagement with QAS partner organisation and key government and location organisations, to build understanding of best practice principles to build successful and meaningful partnerships with local Aboriginal peoples and Torres Strait Islander peoples, their communities, Country, stakeholders, and organisations	December 2024	Lead QAS	<p>Measure</p> <ul style="list-style-type: none"> Best practice principles established. <p>Outcome</p> <ul style="list-style-type: none"> A commitment to how QAS employees establish a strong and supported engagement approach when working with Aboriginal peoples and Torres Strait Islander peoples, businesses, and communities as a key enabler of a culturally safe, community engagement and service delivery approach.
5.8. Lobby for inclusion of an Aboriginal and/or Torres Strait Islander Liaison Officer in the National Institute Network.	December 2024	Lead QAS	<p>Measure</p> <ul style="list-style-type: none"> National support and agreement for Aboriginal and/or Torres Strait Islander Liaison Officer. <p>Outcome</p> <ul style="list-style-type: none"> A culturally supportive and safe training environment that is essential for QAS supported elite athletes and Aboriginal employees and Torres Strait Islander employees.



Objective 6: Ensure DTIS workforce and leadership teams are reflective of the community we serve

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
<p>6.1. Develop mechanisms for Aboriginal employees and Torres Strait Islander employees to:</p> <ul style="list-style-type: none"> ○ assist in the recruitment, retention and development of Aboriginal employees and Torres Strait Islander employees. ○ provide support and guidance to Aboriginal employees and Torres Strait Islander employees who are also new to the organisation. ○ assist in the career development and progression of other Aboriginal employees and Torres Strait Islander employees. 	June 2024 and ongoing	<p>Lead</p> <p>Human Resources</p> <p>Support</p> <p>All divisions</p>	<p>Measure</p> <ul style="list-style-type: none"> ▪ Aboriginal peoples and Torres Strait Islander peoples' employee contacts established. ▪ Increase the number of applications from Aboriginal employees and Torres Strait Islander employees who aspire towards leadership roles through the career pathways service. ▪ A year-on-year improvement in results from the WfQ survey 2022 question 27L: Being an Aboriginal and/or Torres Strait Islander person is not a barrier to success in my organisation. <p>Outcome</p> <ul style="list-style-type: none"> ▪ A culturally supportive and safe work environment that is essential to the recruitment, retention and professional development of Aboriginal employees and Torres Strait Islander employees.

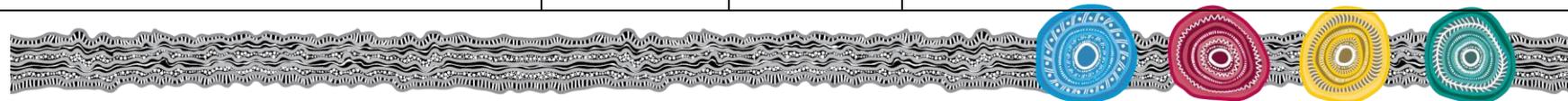


Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
6.2. Recruitment initiatives are undertaken in partnership with relevant communities to ensure targeted recruitment is relevant, appropriate, and designed to achieve effective greater diversity recruitment outcomes, including support for capability uplift for recruitment panels.	December 23 – September 2024	Lead Human Resources Support Hiring Managers	Measure <ul style="list-style-type: none"> ▪ Engagement of a dedicated resource to ensure principles of diversity and inclusion are embedded in all departmental workforce strategies. ▪ DTIS recruitment and selection policy and procedures are updated to ensure equity, diversity, respect, and inclusion. ▪ Increase bespoke approaches to advertising and recruiting to roles that will provide a deeper local connection (e.g., Indigenous Job Board, Facebook communities, Aboriginal and Torres Strait Islander recruitment agencies). ▪ Modernise role profiles and language used in advertisements. ▪ Develop and deliver training to support capability uplift for recruitment panels. ▪ Expanding panels for community-based positions to be inclusive of Aboriginal people and Torres Strait Islander peoples, as appropriate. ▪ 4% of employee recruitment to be filled by self-identified Aboriginal peoples and Torres Strait Islander peoples. Outcome <ul style="list-style-type: none"> ▪ DTIS recruitment processes improve the employee experience and ensure an increased number of applicants and appointments across all levels are Aboriginal peoples and Torres Strait Islander peoples.



Objective 7: Promoting fair and inclusive workplaces that support a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
7.1. Embed the need to demonstrate cultural knowledge and cultural safety (role appropriate) as a requirement in all job descriptions and future recruitment processes.	Ongoing	Lead People and Culture Support Hiring Managers	Measure <ul style="list-style-type: none"> A year-on-year improvement in results from the WfQ survey 2022 question 28D: Leaders across my organisation take responsibility for building cultural capability of employees. A year-on-year improvement in results from the WfQ survey 2022 question 25E: My workgroup cares about the cultural safety of Aboriginal and Torres Strait islander colleagues. Outcome <ul style="list-style-type: none"> DTIS recruitment processes ensure candidates have cultural capability required for their role.
7.2. Provide Aboriginal employees and Torres Strait Islander employees with opportunities to return to Country to maintain and deepen their cultural connection	Ongoing	Lead All divisions	Measure <ul style="list-style-type: none"> Proportion of Aboriginal employees and Torres Strait Islander employees who are supported to return to Country. Consider use of flexibility arrangements enabled through FlexConnect Strategy. Outcome <ul style="list-style-type: none"> Aboriginal employees and Torres Strait Islander employees have opportunities to return to Country to tend to community and kinship arrangements.
7.3. Aboriginal employees and Torres Strait Islander employees are supported to access cultural leave and to balance employment obligations with family and community obligations.	Ongoing	Lead All divisions	Measure <ul style="list-style-type: none"> Promote the availability and support in the use of different leave types for cultural purposes. Explore the creation of cultural care plans in collaboration with DTIS Aboriginal employees and Torres Strait Islander employees. Outcome <ul style="list-style-type: none"> Aboriginal employees and Torres Strait Islander employees build a stronger sense of identity and belonging and are supported to meet family and community obligations.



Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
7.4. Inclusion of Aboriginal and/or Torres Strait Islander QAS supported athlete in the selection and composition of the QAS Athlete Advisory Group.	February 2024	Lead QAS	<p>Measure</p> <ul style="list-style-type: none"> ▪ Aboriginal and/or Torres Strait Islander elite athlete appointed. <p>Outcome</p> <ul style="list-style-type: none"> ▪ Aboriginal and/or Torres Strait Islander elite athletes build a stronger sense of identity and belonging in a culturally safe environment.



Objective 8: Support the aims, aspirations and employment needs of Aboriginal peoples and Torres Strait Islander peoples and the need for their greater involvement in the public sector

Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
8.1. Growing Indigenous Tourism in Queensland to support the development of new and sustainable Aboriginal and/or Torres Strait Islander tourism products and experiences, Attracting Tourism Fund.	Ongoing	Lead Tourism	<p>Measure</p> <ul style="list-style-type: none"> ▪ 3% of all jobs estimated to be created are awarded to Aboriginal peoples and Torres Strait Islander peoples (Wangetti Trail and Quandamooka Arts and Cultural Centre). ▪ Cultural Heritage Management Agreement implemented. ▪ 20% of the construction workforce will be Aboriginal peoples and Torres Strait Islander peoples (Closing the Gap 2023). ▪ National Indigenous Australians Agency co-match funding initiative for Indigenous tourism sector growth signed (Closing the Gap 2023). <p>Outcome</p> <ul style="list-style-type: none"> ▪ Collaborative solutions created to assist the growth and development of Aboriginal and/or Torres Strait Islander owned and operated tourism products and experiences.
8.2. Culturally appropriate physical activity participation opportunities for Aboriginal peoples and Torres Strait Islander peoples through the design and delivery of community identified, prioritised needs including eligibility of on Country activities: <ul style="list-style-type: none"> ○ First Nations Sport and Recreation Program ○ Deadly Active Sport and Recreation program ○ Torres Strait Community Sport and Recreation Program ○ Indigenous Community Sport and Recreation Program 	30 June 2025	Lead Sport and Recreation	<p>Measure</p> <ul style="list-style-type: none"> ▪ Number of programs funded. ▪ Participation outcomes (measured through program reporting when available). <p>Outcome</p> <ul style="list-style-type: none"> ▪ Activities led, designed, and determined by Aboriginal peoples and Torres Strait Islander peoples in discrete and non-discrete communities that deliver quality and culturally appropriate physical activities to increase physical activity participation.



Key Actions	Timeframe	DTIS Responsibility	Measures/Outcomes
8.3. Where appropriate, Aboriginal peoples and Torres Strait Islander peoples (including employees, community, organisations, and key stakeholders) are collaboratively involved in the design, development, delivery, implementation, evaluation and review of policy, programs, and service.	2023 - ongoing	Lead All divisions	Measure <ul style="list-style-type: none"> ▪ Number of new policy or programs or services collaboratively engaged and/or delivered in discrete communities. Outcome <ul style="list-style-type: none"> ▪ A collaborative approach to funding, program development, infrastructure development and service delivery with Aboriginal peoples and Torres Strait Islander peoples.
8.4. Partner with Aboriginal and/or Torres Strait Islander leaders, Traditional Owners and the wider tourism industry to develop and grow Aboriginal and/or Torres Strait Islander tourism businesses, products and experiences through: <ul style="list-style-type: none"> ○ Our Country Advisory Service delivery ○ Queensland Indigenous Tourism Government and Industry Reference Group (QITGIRG) ○ Traditional Owners and Aboriginal peoples and Torres Strait Islander peoples. 	Ongoing	Lead Tourism	Measure <ul style="list-style-type: none"> ▪ Increase the number of Aboriginal and/or Torres Strait Islander leaders and Traditional Owners engaged. ▪ Increase the percentage of successful Aboriginal and/or Torres Strait Islander tourism businesses. ▪ Increase the number of economic tourism opportunities developed associated with Wangetti Trail. ▪ ILUA successfully negotiated with Kabi Kabi people for Cooloola Great Walk. • Tourism activities and infrastructure are activated at Paijinka by GYAC. Outcome <ul style="list-style-type: none"> ▪ Showcasing and enriching cultural experiences for visitors and delivering economic opportunities for Traditional owners, Aboriginal and/or Torres Strait Islander communities, and businesses.
8.5. Growing opportunities for Aboriginal peoples and/or Torres Strait Islander young peoples and their communities to engage with high-performance sporting opportunities through Youfor2032 Talent Identification Program to identify next generation of elite athletes.	December 2024 (to be reviewed annually)	Lead QAS	Measure <ul style="list-style-type: none"> ▪ Increase in the number of Aboriginal and/or Torres Strait Islander young peoples' participation in Youfor2032 talent identification program. Outcome <ul style="list-style-type: none"> ▪ Delivering culturally appropriate opportunities and access to Aboriginal peoples and Torres Strait Islander peoples in discrete and non-discrete communities to increase participation.

