



Reframing the Relationship Plan 2025-2028

Department of Housing and Public Works

July 2025

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Acknowledgement of Country

The Department of Housing and Public Works respectfully acknowledges the Traditional Custodians of this land. We extend our respect to Elders, past, present, and emerging, and recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of this Country. We acknowledge the continuation of diverse cultural practices and knowledge systems of Aboriginal and Torres Strait Islander peoples.

Our First Nations artwork

Embodied design created by First Nations design agency Iscariot Media.

Building on the foundations laid down by the first [Aboriginal and Torres Strait Islander Housing Action Plan 2019-2023](#), this design moves to an aerial view bringing more depth and perspective to the next phase of action. This design maps the landscape both physically and conceptually demonstrating the paths forward for communities in Queensland. Through various symbols this design is inspired by the diverse physical environments of our communities, from densely populated urban environments to smaller remote settings where communities gather.

From the Torres Strait Islands to the North, the Eastern Coastal regions, the Western communities and the built-up areas of Southeast Queensland, themes of connection, strength, movement and communication thread across the whole design and become the link between all communities.



Introduction

Queensland is home to the oldest continuing cultures in the world—rich in knowledge, strength, and diversity. We are building respectful and effective relationships with First Nations peoples which is essential to delivering better, fairer, and more inclusive services for all Queenslanders.

The Reframing the Relationship Plan 2025–2028 (RtRP) sets out our department’s commitment to creating stronger partnerships, improving cultural safety, and embedding inclusive practices across housing, infrastructure, employment, and service systems. At its core, this plan is about how we listen, how we lead, and how we work in ways that recognise the strengths and aspirations of the communities we serve.

Central to this work is a commitment to understanding the experiences of First Nations peoples and acknowledging how past approaches have shaped present-day outcomes. This understanding will enable us to build more effective, culturally informed systems that reflect the values of respect, fairness, and accountability, and provides a practical and respectful way of learning from the past to strengthen future policy and service delivery. It also supports our obligations under the Queensland Government Reconciliation Action Plan and the national Closing the Gap reform priorities, particularly in transforming government systems in partnership with Aboriginal and Torres Strait Islander peoples.

Young people are a vital part of this story. With over half of Queensland’s Aboriginal and Torres Strait Islander population under the age of 25 at the 2021 Census, their ideas, leadership and lived experiences are essential to shaping policies that respond to the future. This plan actively seeks to create space for young voices, recognising the role that First Nations young people play in helping Queensland grow stronger, fairer, and more inclusive for generations to come.

Mark Cridland

Director-General

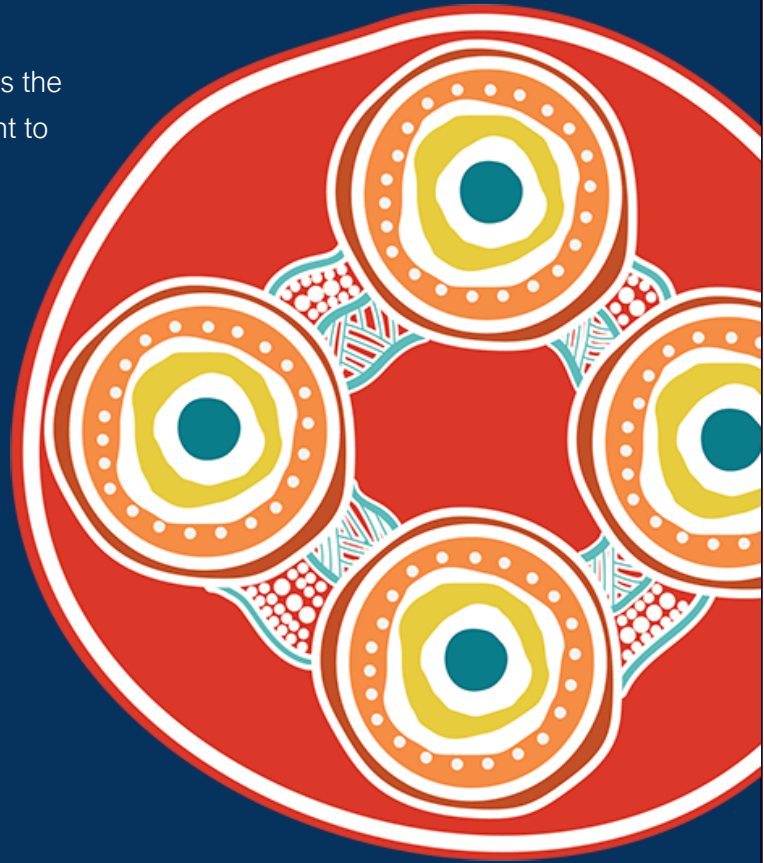
Department of Housing and Public Works



Overview

The Reframing the Relationship Plan (RtRP) represents the Department of Housing and Public Works' commitment to truth-telling, self-determination and shared decision-making with First Nations peoples. Following department-wide consultation with staff through focus groups, surveys and leadership engagement, the RtRP aligns with:

- community and workforce priorities
- organisational equity audit findings and action planning
- Queensland Government Reconciliation Action Plan (RAP) commitments
- Closing the Gap (CTG) targets
- the department's governance framework for performance monitoring.



Related strategies and frameworks

This plan aligns to and complements a range of other existing strategies and frameworks including:

- First Nations Housing Action Plan
- Securing our Housing Foundations
- Young Queenslanders Strategy
- Q2032 Procurement Strategy
- Our People Strategy.



FOCUS AREA 1: FAIR AND INCLUSIVE, WITH DIGNITY AND BELONGING

Promoting a fair and inclusive public sector that supports a sense of dignity and belonging for Aboriginal and Torres Strait Islander peoples.



Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Co-design external facing policies, programs and legislation and other initiatives in consultation with First Nations peoples.	Close The Gap (CTG) Priority Reform 3, 9 QG Reconciliation Action Plan (RAP) – Action 1 First Nations Housing Action Plan	<ul style="list-style-type: none"> Measure number of policies and programs that have been co-designed with First Nations peoples. 	All divisions
Implement anti-racism strategies and improve misconduct complaints pathways, including a culturally safe First Nations peoples specific process.	CTG Priority Reform 9, 15 QG RAP – Action 11	<ul style="list-style-type: none"> Anti-racism strategies are implemented Completed review of complaints process to ensure cultural safety. Improve cultural safety results from First Nations staff in the Working for Queensland (WfQ) survey. 	Corporate Services
Promote anti-racism training for staff and build unconscious bias capability including for staff on recruitment panels.	QG RAP – Action 11	<ul style="list-style-type: none"> Promote an inclusive workplace culture to support our guiding principle of inclusion to listen, embrace diversity and engage widely. Increase the number of staff attending anti-racism training. Increase the number of staff completing 'unconscious bias training'. Implement unconscious bias capability development for staff on recruitment panels). 	Corporate Services All divisions
Develop internal communication piece/s using traditional languages, including consultation with First Nations staff and communities, and/or external provider where appropriate to increase use of traditional languages in everyday work practices.	QG RAP – Action 12	<ul style="list-style-type: none"> Publish a communication piece in a traditional language. Increase the use of traditional languages in everyday practices as appropriate. 	Corporate Services
Create opportunities for First Nations young people to share their unique perspectives in the development, implementation and evaluation of policies and programs across government.	QG RAP – Action 1 Young Queenslanders Strategy (YQS) – Action 63, 69 & 70	<ul style="list-style-type: none"> Increase the number of Speak OUT (YQS) participants who identify as First Nations. Develop case studies created with young people. 	Policy, Performance and First Nations



FOCUS AREA 2: CULTURAL CAPABILITY AND SAFETY

Promoting cultural safety and cultural capability at all levels of the department.

Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Provide culturally responsive housing with support through a frontline service offer for First Nations peoples across the housing continuum, including through implementing culturally responsive pathway planning and care coordination.	First Nations Housing Action Plan	<ul style="list-style-type: none"> Increased customer satisfaction regarding the housing and support provided to First Nations peoples. Develop a customer satisfaction survey. 	<p>Housing and Homelessness Services</p> <p>Policy, Performance and First Nations</p>
Improve cultural capability of staff via training and development of resources.	CTG Priority Reform 3 QG RAP Action 11	<ul style="list-style-type: none"> Implement training and resources to support staff to apply a cultural lens to their work. Delivery of the 'Valuing First Nations people's Knowledge Lens' training. Continue to facilitate cultural awareness programs, including the 'Building on the Strengths of Our Stories' training. Develop a resource for staff on how to have respectful conversations with First Nations staff, in consultation with First Nations Employee Network Group (FNENG). Continue to require completion of mandatory Aboriginal and Torres Strait Islander cultural competence online course. Promote the Aboriginal and Torres Strait Islander Respectful Language Guide. 	<p>Corporate Services</p> <p>All divisions</p>
Extend delivery of the Elders in Residence program, subject to funding availability.	CTG Priority Reform 3 QG RAP Action 11	<ul style="list-style-type: none"> Increase the number of Housing Service Centres (HSCs) delivering the program. 	Housing and Homelessness Services
Develop capability of staff working with First Nations communities.	CTG Priority Reform 3 QG RAP Action 11	<ul style="list-style-type: none"> Explore options for place-based cultural capability training modules for frontline teams. 	<p>Housing and Homelessness Services</p> <p>Policy, Performance and First Nations</p> <p>Public Works</p>
Promote cultural capability within the Disaster Management Unit	QG RAP Action 11	<ul style="list-style-type: none"> Embed cultural safety into community engagement and culturally informed disaster recovery, response and resilience. 	<p>Public Works</p> <p>Social and Affordable Housing Growth</p>



FOCUS AREA 3: WORKFORCE AND LEADERSHIP

Ensuring the workforce and leadership of the entities are reflective of the community they serve, having regard to Chapter 2 and Chapter 3, part 3 of the Public Sector Act 2022.

Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Evaluate and strengthen recruitment strategies including job requirements, interview formats and panel structure.	CTG Priority Reform 3 QG RAP – Action 15 DEI Plan 2025 – 2028	<ul style="list-style-type: none"> First Nations representation/applicant numbers of data. 	Corporate Services All divisions
Broaden and improve attraction of First Nations peoples in all areas and at all levels, including leadership and senior executive roles.	CTG Priority Reform 3 QG RAP – Action 15	<ul style="list-style-type: none"> Design inclusive job advertisements to encourage First Nations peoples to apply. Increase representation from First Nations peoples applying for departmental roles. Review role descriptions to remove unnecessary or unintended barriers. 	Corporate Services All divisions
Embed cultural capability into recruitment and selection training for panel members.	CTG Priority Reform 3 QG RAP – Action 15 DEI Plan 2025 – 2028	<ul style="list-style-type: none"> Develop resources for hiring managers. Create a dedicated onboarding checklist for hiring managers to support First Nations staff. 	Corporate Services All divisions
Investigate employee experience of First Nations staff to improve retention.	CTG Priority Reform 3 QG RAP – Action 15	<ul style="list-style-type: none"> Review employee experience data including WfQ and exit surveys to inform and improve retention. Monitor attrition/separation rates for First Nations employees to inform strategies. 	Corporate Services
Build capability of First Nations employees applying for roles.	QG RAP – Action 26	<ul style="list-style-type: none"> Recruitment and selection training delivered. Diversity on panels – percentage of First Nations representation on panels. 	Corporate Services All divisions
Establish targets for First Nations representation in leadership roles.	CTG Priority Reform 14 QG RAP – Action 15 DEI Plan 2025 – 2028	<ul style="list-style-type: none"> Promote First Nations leaders as role models in internal communications and events. Establish targets for First Nations representation in leadership roles. 	Corporate Services All divisions
Continue participation and success in the Career Pathways Service.	CTG Priority Reform 3 QG RAP – Action 15	<ul style="list-style-type: none"> Participation and promotion rates. Improved tracking of reporting and success of First Nations employees in the program. Career growth of participants. 	Corporate Services

Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Continue to deliver the Yarn and Grow Mentoring Program.	CTG Priority Reform 11, 15 QG RAP – Action 15	<ul style="list-style-type: none"> • Increase in participation rates. • Evaluation of program. 	Corporate Services
Facilitate and support opportunities for First Nations young people to build their leadership capabilities	YQS – Action 63, 69 & 70	<ul style="list-style-type: none"> • Participation rates of First Nations young people in leadership programs. • Percentage of participants reporting improved leadership capabilities as a result of program attendance. 	Policy, Performance and First Nations

FOCUS AREA 4: AIMS, ASPIRATIONS AND EMPLOYMENT

Supporting 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.



Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Complete cultural capability and equity audits to track and inform workforce targets.	QG RAP – Action 14	<ul style="list-style-type: none"> • Audit completion; use in planning. 	Corporate Services
Assist First Nations youth to gain social and economic independence through housing and support.	QG RAP – Action 14 Young Queenslanders Strategy	<ul style="list-style-type: none"> • Number of young people supported. • Number of traineeships. 	Housing and Homelessness Services Policy, Performance and First Nations
Explore the possibility for an additional leave allocation for cultural leave.	QG RAP – Action 14	<ul style="list-style-type: none"> • Existing leave flexibility. • Increase manager understanding of obligations and support to allow First Nations employees to access existing cultural leave and flexibility. • Develop guidelines or procedures for managers on how to enable existing cultural leave and flexibility in operational spaces. • Consider exploring options such as business operations allow, e.g. enable employees to work on Australia Day (Survival Day) public holiday and take another day as leave (noting this will require whole of sector consultation). 	Corporate Services
Advocate and facilitate career development pathways in the public sector for participants and alumni of youth programs.	QG RAP – Action 15 YQS – Action 70	<ul style="list-style-type: none"> • Career growth of participants. 	Policy, Performance and First Nations

FOCUS AREA 5: PARTNERSHIPS AND DECISION-MAKING

Working in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives, in particular when making decisions directly affecting them.



Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Partner with First Nations organisations to build housing supply.	CTG Priority Reform 9, 17 QG RAP – Action 11	<ul style="list-style-type: none"> Support First Nations organisations to deliver housing supply. Number of Strategic Capital Plans/funding arrangements to delivery programs. 	Housing and Homelessness Services Policy, Performance and First Nations Social and Affordable Housing Growth
Engage volunteers from the First Nations ENG in co-design and review of internal policies.	CTG Priority Reform 3 QG RAP - Action 1	<ul style="list-style-type: none"> Increase representation of First Nations. perspectives in policies. Partner with FNENG in relevant activities. 	Corporate Services
Designing with Country: Establish an approach to home design that acknowledges and respects First Nations cultures.	CTG Priority Reform 3 QG RAP – Action 1	<ul style="list-style-type: none"> Undertake review social housing design guidelines, taking into consideration First Nations design aspects (to be completed by 31 December 2026). Design houses that are culturally appropriate – number of homes. 	Public Works Housing and Homelessness Services Policy, Performance and First Nations Social and Affordable Housing Growth



FOCUS AREA 6: SELF-DETERMINATION

Recognising the importance to Aboriginal peoples and Torres Strait Islander peoples of the right to self-determination.



Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Establish the Queensland First Nations Housing and Homelessness Partnership.	CTG Priority Reform 4 QG RAP – Action 14 First Nations Housing Action Plan	<ul style="list-style-type: none"> Oversee the development of a monitoring and evaluation framework, grounded in the principles of data sovereignty. 	Housing and Homelessness Services Policy, Performance and First Nations
Increase procurement spend with First Nations peoples and communities.	QG RAP – Action 14	<ul style="list-style-type: none"> Increase knowledge of policies and businesses. Achieve the First Nations Procurement Target set by Executive Government 	Procurement All divisions
Embed and ensure First Nations Governance Group (FNGG) is effectively resourced and enabled/empowered to oversee the department's performance.	CTG Priority Reform 4 First Nations Housing Action Plan	<ul style="list-style-type: none"> Oversee our performance in the delivery of enhanced outcomes for First Nations people. Matters are raised and consultation and guidance from the committee is provided. 	Policy, Performance and First Nations
Demonstrated promotion of and compliance with s28 of the Human Rights Act 2019 which protects the Cultural Rights of First Nations peoples and associated human rights legislative and policy processes.	CTG Priority Reform 4	<ul style="list-style-type: none"> Departmental policies, programs and decisions consider s28 of the <i>Human Rights Act 2019</i>. 	All divisions



FOCUS AREA 7: RECOGNITION AND HONOURING

Recognising and honouring Aboriginal peoples and Torres Strait islander peoples as the first peoples of Queensland.

Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Identify strategic opportunities that recognise and honour First Nations culture, knowledge systems and practices to enhance the capacity of staff and the scope of services provided to communities.	CTG Priority Reform 3 QG RAP Action 9	<ul style="list-style-type: none"> Culturally appropriate services delivered to communities. Acknowledge and commemorate the histories, culture and contributions of First Nations peoples. 	All divisions
Recognise and celebrate cultural days of significance.	CTG Priority Reform 3 QG RAP Action 9 DEI Plan 2025 – 2028	<ul style="list-style-type: none"> Events held, staff participation. Leaders promote and foster a culture of engagement in cultural days of significance events. 	Corporate Services All divisions

FOCUS AREA 8: TRUTH-TELLING

Engaging in truth-telling about the shared history of all Australians.



Action	Link to related strategy/plan	Outcomes and measures	Responsibility
Undertake administrative history/research and document the historical impact the department has had on Aboriginal and Torres Strait Islander peoples	QG RAP Action 11	<ul style="list-style-type: none"> Research completed by 30 June 2025. 	Corporate Services
Develop a training package on the department's administrative history with First Nations peoples.	QG RAP Action 11	<ul style="list-style-type: none"> Mandatory online cultural capability training delivered. Include in induction instead of standalone and promote on intranet as part of our shared history. 	Corporate Services
Explore options for place-based, in-person training on intergenerational trauma for staff.	QG RAP Action 11	<ul style="list-style-type: none"> Training options identified, made available and promoted to staff. Staff participation. 	Housing and Homelessness Services Corporate Services

Performance monitoring

Monitoring Method	Frequency	Responsibility
Biannual progress reporting to ELT	Biannual	People and Culture – Corporate Services
Working for Queensland survey results related to First Nations cultural capability, safety, and experience	Annual	People and Culture – Corporate Services
Dashboard of the CTG performance measures	Annual	People and Culture – Corporate Services
Action plan review and refresh	Annual	People and Culture – Corporate Services

- **Performance measures:** Quantitative and qualitative metrics to assess progress and impact.
- **Responsibility and leads:** Divisions and teams accountable for implementing actions.

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