

Reframing the Relationship Plan 2024 – 2025



Acknowledgement of Traditional Custodians

The Department of Justice and Attorney-General (DJAG) recognises and acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Queensland and as the Traditional Custodians of Queensland's precious land and waters. We pay our respects to their Elders past, present and emerging.

We recognise and celebrate the unique and continuing position of Aboriginal and Torres Strait Islander peoples in Australia's history, culture and future, and acknowledge their ongoing strength, resilience and wisdom. We are working to translate this recognition into fair, safe and inclusive practices, policies and services for Aboriginal and Torres Strait Islander peoples.

Terminology

DJAG recognises that Aboriginal peoples and Torres Strait Islander peoples are different cultures, however for the purpose of this Reframe Plan, they are referred to collectively as First Nations people.

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Message from the Director-General

The Department of Justice and Attorney-General (DJAG) is committed to listening to and working with First Nations communities – embracing their rich and complex history, culture and lore – to deliver systems and services that are tailored to our unique regions and people.

The Reframing the Relationship Plan 2024-25 is a fundamental step in identifying opportunities to recognise, engage and partner with First Nations Queenslanders to ensure DJAG is not only reflective of the community we serve, but provides a culturally safe and inclusive environment to put First Nations people first.

The plan sets out clear objectives embrace, recognise and honour Aboriginal and Torres Strait Islander peoples, their culture, and traditions; redesign our systems and ways of working to eliminate racism; improve our services; and build a workforce that is culturally capable and insightful.

As a department, we know that genuine systemic change requires meaningful, achievable, and well-planned transformation over time. This plan provides a commitment to integrate the knowledge and wisdom of First Nations people in the work we do, to help achieve a safe, fair, and inclusive community for everyone.

Jasmina Joldić PSM



First Nations First approach

To achieve the objectives of the Reframe Plan DJAG will adopt a ‘First Nations First’ approach which means that DJAG must not only reshape the justice system with First Nations peoples but also acknowledge the unique rights and cultural authority of First Nations peoples as the Traditional and Cultural Custodians of our lands, waters and seas. DJAG’s services and objectives must be place-based and person centered.

Purpose

This Reframe Plan is based upon the eight objectives set out in the [Public Sector Act 2022](#). It contributes to the delivery of the [National Agreement on Closing the Gap Queensland’s Implementation Plan](#), [Queensland Government Reconciliation Action Plan 2023-2025](#), [Queensland’s Path to Treaty](#), [Queensland Indigenous Procurement Policy](#), the Even better public sector for [Queensland Action Plan and DJAG’s Strategic Plan 2022-2026](#).

This Reframe Plan has been developed in consultation with First Nations employees, divisions and portfolio services. Its implementation will be monitored and the Reframe Plan will be reviewed and the progress will be reported and published annually. Achievement of the objectives in this plan is a responsibility we all share as public servants.

The term Portfolio Services are extended to the Statutory Entities that DJAG the Reframe Plan applies to, which are:

Reframe the Relationship Portfolio Partners

Office of the Director of Child Protection Litigation	Office of the Public Guardian
Office of the Director of Public Prosecutions	Office of the Independent Implementation Supervisor
Legal Services Commission	Office of the Public Advocate
Office of the Victims Commissioner	

DJAG is working towards creating a generational strategy to reframe its relationship, this is the first iteration and placeholder to have more meaningful conversations with First Nations staff and consult our First Nations communities.

Rights affirming

DJAG recognises that the rights of First Nations people are central to justice and their greater wellbeing and adheres to the following human rights instruments:

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), these include:

- » The right to practice culture.
- » The right to self-determination.
- » The right to equality and non-discrimination.
- » The right to make decisions on matters that affect lives and communities.

Queensland Human Rights Act 2019 and *Anti-discrimination Act 1991*, these include:

- » Maintain and use Indigenous languages.
- » Maintain kinship ties.
- » Teach cultural practices and educate children.
- » The right to maintain distinctive spiritual, material and economic relationships with land, water and other resources that there is a connection with under traditional laws and customs.
- » Protected against discrimination, vilification, victimisation and other offensive behaviour.

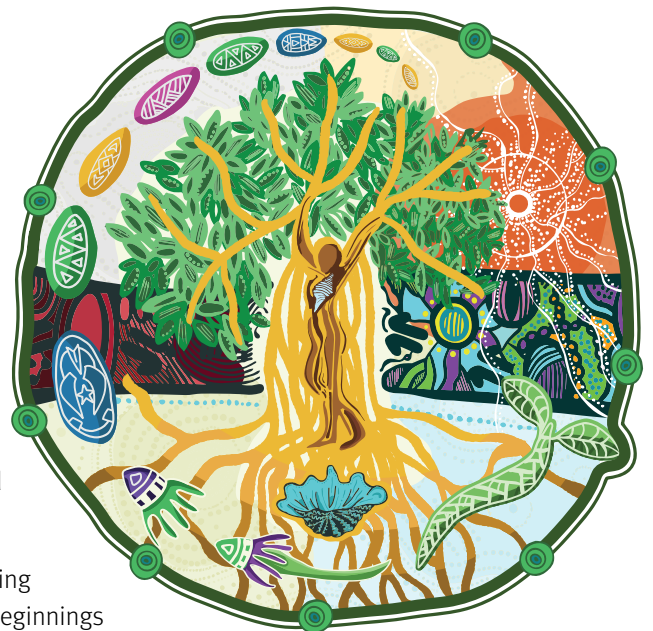
Acknowledgement of artwork – Mother Lore

‘Mother Lore’ is an embodiment of strength, resilience and guardianship.

It was developed from Torres Strait Islander and Aboriginal artworks that resulted from consultation with the First Nations community and DJAG’s First Nations staff members. The goal was to create a deeper bond with the First Nations communities, making sure DJAG’s services resonated with and support individuals from birth through to later life, reflecting the commitment to creating lifelong care, assistance and reframing its relationship.

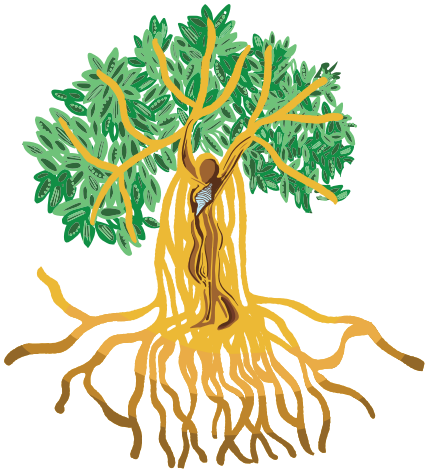
The resulting artworks, created by Jessie Mordey and Kylie Hills, now symbolise DJAG’s commitments to a safe, fair and inclusive community for everyone.

From a dark past, it is a tribute to the Ancestors whose guiding light shines on the path forward, marking the way for new beginnings and better ways of being—a hopeful future.

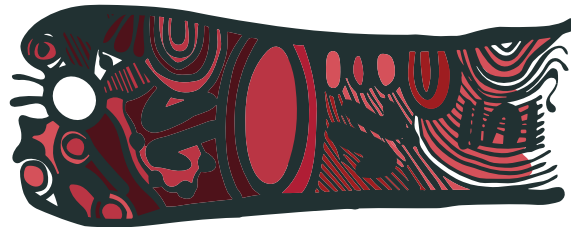




Mother Lore elements



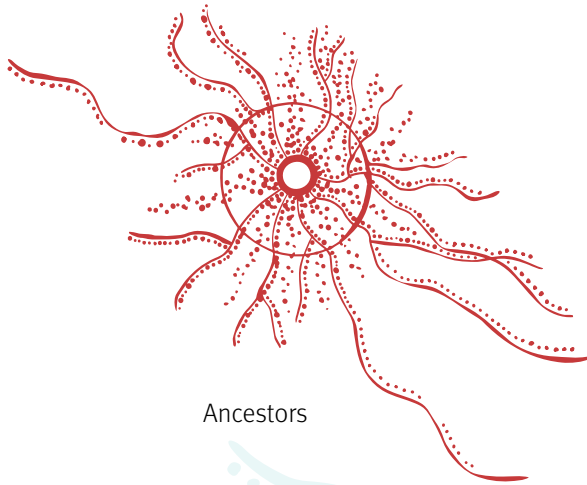
Tree of life



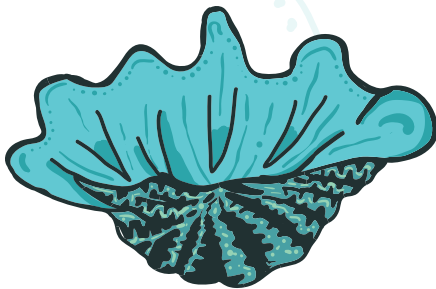
Dark past



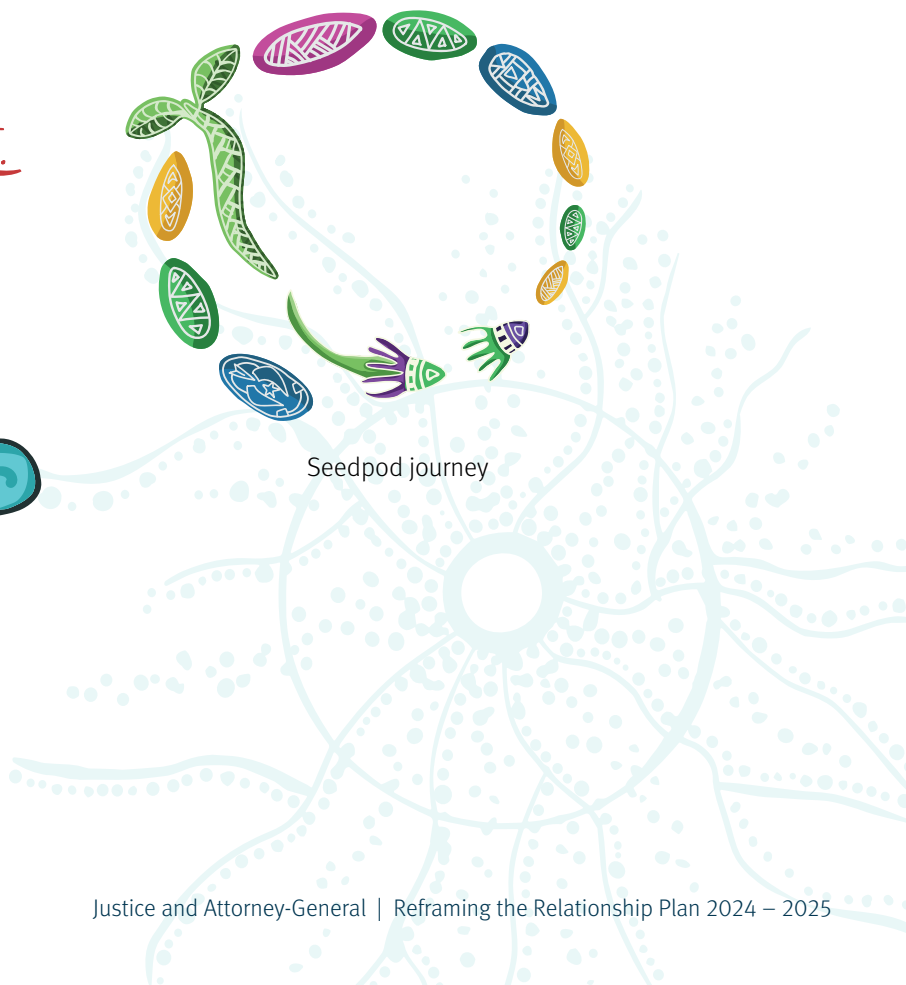
Bright future



Ancestors



Clamshell



Seedpod journey

Acknowledgment of Artist – Jessie Mordey

The Mangrove Tree symbolises the intersection of land and sea, with roots anchored in both. Its leaves, encircling the tree, represent the diverse departments and their journey towards great freedom and less constraint. These leaves, though facing challenges, move towards a brighter future.

The finger-like cones symbolise new beginning and strength, representing seedlings nourished by the cones and then regenerating wherever they land.

In Murray Island culture, the Clam shell signifies direction and sacred grounds, while the Trumpet Shell indicates high status within a clan. The Shell Pendant embodies leadership and protection.

Central hues of orange and warm yellow in the artwork depict healing from a dark past to a hopeful future. The varied leaf colours signify both land and sea, with the sea waves near the roots highlighting the issue of rising sea levels, a significant concern for the Torres Strait and globally.

Jessie Mordey, previously known as Jessie Ketchell, was born and raised in Tamwoy Town, Waiben (Thursday Island). She is a descendant of the Dauareb and Komet Clans, as well as the Kemer Kemer Meriam Nation, and the Wakaid Clan from Badhu (Badu) Island.





Acknowledgement of Artist – Kylie Hill

This piece symbolises an ecosystem – a landscape and seascape (coral reef) with multiple pathways from a darker grey past (truth telling) to a colourful future. The darker landscape is like a burnt forest after a bushfire with black tree stumps with red slashes.

There is a chain around this tree with a lock and the key on the ground. In the ocean the monotone landscape is dark blue and white like a bleached coral reef devoid of life. The images change through pathways representing working together to improve things. The image becomes a colourful reef and a vibrant forest or landscape.

There is a big central tree that is like an umbrella over everything with many branches each representing the different roles the department plays and all the different parts part of the department. This also represents the circle of life as the department follows people from birth all the way through to death.

Kylie Hill is a proud Aboriginal woman from the Kalkadoon and Waanyi peoples around Mt Isa. She now calls Ipswich home for the past 30 years. She is well known to her community and all over Queensland.

Kylie is recognised in the softball community across Australia and has painted many softballs and equipment for this sport. Some of her artworks have gone to Las Vegas, Japan, Germany and Ireland.

Kylie has worked on murals and canvas pieces for daycare centres, schools, medical centres, indigenous and non-indigenous organisations across the country, government and sporting associations including Hockey and Softball.





The Reframe Plan

OBJECTIVE 1

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

Develop DJAG's longer term Reframe Plan for 2025-26 onwards, which sets out a plan for generational change.

Adopt a First Nations First approach.

Reflect this Reframe Plan in DJAG's Strategic Plan, Divisional Strategic Plans and Portfolio Services strategic plans.

Foster workplace inclusion and diversity through celebrating and delivering outcomes for Country and people.

Recognise, commemorate and engage in culturally significant events.

Visibly incorporate and acknowledge First Nations culture is evident across all DJAG locations and services by installing First Nations flags, signage, artwork, promotional material and consistent use of language.

OBJECTIVE 2

Engage in truth-telling about the shared history

Incorporate truth-telling into the cultural capability offerings for all DJAG employees and out-sourced service delivery organisations.

Prepare DJAG to be Treaty Ready and contribute to the whole-of-government Truth-Telling and Healing Inquiry.

Support a whole-of-government approach to trauma informed practice with preparing for and participating in Truth-Telling and Health Inquiry.

OBJECTIVE 3

Recognise the importance of First Nations people's right to self-determination

Develop protocols relating to First Nations Cultural Intellectual property.

Embed First Nations data sovereignty principles across DJAG and Portfolio Services.

Establish First Nations cultural governance framework that ensures all decisions, concerns, issues, collaboration and risk treatments take place under the 'with us, not for us' ethos.



OBJECTIVE 4

Promote cultural safety and cultural capability at all levels

Develop a cultural architecture framework to embed First Nations governance into the existing fabric of DJAG and Portfolio Services.

Establish genuine partnerships between the Executive and First Nations staff.

Facilitate pathways to accessing First Nations cultural expertise relevant to delivery of services.

Offer opportunities for cultural learning across all levels and roles at DJAG and Portfolio Services.

Improve the DJAG induction process and mandatory training elements for all staff, ensuring resources are appropriate, reflective of up-to-date events.

Include other cultural awareness opportunities in staff expectation agreements.

Enhance the Mother Lore collateral.

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OBJECTIVE 5

Work in partnership with First Nations people to actively promote, include and act in a way to aligns with their perspectives

Develop a First Nations procurement mandate to increase and inform procurement practices with First Nations people and businesses.

Partner with government and local organisations to build understanding of best practice principles for successful partnerships and service delivery that are place-based and people centred.

Work with the First Nations Justice Office to ensure achievement of outcomes are mutually reinforcing.

OBJECTIVE 6

Ensure DJAG is reflective of the community we serve

Develop a First Nations workforce strategy to reinforce DJAG's Strategic Workforce Strategy

Enter into hybrid recruitment models to assist in employing local people.

Ensure recruitment activities are in line with local need and workforce demand.

Implement employment targets to be commensurate with the local population and program of work.

OBJECTIVE 7

Promote fair and inclusive workplaces that support a sense of dignity and belonging for First Nations people

Uplift the recruitment processes to ensure demonstrated cultural knowledge and/or experience is a requirement in all future job descriptions.

Reduce cultural load by embedding appropriate principles and directives into Human Resource practices and policies.

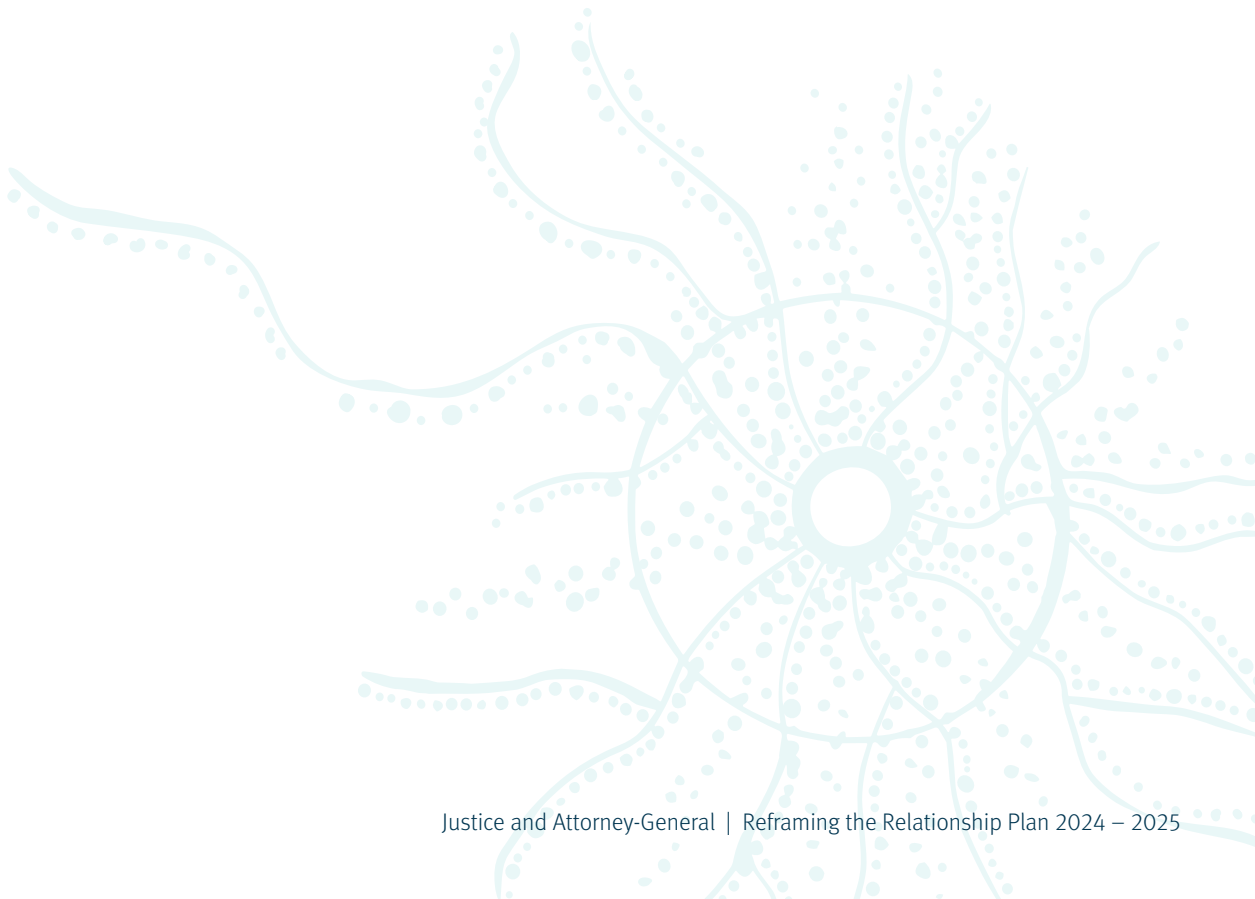
Develop an Elder in-Residence program that supports existing staff to stand up and take on that role for DJAG and Portfolio Services.

OBJECTIVE 8

Support the aims, aspirations and employment needs of First Nations people

Where appropriate ensure First Nations people are collaboratively involved in the design, development, delivery, implementation, evaluation and review of all practice, policy, programs and service delivery.

Create a First Nations cultural expertise procurement panel that is place-based to enhance local economic development.





Reframing the Relationship Plan 2024 – 2025