



Queensland Corrective Services

# Innovate Reconciliation Action Plan July 2024 – July 2026



*The story of the art is about all of us as individuals and a collective as we begin our journey of reconciliation and truth-telling in QCSCS. We will continue to reflect on respect, understanding, humility, identity, culture, spirituality, and relationship to country. The size of the dots increases signifying our growth along the way. Elders, respected community members, our Minister and Commissioner, senior management and First Nations staff and non-Indigenous staff are committed to strengthening relationships. We meet at the circle. The fingerprints / handprints reflect commitment to listen and learn from each other regardless of the bumps and turns along the walking tracks. For the entirety of the Innovate RAP and beyond, we will continue to reflect on our thoughts, knowledge and unconscious bias whilst moving forward as one mob, regardless of skin colour, cultural background, or what direction we came from. We will create our own narrative for reconciliation based on respect, equity, and equality to close the gap by reducing the number of First Nations people in our care or under community-based supervision.*

*C. (Yinaa) Walker Murridhagun Cultural Centre, Queensland Corrective Services Academy.*

## Message from the Commissioner



I am proud to present the Queensland Corrective Services (QCS) Innovate Reconciliation Action Plan (RAP). This is a first for our department and the RAP demonstrates our strong and ongoing commitment to reconciliation. QCS has been taking positive steps for many years building relationships and creating opportunities for First Nations people and this RAP builds on that work. This RAP is ambitious but sustainable and will strengthen our relationships with First Nations people, communities and QCS staff and those in our care or under supervision.

It is vital that we work together with the community for clear guidance on how we can provide better services and experiences for First Nations people we serve.

Our responsibility extends beyond our service delivery. Through the QCS RAP we have a framework for building stronger and respectful relationships with First Nations peoples and communities to progress reconciliation in Australia, both within the workforce and into the community.

It motivates us to form mutually beneficial relationships with First Nations peoples, communities and like-minded stakeholders and partners. It promotes our strategies to create employment opportunities for First Nations people and enables our staff to build respect for First Nations histories, cultures, knowledge and rights. It brings transparency to our reconciliation efforts and enables us to celebrate our successes and learn from our challenges.

We respect the spiritual connection of both country and language to First Nations people and are committed to gaining an understanding of their histories in this country.

To deliver the actions in this plan, we will work with First Nations people, stakeholders, partners, and communities to improve our understanding of cultural diversity and difference across Queensland.

To achieve our vision for reconciliation we need to do more, and this RAP enables us to go beyond goodwill to setting clear, measurable, and most importantly achievable goals that build relationships of trust, develop a culture of respect, and provide further opportunities for First Nations people.

Thank you to the RAP Working Group for the significant work that has gone into not only developing the plan but creating a clear pathway for implementation. This RAP is the framework for future reconciliation plans within QCS, as we continue of our journey as one.

Paul Stewart APM

Commissioner Queensland Corrective Services



# Reconciliation Australia

## Karen Mundine



Reconciliation Australia commends Queensland Corrective Services on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

### Chief Executive Officer

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Queensland Corrective Services to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Queensland Corrective Services will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships, respect, and opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Queensland Corrective Services is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Queensland Corrective Services readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Queensland Corrective Services on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

## Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the lands on which we work and learn. We pay respect to First Nations Peoples and their Elders, past, present, and emerging for they hold the memories, traditions, cultures and hopes of Aboriginal and Torres Strait Islander people.

## Our Vision for Reconciliation

Queensland Corrective Services (QCS) is a place where Aboriginal and Torres Strait Islander people, and their knowledge and cultures are respected, celebrated and embraced within organisational activities. Our vision for reconciliation is grounded in the concepts of reciprocity and equity, collaboration, and togetherness, focusing on the strengths of Aboriginal and Torres Strait Islander people and their ongoing significant contribution made to Australian society.

## Our Business

The role of QCS is to enhance the safety of Queenslanders through modern, sustainable and evidence based corrective services to maximise rehabilitation and reduce recidivism. QCS has a workforce of more than 7,000 officers who deliver world-class services across 11 high-security centres, 6 low-security centres, 36 community corrections offices and 150 reporting centres. Across Queensland, more than 9,000 prisoners and 19,000 offenders are being supervised and supported by QCS. Roles include administration officers, custodial correctional officers, community corrections officers, psychologists, trainers, intelligence analysts, lawyers, human resources, finance officers and policy officers.

## Our Standards

Our aim is to provide safe and humane containment of those in our care and to adhere to culturally safe service delivery and Individual human rights codified in Section 28 of the Human Rights Act 2019 that outlines the cultural rights of First Nations people in Queensland. QCS further aims to locate people in custody close to their place of origin and family and ensure that they have access to Elders and respected community members whilst they are in our care.

## Our Governance

The Commissioner leads QCS and is supported by three Deputy Commissioners, and a number of Assistant Commissioners, Chief Superintendents and Superintendents. The commitment of QCS is further demonstrated by the appointment of a Chief Superintendent of First Nations and Cultural Capability who is a member of the Board of Management, the ultimate decision makers of the Department.

Currently there are 160 Aboriginal and Torres Strait Islander staff who work in urban, regional, discrete and remote communities in correctional facilities, low custody, community corrections, reporting centres and headquarters. QCS works with a range of government and non-government agencies including Aboriginal and Torres Strait Islander organisations, universities, Elders, Traditional Owners, Respected Persons and Aboriginal and Torres Strait Islander Councils to transform the culture of our organisation and advance reconciliation through innovative approaches.

QCS provides a range of mainstream and specific Aboriginal and Torres Strait Islander programs and services to those in custody and in the community, including rehabilitation programs to address the causes of crime and reduce reoffending and provide support, prior to release and post release from custody. QCS provides cultural training at the Academy and regionally, to all new custodial officers and community corrections staff. Leadership development is offered at the Academy for staff that nominate to participate in the Early Manager Development Program (EMDP). QCS contracts Elders groups, the First Nation Chaplaincy Service and other faith-based services to people in our care. Prisoners can also voice concerns around their management to Official Visitors who visit the centre and can investigate issues externally, ensuring a level of accountability and cultural safety.

The QCS Research and Evaluation Group within Strategic Futures Command helps to identify knowledge gaps within the Department to inform amendments to policy so that it reflects best practice. This work underpins the RAP agreement.

## **The Murridhagun Cultural Centre**

The Murridhagun Cultural Centre is located at the QCS Academy in Wacol. In response to the 2018 NAIDOC theme, 'Our Languages Matter', the Centre was renamed in Yuggera language, after consultation with the Traditional Owners and respected members of the country that the Academy is on. Previously, it was called the Aboriginal and Torres Strait Islander Unit. The Murridhagun Cultural Centre was established to respond more proactively to the overrepresentation of First Nations people at every level of the criminal justice system. All staff in the Murridhagun Cultural Centre are of Aboriginal and Torres Strait Islander descent.

The role of Murridhagun Cultural Centre is to work collaboratively with our staff, partners, and stakeholders to provide culturally safe strategic leadership at a whole of system level on shaping and influencing Queensland's Aboriginal and Torres Strait Islander justice agenda to increase the visibility and importance of reducing Aboriginal and Torres Strait Islander adult incarceration rates.

We do this through providing culturally appropriate support, advocacy and advice to all Aboriginal and Torres Strait Islander prisoners, offenders, victims, and community people via Elder visits, liaison with the Parole Board, family support and coordination of care from supervision back to the community.

Murridhagun Cultural Centre plays a critical role in being a culturally capable, best practice leader in advocating for and coordinating improved Aboriginal and Torres Strait Islander outcomes across the Department and across the criminal justice system and government more broadly.

Through a culture of collaboration, innovation, and ethical conduct, the Murridhagun Cultural Centre will develop standardised frameworks, policies and practices for Correctional Centres and Community Corrections district offices.

The Murridhagun Cultural Centre draws on the advice of the First Nations Reference Committee and guidance from Traditional Owners/Custodians, Elders and Respected Persons to deliver culturally safe programs, interventions, supervision, and training.

We partner with other government and non-government agencies including corrective services agencies across Australia and New Zealand, to promote best practice in the management of Aboriginal and Torres Strait Islander people. The centre delivers cultural capability training to new recruits and officers from Community Corrections, which highlights the value that QCS places on all staff having cultural knowledge.

Murrumbidgee Cultural Centre also delivers the Aboriginal and Torres Strait Islander Mental Health First Aid (AMHFA) course which is nationally accredited through Mental Health Australia. QCS has six nationally qualified instructors and is the only correctional jurisdiction in Australia and New Zealand to have trained instructors on staff. AMHFA participants include QCS staff, and on invitation and at no cost, Elders, Respected Persons, Community Justice Groups, police, Child Safety and government and non-government stakeholders.

### **QCS First Nations Reference Committee**

QCS established an Aboriginal and Torres Strait Islander Reference Group now known as the First Nations Reference Committee, to elevate the voice of Aboriginal and Torres Strait Islander staff and provide advice on culturally safe practice across the Department. The group consists of 18 First Nations staff, two external stakeholders and two Deputy Commissioners, one of whom is the First Nations Champion, and the other is Workforce Culture, Integrity, and Capability. The Chief Superintendent First Nations and Cultural Capability chairs the group.

The Deputy Commissioner is integral to empowering Aboriginal and Torres Strait Islander peoples and QCS to make day-to-day operational and practice decisions that enhance cultural safety and the outcomes for staff, prisoners, offenders, victims, and their families.

The Reference Committee was selected through an Expression of Interest process. First Nations staff were encouraged to apply and the Chief Superintendent First Nations and Cultural Capability and an external stakeholder from the Department of Aboriginal and Torres Strait Islander Partnership (DATSIP) chose the candidates based on their cultural knowledge and location across Queensland and the Torres Strait to ensure representation across both cultures.

# Our Reconciliation Action Plan

Our reconciliation journey is currently championed by QCS Deputy Commissioner, Organisational Capability and the Chief Superintendent First Nations and Cultural Capability who collectively are committed to investing in relationships to support First Nations people in Australia, their cultural knowledges and the historical and contemporary issues faced by First Nations people. The Champion investigates inequity and the critical need to address racism in the workplace as well as addressing the broader social and cultural determinants affecting the health and wellbeing outcomes for First Nations staff and community members.

Our journey towards developing a Reconciliation Action Plan was part of the whole of Queensland Government Stretch Reconciliation Action Plan (RAP). While QCS is committed to contributing to the Queensland Government RAP, it became a standalone department again in 2017 and the development of our own RAP has become necessary, particularly given the uniqueness of our organisation. A major achievement for QCS to date, under the Queensland Government Stretch RAP is the review of the Sexual Offender Program for Indigenous Males (SOPIM) that has been undertaken by University of the Sunshine Coast. After extensive consultation with First Nations staff, community organisations and other stakeholders across Queensland and the Torres Strait, the university project 'Strong Solid Spirit,' which took three years to develop was rolled out as a pilot program at Lotus Glen Correctional Centre (LGCC) in 2022. The SSS program continues to be delivered in that centre.

Support was garnered from QCS senior management around developing a RAP, culmination in extensive consultation or engagement with Aboriginal and Torres Strait Islander Elders, Community Justice Groups, community members including Far North Queensland, the Lower Gulf and the Torres Strait, North Queensland, the QCS Reference Committee and the Brisbane Metropolitan area for comment and input.

The Reference Committee will again provide the RAP to those consulted during the development of the plan as well as non-Indigenous staff and stakeholders given that this document is everyone's business, and we all must be involved if we are to make a difference. At the initial Reference Committee meeting, it was agreed that they would lead the development of the RAP and perform the function of and continue as the Reconciliation Action Plan Working Group (RAPWG). The Reference Committee consists of two Deputy Commissioners, one of which is the First Nations Champion, and the other is Workforce Culture, Integrity and Capability, Murrighagun Cultural Centre - Chief Superintendent and Superintendent, Principal Cultural Advisor and Cultural Liaison Officers and other QCS staff from across Queensland, and the Torres Strait. The Reference Committee provides a mechanism to amplify the voice of Aboriginal and Torres Strait Islander peoples within the process to implement the RAP.

We recognise that QCS has a role in helping to reconcile our nation and given that First Nations people are overrepresented at every level of the criminal justice system, including in our correctional centres and on community supervision, we, as a department, can make an important contribution to addressing inequality. In the spirit of reconciliation, QCS is committed to act in a way to facilitate change by encouraging everyone to be part of the same journey and learn from each other.

QCS is entering into this RAP as part of its commitment to ongoing processes to make changes both within and outside of the workplace by providing all staff the opportunity to make a difference and to take personal responsibility to help achieve reconciliation between First Nations people and non-

Indigenous Australians. Our progress is being driven by our RAP and First Nations Champion and the RAP Working Group Chair who is actively involved in promoting our actions against deliverables within the RAP to not only the staff within the RWG but across the QCS more broadly.

The RAP is a high-level plan which acknowledges that all employees have a shared responsibility and have a role to play in addressing the overrepresentation of Aboriginal and Torres Strait Islander people in the correctional/criminal justice system.

Consultation has occurred and will continue throughout the life of the RAP and will include discussions with First Nations staff and non-Indigenous staff, Elders, Traditional Owners and Custodians, respected persons, and members of Aboriginal and Torres Strait Islander organisations/agencies to achieve a culturally safe and culturally responsive workplace.

QCS is currently part of the whole of Government Path to Treaty as Queensland and wider Australia have never engaged with Aboriginal and Torres Strait Islander peoples to hear a full account of Australia's history through their eyes. Truth-telling is a way to build community understanding of how past laws, policies and practices have, and continue to, impact Aboriginal and Torres Strait Islander peoples. It will allow us to acknowledge the past and move forward together in a respectful way.

The initial consultations revealed the need to develop a RAP to consolidate the shared vision of QCS staff, First Nations Elders and community representatives and stakeholders including police, Youth Justice, mental health and spiritual healers. The RAP will create a platform where all voices are heard and will improve the management of First Nations people in our care with the aim to deliver culturally safe and culturally appropriate service delivery.





## Relationships

Building strong relationships of trust and respect for cultural difference and diversity are essential in our work and our commitment to safety and social justice. These relationships are critical to the delivery and monitoring of culturally safe and appropriate services for First Nations people.

We will take the time to listen to Aboriginal and Torres Strait Islander peoples and communities and we will share our successes and talk about opportunities for change. Strong relationships will allow us to work with communities to reduce the overrepresentation of Aboriginal and Torres Strait Islander peoples in the criminal justice system.

Strong relationships will also allow us to encourage Aboriginal and Torres Strait Islander peoples to consider a career within QCS and to support Aboriginal and Torres Strait Islander staff and communities.

### Focus area: *Partnering and community collaboration*

Action	Deliverable	Responsibility	Timeline
1. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation material to staff</li> </ul>	Superintendent, Murridhagun	July 2024 & 2025
	<ul style="list-style-type: none"> <li>Register all QCS NRW events via the Reconciliation Australia's NRW site each year</li> </ul>	Principal Cultural Advisor, Murridhagun	May 2025 & 2026
	<ul style="list-style-type: none"> <li>Host at least one NRW event for staff in Headquarters and hold other NRW events across different locations across the state</li> </ul>	Superintendent, Murridhagun	May 2025 & 2026
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to hold or participate in at least one external event to recognise and celebrate NRW</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	27 May – 3 June 2025, 2026
	<ul style="list-style-type: none"> <li>Support a local community event during NRW</li> </ul>	Deputy Commissioner, People Capability Command, RAP Champion	May 2025 & 2026

	<ul style="list-style-type: none"> <li>Aboriginal and Torres Strait Islander Reference Committee RWG members to participate in external events that recognise and celebrate NRW</li> </ul>	RWG Chair	May 2025 & 2026
<b>2. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Build on existing relationships with local Traditional Owners, Custodians, Aboriginal and Torres Strait Islander people, stakeholders, and organisations to identify, develop and implement guiding principles for future engagement through:                             <ul style="list-style-type: none"> <li>Cultural understanding consultation</li> <li>Open dialogue regarding programs and services</li> <li>Networking</li> <li>Cultural events; and</li> <li>Maintain cultural contact with staff by visiting the regional / remote correctional centres and Community Corrections offices at least twice a year.</li> </ul> </li> </ul>	Superintendent, Murridhagun	August 2024
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	Project Manager, Partnerships and Strategic Engagement	September 2024
<b>3. Raise internal and external awareness of the QCS Reconciliation Action Plan to promote reconciliation through our sphere of influence</b>	<ul style="list-style-type: none"> <li>Establish a RAP Ambassador in each correctional centre, Community Corrections regions and Headquarters to enable First Nations people, clients, stakeholders and staff to have a voice to promote the RAP.</li> </ul>	Assistant Commissioner People Capability Command and Assistant Commissioner, First Nations and Cultural Capability	September 2024
	<ul style="list-style-type: none"> <li>Develop, implement and update a communication strategy to inform internal and external stakeholders of the RAP and publicly communicate our commitment to reconciliation</li> </ul>	Deputy Commissioner, People Capability Command, RAP Champion and Cultural Capability and Project Manager, Partnerships and Strategic Engagement	September 2024
	<ul style="list-style-type: none"> <li>Launch our Innovate RAP and upload it to the Murridhagun microsite on the QCS intranet and include an area for comments and feedback</li> </ul>	Superintendent Murridhagun and Project Manager,	July 2024

		Partnerships and Strategic Engagement	
	<ul style="list-style-type: none"> <li>Promote reconciliation through our sphere of influence</li> </ul>	Commissioner, Deputy Commissioners, Assistant Commissioners, Chief Superintendents and Murridhagun Superintendent,	September 2024
	<ul style="list-style-type: none"> <li>Develop and implement a plan to engage all QCS officers, prisoners, offenders and stakeholders in reconciliation</li> </ul>	Project Manager, Partnerships and Strategic Engagement	October 2024
	<ul style="list-style-type: none"> <li>Explore opportunities to listen to the truth-telling of Aboriginal and Torres Strait Islander peoples to positively influence our external stakeholders to drive reconciliation outcomes</li> </ul>	Superintendent, Murridhagun	October 2024, 2025, 2026
	<ul style="list-style-type: none"> <li>Promote the RAP at each induction and training session for new and existing staff</li> </ul>	Principal Cultural Advisor, Murridhagun	October 2024, 2025, 2026
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation</li> </ul>	Deputy Commissioner, People Capability Command, RAP Champion	October 2024 & 2025
	<ul style="list-style-type: none"> <li>Include the RAP conversation during the Prisoner Action Committee (PAC) meetings in the correctional centres</li> </ul>	Correctional Managers in each correctional centre.	October 2024, 2025
	<ul style="list-style-type: none"> <li>Promote reconciliation to internal and external stakeholders through regular and digital communication and dissemination of materials</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability and the Project Manager, Partnerships and Strategic Engagement	October 2024, 2025

<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs</li> </ul>	Director Human Resources and Deputy Commissioner - First Nations Champion	October 2024
	<ul style="list-style-type: none"> <li>Review, update and communicate an anti-discrimination policy for QCS</li> </ul>	Director, Culture & Leadership	October 2024
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on QCS anti-discrimination policy</li> </ul>	Director, Culture & Leadership	October 2024
	<ul style="list-style-type: none"> <li>Educate senior leaders in QCS on the effects of racism</li> </ul>	Chair RWG	October 2024





# Respect

Build and maintain respect for Aboriginal and Torres Strait Islander peoples, cultures, land, histories and rights is extremely important to QCS given the overrepresentation in our correctional centres and the underrepresentation of First Nations staff. Cultural competency requires continuous learning for us to be a culturally safe and responsive organisation that seeks to make a real difference to the lives of Aboriginal and Torres Strait Islander peoples and communities.

## Focus area: *Humane management of prisoners and offenders*

Action	Deliverable	Responsibility	Timeline
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and specific cultural rights through cultural learning	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within QCS</li> </ul>	Principal Cultural Advisor, Murridhagun	September 2024
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy</li> </ul>	Superintendent, Murridhagun	September 2024
	<ul style="list-style-type: none"> <li>Develop, implement and communicate the cultural learning strategy for QCS staff</li> </ul>	Project Manager, Partnerships and Strategic Engagement	November 2024
	<ul style="list-style-type: none"> <li>Develop and implement a cultural safety training package in consultation with local Elders, staff and stakeholders to enable all staff to understand the importance of cultural safety and a culturally safe workplace for First Nations people</li> </ul>	Principal Cultural Advisor, Murridhagun	November 2024
	<ul style="list-style-type: none"> <li>Train Murridhagun staff to co-deliver the cultural capability training with the local Traditional Owners to be developed by First Nations staff and/or First Nations peoples local to the area</li> </ul>	Project Manager, Partnerships and Strategic Engagement	September 2024
	<ul style="list-style-type: none"> <li>Include storytelling by First Nations people, QCS staff, prisoners, offenders and stakeholders on cultural safety on the Murridhagun microsite that is readily accessed by all staff</li> </ul>	Principal Cultural Advisor, Murridhagun	September 2024
	<ul style="list-style-type: none"> <li>Add an extra unit on the RAP in the online Learning Management System (LMS) mandatory cultural package that all staff complete</li> </ul>	Principal Cultural Advisor, Murridhagun	October 2024
	<ul style="list-style-type: none"> <li>Continue to promote Murridhagun as cultural support for all QCS staff</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	August 2024 & 2025

	<ul style="list-style-type: none"> <li>Provide opportunities for Reference Committee members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	Superintendent, Murridhagun	September 2024 & 2025
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events</li> </ul>	Superintendent, Murridhagun	September 2024
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	Superintendent, Murridhagun	October 2024
	<ul style="list-style-type: none"> <li>Include a Welcome to Country or Acknowledgement of Country or other appropriate protocols at the commencement of important meetings</li> </ul>	Principal Cultural Advisor, Murridhagun	October 2024
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols</li> </ul>	Superintendent, Murridhagun	September 2024
	<ul style="list-style-type: none"> <li>Upload Traditional Owners video of Welcome to Country and Acknowledgement of Country in language on Murridhagun microsite</li> </ul>	Principal Cultural Advisor, Murridhagun	November 2024
		<ul style="list-style-type: none"> <li>Establish a QCS NAIDOC Committee to assist in the coordination of NAIDOC week activities across the QCS</li> </ul>	RWG Chair
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b>	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	Director, Human Resources and Assistant Commissioner, First Nations and Cultural Capability	October 2024 & 2025
	<ul style="list-style-type: none"> <li>Explore opportunities for flexible rostering to allow staff to attend events</li> </ul>	RWG Chair	June 2025 & 2026
	<ul style="list-style-type: none"> <li>Promote and encourage staff participation in external NAIDOC events</li> </ul>	Deputy Commissioner – First Nations Champion	July 2024 & 2025
	<ul style="list-style-type: none"> <li>Encourage all correctional facilities, community corrections and QCS Headquarters to hold a NAIDOC celebration and upload onto the intranet</li> </ul>	Deputy Commissioner – First Nations Champion	July 2024 & 2025
	<ul style="list-style-type: none"> <li>Hold a significant NAIDOC event at the QCS academy</li> </ul>	Superintendent, Murridhagun	July 2024 & 2025
	<ul style="list-style-type: none"> <li>Encourage Reference Committee members to participate in an external NAIDOC Week event/s</li> </ul>	Chief Superintendent, Murridhagun	July 2024 & 2025



## Opportunities

Having a diverse workforce is essential to providing services and programs that are culturally safe and responsive. QCS is committed to improving service delivery to First Nations people and creating a culturally safe environment through providing cultural training delivered by First Nations staff, Elders, Traditional Owners and respected community members to encourage non-Indigenous staff to be part of the cultural journey, as they learn of the history of First Nations people in Australia. We recognise that the increased employment of Aboriginal and Torres Strait Islander peoples contributes to supporting Aboriginal and Torres Strait Islander peoples' self-determination.

We aim to increase representation of Aboriginal and Torres Strait Islander peoples in the workforce so that we are better able to manage and support Aboriginal and Torres Strait Islander people that come into contact with QCS whether as offenders or prisoners. Aboriginal and Torres Strait Islander staff bring unique knowledge, skills and lived experience to the workforce and understand the needs and aspirations of Aboriginal and Torres Strait peoples and communities.

Our aim is to increase the number of Aboriginal and Torres Strait Islander people in all areas of the organisation while ensuring a career and leadership pathway that supports the professional development of Aboriginal and Torres Strait Islander staff. Currently, QCS supports fourteen (14) First Nations staff to participate in the Aboriginal and Torres Strait Islander Careers Pathway program through the Public Service Commission. QCS are committed to ensuring that staff are encouraged to nominate others for great service in the delivery of Aboriginal and Torres Strait Islander programs and services in the Corrections Day Awards.

### Focus area: *Stopping crime*

Action	Deliverable	Responsibility	Timeline
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development</li> </ul>	Director, Human Resources and Superintendent, Murridhagun	September 2024
	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities</li> </ul>	Director, Human Resources and Assistant Commissioner, First Nations and Cultural Capability	September 2024
	<ul style="list-style-type: none"> <li>Meet with Traditional Owners, respected community members, QCS to determine whether there are cultural reasons why QCS is not seen as an employer of choice</li> </ul>	Superintendent, Murridhagun Cultural Centre	September 2024
	<ul style="list-style-type: none"> <li>Implement and communicate our Aboriginal and Torres Strait Islander Workforce Strategy, in consultation with the Reference Committee and more widely across government</li> </ul>	RWG Chair and Director, Human Resources	September 2024

	<ul style="list-style-type: none"> <li>Develop an internal cultural mentoring network within the Agency for existing staff. Non-Indigenous staff will be invited to participate in the program as professional/cultural mentors whilst the First Nations staff will be a cultural/professional mentor.</li> </ul>	Director, Health Safety and Wellbeing	November 2024
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander people, community and the media</li> </ul>	Director, Human Resources	November 2024
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace</li> </ul>	Director, Human Resources	August 2024 & 2025
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed by QCS to meet with the Queensland government mandate of 10 % by 2030 by:                             <ul style="list-style-type: none"> <li>- Exploring the need to introduce a preparatory program for First Nations applicants</li> <li>- Reviewing the roles of Cultural Liaison Officers</li> <li>- Diversifying marketing and media material for recruitment</li> <li>- Simplifying the criminal history and waiver process</li> <li>- Acknowledging the history of trauma and loss of First Nations staff and increase health and wellbeing.</li> </ul> </li> </ul>	Director, Human Resources	December 2025
<b>9. Review Elder Visitation Service</b>	<ul style="list-style-type: none"> <li>Review Elder Visitation Service to ensure effectiveness in meeting the needs of Aboriginal and Torres Strait Islander prisoners</li> </ul>	Superintendent, Murrighagun	August 2024 & 2025
	<ul style="list-style-type: none"> <li>Contract continuation for Elder Visits in Queensland correctional centres</li> </ul>	Superintendent, Murrighagun	August 2024 & 2025
	<ul style="list-style-type: none"> <li>Investigate having an Elders cultural yarning circle for officers and prisoners to connect with the Elders</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	September 2024 & 2025
	<ul style="list-style-type: none"> <li>Continue to promote the community-based Prison Transport to those in our sphere of influence</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	August 2024 & 2025
<b>10. Reduce Aboriginal and Torres Strait Islander over-representation in the justice system.</b>	<ul style="list-style-type: none"> <li>Ensure to openly communicate when providing cultural context to the Parole Board to encourage them to look through the cultural lens when making parole decisions</li> </ul>	Strategic Futures Command and Superintendent Murrighagun Cultural Centre	December 2025
	<ul style="list-style-type: none"> <li>Connect with Aboriginal and Torres Strait Islander Legal Service (ATSILS) whose direction is to reduce the number of First Nations people in custody</li> </ul>	Director, Strategic Futures Command & Assistant Commissioner, First Nations and Cultural Capability	August 2024



<b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b>	<ul style="list-style-type: none"> <li>Implement the Aboriginal and Torres Strait Islander procurement strategy which sits under the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy, launched in 2017</li> </ul>	Director, Procurement Services and Delivery	September 2024 & 2025
	<ul style="list-style-type: none"> <li>Increase addressable spend with Indigenous businesses to 3% by 2024.</li> </ul>	Director, Procurement Services and Delivery	September 2024 & 2025
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership</li> </ul>	Director, Procurement Services and Delivery	September 2024 & 2025
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff</li> </ul>	Director, Procurement Services and Delivery	September 2024 & 2025
	<ul style="list-style-type: none"> <li>When undertaking market research, check for Indigenous businesses that may be able to provide goods and services that you require by accessing the Black Business Finder</li> </ul>	Director, Procurement Services and Delivery	September 2024 & 2025
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses</li> </ul>	Director, Procurement Services and Delivery	September 2024 & 2025
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	Director, Procurement Services and Delivery	September 2024 & 2025



## Governance

Action	Deliverable	Responsibility	Timeline
<b>12. Maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.</b>	<ul style="list-style-type: none"> <li>RAPWG to meet at least four times a year to drive and monitor RAP implementation.</li> </ul>	RAPWG Chair	October & December 2024, March & May 2025
<b>13. Maintain an effective Aboriginal and Torres Strait Islander Reference Committee (Reference Committee) to actively monitor the RAP development and implementation of actions, tracking progress and reporting</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the Reference Committee. Establish and implement a Terms of Reference for the Reference Committee</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	July 2025
	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander peoples are represented on the Reference Committee, as well as other staff to ensure that there is an opportunity for cross agency contribution</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	September & December 2024
	<ul style="list-style-type: none"> <li>Ensure the Reference Committee oversees the development, endorsement and launch of the RAP</li> </ul>	RWG Chair	July 2024 & 2025
	<ul style="list-style-type: none"> <li>Reference Committee to review the status of the RAP and assist and oversee the action completion status update of the RAP</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	December 2024
	<ul style="list-style-type: none"> <li>Reference Committee to meet at least four times per year to drive and monitor RAP implementation</li> </ul>	Chair, First Nations Reference Committee	August & November 2024 and March & June 2025.
<b>14. Provide appropriate support for effective implementation of RAP commitments</b>	<ul style="list-style-type: none"> <li>Engage senior leaders and other staff in the delivery of RAP commitments</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	August 2024
	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation</li> </ul>	Superintendent, Murrighagun	August 2024

	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments</li> </ul>	Deputy Commissioner, People Capability Command	August 2024
	<ul style="list-style-type: none"> <li>QCS First Nations Champion to act as the RAP Champion</li> </ul>	Deputy Commissioner, Organisational Capability	July 2024 & 2025
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia</li> </ul>	RWG Chair	30 September, annually
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	<ul style="list-style-type: none"> <li>Make RAP progress updates available to staff and senior leaders quarterly.</li> </ul>	RWG Chair	30 October 2024
	<ul style="list-style-type: none"> <li>Publicly report RAP achievements, challenges and learnings, annually.</li> </ul>	Director, QCS Media Unit and Chair, RWG	August 2024, February 2025, August 2025
	<ul style="list-style-type: none"> <li>Investigate opportunities for QCS to participate in Reconciliation Australia's biennial Workplace RAP Barometer</li> </ul>	Assistant Commissioner, First Nations and Cultural Capability	July 2024
<b>16. Continue our reconciliation journey by developing our next RAP</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to and continue to build on developing our next RAP</li> </ul>	Principal Cultural Advisor, Murrighagun	February 2025

**Contact details**

*Name:* Claire Walker

*Position:* Superintendent, Murrighagun Cultural Centre, Queensland Corrective Services Academy

*Phone:* 3727 9615

*Email:* [claire.walker@corrections.qld.gov.au](mailto:claire.walker@corrections.qld.gov.au)