

# First Nations Connections Plan

Incorporating our Innovate  
Reconciliation Action Plan

January 2020-23





**ABOVE:** Alan Palmer (left) and Sam Bush (right) from Yurika, along with Jay Shelley - 5B Solar (center) at the completion of the Doomagee Solar Farm project in September, 2019.

## Acknowledgement

Energy Queensland would like to acknowledge and pay respect to the Aboriginal and Torres Strait Islander ancestors across Queensland where we work and travelled to develop this Reconciliation Action Plan. The foundations laid by these ancestors – our First Nations peoples – gives strength, inspiration and courage to current and future generations, both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander, towards creating a better Queensland.

We would especially like to acknowledge the Traditional Owners and Custodians who honoured us by spending time sharing their knowledge and wisdom. Their participation in this process ensures that our Plan will be a mechanism to ensure meaningful relationships are built between our businesses and the First Nations communities throughout Queensland.

**BELOW:** Energy Queensland was recognised at the 2018 Queensland Reconciliation Awards, winning the Partnership Category, with Queensland Theatre/ Lonestar Company for the production 'My Name is Jimi'.





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## Artwork

Maurice Mickelo is a professional Aboriginal contemporary artist from the South Burnett area. His passion for art began at a very young age, he now creates and produces unique Aboriginal art in many mediums, including cultural artefacts, alongside his canvas and ceramic pieces. Maurice's art focuses on traditional stories and his connection to his country.

The artwork Maurice created for Energy Queensland is "showing us, people sitting down talking and having a greater understanding each other's cultures and stories and walking together in peace as one."



# A message from our Chairman and Chief Transformation Officer

We're very proud to launch Energy Queensland's First Nations Connections Plan, our first formal commitment to furthering relationships and reconciliation between First Nations and Non-First Nations peoples of Queensland.

We continuously strive to put people at the heart of what we do and our approach to developing this Plan was no different. We were determined to ensure our planning was informed by the thoughts of our First Nations and non-First Nations employees and importantly, First Nations peoples of Queensland.

Our team engaged with 11 communities around Queensland and asked what meaningful action looked like and how we could work together.

We learned the importance of restoring and maintaining the Aboriginal and Torres Strait Islander Cultural Ecosystems. We explored how we can translate Energy Queensland's vision to Energise Queensland Communities into meaningful outcomes for Aboriginal and Torres Strait Islander peoples. We were reminded of the importance of respect and trust in the relationships we build and maintain.

While our Plan is about reconciliation and has been registered with Reconciliation Australia as an Innovate Reconciliation Action Plan, it is also inherently about connection: strengthening relationships and working together to create positive futures. In recognition of this very deliberate intent, we have adopted the name First Nations Connections Plan.

Our intent over the life of this Plan is to focus on initiatives that strengthen the human, physical and spiritual elements of the Cultural Ecosystem. In practise, this means building capability within our business and communities to ensure we can all contribute positively to strengthening connections and implementing the co-designed initiatives outlined within this Plan.

We extend our sincere thanks to the many people who contributed to co-designing our First Nations Connections Plan and invite your continued involvement as we work together to bring it to life.



**Belinda Watton**  
Chief Transformation Officer




**Phil Garling**  
Chairman

**BELOW:** Our First Nations Connections Plan engagement was led by Wulli Wulli and Wakka Wakka man and Energy Queensland Aboriginal leader, Neville Hoehne. Here Neville chatted with Dodie Eggmolesse (aka Sista Soul) from 4K1G Too Deadly about the workshops in Cherbourg to inform our Plan.







**ABOVE:** Artist Shaun 'Hafleg' Lee, a Larrakia man, transformed Energex's Norfolk Road, West End substation as part of the Brisbane Street Art Festival. Shaun explains: "The saltwater croc ('dankalupa' in the Larrakia language) and freshie ('gummagun') aren't from around Brisbane, yet here they are, and they're here together – different mobs in the same area, living alongside each other with respect."

## A message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Energy Queensland to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Energy Queensland joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community – governments, civil society,

the private sector, and Aboriginal and Torres Strait Islander communities – have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Energy Queensland with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Energy Queensland Limited will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Energy Queensland well as it explores and establishes its own unique approach to reconciliation. We encourage Energy Queensland Limited to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.

On behalf of Reconciliation Australia, I commend Energy Queensland on its first RAP, and look forward to following its ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



ABOVE: Demag 'Dana' Noah monitoring our power station on Murray Island in the Torres Strait.

## Our vision for reconciliation

Our vision for reconciliation is an Australia with unity between First Nations peoples and other Australians. We aspire to a culture of trust and mutual respect, built upon equity and equality, strong relationships, integrity and shared understanding and acceptance of history.

Our vision for reconciliation forms part of our broader vision for connection: to build respectful, sustainable connections with Traditional Custodians, First Nations peoples and communities by focusing on leading-practice initiatives that are co-designed, empowering and strengthen the Aboriginal and Torres Strait Islander Cultural Ecosystems.

### Realising our vision

While this is Energy Queensland's first formal commitment to furthering reconciliation and connection with First Nations peoples and communities, we have actively sought to understand and incorporate leading practice to realise our vision.

At the core of our approach is a commitment to co-design, acknowledging that collaboration and developing a shared understanding of what is valuable is critical to meaningful connection and realising benefits in communities.

We heard and understand the importance of working toward delivering place-based initiatives capable of directly benefiting communities in the ways they identify are most needed. In some communities, we heard how cultural healing can help best position the community and its peoples to prosper.

Our initiatives over the life of the Plan are focused first on building internal capability, systems and processes to establish a foundation to enable us to continue to partner with our communities on place-based initiatives that reap benefits for communities and enhance the cultural ecosystem.

## Service to Queenslanders

Connection and supply of electricity to

**2.3 million**

customers across Queensland



Sale of electricity to

**738,000**

retail customers in regional Queensland

Provision of valued,  
**innovative products  
and services** to customers



**34,482GWh**

electricity delivered a year



**178,000km**

overhead powerlines

**33**



standalone power stations

## What is our core business?

The Energy Queensland Group is 100% owned by Queenslanders.

As a Government Owned Corporation, we deliver electricity across Queensland through our 'poles and wires' businesses Energex and Ergon Energy Network. These businesses supply safe, reliable, efficient and sustainable energy solutions across Queensland. They provide electricity to millions of Queensland homes and businesses from the Tweed River to the Torres Strait and from Brisbane to Birdsville. Energex and Ergon Energy's network and assets are worth more than \$20 billion.

The Energy Queensland Group, formed in June 2016, also includes our retailer, Ergon Energy Retail which sells this electricity to customers throughout regional Queensland. Additionally, a range of innovative products and services are delivered through Yurika and other market brands.

We operate across the state of Queensland with 17 service areas ranging from the Far North Queensland to the Gold Coast. This includes three customer service centres, 127 service depots and offices, three Network Control centres and 33 stand-alone power stations across the state.

The critical role Energy Queensland plays in energising communities provides a unique opportunity to incorporate initiatives within our RAP that directly benefit Aboriginal and Torres Strait Islander communities through energy affordability and sustainability.



# Our Vision, Purpose and Values

To help guide and provide meaning to everything we do at Energy Queensland, we have established a unifying Vision, Purpose and set of core Values. Our Vision helps us better understand where our organisation is heading in the future, whereas our Purpose outlines what we do, our core roles. Our Values helps keep us aligned with how we set out to do to achieve our Vision with Purpose.

## Vision

We energise Queensland communities.

## Purpose

To safely deliver secure, affordable and sustainable energy solutions with our communities and customers.

Energy Queensland employs approximately



**7,453** employees

**7,179** full time equivalent

people across the state of Queensland

Energy Queensland has identified



**179** First Nations employees

based on current employee data (approximately 2.4% of employees)

## Our Values Together we are SKILLED



### Safe

We are committed to keeping our people, community and customers safe



### Knowledgeable

We openly share our knowledge



### Innovative

We strive to make our business better



### Leading

We lead and follow each other to success



### Listening

We respect and hear each other



### Engaged

We work as a team to be the best we can be



### Diverse

We are diverse which makes us stronger

**BELOW:** In Mossman Gorge working from Cape York Partnerships O-Hub to set customers up for success.



# Our Plan

In May 2018, Energy Queensland commenced its First Nations connections and reconciliation journey. Our Plan lays out a program of transformational change to create strong, relationships with Traditional Custodians, and First Nations Communities across Queensland. The First Nations Connections Plan proudly incorporates our Reconciliation Action Plan.

Energy Queensland's vision is *Energising Queensland Communities* – we commenced our reconciliation journey to strengthen our connections with Aboriginal and Torres Strait Islander peoples, organisations and communities. Through our Plan, we hope to build and embed respect for the world's longest surviving cultures and communities as part of how we do business.

## Program design principles

The First Nations Connections Plan vision is underpinned by three principles which align to the Aboriginal and Torres Strait Islander operating rhythm which is complex, interrelated and holistic. These principles enabled us to take a strengths-based approach to synergising western and First Nations knowledge and paradigms.

Our co-design process was led by Wulli Wulli and Wakka Wakka man and Energy Queensland Aboriginal leader, Neville Hoehne. Neville used his extensive experience in our business and community, and deep love of his people and culture and shared his professional, cultural and lived experience as an Aboriginal man growing up in Queensland to lead this journey.



### Principle 1: Co-Designed

Leader-led, employee-empowered and community involved and collaborated



### Principle 2: Leading Practice

Inclusive of Aboriginal and Torres Strait Islander agency, leadership and culture



### Principle 3: Cultural Ecosystem

Strengthen the Aboriginal and Torres Strait Islander cultural ecosystems

## Respectfully engaging

Our First Nations Connections Plan team, including senior leaders and passionate employees, travelled to meet with Traditional Owners, Elders and community leaders to share Energy Queensland's First Nations Connections Plan vision and collaborate on meaningful place-based initiatives. We recognised that the respectful engagement and active involvement of First Nations peoples, in an environment where a power-base is shared equally, was critical to ensure the design of place-based initiatives which are relevant and able to be realised within the unique context of each community.

Workshops were also run with Senior Leaders and First Nations and non-First Nations employees to explore possibilities within Energy Queensland. The thinking and discussion that arose in these workshops helped shape the initiatives in this Plan.

## Preserving culture

Energy Queensland recognises and respects the distinct cultural rights of Aboriginal peoples and Torres Strait Islander peoples as Australia's first people under the *Human Rights Act 2019*. We are committed to supporting peoples in our workforce and communities to practice and preserve culture as part of this Plan.

## Connecting with communities

We identified 11 communities across our operating area in Queensland to engage in co-design. These communities are diverse in geography and reflect urban, regional and remote locations where we have a significant operational footprint and/or community involvement.

We recognise there are many more communities and Traditional Owner groups across the state and remain committed to furthering relationships and connections broadly over the life of this Plan.





## The Cultural Ecosystem

Through our engagement, Energy Queensland heard and recognises the importance of the Cultural Ecosystem to the wellbeing of First Nations communities. The Aboriginal Cultural Ecosystem is made up of the human, physical and sacred worlds, recognising the importance of these elements to the wellness and prosperity of First Nations peoples.

Each initiative in the First Nations Connections Plan has been aligned with the cultural ecosystem.



### Human World

First Nations Connections Plan human world initiatives will deliver benefits to and positively impact the people, family, ceremony, art and culture.



### Physical World

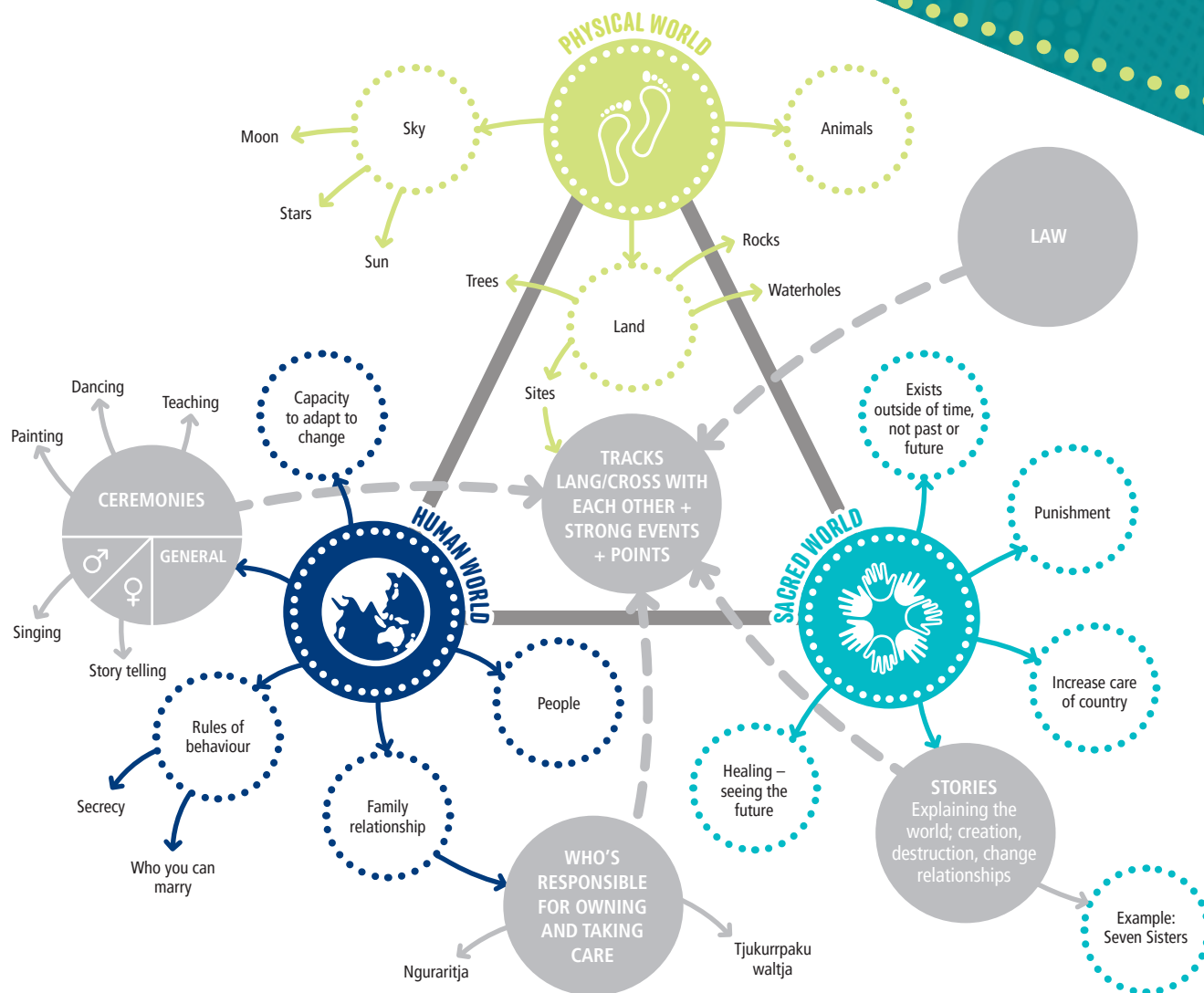
First Nations Connections Plan physical world initiatives will deliver benefits to and positively impact the land, sky, sea and animals.



### Sacred World

First Nations Connections Plan sacred world initiatives will deliver benefits to and positively impact the revitalisation of culture, healing, truth telling and lore/law.

**BELOW:** This diagram of the Cultural Ecosystem is incorporated with the permission of Ruth Link, a Sunset Yalanji Jaradama woman.





# Bringing our Plan to life

Energy Queensland's Executive and Senior Leaders are committed to ensuring our First Nations Connections Plan is positioned to achieve our vision. Our leadership team have participated in the co-design project and will continue to have strategic oversight of this Plan.

The Plan will be implemented by the First Nations Connections Plan Business Initiative Leads whose functional responsibilities ensure the commitments in this Plan are embedded across Energy Queensland.

The members of our First Nations Connections Plans Business Initiative Leads Group are:

- EGM Retail (Executive Sponsor)
- First Nations Connections Plan Working Party Lead
- Cultural Heritage Services Manager
- GM Emerging Opportunities and Acceleration

- Manager Careers
- Manager Community Strategy
- GM People Strategy and Culture
- Manager Property Asset Management
- Manager Strategic Sourcing
- Manager Technical Training and Apprentices
- Senior Advisor Culture, Diversity and Inclusion
- Senior Advisor Talent
- Senior Community Strategy Advisor
- Manager Customer Inclusion
- GM Operations – Field Delivery

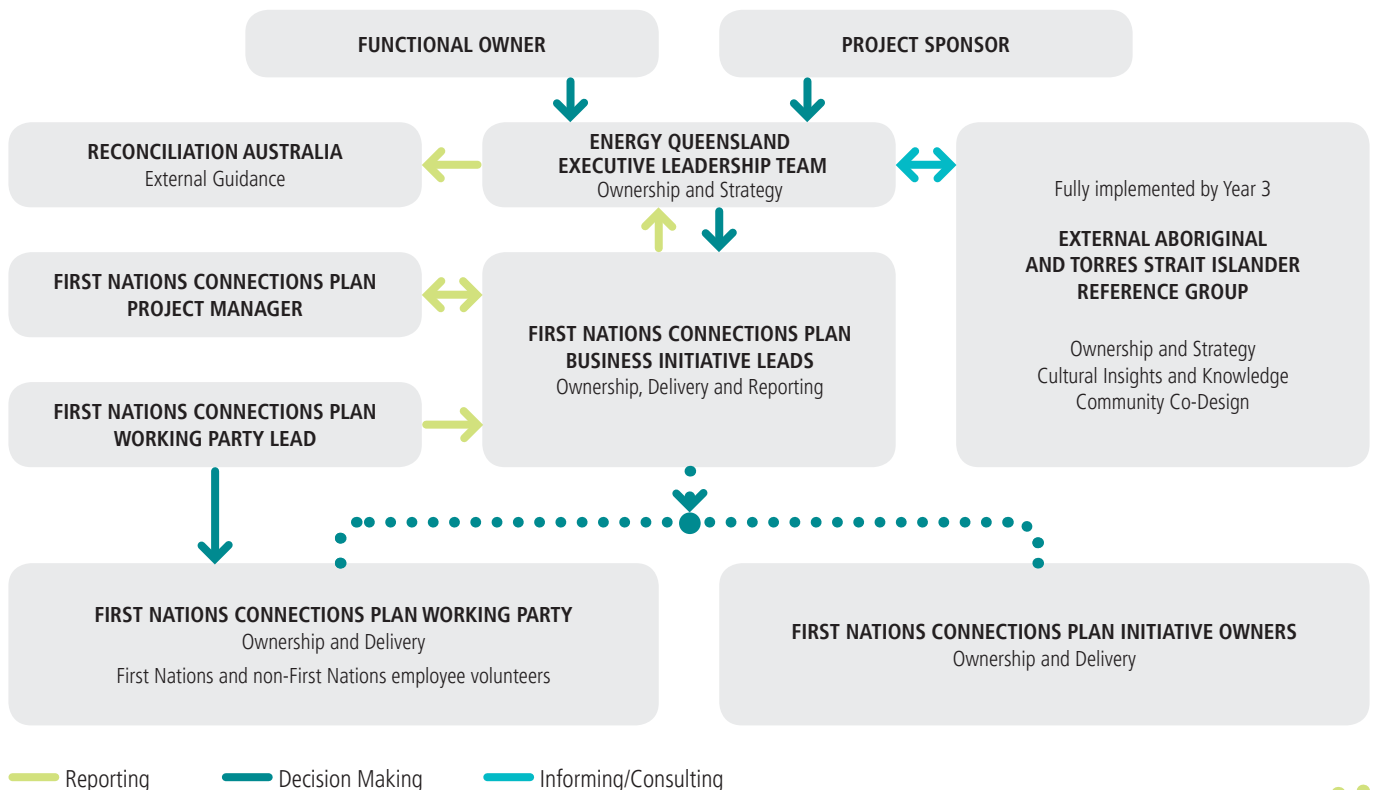
This group includes two First Nations employees.

We endeavour to put people at the heart of what we do. Enabling our passionate First Nations and non-First Nations employee

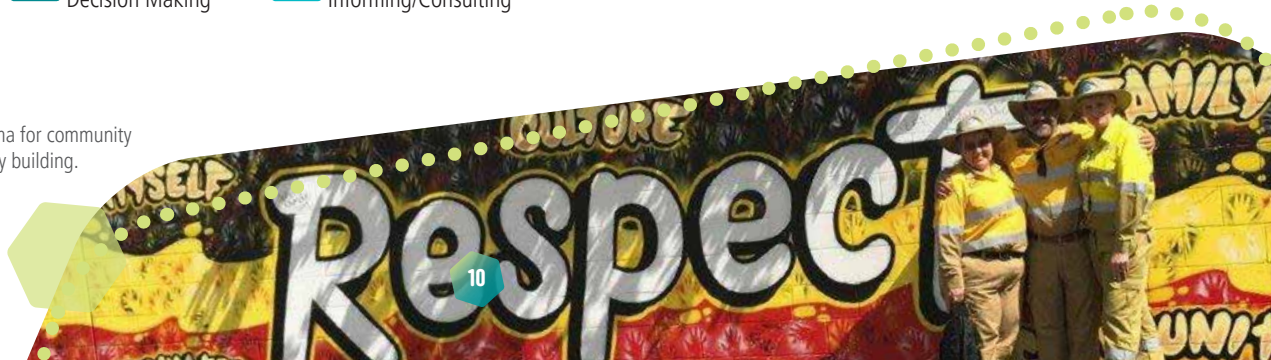
advocates to be involved with implementation as the First Nations Connections Plan Working Party is a critical part of ensuring the plan is brought to life. Our First Nations Connections Plan Working Party will implement a number of initiatives directly related with building strong connections and engaging Energy Queensland employees. The First Nations Connections Plan Working Party is made up of volunteering employees, so members across the organisation will change over time. The group will be represented by their lead on the First Nations Connections Plan Business Initiative Leads group.

We will continue to give First Nations customers and communities a voice as key external reference points, and work toward formally implementing an external reference group in the third year of our Plan.

## Governance Model



**RIGHT:** Visiting Kowanyama for community engagement and capability building.





	Responsibility	Governance Approach
Reconciliation Australia	<ul style="list-style-type: none"> <li>Oversight and monitoring of Energy Queensland's progress against RAP achievements, challenges and learnings</li> </ul>	<ul style="list-style-type: none"> <li>Executive Leadership Team (ELT) review of Energy Queensland RAP Impact Measurement Report</li> </ul>
Energy Queensland Executive Leadership Team (ELT)	<ul style="list-style-type: none"> <li>Prioritisation of First Nations Connections Plan initiatives and investment</li> <li>Ownership of First Nations Connections Plan initiatives and realisation of benefits</li> <li>Joint sponsorship and support for First Nations Connections Plan as an ongoing Energy Queensland program</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly ELT update from First Nations Connection Plan Business Initiative Leads</li> </ul>
External Aboriginal and Torres Strait Islander Reference Group	<ul style="list-style-type: none"> <li>Provide cultural advice, knowledge and insights to Energy Queensland</li> <li>Input into First Nations Connections Plan initiatives and co-design of place-based initiatives</li> <li>Joint ownership of place-based initiatives and realisation of outcomes</li> </ul>	<ul style="list-style-type: none"> <li><b>Years 1-2:</b> co-design approach to building Energy Queensland's cultural capability and approach to place-based initiative management</li> <li><b>Year 3:</b> co-design, advice and implementation of place based initiatives, ongoing advice and ownership to ensure realisation of benefits from the First Nations Connections Plan</li> </ul>
First Nations Connections Plan Project Manager	<ul style="list-style-type: none"> <li>Oversight and consolidated reporting of progress of First Nations Connections Plan initiatives</li> <li>Ensure application of First Nations Connections Plan Blueprint (i.e. Realisations Benefits, Risk Management)</li> <li>Build relationships with external Aboriginal and Torres Strait Islander Working Groups, First Nations Connections Plan Working Party, Business Initiative Leads</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate reporting of progress and outcomes to Energy Queensland ELT and Reconciliation Australia</li> <li>Interface with 'ownership and delivery' internal groups to ensure initiatives are on track</li> </ul>
First Nations Connections Plan Business Initiative Leads Group	<ul style="list-style-type: none"> <li>Consists of First Nations Connections Plan Initiative Owners who are detailed in the <i>Responsibility</i> column against actions on the following pages</li> <li>Collective ownership and oversight of initiative implementation</li> <li>Identification and management of initiative benefits realisation</li> </ul>	<ul style="list-style-type: none"> <li>Chaired by Project Sponsor</li> <li>Manage progress reporting to ELT and Reconciliation Impact Measurement Reporting</li> <li>Consolidated benefits realisation reporting</li> <li>Quarterly progress reporting against First Nations Connections Plan and RAP Impact Measurement Reporting</li> <li>Escalation of issues to Energy Queensland ELT</li> <li>Quarterly update of progress against initiatives</li> </ul>
First Nations Connections Plan Business Initiative Owners	<ul style="list-style-type: none"> <li>Accountable for the design and implementation of First Nations Connections Plan deliverables</li> </ul>	<ul style="list-style-type: none"> <li>Report progress and escalate issues to First Nations Connections Plan Business Initiative Leads Group</li> </ul>
First Nations Connections Plan Working Party	<ul style="list-style-type: none"> <li>First Nations and non-First Nations employee volunteers, passionate about creating positive change and being involved in implementing our First Nations Connections Plan</li> <li>Lead local level relationship building with External Aboriginal and Torres Strait Islander Reference Group</li> </ul>	<ul style="list-style-type: none"> <li>Represented by First Nations Connections Plan Working Party Lead on Business Initiative Leads group</li> </ul>
First Nations Connections Plan Working Party Lead	<ul style="list-style-type: none"> <li>Co-ordination of initiatives led by First Nations Connections Plan Working Party</li> <li>Co-ordinate input into governance and reporting against First Nations Connections Plan</li> <li>Chair First Nations Connections Plan Working Party</li> <li>Build relationships with the external Aboriginal and Torres Strait Islander Reference Group, key community members and the internal First Nations Connections Plan Working Party</li> </ul>	<ul style="list-style-type: none"> <li>Provide updates to First Nations Connections Plan Project Manager against First Nations Connections Plan initiatives led by the First Nations Connections Plan Working Party</li> </ul>

The final phase of the First Nations Connection Plan sees the Governance structure with fully integrated First Nations Working Groups co-designing and implementing place-based initiatives. The deliverables outlined in the First Nations Connections Plan are staged to build workforce and community capability and yield sustainable benefits.



## YEAR ONE: 2020

Build the foundations  
Launch the First Nations  
Connections Plan  
Focus on internal stakeholders  
and initiatives by enhancing  
cultural capability

## YEAR TWO: 2021

Engage with community  
Build external relationships  
Work with communities on  
place-based initiatives

## YEAR THREE: 2022

Realise the impacts  
of initiatives  
Continue implementation and  
gather results of initiatives  
Develop next  
Reconciliation Action  
Plan

**BELOW:** Ergon leaders Daniel Werthenbach and Chris Hooper, with Community Police Officer, Jackie Kendall, supporting the community in Pormpuraaw following Tropical Cyclone Nora in 2018.





## Relationships

In energising Queensland communities, we commit to putting people at the heart of what we do, and building sustainable, respectful relationships between First Nations and non-First Nations peoples as a core focus of this plan.

Action	Deliverable	Timeline	Responsibility (Business Initiative Owner)	
1. First Nations Connections Plan Business Initiative Owners actively monitor RAP development and implementation of actions, tracking progress and reporting	1. First Nations Connections Plan Business Initiative Owners oversee the development, endorsement and launch of the First Nations Connections Plan	By March 2020	Manager Organisational Effectiveness	 HUMAN WORLD
	2. Ensure First Nations peoples are represented on the external Reference Group	By November 2022	Manager Organisational Effectiveness	
	3. Meet at least four times per year with Initiative Owners to monitor and report on First Nations Connections Plan implementation	February, May, August and November annually	Manager Organisational Effectiveness	
	4. Establish Terms of Reference for the First Nations Connections Plan Business Initiative Owners and working party	By January 2020	Manager Organisational Effectiveness	
	5. Ensure Aboriginal and Torres Strait Islander peoples are represented on the First Nations Connections Plan business initiative leads group	By January 2020	Manager Organisational Effectiveness	
2. Promote positive race relations through anti-discrimination strategies	6. Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs	By December 2020	Principal Industrial Relations Advisor	 HUMAN WORLD
	7. Develop, implement and communicate an anti-discrimination policy for our organisation	By December 2020	Principal Industrial Relations Advisor	
	8. Engage with First Nations employees and First Nations advisors to consult on our anti-discrimination policy	By December 2020	Principal Industrial Relations Advisor	
	9. Educate senior leaders on the effects of racism	By June 2021	Senior Advisor Culture, Diversity and Inclusion	
3. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between First Nations peoples and other Australians	10. Organise at least one internal event for NRW each year	Annually during NRW, 27 May – 3 June	First Nations Connections Plan Working Party Lead	 HUMAN WORLD
	11. Support an external NRW event	Annually during NRW, 27 May – 3 June	First Nations Connections Plan Working Party Lead	
	12. Register all NRW events via Reconciliation Australia's NRW website	May annually	First Nations Connections Plan Working Party Lead	
	13. Ensure our First Nations Connections Plan Working Party and Initiative Owners participate in an external event to recognise and celebrate NRW	Annually during NRW 27 May – 3 June	First Nations Connections Plan Working Party Lead	
4. Develop and maintain mutually beneficial relationships with First Nations peoples, communities and organisations to support positive outcomes	14. Develop and implement an engagement plan to work with our First Nations stakeholders	By December 2020	Manager Organisational Effectiveness	 HUMAN WORLD
	15. Meet with local First Nations organisations to develop guiding principles for future engagement	By December 2020	Manager Organisational Effectiveness	
	16. Explore the potential to establish a Social Compact or Indigenous Land Use Agreement with the relevant Native Title holders in circumstances where significant works are occurring on Country	Monitored May and November annually	Chief Transformation Officer	



Action	Deliverable	Timeline	Responsibility (Business Initiative Owner)
5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	17. Develop a First Nations Connections Champions Network of Energy Queensland employees who are based in close proximity to the community to support 'place-based initiatives'	Established by February 2020 then ongoing throughout plan Monitored in June, December 2020, 2021	First Nations Connections Plan Working Party Lead
	18. Identify opportunities to support the development and delivery of First Nations arts and cultures through sponsorship. Promote these opportunities within Energy Queensland and our Aboriginal and Torres Strait Islander communities to lift profile	Monitored in February, May, August and November annually	Senior Community Strategy Advisor
	19. Develop and implement a strategy to communicate our First Nations Connections Plan, including the Reconciliation Action Plan, to internal and external stakeholders	By March 2020	Manager Organisational Effectiveness
	20. Promote reconciliation through ongoing active engagement with all stakeholders	Established by July 2020 Monitored in February, May, August and November annually	Manager Organisational Effectiveness
	21. Develop a Community Engagement Strategy to support the delivery of the RAP	Monitored in February, May, August and November annually	Manager Community Strategy



## Respect

As the oldest living cultures on earth, we hold a deep respect for histories and achievements of First Nations peoples. We respect the connection to Country and seek to build knowledge and understanding amongst our workforce, further deepening cultural appreciation and respect.




Action	Deliverable	Timeline	Responsibility (Business Initiative Owner)
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of First Nations cultures, histories and achievements	22. Conduct a review of cultural learning needs within our organisation	April 2020	Manager Organisational Effectiveness
	23. Develop, implement and communicate a cultural learning strategy for our employees	May 2020	Manager Organisational Effectiveness
	24. Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	April 2020	Manager Organisational Effectiveness
	25. Identify or develop and implement a First Nations cultural capability program – targeted to Energy Queensland employee needs considering various ways cultural learning can be provided (online, face-to-face workshops or cultural immersion)	Developed and implemented by September 2020 Monitored in August, annually	Manager Organisational Effectiveness
	26. Provide opportunities for Executive and Senior Leaders and First Nation Working Party Members and other key leadership staff to participate in cultural immersion and education	Monitored in February, May, August and November annually	Manager Organisational Effectiveness
	27. Investigate local cultural experiences and immersion opportunities for our Leadership Team	Monitored in February, May, August and November annually	Manager Organisational Effectiveness







**ABOVE:** Welcoming our 2019 cohort of apprentices on the Gold Coast including two of our First Nations apprentices.

Action	Deliverable	Timeline	Responsibility (Business Initiative Owner)	
7. Engage employees in understanding the significance of First Nations cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	28. Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	By March 2020	Manager Organisational Effectiveness	 <b>SACRED WORLD</b>
	29. Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	By March 2020	First Nations Connections Plan Working Party Lead	
	30. Invite a Traditional Owner to provide a Welcome to Country at significant events, including Senior Leader Forums	From December 2019 and in line with scheduled forums	Manager Organisational Effectiveness	
	31. Develop cultural protocol document – to support respectful interactions with First Nations peoples and communities	December 2020	Senior Advisor Culture, Diversity and Inclusion	
	32. Encourage staff, ELT and Board to include an Acknowledgement of Country at the commencement of meetings	August 2020, 2021, 2022	First Nations Connections Plan Working Party Lead	
8. Provide opportunities for First Nations staff to engage with their culture and communities by celebrating NAIDOC Week	33. Review Human Resources policies and procedures to ensure they support employees to participate in NAIDOC Week	By May 2020	Manager Organisational Effectiveness	 <b>HUMAN WORLD</b>
	34. Promote opportunities for employees to join NAIDOC Week celebrations in their communities	In line with NAIDOC Week (July) annually	First Nations Connections Plan Working Party Lead	
	35. First Nations Connections Plan Working Party to participate in an external NAIDOC Week event	In line with NAIDOC Week (July) annually	First Nations Connections Plan Working Party Lead	
9. Investigate opportunities to create a culturally safe and welcoming physical environment	36. Research best-practice and principles that support cultural safety in the workplace	August 2020	Senior Advisor Culture, Diversity and Inclusion	 <b>PHYSICAL WORLD</b>
	37. Incorporate First Nations art work/cultural symbols in building/depots both new build and existing properties	Monitored in August and February 2020, 2021	Manager Property Asset Management	
	38. Engage Traditional Custodians to determine how we can incorporate First Nations language and place into Energy Queensland culture and assets	August 2022	Manager Organisational Effectiveness	
	39. Evolve our style guides, marketing and brand to be inclusive of Aboriginal and Torres Strait Islander cultures	November 2020	Manager Customer Marketing and Communications	
	40. Engage and identify ways to display symbols of local culture in buildings and property that represent the traditional lands and nations the property is located on	February 2022	Manager Property Asset Management	



## Opportunities

We are committed to co-designing initiatives that build and sustain the Cultural Ecosystem, create economic, cultural and social outcomes and are relevant to the context of the communities for which they are designed.

Action	Deliverable	Timeline	Responsibility (Business Initiative Owner)	
10. Investigate opportunities to improve energy literacy within Aboriginal and Torres Strait Islander communities	41. Develop a pilot program to support the education and capability uplift of First Nations communities on electricity costs, consumption, support services and products in order to improve energy literacy	By December 2020	Manager Customer and Community Engagement	 SACRED WORLD
11. Promote Energy Affordability and Sustainable Energy Solutions to enable greater self-determination in remote and discrete communities	42. Develop marketing collateral to support councils and communities when installing solar to improve energy affordability 43. Explore opportunities to implement sustainable energy solutions and improve community resilience through: a) Decarbonisation: using solar as a standard offering for power generation b) Facilitating cost effective pathways for rooftop solar	By June 2020 By December 2020 then monitored annually	General Manager Emerging Opportunities and Acceleration General Manager Emerging Opportunities and Acceleration	-
12. Investigate opportunities to improve and increase First Nations employment outcomes within our workplace	44. Collect information on our current Aboriginal and Torres Strait Islander employees to inform future employment opportunities 45. Review Human Resources and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace 46. Develop and implement a First Nations Attraction and Retention strategy 47. Advertise all vacancies in Aboriginal and Torres Strait Islander media 48. Commit 10% of apprentice intake to position for First Nations peoples 49. Appoint all Aboriginal and Torres Strait Islander apprentices to permanent roles who graduate in line with Energy Queensland's criteria for successful completion 50. Engage with existing First Nations employees to consult on talent strategies, including professional development 51. Develop a First Nations professional development strategy, including identifying appropriate First Nations leadership and development courses or opportunities	June 2020 June 2020 Develop by June 2020 Review in February annually July 2020 Review in November annually Review in November annually By June 2020 Develop by December 2020 Monitored in May and November annually	Senior Advisor Culture, Diversity and Inclusion Senior Advisor Culture, Diversity and Inclusion Manager Talent Manager Careers Manager Technical Training and Apprentices Executive General Manager Distribution Manager Talent Manager Talent	 HUMAN WORLD

Action	Deliverable	Timeline	Responsibility (Business Initiative Owner)
	52. Develop and implement First Nations employment pathways (e.g. traineeships or internships)	Monitored from May 2020 then in May and November annually	Senior Advisor Talent
	53. Continue offering prevocational training opportunities to First Nations peoples	Monitored in May and November annually	Manager Technical Training and Apprentices
	54. Continue partnerships with organisations to facilitate talent pathways for First Nations school leavers	Monitored in May and November annually	Manager Community Strategy
	55. Consider opportunities for local employment aligned to capital works	Monitored in May and November annually	Manager Property Asset Management
	56. Investigate opportunities to develop two-way capacity building initiatives with Aboriginal and Torres Strait Islander communities. Opportunities may include business writing and business planning	Monitored in June and December annually	Manager Organisational Effectiveness
13. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	57. Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	By June 2020	Manager Strategic Sourcing
	58. Develop and communicate to employees a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	By June 2020	Manager Strategic Sourcing
	59. Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business	By June 2021	Manager Strategic Sourcing
	60. Investigate Supply Nation membership	By June 2021	Manager Strategic Sourcing
	61. Develop an Indigenous Procurement Strategy and outwork it through the end to end supply chain. This Strategy will align with the principles of the Queensland Indigenous Procurement Policy	By June 2020	Manager Strategic Sourcing
14. Investigate opportunities to support cultural healing and cultural tourism in Thursday Island, Lockhart River, Yarrabah, Cairns, Townsville, Mt Isa, Rockhampton, Woorabinda, Cherbourg, Toowoomba and Brisbane for Traditional Custodians, historical families and community members	62. Investigate and develop cultural tourism sponsorship criteria in consultation with Traditional Owners to support place-based initiatives that are seeking to strengthen culture and social and economic development	By March 2022	Manager Community Strategy
	63. Investigate opportunities and avenues of supporting cultural healing/healing camps in each local community	By November 2022	First Nations Connections Plan Working Party Lead
	64. Investigate other providers who are delivering cultural healing and to consider opportunities to support outcomes	By November 2022	First Nations Connections Plan Working Party Lead
	65. Investigate opportunities to support providers of mental health employees and services to local First Nations communities	By March 2022	Mental Health Advocates





## Governance, tracking progress and reporting

The Energy Queensland Executive Leadership Team will maintain accountability for the delivery of the First Nations Connections Plan. The Plan will be executed by Initiative Owners and supported by an employee working party of First Nations and non-First Nations employees. By the conclusion of the three years, we intend to have an external reference group in place to supplement the current relationships with communities and provide cultural insights and guidance.

Action	Deliverable	Timeline	Responsibility (Business Initiative Owner)
15. Report RAP achievements, challenges and learnings to Reconciliation Australia	66. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	30 September annually	Manager Organisational Effectiveness
	67. Investigate participating in the RAP Barometer	May 2020, 2022	Manager Organisational Effectiveness
	68. Develop and implement systems and capability needs to track, measure and report on RAP activities	June 2020	Manager Organisational Effectiveness
	69. Mid-way through the implementation of the RAP, provide an update to Reconciliation Australia on place-based initiatives	June 2021	Manager Organisational Effectiveness
16. Report RAP achievements, challenges and learnings internally and externally	70. Publicly report our RAP achievements, challenges and learnings.	Annually at end of financial year	Manager Organisational Effectiveness
	71. Internally report our RAP achievements, challenges and learnings	In March and September annually	Manager Organisational Effectiveness
17. Review, refresh and update RAP	72. Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	By February 2022	Manager Organisational Effectiveness
	73. Send draft RAP to Reconciliation Australia for review and feedback	By May 2022	Manager Organisational Effectiveness
	74. Submit draft RAP to Reconciliation Australia for formal endorsement	By July 2022	Manager Organisational Effectiveness

### Contact details

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**BELOW:** Harristown State High School students take part in Energy Queensland's Electricity Supply Industry pre-vocational program, equipping promising First Nations students with the skills and knowledge to compete for apprenticeships and traineeships.







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