



The Yhurri Gurri Participation Plan 2024–27

Reframing the Relationship Plan – January 2024

Department of State Development and
Infrastructure

Introduction

Acknowledgement of Country

The department acknowledges the First Nations peoples in Queensland: Aboriginal and Torres Strait Islander peoples and their connections to the lands, winds and waters we now all share. We pay our respect to Elders past, present and emerging.

We also acknowledge the continuous living culture of First Nations Queenslanders – their diverse languages, customs and traditions, knowledges and systems. We acknowledge the deep relationship, connection and responsibility to the land, sea, sky and Country as an integral element of First Nations identity and culture.

The Country is sacred. Everything on the land has meaning and all people are one with it. We acknowledge First Nations peoples' sacred connection as central to culture and being. We acknowledge the stories, traditions and living cultures of First Nations peoples and commit to shaping our state's future together.

We recognise the contribution of First Nations peoples and communities to the State of Queensland and how this continues to enrich our society.

Yhurri Gurri Framework

The Yhurri Gurri Framework (the Framework) is our commitment to Aboriginal and Torres Strait Islander peoples and communities. The vision emphasises the importance of understanding, acknowledging and respecting Aboriginal and Torres Strait Islander peoples, culture and knowledge.

Framework Initiatives



Yhurri Gurri (come this way, welcome friend) – is language of the Wakka Wakka people (Burnett River), and the name given to the Framework and Participation Plan, following Mari Dhiyaan consultation.

Mari Dhiyaan (Aboriginal family) is our network of First Nations employees, formed to provide a culturally safe environment to yarn, discuss ideas, raise concerns, and contribute advice on matters impacting First Nations peoples.

The Framework consists of seven initiatives, and under these we will respect, enhance, empower, grow, adapt, co-partner and co-design with First Nations peoples to jointly work towards successfully achieving our strategic objectives and capitalise on opportunities.

Each initiative has a clear objective, with a strategy to achieve the objective also set out in the Framework. We will monitor and evaluate our progress by considering the extent to which the desired outcomes are being achieved, and we will celebrate our achievements by highlighting and showcasing them.

Operationalisation of the Framework is undertaken through this cascading Yhurri Gurri Participation Plan, which provides further detail of actions; lead responsible officers and divisions; and milestone timeframes. It is these actions that drive change; that take us on the journey of truth-telling and healing; and that embed respect and cultural safety for First Nations people.

For ease of reference the Framework's objective, strategy and outcomes for each initiative are also provided in this Participation Plan. The Yhurri Gurri Framework and Participation Plan undergo periodic review allowing us to be responsive when and where needed for our First Nations employees and all the Queensland communities we serve.

Yhurri Gurri Participation Plan 2024–27: January 2024 Review

The Framework is accompanied by this cascading Yhurri Gurri Participation Plan that is reviewed at least annually to ensure continued departmental action is focused and adapts to changing needs and opportunities.

The Yhurri Gurri Participation Plan 2021–24 was developed in 2021 and first reviewed in December 2022.

In January 2024 the Yhurri Gurri Participation Plan review takes into account the Yhurri Gurri Program Board's support to incorporate the department's commitments, and active response, to our obligations under:

- » Reframing the Relationship, as set out in the *Public Sector Act 2022* as the department is a reframing entity
- » the *Path to Treaty Act 2023*
- » the Queensland Government's Reconciliation Action Plan (RAP)
- » Closing the Gap.

By addressing each of these drivers, reporting on progress against the Yhurri Gurri Participation Plan can be used to meet departmental reporting obligations to the lead agencies coordinating each of these whole-of-government commitments.

The Participation Plan review included guidance and input from Mari Dhiyaan and the Yhurri Gurri Program Board, and considered the outcomes to be achieved under the Framework to:

- » provide a foundation for the department's Treaty Readiness
- » encourage strategically focused participation and accountabilities
- » embed positive behavioural and practice change
- » enhance the department's leadership role by recognising and increasing the participation and contribution of First Nations communities and peoples.

The Participation Plan review, while aligning to the initiatives of the Framework, also acts as the department's Reframing the Relationship Plan, with the eight components of Reframing the Relationship incorporated as actions within the Participation Plan. These eight components are:

- » **Recognition and Honouring**—Recognising and honouring Aboriginal peoples and Torres Strait Islander peoples as the first peoples of Queensland
- » **Truth-telling**—Engaging in truth-telling about the shared history of all Australians
- » **Importance of the Right to Self-Determination**—Recognising the importance to Aboriginal peoples and Torres Strait Islander peoples of the right to self-determination

- » **Cultural Capability and Safety**—Promoting cultural safety and cultural capability at all levels of the public sector
- » **Partnerships and Decision-making**—Working in partnership with Aboriginal peoples and Torres Strait Islander peoples to actively promote, include and act in a way that aligns with their perspectives, in particular when making decisions directly affecting them
- » **Workforce and Leadership**—Ensuring the workforce and leadership of the entities are reflective of the community they serve, having regard to chapter 2 and chapter 3, part 3 of the *Public Sector Act 2022*
- » **Fair and Inclusive, with Dignity and Belonging**—Promoting a fair and inclusive public sector that supports a sense of dignity and belonging for Aboriginal peoples and Torres Strait Islander peoples
- » **Aims, Aspirations and Employment**—Supporting the aims, aspirations and employment needs of Aboriginal peoples and Torres Strait Islander peoples and the need for their greater involvement in the public sector.

In addition to the department level Participation Plan, Business Groups can also develop more specific action plans and/or workplans that identify specific goals and activities of the Business Group in contributing to the achievement of the Framework’s objectives.

In this Participation Plan, where ‘All Business Groups’ is referenced, it is intended that every Business Group across the department will contribute through implementation of relevant activities. Embedding activity within business-as-usual process and experience is encouraged and desirable.

Shared vision

Together in one world where we trust and feel secure to actively listen, learn, understand, celebrate and embrace each other.

Our shared vision was developed and endorsed by Mari Dhiyaan, Yhurri Gurri Program Board and the Executive Leadership Team. It is an important step towards reframing the relationship with Aboriginal and Torres Strait Islander peoples. It’s critical to achieving the future state of our Yhurri Gurri Framework and Participation Plan; informs how we do business and achieve our priorities; and contributes to an inclusive, culturally safe workplace where we can work and thrive.

Inclusive and respectful language

We commit to always using inclusive and respectful language, as we recognise that language has a real impact on the experience of people and the cultures we work and live within.

In our documents the department uses the terms Aboriginal peoples, Torres Strait Islander peoples, and First Nations peoples with the intention of respectfully acknowledging people who identify as Aboriginal and/or Torres Strait Islander and the diversity of their cultures, identities and communities. The term Indigenous peoples is also used in some contexts, particularly where it forms part of the name of a program, organisation or existing document, and is also intended to encompass all Aboriginal peoples and Torres Strait Islander peoples.

We acknowledge that individual people, families and communities may have preferences and protocols regarding terminology, and encourage you to ask and use their preference when unsure.

Initiative 1 – Being Adaptable and Responsive

OBJECTIVE *Embed the Framework into the department’s core practice and working environment*

STRATEGY *Framework is adopted and progressed by all the department business areas*

Framework Outcomes	Actions (A)	Lead Responsibility	Timeframe / Milestone
1.1 Framework is reflected in the department’s strategic direction	A.1 The department’s Strategic Plan to reflect the department’s commitments to First Nations matters, with the <i>Yhurri Gurri</i> Framework and Participation Plan responsive to Reframing the Relationship; the <i>Path to Treaty Act 2023</i> ; the Queensland Government RAP; and Closing the Gap.	DSDI Board Yhurri Gurri Program Board Corporate Governance	Strategic Plan 1 July annually Yhurri Gurri Framework next review March 2024 Yhurri Gurri Participation Plan next review June 2024
1.2 Framework is reflected in the department’s Executive Leadership Team (ELT) Key Performance Indicators (KPIs)	A.2 Director-General (DG), Coordinator-General (CG), Deputy DGs (DDG) and equivalent positions to review KPIs in their performance agreements and identify success areas and areas for improvement (see A.13).	Director General Coordinator-General DDGs	Senior Executive Service (SES) performance cycle
1.3 Framework is reflected in the department’s individual business area operational plans			
1.4 Framework is reviewed on an annual basis			

Initiative 2 – First Nations Workforce

OBJECTIVE *Employment strategies are adaptive, appropriate and responsive for First Nations employees*

STRATEGY *Department employment policies enable recruitment opportunities, career development and retention practices/strategies for First Nations peoples and employees*

Framework Outcomes	Actions (A)	Lead Responsibility	Timeframe / Milestone
2.1 Increasing the department's First Nations employee numbers across all classification levels	A.3 Increase attraction and retention rates of First Nations staff through:		
	<i>Attraction</i>		
2.2 Three per cent direct employment of First Nations peoples in the department	1) Design our programs to attract First Nations peoples with a better focus on the department's work 'On Country' and other initiatives	All business groups Human Resources (HR) & Culture and Organisational Development (C&OD) (<i>supports</i>)	Ongoing
	2) Engage First Nations trainees, supported by providing information/ support for managers in managing trainees	Delegate Panel Chair	Ongoing
2.3 Employment strategies are adaptive, appropriate and responsive for First Nations employees	3) Departmental graduates program tailored for First Nations inclusion	C&OD	2024
	<i>Retention</i>		
	4) Support First Nations employees' participation in Mari Dhiiyaan with departmental messaging, managers' support & professional development	All business groups	Ongoing
	5) Support First Nations employees to access career development opportunities (eg Public Sector Commission career pathways program), with a view to career progression	All business groups	Ongoing
	6) Ensure appropriate support mechanisms are in place for successful traineeships	C&OD	2024
	<i>Attraction and Retention</i>		
2.3 Employment strategies are adaptive, appropriate and responsive for First Nations employees	7) Business groups identify recruitment, resourcing and retention strategies for First Nations employees in annual workforce planning (e.g. traineeships, graduates, higher duties, continuous applicant pools, secondments)	All business groups	Operational planning cycle
	8) Review relevant HR policies, guidelines and provide support resources to reflect our commitment to First Nations employees:	HR & C&OD	2024
	<ul style="list-style-type: none"> Inclusion, diversity and equity related policies Talent attraction guidelines and resources Appropriately tailored Employee assistance support that enables cultural safety Cultural leave access including for cultural commitments Acknowledgement, recognition and appropriate reduction of Cultural load. 		

Initiative 3 – Procurement and Grants

OBJECTIVE *Increasing the department’s procurement engagement, practices and spend with First Nations businesses*

STRATEGY *Department procurement activities align with the Queensland Indigenous Procurement Policy (QIPP)*

Framework Outcomes	Actions (A)	Lead Responsibility	Timeframe / Milestone
3.1 Department addressable spend achieves QIPP government procurement target of three per cent as a minimum	A.4 Support staff across the department to understand ‘why’ we are focusing on First Nations procurement, the challenges faced by First Nations businesses and the options for businesses and governments to help overcome them.	Procurement	Ongoing
	A.5 Increase engagement of First Nations businesses through employee education; flexible procurement practices; Agency Procurement Plan strategies; and promotion of Indigenous businesses.	All business groups Procurement	Ongoing
3.2 First Nations procurement protocols incorporated into the department’s Agency Procurement Plan	A.6 Participate in cross-government best practice First Nations initiatives such as the Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and Arts’ Local Thriving Communities sub-committee for procurement frameworks.	All business groups – where relevant to departmental functions	As required
	A.7 Influence First Nations procurement outcomes with our clients (in particular, the private and local government sectors). For example, by ensuring delivery of benefits as committed in the contract, which could include First Nations engagement.	All business groups	Ongoing
3.3 Greater First Nations procurement awareness and practices amongst department employees	A.8 Work with First Nations businesses and support them to achieve better engagement in procurement, e.g. 2032 Brisbane Olympic and Paralympic Games procurement participation opportunities.	All business groups Supported by Procurement	Ongoing
	A.9 Where appropriate, ensure departmental grant funding initiatives give due consideration to enhancing accessibility for First Nations people.	All business groups with lead responsibility for funding initiatives Grants and Contract Management Team	2024

Initiative 4 – Cultural Growth

OBJECTIVE *Recognising, respecting and valuing First Nations cultures in the department*

STRATEGY *Build greater First Nations cultural awareness, capability and understanding amongst department employees*

Framework Outcomes	Actions (A)	Lead Responsibility	Timeframe / Milestone
4.1 Cultural capability is embedded within the department	A.10 Promote mechanisms to address cultural safety concerns and the well-being of First Nations people.	HR & C&OD	2024
	4.2 Provision of and access to cultural educational mechanisms (e.g. training programs; information seminars; cultural portals)	A.11 Promote cultural journey in business groups (see A.21) that increases understanding and knowledge of cultural heritage, practices, protocols, customs, language and tradition:	C&OD Strategic Communications
4.3 Strengthened relationships with First Nations peoples	1) Implement mandatory cultural capability training through ELMO (as the department's online training platform)	C&OD	Ongoing
	2) Providing access to innovative cultural capability (encompassing cultural awareness, safety and competence) training options, whether face-to-face, regional based and/or on-line, that cater for and recognise both Aboriginal and Torres Strait Islander cultures	C&OD All business groups	2024
4.4 Focussed effort on a specialised understanding about First Nations economic participation	3) Managers regularly up-skill and are supported in their management of First Nations employees	ELT	Ongoing
	4) Develop and support implementation of significant cultural events initiatives to improve truth-telling such as yarning circles, guest speakers	All business groups	Ongoing
	5) Participate in First Nations events of significance.	All business groups	Ongoing
	A.12 Ensure support and provide resources as the department progresses through Path to Treaty for staff who identify as Aboriginal peoples and/or Torres Strait Islander peoples, and non-Indigenous peoples. Support to be provided through:	C&OD	As required
	1) Ensuring options for department employee assistance support provider (eg TELUS Health) to tailor and provide psychological safety information sessions and resources		
2) Line managers receive information and are aware of their obligations to support psychological safety through mentally healthy workplaces under the Workplace Health and Safety legislation.	HR Senior management	Ongoing	

Initiative 5 – Governance

OBJECTIVE *Embed a culture of commitment and mutual responsibility in the successful delivery of the Framework*

STRATEGY *Framework is successfully overseen in driving and delivering workplace change*

Framework Outcomes	Actions (A)	Lead Responsibility	Timeframe / Milestone
5.1 Framework commitments form part of Senior Executive Service Officers' performance plans	A.13 Promote a culture of accountability and responsibility for the successful delivery of the Framework by incorporating relevant expectations, responsibilities and areas of development into Manager and employee performance conversations (see A.2).	SES Officers, Directors and Managers	Staff performance cycle
	5.2 Development and implementation of the Yhurri Gurri Participation Plan to deliver positive outcomes for the department and First Nations businesses, communities and peoples	A.14 Yhurri Gurri Program Board, in meeting and acting in accordance with its Terms of Reference, identifies opportunities to undertake continuous improvement and understand best-practice First Nations initiatives: <ul style="list-style-type: none"> The Yhurri Gurri Program Board to ensure co-design of future initiatives with Mari Dhiyaan. Reviews of the Participation Plan will be conducted in a co-design manner (see A.1). Participation in best-practice First Nations information sharing initiatives, for example those delivered by ANZSOG, Public Sector Commission and DTATSIPCA. 	Yhurri Gurri program board SIA Corporate
5.3 Delivery of actions is monitored and showcased	A.15 Promote community engagement training to increase meaningful outcomes that translate into economic and social benefits that deliver on the intent of the Yhurri Gurri Framework for positive outcomes for the department and First Nations businesses, communities and peoples.	Engagement working group	2024
	A.16 Report on the overall implementation of the Yhurri Gurri Framework and Participation Plan to the Yhurri Gurri Program Board.	Corporate Governance	Quarterly

Initiative 6 – Language and Communication

OBJECTIVE *The department’s language and communication strategies are culturally appropriate to First Nations peoples*

STRATEGY *Build and strengthen the department’s language and communicative capability and capacity that demonstrates our respect and commitment to First Nations peoples*

Framework Outcomes	Actions (A)	Lead Responsibility	Timeframe / Milestone
6.1 Department employees have the appropriate mechanisms and resources when communicating with First Nations peoples	A.17 Actively incorporate First Nations representation in departmental communications, including through imagery, case studies of business outcomes, language, and support of cultural capability.	Strategic Communications	Ongoing
	A.18 Encourage employees’ Acknowledgment of Country with education, resources and guidance to acknowledge the traditional lands we work on, including affirmation of personalising its delivery.	Strategic Communications	Ongoing
6.2 First Nations languages and success stories are reflected and incorporated into the department’s communication environment	A.19 Provide education, guidance and resources for when a Welcome to Country is appropriate, including who delivers the Welcome to Country.	Strategic Communications	Ongoing
	A.20 Promote accountability by proactively communicating the outcomes of initiatives, e.g. case studies.	All business groups	Ongoing
	A.21 As the Path to Treaty progresses, regularly promoting across all agency platforms, access to appropriate services including mental health support services.	Strategic Communications	Ongoing
	A.22 Support employees to better communicate and engage with First Nations people by delivering <i>Conversations that Matter</i> and assisting employees to understand what they can do in their business areas.	C&OD	2024
	A.23 Develop, adopt and promote engagement guidelines, as a reference point, for planning and implementing genuine engagement and co-design with First Nations people across departmental functions and activities.	Engagement working group	Ongoing
	A.24 Internally collaborate across divisions to ensure Traditional Owners/Custodians and communities are provided with coordinated departmental communication; reducing engagement fatigue; and building internal knowledge of successful approaches.	All business groups	Ongoing
	A.25 Actively collaborate with First Nations Traditional Owners/Custodians, businesses, stakeholder networks and community organisations throughout the year, including exploring history and economic opportunities.	All business groups	Ongoing

Initiative 7 – Structural Reform

OBJECTIVE *The department’s strategic approach and legislative portfolio supports and facilitates improved outcomes for First Nations businesses, communities and peoples*

STRATEGY *First Nations matters are embedded in the department deliverables/practices*

Framework Outcomes	Actions (A)	Lead Responsibility	Timeframe / Milestone
7.1 The department’s legislation, policies and programs are developed and designed having regard to the perspectives, priorities and knowledge of First Nations peoples	A.26 Support DG responsibilities through the Government Champions program with partnerships between Chief Executives of Queensland Government agencies and identified communities.	ODG	Ongoing
	A.27 Review all current DSDI-led legislative instruments to better understand the impacts on First Nations people, with a report produced to help inform A.28.	SIA	2024
7.2 The department’s response to First Nations matters will be reflected in the relevant procedures and operations	A.28 Strategic Policy Committee will develop, implement and monitor an approach to ensuring legislation (see A.27), policies and programs have regard to the perspectives, priorities and knowledge of First Nations peoples. This approach should include provision for consultation; co-design; co-stewardship; and incorporating self-determination. It will be scalable and repeatable and include: <ul style="list-style-type: none"> an understanding of the department’s impacts on First Nations peoples, both in the way it operates and the services it delivers appropriate and early consultation with Traditional Owners/Custodians, and local community groups. 	SIA	2024
7.3 Engagement with First Nations peoples is embedded in business processes to facilitate aspirations of First Nations peoples	A.29 Identify and act on ways to deliver our departmental functions that empower and encourage First Nations people and communities, that will result in improvements to economic and social conditions.	All business groups	Ongoing
	A.30 <u>Treaty Readiness</u> 1) Develop and implement a Treaty knowledge program to ensure an understanding across the department, e.g. Treaty information sessions, comprehensive communication approach.	SIA Strategic Communications	2024
	2) Prepare for Truth Telling Inquiry. Understand our past, current and future actions and decisions, to develop understanding of: <ul style="list-style-type: none"> treaty and truth telling, and what these mean for the agency the agency’s historical context as it related to First Nations peoples Inquiry submission preparation on the agency’s participation and current action. 	SIA (lead) All business groups	2024

Appendix 1 – Yhurri Gurri Framework initiatives mapped to responsibilities

Yurri Gurri Framework Initiative	Responsibilities			
	Reframing the Relationship components <i>Public Sector Act 2022</i>	<i>Path to Treaty Act 2023</i>	Queensland Reconciliation Action Plan	Closing the Gap
Initiative 1 – Being Adaptable and Responsive	» “Partnerships and Decision-making”	» Truth-telling and Healing Inquiry • Participants in the Inquiry will be supported through a trauma informed approach.	N/A	<p>Four Priority Reforms to achieve progress in 17 socio-economic Outcome areas, covering 19 Targets. The Priority Reforms are:</p> <p>» establish and strengthen formal partnerships and shared decision-making;</p> <p>» build the Aboriginal and Torres Strait Islander community-controlled sector;</p> <p>» transform government organisations so they are culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people;</p> <p>» improve and share access to data and information to enable Aboriginal and Torres Strait Islander communities to make informed decisions.</p>
Initiative 2 – First Nations Workforce	» “Workforce and Leadership”	• Truth-telling sessions will be held, where a Chief Executive of a Government entity may be invited to attend, make an oral submission and give documents and other things as part of the Inquiry. » Government Treaty Readiness led by the Path to Treaty Office	<p>» Increase the percentage and progression of Aboriginal and Torres Strait Islander employees (Action 15)</p> <p>» Increase the percentage of Aboriginal and Torres Strait Islander employees in leadership and executive roles in the Queensland Government. (Action 16)</p>	
Initiative 3 – Procurement and Grants	» “Aims, Aspirations and Employment”	• First Nations Government Committee (pending) • Government Treaty Readiness Committee	<p>» Support efforts to showcase the unique and ancient history of two of the world’s oldest living cultures and ensure that Aboriginal and Torres Strait Islander people and businesses play an important role in planning and delivering the Brisbane 2032 Olympic and Paralympic Games. (Action 12)</p> <p>» Increase spend with Aboriginal and Torres Strait Islander owned businesses; and increase the number of Aboriginal and Torres Strait Islander owned businesses that provide goods and services to the Queensland Government. (Action 14)</p>	
Initiative 4 – Cultural Growth	» “Cultural Capability and Safety”		<p>» Implement anti-racism strategies informed by insights from the Working for Queensland (WfQ) survey (Action 4)</p> <p>» Build relationships through National Reconciliation Week celebrations. (Action 5)</p> <p>» Promote reconciliation through Queensland Government sphere of influence (Action 6)</p> <p>» Demonstrate respect and understanding for Aboriginal and Torres Strait Islander cultures and histories by observing dates of cultural significance (Action 8)</p> <p>» Continue to deliver a comprehensive suite of initiatives to build the cultural capability of QG employees including establishing and implementing cultural capability training for executive leadership. (Action 11)</p>	
Initiative 5 – Governance	» “Partnerships and Decision-making”		N/A	

Yurri Gurri Framework Initiative	Responsibilities			
	Reframing the Relationship components <i>Public Sector Act 2022</i>	<i>Path to Treaty Act 2023</i>	Queensland Reconciliation Action Plan	Closing the Gap
Initiative 6 – Language and Communication	<ul style="list-style-type: none"> » “Recognition and Honouring” » “Cultural Capability and Safety” » “Fair and inclusive, with dignity and belonging” 		<ul style="list-style-type: none"> » Implement anti-racism strategies informed by insights from the Working for Queensland (WfQ) survey (Action 4) » Build relationships through National Reconciliation Week celebrations. (Action 5) » Promote reconciliation through Queensland Government sphere of influence (Action 6) » Demonstrate respect and understanding for Aboriginal and Torres Strait Islander cultures and histories by observing dates of cultural significance (Action 8) » Prepare for the State’s role in Path to Treaty in Queensland by delivering and implementing a Path to Treaty Action Plan, which will drive treaty readiness priorities and actions across government particularly in truth-telling and healing, and treaty negotiation processes. (Action 9) » Implement the Many Voices: Queensland Aboriginal and Torres Strait Islander Languages Policy through the delivery of statewide Aboriginal and Torres Strait Islander Languages Action Plans to increase actions taken to preserve, revive and promote Aboriginal and Torres Strait Islander languages across Queensland. (Action 10) » Continue to deliver a comprehensive suite of initiatives to build the cultural capability of QG employees including establishing and implementing cultural capability training for executive leadership. (Action 11) 	
Initiative 7 – Structural Reform	<ul style="list-style-type: none"> » “Truth-telling” » “Importance of the Right to Self-determination” » “Partnerships and Decision-making” 		<ul style="list-style-type: none"> » Legislation, policies, programs and services are co-designed with Aboriginal and Torres Strait Islander peoples. (Action 1) » Co-design across all stages of Queensland Indigenous Voice model with the First Nations Consultative Committee for consideration by the Queensland Government. (Action 3) » Prepare for the State’s role in Path to Treaty in Queensland by delivering and implementing a Path to Treaty Action Plan, which will drive treaty readiness priorities and actions across government particularly in truth-telling and healing, and treaty negotiation processes. (Action 9) 	

Document Control

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