

# Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2024–2026

## Message from the Chief Executive Officer

The Queensland Curriculum and Assessment Authority (QCAA) considers cultural capability an important step towards aligning our operations with our strategic vision to lead curriculum and assessment for a future-ready Queensland, and our strategic purpose to provide high-quality curriculum, assessment and reporting services that enable equity, excellence, public confidence, and lifelong learning.

Cultural capability is the understanding of Aboriginal and Torres Strait Islander cultures and histories, the integration of this knowledge into work practices, and an appreciation of this knowledge in our decision-making and service delivery. Supporting Aboriginal peoples and Torres Strait Islander peoples to feel safe, reach their full potential, thrive, and achieve meaningful outcomes in their education in Queensland and workplaces is a priority for the QCAA.

**Our Aboriginal and Torres Strait Islander Cultural Capability Action Plan (CCAP) 2024–2026** outlines our commitment to taking clear and effective actions over the next three years, in alignment with the Queensland Government’s *Aboriginal and Torres Strait Islander Cultural Capability Framework* (the Framework).

I’m proud of the contributions by work units across the agency to develop actions for our CCAP. The plan will help us to make progress on our journey towards building cultural capability across the QCAA, equipping ourselves to better support Aboriginal peoples and Torres Strait Islander peoples in our work as part of Queensland’s education community. Solutions are achieved by developing relationships and connections to the communities we serve through culturally responsive engagement.

**Jacqueline Wilton**

Chief Executive Officer  
Queensland Curriculum and Assessment Authority

## Aboriginal and Torres Strait Islander Cultural Capability Framework

The Framework is the foundation that underpins all Queensland Government actions to ensure Aboriginal and Torres Strait Islander Queenslanders enjoy the same economic, education, health, housing, and social opportunities as non-Indigenous Queenslanders.

The Framework’s strategic vision is to provide efficient, effective, and responsive services to Aboriginal peoples and Torres Strait Islander peoples by ensuring their perspectives are an inherent part of core business across all agencies, and is underpinned by five principles:

1. valuing culture
2. leadership and accountability
3. building cultural capability to improve economic participation
4. engagement with Aboriginal peoples and Torres Strait Islander peoples and businesses
5. culturally responsive systems and services.

## Our Cultural Capability Action Plan

The development of a CCAP for the QCAA demonstrates our genuine commitment to playing our part to implement the framework, in alignment with our strategic plan. The QCAA’s CCAP recognises the importance of becoming more representative and inclusive of Aboriginal peoples and Torres Strait Islander peoples.

Our CCAP establishes clear and effective actions, set out under each of the framework’s five principles, to facilitate improved cultural capability in the agency over three years.

# Cultural capability actions for 2024–2026

Cultural capability framework principle	Action No.	Action	Responsible area	Timing / Due date
Valuing culture	1.1	Promote Aboriginal and Torres Strait Islander culturally significant dates, including reconciliation week and National Aboriginal and Islander Day Observance Committee (NAIDOC) week	People & Culture Unit; Communications Unit	Ongoing
	1.2	Include an appropriate Acknowledgment of Country on the QCAA’s internal and external websites	Publishing Unit; Policy Unit	Completed
	1.3	Commence key internal meetings and events and all external events with an Acknowledgment of Country, acknowledging the Traditional Custodians of the specific area where possible; and where appropriate, arranging for a Welcome to Country	Agency-wide	Commenced & ongoing
	1.4	Embed the use of culturally respectful language in our internal and public-facing documents	Publishing Unit	Ongoing
	1.5	Establish a protocol relating to Indigenous Cultural and Intellectual Property	Legal Unit; Cultural Intelligence Officers	July 2025
	1.6	Encourage staff to use an Acknowledgment of Country email footer	Publishing Unit; Policy Unit	Implemented & ongoing
Leadership and accountability	2.1	Organise, promote and support cultural capability activities, events and initiatives through internal communication channels	Cultural Intelligence Officer; Senior Leaders Group	Ongoing
	2.2	Align the agency’s corporate (strategic and operational) planning with the CCAP to support its delivery	Agency-wide	Ongoing
	2.3	QCAA’s senior leaders and executive attend fit-for-purpose cultural capability training	Cultural Intelligence Officer	July 2025
	2.4	Provide yearly CCAP progress updates to the QCAA’s Strategic Directions Group	Policy Unit, Cultural Intelligence Officer; Strategic Directions Group	Annually
Aboriginal and Torres Strait Islander engagement	3.1	QCAA participation at key annual conferences, such as the Australia and New Zealand School of Government First Nations Public Administration Conference, to ensure the QCAA is engaged in key relevant issues and best-practice policy approaches	Executive Director, Strategy, Planning & Corporate Support; Cultural Intelligence Officer	Annually
	3.2	Build stakeholder relationships across other government agencies to assist in building cultural capability across the agency	Cultural Intelligence Officer; People & Culture Unit; Policy Unit; Agency-wide	Ongoing
	3.3	Invite appropriate people who identify as being Aboriginal and/or Torres Strait Islander to participate (with remuneration offered) in speaking engagements and other external events, where possible	Agency-wide	Ongoing
	3.4	Include Aboriginal and Torres Strait Islander representation on QCAA committees and reference groups where appropriate	Agency-wide	Ongoing
Culturally responsive systems and services	4.1	Embed Aboriginal and Torres Strait Islander perspectives into the design, delivery and evaluation of policy, programs and services	Cultural Intelligence Officer; Agency-wide	Ongoing
	4.2	Review and update the Aboriginal and Torres Strait Islander resources on the website	Cultural Intelligence Officer; Curriculum Services Division	July 2025
	4.3	Review and update the Aboriginal and Torres Strait Islander webpages	Cultural Intelligence Officer	June 2025
	4.4	Provide professional learning and resources that show the value of the Aboriginal and Torres Strait Islander Histories and Culture cross-curriculum priority (CCP) within the Australian Curriculum in Queensland (ACiQ) and how schools may effectively embed the CCP within the P–10 curriculum and assessment programs	K–10 Curriculum and Assessment Branch	Ongoing
	4.5	Develop an Aboriginal and Torres Strait Islander Cultural Capability Short Course	Senior Curriculum and Assessment Branch	December 2025
	4.6	Investigate the recognition of other learning options (e.g. cultural knowledge and learning) that can contribute to the award of a Queensland Certificate of Education (QCE)	Senior Curriculum and Certification Support Branch	June 2025
	4.7	Ensure any changes as a result of the outcomes of the QCE system evaluation do not disadvantage Aboriginal students and Torres Strait Islander students	Agency-wide	December 2025
	4.8	Make cultural capability awareness sessions available to all staff	People & Culture Unit; Cultural Intelligence Officer	June 2025
	4.9	Review existing strategic workforce planning to align with the cultural capability framework	People & Culture Unit; Cultural Intelligence Officer	December 2024
	4.10	Review recruitment processes to assess and remove identified barriers to inclusion, including for Aboriginal peoples and Torres Strait Islander peoples	People & Culture Unit	June 2025
	4.11	Use identified role recruiting processes for positions that have direct influence on service delivery for Aboriginal peoples and Torres Strait Islander peoples	Agency-wide, in collaboration with People & Culture Unit	Ongoing
Building cultural capability to improve economic participation	5.1	Advertise position vacancies through existing inclusion and diversity networks and partnerships, and investigate new recruitment partnership options	Agency-wide, in collaboration with People & Culture Unit	Ongoing
	5.2	Include the procurement of items that benefit Queensland’s Indigenous artists and makers for QCAA corporate merchandise, goods and services	Corporate Services	Ongoing
	5.3	Build the organisation’s capacity to increase the collection, monitoring and reporting of Aboriginal and Torres Strait Islander student outcomes, participation, etc.	Assessment and Reporting Branch	June 2025