



RECONCILIATION
ACTION PLAN

INNOVATE



Government
of South Australia

Department of the
Premier and Cabinet

Innovate Reconciliation Action Plan

MAY 2023–MAY 2026





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Acknowledgement of Country

*Ngadlu tampinhi yartangka. Munaintya puru purruna ngadlu-itya.
Munaintyanangku yalaka tarrkarriana tuntarri.*

*We acknowledge this land. The Dreaming is still living.
From the past, in the present, into the future, forever.*



Our RAP Artwork



Karen Briggs, a proud Yorta Yorta woman, created this unique artwork for DPC in 2020 to symbolise our department's reconciliation journey. The artwork represents how the department will actively nurture an environment where Aboriginal and non-Aboriginal people can thrive and strengthen South Australia's future economy and cultural prosperity.

It embraces the RAP framework of *relationships*, *respect* and *opportunities* for implementing reconciliation initiatives in the workplace and beyond.

The artwork depicts a wellspring of cultural knowledge, showing what can be shared through the reconciliation process when it's underpinned by respect.

The larger circles in the artwork signify coming together for nourishment around waterholes, showing a place of significance for collaboration between Aboriginal and non-Aboriginal people. It also represents gathering resources while building strong and sustaining relationships.

The different coloured tracks represent people travelling to the waterholes from diverse backgrounds. Included around the waterholes are elements of sky, mountains, river, sand and sea, to showcase the different regions across South Australia.

Featured Artist's background

Karen has a Bachelor of Design from the University of South Australia and has produced many designs and publications. She is also a children's book illustrator.

Message from our Chief Executive



Marni naa pudni (Welcome)

The Department of the Premier and Cabinet acknowledges and respects First Nations peoples as the state's Traditional Owners and Custodians of the lands and waters now known as South Australia.

Our state has a proud history of recognising First Nations people as the first state to fly the Aboriginal flag in 1971, to where we are today, taking significant steps towards implementing the Uluru Statement from the Heart by legislating the nation's first Voice to Parliament this year.

In launching the Department of the Premier and Cabinet's Innovate Reconciliation Action Plan (RAP) 2023 – 2026, we affirm our longstanding commitment to working towards lasting and genuine reconciliation, at the heart of which is the relationship between the wider South Australian community and First Nations peoples.

As we continue to move forward, our vision for reconciliation in South Australia is one of mutual value, respect, social and economic opportunity.

Deeply embedding this vision into DPC's role as the heart of government, will help to ensure that we continue to lead strong policy outcomes, addressing past and present impacts of colonisation, to make a difference through our department's programs and policies that affect the lives of First Nations peoples.

Our Innovate RAP will guide our reconciliation journey and help us to create meaningful change within the department. We will work towards creating a positive, inclusive, and empowered workforce with First Nations representation and leadership, as we strive towards making reconciliation a fundamental part of our work culture as we further develop staff understanding of First Nations cultures, peoples, and connection to Country.

Thank you to our First Nations employees, community leaders and our Innovate RAP Working Group who have helped us to appreciate Aboriginal and Torres Strait Islander priorities and shared their perspectives in the development of this RAP.

I look forward to continuing to work in partnership as we deliver our reconciliation ambitions in the years ahead.

Damien Walker

Chief Executive

Department of the Premier and Cabinet

Message from our RAP Champion



DPC is presenting an Innovate RAP, which is one of the four different 'types' of Reconciliation Australia RAPs.

The next three years covered by DPC's Innovate RAP 2023-2026, represent one of the most pivotal periods in our nation's reconciliation journey.

South Australia's First Nations Voice to Parliament and the referendum on establishing a national Aboriginal and Torres Strait Islander Voice are major steps in advancing reconciliation at the state and national level.

DPC has historically held a central role in reconciliation policy as the home of the Aboriginal Affairs and Reconciliation Division. The Machinery of Government changes in 2022 resulted in the move of Aboriginal Affairs and Reconciliation from DPC to the Attorney-General's Department (AGD), to assist with preparations for the First Nations Voice to the South Australian Parliament. The opportunity of this Innovate RAP therefore is to rearticulate our evolving role and ambitions with respect to reconciliation.

DPC's vision is to be the heart of government. We seek to lead strong policy outcomes and involve First Nations peoples perspectives in the policy development process. We will partner with AGD to lead the delivery of the South Australian Implementation Plan for the National Agreement on Closing the Gap across government. We seek to develop a positive, inclusive and empowered workforce, which will include a First Nations Aboriginal Leadership Group. We will ensure appropriate First Nations representation in our departmental governance structures.

As RAP Champion and RAP Working Group Chair, I am excited about the possibilities for DPC to provide whole-of-government leadership in both our words and deeds. I will work with colleagues to ensure that DPC emerges from this Innovate RAP period with clarity on and commitment to our reconciliation ambitions.

I would like to thank the outgoing RAP Working Group for their dedicated support to our previous plan and welcome our new Working Group members who join us at such an historic moment.

Our thanks, as always, to Reconciliation Australia for their ongoing guidance and support.

Brenton Caffin

Executive Director Strategy and Policy
RAP Champion and Working Group Co-Chair

Message from Chief Executive Officer Reconciliation Australia



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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The SA Department of Premier and Cabinet continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types—Reflect, Innovate, Stretch and Elevate—allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the SA Department of Premier and Cabinet will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to SA Department of Premier and Cabinet using the lens of reconciliation to better understand its core

business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the SA Department of Premier and Cabinet to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the SA Department of Premier and Cabinet will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the SA Department of Premier and Cabinet's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to the SA Department of Premier and Cabinet on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation in South Australia is for the relationship between First Nations peoples and the wider community to be built on trust, respect, healing and unity. Using our unique position within government, DPC will lead by example to demonstrate our commitment to reconciliation and aim to make meaningful and impactful change within the department.

Our department's values of Curious, Courageous and Connected have guided our vision for reconciliation which is namely:

- Celebrating First Nations peoples lives, communities and cultures from across Australia and using our sphere of influence to be a leading reconciliation advocate and ally
- Valuing our First Nations workforce, and the diverse cultural lenses and understandings they bring internally through their perspectives and ways of 'knowing, being, and doing'
- Honestly acknowledging and accepting the truths about First Nations peoples historical experiences of colonisation and harmful, controlling policies
- Setting a strong foundation for engagement, understanding, collaboration, and mutual respect between First Nations peoples and the broader South Australian communities to support, explore and create opportunities to grow and support First Nations businesses
- Supporting the economic development, participation and self-empowerment of First Nations peoples and communities.

DPC's vision also acknowledges and embraces strategies developed by offices within DPC and those attached and has aimed to reflect these within the Innovate RAP. For example, the *Aboriginal and Torres Strait Islander Arts Strategy for South Australia* was developed following extensive community consultation with the arts and cultural sector. Within the *Aboriginal and Torres Strait Islander Arts Strategy for South Australia*, there are Guiding Cultural Values that acknowledge and embed the voices and lived experiences of First Nations peoples. They encompass a First Nations world view and the wisdom passed on from one generation to another over millennia. The values placed within the strategy aim to build humility, understanding and respectful relationships across all our society.

Our business

Organisational structure

Our organisational structure consists of 12 business units, nine statutory authorities that focus on arts and culture, and three attached offices namely, the Premier's Delivery Unit, Office of the South Australian Productivity Commission, and the State Government's Establishment.

Our core business

As the lead agency for the South Australian public sector, the department supports the Premier and Cabinet by developing policies and delivering programs to realise the government's vision for South Australia.

The department:

- Delivers specialist policy advice to the Premier and Ministers
- Enables Cabinet to be an effective decision-making body
- Has overarching responsibility for Commonwealth-state and international diplomatic relations
- Provides a single agency focus in delivering core functions for:
 - Promoting employment diversity
 - Multicultural affairs support and advice
 - Leading and developing the state's strategic agenda across the arts, cultural and creative sector delivering funding, support, advice and coordination to the sector
 - Caring for the state's collections, buildings and other assets within the arts, cultural and creative sector

- Leads whole of government reforms and initiatives to drive the Premier's vision for South Australia
- Drives key government initiatives which are of importance to the state at any time
- Leads policy reform and delivers effective platforms for an across government strategic approach to communications, community engagement, cyber security, and digital technology and infrastructure.



BRENTON CAFFIN, EXECUTIVE DIRECTOR,
STRATEGY AND POLICY.

Our Strategic Direction 2022–2025

*DPC's strategic **vision** is to be the heart of the government, which has more than one meaning. As the lead agency for the South Australian public sector, DPC supports the Premier, Ministers and Cabinet by developing and collaborating on policy and delivering programs to realise the government's vision for South Australia.*

DPC's role is to unequivocally drive policy development, provide thought leadership and deliver strategic advice across the public sector. In this regard, DPC is the government's first adviser and lead central agency within the Government of South Australia, a unique and advantageous position to have.

Our objectives are:

- Leading strong policy outcomes
- Connected and accountable government
- Trusted services, programs and project delivery
- Positive, inclusive and empowered workforce.

Our commitment to First Nations peoples is embedded within three of these objectives and are reflected through the actions and deliverables under the pillars of Relationships, Respect, Opportunities and Governance:

Leading Strong Policy Outcomes

- Involve First Nations peoples in the complete policy development process
- Develop a policy 'community of practice', including First Nations representatives and connected to Cabinet
- Develop a framework for policy design including how to integrate First Nations perspectives
- Partner with the Attorney-General's Department to lead the delivery of the South Australian Implementation Plan for Closing the Gap across government with a focus on setting benchmarks for future success.

Trusted Services, Programs, and Project Delivery

- Deliver major arts facilities including the acoustic hall options analysis, cultural institutions storage facility development, and construction of the Carrick Hill visitor centre. The cultural institutions storage facility aims to safeguard and preserve the State's arts and cultural collections, including First Nations peoples collections.

Positive, Inclusive and Empowered Workforce

- Position the department as an effective employer of choice
- Drive a culture of safety and wellbeing
- Establish a dedicated First Nations workforce plan
- Establish a First Nations Leadership Group
- Continue to create a culturally responsive and safe workplace
- Ensure our leaders have the cultural skills to deliver policies and programs with and for First Nations peoples
- Ensure appropriate First Nations representation in our departmental governance structures

We provide important leadership, trusted advice and strategy as well as central support services for the social, environmental and economic issues that South Australians face.

Our purpose

Making a difference so South Australia thrives

Our values



Curious



Courageous



Connected

Our South Australian Public Sector values

Trust

Collaboration and Engagement

Service

Honest and Integrity

Professionalism

Courage and Tenacity

Respect

Sustainability

The heart of government also places people at the centre of everything we do. We are turning the cultural lens internally and placing our First Nations workforce at the heart of DPC's governance of DPC's First Nations business.

The department's commitment to recruiting, retaining and developing First Nations employees is supported through our First Nations Workforce Plan and Aboriginal Career Pathways Program. DPC has embedded strategies in our Strategic Direction, focussed on the retention and development of our existing employees as well as the continuation of the recruitment of new First Nations employees. Our Aboriginal Career Pathways program is offered to all of DPC's First Nations employees to provide them with access to career information, discussions and development tools to guide participants in connecting with their career aspirations and motivations.

Our workforce

As at 31 January 2023, DPC had 496 employees, with 16 employees (3.2%) identifying as First Nations peoples. Central DPC staff are predominantly based within two Adelaide CBD buildings, however the department has accountability over a range of locations in South Australia and our organisation's geographical reach is state-wide and state-focused.

More broadly, DPC has a number of cultural institutions and attached offices. As independent to central DPC, many have their own RAPs and their workforce figures are not included in DPC's. However, through our connected and inclusive approach, First Nations employees at the cultural institutions are invited to be involved and included in our Nunga Network.

DPC Nunga Network

Our Nunga Network brings together DPC employees, who identify as First Nations employees, including the employees based within the cultural institutions and attached offices. The Nunga Network meets quarterly and its purpose is to:

- Provide a culturally safe and inclusive space for members to connect, gain peer support, share information and raise the profile and awareness of matters relevant to DPC employees
- Encourage the participation of employees in training and development activities to enhance personal learning, skills and performance
- Provide feedback with a First Nations lens into DPC policies, projects and activities.

The Nunga Network is supported through a program of activities and speakers to focus on making some key decisions about reinvigorating and renewing its purpose and role and in supporting DPC's reconciliation journey.

The DPC Innovate RAP provides a number of deliverables around supporting and strengthening the role, importance and influence of the Nunga Network within DPC.

All managers of DPC's First Nations employees are asked to support their staff's attendance at Nunga Network meetings and to include their participation as part of their ongoing professional development.



DPC FIRST NATIONS EMPLOYEES ATTENDING THE NUNGA NETWORK MEETING.

Our RAP Journey

Where our reconciliation journey started

DPC's first RAP was developed and implemented in 2013–2016. The Innovate RAP was monitored by the Reconciliation Committee who represented the wide range of areas across the department. As the department has been restructured since this time, the Committee with oversight of the RAP has also changed to reflect the new leadership and structure, ensuring the continuation of RAP actions.

Throughout the changes, DPC has remained strongly committed to the reconciliation agenda and has further embedded a Respect and Reconciliation theme throughout its business via an Aboriginal and Torres Strait Islander Cultural Competency Strategy, a focus on First Nations economic participation and prominent visual cultural displays on premises. For example, in 2016–17, DPC committed to theming of all DPC floors (consisting of four floors), as well as the Premier's floor in the State Administration Centre. Every DPC floor in the SAC building is now dedicated to a South Australian First Nations region and in doing so all meeting rooms are named after a respected South Australian First Nations person, First Nations artworks and storytelling on each floor represent the dedicated South Australian region.

During 2017 and 2018 DPC lodged a second successive draft Innovate RAP for 2018–2020. Before it was finalised, a change of government led to a significant organisational restructure and the Aboriginal Affairs and Reconciliation division joining the department. This change brought a new impetus to pursue a Stretch RAP for 2020–2023 to match our commitment to reconciliation.

The Stretch RAP March 2020–2023 consisted of 24 actions and 141 deliverables.

Aboriginal Affairs and Reconciliation was a key part of DPC's Stretch RAP, assisting DPC in maturing its RAP goals. Aboriginal Affairs and Reconciliation held a valuable and substantial cultural advisory and engagement role in DPC providing leadership and First Nations Voice and carried a large proportion of DPC's reconciliation relationship initiatives and deliverables.

Lessons and learnings from our Stretch RAP 2020–2023

What have we learnt?

- An ambitious Stretch RAP is valuable but is vulnerable to changes in composition of the department, such as restructures and machinery of government changes
- Having an integrated reporting platform allows for easy reporting on RAP actions
- Collaboration and learnings from other agencies are beneficial to the implementation of a RAP
- The Working Group can have a more significant role in supporting the promotion of events and this should be a shared responsibility among Working Group members
- A simplified version of the RAP could be developed for business areas to refer to
- The next RAP iteration should reflect the cultural guiding values of the *Aboriginal and Torres Strait Islander Arts Strategy for South Australia*
- Simplify and consolidate actions where possible to achieve targeted outcomes.

What challenges have we experienced?

- Lack of clarity around reporting and who is responsible, leads to limited action delivery
- Actions should have realistic timeframes and account for feedback and collaboration time with business areas
- Working Group membership should remain stable where possible to maintain momentum of RAP implementation.

What have we achieved?

Many achievements have been made through our Stretch RAP, just to name a few:

- Developed and implemented the DPC Cultural Learning Framework
- Established a career pathways program for First Nations employees that enabled tailored development and mobility
- Supported two trainees in DPC as part of the Aboriginal Traineeship Program and in the process of exploring opportunities to make them ongoing positions following successful completion of training and satisfactory performance
- Supported career development of a First Nations employee to undertake a 12-month rotational placement to gain experience in policy roles, an area traditionally underrepresented by First Nations peoples
- Developed a DPC First Nations Employment Strategy
- Developed and implemented a specific DPC Acknowledgement of Country in English and Kurna languages
- Produced a supporting DPC Acknowledgement of Country video with Kurna language Champion Jack Buckskin, a Kurna, Narungga and Wirangu man, for our workforce to learn to say DPC's Acknowledgement of Country in both English and in Kurna
- Worked in collaboration with other state government departments to host events during National Reconciliation Week (NRW)
- Encouraged staff to be great reconciliation allies and participate in NRW and NAIDOC Week events including the NAIDOC March
- Executive RAP Champion was appointed to hold the Executive accountable for achieving RAP deliverables.

Many more achievements have been made as detailed throughout this document as case studies.

Case Studies

Development of DPC's First Nations Employment Strategy

Following the launch of the DPC Stretch Reconciliation Action Plan March 2020–March 2023, an Aboriginal Employment Strategy was developed following:

- Consultation with the Nunga Network (the department First Nations employees)
- An evaluation of previous Aboriginal employment strategies
- Consideration of achievable senior leadership targets taking into account available talent pool based on 2016 ABS South Australian Aboriginal population data
- Continuation of existing successful initiatives, including achievement of the previously set target of 4%, and the continuation of the DPC Aboriginal and Torres Strait Islander Employment Pools.

The strategy, approved by the Executive Leadership Team in 2020, outlines strategies focusing on the retention and development of our existing employees as well as the continuation of the recruitment of new First Nations employees.

Strategies included:

- Increasing the percentage of First Nation's employees in ongoing employees to be comparable with the whole DPC workforce
- Creation of a policy role with a 12-month rotation opportunity through various DPC divisions as a development and promotional opportunity for existing First Nation's employees
- Career development target of 15% of existing First Nations employees to gain a promotion from one classification range up to the next.

To support the strategy and the retention and engagement of First Nations employees in the department, the Aboriginal Career Pathways program was established—an individual tailored development program for First Nations employees.



DPC INNOVATE RAP WORKING GROUP MEETING.

Reinvigoration of DPC's Nunga Network

The Nunga Network is a peer connection program across DPC and aims to raise the profile and awareness of matters relevant to First Nations employees. It seeks to achieve a culturally safe, inclusive and supportive environment for First Nations employees. The Nunga Network is open to all First Nations employees of DPC and meets quarterly.

The purpose of the forum is to connect First Nations employees across the department, provide peer support, and information sharing. It also helps promote Cultural Awareness and Reconciliation activities and encourages First Nations employees in their development and learning.

In early 2021, People and Culture sent an anonymous online survey out to all DPC's First Nations employees seeking their thoughts on what type of programs they would find most useful and beneficial. "A conference" was one of the most common answered.

People and Culture in collaboration with the Nunga Network Conference planning group organised and hosted the Conference on 28 October 2021. All of DPC's First Nations employees were invited to meet with their colleagues for a day of 'connecting and learning'. The Conference was the first opportunity for the Network to gather for an entire day and reflect, build connections, learn and strengthen the Nunga Network.

Nerida Saunders, Executive Director, Aboriginal Affairs and Reconciliation welcomed DPC's First Nations members to the conference. DPC's Deputy Chief Executive, Dr Jon Gorvett talked with participants about the purpose of the Network and how its contributions are valued by department leaders when addressing matters concerning our First Nations communities.



CRAIG RIGNEY, CHIEF EXECUTIVE OFFICER OF KWO ABORIGINAL CORPORATION RECEIVING DPC'S STAFF DONATIONS OF CHILDREN'S BOOKS FROM GEORGINA GOODRICH CHAIR OF THE RAP WORKING GROUP EVENTS SUB-COMMITTEE.

Indigenous Literacy Day book drive

On 7 September 2022, the Stretch RAP Working Group celebrated Indigenous Literacy Day with a book drive. The RAP Working Group wanted to make a practical difference on the ground for First Nations children; in urban and regional South Australia, experiencing or escaping family violence.

DPC donated nine boxes of children's books to two First Nations Community Controlled Organisations, Nunga Mi:Minar and Kornar Winmil Yunti (KWY).

Matt Schlitz, Principal Heritage Officer, Aboriginal Affairs and Reconciliation personally donated a whole box of a children's education picture book "Little Full Stop".

Acknowledgement of Country tutorial video—Jack Buckskin

Through the Department of the Premier and Cabinet's (DPC) previous Stretch Reconciliation Action Plan (RAP), the department committed to *'creating an opportunity for employees and senior leaders to develop a more personal Acknowledgment of Country, including in Kurna language.*

In March 2021, the department engaged Kurna, Narungga and Wirangu man, Jack Buckskin to work with the DPC Executive Leadership Team to develop an Acknowledgement of Country that is meaningful and unique to DPC. Following consultation with our department's Nunga Network, the DPC Acknowledgement of Country was launched for departmental use. Translated into Kurna language, for use within Kurna land, the DPC Acknowledgement of Country;

- Aligns within culturally appropriate context that is meaningful, rather than a mere statement
- Acknowledges the important and ongoing contribution to South Australia by Aboriginal people
- Reinforces DPC's commitment to inclusion and diversity in our workplace and community.

In 2022, DPC created a tutorial video to assist staff in learning to pronounce the DPC Acknowledgement of Country in Kurna language; now accessible on the department's intranet and embedded in DPC's new staff induction.



JACK BUCKSKIN RECORDING THE INTERPRETATION AND PRONUNCIATION OF DPC'S ACKNOWLEDGEMENT OF COUNTRY IN KURNA LANGUAGE.

National Reconciliation Week

National Reconciliation Week (NRW) is a time to learn about our shared histories, cultures, and achievements, and explore how we can each contribute to achieving reconciliation in Australia. It is a time for our staff to reflect on their own experience of reconciliation.

Every year, DPC hosts events during NRW including free film screenings held in collaboration with other SA Government agencies. Staff are encouraged to attend to find out more about how life looks from the perspective of First Nations peoples. Morning and afternoon teas are organised every year and are often accompanied by First Nations inspired/provided food and donation proceeds going directly to First Nations services and organisations.

In previous years, DPC has shared interview profiles with the department's employees; examples being:

- Reconciliation SA's previous Executive Director, Shona Reid, a proud Eastern Arrrente woman who discussed the importance of reconciliation and what we can all do to lend our voices to justice and reconciliation.

NAIDOC Week

NAIDOC Week is a key action in our Innovate RAP and previous RAPs. Each year, DPC celebrates NAIDOC week and the opportunity to participate in engagement activities and support our First Nations staff and the community.

November 2020: Always Was, Always Will Be

DPC facilitated an event with the Institute of Public Sector Administration Australia (IPAA) titled: *Uluru Statement of the Heart*. The event provided an opportunity to learn what South Australian Government, the broader community and corporate sectors are doing in regard to the aspirations expressed in the Uluru Statement.

The department encouraged departmental staff to visit *Tarnanthi*, the Art Gallery of South Australia's annual celebration of contemporary First Nations art. The exhibition provides a platform for artists across the country to share important stories through new works of art.

June 2021: Heal Country, Heal Our Nation

DPC arranged a NAIDOC Week Panel Discussion live streamed via the SA Government facebook page, that brought together a group of esteemed and accomplished First Nations guests to draw on their own experiences and explore this year's theme. Many departmental staff attended the NAIDOC March from Tarntanyangga to Parliament House.

2022

In an edition of Our State podcast, guests Kirstie Parker, Director Aboriginal Affairs and Reconciliation and Dr Roger Thomas, Commissioner for Aboriginal Engagement, discussed the importance of NAIDOC Week, Treaty, and Voice in Parliament, reconciliation and the Premier's NAIDOC Award. The award recognises the outstanding achievements of a South Australian who has made a genuine and long-lasting difference to the lives of Aboriginal People in South Australia.

The DPC Aboriginal Career Pathways Program

The first of its kind within the SA Government, this program provides DPC's First Nations employees with one-on-one career counselling, career insight tools and other support and guidance towards their career aspirations. It is a program that truly acknowledges and values diversity and the difference that each individual brings to the workplace and many of our First Nations employees have taken up the opportunity to participate in the program.

Aboriginal and Torres Strait Islander Employment Pools

DPC continues the practice of referring all vacancies to the DPC Aboriginal and Torres Strait Islander Employment Pools for priority consideration of suitable candidates prior to advertising.

Inaugural Aboriginal Staff Forum 2022

The department encouraged its First Nations employees to attend the inaugural South Australia Public Sector Aboriginal Staff Forum in November 2022. The whole of government forum was hosted by the Aboriginal Affairs Executive Committee in partnership with the Office of the Commissioner for Public Sector Employment and IPAA. The forum was an ideal opportunity for our First Nations employees to expand their connections and support networks beyond the department's own Nunga Network.

Cultural Learning Framework

As part of our commitment in our 2020-2023 Stretch RAP to increase staff cultural awareness, a Cultural Learning Framework was developed following consultation with Aboriginal Affairs and Reconciliation, the RAP Working Group, the Nunga Network and cultural learning specialists in other South Australian Public Sector Agencies.

The framework comprised a cultural capability assessment, both pre and post learning, to measure a baseline of staff cultural awareness, knowledge, and action and subsequently to measure the effectiveness of training to increase staff's cultural capability.

The framework further outlined a series of learnings through:

- Mandatory online Cultural Awareness and Say No to Racism training
- Self-directed learning through the requirement to attend at least one informal cultural learning activity per year
- Two mandatory face-to-face workshops for all employees
- A further mandatory face-to-face workshop for managers of First Nations employees.

DPC engaged Arrilla, in collaboration with KPMG, to provide cultural expertise and sensitivity to develop a Cultural Assessment Survey that was specific to DPC. The survey was sent out in May 2022, inviting all staff to participate in this voluntary and confidential survey. The survey asked about our employees' current cultural awareness and how skilled they were in applying their knowledge in the workplace to contribute to a culturally safe environment as well as seeking the types of cultural learning they were seeking.

The feedback from the survey results informed content for cultural learning workshops.

Following the survey, a new series of face-to-face cultural learning workshops were rolled out from September 2022 to March 2023 to help expand DPC employee's awareness and understanding of the histories, cultures and beliefs of First Nation peoples.

These workshops comprised:

- Workshop 1: *Cultural Awareness, My Journey, My Story* aims to promote, educate and empower individuals on their journey to learning about the rich living cultures of Aboriginal people in Australia
- Workshop 2: *Aboriginal Cultural Respect* examines the importance of continuation of culture to Aboriginal people and how this was impacted by colonisation. Employees also learn about Closing the Gap and how to address racism in the workplace
- *Building Cultural Capacity Workshop for Managers* aims to build manager's cultural capabilities to support the employment, development and retention of their First Nation's employees and build a culturally safe work environment.



PAUL VANDENBERGH OF VANDENBERGH CONSULTING DELIVERING WORKSHOP 1, AS PART OF DPC'S CULTURAL LEARNING FRAMEWORK.



THE INAUGURAL ABORIGINAL AND TORRES STRAIT ISLANDER ARTS STRATEGY FOR SOUTH AUSTRALIA LAUNCHED IN FEBRUARY 2022.

Aboriginal and Torres Strait Islander Arts Strategy

In February 2022, Arts South Australia launched the State's first *Aboriginal and Torres Strait Islander Arts Strategy for South Australia* (the strategy). The development of the strategy has been Aboriginal-led, in consultation with the Aboriginal and Torres Strait Islander arts and culture sector and a wide range of other stakeholders. This is the first Aboriginal and Torres Strait Islander Arts Strategy for South Australia and seeks to 'champion Aboriginal and Torres Strait Islander arts and culture'.

The strategy is centred around a set of Guiding Cultural Values, which have guided and underpinned its development and will drive and support its implementation.

The fourteen Guiding Cultural Values acknowledge and embed the voices and lived experiences of Aboriginal and Torres Strait Islander peoples within the *Aboriginal and Torres Strait Islander Arts Strategy for South Australia*. They encompass a First Nations world view and the wisdom passed on from one generation to another over millennia. The values are placed within the strategy to assist with understanding some of the complexities of the social and

historical issues of our times and that continue to have negative impacts on the health and wellbeing of South Australian Aboriginal and Torres Strait Islander peoples. Importantly, they are a guide to inform the strategy in the principle of truth telling and reconciliation of how to work best for and with First Nations peoples. These lessons are now formalised to act as a guide to allow us all to become more fully engaged to integrate First Nations values into our personal and working lives. It is hoped the fourteen Guiding Cultural Values endure and build humility, understanding and respectful relationships across all our society.

The strategy delivers against South Australia's Implementation Plan for the National Agreement on Closing the Gap by meeting the following action commitment under Outcome Area 8. Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities:

- Aboriginal Arts Strategy (DPC-Arts SA)—An Aboriginal Arts Strategy will be developed as an area of focus in the development of the government's Arts Plan, to grow South Australia's leadership in arts and cultural development and expression and build pathways to sustainable careers.

Our Reconciliation Action Plan

Reconciliation Australia has four different types of RAPs, each type being designed to suit an organisation at different stages of its reconciliation journey:

- *Reflect: Scoping capacity for reconciliation*
- *Innovate: Implementing reconciliation initiatives*
- *Stretch RAP: Embedding reconciliation*
- *Elevate RAP: Leadership in Reconciliation*



DPC'S 'STRETCH' RECONCILIATION ACTION PLAN MARCH 2020–MARCH 2023.

Returning to an Innovate RAP

In March 2022, South Australia had a change of government which led to a significant internal change for DPC as Aboriginal Affairs and Reconciliation were transferred out of DPC from 1 July 2022. As a result, DPC lost its cultural advice, consultation and engagement expertise in the department as well as the chair/leadership for the Nunga Network—a quarterly forum that brings all DPC, and the statutory authorities First Nations workforce together. This also left DPC without a First Nations voice into its governance structure - where decisions are being made.

Following these significant changes, the department underwent a process for reshaping DPC with the purpose of a new structure that would underpin a cultural shift to enable us to deliver on the government's ambitious agenda and provide thought leadership and delivery of strategic advice across the public sector. We undertook internal reflection and analysis to consider how we can influence and deliver on our RAP commitments, including our First Nations leadership.

To enable the department to further innovate and consolidate our foundational work in areas of employment and engagement, while also trial new initiatives, DPC has made a strategic decision to develop a three year Innovate RAP. This has been determined so DPC can:

- Further consider and implement learnings from its previous Stretch RAP
- Reflect, review and embrace the values of its new strategic direction and values of curious, courageous, and connected and how they can guide our Innovate RAP
- Trial new ways in partnership with our DPC First Nations workforce and the broader community First Nations stakeholders to set and re-establish strong and solid foundations for the long-term continuous advancement of reconciliation

- Consolidate a governance framework and approach
- Ensure that reconciliation initiatives, policies and programs are properly embedded across the department before developing its next Stretch RAP.

Our Innovate RAP reflects DPC's recognition of the significant historical and ongoing role of the First Nations peoples, our commitment to Closing the Gap, and our collective responsibility to shaping a South Australian identity that values diversity and inclusion. It also acknowledges the RAP Journey the department has been on and its need to re-establish its Reconciliation initiatives through an Innovate RAP.

Our Innovate RAP aims to create tangible, measurable change to influence positive change across our department and South Australian Government. We are improving the recruitment, development and promotion of First Nations peoples within the department, promoting First Nations economic development, and designing and delivering services and policies in partnership with First Nations peoples and communities.

There are 20 actions and 101 deliverables contained within the Innovate RAP.

Our Innovate RAP aligns with Reconciliation Australia's RAP Framework, and accordingly our work for implementing reconciliation initiatives in the workplace is organised under three pillars of *Relationships*, *Respect*, and *Opportunities* with actions and deliverables under the additional pillar of *Governance and Reporting*.

Innovate RAP Project Team

An Innovate RAP Project Team was established to provide support and guidance to the newly created role of the Aboriginal Cultural Engagement Officer (ACEO) who was appointed mid-August 2022 to lead the coordination, planning and development of the Innovate RAP.

Core members were sought out for their expertise, corporate knowledge, and variable guidance:

- Director, Office of the Chief Executive
- ACEO
- Manager Strategy and Reporting, Office of the Chief Executive
- Principal Advisor, Office of the Chief Executive
- Executive Leadership Team's (ELT) RAP Champion who was also the Executive Director, Strategy and Policy.

The Project Team consisted of core members above, but informal specific support was also sought from the Manager, Major Projects and the Principal Officer, Diversity and Inclusion People and Culture. The ACEO also held informal meetings with the Project Officer, Aboriginal Affairs and Reconciliation.

Innovate RAP Working Group

DPC established the Innovate RAP Working Group (Innovate RAP WG) as the governing body responsible for the development, implementation and reporting of the DPC's Innovate RAP. The Innovate RAP WG is chaired by the Executive Leadership Team RAP Champion, Brenton Caffin, Executive Director Strategy and Policy, and co-chaired by the ACEO/a member of the Nunga Network.

DPC Innovate RAP 2023–26 Working Group Members Nominated Representatives as at April 2023

BUSINESS UNIT	ALLOCATED NUMBER OF REPRESENTATIVES
Lot Fourteen Project	1
Communities and Corporate including Arts SA, People and Culture, ICT Services and Finance and Procurement	5
Intergovernmental and Diplomatic Relations	1
Major Programs	1
Cabinet Office	1
Office of the Chief Executive	2
Strategy and Policy	1
Strategic Communications	1
Office of the Chief Information Officer	1
Office for Data Analytics	1
Nunga Network Members	Standing Open Invitation to all members



SHANE WEBSTER, CHIEF EXECUTIVE JARWUN PRESENTING TO THE INNOVATE RAP WORKING GROUP.

There are 15 Innovate RAP WG members, (including the chair and co-chairs), each nominated as senior representatives from 10 respective DPC Business Units (BUs) with the authority to make decisions on behalf of their respective BU. Some larger BUs have nominated multiple representatives. This is complemented with members from DPC's Nunga Network who have a standing open invitation. As a priority, the Innovate RAP WG is currently planning for the inclusion of two First Nations community representatives as well.

The Innovate RAP WG Terms of Reference requires at least 20 per cent of its membership to identify as First Nations peoples. The current First Nations membership on the Innovate RAP WG is 21%.

The role of the Innovate RAP WG is to act as a conduit between their BU and the Innovate RAP WG, advocate and champion the RAP, drive implementation of the RAP actions and deliverables, actively participate in, support and lead reconciliation event planning and activities, and report on RAP progress to ELT and relevant external stakeholders including Reconciliation Australia.

Members are asked to commit 10 per cent of their time to the business and work of the Innovate RAP WG, and have this time allocated and recognised as contributing to DPC's important RAP journey as part of their Performance Development.

Scheduled Innovate RAP WG Meetings have a rotating focus on two areas: a focus on monitoring progress and reporting against RAP actions and deliverables, then a focus on reconciliation event planning.

Innovate RAP consultation

Our Innovate RAP was developed by the Innovate RAP WG in consultation with all DPC business areas, ELT, the Nunga Network and Reconciliation Australia. Consultation was carried out across the whole department.

The Innovate RAP WG is responsible for promoting reconciliation through our sphere of influence within the department and broader South Australian public sector, and with our stakeholders. The Innovate RAP WG will both champion the RAP and report on progress to the department's ELT, DPC staff, Reconciliation Australia, and external stakeholders.



Relationships

DPC is committed to building meaningful relationships and connecting with First Nations peoples starting with our internal workforce who reflect the lived historical and culturally diverse experiences of Australia's First Nations people. We are committed to working with First Nations communities and broader Australians to advance reconciliation.

DPC envisions the relationship between First Nations peoples and the wider community to be built on respect, understanding, and acknowledgement of the past and its impacts on the present, so that we can move together toward a shared future.

It is essential we build strong relationships with our First Nations workforce and stakeholders, South Australia's First Nations communities, First Nations community-controlled organisations, First Nations businesses and through partnerships across the public and business sector.

1

Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations

DELIVERABLE	TIMELINE	RESPONSIBILITY
1.1 Update, in consultation with DPC's First Nations employees and stakeholders, and annually review DPC's Aboriginal Engagement Strategy.	July 2024, 2025	LEAD Executive Director, Strategy and Policy
1.2 Establish and build relationships with local First Nations stakeholders and organisations to develop, review and continuously improve guiding principles for future engagement.	May 2023, 2024, 2025, 2026	LEAD Executive Director, Strategy and Policy SUPPORT DPC Aboriginal Cultural Engagement Officer
1.3 Grow, maintain and strengthen relationships with First Nations stakeholders and organisations through implementation of the <i>Aboriginal and Torres Strait Islander Arts Strategy for South Australia</i> .	December 2023, 2024, 2025	LEAD Manager, Arts Policy and Programs SUPPORT Senior Project Manager of Aboriginal and Torres Strait Islander Arts
1.4 Continue to work with local First Nations businesses and key stakeholders through The Circle—First Nations Entrepreneur Hub project program implementation.	March 2025	LEAD State Project Lead, Lot Fourteen

2

Maintain and strengthen our relationship with Reconciliation SA

DELIVERABLE	TIMELINE	RESPONSIBILITY
2.1 Purchase Reconciliation SA Gold membership annually.	February 2024, 2025, 2026	LEAD Innovate RAP Champion SUPPORT Executive Officer, Innovate RAP WG
2.2 Schedule a quarterly meeting with Reconciliation SA to build and maintain an ongoing relationship, stay connected, and to be informed about upcoming events, available reconciliation resources, information and/or training provided.	Quarterly March, June, September, December 2023, 2024, 2025	LEAD Director, Office of the Chief Executive SUPPORT Chair, Innovate RAP WG
2.3 Encourage participation and attendance of DPC employees in Reconciliation SA events.	May 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Director Communications
2.4 Purchase and host at least one table annually for DPC RAP Working Group members to attend Reconciliation SA's annual National Apology breakfast.	February 2024, 2025, 2026	LEAD Innovate RAP Champion SUPPORT Executive Officer, Innovate RAP WG
2.5 Purchase and host at least one table annually for DPC Innovate RAP Working Group members to attend Reconciliation SA's National Reconciliation Week (NRW) Breakfast.	May 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Executive Officer, Innovate RAP WG
2.6 Encourage attendance to Reconciliation SA's annual fund-raising events by Chief Executive, RAP Champion and at least one additional ELT member annually.	December 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Director, Office of the Chief Executive

3

Build relationships through celebrating National Reconciliation Week (NRW)

DELIVERABLE	TIMELINE	RESPONSIBILITY
3.1 Promote Reconciliation Australia's NRW resources and materials to our staff.	April and May 2023, 2024, 2025	LEAD Director, Office of the Chief Executive SUPPORT Director, Communications
3.2 Promote South Australian and DPC's National Reconciliation Week events and the National Apology breakfast to all employees through whole of agency emails and notices.	May 2023, 2024, 2025, 2026	LEAD Director, Communications
3.3 Every Innovate RAP Working Group member to participate in at least one external and one internal NRW event annually.	27 May–3 June 2023, 2024, 2025	LEAD RAP Champion
3.4 Encourage and support departmental employees and senior leaders to participate in at least one external event annually to recognise and celebrate NRW.	27 May–3 June 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Director, Communications
3.5 Register all DPC NRW events on Reconciliation Australia's NRW website.	May 2023, 2024, 2025	LEAD Innovate RAP Co-Chair/ Executive Officer SUPPORT RAP Champion
3.6 Organise at least two internal NRW events annually, ensuring that First Nations peoples are involved in delivering content, where possible.	27 May–3 June 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Innovate RAP Working Group members

4

Promote reconciliation through our sphere of influence

DELIVERABLE	TIMELINE	RESPONSIBILITY
4.1 Develop a Communications Plan defining the significant First Nations calendar of events that DPC will commit to celebrating or acknowledging.	May 2023	LEAD Director, Communications SUPPORT Director, Office of the Chief Executive
4.2 Pilot and trial collaborative approaches to reconciliation with the Attorney-General's Department and other SA Government departments.	December 2023	LEAD Director, Office of the Chief Executive SUPPORT RAP Champion

4.3	Invite guests including First Nations Elders and South Australian Aboriginal Community Controlled Organisation Network (SAACCON) members to DPC internal reconciliation events (morning teas, showcasing of DPC First Nations-specific business).	December 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT ELT
4.4	Promote awareness of reconciliation, the Uluru Statement from the Heart, and the First Nations Voice to Parliament across our workforce.	June 2023, 2024, 2025	LEAD Executive Director, Strategy and Policy SUPPORT Director, Communications
4.5	Increase staff awareness and understanding of Indigenous Voice to Parliament and the 2023 federal referendum through the delivery of online educational resources.	December 2023	LEAD Director, People and Culture SUPPORT Director, Communications
4.6	Communicate and promote our commitment to reconciliation publicly.	May 2023, 2024, 2025	LEAD Director, Office of the Chief Executive SUPPORT Director, Communications
4.7	Create awareness and promote use of cultural awareness support resources and services, provided by The Circle – First Nations Entrepreneur Hub to internal and external stakeholders.	March 2025	LEAD State Project Lead, Lot Fourteen
4.8	Encourage Lot Fourteen tenants to take meaningful action to advance reconciliation for their business/ organisation through measures such as developing their own Reconciliation Action Plans, and inclusion of a Welcome to Country at non-government hosted events at Lot Fourteen.	March 2025	LEAD State Project Lead, Lot Fourteen
4.9	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes (organisations, governments, Arts SA funded organisations, and other key stakeholders and industry leaders).	Quarterly March, June, September, December 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT ELT
4.10	Utilise the existing communications channels within DPC and across whole of government to promote, where appropriate, various reconciliation events and initiatives.	Quarterly March, June, September, December 2023, 2024, 2025	LEAD Director, Communications
4.11	Commit to a reconciliation related article at least every quarter in DPC Insider.	Quarterly March, June, September, December 2023, 2024, 2025	LEAD Director, Communications

4.12	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Quarterly March, June, September, December 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT ELT
4.13	Annually review and update the DPC Induction Program to ensure it promotes our commitment to reconciliation.	May 2023, 2024, 2025	LEAD Director, People and Culture
4.14	Use key tools and networks available to Arts South Australia to promote reconciliation throughout the arts and culture sector.	December 2023, 2024, 2025	LEAD Manager, Arts Policy and Programs SUPPORT Senior Project Manager of Aboriginal and Torres Strait Islander Arts

5 Promote positive race relations through anti-discrimination strategies		
DELIVERABLE	TIMELINE	RESPONSIBILITY
5.1 Continue to review HR policies and procedures to ensure inclusion of up-to-date anti-discrimination provisions.	April 2025	LEAD Director, People and Culture
5.2 Release a public statement in support of 'International Day of the Elimination of Racial Discrimination' each year.	21 March 2024, 2025, 2026	LEAD Director, Communications
5.3 Require DPC employees involved with recruitment to have completed DPC's Unconscious Bias online course.	September 2023, 2024, 2025	LEAD Director, People and Culture
5.4 DPC to publicly communicate its support of anti-discrimination campaigns, initiatives or stances against racism.	December 2023, 2024, 2025	LEAD Director, Office of the Chief Executive SUPPORT ELT
5.5 Provide anti-discrimination and racism bystander training as well as references to self-education materials to DPC employees and managers.	December 2023, 2024, 2025	LEAD Director, People and Culture
5.6 Review and promote the Respectful Treatment at Work Policy Guideline and online course to ensure our policy on anti-discrimination is effectively addressed.	May 2024 May 2026	LEAD Director, People and Culture

5.7	Engage with First Nations staff and/or First Nations advisors to consult on our Respectful Treatment at Work Policy to ensure it effectively addresses anti-racism.	May 2024 May 2026	LEAD Director, People and Culture
5.8	Educate senior leaders and all staff on the effects of racism, through the ongoing delivery of Unconscious Bias, Say No to Racism and Respectful Treatment at Work mandatory online training courses.	September 2023, 2024, 2025	LEAD Director, People and Culture

6

Build cultural capability across DPC when working with First Nations peoples, communities and organisations

DELIVERABLE	TIMELINE	RESPONSIBILITY
6.1 Coordinate the development of a departmental action plan to respond to the employee feedback of anticipated whole of government I WORK FOR SA Your Voice survey which provides public sector employees with an opportunity to have a say about their workplace, workplace culture and practices.	October 2024	LEAD Director, People and Culture
6.2 Hold annual “Lunch and Learn” events focussed on learning about First Nations cultures and histories to enhance interaction between DPC’s non-First Nations workforce and First Nations peoples.	December 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Innovate RAP WG



DPC strives to be a culturally responsive and safe workplace. We believe the key to our organisation realising positive and mutually beneficial outcomes in our reconciliation journey is learning and respecting the cultures, diversity, Country, spirituality, and histories of Australia's First Nations peoples.

The impacts of colonisation, social exclusion, and compounding effects of imposed colonial attitudes and policies are key factors underlying the unacceptable widening disparities in all socio-economic determinants between Australia's First Nations peoples and broader Australians. The Government of South Australia is committed to Closing the Gap and improving the lives so South Australia's First Nations peoples thrive. This is why the department strives to give everybody in our workplace a strong foundation of cultural learning that aligns to our Cultural Learning Framework.

The department acknowledges that racism still exists and that it is often systemic, which means that Australia's First Nations peoples frequently experience barriers to opportunities such as being included in the decisions that will affect them the most. Research shows decisions made about First Nations peoples by First Nations peoples results in better outcomes.

The actions in the Respect area value the expertise of the organisations First Nations workforce 'ways of knowing, being and doing' which reflect the cultural diversities. The actions aim to coordinate the departments focus on its First Nations business as a collective and embed First Nations lenses internally.

7

Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning

DELIVERABLE	TIMELINE	RESPONSIBILITY
7.1 Continue to review the cultural learning needs within our organisation.	October 2023	LEAD Director, People and Culture
7.2 Review and update the Cultural Learning Framework for DPC, including investigating cultural immersion opportunities and targeted cultural learning for specific business units.	December 2024	LEAD Director, People and Culture
7.3 Continue to consult local Traditional Owners and/or First Nations advisors to inform the review of our cultural learning framework.	December 2023 December 2025	LEAD Director, People and Culture
7.4 Commit all staff to participate in formal and structured cultural learning at least once over the life of this RAP.	May 2026	LEAD Director, People and Culture

7.5	Require all staff to attend at least one informal cultural learning activity each financial year.	June 2023, 2024, 2025	LEAD Director, People and Culture
7.6	Encourage staff to extend their self-directed learning by promoting a range of cultural activities.	April 2024, 2025, 2026	LEAD Director, People and Culture SUPPORT Strategic Communications

8 Further embed First Nations cultures into DPC's public programs

DELIVERABLE	TIMELINE	RESPONSIBILITY
8.1 Consistently include First Nations cultural experiences as part of all programs for official visitors to South Australia (state visits).	December 2023, 2024, 2025	LEAD Director, Diplomatic Relations and Protocol SUPPORT Executive Director, Intergovernmental and Diplomatic Relations
8.2 Deliver the cultural institutions storage facility project that aims to safeguard and preserve the state's arts and cultural collections.	June 2024	LEAD Executive Director, Major Programs
8.3 Consistently include a selection of First Nations products as part of the Premier's corporate gift collection for official visitors (state visits).	December 2023, 2024, 2025	LEAD Director, Diplomatic Relations and Protocol SUPPORT Executive Director, Intergovernmental and Diplomatic Relations

9 Continue to increase the cultural responsiveness of DPC's programs and products for First Nations people

DELIVERABLE	TIMELINE	RESPONSIBILITY
9.1 Ensure all emergency management documents aligned with the State Emergency Management Plan (SEMP) that undergo a review consider the specific needs of First Nations peoples at risk during and following an emergency (Reference Principle 2 of the SEM).	February 2024, 2025, 2026	LEAD Director, Security, Emergency and Recovery Management SUPPORT Executive Director, Intergovernmental and Diplomatic Relations

9.2	Continue the conservation treatment and subsequent repatriation of the historical and culturally significant Yirrkala Bark Petition to the Buku-Larrnggay Mulka Centre community in Arnhem Land to ensure it is preserved, cared for and managed appropriately and respectfully.	August 2023	LEAD Director Artlab Australia SUPPORT Executive Director, Communities and Corporate
9.3	Recognise First Nations cultures and ensure their needs are incorporated in the design of digital products by engaging with them in moderated user testing.	November 2023	LEAD Director, Digital Programs
9.4	Conduct a literature review, based on statistically significant data and findings, that provides an understanding of any specific cultural accessibility requirements for government digital products.	May 2023	LEAD Director, Digital Programs

10 Demonstrate respect to First Nations peoples by observing cultural protocols			
DELIVERABLE		TIMELINE	RESPONSIBILITY
10.1	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through cultural awareness training and promotion of Acknowledgement of Country tutorial video.	December 2023, 2024, 2025	LEAD Director, People and Culture SUPPORT Director, DPC Communications
10.2	Communicate cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2023	LEAD Director, Office of the Chief Executive SUPPORT Director, Communications
10.3	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2026	LEAD Director, Diplomatic Relations and Protocol SUPPORT Executive Director, Major Programs
10.4	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2026	LEAD Innovate RAP Champion SUPPORT Executive Officer, Innovate RAP WG
10.5	Update the DPC online Induction Program to inform employees of the Cultural Learning Framework, cultural protocols and expectations of employees.	May 2023, 2024, 2025	LEAD Director, People and Culture

11
Build respect for First Nations cultures and histories by celebrating NAIDOC Week

DELIVERABLE	TIMELINE	RESPONSIBILITY
11.1 Promote on internal DPC communication channels and support all DPC employees to participate in an external NAIDOC Week event.	June 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Director, Communications
11.2 Continue to review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week and attending the NAIDOC March and the NAIDOC Family Fun Day.	June 2023, 2024, 2025	LEAD Director, People and Culture SUPPORT Manager, Organisational Development
11.3 Ensure the Innovate RAP Working Group participates in at least one external NAIDOC week event annually.	June 2023, 2024, 2025	LEAD Innovate RAP Champion



Opportunities

DPC is committed to increasing First Nations participation in economic and social policy and program development and implementation. By providing opportunities to our First Nations employees at all levels to engage and contribute, our processes will be enhanced, and better outcomes produced.

12

Improve employment outcomes by increasing First Nations recruitment, retention, and professional development

DELIVERABLE	TIMELINE	RESPONSIBILITY
12.1 DPC to promote First Nations Employees Staff Forum via the DPC RAP business partner.	December 2023, 2024, 2025	LEAD Director, Communications
12.2 Develop and implement a First Nations Workforce Plan that includes employment targets, recruitment, retention and professional development strategies.	July 2023	LEAD Director, People and Culture
12.3 Monitor and report on progress towards First Nations employment targets and actions in our First Nations Workforce.	June 2024, 2025	LEAD Director, People and Culture
12.4 Engage with First Nations staff on the development of our First Nations Workforce Plan.	May 2023	LEAD Director, People and Culture
12.5 Advertise job vacancies to effectively reach First Nations stakeholders and job seekers.	May 2026	LEAD Director, People and Culture
12.6 Continue to review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	December 2023, 2024, 2025	LEAD Director, People and Culture
12.7 Promote the benefits of the Aboriginal Career Pathways program to increase uptake and assist First Nations employees to pursue their career aspirations.	May 2026	LEAD Director, People and Culture

Increase First Nations supplier diversity to support improved economic and social outcomes

DELIVERABLE	TIMELINE	RESPONSIBILITY
13.1 Develop and implement a First Nations procurement strategy.	December 2023	LEAD Executive Director, Communities and Corporate SUPPORT Director, Finance and Procurement
13.2 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff, including the Circle's First Nations Business showcase events.	October 2023, 2024, 2025	LEAD State Project Lead, Lot Fourteen SUPPORT Director, Communications
13.3 Review procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2023	LEAD Director, Finance and Procurement
13.4 Develop commercial relationships with First Nations businesses.	December 2023, 2024, 2025	LEAD Director, Finance and Procurement
13.5 Continue to deliver the Aboriginal and Torres Strait Islander Arts and Culture grants programs and other funding partnerships that enables cultural ambition, professional development and economic and social outcomes by and with First Nations artists and organisations.	May 2026	LEAD Manager, Arts Policy and Programs SUPPORT Senior Project Manager of Aboriginal and Torres Strait Islander Arts
13.6 Increase DPC's procurement activity with First Nations businesses in support of the South Australian Government's Aboriginal Economic Participation Strategy.	March 2025	LEAD Innovate RAP Champion
13.7 Continue the implementation and expansion of the program and services offered by The Circle—First Nations Entrepreneur Hub to attract new First Nations businesses to become members of The Circle and improve promotion of the products and services offered by Members to the Lot Fourteen district.	March 2025	LEAD State Project Lead, Lot Fourteen
13.8 Deliver through The Circle, the annual First Nations Business Showcase event to provide opportunity for buyers from industry, all levels of Government and non-Government organisations to connect face-to-face with South Australia's diverse First Nations Business Sector.	March 2025	LEAD State Project Lead, Lot Fourteen

14 Involve First Nations people in the complete policy development process		
DELIVERABLE	TIMELINE	RESPONSIBILITY
14.1 Develop a policy 'community of practice', including First Nations representatives connected to Cabinet.	May 2026	LEAD Executive Director, Cabinet Office SUPPORT Executive Director, Strategy and Policy
14.2 Develop a policy design framework that integrates First Nations perspectives and feedback.	June 2023	LEAD Executive Director, Strategy and Policy
14.3 Partner with the Attorney-General's Department to deliver the South Australian Closing the Gap Implementation Plan across government with a focus on setting benchmarks for future success.	November 2023, 2024, 2025	LEAD Executive Director, Strategy and Policy SUPPORT Director, Office of the Chief Executive
14.4 Continue to implement the <i>Aboriginal and Torres Strait Islander Arts Strategy for South Australia</i> in consultation and partnership with the Aboriginal and Torres Strait Islander Arts Advisory Panel.	May 2026	LEAD Manager, Arts Policy and Programs SUPPORT Senior Project Manager of Aboriginal and Torres Strait Islander Arts

15 Valuing our First Nations workforce by increasing and embedding First Nations voices within DPC decision making processes, governance, and policies		
DELIVERABLE	TIMELINE	RESPONSIBILITY
15.1 Review and refresh the Nunga Network's resourcing, identity, purpose and meeting schedule to bring a First Nations lenses into DPC's governance framework.	June 2023	LEAD Director, Office of the Chief Executive SUPPORT Director, People and Culture
15.2 Establish an Aboriginal Leadership Group from DPC's Nunga Network to provide opportunities for inclusion of First Nations voices within DPC leadership and governance.	August 2023	LEAD Director, Office of the Chief Executive SUPPORT Director, People and Culture
15.3 Establish a First Nations Committee (FNC), as a sub-committee of DPC's ELT. This will comprise of targeted ELT members working in partnership with the Aboriginal Leadership Group, essentially embedding internal First Nations lenses into DPC's business.	September 2023	LEAD Director, Office of the Chief Executive SUPPORT ELT

15.4	Establish a mechanism to ensure the Nunga Network ideas and reflections are communicated to DPC executives quarterly.	January, April, July, Oct 2023, 2024, 2025, 2026	LEAD DPC Aboriginal Cultural Engagement Officer SUPPORT Director, Office of the Chief Executive
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16	Create structured support for First Nations employees by identifying and managing risks of cultural loading		
DELIVERABLE		TIMELINE	RESPONSIBILITY
16.1	Develop and implement guidelines to define how and when our Nunga Network is referred to for cultural advice and matters, to manage risk of cultural loading.	July 2023	LEAD Director, Office for the Chief Executive
16.2	Ensure that the risk of cultural loading on First Nations employees within DPC is closely assessed and managed as the RAP is implemented.	December 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT ELT



Governance

17

Establish and maintain an effective Innovate RAP Working group (RAP WG) to drive governance of the RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
17.1 Re-establish RAP governance structure, embedding First Nations voices by ensuring representation from across business units and maintaining 20% First Nations representation on the Innovate RAP Working Group.	May 2023, 2024, 2025	LEAD Chair, Innovate RAP WG SUPPORT Co-Chair, Innovate RAP WG
17.2 Establish and annually review a Terms of Reference for the Innovate RAP WG.	February 2023, 2024, 2025	LEAD Chair, Innovate RAP WG SUPPORT Co-Chair, Innovate RAP WG
17.3 Ensure the Innovate RAP WG meet at least four times per year to drive and monitor RAP implementation.	January, April, July, October 2023, 2024, 2025	LEAD Chair, Innovate RAP WG SUPPORT Co-Chair, Innovate RAP WG
17.4 Maintain a DPC First Nations employee as Innovate RAP Working Group Co-Chair.	December 2023, 2024, 2025	LEAD Chair, Innovate RAP WG SUPPORT Co-Chair Innovate RAP WG

18

Provide appropriate support for effective implementation of RAP commitments

DELIVERABLE	TIMELINE	RESPONSIBILITY
18.1 Engage our senior leaders and other staff in the delivery of RAP commitments.	January, April, July, October 2023, 2024, 2025, 2026	LEAD Chair, Innovate RAP WG SUPPORT ELT
18.2 Track, measure and report on RAP commitments through DPC Performs	May 2024, 2025, 2026	LEAD Chair, Innovate RAP WG SUPPORT ELT
18.3 Maintain an internal RAP Champion from senior management	December 2023, 2024, 2025	LEAD Innovate RAP Champion SUPPORT Director, Office of the Chief Executive

18.4	Define resource needs for RAP implementation	June 2023, 2024, 2025	LEAD Chair, Innovate RAP WG SUPPORT Director, Office of the Chief Executive
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19 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

DELIVERABLE	TIMELINE	RESPONSIBILITY
19.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023, 2024, 2025	LEAD Director, Office of the Chief Executive
19.2 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2023, 2024, 2025	LEAD Chair, Innovate RAP WG
19.3 Report RAP progress to all staff and senior leaders quarterly.	January, April, July, October 2023, 2024, 2025, 2026	LEAD Chair, Innovate RAP WG
19.4 Publicly report our RAP achievements, challenges and learnings annually.	May 2024, 2025, 2026	LEAD Chair, Innovate RAP WG SUPPORT Director, Communications
19.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	LEAD Chair, Innovate RAP WG SUPPORT Executive Officer, Innovate RAP WG
19.6 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	LEAD Chair, Innovate RAP WG SUPPORT Executive Director, Major Programs

20 Continue our reconciliation journey by developing our next RAP

DELIVERABLE	TIMELINE	RESPONSIBILITY
20.1 Register via Reconciliation Australia's website to begin developing our next RAP.	May 2025	LEAD Chair, Innovate RAP WG SUPPORT Executive Officer, Innovate RAP WG

Acronyms

ACEO – Aboriginal Cultural Engagement Officer

AGD – Attorney-General's Department

ARG – Aboriginal Reference Group

BU – Business Units

ELT – Executive Leadership Team

DPC – Department of the Premier and Cabinet

FNC – First Nations Committee

Innovate RAP – Innovate Reconciliation Action Plan

Innovate RAP WG – Innovate RAP Working Group

NRW – National Reconciliation Week

RAP – Reconciliation Action Plan

SAACCON – South Australian Aboriginal Community Controlled Organisation Network

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