



RECONCILIATION ACTION PLAN

MARCH 2020-MARCH 2023



Message from our Chief Executive



Marni naa pudni (Welcome)

I am pleased to welcome you to the Department of the Premier and Cabinet's Reconciliation Action Plan (RAP) 2020 – 2023. The department acknowledges and respects Aboriginal peoples as the State's first peoples and nations and recognises Aboriginal peoples as Traditional Owners and occupants of land and waters in South Australia.

The department's RAP is the result of individuals working together and willingly embracing the concept of Reconciliation in the truest sense of the word. Deliverables have been suggested, discussed and consulted upon and the one question that was a constant driver throughout the process was, 'what more can we do to genuinely tackle racism, and improve the lives of Aboriginal South Australians?' The results are ambitious but achievable deliverables which reflect the essence of progress towards true Reconciliation. A clear example of this is the development of a South Australian Repatriation Policy to provide clarity and communication on how Aboriginal artefacts, protected items and ancestral remains will be respectfully returned to Country and the process for government engagement with the representative Aboriginal Nations.

The department has maintained a strong commitment to Reconciliation since its first RAP in 2013. So much has already been achieved but it is vitally important that we continue this momentum into the future.

Jim McDowell

Chief Executive

Department of the Premier and Cabinet

Message from our RAP Champion



I am delighted to have been involved in the development of the Department of the Premier and Cabinet's stretch Reconciliation Action Plan 2020 – 2023.

I have worked alongside dedicated and enthusiastic employees in bringing together the plan which has involved staff from across the department. Over the life of the RAP we will work with our Aboriginal staff and communities to ensure that the Department of the Premier and Cabinet is a respectful and culturally safe place to work. We will tackle racism and support truth-telling.

The department is in a unique position, providing an advisory role and whole of government perspective on priority issues for the Premier and the Cabinet. This unique position enables the department to proudly role model best practice Reconciliation behaviours as we work in partnership and collaborate on integrated approaches to policy, projects and program delivery with other government agencies, businesses and stakeholders. This stretch Reconciliation Action Plan will challenge us to enhance those approaches by strengthening and embedding ways for us to listen to the Aboriginal and broader communities we serve.

We are also in a unique position because the Premier is the Minister responsible for Aboriginal Affairs and Reconciliation. This department, through the excellent work of the Aboriginal Affairs and Reconciliation unit, therefore plays a very important role in providing advice to the Premier on Aboriginal policy and service delivery, and Aboriginal heritage and lands.

Ruth Ambler

Executive Director, Cabinet Office and Aboriginal Affairs and Reconciliation
Chair, Reconciliation Action Plan Working Group

Message from Chief Executive Officer Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate the Department of the Premier and Cabinet (DPC) on its continued reconciliation journey, as it implements its third Reconciliation Action Plan; its first Stretch RAP.

Formed around the pillars of relationships, respect, and opportunities, the RAP program asks organisations to consider the critical role they can play in driving reconciliation across their work and area of expertise. Through the development of this Stretch RAP, DPC continues to contribute to the ever-growing community of RAP organisations that have taken this consideration and goodwill, and transformed it into action.

DPC has the capacity to set the bar for commitment to reconciliation in South Australia. Advising on the whole of government, the department occupies a critical leadership position in the public sector; and consequently has the vision and influence to progress an ambitious standard for reconciliation across its work and sphere of influence.

This Stretch RAP sees DPC grow and build on the significant learnings of its previous two RAPs. The department has made great strides to date: embedding a strong focus on Aboriginal and Torres Strait Islander cultures; acknowledging the importance of truth-telling and history; and supporting the meaningful employment and economic development of First Nations peoples.

Reflecting on these successes, DPC is now maturing in its reconciliation ambitions. This Stretch RAP centres Aboriginal and Torres Strait Islander engagement in the development of policy and programs, as well as increasing Aboriginal and Torres Strait Islander representation in leadership and decision-making. DPC is increasing First Nations employees in senior positions, and consequently upholding the diversity of perspectives and knowledge needed to deliver effective programs to South Australian communities. The department has ensured the sustainability of these employment targets by making commitments to improving cultural safety and culturally appropriate practices.

This Stretch RAP signals the department's continued thoughtful consideration of its ability to advance reconciliation throughout its work. On behalf of Reconciliation Australia, I commend DPC on its first Stretch RAP and look forward to following its 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 Aboriginal and Torres Strait Islander 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.

The Department of the Premier and Cabinet Reconciliation Action Plan aims to create tangible, measurable change in the department and, given our role as lead agency and the Premier's responsibility for Aboriginal Affairs and Reconciliation, to influence positive change across government.

We will:

- Value and celebrate Aboriginal and Torres Strait Islander lives, communities and cultures from across Australia
- Honestly acknowledge the truths about Aboriginal and Torres Strait Islander experiences in post-colonial Australia
- Foster mutual respect between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people and communities
- Support the economic development and self-empowerment of Aboriginal and Torres Strait Islander people and their communities.

Furthermore, by enacting these changes, DPC aims to improve the recruitment, development and promotion of Aboriginal and Torres Strait Islander people within DPC, promote Aboriginal and Torres Strait Islander peoples' economic development in line with Growth State, and ensure we design and deliver services and policy in partnership with Aboriginal and Torres Strait Islander peoples and their communities. Rigorous governance and leadership from the Executive Leadership Team will be key to achieving this.

Ultimately, these changes aim to contribute to reducing inequality or disadvantage for Aboriginal and Torres Strait Islander peoples living in South Australia. These changes will ensure opportunities to reduce prejudice and racism, systemic inequality and entrenched disadvantage. When we have a department that better reflects the richness of our South Australian society we can ultimately deliver better services to the South Australian community. Our department embraces the diversity of the Aboriginal and Torres Strait Islander peoples living in South Australia.

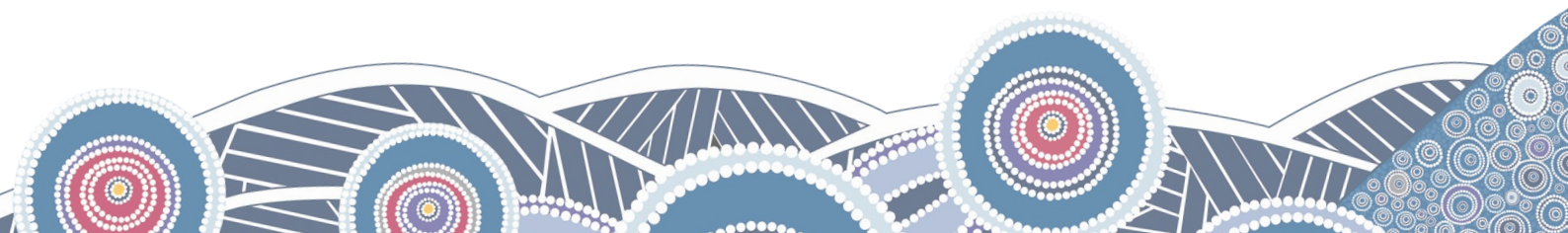
Our business

DPC provides a unique advisory role and whole of government perspective to priority issues for the Premier and Cabinet. We lead the South Australian public sector, partnering with public sector agencies to ensure integrated approaches to areas of common interest. We support the government of the day to deliver its objectives by providing specialist policy advice to the Premier and Ministers, implementing policies, programs and initiatives, and building strong, collaborative partnerships within and outside of government.

Our strategic goals are:

- Lead whole of government policy, major initiatives and projects that deliver outcomes in line with the Premier's and Cabinet's priorities.
- Drive strong policy outcomes across government portfolios through accurate, timely and evidence-based advice, collaboration and coordination.
- Deliver programs and services within the Premier's portfolio responsibilities that support South Australian communities.
- Support the Premier to lead a well-administered, Cabinet-led government
- Be a high-performing and effective central agency.

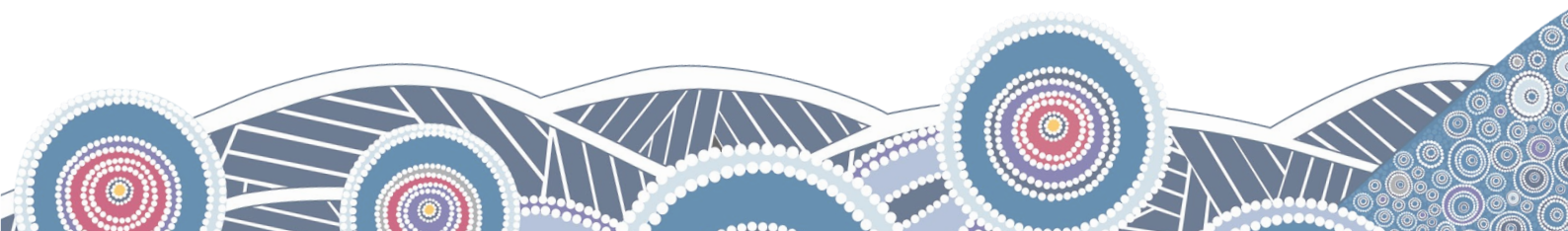
DPC provides functions across many business areas, from policy advice to maximising the outcomes from the State's international and commercial relationships. As the chief agency for the Premier as the Minister responsible for Aboriginal Affairs and Reconciliation, DPC plays a significant role in promoting Reconciliation with Aboriginal and Torres Strait Islander people and building a diverse and inclusive workplace culture.



DPC has lead responsibility for the South Australian Government Aboriginal Affairs Action Plan 2019-2020, launched in 2018 by the Premier. The Action Plan has 32 distinct activities, each of which focuses on one or more of three priority areas: Economic Participation; Better Services; and Capacity Building. Action Plan activities will ensure that government initiatives create opportunities for increased engagement and collaboration with Aboriginal and Torres Strait Islander organisations and are culturally-appropriate and community-driven. Over the life of the Action Plan, DPC is responsible for coordinating whole of government reporting at six-monthly intervals.

The department's commitment to retaining and developing Aboriginal and Torres Strait Islander employees is supported through the Diversity and Inclusion Framework and the Nunga Network. The Diversity and Inclusion Framework sets out our plans to build on DPC's workplace culture and attract and retain diverse talent and incorporates an Aboriginal and Torres Strait Islander Employment Plan. The Nunga Network meets quarterly to help DPC Aboriginal and Torres Strait Islander employees access peer support, share information, access training and development, engage on DPC's policies, procedures and strategies, and hear from guest speakers.

As at 30 June 2019, DPC had 430 employees, with 17 employees (4.0%) identifying as Aboriginal and Torres Strait Islander people. Central DPC staff are predominantly based within two 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.





Our Reconciliation Action Plan

Our RAP reflects DPC's commitment to Reconciliation and to ending prejudice and racism, systemic inequality, and entrenched disadvantage. We do this by focusing on valuing culture, acknowledging history, working together, empowering communities, and supporting meaningful employment and economic development for Aboriginal and Torres Strait Islander people and communities.

Our RAP has been developed by the Reconciliation Action Plan Working Group (RWG) through consultation with all business units, the Nunga Network, and Reconciliation South Australia. The work of the RWG benefited from the guidance of our RAP Champion and Chair of the RWG, Ruth Ambler, Executive Director, Cabinet Office and a strong mandate from the DPC Executive Leadership Team.

The RWG includes representatives from across the department and Nunga Network members were invited to nominate to be part of the RWG. Quorum rules require at least one Aboriginal and Torres Strait Islander member of the RWG to be in attendance before decisions are made, to ensure Aboriginal and Torres Strait Islander perspectives guide our RAP. As a priority action of our RAP, a model for a governance mechanism that includes external Aboriginal and Torres Strait Islander representation and oversight will be developed.

Our RAP Journey

- DPC's first RAP, developed and implemented in 2013-2016, was monitored by the Reconciliation Committee. It has since been revised and undergone various changes to reflect the department's organisational restructure.
- 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 Aboriginal and Torres Strait Islander economic participation and prominent visual cultural displays on premises.
- During 2017 and 2018, DPC lodged a second successive draft RAP for 2018-2020. Before it was finalised, a change of government and significant organisational restructure, including the Premier taking on portfolio responsibility for Aboriginal Affairs and Reconciliation, brought a new impetus to pursue a Stretch RAP for 2020-2023 to match our commitment to Reconciliation.
- A RWG has been established to ensure broad representation across DPC of Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees and engagement of all business areas.

What have we learnt?

- The importance of clear accountability for actions to create meaningful outcomes and a cultural shift within the agency.
- Reconciliation principles must be in place supported by strong leadership and involvement and input from each unit of DPC.
- The need to recognise the importance of self-determination for Aboriginal and Torres Strait Islander people and the imperative to work with Aboriginal and Torres Strait Islander people in developing effective policy, programs and services.
- The representation of Aboriginal and Torres Strait Islander people in leadership positions positively affects:
 - » cultural safety in the workplace,
 - » the perception of cultural diversity within DPC, and
 - » employee retention and engagement.
- The importance of all employees having regular engagement with Aboriginal and Torres Strait Islander cultures through immersion, training and development opportunities to ensure the department is a culturally safe and responsive organisation.

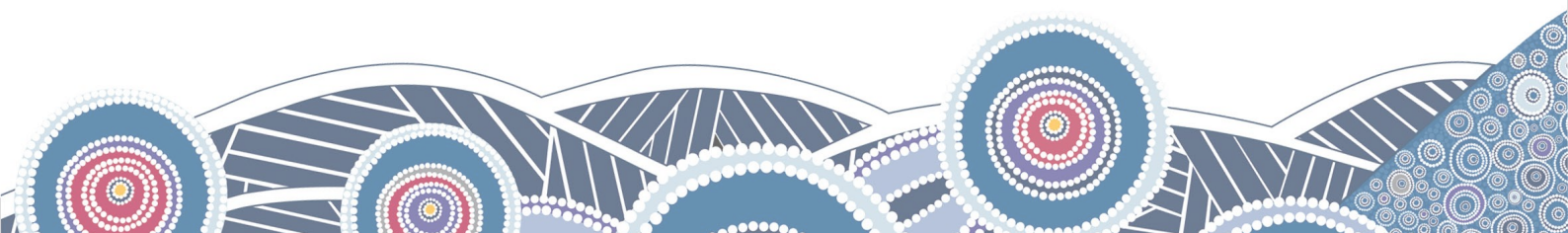
What challenges have we experienced?

- Staffing and organisational changes affecting the continuity of our Reconciliation actions and some of our decision-making for important initiatives and activities.
- Difficulty sourcing effective cultural competency training and facilitators to maintain engagement in cultural understanding initiatives (i.e. cultural competency education).
- Temporary and short-term contracts for Aboriginal and Torres Strait Islander people affecting meaningful employment outcomes for individuals and limiting the cultural lens that Aboriginal and Torres Strait Islander people bring to all DPC functions.

What have we achieved?

Since our last RAP we have:

- Increased Aboriginal and Torres Strait Islander employment opportunities from 1.18 per cent (at June 2015) to 4.0 per cent (at June 2019).
- Introduced cultural themes to floors in the State Administration Centre, and named meeting rooms after prominent Aboriginal and Torres Strait Islander people with their or their families' endorsement.
- Conducted a Social Procurement Readiness Review of DPC, which will inform our approach to build Aboriginal and Torres Strait Islander economic participation through engagement of Aboriginal and Torres Strait Islander businesses.
- Supported National Reconciliation Week each year, celebrated NAIDOC Week by organising, promoting and sponsoring events, and worked with other agencies to support other culturally significant events.
- Been represented on the South Australian Government Reconciliation Network, which supports the development and implementation of Reconciliation initiatives across South Australian Government agencies through information sharing and relationship building, and the development of new and refreshed Reconciliation Action Plans (RAPs) across all agencies.
- Provided an additional five days special leave with pay per year as cultural leave for Aboriginal and Torres Strait employees to support them to fulfil cultural obligations, which has now been incorporated into the Commissioner for Public Sector Employment's Determination 3.1: Employment Conditions - Hours of Work, Overtime and Leave.





Relationships

DPC recognises that success will continue to be underpinned by the collaborative partnerships we build across government and across sectors, and by engaging with communities and business to explore innovative solutions. We believe that meaningful relationships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people, agencies, and communities are based on trust, understanding, and real actions that lead to shared positive outcomes for all of us.

The actions in this area align with DPC's strategic goals to:

- Lead whole of government policy and major initiatives and projects that deliver outcomes in line with the Premier's and Cabinet's priorities.
- Drive strong policy outcomes across government portfolios through accurate, timely and evidence-based advice, collaboration and coordination.
- Deliver programs and services within the Premier's portfolio responsibilities that support and enable South Australian communities.

ACTION 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
<p>1.1 Facilitate and lead the delivery of and report on The South Australian Government Aboriginal Affairs Action Plan 2019 – 2020 which has 32 distinct activities, each of which focuses on one or more of three priority areas: Economic Participation; Better Services; and Capacity Building.</p> <p>Action Plan activities will ensure that government initiatives create opportunities for increased engagement and collaboration with Aboriginal and Torres Strait Islander organisations and are culturally-appropriate and community-driven.</p> <p>Ensure all agencies across government are responsible for individual actions in the Plan and DPC has overall lead responsibility. Key elements for each action involves engagement at the local level with key Aboriginal and Torres Strait Islander stakeholders.</p>	<p>Six monthly progress reports to the Premier and Cabinet</p> <p>Aug 2020 and Feb 2021</p>	<p>Chief Executive supported by the Executive Leadership Team (ELT)</p>
<p>1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders, developed in consultation with Aboriginal and Torres Strait Islander employees and stakeholders.</p>	<p>Dec 2020</p>	<p>Executive Director, Aboriginal Affairs and Reconciliation</p>
<p>1.3 Senior leadership to communicate written support for the Aboriginal Engagement Plan to all DPC and provide a clear mandate for engagement with Aboriginal and Torres Strait Islander people and communities.</p>	<p>Mar 2021</p>	<p>Executive Leadership Team with Director, Communications</p>
<p>1.4 Establish and/or maintain formal two-way partnerships with Aboriginal and Torres Strait Islander communities and organisations, including:</p> <ul style="list-style-type: none"> • SA Aboriginal Community Controlled Organisations Network (SAACCON), the South Australian peak body for Closing the Gap • NAIDOC SA Committee • First People Digital • PWC Indigenous Consulting (PIC) • Adelaide City Council Aboriginal Advisory Group • Council of Aboriginal Elders of South Australia (CAESA) • First Nations of South Australia Aboriginal Corporation • Commissioner for Aboriginal Engagement • Commissioner for Aboriginal Children and Young People • Narungga Nation Aboriginal Corporation • South Australian Aboriginal Advisory Committee (SAAAC) 	<p>Ongoing - report to ELT annually by 30 Sept 2020, 2021, 2022</p>	<p>Executive Director, Aboriginal Affairs and Reconciliation with the support of the Executive Leadership Team</p>

ACTION 1: Continued...

Deliverable	Timeline	Responsibility
<p>1.5 Create opportunities for cross-pollination between Aboriginal Affairs and Reconciliation (AAR) and other parts of DPC to leverage their knowledge and experience in developing and maintaining relationships with Aboriginal and Torres Strait Islander people and communities. We will deliver this by:</p> <ul style="list-style-type: none"> • holding at least two “Lunch and Learn” events per annum, with AAR to present on topics of interest eg new Aboriginal engagement model, Closing the Gap, and the Uluru Statement from the Heart. • AAR to attend at least two other business units’ staff meetings per annum and AAR to invite staff from two other business units to attend their staff meetings per annum. 	Ongoing – report to ELT annually Sept 2020, 2021, 2022	Executive Director, Cabinet Office
<p>1.6 Continue to provide a general referral point for the public on Aboriginal Affairs and Reconciliation on the DPC website - https://www.dpc.sa.gov.au/responsibilities/aboriginal-affairs-and-reconciliation.</p>	Ongoing – review site in Aug 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation and Director, Communications
<p>1.7 Support the South Australian Aboriginal Advisory Council (SAAAC) as an external body comprising highly regarded members of the Aboriginal and Torres Strait Islander Community that provides confidential high-level advice to the South Australian Government. This support comprises executive support to enable four to six SAAAC meetings annually, meeting with Cabinet twice a year, the appointment of SAAAC members and maintain liaison between the chair and members.</p>	Until Dec 2020	Executive Director, Aboriginal Affairs and Reconciliation
<p>1.8 Establish and support (financially and logistically) a new South Australian Aboriginal Representative Body.</p>	From Jan 2021	Executive Director, Aboriginal Affairs and Reconciliation
<p>1.9 Support the State’s three Aboriginal statutory landholding authorities, namely the Aboriginal Lands Trust (ALT) (<i>Aboriginal Lands Trust Act 2013</i>), the Anangu Pitjantjara Yankunytjatjara (<i>Anangu Pitjantjara Yankunytjatjara Lands Rights Act 1981</i>) and the Maralinga Tjarutja (<i>Maralinga Tjarutja Land Rights Act 1984</i>) by providing advice to the Premier as the Minister responsible for Aboriginal Affairs and Reconciliation to administer the legislation and to the Aboriginal statutory land holding authorities to promote Aboriginal leadership and governance and assist in pursuing commercial opportunities and leveraging economic potential from ALT landholdings.</p>	Ongoing – to be reviewed at responsible officer’s PDP in Sept 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation
<p>1.10 Meet with local Aboriginal and Torres Strait Islander stakeholders to continuously improve guiding principles for future engagement.</p>	Ongoing – to be reviewed at responsible officer’s PDP in Sept 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation

ACTION 2: Establish and maintain a relationship with Reconciliation SA.

Deliverable	Timeline	Responsibility
2.1 Support Reconciliation SA operations by providing funding on behalf of the South Australian Government, to Reconciliation SA, as SA's peak body to promote Reconciliation across South Australia and to promote anti-racism strategies in the wider community. This includes developing and delivering reconciliation educational resources and programs for schools and communities and coordinating major South Australian Reconciliation events, such as hosting the Apology Breakfast and the National Reconciliation Week Breakfast.	Ongoing – report to RWG annually Sept 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation
2.2 Purchase Reconciliation SA Gold membership annually.	Feb 2021, 2022	Chair, RWG

ACTION 3: Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
3.1 Promote National Reconciliation Week and relevant resources from Reconciliation Australia to all employees.	27 May – 3 June, 2020, 2021, 2022	Director, Communications
3.2 Coordinate with all government agencies represented on the Senior Management Council and on behalf of the whole of government produce and publish an annual South Australian Government Calendar of Events for National Reconciliation Week and lodge on the Reconciliation Australia website. Distribute the calendar across government networks including: <ul style="list-style-type: none"> • Senior Management Council • Premier and Cabinet • SOGAA • SA Government Reconciliation Network • Whole of Government Email • Chief Executive Notices. 	27 May – 3 June, 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation with the support of the Director, Communications
3.3 Promote South Australia and DPC's National Reconciliation Week events to all employees through whole of agency emails and notices.	27 May – 3 June, 2020, 2021, 2022	Director, Communications
3.4 Each RAP Working Group member will participate in at least one external and one internal NRW event annually.	27 May – 3 June, 2020, 2021, 2022	Chair, RAP Working Group
3.5 Encourage and support employees and senior leaders to participate in at least one external event annually to recognise and celebrate National Reconciliation Week.	27 May – 3 June, 2020, 2021, 2022	All people managers
3.6 Organise at least two internal National Reconciliation Week events, each year. Ensure Aboriginal and Torres Strait Islander people are involved in delivering content, where possible. These events will include morning tea for the whole of DPC and whole of building (State Administration Centre ie three government departments) as well as a "Lunch and Learn" event.	27 May – 3 June, 2020, 2021, 2022	Chair, RAP Working Group
3.7 Purchase at least one table for DPC employees to attend Reconciliation South Australia's annual Adelaide National Reconciliation Week breakfast.	May 2020, 2021, 2022	Chair, RAP Working Group
3.8 Demonstrate our commitment to Reconciliation publicly by the Chief Executive writing to key stakeholders immediately prior to National Reconciliation Week, stating our commitment to reconciliation and encouraging them to get involved in activities.	June 2020	Chief Executive supported by the Executive Director, Aboriginal Affairs and Reconciliation
3.9 Register specific DPC National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	May 2020, 2021, 2022	Chair, RAP Working Group

ACTION 4: Support events recognising Aboriginal and Torres Strait Islander peoples and dates of significance.

Deliverable	Timeline	Responsibility
4.1 Purchase at least one table for DPC employees to attend the Reconciliation South Australia's annual Anniversary of the National Apology annual Adelaide breakfast hosted by Reconciliation SA, including the provision of two seats to members of the Stolen Generation.	Jan 2021, 2022	Chair, RAP Working Group
4.2 Administer and support Government House to coordinate the Governor's Aboriginal Youth Awards and coordinate the event.	May 2020, 2021, 2022	Executive Director, Intergovernmental and Diplomatic Relations, Director, Communications, Executive Director, Aboriginal Affairs and Reconciliation
4.3 Support the Gladys Elphick Awards Committee in delivering the annual Gladys Elphick Awards by providing funding to support the Gladys Elphick Awards Committee to coordinate the awards program and celebration to acknowledge the contribution Auntie Gladys made as a Kaurna leader and the contribution Aboriginal and Torres Strait Islander women make to advancing the Aboriginal and Torres Strait Islander community.	Nov 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation
4.4 Host a minimum of one table at the Gladys Elphick Awards dinner.	Nov 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation

ACTION 5: Promote Reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
5.1 Demonstrate our commitment to Reconciliation publicly by having a statement on the DPC website.	June 2020	Director, Communications
5.2 Review the induction process for new employees to ensure it: <ul style="list-style-type: none"> • promotes DPC's commitment to Reconciliation and our Reconciliation Action Plan, • promotes the Nunga Network, and • educates employees about the meanings behind the Reconciliation theming at DPC sites. 	May 2020, 2021, 2022	Chair, RAP Working Group with Director, People and Culture
5.3 Develop consistent and timely messaging from DPC Executives to all DPC staff on the importance of achieving the deliverables in the RAP.	Nov 2020, 2021, 2022	Chief Executive with the support of the Executive Leadership Team
5.4 Maintain the IN.DPC (departmental intranet) RAP page with RAP milestones and celebrating achievements.	Dec 2020, 2021, 2022	Chair, RAP Working Group with Director, Communications
5.5 Executive Leadership Team to include the RAP as a standing item on the agendas quarterly.	Dec 2022	Executive RAP Champion
5.6 Collaborate with government agencies, the SA Government Reconciliation Network, SAAAC and the SAACCON to enable information sharing and explore the possibilities of working together on projects including jointly co-hosting activities for National Reconciliation Week.	Review in July 2021	Executive Director, Aboriginal Affairs and Reconciliation
5.7 Coordinate and participate in whole of government Aboriginal Affairs policy and Reconciliation agenda through: <ul style="list-style-type: none"> • the SA Government Reconciliation Network • facilitating development of a South Australian Government RAP • the Senior Officers Group on Aboriginal Affairs • partnering with other departments on National Reconciliation Week (NRW) events • inviting members of other agency RAP Working Groups to attend DPC RAP Working Group meetings • exploring opportunities to partner with other departments on cultural learning activities. 	Ongoing – report participation to ELT in December 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation and Chair, RAP Working Group

ACTION 6: Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
6.1 Reinforce to staff that the 'Say No To Racism' online course is mandatory to be completed within 12 months of recruitment and, monitor and report on uptake compliance to ELT.	Sept 2020, 2021, 2022	Director, People and Culture
6.2 Release a public statement in support of 'International Day for the Elimination of Racial Discrimination' each year.	March 2020, 2021, 2022	Director, Communications
6.3 Work with the Office of the Commissioner for Public Sector Employment to explore opportunities to expand the 'Say No To Racism' online course to other agencies.	August 2020	Director, Multicultural Affairs Director, People and Culture
6.4 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Ongoing – Review in Dec 2020, 2021, 2022	Director, Communications with support of Executive Leadership Team
6.5 Review DPC's Respectful Treatment at Work policy, guideline and online course annually in consultation with the Office of the Commissioner for Public Sector Employment and engage with Aboriginal and Torres Strait Islander employees (and/or cultural advisors) to ensure it effectively promotes anti-discrimination.	June 2020, 2021, 2022	Director, People and Culture

ACTION 7: Systematically consider Aboriginal and Torres Strait Islander interests and engagement with Aboriginal and Torres Strait Islander people and communities in development of policies and programs.

Deliverable	Timeline	Responsibility
7.1 Seek advice from the Commissioner for Aboriginal Engagement to ensure Aboriginal and Torres Strait Islander interests inform development of policies and programs.	Ongoing – report to ELT in October 2020, 2021, 2022	Executive Director, Cabinet Office supported by Executive Director, Intergovernmental and Diplomatic Relations and Chief Data Officer
7.2 Review DPC policy analysis and project management templates to highlight Aboriginal and Torres Strait Islander interests and engagement with Aboriginal and Torres Strait Islander stakeholders, where applicable.	Dec 2020	Chair, RAP Working Group Director, Business and Projects (project management templates)
7.3 Include Aboriginal and Torres Strait Islander representation on 80% of DPC reference groups ¹ with external membership that are involved with policy or service delivery.	Review April 2021	Executive Leadership Team

¹ 'Reference Group' meaning a group of eminent professionals with expertise in a given area that can be called on for opinions or advice.



Respect

The key to our organisation realising positive and mutually beneficial outcomes in our Reconciliation journey, is learning to appreciate the culture, lands and waterways, connection to lands and waterways, spirituality, and history of Aboriginal and Torres Strait Islander people. To this end, the department aims to give everybody in our workforce a strong foundation of cultural learning that aligns to our Aboriginal and Torres Strait Islander Cultural Competency Strategy.

The department acknowledges that racism still exists and that it is often systemic, denying Aboriginal and Torres Strait Islander Australians opportunities and other positive outcomes. The department commits to step beyond just respect for diversity and focus on ways to eradicate racism and discrimination and the barriers and impacts experienced by Aboriginal and Torres Strait Islander people in South Australia.



ACTION 8: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
8.1 Undertake a review to measure DPC employees' cultural competency.	June 2021	Director, People and Culture
8.2 Refresh cultural learning framework/strategy in consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors and employees, to ensure it supports the demand for more face-to-face learning opportunities.	Dec 2021	Director, People and Culture
8.3 Engage Aboriginal and Torres Strait Islander consultants to deliver cultural learning opportunities associated with the cultural learning strategy for our employees ² .	Ongoing – report in Sept 2020, 2021, 2022	Director, People and Culture
8.4 Require every DPC employee to attend at least one formal face-to-face training session over the life of the RAP.	Ongoing – report Sept 2020, 2021, 2022	Director, People and Culture
8.5 Require every DPC employee to attend one informal cultural learning event each year of the RAP.	Dec 2020, 2021, 2022	Director, People and Culture
8.6 Ensure all RAP Working Group members, HR Business Partners and the Executive Leadership Team participate in face-to-face cultural learning annually.	Dec 2020, 2021, 2022	Director, People and Culture to arrange training. Individuals responsible for attending.
8.7 Require all DPC employees to complete online cultural awareness training at least once within the life of the RAP - within six months of commencing employment in DPC (for new employees) and every three years (for existing employees).	Dec 2022	All people managers – reporting provided by Director, People and Culture
8.8 Include participation in cultural learning in Performance Development Plans (PDPs) for all employees.	Ongoing – reporting Sept 2020, 2021, 2022	All people managers – reporting provided by Director, People and Culture
8.9 Report on participation in online and face to face cultural training activities to ELT, RAP Working Group, DPC employees via the intranet and other stakeholders via the internet.	Oct 2020, 2021, 2022	Director, People and Culture

² This could also include opportunities linked to the wellbeing program.

ACTION 8: Continued...

Deliverable	Timeline	Responsibility
8.10 Promote Reconciliation Australia's 'Share Our Pride' online tool and the outcomes of Reconciliation Australia's biennial Reconciliation Barometer report to all employees.	June 2020	Director, Communications
8.11 Create and promote opportunities for DPC employees to engage directly with and learn from Aboriginal and Torres Strait Islander people and communities by having 'Lunch and Learn' sessions and developing and maintaining a list of cultural opportunities available for staff to participate in and regularly promote them on the DPC intranet, OurDevelopment and direct emails from the RAP Working Group mailbox.	Ongoing – report Nov 2020, 2021, 2022	Chair, RAP Working Group with Executive Director, Aboriginal Affairs and Reconciliation, Director, Communications and Director, People and Culture
8.12 Consistently include Aboriginal and Torres Strait Islander cultural experiences as part of all programs for official visitors to South Australia (state visits).	Ongoing – report in Dec 2020, 2021, 2022	Executive Director, Intergovernmental and Diplomatic Relations
8.13 Investigate options for a whole of government mandate for compulsory cultural awareness training.	Dec 2020	Executive Director, Aboriginal Affairs and Reconciliation
8.14 Promote awareness and understanding of the Uluru Statement from the Heart by: <ul style="list-style-type: none"> • displaying copies of it within our buildings • encouraging employees to familiarise themselves with the statement and the intent behind the statement to inform how elements may be embedded in our day to day work • implementing elements of the Uluru Statement from the Heart where possible, with particular reference to incorporating processes to capture the views and aspirations of Aboriginal and Torres Strait Islander people in government decision-making at the highest levels and to support a process of truth telling. 	Ongoing – report to ELT and Aboriginal and Torres Strait Islander stakeholders of progress in December 2022	Executive Director, Aboriginal Affairs and Reconciliation

ACTION 9: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
9.1 Communicate the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country, to increase employee understanding of appropriate application and wording.	Aug 2020	Executive Director, Aboriginal Affairs and Reconciliation with Director, Communications
9.2 Create an opportunity (such as training) for employees and senior leaders to develop a more personal Acknowledgement of Country, including in Kaurna language, or other applicable Traditional Owners language from a representative Aboriginal and Torres Strait Islander nation where DPC has offices outside of Adelaide.	Dec 2020	Chair, RAP Working Group with Executive Director, Aboriginal Affairs and Reconciliation
9.3 Review and communicate DPC's cultural protocol (tailored for all local communities we operate in), including protocols and a decision tree for Welcome to Country and Acknowledgement of Country.	Oct 2020	Executive Director, Aboriginal Affairs and Reconciliation
9.4 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at all significant events, as determined based on the decision tree.	Ongoing – report Dec 2020, 2021, 2022	Executive Director, Corporate and Communities
9.5 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events.	Ongoing – reviewed at end of RAP in December 2022	Executive Director, Corporate and Communities supported by all event managers and significant meeting organisers
9.6 Seek permission from building owners to display an Acknowledgement of Country (consistent with the wording within the <i>Constitution Act 1934</i>) to be erected in a prominent position in the foyer of the State Administration Centre. Subsequently arrange for the design, construction and installation of the Acknowledgement.	Oct 2020	Director, Business and Projects
9.7 Develop an Aboriginal Languages strategy.	Dec 2022	Executive Director, Aboriginal Affairs and Reconciliation
9.8 Establish a model for the delivery of Aboriginal interpreter services.	Dec 2020.	Executive Director, Aboriginal Affairs and Reconciliation
9.9 Demonstrate our commitment to Reconciliation publicly by mandating an agreed Acknowledgement of Country statement in email signature blocks for all DPC staff.	June 2020	Director, Communications
9.10 Include on the DPC letter template an Acknowledgement of Country statement and include in the DPC style guide.	June 2020	Director, Communications

ACTION 10: Engage with Aboriginal and Torres Strait Islander people, cultures and histories by celebrating National Aboriginal and Islander Day Observance Committee (NAIDOC) Week.

Deliverable	Timeline	Responsibility
10.1 Ensure the RAP Working Group participates in at least one external NAIDOC Week event annually.	July, 2020, 2021, 2022	Chair, RAP Working Group
10.2 Review HR policies, procedures and communications to encourage employees to participate in NAIDOC Week events.	May 2020, 2021, 2022	Director, People and Culture
10.3 Support all employees to participate in at least one NAIDOC Week event in our local area.	July, 2020, 2021, 2022	All people managers.
10.4 Coordinate with all government agencies represented on the Senior Management Council and on behalf of the whole of government, produce and publish a South Australian Government Calendar of Events for NAIDOC Week and lodge it on the national NAIDOC website. Distribute the calendar across government networks including: <ul style="list-style-type: none"> • Senior Management Council • Premier and Cabinet • SOGAA • SA Government Reconciliation Network • Whole of Government Email • Chief Executive Notices. 	May 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation and Director, Communications.
10.5 Promote South Australian NAIDOC Week events to all employees.	June 2020, 2021, 2022	Director, Communications.
10.6 In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.	April 2020, 2021, 2022	Chair, RAP Working Group
10.7 Provide funding to the NAIDOC SA Committee to coordinate the NAIDOC March and the Adelaide Family Fun Day in Tarntanyangga/(Victoria Square).	June 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation
10.8 Administer, and support the Premier's NAIDOC Award scheme and the Dr Alice Rigney Prize and jointly coordinate the annual event during NAIDOC Week.	July 2020, 2021, 2022	Executive Director, Intergovernmental and Diplomatic Relations, Executive Director, Aboriginal Affairs and Reconciliation and Director, Communications

ACTION 11: Maintain the Nunga Network for Aboriginal and Torres Strait Islander employees.

Deliverable	Timeline	Responsibility
11.1 Review support and resourcing for the Nunga Network in partnership with Aboriginal and Torres Strait Islander employees, with a view to supporting the network to determine and carry out its own agenda as a support network for Aboriginal and Torres Strait Islander employees.	Mar 2020	Director, People and Culture with Chair, RAP Working Group

ACTION 12: Administer the *Aboriginal Heritage Act 1988*.

Deliverable	Timeline	Responsibility
12.1 Engage in consultation with Aboriginal and Torres Strait Islander communities to maximise local decision making in heritage matters, including exploration of the priorities for recording and conserving Aboriginal and Torres Strait Islander histories.	Ongoing – report relevant stakeholders in September 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation
12.2 Maintain the Aboriginal Heritage Register in accordance with the <i>Aboriginal Heritage Act 1988</i> .	Dec 2022	Executive Director, Aboriginal Affairs and Reconciliation
<p>12.3 Support the State Aboriginal Heritage Committee (SAHC) and Recognised Aboriginal Representative Bodies (RARBs) by:</p> <ul style="list-style-type: none"> developing policy on the RARB by 30 June 2020 including recognising a further two RARB's by 30 June 2020 provide executive support to the SAH Committee to enable them to perform functions under the Act support the Premier to administer the <i>Aboriginal Heritage Act 1988</i> in partnership with the Aboriginal community to manage protection and conservation of South Australia's Aboriginal heritage. 	Dec 2022 and June 2020 for the RARB	Executive Director, Aboriginal Affairs and Reconciliation



Opportunities

The department is committed to increasing Aboriginal and Torres Strait Islander economic participation through meaningful employment and procurement opportunities. Building workforce capacity and fostering growth for Aboriginal and Torres Strait Islander businesses through procurement of goods and services creates benefits and opportunities for everyone. Furthermore, a diverse workforce, including Aboriginal and Torres Strait Islander employees at senior levels, ensures that we are better able to develop policies and programs that work for the communities they are designed to serve.



ACTION 13: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
13.1 Engage with Aboriginal and Torres Strait Islander employees and the DPC Diversity and Inclusion Advisory Committee to review the DPC Aboriginal and Torres Strait Islander Employment Plan.	June 2020	Director, People and Culture
13.2 Promote the DPC Aboriginal and Torres Strait Islander Employment Pools to attract applications from Aboriginal and Torres Strait Islander candidates.	Dec 2020, 2021, 2022	Director, People and Culture
13.3 Regularly review HR procedures and policies to support Aboriginal and Torres Strait Islander participation and development in our workplace.	Dec 2022	Director, People and Culture
13.4 Continue the practice of referring all vacancies to the Aboriginal and Torres Strait Islander employment pool for priority consideration of suitable candidates prior to advertising and promote this to Aboriginal and Torres Strait Islander job seekers.	Dec 2022	Director, People and Culture
13.5 Continue to include a diversity statement in our job advertisements to encourage Aboriginal and Torres Strait Islander applicants to apply.	Dec 2022	Director, People and Culture
13.6 Ensure talent identification is inclusive and support diversity in identifying high performing employees for development opportunities and promotion.	Dec 2022	Director, People and Culture
13.7 Continue to deliver a comprehensive and culturally appropriate Aboriginal and Torres Strait Islander Employee Assistance Program.	Dec 2022	Director, People and Culture
13.8 Ensure all employees leaving DPC are offered a culturally safe and appropriate exit interview.	Dec 2022	All people managers
13.9 Review all exit surveys and report on any issues or trends relevant to our Aboriginal and Torres Strait Islander employees, including opportunities to support retention to the RAP Working Group.	Dec 2022	Director, People and Culture
13.10 Review recruitment processes to ensure that processes and assessment of merit are culturally inclusive and unbiased. For example, wherever possible selection committees should include an Aboriginal and Torres Strait Islander employee.	June 2020	Director, People and Culture

ACTION 13: Continued...

Deliverable	Timeline	Responsibility
13.11 Ensure the Performance Development Process has mechanisms to enable Aboriginal and Torres Strait Islander employees to discuss career aspirations and participate in development opportunities.	Dec 2022	Director, People and Culture
13.12 Partner with a school or university to offer work experience or internships to two Aboriginal and Torres Strait Islander students over the course of the RAP.	Aug 2021	Director, People and Culture with Chair, RAP Working Group
13.13 Meet our target to recruit three Aboriginal and Torres Strait Islander trainees by 30 June 2020 through the OCPSE Aboriginal Traineeship recruitment program.	Jun 2020	Director, People and Culture
13.14 Continue to reference expectation of cultural awareness, respect for diversity and inclusion in all DPC Role Descriptions.	Dec 2022	Director, People and Culture
13.15 Investigate and test a culturally appropriate mentoring and/or buddy system, potentially in partnership with other government departments to support retention and development of Aboriginal and Torres Strait Islander public sector employees.	Dec 2022	Director, People and Culture
13.16 Achieve an Aboriginal and Torres Strait Islander employment rate of 4% across DPC, with sub-targets of a 4% employment rate within: <ul style="list-style-type: none"> • Aboriginal Affairs and Reconciliation • Policy advice units³ • Communities and corporate units • ICT and Digital Government units. 	Dec 2022	Each Executive Leadership Team member for their Directorate
13.17 Set sub-target for Aboriginal and Torres Strait Islander employment for ASO6 and above by June 2020.	Jun 2022	Director, People and Culture
13.18 Require that any DPC employees involved with recruitment undertake unconscious bias training.	Dec 2022	Director, People and Culture
13.19 Require that all DPC employees who manage Aboriginal and Torres Strait Islander employees undertake training equivalent to 'Cultural Competency for Managers'.	Dec 2022	Director, People and Culture
13.20 Provide information on cultural leave entitlements to all DPC people managers.	Dec 2020, 2021, 2022	Director, People and Culture
13.21 Reserve at least two places on DPC Leadership programs for Aboriginal and Torres Strait Islander employees.	Dec 2022	Director, People and Culture

³ Policy unit refers to Office for Data Analytics, Intergovernmental and Diplomatic Relations, Cabinet Office policy teams (Cabinet Advice, Social Policy Advice and Economic Policy Advice) and Office of the Chief Executive

ACTION 14: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
14.1 Raise awareness of provisions for Aboriginal and Torres Strait Islander procurement in the South Australian Industry Participation Policy.	Dec 2022	Director, Business and Projects
14.2 Review and communicate DPC specific procurement process to encourage DPC business units to procure goods and services from Aboriginal and Torres Strait Islander businesses (including via direct negotiation under \$220,000). This may include a list of Aboriginal and Torres Strait Islander businesses able to provide the kinds of services under the procurement threshold.	June 2020	Director, Business and Projects
14.3 Develop and commence implementation of a whole of government strategy to increase Aboriginal and Torres Strait Islander economic participation outcomes.	Dec 2020	Executive Director, Aboriginal Affairs and Reconciliation
14.4 Incorporate data collection methods to ensure data is collected on procurement activities from Aboriginal and Torres Strait Islander business.	Dec 2020	Director, Business and Projects / RAP Working Group
14.5 Promote the Aboriginal Business Register.	Dec 2022	Executive Director, Aboriginal Affairs and Reconciliation and Director, Business and Projects
14.6 Train all relevant employees in contracting from Aboriginal and Torres Strait Islander businesses.	Dec 2022	Director, Business and Projects.
14.7 Develop and use a mechanism for DPC and State Government agencies to connect with Aboriginal and Torres Strait Islander artists when art is required (such as licensing artwork for use for the web, printed material, documents, graphic design, design, as well as the hire or commissioning of artworks).	June 2021	Director, Arts South Australia
14.8 Promote and monitor the use of the Aboriginal Business Procurement provisions within Industry Participation Policy across DPC and State Government agencies through the Senior Management Council, the SA Government Reconciliation Network and the Senior Officers Group on Aboriginal Affairs.	Ongoing – report to ELT in Dec 2020, 2021, 2022	Executive Director, Aboriginal Affairs and Reconciliation
14.9 Promote APY artists in Brittany through the French Strategy.	Ongoing – report to ELT in Dec , 2022	Lead, French Strategy and Director, Arts SA

ACTION 14: Continued...

Deliverable	Timeline	Responsibility
14.10 Develop an Aboriginal Entrepreneur Hub as part of the Adelaide City Deal implementation plan to increase Aboriginal and Torres Strait Islander business and employment opportunities to improve Aboriginal and Torres Strait Islander economic participation.	Dec 2022	Executive Director, Intergovernmental and Diplomatic Relations
14.11 Meet (or exceed) the level of procurement from Aboriginal and Torres Strait Islander businesses as set by the Office of the Industry Advocate (0.5 per cent as at Dec 2019).	Ongoing – reporting Sept 2020, 2021, 2022	Director, Business and Projects
14.12 Embed in DPC's procurement process, where possible and appropriate, that the Aboriginal Business Register be consulted prior to undertaking any procurement.	June 2020	Director, Business and Projects
Send at least two DPC representatives to every Aboriginal Business Trade Fair held in Adelaide.	Dec 2020, 2021, 2022	Director, Business and Projects

ACTION 15: Support Aboriginal and Torres Strait Islander artists and groups through funding to improve cultural, economic and social outcomes.

Deliverable	Timeline	Responsibility
15.1 Deliver funding and support to Aboriginal and Torres Strait Islander led groups and organisations to enable improved cultural, economic and social outcomes.	Report annually to Premier Dec 2020, 2021, 2022	Director, Arts South Australia
15.2 Provide access to contestable peer assessed grant funding to support the artistic and cultural ambitions of Aboriginal and Torres Strait Islander artists and cultural leaders.	Dec 2022	Director, Arts South Australia

ACTION 16: Support the repatriation of Aboriginal and Torres Strait Islander ancestral remains and artefacts.

Deliverable	Timeline	Responsibility
16.1 Develop a South Australian Repatriation Policy to provide clarity and communication in how Aboriginal artefacts, protected items and ancestral remains will be respectfully returned to Country and the process for government engagement with the representative Aboriginal and Torres Strait Islander Nations.	Dec 2022	Executive Director, Aboriginal Affairs and Reconciliation

ACTION 17: Use DPC's influence as lead agency for data analytics to promote the concept of Aboriginal and Torres Strait Islander data sovereignty.

Deliverable	Timeline	Responsibility
17.1 Work with Aboriginal and Torres Strait Islander people and communities to develop advice or guidelines on best practice for collecting and using Aboriginal and Torres Strait Islander data using a taskforce-based collaborative approach.	Dec 2022	Chief Data Officer
17.2 Once developed, promote the use of the best practice guidelines to State Government agencies.	Dec 2022	Chief Data Officer
17.3 Develop a maturity assessment for agencies to self-assess and report annually on progress in regard to the best practice guidelines.	Dec 2022	Chief Data Officer

ACTION 18: Use DPC's influence as lead agency for the arts, cultural and creative sector to support Aboriginal and Torres Strait Islander artists and promote best practice for managing the Aboriginal and Torres Strait Islander art and artefacts included in the State's collections.

Deliverable	Timeline	Responsibility
18.1 Lead the project to deliver the Aboriginal Art and Cultures Centre at Lot Fourteen ensuring engagement with Aboriginal and Torres Strait Islander communities, acknowledging the cultural richness of Aboriginal and Torres Strait Islander peoples through the establishment of the Centre in the Adelaide CBD. Continue to work with Aboriginal and Torres Strait Islander business, peoples, communities and other key Aboriginal and Torres Strait Islander stakeholders throughout all phases of the development.	Dec 2022	State Project Lead, Lot Fourteen
18.2 Ensure the design of the Aboriginal Art and Cultures Centre incorporates Aboriginal and Torres Strait Islander architectural and design elements, which have been designed by Aboriginal and Torres Strait Islander people or Aboriginal and Torres Strait Islander businesses.	Dec 2022	State Project Lead, Lot Fourteen
18.3 Through implementation of the Arts Plan, develop an approach to Aboriginal Arts and culture that supports partnership and collaboration, economic benefit, and recognition and enhanced reputation for South Australia's Aboriginal and Torres Strait Islander artists.	Dec 2020	Director, Arts South Australia

ACTION 19: Increase Aboriginal and Torres Strait Islander representation on government boards and committees.

Deliverable	Timeline	Responsibility
19.1 Offer sponsorship to two (2) DPC Aboriginal and Torres Strait Islander employees annually to undertake Foundations of Directorship or other similar board training.	Dec 2020, 2021, 2022	Executive Director, Cabinet Office
19.2 Collect and report data on Aboriginal and Torres Strait Islander representation on government boards to inform options for wider representation.	Ongoing - report to ELT and Aboriginal and Torres Strait Islander stakeholders in Sept 2020, 2021, 2022	Executive Director, Cabinet Office
19.3 Promote Boarding Call (an online facility to register interest in joining a government board or committee) to Aboriginal and Torres Strait Islander people by leveraging our relationships with Aboriginal and Torres Strait Islander organisations to promote among their networks at least once per year. Update the portal (if required) based on feedback from Aboriginal and Torres Strait Islander people, to ensure it is culturally appropriate.	June 2020, 2021, 2022	Executive Director, Cabinet Office

ACTION 20: Coordinate state government advice and reporting on strategic intersectoral projects in Aboriginal Affairs and Reconciliation.

Deliverable	Timeline	Responsibility
20.1 Coordinate State Government advice on: <ul style="list-style-type: none"> • renegotiating the Closing the Gap framework, • developing the National Indigenous Reform Agreement Annual Report, • the Indigenous Expenditure Report, and • the Indigenous Compendium of the Report on Government Services. 	Ongoing – report to ELT and stakeholders following significant National meetings or in Dec 2020, 2021, 2022	Executive Director, Intergovernmental and Diplomatic Relations Executive Director, Aboriginal Affairs and Reconciliation

ACTION 21: Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
21.1 Achieve 20% Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group.	Ongoing – report to ELT in Dec 2020, 2021 2022	Chair, RAP Working Group
21.2 Review membership and Terms of Reference for the Reconciliation Working Group ahead of the launch of the RAP and annually thereafter. This should reflect principles such as an Aboriginal and Torres Strait Islander co-chair; equal membership of Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander employees; external Aboriginal and Torres Strait Islander community representatives; and presence of key decision-makers.	Feb 2021, 2022	Chair RAP Working Group
21.3 Investigate the appropriateness of appointing an Aboriginal and Torres Strait Islander co-chair to the Reconciliation Working Group.	June 2020	Chair, RAP Working Group
21.4 Ensure the Reconciliation Working Group meets at least four times per year monitor and report on RAP implementation.	Ongoing – report to ELT in Dec 2020, 2021, 2022	Chair, RAP Working Group
21.5 Investigate options to be able to remunerate Aboriginal and Torres Strait Islander community members who do not have an ABN for providing cultural expertise, to ensure access to external Aboriginal and Torres Strait Islander perspectives.	Feb 2021	Director, Finance

ACTION 22: Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
22.1 Identify resource needs for RAP implementation.	April 2020	Chair, RAP Working Group
22.2 Embed resource needs for RAP implementation.	May 2020	Chair, RAP Working Group with the support of the Executive Leadership Team
22.3 Appoint a dedicated project officer with responsibility for delivering the RAP, under the guidance of the RAP Working Group.	May 2020	Chair, RAP Working Group
22.4 Embed key RAP actions in performance development plans of senior management and all employees.	June 2020	Executive Directors with Director, People and Culture
22.5 Embed appropriate systems and capability to track, measure and report on RAP commitments.	April 2020	Chair, RAP Working Group
22.6 Maintain an internal RAP Champion from the Executive Leadership Team to report quarterly on implementation progress.	Ongoing – review in Dec 2020, 2021, 2022	Chief Executive with support of the Executive Leadership Team
22.7 Include our RAP as an agenda item at operational Executive Leadership Team meetings each quarter.	Ongoing – review in Dec 2020, 2021, 2022	Secretariat, Executive Leadership Team

ACTION 23: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
23.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept, 2020, 2021, 2022	Chair, RAP Working Group
23.2 Report RAP progress to all employees and senior leaders quarterly.	Dec 2022	Chair, RAP Working Group
23.3 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Dec 2020, 2021, 2022	Chair, RAP Working Group with Director, Communications
23.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2020, May 2022	Chair, RAP Working Group
23.5 Develop and implement a communications plan to promote our RAP to all internal and external stakeholders.	Mar 2020	Chair, RAP Working Group and Director, Communications

ACTION 24: Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
24.1 Register via Reconciliation Australia's website to begin developing our next RAP (new RAP to commence in January 2023).	April 2022	Chair, RAP Working Group



This unique 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.

This 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.

Featured Artist

This design was created by Karen Briggs, a proud Yorta Yorta woman.

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 who was shortlisted for the CBCA Crichton Award in 2015.



Further information

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