Appendix A

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

Key Focus Area		Deliverable	Status
Relationships	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. Action Plan activities will ensure that government initiatives create opportunities for increased engagement and collaboration with Aboriginal organisations and are culturally-appropriate and community-driven. 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.	Completed
Relationships	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.	Completed
Relationships	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 people and communities.	Completed
Relationships	1.4	Establish/maintain partnerships with Aboriginal and Torres Strait Islander communities and organisations, including: ▪ SAACCON, the South Australian peak body for Closing the Gap ▪ NAIDOC SA Committee ▪ First People Digital ▪ PIC ▪ Adelaide City Council Aboriginal Advisory Group ▪ CAESA ▪ First Nations of South Australia Aboriginal Corporation ▪ Commissioner for Aboriginal Engagement ▪ Commissioner for Aboriginal Children and Young People ▪ Narungga Nation Aboriginal Corporation ▪ SAAAC.	Completed

Relationships	1.5	Create opportunities for cross-pollination between AAR and DPC to leverage their knowledge/experience in developing and maintaining relationships with Aboriginal people and communities. Will deliver by: ▪ Holding at least two "Lunch and Learn" events p.a., AAR to present on topics of interest e.g. new Aboriginal engagement model etc. ▪ AAR attend at least two other business units' staff meetings p.a. AAR invite staff from two other business units to attend their staff meetings p.a.	**Completed**
Relationships	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/about-the-department/reconciliation.	**Completed**
Relationships	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.	**Completed**
Relationships	1.8	Establish and support (financially and logistically) a new South Australian Aboriginal Representative Body.	**On Track**
Relationships	1.9	Support the state's three Aboriginal statutory landholding authorities, namely the Aboriginal Lands Trust (ALT) (Aboriginal Lands Trust Act 2013), the Anangu Pitjantjara Yankunytjatjara (Anangu Pitjantjatjara Yankunytjatjara Lands Rights Act 1981) and the Maralinga Tjarutja (Maralinga Tjarutja Land Rights Act 1984) by providing advice to the former Premier who was the Minister responsible to administer the legislation and to the Aboriginal statutory land holding authorities to promote Aboriginal leadership and governance and assist in pursing commercial opportunities and leveraging economic potential from ALT landholdings.	**On Track**
Relationships	1.10	Meet with local Aboriginal and Torres Strait Islander stakeholders to continuously improve guiding principles for future engagement.	**Not Started**

ACTION 2
Establish and maintain a relationship with Reconciliation SA

Relationships	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.	**Completed**
Relationships	2.2	Purchase Reconciliation SA Gold membership annually.	**Completed**

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

Relationships	3.1	Promote National Reconciliation Week and relevant resources from Reconciliation Australia to all employees.	**Completed**
Relationships	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: ▪ Senior Management Council ▪ Premier and Cabinet ▪ SOGAA ▪ SA Government Reconciliation Network ▪ Whole of Government Email ▪ Chief Executive Noti.	**On Track**
Relationships	3.3	Promote South Australia and DPC's National Reconciliation Week events to all employees through whole of agency emails and notices.	**Completed**
Relationships	3.4	Each RAP Working Group member will participate in at least one external and one internal NRW event annually.	**Completed**
Relationships	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.	**On Track**
Relationships	3.6	Organise at least two internal National Reconciliation Week events, each year. Ensure Aboriginal or 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.	**Completed**
Relationships	3.7	Purchase at least one table for DPC employees to attend Reconciliation South Australia's annual Adelaide National Reconciliation Week breakfast.	**Completed**
Relationships	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.	**Completed**
Relationships	3.9	Register specific DPC National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	**Completed**

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

Relationships	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.	**Completed**
Relationships	4.2	Administer and support Government House to coordinate the Governor's Aboriginal Youth awards and coordinate the event.	**Completed**
Relationships	4.3	Support the Gladys Elphick Awards Committee in delivering the annual Gladys Elphick Awards by providing funding to support the Gladys Elphick Committee to coordinate the awards program and celebration to acknowledge the contribution Aunty Gladys made as a Kaurna leader and the contribution Aboriginal women make to advancing the Aboriginal community.	**Deferred**
Relationships	4.4	Host a minimum of one table at the Gladys Elphick Awards dinner.	**Deferred**

ACTION 5
Promote Reconciliation through our sphere of influence

Relationships	5.1	Demonstrate our commitment to Reconciliation publicly by having a statement on the DPC website.	**Completed**
Relationships	5.2	Review the induction process for new employees to ensure it: ▪ 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.	**On Track**
Relationships	5.3	Develop consistent and timely messaging from DPC Executives to all DPC staff on the importance of achieving the deliverables in the RAP.	**Completed**
Relationships	5.4	Maintain the IN.DPC (departmental intranet) RAP page with RAP milestones and celebrating achievements.	**On Track**
Relationships	5.5	Executive Leadership Team to include the RAP as a standing item on the agendas quarterly.	**Completed**
Relationships	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.	**Completed**

Relationships	5.7	Coordinate and participate in whole of government Aboriginal Affairs policy and Reconciliation agenda through: ▪ 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.	On Track

ACTION 6
Promote positive race relations through anti-discrimination strategies

Relationships	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.	On Track
Relationships	6.2	Release a public statement in support of 'International Day for the Elimination of Racial Discrimination' each year.	Completed
Relationships	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.	Completed
Relationships	6.4	Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Completed
Relationships	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.	On Track

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

Relationships	7.1	Seek advice from the Commissioner for Aboriginal Engagement to ensure Aboriginal interests inform development of policies and programs.	Completed
Relationships	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.	Completed
Relationships	7.3	Include Aboriginal and Torres Strait Islander representation on 80% of DPC reference groups with external membership that are involved with policy or service delivery. 'Reference Group' meaning a group of eminent professionals with expertise in a given area that can be called on for opinions or advice.	Controlled Risk

ACTION 8

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

Respect	8.1	Undertake a review to measure DPC employees' cultural competency.	Completed
Respect	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.	Completed
Respect	8.3	Engage Aboriginal consultants to deliver cultural learning opportunities associated with the cultural learning strategy for our employees.	On Track
Respect	8.4	Require every DPC employee to attend at least one formal face-to-face training session over the life of the RAP.	On Track
Respect	8.5	Require every DPC employee to attend one informal cultural learning event each year of the RAP.	On Track
Respect	8.6	Ensure all RAP Working Group members, HR Business Partners and the Executive Leadership Team participate in face-to-face cultural learning annually.	On Track
Respect	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).	On Track

Respect	8.8	Include participation in cultural learning in Performance Development Plans (PDPs) for all employees.	**Completed**
Respect	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.	**On Track**
Respect	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.	**On Track**
Respect	8.11	Create and promote opportunities for DPC employees to engage directly with and learn from Aboriginal 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.	**On Track**
Respect	8.12	Consistently include Aboriginal and Torres Strait Islander cultural experiences as part of all programs for official visitors to South Australia (State Visits).	**Completed**
Respect	8.13	Investigate options for a whole of government mandate for compulsory cultural awareness training.	**Completed**
Respect	8.14	Promote awareness and understanding of the Uluru Statement from the Heart by: ▪ 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.	**On Track**

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

Respect	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.	**Completed**
Respect	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.	**Completed**

Respect	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.	**Completed**
Respect	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.	**Completed**
Respect	9.5	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events.	**Completed**
Respect	9.6	Seek permission from building owners to display an Acknowledgement of Country (consistent with the wording within the Constitution Act 1934) 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.	**On Track**
Respect	9.7	Develop an Aboriginal Languages strategy.	**On Track**
Respect	9.8	Establish a model for the delivery of Aboriginal interpreter services.	**Completed**
Respect	9.9	Demonstrate our commitment to Reconciliation publicly by mandating an agreed Acknowledgement of Country statement in email signature blocks for all DPC staff.	**Completed**
Respect	9.10	Include on the DPC letter template an Acknowledgement of Country statement and include in the DPC style guide.	**Completed**

ACTION 10

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

Respect	10.1	Ensure the RAP Working Group participates in at least one external NAIDOC Week event annually.	**Completed**
Respect	10.2	Review HR policies, procedures and communications to encourage employees to participate in NAIDOC Week events.	**On Track**
Respect	10.3	Support all employees to participate in at least one NAIDOC Week event in our local area.	**Completed**
Respect	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.	**On Track**
Respect	10.5	Promote South Australian NAIDOC Week events to all employees.	**Completed**

Respect	10.6	In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.	**Completed**
Respect	10.7	Provide funding to the NAIDOC SA Committee to coordinate the NAIDOC March and the Adelaide Family Fun Day in Tarntanyangga/(Victoria Square).	**On Track**
Respect	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.	**On Track**

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

Respect	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.	**Completed**

ACTION 12
Administer the *Aboriginal Heritage Act 1988*

Respect	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.	**On Track**
Respect	12.2	Maintain the Aboriginal Heritage Register in accordance with the *Aboriginal Heritage Act 1988*.	**On Track**
Respect	12.3	Support the State Aboriginal Heritage Committee (SAHC) and Recognised Aboriginal Representative Bodies (RARBs) by: ▪ Developing policy on the RARB by 30 June 2020 including recognising 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 *Aboriginial Heritage Act 1988* in partnership with the Aboriginal community to manage protection and conservation of South Australia's Aboriginal heritage.	**On Track**

ACTION 13

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Opportunities	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.	Completed
Opportunities	13.2	Promote the DPC Aboriginal and Torres Strait Islander Employment Pools to attract applications from Aboriginal and Torres Strait Islander candidates.	On Track
Opportunities	13.3	Regularly review HR procedures and policies to support Aboriginal and Torres Strait Islander participation and development in our workplace.	On Track
Opportunities	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.	On Track
Opportunities	13.5	Continue to include a diversity statement in our job advertisements to encourage Aboriginal and Torres Strait Islander applicants to apply.	On Track
Opportunities	13.6	Ensure talent identification is inclusive and support diversity in identifying high performing employees for development opportunities and promotion.	On Track
Opportunities	13.7	Continue to deliver a comprehensive and culturally appropriate Aboriginal and Torres Strait Islander Employee Assistance Program.	On Track
Opportunities	13.8	Ensure all employees leaving DPC are offered a culturally safe and appropriate exit interview.	On Track
Opportunities	13.9	Review all exit surveys and report on any issues or trends relevant to our Aboriginal employees, including opportunities to support retention to the RAP Working Group.	On Track
Opportunities	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.	On Track
Opportunities	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.	Completed
Opportunities	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.	On Track
Opportunities	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.	Completed

Opportunities	13.14	Continue to reference expectation of cultural awareness, respect for diversity and inclusion in all DPC Role Descriptions.	On Track
Respect	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.	Completed
Opportunities	13.16	Achieve an Aboriginal and Torres Strait Islander employment rate of 4% across DPC, with sub-targets of a 4% employment rate within: ▪ Aboriginal Affairs and Reconciliation ▪ Policy advice units* ▪ Communities and corporate units ▪ ICT and Digital Government units. *NB: 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.	Controlled Risk
Opportunities	13.17	Set sub-target for Aboriginal employment for ASO6 and above by June 2020.	Completed
Opportunities	13.18	Require that any DPC employees involved with recruitment undertake unconscious bias training.	On Track
Opportunities	13.19	Require that all DPC employees who manage Aboriginal and Torres Strait Islander employees undertake training equivalent to 'Cultural Competency for Managers'.	On Track
Opportunities	13.20	Provide information on cultural leave entitlements to all DPC people managers.	On Track
Opportunities	13.21	Reserve at least two places on DPC Leadership programs for Aboriginal and Torres Strait Islander employees.	On Track

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

Opportunities	14.1	Raise awareness of provisions for Aboriginal and Torres Strait Islander procurement in South Australian Industry Participation Policy.	Completed
Opportunities	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 for procurement (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.	Completed

Opportunities	14.3	Develop and commence implementation of a whole of government strategy to increase Aboriginal and Torres Strait Islander economic participation outcomes.	**Completed**
Opportunities	14.4	Incorporate data collection methods to ensure data is collected on procurement activities from Aboriginal and Torres Strait Islander business.	**Completed**
Opportunities	14.5	Promote the Aboriginal Business Register.	**Completed**
Opportunities	14.6	Train all relevant employees in contracting from Aboriginal and Torres Strait Islander businesses.	**On Track**
Opportunities	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).	**On Track**
Opportunities	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.	**Completed**
Opportunities	14.9	Promote APY artists in Brittany through the French Strategy.	**Completed**
Opportunities	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.	**On Track**
Opportunities	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).	**Completed**
Opportunities	14.12	Embed in DPC's procurement process, where possible and appropriate, that the Aboriginal Business Register be consulted prior to undertaking any procurement.	**Completed**
Opportunities	14.13	Send at least two DPC representatives annually to the Indigenous Business Trade Fair.	**Not Started**

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

Opportunities	15.1	Deliver funding and support to Aboriginal and Torres Strait Islander led groups and organisations to enable improved cultural, economic and social outcomes.	On Track
Opportunities	15.2	Provide access to contestable peer assessed grants funding to support the artistic and cultural ambitions of Aboriginal and Torres Strait Islander artists and cultural leaders.	On Track

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

Opportunities	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.	Not Started

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

Opportunities	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.	On Track
Opportunities	17.2	Once developed, promote the use of the best practice guidelines to State Government agencies.	On Track
Opportunities	17.3	Develop a maturity assessment for agencies to self-assess and report annually on progress in regard to the best practice guidelines.	On Track

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

Opportunities	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.	On Track
Opportunities	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.	Controlled Risk
Opportunities	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.	On Track

ACTION 19

Increase Aboriginal and Torres Strait Islander representation on government boards and committees

Opportunities	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.	On Track
Opportunities	19.2	Collect and report data on Aboriginal and Torres Strait Islander representation on government boards to inform options for wider representation.	On Track
Opportunities	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.	Controlled Risk

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

Opportunities	20.1	Coordinate State Government advice on: ▪ 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.	On Track
Opportunities	21.1	Achieve 20% Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group.	Completed

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

Opportunities	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; presence of key decision-makers.	Completed
Opportunities	21.3	Investigate the appropriateness of appointing an Aboriginal and Torres Strait Islander co-chair to the Reconciliation Working Group.	Completed
Opportunities	21.4	Ensure the Reconciliation Working Group meets at least four times per year monitor and report on RAP implementation.	On Track
Opportunities	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.	Completed

ACTION 22
Provide appropriate support for effective implementation of RAP commitments

Opportunities	22.1	Identify resource needs for RAP implementation.	**Completed**
Opportunities	22.2	Embed resource needs for RAP implementation.	**Completed**
Opportunities	22.3	Appoint a dedicated project officer with responsibility for delivering the RAP, under the guidance of the RAP Working Group.	**Completed**
Opportunities	22.4	Embed key RAP actions in performance development plans of senior management and all employees.	**Completed**
Opportunities	22.5	Embed appropriate systems and capability to track, measure and report on RAP commitments.	**Completed**
Opportunities	22.6	Maintain an internal RAP Champion from the Executive Leadership Team to report quarterly on implementation progress.	**Completed**
Opportunities	22.7	Include our RAP as an agenda item at operational Executive Leadership Team meetings each quarter.	**On Track**

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

Opportunities	23.1	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	**On Track**
Opportunities	23.2	Report RAP progress to all employees and senior leaders quarterly.	**On Track**
Opportunities	23.3	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	**On Track**
Opportunities	23.4	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	**Completed**
Relationships	23.5	Develop and implement a communications plan to promote our RAP to all internal and external stakeholders.	**Completed**

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

Opportunities	24.1	Register via Reconciliation Australia's website to begin developing our next RAP (new RAP due March 2023).	**Completed**