Reconciliation Action Plan 2016-2018
Department of State Development
“Miyurna, yarta, ngadlu tampinthi”

Kaurna words meaning “we recognise the people and their land”

The artwork displayed below is a visual representation of DSD’s commitment to Reconciliation and respectful engagement with Aboriginal people.

**Joining of Hands**
The joining of hands in the artwork represent respect and strength as we come together on the journey towards Reconciliation.

**Colours**
The colours in the artwork are a reflection of the Brand South Australia colour palette. The colours are used in this artwork to resemble a sense of time and space. It tells us that we are on a journey.

**Dots**
The colours in the artwork reflect the beautiful coastline of South Australia with vast contrasts of the land.

**Journey/Connecting lines**
The journey or connecting lines show the connectivity to people and networks formed to bring about positive changes throughout South Australia.

**Meeting Place**
The meeting place is a place where people come to meet and discuss the needs of the state. The discussions involve people from across the state including Aboriginal people.

**Stars**
The stars represent change. Aboriginal people would often look to the stars to predict weather patterns, hunting seasons and when certain foods were available. The creation of this artwork could be viewed as a symbolic representation of bringing about positive changes. Building better futures for all South Australians.

**Ancestors**
The image represents the strength and wisdom of the ancestors. Watching and guiding us as we make important changes for Aboriginal families and communities throughout South Australia.

**Meeting places across South Australia**
These circles represent meeting places all over South Australia. The meeting places reflect the diversity of DSD business and the stakeholders that make up the people and communities across the state. It shows the partnerships and networks formed to bring about positive changes for Aboriginal people and communities throughout South Australia.

**Hands reaching out**
The hands reaching out represent opportunity. Opportunity to enhance and build on strengths and relationships within DSD and beyond.

**Featured Artist: Allan Sumner**
Born in 1975, Allan is a descendant of the Ngarrindjeri people who come from the lower Murray and the lakes of the Murray River along the Coorong of South Australia. He is also descendant of the Kaurna people from the Adelaide plains region and the Yankunytjatjara people from central Australia.
The Department of State Development (DSD) recognises and values the contributions that Aboriginal and Torres Strait Islander people have made, and continue to make, to the State. For the purpose of this document the term Aboriginal is used. This is not intended to exclude Torres Strait Islander people, or people that identify as being of both Aboriginal and Torres Strait Islander descent.

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The Department of State Development (DSD) acknowledges Aboriginal people as the state’s first peoples and nations of South Australia. We recognise and respect their cultural connections as the traditional owners and occupants of the land and waters of South Australia, and that they have and continue to maintain a unique and irreplaceable contribution to the state. We recognise the resilience of Aboriginal people and we respect their cultural values. We will take action to ensure Aboriginal people have the opportunity to participate fully in society, we will help to improve their wellbeing, and we will support their communities’ aspirations for a positive future.

Reconciliation should be part of everything that we do, and that’s why I am proud to present DSD’s first Reconciliation Action Plan (RAP). We have developed an ambitious plan that anchors Reconciliation in our building blocks and makes it part of our day to day business.

As a department, we are responsible for a wide range of areas, including economic participation, skills development, small business, mining, arts, Aboriginal heritage and Aboriginal affairs. I believe that each of these areas has a role to play in building and improving relationships and generating opportunities for Aboriginal people. Our Reconciliation Action Plan outlines our commitment to Reconciliation and the practical approach and actions we will take to contribute to the South Australian Government’s Reconciliation journey.

Reconciliation is everyone’s responsibility, and its success relies on all Australians making a contribution. The first step in the Reconciliation process is to acknowledge the ways that Aboriginal cultures enrich our community. We commit to acknowledging the important role that this culture and heritage plays in improving the social and economic wellbeing of Aboriginal people and the broader community.

Our Reconciliation Action Plan focuses on strengthening relationships with Aboriginal people, acknowledging and respecting Aboriginal culture, and embedding strategies that involve Aboriginal people in discussions and decision making. We understand that racism continues to affect the lives of many Aboriginal people, and we make a strong commitment to work towards eliminating racism and the resulting barriers to equality.

The Department of State Development and its staff are committed to supporting and participating in the Reconciliation journey to help build a better future for all South Australians.

Dr Don Russell
Chief Executive
DEPARTMENT OF STATE DEVELOPMENT

“Reconciliation should be part of everything we do.”
A message from the Chief Executive

Reconciliation Australia commends the South Australian Department of State Development on the completion of its Stretch Reconciliation Action Plan (RAP).

In opting for a Stretch RAP, the Department has stepped up its commitment to inspire social change in their workplace and within their sphere of influence.

Reconciliation Australia’s RAP program works to connect and engage people and organisations, build frameworks for action, and promote the many success stories of Australia’s First Peoples.

As the Department is the principal agency driving South Australia’s Aboriginal affairs policy agenda, as well as administering the state’s Aboriginal Heritage Act, this RAP provides an excellent opportunity to build on an already strong foundation.

By committing in this RAP to engage employees in cultural awareness training; build practice models to prevent and reduce racism in the workplace; and increase Aboriginal and Torres Strait Islander employment and retention, the Department sets a fine example.

This RAP reflects the Department’s commitment to build a culturally inclusive workforce and strengthen connections with the South Australian Aboriginal community.

On behalf of Reconciliation Australia, I congratulate the Department. Your investment of time and resources in formulating your Stretch RAP will pave the way for enhanced relationships and open communication with Aboriginal and Torres Strait Islander Australians.

Justin Mohamed
Chief Executive Officer
Reconciliation Australia

“A Stretch RAP denotes the Department has stepped up its commitment to inspire social change in their workplace and within their sphere of influence.”
Our vision for Reconciliation

Our vision for Reconciliation is for genuine relationships with Aboriginal people, equity, and understanding our unique cultural diversity.

We support Reconciliation Australia’s vision for everyone to wake to a reconciled, just and equitable Australia, and their role of developing mutually respectful relationships between Aboriginal and non-Aboriginal Australians. We will contribute to this by building a culturally inclusive workforce, strengthening our connections to the community and providing a more culturally inclusive service to the Aboriginal community.

Our business

DSD is the department responsible for transforming South Australia’s economy. We are responsible for six of the Premier’s 10 Economic Priorities, and we lead efforts in 35 targets from South Australia’s Strategic Plan and two of the State Government’s Seven Strategic Priority areas. We also have lead responsibility for the following targets from South Australia’s Strategic Plan, which specifically focus on Aboriginal priorities:

- **Target 6: Aboriginal wellbeing**: Improve the overall wellbeing of Aboriginal South Australians.
- **Target 28: Aboriginal leadership**: Increase the number of Aboriginal South Australians participating in community leadership and in community leadership development programs.
- **Target 51: Aboriginal unemployment**: Halve the gap between Aboriginal and non-Aboriginal unemployment rates by 2018.

The Department of State Development was created in July 2014, bringing together a number of agencies with a history of delivering programs that engage Aboriginal people, celebrate cultural heritage and develop educational and employment opportunities.

As the lead agency dedicated to driving the State Government’s Aboriginal affairs policy agenda, we have a focus on improving Aboriginal economic participation, governance and leadership, and driving the Reconciliation agenda. We are also responsible for administering the state’s Aboriginal Heritage Act and supporting the three Aboriginal landholding authorities, which collectively hold more than 20 per cent of South Australia’s land mass.

We seek to build a globally engaged economy, create opportunities in new industries that generate greater economic benefit for South Australia, invest in skills, training, employment and higher education, and create a positive business environment through innovative regulation and governance. This includes working with Aboriginal people, with business and with industry, in partnership, to identify new opportunities, with the ultimate aim of increasing the wellbeing of, and the choices and opportunities available to, Aboriginal South Australians.

As at 30 September 2015, DSD currently employs 1356 people, of which 36 identify as Aboriginal, making up 2.5% of the total workforce.
Our RAP in context: South Australian Government policy

Reconciliation Action Plans (RAPs) provide a framework for organisations to realise their vision for Reconciliation. RAPs are practical plans of action built on relationships, respect and opportunities. RAPs create social change and economic opportunities for Aboriginal people. A Stretch RAP is for organisations ready to challenge themselves by setting clear and measurable targets to deepen the impact of targets and actions.

Our plan embraces the South Australian Government’s ‘Better Together’ principles of engagement and our own stakeholder engagement framework to guide outcomes. When developing the plan, we created targets that align to the department’s strategic directions, ensuring all DSD staff contributes to Reconciliation in South Australia. We are committed to working closely with Reconciliation South Australia (SA) and other State Government departments and building a workplace that promotes culturally inclusive decision-making to achieve our commitment to Reconciliation.

Our Stretch RAP embeds Reconciliation in our everyday business practices and reflects our strategic directions, which clearly communicate that Aboriginal business is everyone’s business. The plan brings together the collective wisdom and knowledge of all divisions within the department to strengthen our ability to respond to Government Reconciliation initiatives and provide appropriate programs and services.

Our commitment to Reconciliation

• We will implement practical approaches to create sustainable results.
• We will engage and collaborate with Aboriginal people to deliver a positive change.
• All divisions within the department have at least one Reconciliation target.
• We acknowledge this document is our public commitment and we will report annually on our achievements.

“We have developed an ambitious plan that anchors Reconciliation in our building blocks and makes it part of our day to day business”.

Our Reconciliation Action Plan (RAP)

The Department of State Development aims to set the highest standards by developing a Stretch RAP and implementing long term strategies with defined targets. We are committed to building genuine relationships with Aboriginal people and engaging in a respectful manner to deliver lasting results. The Plan has been developed by the RAC in consultation with Aboriginal staff and community members, and will be further guided by the RAC as part of internal consultations across the department. All areas of the department have been involved in developing the RAP through a series of staff consultation sessions, and we have engaged at the highest level to ensure the plan is achievable and represents our culture and values.

A Reconciliation Action Committee (RAC), consisting of Aboriginal and non-Aboriginal representatives across each of the divisions, will meet bi-monthly to facilitate, implement and monitor our progress to ensure we deliver on targets. Progress against these actions will be measured and reported annually.

We will also establish an external reference group to inform and guide the department’s activities as we undertake our RAP journey. The plan is a living document that will build on successes with specific actions and initiatives over the next three years to work towards Reconciliation in a practical manner.

The RAP focuses on Reconciliation Australia’s three pillars of Reconciliation: relationships, respect and opportunities.

Relationships
Engaging with and building relationships with Aboriginal people will strengthen our capacity to work collaboratively towards improved outcomes.

Respect
Recognising the contribution of Aboriginal people to Australia enables DSD to achieve more culturally inclusive outcomes and actively cultivate behaviours that enhance our workplace and guide the development and delivery of services.

Opportunities
Creating opportunities for Aboriginal people and increasing Aboriginal economic participation and equity.

We will work with our local and international stakeholders to leverage and strengthen the opportunities available to Aboriginal people and communities. The department’s culture and values set the foundation for employees to make their best contribution to the journey towards Reconciliation.
**RELATIONSHIPS**

Engaging with and building relationships with Aboriginal people will strengthen our capacity to work collaboratively towards improved outcomes.

**FOCUS AREA: Reconciliation is supported and promoted internally and externally**

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<tr>
<td>Develop a Stretch RAP and Reconciliation Action Committee (RAC) with Executive support.</td>
<td>Executive Officers Reconciliation Action Committee</td>
<td>February 2016</td>
<td>• Oversee the development, endorsement and launch of the RAP.</td>
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<td>• Maintain a Reconciliation Action Committee comprising executive champions, Aboriginal representatives and divisional representatives from across DSD.</td>
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<td>• Implement a Terms of Reference for the Reconciliation Action Committee.</td>
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<td>• Meet four times per year to monitor and report on RAP implementation.</td>
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<td>• Deputy Chief Executive Directors champion the RAP.</td>
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<td>• RAP endorsed by Reconciliation Australia.</td>
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<td>Celebrate National Reconciliation Week (NRW) by providing opportunities for Aboriginal and non-Aboriginal employees to build relationships with the Aboriginal community.</td>
<td>Executive Officers Reconciliation Action Committee</td>
<td>May – June annually</td>
<td>• Register DSD NRW events via Reconciliation Australia’s NRW website.</td>
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<td>• Chief Executive encourages all DSD staff to participate in external events to recognise and celebrate NRW.</td>
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<td>Executive Officers, RAC</td>
<td>May-June, annually</td>
<td>• DSD will host two National Reconciliation Week (NRW) events, including supporting the State Government annual movie sessions, which promote Aboriginal understanding through movies.</td>
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<td></td>
<td>Director, Marketing, Communications and Stakeholder Engagement</td>
<td>May, annually</td>
<td>• Develop and distribute whole of government Reconciliation Week Calendar and lodge on Reconciliation Australia website.</td>
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<td>Chief Executive and RAC</td>
<td>February, annually</td>
<td>• RAC and DSD to host a minimum of one table at the Anniversary of the Apology day breakfast.</td>
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<td></td>
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<td>May, annually</td>
<td>• RAC and DSD to host a minimum of one table at National Reconciliation Week.</td>
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<td>July, annually</td>
<td>• Host one Reconciliation morning tea for staff.</td>
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**RELATIONSHIPS**

Engaging with and building relationships with Aboriginal people will strengthen our capacity to work collaboratively towards improved outcomes.

**FOCUS AREA: Reconciliation is supported and promoted internally and externally**

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<tr>
<td>Reconciliation Action Committee (RAC) supports and continues to actively monitor RAP development, including implementation of actions and tracking progress.</td>
<td>Executive Officers, RAC Director, Marketing, Communications and Stakeholder Engagement</td>
<td>February 2016</td>
<td>- Artwork for the new RAP and for DSD Reconciliation branding is endorsed.</td>
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<tr>
<td></td>
<td>Chief Executive and Executive Board</td>
<td>February 2016</td>
<td>- DSD RAP launched on National Apology day and published on the DSD Intranet and Reconciliation Australia website.</td>
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<tr>
<td></td>
<td>Executive Officers, RAC</td>
<td>February &amp; August 2017</td>
<td>- Reconciliation Committee reports bi-annually on progress of the RAP to Executive Board.</td>
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<td></td>
<td>Executive Officers, RAC</td>
<td>September 2018</td>
<td>- Refreshed RAP approved by Senior Executive Group and registered with Reconciliation Australia by end of 2018.</td>
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<tr>
<td>Promote and increase understanding of Aboriginal protocols and relevant information for DSD staff.</td>
<td>Leader for Engagement Director, Marketing, Communications and Stakeholder Engagement</td>
<td>December 2016</td>
<td>- Develop online resources and host on the intranet to create a central focus for all DSD staff.</td>
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<td>- Article published on the intranet identifying important and culturally significant dates.</td>
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<td>Promote Aboriginal initiatives that support collaboration and Reconciliation.</td>
<td>Executive Director, Aboriginal Affairs and Reconciliation</td>
<td>July 2016</td>
<td>- Consult on the draft legislation to provide an engagement framework with Aboriginal South Australians and specific Aboriginal governance groups.</td>
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<td>Executive Director, Aboriginal Affairs and Reconciliation</td>
<td>December 2016</td>
<td>- Support Reconciliation South Australia operations in South Australia.</td>
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<td>Executive Director, Aboriginal Affairs and Reconciliation</td>
<td>July, annually</td>
<td>- Provide annual support to the APY and MT annual football carnival (Don McSweeny Cup) through sponsorship and participation at corporate events.</td>
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<td></td>
<td>Executive Officers, RAC</td>
<td>June 2016, annually</td>
<td>- Implement an annual DSD staff forum to engage with existing Aboriginal staff and consult on employment strategies, including professional development and issues of relevance.</td>
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<tr>
<td>Whole of State Government support and leadership.</td>
<td>Chief Executive</td>
<td>March, June, September, November, annually</td>
<td>- Chair the agenda for the Chief Executives Group on Aboriginal Affairs (CEGAA) for State Government Aboriginal Affairs activities.</td>
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<td>- Promote senior level staff to participate in Nation Building workshops in 2016.</td>
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<td>- Host Reconciliation South Australia within DSD offices.</td>
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<td>Maintain and leverage mutually beneficial relationships with Aboriginal people, communities and organisations to support positive outcomes.</td>
<td>All Executive Directors</td>
<td>November 2016</td>
<td>- Implement and review an engagement plan consistent with the RAP to work with our Aboriginal stakeholders.</td>
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<td>- Meet with a minimum of two Aboriginal organisations to develop guiding principles for future engagement.</td>
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<td>All Executive Directors</td>
<td>November 2017</td>
<td>- Commit to establishing nine (9) formal two-way partnerships to build capacity in Aboriginal organisations and/or communities.</td>
</tr>
<tr>
<td>Raise internal and external awareness of the RAP to promote Reconciliation across our business and sector.</td>
<td>Director, Marketing, Communications and Stakeholder Engagement</td>
<td>December 2016, annually</td>
<td>- Implement and review a strategy to communicate the RAP to internal and external stakeholders.</td>
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<td>- Promote Reconciliation through ongoing active engagement with all stakeholders.</td>
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# RELATIONSHIPS

Engaging with and building relationships with Aboriginal people will strengthen our capacity to work collaboratively towards improved outcomes.

**FOCUS AREA: Reconciliation is supported and promoted internally and externally**

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| Extend the scope of Reconciliation activities beyond NRW to ensure Reconciliation becomes an integral part of DSD business. | Executive Officers, RAC Director, Marketing, Communications and Stakeholder Engagement | March, June, September, November, annually | • Hold one quarterly Reconciliation activity and promote to staff.  
• Publish an annual calendar of key important dates for Aboriginal people and Aboriginal cultural events on the DSD intranet. |
| Promote and communicate Reconciliation projects and resources. | Director, Marketing, Communications and Stakeholder Engagement | March, June, September, November, annually | • One story/case study is published on the DSD Aboriginal online hub quarterly and promoted through CE updates. |
| | Chief Executive | March 2016, annually | • Commit to providing at least two senior, suitably skilled staff members to participate in the Jawun Indigenous Corporate Partnerships secondment program. |
| | Executive Director, Aboriginal Affairs and Reconciliation | December 2016 | • Support and promote Reconciliation Australia coordinated Learning Circle events in South Australia. |
| Increase understanding and relationships at the senior level. | Chair, RAC | December 2017 | • Develop an external reference client group to engage DSD’s executive group and provide comment on relevant matters.  
• Hold two executive board meetings per year.  
• Hold two senior executive group meetings per year. |
### RESPECT

Recognising the contribution of Aboriginal people to Australia enables DSD to achieve more culturally inclusive outcomes and actively cultivate behaviours that enhance our workplace and guide the development and delivery of services.

**FOCUS AREA: Learning and understanding**

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<tr>
<td>Increase knowledge and capability of staff through Cultural learning.</td>
<td>Executive Officers, RAC</td>
<td>December 2016, review annually</td>
<td>• Implement and review a cultural awareness training strategy for DSD staff that defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).&lt;br&gt;• Develop and test online cultural learning activities with 20 staff.&lt;br&gt;• 20 staff undertakes face to face cultural learning activities.&lt;br&gt;• 20 staff undertakes cultural immersion learning activities.&lt;br&gt;• All RAP working group members undertake cultural learning activities.&lt;br&gt;• All senior executives undertake cultural learning activities.</td>
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<td>Increase knowledge and understanding of Aboriginal histories and achievements.</td>
<td>Director, People and Culture</td>
<td>December 2017</td>
<td>• 30 per cent of staff undertakes online cultural learning activities.&lt;br&gt;• 20 staff undertake face to face cultural workshop learning activities.&lt;br&gt;• 20 staff undertake cultural immersion learning activities.</td>
</tr>
<tr>
<td>Senior leaders and employees demonstrate respect to Aboriginal people and communities by embedding cultural protocols into the functions of the divisions operations.</td>
<td>Director, Marketing, Communications and Stakeholder Engagement&lt;br&gt;  All Executive Directors&lt;br&gt;  Executive Officers, RAC</td>
<td>April 2016</td>
<td>• Maintain the list of key contacts for organising a Welcome to Country protocol and include on intranet.&lt;br&gt;• Communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.&lt;br&gt;• All staff and senior leaders to provide an Acknowledgement of Country at public events.&lt;br&gt;• Include Acknowledgement of Country at the commencement of all formal internal meetings.&lt;br&gt;• Where available, invite a local Traditional Owner to provide a Welcome to Country at public events.&lt;br&gt;• Create and display an Acknowledgment of Country plaque in foyer of corporate office building.</td>
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<tr>
<td>Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and community during NAIDOC Week.</td>
<td>Executive Officers, RAC</td>
<td>July, annually</td>
<td>• Aboriginal staff are supported and encouraged to participate in local community events during NAIDOC week.&lt;br&gt;• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.&lt;br&gt;• Support all staff to participate in NAIDOC Week events in the local community.&lt;br&gt;• Hold an internal or public NAIDOC Week event.&lt;br&gt;• Promote cultural leave to staff through SBS e-news, intranet or management meetings.</td>
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<td>Executive Director, Aboriginal Affairs and Reconciliation</td>
<td>July, annually</td>
<td>• Support South Australian NAIDOC Committee.&lt;br&gt;• Administer the Premier’s NAIDOC Awards scheme and coordinate the event with DPC Protocol Unit.&lt;br&gt;• Support Gladys Elphick awards.&lt;br&gt;• DSD to host a minimum of one table during NAIDOC week at the Gladys Elphick awards luncheon.</td>
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<td>Director, Marketing, Communications and Stakeholder Engagement</td>
<td>July, annually</td>
<td>• Develop and distribute whole of government NAIDOC Week Calendar and lodge on National NAIDOC website.</td>
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# RESPECT

Recognising the contribution of Aboriginal people to Australia enables DSD to achieve more culturally inclusive outcomes and actively cultivate behaviours that enhance our workplace and guide the development and delivery of services.

**FOCUS AREA: Learning and understanding**

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| Engage employees in cultural awareness training to increase understanding and appreciation of different cultural backgrounds to lay the foundation for other RAP actions to be achieved. | Director, People and Culture | June 2016 | • Encourage staff to seek development opportunities to strengthen and reinforce cultural capability.  
• A minimum of one development opportunity will be included as a case study in the annual RAP report.  
• Include opportunities in staff professional development plans.  
September 2016 | All new employees will participate in cultural awareness training within six months of employment.  
February 2017, annually | Conduct an audit of existing staff who have completed cultural awareness training. |
| | Director, Operations and Stakeholder Management | June 2016 | A minimum of one DSD senior officer is nominated on the whole of government Aboriginal Employment Industry Cluster to participate on action projects identified through the cluster. |
| Identify, promote and build good practice models to prevent and reduce racism in the workplace. | Director, People and Culture | March 2016 | Protocol for Welcome to Country and Acknowledgement of Country is included in the induction process for all new employees.  
Executive Officers, RAC | February 2016 | All Reconciliation materials will incorporate Aboriginal artwork and acknowledge artists.  
Director, People and Culture | March 2016, annually | A copy of the RAP is included in the induction process for all new employees.  
Director, People and Culture | December 2016 | The department will become a formal supporter of the Racism: It Stops With Me campaign and will:  
- develop specific actions to support this anti-racism stance;  
- actively promote the campaign by communicating key aims through department communiques;  
- include information in staff induction and WHS package;  
- invite Equal Opportunities Commission to deliver anti-racism workshops for DSD.  
- Promote the Respectful Behaviours and Bullying and Harassment Policy. |
**RESPECT**

Recognising the contribution of Aboriginal people to Australia enables DSD to achieve more culturally inclusive outcomes and actively cultivate behaviours that enhance our workplace and guide the development and delivery of services.

*FOCUS AREA: Learning and understanding*

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| Recognition of Aboriginal heritage and history.  | Executive Director, Aboriginal Affairs and Reconciliation | March 2016      | • Through the administration of the Aboriginal Heritage Act.  
  - engage in consultation with Aboriginal communities to explore the priorities for recording and conserving Aboriginal histories.  
  - maintain the Aboriginal Heritage Register and support the State Aboriginal Heritage Committee. |
| Reconciliation Action Committee                  | Reconciliation Action Committee                     | October 2016    | • Four DSD staff will be sponsored to participate in the annual Cycling for Culture event and will encourage other staff to participate or support events through donations. |
| Director, SA Museum                              | Director, SA Museum                                  | August 2017     | • The SA Museum will create a strategic framework and plan to explore opportunities to promote its services and collaborate with Aboriginal people and communities in relevant ways. |
| Director, ArtLab                                 | Director, ArtLab                                     | December 2017   | • Seek opportunities to preserve and perpetuate material and cultural objects, including designating funding for Aboriginal heritage programs.  
  • Link with, and provide practical training workshops and other services to regional and remote communities.  
  • Network, collaborate with and promote material and cultural heritage through Aboriginal art centres in metropolitan Adelaide and remote/regional areas. |
| Director, Facilities                             | Director, Facilities                                 | February 2017   | • Two conference rooms in Waymouth Street will be dual-named using Kaurna words endorsed by Kaurna language group. Appropriate meaning and translation will be provided for each room. |
OPPORTUNITY
Creating opportunities for Aboriginal people and increasing Aboriginal economic participation and equity that will contribute to increasing the employment and retention of Aboriginal people within the Department, providing financial support to community groups and organisations.

**FOCUS AREA: Employment and economic participation**

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| Increase opportunities for Aboriginal Economic participation. | Director, People and Culture | December 2017 | • Increase Aboriginal employment to three (3%) per cent.  
• In consultation with existing Aboriginal staff, develop an Aboriginal Employment Plan that includes retention and professional development strategies. |
|  | Office of the Industry Advocate | December 2016 | • Develop a whole of government strategy to leverage Aboriginal economic opportunities through procurement, which includes provisions for annual reporting. |
|  | Executive Director, Aboriginal Affairs and Reconciliation; All Executive Directors | December 2016; December 2016, annually; December 2016, annually | • Promote the use of the Aboriginal Business Procurement Policy across the agency and State Government through CEGAA and the Senior Officers Group Aboriginal Affairs (SOGAA).  
• Procure a minimum of one goods and services from Aboriginal owned businesses, increasing to two by June 2018.  
• Develop at least one commercial relationship with an Aboriginal business by June 2016, increasing to two by June 2018 |
|  | Executive Director, Aboriginal Affairs and Reconciliation; All Executive Directors | December 2016, annually; December 2016, annually; December 2016, annually | • Support the state’s three Aboriginal statutory landholding authorities, which collectively hold more than 20 per cent of the state’s land mass.  
• Support the Aboriginal Lands Trust in developing the Commercial Development Advisory Board to assist in pursuing commercial opportunities and leveraging economic potential from ALT landholdings.  
• Work with Supply Nation to develop a South Australian Aboriginal business register. |
|  | Office of the Industry Advocate | June 2016 | • Supplier Diversity Strategy will be published and promoted. |
|  | Executive Director, Aboriginal Affairs and Reconciliation; Office of the Industry Advocate | March 2016; December 2016, annually | • Develop and commence implementation of a whole of government strategy to increase Aboriginal economic participation outcomes.  
• Develop a package of supports for the Aboriginal business sector, including developing an online register of Aboriginal businesses in partnership with Supply Nation and supporting Jawun and the Aboriginal Foundation of South Australia. |
|  | Executive Directors, Mineral & Energy Resources Divisions | December 2016 | • Ensure Native Title negotiations involve processes that support economic participation.  
• Chair and lead Premier’s Awards for mining industry achievement to support the industry’s capacity to increase Aboriginal participation. |
|  | Executive Director Energy Resources Division, | December 2015 | • Coordinate the Cooper Basin Aboriginal stakeholder’s forum to engage and discuss economic participation opportunities with the industry. |
|  | Deputy Chief Executive | December 2016 | • Explore the business development opportunity to establish an Aboriginal exploration drilling company within South Australia. |
|  | Executive Director, Energy Markets and Programs | March 2016 | • Re-engage local Aboriginal organisations in Oak Valley and Yalata to provide generation and meter reading services under the Remote Areas Energy Supplies (RAES) scheme in those communities.  
• Increase opportunities for Aboriginal people and engage Aboriginal people or businesses under the RAES program by including a 15 per cent non-price weighted evaluation criteria for Aboriginal employment in the 2015 major service procurement process. |
OPPORTUNITY

Creating opportunities for Aboriginal people and increasing Aboriginal economic participation and equity that will contribute to increasing the employment and retention of Aboriginal people within the Department, providing financial support to community groups and organisations.

**FOCUS AREA: Employment and economic participation**

<table>
<thead>
<tr>
<th>ACTION</th>
<th>RESPONSIBILITY</th>
<th>TIMELINE</th>
<th>TARGET</th>
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</thead>
<tbody>
<tr>
<td>Increase the recruitment and retention of Aboriginal employees within DSD.</td>
<td>Director, People and Culture</td>
<td>April 2016, annually</td>
<td>• Recruit a minimum of two Aboriginal trainees and/or graduates annually and offer them employment in the department on completion.</td>
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<tr>
<td></td>
<td></td>
<td>December 2016, annually</td>
<td>• Monitor the proportion of Aboriginal employees accessing professional development opportunities.</td>
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<td></td>
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<td>December 2016, annually</td>
<td>• Increase the number of Aboriginal employees participating in leadership and management programs.</td>
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<td></td>
<td>December 2016</td>
<td>• Establish a mentoring program for Aboriginal staff, which will be publicised twice a year and included in their induction.</td>
</tr>
<tr>
<td>Provide external support to Aboriginal initiatives that enhance opportunities for Aboriginal economic participation.</td>
<td>Director, Manufacturing</td>
<td>December 2016</td>
<td>• Aboriginal staff to present a session to Aboriginal students at the summer school for excellence in technology.</td>
</tr>
<tr>
<td></td>
<td>Director, Strategic Economics and Policy Coordination</td>
<td>December 2015</td>
<td>• Provide sponsorship to the Aboriginal Enterprises in Mining, Energy and Engineering conference (2015) to allow for Aboriginal participation.</td>
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<tr>
<td></td>
<td>Director, Employment</td>
<td></td>
<td>• Up to 25 South Australian Aboriginal businesses and 15 Aboriginal students participate in the conference.</td>
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<td>Director, Small Business</td>
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<td></td>
<td>Executive Director, Strategy and Business</td>
<td>December 2015, annually</td>
<td>• Provide one Aboriginal student per year with a $5000 scholarship via the Gavin Wanganeen Foundation.</td>
</tr>
<tr>
<td></td>
<td>Director, Strategic Economics and Policy Coordination</td>
<td>December 2016</td>
<td>• Provide sponsorship to the University of Adelaide for Aboriginal student participation in the Entrepreneurship Challenge.</td>
</tr>
</tbody>
</table>
# Tracking and Progress Reporting

<table>
<thead>
<tr>
<th>ACTION</th>
<th>RESPONSIBILITY</th>
<th>TIMELINE</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.</td>
<td>Executive Officers, RAC</td>
<td>June 2016, annually December 2016, annually</td>
<td>• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. • Report on the RAP in the department’s Annual Report. • Develop and implement systems and capability needs to track, measure and report on RAP activities. • Publically report on RAP achievements, challenges and learnings through the State Government’s annual Reconciliation Report. • Review, refresh and update the RAP based on learnings, challenges and achievements. • Investigate participation in the RAP Barometer.</td>
</tr>
<tr>
<td>Report achievements, challenges and learnings across the department.</td>
<td>Executive Officers, RAC</td>
<td>February 2016 June, annually</td>
<td>• RAP is published on Reconciliation Australia’s website. • Report RAP achievements to the senior executive group and upload to department’s websites. • Reconciliation achievements reported in the CE’s update.</td>
</tr>
<tr>
<td></td>
<td>Executive Director, Aboriginal Affairs and Reconciliation</td>
<td>December 2015, annually</td>
<td>• Reconciliation achievements reported on annually as part of whole of government via CEGAA.</td>
</tr>
</tbody>
</table>
Reconciliation Action Committee

The Reconciliation Action Committee (RAC) is sponsored by both Deputy Chief Executives, championed by a senior executive and comprises Aboriginal and non-Aboriginal representatives from across the department:

- Deputy Chief Executives
- Aboriginal Affairs and Reconciliation
- Arts South Australia (SA Museum, State Library, Art Gallery SA)
- Skills and Employment
- Strategy and Business Services
- Industry and Innovation
- International Engagement, Trade, Immigration and Higher Education
- Mineral Resources
- Energy Resources
- Energy Markets and Programs

RAP Definitions

- AAR: Aboriginal Affairs and Reconciliation
- CEGAA: Chief Executives Group on Aboriginal Affairs
- DSD: Department of State Development
- NAIDOC: National Aboriginal and Islanders Day Observance Committee
- NIR: National Indigenous Reform Agreement
- NRW: National Reconciliation Week
- RAP: Reconciliation Action Plan
- RAC: Reconciliation Action Committee
- SOGAA: Senior Officers Group on Aboriginal Affairs
This RAP reflects the efforts of many people.

Special thanks go to all departmental staff involved as well as:

- DSD Aboriginal Staff
- DSD Reconciliation Action Committee (RAC)
- DSD Staff Reference Group

and Reconciliation Australia for their guidance.

We acknowledge the contributions of the following businesses and artist who have collaborated with the department to complete our RAP design:

**Featured Artist: Allan Sumner**
Born in 1975, Allan is a descendant of the Ngarrindjeri people who come from the lower Murray and the lakes of the Murray River along the Coorong of South Australia. He is also a descendant of the Kaurna people from the Adelaide plains region and the Yankunytjatjara people from central Australia.

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