



RECONCILIATION ACTION PLAN

2020–2023

Final Outcomes Report
March 2023



We acknowledge these lands.

The Dreaming is still living.

**From the past, in the present,
into the future, forever.**



The Department of the Premier and Cabinet continued to commit to embedding Reconciliation across the department through its Stretch Reconciliation Action Plan (RAP) actions and the 141 deliverables. We are pleased to present the department's final outcomes report on the DPC Stretch RAP 2020–2023.




Deliverable Status	Total
✔ Completed	133
⚠ Partially completed	7
✘ Not delivered	1



Relationships

ACTION 1

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

Deliverable	Performance Outcome	Final Status
<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 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>Led by Aboriginal Affairs and Reconciliation (AAR), the SA Government is preparing the final outcomes report for the second-generation Aboriginal Affairs Action Plan (AAAP) 2021-2022, comprising of 41 practical actions to enhance the lives of Aboriginal South Australians.</p>	 Completed
<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>Engagement with First Nation communities and organisations was predominately undertaken by AAR (AAR transferred to the Attorney General's Department (AGD) on 1 July 2022).</p> <p>DPC will develop a formal engagement plan as an action in a new RAP.</p>	 Completed
<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 people and communities.</p>	<p>A Communication Plan and the outputs were delivered.</p>	 Completed

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.

DPC maintained partnerships with 17 formal Aboriginal organisations and 10 informal Aboriginal organisations.

AAR coordinated the whole of government response to South Australia's implementation Plan for the National Agreement on Closing the Gap, which was developed in partnership with the South Australian Aboriginal Community Controlled Organisation Network (SAACCON).

AAR transferred to AGD on 1 July 2022.

DPC and other state government agencies worked with Commonwealth Government and Aboriginal community leadership to provide safe corridors to access medical needs with increased focus on the safety, health, and wellbeing during COVID-19 under Biosecurity legislation arrangements.

DPC provided funding to the NAIDOC SA Committee to run major events in Adelaide during NAIDOC week, including the Premier's NAIDOC Awards ceremony, held and awarded in 2021 and 2022 (awards were not held in 2020 due to COVID). The Premier's NAIDOC Awards recognise Aboriginal community leaders for self-determination in providing strong partnerships with government to provide safety, health and wellbeing to Aboriginal people in the state.



Completed

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.

AAR teams (Aboriginal Heritage and Policy and Statewide team and the APY & Far West Coast team) attended Cabinet Office team meetings to present an overview of the work being undertaken within the AAR division.





AAR arranged 'lunch and learn' sessions over the term of the RAP including 'Better Together lunch and learn' session on 'Aboriginal Cultural Burns' was offered by the South Australian Government in September 2020.

An Advisor in the Office of the Chief Executive was invited to attend the AAR leadership meetings monthly.

An AAR employee was temporarily assigned to one of the advisor roles in the Office of the Chief Executive for a period of 3 months for professional development.



Completed

<p>1.6 Continue to provide a general referral point for the public on Aboriginal Affairs and Reconciliation on the DPC website www.dpc.sa.gov.au.</p>	<p>The DPC website was regularly maintained and updated.</p>	<p> Completed</p>
<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>	<p>DPC provided executive support to the South Australian Aboriginal Advisory Council, providing high level and confidential policy advice to government.</p>	<p> Completed</p>
<p>1.8 Establish and support (financially and logistically) a new South Australian Aboriginal Representative Body.</p>	<p>Dr Roger Thomas, South Australia's longest Aboriginal Engagement Commissioner, ended his term 30 June 2022 with the State Government.</p> <p>The South Australian Government appointed the inaugural Commissioner for First Nations Voice, Mr Dale Agius on 25 July 2022, who reports to the Attorney General – to establish a fully elected First Nations Voice to the South Australian Parliament, providing a direct mechanism for Aboriginal South Australians to engage with Parliament and the Government.</p>	<p> Completed</p>
<p>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 Pitjantjara Yankunytjatjara Lands Rights Act 1981) and the Maralinga Tjarutja (Maralinga Tjarutja Land Rights Act 1984) 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>	<p>DPC supported and worked in partnership with the state's major Aboriginal landholding authorities.</p>	<p> Completed</p>

1.10 Meet with local Aboriginal and Torres Strait Islander stakeholders to continuously improve guiding principles for future engagement.



The Aboriginal and Torres Strait Islander Arts Strategy for South Australia set the direction and focussed action through the implementation of the principles of honouring, leading, listening, learning and connecting.

These same principles have informed the State Government's thinking around the proposed Tarrkarri - Centre for First Nations Cultures, to be established at Lot Fourteen, which commenced construction December 2021.

 **Completed**





ACTION 2

Establish and maintain a relationship with Reconciliation SA.

Deliverable	Performance Outcome	Final Status
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.	On behalf of the Government of South Australia, DPC provides funding to Reconciliation SA to promote reconciliation efforts across the State.	 Completed
2.2 Purchase Reconciliation SA Gold membership annually.	DPC held a Gold Membership with Reconciliation SA annually for the lifetime of the Stretch RAP.	 Completed

ACTION 3

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Performance Outcome	Final Status
3.1 Promote National Reconciliation Week and relevant resources from Reconciliation Australia to all employees.	DPC promoted National Reconciliation Week and circulated relevant material to staff.	 Completed
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 Noti.	AAR and DPC coordinated and produced an annual Calendar of Events for National Reconciliation Week, on behalf of the South Australian Government. The Calendar of Events included other Reconciliation events occurring in South Australia which was made available on the DPC Website and distributed across government and to key stakeholders in the week leading up to Reconciliation Week.	 Completed
3.3 Promote South Australia and DPC's National Reconciliation Week events to all employees through whole of agency emails and notices.	National Reconciliation Week and associated events were promoted annually to all staff. The National Reconciliation Week Calendar of Events and South Australian Government Calendar of Events were accessible on the DPC website and DPC intranet.	 Completed
3.4 Each RAP Working Group member will participate in at least one external and one internal NRW event annually.	All RAP Working Group members participated in the DPC NRW events annually. All staff participation was reported annually in the individual Professional Development Programs.	 Completed

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.

Multiple communication channels were used to promote National Reconciliation Week events and encouraged staff attendance, including attendance during paid work time for events during work hours over the life of this RAP. These included news items via our DPC Intranet and email newsletters.

All staff participation was reported annually in the individual Professional Development Programs.



Completed



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 i.e. three government departments) as well as a “Lunch and Learn” event.

DPC organised several events for National Reconciliation Week over the life of this RAP. Some of the events DPC staff participated in were:

- Together with other State Government agencies, DPC co-hosted First Nations film club screenings in the State Administration Centre basement theatre in 2021 and 2022
- The South Australian Museum presented an exhibition, ‘Always on Country’, which invited visitors to reflect on how brave actions in their daily lives can contribute to reconciliation
- DPC annually hosted one-two tables at the National Reconciliation Week Breakfast held at the Adelaide Convention Centre
- DPC hosted a Q&A with Shona Reid, previous Chief Executive Officer of Reconciliation SA who discussed the importance of reconciliation and what everyone can do to lend their voices to justice and reconciliation
- Organised afternoon tea with indigenous inspired food including herbs, spices and plants found in the most remote regions of Australia, with special guests from Gilles Street Primary School to deliver an Acknowledgment of Country
- Coordinated and produced the Government of South Australia online National Reconciliation week Calendar of Events
- Officially launched the DPC Stretch RAP on 27 May 2020, followed by the Chief Executive and DPC RAP sponsor’s participation in the Leaders Connect session, which focused on Managers responsibilities to ensure a commitment to the RAP deliverable progress and completion.







Completed

3.7	Purchase at least one table for DPC employees to attend Reconciliation South Australia's annual Adelaide National Reconciliation Week breakfast.	DPC purchased tables in 2021 and 2022 (event did not proceed in 2020).	 Completed
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.	The DPC Chief Executive annually delivered a message in the lead up to National Reconciliation Week.	 Completed
3.9	Register specific DPC National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	Events were registered on the Reconciliation Australia's National Reconciliation Week website in 2021 and 2022.	 Completed





ACTION 4




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

Deliverable	Performance Outcome	Final Status
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.	<p>In February 2021 and 2022, DPC hosted two tables at the Reconciliation SA annual anniversary of the National Apology breakfast, to honour survivors of the Stolen Generation.</p> <p>DPC also sponsored seats enabling two Stolen Generation survivors to attend the breakfast free of charge.</p> <p>In February 2022, DPC promoted the National Apology to the Stolen Generations Commemorative short film with DPC employees. The film was directed on Kurna Country.</p>	 Completed
4.2 Administer and support Government House to coordinate the Governor's Aboriginal Youth awards and coordinate the event.	DPC provided support as necessary.	 Completed

<p>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 Kurna leader and the contribution Aboriginal women make to advancing the Aboriginal community.</p>	<p>Grant funding was provided to assist the GEAC with awards ceremony. The Awards event was held at Government House on Wednesday 7 December 2022.</p>	 Completed
<p>4.4 Host a minimum of one table at the Gladys Elphick Awards dinner.</p>	<p>The SA Government supported the Gladys Elphick Awards dinner event.</p>	 Completed






ACTION 5
Promote Reconciliation through our sphere of influence.

Deliverable	Performance Outcome	Final Status
<p>5.1 Demonstrate our commitment to Reconciliation publicly by having a statement on the DPC website.</p>	<p>DPC's Acknowledgement to Country appears on the DPC Website main page and internal intranet. DPC also have a dedicated page on 'Reconciliation' and our vision on the DPC Website.</p>	 Completed
<p>5.2 Review the induction process for new employees to ensure it:</p> <ul style="list-style-type: none"> ▪ promotes DPC's commitment to Reconciliation and our Reconciliation Action Plan ▪ promotes the Nunga Network ▪ educates employees about the meanings behind the Reconciliation theming at DPC sites. 	<p>The DPC online induction content was reviewed and updated during the term of this RAP.</p> <p>There is further work to incorporate the significance of Aboriginal theming at DPC building sites in the future.</p>	 Completed
<p>5.3 Develop consistent and timely messaging from DPC Executives to all DPC staff on the importance of achieving the deliverables in the RAP.</p>	<p>Exception and progress reporting on the DPC RAP deliverables was shared with the DPC Executive Leadership and DPC Staff quarterly.</p>	 Completed
<p>5.4 Maintain the IN.DPC (departmental intranet) RAP page with RAP milestones and celebrating achievements.</p>	<p>The DPC Stretch RAP and RAP Working Group intranet pages were maintained regularly, providing access to the RAP Working Group Terms of Reference, a list of current working group members, link to the Stretch RAP Action Plan, the quarterly deliverables status update reports, comprehensive progress report and links to Reconciliation Australia and Reconciliation South Australia.</p>	 Completed

<p>5.5 Executive Leadership Team to include the RAP as a standing item on the agendas quarterly.</p>	<p>A progress status update and exception reporting on all the DPC Stretch RAP deliverables was tabled at the Executive Leadership Team meetings every quarter during the life of the RAP for noting.</p>	<p> Completed</p>
<p>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.</p>	<p>Liaison occurred throughout the life of the RAP on a diverse range of Reconciliation topics, such as seeking SAAAC advice on whole of government policy and working with SAACCON to progress South Australia's Implementation Plan for the National Agreement on Closing the Gap.</p>	<p> Completed</p>
<p>5.7 Coordinate and participate in whole of government Aboriginal Affairs policy and Reconciliation agenda through:</p> <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. 	<p>AAR chaired the SA Government Reconciliation Network throughout the life of the RAP.</p> <p>AAR Co-Chaired the whole of government Aboriginal Affairs Executive Committee (consisting of six Chief Executives and six Aboriginal senior leaders in the SA Public Sector), with sub working groups focussed on 4 priority areas:</p> <ul style="list-style-type: none"> ▪ over representation of Aboriginal South Australians, I the criminal justice sector ▪ economic participation ▪ supporting growth in Aboriginal Community Controlled Organisations ▪ building capacity in vulnerable families. <p>AAR presented on 'Activating RAPs' to the Office of the Commissioner for Public Sector Employment's Diversity, Disability, and Inclusion whole of government group in May 2022.</p> <p>NAAR transferred to the AGD 1 July 2022.</p> <p>DPC partnered with other SA Government agencies exploring opportunities on cultural learning activities and events.</p>	<p> Completed</p>




ACTION 6

Promote positive race relations through anti-discrimination strategies.

Deliverable	Performance Outcome	Final Status
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.	100% compliance was maintained for the mandatory 'Say No To Racism' online course – in place throughout the life of the RAP. The course was included in all employee Learning Plans on DPC's learning management system and completion was reported to the Executive Leadership Team (ELT) annually.	 Completed
6.2 Release a public statement in support of 'International Day for the Elimination of Racial Discrimination' each year.	Delivered	 Completed
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.	Senior leaders from DPC and RAP Working Group members attended the Racism in the Workplace Workshop hosted by Reconciliation SA annually. The workshops coordinated by AAR, enabled invitations to two representatives from each SA Government agency to attend.	 Completed
6.4 Senior leaders to publicly support anti-discrimination campaigns, initiatives, or stances against racism.	DPC promoted and supported national campaigns, such as the Australian Animal Rights Commission's <i>Racism, It Stops With Me</i> and Beyond Blue's Invisible Discriminator supporting the mental health and wellbeing of Aboriginal people.	 Completed
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.	The DPC Respectful Treatment at Work policy, guideline and online course promoting anti-discrimination underwent consultation with DPC's Nunga Network (all DPC Aboriginal employees), to ensure an appropriate cultural lens has been applied and was subsequently updated.	 Completed

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	Performance Outcome	Final Status
7.1 Seek advice from the Commissioner for Aboriginal Engagement to ensure Aboriginal interests inform development of policies and programs.	Consulted and delivered	 Completed
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.	Project Management templates were updated to ensure clear direction on the need to consider First Nation stakeholders.	 Completed
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.	Examples of established reference group being: <ul style="list-style-type: none">▪ The Circle's Design and Delivery team consist of 12 First Nation business owners representing diversity of experience, location, gender and industry, and provide a critical advisory role on The Circle's Service Model, branding consultation and implementation strategies▪ Tarrkarri Aboriginal Reference Group, established in 2020, has been involved in the development of the vision, planning and design for Tarrkarri and has national representation▪ DPC continued to lead work to develop the Aboriginal Languages Strategy, with targeted consultation.	 Completed












Respect

ACTION 8

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






Deliverable	Performance Outcome	Final Status
8.1 Undertake a review to measure DPC employees' cultural competency.	DPC staff completed a cultural assessment survey, that informed the mandatory cultural learning workshops implemented in August 2022.	✔ Completed
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.	DPC developed a Cultural Learning Framework that sets out the requirement for our employees to participate in mandated cultural learning workshops and activities. The framework covers three distinct learning areas: cultural sensitivity, cultural respect, and cultural safety.	✔ Completed
8.3 Engage Aboriginal consultants to deliver cultural learning opportunities associated with the cultural learning strategy for our employees.	DPC engaged South Australian First Nation consultants to deliver the cultural learning workshops, that commenced in September 2022.	✔ Completed
8.4 Require every DPC employee to attend at least one formal face-to-face training session over the life of the RAP.	Through the Cultural Learning Framework, DPC rolled out a series of mandatory workshops for all employees from September 2022 to March 2023. Over this time 30 workshops were held and approximately 710 employees attended workshop 1 and 2.	✔ Completed
8.5 Require every DPC employee to attend one informal cultural learning event each year of the RAP.	<p>This deliverable is included in every DPC employees Performance Development Plan.</p> <p>Participation in training and attendance of cultural learning events is recorded in DPC Connect, DPC's integrated HR information system for learning and performance development.</p>	✔ Completed






<p>8.6 Ensure all RAP Working Group members, HR Business Partners and the Executive Leadership Team participate in face-to-face cultural learning annually.</p>	<p>All RAP working group members and HR Business Partners have attended workshops 1 and 2 of the Cultural Learning Framework.</p>	<p> Completed</p>
<p>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).</p>	<p>As of March 2023, 73.7% of DPC employees had either completed the Cultural Awareness online course over the life of the RAP or were within their grace period for completion.</p>	<p> Completed</p>
<p>8.8 Include participation in cultural learning in Performance Development Plans (PDPs) for all employees.</p>	<p>Cultural learning development objectives are listed in all DPC employees' PDP's and reported annually to the ELT.</p>	<p> Completed</p>
<p>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.</p>	<p>Over the life of the RAP:</p> <ul style="list-style-type: none"> ▪ 391 employees attended Cultural Awareness, My Journey, My Story face to face workshop ▪ 375 employees attended Aboriginal Cultural Respect face to face workshop, or similar ▪ 73.7% employees have completed the Cultural Awareness online course, or are still within the grace period to complete this course ▪ 89.5% employees have completed the Say No to Racism online course, or are still within the grace period to complete this course ▪ 92.3% managers have completed the Unconscious Bias online course, or are still within the grace period to complete this course. 	<p> Completed</p>
<p>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.</p>	<p>The Reconciliation Australia biennial Reconciliation Barometer survey was conducted by DPC employees in August 2022.</p> <p>Nationwide and summary of DPC results were shared with the ELT and DPC employees in early 2023.</p>	<p> Completed</p>

<p>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, Our Development and direct emails from the RAP Working Group mailbox.</p>	<p>Delivered:</p> <p>Various Lunch and Learn sessions were held over course of the DPC RAP. Cultural learning opportunities are offered to staff and the working group each year.</p>	 Completed
<p>8.12 Consistently include Aboriginal and Torres Strait Islander cultural experiences as part of all programs for official visitors to South Australia (State Visits).</p>	<p>Delivered for all major state event and programs for official visitors to South Australia.</p>	 Completed
<p>8.13 Investigate options for a whole of government mandate for compulsory cultural awareness training.</p>	<p>Discussed and considered but not progressed for whole of government, due to a resource issue identified by the Office of the Commissioner for Public Sector Employment.</p>	 Completed
<p>8.14 Promote awareness and understanding of the Uluru Statement from the Heart by:</p> <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. 	<p>DPC promoted the Uluru Statement of the Heart throughout the life of this RAP via various methods, including within DPC and across SA Government. Examples being:</p> <ul style="list-style-type: none"> ▪ On Sunday 26 March 2023 South Australia became the first state in Australia to have a First Nations Voice to Parliament. The State Government has committed to implementing the Uluru Statement from the heart at a state level, starting with the First Nations Voice to the South Australian Parliament ▪ The Uluru Statement of the Heart is accessible on the DPC Intranet ▪ DPC coordinated with IPAA a face to face and live stream event in November 2020 for SA Government employees and IPAA members to: <ul style="list-style-type: none"> ▪ hear how the Uluru Statement came to be, what it seeks, and why it is important ▪ and to learn what the South Australian Government, the broader community and corporate sectors are doing in regard to the aspirations expressed in the Uluru Statement. 	 Completed

ACTION 9







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


Deliverable	Performance Outcome	Final Status
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.	The DPC Acknowledgement of Country in dual language and information pertaining to Welcome to Country and the cultural protocols are accessible to employees on the DPC Intranet exists on DPC's website. A page dedicated to Reconciliation is accessible on the DPC Website.	 Completed
9.2 Create an opportunity (such as training) for employees and senior leaders to develop a more personal Acknowledgement of Country, including in Kurna language, or other applicable Traditional Owners language from a representative Aboriginal and Torres Strait Islander nation where DPC has offices outside of Adelaide.	DPC's direction on the use of the dual language DPC specific Acknowledgement of Country statement inside and outside of Kurna land and on DPC media channels was embedded across the department on 7 September 2021. A video to support the DPC Acknowledgment of Country was later developed and shared with employees.	 Completed
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.	Delivered and embedded across the department.	 Completed
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.	A Traditional Owner provides a Welcome to Country at DPC hosted events where appropriate (internally and externally).	 Completed
9.5 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and public events.	A new Acknowledgement of Country for DPC was implemented across the department in late 2021. It is embedded into our communication materials, templates, meetings and events.	 Completed

<p>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.</p>	<p>Investigation and consultation to progress this deliverable occurred. The deliverable was not delivered as an agreed Acknowledgement of Country was not finalised.</p>	<p> Not delivered</p>
<p>9.7 Develop an Aboriginal Languages strategy.</p>	<p>Progressed a Pilot project conducted by the SA Museum and Mobile Language Team that resulted in the establishment of Aboriginal Living Languages South Australia—a co-operative partnership between the Ngarrindjeri Aboriginal Corporation, South Australian Museum and the Mobile Language Team at the University of Adelaide. Established to preserve and protect the state’s Aboriginal languages for future generations.</p>	<p> Completed</p>
<p>9.8 Establish a model for the delivery of Aboriginal interpreter services.</p>	<p>The Aboriginal Languages Interpreting Service (ALIS) is operational. Following consultation with Aboriginal stakeholders and government agencies, the Aboriginal Language Interpreting Service (ALIS) is located within the Department of Human Services in their Interpreting and Translating Centre (ITC). First Nation staff are employed in the ITC to help create the ALIS.</p>	<p> Completed</p>
<p>9.9 Demonstrate our commitment to Reconciliation publicly by mandating an agreed Acknowledgement of Country statement in email signature blocks for all DPC staff.</p>	<p>The Acknowledgement of Country for DPC is embedded onto staff signature blocks.</p>	<p> Completed</p>
<p>9.10 Include on the DPC letter template an Acknowledgement of Country statement and include in the DPC style guide.</p>	<p>The Acknowledgement of Country for DPC is embedded onto DPC templates.</p>	<p> Completed</p>

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	Performance Outcome	Final Status
10.1 Ensure the RAP Working Group participates in at least one external NAIDOC Week event annually.	RAP Working Group Members participated in NAIDOC week events annually. Attendance to NAIDOC Week events is captured in the employee's Professional Development Plan and DPC Connect (DPC internal training and professional development program).	 Completed
10.2 Review HR policies, procedures and communications to encourage employees to participate in NAIDOC Week events.	The Cultural Awareness page on the DPC intranet and DPC Connect catalogue was updated to reflect the requirement of staff to attend at least one informal cultural event per year and provide a range of suggested activities, including NAIDOC week activities.	 Completed
10.3 Support all employees to participate in at least one NAIDOC Week event in our local area.	Communication through news items to promote NAIDOC week activities have included reminders to staff of this requirement and supported staff attendance during paid work time for activities during working hours.	 Completed
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.	AAR and the DPC Communication team coordinated and produced a South Australian Government Calendar of Events for NAIDOC Week during the life of this RAP. This involved coordination of whole of government event planning and liaison with local government and non-government organisations. The published calendar and NAIDOC themed messaging was provided to all stakeholders.	 Completed
10.5 Promote South Australian NAIDOC Week events to all employees.	The South Australian Government Calendar of Events for NAIDOC Week and DPC specific organised events were promoted to DPC Staff annually via email newsletters and intranet news items.	 Completed
10.6 In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year.	The South Australian Government Calendar of Events for NAIDOC Week events were promoted to DPC Staff annually and encouraged to attend.	 Completed

10.7	Provide funding to the NAIDOC SA Committee to coordinate the NAIDOC March and the Adelaide Family Fun Day in Tarntanyangga/ (Victoria Square).	Annual funding was provided on behalf of SA Government to the NAIDOC SA Committee to promote the annual Adelaide NAIDOC March and Family Fun Day.	 Completed
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.	Completed for 2021 and 2022. The events were held jointly with the SA NAIDOC Committee who coordinate the annual South Australian NAIDOC Awards.	 Completed


ACTION 11

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

Deliverable	Performance Outcome	Final Status
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.	Review and reform of Nunga Network will continue into 2023 and a commitment in the DPC Strategic Direction 2022–2023.	 Completed

ACTION 12

Administer the Aboriginal Heritage Act 1988.

Deliverable	Performance Outcome	Final Status
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.	The department engaged with local Traditional Owners and Aboriginal and Torres Strait Islander communities on matters relating to Aboriginal and Torres Strait Islander heritage, including providing support on the applications for exploration approval.	 Completed

12.2 Maintain the Aboriginal Heritage Register in accordance with the Aboriginal Heritage Act 1988.

The department assisted the Minister for Aboriginal Affairs and Reconciliation and the State Aboriginal Heritage Committee in the protection and conservation of South Australia's Aboriginal cultural heritage per the Aboriginal Heritage Act 1988 (SA) and by liaising with and supporting local traditional owners.

AAR undertook work in updating and linking central archives heritage sites with the government's land management system.

 **Completed**

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 Aboriginal Heritage Act 1988 in partnership with the Aboriginal community to manage protection and conservation of South Australia's Aboriginal heritage.

Delivered. (See outcome for 12.2)

 **Completed**












Opportunities




ACTION 13




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

Deliverable	Performance Outcome	Final Status
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.	Reviewed and completed in June 2020. A Tarrkarri employment strategy was developed in consultation with the Tarrkarri Aboriginal Reference Group to ensure Aboriginal employment opportunities and pathways in the development of the workforce for the Centre.	Completed
13.2 Promote the DPC Aboriginal and Torres Strait Islander Employment Pools to attract applications from Aboriginal and Torres Strait Islander candidates.	DPC established Aboriginal and/or Torres Strait Islander Employment Pools that give applicants priority consideration when vacancies arise (active on I Work for SA and DPC Careers websites).	Completed
13.3 Regularly review HR procedures and policies to support Aboriginal and Torres Strait Islander participation and development in our workplace.	DPC established and implemented the Aboriginal Career Pathways program. A program that offers tailored career and development guidance for all DPC First Nation employees.	Completed
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.	The department has processes in place to ensure that all vacancies are assessed to determine whether suitable candidates are available from the Aboriginal and/or Torres Strait Islander Pool. No recruitment advertisements can be published until this assessment has been undertaken.	Completed
13.5 Continue to include a diversity statement in our job advertisements to encourage Aboriginal and Torres Strait Islander applicants to apply.	All DPC job advertisements contain the statement 'The South Australian public sector promotes diversity and flexible ways of working including part-time. Applicants are encouraged to discuss the flexible working arrangements for this role'.	Completed

<p>13.6 Ensure talent identification is inclusive and support diversity in identifying high performing employees for development opportunities and promotion.</p>	<p>DPC established and implemented the Aboriginal Careers Pathways Program, a program offering tailored career and development guidance with all DPC Aboriginal employees.</p> <p>Three DPC First Nation employees graduated from the Aboriginal Frontline Leadership Program—a 6-month program specifically tailored to advance the skills of First Nation employees wishing to step into a leadership role, or those wishing to develop their leadership capabilities.</p>	 Completed
<p>13.7 Continue to deliver a comprehensive and culturally appropriate Aboriginal and Torres Strait Islander Employee Assistance Program.</p>	<p>Information on the Employee Assistance Program is promoted to DPC employees and provided on the department’s intranet—IN.DPC.</p>	 Completed
<p>13.8 Ensure all employees leaving DPC are offered a culturally safe and appropriate exit interview.</p>	<p>The DPC Online Exit Survey is available to all DPC employees exiting the department. On request, a face-to-face survey meeting is arranged where this is preferred. The survey allows for responses to be anonymous and provides the opportunity for users to indicate whether they would like further action to be undertaken by the People and Culture team in DPC.</p>	 Completed
<p>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.</p>	<p>DPC HR business partners review exit data monthly and report on issues and emerging trends, if applicable.</p>	 Completed
<p>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.</p>	<p>Recruitment materials support the requirement that all recruitment selection processes are culturally inclusive and unbiased.</p>	 Completed
<p>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.</p>	<p>All DPC First Nation employees are encouraged to attend the Nunga Network meetings and First Nation staff forums and conferences that focus on professional development, in addition to discussing career aspirations and opportunities via the Performance Development Process formally undertaken 6 monthly.</p>	 Completed


<p>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.</p>	<p>Research was undertaken with the University of Adelaide and a number of local schools. Limited internship and work experience opportunities were being offered as standard practice by educational institutions.</p> <p>DPC is to proactively consider suitable internship and work experience opportunities in the future, and where opportunities are identified, propose to schools and Universities.</p> <p>The department is exploring opportunities with CareerTrackers, a Supply Nation registered, Indigenous-led national non-profit that works with First Nations students from high school and throughout university, linking them with employers for paid, multi-year internships.</p> <p>DPC are proud to be partnering with CareerTrackers to engage students to complete a 10-week paid internship throughout their academic year. The students will develop structured workplace goals and objectives that align with their current studies.</p>	 Completed
<p>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.</p>	<p>DPC recruited 2 of the 3 Aboriginal trainee targets under that particular OCPSE Aboriginal Traineeship Recruitment program that ended 30 June 2020. However, further trainees were recruited through Skilling SA post-June 2020, which satisfied and exceeded DPC's previous targets.</p>	 Completed
<p>13.14 Continue to reference expectation of cultural awareness, respect for diversity and inclusion in all DPC Role Descriptions.</p>	<p>All Role Descriptions contain clauses relating to cultural awareness, respect and diversity. All role descriptions are reviewed by the department to ensure completeness prior to advertising.</p>	 Completed
<p>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.</p>	<p>Initial consultation with Aboriginal employees indicated a mixed need/desire for mentoring. Mentoring is offered to employees who are participating in the Aboriginal Career Pathways Program where this is relevant to their development needs.</p>	 Completed






<p>13.16 Achieve an Aboriginal and Torres Strait Islander employment rate of 4% across DPC, with sub-targets of a 4% employment rate within:</p> <ul style="list-style-type: none"> ▪ Aboriginal Affairs and Reconciliation ▪ Policy advice units* ▪ Communities and corporate units ▪ ICT and Digital Government units. <p>*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.</p>	<p>DPC's Aboriginal and Torres Strait Islander employment rate at the conclusion of the DPC Stretch RAP was 3.0% across DPC. Sub-target rates are:</p> <ul style="list-style-type: none"> ▪ Aboriginal Affairs and Reconciliation—No longer applicable ▪ Policy advice units 3.8% ▪ Communities and Corporate units 1.7% ▪ ICT and Digital Government units 0.8% ▪ Other 8.5%. 	 Completed
<p>13.17 Set sub-target for Aboriginal employment for ASO6 and above by June 2020.</p>	<p>After further South Australian Aboriginal population analysis and available skilled leaders, an employment strategy was subsequently established to focus on the development of all our existing First Nation employees (rather than a set target for ASO6 and above). This included:</p> <ul style="list-style-type: none"> ▪ Creating a 12-month rotational opportunity through DPC's policy divisions to broaden the employees exposure and accelerate their development into policy and higher level roles (Achieved) ▪ Set a target of 15% of existing Aboriginal employees within the Trainee—ASO3 classification band (equating to 1 employee) and ASO4-6 classification band (equating to 2 employees) to gain a promotion/reclassification into the next classification band in DPC over the life of the RAP. This was facilitated through working with managers to identify potential Aboriginal employees to invest in and support them with a tailored development plan to assist in their career acceleration. (Achieved) 	 Completed
<p>13.18 Require that any DPC employees involved with recruitment undertake unconscious bias training.</p>	<p>All DPC employees identified as participating on a selection panel are to complete Unconscious Bias online training module.</p>	 Completed

13.19	Require that all DPC employees who manage Aboriginal and Torres Strait Islander employees undertake training equivalent to 'Cultural Competency for Managers'.	Managers have attended workshops 1 and 2 of the Cultural Learning Framework in 2022–2023. A “Building Cultural Capacity Workshop for Managers” was implemented in April 2023. Managers of First Nation’s employees will be directly invited to attend this mandatory training.	 Completed
13.20	Provide information on cultural leave entitlements to all DPC people managers.	An all DPC staff email was distributed, advising of the available provisions and the process for applying.	 Completed
13.21	Reserve at least two places on DPC Leadership programs for Aboriginal and Torres Strait Islander employees.	Aboriginal and Torres Strait Islander employees were encouraged to participate in the Aboriginal Front Line Leadership Program through the SA Leadership Academy and other programs including Manager Essentials annually. DPC also facilitated the Aboriginal Career Pathways Program that invited all First Nation employees to explore and participate in individual development opportunities to assist them to develop and grow in their roles.	 Completed

ACTION 14

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

Deliverable	Performance Outcome	Final Status
14.1 Raise awareness of provisions for Aboriginal and Torres Strait Islander procurement in South Australian Industry Participation Policy.	DPC promoted Aboriginal economic development through the Office of the Industry Advocate, which is responsible for furthering the objectives of the South Australian Industry Participation Policy and building the capability and capacity of local businesses to participate in government contracts.	 Completed

<p>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.</p>	<p>DPC reviewed and communicated the department's procurement processes to encourage procurement from First Nation businesses.</p>	<p> Completed</p>
<p>14.3 Develop and commence implementation of a whole of government strategy to increase Aboriginal and Torres Strait Islander economic participation outcomes.</p>	<p>Liaised with the Office of the Industry Advocate (OIA) and The Circle First Nations Entrepreneur Hub to promote whole of government strategy to increase Aboriginal and Torres Strait Islander economic participation outcomes.</p>	<p> Completed</p>
<p>14.4 Incorporate data collection methods to ensure data is collected on procurement activities from Aboriginal and Torres Strait Islander business.</p>	<p>The Circle—First Nations Entrepreneur Hub was launched in August 2021. The Circle offers South Australian First Nation businesses a range of support to increase capability, confidence and to thrive. The Circle facilitated over 120 referrals of First Nation businesses to supply opportunities with industry and Government.</p> <p>Procurement data is centrally captured by the Department of Treasury and Finance.</p>	<p> Completed</p>
<p>14.5 Promote the Aboriginal Business Register.</p>	<p>AAR worked closely with OIA to ensure that information on Aboriginal businesses were continuously updated. The Circle also maintains a register of First Nation businesses.</p>	<p> Completed</p>
<p>14.6 Train all relevant employees in contracting from Aboriginal and Torres Strait Islander businesses.</p>	<p>There were a number of changes to Treasurer Instruction 18—Procurement in early 2023 including associated government procurement policies. The DPC Procurement policies and frameworks were updated accordingly.</p> <p>These changes include the increase in threshold for the direct procurement approach to Aboriginal and Torres Strait Islander businesses. These changes were rolled out across the department through training sessions, Q&A sessions and online training materials.</p>	<p> Completed</p>

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 works).




Much has evolved in the South Australian First Nations Arts landscape since the launch of DPC Stretch RAP. There are numerous South Australian businesses and organisations that now provide these services and advice. This includes local Aboriginal led organisations and businesses that exist and are implementing services to support start up arts businesses for SA based First Nations individuals through The Circle. The Circle—First Nations Entrepreneur Hub has been established in partnership with the Australian Government and the South Australian Government, under the Adelaide City Deal—oversight of which sits within the Department of the Premier and Cabinet. The Circle offers Government and Industry a single point of entry to connect and engage with First Nations businesses, including artists and artist representatives.




Ochre Dawn is a member of The Circle and is a First Nations owned branding and marketing company that provides the services of consulting on projects which seek to involve First Nations peoples and businesses as well as those that wish to have First Nations at the visual forefront and in the heart of what they're doing. They offer services and support to engage ethically with First Nations artists and have a contingent of artists to deliver a range of creative services. Ochre Dawn has provided services directly to The Circle, including engaging a Kaurna artist to create a digital works to be used by The Circle when branding initiatives delivered on Kaurna Country.

It continues to be Arts South Australia's preferred outcome that these services are Aboriginal led, which aligns to Australia Council for the Arts First Nations Cultural and Intellectual Property in the Arts strong guidance and direction on protocols—free protocols that are easily available to support those who want to commission the work of Aboriginal artists. There is also greater awareness in general about intellectual property rights and the use of material protected under the moral rights legislation under the Copyright Act and different places to go for support.

Arts South Australia has established a greater capacity to direct queries around commissioning and IP application to others to enable activities and projects to be developed in an ethical way that respects and adequately pays IP holders.



 **Partially completed**

<p>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.</p>	<p>DPC promoted the Aboriginal Business Strategy overseen by the Office of the Industry Advocate to support Aboriginal and Torres Strait Islander organisations and business.</p> <p>The Circle—First Nations Entrepreneur Hub of Lot Fourteen has also been promoted.</p>	 Completed
<p>14.9 Promote APY artists in Brittany through the French Strategy.</p>	<p>Completed collaborations between the Office of the French Strategy, Art Gallery of South Australia, APY Collective and Musee des beaux-arts de Renne.</p>	 Completed
<p>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.</p>	<p>The Circle—First Nations Entrepreneur Hub is an Adelaide City Deal project funded by the National Indigenous Australians Agency through the Indigenous Business Sector Strategy.</p> <p>The hub is based at Lot Fourteen and is led through the Lot Fourteen State Project Lead.</p> <p>The Circle was launched on 27 August 2021.</p> <p>The Circle offers South Australian First Nations businesses a range of support to increase capacity, capability, confidence and to thrive.</p> <p>Support is offered in the following key areas:</p> <ul style="list-style-type: none"> ▪ business Development Support; Access to New Markets; Expert Business Advice; Capability and Capacity Building; and a physical Hub at Lot Fourteen ▪ membership is open to all South Australian Aboriginal and Torres Strait Islander owned and operated businesses and is free of charge ▪ The Circle also supports non-Aboriginal corporate entities, government agencies and not-for-profit organisations that have an interest in developing business-to-business relationships with the Aboriginal Business Sector in SA and/or supporting Aboriginal economic participation through employment opportunities in SA. 	 Completed

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).	Delivered.	 Completed
14.12	Embed in DPC's procurement process, where possible and appropriate, that the Aboriginal Business Register be consulted prior to undertaking any procurement.	Delivered.	 Completed
14.13	Send at least two DPC representatives annually to the Indigenous Business Trade Fair.	The event in South Australia was held in November 2022, whereby DPC representatives attended.	 Completed


ACTION 15

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

Deliverable	Performance Outcome	Final Status
15.1 Deliver funding and support to Aboriginal and Torres Strait Islander led groups and organisations to enable improved cultural, economic and social outcomes.	<ul style="list-style-type: none"> Arts South Australia funded 113 projects or initiatives with Aboriginal and Torres Strait Islander involvement worth approximately \$2.6M (33% of the Arts and Culture Grants funding program) Arts South Australia funded 38 projects supporting Aboriginal and Torres Strait Islander artists /community worth approximately \$793,177 (9.50% of the Arts and Culture Grants funding program). 	 Completed
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.	<ul style="list-style-type: none"> Tandanya National Aboriginal Cultural Institute receives operational funding from DPC and showcases Aboriginal artists through a range of programs and exhibitions throughout the year The Art Gallery of South Australia's annual celebration of contemporary Aboriginal and Torres Strait Islander art, Tarnanthi, continues to provide a platform for artists to share important stories through new works of art Arts South Australia provided grant funding for programs and projects supporting Aboriginal and Torres Strait Islander artists and cultural leaders. 	 Completed


ACTION 16



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

Deliverable	Performance Outcome	Final Status
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.	The South Australian Museum Board cares for almost 5,000 ancestral remains, both Australian Aboriginal and from overseas nations, and has adopted an ancestral remains repatriation policy that reflects Aboriginal tradition and authority. The policy places Aboriginal communities at the centre of decision making about Aboriginal ancestral remains and ensures whole of community approaches to repatriation.	 Completed


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	Performance Outcome	Final Status
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.	<p>DPC's Office for Data Analytics (ODA) is working with Aboriginal Affairs and Reconciliation (AAR) (Attorney General Department—AGD) and the South Australian Aboriginal Community Controlled Organisation Network (SAACCON) on a community data project in the Western suburbs.</p> <p>The project team first met in March 2023 and held its second meeting in April 2023. SAACCON is engaging with Aboriginal Community Controlled Organisations (ACCOs) to determine participants, data priorities and project scope. ODA will advise on data custodians and data sharing strategy. AAR are liaising with relevant LGAs.</p>	 Partially completed


<p>17.2 Once developed, promote the use of the best practice guidelines to State Government agencies.</p>	<p>The whole of government draft Data Strategy for South Australia is currently awaiting cabinet approval. It contains actions for embedding indigenous data sovereignty and governance practices across all government agencies.</p> <p>The community data project is intended to operate as a benchmark for data sharing between government and ACCOs.</p>	<p> Partially completed</p>
<p>17.3 Develop a maturity assessment for agencies to self-assess and report annually on progress in regard to the best practice guidelines.</p>	<p>ODA has developed a self-assessment data maturity tool for agencies. This is available upon request. ODA consults with agencies to discuss their results.</p>	<p> Partially completed</p>



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	Performance Outcome	Final Status
<p>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.</p>	<p>The Tarrkarri development and delivery (formerly the Aboriginal Art and Cultures Centre) was guided through the Tarrkarri Aboriginal Reference Group, chaired by the Tarrkarri Aboriginal Ambassador, with local and national representation, to ensure their input and feedback is captured in Tarrkarri’s development and delivery process including input into the design process, guidance on cultural protocols and long term operations and governance of the facility.</p> <p>The Project scope, budget and program were reviewed by a Review Panel following the Premier’s announcement on 31 October 2022— with previous delivery activities on hold until completion of the Review.</p>	<p> Partially completed</p>

<p>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.</p>	<p>A Review Panel has been convened to review the project with previous delivery activities on hold.</p> <p>Review Panel investigations, including design elements are being considered—with clear reference to the previous consultation and recommendations made by the Tarrkarri Aboriginal Reference Group (ARG) and Project Ambassador.</p>	<p> Partially completed</p>
<p>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.</p>	<p>The State's first Aboriginal and Torres Strait Islander Arts Strategy for South Australia was launched in February 2022. Its development was informed by a large stakeholder gathering in February 2021 and funding provided for pilot projects and grants. These Aboriginal led arts projects have informed and exemplified key aspirations underpinning the strategy. A cohesive and holistic approach and comprehensive implementation plan sits alongside the Strategy to ensure the government can be timely and responsive to the changing needs of the Aboriginal and Torres Strait Islander arts and cultures sector and communities.</p> <p>Ms Lee-Ann Buckskin was appointed Tarrkarri Assistant Director, Program and Strategy and meets with various stakeholders building alliances and potential future partnerships as well as to receive input and feedback on the proposed curatorial strategy for Tarrkarri. The project scope, budget and program are under review following the Premier's announcement on 31 October 2022.</p>	<p> Completed</p>


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

Deliverable	Performance Outcome	Final Status
<p>19.1 Offer sponsorship to 2 DPC Aboriginal and Torres Strait Islander employees annually to undertake Foundations of Directorship or other similar board training.</p>	<p>DPC offered 2 sponsored places in each calendar to DPC First Nation employees at the ASO7 and above level to undertake the Institute of Public Administration Australia (IPAA) / Australian Institute of Company Directors (AICD) Company Directors course.</p>	<p> Completed</p>

19.2 Collect and report data on Aboriginal and Torres Strait Islander representation on government boards to inform options for wider representation.	DPC provided a report annually (September 2020, 2021, 2022) to the ELT and Aboriginal and Torres Strait Islander stakeholders on Aboriginal and Torres Strait Islander representation on government boards.	 Completed
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.	<p>Reportable under SA Aboriginal Affairs Action Plan 2021–22 ‘Building strong and capable Aboriginal communities’. The action’s aim was for Government agencies to support greater Aboriginal representation on government boards and ensure that boards are aligned to and actively engage with a relevant Reconciliation Action Plan.</p> <p>DPC are the lead agency to coordinate a review of the current practices across government, and to support each portfolio to determine the most appropriate approach in meeting this action.</p> <p>Each portfolio will then be supported to implement agreed changes.</p>	 Partially completed






ACTION 20

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

Deliverable	Performance Outcome	Final Status
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 ▪ the Indigenous Compendium of the Report on Government Services. 	<p>On the 1 July 2022, AAR transferred to the AGD due to Machinery of Government. The responsibilities associated with this deliverable transferred with AAR.</p> <p>AAR coordinated the whole of government response to South Australia’s Implementation Plan for the National Agreement on Closing the Gap, which was developed in partnership with the South Australian Aboriginal Community Controlled Organisation Network (SAACCON).</p> <p>Over the life of the RAP, DPC co-chaired the Aboriginal Affairs Executive Committee (the Committee) that provides strategic advice and oversight to address whole of government strategic priorities by improving outcomes for Aboriginal South Australians. The Committee is made up of 6 chief executives and 6 Aboriginal senior leaders in the public sector.</p>	 Completed








ACTION 21

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

Deliverable	Performance Outcome	Final Status
21.1 Achieve 20% Aboriginal and Torres Strait Islander representation on the Reconciliation Working Group.	<p>All divisions of DPC are represented on the Reconciliation Working Group.</p> <p>The DPC Stretch RAP Working Group consisted of 13 members. In addition, members of the Nunga Network were invited to attend the working group meetings. A minimum of 20% Aboriginal and Torres Strait Islander representation was met through the life of the RAP.</p> <p>The Quorum for the meetings was 50% plus one, including at least one senior manager and at least one Aboriginal and Torres Strait Islander representative.</p>	 Completed
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.	<p>The Terms of Reference and working group membership were reviewed and updated annually. Over the course of the RAP the working group had 3 x different chairs to lead the governance of the DPC RAP.</p> <p>A new RAP working Group was established in January 2023 for the development and implementation of DPC's new Innovate RAP to be launched in May 2023.</p>	 Completed
21.3 Investigate the appropriateness of appointing an Aboriginal and Torres Strait Islander co-chair to the Reconciliation Working Group.	<p>A DPC First Nation employee has been assigned as Co-Chair to the DPC Reconciliation Working Group since November 2021.</p>	 Completed
21.4 Ensure the Reconciliation Working Group meets at least 4 x per year to monitor and report on RAP implementation.	<p>The DPC Stretch RAP Working Group met quarterly to drive the governance of the DPC RAP over the life of the RAP and were presented with a quarterly progress and exception report on the RAP deliverables.</p>	 Completed
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.	<p>DPC actively worked with the Department of Treasury and Finance on options available for paying Aboriginal and Torres Strait Islander community members for cultural expertise, seeking a whole of government position on making such payments.</p>	 Completed






ACTION 22

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Performance Outcome	Final Status
22.1 Identify resource needs for RAP implementation.	The Office of the Chief Executive in DPC led project management for the implementation of the DPC Stretch RAP.	 Completed
22.2 Embed resource needs for RAP implementation.	The DPC Stretch RAP Working Group was established to drive RAP implementation and progress of RAP deliverables.	 Completed
22.3 Appoint a dedicated project officer with responsibility for delivering the RAP, under the guidance of the RAP Working Group.	A dedicated position and appointment of a DPC Aboriginal Cultural Engagement Officer appointed 15 August 2022.	 Completed
22.4 Embed key RAP actions in performance development plans of senior management and all employees.	Mandated RAP actions for all DPC staff were embedded into performance development plans.	 Completed
22.5 Embed appropriate systems and capability to track, measure and report on RAP commitments.	<p>A progress status update on all RAP deliverables and exception reporting was produced quarterly during the life of the RAP and presented to the DPC RAP Working Group and the ELT for discussion and noting.</p> <p>In March 2022, DPC implemented a reporting dashboard to capture all DPC business performance reporting and action plans.</p>	 Completed
22.6 Maintain an internal RAP Champion from the Executive Leadership Team to report quarterly on implementation progress.	A member of the DPC ELT has been the DPC Stretch RAP champion for the life of the RAP, whom has presented quarterly progress reports on RAP deliverables to the ELT.	 Completed
22.7 Include our RAP as an agenda item at operational Executive Leadership Team meetings each quarter.	All matters relating to DPC RAP seeking ELT endorsement and quarterly progress updates on the status of the DPC Stretch RAP deliverables were tabled for ELT consideration.	 Completed


ACTION 23

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

Deliverable	Performance Outcome	Final Status
23.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	DPC completed and submitted the annual RAP Impact Measurement Questionnaire to Reconciliation in September in 2020, 2021 and 2022.	 Completed
23.2 Report RAP progress to all employees and senior leaders quarterly.	The quarterly status update and exception reports were shared with DPC employees via the department's intranet, IN.DPC.	 Completed
23.3 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	DPC shared progress against its Stretch RAP actions for the period 28 May 2020 to 30 June 2022 on the DPC Website and the department's intranet, IN.DPC.	 Completed
23.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	DPC registered and participated in the Reconciliation Australia bi-annual Workplace RAP Barometer in August 2022. DPC shared the summary findings with ELT and DPC staff in early 2023.	 Completed
23.5 Develop and implement a communications plan to promote our RAP to all internal and external stakeholders.	A communication plan for the launch and implementation DPC's Stretch RAP was completed.	 Completed

ACTION 24

Continue our reconciliation journey by developing our next RAP.

Deliverable	Performance Outcome	Final Status
24.1 Register via Reconciliation Australia's website to begin developing our next RAP (current RAP ends March 2023).	DPC registered their intent to develop a new DPC Innovate RAP with Reconciliation Australia and is scheduled to be launched in May 2023.	 Completed



RECONCILIATION
ACTION PLAN

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