

Stretch Reconciliation Action Plan

December 2021–December 2024



WARNING: First Nations peoples are warned that this publication may contain culturally sensitive material, including images of persons who have died. We offer our apologies for any distress caused if this occurs.

The front cover artwork by Jordan Lovegrove depicts the vision of the DEW Stretch RAP. Jordan describes the artwork as a 'reflection of the Department for Environment and Water's journey for reconciliation':

'DEW is represented by the large central meeting place, it is surrounded by three people symbols that represent the key themes of the Reconciliation Action Plan (RAP), which are Relationships, Respect and Opportunities. The smaller meeting places that are connected through journey lines represent DEW's partnerships with different Aboriginal communities. The different landscapes and animals represent the biodiversity, which DEW helps to protect. The large pathways going through the artwork represents the RAP journey as a whole'.

* First Nations peoples is used throughout this document in reference to Aboriginal and Torres Strait Islander peoples as the sovereign people of this land. It recognises various language groups as separate and unique sovereign nations. DEW respectfully acknowledges this term is not universally used by all First Nations peoples in South Australia.





Our vision for reconciliation

The Department for Environment and Water (DEW) works in partnership with the First Peoples of South Australia and supports their Nations to take a leading role in caring for their Country.

Our vision for reconciliation is for the relationship between First Nations peoples and DEW to be built on respect, understanding and acknowledgement of the past so that we can move together toward a shared vision.

We aim to facilitate this through promoting a deep understanding of First Nations cultures, respect for contemporary interests and productive partnerships.

DEW and its staff acknowledge Aboriginal people as the First Peoples and Nations of the area that we now know as South Australia.

We pay homage to their ancestors, who maintained and nurtured the life and processes of the land we are now on and whose spirits still dwell on Country.

'Truth' is recognised in our RAP as a fundamental element of our contribution to reconciliation.

We will tackle racism and support truth-telling.

We acknowledge that while support for reconciliation within the department is growing, we can do more.

The department will continue reforms with First Nations communities that empower First Nations peoples to continue to work with the department in caring for Country.

Reform that builds relationships based on trust, equity and dignity and that seeks to remove barriers to First Nations access and practice of culture on the lands and waters under the department's care.

A centrepiece of our RAP is the Cross-Cultural Competency Training Framework that aims to create a work culture and environment where the importance of First Nations cultures are valued and all staff and partners feel safe to engage.

Through this work we will continue to develop mutually beneficial partnerships to maintain and protect living culture and heritage, knowledge and connection, and deliver economic outcomes for First Nations peoples while caring for Country.

A message from the Chief Executive

On behalf of DEW, I am pleased to present the department's new RAP.

Our new Stretch RAP sets out ambitious new targets for our agency to work towards – helping to build upon the work we have undertaken to date. I would like to thank the many staff who have contributed towards its development.

It recommits us to our vision for reconciliation through the development of relationships based on trust, equity and dignity. It also seeks to encourage First Nations access and practice of culture on the lands and waters under the department's care.

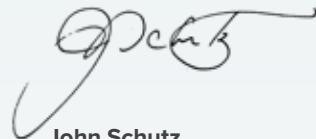
Our Stretch RAP commits us to a range of actions that will drive us forward in the pursuit of reciprocal and equitable relationships with First Nations peoples of the Country we work on.

Reconciliation is the responsibility of all of our staff. I have assigned director-level sponsors to help drive the implementation of the RAP.

Truth is recognised in our RAP as a fundamental element of our contribution to reconciliation. This means that we are committed to supporting staff to better understand our shared history, the influence of our own cultures and to learn about the diversity and importance of First Nations cultures across the state.

We will take each opportunity from within our Stretch RAP commitments to ensure that our work recognises First Nations peoples' histories, living cultures and knowledge of Country and seek new ways to support and give effect to First Nations' connection to their Country.

Together we will continue to strengthen First Nations peoples voices in our work and partner with them to take a lead role in conserving and sustaining Country for generations to come.



John Schutz
Chief Executive

The Stretch RAP

There are four types of RAPs: Reflect, Innovate, Stretch and Elevate. Each is designed to meet the needs of individual organisations and best suit where an organisation is on its reconciliation journey.

The department has progressed from an 'Innovate' to a 'Stretch' RAP. A Stretch RAP is best suited to organisations that have developed strategies, and established a strong

approach towards advancing reconciliation internally and within the organisation's sphere of influence. This type of RAP is focused on implementing longer term strategies, and working towards defined measurable targets and goals. The Stretch RAP requires organisations to embed reconciliation initiatives into business strategies to become 'business as usual'.



A message from DEW Aboriginal staff

The DEW Aboriginal Staff Network acknowledges the First Nations peoples across the lands and waters now known as South Australia.

We come from across this Country, we are from Kurna, Wirangu, Yankunytjatjara, First Peoples of the River Murray, Ngarrindjeri, Nukunu, Kookatha, Larrakia, Tiwi Islands, Palawa (Tasmanian First Peoples), Bunganditj, First Nations of the South East, Gudjal, Pitjantjatjara, Mirning, Narungga, Ngangaruku, Adnyamathanha, Yandruwandha, Yawarrawarrka, Wangkangurru, Lower Southern Arrernte, Cabrogal-Dharug, Dieri, Arabana, Noongar, Barngarla, Naou, and other nation groups unknown due to the generations stolen from their Country, including from the Northern Territory, New South Wales and Western Australia.

We pay our respects to our ancestors who successfully managed the lands and waters of this Country for thousands of generations. The responsibilities of DEW are echoes of our responsibilities to care for Country, and so in our work in DEW we take that responsibility and serve Country and community with pride.

We also acknowledge the impact of colonisation on our people and Country. We strive to build meaningful partnerships between First Nations and DEW and other agencies to restore our voice in Caring for Country, to heal this Country and its people, both Aboriginal and Torres Strait Islander and other Australians.

We recognise that our landscapes and water systems have changed. This presents a challenge to us all, incorporating plant and animal species, both native and introduced, and the introduced western land management systems. We ask all staff and the department to reconcile our management systems, to build back in our ways, our science and our management systems in looking after this Country that looks after us all. These changed landscapes need us to work together as equals to succeed in conserving, sustaining

and prospering, and requires an ongoing commitment to help restore the wealth, wellbeing and leadership of First Nations and Country.

We have been encouraged by the progress DEW has made with its recent Innovate RAP. We have seen growth in acceptance, attitude, and ability of our DEW colleagues as a direct result of cross-cultural training implemented through the plan. We hope that DEW's Stretch RAP will further train and upskill across the department to see staff provided with the knowledge, tools and aptitude to work together with, and take the lead from, First Nations peoples to improve the way we look after our lands and waters.

We have had more opportunities to share our voice to inform policy and projects through supporting actions from the RAP. Our cohort grew from 44 to 56 in the two years of the previous RAP. Our diversity of Nations provides diversity of perspectives across the different places we manage. This diversity is necessary for DEW to best succeed in managing the lands and waters together. We hope that our number will grow again and across classifications, particularly in leadership positions where our voice will be valued, heard and incorporated in how we care for Country.

We encourage all DEW staff, particularly leaders and managers, to read DEW's Stretch RAP and incorporate its aims and deliverables into workplans and expectations. We hope that this RAP will place First Nations partnerships and reconciliation into our 'business as usual' where it should be, and where the lands and waters we share will benefit.

Our business

Our four goals are:

1. South Australia's natural places, ecosystems and wildlife are conserved
2. Secure water for the future
3. People access and enjoy South Australia's national parks, gardens, coasts and heritage places
4. Play our part in making South Australia's economy resilient and positioned for the future

DEW designs and implements policies and programs, and administers state laws, to conserve and sustain our environment, natural resources and cultural heritage. These roles enable sustainable development to support South Australians to prosper.

We acknowledge First Nations peoples' connection to their Country and their stewardship for thousands of generations. First Nations peoples are pursuing a more equitable and leading role in caring for their Country and in their relationship with DEW. The department is well-placed to continue and enhance this process in partnership with First Nations peoples.

DEW is a widely dispersed department working across seven regions with administrative office locations in metropolitan Adelaide, regional and remote worksites. The locations we work in are as diverse as the people who work for us and the First Nations peoples we partner with. The department also administers the management of 340 reserves covering 29 per cent of the state and manages the state's water resources in partnership with Landscape Boards.

DEW works on a range of programs that actively engages First Nations peoples, local government, industry, landholders and community organisations in our work. This work is also complemented by our close working partnership with the state's eight statutory landscape boards, Green Adelaide and other agencies including SA Water Corporation, Environment Protection Authority, Primary Industries and Regions SA and Green Industries SA.

DEW's partnerships with First Nations peoples occur across the breadth of our business and the state, from wetland restoration, ranger training and employment, heritage and cultural protection, water planning and management to the co-management arrangements for national parks across the state.

Our reconciliation journey

DEW previously had an Innovate RAP 2017-2019 that guided the department's reconciliation activities, the department remains committed to a program of reconciliation actions that are consolidated in the DEW Stretch RAP December 2021 –December 2024. The department is also committed to continuing to collaborate with other partner organisations and their staff in our shared partnerships with First Nations peoples.

A new Reconciliation Sub-committee of Executive was formed in 2020 to ensure DEW leader representation. That membership includes key RAP action sponsors, and ensures representation of First Nations and non First Nations staff across the organisation.

We have also used agency-wide staff surveys (1243 respondents) and a targeted Cultural Competency Self-Assessment with six of the department's branches (164 respondents) to inform our reconciliation efforts. These surveys were anonymous and delivered using online survey formats. The self-assessment utilised an existing methodology under the [SA Cultural Inclusion Framework](#) and the key achievements are summarised.

What have we achieved?

- Increase in First Nations peoples employment opportunities from 2.57 per cent (44 staff at June 2017) to 3.43 per cent (46 staff at 1 July 2021) despite overall decrease in total workforce of 373 staff.
- Over the 2017-18, 2018-19 and 2020-21 financial years we purchased \$6.160 million of goods and services from Aboriginal organisations and businesses to support the day-to-day delivery of our business. We are tracking and reporting expenditure and have embedded procurement targets in Business Plans.
- Training completions at the end of June 2021 included 694 staff participating in one or more face-to-face internal cultural competency training modules.
- 100 per cent of DEW co-management board committee members have undertaken cultural competency training.
- 12 co-management agreements over 35 parks, covering approximately 14 million hectares or 65 per cent of the state's reserve system.
- Annual Aboriginal Staff Forum and Staff Network Yarn giving voice to First Nations staff on their own journey in caring for Country within DEW.



Kaurna shield at Mukanthi nature play space, Morialta Conservation Park



Reconciliation stories from our staff

We have gathered together a collection of stories from past and present staff members of how the departments reconciliation initiatives have influenced them and improved relationships between the department and First Nations peoples.

'Healthy Coorong, Healthy Basin's (HCHB) First Nations Partnerships Project is partnered with the Ngarrindjeri Aboriginal Corporation and First Nations of the South East. The Project was developed by both Nations with support from the department and has created opportunities that are driving First Nations agendas in a culturally appropriate way.

A highlight has been the establishment of the Ngarrindjeri Working Group and the continued support of the South East Aboriginal Focus Group. The strong partnership between these groups and the department is perpetuating meaningful community and project outcomes. It provides genuine opportunities for two-way knowledge sharing, which has been of enormous benefit to all involved.

The HCHB project team has had the opportunity of to take part in cultural awareness and immersion sessions with both First Nations of the South East and Ngarrindjeri Elders. These on Country meetings have been key in building relationships, understanding shared history, and looking to contribute to reconciliation in the department and our personal lives.'

**– Angus MacGregor, Program Leader,
Healthy Coorong, Healthy Basin**

'In 2018-19 I worked closely with Kaurna leaders to deliver learning opportunities to more than 250 environmental volunteers who work across the Adelaide and Mount Lofty Ranges region. Volunteers have learnt about Aboriginal cultures, histories and responsibilities in caring for their lands and waters, and in turn, this has generated valuable community action and inclusion. This work has enriched my life and I'm inspired to continue learning and contributing to reconciliation personally and professionally. I believe every person in Australia has a role to play in reconciliation, in coming together through truth, understanding, justice, healing, and love. I would love to see the RAP as a living document with staff taking action in their realm of influence to partner with First Nations peoples.'

– Jemma van den Bos, Volunteer Support

'We have seen changes in attitude and acceptance within the workforce as a direct result of cultural training. Training in regions needs to continue and ramp up. The quarterly Aboriginal staff catch-ups and annual forum continues to allow Aboriginal staff from across the State to network and share culture, giving us confidence to promote and practice culture in our own workspace.'

– Dean Zeven, Aboriginal Staff Network Member



'I feel very passionate about the Calperum project. The River Murray and Mallee Aboriginal Corporation Directors were so generous with their time and Knowledge. I am so grateful they allowed me to assist with on-ground work, which was clearly very personal for them. I had the opportunity to see first-hand what it means to be connected to Country. I now have a greater understanding and appreciation of why it is vitally important that First Nations peoples' voices are heard, especially in protecting the environment.'

– Emma Pink, Major Projects

'Working in the co-managed Gawler Ranges and Lake Gairdner National Parks has been very rewarding for me. Working with the Gawler Ranges Aboriginal Corporation (GRAC) we have increased the number of on ground staff to build their knowledge and skill base, connect staff to Country, and support park maintenance. In mentoring young people into positive and fulfilling land management careers, I have witnessed their growth and confidence which has in turn helped them successfully manage large conservation parks. Challenges for staff have included working with school groups, neighbours, volunteers and park visitors, however staff have become very confident in communicating the National Parks message. With the support of GRAC through the Working on Country Ranger Program we have developed a world class park that people love to visit to experience the powerful cultural and geological history and landscapes. The reconciliation process is very much at the forefront and on display for all to see in the Gawler Ranges National Park as we work side by side to manage the Gawler Ranges people's traditional lands.'

**– Lindsay Brown, Senior Ranger,
Gawler Ranges National Park**

'The Wardu Talking Poster project brought together the Far West Aboriginal Women's Council, Far West Language Centre, Scotdesco, Ceduna Aboriginal Corporation, Yumbarra Co-management Board and our Far West Communities to share cultural knowledge about a particular species that is well known across the Eyre Peninsula. This was supported by a grant from the former Eyre Peninsula NRM Board. It's great we are able to fund these sorts of community projects that support families to visit Country and share culturally important information between generations. We have had more than 100 people, including school kids, participating. Ceduna Aboriginal Corporation has received several enquiries from other homelands across the Eyre and Far West region about setting up possible projects on their land. It's been a fantastic project to be involved in and the feedback demonstrates the value of this type of approach for the First Nations peoples of this region.'

– Tayla Westley, Eyre and Far West

'The Our Coorong | Our Coast project contracts the Ngarrindjeri Lands Progress Association and Burrundies Aboriginal Corporation to deliver fox control, weed control and vehicle access works through the fragile coastal environment of the Coorong and Limestone Coast. All aspects of what we deliver connect back in one way or another First Nations peoples to Country. Having Aboriginal contract staff working as part of our project team has some special benefits – staff have expanded their Ngarrindjeri vocabulary while working alongside Ngarrindjeri project officers and rangers. We look forward to developing our relationships with both the Ngarrindjeri Lands Progress Association and the Burrundies Aboriginal Corporation through this project, which is funded through to June 2023'.

– Kellie Jordan, Our Coorong | Our Coast project

About our RAP

Our RAP 2021-2024 was developed with the assistance of DEW staff with particular thanks to the Reconciliation Sub-committee of Executive, Aboriginal Staff Network, and the Aboriginal Engagement Network.

Our RAP incorporates the key pillars set by Reconciliation Australia – relationships, respect and opportunities. We have developed this RAP linking measurable targets to the South Australian Government's Aboriginal Affairs Action Plan.

Our new RAP recognises truth as a fundamental element of our contribution to reconciliation. This RAP will commit DEW leaders and staff to participating in cultural learning to better understand our shared history, the influence of their own cultures, and to learn about the diversity of First Nations cultures across the state. We will also review policy and practices related to First Nations peoples' experience to accessing and undertaking cultural practices on their Country.

We will take each opportunity to ensure our work recognises First Nations peoples' histories and living cultures, while acknowledging our shared history, and seeks to find ways to support and give effect to First Nations' interests to their Country.

Our RAP also recognises the desire to continue to strengthen First Nations peoples' voices in our work through a year-on-year improvement in First Nations employment. We will increase the opportunities for First Nations staff views and direct participation in DEW leaders forums.

We will investigate future organisational reform options that will drive improvement in the department's First Nations partnerships.

We also recommit to a protocol and agreement-making process to guide our work with First Nations through a nation-based approach. This builds on the success of protocols and agreements in improving our partnerships, enabling a nation-based approach to our work, and providing an opportunity to coordinate this engagement with other SA Government agencies.

The role of sponsors

Our RAP has 18 individual action areas, each assigned to a senior management sponsor. Sponsors are responsible for overseeing the implementation of their respective action areas and the associated deliverables and reporting progress to the Reconciliation Sub-committee of Executive.

Actions and deliverables

Our RAP incorporates standard Stretch RAP action areas and five action areas unique to the department's business. Each action area includes a number of deliverables that, when implemented, will contribute to the achievement of the action area.



Governance of our RAP

Reconciliation Sub-committee of Executive

The Reconciliation Sub-committee of Executive reports directly to the DEW Executive.

The sub-committee is responsible for providing leadership support and is accountable for the development and implementation of the DEW RAP, taking on the function of the RAP Working Group as per Stretch type RAPs.

The committee's members are key RAP action sponsors as a concerted effort to strengthen accountability and the effectiveness of the group.

Sub-committee members:

- Chair, RAP Champion, Executive Director Strategy, Science and Corporate Services
- Director, Landscapes Services
- Director, Communications and Engagement
- Director, Community and Nature Partnerships
- Director, Fire Management
- Director, Water Security, Policy and Planning
- Director, Corporate Services
- Aboriginal Workforce and Reconciliation Coordinator
- DEW Aboriginal Staff Network representatives
- Senior cross-agency First Nations committee member
- Manager, First Nations Partnerships and Reconciliation (Executive Officer)

The sub-committee is supported by a number of staff networks that each play a part in building relationships with First Nations peoples and implementing elements of the RAP.

DEW Aboriginal Staff Network

The Aboriginal Staff Network is open to all Aboriginal and Torres Strait Islander staff in the department. The network supports and provides advice to DEW to ensure Aboriginal cultural authority, leadership and knowledge is valued, respected and included in DEW practices and policies. Representatives from the network sit on the sub-committee.

DEW Aboriginal Engagement Network

The Aboriginal Engagement Network is comprised of staff from across DEW and other agencies with direct Aboriginal engagement roles. The network supports staff to share issues, concerns and opportunities relating to our partnerships with First Nations peoples and to inform agency-wide policy and practices relating to First Nations engagement. This includes reporting regularly to the Reconciliation Sub-Committee and supporting actions from the DEW RAP.

Actions and sponsors for DEW's RAP 2021-2024

Pillars	Action area	Sponsor
Relationships	1. Investigate organisational reform to strengthen First Nations partnerships and reconciliation in DEW.	Director, Community and Nature Partnerships
	2. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Director, Communications and Engagement
	3. Embed First Nations peoples Impact Statements within organisational processes.	Director, Corporate Services
	4. Build relationships through celebrating National Reconciliation Week.	Chair, Reconciliation Sub-committee of Executive
	5. Promote reconciliation through our sphere of influence.	Director, Communications and Engagement
	6. Promote positive relations between First Nations peoples and non-Aboriginal people through anti-discrimination strategies.	Chair, Diversity and Inclusion Sub-committee of Executive
	7. Continue to strengthen partnerships between First Nations peoples and DEW to manage parks through co-management.	Director, National Parks and Crown Lands



Pillars	Action area	Sponsor
Respect	8. Remove barriers to First Nations access and cultural practices on public lands.	Executive Director, National Parks and Wildlife Service
	9. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Director, Corporate Services
	10. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Director, Communications and Engagement
	11. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Chair, Reconciliation Sub-committee of Executive
Opportunities	12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Director, Corporate Services
	13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Director, Finance
	14. Support the development and implementation of Connection to Country partnerships.	Director, Community and Nature Partnerships
Governance	15. Establish and maintain an effective Reconciliation Sub-committee of Executive to drive governance of the RAP.	Chair, Reconciliation Sub-committee of Executive
	16. Provide appropriate support for effective implementation of RAP commitments.	Chair, Reconciliation Sub-committee of Executive
	17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Chair, Reconciliation Sub-committee of Executive
	18. Continue our reconciliation journey by developing our next RAP.	Chair, Reconciliation Sub-committee of Executive



Relationships

We acknowledge First Nations peoples' connection to their Country and their stewardship for thousands of generations. First Nations peoples' knowledge of their Country and philosophies are critical to addressing the environmental challenges our society is facing. The department is well placed to support First Nations peoples taking a more equitable and leading role in caring for their Country and to promote the value of our First Nations partnerships to our other partners and the broader South Australian public. We believe this will make a positive contribution to reconciliation in South Australia.

The department will recommit to a process of agreement-making with First Nations to guide our partnerships towards mutually beneficial outcomes. This builds on the success of nation-based agreements and protocols.

We will also continue to improve our approach through an agency-wide First Nations Engagement Guideline. The guideline will guide staff and create greater consistency in our work and relationships with First Nations. DEW will also instigate an agency-wide First Nations impact assessment process for all statewide and/or high impact projects and programs to ensure our work maximises benefits and mitigates potential impacts to First Nations rights.

Action	Deliverables	Responsibility	Timeline
1. Investigate organisational reform to strengthen First Nations partnerships and reconciliation in DEW	1.1 Stocktake the department's First Nations partnerships, programs and projects, the extent to which they are coordinated and aligned to state, national and international obligations and targets. Present the findings to DEW Executive and discuss opportunities to improve strategic direction in this area of the agency.	Manager, First Nations Partnerships and Reconciliation	Mar 2022
	1.2 Investigate the evidence available on how organisations, including within the public sector, have enhanced First Nations partnerships and the implementation of reconciliation initiatives.	Manager, First Nations Partnerships and Reconciliation	Mar 2022
	1.3 Report to DEW Executive on recommended models for future organisational reform that would enhance the department's First Nations partnerships reconciliation initiatives.	Director, Community and Nature Partnerships	Sep 2022

Action	Deliverables	Responsibility	Timeline
2. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	2.1 Meet with local Aboriginal leaders and organisations to continuously improve guiding principles for engagement, including that First Nations peoples are key DEW partners and that we expect all our engagement to occur early and/or at the start of the concept phase.	Director, Communications and Engagement	Mar 2022, 2023
	2.2 Meet with First Nations peoples to review, update and implement an engagement plan (DEW First Nations Engagement Guideline and Framework) to work with Aboriginal leaders and representative organisations.	Director, Communications and Engagement	Finalise Dec 2021 Review Jul 2022, 2023, 2024
	2.3 Review and monitor partnership agreements and protocols with key First Nations peoples and their organisations.	Director, Regional Operations	Mar 2022
	2.4 Establish two formal Memorandum of Understanding partnerships per year between DEW and First Nations representative organisations through the development of an engagement protocol or agreement, and where possible in coordination with other partner organisations.	Director, Regional Operations	Review Apr 2022, 2023, 2024
	2.5 Invite up to two First Nations leaders per year onto DEW statewide or high-impact project and/or program governance to ensure a strengthened First Nations voice.	Director, Communications and Engagement	Review Apr 2022, 2023, 2024
	2.6 Establish a formal avenue for First Nations staff to directly voice to DEW Executive, as well as representation at DEW leaders and managers forums.	Director, Community and Nature Partnerships	Mar 2022

Action	Deliverables	Responsibility	Timeline
3. Embed First Nations Impact Statements within organisational processes	3.1 Review existing SA Government First Nations Impact Statement policies.	General Manager, Governance and Performance	Finalise Mar 2022
	3.2 Develop and implement a First Nations Impact Statement that is embedded into DEW briefings for all statewide and high-impact projects/programs. The statement will require staff to liaise with relevant First Nations to inform the impact assessment.	General Manager, Governance and Performance	Mar 2022
4. Build relationships through celebrating National Reconciliation Week	4.1 Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all staff.	Manager, First Nations Partnerships and Reconciliation	May 2022, 2023, 2024
	4.2 Reconciliation Sub-committee of Executive members to participate in 4 National Reconciliation Week events, including Reconciliation SA's National Reconciliation Week Breakfast, the Don Dunstan Foundation's annual Lowitja O'Donoghue Oration and the annual National Sorry Day event.	Chair, Reconciliation Sub-committee of Executive	27 May–3 June 2022, 2023, 2024
	4.3 Chief Executive ensures all senior leaders to participate in National Reconciliation Week events and encourages staff to participate in one external event as part of their work to recognise and celebrate National Reconciliation Week.	Director, Office of the Chief Executive	27 May–3 June 2022, 2023, 2024
	4.4 DEW regions to organise at least one internal National Reconciliation Week event, and DEW central to organise at least two organisation-wide National Reconciliation Week events, each year in partnership with First Nations partners.	Manager, First Nations Partnerships and Reconciliation	27 May–3 June 2022, 2023, 2024
	4.5 Register all our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	Manager, First Nations Partnerships and Reconciliation	May 2022, 2023, 2024

Action	Deliverables	Responsibility	Timeline
5. Promote reconciliation through our sphere of influence	5.1 Implement strategies to engage all staff to drive reconciliation outcomes through the implementation of the Reconciliation Communications Plan.	Manager, First Nations Partnerships and Reconciliation	Review Mar 2022, 2023, 2024
	5.2 Communicate on a quarterly basis our commitment to reconciliation publicly via our RAP Champion.	RAP Champion	Feb, May, Aug, Nov 2022, 2023, 2024
	5.3 Include First Nations engagement guidelines within agency-wide engagement plans to ensure strategies positively influence our external stakeholders to drive reconciliation outcomes.	Manager, Engagement	Review Mar 2022, 2023, 2024
	5.4 Collaborate with other public sector organisations to implement collaborative ways to advance reconciliation, including attending quarterly meetings of the SA Government Reconciliation Working Group, Secretariat and SA Reconciliation Network.	Manager, First Nations Partnerships and Reconciliation	Review Mar 2022, 2023, 2024
	5.5 Regularly promote the department's First Nations partners and partnership initiatives, truth telling of our shared history and progress of implementing our RAP to staff through our internal communication channels.	Manager, Engagement	Review Mar 2022, 2023, 2024
	5.6 Communicate DEW's commitment to reconciliation and promote the department's and Reconciliation South Australia's reconciliation events, including National Sorry Day and National Reconciliation Week Breakfasts and NAIDOC events.	Manager, Engagement	Review Mar 2022, 2023, 2024
	5.7 Develop and implement strategies to positively influence DEW statutory boards and committees to drive reconciliation outcomes, from awareness building of the opportunities to engage with First Nations peoples in delivering work programs, to explicit assistance to establish governance arrangements that provide a strong voice for First Nations partnerships.	Director, Landscapes Services	Finalise Feb 2022 Review Aug 2022, 2023, 2024

Action	Deliverables	Responsibility	Timeline
5. Promote reconciliation through our sphere of influences	5.8 In partnership with First Nations partners, embed First Nations keynote and plenaries in all DEW public events, and promote this approach to organisers of conferences and events that DEW is sponsoring.	Manager, Engagement	Finalise Dec 2021 Review Mar 2022, 2023, 2024
	5.9 Conduct four lunch-time sessions to all DEW staff relating to reconciliation	Manager, First Nations Partnerships and Reconciliation	Jan, Apr, Jul, Oct, 2022, 2023, 2024
	5.10 Offer four after-work screenings of documentaries from the Reconciliation Australia Film Club. One of each of these will be offered during NAIDOC week.	Manager, First Nations Partnerships and Reconciliation	Jan, Apr, Jul, Oct, 2022, 2023, 2024
6. Promote positive relations between First Nations peoples and non-First Nations people through anti-discrimination strategies	6.1 Review and improve HR policies and procedures concerned with anti-discrimination.	General Manager, Human Resources	Mar 2022, 2023, 2024
	6.2 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to develop and continuously improve our anti-discrimination policy through the department's Diversity and Inclusion Agenda.	Chair, Diversity and Inclusion Sub-committee of Executive	Mar 2022
	6.3 Implement and communicate an anti-discrimination policy for our organisation.	Executive Director, Strategy, Science and Corporate Services	Finalise Mar 2022 Review Mar 2023, 2024
	6.4 Provide quarterly education opportunities for senior leaders and managers on the effects of racism.	Manager, First Nations Partnerships and Reconciliation	Review Mar 2022, 2023, 2024
	6.5 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Chair, Reconciliation Sub-committee of Executive	Review Mar 2022, 2023, 2024

Action	Deliverables	Responsibility	Timeline
7. Continue to strengthen partnerships between First Nations peoples and DEW to manage parks through co-management	7.1 Establish co-management arrangements for Narungga, Kurna and Nukunu by June 2023.	Manager, National Parks and Protected Area Program	Review Mar 2022, 2023, 2024
	7.2 Facilitate the transfer of Ngaut Ngaut Conservation Park to Aboriginal ownership as a co-managed park by June 2023.	Manager, National Parks and Protected Area Program	Review Mar 2022, 2023, 2024
	7.3 Ensure all co-managed parks have contemporary park management plans prepared in consultation with the co-management board or advisory committee.	Manager, National Parks and Protected Area Program	Review Mar 2022, 2023, 2024
	7.4 Work collaboratively with co-management boards to develop and implement a self-assessment process for boards to review both their effectiveness as a board and their effectiveness in either guiding the management of our parks or advising the Director, National Parks and Crown Lands on park management.	Director, Regional Operations	Finalise Jul 2022 Review Jul 2023



Fire management planning for cultural burns in the South East



Respect

The department will continue to improve the cultural competency of staff and the organisation. This includes continuing to promote respect for First Nations cultures, improve the cultural inclusiveness of our work and cultural safety of our workplaces and practices. This work will be guided by the department's Cross-Cultural Competency Training Framework and through two Cultural Competency Self-Assessments.

We will also implement specific projects under this RAP that will seek to retrospectively address barriers to First Nations' access and cultural practices on public lands through the review of DEW policy and procedures and co-design of solutions with First Nations.

This work aims to create a work culture and environment where the importance of First Nations' cultures are valued and all staff and partners feel safe to engage.

Action	Deliverables	Responsibility	Timeline
8. Remove barriers to First Nations peoples' access and cultural practices on public lands	8.1 Develop project plan to outline the stages, governance, engagement and deliverables for the Remove Barriers project and table to National Parks and Wildlife Executive for consideration.	Manager, First Nations Partnerships and Reconciliation	Finalise Mar 2022
	8.2 Establish a working group to engage First Nations organisations to identify barriers and engage First Nations organisations in identifying potential solutions.	Manager, First Nations Partnerships and Reconciliation	Review Mar 2022, 2023
	8.3 Implement Removing Barriers project plan, including co-developing potential solutions and associated policy positions with First Nations partners to address barriers and table to DEW Executive and the Director, National Parks and Crown Land Programs for consideration.	Manager, First Nations Partnerships and Reconciliation	Finalise Mar 2022 Review Mar 2023, 2024
	8.4 Co-develop a repatriation policy and procedure with First Nations groups focused on respectful and efficient support for repatriation of old people (ancestral remains and materials) to Country and that contributes to a proposed SA Government Repatriation Plan.	Manager, National Parks and Protected Area Program	Finalise Mar 2022

Action	Deliverables	Responsibility	Timeline
9. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	9.1 Conduct a review of cultural learning needs within the organisation.	Team Leader, HR Strategic Priorities	Finalise Mar 2022
	9.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy through an external evaluation of the DEW Cross-Cultural Competency Training Framework.	Manager, First Nations Partnerships and Reconciliation	Mar 2023
	9.3 Implement and communicate a cultural learning strategy (DEW Cross-Cultural Competency Training Framework) for DEW staff.	Manager, First Nations Partnerships and Reconciliation	Finalise Dec 2021 Review Jan 2023, 2024
	9.4 Chief Executive continues to support all Reconciliation Sub-committee of Executive members, HR managers, senior executive group, all DEW co-management board and committee members, and all new staff to attend formal and structured cultural learning.	Chief Executive	Finalise Dec 2021 Review Jan 2023, 2024
	9.5 90% of DEW staff undertake formal and structured face-to-face cultural learning by completing Level 1 Individual Learning packages under the DEW Cross-Cultural Competency Training Framework.	Executive Director, Strategy, Science and Corporate Services	25 per cent Mar 2022 75 per cent Mar 2023 90 per cent Mar 2024
	9.6 Maintain training participation reporting and evaluation to inform DEW reporting and future Training Framework review.	Team Leader, HR Strategic Priorities	Review Mar 2022, 2023, 2024
	9.7 Ensure all DEW District Rangers are trained by First Nations staff heritage inspectors in cultural authority and the legislative requirements and processes under the <i>Aboriginal Heritage Act 1988</i> and that processes are in place for these to be applied by staff and contractors.	Director, Regional Operations	Review Mar 2022, 2023, 2024
	9.8 Complete a Cultural Competency Self-Assessment to inform the next RAP and guide DEW cultural competency priorities and cultural learning opportunities for staff.	Manager, First Nations Partnerships and Reconciliation	July 2024

Action	Deliverables	Responsibility	Timeline
10. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	10.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Manager, First Nations Partnerships and Reconciliation	Review Mar 2022, 2023, 2024
	10.2 Review, update and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Manager, First Nations Partnerships and Reconciliation	Review Mar 2022, 2023, 2024
	10.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at at least two significant events each year.	Chair, Reconciliation Sub-committee of Executive	Review Mar 2022, 2023, 2024
	10.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and embed in DEW meeting template agendas.	Manager, First Nations Partnerships and Reconciliation	Finalise Feb 2022 Review Jan 2023, 2024,
	10.5 Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	Chair, Reconciliation Sub-committee of Executive	Review Mar 2022, 2023, 2024
	10.6 Review Acknowledgment of Country plaque displays in every DEW office building, and work with First Nations peoples to ensure the plaque or other display contains both the language of the relevant First Nation and English.	Manager, First Nations Partnerships and Reconciliation	Review Feb 2022, 2023

Action	Deliverables	Responsibility	Timeline
11. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	11.1 Reconciliation Sub-committee of Executive to participate in an external NAIDOC Week event.	Chair, Reconciliation Sub-committee of Executive	First week in July, 2022, 2023, 2024
	11.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	General Manager, Human Resources	Review Feb 2022, 2023, 2024
	11.3 Chief Executive supports all staff to participate in up to two NAIDOC Week events as part of their work in their local area.	Director, Office of the Chief Executive	First week in July, 2022, 2023, 2024
	11.4 Chief Executive to ensure all senior leaders participate in at least two NAIDOC events, including NAIDOC March, NAIDOC SA Awards and Lord Mayor's NAIDOC Morning Tea.	Director, Office of the Chief Executive	First week in July, 2022, 2023, 2024



Minyma Tjuta Tjunguringanyi Mamungari Women's Gathering, Mamungari Conservation Park. Photo credit: Pam Diment



Opportunities

We will increase opportunities for employment, with a specific commitment to senior roles and professional and personal development for First Nations peoples. We will increase First Nations voice in the department's work by supporting the Aboriginal Staff Network and individual staff involvement in project and program governance. We will support this through more culturally appropriate recruitment, the mandatory screening of the SA Aboriginal Employment Register and proactive support of First Nations staff to take on more senior roles and responsibilities.

We will also increase purchasing from First Nations-owned businesses operating in South Australia. We will do this through new annual targets to drive incremental increases in the goods and services DEW purchases from First Nations businesses.

We will also formally recognise Connection to Country as a core determinant of First Nations health and wellbeing by embedding it as an agency objective/target and actively support partnerships between environment, health and First Nations community controlled health providers.

Action	Deliverables	Responsibility	Timeline
12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	12.1 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy (Aboriginal Workforce Plan).	Aboriginal Workforce and Reconciliation Coordinator	Finalise Feb 2022 Review Jan 2023, 2024
	12.2 Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy (Aboriginal Workforce Plan).	General Manager, Human Resources	Finalise Feb 2022 Review Feb 2023, 2024
	12.3 Screen the SA Aboriginal Employment Register for all vacancies prior to advertising, in line with SA Government's Aboriginal Action Plan .	Aboriginal Workforce and Reconciliation Coordinator	Daily Review Mar 2022, 2023, 2024
	12.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples.	General Manager, Human Resources	Daily Review Mar 2022, 2023, 2024
	12.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	General Manager, Human Re-sources	Review Mar 2022, 2023, 2024
	12.6 Aboriginal and Torres Strait Islander employees are supported to take on management and senior level positions.	Chair Reconciliation Subcommittee of Executive	Review Mar 2022, 2023, 2024

Action	Deliverables	Responsibility	Timeline
12. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	12.7 Aboriginal and Torres Strait Islander employees are involved in the development, implementation and evaluation of DEW policy, programs and projects relating to First Nations partnerships.	Aboriginal Workforce and Reconciliation Coordinator	Review Mar 2022, 2023, 2024
	12.8 Acting opportunities are provided to current Aboriginal and Torres Strait Islander staff to support their career progression within the agency, resulting in higher DEW Aboriginal employment levels.	Aboriginal Workforce and Reconciliation Coordinator	3.5 per cent overall employment target by Jan 2022 3.75 per cent by Jan 2023 4 per cent by Jan 2024
	12.9 Attract and retain at least two Aboriginal and Torres Strait Islander employees at an ASO6 classification level (or equivalent) and above.	Chair, Reconciliation Sub-committee of Executive	Review Mar 2022, 2023, 2024
	12.10 Employ six new Aboriginal Rangers.	Director, Regional Operations	June 2023
	12.11 Promote the department's desire to recruit graduates and post-graduates with knowledge of First Nations land and water interests and skills in engaging with First Nations to Adelaide-based universities.	Aboriginal Workforce and Reconciliation Coordinator	Review Mar 2022, 2023, 2024
	12.12 Support up to two Aboriginal and Torres Strait Islander employees per year to participate in a leadership development program.	Aboriginal Workforce and Reconciliation Coordinator	Review Mar 2022, 2023, 2024

Action	Deliverables	Responsibility	Timeline
13. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	13.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Manager, Accounting and Procurement	Finalise Feb 2022 Review Jan 2023, 2024
	13.2 Investigate Supply Nation membership.	Manager, Accounting and Procurement	Finalise Feb 2022 Review Jan 2023, 2024
	13.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff through internal communication channels and DEW Business Managers Network.	Manager, First Nations Partnerships and Reconciliation	Finalise Feb 2022 Review Jan 2023, 2024
	13.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Manager, Accounting and Procurement	Finalise Feb 2022 Review Jan 2023, 2024
	13.5 Maintain commercial relationships with at least five Aboriginal and/or Torres Strait Islander businesses.	Manager, Accounting and Procurement	Review Mar 2022, 2023, 2024
	13.6 Achieve greater than 1 per cent of annual procurement (goods and services purchasing) from Aboriginal and Torres Strait Islander businesses by 30 June 2024, totalling more than \$2,077,357 (\$20,567.90 increase from 30 June 2020). As of 30 June 2020, the financial year spend was \$2,056,789.	Manager, Financial Accounting and Procurement	0.7 per cent increase by 30 Jun 2022, totalling \$2,071,187. 0.9 per cent increase by 30 Jun 2023, totalling \$2,075,300. Exceed 1 per cent increase by 30 Jun 2024 totalling more than \$2,077,357 (\$20,567.90 increase from 30 Jun 2020).
	13.7 Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through SA Aboriginal Business Connect.	Manager, Accounting and Procurement	Review Mar 2022, 2023, 2024
	13.8 Maintain monitoring and reporting of DEW Aboriginal business expenditure to DEW Executive on a quarterly basis.	Manager, Accounting and Procurement	Aug, Nov, Feb, May 2022, 2023, 2024

Action	Deliverables	Responsibility	Timeline
14. Support the development and implementation of Connection to Country partnerships	14.1 Embed Connection to Country (as a core determinant of Aboriginal health and wellbeing) as an agency objective/target into DEW policy, programs and services.	Director, Community and Nature Partnerships	Finalise Feb 2022 Review Jan 2023, 2024
	14.2 Facilitate access to public lands and partner with government agencies in the delivery of connection to Country programs and services, particularly Department for Child Protection, Department for Health and Wellbeing and Department for Human Services.	Director, Regional Operations	Review Mar 2022, 2023, 2024



Governance

The department acknowledges that reconciliation is the responsibility of all of us at DEW. The governance of our RAP focusses on transparent decision-making, accountability, embedding reconciliation, reporting and communication. Director-level sponsors will drive the delivery of every RAP action. The RAP Champion (Chair, Reconciliation Sub-committee of Executive) ensures that our RAP and First Nations engagement is open and accountable to our reconciliation outcomes, with good governance and reporting to guide us.

Action	Deliverables	Responsibility	Timeline
15. Establish and maintain an effective Reconciliation Sub-committee of Executive to drive governance of the RAP	15.1 Maintain Aboriginal and Torres Strait Islander representation on the Reconciliation Sub-committee of Executive.	Chair, Reconciliation Sub-committee of Executive	Mar 2022, 2023, 2024
	15.2 Apply a Terms of Reference for the Reconciliation Sub-committee of Executive that aligns members with key RAP Action sponsors.	Chair, Reconciliation Sub-committee of Executive	Endorse Dec 2021
	15.3 Meet at least four times per year to drive and monitor RAP implementation.	Chair, Reconciliation Sub-committee of Executive	Feb, May, Aug, Nov 2022, 2023, 2024
16. Provide appropriate support for effective implementation of RAP commitments	16.1 Embed resources needed for RAP implementation into directorate-level business plans.	Chair, Reconciliation Sub-committee of Executive	Dec 2021, 2022, 2023
	16.2 Embed key RAP actions in performance expectations of senior management and all staff.	Chair, Reconciliation Sub-committee of Executive	Dec 2021, 2022, 2023
	16.3 Embed appropriate systems and capability to track, measure and report on RAP commitments through the development and implementation of a RAP evaluation plan and review on an annual basis.	Manager, First Nations Partnerships and Reconciliation	Finalise Dec 2021 Review Jan 2022, 2023, 2024
	16.4 Appoint and maintain an internal RAP Champion from senior management.	Chief Executive	Dec 2021, 2022, 2023
	16.5 Include the RAP as a standing agenda item at senior management meetings (DEW Managers, DEW Leaders, DEW Executive).	Director, Office of the Chief Executive	Dec 2021

Action	Deliverables	Responsibility	Timeline
17. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	17.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Manager, First Nations Partnerships and Reconciliation	30 Sep 2022, 2023, 2024
	17.2 Report RAP progress to all staff and senior leaders quarterly.	Manager, First Nations Partnerships and Reconciliation	Feb, May, Aug, Nov 2022, 2023, 2024
	17.3 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Manager, First Nations Partnerships and Reconciliation	Jan 2022, 2023, 2024
	17.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Manager, First Nations Partnerships and Reconciliation	Mar 2022

Action	Deliverables	Responsibility	Timeline
18.Continue DEW's reconciliation journey by developing the next RAP	18.1 Register via Reconciliation Australia's website DEW's intentions to begin developing the next RAP.	Manager, First Nations Partnerships and Reconciliation	Mar 2024
	18.2 Develop a Working Group consisting of nominated DEW staff representatives from the Reconciliation Sub-committee of Executive, Aboriginal Staff Network and Aboriginal Engagement Network.	Manager, First Nations Partnerships and Reconciliation	Mar 2024
	18.3 Working Group to review the current RAP, and prepare a draft of the next RAP and refine actions and deliverables.	Manager, First Nations Partnerships and Reconciliation	Apr 2024
	18.4 Consultation on new draft RAP with DEW staff, and members of the Reconciliation Sub-committee of Executive, Aboriginal Staff Network, Aboriginal Engagement Network and other partners.	Manager, First Nations Partnerships and Reconciliation	May 2024
	18.5 Updated new draft RAP sent to Reconciliation Australia for subsequent review and for endorsement by the Reconciliation Sub-committee of Executive and DEW Executive.	Manager, First Nations Partnerships and Reconciliation	Jun 2024

If you would like to know more about the DEW RAP, please contact the Aboriginal Workforce and Reconciliation Coordinator on (08) 8463 7449 or DEW.ReconciliationUnit@sa.gov.au

Photo credit: Page 21, Pam Diment (People painting the 'Minyma Tjuta Tjunguringanyi' painting at Mamungari Conservation Park).



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