

Reconciliation Action Plan

September 2017 – September 2019



Government
of South Australia

Department of Environment,
Water and Natural Resources



RECONCILIATION
ACTION PLAN

INNOVATE



Reconciliation
South Australia Inc.

Chief Executive Foreword

On behalf of the Department of Environment, Water and Natural Resources (DEWNR), I am pleased to present our Reconciliation Action Plan. The yearly review and renewal of our plan has seen us able to adapt to the changing circumstances in the Reconciliation agenda state-wide and nationally.

I would like to Acknowledge the Traditional Custodians of the lands and waters, current land managers, and all Aboriginal and Torres Strait Islander South Australians. As a Department we acknowledge that Aboriginal Nations are the first managers and decision makers of Country and that Country has sustained their culture and economy for thousands of generations. The care, skill and knowledge of Aboriginal Nations has shaped the character of Country across the continent and is seen as an integrated and interdependent cultural landscape.

European colonisation saw the Australian Nation-State claiming ownership of Country denying Aboriginal Nations sovereignty. Conflict as well as punitive and racist policies significantly impacted Aboriginal Nations and the trauma and inequality created by these impacts are still felt and experienced today. Across much of the State, the cultural landscape has also significantly shifted to one characterised by European agricultural land use that has disrupted the cycles of Aboriginal care and stewardship. Despite this, Aboriginal Nations continue to assert their sovereign rights and connection to Country.

These shifts in the Cultural landscape place DEWNR and its staff at the forefront of engagement with Aboriginal Nations around the matter of who has authority to manage and benefit from the natural resources in South Australia.

Aboriginal Nations are pursuing a more equitable and leading role in land and sea management in the State. DEWNR is well placed to support this process through the Aboriginal partnerships we have built over many years.

We have a number of formalised ways in which we engage with Aboriginal People and DEWNR's Reconciliation Action Plan will inform and provide clarity to the work we do in this area. There is significant work needed to reconcile back to Aboriginal Nations taking a leading role in land and sea management, some of which sits outside the influence of the Department.

Our Reconciliation Action Plan will continue to help us build our ability to partner with Aboriginal People through increasing our capacity to be culturally respectful, improve employment and economic opportunities for Aboriginal People and embed Aboriginal knowledge and perspectives into our policy and procedures.

Our Reconciliation Action Plan will guide the work we do and how we commit to the act of Reconciliation with Aboriginal People; and through our staff and Reconciliation Subcommittee of Executive we will ensure that through listening to Aboriginal People we will work towards the right actions.

The renewal of our Reconciliation Action Plan forms our commitment to Reconciliation; we have an opportunity to see how we measure up to meeting the aspirations and expectations included within the Plan.

This is our challenge and I look forward to DEWNR contributing to Reconciliation.



Sandy Pitcher
Chief Executive





Contents

Our vision for Reconciliation.....	3
Our Reconciliation statement	3
Our business.....	4
Our Innovate Reconciliation Action Plan	5
Governance of DEWNR's Innovate Reconciliation Action Plan.....	9
Summary of actions for DEWNR's Innovate Reconciliation Action Plan 2017 – 2019	12
Part 1: Relationships, respect and opportunities	13
Relationships: Working respectfully and constructively with Aboriginal People, their Nations and communities to progress the reconciliation agenda	13
Respect: Increasing the cultural competency of DEWNR.....	15
Opportunities: Improving employment and economic opportunities, and facilitating the leadership of Aboriginal People, their Nations and communities in DEWNR's business	19
Part 2: Tracking progress and reporting	21
Reconciliation stories from our staff	23
Saras Kumar	23
Elijah Bravington	24

WARNING: Aboriginal people are warned that this publication may contain culturally sensitive material, including images of persons who have died after this report was finalised in August 2017 and we offer our apologies for any distress caused if this occurs.

Our Vision for Reconciliation

Our work is founded upon a deep understanding of Aboriginal cultures, respect for contemporary interests, productive partnerships and Aboriginal Nations taking a leading role in conserving and sustaining Country.

The Innovate Reconciliation Action Plan:

There are four types of Reconciliation Action Plans, (RAP): 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.

DEWNR's Reconciliation Action Plan is an Innovate RAP. The Innovate RAP is for organisations that have developed relationships with their Aboriginal and Torres Strait Islander stakeholders and are ready to develop or implement programs for cultural learning, Aboriginal and Torres Strait Islander employment and supplier diversity. An Innovate RAP provides the freedom to develop and test new and innovative approaches and to assist in embedding the Innovate RAP into an organisation.

Our Reconciliation statement

The staff of DEWNR acknowledge the First Peoples of South Australia; the Aboriginal Customary Owners and the role that Aboriginal People continue to have in purposefully shaping and caring for the area that we now know as South Australia.

We respect Traditional Owners' rights, interests and obligations to speak for and care for Country in accordance with customary laws, beliefs and traditions. We appreciate the perspective of Aboriginal People that the land, water, air and all living things are connected and we are thankful for their insights.

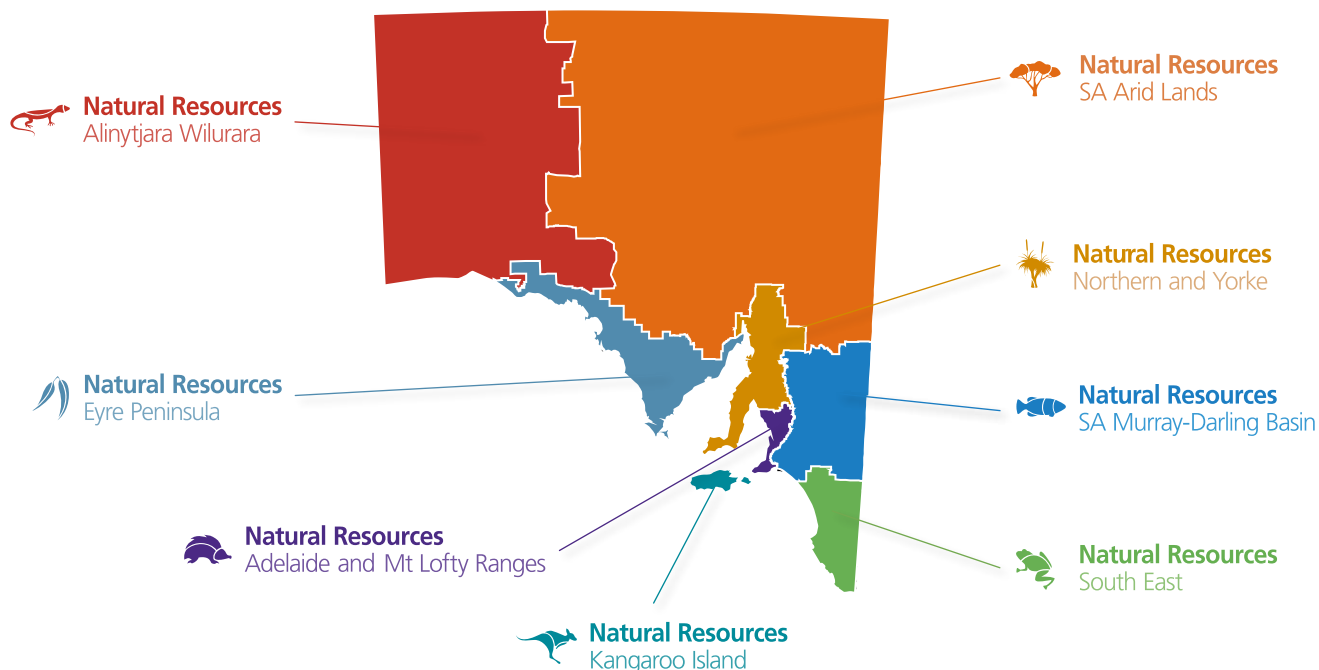
We pay homage to their ancestors, who maintained the natural life nurturing processes of the land we are now on and whose spirits still dwell on Country.

We give thanks to the Traditional Owners whose oral traditions have been passed on since ancient times and forge a strong link to the dreaming or Tjukurpa.

We also recognise the deep and irreversible damage and dislocation that Aboriginal and Torres Strait Islander people have experienced and continue to experience, through colonisation, settlement and displacement.

We as individual staff and the Department as an entity, are now more inclusive of Aboriginal People and will continue to work in partnership with the First Peoples of South Australia. Through our actions, we will take the opportunities to work more closely with Aboriginal People to conserve and manage our natural resources.





Our business

The South Australian Government's Department of Environment, Water and Natural Resources (DEWNR) designs and implements policies and programs, and administers State laws, to manage, conserve, sustain and promote our environment, water, natural resources and cultural heritage. We undertake four key roles:

- A **facilitator** of community engagement in and taking responsibility for the environment
- A **steward** of the State's natural resources to enable sustainable development
- A **custodian** of public parks, botanic gardens, heritage places and crown lands for their intrinsic value and for people's benefit and enjoyment now and into the future
- An **authority** on the State's environment, water and natural resources to help government, businesses and individuals make good long-term decisions

We acknowledge that Aboriginal Nations have played this role for thousands of generations and we have much to learn from their knowledge and wisdom.

DEWNR works across a diverse range of issues; facilitating action on climate change, protecting our native flora and fauna, managing fire and water resources and promoting sustainable land and water management. We also manage our iconic sites, parks and public places so that people can enjoy and connect with their environment and support nature-based tourism.

We achieve this by working in partnership with the State's eight Natural Resources Management (NRM) Boards and regions to advise, inform and support community and government decision-making and deliver services to

communities. With a strong focus on community engagement, DEWNR maintains a range of programs that actively engage Aboriginal Nations, Local Government, industry, landholders and community organisations in our work.

We acknowledge the unique and enduring relationship Aboriginal Nations have to their Country. Given our strong connection to land, water and sea, DEWNR is uniquely placed to partner and support Aboriginal People in a way that is respectful of their cultural responsibilities and knowledge, and that promotes Aboriginal leadership.

DEWNR's partnership with Aboriginal Nations occurs across the breadth of our business areas and around the State from wetland restoration and training programs to the co-management arrangements for our National Parks. Each of our eight natural resources regions have established Aboriginal Partnerships programs that support the participation of Aboriginal People and representative organisations in NRM. There are now 12 co-management agreements in place over 35 of South Australia's parks and reserves, covering 13.5 million hectares or 64% of the State's reserve system. These agreements enable Aboriginal Nations to take a leading role in park planning and management. We also hold a range of other agreements with our Aboriginal partners that guide how we work together and what we are trying to achieve.

As of January 2017 we employ 1808 persons of which, 48 are Aboriginal or Torres Strait Islander. This equates to 2.65% of the workforce. We also engage and contract a significant number of Aboriginal businesses and representative organisations in the day to day delivery of our business and will seek to promote and enhance this into the future.

Our Innovative 2017-19 Reconciliation Action Plan

DEWNR recognises that the development of equitable and respectful partnerships that align with and support the progression of contemporary Aboriginal interests related to Country, can lead to advances in health and wellbeing, employment and economic opportunities. These partnerships will also increase public awareness of the value of Aboriginal cultures and heritage and their contribution to the natural resource management activities associated with DEWNR. The Department recognises that there is much work to be done to realise these equitable partnerships and their positive outcomes and that is the key reason that DEWNR has developed the Innovate Reconciliation Action Plan (RAP).

DEWNR's Reconciliation Subcommittee of Executive and Reconciliation Network are responsible for championing and implementing the Innovate RAP through:

- supporting the development and implementation of innovative and inclusive policies and initiatives that help DEWNR achieve positive Reconciliation outcomes;
- monitoring, evaluating and reporting on the implementation of the DEWNR Innovate Reconciliation Action Plan; and
- driving DEWNR's Reconciliation activities.

In order to provide structure, clarity and purpose to DEWNR's Reconciliation agenda and in recognition that reconciliation can take many forms, the Innovate RAP is based on three objectives: relationships, respect and opportunities:

- 1. Relationships:** Working respectfully and constructively with Aboriginal People, their Nations and communities to progress the Reconciliation agenda.
- 2. Respect:** Increasing the cultural competency of DEWNR.
- 3. Opportunities:** Improving employment and economic opportunities and facilitating the leadership of Aboriginal People, their Nations and communities in DEWNR's business.

Learning and significant changes as a result of DEWNR's previous RAP

DEWNR recognises that action around each of these three areas is necessary to fully commit to Reconciliation as a whole. In addition to outlining some achievements from DEWNR's RAP journey on the following pages, we also provide a summary of the key learnings and significant changes that DEWNR instigated as a result of implementing DEWNR's 2013-14 RAP. These include:

- **Becoming aware that more DEWNR staff wanted to participate and do something practical towards Reconciliation.** This prompted DEWNR to establish the Reconciliation Network to support increased staff involvement in developing and implementing our RAP.
- **Understanding that by sharing knowledge between our on ground Aboriginal Partnerships staff, DEWNR could improve its engagement.** This promoted the establishment of the Aboriginal Partnerships Working Group, a network of Aboriginal engagement staff that supports knowledge sharing and identification of key issues and associated solutions to improve the Department's engagement with Aboriginal People.
- **DEWNR staff wanted more opportunities to promote Reconciliation and our Aboriginal Partnerships work.** This saw more Reconciliation events conducted across DEWNR, including a Traditional Ecological Knowledge Seminar and state-wide co-management workshop.
- **Many DEWNR projects were not considering Aboriginal engagement opportunities at the planning stage.** To address this, DEWNR instigated a review of its internal Project Management Framework that guides how every project in the Department is planned. The review has resulted in the development of an interactive artwork that provides information to planners on good practice engagement and an online form that guides planners through a series of questions that assist in developing a project's Aboriginal engagement process.



Our journey towards Reconciliation – learning and progress

Our staff are working across the eight natural resource regions on a range of initiatives with our Aboriginal partners that all contribute to this journey. Through this work we are influencing change and also learning as individuals and as an organisation. We have gathered a collection of stories from across the state to share our progress.



Natural Resources
SA Arid Lands

In February 2016 the Flinders Ranges National Park was officially co-named Ikara-Flinders Ranges National Park, recognising the long-standing relationship of the Adnyamathanha people to the area.

In the co-naming ceremony, the oldest living Kuyani Adnyamathanha man – Uncle Mark McKenzie – shared the importance of 'Ikara' as a meeting place where decisions got made, and the meaning of other Adnyamathanha words that were common in the Flinders Ranges area.

Ikara-Flinders Ranges NP is staffed by 7 people, 5 of whom are Aboriginal, and of those 4 are Adnyamathanha. Looking broader there are 6 Adnyamathanha staff out of 9 in the Ranges district of SAAL, and 7 out of 9 Aboriginal staff, when you include Vulkathunha-Gammon Ranges NP. The Adnyamathanha Traditional Lands Association has co-managed Ikara-Flinders Ranges NP with DEWNR since 2011 and Vulkathunha-Gammon Ranges NP since 2005. The Co-management Board also has an advisory role in the management of the Bimbowrie, Yalpara, Ediacara and Black Rock Conservation Parks.



Natural Resources
SA Murray-Darling Basin

The SAMDB Aboriginal Partnerships Program aims to increase the participation of Aboriginal People in managing natural resources, improve awareness and understanding of Aboriginal culture, and protect Aboriginal heritage.

The program works closely with a range of partner organisations to deliver activities across the region. The program supports Aboriginal NRM training and employment projects and works together with Traditional Owners on working groups to identify and schedule activities to protect heritage sites, monitor wetland, fauna and flora health, and controlling weeds and feral animals on Country. Partners in this program include the First Peoples NRM Working Group, the Ngarrindjeri Regional Authority, the Kungun Ngarrindjeri Yunnan Agreement Taskforce, the River Murray ILUA Liaison Committee, the Ngaut Ngaut Co-management Board, and Working on Country Rangers from across the region. The Aboriginal Partnerships Program supported MACAI in its successful application for a Green Army team, which aims to build employment capacity in the community.



Natural Resources
Northern and Yorke

Many coastal Aboriginal heritage sites can be found around Yorke Peninsula and thanks to the local partnerships between the Narungga and Adjahdura Peoples and Northern and Yorke NRM Board, coastal works continue to be undertaken to better protect these sites. The N&Y NRM Board demonstrated the value of not only engaging with Aboriginal People but has also employed a skilled local Narungga person as a Park Ranger to look after Innes National Park, the surrounding areas and provide a role model in local land management.





Natural Resources Eyre Peninsula and Natural Resources Alinytjara Wilurara have worked with Far West Coast people and co-management groups to create the Far West Coast Healthy Country Plan.

All national parks and reserves in this area are co-managed through the Nullarbor Parks Advisory Committee (NPAC) and Yumbera Conservation Park Co-management Board (YCPCB).

They each have equal representation of Far West Coast people and department staff. NPAC and YCPCB formed a working group for the planning with the support of the Far West Coast Aboriginal Corporation (FWCAC) Board to develop the Far West Coast Healthy Country Plan. The planning process also involved a larger group of Far West Coast people in on-Country workshops to guide how the Far West Coast Aboriginal community could care for Country. The plan aims to strengthen cultural knowledge, ensure there is enough healthy guga (bush meat) and gabi (water), manage feral animals, eradicate buffel grass in the area, reinstate appropriate fire regimes, manage external interests in natural resources, support fun, educational and sustainable visitor use, create employment opportunities, and other issues that occur in the area. The plan was endorsed at the FWCAC AGM in 2016 and as part of the adaptive management process the implementation of the plan, monitoring its effectiveness and adapting the plan will be overseen by FWCAC, NPAC and YCPCB. This plan will inform the Alinytjara Wilurara Regional NRM Plan, the Eyre Peninsula Regional NRM Plan, and various park management plans.



Kangaroo Island is an important place for many different Aboriginal Peoples, even those from as far as Tasmania. It has a complex history that sets it apart from the mainland, however its spiritual connection still ties it to the rest of Australia. More recently the relationships between the Ramindjeri, Narungga, Kurna, and Ngarrindjeri Peoples and the Kangaroo Island NRM Board has seen greater involvement regarding the development of new KI NRM Plan and Acknowledgements of Country protocol.



Established in 2004, the South-East Aboriginal Focus Group (the Group), made up of 12 family representatives of the Meintangk, Potaruwutij, Bunganditj, Tatiara/Ngarkat and Tanganekald (Southern Clans), provides cultural guidance in projects and planning to the South East Natural Resource Management Board (SE NRMB).

This relationship has produced many meaningful outcomes to Aboriginal Nations and the wider community in the South East. Including continued cultural practices such as Moogy's Yuki and engagement in the 'South East flows project' which aims to return fresh water into the lower southern part of the Coorong. The main highlight though rests with the Lartara-wirkeri Cultural Governance. Through this process and with support from the SE NRMB the Group partners with Burra Aboriginal Corporation to develop engagement activities and on-Country employment and training. This provides a great working model for developing local capacity and ultimately Aboriginal Nation building.



A Statement of Commitment which guides working with Aboriginal Nations, communities and people has been developed and endorsed by the Adelaide and Mount Lofty Ranges Natural Resource Management Board. This has included developing annual works plans across the region to include various commitments to Reconciliation. These include applying the **Aboriginal procurement policy to support more Aboriginal owned businesses and undertaking greater Aboriginal engagement on local projects.** To better improve engagement and build capacity between Kurna and DEWNR the Adelaide and Mount Lofty Ranges Board has also funded a Kurna NRM Liaison Officer.

Our Reconciliation agenda is built upon three platforms:

Relationships

Facilitating Aboriginal leadership and governance in our business

Respect

Increasing the cultural competency of DEWNR

Opportunities

Improving employment and economic opportunities and facilitating the leadership of Aboriginal People, their Nations and communities in DEWNR's business.

Reconciliation Agenda



Governance of DEWNR's Innovate Reconciliation Action Plan

The Innovate RAP 2017 - 2019 was developed with the assistance of the staff of DEWNR with particular thanks to the Reconciliation Subcommittee of Executive, the Reconciliation Network and Aboriginal Partnerships staff who identified the Department's Reconciliation priorities and workshopped relevant strategies and actions for the plan. Nominated members of the Reconciliation Network were also tasked to prepare certain sections of the Innovate RAP and refine strategies and actions. The role of these groups is further explained below.

Further ideas and advice relating to Reconciliation strategies and actions were gathered through feedback from a DEWNR-wide survey, which took place during National Reconciliation Week 2015, input from the DEWNR Aboriginal Employee networking forum hosted in Port Augusta in May 2015, and the Public Sector Aboriginal Employment Career Pathways Forum held in June 2015 in Adelaide. This feedback was used by the Reconciliation Network to update the draft Innovate RAP.

The Reconciliation Subcommittee of Executive

The Committee is responsible for providing leadership support and championing the development and implementation of high level strategic initiatives that assist DEWNR in achieving positive Reconciliation outcomes. The Chair of the Committee is DEWNR's RAP Champion. The Committee also supports and enhances the development, monitoring and implementation of DEWNR's Innovate RAP in the context of DEWNR's Corporate Plan and Reconciliation Statement.

The Committee consists of:

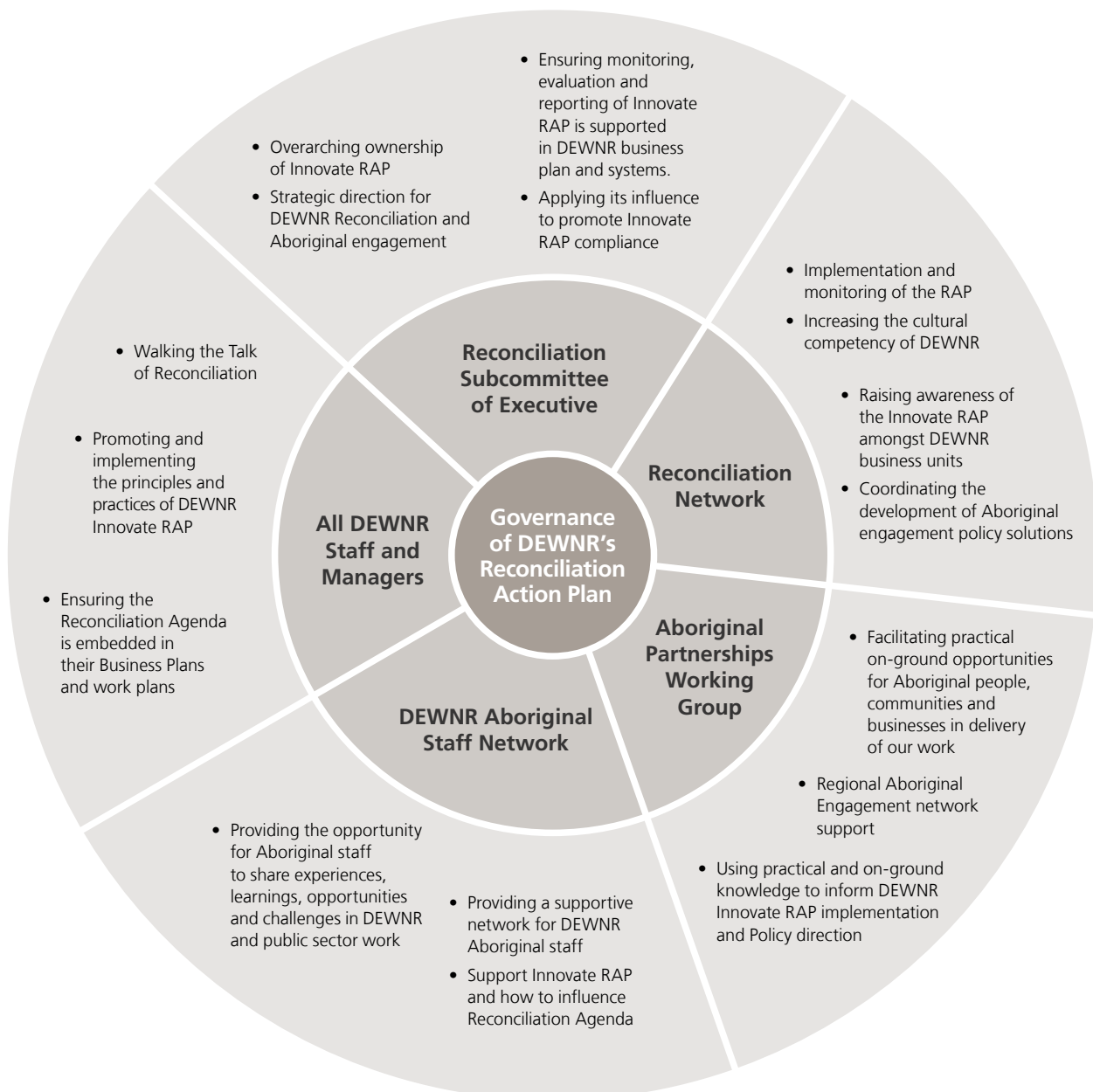
- Director, Conservation, NRM & Protected Areas (Chair)
- Project Officer, Animal Welfare (Aboriginal)
- Project Officer, Engagement (Aboriginal)
- Works Supervisor, AMLR (Aboriginal)
- Project Officer - Reconciliation (Aboriginal)
- Director, Organisational Performance
- Director, Community Engagement
- Director, Botanic Gardens
- Regional Director Alinytjara Wilurara
- Principal Advisor, Office of the Chief Executive
- Senior staff member from Finance and Business Services
- Manager, Aboriginal Engagement and Reconciliation



The Reconciliation Network

The Reconciliation Network is comprised of members with a broad range of skills and experience relevant to the operations of DEWNR's networks to facilitate the Reconciliation agenda across the whole Department. The network is co-chaired by an Aboriginal and non-Aboriginal staff member. It encompasses, but is not exclusive to, Aboriginal employment, co-management, cultural awareness and Aboriginal knowledge. The Network also supports the development of solutions to address Aboriginal policy issues within DEWNR.

The Reconciliation Network implements the Innovate RAP by collaborating with DEWNR Business Units who are critical to achieving the RAP outcomes including, but not exclusive to, People Capability and Culture, Finance, Regional engagement staff and policy makers.





Summary of Actions for DEWNR's Innovate Reconciliation Action Plan September 2017 – September 2019

Theme	Action
Relationships <i>Working respectfully and constructively with Aboriginal People, their Nations and communities to progress the Reconciliation agenda.</i>	1. Reconciliation Sub-Committee to Executive and Reconciliation Network actively monitors Innovate RAP development and implementation of actions, tracking progress and reporting.
	2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.
	3. Support Aboriginal Regional Authorities in the process of Nation Building.
	4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.
	5. Raise internal and external awareness of our RAP to promote Reconciliation across our business and finance sector.
	6. Continue to strengthen partnerships between Aboriginal Traditional Owners and DEWNR to manage parks through co-management arrangements.
Respect <i>Increasing the cultural competency of DEWNR</i>	7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols such as Welcome to Country and Acknowledgment of Country, to ensure there is a shared meaning.
	8. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.
	9. Develop and embed DEWNR-wide Cultural Safety Protocols and frameworks.
	10. Provide opportunities for Aboriginal and Torres Strait Islander staff, as well as non-Indigenous employees to participate in significant cultural events and activities including NAIDOC Week.
	11. Determine and implement the requirements for field staff to be trained and/or appointed as inspectors under the <i>Aboriginal Heritage Act (1988)</i> .
	12. Develop a framework for the protection and application of Aboriginal Knowledge (AK).
Opportunities <i>Improving employment and economic opportunities and facilitating the leadership of Aboriginal People, their Nations and communities in DEWNR's business</i>	13. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.
	14. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation through the development and implementation of a DEWNR Aboriginal Business Procurement Strategy.
	15. Support Aboriginal staff and community members to take on leadership roles in natural resources management including chairs of Boards and strong Board and Committee members.
Tracking progress and reporting	16. Report Innovate RAP achievements, challenges and learnings to Reconciliation Australia
	17. Report Innovate RAP achievements, challenges and learnings internally and externally
	18. Review, refresh and update RAP with aim to progress to Stretch RAP status at next review

Part 1: Relationships, respect and opportunities

Our approach to implementation

DEWNR's Reconciliation Network will facilitate the implementation of the Innovate RAP through the establishment of working groups and internal nomination of lead personnel and Executive level sponsors.

Relationships: Working respectfully and constructively with Aboriginal People, their Nations and communities to progress the reconciliation agenda.

This objective seeks to develop DEWNR's capacity to build relationships, respectfully engage with Aboriginal governance structures and actively support South Australian Government initiatives to facilitate greater involvement of Aboriginal Nations and their organisations. We aim to improve our relationships with Aboriginal and Torres Strait Islander people through the recognition and respect for different cultural governance structures and decision making processes.

By developing our capacity to work with Aboriginal Nations as an organisation, we hope to create an enabling policy and procedural environment for, and develop the capability of, our staff to build meaningful, respectful and mutually beneficial relationships with Aboriginal People.

Relationships				
Action	Rationale	Deliverables	Responsibility	Target
1. Reconciliation Sub-Committee to Executive and Reconciliation Network actively monitors Innovate RAP development and implementation of actions, tracking progress and reporting.	Internal governance including Aboriginal and non-Aboriginal staff is established to oversee the Innovate RAP development and implementation.	1.1 Quarterly meetings held for Reconciliation Sub-Committee to Executive and Reconciliation Network to monitor and report on Innovate RAP implementation.	Chair, Reconciliation Sub-Committee of Executive	Review July 2018, July 2019
		1.2 Ensure Aboriginal and Torres Strait Islander staff are represented on the Reconciliation Sub-Committee to Executive and Reconciliation Network, including co-chair for the Reconciliation Network.	Chair, Reconciliation Sub-Committee of Executive	Review July 2018, July 2019
		1.3 Establish and review Terms of Reference for both the Reconciliation Sub-Committee to Executive and Reconciliation Network.	Chair, Reconciliation Sub-Committee of Executive	Complete by October 2017. Review July 2018, July 2019
		1.4 Reconciliation Network members lead the implementation and reporting for the Innovate RAP actions.	Chairs, Reconciliation Network	Review July 2018, July 2019
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Celebrations are important in all cultures. Reconciliation week provides great opportunities to celebrate the value of Aboriginal cultural diversity in Australia.	2.1 Each Branch of DEWNR organises at least one internal and/or external NRW event each year.	Chair, Reconciliation Sub-Committee of Executive	26 May – 3 June 2018, 2019
		2.2 Register NRW events via Reconciliation Australia's NRW website	Project Officer, Reconciliation	March-April 2018, 2019
		2.3 Ensure our Reconciliation Committee participates in an external event to recognise and celebrate NRW.	Reconciliation Network	26 May – 3 June 2018, 2019
		2.4 Encourage staff to participate in external events to recognise and celebrate NRW.	Leadership Group and Managers	26 May – 3 June 2018, 2019

Relationships

Action	Rationale	Deliverables	Responsibility	Target
3. Supporting Aboriginal Regional Authorities in the process of Nation Building.	Aboriginal Regional Authorities are being recognised under a new Government policy that will guide regional Aboriginal governance. The policy seeks to maximise the participation of Aboriginal People in the development and implementation of Government policy. The policy focuses on the principle of Nation (re) building for Aboriginal representative bodies.	3.1 Discussion paper regarding engagement with Aboriginal Regional Authorities (ARA) based on their identified priorities, across agency coordination and lessons learnt engaging with the Ngarrindjeri Regional Authority. The paper will assist DEWNR to develop an engagement framework for working with ARAs.	Manager, Protected Areas	Complete by December 2017
4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Ensure DEWNR's business is effectively engaged with Aboriginal People, communities and organisations through each Nation's preferred engagement mechanism. Current examples include the Kungun Ngarrindjeri Yunnan Agreement (KNYA), Indigenous Land Use Agreements and Memorandum of Understanding.	4.1 High level review and monitoring of relationships (i.e. partnership agreements) with key Aboriginal groups and their organisations and engagement plan.	Manager, Aboriginal Engagement and Reconciliation	Review July 2018, July 2019
		4.2 Meet with Aboriginal representative organisations in each NRM region to scope relationship building opportunities and engagement protocols.	Regional Directors (SE, SAMDB, SAAL, AW, AMLR, EP, N&Y, KI)	Report July 2018, July 2019
		4.3 Document engagement protocol, where possible, between DEWNR and each Aboriginal representative organisations in each NRM region.	Regional Directors (SE, SAMDB, SAAL, AW, AMLR, EP, N&Y, KI)	Complete by August 2019 and Review July 2018, July 2019
5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	DEWNR staff and the broader community are more aware of the steps the Department is taking to reconcile between Indigenous and non-Indigenous people.	5.1 Develop and implement a communication plan to communicate the DEWNR Innovate RAP to all internal and external stakeholders.	Director, Community Engagement	Complete by October 2017. Review July 2018, July 2019
		5.2 Promote reconciliation through ongoing active engagement with all stakeholders.	Director, Community Engagement	August 2017 – August 2019. Report 2019, 2020
6. Continue to strengthen partnerships between Aboriginal Traditional Owners and DEWNR to manage parks through Co-Management.	Use existing relationships between DEWNR and Traditional Owners to ensure co-management of parks is strategic and leads to broader environmental and social wellbeing for Aboriginal People and communities.	6.1 Promote co-management as a key Reconciliation initiative of Government to the community and other agencies and organisations.	Manager Protected Areas	August 2017 – August 2019. Report 2019, 2020
		6.2 Conduct collective workshop at least every two years of all Co-Management Boards and advisory committees to support information sharing and networking between Aboriginal Nations and discuss opportunities to further improve and build the co-management program.	Manager Protected Areas	August 2017 – August 2019. Report Sept 2018, 2019
		6.3 Develop policy framework for Crown-owned co-managed parks to transition to Aboriginal ownership.	Manager Protected Areas	Complete by December 2018. Review July 2019
		6.4 Review the process and methodology for developing management plans for co-managed parks in consultation with Co-Management Boards with the aim to create a more collaborative and culturally appropriate process and plans.	Manager Protected Areas	Complete by June 2018. Review July 2019

Respect: Increasing the cultural competency of DEWNR

This objective seeks to build the awareness, behaviours, attitudes and skills of DEWNR staff. It also seeks to build the policies and procedures of DEWNR as an organisation (collectively referred to as competencies) so that we are able to work more effectively with Aboriginal People and their organisations.

By increasing DEWNR's cultural competency, we seek to be able to better recognise the influence colonisation and white privilege has on the Department's internal and external interactions with Aboriginal People, their Nations and communities and guide opportunities for Reconciliation into the future.

DEWNR will also foster a consistent and locally-relevant approach to the application of Aboriginal Knowledge to DEWNR's policy development and delivery functions in partnership with the Aboriginal owners of that knowledge.

By implementing our core values in a culturally appropriate manner, we will be able to better meet the needs of the public and further embrace adaptive strategies that will contribute to the prosperity of South Australia.

Respect				
Action	Rationale	Deliverables	Responsibility	Target
7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols such as Welcome to Country and Acknowledgment of Country, to ensure there is a shared meaning.	The recognition of Australia's First People as the Traditional Owners illustrates respect and a contemporary sincerity.	7.1 Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgment of Country.	Chairs, Reconciliation Network	Complete by December 2017. Review July 2018, 2019
		7.2 Include Acknowledgment of Country at the commencement of important internal and external meetings.	Branch and Regional Directors	August 2020. Review Sept 2018, 2019
		7.3 Encourage staff to include Acknowledgment of Country at the commencement of all meetings through internal media and championing by Reconciliation Network members.	Chairs, Reconciliation Network	Review July 2018, 2019
		7.4 Develop and make available a list of key contacts for organising a Welcome to Country on DEWNR iShare.	Project Officer, Reconciliation	Complete by December 2017. Review July 2018, 2019
		7.5 Invite a Traditional Owner to provide a Welcome to Country at all significant events.	Branch and Regional Directors	Review July 2018, 2019



Respect

Action	Rationale	Deliverables	Responsibility	Target
8. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Support staff to develop a greater understanding of Aboriginal cultures and provide a pathway to continue to develop their skills and capacity when working with Aboriginal People.	8.1 Develop and implement an Aboriginal and Torres Strait Islander cultural competency (includes awareness) training framework for our staff. The framework will define cultural learning needs of employees in all areas of our business and consider various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	Director, Organisational Performance	Complete by June 2018 Review September 2018 Implement by January 2019
		8.2 Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	Project Officer, Reconciliation	Review July 2018, 2019
		8.3 Provide opportunities for Reconciliation Sub-Committee of Executive and Reconciliation Network members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	Project Officer, Reconciliation	Review July 2018, 2019
		8.4 Monitor cultural competency training completion rates and DEWNR cultural competency.	Director, Organisational Performance	Review July 2018, 2019
		8.5 Incorporate cultural competency and learnings into DEWNR's leadership programmes	Director, Organisational Performance	Finalise by June 2018. Review July 2019
		8.6 Develop online cultural awareness module.	Director, Organisational Performance	Complete by December 2018. Review July 2019
		8.7 Integrate the cultural awareness strategy requirements into new and existing tools that guide DEWNR individual staff Performance Review and Development process to support ongoing monitoring of staff performance and attainment of required levels of cultural competency for their specific roles.	Director, Organisational Performance	Complete by June 2018. Review July 2019
		8.8 Embed Cultural awareness and competency into role descriptions and recruitment processes that is scaled across classifications.	Director, Organisational Performance	Complete by June 2019

Respect

Action	Rationale	Deliverables	Responsibility	Target
9. Develop and embed DEWNR-wide Cultural Safety Protocols and frameworks.	Reinforce DEWNR as an employer of choice for Aboriginal People and convey more proficient management techniques.	9.1 Stay abreast of South Australian Government's (Safework SA) Cultural Safety policy and programs.	Manager, Aboriginal Engagement and Reconciliation	Review July 2018, 2019
		9.2 Establish a cultural safety training package for all managers or embed into Cultural Awareness training for managers.	Manager, Aboriginal Engagement and Reconciliation	Complete by June 2019
		9.3 Deliver cultural safety training package to all managers at a manager's forum.	Manager, Aboriginal Engagement and Reconciliation	Report July 2018, June 2019
		9.4 Cultural protocols for material relating to the respectful collection, storage and publication are developed and promoted to all staff.	Chief Information Officer	Complete by June 2018 and review 2019
		9.5 Ensure DEWNR Works Managers are trained in the legislative requirements and processes under the Aboriginal Heritage Act 1988 (AHA) and that processes are in place for these to be applied by staff and contractors.	Manager, Aboriginal Engagement and Reconciliation	Review July 2018, July 2019
		9.6 Review HR policies and procedures in relation to cultural safety.	Director, Organisational Performance	Complete by June 2019
10. Provide opportunities for Aboriginal and Torres Strait Islander staff, as well as non-Indigenous employees to participate in significant cultural events and activities including NAIDOC Week.	To celebrate cultural differences and reinforce an understanding of contemporary issues facing Aboriginal People.	10.1 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Director, Organisational Performance	Complete by December 2017
		10.2 All Branches to undertake at least one Aboriginal cultural event during NAIDOC Week and encourage their staff to participate in other significant cultural events throughout the calendar year.	Chief Executive	Report July 2018, 2019
		10.3 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	Chief Executive	Report July 2018, 2019

Respect

Action	Rationale	Deliverables	Responsibility	Target
11. Determine and implement the requirements for field staff to be trained and or appointed as inspectors under the Aboriginal Heritage Act (1988).	DEWNR recognises that regional operational and engagement staff are required to be aware of Aboriginal heritage sites on Country and may be well placed to support implementation of the Act. DEWNR also respects the cultural responsibilities of Aboriginal staff to protect Aboriginal heritage sites on Country.	11.1 Develop and implement a position paper regarding opportunities and issues of operational staff being appointed under the Aboriginal Heritage Act (1988) to ensure DEWNR complies with the requirements of the Act.	Director Regional Operations	Complete by June 2018. Review July 2019
12. Develop a framework for the protection and application of Aboriginal Knowledge (AK).	Aboriginal Knowledge is a system of knowing, being and seeing Country. It is a significant yet sensitive matter in relation to the care and control of natural resources. Aspirations to share and apply Aboriginal Knowledge to natural resource management are complex and must be guided by protection and management arrangements controlled and applied by the Aboriginal holders of that knowledge.	12.1 Review current DEWNR business units' guidelines, policies or procedures relating to Aboriginal Knowledge. 12.2 Develop a framework for the application of Aboriginal Knowledge supported by the following guidelines and agreements for the protection and management of Aboriginal Knowledge. 12.3 Development of an agreed Aboriginal Knowledge protection and management agreement for Aboriginal partnership projects. 12.4 Guidelines for engagement with, and developing payments for, the integration of Aboriginal Knowledge into Aboriginal partnership projects. 12.5 Develop components / clauses for Aboriginal Knowledge within the DEWNR Managing Environmental Knowledge (MEK) Guidelines, e.g. open data and publication issues.	Manager, Evaluation and Ecological Science Manager, Evaluation and Ecological Science Manager, Evaluation and Ecological Science Manager, Evaluation and Ecological Science Manager, Evaluation and Ecological Science	Complete by October 2017 Complete by October 2017. Review July 2018, 2019 Complete by October 2017 Complete by October 2017. Review July 2018. Complete by October 2017



Opportunities: Improving employment and economic opportunities and facilitate the leadership of Aboriginal People, their Nations and communities in DEWNR's business

By providing internal and external employment opportunities, DEWNR can support Aboriginal businesses and encourage local, regional and remote jobs in this State. It is also important that through this implementation, we develop strategies that can promote economic prosperity and **assist in breaking the**

cycle of poverty for Aboriginal People and communities in the longer term. This objective aims to develop DEWNR's cultural capacity to respectfully engage with Aboriginal governance structures and support Aboriginal leadership in NRM.

Opportunities				
Action	Rationale	Deliverables	Responsibility	Target
13. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Ensure DEWNR is an employer of choice for Aboriginal People and that staff retention and development opportunities are priorities.	13.1 Collect and maintain information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	Director, Organisational Performance	Review July 2018, 2019
		13.2 Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	Project Officer, Reconciliation	Report July 2018, 2019
		13.3 Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy with an improved FTE target of at least 4%.	Director, Organisational Performance	Complete by June 2018 Review July 2019
		13.4 Advertise all vacancies in Aboriginal and Torres Strait Islander media.	Director, Organisational Performance	Review January 2018, 2019
		13.5 Finalise development of well-coordinated and supported Aboriginal School-based Traineeship Program which recognises longer-term strategy.	Manager, Aboriginal Engagement and Reconciliation	Complete by December 2018
		13.6 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	Director, Organisational Performance	Complete by June 2018 and review July 2019



Opportunities

Action	Rationale	Deliverables	Responsibility	Target
14. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation through the development and implementation of a DEWNR Aboriginal Business Procurement Strategy.	Increase the number of Aboriginal businesses and community organisations contracted (or through grants) to deliver DEWNR services, leading to increased employment.	14.1 Establish a baseline of DEWNR's current expenditure to Aboriginal organisations.	Senior Procurement Advisor	August 2017, 2018
		14.2 Keep up to date and communicate South Australian and Australian Aboriginal Business Procurement policies and strategies.	Senior Procurement Advisor	Complete by October 2017. Review July 2018, 2019
		14.3 Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Senior Procurement Advisor	Review July 2018, 2019
		14.4 Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	Manager, Aboriginal Engagement and Reconciliation	August 2017 – June 2019. Report July 2018, 2019
		14.5 Update DEWNR's existing internal procurement and Project Management Framework (that guides project planning and management in DEWNR) to raise awareness of Aboriginal procurement policies and communicate across DEWNR.	Manager, Aboriginal Engagement and Reconciliation	Completed by December 2017 and review July 2018, 2019
		14.6 Investigate Supply Nation membership.	Project Officer, Reconciliation	Review July 2018, 2019
		14.7 Develop ongoing monitoring of procurement of Aboriginal business through internal and external reporting processes.	Senior Procurement Advisor	Complete by June 2019
15. Support Aboriginal staff and community members to take on leadership roles in natural resources management including chairs of Boards and strong Board and Committee members.	Aboriginal People involved in leadership roles are recognised and prepared for future leadership roles.	15.1 Conduct review and provide recommendations of leadership and governance arrangements for Aboriginal people across DEWNR business. Consider as part of Aboriginal Workforce Strategy Review.	Manager, Aboriginal Engagement and Reconciliation	Complete by December 2018
		15.2 Stay abreast and communicate policies and opportunities relating to Leadership and Governance from State and Australian Governments.	DEWNR Representative, Senior Officers Group for Aboriginal Affairs	August 2017 – August 2019. Review July 2018, 2019
		15.3 Scope and if applicable develop "shelf ready" certified Leadership and Governance program to be weaved into current leadership arrangements (for example Co-Management and NRM Boards).	Manager, Aboriginal Engagement and Reconciliation	Completed by December 2018

Part 2: Tracking Progress and Reporting

Tracking Progress and Reporting				
Action	Rationale	Deliverables	Responsibility	Target
16. Report Innovate RAP achievements, challenges and learning to Reconciliation Australia.	To enable an expert assessment of DEWNR's progress.	16.1 Integrate the Innovate RAP into Group Business Plans.	Director, Organisational Performance	May-June 2018, 2019
		16.2 Complete and submit the Innovate RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	Project Officer, Reconciliation	September 2018, 2019
		16.3 Investigate participating in the RAP Barometer.	Project Officer, Reconciliation	June 2018, 2019
17. Report Innovate RAP achievements, challenges and learning internally and externally.	To promote the progress DEWNR is making in implementing the RAP to staff and our stakeholders.	17.1 Publically report our RAP achievements, challenges and learnings on the DEWNR internal and external web sites.	Project Officer, Reconciliation	October 2017, 2018, 2019
18. Review, refresh and update RAP with aim to progress to Stretch RAP status at next review.	Ensure the plan is effective and adequate in its approach to Reconciliation.	18.1 Conduct employee survey during National Reconciliation Week each year to monitor Reconciliation developments.	Project Officer, Reconciliation	27 May – 3 June 2018, 2019
		18.2 Reconciliation Network maintain quarterly report on status of RAP implementation.	Manager, Aboriginal Engagement and Reconciliation	Quarterly from December 2017
		18.3 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Project Officer, Reconciliation	January 2019
		18.4 Send draft RAP to Reconciliation Australia for review and feedback.	Chair Reconciliation Subcommittee of Executive	April 2018
		18.5 Submit draft RAP to Reconciliation Australia for formal endorsement.	Chair Reconciliation Subcommittee of Executive	August 2019



Reconciliation stories from our staff

Saras Kumar

I had an understanding of the need for Reconciliation in Australia when I arrived to manage the Great Australian Bight Marine Park. The opportunity to progress Reconciliation through increasing Aboriginal involvement in park management was a big draw for me. While I was successful in developing more opportunities and seeking more funding to increase the participation of Aboriginal People in the on-ground park management, there were always more people who wanted to be involved.

The advice of Elders on the park's consultative committee further strengthened the relationship between the Department and the Aboriginal communities of the Far West of the State.

The passing of two of those Elders was a significant loss and is something Aboriginal communities face more frequently than other communities due to the gap in life expectancy.

When I moved into an Organisational Reform role, I maintained my connection to some of the local people I had worked with. There are many similarities between the Tamil culture of my heritage and Aboriginal culture. Talking to the people I had become friends with helped me stay connected to my own culture when I was so far away from my own family.

This connection drew me back to working on the Far West Coast and so I took up the role of managing the reserves of the Alinytjara Wilurara region including the Nullarbor and Greater Yellabinnia reserves.

This was an exciting time as the Far West Coast people finally had their rights recognised when the Native Title Consent Determination was made. This meant that the Far West Coast parks would become co-managed. It was the start of a different type of relationship between DEWNR and the Far West Coast people.

Any relationship is built on trust and while there were high levels of trust and respect for individual staff, there was still mistrust of 'government'. The lack of trust went both ways and some of that was well founded.

Co-management is about building trust and capacity of both sides. DEWNR was to learn more from Traditional Owners about the connection between people's wellbeing and the health of Country, traditional management techniques that have worked for tens of thousands of years, and to just accept that some things 'just are' and that we don't have to know everything to protect it.

In return, local Aboriginal communities, would learn more about the challenges of contemporary park management and how to influence government with their own thoughts about how best to manage the parks.

Growing that understanding, accepting the differences and 'letting go' to find a way to bring them together is an essential part of my role in facilitating the park management planning process. It is also a fantastic example of Reconciliation. The first on-Country planning workshops we held on Nullarbor and Yumbarra were viewed as truly historic events by the Traditional Owners as it was the first time in a generation that they had been able to get so many Elders and youth out together to share their knowledge and show us why taking care of it is so important for all Australians.





Elijah Bravington

I guess Reconciliation can mean different things to different people. For me Reconciliation touches on a lot of personal doctrines of wisdom, social justice, honesty, forgiving and a better future for all. My bloodline in itself is a story of Reconciliation that dates back before Reconciliation even had a profile. I would not be here if it wasn't for the substantial efforts of some notable people in history who had the power and the wisdom to go against convention and do what they saw as being the right thing in their hearts and in their minds.

There's no mistaking the bloody past that taints this Country's history, continues to see Aboriginal peoples discriminated against in so many ways. But there are also broadminded individuals who have made a difference and continue to make a difference in the history of this State. One of those people is Francis Dunbar Warren, my great grandfather, a guiding patriarch to many and still respected to this day, many many years after his passing.

In the critical years of this State, there were new industries being created, pastoralism pushing north and the creation of a new society interwoven with many different cultures. Aboriginal people were being dealt the cruelest brutality this Country has ever seen. In the midst of this great cultural upheaval it was a canny Scotsman who chose to marry an Arabana woman (Mrs N Beralda), which at the time was regulated against. Nonetheless, he would go on to provide safety and security to his family and the wider Aboriginal population in the area of Finniss Springs Station, located 800km north of Adelaide.

Francis managed Finniss for around 40 years, having moved from Anna Creek Station where he previously managed the world's largest cattle station and where some of his children were born, including my grandmother (Mrs M Merrick). He took his family to Finniss after Anna Creek was sold to the

Kidmans and fashioned a thriving community with a school and store, and later a mission for a short period. It is recorded that over 200 people lived together there at any one time, but it was probably a lot more. Many of these people came to call the Finniss Springs Station home as it was regarded as a safe haven for Aboriginal peoples. Traditional customs were allowed to be practiced as well as talking in traditional language. These may seem like basic freedoms, but at the time were outlawed and discouraged by the church and state.

There's so much I would like to share about the history of Finniss Springs Station, but there are limits to the length of this document. I think it's worth reflecting on this note, that despite the continued difficulties faced by Aboriginal people historically and today, there are many bright examples. Finniss is back in the hands of the Arabana People. There's a fresh approach to land management that seeks to include Aboriginal people, there are jobs on Country, and cultural practices continue. There are also some instances of the Country and Aboriginal culture starting to heal. We have taken many steps down the road of Reconciliation, but there is of course a lot more distance to travel and foundations that need repair.

In DEWNR there is a 'gift'. This gift is the shared responsibilities of land management and cultural practices that make Reconciliation between Aboriginal and non-Aboriginal people paramount. It's now up to us to either continue to endure the mistakes of yesterday or use this gift to its full potential to make new relationships and new opportunities; to truly grasp Reconciliation.

Photos

Front page	DEWNR Aboriginal Staff Network Gathering, Ikara-Flinders Ranges NP, May 2017.
Page 1	APY Land Management Warru Ranger, Gerrada Stanley, Anangu Pitjantjatjara Yankunytjatjara Lands. Photo credit: Brett Backhouse
Page 6	Waymouth Street Chalking during National Reconciliation Week 2017. Photo credit: Meryl Schiller
Page 8	Southern Deserts Ranger Forum attended by DEWNR Aboriginal and non-Aboriginal rangers, Ilkurlka, WA.
Page 9	Wilyakali Water Workshop, Bimbowrie Conservation Park. Photo credit: Lachlan Sutherland
Page 11	Karna culture on Morialta Conservation Park Playground.
Page 18	No stopping - Women's Business, Mamungari Conservation Park. Photo credit: Meryl Schiller
Page 20	Coastal Maireana, Nullarbor National Park.
Page 22	Field Staff Supervisor Tony Stevens, Revegetation works at Pike River, NR SAMDB. Photo credit: Meryl Schiller
Page 23	Nullarbor Parks Advisory Committee and Yumbarra Co-management Board. Photo credit: Robbie Sleep
Page 24	Arabana Country. Photo credit: Elijah Bravington
Page 26	Bringing elders in by Helicopter, Minyma Tjuta Tjunguringanyi Women's Trip, Mamungari CP. Photo credit: Meryl Schiller

If you would like to know more about the DEWNR Innovate RAP please contact the Project Officer, Reconciliation on 08 8463 7449 or DEWNR.ReconciliationUnit@sa.gov.au







**Government
of South Australia**

Department of Environment,
Water and Natural Resources



**RECONCILIATION
ACTION PLAN**

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