



DEPARTMENT OF THE PREMIER AND CABINET

RECONCILIATION ACTION PLAN

2015 – 2018



Indigenous Australians are recognised as the oldest living continuous group of people on the planet. Over the millennia they have acted as proud custodians of this country and their deep affection for the land is well known, documented and respected.

I am proud to present the Department of the Premier and Cabinet's (DPC) Reconciliation Action Plan for 2015-18, in the spirit of collaborative responsibility and to contribute to the national Reconciliation movement.



The plan has themes of building and maintaining strong respective relationships with Aboriginal and Torres Strait Islander peoples. DPC aims to be an employer of choice for Aboriginal people and is actively nurturing an inclusive culture that promotes the values embraced by Aboriginal and Torres Strait Islander employees.

The development of this plan highlights DPC's commitment to Reconciliation and details our commitment to building positive relationships and providing equitable opportunities for Aboriginal and Torres Strait Islander peoples. To highlight our commitment to reconciliation DPC has committed to doubling our Indigenous workforce by the end of this financial year from two percent to four percent.

In addition, DPC is initiating a professional development program for Indigenous employees that will assist in expanding their skills. DPC will implement a cultural exchange program involving both private and public sector organisations that are in other jurisdictions. This will provide Indigenous staff the chance to learn from other organisations, gain new skills and perspectives on business practices, and understand how Indigenous employment programs work in other jurisdictions.

DPC will also offer five days cultural leave for Aboriginal employees in addition to their existing entitlements.

As a leader in the public sector, and as the chief agency for the Premier, we have a significant role to play in promoting reconciliation, and I look forward to the positive impact these measures will have on the way we do business. The Plan is an important step in DPC's contribution towards Reconciliation and will help guide our actions and commitment towards achieving a just and equitable Australia.

Kym Winter- Dewhirst
Chief Executive
DEPARTMENT OF THE PREMIER AND CABINET

Front cover Artwork

"Tjukurrpa - Dreamtime Story"

By artists Murray and Kanginy George of the Anangu Pitjantjatjara Yankuntajajara (APY) Lands

COMMITMENT TO RECONCILIATION: THE EXECUTIVE COMMITTEE

The Department of the Premier and Cabinet's Executive Committee (ExCo) confirms its ongoing commitment to Reconciliation. We are strongly committed to working with Aboriginal and Torres Strait Islander People, to turn our good intentions into actions to achieve.

OUR VISION FOR RECONCILIATION

Our vision is for an Australia that recognises and respects the special place, culture, rights and contribution of Aboriginal and Torres Strait Islander peoples; and where good relationships between First Australians and other Australians become the foundation for local strength and success; and the enhancement of our national wellbeing.

We believe that the gap in the life expectancy and life outcomes between our First and other Australians is unacceptable in an affluent country like ours. We support the right of Aboriginal peoples to express their cultures and participate on an equal footing in all aspects of life in our organisation, as well as our state; we also believe in developing a greater understanding of how our different pasts and cultures are part of our shared history and shared future. We will actively address racism within ourselves, workplaces and communities.

Through this Reconciliation Action Plan (RAP), we seek to build on what is already being done in our Department to develop an organisation which is respectful, engaging, and responsive to the rights of Aboriginal people, to come to a place where we have strong and meaningful relationships between Aboriginal and non-Aboriginal people that we can take pride in.

The Department of the Premier and Cabinet (DPC) delivers specialist policy advice to the Premier and Ministers, supports the Cabinet process and provides direction/leadership to the South Australian public sector with a particular focus on the Government's 10 economic priorities.

The Government's 10 Economic Priorities are:

- 1. Unlocking our resources, energy and renewables**
- 2. Premium food and wine exported to the world**
- 3. A global leader in health and ageing research and services**
- 4. The knowledge state - attracting students and commercialising our research**
- 5. A destination of choice for travellers**
- 6. Growth through innovation**
- 7. We're the best place to do business**
- 8. Adelaide: the heart of our state**
- 9. Promoting our international connections and engagement**
- 10. Access to capital and global markets for small businesses.**

DPC leads the delivery of South Australia's Strategic Plan and the Government's strategic priorities, has overarching responsibility for Commonwealth-State relations and drives key government initiatives across a range of services benefiting other government agencies and the community. The Government's strategic priorities are:

- 1. *Creating a vibrant city***
- 2. *Safe communities, healthy neighborhoods***
- 3. *An affordable place to live***
- 4. *Every chance for every child***
- 5. *Growing advanced manufacturing***
- 6. *Realising the benefits of the mining boom for all South Australians***
- 7. *Premium food and wine from our clean environment.***

As at 30 June 2015, our organisation employed 1,684 people, of which 20 identified as being of Aboriginal and/or Torres Strait Islander, making up 1.18% of the total number of employees. Our commitment, in line with the Closing the Gap framework, SA's Strategic Plan (Target 53) and through our Aboriginal Employment Plan, is to reach a target of at least 2% Aboriginal employees.

OUR RAP IN CONTEXT:

This RAP was developed to reflect DPC's commitment to Reconciliation and equal opportunity by focusing on developing cultural competency, building awareness and supporting local networks and providing increased opportunities and support to Aboriginal peoples.

DPC also has an Aboriginal Employment Plan which is an important strategic framework for the Department because it sits alongside and has a strong interface with the Reconciliation Action Plan (RAP) as key directions towards Reconciliation

A Cultural Development Consultant is appointed within the department to drive and assist with the successful implementation of the RAP and the Aboriginal Employment Plan, which actively contributes to DPC's achievements of the South Australian Strategic Priorities targets specific to Aboriginal employment and further strengthens the Department's commitment to the Reconciliation agenda.

Our new RAP is a three year plan that is reviewed annually. Continuing on from our last RAP, this refreshed 2015-2018 edition builds on our achievements to date and demonstrates our continued commitment to make real and sustainable progress forwards, be a true leader in government and welcome Reconciliation innovation for the future.



RELATIONSHIPS

DPC values strong relationships as the foundation of everything we do and we understand that this can only grow from a place where there is mutual understanding.

We believe that meaningful relationships between Aboriginal and non-Aboriginal people, agencies, and communities are based on trust, understanding, and real actions that lead to shared positive outcomes for all of us.

Action	Responsibility	Timeline	Measurable Target
1.0 Establish RAP Working Group with meetings held as required	Aboriginal Reconciliation Committee, DPC	Achieved; September, 2015	<ul style="list-style-type: none"> RAP Working Group is established and consulted, with key Aboriginal staff members involved RAP is endorsed and signed off by ExCo
2.0 Annual Review of DPC RAP	Aboriginal Reconciliation Committee, DPC	Achieved; November, 2014 Ongoing annually October, 2015 October, 2016 October, 2017 October, 2018	<ul style="list-style-type: none"> DPC Reconciliation Committee undertakes an annual review of achievements prior to the previous year
3.0 Implementation of the Aboriginal Employment Plan (AEP) - DPC will maintain the Cultural Consultant position as it drives the implementation of the DPC Aboriginal Employment Plan.	Director, Human Resources and Organisational Development	Achieved; October, 2015	<ul style="list-style-type: none"> The Cultural Development Consultant position to be maintained on an ongoing basis

Action	Responsibility	Timeline	Measurable Target
<p>4.0 Support and promote the RAP - There is high level support and ownership of the RAP throughout the organisation, and the RAP progress is kept on the agenda at the leadership levels.</p>	<p>Chief Executive, DPC;</p> <p>ExCo</p>	<p>Tabled at CEGAA meetings in November each year</p>	<ul style="list-style-type: none"> • DPC continues to lead the agenda for the Chief Executives Group on Aboriginal Affairs (CEGAA) for RAP actions and projects • RAP reports are tabled for CEGAA meetings twice-yearly
<p>5.0 Collaboration and Engagement - through a long term process of embedding cultural inclusion, competency and safety, DPC will be better positioned to engage meaningfully and as a responsive agency as required.</p>	<p>Director, HR and Organisational Development;</p> <p>Aboriginal Reconciliation Committee, DPC</p>	<p>Ongoing as needed</p>	<ul style="list-style-type: none"> • DPC will identify and communicate with appropriate community representatives • Staff are supported in developing an understanding of the cultural protocols of Aboriginal communities they engage with
<p>6.0 National Reconciliation Week - DPC will be commemorated each year with DPC providing opportunities for Aboriginal staff and other employees to build relationships with each other and their communities.</p>	<p>Aboriginal Reconciliation Committee, DPC</p>	<p>National Reconciliation Week: 27 May – 3 June 2016</p>	<ul style="list-style-type: none"> • At least one internal event is organised each year for National Reconciliation Week



RESPECT

We believe that the key to our organisation realising positive and mutually beneficial outcomes in our Reconciliation journey is learning and respecting the culture, country, spirituality, and history of Aboriginal people. This is why we strive to give everybody in our workforce a strong foundation of cultural learning

We acknowledge that racism still exists. It is also institutionalised in the systemic racism that means that Aboriginal and Torres Strait Islander Australians experience much higher barriers to opportunities and other positive outcomes. We commit to not only respect diversity, but also begin to find ways to address the racism that is so often a barrier for Aboriginal and other peoples in our community.

Action	Responsibility	Timeline	Measurable Target
<p>7.0 Cultural Awareness/Competency – DPC will engage employees in cultural learning to increase their understanding and appreciation of Aboriginal cultures, which will lay the important foundation for achieving other RAP outcomes.</p>	<p>Director, Human Resources & Organisational Development;</p> <p>Cultural Development Consultant</p>	<p>June, 2016</p> <p>Each quarter in line with induction program</p>	<ul style="list-style-type: none"> Aboriginal cultural awareness & competency training framework is developed and embedded in the DPC Corporate Plan Cultural awareness training is a component of professional development for all new permanent employees within six months of employment and is a mandated online course available through <i>OurDevelopment</i> A link to the RAP is included in the induction process for all new employees

Action	Responsibility	Timeline	Measurable Target
<p>8.0 Aboriginal Cultural Protocols – DPC will establish protocols to guide the Department that ensure we respectfully acknowledge and recognise Aboriginal culture, heritage and traditional ownership.</p>	<p>Cultural Development Consultant;</p>	<p>March, 2016</p> <p>Quarterly induction programs each year</p>	<ul style="list-style-type: none"> • Aboriginal cultural protocols are developed and endorsed by ExCo and are made available to all staff • Appropriate protocols are used in all DPC events. A listing of key contacts for Welcome to Country ceremonies will be available
<p>9.0 Recognition of Significant Dates – DPC will develop and support a listing of all Aboriginal significant dates. We will participate in, and support local events and celebrations.</p>	<p>Aboriginal Reconciliation Committee, DPC;</p> <p>Director, Service SA</p>	<p>27th June to 14th July,</p> <p>Annually</p>	<ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander flags are flown prominently during National Reconciliation Week, NAIDOC Week, and other significant dates • Public events for significant dates are endorsed and promoted to the Aboriginal community through Service SA and other relevant ways • Service SA includes a list of significant dates in the SA Government Diary each year

Action	Responsibility	Timeline	Measurable Target
<p>10.0 Staff engagement – DPC will support its Aboriginal employees to engage with their culture and community.</p>	<p>Chief Executive, DPC;</p> <p>All Divisional Managers</p>	<p>Annually</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Aboriginal staff are supported to attend NAIDOC Week events in their communities Aboriginal staff members are supported and encouraged to participate in events in their local community 5 days for Cultural Leave for Aboriginal employees in addition to existing leave entitlements
<p>11.0 DPC will create a work environment that promotes and celebrates Aboriginal cultures</p>	<p>Director, Office of the Chief Executive</p>	<p>Ongoing process as required</p>	<ul style="list-style-type: none"> Install at least six Aboriginal art works in prominent locations Explore honouring Aboriginal people or places through naming department meeting rooms The three key flags are permanently and prominently displayed in the foyer of the State Administration Centre and other DPC sites
<p>12.0 Commemoration of Governor Pastor Douglas Nicholls the first Aboriginal and Torres Strait Islander State Governor in Australia</p>	<p>Chair, Aboriginal Reconciliation Committee, DPC</p>	<p>Plan for display plan to be finalised by February 2016</p>	<ul style="list-style-type: none"> Provide support in partnership with the Department of State Development to hold a display to honour Pastor Doug Nicholls in December 2016

Action	Responsibility	Timeline	Measurable Target
<p>13.0 Fighting Racism – DPC will begin to identify, promote and build on good practice models to prevent and reduce racism.</p>	<p>Director, Human Resources and Organisational Development</p>	<p>June, 2016</p>	<ul style="list-style-type: none"> • DPC has explored the possibility to become formal supporter of the Racism: It Stops With Me campaign • Specific actions have been identified that we will undertake over the next three years to support our stance against racism
<p>14.0 Cultural network to meet half yearly to discuss employment, training and opportunities</p>	<p>Chief Executive, DPC; Cultural Development Consultant</p>	<p>October 2015 and March 2016</p>	<ul style="list-style-type: none"> • Identify strategies to increase representation of Aboriginal employees in leadership, management and executive levels
<p>15.0 To provide opportunities for DPC staff to engage with Aboriginal Cultures and Communities</p>	<p>Aboriginal Reconciliation Committee, DPC</p>	<p>30 June, 2016</p>	<ul style="list-style-type: none"> • Provide a reminder to business unit heads and Aboriginal staff regarding options to access leave entitlements to participate in Cultural events (See Action 10.0) • Promote NAIDOC Week events on the DPC intranet • Organise events for National Reconciliation Week (See Action 6.0)



OPPORTUNITIES

One of DPC's key drivers for its RAP and Aboriginal Employment Plan is the South Australian Strategic Plan (SASP), which promotes diversity in the public sector and sets a clear target (Target 53) to increase the levels of public sector employment of Aboriginal peoples.

Action	Responsibility	Timeline	Measurable Target
16.0 Aboriginal Employment Plan (EAP) - DPC will implement the Aboriginal Employment Plan and report on its progress and outcomes annually.	Cultural Development Consultant; Director, Human Resources and Organisational Development	December, 2015	<ul style="list-style-type: none"> Progress on the AEP strategies is monitored and reported to the DPC Reconciliation Committee and the Human Resources Committee annually, including progress on the commitment to reach a target of 4% Aboriginal staff by 30 June 2016. AEP is promoted within the Department
17.0 Implement the Aboriginal Business Procurement Policy (Policy approved by Cabinet in late September 2014)	Director, Procurement	June, 2016	<ul style="list-style-type: none"> Integrate this policy into existing procurement processes and practices Ensure that all relevant personnel are fully informed of their obligations and responsibilities with respect to the policy
18.0 Promote work experience for Aboriginal and Torres Strait Islander year 10 students within the department	Cultural Development Consultant	June, 2016	<ul style="list-style-type: none"> Promote work experience opportunities in identified communities and schools

Action	Responsibility	Timeline	Measurable Target
<p>19.0 DPC as an employer of choice for Aboriginal and Torres Strait Islander peoples</p>	<p>Cultural Development Consultant</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> Actively promote DPC as an employer of choice at community events/Training Expos

ACCOUNTABILITY AND TRACKING PROGRESS

To re-affirm the Department of the Premier and Cabinet's commitment to Reconciliation and maintain progress our RAP will be subject to an annual review with involvement from the Working Group. For each action in the Reconciliation Action Plan, a timeline, measurable target, and responsibility have been identified. These measurable targets will be subject to an annual review process.

The findings of the review will be reported to ExCo.

Action	Responsibility	Timeline	Measurable Target
Revised version of the RAP is endorsed by ExCo	Director, Office of the Chief Executive	October, 2015	<ul style="list-style-type: none"> RAP endorsed
The RAP is submitted to Reconciliation Australia for endorsement	Cultural Development Consultant	October, 2015	<ul style="list-style-type: none"> RAP endorsed and registered by Reconciliation Australia RAP made available to the public on the Reconciliation Australia website
The RAP is promoted internally within the DPC and made available to the public on the DPC website	Director, Office of the Chief Executive	December, 2015	<ul style="list-style-type: none"> RAP is promoted on DPC website and intranet

Action	Responsibility	Timeline	Measurable Target
DPC staff are accountable for contributions to the RAP	Chief Executive, DPC	September each year	<ul style="list-style-type: none"> DPC senior executives will be asked to discuss their leadership contribution to the implementation of the DPC RAP through their Annual Performance Review
The Reconciliation Action Plan will undergo a full review and audit annually, and refreshed every 3 years in consultation with the Department's Reconciliation Action Plan Working Group, Reconciliation Australia and other key stakeholders	Reconciliation Committee, DPC	Plan is completely refreshed by October 2016	<ul style="list-style-type: none"> Full annual review and audit takes place each year with involvement from RAP Working Group Refreshed Reconciliation Action Plan approved by ExCo and registered by Reconciliation Australia by mid-2015
Achievements and progress on the implementation and effectiveness of the DPC Aboriginal Employment Plan are reported annually	Reconciliation Committee, DPC	September annually	<ul style="list-style-type: none"> A progress report on the Aboriginal Employment Plan is made and delivered to the DPC Reconciliation Committee

DEPARTMENT OF THE PREMIER AND CABINET:

DPC RECONCILIATION COMMITTEE

The purpose of the Reconciliation Committee is to champion the Department's commitment to Reconciliation across DPC and to provide the organisation with oversight and leadership of Reconciliation matters. The Reconciliation Committee is responsible for driving and monitoring the RAP by:

- Assisting in the implementing of policies, guidelines and initiatives supporting the Reconciliation agenda
- Facilitating greater understanding of Aboriginal matters and improved service responses to Aboriginal peoples through supporting the implementation of the Cultural Inclusion Framework
- Preparing and monitoring implementation of DPC's Reconciliation Action Plan
- Developing and overseeing a calendar of Reconciliation-related events
- Providing advice to DPC's leadership on Reconciliation matters

SPONSOR

The Committee is sponsored by the Chief Executive, Department of the Premier and Cabinet.

RECONCILIATION

The Reconciliation Committee members are representative of a wide range of areas within our Department.



Cover Artwork

“Tjukurrpa - Dreamtime Story”

By artists Murray and Kanginy George of the Anangu Pitjantjatjara Yankuntajatara (APY) Lands

This painting depicts a central group of senior knowledgeable people sharing Dreaming stories with younger generations. The lines between the groups of people represent the sharing of knowledge by song or story. Each group sits around a fire. The stories are the same they were many thousands of years ago, and they will continue to be passed on down the generations.

The top half of the painting shows the stories depicted in the sky, illustrated here by circles and stars. *Ili* and *Wayanu* (wild fig and quandong) are the arguing stars in the top right corner, which tell Anangu of the changing seasons and ripening of fruits through their movement in the sky. To the left of these stars is *Tjina Nyaralinpa*, the 'saucepan', which is one of the feet of Wati Nyiru, the naughty man who chases the *Kungkarangkalpa* (Seven Sisters) across Australia, where they finally flee to the skies.

In the top left hand corner, the *Kaanka Tjukurpa*, the dreaming of the Crow, can be seen. Underneath the Crow is the *Kungkarangkalpa* (Seven Sisters) as they appear in their Constellation, also known as the Pleiades. The lines are connecting each story to one another, linking them in history and in time. The lines are story or song links. There are stars also connected to the stories, linking them to the heavens and to the ancestors.

Copyright Murray and Kanginy George, Courtesy Better World Arts, commissioned by the Department of the Premier and Cabinet.