

RECONCILIATION
ACTION PLAN

STRETCH

Reconciliation Action Plan

September 2021-24



Government
of South Australia

Department for Infrastructure
and Transport

Acknowledgement of Country

The Department for Infrastructure and Transport acknowledges the Traditional Custodians of the Country throughout South Australia and recognises their continuing connection to land and waters. We pay our respects to the diversity of cultures; significance of contributions and to Elders past, present and emerging.



Smoking ceremony for DIT employees on Hindmarsh Square by Major Moogy Sumners of the Ngarrindjerri Nations.

NB: An Aboriginal or Torres Strait Islander person is a person of Aboriginal and/or Torres Strait Islander descent who identifies as an Aboriginal and/or Torres Strait Islander (person) and is accepted as such by the community in which he or she lives. For the purpose of this Reconciliation Action Plan use of the term 'Aboriginal' is not inclusive of Torres Strait Islander people as the term 'Torres Strait Islander' is not inclusive of Aboriginal people. To acknowledge and respect both cultural groups, the term 'Aboriginal and Torres Strait Islander' is used to refer collectively to Indigenous Australians.



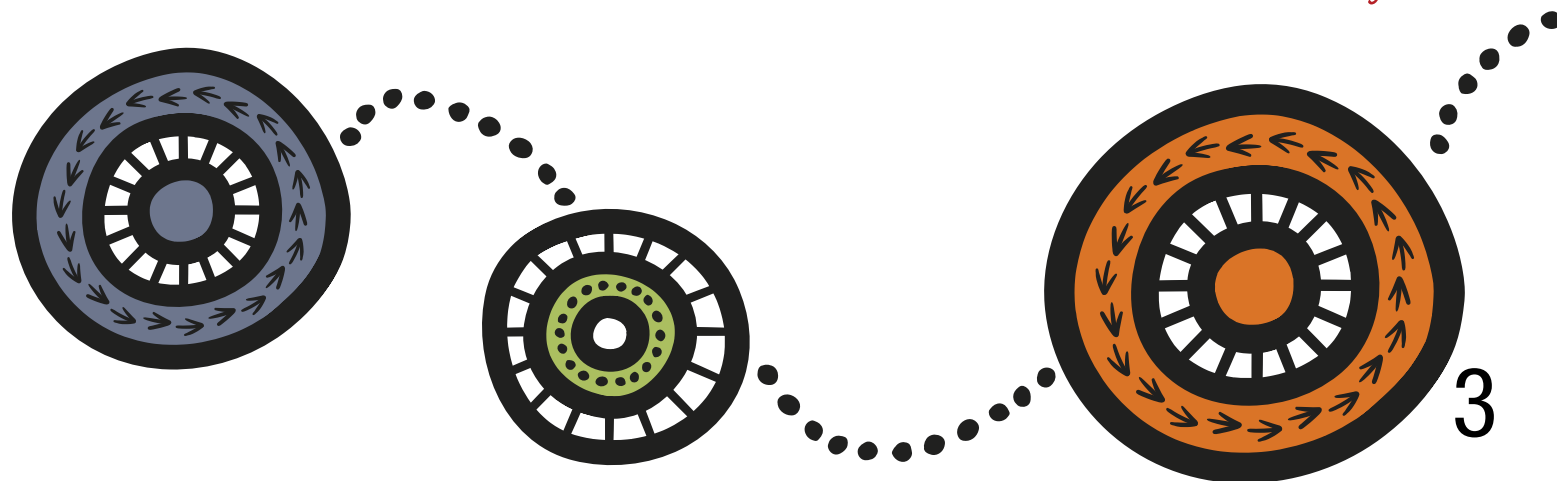
Artwork and Artist Profile



The RAP artwork has been created by Ngarrindjeri artist, Jordan Lovegrove. It shows Department for Infrastructure and Transport (DIT) on its reconciliation journey. The Department is represented by the large Emu, always moving forward on their journey; which is represented by the pathway going through the artwork. The different people and communities the Department meets and works with on the journey are shown by the meeting places scattered throughout the artwork. The different coloured background represents the land and water on which DIT operates.



Jordan Lovegrove



A Message from the Chief Executive

Welcome to the Department for Infrastructure and Transport (the Department) Stretch Reconciliation Action Plan (RAP) 2021-2024.

Our Department acknowledges Aboriginal and Torres Strait Islander peoples as Traditional Owners of land and waters in South Australia and recognises their continuing connection to those lands and waters.

The Department is committed to ongoing, meaningful and genuine reconciliation with Aboriginal and Torres Strait Islander peoples and this Stretch RAP represents a formal commitment to that goal, with specific and measurable goals and targets.

This Stretch RAP builds on the work the Department has already done – we have taken many steps along the road to reconciliation and are proud of some of the achievements that are outlined in case studies in this document.

These include Aboriginal community led naming of infrastructure, supporting Aboriginal businesses through our procurement and contracting policies, Aboriginal representation in our workforce and robust plans to ensure culturally informed and aware workplaces through the Department's Four Step Cultural Footprint Training.

However, these successes do not represent an end point, but a foundation from which to build. We acknowledge there is much more work that needs to be done and are committed to doing so.

Our Department is a large with broad influence across the State and we are committed to leveraging that influence to ensure positive outcomes for Aboriginal and Torres Strait Islander peoples and continuing our reconciliation journey individually and collectively.

True reconciliation with Aboriginal and Torres Strait Islander peoples means we must understand and acknowledge the past and how that continues to impact Aboriginal people today. Only then can we move forward together.

This Stretch RAP sets up clear, measurable targets for our Department to achieve, with responsibilities assigned to individual executive team members. In short, the outcomes we are striving for are embedded into the way we operate as a Department.



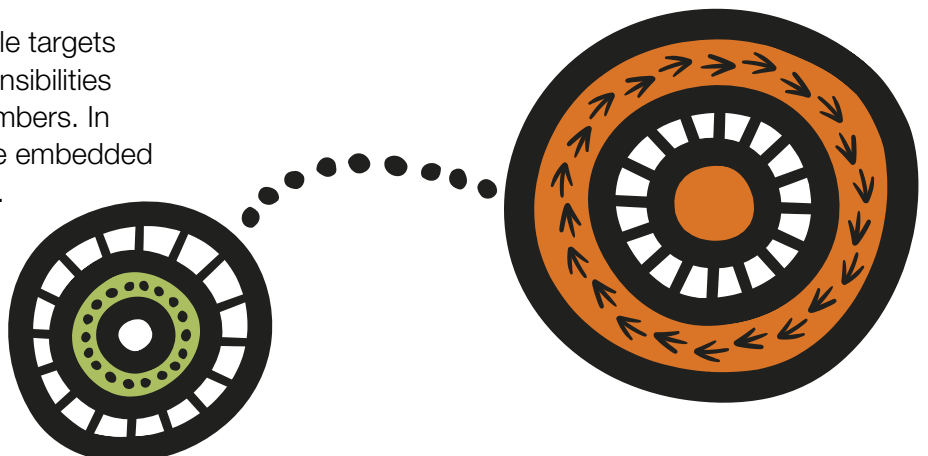
Jon Whelan

Chief Executive, Department for Infrastructure and Transport

Reconciliation sets the groundwork to address the continued disadvantage suffered by Aboriginal people and allows greater equity of opportunity, while also celebrating Aboriginal people's ongoing connection to the lands and waters on which we work and share as a community.

Meaningful reconciliation benefits all Australians and we believe that by working together to achieve true recognition is the only way we can fulfil our potential as a Department.

The road to Reconciliation is not easy but nothing worthwhile is. I urge everyone to read the RAP, understand how you can help to fulfil our targets individually, within your teams and across the entire Department.



A Message from the Chief Executive of Reconciliation Australia



Karen Mundine

Chief Executive Officer, Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate the Department for Infrastructure and Transport on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. Through the creation of this Stretch RAP, the Department continues to be part of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

Connecting the people, places and communities of South Australia, the Department has used its considerable sphere of influence to create tangible benefits for Aboriginal and Torres Strait Islander peoples on its reconciliation journey so far. It has focussed on increasing economic opportunities, as well as advocating for the inclusion of First Nations

cultures in South Australia's public spaces. The Department has directed over \$8 million into First Nations-owned businesses, as well as used its position to advocate in favour of the Wardang Island/ Waraldi boat ramp. It has consistently made the visibility of Aboriginal and Torres Strait Islander cultures a priority in its work, implementing dual-naming for bridges and walkway paths, as well bringing First Nations artwork to trams, the O-Bahn and buses.

This Stretch RAP sees the Department continue this impressive trajectory, embedding and expanding its commitments for further impact. It is strengthening its internal processes and capabilities, including teaching its staff about racism and anti-racism, as well as extending its cultural competency training for its contractors. The Department is continuing to prioritise crucial place-based reconciliation initiatives, expanding into community-led single naming for landmarks and projects. It is also going to act as a facilitator for connecting First Nations businesses and non-Indigenous partners, committed to hosting two forums a year, as well as creating an internal function to assist suppliers with Aboriginal and Torres Strait Islander employment. Through these commitments, the Department continues to make substantive and positive outcomes for First Nations peoples a priority in its work.

On behalf of Reconciliation Australia, I commend the Department for Infrastructure and Transport on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Our Vision

The Department for Infrastructure and Transport's vision for Reconciliation is that the deep knowledge and connection of Aboriginal and Torres Strait Islander peoples to lands and waters are acknowledged, respected and celebrated.

We will walk together to ensure equity for Aboriginal and Torres Strait Islander peoples within all areas

Our Business

The Department for Infrastructure and Transport is a South Australian state focused organisation that currently operates from 57 worksites consisting of 21 metropolitan locations and 36 regional offices/depots. As of May 2021, the Department employs 2,419 people, of which 99 identify as Aboriginal and/or Torres Strait Islander people, making up 4.09% of the total workforce.

The Department has a diverse portfolio that impacts many within the South Australian community on a daily basis. The Department is responsible for the following:

- developing strategic plans, programs, management frameworks and standards for transport network development and management settings that optimise outcomes;
- procuring and delivering transport infrastructure safely and efficiently to sustain and support growth and maximise the benefit of Government's investment in transport assets;
- developing the plans and oversee the delivery of infrastructure needed to connect the North-South Corridor and enhance economic opportunity and liveability for the communities it serves;
- connecting communities by enabling safe, reliable and efficient movements and flows of goods, services and people across the State's roads and marine networks;
- offering well-connected and customer-focused services for mass transit movements that can be delivered safely and efficiently;
- providing building project planning, design and construction services, facilities management and property related services to State Government clients; and

that the department has influence and across the community.

We will do this through advancing career development, economic and business participation, and through partnerships and meaningful engagement.

- providing systems for managing our people, our finances and our core business processes, ensuring we can work safely, compliantly, efficiently and productively.

We achieve our strategic priorities by harnessing the diversity of our purposes and people. Our sphere of influence is broad and diverse including Aboriginal communities in South Australia regionally and metropolitan, contractors, small and large public infrastructure enterprises and training providers. We leverage positive outcomes by engaging and partnering with the community and industry to continuously improve the lifestyles of all South Australians.



Our Reconciliation Journey

In 2014 when the Department for Transport and Infrastructure released its first Reconciliation Action Plan (RAP) in undertaking this journey, we knew that we had a significant role to play in the growth in the social and economic development of South Australia. We also recognised that the opportunity to positively influence the people we work with and work for to

ensure our vision of Reconciliation is achieved. We have set out to build a legacy that our Department will demonstrate leadership, commitment and authenticity in Reconciliation.

The Department is proud of our RAP Journey over the past seven years. There have been many achievements and challenges along the way.

Achievements

As we reflect on the work undertaken during our reconciliation journey as a large Department we will continue to:

Support Aboriginal businesses:

- Investing \$8,352,291.68 million directly into Aboriginal owned and operated businesses through our procurement and infrastructure projects.

Invest in local Aboriginal skills and knowledge:

- Through the use of our 'Aboriginal and Torres Strait Islander Employment and Retention Strategy' and 'Employment Register' 4.09% of our staff identify as Aboriginal and/or Torres Strait Islander persons, who gather and support each other annually through our 'Aboriginal Network Forum'. Aboriginal and Torres Strait Islander staff are offered mentoring and professional development opportunities to increase retention across the Department.

Build a culturally informed and aware workplace and worksites:

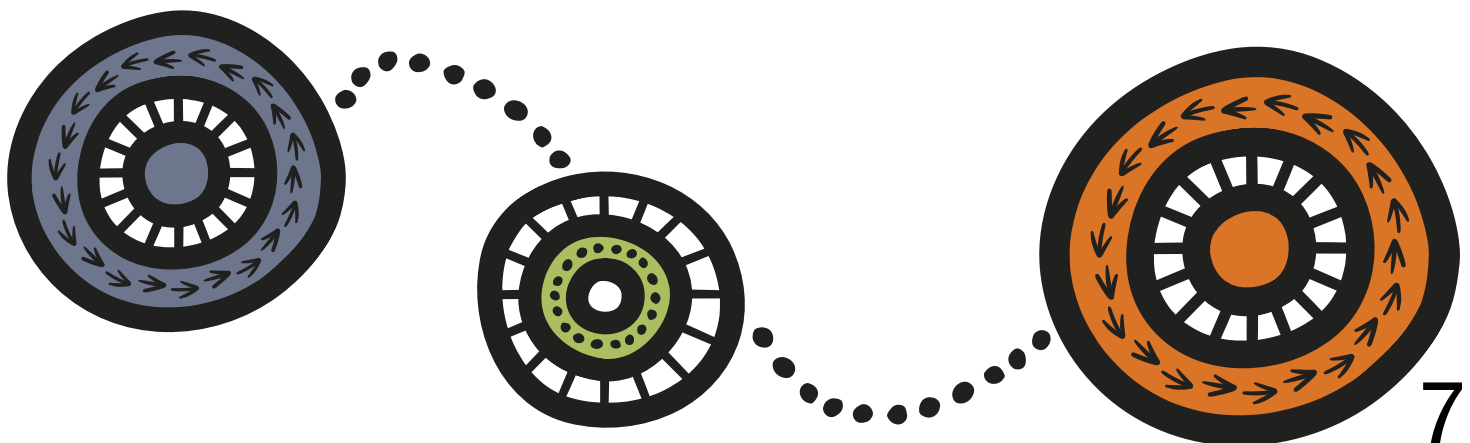
- 48% of our staff have completed training through our 'Four Step Cultural Footprint Training' (an online and face to face program), under the guidance of local Aboriginal trainers and facilitators.

Celebrate Aboriginal and Torres Strait Islander culture, knowledges and histories with the South Australian community:

- Through the dual naming of 6 bridges and 2 shared-use walkway paths in the city of Adelaide and the installation of three galvanized steel screens dedicated to Aboriginal local icons, histories and animals on the Gawler East Link Road.

Support the building and construction industry through facilitating partnerships between non-Indigenous Companies and local Aboriginal Communities:

- With memorandums of understanding being developed between local Kurna Community and Lendlease for the Northern Connector Project, resulting in jobs and investment in Aboriginal businesses.



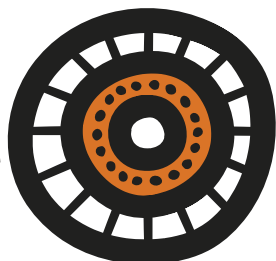
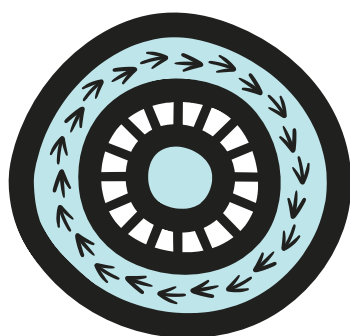
What Challenges Have We Experienced?

One of our challenges has been the development of Aboriginal and Torres Strait Islander staff. While we have maintained the Aboriginal and Torres Strait Islander employment rate above 3.9% of our workforce, we acknowledge that more work needs to be completed in providing career progression opportunities for Aboriginal and Torres Strait Islander people. The Aboriginal and Torres Strait Islander employment team is leading continual improvement in workforce development and retention strategies by engaging across the department and with Aboriginal and Torres Strait Islander staff.

Throughout the development of this RAP we have had the opportunity to reflect upon the relationships between Aboriginal and Torres Strait Islander and non-indigenous staff. These reflections have influenced our inclusion and diversity strategies which

include exploring new ways to strengthen initiatives such as the Racism! It Stops With Me campaign and have the conversation as strong drivers of change.

A strong theme that emerged is the need for all employees within the Department to have more opportunities for direct involvement in reconciliation. Moving our Reconciliation Action Committee away from an implementation group model to a strategic group model will enable our Divisions to develop a strong narrative for change through understanding, respect and developing the courage to stretch themselves and make a real difference. Engaging in genuine partnerships and listening to Aboriginal and Torres Strait Islander voices, feedback and views and communicating opportunities for all employees to be involved in RAP initiatives and activities will provide a platform for implementation.



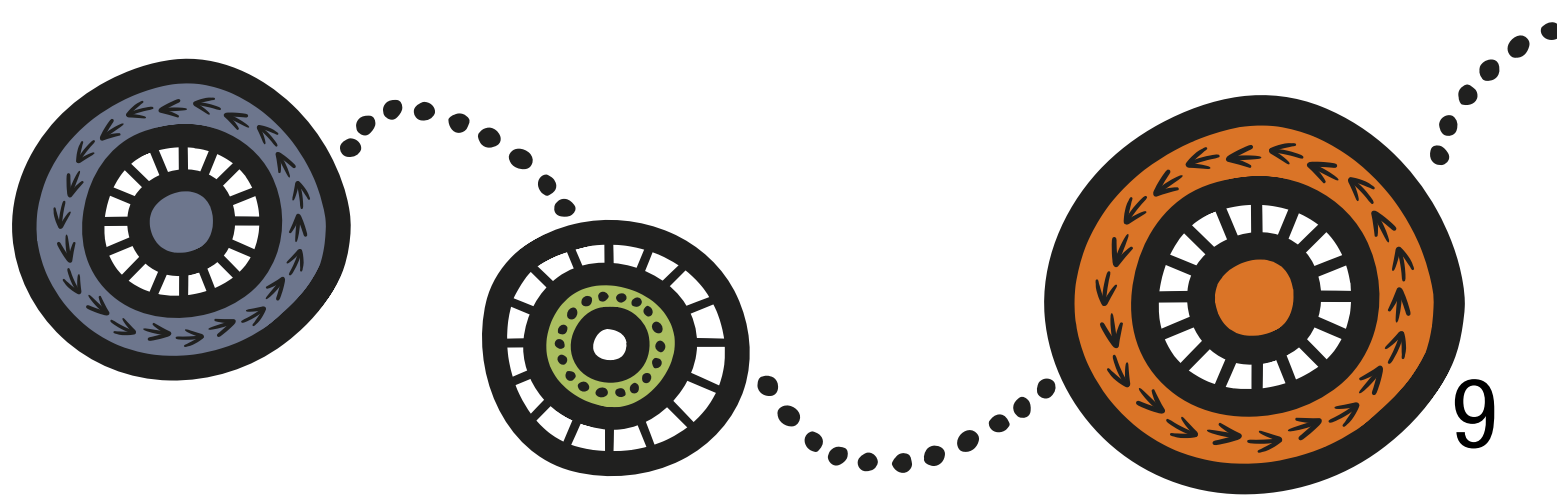
Opportunities

As we head into our second Stretch RAP we examined our journey to date and what opportunities now exist for the Department as we explore our role in progressing the reconciliation movement across our areas of influence.

During our RAP development we took the opportunity to listen to our staff and stakeholders from across South Australia. We have taken great care to explore what new opportunities and improvements we can make to ensure our work is truly embraced across the entirety of the Department, that we remain focussed on building positive relationships and ensure our work towards reconciliation is impacting meaningfully within communities and families right across South Australia.

Our key commitment to making this happen includes:

We must be committed and strong leaders	We need to be authentic and genuine	Investing in people and knowledge creates real change	Meaningful relationships are the cornerstone of Reconciliation
<p>That to make progress in achieving equity for Aboriginal and Torres Strait Islander people we must cultivate leadership within and outside our Department.</p>	<p>To truly impact on positive social and economic outcomes for Aboriginal and Torres Strait Islander people we must think, act and reflect in an authentic and genuine manner.</p>	<p>Our greatest assets in working towards reconciliation is the investment we make in the people we work with and work for, to truly connect with Aboriginal and Torres Strait Islander knowledge and work in a manner that respects this knowledge and the people who share this with us.</p>	<p>Building, creating and investing in meaningful relationships with Aboriginal and Torres Strait Islander people creates a wealth of knowledge and progress for all South Australians. It is the cornerstone of safe, welcoming and successful community partnerships.</p>



Developing our Stretch Reconciliation Action Plan

In 2020 the Department took a detailed look at our Reconciliation Journey to investigate where we can make greater commitments and 'stretch' the Department further. To do this we partnered with Reconciliation SA to undertake a significant 12 month engagement process with surveys, workshops and interviews with our leadership teams, Reconciliation Action Committee, our staff, our contractors and Aboriginal and Torres Strait Islander stakeholders (within and outside the Department) across South Australia.

Several common themes emerged:

- the need to increase awareness about the RAP and its commitments among our staff and stakeholders;
- the need for people, both internal and external to the Department to have more opportunities for direct involvement in reconciliation;
- provide more career progression opportunities for Aboriginal and Torres Strait Islander people within our organisation;

- efforts to eliminate racism and discrimination towards Aboriginal and Torres Strait Islander staff and stakeholders should be increased; and
- increase take up of cultural respect training by staff at all levels across the diverse work areas and sites of the Department.

The key learning for the Department from this process has been that the wider South Australian community is aware of, and acknowledges our commitment to reconciliation and our genuine desire to continue our commitment to reconciliation.

As a Department we are excited by the opportunity to further our work as leaders in reconciliation across South Australia. Our in-depth look at our achievements and challenges has only deepened our commitment to reconciliation and ensures we play our part as a major Department within the South Australian Government.

I feel that the Department has come a long way on its reconciliation journey over the course of its previous RAPs and is now a leader in reconciliation in the State

DIT Contractor

How Do We Know This?

The RAP has been developed by our Reconciliation Action Committee that is comprised of culturally diverse staff from across the Department, including four Aboriginal and Torres Strait Islander members. It is open to both executive and non-executive employees and endorsed by the Department's Executive Group.

The Executive Group is committed to achieving the key performance indicators identified in the RAP that is led and championed by the Chief Executive, Jon Whelan. As Chief Executive, he represents the Department's strategic priorities that includes implementation of the RAP across the agency and delegation of responsibilities to key staff for reconciliation deliverables.



Reconciliation Action Plan Champions

It is a fundamental human right for all people to have equity of opportunities and for their individual rights and cultures to be universally recognised and respected. This is especially true for Aboriginal and Torres Strait Islander peoples – the traditional owners of the lands and waters we live and work.

We have much work to do to make this a reality for Aboriginal people where our Department has influence and I am committed to continuing the Department's journey along the Reconciliation path.

I am determined to foster a culture which gives respect to Aboriginal culture and history, acknowledges tough historical truths and encourages all staff to work together, respectfully, to seek opportunities to continue our Reconciliation journey together.



Jon Whelan

Chief Executive, Department for Infrastructure and Transport



Shaun Childs

People and Corporate Services

Reconciliation to me means acknowledging the past and everyone working together to achieve respect and equality. Closing the gaps and building relationships are very important in achieving this.

Not feeling that we aren't alone in wanting to make things better for everyone.

An ongoing collaboration and working together with a common purpose to deliver mutual respect and equality.



Dino Cappello

South Australia Public Transport Authority



Jade Wilson

Road and Marine Services



Errol Lovegrove

People and Corporate Services

Reconciliation is what I do. I live it, breathe it, sleep it. To me it means we can have the hardest of conversations and people can be comfortable in being uncomfortable with those conversations. It means that when Aboriginal people say something is racist that we will be supported. It mean that across all spheres of life there will be real equality, not just in law, but in peoples' thoughts and feelings.



Ben Seidel

People and Corporate Services

Reconciliation to me means genuinely addressing past wrongs, and genuinely working together permanently and continuously for the best future possible.



Emma Kokar

Executive Director Road and Marine Services (Chair)

Reconciliation means that we all need to work together to achieve equality, trust and respect, it is an ongoing commitment which also means acknowledging the past, present and future.

For me reconciliation means acknowledging the injustices that have led to such inequality and disadvantage for Aboriginal and Torres Strait Islander peoples and doing everything we can to close the gaps we created particularly in life expectancy, employment, education and health. To do this we need to build genuine relationships and keep working on them until there is true equality.



Patsy Thomas

Road and Marine Services (Executive Officer)



Graeme Jackson

People and Corporate Services

Reconciliation means non- Aboriginal and Torres Strait Islander Australians engaging with Aboriginal and Torres Strait Islander people to try to heal the wounds that we have created by building a positive future together founded in equality, respect and truth.

Only once we have truly reconciled our past can we start fulfilling our true potential as a nation, now and in the future.



Paul Kermode

North-South Corridor

Reconciliation means acknowledging the past, building strong relationships and working together until every Aboriginal and Torres Strait Islander person can feel truly equal in the workplace and in society.

Reconciliation to me means an Australian society where the biases that I and my ancestors have faced will be extinguished by the time my daughters are old enough to be affected by them.



Amanda Seaman

People and Corporate Services



Ben Charles

South Australia Public Transport Authority

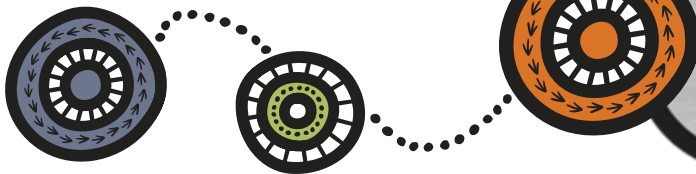
Case study 1: The cultural art installations on Adelaide Metro buses

Since 2010 the Department for Infrastructure and Transport has been running the Kardi Munaintya - Emu Dreaming - tram wrap to coincide with National Reconciliation and NAIDOC weeks in recognition and celebration of living Kurna culture and the 39 main Aboriginal language groups of South Australia.

In more recent years the Department has expanded its living artwork program to include super graphics on the O-Bahn and City Connector buses. Also designed by local Aboriginal landscape architect and visual artist and former Departmental employee, Paul Herzich, these buses raise awareness of Kurna people in the public realm and celebrate the diversity of Kurna people and language on Country.

The O-Bahn bus design – Ngadlu Wartapurru Kurna Miyurna – we are all Kurna people - features the four main stops along the O-Bahn corridor connected by meandering journey lines and reflects the Kurna landscape - from the hills, across the plains and to the sand dunes along the coast.

The City Connector bus features a generalised map of the city of Adelaide and tells a story of the local landscape pre and post colonisation, as seen through a Kurna person's lens.



O-Bahn bus design

Case study 2: Aboriginal community-led naming of infrastructure

Dual naming of significant state sites is an important way in which the Department pays respect to Aboriginal cultures, languages, and heritage.

Our conventions around dual naming are now business-as-usual, with several recent high-profile infrastructure projects, such as the Northern Connector and Darlington Upgrade including Aboriginal community-led single naming. On projects such as these, the Department asks Aboriginal Nations to take ownership of the process by nominating names that are most important to their communities. The nominated names are then approved and registered on the National Gazetteer Register of Official Place Names - becoming part of the nation's official mapping and appearing in our day-to-day lives on navigation sites like Google Maps.

The naming of infrastructure sites by Aboriginal communities not only promotes the recognition and education of Aboriginal languages and placenames, but also pays respect to the names of Aboriginal community leaders who have made positive impacts in our history and community.



Northern Connector upgrade with bridge signage



Case study 3: Supporting the Buthera Agreement and the community of Wardang Island/ Waraldi

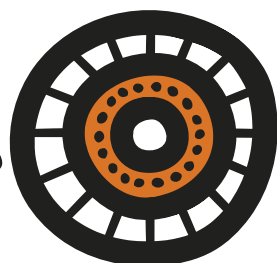
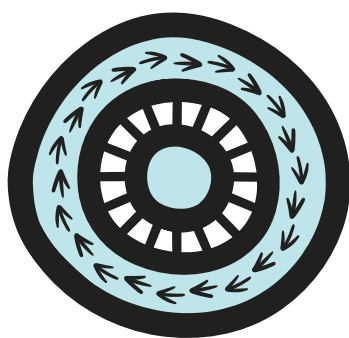
The Department for Infrastructure and Transport played a key role assisting the Narungga Nation to negotiate for the inclusion of a project to build a boat landing facility on Wardang Island/Waraldi in the Buthera Agreement between the Narungga Nation Aboriginal corporation and the State of South Australia. The previous landing facility was demolished by the State Government in 2007 due to its derelict and unsafe condition. Since then the only way to access the island has been by beach landing which presents safety and practical challenges for boat users.

It is anticipated that once complete, the new landing facility will bring tourism back to Wardang Island/Waraldi and with it economic development for the Narungga community who will operate the facility. This will benefit both the Narungga community and the wider public who will be able to participate in more economic, recreational, and cultural opportunities on the island.

The Department will continue to play a key role in the boat landing facility project, managing contracts, assets, and quality assurance for the project.



Wardang Island/Waraldi landing facility project



Case study 4: Telling Aboriginal history through personal stories and artwork

An initiative of the Department's previous Stretch RAP was to rename 31 meeting rooms over four floors of the Flinders Street Office with names of past and present Aboriginal Community Elders and Leaders. These Aboriginal Leaders were selected from across the different regions in the State and were chosen for their achievements as well as the positive impacts that they have had on their communities.

Along with renaming the meeting rooms, each room has been fitted out with the story of the Aboriginal leaders whose names were given and adorned with artwork that represents their totems and community/cultural landscapes. The stories and artwork were developed in consultation with the families and communities of the Aboriginal leaders, and the artwork was produced by Paul Herzich.

Once completed the rooms were opened with an official ceremony in which the Minister, staff, Aboriginal Elders and the families of the Aboriginal leaders were invited. Many of the families were emotional and ecstatic upon first seeing their loved one's storyboard and named meeting room. They, including several staff who have family connections to the Aboriginal leaders, felt honoured and proud that their loved ones had a place of their own.

The re-named rooms also provide all staff with the opportunity to get to know Aboriginal people and history, told through the lens of Aboriginal people themselves. Each time a staff member books a room for a meeting, they are immersing themselves, their colleagues and their stakeholders in the stories, cultures, and achievements of Aboriginal people in South Australia.



Relationships



The Department for Infrastructure and Transport is one of the largest South Australian Government Departments with a workforce over 2200 employees. Due to the size and diversity of the Department's portfolio we have the opportunity to positively impact the lives of more than 1.7 million people every day as they move across the state and access a range of government services.

Building and maintaining strong, open and respectful relationships with Aboriginal and Torres Strait Islander people and communities is fundamental to our

commitment to reconciliation and the successful operations of our Department.

These relationships improve social inclusion and foster a higher level of cultural understanding across the Department's workforce.

Focus area: We will deliver community-focused and customer-focused services to the community. We seek to improve community involvement in decision making, by improving the way we engage with Aboriginal and Torres Islander people in the community.

Case study: Embedding Reconciliation in Field Services

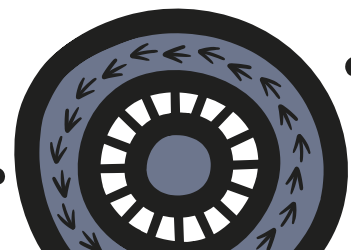
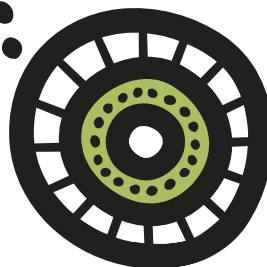
The RAP is an important cultural and strategic driver in the Field Services business section of the Department for Infrastructure and Transport, who manage road maintenance across the state. Field Services is staffed by a diverse range of employees spread across several regional locations, with 11% of employees identifying as Aboriginal and Torres Strait Islander people.

"With such a broad workforce from different backgrounds and worldviews, it's important that we educate our staff about the RAP and embed this into our organisational culture, as it drives better outcomes and productivity across the business" says Mark Elms, Manager of Field Services. An essential part of this process is elevating the voices of local community, Elders and Aboriginal and Torres Strait Islander employees in our planning processes and engaging our senior leadership team into the conversation.

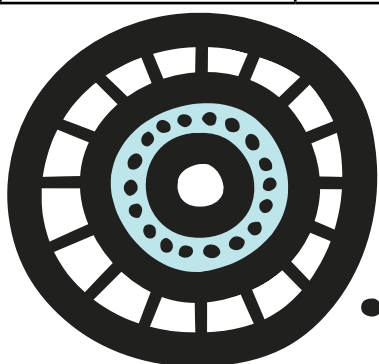
Through quarterly workshops, staff with different backgrounds take a collaborative approach to embedding RAP actions, planning unique Field Services related events, cultural training, cultural support services and community engagement initiatives.



Smoking Ceremony with Ivan Tiwu-Copley, Kaurna & Peramangk Senior



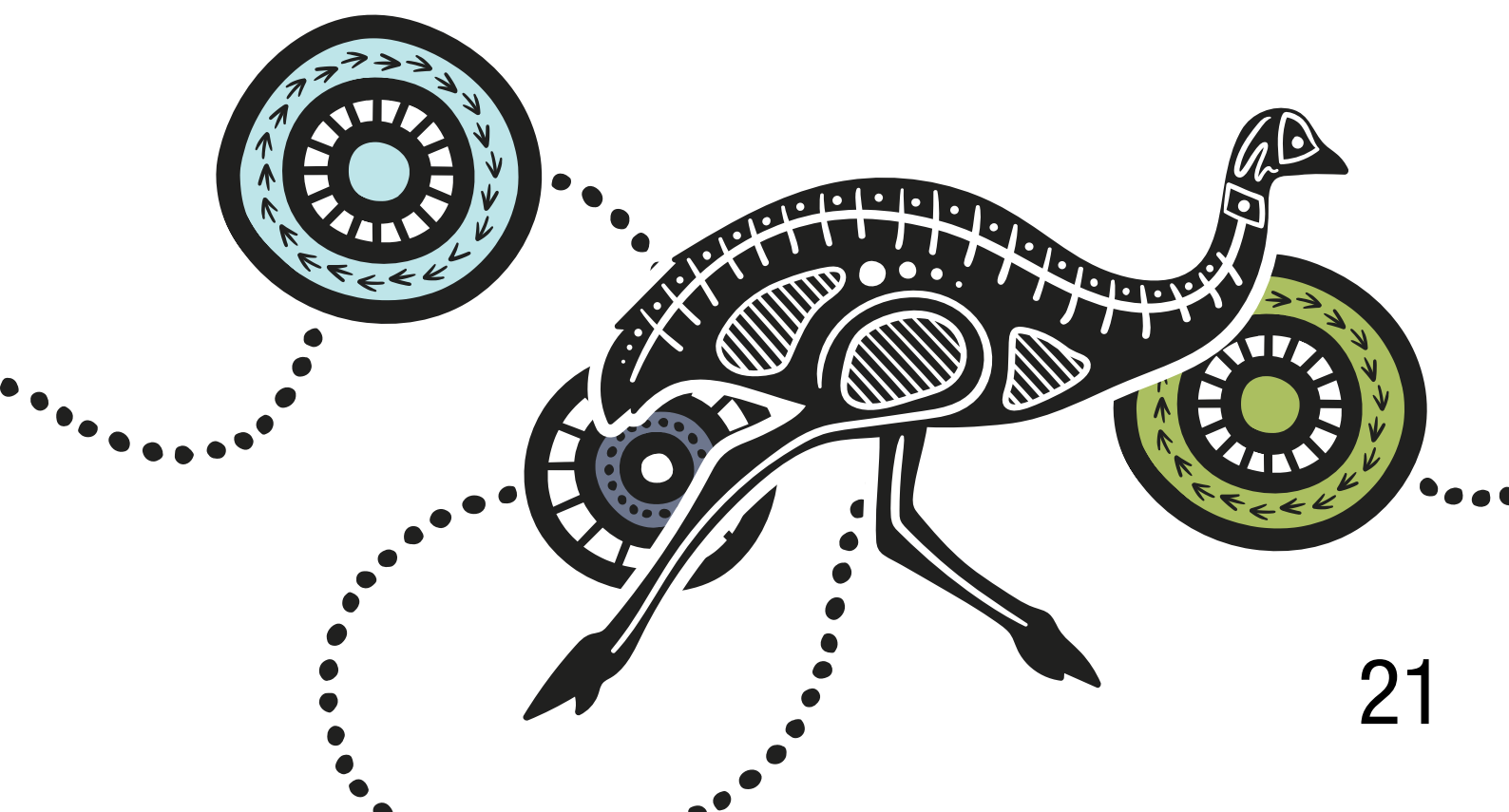
Action	Deliverable	Timeline	Responsibility
1. Continuously improve and strengthen relationships with Aboriginal and Torres Strait Islander people, communities, and organisations to support and embed ongoing positive outcomes and mutual benefits.	1.1 In partnership with Aboriginal and Torres Strait Islander communities, organisations and relevant experts, review and update a whole of Department strategy for engagement with Aboriginal and Torres Strait Islander communities and organisations, ensuring that: <ul style="list-style-type: none"> - This plan caters for the diversity between Aboriginal Community specific approaches across South Australia - That principles are applicable to policy and program application - That a continuous improvement model is incorporated 	December 2022	Director Aboriginal Engagement
	1.2 Formalise an Aboriginal and Torres Strait Islander Accountability and Improvement process, where engagement and partnerships are regularly reviewed to ensure: <ul style="list-style-type: none"> - The whole of Department Aboriginal Engagement Strategy and vision for reconciliation is embedded in all relationships between the Department and Aboriginal stakeholders across the State, and - All relationships continue to provide mutual benefits for all parties 	November December 2021, 2022, 2023	Director Aboriginal Engagement
	1.3 Instigate 'Leaders to Leaders' meetings and two-way partnerships (with at least three South Australian Aboriginal Communities) between the Department's Chief Executive Officer and South Australian Aboriginal Community Chief Executive/Chair to engage in an ongoing dialogue to progress: <ul style="list-style-type: none"> - Mutual interests as it relates to the Department's portfolio - Leveraging the Department's influence on broad social impacts 	December 2023	Director, Aboriginal Engagement
	1.4 Using existing ongoing relationships between the Department and Aboriginal communities consult with communities on how Departmental infrastructure projects and other programs can benefit Aboriginal communities and broader social and economic outcomes.	September 2021, 2022, 2023	Director, Aboriginal Engagement



Action	Deliverable	Timeline	Responsibility
2. Build relationships and awareness through celebrating National Reconciliation Week.	2.1 Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to all staff.	May 2022, 2023, 2024	Executive Director, Public Affairs
	2.2 Reconciliation Action Committee members to participate in at least two external National Reconciliation Week events and share engagement within teams/units and across the Department through Department wide communication channels.	May 2022, 2023, 2024	RAC Chair
	2.3 Encourage and support staff in metropolitan, regional and remote areas to participate in at least 1 local community-based events to recognise and celebrate National Reconciliation Week.	May 2022, 2023, 2024	Executive Director, Public Affairs
	2.4 Provide staff with flexibility to attend National Reconciliation Week events during and outside normal working hours and have time spent count as working hours.	May 2022, 2023, 2024	Director, People and Capability
	2.5 Collate and provide to all staff a list of community based National Reconciliation Week events, broken down by local area.	May 2022, 2023, 2024	Executive Director, Public Affairs
	2.6 Create a register for staff to log their attendance at community based National Reconciliation Week events and encourage/enable staff to post/hashtag visual/written testimonials on Departmental internal communications forums/sites/feeds.	May 2022, 2023, 2024	Executive Director, Public Affairs
	2.7 Attend the state-wide event hosted by Reconciliation SA for National Reconciliation Week each year, by hosting at least one staff table including both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff members from across the department.	May 2022, 2023, 2024	RAC Chair
	2.8 Promote the state-wide event hosted by Reconciliation SA for National Reconciliation Week each year, through the Departments sphere of influence, including contractors and other partners.	May 2022, 2023, 2024	RAC Chair

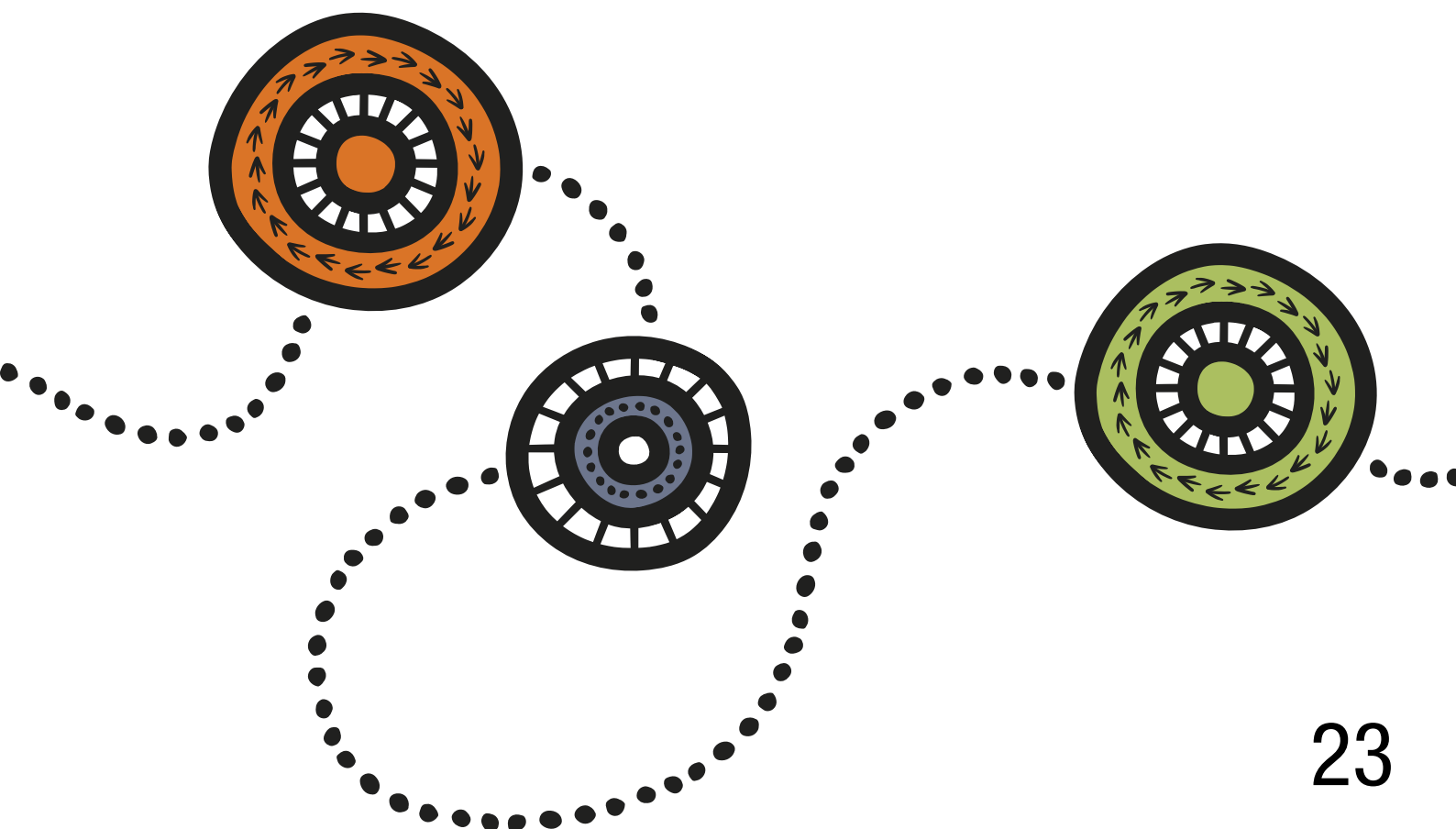


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	2.9 Every directorate hold at least one National Reconciliation Week event that: <ul style="list-style-type: none"> - Invites Departmental staff and key stakeholders (contractors and Aboriginal and Torres Strait Islander Community stakeholders) - Promotes the Department's Reconciliation Action Plan - Display how their respective directorate is contributing towards at least one deliverable in this RAP (use of presentations, community engagement or sites visits to be considered) 	May/June 2022, 2023, 2024	RAC Chair
	2.10 Hold one whole-of-Department sponsored celebratory National Reconciliation Week event each year that: <ul style="list-style-type: none"> - Adheres to cultural protocols - Accessible to all regional and remote staff - Extends invitations to external stakeholders, partners and other organisations and champions of reconciliation 	May/June 2022, 2023, 2024	RAC Chair
	2.11 Publish the whole-of-government National Reconciliation Week Calendar on the Department's intranet.	May 2022, 2023, 2024	Director Information Services
	2.12 Register all Departmental National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	May 2022, 2023, 2024	Director Information Services



Action	Deliverable	Timeline	Responsibility
3. Promote our commitment and activities to advance reconciliation through our sphere of influence.	3.1 Develop and implement a communication strategy to promote the RAP and its commitments across our sphere of influence.	September 2021	Executive Director, Public Affairs
	3.2 Distribute digital and hardcopies of the Department's RAP to all communities, organisations, and businesses within our sphere of influence.	September 2021	Executive Director, Public Affairs
	3.3 Invite recipients to attend annual progress report gathering to assist in their understanding of the Department's RAP and how they can play a greater role in the reconciliation movement.	September 2022, 2023	Executive Director, Public Affairs
	3.4 Review and update annually the 'Reconciliation' page on the Department's intranet to ensure it: <ul style="list-style-type: none"> - Promotes the Department's commitment to reconciliation - Hosts the RAP and tracks progress meeting commitments and celebrates successes - Hosts other reconciliation and Aboriginal and Torres Strait Islander related resources - Hosts feeds or forums for staff/community engagement in reconciliation activities 	September 2021, 2022, 2023	Director Information Services
	3.5 Create a 'Reconciliation' page on the Department's public facing website that: <ul style="list-style-type: none"> - Promotes the Department's commitment to reconciliation - Hosts the RAP and promotes the Department's achievements, including case studies of successful reconciliation activities - Publicises the Department's public facing reconciliation events and activities 	March 2022	Executive Director, Public Affairs
	3.6 Share with stakeholders the Department's reconciliation achievements, including case studies of successful reconciliation activities undertaken with partners and contractors to promote and celebrate partnerships through reconciliation, via: <ul style="list-style-type: none"> - Quarterly Reconciliation Newsletter - Social Media Platforms 	September and December 2021, 2022, 2023 April and June 2022, 2023, 2024	Executive Director, Public Affairs
	3.7 Attend, collaborate and participate in cross agency groups addressing Aboriginal and Torres Strait Islander wellbeing, reconciliation and employment across the sector.	September 2024	Executive Director People and Corporate Services

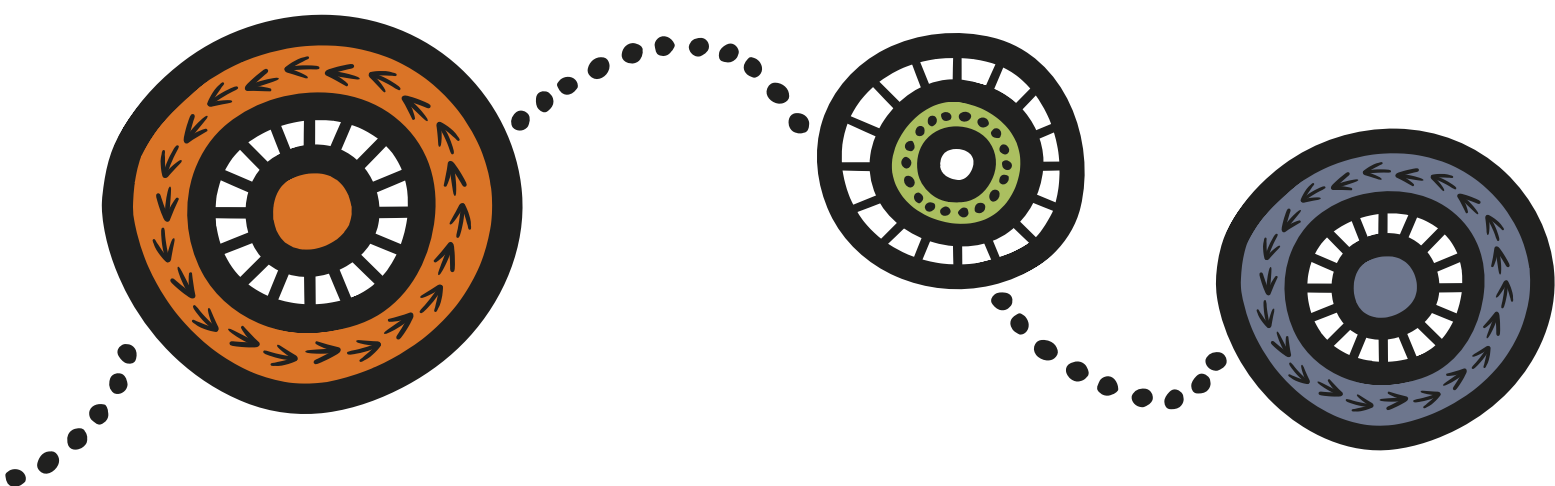
Action	Deliverable	Timeline	Responsibility
	3.8 Attend, collaborate and participate in the whole of Government Reconciliation Network to: <ul style="list-style-type: none"> - Co-design and Implement strategies to engage all staff to drive reconciliation outcomes - Co-design and implement strategies to positively influence our external stakeholders to drive reconciliation outcomes 	September 2024	RAC Chair
	3.9 Attend the state-wide event hosted by Reconciliation SA for the Anniversary of the Apology to the Stolen Generation in February each year, by hosting at least one staff table including both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff members.	February 2022, 2023, 2024	RAC Chair
	3.10 Promote the state-wide event hosted by Reconciliation SA for the Anniversary of the Apology to the Stolen Generation in February each year through our sphere of influence, including contractors and other partners.	January 2022, 2023, 2024	RAC Chair
	3.11 Develop a research partnership with UniSA that measures the impacts of the Department's RAP on South Australian business and community, enabling a greater understanding of the Department's contribution to the reconciliation agenda within its sphere of influence".	June 2022	RAC Chair



Action	Deliverable	Timeline	Responsibility
4. Create an organisational culture that has zero tolerance to racism and actively seeks contemporary solutions to systemic, structural and interpersonal racism.	4.1 Review current policies, procedures and training to ensure that Anti-Racism approaches are specifically identified and addressed, actively seeking input from Aboriginal and Torres Strait Islander staff and experts.	December 2021	Director, People and Capability
	4.2 Implement and communicate an anti-racism policy across our organisation, ensure all staff and key stakeholders are aware and familiar with its content. Ensure it is easily accessible.	February 2022, 2023, 2024	Director, People and Capability
	4.3 Provide ongoing education and learning opportunities for all staff (including senior leaders and managers) on the effects of racism and responding to racism in the workplace.	September 2024	Director, People and Capability
	4.4 Senior leaders to publicly support Racism Stops With Me campaign.	February 2022, 2023, 2024	Chief Executive
	4.5 Gather consumer feedback on the quality of services provided to Aboriginal and Torres Strait Islander people and communities by the Department, including investigating their experiences of systemic, structural and interpersonal racism when accessing services delivered by the Department.	September 2024	Director Service SA
	4.6 Deliver a series of practice focused 'lunch and learn' sessions - 4 per year - for staff about applying cultural learning day to day, focus on: - What is Racism and how do we see it - How to respond to Racism - Planning for an anti-racist workplace	December 2021, 2022, 2023	RAC Chair
5. Increase awareness of our RAP amongst staff and key stakeholders.	5.1 Host two workshops annually for staff to learn about the Department's RAP, its value and successes in advancing reconciliation and alignment with day to day work. - Facilitated by the Department's Reconciliation Champions and/or external Aboriginal and Torres Strait Islander organisations or reconciliation experts	November 2021, 2022, 2023 May 2022, 2023, 2024	RAP Champions



Action	Deliverable	Timeline	Responsibility
	5.2 Host two workshops annually for relevant stakeholders to learn about Reconciliation Action Plans, their value and successes in advancing reconciliation and alignment with business functions and priorities. - Facilitated by the Department's Reconciliation Champions and/or external Aboriginal and Torres Strait Islander organisations or reconciliation experts	October 2021, 2022, 2023 May 2022, 2023, 2024	RAP Champions
	5.3 Send quarterly emails and internal memo updates in each Directorate on RAP deliverable progress so staff can see their specific contribution to the RAP.	November, 2021, 2022, 2023 February, May, August 2022, 2023, 2024	Executive Director, Public Affairs
6. Support Aboriginal and Torres Strait Islander people in the workplace attend annual 'Aboriginal Network Forum'	6.1 Review and renew the annual 'Aboriginal Network Forum' to better support and engage Aboriginal and Torres Strait Islander staff, in partnership with Aboriginal and Torres Strait Islander stakeholders.	December 2021, 2022, 2023	Director People and Capability
	6.2 Increase Aboriginal and Torres Strait Islander attendance rates to the annual 'Aboriginal Network Forum' 80% of Aboriginal and Torres Strait Islander workforce.	December 2021, 2022, 2023	Executive Director People and Corporate Services
	6.3 In addition to the Aboriginal Network Forum (6.1), introduce 'lunch and learn' style sessions for Aboriginal and Torres Strait Islander staff to gather on a more frequent and less formal basis, at least twice a year, to connect, share experiences and support each other.	December 2021, 2022, 2023 September 2021, 2022, 2023	Director, People and Capability



Respect



Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, histories and rights is important to the Department for Infrastructure and Transport because we acknowledge that Aboriginal and Torres Strait Islander peoples have endured past injustices and dispossession of their traditional lands and waters as a result of government practices and policies.

The Department values this engagement and celebrates Australia's connection to Aboriginal and Torres Strait Islander First Australian cultures and histories and the resilience of Aboriginal and Torres

Strait Islander peoples. A primary focus for the Department is development and implementation of culturally inclusive practices, knowledge and understanding. Maintaining initiatives that respond to the diverse needs of Aboriginal and Torres Strait Islander employees and community groups.

Focus area: Respect aligns to the Strategic Objective to deliver optimised, safe and effective operations and workforce. To achieve this the Department aims to foster and promote a culturally competent workforce and culturally safe workplace environment.

Case study: Four Step Aboriginal Cultural Footprint Training

Since 2016, the Department for Infrastructure and Transport (the Department) has been delivering a four step Aboriginal Cultural Footprint training program (Cultural Program). The Cultural Program is a key deliverable within the Department's Reconciliation Action Plan (RAP). The program outline is attached, although it broadly includes:

- Step 1 Interactive Ochre
- Step 2 Impact Program
- Step 3 Cultural Awareness and Sensitivity Program
- Step 4 Cultural Respect and Safety

The objectives of this program are to better understand the Cultural Program's outcomes and its efficacy, the following were reviewed:

- processes to deliver the program;
- completion status' of each of the steps;
- common themes from participant feedback; and
- opportunities to maximise participation rates.

Each step of the Cultural Program has a different delivery method, provider and target audience.



Step Four Cultural Footprint Training – participants' responses to the workshop on "Whiteness".



Step Three Cultural Footprint Training – participants and Major Moogy Summers of the Ngarrindjerri Nations.

STEP 1 – Interactive Ochre	Interactive Ochre is an e-learning Aboriginal Cultural Awareness program that has national relevance. Its purpose is to allow individuals to explore components of Aboriginal Australian perspectives and their experiences at their own pace. This program sets its foundation of knowledge to enable individuals to undertake the other learning programs offered within the Department.
STEP 2 – Impact Program	The Impact Program provides a background knowledge of Aboriginal history in South Australia, by exploring the early movements of people, colonisation and dispossession from the land. This program considers the impact of systematic colonisation of South Australia on Aboriginal people up to the 1967 Referendum.
STEP 3 – Cultural Awareness and Sensitivity	<p>The Cultural Awareness and Sensitivity Program picks up where the Impact Program ends from the 1967 Referendum to provide some insight into key policies and exemptions.</p> <p>Participants will also gain a better understanding on Aboriginal Kinship systems, customs, native title and engaging with the Aboriginal Community.</p> <p>This program is delivered by an Aboriginal Community Member with years of experience in delivering Cultural Awareness Programs within the Public Sector.</p>
STEP 4 – Cultural Respect and Safety	<p>This program extends and enhances participants' ability to identify, understand and respond to racism, including institutional racism. It aims to:</p> <ul style="list-style-type: none"> ● Recognise and understand how dominant culture impact on experiences, opportunities and outcomes for Aboriginal and Torres Strait Islander Australians. ● Appreciate the impact of colonisation and dispossession of Aboriginal and Torres Strait Islander Australians, including historical and ongoing effects in their everyday lives. ● Support and implement initiatives for Aboriginal and Torres Strait Islander Australians as part of their work lives.

Program	Completions	Program	Completions
Step 1 – Interactive Ochre (on-line) *	Not available	2191	523
Step 2 – Impact Program	184	185	76
Step 3 - Cultural Awareness and Sensitivity Training	100	53	84
Step 4 - Cultural Respect and Safety Training	166	87	37
Total	450	2516	720

Participant feedback

'The trainer's approach is extremely effective in providing a thorough understanding in an interesting way'

'A history lesson, it tells the truth of the past and how we need to acknowledge it'

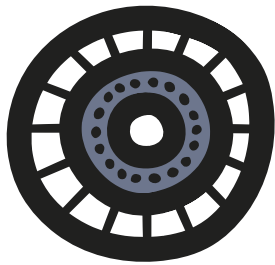
Action	Deliverable	Timeline	Responsibility
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	7.1 Operationalise and communicate the 2020 review into the Department's Cultural Learning Framework, reporting to RAC on the progress quarterly.	December, 2021, 2022, 2023 May, September 2022, 2023, 2024	Director, People and Capability
	7.2 In partnership with relevant Aboriginal and Torres Strait Islander experts, review each year the suite of cultural learning opportunities available and adjust the scope, content and delivery methods as required.	December 2021, 2022, 2023	Director, People and Capability
	7.3 Review and update in partnership with relevant Aboriginal and Torres Strait Islander experts the 'Four Step Aboriginal Cultural Footprint Training' program.	December 2021, 2022, 2023	Director, People and Capability
	7.4 Co-Design with Aboriginal and Torres Strait Islander stakeholders a Cultural Learning Program that aims to keep all staff engaged in cultural learning beyond the completion of the initial 'Four Step Aboriginal Cultural Footprint Training' program.	July 2022	Director, People and Capability
	7.5 Meet the following targets for staff cultural learning and training across the Department: - 100% of Reconciliation Action Committee members, People and Capability Managers and Senior Executives undertake the 'Four Step Aboriginal Cultural Footprint Training' - 100% staff complete Step 1 - Interactive Ochre (online training) - 30% staff complete Step 2 – Impact Program (face to face, Aboriginal Business Consultant Facilitated) - 20% staff complete Step 3 – Cultural Awareness and Sensitivity Training (face to face, Aboriginal Business Consultant Facilitated) - 20% staff complete Step 4 – Cultural Respect and Safety Training (face to face, Aboriginal Business Consultant Facilitated)	July 2024	Executive Director People and Corporate Services
	7.6 Ensure that staff from regional and remote areas have access to the 'Four Step Aboriginal Cultural Footprint Training', including strategies such as: - Delivering program regionally and remotely - Utilising mix media platforms to engage staff and trainers	July 2024	Executive Director People and Corporate Services

Action	Deliverable	Timeline	Responsibility
	7.7 Encourage take up of cultural learning by staff across organisation by including a requirement in the Personal Learning Agreement to undertake at least one form of cultural learning each year.	January 2022, 2023, 2024	Executive Director People and Corporate Services
	7.8 Leverage key measurables and targets in tender contracts to require Cultural Competency Training for contractors.	January 2022, 2023, 2024	Director Aboriginal Engagement
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols.	8.1 Maintain, communicate and update where required the cultural protocol document for Welcome to Country and Acknowledgement of Country: <ul style="list-style-type: none"> - Ensure staff understand the purpose and significance of these cultural protocols through information in the 'Four Step Aboriginal Cultural Footprint Training' program and induction of new staff members - Tailoring protocols for all regional and remote areas that the Department operates - Make document easily accessible on the Department's intra and internet (3.3 and 3.4) - Review the document regularly with input from Aboriginal and Torres Strait Islander stakeholders and experts to ensure it continues to be culturally relevant and appropriate 	October 2021, 2022, 2023	Director, Legal and Statutory Services
	8.2 Ensure Welcome to Country, Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	October 2021, 2022, 2023	Director, Legal and Statutory Services
	8.3 Ensure that 100% of all infrastructure openings undertaken by the Department include a Welcome to Country that is undertaken by a local Traditional Owner, review annually.	October 2021, 2022, 2023	Executive Director Public Affairs
	8.4 Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	September 2024	Executive Director Public Affairs
	8.5 Establish, maintain and make easily accessible to all staff a list of key contacts for organising a Welcome to Country.	October 2021, 2022, 2023	Executive Director Public Affairs

Action	Deliverable	Timeline	Responsibility
	8.6 Display an Acknowledgement of Country poster in the Department's main administration office buildings located at 77 Grenfell Street, 50 Flinders Street and 83 Pirie Street, and all other main office buildings and worksites.	December 2021, 2022, 2023	Director, Property
	8.7 Measure the confidence level of staff across the organisation to deliver an Acknowledgement of Country and organise a Welcome to Country when required. Utilise evidence to assist and better target guidelines and protocol documents.	December 2021, 2022, 2023	Executive Director, Public Affairs
9. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community.	9.1 In consultation with Aboriginal and Torres Strait Islander stakeholders the Reconciliation Action Committee and Senior Leaders to participate in an at least one external NAIDOC Week event each year.	July 2022, 2023, 2024	RAC Chair
	9.2 After each NAIDOC yearly event, in partnership with Aboriginal and Torres Strait Islander stakeholders, review levels of staff engagement in NAIDOC Week and other local Aboriginal community activities and identify and remove any barriers related to: <ul style="list-style-type: none"> - HR policies and practices - Awareness and resonance of activities personally and professionally 	August 2022, 2023, 2024	Director, People and Capability
	9.3 Upon the findings of 9.2 make recommendations to the Department's Executive on possible process/policy changes that can be made to better support participation in NAIDOC Week events/ activities (across all of South Australia).	November 202, 2022, 2023	Director, People and Capability
	9.4 Encourage and support all staff in metropolitan, regional and remote areas to participate in at least 1 local community-based events to recognise and celebrate NAIDOC Week.	July 2022, 2023, 2024	Chief Executive
	9.5 Provide staff with flexibility to attend NAIDOC Week events during and outside normal working hours and have time spent count as working hours.	July 2022, 2023, 2024	Chief Executive
	9.6 Create a register for staff to log their attendance at community based NAIDOC events and encourage/enable staff to post/ hashtag visual/written testimonials on Departmental internal communications forums/sites/feeds.	May 2022, 2023, 2024	Public Affairs

Action	Deliverable	Timeline	Responsibility
	<p>9.7 In consultation with Aboriginal and Torres Strait Islander people, each directorate to hold their own NAIDOC Week event that:</p> <ul style="list-style-type: none"> - Adheres to cultural protocols - Extends invitation to external Aboriginal and Torres Strait Islander people and other stakeholders and partners 	July 2022, 2023, 2024	Executive Director People and Corporate Services
10. Ensure that Aboriginal and Torres Strait Islander land rights, languages, cultures and histories are preserved and promoted.	<p>10.1 Ensure internal and external communications are inclusive of Aboriginal and Torres Strait Islander voices, languages, experiences and perspectives, including (but not limited to):</p> <ul style="list-style-type: none"> - Interviews with Aboriginal and/or Torres Strait Islander staff - Active projects within Aboriginal and Torres Strait Islander communities and community perspectives of this work 	May 2022, 2023, 2024	Executive Director, Public Affairs
	<p>10.2 Ensure that Aboriginal and/or Torres Strait Islander stakeholders are engaged to support the inclusion of cultures, languages and histories into any identified high valued Departmental project, asset, landmark or worksite.</p>	October 2023	Executive Director Transport Planning and Program Development
	<p>10.3 Develop an Aboriginal and Torres Strait Islander appropriate building artwork wrap for street front at 77 Grenfell Street and other regional offices across the state including Port Augusta, Whyalla, Port Pirie, Port Lincoln and Mount Gambier.</p>	October 2023	Executive Director, Public Affairs
	<p>10.4 Develop rest areas where aspects of local Aboriginal culture can be incorporated and Country is recognised (Acknowledgement of Country signage).</p>	September 2024	Executive Director Transport Planning and Program Development
	<p>10.5 Expand Aboriginal community room naming in partnership with local Aboriginal and Torres Strait Islander communities, to include offices at 83 Pirie Street circa December 2022.</p>	May 2024	Executive Director, Public Affairs
	<p>10.6 Continue and expand artwork wraps of highly visible public transport with at least two trams and two buses being 'wrapped'.</p>	May 2022, 2023, 2024	Executive Director, Public Affairs
	<p>10.7 Maintain dual naming conventions for Departmental projects and assets, and expand local Aboriginal community led single naming for new infrastructure projects and significant landmarks.</p>	September 2024	Executive Director Transport Project Delivery

Action	Deliverable	Timeline	Responsibility
11. Improve Cultural Safety across the organisation.	11.1 Review the extent to which the Cultural Safety principles incorporated into the Department's Work, Health Safety (WHS) Framework have been embedded into everyday workplace behaviour and business practice.	December 2022	Director, Safety, Risk and Assurance
	11.2 Ensure Role descriptions for positions within the Department explicitly outline expectations that staff joining the DIT workforce are required to undertake and meaningfully participate in Aboriginal and Torres Strait Islander training and development.	December 2021, 2022, 2023	Director, People and Capability
	11.3 Maintain, review and update as required a Cultural Capability Framework that outlines descriptions of key behaviours, underlying skills, knowledge and abilities required for successful performance at different classifications levels within the Department.	December 2021, 2022, 2023	Director, People and Capability



Opportunities



Creating opportunities for Aboriginal and Torres Strait Islander people to engage in meaningful employment and contracting with businesses owned and operated by Aboriginal and Torres Strait Islander people is important to the Department for Infrastructure and Transport because it contributes to building the Department's cultural competency and assists the Department to improve service delivery to all South Australians. Aboriginal economic participation aims to promote the growth and development of businesses owned by Aboriginal communities or individuals and contributes to the skills, expertise and wealth creation within the South Australian Aboriginal community.

Focus area: Opportunities align to the Strategic Objective of growth and job creation. This refers to the Department's contribution to the State's Economic Priorities which includes making South Australia the best place to live, visit and conduct business. Particular focus is given to increasing Aboriginal and Torres Strait Islander peoples' participation in employment and growing the capacity of regional business to deliver social outcomes, including initiatives that promote participation of businesses owned by Aboriginal and Torres Strait Islander people.

Case study: The Northern Connector infrastructure project supporting Aboriginal employment, Aboriginal businesses and recognition and respect of Aboriginal culture

The Northern Connector project commenced construction through the awarded contractor, Lendlease, in late 2016. By engaging early with Kurna Elders and community members on their expectations for the project, and then aligning these to strategic contract requirements, the Department was able to influence the outcomes of the project before it had even started, in ways that had profound impacts on the Aboriginal community. Over the life of the project, the Northern Connector became a hive of economic activity, with a strong focus on upskilling Aboriginal people through entry-level jobs and growing capacity for existing Aboriginal businesses such as RAW, who have now developed a civil construction capability.

An average of 11-13% of Aboriginal people worked on the project overall, with many finding ongoing employment beyond the project with sub-contractors in the civil construction field.

The project also became a hive of cultural activity and learning, with the onsite cultural hub, gallery and eatery, Café De Kurna, becoming a gathering place for Elders and many in the community during construction. The relationships built with the Kurna community allowed for swift, sensitive, and respectful action when excavation works revealed burial sites. The Department and Northern Connector contractors together with the Kurna community workshopped a repatriation process, resulting in a Kurna-led camp-out and repatriation ceremony.

Construction of the Northern Connector project is now complete, with infrastructure named with Aboriginal names, and signs erected to acknowledge the repatriation ceremony. This symbolises a long-lasting legacy of the learning and achievements that took place through the project, as well as respect and recognition of the Kurna land on which it sits.



Cafe de Kurna was established on site at the Northern Connector Project

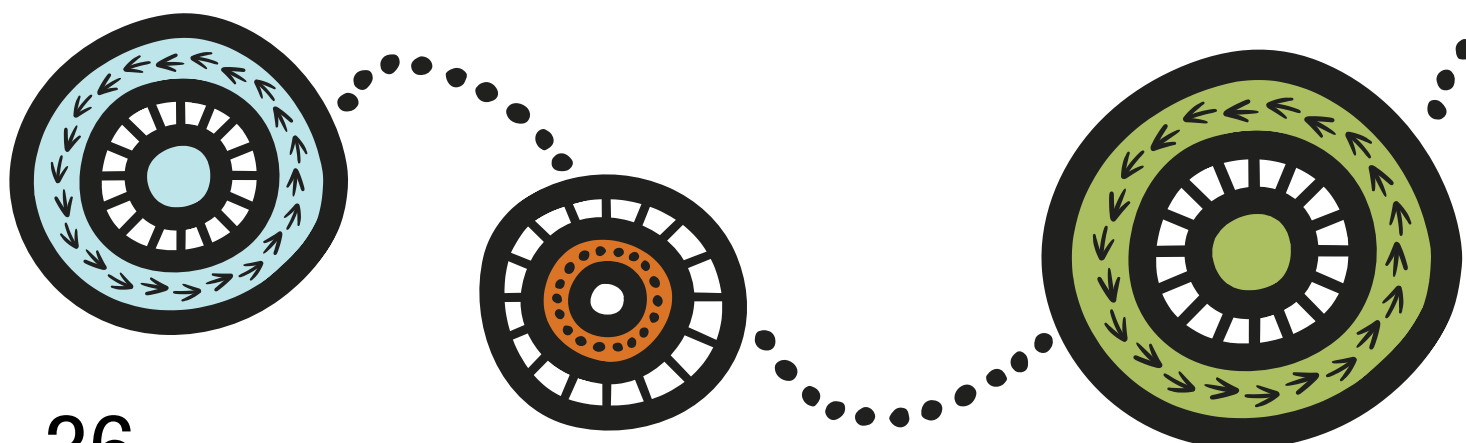


Danny Parkinson, Uncle Jeffrey Newchurch and George Panagopoulos at a Northern Connector NAIDOC Week celebration

Action	Deliverable	Timeline	Responsibility
12. Continuously improve strategies to increase, retain and develop Aboriginal and Torres Strait Islander staff.	12.1 Review and update our Aboriginal and Torres Strait Islander employment and retention strategy in consultation with Aboriginal and Torres Strait Islander staff and relevant experts, ensuring goals of the strategy are aligned to increasing, retaining and providing professional development opportunities for Aboriginal and Torres Strait Islander peoples.	September 2022	Chief Executive
	12.2 Maintain Aboriginal and Torres Strait Islander employment at minimum 4.5% workforce participation and informed by 12.1 identify strategies to stretch target at least 5%.	September 2024	Chief Executive
	12.3 Update and maintain the current Aboriginal and Torres Strait Islander Employment Register annually.	September 2021, 2022, 2023	Director, People and Capability
	12.4 Promote opportunities to all Aboriginal and/or Torres Strait Islander staff to participate in cross department professional development opportunities.	September 2024	Director, People and Capability
	12.5 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders and report to RAC.	November 2021, 2022, 2023 February, May, August 2022, 2023, 2024	Director, People and Capability
	12.6 Ensure our employment, application processes and HR Policies for recruitment of Aboriginal and Torres Strait Islander people remove systemic and interpersonal barriers.	Ongoing, reviewed December 2021, 2022, 2023	Director, People and Capability
	12.7 Commit to appointing two Aboriginal and/or Torres Strait Islander staff (one male and one female) as Peer Support Mentors for Aboriginal and Torres Strait Islander staff.	July 2022, 2023, 2024	Director, People and Capability
13. Increase Aboriginal and Torres Strait Islander staff in management and senior level positions.	13.1 Undertake a review of enablers and barriers to Aboriginal and Torres Strait Islander staff progressing to management and senior level positions within the Department.	October 2022	Director, People and Capability
	13.2 Informed by findings from 13.1, develop a 'Career Pathways and Promotion' strategy to increase Aboriginal and Torres Strait Islander staff in management and senior level positions.	May 2023	Executive Director, People and Corporate Services
	13.3 Provide 10 ongoing roles for Aboriginal and Torres Strait Islander trainees that successfully complete individualised program requirements and track career progression as per 13.1.	May 2023	Executive Director, People and Corporate Services

Action	Deliverable	Timeline	Responsibility
14. Promote the Department for Infrastructure and Transport as a values-based organisation and employer of choice that welcomes Aboriginal and Torres Strait Islander people.	14.1 Work with the Office of the Commissioner for Public Sector Employment to promote the Department for Infrastructure and Transport's employment programs to Aboriginal and Torres Strait Islander senior secondary and tertiary students.	September 2024	Director People and Capability
	14.2 Maintain annual Walpaara Anpa awards. Provide 15 awards each year for Aboriginal and Torres Strait Islander year 10 school students across SA.	September 2021, 2022, 2023	Director People and Capability
15. Increase Aboriginal and Torres Strait Islander business opportunities through procurement to support improved economic and social outcomes.	15.1 Develop and implement an Aboriginal procurement strategy that uses our influence with our contractors and partners, setting a target of 0.7 per cent spend on Aboriginal and Torres Strait Islander businesses with an increase of 0.1 per cent per year until 2023.	September 2024	Director Financial and Procurement Services
	15.2 Review annually that our current procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	September 2021, 2022, 2023	Director Financial and Procurement Services
	15.3 Raise awareness among all staff about how the procurement of goods and services from Aboriginal and Torres Strait Islander businesses links with the Department's RAP, and broader social and economic outcomes.	June 2022, 2023, 2024	Director Project Procurement and Contracts
	15.4 Ensure ongoing engagement with South Australian Industry Advocate and Supply Nation to ensure greater opportunities for Aboriginal business engagement across the department's activities.	September 2024	Director Financial and Procurement Services
	15.5 Host two forums per year to connect Aboriginal business partners and non-Indigenous business partners to share industry knowledges and enable opportunities for partnerships outside of the Department's jurisdiction.	September 2022, 2023, 2024 May 2022, 2023, 2024	Director Aboriginal Engagement
	15.6 Demonstrate the Department's active engagement and development of Aboriginal businesses in South Australia by meeting with the departments Aboriginal Business procurement partners on an annual basis.	December 2021, 2022, 2023	Director Project Procurement and Contracts

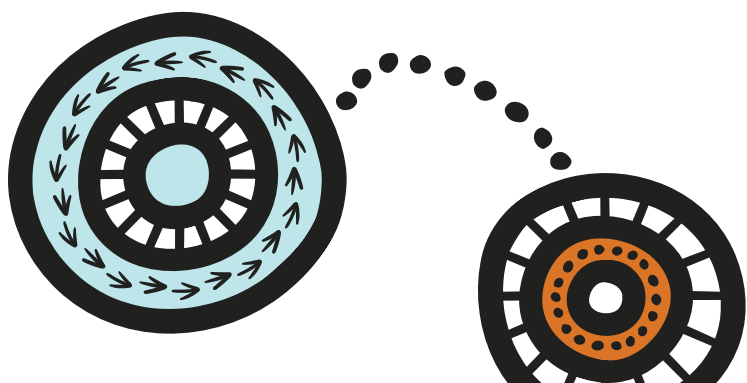
Action	Deliverable	Timeline	Responsibility
16. Support building construction contractors and suppliers, providing opportunities for Aboriginal and Torres Strait Islander contractors and workers in major construction and facilities management projects.	16.1 The Department to undertake research to understand South Australian building and civil construction industry capacity to set stretch targets for Government Building and Civil Construction contracts. These targets consider opportunities for: <ul style="list-style-type: none"> - Minimum employment target for Aboriginal and Torres Strait Islander people - Minimum percentage for labour hours for Aboriginal and Torres Strait Islander people - Minimum percentage for Aboriginal and Torres Strait Islander trainees and apprentices - Minimum percentage spend on sub-contracts with Aboriginal and Torres Strait Islander businesses - Any other target research of the local industry identifies as an achievable stretch target 	December 2022	Executive Director Transport Planning and Program Development
	16.2 Implement closed tender processes for Aboriginal owned businesses to compete against each other for Department contracts.	September 2021, 2022, 2023	Director Project Procurement and Contracts
	16.3 Create a role or business function that is responsible for providing contractors and suppliers with consistent and committed 'whole-of-project' guidance, support and feedback through all stages of working with the Department to assist them to meet Aboriginal employment and business targets and other RAP commitments.	September 2021	Director Financial and Procurement Services
	16.4 Make explicit in tender and contract documents the links between the targets and expectations set and the Department's RAP and reconciliation objectives.	October 2021, 2022, 2023	Director Financial and Procurement Services





Action	Deliverable	Timeline	Responsibility
17. Maintain an effective Reconciliation Action Committee (RAC) to drive governance of the RAP.	17.1 Review annually and update if required the Terms of Reference for the RAC and share with all members.	May 2022, 2023, 2024	RAC Chair
	17.2 Maintain both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander representation (internal and external) on the RAC.	May 2022, 2023, 2024	RAC Chair
	17.3 Develop a yearly forward schedule of meetings to meet at least four times per year to drive and monitor RAP implementation.	December 2021, 2022, 2023	RAC Chair
18. Provide appropriate support for effective implementation of RAP commitments.	18.1 Create a role or business function that provides advice to the RAC and is responsible for: <ul style="list-style-type: none"> - Coordinating the development, implementation, monitoring and reporting of the Department's RAP - Providing guidance and support to divisions and directorates responsible for implementing RAP deliverables - Assisting with selecting, inducting and supporting Reconciliation Champions 	December 2021, 2022, 2023	RAC Chair
	18.2 Staff with assigned responsibilities within the RAP are to have key activities listed in Performance Learning Agreement and this to be reviewed in line with core operational requirements.	December 2021, 2022, 2023	Executive Director, People and Corporate Services
	18.3 All staff include in their Performance Learning Agreement activities that they can undertake in their day to day role to meet the Department's RAP commitments, drawing from participation in 17.2.	December 2021, 2022, 2023	Director, People and Capability
	18.4 Hold workshops as part of performance planning cycle to assist staff to implement tangible RAP activities that are aligned to their role and business functions. Workshops may be facilitated by Reconciliation Champions and/or external Aboriginal and Torres Strait Islander organisations or reconciliation experts.	December 2021, 2022, 2023	Director, People and Capability

Action	Deliverable	Timeline	Responsibility
	18.5 Maintain an internal RAP Champion from senior management.	Ongoing reviewed September 2021, 2022, 2023	Chief Executive
	18.6 Develop a Reconciliation Champion Strategy that aims to: - Support Reconciliation Champions to drive implementation of the RAP in their sphere of influence - Enable communication between Reconciliation Champions, RAC and Leadership	May 2022	Executive Director, Public Affairs
	18.7 Include progress of RAP implementation as a standing agenda item at senior management meetings.	September 2022	Chief Executive
	18.8 Embed a system to track, measure and report on all RAP commitments.	May 2022, 2023, 2024	RAC Chair
	18.9 Embed resource and reporting for RAP implementation on the Department's intranet and internet reconciliation webpages.	May 2022, 2023, 2024	RAP Champions
19. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	19.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021, 2022, 2023	RAC Chair
	19.2 Investigate participation in the RAP Barometer.	May 2022 May 2024	RAC Chair
	19.3 Publicly report our RAP achievements, challenges and learnings through the State Government's whole of government reconciliation reporting processes. Make reporting available on the 'Reconciliation Journey' website.	December 2021, 2022, 2023	RAC Chair
	19.4 Communicate quarterly updates on RAP progress to all staff.	October 2021, 2022, 2023 February, May, September 2022, 2023, 2024	RAC Chair



Action	Deliverable	Timeline	Responsibility
20. Review, refresh and update RAP.	20.1 Provide staff, including Aboriginal and Torres Strait Islander staff across the department, the opportunity to input into the development of the RAP.	September 2023	Chief Executive
	20.2 Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	RAC Chair
	20.3 Send draft RAP to Reconciliation Australia for feedback.	March 2024	RAC Chair
	20.4 Submit draft RAP to Reconciliation Australia for formal endorsement.	August 2024	RAC Chair

RAP Contact

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