



# Reconciliation Action Plan

July 2024 – July 2026



RECONCILIATION  
ACTION PLAN

INNOVATE



Government  
of South Australia

Department for Housing  
and Urban Development



## Acknowledgement of Country

**We acknowledge the Kaurna people as the Traditional Owners/Custodians of the Adelaide Plains region on which Department for Housing and Urban Development is based. We also acknowledge and extend our respect to Elders past, present and emerging and other Aboriginal and Torres Strait Islander Peoples.**

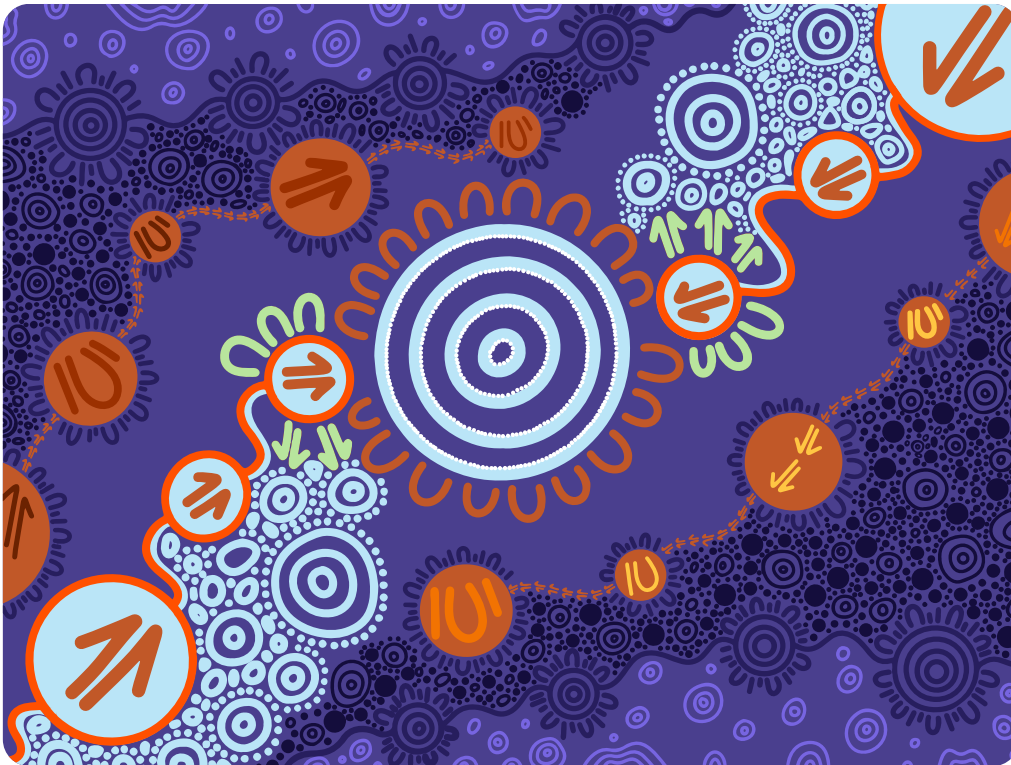
Our aim is to walk side by side with Aboriginal and Torres Strait Islander peoples across our state in a manner which is respectful to their cultural and heritage beliefs and their spiritual connections with Country.



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## Our RAP artwork



### Statement from the Artist: Journey

The centre waterholes represent the departments surrounded by people. The outer waterholes leading to the centre represent the departments leading to one, with kangaroo tracks in the centre to represent the department's journey in always moving forward and never back. The orange and purple waterholes along the outside represent the many communities and people who are at the forefront of the department's journey as they proudly serve the community with professionalism, honesty and integrity. These community meeting places are connected with journey lines to show that, alongside the department, people in the many different communities are on a journey together in a coordinated effort to invest in essential infrastructure for community now and in the future – with the focus of always moving forward.

I am Gabriel Stengle, a proud Ngarrindjeri, Narungga, and Kaurna woman hailing from the lands of South Australia. My roots run deep in rich Indigenous cultures, and I am honoured to carry the traditions and stories of my ancestors forward.

# CEO statement, Reconciliation Australia



## **Reconciliation Australia commends the South Australian Department for Housing and Urban Development on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).**

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The South Australian Department for Housing and Urban Development continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources the South Australian Department for Housing and Urban Development will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the South Australian Department for Housing and Urban Development using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the Department for Housing and Urban Development to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the Department for Housing and Urban Development will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Department for Housing and Urban Development's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations to the Department for Housing and Urban Development on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**

## A message from our Chief Executive



**Marni naa pudni  
(Welcome-Good you all came)**

The Department for Housing and Urban Development acknowledges and respects Aboriginal people as the Traditional Owners and Custodians of the lands and waters now known as South Australia.

At the Department for Housing and Urban Development, we are on a journey towards reconciliation. So, I am honoured to introduce our Innovate Reconciliation Action Plan (RAP) that represents our unwavering commitment to fostering positive change and building stronger relationships with Aboriginal and Torres Strait Islander peoples and communities.

Our Innovate RAP aligns with our strategic vision and outlines specific actions and initiatives that will continue to drive positive change within our department and in the wider community. It includes commitments to employment opportunities, empowered and engaged workforce, procurement from Aboriginal

and Torres Strait islander businesses, cultural awareness training, and community engagement. It is a roadmap that will continue leading us towards a future of greater understanding, inclusivity and shared prosperity.

In developing this RAP, we have engaged peak bodies, Kurna Elders, like-minded organisations, leaders and our own employees. We have listened to and learned from their wisdom and incorporated their feedback into our plan. This collaborative approach has assisted our RAP to be respectful, meaningful and authentic. We thank those who have willingly shared their perspectives to assist in the development of this RAP.

We acknowledge that to make a sincere and lasting impact requires sustained effort, ongoing learning, and a deep commitment to change. We will continue to engage with Aboriginal and Torres Strait Islander businesses, communities and people in the spirit of partnership and collaboration.

We will track our progress, celebrate our successes, and learn from our challenges.

As we continue on our reconciliation journey, I invite every member of our department and our stakeholders to embrace the principles of reconciliation in their daily work and interactions. Together, we can create a workplace and a community where all individuals, regardless of their background, feel respected, valued and empowered.

**David Reynolds  
Chief Executive**

# Our vision for reconciliation

**Our vision for reconciliation is a department that values the knowledge and cultural heritage of Aboriginal and Torres Strait Islander peoples. We embrace the truthful reflection of histories and the experiences of Aboriginal and Torres Strait Islander peoples and strive for genuine relationships, mutual respect, and equitable opportunities for Aboriginal and Torres Strait Islander businesses and communities.**

In taking action, walking side by side in collaboration with Aboriginal and Torres Strait Islander peoples, the Department strives to explore a future where:

- Reconciliation is embedded at the core of our design and planning initiatives.
- Aboriginal and Torres Strait Islander businesses thrive through support, mentorship, and access to resources, enabling prosperity.

- We integrate Aboriginal and Torres Strait Islander cultural perspectives and values into our organisational processes, planning processes, ensuring that communities' cultural heritage and aspirations are respected and celebrated in the built environment.
- The department actively engages with Aboriginal communities, seeking their input and collaboration in the design process to creating spaces that are meaningful and culturally relevant.

Together, we will celebrate and showcase South Australia and the importance of Aboriginal and Torres Strait Islander knowledge within our sphere of influence for the benefit of all South Australians.

# Our business

**The Department for Housing and Urban Development prioritises housing and home ownership as the primary objective. In response to the national housing crisis, we are committed to accelerating the construction of additional homes to meet the urgent demand for quality housing.**

Our mission focuses on coordinating various portfolios related to housing, housing infrastructure, urban development, and planning. By ensuring sound decisions and efficient management, we strive to create sustainable, well-planned communities offering safe and affordable housing options.

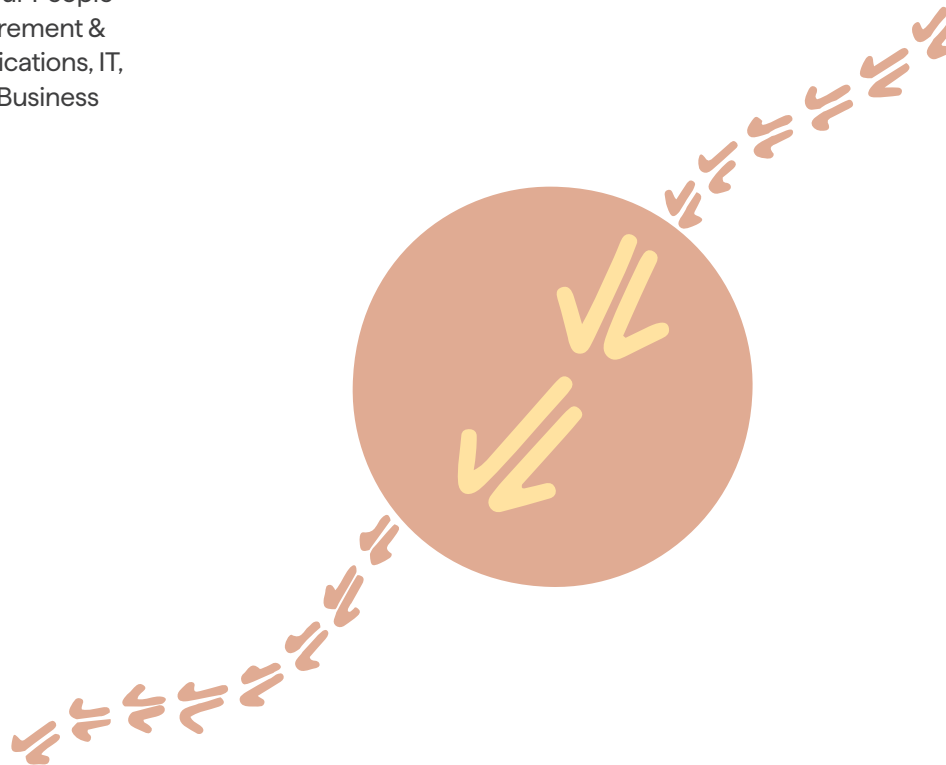
## Our Business Functions:

- **Planning and Land Use Services (PLUS):** manages the planning and land use systems for South Australia's assets through evidence-based research, integrated policy development and stakeholder engagement. We use what we learn to build creative, liveable, sustainable communities.
- **Office for the Registrar General (ORG):** oversees the Land Titles Office through Land Services SA, ensuring integrity of the Land Titles Register Book, managing the assurance fund for title guarantee, and regulating fees. The Registrar-General also handles financial governance and manages the contractual relationship with Land Services SA for land titling and valuation services
- **Housing Infrastructure Planning and Development Unit (HIPDU):** drives residential developments and coordinate infrastructure investment.
- **Office for Design and Architecture South Australia (ODASA):** promotes the value of good design with the view that every new development has the potential to improve our quality of life, attract investment and reduce our impact on the environment.
- **Office of the Valuer General (OVG):** State's independent authority on property valuations responsible for the delivery of fair and equitable statutory valuations for all properties in the state in accordance with the Valuation of Land Act 1971.

- **Office for Local Government:** consults with local councils and gives advice on the constitution and operations of local government, particularly the legal framework for councils' operation.
- **Outback Communities Authority (OCA):** manages and governs the unincorporated areas of South Australia, a region which encompasses 63 per cent of South Australia and is home to around 4,500 people who live in small townships and settlements including pastoral, farming and tourism enterprises. The OCA performs some functions usually carried out by local government and some that is generally the responsibility of state government.
- **Operations:** provides support that enables the work of other Directorates. This includes our People and Culture, Finance, Procurement & Facilities, Media & Communications, IT, Strategic Coordination and Business Operations teams.

As of 1 July 2024, we employed 277 employees, of which 3.24% employees identified as Aboriginal and/or Torres Strait Islander people. The Department for Housing and Urban Development is committed to the retention, recruitment and development of employees that identify as Aboriginal and/or Torres Strait Islander people over the duration of our Reconciliation Action Plan and into the future.

Our internal and external stakeholders include our employees, property industry stakeholders, contractors.



## Our RAP

**The Department recognises that achieving a reconciled Australia is a journey, and through our staff we aim to progress reconciliation and build strong and respectful relationships with Aboriginal and Torres Strait Islander peoples and communities.**

We have already taken a number of steps in our reconciliation journey to date. Its impact is still ongoing. The notable events include:

Focus Area	Our Progress
<b>Race Relations</b>	Cultural sensitivity, awareness and respect training was made mandatory for all new and existing employees.
	Traditional Kurna Language workshops were conducted for our employees where the participants also learned to deliver the Acknowledgement of Country in traditional language.
	Participation of our employees in Jawun Secondment, Aboriginal Mentorship Program and Aboriginal Frontline Leadership Program.
	Creation of RAP Working Group to promote a whole-of-organisation approach to the RAP with representation of Aboriginal and Torres Strait Islander employee voice and Kurna Elder Uncle Tamaru as our Cultural Advisor.
	Participation in the review of the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) CORE Foundation Cultural Learning program.
	Development and implementation of the Welcome to Country and Acknowledgement of Country Protocols document in consultation with Kurna Elder Uncle Tamaru.
	Embedding Acknowledgement of Country in meetings and official gatherings within the Department and events organised by the Department. All power point slides now include an Acknowledgement of Country slide.
<b>Equality and Equity</b>	Participation in the National Reconciliation Week Breakfast.
	Holding NRW and NAIDOC week events internally which included: <ul style="list-style-type: none"> <li>• An online live talk with the Author, Andrew O Keefe to learn the leadership lessons from the First Nations Leadership.</li> <li>• Basket weaving and culture awareness workshops led by Micky Barlow.</li> <li>• Cultural Sensitivity and Respect Training by Bookabee and Tjindu Foundation.</li> <li>• Immersive Kurna Cultural Experience via Cultural Cruise.</li> <li>• Collaborated with other Public Sector agencies on NRW Film Festival.</li> </ul>
<b>Institutional integrity</b>	The Department has a dedicated intranet page for reconciliation where articles, information is published communicating to all staff the activities that help them engage in reconciliation.
<b>Unity</b>	Became members of Reconciliation SA.

## Our learnings

1. The success of its implementation is everyone's responsibility. The plan needs visible leadership.
2. It is essential we effectively promote the Reconciliation Action Plan and its significance internally.
3. We need to make this plan a part of our everyday work and include these in our work and performance plans.
4. It is important for our department to continue to create a culturally safe space in the workplace and understand the barrier to recruitment.
5. We need greater understanding of Aboriginal cultural and intellectual property rights.
6. We need to better understand cultural responsibilities and the cultural load of Aboriginal and Torres Strait Islander people, including the impact of Sorry Business within communities and for our employees.

## Development of our Innovate RAP

**Our RAP provides a framework for the goals of our reconciliation journey. It will help deliver measurable change by:**

- helping us improve our knowledge of cultural wellbeing of Aboriginal and Torres Strait Islander people in areas of languages, cultural practices, land and waters, and access to culturally relevant communications; and
- facilitating and supporting increased opportunities for Aboriginal and Torres Strait Islander people and their businesses to participate in planning processes and improve design outcomes in our built environment and public spaces.

Our RAP is championed by our Chief Executive and Chief Operating Officers. In development of this RAP, our RAP Working Group included:

- One Cultural Advisor, a respected Kurna Elder
- Two employee representatives who self-identify as Aboriginal and/or Torres Strait Islander individuals.
- Chief Operating Officer
- Registrar General
- Manager People and Culture
- Principal Organisational Development Consultant
- Digital Engagement Coordinator
- Executive Support Officer
- ICT Support Analyst
- Policy and Project Lead
- Senior Planning Officer

In the development of our RAP, the Department initially undertook a RAP reflection survey where all employees were invited to share their feedback. Digital resources were used to help raise awareness of reconciliation activities. The RAP reflection survey was followed by a series of focus group meetings with Kurna Elder Uncle Tamaru and the RAP Working Group to unpack what success would look like against each outcome in our RAP. We undertook collaborative discussions with other agencies, Reconciliation Australia and South Australia.

We have undertaken engagement across our senior leadership group through one-on-one conversations. This instilled a shared ownership and ensured the RAP was directly related to our core areas of business. Consultation with our employees on the draft plan was undertaken via focus group discussions and an online platform. The RAP Working Group worked side-by-side with the Aboriginal and Torres Strait Islander Communities Elder Uncle Tamaru for it to be endorsed by Reconciliation Australia.



# Relationships



**Relationships are at the heart of reconciliation. At the Department of Housing and Urban Development, we are committed to contributing towards the wellbeing of South Australia’s Aboriginal and/or Torres Strait Islander people by embedding reconciliation into our business through planning and design initiatives. We will develop and strengthen respectful relationships with Aboriginal and Torres Strait Islander peoples across our work, through deepened consultation, partnership, cooperation and communication across all our work**

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Schedule meetings with local Aboriginal and Torres Strait Islander stakeholders and organisations to gather valuable feedback and insights. This input will be instrumental in developing a comprehensive whole-of-department Aboriginal and Torres Strait Islander engagement plan, including the guiding principles to shape our future interactions.	December 2025	<b>Lead:</b> Manager People and Culture
	Based on the conversations develop and implement a whole of department Aboriginal and Torres Strait Islander engagement plan including guiding principles for future engagement.	December 2025	<b>Lead:</b> Manager People and Culture <b>Support:</b> Principal Organisational Development Consultant
	Appoint a Cultural Advisory Network to inform our design and landscape advice and deepen relationships with Traditional Owners/Custodians.	May 2025	<b>Lead:</b> South Australian Government Architect (ODASA)
	Purchase and maintain Reconciliation SA membership annually.	March 2025	<b>Lead:</b> Principal Organisational Development Consultant
	Review and update, in consultation with the Aboriginal Affairs and Reconciliation Department, the Community Engagement Charter to provide guidance on engaging Aboriginal People on planning strategy and policy.	December 2024	<b>Lead:</b> Director Business Services
	Review and amend, in consultation with Aboriginal Affairs and Reconciliation – AGD, the Community Engagement Toolkit to provide guidance on engaging Aboriginal People on planning strategy and policy.	December 2024	<b>Lead:</b> Director Business Services



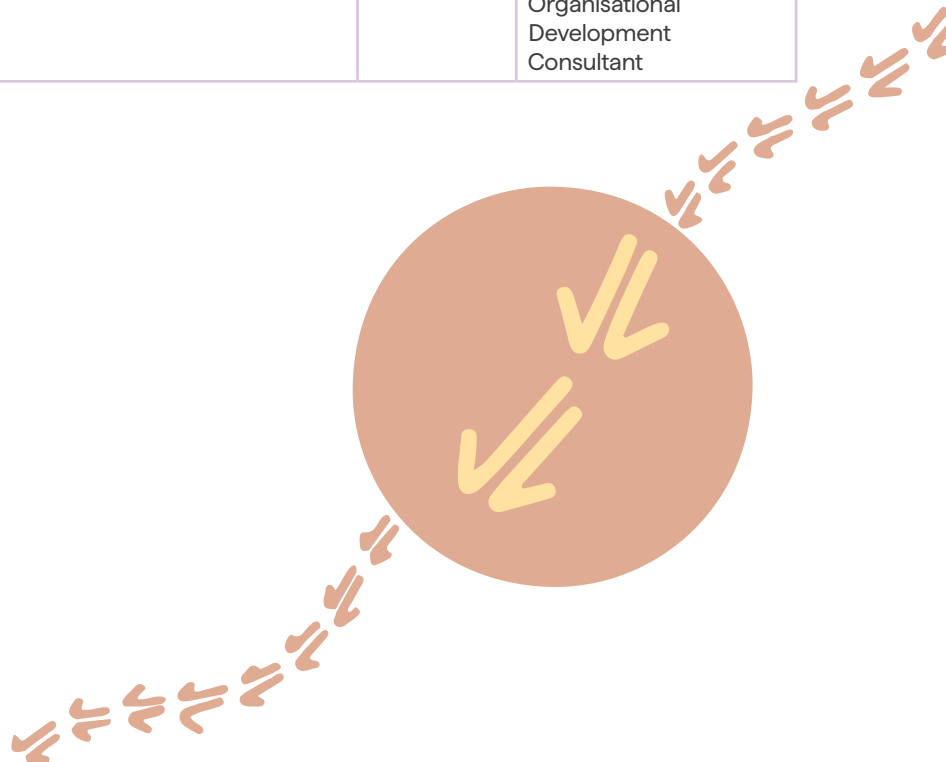
## Relationships

Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees.	May 2025; May 2026	<b>Lead:</b> Principal Organisational Development Consultant
	Ensure the RAP Working Group members participate in an external NRW event.	27 May– 3 June 2025 and 2026	<b>Lead:</b> Chair Inclusion Committee
	Purchase and host at least one table annually for employees to attend Reconciliation SA's National Reconciliation Week (NRW) Breakfast.	May 2025, 2026	<b>Lead:</b> RAP Chair <b>Support:</b> Manager People and Culture
	Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May– 3 June, 2025 and 2026	<b>Lead:</b> Chief Executive
	Organise at least one NRW event each year and encourage our employees to participate in the events.	27 May– 3 June, 2025 and 2026	<b>Lead:</b> Principal Organisational Development Consultant
	Register Department's NRW events on Reconciliation Australia's NRW website.	May 2025; May 2026	<b>Lead:</b> Principal Organisational Development Consultant
<b>3. Promote reconciliation through our sphere of influence.</b>	Implement strategies to engage our employees in reconciliation and to highlight examples of culturally safe and responsive practice.	August 2024 August 2025	<b>Lead:</b> Chief Operating Officer
	Continue to update the content on the dedicated RAP intranet page to engage our staff in reconciliation and to highlight examples of culturally safe and responsive practices in collaboration with Aboriginal and Torres Strait Islander stakeholders.	May 2025 May 2026	<b>Lead:</b> Principal Organisational Development Consultant
	Promote reconciliation throughout the year by hosting a diverse range of internal events (seminar series, guest speakers, cultural experiences) and encouraging staff participation in external events.	August 2024 August 2025	<b>Lead:</b> Chief Operating Officer <b>Support:</b> Executive Team
	Publish our department's RAP on our website and intranet.	August 2024	<b>Lead:</b> Manager People and Culture
	Explore opportunities to influence and encourage partners and suppliers to engage with Aboriginal and Torres Strait Islander businesses within our sphere of influence.	September 2025	<b>Lead:</b> Manager Procurement and Facilities
	Reaffirm our commitment to reconciliation by collaborating with at least three other RAP and like-minded organisations, including other public sector agencies, to implement ways to advance reconciliation.	October 2025	<b>Lead:</b> Manager People and Culture



## Relationships

Action	Deliverable	Timeline	Responsibility
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Actively promote HR policies, procedures and reporting provisions concerned with discrimination.	September 2024 August 2025	<b>Lead:</b> Chief Operating Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our Policies and procedures concerned with anti-discrimination.	June 2025	<b>Lead:</b> Manager People and Culture
	Provide ongoing education for senior leaders and managers on the effects of racism and unconscious bias.	Aug 2024 May 2025	<b>Lead:</b> Principal Organisational Development Consultant
<b>Be one of the Sponsors for the National Reconciliation Week Breakfast</b>	Purchase and host at least one table for our RAP members to attend Reconciliation SA's National Reconciliation Week (NRW) Breakfast.	May 2024	<b>Lead:</b> Manager People and Culture
	Sponsor the 2024 National Reconciliation Week (NRW) Breakfast.	May 2024	<b>Lead:</b> RAP Chair <b>Support:</b> Principal Organisational Development Consultant
	Sponsor 1 Community Table to affirm our commitment for reconciliation.	May 2024	<b>Lead:</b> RAP Chair <b>Support:</b> Principal Organisational Development Consultant





## Respect

**Department of Housing and Urban Development strives to be a culturally responsive and safe place to work. We believe an understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and experiences underpins respectful relationships.**

Our department seeks to deepen our relationship with Aboriginal and Torres Strait Islander communities and will actively seek to understand and promote cultural awareness, languages, and traditions of Aboriginal and Torres Strait Islander people among our staff.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Starting with an organisational level of elementary, develop an annual cultural awareness plan which defines continuous cultural learning needs of our employees and considers various ways cultural learning that can be provided (online, face-to-face workshops, learning resources, events or cultural immersion).	January 2025	<b>Lead:</b> Principal Organisational Development Consultant
	Work with the Traditional Owners/Custodians and Aboriginal and Torres Strait Islander staff to inform Department of Housing and Urban Development's Cultural Awareness Plan.	March 2025	<b>Lead:</b> Principal Organisational Development Consultant
	Communicate and implement the Cultural Awareness Plan for our employees.	June 2025	<b>Lead:</b> RAP Chair <b>Support:</b> Principal Organisational Development Consultant
	All people leaders, RAP members and People and Culture team will participate in Aboriginal and Torres Strait Islander cultural awareness training (online/ in person) to ensure culturally competent supervisory practices are applied based on understanding, cultural values, obligations, and Aboriginal and Torres Strait Islander customs.	May 2025	<b>Lead:</b> Chief Operating Officer
	Organise a bespoke training session for all new State Planning Commission members to undertake cultural sensitivity and respect training to gain a broad perspective of Aboriginal and Torres Strait Islander peoples' culture and respect and to ensure understanding of the Commission's role and responsibilities in this space.	October 2024 March 2025 March 2026	<b>Lead:</b> Director Business Services



Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Continue to promote the purpose and significance behind Cultural Protocols, including Acknowledgement of Country and Welcome to Country through awareness sessions.	June 2025 June 2026	<b>Lead:</b> Principal Organisational Development Consultant, <b>Support:</b> Senior HR Business Partner
	Department for Housing and Urban Development will display an Acknowledgement of Country statement in key office areas.	October 2024	<b>Lead:</b> Manager Facilities and Procurement
	Review and build on the existing Cultural Protocol document with Traditional Custodians.	May 2025	<b>Lead:</b> RAP Chair <b>Support:</b> Manager People and Culture
	Continue to implement and communicate the Department of Housing and Urban Development's Cultural Protocol Document.	November 2024, May 2025, November 2025, June 2026	<b>Lead:</b> Principal Organisational Development Consultant.
	Expand on the number of Department for Housing And Urban Development events where a local Traditional Owner or Custodian is invited to provide a Welcome to Country or other appropriate cultural protocol each year.	March 2025	<b>Lead:</b> Chief Operating Officer
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and significant Department for Housing And Urban Development events.	May 2025	<b>Lead:</b> Chief Operating Officer
	Work with Aboriginal and Torres Strait Islander peoples and Traditional Owners to develop a bespoke introduction to and acknowledgments of Country for each Regional Plan to heighten awareness of landscape areas that hold cultural, spiritual and environmental significance for Aboriginal and Torres Strait Islander peoples and Traditional Owners.	December 2025	<b>Lead:</b> Manager Strategic Planning
	Prompt early engagement in land use planning processes with appropriate permissions from Aboriginal and Torres Strait Islander peoples and Traditional Owners, map cultural landscape values in Regional Plans to identify areas that require detailed cultural heritage investigations before a rezoning proposal is accepted.	December 2025	<b>Lead:</b> Manager Strategic Planning



Action	Deliverable	Timeline	Responsibility
	Work with the Local Government Association and Aboriginal Affairs and Reconciliation – AGD to identify the appropriate Aboriginal and Torres Strait Islander Traditional Land Custodians to ensure their recognition and involvement in various OVG communications.	November 2025	<b>Lead:</b> Valuer General
	Review in collaboration with Local Government Association to identify corresponding Traditional Landowners to ensure acknowledgement and inclusion across a variety of the Office of the Valuer-General (OVG) communications.	November 2025	<b>Lead:</b> Valuer General
	Match traditional names with Council names for the Office of the Valuer General based communications (where possible) and work together with Local Govt. association to collate a single point of reference.	November 2025	<b>Lead:</b> Valuer General
<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	RAP Working Group to participate in at least one external NAIDOC Week event in person or online.	First week in July 2024 and 2025	<b>Lead:</b> RAP Chair
	Through People and Culture, promote opportunities for staff to participate in the NAIDOC week activities.	First week of July 2024 and 2025	<b>Lead:</b> Chief Operating Officer <b>Support:</b> Manager People and Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024 and 2025	<b>Lead:</b> Chief Operating Officer
<b>Build respect and capacity for cultural heritage protection within our Department</b>	Develop a culturally responsive heritage learning program through collaborative co-design with Aboriginal and Torres Strait Islander stakeholders, facilitated by Department for Housing and Urban Development in partnership with the Aboriginal Affairs and Reconciliation – AGD. This initiative will involve engaging key stakeholders such as community members, Elders, cultural leaders, educators, and representatives to ensure their active involvement in shaping the program.	December 2024	<b>Lead:</b> Director Housing Infrastructure and Planning Unit
	Establish principles for engaging with the Aboriginal and Torres Strait Islander Communities to understand how they would like to engage with Department for Housing and Urban Development on sharing their perspectives and inputs on Cultural Heritage sites.	December 2024	<b>Lead:</b> Director Housing Infrastructure and Planning Unit
	Engage 1-2 communities of interest to trust and work through these principles and understand the significance of various cultural heritage sites.	October 2025	<b>Lead:</b> Director Housing Infrastructure and Planning Unit
	Conduct a Cultural Heritage Sensitivity assessment through focus groups, collaborative workshops and discussions with the identified Traditional Owners/ Custodians of the lands.	November 2025	<b>Lead:</b> Director Housing Infrastructure and Planning Unit



# Opportunities



**Aboriginal and Torres Strait Islander communities possess a deep understanding of the land, environment, and traditional practices that are invaluable and can lead to new and sustainable practices. Engaging with Aboriginal and Torres Strait Islander communities builds trust, fosters collaboration, and opens avenues for mutual learning and growth.**

Through this pillar, Department for Housing and Urban Development within its sphere of influence will commit to further embedding processes that support, promote and share the talents and unique cultures of South Australia’s Aboriginal and Torres Strait Islander communities across our reach. This involves creating inclusive policies and practices that facilitate meaningful engagement.

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	Department of Housing and Urban Development will review and refresh the existing Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2024	<b>Lead:</b> RAP Chair <b>Support:</b> Manager People and Culture
	Review, update and continue to implement our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2025	<b>Lead:</b> RAP Chair <b>Support:</b> Principal Organisational Development Consultant
	Advertise job vacancies to effectively reach and engage Aboriginal and Torres Strait Islander stakeholders, aiming to achieve and sustain a 3 per cent workforce representation.	Support: Manager People and Culture	<b>Lead:</b> RAP Chair <b>Support:</b> Manager People and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2025	<b>Lead:</b> Manager People and Culture



# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Implement Aboriginal and Torres Strait islander procurement priorities focused on catering and printing during the life of the RAP.	September 2024 Jul 2025 March 2026	<b>Lead:</b> Manager, Procurement and Facilities.
	Investigate collaborating with Career Trackers.	January 2026	<b>Lead:</b> Manager People and Culture
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff through internal communication channels.	December 2024	<b>Lead:</b> Manager, Procurement and Facilities.
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October 2024 October 2025	<b>Lead:</b> Manager, Procurement and Facilities.
	Develop commercial relationships with four Aboriginal and/or Torres Strait Islander businesses.	December 2024 December 2025	<b>Lead:</b> Manager, Procurement and Facilities.
<b>Build career pathways for Aboriginal and Torres Strait Islander students</b>	As a member of the Built Environment Education Liaison Group (BEELG), the Valuer General will advocate for and explore remote educational engagement opportunities through our sphere of influence through work experience, internships, and or other opportunities.	June 2025	<b>Lead:</b> Valuer General
	Explore developing work experience/Career Pathways/ internships and/or sponsorship opportunities and encourage remote education engagement to promote Career Pathways with the Universities and/or TAFE SA.	June 2025	<b>Lead:</b> Valuer General
<b>Utilise ODASA's sphere of influence in landscape architecture and open space to increase engagement and knowledge sharing with Aboriginal and Torres Strait Islander businesses, artists, designers and knowledge-holders.</b>	Investigate opportunities through the Open Space Grant Program to encourage local councils to engage and support Aboriginal and Torres Strait Islander businesses.	July 2025	<b>Lead:</b> Principal Advisor, Open Space (ODASA)
	Continue to provide annual funding through the existing partnership with the Australian Institute of Landscape Architects (AILA) (SA Chapter) to support Aboriginal and Torres Strait Islander knowledge sharing, and other initiatives as identified by the Connection to Country Committee (SA).	July 2024	<b>Lead:</b> Supervising Landscape Architect (ODASA)



# Governance

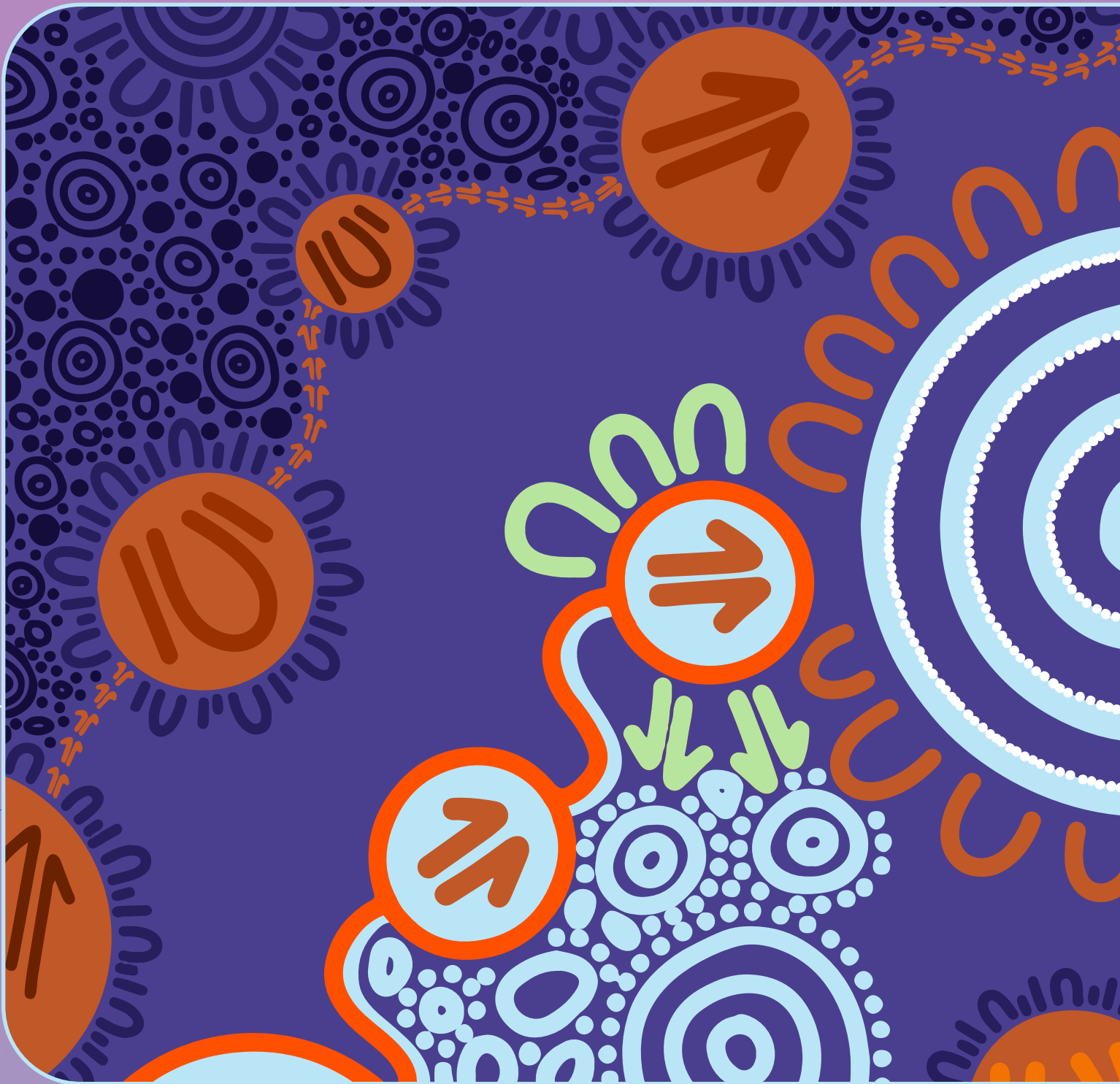
Action	Deliverable	Timeline	Responsibility
<b>10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>	Re-establish the RAP Working Group and continue to include Aboriginal and Torres Strait Islander representation on the inclusion committee that oversees the governance of Reconciliation Action Plan implementation.	January 2025 and 2026, April 2025 and 2026 July 2024 and 2025, October 2024 and 2025	<b>Lead:</b> Inclusion Committee Chair
	Ensure the Terms of Reference (TOR) for the RAP Working Group and inclusion committee is reviewed annually.	February 2025	<b>Lead:</b> RAP Chair
	Continue to meet at least four times per year to drive and monitor RAP implementation.	September, December 2024, April July, September, December 2025,2026	<b>Lead:</b> RAP Chair
<b>11. Provide appropriate support for effective implementation of RAP commitments.</b>	Embed identified RAP deliverables in performance expectations of senior leaders and identified action owners.	July 2025	<b>Lead:</b> Chief Operating Officer
	Continue to engage our senior leaders and employees in the delivery of RAP commitments for a continued dialogue on Reconciliation.	July, October, 2024, April, July, October 2025.	<b>Lead:</b> RAP Chair
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025	<b>Lead:</b> RAP Chair
	Appoint and maintain an internal RAP Champion from senior management.	1 February 2024 1 February 2025	<b>Lead:</b> Chief Executive



## Governance

Action	Deliverable	Timeline	Responsibility
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 June 2025 March 2026	<b>Lead:</b> Principal Organisational Development Consultant
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August 2024. 1 August 2025	<b>Lead:</b> Principal Organisational Development Consultant
	Continue to complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2024 30 September 2025	<b>Lead:</b> Principal Organisational Development Consultant
	Report RAP progress to all staff and senior leaders quarterly via newsletter.	March 2026	<b>Lead:</b> RAP Chair <b>Support:</b> Principal Organisational Development Consultant
	Publicly report our RAP achievements, challenges, and learnings, annually.	September 2024 September 2025	<b>Lead:</b> RAP Chair <b>Support:</b> Manager Media and Communications
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer in consultation with the Inclusion Committee.	February 2026	<b>Lead:</b> RAP Chair
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2026	<b>Lead:</b> Principal Organisational Development Consultant
<b>13. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	September 2025	<b>Lead:</b> Principal Organisational Development Consultant





## More information

**Principal Organisational  
Development Consultant**

People and Culture

Contact: [dhud.hr@sa.gov.au](mailto:dhud.hr@sa.gov.au)



RECONCILIATION  
ACTION PLAN

**INNOVATE**



**Government  
of South Australia**

Department for Housing  
and Urban Development