

INNOVATE

RECONCILIATION ACTION PLAN

March 2022 – March 2024



RenewalSA



Government of
South Australia



RECONCILIATION
ACTION PLAN

INNOVATE

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners and Custodians of the Lands throughout South Australia.

We respect and support their spiritual relationship with Country and connection to their land, waters and community.

As an organisation that is passionate about creating a better future for all South Australians, we are committed to working with First Nations peoples to ensure Culture and Country is respected in everything we do and is represented through our people and projects.

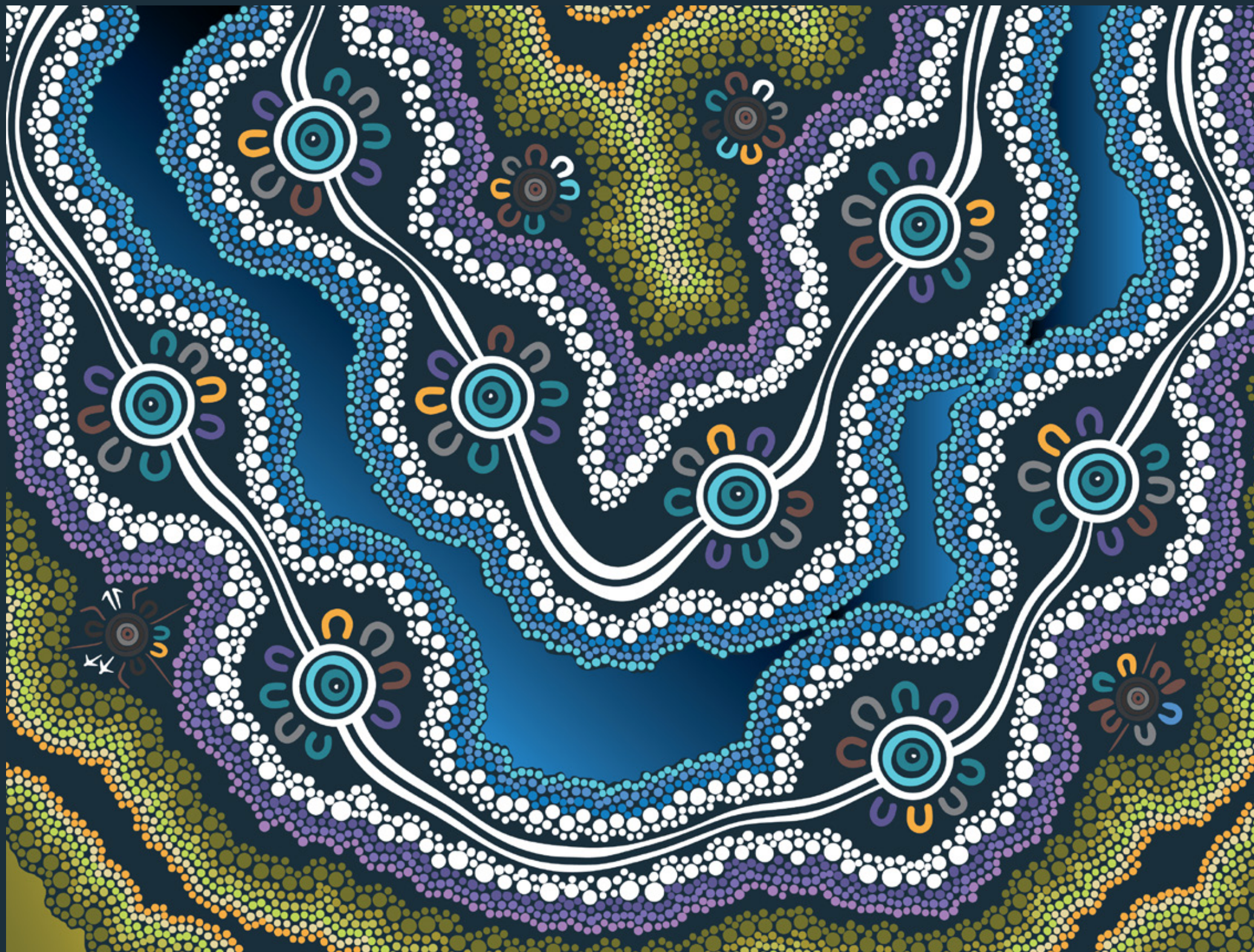
CONTENTS

- [2 Acknowledgement of Country](#)
- [4 Our RAP Artwork](#)
- [6 Foreword](#)
- [7 Our Vision for Reconciliation](#)
- [8 Our Business](#)
- [9 Our Values](#)
- [10 Our Innovate RAP:](#)
 - ▾ Cultural Advisors
 - ▾ Reconciliation Australia
 - ▾ Urban Renewal Authority Board
 - ▾ South Australian First Nations Communities
 - ▾ RAP Working Group
 - ▾ Renewal SA Executive Team
 - ▾ All Renewal SA Employees
 - ▾ URA People and Culture Sub-committee
- [16 Our Reflect RAP Highlights](#)
- [18 Our Action Plan:](#)
 - ▾ Relationships
 - ▾ Respect
 - ▾ Opportunities
 - ▾ Governance

First Nations peoples should be aware that this document may contain the names and images of people who have passed away.

Allan Sumner leading the Smoking Ceremony at Lot Fourteen, the former Royal Adelaide Hospital site, to cleanse and pay respect to the land and its ancestors, reconnecting people and Country, and to promote the protection and well-being of visitors to the site in the future.

OUR RAP ARTWORK YALTANA YARTA



Our RAP artwork was created by local Ngarrindjeri, Kaurna, Yankunytjatjara artist, Allan Sumner.

In 2020, 42 Renewal SA staff attended a series of co-design workshops, sharing their understanding and ideas of what they wanted our RAP artwork to represent. Allan considered this and what is important to our organisation and created "Yaltana Yarta" - Fresh Country. Yaltana meaning "Fresh or New", Yarta meaning "Land or Country".

This artwork is about Renewal SA and First Nations people working together, learning together, sitting down at the same table together and planning the future landscape of South Australia.

Additionally:

- Blue represents the water in the landscape which gives life to all things.
- Green represents our environment and caring for Country.
- The eight larger circular campsites represent Renewal SA's growing organisation across South Australia.
- The four smaller outer campsites represent First Nations communities across South Australia.
- The bottom right campsite represents First Nations women and their voices in our communities.
- The bottom left campsite represents First Nations men and their voices in our communities.
- The two campsites at the top represent the coming together of Renewal SA and First Nations communities to celebrate diversity and joint achievements.



FOREWORD

In 2019, Renewal SA formally committed to reconciliation by joining the Reconciliation Action Plan (RAP) program. We undertook a Reflect RAP, which was an important first step to prepare our organisation for the development and delivery of meaningful and sustainable reconciliation initiatives.

At the outset, we wanted to be part of our nation’s journey towards a united future for First Nations peoples and non-Indigenous peoples. Now we are ready to take our commitment further; to be bolder and braver.

We are committed to working with First Nations peoples to bring the best elements of Culture and Country to the fore, and delivering those through our projects.

We know we have the ability and influence to implement and drive real change for the property and development sector, with benefits for both First Nations peoples and the wider community.

Reconciliation is not simply about respecting culture. For our organisation it’s also about making it a part of our everyday operation – whether that be through development, affordable housing, job creation, work experience, and beyond.

This Innovate RAP outlines how we will take our commitment to reconciliation from aspiration to reality. We recognise the significance of the opportunity before us, and we’re ready to act.

We are passionate about creating a better future for every South Australian and we believe in leading by example. This is true of how we approach every part of our business and it is fundamental to our Reconciliation Action Plan.

We are determined to strive towards becoming an exemplar in the industry we lead.



CON TRAGAKIS
Presiding member



CHRIS MENZ
Chief Executive

OUR VISION FOR RECONCILIATION



Renewal SA’s vision for reconciliation is one where Culture and Country are fully interwoven with property and development; where our shared history connects us to place and is a source of pride.

Our vision is about strengthening respect for First Nations cultures and forging genuine partnerships to create meaningful social, cultural and economic change.

As the state government’s urban development agency, we are seeking to become a leader of reconciliation within South Australia’s property and development sector. In order to do so, we are embedding a culture of respect within all four of our strategic priorities – people, partnerships, pipeline and projects – and we are committed to acknowledging, celebrating and embracing First Nations peoples, communities and cultures.

Jack Buckskin showcasing Kurna culture to approximately 700 staff, stakeholders and community members at the Lot Fourteen Smoking Ceremony.

OUR BUSINESS

Renewal SA is working to improve the lives of all South Australians by leading, supporting, and driving investment and growth through property and projects.

As the state government's urban development agency, we are charged with leading and coordinating development and urban renewal activity to ensure South Australia's future housing needs are met. Our projects include residential, commercial, industrial and mixed-use developments.

Across our organisation, our capability centres on delivering the right opportunities to market at the right time. This focus applies whether we are planning and future-proofing developments, engaging with communities, enabling opportunities for the private sector, revitalising communities and places or building workforce capacity.

As Lot Fourteen, Tonsley Innovation Precinct, Bowden, Our Port, and Playford Alive have shown, our projects are not only already delivering for the communities they serve but also transforming the way we do things for the future.

A constant focus on what's next is a critical part of our endeavour to attract investment and create property and development-based jobs in South Australia.

Our pipeline of new and future development projects such as Oakden, Prospect, Forestville, and Aldinga is enabling growth and attracting investment into our State.

Everything we do at Renewal SA is about driving economic growth and creating jobs for South Australians.

The Renewal SA corporate office is located in Adelaide's CBD with five satellite offices located within greater Adelaide. The organisation has a workforce of 144 people, including three First Nations staff members.



OUR VALUES

RESPECT

We all have something to offer at Renewal SA, and that means every member of our team is valued and respected.

TRUST

We've got each other's backs at Renewal SA. We share information and trust our colleagues are making decisions with the best intent and endeavour.

HONESTY & INTEGRITY

We are all responsible for creating a positive workplace at Renewal SA – every word, action and behaviour matters.

COURAGE & TENACITY

At Renewal SA we understand that a win for one of us is a win for all of us – and that means we never give up.

COLLABORATION & ENGAGEMENT

At Renewal SA we believe a collaborative approach delivers the best results and that's why we're focussed on creating solutions together.

SERVICE

We come to work at Renewal SA every day to deliver for the people of South Australia. We proudly serve our state government and our community.

PROFESSIONALISM

A culture of excellence means we hold ourselves to the highest standard at Renewal SA and we're always looking for ways to do things better.

SUSTAINABILITY

South Australians are at the heart of everything we do at Renewal SA and that means all decisions are made in the best interests of both current and future generations.

Chris Menz (Chief Executive) and Kyran Dixon (Manager, Reconciliation and Cultural Heritage) talking with Kuma Kaaru dance group at our new corporate office Smoking Ceremony.



OUR INNOVATE RAP

Our RAP is championed by Chief Executive Chris Menz and Manager, Reconciliation and Cultural Heritage Kyran Dixon. Our RAP is supported by Renewal SA's Executive Team and the Urban Renewal Authority Board, chaired by Con Tragakis. In developing it, Renewal SA has sought input and engagement across all levels of our organisation, as well as from external Cultural Advisors.

In addition to this, Renewal SA is building a network of connections with First Nations peoples to further support the organisation as we implement change and action as part of our reconciliation journey.

Our RAP governance structure has eight key groups, made up by numerous individuals who have contributed to the development of our Innovate RAP:

**INNOVATE RAP
2022-24**

CULTURAL ADVISORS

RECONCILIATION AUSTRALIA

URBAN RENEWAL AUTHORITY (URA) BOARD

SOUTH AUSTRALIAN FIRST NATIONS COMMUNITIES

RAP WORKING GROUP

RENEWAL SA EXECUTIVE TEAM

ALL RENEWAL SA EMPLOYEES

URA PEOPLE AND CULTURE SUB-COMMITTEE

CULTURAL ADVISORS

We have engaged external First Nations Cultural Advisors from community to provide cultural knowledge and guidance to support the implementation of our Innovate RAP.



AUNTY YVONNE AGIUS

Aunty Yvonne Agius is an Esteemed Elder of both Kurna and Narungga descent.

Aunty Yvonne worked as a public servant for over 40 years and an Aboriginal foster carer and educator of the younger generations about the past. She has shown great commitment to the preservation of Aboriginal heritage and has extensive experience representing a range of community groups that deal with heritage, Native Title, Nunga courts and the Granny's Group, displaying a great commitment to reconciliation between First Nations peoples.

She is the Dual Chairperson of the City of Adelaide's Reconciliation Committee and previous Vice-Chairperson of the State Aboriginal Heritage Committee.



MARK KOOLMATRIE

Mark Koolmatrie is from the Kukabrak Tribes of southern South Australia now referred to as Ngarrindjeri. The Ngarrindjeri Nation is made up of 18 family groups known as Lakinyeri. Mark is referred to as a Munkanboli (a clever person who is a man of wisdom and knowledge). He uses his wisdom and knowledge that has been passed down over thousands and thousands of years to ensure culture is strong and alive.

Mark is committed to, and has a passion for, the preservation of Aboriginal heritage and culture in the Ramindjeri, Tangani, Yarlde, Meintangk, and Ngarrindjeri lands. Mark is the current Chairperson of the State Aboriginal Heritage Committee, founder and educator. Mark owns his own business, The Tribal Expertise Facility, through which he asserts his cultural and heritage interests within the Coorong, Lower Lakes, River Murray, and the Sea.



JESS DAVIES-HUYNH

Jess is a proud Kurna woman born and raised on Kurna land. She has been involved in Kurna Native Title matters from a young age, served on the Board of the Kurna Yerta Aboriginal Corporation, and is also a representative on the Aboriginal Reference Group for the Aboriginal Arts and Cultures Centre at Lot Fourteen.

Jess is passionate about promoting Kurna culture, heritage and rights, mentoring young First Nations women, learning from her Elders and community, and advocating for reconciliation in the community and workplace. She currently works for the Department of Treasury and Finance as a Cultural Development Consultant, where she provides advice and direction on diversity and inclusion initiatives, reconciliation, First Nations employment and cultural awareness.



RECONCILIATION AUSTRALIA

Reconciliation Australia has both inspired and enabled Renewal SA to embark on its journey to contribute to building relationships, respect and trust between First Nations peoples and non-Indigenous Australians. As the country's lead body for reconciliation, the organisation has provided Renewal SA with vital support and guidance as we undertake this Innovate RAP.

URBAN RENEWAL AUTHORITY (URA) BOARD

Appointed by the Governor of South Australia, our Board of Management is subject to the control and direction of the Minister for Housing and Urban Development. A critical function of the URA Board is to ensure our focus on reconciliation, and the identified actions that come out of our reconciliation journey, is embedded in the strategic direction of Renewal SA.

- ▼ **CON TRAGAKIS**
Presiding Member
- ▼ **HELEN FULCHER**
- ▼ **KIMBERLEY GILLAN**
- ▼ **DAVID HUGHES**
- ▼ **PHIL RUNDLE**
- ▼ **ANNE SKIPPER**
- ▼ **NICK READE**

SOUTH AUSTRALIAN FIRST NATIONS COMMUNITIES

In addition to our Cultural Advisors, we will also engage and consult with broader South Australian First Nations communities, peoples and organisations. These groups are important voices and we will work to ensure they are represented through our projects.



Jaylon Newchurch of the Kuma Kaaru dance group performing at our new corporate office Smoking Ceremony.



RAP WORKING GROUP

- ▼ **CHRIS MENZ**
Chief Executive (Chair)
- ▼ **KYRAN DIXON**
Manager, Reconciliation and Cultural Heritage
- ▼ **SKYE BAYNE**
Senior Director, Strategy, Marketing and Communications, is the connection into the organisation's Diversity and Inclusion Committee
- ▼ **JED GUNN**
Senior Project Manager
- ▼ **EMMA NASRA**
Manager, Procurement and Contract Management
- ▼ **TERESA GENTILE**
Marketing Manager, Corporate*
- ▼ **FRANCES RICHARDS**
Engagement Officer*
- ▼ **RAY SCANLON**
People and Culture Senior Business Partner
- ▼ **JOSH LEANE**
Business Intelligence Developer

With a clear mandate set by the Executive Team, the Renewal SA RAP Working Group has been responsible for initiating, implementing, and driving all activity associated with the development of this Innovate RAP. Importantly, this group will remain in place to oversee the continuing implementation of the developed action register.



*Absent from photo



ALL RENEWAL SA EMPLOYEES

In developing this RAP, all Renewal SA staff have committed to taking action to promote respect, trust and positive relationships amongst First Nations peoples and non-Indigenous Australians. Reconciliation Australia's vision for a just, equitable and reconciled Australia is now a shared vision for our organisation.

RENEWAL SA EXECUTIVE TEAM

The Renewal SA Executive Team has championed the development of this Innovate RAP and has reaffirmed Renewal SA's reconciliation journey remains a priority for the organisation.



- ▼ **CHRIS MENZ**
Chief Executive
- ▼ **TONY COLE**
General Manager, Major Projects and Pipeline
- ▼ **TODD PERRY**
General Manager, Project Delivery and Property
- ▼ **CHRISTINE STEELE**
General Manager, Business Systems Transformation
- ▼ **MICHAEL WOOD**
General Manager, Commercial and Corporate
- ▼ **VY COLLINS**
Senior Director, People and Culture

URA PEOPLE AND CULTURE SUB- COMMITTEE

Our URA People and Culture Sub-Committee is the RAP conduit to the Board. With a focus on diversity and inclusion, it plays a vital role from a human resourcing perspective and in the development of our Cultural Safety Framework.

- ▼ **ANNE SKIPPER**
Chair and URA Board member
- ▼ **KIMBERLY GILLAN**
URA Board member
- ▼ **CHRIS MENZ**
Chief Executive
- ▼ **VY COLLINS**
Senior Director, People and Culture
- ▼ **ROSE AGER**
Secretariat



OUR ACTION PLAN

RECONCILIATION



A member of the Kuma Kaaru dance group performing at the Lot Fourteen Smoking Ceremony.



TOOL BOX YARNS

ESTABLISHED AT LOT FOURTEEN to ensure the importance of First Nations cultures and heritage are understood by all site contractors.

100%
STAFF PARTICIPATION
in cultural awareness workshops.

700
PEOPLE GATHERED
at the former Royal Adelaide Hospital site, known as Lot Fourteen, for a ceremony to heal Country and celebrate reconnection to the Land.

OUR REFLECT RAP HIGHLIGHTS
NOVEMBER 2019 - JUNE 2021

In 2019, Renewal SA commenced its first Reconciliation Action Plan, our Reflect RAP. This process was an important first step to prepare our organisation for the introduction of meaningful and sustainable reconciliation initiatives. Much of what we achieved was therefore about awareness, education and preparation.

12
MEMBERS FORMED
the inaugural RAP Working Group.

42
STAFF PARTICIPATED
in RAP artwork workshops with Allan Sumner.

40
FIRST NATIONS PEOPLES
participated in our Works Program through training programs, work experience placements and engagement activities.

\$1.32
MILLION SPENT
through First Nations owned businesses.

OUR ACTION PLAN RELATIONSHIPS



It's through connection, communication, engagement, and shared experiences that we can all learn and thrive as a community – and none of that can be achieved without relationships.

Building strong, respectful, and long-term relationships between First Nations peoples and non-Indigenous Australians is important for our organisation because we understand how these relationships can teach us, challenge us, and inspire us to do things differently or better.

We therefore acknowledge and welcome diversity as something that can strengthen our organisation. Our understanding of the importance of relationships is reflected in our focus on partnerships, which is a key strategic pillar for our organisation.

At Renewal SA, we fundamentally believe that a collaborative approach delivers the best results, and partnerships and collaboration can only be realised through good relationships.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	August 2022, 2023	Manager, Reconciliation and Cultural Heritage
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	December 2022	Senior Director, Strategy, Marketing and Communications
	Develop clear, organisational-wide positions on important reconciliation matters with the Renewal SA Board, Executive Team and Senior Leadership Group, that staff can understand and support.	December 2022	Chief Executive
	Board, Executive Team and key staff to attend an event that acknowledges the Anniversary of the Apology to the Stolen Generation.	February 2023	Manager, Reconciliation and Cultural Heritage
	Provide a copy of the RAP as part of the standard induction process and 'New Employee Induction' checklist for all new employees.	February 2023	Senior Director, People and Culture
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	March 2023	Chief Executive
	Communicate our commitment to reconciliation publicly.	March, June, September, December 2022, March 2023	Senior Director, Strategy, Marketing and Communications
	Document achievements and learnings from engagement with First Nations communities on cultural heritage management and integration of culture into project design and delivery.	November 2023	Chief Executive

ACTION

2
Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

DELIVERABLE

Meet with South Australian First Nations stakeholders and organisations to develop guiding principles for future engagement.

Identify South Australia First Nations stakeholders and organisations within our sphere of influence.

Develop a partnering agreement with Kurna Nation, in the first instance, and other traditional custodians of South Australia, as appropriate, to establish the shared values, behaviours and priorities on which the groups will work.

Develop and implement an engagement plan to work with First Nations stakeholders and organisations.

TIMELINE

November 2022

November 2022

March 2023

March 2023

RESPONSIBILITY

Manager, Reconciliation and Cultural Heritage

Manager, Reconciliation and Cultural Heritage

Chief Executive

Manager, Engagement

3
Promote positive race relations through anti-discrimination strategies.

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.

Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.

Develop, implement and communicate an anti-discrimination policy for our organisation.

Educate staff on the effects of racism.

May 2022

May 2022

October 2022

October 2022

Senior Director, People and Culture

Senior Director, People and Culture

Senior Director, People and Culture

Senior Director, People and Culture

4
Build relationships through celebrating National Reconciliation Week (NRW).

Review HR policies and procedures to remove barriers to staff participating in NRW.

Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.

Encourage participation in external NRW events to all staff by promoting localised events through our internal communications channels.

Members of the Board, Senior Leadership Group and RAP Working Group members to participate in an external NRW event.

Organise at least one NRW event each year at Renewal SA's head office and project sites where community and stakeholders are invited.

In consultation with local First Nations stakeholders, support one external community NRW Week event per year where practical.

Register all our NRW events on Reconciliation Australia's NRW website.

April 2022, 2023

May 2022, 2023

May 2022, 2023

May 2022, 2023

May 2022, 2023

May 2022, 2023

June 2022, 2023

Senior Director, People and Culture

RAP Working Group Chair

Senior Director, Strategy, Marketing and Communications

RAP Working Group Chair

RAP Working Group Chair

RAP Working Group Chair

RAP Working Group Chair

OUR ACTION PLAN RESPECT



People is one of the four strategic pillars underpinning all activity undertaken by our organisation.

With some of the most committed professionals from across the development industry working every day to drive our State and economy forward, we know that our organisation is nothing without its people.

We also know that people and respect are – and must be – inextricably linked. Respect, understanding and appreciation for First Nations peoples and cultures is of great importance to our organisation. Further educating ourselves about the cultures, histories and knowledges can only increase our respect and that is something we are committed to doing as part of our RAP journey and as we work towards a shared goal of reconciliation.



Leanne Shearing working at our Bowden satellite office after being recruited through Renewal SA's Works Program.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.		
	Conduct a review of cultural learning needs within Renewal SA.	April 2022	Senior Director, People and Culture
	Consult South Australian Traditional Owners and/or First Nations advisors on the development and implementation of a cultural learning strategy.	September 2022	Senior Director, People and Culture
	Create a tracking register to record and monitor implementation of the cultural learning strategy.	April 2022	Senior Director, People and Culture
	Introduce artwork into Renewal SA workspaces, including project offices to increase cultural awareness and understanding by displaying Yaltana Yarta artwork.	May 2022	Senior Director, Strategy, Marketing and Communications
	Develop, implement and communicate a formal organisational cultural learning strategy.	September 2022 (review June 2023)	Senior Director, People and Culture
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2022, 2023	Senior Director, People and Culture

Deliverables exclusive to Renewal SA are written in blue

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2	Demonstrate respect to First Nations peoples by observing cultural protocols.		
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Senior Director, Strategy, Marketing and Communications
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2022, (review March 2023)	Manager, Reconciliation and Cultural Heritage
	Invite a South Australian Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	November 2022	Manager, Reconciliation and Cultural Heritage
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2023	Chief Executive
3	Include and integrate First Nations cultures into planning, urban design and project development.		
	Identify opportunities and commit to work with First Nations communities to incorporate culture, heritage, truth-telling and reconciliation into project planning, landscape and built-form design, and story-telling.	December 2022	General Manager, Major Projects and Pipeline, General Manager, Projects and Property
	Any masterplanning activities endorsed and resourced under the Karrawirra Pari/Riverbank planning framework will ensure Kaurna stakeholders are proactively consulted to identify planning priorities and opportunities.	May 2023	General Manager, Major Projects and Pipeline
	Assess opportunities for how the incorporation of heritage and culture across the different project types (residential, commercial/industrial, mixed use; greenfields, brownfields) can value-add for all stakeholders.	October 2023	Manager, Reconciliation and Cultural Heritage

RESPECT CONTINUED

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4	Develop a cultural heritage management framework based on a co-design with First Nations stakeholders.	December 2022	Senior Director, Strategy, Marketing and Communications
	Develop procedures for cultural heritage management activities to apply to all projects and other general ground-disturbing activities.	December 2022	Senior Director, Strategy, Marketing and Communications
	Provide necessary training to project staff to ensure respectful implementation of cultural heritage management procedures.	December 2022	Senior Director, People and Culture
	Ensure all new projects complete a cultural heritage survey and assessment prior to detailed planning activities.	January 2023	General Manager, Major Projects and Pipeline, General Manager, Projects and Property
	Ensure cultural heritage matters are included in the initial assessment of pipeline opportunities.	January 2023	General Manager, Major Projects and Pipeline
	For projects operated by Renewal SA and where heritage potential exists, develop cultural heritage management plans (based on a co-management framework), or caveat such a requirement for Joint Venture developments or land sales.	February 2023	General Manager, Major Projects and Pipeline, General Manager, Projects and Property
5	Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	April 2022, 2023	Senior Director, People and Culture
	Circulate NAIDOC resources and materials to our staff.	July 2022, 2023	RAP Working Group Chair
	Encourage participation in external NAIDOC events to all staff by promoting localised events through our internal communications channels.	July 2022, 2023	Senior Director, Strategy, Marketing and Communications
	Members of the Board, Senior Leadership Group and RAP Working Group to participate in an external NAIDOC Week event.	July 2022, 2023	RAP Working Group Chair
	Organise at least one NAIDOC Week event each year at Renewal SA's head office and project sites where community and stakeholders are invited.	July 2022, 2023	RAP Working Group Chair
	In consultation with local First Nations stakeholders, support one external community NAIDOC Week event per year where practical.	July 2022, 2023	RAP Working Group Chair

Deliverables exclusive to Renewal SA are written in blue

We want to be part of our nation’s journey towards a
UNITED FUTURE
for First Nations peoples
and non-Indigenous peoples.



Renewal SA staff participating in Smoking Ceremony at our new corporate office conducted by Kuma Kaaru to cleanse the past for a better future.

OUR ACTION PLAN OPPORTUNITIES



Opportunity is a theme that runs strongly through all our projects at Renewal SA. By their very nature, our projects signal opportunity for our State, community and future generations. Their ability to drive our economy, change the way people live, and lead South Australia forward means we take these opportunities – and the impact they can have – very seriously.

We believe it's equally important that opportunities for First Nations peoples, organisations, and communities are woven into our approach and operations in a similar way. The scale of our work represents significant opportunity which, in turn, means significant change can be implemented. Employment, procurement, and professional development are just three of numerous areas across our organisation where opportunity exists. We want to champion that opportunity for First Nations peoples at every occasion.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Contribute to the professional development of young First Nations peoples through participation in the SA Government's Aboriginal Traineeship Program, or an appropriate alternative program.	September 2022	Chief Executive
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	January 2023	Senior Director, People and Culture
	Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	February 2023	Senior Director, People and Culture
	Develop and implement a First Nations recruitment, retention and professional development strategy.	April 2023	Senior Director, People and Culture
	Advertise job vacancies to effectively reach First Nations stakeholders.	June 2023	Senior Director, People and Culture
	Explore partnership with CareerTrackers or other providers to identify First Nations university students.	September 2023	Senior Director, People and Culture
	Increase the percentage of First Nations staff employed in our workforce	October 2023	Chief Executive
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	February 2024	Senior Director, People and Culture

ACTION

2
Increase First Nation supplier diversity to support improved economic and social outcomes.

DELIVERABLE

Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.

Adopt the SA Government Aboriginal direct source procurement process into organisational policy.

Provide staff with access to the SA Government's Aboriginal Business Directory and The Circle – First Nations Entrepreneur Hub.

Develop and implement a First Nations procurement strategy.

Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.

Develop commercial relationships with First Nations businesses.

TIMELINE

April 2022

June 2022

August 2022

October 2022

December, 2022, 2023 (at least twice per annum)

January 2023

RESPONSIBILITY

General Manager, Commercial and Corporate

General Manager, Commercial and Corporate

General Manager, Commercial and Corporate

General Manager, Commercial and Corporate

General Manager, Commercial and Corporate

Executive and Senior Director, Strategy, Marketing and Communications

3
Ensure that appropriate First Nations businesses and service providers are engaged for cultural heritage and other cultural activities.

Consult with or directly engage (as appropriate) the relevant First Nations stakeholders to deliver cultural heritage services, such as heritage surveys, management plan development and monitoring.

Engage only those First Nations businesses to deliver land, or culture-connected services (such as training, design activities) that are endorsed by the relevant First Nations (cultural authority).

January 2023

December 2023

Manager, Reconciliation and Cultural Heritage

Manager, Reconciliation and Cultural Heritage

4
Under the Renewal SA Works Program, design and dedicate work experience, training and development, and employment opportunities for First Nations peoples in Renewal SA procurements and partnerships.

Consider and consult on a dual name for the Works Program's First Nations initiatives.

Establish a program of opportunities (annual forecast) dedicated to outcomes for First Nations peoples.

Monitor and track outcomes generated through the Works Program.

Provide targeted sponsorships to those organisations delivering community benefit through employment, training and reskilling, and addressing disadvantage.

June 2022

August 2022, 2023

February 2023

August 2023

Senior Director, Strategy, Marketing and Communications

General Manager, Property and Projects, Manager, Works Program

General Manager, Property and Projects, Manager, Works Program

General Manager, Property and Projects, Manager, Works Program

OUR ACTION PLAN GOVERNANCE



Effective governance is vital because even the best of intentions can be minimised or rendered ineffective without direction and accountability. We believe a structured governance model will help us to extend our reconciliation journey in the most meaningful way as we look to increase both our knowledge and understanding and our ability to implement impactful and sustainable outcomes.

This approach has underpinned the establishment of our governance model, with a firm focus on accountability and provision of appropriate supports to enable us to meet our RAP commitments. As part of this, we are committed to regular reporting and ensuring timelines are achieved and maintained.



Trevor Wanganeen of Kuma Kaaru dance group performing at our new corporate office Smoking Ceremony.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Review RWG Terms of Reference on an annual basis.	February 2022, 2023 RAP Working Group Chair
		Meet at least four times per year to drive and monitor RAP implementation.	December 2022 RAP Working Group Chair
		Maintain First Nations representation on the RWG.	February 2024 RAP Working Group Chair
2	Provide appropriate support for effective implementation of RAP commitments.	Engage our senior leaders and other staff in the delivery of RAP commitments.	October 2022 Manager, Reconciliation and Cultural Heritage
		Define resource needs for RAP implementation.	November 2022, 2023 Senior Director, Strategy, Marketing and Communications
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	January 2023 Manager, Reconciliation and Cultural Heritage
		Appoint and maintain an internal RAP Champion from senior management.	February, 2024 Chief Executive
3	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2022, 2023 Manager, Reconciliation and Cultural Heritage
		Publicly report our RAP achievements, challenges and learnings, annually.	July 2022, 2023 Senior Director, Strategy, Marketing and Communications
		Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022, 2023 Manager, Reconciliation and Cultural Heritage
		Report RAP progress to all staff and senior leaders quarterly.	March, June, September December 2022, 2023 Senior Director, Strategy, Marketing and Communications
4	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2023 Manager, Reconciliation and Cultural Heritage

GROWTH AND
LEADERSHIP
THROUGH PROPERTY
AND PROJECTS

FURTHER INFORMATION

For information on our RAP and
journey of reconciliation contact:

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