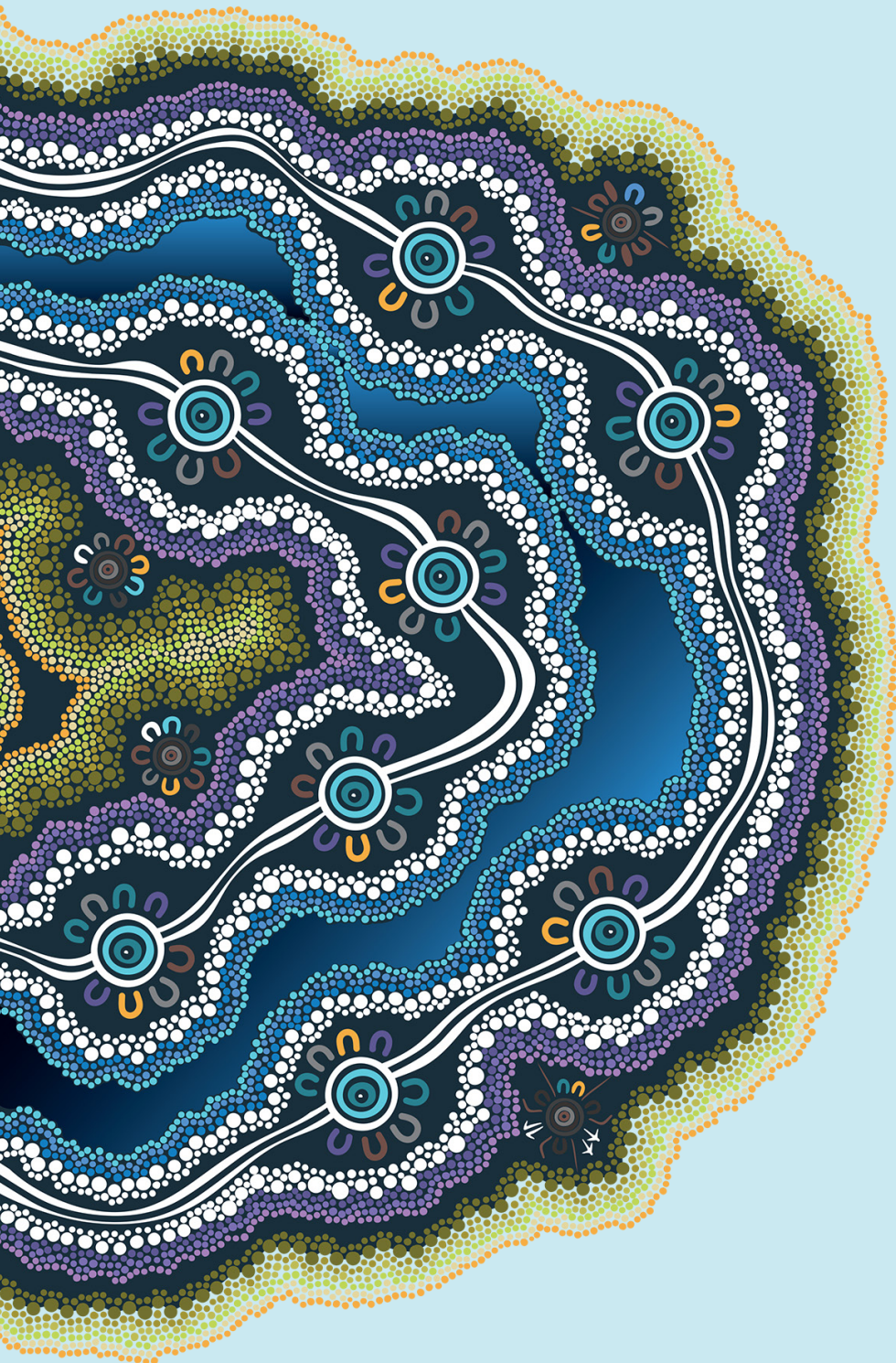


NOVEMBER 2025-
NOVEMBER 2027



RENEWAL SA

RECONCILIATION ACTION PLAN

INNOVATE

Renewal SA



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 through our people and projects.

NOTE:

We will be utilising the term 'First Nations' throughout our Reconciliation Action Plan (RAP) in referring to Aboriginal and Torres Strait Islander peoples.



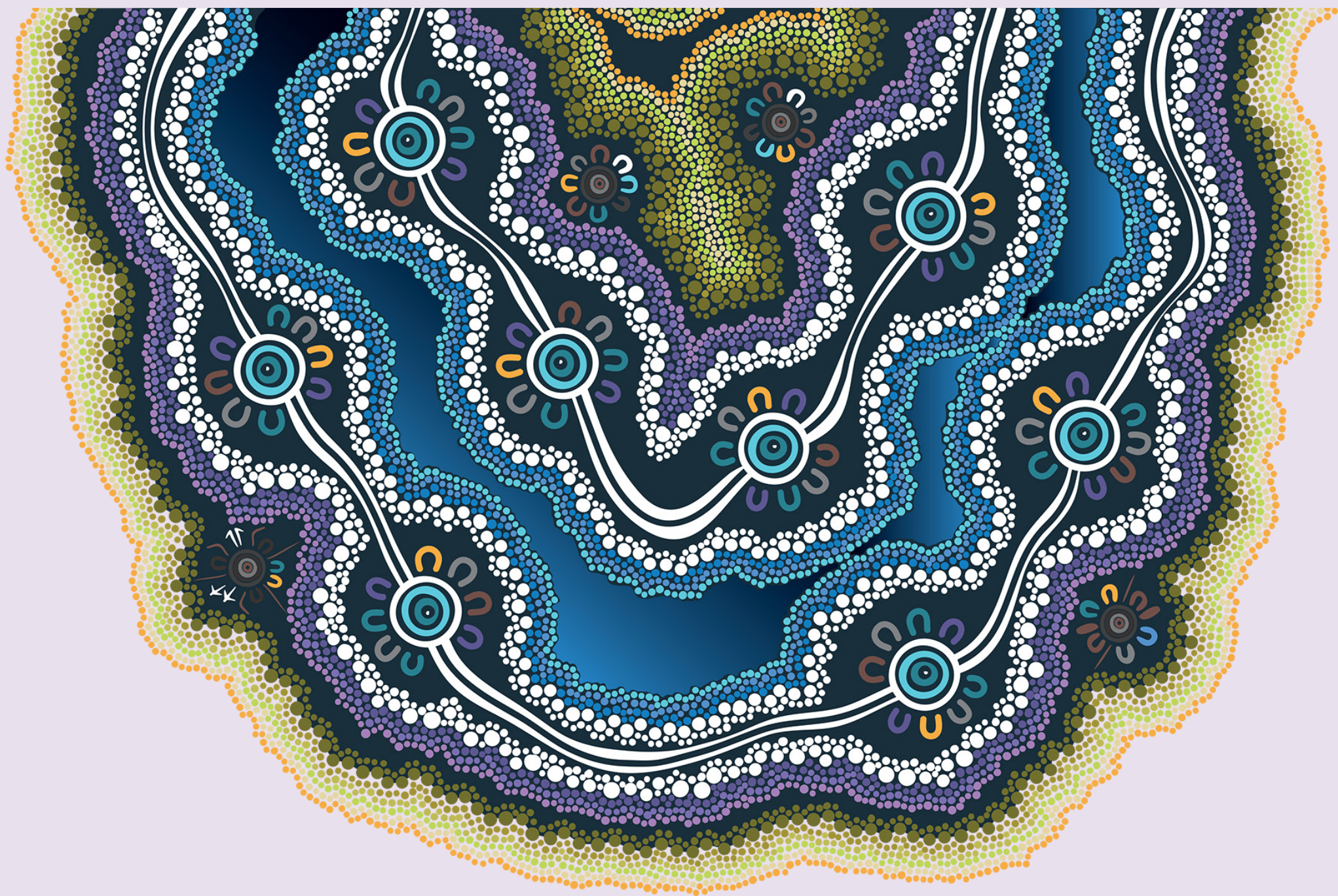
Office for Regional Housing Director Matt Hunt taking part in a Smoking Ceremony at our corporate office on Kaurna Country, led by Kuma Kaaru, to cleanse the past and pave the way for a better future.

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Elder Uncle Rodney O'Brien and Villawood's General Manager SA Stuart Headland exchanging leaves at the inaugural Yarning Circle discussion at the site of Villawood's new residential development, Oakden Rise on Kaurna Country.



OUR RAP ARTWORK YALTANA YARTA

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

Our RAP artwork was created by local Ngarrindjeri, Kaurra and 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 reflected on what is important to our organisation and created 'Yaltana Yarta' - Fresh Country. Yaltana meaning 'Fresh or New', Yarta meaning 'Land or Country'.

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.

MESSAGE FROM THE EXECUTIVE COMMITTEE

Reconciliation is not a binary process. It is neither transactional nor conditional. It is a continual journey of understanding and growth at an individual and organisational level.

When Renewal SA first joined the Reconciliation Action Plan (RAP) program in 2019 with our Reflect RAP, we recognised the importance of playing our part in building a more united future between First Nations and non-Indigenous peoples.

Our commitment deepened in 2022 with the launch of our first Innovate RAP, where we collectively sought to be courageous, bold and to move from aspiration to action—recognising that the true power of reconciliation lies not only in learning but in lifting.

Now is an exciting time as we embark on our second Innovate RAP.

Our position as the state government's property development agency gives us an unrivalled opportunity to implement and drive real change.

Through this RAP, we will continually challenge ourselves to initiate deeper relationships that lead to better master planning and cultural heritage outcomes, to create more opportunities for First Nations businesses through our procurements, to collaborate with educational institutions for more training and work experience, and to generate employment and economic opportunities for First Nations peoples through our projects and partnerships.

Every day, what we do makes an impact on the lives of all South Australians. We are creating more homes through more projects, growing our economy and helping people live in more inspiring communities with better connections to each other.

It is imperative we ensure this impact extends to the Traditional Owners of the land on which we are privileged to work and live.

We know this is challenging; however, it is an opportunity – and a responsibility – that we are passionate about.

Shane Wingard

Acting Chief Executive

Skye Bayne

Executive Director, Sales and Corporate Affairs and Reconciliation Committee Chair

Peter Gatsios

Executive Director, Residential Project Delivery and Assets

Christine Steele

Executive Director, People and Transformation

Michael Wood

Executive Director, Commercial and Business Services

Matt Hogan

Acting Executive Director, Property and Major Projects

STATEMENT FROM CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia commends Renewal SA 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 more than 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Renewal SA 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 that Renewal SA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Renewal SA 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 Renewal SA 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, Renewal SA will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Renewal SA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Renewal SA on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Uncle John Lochowiak conducting a Welcome to Country and smoking ceremony to commence the launch of the Southwark Grounds project on Kaurana Country.

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is one where Culture and Country are fully interwoven with property and development and where the success of our actions is measured by the social, economic and employment outcomes we create for First Nations peoples and businesses.



Kuma Kaaru dance group performing at our corporate office smoking ceremony on Kurna Country.

We recognise that land is central to the spirituality, cultures, identities and wellbeing of First Nations peoples.

As such, we understand and respect our shared obligation to ensure it is developed respectfully and thoughtfully with First Nations peoples.

We are working in partnership with industry, agencies, advocates and communities across South Australia to deliver meaningful change and are determined that a profound and tangible commitment to reconciliation will become part of our organisation at every level.



The Renewal SA corporate office is located in Adelaide's CBD with five satellite offices across greater Adelaide. We have a workforce of 183 people, with 3 identifying as First Nations.*

OUR BUSINESS

At Renewal SA, we deliver lasting impact through property and projects for South Australia – shaping outcomes that benefit our environment, community and economy.

We do this through an unwavering focus on delivering on our key priorities.

These include increasing the amount and availability of affordable housing, creating connected and sustainable communities, accelerating the supply of housing in our regions, facilitating industrial and commercial developments and supporting the state's transition to net zero carbon emissions by 2050.

Our work is collaborative, bringing together all levels of government, the development sector, industry bodies, community housing providers and local communities to find smart, practical solutions that meet South Australia's needs – now and into the future.

Whether we are master planning new communities, enabling investment, engaging with stakeholders or building workforce capacity, we are always thinking about what's next and how to make it happen.

The skillset of our team means we are tasked with projects of state significance – from major land releases and residential developments in Noarlunga, Onkaparinga Heights, Playford Alive and Seaton, to major inner-urban revitalisations such as the \$1 billion mixed-use development of the former West End Brewery site and the multi-million-dollar development of the former Adelaide Bus Station as well as major defence and industrial property projects.

Our reach is state-wide. Through the Office for Regional Housing, we are building homes for key workers who provide critical services, and helping to ensure more development-ready land is available to support new housing outcomes in our regions.

We are committed to delivering in partnership with the public and private sectors, working closely with our communities and walking together with First Nations peoples on the path to reconciliation.

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 and integrity

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

Courage and 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 and engagement

At Renewal SA we believe a collaborative approach delivers the best results and that's why we're focused 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 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.



Uncle Mickey O'Brien conducting the smoking ceremony at Noarlunga on Kaurna Country with Renewal SA staff and contractors.

OUR INNOVATE RAP

Together, we are committed to walking alongside First Nations peoples and communities on the path to reconciliation – guided by respect, partnership and purpose.

Renewal SA has experienced firsthand the value of a RAP and how it can positively influence our people, stakeholders and the wider community. Since completing our Reflect RAP in 2021 and progressing through to our Innovate RAP (2022 – 2024), we understand its importance and we value the meaningful progress and collaboration it continues to foster.

We understand the reach and responsibility that comes with our work. The RAP framework provides guidance and structure to ensure our approach and commitment to reconciliation is as strategic as it is meaningful.

Our RAP is championed by Renewal SA's Executive Committee and Reconciliation Manager Kimberley Shearer with strategic oversight provided by the Urban Renewal Authority Board of Management, chaired by Stephen Hains AM.

Uncle Mickey O'Brien conducting the smoking ceremony at Noarlunga on Kurna Country, to cleanse and pay respect to the land and its ancestors.



CULTURAL ADVISORS

We continue to value the knowledge and guidance provided by our First Nations Cultural Advisors. Their insights are instrumental in shaping the way we deliver our RAP, ensuring our actions remain grounded in respect, authenticity and community benefit. As external voices, they play a vital role in keeping us connected to the communities we serve.

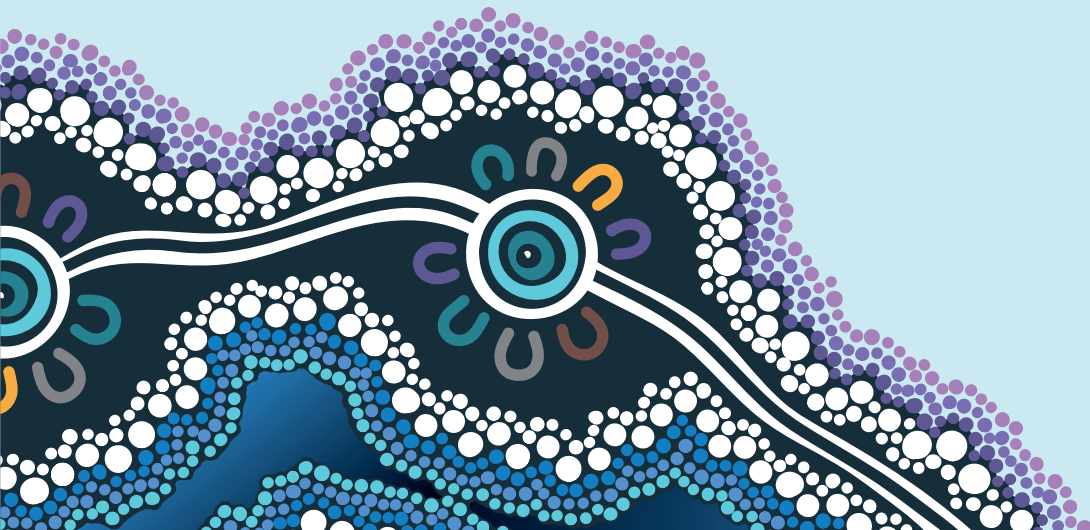


Aunty Yvonne Agius

Aunty Yvonne Agius is an esteemed Elder of both Kaurana and Narungga descent.

Aunty Yvonne worked as a public servant for more than 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 work with heritage and Native Title. She tirelessly supports her community through ongoing work with the Nunga Courts, which she helped establish more than 20 years ago to ensure culturally appropriate sentencing in South Australian courts, and the Port Adelaide Grannies' Group, where she advocates for the wellbeing of First Nations families.

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



Uncle Frank Wangutya Wanganeen

Uncle Frank is a Kurna/Narungga man born in Wallaroo on the Yorke Peninsula and raised at Point Pearce Mission. With more than 30 years of service, Uncle Frank has contributed to committees focused on reconciliation, local government, Aboriginal heritage, native title, social justice and Kurna language revival.

A respected cultural educator, he works with students and institutions to promote awareness of Kurna heritage and Aboriginal issues. His contributions extend to Aboriginal health through SAHMRI and the Royal Adelaide Hospital.

Uncle Frank's commitment has been widely recognised. He received the Premier's NAIDOC Award in 2017, was named City of Salisbury Citizen of the Year in 2021 and earned the 2024 Lord Mayor's NAIDOC Award for his outstanding achievement, service and contribution to reconciliation in the City of Adelaide.

He also leads Kurna cultural walking tours in the Adelaide CBD, raising the importance of walking on Country, heritage and Aboriginal issues.



Jess Davies-Huynh

Jess is a proud Kurna woman of both Aboriginal and German-Australian heritage, who was born and raised on Kurna Country. She is a direct descendant of Rathoola, one of the original apical ancestors of the Kurna nation and also has family connections to the Ngarrindjeri nation.

Jess is passionate about supporting self-determination for Aboriginal peoples and their communities. As a young woman, she began following in the footsteps of her grandfather in pursuing Native Title rights for the Kurna people. She has held leadership and advisory positions on several Boards and working groups including the Kurna Yerta Aboriginal Corporation, Adelaide Park Lands Authority and the Aboriginal Reference Group for Lot Fourteen.

Jess currently works at the National Indigenous Australians Agency where she undertakes community engagement across the urban Adelaide region and supports reforms under the National Agreement on Closing the Gap. She enjoys spending her free time with family, including her husband and their beautiful toddler.

RECONCILIATION COMMITTEE

Renewal SA's commitment to reconciliation is driven from our leadership and involves all parts of our business.

In 2022 we expanded our RAP Working Group to form the Reconciliation Committee as a formal governance structure for the development, delivery, monitoring and reporting of our RAP and cultural heritage initiatives. The Reconciliation Committee has been instrumental in the development of this RAP to broaden the impact of our activities and to further embed reconciliation within our organisation. This Committee

includes diversity in voices and roles from across our business as well as esteemed Cultural Advisors.

The Committee is responsible for the stewardship of Renewal SA's development, implementation and reporting on the RAP as well as associated reconciliation activities. It acts in an advisory capacity to the Renewal SA Executive Committee.



Renewal SA's Reconciliation Committee.

Skye Bayne

Chair | Executive Director,
Sales and Corporate Affairs

Kimberley Shearer

Reconciliation Manager

Ben Christensen

Cultural Heritage Lead

Cassie Childs

Director, Communications and
Stakeholder Engagement

Chantal Milton

Development Director

Jo Bellison

Senior People and Capability
Business Partner

Tessa Stemberger

People and Capability Consultant

Kate Hayward

Strategic Communications Advisor

Jonathan Argent

Project Coordinator

Chelsey Watson

Project Manager

Nic Mavrogiannis

Manager, Procurement and
Contract Management

Dan Goodhind

Facilities Manager

Aunty Yvonne Agius

Cultural Advisor

Uncle Frank Wangutya

Wanganeen

Cultural Advisor

Jess Davies-Huynh

Cultural Advisor



Communication and Stakeholder Engagement Director Cassie Childs being cleansed at the corporate office smoking ceremony on Kurna Country.

URBAN RENEWAL AUTHORITY BOARD OF MANAGEMENT

The URA Board ensures our focus on reconciliation and the identified actions from our reconciliation journey are embedded in the strategic direction of Renewal SA.

RENEWAL SA EXECUTIVE COMMITTEE

The Executive Committee holds ultimate responsibility for the RAP.

The Executive Committee is advised by the Reconciliation Committee and is responsible for endorsing the RAP actions and deliverables, making associated decisions and ensuring delivery of our commitments.

ALL RENEWAL SA EMPLOYEES

Our people have again committed to taking action to promote respect, trust and positive relationships amongst First Nations peoples and non-Indigenous Australians.

OUR RECONCILIATION JOURNEY

In 2019, Renewal SA formally committed to reconciliation by joining Reconciliation Australia's 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.

We then commenced the next part of our reconciliation journey through our Innovate RAP (March 2022 – March 2024). In completing our first Innovate RAP, we both achieved and learnt a great deal. We encountered challenges and we adapted to create solutions.

The goals of the five dimensions of reconciliation - historical acceptance, race relations, equality and equity, institutional integrity and unity - have been at the forefront of our approach as we have moved through our reconciliation journey to date.

Prior to commencing our second Innovate RAP, we engaged our people at all levels of our organisation, encouraging them to participate in discussions about reconciliation as well as seeking their feedback on our first Innovate RAP and ambitions for our next RAP.

This engagement included:

- a workshop with our Reconciliation Committee
- an all-staff Reconciliation Action Plan survey
- discussions with the Executive Committee and with Directors
- meetings with key internal stakeholders and project teams
- a staff workshop, facilitated by Nicole Gollan, Ngarrindjeri woman and Founder of Nik&Co. Consultancy
- review of draft RAP by Nik&Co. Consultancy and Reconciliation South Australia.

As a result of the consultation, our people identified six priority focus areas that will be embedded in the approach to our second Innovate RAP. These priorities are woven throughout our actions and deliverables and include:

1. First Nations employment and career development
2. Embedding First Nations perspectives in urban design and our projects
3. Supporting First Nations business development and economic opportunities
4. Cultural awareness training and education
5. Meaningful First Nations engagement
6. Accountability and transparent reporting on RAP progress.



Uncle John Lochowiak conducting a Welcome to Country and smoking ceremony to commence the launch of the Southwark Grounds project on Kaurna Country.



Uncle Mickey O'Brien conducting the smoking ceremony at Noarlunga on Kaurra Country to cleanse and pay respect to the land and its ancestors.

KEY LEARNINGS FROM OUR FIRST INNOVATE RAP

With our first Innovate RAP, we set out to become a leader of reconciliation within South Australia's property and development sector. This vision was strongly linked to an understanding of our potential sphere of influence. While undertaking this Innovate RAP alongside significant organisational changes, it became clear that we need to further embed reconciliation across our organisation before we can fully maximise the position of influence we hold.

Bring everyone on the journey

This learning is important because during this period our organisation experienced significant growth, with many new staff joining Renewal SA. It is therefore vital that we onboard and bring new staff along the reconciliation journey in a way that aligns with our organisation-wide commitment while ensuring their personal journeys are meaningful and supported. We know firsthand how important this is because a staff survey told us an overwhelming majority of our people value cultural awareness training to enhance their understanding of the issues facing First Nations peoples.

Communicate regularly

Another key learning from staff was the need for more regular communication about our RAP progress and actions. This feedback will guide our second Innovate RAP and a more formalised activity-tracking approach to improve in this area. We understand that detailed tracking and communication will support accountability and drive progress.

Involve the right people

Ensuring we always have the right people in the room is a key learning that will inform how we implement our second Innovate RAP. We have had a clear understanding that it is important to have our senior people leading from the top and visibly supporting our approach to reconciliation. However, we have also identified it is just as important that the people who are at the frontline of delivering our projects are included in the process and empowered to ensure reconciliation remains at the forefront of our work on a daily basis.

Be clear on expectations and benefits

In consulting with staff on the draft Cultural Heritage Management Framework, many recognised its importance, though some raised concerns about increasing workflow steps for teams already under pressure to deliver. This reinforces the need for clear communication of the Framework's importance to ensure it is easy to follow, empowering our people to manage cultural considerations correctly and efficiently from the outset.

These learnings have been captured in how we are approaching our second Innovate RAP and reflect a theme of prioritising listening and collaboration – with external advisors, our people and our stakeholders.

HIGHLIGHTS FROM OUR FIRST INNOVATE RAP

March 2022 - March 2024

65%

of deliverables
completed

showcasing strong
progress and clear
alignment toward our goals.

47

First Nations
participants

engaged in Works
Program initiatives.

\$2.48

million spent

with 13 First Nations
suppliers.

3

First Nations
employees

contributing to 1.73% of
the total workforce.*



The inaugural Yarning Circle with Villawood's General Manager SA Stuart Headland, Elder Uncle Rodney O'Brien and former Renewal SA Chief Executive, Chris Menz for a campfire-style discussion at the site of Villawood's new residential development, Oakden Rise on Kaurna Country.

Relationships

- Celebrated all significant cultural events such as National Reconciliation Week and NAIDOC Week, offering staff across the organisation a variety of ways in which to be involved.
- Introduced Kaurna language and culture in project brands such as Tapangka on Franklin and Noarlunga brand development.
- Held industry-leading Yarning Series sessions with Traditional Owners, our development partners, contractors and staff at our Oakden and Brompton projects.

Respect

- Integrated Yaltana Yarta artwork into Renewal SA workspaces, documents and communications channels.
- Demonstrated culture through the inclusion of a Welcome to Country and smoking ceremony for the opening of our new office at 11 Waymouth Street, Adelaide.
- Further embedded cultural heritage by integrating it within Renewal SA's Project Management Framework.

Opportunities

- Awarded \$2.48 million in contracts across thirteen First Nations businesses.
- Increased direct sourcing value from eligible First Nations business for procurements valued up to \$550,000.
- Our Works Program delivered two Roads2Civil training programs to First Nations students.

Governance

- Established a formal governance structure for our RAP.
- Published quarterly Innovate RAP eDM communicating progress and achievements.
- Introduced a First Nations owned digital RAP actions and deliverables tracking tool.

CASE STUDY



RELATIONSHIPS IN ACTION: YARNING SERIES



Brompton Yarning Circle with Karl Telfer on Kaurna Country.

One of the five dimensions of reconciliation is historical acceptance; the need for all Australians to understand and accept the wrongs of the past and their impact on First Nations peoples.

Renewal SA believes that this need for understanding extends to our projects, which is why we created our Yarning Series.

Held at a couple of Renewal SA sites so far, Yarning Circles have involved Traditional Owners, Renewal SA executive and project teams, development partners, engineers and designers, all coming together to have open and honest conversations.

“Through this process, we are learning about the significance of local history through the storytelling of Traditional Owners,” said Skye Bayne, Executive Director, Sales and Corporate Affairs.

“But it’s much more than listening; it’s also about doing.

“We are using the learnings and stories shared to influence and inform the choices we make when building the community.

“We’re ensuring the stories related to that particular area are embedded in our project teams’ mindset, are understood and respected by our main contractors and are passed on as we welcome new communities onto the land.”

OUR ACTION PLAN RELATIONSHIPS

Building strong, respectful and long-term relationships between First Nations peoples and non-Indigenous Australians is important. We value the perspectives, knowledge and lived experiences of First Nations peoples which challenge, teach and inspire us to think differently and act with purpose.

We embrace the strength in listening to and elevating First Nations voices. Every person brings their own story, motivations and aspirations, and we are committed to creating a culture where First Nations identities are recognised, respected and

celebrated. Through genuine collaboration and partnership, the relationships we build both within our organisation and with the broader community are fundamental to the success of our RAP and our broader reconciliation journey.

● Deliverables exclusive to Renewal SA

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1/ Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	Meet with local South Australian First Nations stakeholders and organisations to develop guiding principles for future engagement.	June 2026	Reconciliation Manager and Cultural Heritage Lead
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	June 2026	Reconciliation Manager
	Continue membership with Reconciliation South Australia to develop relationships with the state peak body leading reconciliation.	November 2025, 2026	Reconciliation Manager
2/ Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026, 2027	Director, Communications and Stakeholder Engagement
	Members of the Board, Executive Directors and Reconciliation Committee to participate in an external NRW event.	May 2026, 2027	Executive Director, Sales and Corporate Affairs
	Encourage and support staff to participate in at least one external event to recognise and celebrate NRW.	May 2026, 2027	Executive Director, Sales and Corporate Affairs
	Organise at least one NRW event each year.	May 2026, 2027	Reconciliation Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2026, 2027	Reconciliation Manager
	In consultation with local First Nations stakeholders, sponsor one external NRW community event per year.	May 2026, 2027	Director, Communications and Stakeholder Engagement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3/ Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2026, 2027	Reconciliation Manager
	Communicate our commitment to reconciliation publicly through internal and external newsletters.	March, June, September, December 2025, 2026, 2027	Director, Communications and Stakeholder Engagement
	Explore opportunities to positively influence our external stakeholders to drive reconciliation initiatives.	November 2027	Director, Communications and Stakeholder Engagement
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2027	Reconciliation Manager
	● Provide a copy of the RAP to all new employees and contract employees.	November 2027	Director, People and Capability
	● Include the RAP in the supplier onboarding process to ensure all suppliers receive it and understand our reconciliation commitment.	March 2026	Director, Finance Control and Business Services
4/ Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify and enhance existing anti-discrimination provisions.	June 2026	Director, People and Capability
	Review the anti-discrimination policy for our organisation to ensure effectiveness and best practice approach and communicate to staff.	June 2026	Director, People and Capability
	Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	June 2026	Director, People and Capability
	Educate all staff on the effects of racism.	June 2026	Director, People and Capability
5/ Increase understanding and awareness of Traditional Owner Groups across South Australia to inform our business including the Office for Regional Housing.	● Engage with Traditional Owners in regional areas where we are planning to deliver significant projects to gain insight into local needs and build effective partnerships.	November 2027	Director, Office for Regional Housing
	● Where the Office for Regional Housing is delivering significant projects, co-design a tailored engagement strategy in collaboration with Traditional Owners and First Nations peoples.	November 2027	Reconciliation Manager

CASE STUDY



RESPECT IN ACTION:

WORLD'S BEST PRACTICE AT NOARLUNGA



Ground Penetrating Radar.

Diagnostic imaging technologies like x-ray and ultrasound can help see what's happening beneath the surface of the human body. The same is possible when considering what might be buried underground by using Ground Penetrating Radar (GPR).

As part of the master planning process for our 22-hectare Noarlunga redevelopment, Renewal SA engaged Ian Moffat, Professor of Archaeological Science at Flinders University, to undertake a GPR survey of the entire site after initial investigations indicated the possibility of unmarked graves on the site.

"It was a real privilege to undertake this work on behalf of Renewal SA and the Kaurra community," Professor Moffatt said.

"I do a lot of work on surveying unmarked graves, but this is the first time I've been asked to do something on this scale. Our 3D radar is the only one of its kind in the country so it's safe to say this is the largest cultural GPR survey ever undertaken in Australia."

Twenty-one radars spaced 6.5 centimetres apart were towed across the ground by a small tractor. Kaurra community representatives were invited to witness the survey's start, which took approximately 15 days to complete.

"GPR works not by detecting skeletal material directly but by finding the cuts in the soil that might indicate a burial site," Professor Moffatt said.

"We found several targets flagged as potential burials but thankfully none were human remains when excavated. This work provides certainty to the Traditional Owners that everything that can be done has been done in a respectful way. It's fantastic that a government agency is establishing world's best practice. It's a credit both to Renewal SA and the Kaurra community."

The survey results helped inform the final Cultural Heritage Management Plan for the Noarlunga development.

OUR ACTION PLAN RESPECT

Respect for First Nations peoples, cultures, histories, knowledge and rights is critical. We want everyone at Renewal SA to acknowledge our shared history and truly seek to understand the spiritual connection First

Nations peoples have with the land which we develop.

In doing so, we will increase the physical and emotional understanding of everyone involved in shaping

developments - before a sod is turned, while work is underway and as communities are created. The result will be enhanced and more connected developments for all South Australians.

● Deliverables exclusive to Renewal SA

6/ Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6/ Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning within our organisation to assess progress.	June 2026	Director, People and Capability
	Consult local Traditional Owners and First Nations advisors to inform our cultural learning strategy, ensuring a diverse offering of formal and informal learning opportunities at all levels of the organisation.	November 2026	Director, People and Capability
	Develop, implement and communicate a formal organisational cultural learning strategy aligned to our Capability Framework, including anti-racism training.	December 2026, review November 2027	Director, People and Capability
	Partner with local First Nations organisations and/or consultants in each regional area where we are delivering projects to deliver cultural awareness training for staff as required for the Office for Regional Housing.	November 2027	Director, Office for Regional Housing and Director, People and Capability
	Provide opportunities for all staff including Reconciliation Committee, HR managers and other key leadership to participate in formal and structured cultural learning.	Review June 2026, November 2027	Director, People and Capability
	Regularly communicate RAP progress to share good news stories and case studies and encourage peer presentations for education and awareness.	Review March 2026, 2027	Director, Communications and Stakeholder Engagement
	Partner with Traditional Owners to deliver 'Yarning Series' information sessions on new projects for staff and contractors to learn about the history, significance of sites and cultural protocol requirements.	Review November 2026, November 2027	Director, Communications and Stakeholder Engagement and Development Directors
	Provide training to project staff on cultural heritage and associated legislative requirements.	Review June 2026, June 2027	Director, People and Capability and Cultural Heritage Lead

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7/ 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 2026	Reconciliation Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2026, review June 2027	Reconciliation Manager
	Invite a South Australian Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review March 2026, 2027	Reconciliation Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	November 2027	Chief Executive
8/ Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Members of the Board, Executive Directors and Reconciliation Committee to participate in an external NAIDOC Week event.	July 2026, 2027	Executive Director, Sales and Corporate Affairs
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	May 2026, 2027	Director, People and Capability
	Encourage participation in external NAIDOC Week events to all staff by promoting local events through our internal communications channels.	July 2026, 2027	Director, Communications and Stakeholder Engagement
	Circulate NAIDOC Week resources and materials to all staff.	July 2026, 2027	Reconciliation Manager
	Organise at least one NAIDOC Week event each year for staff.	July 2026, 2027	Reconciliation Manager
	Provide financial or in-kind support to one external community NAIDOC Week event per year.	July 2026, 2027	Director, Communications and Stakeholder Engagement
9/ Ensure First Nations perspectives are integrated into planning, urban design, project development and delivery.	Review and update the Project Governance Framework and relevant policies and procedures to include opportunities for early and ongoing engagement and partnership with Traditional Owners and First Nations stakeholders.	November 2026, review November 2027	Director, Transformation and Change
	At the early stages of a project, engage with Traditional Owners and cultural advisors to identify opportunities for inclusion of First Nations perspectives, culture, heritage, truth-telling and reconciliation through project planning, landscape and built-form design.	November 2027	Executive Director, Residential Project Delivery and Assets and Executive Director, Property and Major Projects
	Develop and implement a First Nations community engagement framework to guide and support the organisation in undertaking relevant and appropriate levels of co-design and/or engagement on our projects, ensuring opportunities for conversation and meaningful collaboration.	July 2026	Director, Communications and Stakeholder Engagement
10/ Ensure cultural heritage is considered and integrated into all Renewal SA projects through training, risk assessment and collaboration with Traditional Owners.	Develop a best-practice cultural heritage management framework and embed it within the Project Governance Framework and project management practice.	June 2026, review June 2027	Cultural Heritage Lead
	Review and re-set existing cultural heritage management processes as needed.	June 2026, review June 2027	Cultural Heritage Lead
	Ensure cultural heritage matters are considered and assessed in the concept stage of projects.	Review November 2026	Cultural Heritage Lead
	Ensure Traditional Owners are the key informants and collaborators of cultural heritage surveying and reporting.	Review November 2026	Cultural Heritage Lead

CASE STUDY

OPPORTUNITIES IN ACTION: CREATING OPPORTUNITY THROUGH LEARNING



Roads2Civil participants at the Winslow site tour on Kaurna Country.

Recognising that equality and equity are fundamental in reconciliation, Renewal SA's Works Program provides a range of opportunities for First Nations participants.

Renewal SA's Works Program provides hands-on training, work experience and employment opportunities delivered in partnership with Renewal SA contractors, stakeholders and registered training organisations.

These initiatives include a Roads2Civil Program, delivered in partnership with Civil Train SA. Twelve First Nations students from Playford International College and Kaurna Plains School undertook a three-week program that included training units from the Certificate II in Civil Construction.

These students designed and created a native garden area at the College while also exploring their connection to Country by embedding Kaurna culture into the design.

The Works Program also delivered the third yourtown Landscape and Construction Pre-employment Program in partnership with social enterprise yourtown, TAFE SA and Interskills Training.

This five-week program provided participants with training in construction and landscape maintenance. Following graduation, three First Nations participants gained employment and one secured an apprenticeship.

OUR ACTION PLAN OPPORTUNITIES

Strong, respectful relationships drive meaningful opportunities. They form the basis for creating and implementing culturally appropriate partnership-centred solutions.

The scale of our work and our remit gives us the ability – and the responsibility – to unlock opportunities of significance for First Nations peoples,

particularly in terms of procurement, professional development and careers. We are determined that every Renewal SA program applies this lens.

● Deliverables exclusive to Renewal SA

11/ Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Build an understanding of current First Nations staffing to inform future employment and professional development opportunities.	March 2026	Director, People and Capability
	Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	June 2026	Director, People and Capability
	Develop and implement a First Nations recruitment, retention and professional development strategy.	December 2026	Director, People and Capability
	Advertise job vacancies to effectively reach First Nations candidates.	July 2027	Director, People and Capability
	Review HR and recruitment procedures and policies to remove barriers to First Nations peoples' participation in our workplace.	June 2026	Director, People and Capability
	● Partner with universities, TAFE SA or other educational institutions to create learning opportunities for First Nations students.	December 2026	Director, People and Capability

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12/ Increase First Nations supplier diversity to support improved economic and social outcomes.	Review and update the First Nations procurement strategy and establish tracking mechanisms to ensure its effectiveness in meeting goals and increasing participation.	December 2026	Executive Director, Commercial and Business Services
	Promote the SA Government's Aboriginal Business Directory, Supply Nation and The Circle to staff in order to better connect with First Nations businesses and increase supplier diversity and encourage informed purchasing decisions.	Review November 2026, 2027	Director, Finance Control and Business Services
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	Review November 2026, 2027	Director, Finance Control and Business Services
	● Support staff to attend the annual South Australian Aboriginal Business Showcase and other relevant First Nations business events to build relationships and explore procurement opportunities.	July 2026, 2027	Chief Executive
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	December 2026, review July 2027	Director, Finance Control and Business Services
	Develop commercial relationships with First Nations businesses.	November 2027	Development Directors
	● Update our Acquisition Plan templates and related procurement documentation to ensure a consistent and strategic focus on engaging First Nations businesses throughout the procurement lifecycle.	November 2026	Director, Finance Control and Business Services
	● Provide information to First Nations businesses on how to access support during the tender process to reduce barriers and enhance participation.	November 2026	Director, Finance Control and Business Services
	● Introduce a requirement for all non-First Nations suppliers participating in tenders to complete a Reconciliation Commitment Statement, demonstrating how their organisation supports reconciliation, cultural capability and supplier diversity.	November 2026	Executive Director, Commercial and Business Services
13/ 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.	● Provide opportunities for First Nations peoples through Renewal SA's Works Program, tailored to meet current industry workforce needs.	Review November 2026, 2027	Works Program Manager
	● Monitor and track outcomes generated through the Works Program and provide regular reporting to the Reconciliation Committee.	Review November 2026, 2027	Works Program Manager

CASE STUDY



GOVERNANCE IN ACTION:

A NEW CULTURAL HERITAGE MANAGEMENT FRAMEWORK



Cultural Heritage Lead Ben Christensen and Reconciliation Manager Kimberley Shearer
at Tanntanyangga / Victoria Square on Kurna Country.

An action from our previous Innovate RAP was to develop a Cultural Heritage Management Framework. While not completed during that period, the framework is now developed and has begun operating, although formal internal approval is pending. We remain committed to finalising approval.

Once finalised, Renewal SA will have processes pursuant to legislation at a state heritage level (and beyond), adhering to best practice as part of Renewal SA's commitment to be an exemplar of reconciliation.

A key piece of the Framework is a Cultural Heritage Flowchart which captures technically-complex processes into an easy-to-understand flowchart – identifying a clear pathway for all Renewal SA project teams to follow when undertaking projects and bringing cultural heritage considerations to the front of mind.

Consultation has been extensive. Driven by Renewal SA's Cultural Heritage Lead Ben Christensen, input was gathered from project and development managers, the Reconciliation Manager, and all Renewal SA project sectors, including defence, industrial, residential, major projects and asset management. The Executive Committee and various directors have also been involved in the development. External consultation included a review by Aboriginal Affairs and Reconciliation to ensure cultural considerations were met.

"The Cultural Heritage Flowchart provides a clear roadmap for how to interact with Cultural Heritage Services and follow best practice cultural heritage management processes at a project level," Ben said.

"Mitigating risk to Renewal SA is naturally a primary consideration of this piece of work, but thoughtfully and respectfully managing cultural heritage carries vast value beyond that. It is of huge importance to First Nations peoples and the wider community. Aboriginal cultural heritage is the foundation story and part of the ongoing identity of this country. I'm proud to be part of an organisation that is committed to best practice cultural heritage management."

The new Cultural Heritage Flowchart and Framework will be implemented for Renewal SA staff in late 2025.

OUR ACTION PLAN

GOVERNANCE

Strong governance helps us turn our reconciliation intentions into meaningful action. It ensures we stay focused, accountable and transparent in how we deliver on our RAP commitments.

We know that this work takes time, and that progress may not always be linear

– but we welcome the opportunity to reflect, improve and grow.

By embedding clear roles, responsibilities and reporting structures, we can track our impact and make sure our efforts are aligned across the organisation.

This level of clarity supports our people to contribute with confidence, knowing that reconciliation is everyone’s responsibility and that we are all part of the journey.

 Deliverables exclusive to Renewal SA

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
14/	Maintain an effective Reconciliation Committee to drive governance of the RAP and support delivery of initiatives.	Maintain First Nations representation on the Reconciliation Committee.	June 2026, 2027	Reconciliation Committee Chair
		Review the Terms of Reference for the Reconciliation Committee.	June 2026, 2027	Reconciliation Committee Chair
		Meet at least four times per year to drive and monitor RAP implementation.	December 2025, March, June, September, December 2026, March, June, September 2027	Reconciliation Committee Chair

ACTION		DELIVERABLE	TIMELINE	RESPONSIBILITY
15/	Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2025	Executive Director, Sales and Corporate Affairs
		Develop and implement a plan to engage our Executive Directors and Directors in the delivery of RAP commitments.	December 2025, review July 2027	Reconciliation Manager
		Define and maintain appropriate systems to track, measure and report on RAP commitments.	November 2025	Reconciliation Manager
		Appoint and maintain an internal RAP Champion from senior management.	November 2025	Chief Executive
		● Incorporate reconciliation objectives and targets into Performance Development Plans for Executive Directors and Directors.	November 2026, 2027	Executive Director, People and Transformation
16/	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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.	August 2026, 2027	Reconciliation Manager
		Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August 2026, 2027	Reconciliation Manager
		Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026, 2027	Reconciliation Manager
		Report RAP progress to all staff quarterly.	December 2025, March, June, September, December 2026, March, June, September 2027	Director, Communications and Stakeholder Engagement
		Publicly report our RAP achievements, challenges and learnings, annually.	November 2026, 2027	Director, Communications and Stakeholder Engagement
		● Develop and implement a set of clear and measurable Key Performance Indicators to track the progress and impact of RAP deliverables.	November 2025, 2026	Reconciliation Manager
		Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Reconciliation Manager
		Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2027	Reconciliation Manager
17/	Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2027	Reconciliation Manager

“Reconciliation highlights the strength of Aboriginal and non-Aboriginal peoples coming together through truth-telling and education to build stronger, connected communities together.”

AUNTY YVONNE AGIUS



Uncle John Lochowiak conducting a Welcome to Country and smoking ceremony to commence the launch of the Southwark Grounds project on Kaurna Country.

FURTHER INFORMATION

For information on our RAP and journey of reconciliation:

renewalsa.enquiries@sa.gov.au

1800 993 439

[RENEWALSA.SA.GOV.AU/RECONCILIATION](https://renewalsa.sa.gov.au/reconciliation)

Renewal SA



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