



Stretch Reconciliation Action Plan

April 2023 – March 2026



Our RAP Artwork

This design is a representation of people coming together in the Department of Treasury and Finance (DTF) and the South Australian community to work towards reconciliation with Aboriginal and Torres Strait Islander people.

The hands (A) touching each other in the centre of the design symbolise people from diverse backgrounds reaching out to engage with each other as well as develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people.

The left hand circles represent the collaborative groups across DTF which support and champion the delivery of our Reconciliation Action Plan (RAP). These groups include:

- (B) Executive Leadership Team
- (C) Collaboration and Workforce Committee
- (D) People and Culture Committee, and
- (E) Reconciliation Working Group (RWG).

The right hand circles represent the members of the RWG, which is tasked with ensuring the actions within the RAP are achieved across the department.

The members of this group include, at a minimum:

- (F) Executive Sponsor
- (G) Senior Cultural Diversity Consultant
- (H) Manager, Office of the Under Treasurer
- (I) Senior Human Resources Officer
- (J) Aboriginal and Torres Strait Islander employees
- (K) Representative, People and Culture Committee, and
- (L) Representatives from each branch in DTF

The infinity symbol (M) has been incorporated into the background as a watermark to represent a 'connected DTF', always linked and striving for continuous improvement and learning constantly, seeking to do better.



Featured Artist: This design was created by Karen Briggs. Karen is an illustrator, graphic and digital designer and contemporary First Nations artist. She is a Yorta Yorta woman whose ancestral homeland radiates from the junction of the Goulburn and Murray Rivers in Northeast Victoria. She has a Bachelor of Design from the University of South Australia and a Diploma in Applied Design (Multimedia) from TAFE SA. Karen is a published illustrator who enjoys visiting schools and libraries, reading stories from her books about First Nation culture and giving art workshops which imparts elements of culture and values into the younger generation. These days she illustrates from home in the Adelaide Hills along with running her own design freelance business.



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Acknowledgement of Country

The Department of Treasury and Finance (DTF) recognise Aboriginal and Torres Strait Islander peoples as the First peoples and Traditional Custodians of the South Australian lands and waters. We acknowledge and respect that their unique cultural heritage, customs, spiritual beliefs and relationship with the land are of ongoing importance today, and we pay our respects to Elders past, present and emerging leaders of the future.

Statement from Reconciliation Australia CEO

On behalf of Reconciliation Australia, I congratulate the South Australian Department of Treasury and Finance (DTF) on its first Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP framework assists organisations to advance the reconciliation movement. As the lead South Australian agency for economic, social, and financial policy outcomes, DTF plays a vital role in providing financial services to the community, and economic policy advice to the Government of South Australia. Through its considerable reach, DTF is well placed to drive reconciliation outcomes across the state.

This Stretch RAP is built upon DTF's learnings and achievements since the launch of its first Innovate RAP in 2018. Key initiatives have included appointing a Senior Cultural and Diversity Consultant to provide a First Nations cultural lens and to liaise with industry and the South Australian Government. DTF has supported Aboriginal and Torres Strait Islander economic participation and outcomes through the inclusion of First Nations specific objectives in the South Australian Industry Participation Policy. DTF has also supported the Newpin program, designed to strengthen family engagement and secure the reunification of Aboriginal and Torres Strait Islander children in out-of-home care with their families. This previous work is indicative of DTF's understanding of leveraging its structures to create benefits for Aboriginal and Torres Strait Islander people.

With this Stretch RAP DTF continues to expand its reconciliation efforts. This includes an enhanced commitment to embed cultural learning across its operations, including 100 per cent completion of cultural capability training for managers, and developing targeted pathways and partnerships to increase Aboriginal and Torres Strait Islander attraction and retention within the organisation. DTF has also committed to strengthen support for Aboriginal and Torres Strait Islander community-led projects including cultural education in schools and the continuation of the Newpin program. These initiatives, among many others, show DTF working concertedly to place Aboriginal and Torres Strait Islander concerns and opportunities at the forefront of its work and capabilities.

On behalf of Reconciliation Australia, I commend DTF on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from the Chief Executive

I am pleased to introduce the Department of Treasury and Finance's (DTF) third Reconciliation Action Plan (RAP).

For the first time, DTF's RAP has achieved Stretch RAP status, which demonstrates DTF's commitment to true reconciliation - and our commitment to continuous progress.

The Government of South Australia has committed to a state-based implementation of the Uluru Statement from the Heart, commencing with implementation of the First Nations Voice to the South Australian Parliament in March 2023. DTF is focused on bold and ambitious goals toward reconciliation, and will work to support achieving these commitments.

DTF has a strong history of working in partnership with First Nations people. We are especially proud of the work we have done to support programs and projects across the South Australian Government that have provided support for individuals, communities and businesses. However, we acknowledge there is much to do to close the gap. This RAP will build upon the strong foundations laid by our employees and partners; and provide both guidance and accountability for all DTF employees as we make progress towards achieving the goals set out in this document.

In line with DTF's strategic plan, the actions in this RAP will seek to attract, develop and retain Aboriginal and Torres Strait Islander people, strengthening our performance through diversity and helping to empower our skilled, diverse, flexible and committed people. Our Executive Leadership Team and senior employees will lead this commitment.

We will leverage the government's significant buying power and industry advocacy to promote and engage Aboriginal and Torres Strait Islander businesses to build the skills, capacity and enterprise. Our procurement reforms are a major focus of these activities.

We will continue to engage our staff in regular cultural learning opportunities, fostering respect for Aboriginal and Torres Strait Islander cultural protocols through new and updated policies. Promoting Australia's unique and diverse cultures through annual events and plans, will build more mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses.

We acknowledge that progress towards successful reconciliation lays in both relationships and actions. This RAP will govern and guide the actions we take to advance awareness and diversity within DTF.

I look forward to working with all staff across DTF and the whole of government, Aboriginal and Torres Strait Islander employees, and other stakeholders as we implement our Stretch RAP over the next three years.



Rick Persse
Under Treasurer



Message from our Executive Sponsor

I am pleased to deliver our third Reconciliation Action Plan (RAP) for the Department of Treasury and Finance (DTF).

DTF's reconciliation journey began in 2013 when we joined with the Department of the Premier and Cabinet to develop our first RAP. As the department matured in its thinking and reconciliation journey it progressed to focus on its own organisation and in May 2018 we proudly launched our Innovate RAP. Since then, we have worked to embed the five dimensions of reconciliation; historical acceptance, race relations, equality and equity, institutional integrity and unity within the department. We are committed to reconciliation within our organisation and see this plan as helping set the foundation to further advancement.

We have engaged our staff in regular cultural learning opportunities, fostering respect for Aboriginal and Torres Strait Islander cultural protocols through new and updated policies. We have celebrated Aboriginal and Torres Strait Islander cultures through annual events and implemented plans to build more mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and businesses.

We acknowledge that reconciliation is an ongoing journey that requires drive and dedication from everyone. The launch of our new Stretch RAP embodies DTF's commitment to furthering our reconciliation goals to pursue in the years ahead.

Together, we want to build a deeper relationship with Aboriginal and Torres Strait Islander employees and stakeholders, increase

promotion of Aboriginal and Torres Strait Islander languages, support Aboriginal and Torres Strait Islander businesses to thrive, further engage and develop Aboriginal and Torres Strait Islander leaders, continue to stand up against racism in the community and continuously provide a safe working environment for all employees.

In line with DTF's strategic *Our Plan 2021-2023* and our purpose of "Making a Difference so South Australia Thrives", the department aims to empower and trust our skilled, diverse, flexible and committed people by creating a connected DTF, through increased diversity across the workforce. Our Executive Leadership Team and senior employees will continue to help drive this commitment. We acknowledge that relationships and actions are key to successful reconciliation and look forward to working with Aboriginal and Torres Strait Islander employees, stakeholders and other government agencies as we implement our Stretch RAP over the next three years.



Julie Holmes
*Executive Sponsor Stretch Reconciliation Action Plan
Commissioner of State Taxation*

Our vision for reconciliation

Our vision for reconciliation is a Department of Treasury and Finance free from discrimination where Aboriginal and Torres Strait Islander peoples share equally in the future prosperity and wellbeing enjoyed by of all South Australians through the work undertaken by the department.

Together with our First Nations employees we can tell the stories of Australia's past, present and future. We will do this through recognising Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands in which we work and live and we will celebrate their cultures and heritage.

We recognise the deep and irreversible damage and dislocation that Aboriginal and Torres Strait Islander peoples have experienced and continue to experience, through colonisation, settlement and displacement and we encourage all departmental staff to take positive steps towards reconciliation and dismantling current barriers that First Nations peoples experience.

DTF also acknowledges the role of First Nations peoples of South Australia; that they continue to have in purposefully shaping and caring for the area that we know as South Australia.

To support this vision we have developed our Stretch Reconciliation Action Plan.



Our business

DTF is the lead agency for economic, social and financial policy outcomes, where we play a vital role in providing economic and fiscal policy advice to the Government of South Australia. We conduct research, analyse information, give advice, contribute to government policy and decision making and support the Treasurer in producing the State Budget. We also provide corporate and business services in the areas of Payroll, Accounts Payable, Accounts Receivable and Financial Services so that all South Australian Government departments can focus on their core business operations. As an organisation we contribute to South Australia by providing financial services to the community, covering asset and liability management, collection of state taxes, insurance and superannuation as well as services for work health and safety and state-based industrial relations services across South Australia.

As at August 2022, DTF has 1646 employees and 24 of those employees identify as Aboriginal and/or Torres Strait Islander people. This represents 1.50 percent of the DTF workforce. DTF currently has six offices located throughout the Adelaide metropolitan region and our organisation's geographical reach is state-wide.



Our achievements

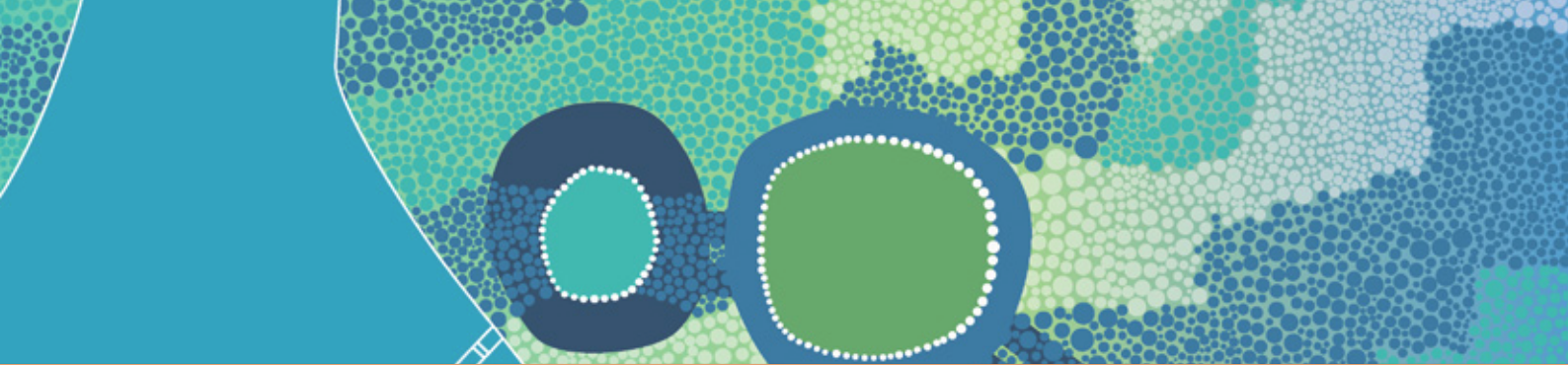
In 2013 the department developed its first RAP in a combined effort with the Department of the Premier and Cabinet as the two agencies shared corporate responsibilities. As we increased our own capability and independence the department launched its Innovate RAP in 2018. This document is specific to DTF and shines the lens directly on reconciliation strategies specific to DTF. DTF has continued to mature and build on past work in reconciliation and is driven to do more with the implementation of this RAP.

Since the launch of our DTF Innovate RAP in 2018, the department has worked towards advancing reconciliation by engaging our staff and stakeholders to deepen our understanding of Aboriginal and Torres Strait Islander histories cultures and beliefs. Since 2018, the department has effectively implemented deliverables within the DTF Innovate RAP. Collectively DTF has provided many opportunities to grow our knowledge through varying channels allowing staff a variety of ways to engage.

For a number of years DTF has been the lead and host agency for an across South Australian Government National Reconciliation Week Film Club. The number of agencies involved with Film Club has steadily grown each year, peaking in 2022 with eight separate departments coming together. The Film Club is supported by a working group consisting of representatives from each participating state government agency. Led by DTF and functioning collaboratively, it leverages the rich knowledge base of the working group, Film Club provides a space for employees to come together and grow knowledge while viewing movies on the SBS / NITV network specifically chosen

for their relevance to National Reconciliation Week. The movie events provide employees with the opportunity to network and increase understanding of Aboriginal and Torres Strait Islander cultures by developing a deeper understanding of perspectives, histories and spark conversation that will have impact long after the event. A key engagement activity at Film Club is the collaboration with Red Centre Enterprises, a wholly owned First Nations business for the provision of popcorn flavored with traditional native ingredients. DTF purchases the popcorn, with film attendees able to purchase the popcorn via donation with all proceeds going to Nunga Mi:Minar. This organisation is based in northern metropolitan Adelaide and provides support services for First Nations women and children experiencing or escaping family violence. Nunga Mi:Minar provide a range of services including, immediate safety response, accommodation, material assistance, advice and advocacy, living skills and health and wellbeing support. DTF has an ongoing relationship with this organisation and donation proceeds is one of the ways DTF can support the service. The donation goes directly to the service provision of those who access the facility.

DTF is committed to providing staff with a broad range of opportunities to expand cultural awareness, understanding and knowledge by actively hosting internal events and promoting attendance at community based reconciliation events. Cementing DTF's commitment to reconciliation, staff are supported to participate in reconciliation events hosted by the department or within the community by accessing up to two hours of paid work time. Employees are actively encouraged



to attend the annual Walk of Awareness to commemorate Stolen Generations, Apology Day Breakfast, hosting morning teas with the focused goal of coming together to share knowledge, raise money and donate items to Aboriginal and Torres Strait Islander community organisations. Aboriginal Family Support Services (AFSS) is an organisation that DTF frequently supports, for example donation of Christmas gifts for people who access the service. AFSS provide a list of suggested gift items required by those who access their organisation; identified by age, and gender. The gifts provided by our staff help children and families experience a sense of thoughtful Christmas where gifts are tailored to the needs of those being provided support through AFSS. We acknowledge we are supporting a service that provides vital assistance to those who access AFSS.

We have developed and implemented key RAP strategies to further embed reconciliation within the department, including communication and engagement plans that enable clear structure and opportunity for early engagement of staff with reconciliation events. Our Aboriginal and Torres Strait Islander Employment and Retention Plan 2021-2024, builds on the existing workplace culture to attract and retain diverse talent that incorporates Aboriginal and Torres Strait Islander peoples. We know diversity and inclusiveness is fundamental to better decision-making and fostering a growth mindset. This is integral to how we serve the South Australian community, develop the workplace and live the values in all that we do.

The overarching Aboriginal and Torres Strait Islander Cultural Awareness Development Strategy 2021-2023 provides a framework that

supports every employee to complete cultural awareness training to further build a culturally safe workplace in which everyone has equal opportunity to succeed and contribute to our business.

These DTF strategies and plan allow the visibility and measurement of actions.

DTF has developed and implemented policy and guideline on the significance of Aboriginal and Torres Strait Islander peoples cultural protocols, such as Acknowledgement of Country and Welcome to Country, to make this a standard practice within the workplace. Leadership champion the commitment for all staff within the department to actively use the resources.

We have developed a dedicated "Reconciliation in DTF" webpage on the DTF Intranet with links to relevant documents, wellbeing resources and information to ensure ongoing support for Aboriginal and Torres Strait Islander employees.

We have improved the level of Aboriginal and Torres Strait Islander peoples participation in, and benefit from, employment and economic opportunities arising out of Government expenditure through the Aboriginal and Torres Strait Islander peoples economic participation objective in the SA Industry Participation Policy.

The Office of the Industry Advocate is a branch of DTF and responsible for the strategy to support improved outcomes for Aboriginal and Torres Strait Islander economic participation and to ensure all South Australians have access to the benefits of this participation. The Policy enables tailored measures for Aboriginal and Torres Strait Islander organisation participation which are directly relevant to raising economic



Our challenges

The RWG had several challenges throughout the implementation of the Innovate RAP and the development of the Stretch RAP, including:

- Finding ways to seek genuine commitment and participation from all our employees. The impetus to increase employee involvement spotlighted the need to expand and improve platforms for continual engagement. This was led by the Executive Sponsor, RWG and the Senior Cultural Diversity Consultant. Ensuring momentum, coupled with our front of mind commitment to seize opportunities to be involved with reconciliation activities new ways of working were put in place that engaged Branches and teams at a local level to further enhance agency wide commitment.
- A number of our targets required more time and effort than first identified. Ensuring members of the RWG had sufficient time to complete RAP deliverables in conjunction with their day-to-day workload, within set timeframes was at times difficult. To safeguard and support members to fulfil responsibilities, increased visibility by management has been embedded through regular conversations with the Executive Leadership Team together with greater transparency and documentation on work effort required for members of RWG to complete tasks.
- While finalising our Innovate RAP and planning for the Stretch RAP there were significant delays in review and consultation due to the COVID-19 pandemic and subsequent changes within the workplace. The RWG continued to progress the deliverables as much as possible, including celebrating significant dates through alternative online platforms and information sharing. DTF will maintain a hybrid model of working, which ensures accessibility for all employees towards reconciliation in the agency.

participation and provide for Aboriginal businesses and employees.

The Reconciliation Working Group (RWG) has developed this Stretch RAP through planning workshops with internal stakeholders, regular meetings conducted over the period 2019-2022, and consultation with the Nunga Network (DTF Aboriginal and Torres Strait Islander Employees). The Nunga Network is named after the term Nunga which is the name for Aboriginal peoples in South Australia. The network was established with the support of senior leaders and Aboriginal employees across both the Department of the Premier and Cabinet and DTF at the time when corporate responsibilities were shared between agencies. The Network was formed to raise the profile and awareness of matters relevant to Aboriginal and Torres Strait Islander peoples across all DTF. The Network is guided by the Terms of Reference and exists to achieve a culturally safe, inclusive and supportive environment for Aboriginal and Torres Strait Islander employees.

Reconciliation SA, Reconciliation Australia in addition to the Commissioner for Aboriginal Engagement were each consulted with during the drafting phase of this RAP.



Our learnings

Critical to the successful implementation of the RAP is a strong, committed and varied working group, including significant representation from Aboriginal and Torres Strait Islander employees and membership representing the breadth of DTF branches. Diversity of membership on the working group enhances our ability to engage deeper in DTF and strengthens opportunities for employees to become involved with reconciliation activities.

A clearly defined Terms of Reference (ToR) is important to clarify the RWG's role and member responsibility. The ToR is freely available and forms part of the induction pack provided to new members when a vacancy arises.

Strong leadership and decision making is required to progress reconciliation within the workplace. DTF Executive has accountability as change makers continuing the open discussion on reconciliation and providing opportunities by supporting active recruitment and retention strategies of Aboriginal and Torres Strait Islander peoples. Executive and management are critical enablers, advocating and raising awareness of the importance of developing a deeper understanding for Aboriginal and Torres Strait Islander histories and cultures, this includes openly supporting employees to undertake cultural awareness competency training.

The position of the Senior Cultural and Diversity Consultant (SCDC) is an important role that provides a cultural lens across all aspects of the RAP and other departmental strategies and processes. This role also ensures cultural support and advice for Aboriginal and Torres


Strait Islander employees. The SCDC is a key contact and liaison both across South Australian government and industry. For example the SCDC provides a critical link with HITsa, providers of Traineeship education for Aboriginal and Torres Strait Islander employees undertaking a traineeship in DTF.

Regular monitoring and quarterly reporting is necessary to ensure RAP deliverables are on track and successful. Frequent review of deliverables allows DTF to adjust focus and targets dynamically if required.

Communication, consultation and feedback from Aboriginal and Torres Strait Islander employees and from Aboriginal and Torres Strait Islander communities are embedded into our Stretch RAP actions recognising they are essential to successful reconciliation, improved work practices and a transparent feedback loop.

A key learning from the COVID-19 pandemic is the acknowledgement an ever-changing work environment is to be expected and accommodated for. Alternative approaches such as enabling all events and meetings to be attended via online platforms, are now considered the norm. It is important to ensure reconciliation continues to be a priority within the workplace and community and that DTF remains adaptable and progressive in engagement approaches.

Our initial Reflect RAP was combined with DPC as the two agencies shared corporate responsibilities. Since the initial RAP, DTF has been delivering on our most recent Innovate RAP 2018-20. This document is specific to DTF and shines the lens directly on reconciliation strategies specific to DTF. DTF has continued



to mature and build on past work in reconciliation and is driven to do more with the implementation of this RAP.

DTF's Innovate RAP 2018-20 was a dedicated plan driven by DTF. A special focus was placed on establishing strategies within the department to strengthen our foundations and ensure we are set up for a successful and meaningful reconciliation journey.

In this new Stretch RAP, DTF will reach further towards our vision for reconciliation through longer-term strategies and building more meaningful relationships with Aboriginal and Torres Strait Islander employees, peoples, communities and businesses. Our established governance structure enables staff from across the organisation to help drive the RAP and provides executive sponsorship through our reporting line to the Executive Leadership Team (ELT).

As outlined in our strategic plan we are committed to creating a skilled and flexible workforce that embraces cultural diversity as a positive influence across our organisation. We have established goals to increase Aboriginal and Torres Strait Islander peoples participation in our workforce as well as develop our people to have a greater understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.

Our commitment to this RAP includes ensuring we have a number of committees and groups with members across a variety of levels who help champion the delivery of our RAP. Each of the groups below have a senior level executive sponsor and Chair. These include:

- Executive Leadership Team (ELT); Peak DTF governance forum with overarching responsibility for strategy and planning, accountability and standards, control and compliance and operations and planning. Each of the below committees are responsible to ELT.
- Equity, Diversity and Inclusion Committee; directly responsible for monitoring and reporting on progress of the Equity, Diversity and Inclusion Strategy to ELT. Contained in the Strategy is the commitment to provide equitable access to employment opportunities as well as ongoing development assistance to increase the capabilities, development and retention of Aboriginal and Torres Strait Islander employees.
- WHS Consultative Committee; ensure that policies, procedures and programs are ratified to guarantee the health and safety of all employees.
- Reconciliation Working Group (RWG); responsible for championing reconciliation within DTF and for developing and monitoring the implementation of the Reconciliation Action Plan and other strategic initiatives to assist DTF in achieving reconciliation outcomes. Each of the pillars outlined in the RAP are supported by a sub-group, of the RWG, led by a chair which ensures actions are implemented and overall good governance.

Our RAP was developed by the RWG, in consultation with Aboriginal and Torres Strait Islander employees, People and Performance Directorate (P&P), senior leadership and the



SCDC. The RWG is Chaired by the Executive Sponsor who also fulfils the role of RAP Champion. This role ensures that actions within the RAP are realised across the department. Each Branch Head⁽¹⁾ is a champion in their own right across the Branch they lead and responsible for delivering on the commitments as outlined in the table below. To support the commitments outlined below in each of the pillars, three RWG sub-groups (Relationships, Respect and Opportunities). Each sub-group has an appointed lead position (chair) to ensure a focus is placed on delivering to the commitments. The chair and members of each sub-group will come from the RWG group and be the core of each sub-group.

Membership of the Reconciliation Working Group is diverse and includes a range of people at different levels from within the organisation ranging from junior and front line staff to experienced senior managers and leaders:

Job Title

Commissioner of State Taxation
Director People & Partnerships
Senior Cultural Diversity Consultant
Manager Communications
Manager Procurement
Cultural Development Consultant
Principal Policy Officer
Senior HR Account Manager
Executive Business Support
Debt Management Officer
Facilitator, Aboriginal Employment Industry Cluster Program
Senior Account Analyst
Procurement Officer
Taxation Officer
Senior Service Planner
Assistant Director
Communications Advisor
Team Leader
Team Leader
Finance Officer
Change Lead

There are approximately 15 to 20 members of the RAP Working Group with 25% of the group identifying as Aboriginal or Torres Strait Islander people. Members of the Reconciliation Working Group include:

- DTF Nunga Network;
- Executive sponsor;
- Senior Cultural and Diversity Consultant
- Manager Procurement
- Senior HR Account Manager; and
- Representatives from each branch in DTF.

With the recent COVID-19 pandemic, the department recognises the importance of continuing its commitment to reconciliation in these challenging times. The department will continue to ensure key dates, opportunities and RAP deliverables are progressed and virtual opportunities will be provided in place of face-to-face events, with the implementation of social distancing and restrictions.

DTF Branch

RevenueSA
Lifetime Support Authority
Organisational Development
South Australian Financing Authority
Organisation and Development
People & Performance
Commercial & Economics Branch
People & Performance
Financial Management, Reporting & Policy
RevenueSA
Office of the Industry Advocate
Budget and Performance Branch
Procurement SA
RevenueSA
Lifetime Support Authority
Shared Services SA
Super SA
Compulsory Third Party Regulator Office
Fines Enforcement and Recovery Unit
Shared Services SA
Lifetime Support Authority

Case Study 1: Partnering with Reconciliation SA

Proudly holding a corporate membership with Reconciliation SA, we keenly seek opportunities to support the amazing work they do within the community to actively champion the inclusion of First Nations people in all aspects of life.

As part of our commitment to Reconciliation, during National Reconciliation Week in 2021,

with the theme *"More than a Word: Reconciliation Takes Action"*, the Department of Treasury and Finance donated an ex-fleet vehicle to Reconciliation SA.

Shona and the team at Reconciliation SA were delighted to receive the vehicle, "Providing the car enables Reconciliation SA additional options to further extend the reach of their services to an increased number of metropolitan, regional and remote South Australian communities and schools." Shona Reid, Chief Executive Reconciliation SA.

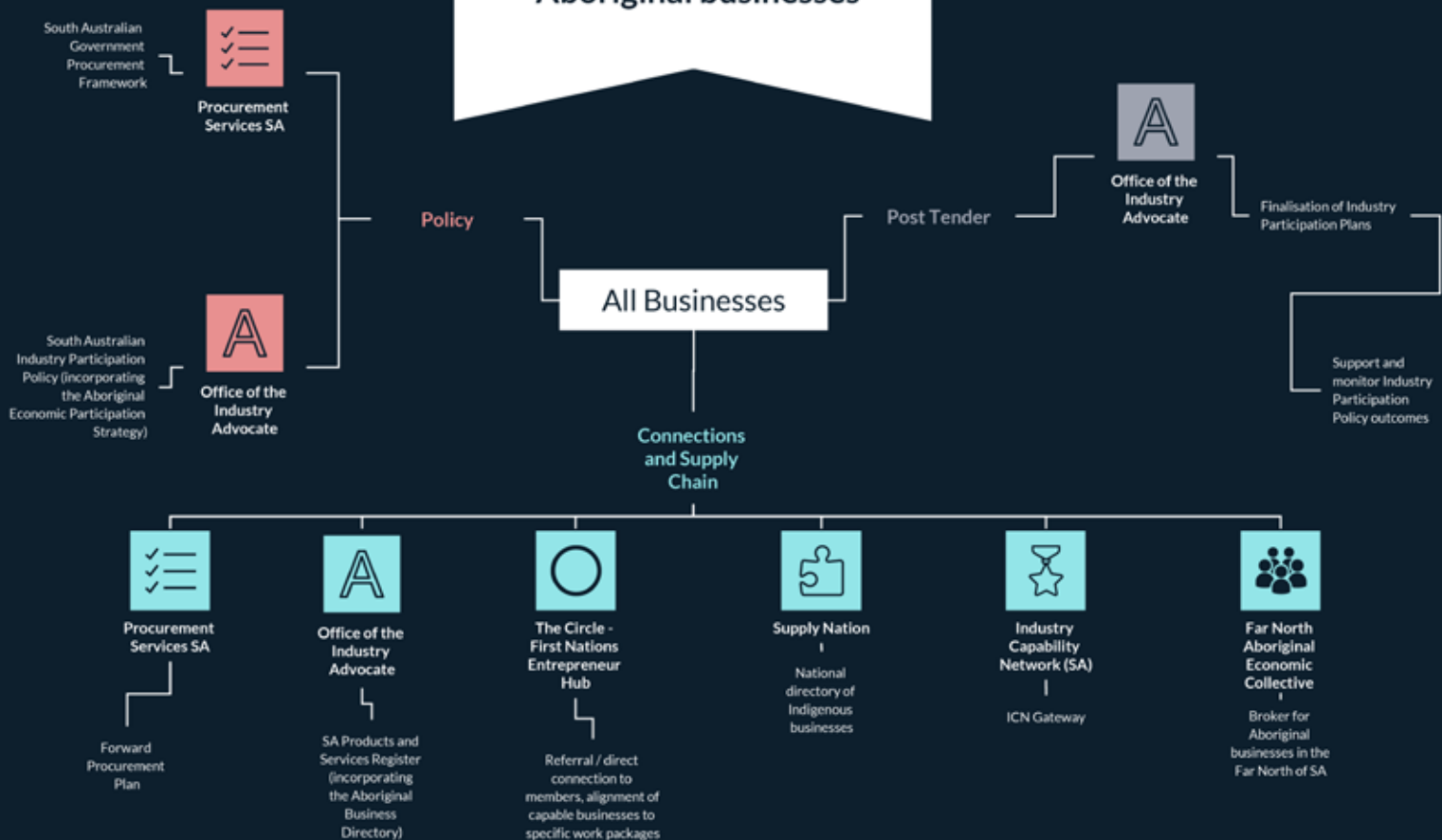


Case Study 2: Procurement Services SA

Procurement Services SA (PSSA) is a branch of DTF and is the government's advisor agency on whole of government procurement and the lead agency to the procurement profession in the South Australian public sector. Its main purpose is to add value to government procurement activities through strategy capability development, analysis and advice. PSSA establishes and manages the majority of the State's high value / high complexity across government contracts and has a focus

on providing information on how to connect with local Aboriginal and Torres Strait Islander businesses. The role PSSA plays in this space is critical to drive change in the way State Government approaches procuring services. Within our department our expenditure in First Nations businesses has been relatively low for the size of the agency however this has increased fourfold over the past two years. This is as a result of these policy initiatives, and educational discussions at a decision making level to increase awareness of the services on offer from Aboriginal and Torres Strait Islander businesses.

How to connect with local Aboriginal businesses



Q: How does the South Australian government define a local Aboriginal Business?

A: It is recognised that there is no one definition used to define an Aboriginal business. For the purpose of the South Australian Government's Industry Participation Policy, an 'eligible Aboriginal business' is one which is:

- registered on the South Australian Aboriginal Business Register, or
- certified by Supply Nation, or
- registered with an Aboriginal Regional Authority or Aboriginal Landholding Authority, and is 50 per cent or more Aboriginal owned and based in South Australia.

Q: Can a Public Funded entity assist a business to establish a partnership or consortia arrangement during an open tender process?

A: No. Maintaining probity and transparency is a key principle of government procurement and departments should ensure all potential suppliers are treated fairly. To mitigate risks and ensure probity is maintained throughout a procurement process, Procurement Services SA strongly recommends that public funded entities are not involved in establishing any consortium arrangements during a tender process unless this has been specifically detailed in the tender documentation prior to the tender closing.

Q: What information can Public Funded entities provide?

A: Public funded entities can provide information and referral services prior to an open tender and can provide support and assistance following the closure of a successful tender process.

Q: Where can I go to find an Aboriginal Business?

A: The South Australian Aboriginal Business Directory is an online resource to find and connect with the Aboriginal business sector in South Australia and lists the Aboriginal businesses under the industry sectors most appropriate to the goods and / or services they can provide. Lists are also held by The Circle - First Nations Entrepreneurial Hub, the ICN Gateway and Supply Nation.

Q: How does the South Australian Industry Participation Policy support Aboriginal Businesses?

A: All South Australian Government procurements will consider opportunities for small, start-up and Aboriginal businesses operating in South Australia with a view to involving South Australian business in the opportunity through provision of a quote or tender. When a procurement presents such an opportunity, Public Authorities can limit the number of suppliers in accordance with the SAIPP, including procuring directly from an eligible Aboriginal business for procurements valued below \$220,000.

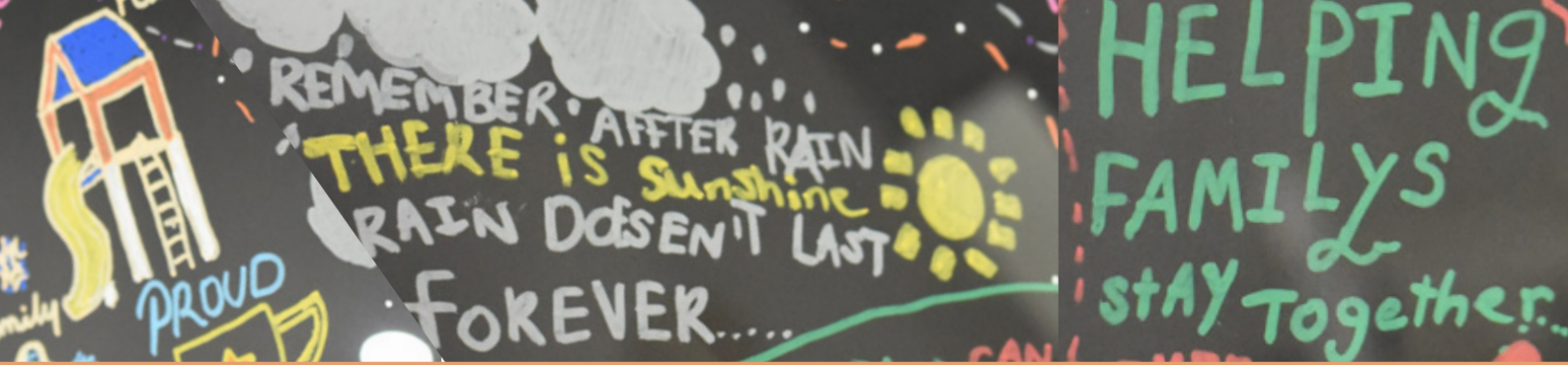
Q: Why would I want to partner with another business?

A: Strategic business relationships can take a number of forms and can offer substantial benefits. For example, by forming a consortium to pool resources and capabilities and submit a joint bid, you can reduce your tender costs and participate in projects you could not bid for individually. The key is to build relationships with other businesses in your industry and related industries and make full use of your business networks. It is important to plan ahead—as it is much easier to develop your relationships before a tender is announced than during the bidding process.

Q: Where can I find out more about opportunities to supply to Government?

A: The new South Australian Government Procurement Framework centres on five key principles including maximising the opportunity for South Australian business participation and improving engagement with industry. Procurement Services SA publishes a Forward Procurement Plan on its website on behalf of all South Australian public authorities to inform prospective suppliers about future procurement opportunities (valued above \$55,000) available in the coming 24-months.

FAQ's



Case Study 3: Commercial and Economics Branch social bonds initiative *Newpin*

The Newpin program is an 18 month evidence-based intensive therapeutic program for families with young children aged six years or under who are on a temporary care order.

Newpin is designed to strengthen family engagement to enable children to return to and live safely with their families.

South Australia is the third state in Australia to implement Newpin, however it is the first to directly incentivise reunification for Aboriginal and Torres Strait Islander children with specific reunification rates that performance is measured against. The reunification rates are important as Newpin is a social impact bond that involves contracting in human services, where government contracts for outcomes (rather than outputs); in this case the reunification rate for all Newpin families.

DTF led negotiations with other state government agencies, the NFP and investor representatives to ensure the Newpin program was designed in a way that respectfully meets the needs of Aboriginal and Torres Strait Islander children and their families.

Each Newpin family receives parenting support in a way that strengthens their connection to culture and community and helps them to address other needs such as alcohol and/or drug usage, accommodation and respectful relationships.





David and Diannah's Story*

David was a single father of Diannah (5 years old) and had a share care arrangement with Diannah's mother, Anitah. Diannah was removed from her parents' care in September 2020 due to a variety of significant issues such as parents' use of illicit substance, mother's mental health and unaddressed childhood trauma, parents' state of home which was unhygienic and significantly cluttered.

Prior to attending Newpin, David had not been engaged with any support services other than his AOD counsellor. Through Newpin programs David was supported in building his parenting capacity through therapeutic group sessions which covered programs such as Circle of Security, Bringing Up Great Kids, Healthy Relationships, Family based values and exploring past trauma. The afternoon family contact focused on building structure, routines, attachment and practical parenting support.

In addition, Newpin supported David in exploring his Aboriginal culture by providing a number of specific group sessions exploring his connection to culture and introducing him to Aboriginal services within the community. David now volunteers at the Dad's group at the local Aboriginal service. In September 2021, Diannah was returned to David's care and they both continued attending Newpin to receive post reunification support. By attending the men's group, David was able to share his reunification journey to other fathers and support them along their own journey. Diannah benefitted with the continuation of routine, which helped in her transition to reception. In May 2022, the family successfully completed the Newpin program.

*Participants names have been changed to protect their identity

Case Study 4: Organisational change

The Moorundi Aboriginal Community Controlled Health Service (MACCHS) exists to provide a place for community to come together to share knowledge, foster a stronger culture, build a better life through provision of a comprehensive range of primary health services with the drive towards a happier Nation. MACCHS is located on the deeply significant site of Pomberuk Le:wunanangk on the River Murray which is a profoundly important site for the Ngarrindjeri people.

The Jawun Moorundi partnership brought to life the idea of better outcomes for the Ngarrindjeri Nation by delivering on a master plan document to bring about change, growth, economic stability, opportunity and empowerment.

During 2021 a Department of Treasury and Finance employee participated in the Jawun Program to answer the project brief of helping Moorundi's executive team and team leaders

with an organisational change process. The project involved undertaking a gap and needs analysis of the existing organisational structure and matching it against job descriptions. This process identified areas of duplication and provided opportunity to develop solutions and efficiencies while supported in a mentoring and coaching partnership.

A key component of the project included mapping out upskilling opportunities and succession planning to future proof Moorundi's Aboriginal and Torres Strait Islander employee leadership pathway. Workshops were conducted with Moorundi executive and leadership teams, who were able to learn and adopt change management strategies that are highly beneficial to the future of MACCHS.

MACCHS leadership were immensely grateful for the outcomes brought about from this placement. It was identified the mentorship, swift building of strong relationships and trust were significant to MACCHS redesigning their workforce structure.



Indigenous Regional Organisations, which Moorundi Aboriginal Community Controlled Health Service is a member and project partners at the end of project debrief handover. Shared Services SA/RevenueSA employee Heather is third from the left in second row.





Relationships

We recognise the importance of building relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations and this is integral to DTF's purpose: "Making a difference so South Australia thrives". We are committed to exploring ways to expand existing and grow new relationships with Aboriginal and Torres Strait Islander stakeholders so that we can better serve the South Australian community and support improved economic, social and financial policy outcomes.

Link to DTF Strategic Focus Area: Our People

'Our Plan' Objective: Empower and trust our skilled, diverse, flexible and committed people:

'Our Plan' Action: 1.e Deliver our Equity Diversity and Inclusion Strategies

Action 1

Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities and organisations to support positive outcomes.

Deliverable	Timeline	Responsibility
a) Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement including, but not limited to: <ul style="list-style-type: none"> the Commissioner for Aboriginal Engagement; Tauondi Aboriginal College Jawun SA Aboriginal Advisory Council Supply Nation 	November 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by Senior Cultural and Diversity Consultant (SCDC)
b) Review, update and implement DTF's Engagement Plan and corresponding guidelines to engaging with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	Lead: Chair Relationships sub-group supported by SCDC
c) Collaborate with South Australian based Aboriginal and Torres Strait Islander artists to commission new artwork for future RAPs	March 2025	Lead: Chair Relationships sub-group, Director People and Performance (P&P)
d) Establish and maintain a minimum of six formal two-way partnerships with Aboriginal and Torres Strait Islander communities, organisations and networks including, but not limited to: <ul style="list-style-type: none"> Tauondi Aboriginal College; SA Aboriginal Advisory Council; Turkindi Network; Red Centre Enterprises; Aboriginal Family Support Service Nunga Mi:Minar Inc Something Wild (First Nations owned food and beverage company) Deadly Mob (Welcome to Country and cultural training) 	May 2025	Lead: Chair Relationships sub-group supported by SCDC

Action 2

Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
a) Review NRW event attendance data and develop a targeted approach for DTF business units that would benefit from greater engagement and attendance	May, 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC, RWG members
b) Task Branch Heads ⁽¹⁾ to commit to a minimum of two branch-based NRW events each year.	May, 2023, 2024, 2025	Deputy Under Treasurer and Chief Services Officer
c) Register all DTF NRW events on Reconciliation Australia's website. Ensure events are recorded in the South Australian Government Calendar of Events.	May, 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC
d) Promote internal and external events to all employees, including through circulating Reconciliation Australia's NRW resources and reconciliation materials.	May, 2023, 2024, 2025	Lead: Chair Relationships sub-group, supported by SCDC, P&P
e) Encourage and support fellow staff and senior leaders to participate in, at least one community event and one scheduled internal DTF event to recognise and celebrate NRW, such as: <ul style="list-style-type: none"> • NRW Breakfast; • Family Fun Days hosted by local government; • Community walks; or • Film Screenings hosted by DTF and coordinated by an across government working group, enabling many employees to come together to learn, share and grow knowledge on why Reconciliation is critical to our business of serving the public. • BBQ lunch with food items provided by Something Wild, Indigenous owned food and beverage company. • TedX talks – provide opportunity for reconciliation related talks to be openly available and in shared work spaces, for example Uluru Statement from the Heart delivered by Dean Parkin. 	May, 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC
f) Reconciliation Working Group members to participate in two or more external NRW events and one internal NRW event, for example: <ul style="list-style-type: none"> • Reconciliation SA NRW Breakfast • Nguyanguya muri wamangka: Reconciliation in the Park • Reconciliation in the West event at Tauondi Aboriginal College • SA Museum: Always on Country • Film Club screenings 	May, 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC

Action 3

Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
a) Develop and implement DTF's RAP Communication Strategy, to raise awareness of reconciliation across our workforce.	August 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC, P&P

3. Promote reconciliation through our sphere of influence

Deliverable	Timeline	Responsibility
b) Collaborate with RWG and other like-minded organisations to implement innovative approaches to advance reconciliation, including: Department of the Premier and Cabinet, Attorney-General's Department, Department for Education, Environment Protection Authority, Department for Child Protection, Department for Infrastructure and Transport.	May, 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC, P&P
c) Attend at least two RAP Leadership Gathering events per year.	November, 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC, P&P
d) Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes, including, <ul style="list-style-type: none"> • promote and support Aboriginal and Torres Strait Islander businesses and charities to external stakeholders during key cultural dates throughout the year; and • promote external events and volunteer opportunities across the department. 	November, 2023, 2024, 2025	Lead: Chair Relationships sub-group supported by SCDC, P&P
e) Maintain existing strategies and build on current programs to further extend the reach of reconciliation engagement opportunities available to employees For example: <ul style="list-style-type: none"> • The DTF Social Responsibility Program, via the OurPlan action <i>1.f Support at least two social responsibility programs each year (at least one First Nations organisation), which benefit the community.</i> Establishing this partnership will create broad opportunities for DTF staff, including volunteering and work placement and employment opportunities for young Aboriginal and Torres Strait Islander people in DTF. 	March 2025	Lead: Chair Relationships sub-group supported by SCDC, P&P
f) Identify and provide opportunities for RWG members to attend training and development events relating to reconciliation.	June 2023, 2024, 2025	Lead: RWG Chair supported by RWG members
g) Include a reconciliation achievement award category in the annual DTF Recognition Awards to recognise individuals or teams who are dedicated to reconciliation and engagement with Aboriginal and Torres Strait Islander communities.	August 2023, 2024, 2025	Under Treasurer supported by SCDC

Action 4

Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
a) Provide education, support and communication on anti-discrimination laws to build staff awareness of government policies.	July 2023	Director P&P
b) Host a kick-off event showcasing DTF Executives involvement and support for national campaign 'Racism - it stops with me.' Ensure that posters are showcased in all DTF offices and updated on internet and intranet sites.	December 2023	Director P&P
c) Review, update and communicate HR policies and procedures concerned with anti-discrimination.	November 2025	Lead: Director P&P supported by Manager HR

4. Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
d) In addition to the existing Unconscious Bias Training, partner with Reconciliation SA to offer Responding to Racism workshops for staff.	June 2023	Director P&P
e) Promote and communicate the Fair Treatment in the Workplace Policy/Procedure within the department.	February 2023	Director P&P
f) Investigate and identify barriers to Aboriginal and Torres Strait Islander employees participating in cultural events (internal and external) including cultural responsibilities.	June 2023	Chair Relationships sub-group
g) If barriers are identified, secure cultural guidance expertise to remediate and reframe policies to better support staff.	March 2024	Director P&P
h) Engage with Aboriginal and Torres Strait Islander staff to continuously improve our anti-discrimination policy.	July, October 2023, 2024, 2025	Lead: Director P&P supported by SCDC
i) Provide ongoing education masterclasses for senior leaders and managers on the effects of racism.	November 2023	Lead: Director P&P supported by SCDC
j) Further develop the "Empowering Managers to Work Effectively with their Aboriginal and Torres Strait Islander Employees" workshop which is delivered face-to-face by the Senior Cultural and Diversity Consultant.	March 2024	Lead: Director P&P supported by SCDC

Action 5

Build relationships with local Aboriginal and Torres Strait Islander communities and support First Nations community-led projects

Deliverable	Timeline	Responsibility
a) Build a relationship with Tjindu Foundation based in Port Adelaide to support their work in delivering community-based cultural education activities for First Nations students to ensure better education and employment prospects.	December 2023	Lead: Director P&P supported by SCDC
b) Deliver a further two years of the NewPin program that aims to directly incentivise investment in programs that aim to increase reunification of Aboriginal and Torres Strait Islander children with their families.	November 2025	Executive Director Commercial and Economic Branch
c) Develop a relationship with a First Nations artist or Community group to establish a project that brings into DTF worksites contemporary Aboriginal and Torres Strait Islander themes and histories through art.	May 2025	Lead: Chair Relationships sub-group, supported by SCDC



Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights is important within our workplace. Building respect will equip our staff with confidence to engage with First Nations stakeholders to foster a positive and productive work environment for all staff which will support the retention of First Nations staff and foster a sense of pride of identity across the department.

Link to DTF Strategic Focus Area: Our People

‘Our Plan’ Objective: Empower and trust our skilled, diverse, flexible and committed people:

‘Our Plan’ Action: 1.e Deliver our Equity Diversity and Inclusion Strategies

Action 6

Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
a) Review DTF’s cultural learning needs within the organisation through workshops or a department wide survey to see how effective the current training is.	November 2023	Lead: Chair Respect sub-group, supported by SCDC
b) Update and communicate the DTF Cultural Awareness Development Strategy and promote this across the department.	March 2024	Director P&P
c) Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in the development and refresh of future cultural learning training material.	June 2023	Lead: Chair Respect sub-group, supported by SCDC
d) Maintain the current rate of at least 90% of employees who have completed the formal cultural learning training program as provided online through the departments learning management system, including: <ul style="list-style-type: none">• all new staff to complete training within 3 months of commencing• Annual reporting to identify staff that have not completed refresher training.	August 2023, 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC
e) Implement small group face-to-face Manager Workshop – “Empowering Managers to Work Effectively with their Aboriginal and Torres Strait Islander Employees”. Targets include: <ul style="list-style-type: none">• 100% of all managers to have completed this workshop that is delivered by the DTF Senior Cultural and Diversity Consultant• All new managers to complete workshops within 3 months of commencing role	August 2023	SCDC
f) Commit all RWG members, HR managers, ELT to undertake formal and structured cultural learning.	October 2023	Director P&P

6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
g) Provide further opportunity for the Executive leadership Team, Senior Leaders and Managers to attend either group or one on one cultural learning.	July 2024	Lead: Chair Respect sub-group, supported by SCDC
h) Expand and improve online and face-to-face cultural learning opportunities, provided to all employees within the department in accordance with the timeline commitment.	November 2024	Lead: Chair Respect sub-group, supported by SCDC
i) Ensure Aboriginal and Torres Strait Islander cultures are included in initiatives such as the DTF Culture Bites presentations. Culture Bites are information sharing sessions that are delivered to DTF employees by DTF employees. The sessions are designed to provide a conduit for DTF employees regardless of cultural background, to share experiences, knowledge and information in the context of being actively supported by the department's acknowledgement of the richness cultural diversity brings to the workplace.	July 2023, 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC, WHS, P&P

Action 7

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
a) Continue to implement and communicate the Welcome to Country and Acknowledgement of Country policy and guideline (tailored for all local communities we operate in) which will include: <ul style="list-style-type: none"> investigating other protocols that may be needed in the department (e.g. visiting external communities); appropriate protocols for internal and external meetings, functions and events; consideration of Welcome to Country at official DTF functions and events of an external nature (general public); and include local Aboriginal and Torres Strait Islander language in protocol documents. 	July 2023	Lead: Chair Respect sub-group, supported by SCDC
b) Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	April 2023	Chair RWG
c) Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	April 2023	Under Treasurer, Deputy Under Treasurer, Chief Services Officer and Branch Heads ⁽¹⁾
d) Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol for significant events each year, including: <ul style="list-style-type: none"> DTF RAP Launch; National Reconciliation Week and NAIDOC Week; large forums or meetings that include interstate attendees. 	April 2023, May 2024, May 2025	Lead: Chair Respect sub-group, supported by SCDC

7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
e) Continue to display Acknowledgement of Country signs, plaques or posters in main DTF conference rooms. Refresh and rotate signage to maintain line of sight and engagement with staff.	April 2023	Lead: Chair Respect sub-group, supported by SCDC and Manager Purchase & Facilities
f) Engage with local Traditional Owners and Elders to rename our key conference rooms in local Aboriginal language.	December 2024	Chair Respect sub-group
g) Engage with local Traditional Owners and Elders to incorporate Aboriginal languages further into our workplace where appropriate (e.g. through business address on notices)	November 2023	Chair Respect sub-group and Branch Heads ⁽¹⁾
h) Develop and send out a survey to DTF employees seeking feedback on the department's cultural protocol documents to determine effectiveness (6 months after implementation, with a follow up impact assessment in 12-18 months). Communicate results to ELT. Consider feedback in new plan.	September 2023, September 2024	Lead: Chair Respect sub-group, supported by SCDC

Action 8

Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
a) Organise at least one internal, organisation-wide NAIDOC Week event, each year. Support all staff to participate in one NAIDOC Week event in our local area, including: <ul style="list-style-type: none"> • First Nations Cultural talks; • awareness walks and family fun days; • workshops; <ul style="list-style-type: none"> ◦ film screenings Provide remote event opportunities in case of social distancing restrictions.	July, 2023, 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC
b) In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event each year and encourage all employees to attend, including: <ul style="list-style-type: none"> • SA NAIDOC Ball; • awareness walks and family fun days; • morning teas; • TedX talks; • workshops; and • film screenings. 	July, 2023, 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC
c) RWG members to commit to participate in at least one external NAIDOC Week event and update the RWG terms of reference to reflect this commitment	July, 2023, 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC
d) Each Branch to organise at least one internal branch based NAIDOC week event	July, 2023, 2024, 2025	Chief Services Officer and Deputy Under Treasurer, supported by Branch Heads ⁽¹⁾
e) Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	August 2023, 2024, 2025	Chair Respect sub-group and Director P&P

8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
f) Promote internal and external events to all employees, including NAIDOC Week resources and materials.	June, 2023, 2024, 2025	Lead: Respect sub-group, supported by SCDC
g) Incorporate strategies to increase employee attendance at NAIDOC Week events. Using feedback received from previous events via analysis of event registration data, alternate approaches to increasing attendance include branch specific, replacing whole DTF events, which enable a bespoke approach and opportunity for staff to engage.	July 2023, 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC

Action 9

Implement cultural safety strategies to continuously improve the working environment for DTF Aboriginal and Torres Strait Islander employees.

Deliverable	Timeline	Responsibility
a) Develop a DTF specific cultural safety policy and procedure leveraged from the Office of the Commissioner for Public Sector Employment (OCPSE) Framework.	March 2024	Director P&P
b) Promote cultural safety to DTF staff through department-wide communications, including why cultural safety is important.	September 2023, 2024, 2025 March 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC, WHS, P&P
c) Include cultural safety awareness training into the staff induction framework for all new staff, to be completed within 3 months of starting employment.	November 2023	Lead: Chair Respect sub-group, supported by SCDC, WHS, P&P
d) Build on existing cultural safety embedded within the department by reviewing WHS policies and procedures to include cultural safety and compliance with the OCPSE Cultural Safety Framework.	November, 2023, 2024, 2025	Lead: Chair Respect sub-group, supported by SCDC, WHS, P&P



Opportunities

DTF is committed and responsible for increasing prospects in employment, retention, professional development of Aboriginal and Torres Strait Islander people. We provide opportunities and promote methods of supporting financial stability in Aboriginal and Torres Strait Islander communities through being a leader in developing policies to increase procurement of goods and services of First Nations owned businesses. Creating these opportunities is integral to DTF's purpose: 'working together to support the future prosperity and wellbeing of all South Australians' and fundamental to increasing outcomes for First Nations peoples.

Link to DTF Strategic Focus Area: Our People

'Our Plan' Objective: Empower and trust our skilled, diverse, flexible and committed people:

'Our Plan' Action: 1.e Deliver our Equity Diversity and Inclusion Strategies

Action 10

Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
a) Implement the Aboriginal Economic Participation Procurement Strategy through the SA Industry Participation Policy.	December 2023	Industry Advocate – Aboriginal Industry Participant Consultant; Office of Industry Advocate, DTF Procurement SA.
b) Develop a whole of government reporting framework to capture expenditure with South Australian Aboriginal and Torres Strait Islander businesses.	December 2024	Industry Advocate – Aboriginal Industry Participant Consultant; Office of Industry Advocate, DTF Procurement SA.
c) Maintain a commercial relationship with Aboriginal and/or Torres Strait Islander businesses that participate in the South Australian Government Aboriginal Economic Participation Procurement Strategy.	June 2024, 2025	Industry Advocate – Aboriginal Industry Participant Consultant; Office of Industry Advocate, DTF Procurement SA, supported by SCDC
d) Establish an across Government Aboriginal Participation Community of Practice to develop communication material and resources to increase the amount of procurement from Aboriginal and Torres Strait Islander owned businesses and identify new Aboriginal and Torres Strait Islander businesses that can deliver products and services to government.	November 2023	Executive Director Procurement SA

10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
e) Develop a reporting framework to capture expenditure by DTF with South Australian Aboriginal and Torres Strait Islander businesses. The initial reporting period will provide a benchmark and enable measured targets to be built on year on year.	December 2023	Industry Advocate – Aboriginal Industry Participant Consultant
f) Maintain Supply Nation membership.	June, 2023, 2024, 2025	Manager DTF Procurement
g) Review and update procurement practices to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2023	Manager DTF Procurement
h) Develop and promote to internal staff and make available publicly on the Procurement SA website, a mud map on “How to connect with local Aboriginal businesses”.	June 2023	Executive Director Procurement SA

Action 11

Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
a) Review HR and recruitment strategies and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2024	Director P&P
b) Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	November 2023, 2024, 2025	Lead Chair Opportunities sub-group, supported by SCDC, P&P
c) Review and update our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	June 2025	HR Manager
d) Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders through the Aboriginal Information Network of SA Incorporated.	May 2023	HR Manager
e) Achieve a minimum of 4% of total DTF employees (across all classifications) identifying as Aboriginal and/or Torres Strait Islander people.	December 2025	Under Treasurer
f) Promote the use of the Office of the Commissioner for Public Sector Employment (OCPSE) Aboriginal and Torres Strait Islander peoples Employment register when filling vacancies within the department.	June 2023, 2024, 2025	Lead: Chair Opportunities sub-group, supported by SCDC, P&P, OD
g) Provide opportunities for job shadowing where Aboriginal and Torres Strait Islander peoples, other agency employees and students can gain contacts and insight into possible careers. These opportunities form part of the Aboriginal and Torres Strait Islander Frontline Leadership Program and are advertised on the department's intranet.	July 2023	Lead: Chair Opportunities sub-group, supported by SCDC, P&P, OD

11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Deliverable	Timeline	Responsibility
h) Encourage all Aboriginal and Torres Strait Islander employees (ongoing or on a temporary contract) to have an active and formal career development plan that includes actions to maximise retention.	December 2023	Lead: Chair Opportunities sub-group, supported by SCDC, Branch Heads ⁽¹⁾ and supervisors
i) Implement one on one mentoring and support workshops to increase the retention rate of Aboriginal and Torres Strait Islander staff.	December 2023	Lead: Chair Opportunities sub-group, supported by SCDC, P&P
j) Implement annual Aboriginal and Torres Strait Islander staff workshops to share information, promote career planning and build networks,	November 2023, 2024, 2025	Lead: Chair Opportunities sub-group, supported by SCDC
k) Actively scope and propose a project to upskill current Aboriginal and Torres Strait Islander DTF staff (Cert IV – Diploma Level qualifications) by partnering with Skilling South Australia. This South Australian Government initiative assists people get the skills and qualifications to build careers to meet workforce needs.	July 2025	Lead: Chair Opportunities sub-group, supported by SCDC, HR, OD
l) Increase the number of Aboriginal and Torres Strait Islander DTF employees with a qualification in accounting, business administration, finance, commerce or economics through ensuring all internally and externally advertised job vacancies include Aboriginal and Torres Strait Islander candidates are encouraged to apply.	June 2025	Lead: Chair Opportunities sub-group, supported by SCDC, HR, OD

Action 12

Improve long term employment outcomes for Aboriginal and Torres Strait Islander peoples through targeted department entry level pathways

Deliverable	Timeline	Responsibility
a) Provide opportunities for at least 5 Aboriginal and/or Torres Strait Islander jobseekers into traineeships within the department.	June 2023	Lead: Chair Opportunities sub-group, supported by SCDC, HR, OD
b) Establish a partnership with the Indigenous Accountants Australia Initiative to encourage and support First Nations career pathways in finance through the Department of Treasury and Finance graduate program.	July 2025	Lead: Chair Opportunities sub-group, supported by SCDC, HR, OD



Governance, tracking progress and reporting

Action 13

Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
a) Maintain RWG membership with representation from <ul style="list-style-type: none">• Aboriginal and Torres Strait Islander employees;• each branch across the department; and• Executive Leadership Team.	April, 2023, 2024, 2025	Under Treasurer
b) Encourage RWG members to discuss their role in their performance discussion " <i>OurConversation</i> " and add commitments to their shared KPIs with their managers, for example: "To actively assist in the development, promotion, implementation and monitoring of the RAP and participation in NAIDOC and Reconciliation Week activities".	December, 2023, 2024, 2025	Lead: RWG Chair, supported by RWG Members and their direct line supervisor and Branch Heads ⁽¹⁾ , SCDC
c) Encourage Nunga Network members to include their role in the RWG to their " <i>OurConversation</i> " development discussions.	May, 2023, 2024, 2025	SCDC
d) Annually review and update the Terms of Reference for our RWG.	January 2023, 2024, 2025	Lead: RWG Chair, supported SCDC
e) Ensure the RWG meet at least quarterly to drive, monitor and report on RAP implementation.	March, June, September, December 2023, 2024, 2025	Chair: RWG Chair, supported RWG members and SCDC

Action 14

Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
a) Embed key RAP actions in performance expectations of senior management and all staff.	December 2024	Lead: Under Treasurer supported by RWG Chair, Director P&P
b) Maintain an internal RAP Champion from senior management.	January 2023, 2024, 2025	Lead: RWG Chair, supported SCDC
c) Include our RAP as a standing agenda item at senior management meetings.	July 2023, 2024, 2025	Director P&P, RWG Chair

14. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Responsibility
d) Embed and continuously review resources for RAP implementation including allocation of budget for: <ul style="list-style-type: none"> • internal and external events; • participation in the Workplace RAP Barometer; • development opportunities for RWG members; • keynote speakers and training providers; and • consumables such as RWG lanyards, copies of the RAP Acknowledgement of Country cards and education material for the department. 	December 2024	Lead: Under Treasurer supported by RWG Chair, Director Financial Services, Director P&P
e) Allocate resources to implement the RAP and ongoing deliverables, including: <ul style="list-style-type: none"> • NRW & NAIDOC Week planning and coordination; • community engagement planning and coordination; • coordination of quarterly and annual reporting; • membership, meeting agendas and minutes; and • updating and improving the RWG dedicated webpage. 	June 2023, 2024, 2025	Lead: Under Treasurer, supported by RWG Chair, Director Financial Services, Director P&P
f) Review and improve appropriate systems and capability to track, measure and report on RAP commitments, and approve RAP related activities throughout the year.	December 2023	Lead: RWG Chair, supported by RWG members

Action 15

Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.

Deliverable	Timeline	Responsibility
a) Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September, 2023, 2024, 2025	Lead: RWG Chair, supported RWG members
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, 2023, 2024, 2025	Lead: RWG Chair, supported by SCDC
c) Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire	August, 2023, 2024, 2025	Lead RWG Chair, supported by SCDC
d) Publicly report against our RAP commitments; outline achievements, challenges and learnings.	September 2023, 2024, 2025	Lead: Under Treasurer, supported by RWG Chair, and RWG members
e) Include in the Annual Report published on the Treasury and Finance Website an update on the RAP achievements, challenges and learnings.	September 2023, 2024, 2025	Lead: Under Treasurer, supported by RWG Chair, and RWG members
f) Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2024	Lead: Under Treasurer, supported by RWG Chair, and RWG members
g) Ensure regular reporting against the RAP implementation is a standing agenda item in ELT meetings and consistently incorporated into the DTF Strategic Plan "Our Plan".	June 2023, 2024, 2025	Lead: Under Treasurer, supported by RWG Chair, and RWG members

15. Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally.

Deliverable	Timeline	Responsibility
h) Monitor and report every 6 months to Branch Heads ⁽¹⁾ on compliance of mandatory cultural training and employment statistics. This includes new employees (to complete within six months of commencement), and existing employees (to complete refresher every three years).	July and December 2023, 2024, 2025	Director P&P
i) Close Out Report (required at RAP expiry to Reconciliation Australia) to be completed and a copy provided to Reconciliation Australia to understand outcomes achieved throughout the life of the RAP.	July 2025	Lead: RWG Chair, supported by RWG members
j) Organise annual sessions for feedback on RAP progress, implementation of actions and ideas for the next RAP. Invite the Nunga Network, Aboriginal and Torres Strait Islander staff and other key stakeholders within the RAP.	December, 2023, 2024, 2025	Lead: RWG Chair, supported by RWG members

Action 16

Continue our reconciliation journey by developing the next Stretch RAP.

Deliverable	Timeline	Responsibility
a) Register via Reconciliation Australia's website to begin developing our next RAP. Begin liaising with RA to develop a new RAP based on learnings, challenges and achievements.	June 2025	Lead: RWG Chair, supported by RWG members
b) Submit draft RAP to Reconciliation Australia for review, feedback and formal endorsement.	December 2025	Lead: RWG Chair, supported by RWG members



⁽¹⁾ Branch Heads refers to the following positions: Chief Executive Lifetime Support Authority, Chief Executive SAFA, Chief Executive Super SA, Chief Executive Compulsory Third Party Regulator, Executive Director Budget and Performance, Executive Director Shared Services, Executive Director Financial Management Reporting & Policy, Executive Director Procurement SA, Executive Director Fines Enforcement and Recovery Unit and the Commissioner of State Taxation.

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