



DEPARTMENT FOR ENERGY AND MINING

RECONCILIATION ACTION PLAN

JULY 2025 – JUNE 2027



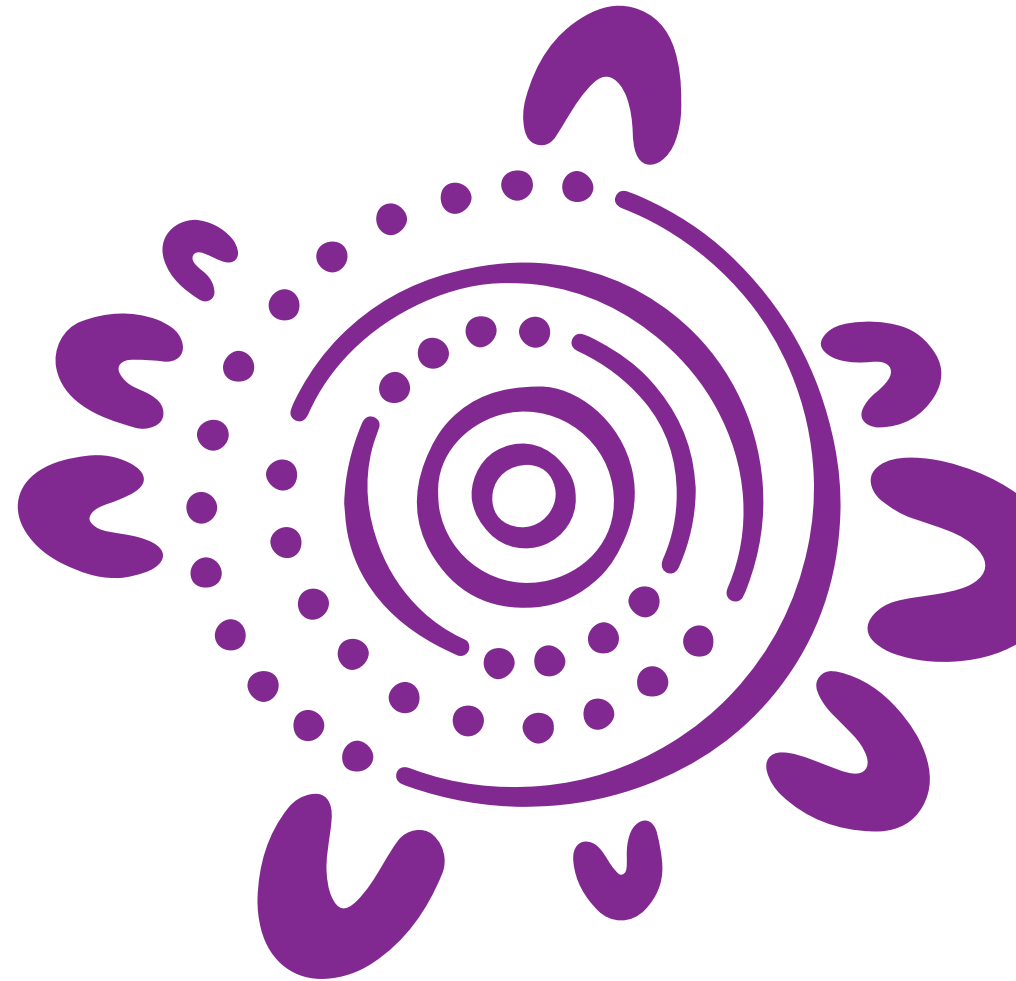
Government
of South Australia

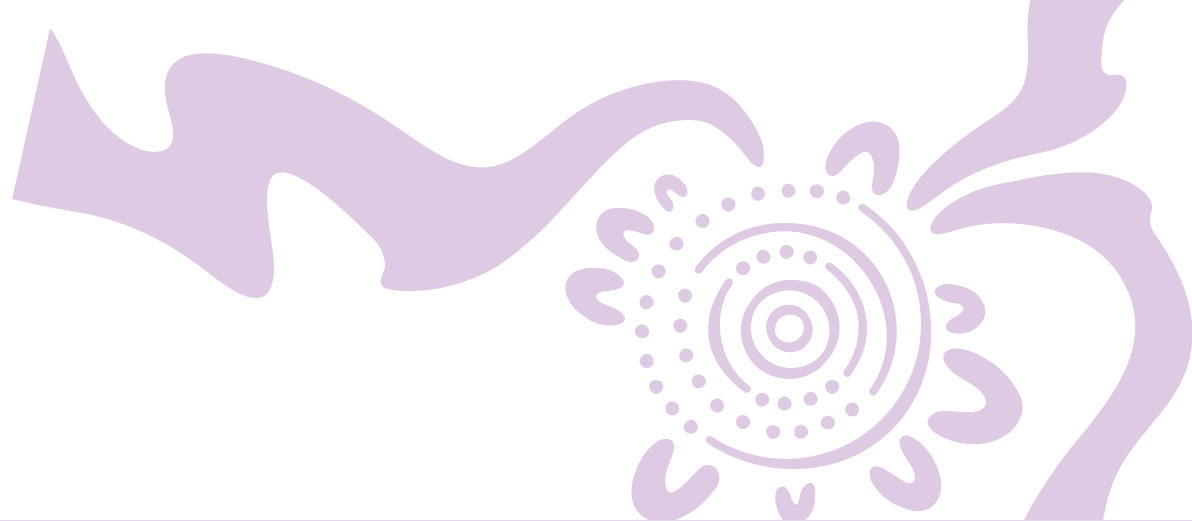
ACKNOWLEDGEMENT OF COUNTRY

As guests here on Kurna land, we acknowledge everything this department does impacts on Aboriginal country, the sea, the sky, its people and their spiritual and cultural connection which have existed since the first sunrise.

Our responsibility is to share our collective knowledge, recognise a difficult history, respect the relationships made over time, and create a stronger future.

We are ready to walk, learn and work together.





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MESSAGE FROM THE CHIEF EXECUTIVE



Paul Martyn, Chief Executive
Department for Energy and Mining

Just as we play a leadership role in global economic transformation, our agency also has the opportunity to champion reconciliation.

Reconciliation is a continuous journey that begins with a commitment to building stronger relationships between First Nations peoples and non-Indigenous Australians. Our journey requires us to acknowledge the past injustices and use truth-telling as a foundation to work together to create strong and lasting partnerships.

A few years ago, we stated through our Acknowledgment of Country that everything we do within our daily working lives at DEM impacts on First Nations Country. We took on the responsibility to share our collective knowledge, recognise a difficult history and respect the relationships we had built through our ongoing engagement with First Nations peoples.

Fine words, but evidence of that commitment must be demonstrable through the goals that we set for ourselves and in the actions that we take to achieve those aims.

Our Reconciliation Action Plan (RAP) encapsulates our shared objectives. Delivering on these actions will further consolidate the trust and confidence we have set out to establish in our agencies acknowledgment. Valuing and respecting First Nations peoples lives, communities and cultures reinforces this by instilling empathy and understanding, an important element in reaching genuine reconciliation.

The latest version of our RAP advances the commitments and intentions made in our previous RAP. Over the last few years, we have covered a lot of ground. Now it is time to implement and embed change, remain steadfast in our ambitions, work out where we have made progress, and redirect efforts where we have yet to accomplish our goals.



In this third RAP, the three core pillars of Relationships, Respect and Opportunities have been retained. We have reflected on the success and challenges of our previous RAPs and strengthened our resolve. We have updated our approach on how we intend to deliver on those three pillars in the three years ahead.

As a department, we think strategically about the way we develop our natural mineral, energy and renewable resources for the mutual benefit of all South Australians. That strategy also extends to the way we approach reconciliation. The key strategies outlined in this RAP comprise Engagement, Economic Participation, Recruitment and Retention, and Cultural Learning.

There will be opportunities for participation in these strategies across DEM as teams and as individuals. Some actions will be simple and practical, while others will require more consideration and effort.

If we are truly committed to walking, learning and working together, and we believe we are, then this RAP will guide the way.



CHIEF EXECUTIVE OFFICER RECONCILIATION AUSTRALIA



Karen Mundine
Chief Executive Officer
Reconciliation Australia

Reconciliation Australia commends the SA Department for Mining and Energy (the Department) on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Department 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 cataloging the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the Department will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

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

Congratulations the Department on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



OUR VISION FOR RECONCILIATION

Our vision for reconciliation is one where the Department for Energy and Mining (DEM) and the energy and mining sector work in collaboration with, and under the guidance of, the Traditional Custodians of our state to care for and sustain Country and its peoples. We envision a South Australian energy and mining sector that is strongly represented by First Nations peoples.

We will develop and nurture authentic relationships with First Nations peoples deepening our understanding and appreciation of diverse cultures and wisdom as we forged a shared pathway to reconciliation.

We will build a culturally inclusive and supportive workforce through careful review and education, providing a safe and encouraging working environment across our organisation and its operations.

We will identify opportunities to increase First Nations peoples economic participation and employment within DEM and across the energy and mining sectors through our key enabling projects.

We envision a South Australian energy and mining sector that is strongly represented by First Nations peoples.

Weaving workshop with Aunty Janice from Southern Cultural Immersion, held during National Reconciliation Week.



OUR BUSINESS

The Department for Energy and Mining in South Australia is one of the very few government departments globally that recognises the link between mining and renewable energy, a link that is critical to the world's net zero emissions future.

We play a leadership role in the global transformation economy, overseeing the responsible mining and production of the minerals, metals and fuels, to safely and sustainably generate the energy and low carbon products of the future.

We have local, national and international relationships, reach and capabilities. Our sphere of influence includes individual households, small and large businesses and organisations, the mining, energy resources and renewable energy industry, and the community at large.

We are the keeper of the state's geological data and knowledge and collaborate with other Geological Survey Organisations (GSO's) at the state and federal level. This provides a unique opportunity to explore connections between western science and First Nations cultural knowledge by working collaboratively with First Nations peoples, organisations and communities. The mutual, respectful exchange of knowledge through two-way science has the potential to underpin future knowledge sharing about Country and build stronger relationships.

The Geological Survey of South Australia (GSSA) has seen positive results through this collaboration with First Nations peoples, organisations and communities, including developing geological maps in Language and plain-English summaries of technical reports from data acquisition and projects on Country which are shared with First Nations corporations.

We set policy for and regulate activities on land for mineral exploration, mining, quarrying, renewable energy (including gas and natural hydrogen), geothermal energy and renewables throughout the entire life of the operation. We oversee how operators engage with their legislative responsibilities, including the management of the environment, community engagement and consultation, and First Nations heritage and native title interests. Through the Remote Area Energy Supply scheme, we generate and distribute power to First Nations communities on Aboriginal Lands, and in townships.

We have offices on Kurna Country (the Adelaide CBD and a Drill Core Reference Library at Tonsley), as well as regional offices on Barngarla Country (Whyalla and Port Augusta) and Antakirinja Matu-Yankunytjatjara Country (Coober Pedy) in the north of our state.

As of September 2025, DEM employs 361 people, with three identifying as an Aboriginal or Torres Strait Islander person. We see attracting and retaining First Nations employees and creating a culturally safe workplace as a significant opportunity and this is a priority in this RAP, and reflected in our RAP deliverables.

Our position is built on natural assets, a culture of innovation, a strong position in export income, and global leadership in adopting renewable energy as we work towards creating a modern energy system.

We acknowledge the essential role that First Nations peoples play in energy and mining as landowners, land managers, Traditional Owners and Custodians, business owners, and community leaders, and embed practices into our organisation to honour this.

In bringing a culture of innovation to lead industry decarbonisation, we recognise an opportunity to create new income streams to South Australia, including opportunities for First Nations communities and businesses.



OUR RAP

Our RAP in context: South Australian Government policy

As a government agency, we recognise the importance of taking the lead in reconciliation and the part we play in working towards reconciliation as a state. We need to ensure that our goals and actions contribute to state and federal government objectives such as the South Australian Closing the Gap (CTG) Implementation Plan. The CTG Implementation Plan is a vehicle to transform the public policy landscape in relation to Aboriginal Affairs and Reconciliation and is fully aligned to the National Agreement on Closing the Gap (the National Agreement). This Plan requires a whole of government approach, and as such, DEM is committed to playing an active role in its delivery, working closely with First Nations communities to address disadvantage and empower First Nations peoples and organisations. You will note that each of our deliverables are tied to the CTG targets.

The four Priority Reform Areas of the Closing the Gap Implementation Plan are:



Shared decision-making authority, with governments, to accelerate policy and place-based progress on CTG through formal partnership arrangements.



Building the community-controlled sector to be strong and sustainable, delivering high quality services to meet the needs of First Nations peoples across Australia.



Improving mainstream institutions by ensuring governments and their agencies are accountable for CTG and deliver culturally safe, responsive services that meet the needs of First Nations peoples, including through the services they fund.



Ensuring First Nations peoples have access to, and the capability to use, locally relevant data and information to set and monitor the implementation of efforts to CTG, their priorities and drive their own development.

In developing our RAP, we have created targets that align to DEM's strategic directions, ensuring all DEM staff contribute to reconciliation in South Australia. We are committed to working closely with Reconciliation South Australia and other state government departments and building a workplace that promotes culturally inclusive decision-making to achieve our commitment to reconciliation.

In addition, our Stakeholder Engagement Framework is based on the South Australian Government's 'Better Together' principles of engagement, which are founded on the internationally recognised IAP2 Public Participation Spectrum.

Through our RAP, we continue to work towards achieving our vision for reconciliation, supported by our Deputy Chief Executive and RAP Champion, Vince Duffy. An Innovate RAP focuses on developing and strengthening relationships with First Nations peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower First Nations peoples.

This RAP reflects our commitment and desire for authentic and meaningful reconciliation that moves beyond words and takes action. We are committed to building genuine relationships with First Nations peoples and engaging in a respectful manner to deliver lasting results. We want to lead by example and provide a benchmark for industry to follow. We want all our staff to be active participants in our reconciliation journey, and we want to provide a safe and inclusive workplace for all. Importantly, we want to increase economic prosperity for First Nations peoples across our state.

In our previous RAP's, we developed core strategies that provide a foundation for our future work. We engaged First Nations peoples to help us understand our organisation, embed best practises into our policies and procedures, and develop strategies that are targeted and culturally well considered.

This RAP has been developed by the Reconciliation Action Plan Working Group (RAPWG), consisting of staff across all areas of DEM including those who work and engage with First Nations communities. Uncle Jeffrey Newchurch, respected Narrunga Kurna Elder, was part of our RAPWG for our previous RAP, bringing cultural authority with his contributions to our RAP work. DEM has now engaged Kimberley Wanganeen, a proud Kurna, Narungga and Kokatha woman, to attend RAP Working Group meetings and to also further review and refine our RAP.

All areas of DEM have been engaged in the development of the RAP, including the Executive Leadership Team (ELT), to ensure the plan is achievable and represents our workplace culture and values. To ensure we deliver on our commitments, each action area has been assigned to a member of the ELT.

The RAP is a living document that will build on successes with specific actions and initiatives over the next two years to work towards reconciliation in a practical manner.



These strategies are designed to ensure consistent and meaningful engagement throughout the department and industry, to identify opportunities to increase First Nations economic participation and employment across the energy and mining sectors in South Australia and increase DEM's First Nations employment capability and capacity.

Our progress and learnings will be further strengthened through DEM's existing and future projects engaging First Nations communities, community councils and executives.



Our RAP is based on four key strategies, all of which have individual action plans





Iga Warta Tours. Flinders Ranges & Outback, IGA Warta, Northern Flinders Ranges, South Australia. Courtesy South Australian Tourism Commission

DEM 2025-2027 RAP

Over the last two years we have been working on building foundations to ensure we strategically embed reconciliation into all we do. Under our overarching commitments we have achieved the following:



We have developed and nurtured authentic relationships by:

- participating in and hosting events for key national events, such as National Reconciliation Week and NAIDOC week.
- having staff participate in events across the two years including cultural activities, movie screenings, morning teas, and engagement opportunities with First Nations peoples.
- participating in the RAP Learning Circle to develop relationships within the reconciliation community.
- holding forums and gatherings with First Nations peoples across the state, including the South Australian Aboriginal Renewable Energy Forum (SAAREF) and committed to hosting a regular forum for First Nations peoples.
- having one of our managers participate in the Jawun Secondment program.



We are building on a culturally inclusive and supportive workplace by:

- engaging Kimberley Wanganeen, of Kimberley Wanganeen Consultancy, who has been supporting DEM by progressing RAP actions, reviewing and refining the RAP, and contributing to RAPWG meetings.
- having Jack Buckskin of Kuma Kaaru work with us to refine our Acknowledgment of Country in Kurna language to improve staff utilisation.
- having staff participate in Kurna language learning with Jack, with participants going on to utilise the Acknowledgment in Kurna language in meetings.
- having seen that the utilisation of Kurna language has proven particularly positive and impactful during external meetings, as it is a clear statement of our commitment.

DEM values the relationships we have with First Nations consultants and will continue to be informed by their cultural knowledge and expertise through our partnerships as we progress through our RAP.



We have increased opportunities for economic participation and employment by:

- engaging respected First Nations consultancy, Kimberley Wanganeen Consultancy, to lead the development of our First Nations strategies.
- having our largest Aboriginal organisation spend to date in 2024, which included the award of a contract to build a solar farm to APEX Energy Australia.
- by supporting a Yalari Foundation student sponsorship through the Remote Area Energy Scheme Service Contract, which saw the graduation of a student in 2024.



We have prioritised engagement and collaboration in all we do by:

- continuing to develop our First Nations Peoples Engagement Strategy and commencing implementation.
- hosting the South Australian Aboriginal Renewable Energy Forum in March 2024.
- working with the Indulkana community to deliver the RACE for 2030 APY Lands Energy Efficiency Retrofit Pilot which will help promote energy efficient housing across all communities.

DEW Park Ranger Arthur Coulthard and DEM geologist Stephen Hore appreciating the local environment and spectacular geology within the Vulkathunha-Gammon Ranges National Park.

CASE STUDY 1

Cultural Learning Acknowledgment of Country in Kurna

Staff participated in Language learning sessions with Kurna and Narungga man, Jack Buckskin of Kurna Kaaru, to learn the shortened version of DEM's Acknowledgment of Country in Kurna.

Jack has held four engaging, fun and educational face-to-face sessions over the 2023-25 period with approximately 15 employees in each session. Jack teaches Kurna language and background context as to why we do the Acknowledgment of Country and why it is so important to uphold First Nations peoples protocols. There has been positive feedback from participants.

"I read out the acknowledgment back at my desk directly after the training. Our director overheard and came and asked questions. Then the director and unit manager kept asking for weeks afterward when the next training was."

*Rebecca Schulz, Senior Electrical Office
Regulation and Compliance DEM*

"Jack is a great teacher but also a great facilitator, with a knack for making the learning fun and breaking down the fear of "getting it wrong" and learning in front of your peers."

Matthew Dewhirst, Project Manager, SPD DEM

Some employees have taken the opportunity to deliver our Acknowledgment in Language at DEM morning teas and many employees have made it everyday practice to deliver the Acknowledgment in Language in meetings.

At our 2025 staff awards Lynda Curtis delivered DEM's Acknowledgment of Country to the audience in Kurna, an inspiring example which is supported by resources on our intranet to learn the Kurna version of our acknowledgment.

Employees who practice our Acknowledgment in Language should be proud of their efforts and know that this act shows a great deal of respect for First Nations peoples as the Traditional Owners of Country throughout Australia.

We will offer more Language learning sessions to employees as we continue our reconciliation journey.



DEM's Dr Anna Petts, Principal Geologist opening a morning tea with our Acknowledgment of Country in Kurna language.

CASE STUDY 2

South Australian Aboriginal Renewable Energy Forum

The South Australian Aboriginal Renewable Energy Forum (SAAREF) was established to facilitate meaningful conversations between First Nations communities and the government. DEM is committed to hosting this forum to build, strengthen and maintain relationships and continue discussion about how the renewable energy transition can be a vehicle for First Nations self-determination. The forum demonstrates our RAP commitment to advancing reconciliation through our sphere of influence and ensuring First Nations perspectives are embedded in shaping South Australia's renewable energy future.

The platform was instrumental in informing the development of the Hydrogen and Renewable Energy Act while fostering broader discussions on how the renewable energy transition can support First Nations self-determination.



Attendees at the 2023 SAAREF

The forum successfully gathered feedback on major policy and legislative concerns, enabling First Nations voices to shape government decision-making. Additionally, broad participation, strong staff engagement, including the Chief Executive's full attendance, and independent facilitation have reinforced the forum's credibility and effectiveness.

Looking ahead, DEM envisions a renewable energy future that is sustainable, inclusive and responsive. By promoting self-determination and empowering First Nations communities, we aim to ensure that South Australia's energy transition benefits all. The reaffirmed commitment from stakeholders and continued government support will be crucial in maintaining momentum for the forum and realising long-term positive outcomes for First Nations communities and South Australia.

CASE STUDY 3

Oodnadatta Renewable Energy Project

The Oodnadatta Renewable Energy Project is a transformative initiative aimed at modernising the town's power infrastructure by replacing an aging power station with a state-of-the-art renewable energy system.

The project is a key step in improving energy reliability, sustainability, and efficiency in the region. With a 569 kW solar array, a 500 kW/1075 kWh battery storage system, and three 200 kW diesel generators, the system is designed to allow the power station to operate with the diesel generators off 75% of the time, relying on the battery system as the grid-forming element.

This pioneering project was delivered by the South Australian Government's Remote Area Energy Supply (RAES) scheme, which is managed and funded by DEM and delivered through a major service contract with Cowell Electric. This project has provided a template for further future upgrades within the scheme, including the potential for distributed solar integration and potential electric vehicle charging infrastructure.

Funded with \$7 million from the South Australian Government, including contributions from the RAES scheme, the project is being delivered by Apex Energy Australia, a South Australian First Nations business, highlighting a commitment to local industry and First Nations participation.

Beyond energy security and cost savings, the project also includes a newly commissioned toilet facility for Royal Flying Doctor Service (RFDS) staff assisting patients while awaiting air ambulance services.

This facility, located 200 metres from the power station, has been funded through anticipated diesel fuel savings and will be maintained by the community.

In a nod to Oodnadatta's cultural charm, there is light-hearted discussion around painting the new power station pink, as a tribute to the town's famous Pink Roadhouse.

The Oodnadatta Renewable Energy Project exemplifies a forward-thinking approach to sustainable energy in remote areas. By incorporating innovative technology, local business involvement, and community-driven features, the project sets a strong precedent for future energy transitions across South Australia.



Oodnadatta Power Station town shop

By incorporating innovative technology, local business involvement, and community-driven features, the project sets a strong precedent for future energy transitions across South Australia.

THE RAP WORKING GROUP

The RAPWG includes mandatory and voluntary members as below.

Mandatory members include:

- At least one Executive Leader who chairs the RAPWG meetings and is responsible for driving and championing internal engagement and awareness of the RAP.
- All Directors responsible for a RAP action/s or an employee allocated by the Director to be responsible for a RAP action/s.
- A First Nations representative to ensure a First Nations peoples perspective is considered in delivery through all actions of the RAP.
- An Organisational Development and Diversity Partner.

Invited/voluntary members:

- DEM employees engaged in projects involving First Nations peoples and land management.
- DEM employees who are committed to engaging in the RAPWG meetings and projects.

DEM KEY STRATEGIES

First Nations Peoples Engagement Strategy

DEM is continuing to develop a First Nations Peoples Engagement Strategy, built on the foundation of DEM's Stakeholder Engagement Framework. This Framework is underpinned by the State Government's Better Together principles, which are founded on the internationally recognised IAP2 Spectrum of Public Participation. The Stakeholder Engagement Framework provides a solid foundation for engagement, from which we can build additional strategies that incorporate the unique needs of First Nations peoples and communities.

Learnings from our Stronger Partners Stronger Futures program and other DEM engagement projects have been drawn upon to inform the development of the strategy which will guide how DEM staff and contractors engage and build relationships with First Nations peoples in our state. These will be embedded into DEM policies and procedures, as well as setting standards for the energy and mining industry. A First Nations Engagement Officers Network has been established within DEM to develop and deliver this strategy and to ensure we are unified in our approach.

Our key strategies will work collaboratively and in alignment with one another, adapting where required to remain responsive to emerging opportunities and community priorities.

First Nations Peoples Economic Participation Strategy

Part one of the First Nations Peoples Economic Participation Strategy looks at an internal procurement review, policy and procedure updates, and staff training to ensure more opportunities for First Nations procurement are realised. We will explore internal barriers to DEM procuring goods and services from First Nations businesses and develop an action plan to address these. This will be embedded into our procurement processes, and quarterly updates and communications to all staff will take place on how we are tracking and where there are opportunities.

Part two of the First Nations Peoples Economic Participation Strategy seeks to enhance economic participation and employment outcomes for First Nations peoples within the energy and mining sectors. It further aims to strengthen DEM's internal capability and capacity to attract, retain and support First Nations employees.



Our First Nations Peoples Recruitment and Retention Strategy represents a bold commitment to creating a workplace that values and amplifies Aboriginal and Torres Strait Islander talent. Grounded in the principles of cultural safety, equity, and sustainable career development, this strategy aligns with DEM's broader reconciliation objectives and the National Agreement on Closing the Gap.

Six key focus areas have been highlighted:

1 RECRUITMENT AND PATHWAYS

Removing barriers and creating equitable opportunities through partnerships with Traditional Owner groups, culturally safe practices, and innovative programs tailored to regional and community needs.

2 TALENT ATTRACTION

Establishing DEM as an employer of choice by leveraging culturally relevant campaigns, partnerships, and outreach efforts to connect with First Nations talent.

3 RETENTION AND WELLBEING

Creating a culturally safe environment through tailored professional development, mentorship, and dedicated support mechanisms, such as access to a Cultural Liaison Officer.

4 CAREER DEVELOPMENT AND LEADERSHIP PROGRESSION

Equipping First Nations employees with the tools, mentorship, and opportunities needed to excel and take on leadership roles.

5 CULTURAL INCLUSION AND COMPETENCE

Embedding cultural capability into workplace practices and governance to build an inclusive and respectful organisational culture.

6 GOVERNANCE, ACCOUNTABILITY, AND EVALUATION

Ensuring accountability and continuous improvement through robust oversight, transparent reporting and tracking of progress against key metrics.

First Nations Peoples Cultural Learning Strategy

Providing a safe and supportive environment to all employees is foundational to our business. A cultural audit undertaken in 2024 by First Nations consultant Kimberley Wanganeen, identified opportunities to strengthen First Nations participation and representation across DEM, as well as opportunities to improve its relationships and engagement practices. A key finding, which was strongly voiced through leadership and staff, was that all staff need to undertake cultural learning to ensure we provide a culturally safe working environment, and that staff engaging with First Nations peoples conduct all activities in a respectful manner that focuses on building relationships and honouring culture.

The strategy will encourage staff to participate in cultural learning, with both online and in-person formats. The level of required learning will increase in line with the level of engagement or impact according to decision making or influence of each staff member.

In addition, a review of DEM policies and procedures has been undertaken to highlight areas of opportunity in relation to First Nations employment and cultural safety. These are being updated in line with our recruitment and retention strategy and will be reviewed annually.

Embedding our work

As part of our systems review, a key opportunity is to embed opportunities for First Nations peoples economic participation into our projects. The Project Management Framework outlines the structure, processes, and templates for managing projects in DEM. This includes consideration of diversity and inclusion opportunities and challenges for the project during the planning and execution stages. DEM aims to embed the Project Management Framework fully across DEM which will help to shift thinking and practices for the benefit of South Australia's First Nations communities. The framework will also help to identify training and necessary resources in the work to lift our standards.



Dusty Feet Mob performing at a previous Reconciliation Action Plan launch

OUR PARTNERSHIPS/ CURRENT ACTIVITIES



Relationships

DEM is committed to building and maintaining mutually respectful relationships with First Nations peoples and communities. We will achieve this through ongoing cultural learning, anti-discrimination training, respectful stakeholder engagement and, by promoting First Nations economic participation in the energy and mining sector, and while advancing reconciliation through our sphere of influence.

Focus Area: An Inclusive and Just Transition

Our focus is to promote shared understanding and mutual respect that to enable staff to engage with, contribute to and, maintain respectful relationships with First Nations communities. This will strengthen our capacity to work collaboratively and create stronger outcomes for First Nations peoples.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to review effectiveness of DEM First Nations Peoples Engagement Strategy. 	July 2025 May 2026	Responsibility: Executive Director (ED), SPD (Strategy, Policy and Delivery) Lead: Director, Strategy
	<ul style="list-style-type: none"> Implement and embed Government of South Australia co-design participatory and decision-making tools across existing and new policies and programs. 	December 2025	Responsibility: ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Develop a <i>Mine Closure and Rehabilitation Policy</i> to ensure land disturbed by exploration, mining, and quarrying is rehabilitated to a safe, stable state, supporting beneficial post-mining land use to avoid unacceptable risks to culture, the public and environment. 	March 2026	Responsibility: Executive Director, R&C (Regulation and Compliance) Lead: Director, Minerals Regulation

Action	Deliverable	Timeline	Responsibility
<p>Continue developing, implementing and embedding the DEM First Nations Peoples Engagement Strategy to guide our work with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<ul style="list-style-type: none"> Continue developing the DEM First Nations Peoples Engagement Strategy based on feedback from Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2025	<p>Responsibility: ED, SPD</p> <p>Lead: Director, Strategy</p>
	<ul style="list-style-type: none"> Maintain the First Nations Engagement Officers Working Group to continue developing and delivering the DEM First Nations Peoples Engagement Strategy. 	Ongoing bi-monthly meetings	<p>Responsibility: ED, SPD</p> <p>Lead: Director, Strategy</p>
	<ul style="list-style-type: none"> Develop and implement staff engagement strategy to raise awareness of reconciliation across our workforce as outlined in the DEM First Nations Peoples Engagement Strategy. 	December 2025	<p>Responsibility: ED, SPD</p> <p>Lead: Director, Strategy</p>
	<ul style="list-style-type: none"> Develop and implement Communication, Media and Cultural Protocol Guides as part of the DEM First Nations Peoples Engagement Strategy. 	December 2025	<p>Responsibility: ED, SPD</p> <p>Lead: Director, Strategy</p>
<p>Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and materials to our staff through DEM Connect, the intranet and events calendar. 	May 2026 May 2027	<p>Responsibility: Executive Director, C&C (Corporate and Commercial)</p> <p>Lead: Director, People, Governance and Business Services (PGBS)</p>
	<ul style="list-style-type: none"> Encourage RAP Working Group members participate in at least one external NRW event. 	2026 & 2027	RAPWG Chair
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in an external event to recognise and celebrate NRW 	2026 & 2027	<p>Responsibility: Executive Director, C&C</p> <p>Lead: Director, PGBS</p>

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	May 2026 & 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia's NRW website 	May 2026 & 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Host a table at the National Reconciliation Week Breakfast 	May 2026 & 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly by providing current content on the DEM website, the intranet and engaging in events/activities. Also update with case studies or stories of interest quarterly. 	Quarterly from RAP commencement March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Promote participation in Jawun programs through a quarterly article in staff DEM Connect newsletter. 	Quarterly in line with intake	Responsibility: ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Explore opportunities to positively influence external stakeholders to drive reconciliation outcomes in all external engagements with progress updated in quarterly reporting. 	Quarterly from RAP commencement March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: ED, SPD Lead: Director, Strategy

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation through the RAP Learning Circle with Reconciliation Australia. 	May 2026 & 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Organise and hold the DEM RAP Launch 2025-27. 	November 2025	Responsibility: ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Host a First Nations forum. 	May/June 2026 and 2027	Responsibility: ED, SPD Lead: Director, Strategy
Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Implement and embed amendments to HR policies and procedures to strengthen anti-discrimination provisions. 	November 2025	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Implement and embed the DEM Anti-Discrimination Policy and the Learning Manager System training package across DEM. 	November 2025	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to measure the success of our anti-discrimination policies and procedures. 	November 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> All senior leaders undertake face-to-face anti-racism training in conjunction with the implementation of DEM's Cultural Learning Strategy. 	December 2025	Responsibility: Executive Director, C&C Lead: Director, PGBS

Respect



DEM understands that the actions that we and the industries we regulate continues to impact on First Nations Country, the sea, the sky, its people, and their spiritual and cultural connections. We understand the importance of diversity within our organisation and the value different perspectives can bring, as well as the opportunity to celebrate the world’s oldest continuous living culture. We are committed to working together to improve the understanding of First Nations cultures, rights, and experiences in all we do so that we can positively impact the industries with which we work, and to provide a welcoming, safe, and diverse workplace.

Focus Area: An Inclusive and Just Transition

Our focus will be on actively cultivating behaviours that enhance our workplace, assist the department and staff to progress reconciliation, and guide the development and delivery of services. We will use our influence as a regulator to promote reconciliation within the energy and mining sectors.

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Reassess the Cultural Learning Needs Review which was undertaken in consultation with local First Nations advisors as part of DEM's 2023-24 RAP. 	December 2025	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> With continued consultation from First Nations peoples advisors, develop a First Nations Peoples Cultural Learning Strategy for all staff, including tailor learning for RAP Working Group members, staff directly engaged with First Nations peoples, HR managers and other key leadership staff. 	December 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Develop guidelines to embed Aboriginal culture and activities into DEM events. 	December 2025	Responsibility: ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Mark important dates for celebrations of diversity, multiculturalism and anti-racism in the DEM calendar. 	July 2025 Update quarterly	Responsibility: Executive Director, C&C Lead: Director, PGBS

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Implement, embed and communicate a Cultural Protocol document, including protocols for Welcome to Country and Acknowledgment of Country 	December 2025	Responsibility ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country in line with the First Nations Peoples Cultural Learning Strategy. Conduct a before-and-after short questionnaire to measure awareness. 	December 2025 April 2026 after survey	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Invite local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year as part of DEM events. The RAPWG will review quarterly to confirm this is being actioned. 	Quarterly review from RAP commencement: March 26/27 June 26/27 September 26/27 December 26/27	Responsibility ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Include an Acknowledgment of Country or other appropriate protocols at the commencement of important meetings as per DEM cultural protocol document. The RAPWG will review quarterly to confirm this is being actioned. 	Quarterly review from RAP commencement March 26/27 June 26/27 September 26/27 December 26/27	Responsibility ED, SPD Lead: Director, Strategy

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> The RAP Working Group participates in an external NAIDOC Week event and shares this experience and learnings with all staff through DEM Connect or other internal communications. 	First week in July, 2025 & 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Leadership adheres to DEM policies and procedures that remove barriers to staff participating in NAIDOC Week. 	July 2025 & 2026	Responsibility: ELT (Executive Leadership Team) Lead: Director, PGBS
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff, including but not limited to, the NAIDOC March and Family Fun Day. 	First week in July 2025 & 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS



Opportunities



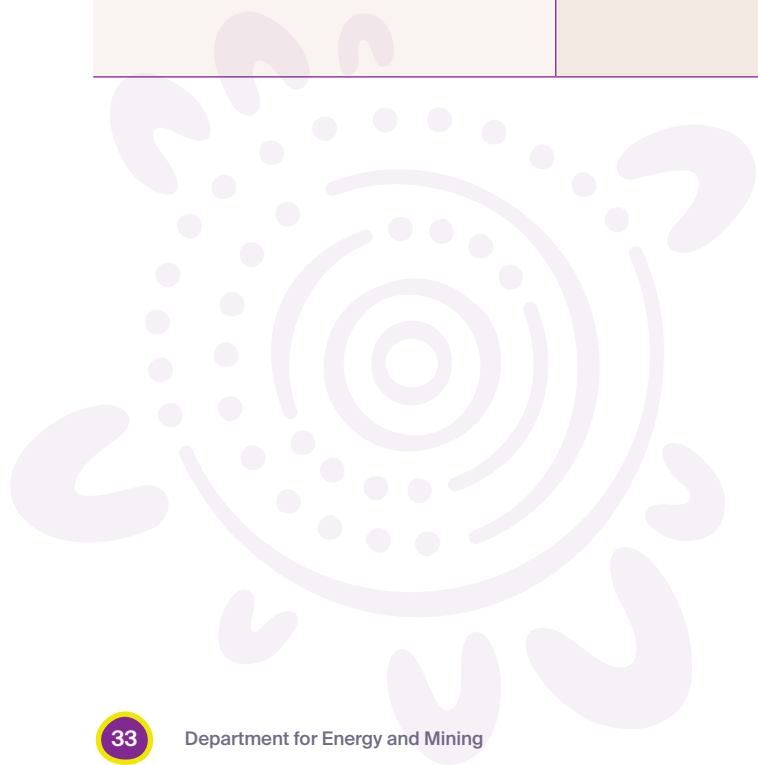
Creating a working environment that is culturally safe and supportive for First Nations peoples is a priority to DEM. This commitment will provide opportunities to build strong relationships as we work together towards reconciliation. We understand the role we play in providing economic opportunities both within DEM and across the energy and mining sectors, highlighting the real value that First Nations peoples can contribute to these industries.

Focus Area: Unlocking Every South Australian’s Potential

Our state is rich in resources, and we must learn from and show respect to the connection Traditional Owners have with the land to ensure culture is preserved and the benefits from these resources are shared. DEM will remain committed to providing real opportunities and improved outcomes for First Nations peoples, businesses, and communities across employment, professional development, procurement, and economic participation in the South Australian energy and mining sectors.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> Monitor and report current Aboriginal and Torres Strait Islander staffing to hiring managers to inform future employment and professional development opportunities. Create a standing agenda item at quarterly leadership meetings. 	Report quarterly from RAP commencement March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to provide feedback on our First Nations Peoples Recruitment and Retention Strategy. 	October 2025 May 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Implement and embed our First Nations Peoples Recruitment and Retention Strategy including training for all hiring managers. 	April 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders as per the DEM First Nations Recruitment and Retention Strategy. Review the effectiveness as part of quarterly leadership meeting. 	April 2026 Report quarterly from RAP commencement	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Implement and embed actions from the recruitment policy and procedure review to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. Conduct quarterly reviews after implementation. 	April 2026 & review quarterly	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Increase First Nations staff employed to min of 3% or 10 people, including at least one executive role. Provide quarterly updates and actions to leadership. 	Report quarterly from RAP commencement: March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: Executive Director, C&C Lead: Director, PGBS



Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes through increasing Aboriginal and Torres Strait Islander Economic Participation opportunities in the energy and mining sector.	<ul style="list-style-type: none"> Implement and embed part one of the First Nations Peoples Economic Participation Strategy – Internal Procurement. Conduct quarterly review of effectiveness thereafter. 	December 2025	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	October 2025	RAPWG
	<ul style="list-style-type: none"> Communicate procurement opportunities of goods and services from Aboriginal and Torres Strait Islander businesses to staff as per the strategy including quarterly all staff updates. 	Quarterly update from RAP commencement: March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Review and update procurement practices annually to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	September 2025 & 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Develop and maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses and explore areas where First Nations businesses can be utilised as default supplier (e.g. printing). Review quarterly. 	December 2025 & review quarterly	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Develop and implement part two of DEM's First Nation Peoples Economic Participation Strategy – Influencing the Energy and Mining Sector. 	June 2026	Responsibility: Executive Director, R&C Lead: Director, Minerals Regulation
	<ul style="list-style-type: none"> Ensure DEM representation at The Circle First Nations Business Showcase event. 	October 2025 & 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS

Governance



Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RAPWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RAPWG, with the goal of increasing representation over the life of the RAP. 	Bi-monthly, in line with RAPWG meetings	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Update and apply a Terms of Reference for the RAPWG annually. 	May, annually	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Meet at least six times per year to drive and monitor RAP implementation. 	Bi-monthly	Responsibility: Executive Director, C&C Lead: Director, PGBS
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. Review this appointment at the end of this RAP. 	July 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Define resources needed for RAP implementation. Review at quarterly leadership meetings. 	Quarterly from RAP commencement: March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: Executive Director, C&C Lead: Director, PGBS

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments including quarterly updates to staff and leadership. 	Quarterly from RAP commencement: March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments through DEM's CAMMS project management system. 	July 2025 Report Quarterly	Responsibility: Executive Director, C&C Lead: Director, PGBS
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Confirm with Reconciliation Australia that our primary and secondary contact details are up to date to ensure we do not miss important RAP correspondence. 	June 2026 & 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September, annually	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly via quarterly leadership meeting 	Quarterly from RAP commencement: March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings, annually on the DEM internet and intranet. 	October 2025 & 2026	Responsibility: ED, SPD Lead: Director, Strategy

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Deliver, monitor and report on Closing the Gap targets. 	Quarterly from RAP commencement: March 26/27 June 26/27 September 26/27 December 26/27	Responsibility: ED, SPD Lead: Director, Strategy
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	July 2025	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	June 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
	<ul style="list-style-type: none"> Register next RAP via Reconciliation Australia's website. 	January 2027	Responsibility: Executive Director, C&C Lead: Director, PGBS
Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Commence development of new RAP and plan launch. 	October 2026	Responsibility: Executive Director, C&C Lead: Director, PGBS

DEM understands that the actions that we and the industries we regulate continues to impact on First Nations Country, the sea, the sky, its people, and their spiritual and cultural connections.



Jack Buckskin and Kuma Kaaru present Welcome to Country.

Artwork was created by **Lawson Dodd**



Lawson Dodd is a Kurna, Narungga, and Ngarrindjeri artist and graphic designer whose work celebrates the connection between culture, storytelling, and contemporary design. Drawing inspiration from his ancestors and Country, Lawson blends traditional motifs with modern techniques to create bold, expressive works that reflect identity, community, and resilience.

His art explores the relationship between the past and present, combining digital design with cultural storytelling to share messages of strength and pride. In 2022, Lawson was awarded NAIDOC SA Artist of the Year, recognising his contribution to the arts and community. He also created the official artwork for Wear It Purple 2023, highlighting the power of visibility, inclusivity, and self-expression for young LGBTQIA+ people.

Through both his art and design practice, Lawson continues to push creative boundaries, using visual storytelling as a way to connect people and celebrate culture in new and meaningful ways.



Kimberley Wanganeen Consultancy



Kimberley Wanganeen is a proud Kurna, Narrunga and Kokatha woman, born and raised on Boandik Country and living on Kurna Country since 2006. Kimberley has built her career across diverse operational and strategic roles, where she has consistently used her leadership to influence systems, strengthen cultural safety, and champion better outcomes for First Nations staff, clients and communities.

In 2022, Kimberley founded Kimberley Wanganeen Consultancy, creating a space for organisations to access culturally informed, values-led and practical support. Through her consultancy, she assists clients to embed cultural safety within their governance, policies and everyday practice, offering clear advice and strategic guidance to build environments where First Nations people thrive.

Across government, corporate and community sectors, Kimberley has guided organisations through the development and strengthening of their Reconciliation Action Plans. She is known for bringing clarity, cultural integrity and evidence-informed practice to this work, ensuring RAPs are not symbolic documents but practical tools for accountability, action and respectful relationships grounded in cultural identity.

Kimberley's work with the Department for Energy and Mining has been highly valued. She has played an important role in guiding the department's reconciliation journey through her cultural leadership, thoughtful advice, and ongoing involvement in progressing actions in our RAP, reviewing and advising on the current RAP, and contributing to RAP Working Group meetings.



Government
of South Australia

Department for
Energy and Mining



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For further detail or enquiries regarding the DEM Reconciliation Action Plan 2025-2027, please contact Organisational Development and Diversity, People Governance and Business Services. **Email:** dem.peopleandculture@sa.gov.au

