



Government  
of South Australia

Department for  
Energy and Mining



RECONCILIATION  
ACTION PLAN

INNOVATE

DEPARTMENT FOR ENERGY AND MINING

# RECONCILIATION ACTION PLAN

July 2023 – June 2025

## 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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*Department for Energy and Mining (DEM) recognises and values the contributions that Aboriginal and Torres Strait Islander peoples have made, and continue to make, to the State. For the purpose of this document, we use the language First Nations when collectively referring to **First Nations** peoples residing in South Australia, and Aboriginal when referring to specific **Aboriginal** communities or peoples of South Australia.*

# A message from the MINISTER FOR ENERGY AND MINING

The South Australian Constitution recognises and acknowledges First Nations Peoples as the State's First Peoples. Every day, we recognise the First Nations Peoples of South Australia as the Custodians of these Lands. And, in the Department for Energy and Mining's recently introduced Acknowledgement of Country, we are the first government department to say that we are guests on this land. We need to treat our hosts with the respect they deserve.

The South Australian government is living our commitment to reconciliation. We are introducing a First Nations voice to parliament and restarting the treaty process. We know this is what's needed on the journey towards reconciliation.

We have come a long way in a short time to respect and involve our First Nations Peoples in state affairs. However, as the custodians of South Australia's energy and mineral resources, there is still an ongoing challenge for us to ensure we are balancing the interests of the state with doing what is right for the people on whose land we live and work.

Reconciliation Action Plans are about respect, opportunities and relationships. This RAP lays out how the department will embed these principles into everything we do. If we follow this path, we are not only doing the right thing, but we will also achieve what the RAP sets out to achieve, which is to create authentic relationships with First Nations Peoples, deepen our understanding of our unique cultural diversity and contribute to a just, equitable and reconciled Australia.

The RAP's commitments must become part of the uniform we wear and the lens we apply to everything. Our behaviour must demonstrate our commitments. With authentic relationships and genuine respect, we can see true value and behaviour change.

I am proud to be the Minister for Energy and Mining and the work the Department is doing to work with our First Nations Peoples, to create a better future for all South Australians and have an enduring global impact.

**Hon Tom Koutsantonis, MP**  
Department for Energy and Mining





# A message from the CHIEF EXECUTIVE RECONCILIATION AUSTRALIA

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

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SA Department for Energy and Mining continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

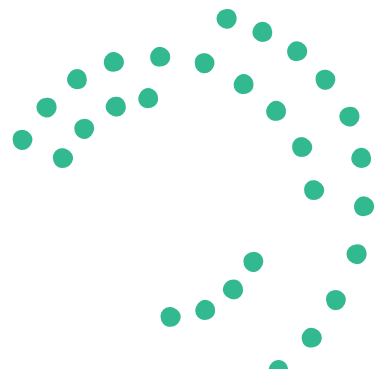
The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for SA Department for Energy and Mining 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, SA Department for Energy and Mining will ensure shared and cooperative success in the long-term.

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

Congratulations SA Department for Energy and Mining on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundie**  
Chief Executive Officer  
Reconciliation Australia



# A message from the CHIEF EXECUTIVE DEPARTMENT FOR ENERGY AND MINING

As we look towards decarbonising South Australia's energy and transitioning to a greener economy, the Department for Energy and Mining commits to driving positive change by strengthening relationships, building respect and growing opportunities in partnership with First Nations Peoples.

Our story combines the responsible oversight of mining the materials necessary to use in the building of renewable energy sources and support systems to grow our green economy.

We acknowledge the essential role that First Nations Peoples play in energy and mining as landowners, heritage custodians, business owners, and community leaders. We understand the guiding role we play as regulators, regional energy providers, communicators, and in facilitating economic development.

We have learnt many lessons from our first Reconciliation Action Plan (RAP) that informs our second. While many great things were achieved, there is still much work to do to bring about enduring change.

With our second RAP we are strengthening our commitment to First Nations Peoples and have translated our intent into every day actions embedded across our business, so that we deliver real impact where we can prosper, work together and learn from each other in genuine partnership.

In this RAP, we have moved to a place where every staff member will understand the work they can do to achieve change in Closing the Gap. Specific

targets ensure the day-to-day steps we take for reconciliation will become hard wired into everything we do.

As we work to close the gap by strengthening relationships, building respect and growing opportunities in partnership with First Nations Peoples, we are enlivened by two enabling major project areas. These will make a difference to how our people engage and help us achieve better long-term outcomes together.

The *First Nations Peoples Engagement Strategy* directs us to engage early and listen as a standard practice, as we learn to take care of the land we share so that we can sustain and enhance our way of life.

Our *First Nations Peoples Economic Participation Strategy* seeks to embed systems, so we actively seek First Nations businesses to support a step change in First Nations and local community participation within industry and engagement activities. We will employ more First Nations People and encourage industries in these endeavours.

Our vision to be the most transformative department for energy and mining in the world will be realised with the involvement of every staff member making it their priority to make reconciliation part of everyday business.

With the steps we have taken in this RAP, I am confident we will get there.

**Paul Heithersay**

Chief Executive  
Department for Energy and Mining

“

We acknowledge the essential role that First Nations Peoples play in energy and mining as landowners, heritage custodians, business owners, and community leaders.

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# Office of Hydrogen Power South Australia

The Office of Hydrogen Power South Australia, established in 2022, oversees the design and delivery of the South Australian Government's Hydrogen Jobs Plan, the Port Bonython Hydrogen Hub and hydrogen industry development to accelerate South Australia's hydrogen economy. The Office sits under the Department for Energy and Mining and reports to the Minister for Energy and Mining.

This RAP refers to Department for Energy and Mining throughout, however also includes OHPSA, its vision and actions towards participating in reconciliation.

# A message from the **CHIEF EXECUTIVE OFFICER OFFICE OF HYDROGEN POWER SA**

Since its establishment in early 2022, the Office of Hydrogen Power South Australia has been committed to ensuring meaningful engagement with Aboriginal communities in the planning for a Green Hydrogen Power Plant at Whyalla.

With many renewable and green hydrogen energy projects occurring on the lands of the traditional owners, it is integral that Aboriginal people are engaged and considered every step of the way in the plans to develop and grow South Australia's hydrogen industry.

The Barngarla people are intrinsic to the success of the government's Hydrogen Jobs Plan and our goal is to collaboratively minimise potential impacts to Country and to deliver genuine and sustainable benefits to community.

I acknowledge the challenging past between Aboriginal people, government and industry relating to developments on Aboriginal lands.

We are determined to learn from the past, work together with Aboriginal communities and share the benefits of renewable energy and hydrogen projects.

It is clear there are real opportunities for our state to further develop, store and supply clean energy, capturing our abundant wind and sun, and using hydrogen to help reduce emissions and move towards a net-zero carbon emissions world.

We are proud to commit to this RAP as we continue working together with Aboriginal people and their communities, identifying opportunities for economic participation, and sharing in the future success of a prosperous renewable and hydrogen industry.

**Sam Crafter**

Chief Executive Officer  
Office of Hydrogen Power SA

## Our vision for reconciliation

Our vision for reconciliation is one where our Department 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 Australia energy and mining sector that is highly represented by the First Nations communities on who's Lands it prospers.

We will develop and nurture authentic relationships with First Nations Peoples to deepen our understanding and appreciation of cultural wisdom and forge a pathway together 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 the Department and across the energy and mining sectors through our key enabling projects.

We will prioritise engagement and collaboration with First Nations Peoples in all that we do.



## Our diversity value statement

DEM is unwaveringly committed to diversity, equity, and inclusion as core values that are integral to DEM's Enablers and High Performing Behaviours.

We envisage a future where a diverse and inclusive workplace involves equal access to rewards, opportunities, feelings of being valued and recognised. We value achieved actions towards diversity and inclusion more than words, targets, or tokenism.

We aim to be valued for prioritising an inclusive and culturally safe workplace environment that delivers excellence in business operations, performance, and productivity.



# 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, petroleum and renewable energy industry, and the community at large.

We set policy for and regulate activities on land for mineral exploration, mining, quarrying, petroleum (including gas and natural hydrogen) and renewables. 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 in the Adelaide CBD, a Drill Core Reference Library at Tonsley, 10 km south of the city, as well as regional offices in Port Augusta and Coober Pedy in the north of our state.

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 honor 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 in context:

### South Australian Government policy

We are focused on delivering an Innovate RAP, which outlines actions that work towards achieving our vision for reconciliation. 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.

In developing the plan, we have created targets that align to the Department's strategic directions, ensuring all DEM staff contribute to reconciliation in South Australia. We are committed to working closely with Reconciliation South Australia (SA) 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.



## Closing the Gap (CTG) Implementation Plan

Our goals and actions align with The South Australian Closing the Gap (CTG) Implementation Plan Priority Reform Areas, as noted with each of our deliverables. The CTG Implementation plan is a vehicle to transforming the public policy landscape in relation to Aboriginal Affairs and Reconciliation and is fully aligned to the National Agreement on Closing the Gap. 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.

### The four Priority Reform Areas of the CTG Implementation Plan are:

1. Shared decision-making authority, with governments, to accelerate policy and place-based progress on Closing the Gap through formal partnership arrangements.
2. Building the community-controlled sector to be strong and sustainable, delivering high quality services to meet the needs of Aboriginal peoples across Australia.
3. Improving mainstream institutions: governments, their organisations and their institutions are accountable for Closing the Gap and are culturally safe and responsive to the needs of Aboriginal peoples, including through the services they fund.
4. Aboriginal-led data: Aboriginal people have access to, and the capability to use, locally relevant data and information to set and monitor the implementation of efforts to close the gap, their priorities and drive their own development.

## Organisational structure



**Honourable  
Tom Koutsantonis**

Minister for Energy  
and Mining



**Dr Paul Heithersay**

Chief Executive  
Department for Energy  
and Mining



Director  
Corporate Services  
**Julianne Cirson**

- Performance & Governance: **Robert Chuah**
- Finance & Business Operations: **vacant**
- Acting People & Culture: **Jade Moyle**
- Information Strategy & Delivery: **Jason Foster**
- Business Operations: **Silvia Xia**



Executive Director  
Energy Resources  
**Nick Panagopoulos**

- Acting Resource Royalties: **Mark Correll**
- Geoscience & Exploration: **Elinor Alexander**
- Engineering Operations: **Michael Malavazos**



Executive Director  
Growth and Low Carbon  
**Nick Smith**

- Strategy & Policy: **Alisha Green**
- Major Projects: **Scott Oster**
- Communications: **Maria Kosti**



Executive Director  
Energy and Technical Regulation  
**Vince Duffy**

- Acting Energy Policy & Projects: **Mark Pedler**
- Energy Programs & Services: **Steven Bye**
- Technical Regulation: **Rob Faunt**



Executive Director  
Mineral Resources  
**Alex Blood**

- Geological Survey of South Australia: **vacant**
- Mineral Exploration: **Ben Zammit**
- Mining Projects: **vacant**
- Mining Regulation: **Paul De Ionno**
- Resource Policy & Engagement: **Lachlan Pontifex**

# Lessons learnt

We have taken the learnings from our first RAP as a platform for the development of our second RAP. One of the key strengths of the 2020 to 2022 RAP was the Stronger Partners Stronger Futures program, whereby 17 Native Title groups participated in discussions about how to improve our land access system for mineral exploration. Concerns raised were acknowledged and addressed through policy and administrative reform to departmental processes, and further embedded through amendments to the Mining Act 1971 and Regulations.

Lessons learned from the program have highlighted further opportunities for reform to boost First Nations engagement and collaboration in other operations and activities requiring access to land. It has also shown the need for cultural awareness and a genuine commitment to building strong relationships when engaging with First Nations Peoples and organisations.

As of January 2023, DEM employs 328 people, with one person 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 is a priority in this RAP, which is reflected in our deliverables.

## Other activities achieved in the RAP included:

- An ongoing program of lived experience discussions with First Nations speakers.
- Unconscious bias training which 145 staff, including all executives, attended and mandatory cultural awareness training added to employee inductions.
- Acknowledgment of Country embedded in all internal and external publications.
- Events to promote reconciliation held throughout the year, such as National Reconciliation Week, Apology Breakfast, NAIDOC week, and Jawun secondment.
- Internal information developed and promoted on the intranet and internet.
- Establishment of a Reconciliation Working Group to champion and drive reconciliation.
- Support Yalari Foundation student sponsorship through the Remote Area Energy Scheme Service Contract.
- Consulted and reviewed all policies and procedures to promote First Nations participation in the workplace.
- Inclusion of a Young Indigenous Achievers category in the annual Premiers Awards for Energy and Mining.



# Our RAP

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.

As such, we have developed our second Innovate RAP as a Department that commits to the implementation of long-term strategies with defined targets. Our aim is to embed best practises into our policies and procedures to promote accountability and a unified approach.

The RAP has been developed by the Reconciliation Action Plan Working Group (RAPWG), consisting predominantly of staff across the Department who work and engage with First Nations communities. All areas of the Department have been engaged in the development of the RAP, including the Executive Leadership Team (ELT), to ensure the plan is achievable and represents our culture and values. Furthermore, the department engaged Ochre Dawn, an Aboriginal business, to review and contribute to the development of our RAP. To ensure we deliver on our commitments, each action area has been assigned to a member of the ELT. DEM will engage a First Nations consultancy representative to participate in RAP meetings and activities to ensure a First Nations voice is present.

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.



## The four key priorities of DEM's RAP are:

- **RELATIONSHIPS:** Engaging with and building relationships with First Nations Peoples will strengthen our capacity to work collaboratively towards improved outcomes.
- **RESPECT:** Recognising the contribution of First Nations Peoples to Australia will enable DEM to achieve more culturally inclusive outcomes and actively cultivate behaviors that enhance our workplace and guide the development and delivery of services.
- **OPPORTUNITIES:** Creating opportunities for First Nations Peoples and increasing First Nations economic participation and equity.
- **GOVERNANCE:** Providing strategic and operational resources to ensure the delivery of our RAP commitments, in accordance with our internal corporate governance standards and practices.

We will work with our local and international stakeholders to leverage and strengthen the opportunities available to First Nations Peoples and communities. The Department's culture and values set the foundation for employees to make their best contribution to the journey towards reconciliation.

## Our RAP and progress will be enhanced through our paralleled two key enabling projects:

- First Nations Peoples Engagement Strategy
- First Nations Peoples Economic Participation Strategy

These projects are designed to ensure consistent and meaningful engagement throughout the Department and industry, and 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 commitment to reconciliation

**OUR COMMITMENT** is to embed meaningful learning opportunities with First Nations Peoples to deliver collaborative positive change in all aspects of the organisation.

**WE ACKNOWLEDGE** this document is our public commitment and we will report annually on our achievements.

**WE ARE IMPLEMENTING** two key enabling projects to underpin our approach to reconciliation.



# The Reconciliation Action Plan

## Working Group

The RAPWG is sponsored and chaired by the Chief Executive and comprises of committed staff engaged in projects involving First Nations Peoples and land management. Executive Director, Vince Duffy is the RAP Champion for DEM and is responsible for driving and championing internal engagement and awareness of the RAP.

Additional to the below internal list of members, Jeffrey Newchurch, a Narrunga/Kaurna man, will be participating in the RAPWG for twelve months to ensure a First Nations Peoples perspective is considered in delivery through all actions of the RAP.

This RAP was created and modified through a consultation service with Ochre Dawn Creative Industries which included external reviews by First Nations Elders and community members.

Name	Title	Division
Paul Heithersay (Chair)	Chief Executive	Office of the Chief Executive
Vince Duffy (Co-Chair)	Executive Director	Energy and Technical Regulation
Kimbra Smith	Diversity and Inclusion Strategic Advisor	Rotating divisions through DEM
Airlie Rehmann	Project Officer	Growth and Low Carbon
Anna Petts	Program Coordinator, Characterising South Australia's Cover	Mineral Resources
Briana Field	Business Support Officer	Corporate Services
Caroline Andrews	Senior Mine Regulator	Mineral Resources
Daniel Butler	Stakeholder Engagement Lead, Upper Spencer Gulf Projects	Growth and Low Carbon
Heidi Crow	Principal Policy Officer Aboriginal Heritage and Engagement	Growth and Low Carbon
Helene Bentley	Principle Organisational Development Consultant	Corporate Services
Jaisman Felsch	Executive Officer	Office of the Chief Executive
Jodie Jackson	Executive Officer	Growth and Low Carbon
Lee Kinnear	Manager, Licensing and Legislation	Energy Resources
Lynda Curtis	Senior Project Officer	Energy and Technical Regulation
Naomi Struve	Manager, Water and Sewerage Infrastructure	Office of the Technical Regulator
Steven Bye	Director, Energy Programs and Services	Energy and Technical Regulation
Tim Pech	Plumbing Installations Inspector	Office of the Technical Regulator

## DEM key enabling projects

As part of our RAP, DEM is undertaking two key enabling projects that will underpin and contribute to the transformation of the Energy and Mining sector guided through sincere engagement and involvement of First Nations Peoples. It is anticipated that each body of work is interrelated and will strengthen the organisation in working together.



### First Nations Peoples Engagement Strategy

The Department will 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 engagement. The Stakeholder Engagement Framework provides a solid foundation for engagement, and it is from here that 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 will be 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. This will be embedded into DEM policies and procedures, as well as setting standards for the energy and mining industry. A First Nations Engagement Officers working group has been established within DEM to develop and deliver this strategy and to ensure we are unified in our approach.

## Early Engagement and Relationship Building

A key focus of the Engagement Strategy will be in driving early engagement and building relationships. The Stronger Partners Stronger Futures program highlighted the importance of early engagement with First Nations People – early in project planning. In addition, DEM has identified that engagement and relationship building with community groups outside of specific projects promotes positive, long-term benefits for all parties.

An example of how DEM intends to demonstrate this is through the Hydrogen and Renewable Energy Act, which will support the establishment of a green hydrogen sector in South Australia. DEM held the first South Australian Aboriginal Renewable Energy Forum in November 2022 and will continue to invest

in meaningful early face-to-face engagement and partnerships with Native Title groups to talk about the renewable energy and hydrogen sectors in South Australia, hear about what First Nations Peoples would like to see happen on their Country, and what they would like government and industry to do. We will work together to develop and implement the Hydrogen and Renewable Energy Act, to provide a framework for deciding where renewable energy development should occur on native title land, the criteria competing companies should be assessed against, and the terms and conditions that should be applied to licences. This will create higher standards for renewable energy project proponents – including DEM – to better manage impacts to Country and deliver genuine benefits to First Nations communities.

## First Nations Peoples Economic Participation Strategy

The First Nations Peoples Economic Participation Strategy aims to increase First Nations Peoples economic participation and employment across the energy and mining sectors and improve DEM's First Nations Peoples employment capability and capacity. It is a strategic approach to:

1. Understand the First Nations Peoples economic landscape in South Australia in the energy and mining sector
2. Identify industry sector intersections and opportunities to increase participation
3. Identify what service providers or programs exist, at the local, state or federal level to support economic participation in the resources industry
4. Review the Department's RAP, barriers to employment and opportunities to increase First Nations Peoples participation in DEM related projects.
5. Identify and implement systems to achieve consistent practice across DEM to meet agreed targets
6. Inform industry, First Nations Peoples and Government stakeholders on barriers, and opportunities to increase participation.

### Project Management Framework

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.



# Actions

## RELATIONSHIPS

**DEM COMMITMENT:** DEM is committed to continuing to build and maintain mutually respectful relationships with First Nations Peoples and communities. We will achieve this through ongoing cultural learning, anti-discrimination training, respectful stakeholder engagement, promoting First Nations economic participation in the energy and mining sector, and promoting reconciliation through our sphere of influence.

### FOCUS AREA: Reconciliation is supported and promoted internally and externally

Our focus is to promote shared understanding and mutual respect that will assist DEM staff to engage, contribute and maintain respectful relationships with First Nations communities to strengthen our capacity to work collaboratively and create stronger outcomes for First Nations South Australian's.

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations</b>			
<i>To be supported by DEM's <b>First Nations Peoples Economic Participation Strategy Project</b></i>			
<b>1.1. Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.</b>	July 2024	<b>Lead:</b> ED MRD <b>Support:</b> Director CS	1
DEM will develop a <b>First Nations Peoples Engagement Strategy</b> , with a focus project area of <b>Early Engagement and Relationship Building</b> . We will meet with and listen to First Nations community members and organisations to build a culturally respectful foundation to work from for mutual benefit and prosperity.	Dec 2023		
DEM will embed the learnings from this strategy into our internal policies and staff training, as well as providing guidance for industry.	June 2024		
<b>1.2. Develop and implement an engagement plan to work with First Nations stakeholders and organisations.</b>	July 2024	<b>Lead:</b> ED MRD	1
The <b>First Nations Peoples Engagement Strategy</b> based on our Stakeholder Engagement Framework, will be embedded into our business operations, regulatory affairs, procurement, and project management to ensure that we are engaging early, meaningfully, and working together to achieve our goals.	June 2024		
<b>1.3. Explore opportunities to establish a Departmental and/or Project based First Nations engagement and participation committee(s)</b>	Sept 2023	<b>Lead:</b> ED MRD	1

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>			
<b>2.1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff.</b>  Notification of NRW and events to be distributed across DEM through: <ul style="list-style-type: none"> <li>Weekly corporate news articles in DEM Connect</li> <li>DEM intranet updates</li> </ul>	27 May to 3 June 2024 and 2025	<b>Lead:</b> Chair RAPWG <b>Support:</b> Director CS, ED GLC	3
<b>2.2. RAPWG members to participate in an external NRW event.</b>	27 May to 3 June 2024 and 2025	<b>Lead:</b> Chair RAPWG	3
<b>2.3. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</b>	27 May to 3 June 2024 and 2025	<b>Lead:</b> Director CS <b>Support:</b> ELT	3
People and Culture, with support of Executive Leadership, develop a clear narrative and principles to all DEM staff enabling and encouraging participation in NRW events.			
<b>2.4. Organise at least one NRW event each year and encourage all staff to participate.</b>	27 May to 3 June 2024 and 2025	<b>Lead:</b> Chair RAPWG	3
<b>2.5. Register all our NRW events on Reconciliation Australia's NRW website.</b>	May 2024 and 2025	<b>Lead:</b> Chair RAPWG	3
<b>ACTION</b>			
<b>3. Promote reconciliation through our sphere of influence</b>			
<b>3.1. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</b>	Sept 2023	<b>Lead:</b> Director CS <b>Support:</b> ED GLC	3
Ensure staff induction process is adhered to, which includes the provision of a copy of the RAP.	July 2023, July 2024	<b>Lead:</b> Director CS <b>Support:</b> ELT	
Develop DEM online intranet and internet page(s) for reconciliation.	Sept 2023		
Promote DEM Staff participation in the Jawun Indigenous Corporate Partnerships secondment program or similar secondment activities when available.	July 2023, July 2024 Feb 2024, May 2024, July 2024, Oct 2024 Feb 2025, May 2025		

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>3.2. Communicate our commitment to reconciliation publicly.</b>	By end of each quarter February 2024, 2025	<b>Lead:</b> ED GLC <b>Support:</b> Chair RAPWG	3
Updates will be publicised on the DEM website including our RAP, promoting DEM strategies, activities, and projects.	August 2023		
DEM to host a table at the Apology Breakfast and invite key stakeholders to attend.	By end of each quarter		
A launch will be held for the RAP and published on the intranet and internet.			
At least one story / case study will be published quarterly on the intranet and internet.			
<b>3.3. Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</b>	July 2024	<b>Lead:</b> ED MRD <b>Support:</b> ELT	3
DEM shall provide leadership in demonstrating and promoting leading First Nations engagement practice to industry through individual engagement, industry forums and meetings.	July 2024		
DEM will embed First Nations engagement principles into current and emerging industry projects, business operations, administrative and regulatory reforms.	July 2024		
<b>3.4. Collaborate with RAP organisations in the RAP network and/or other like-minded organisations to develop innovative approaches to advance reconciliation.</b>	Dec 2023	<b>Lead:</b> Chair RAPWG <b>Support:</b> ED GLC	3
Host a RAP launch forum with engaged businesses and industries and leverage outcomes from knowledge sharing.	August 2023		
<b>3.5. Invite First Nations community members, businesses and other key stakeholders to DEM events.</b>	July & Oct 2023 & 2024	<b>Lead:</b> ED GLC	1
<b>ACTION</b>			
<b>4. Promote positive race relations through anti-discrimination strategies</b>			
<b>4.1. Continue to review and update HR policies and procedures with an anti-discrimination lens.</b>	July 2023 & 2024	<b>Lead:</b> Director CS	3
<b>4.2. Ensure anti-discrimination policy remains relevant and that updates are actioned as needed.</b>	July 2023 & July 2024	<b>Lead:</b> Director CS	3
Review DEM Respectful Behaviours Policy and ensure anti-discrimination content updates are actioned as needed.	July 2023 & July 2024		
<b>4.3. Engage with First Nations staff and/or advisors to consult on any updates required on our anti-discrimination policy or other policies that contribute to anti-discrimination.</b>	July 2023 & July 2024	<b>Lead:</b> Director CS	3
<b>4.4. Educate senior leaders and all staff on the effects of racism.</b>	July 2023 & July 2024	<b>Lead:</b> Director CS	3
Build on anti-racism training with lived experience session.			

# RESPECT

**DEM COMMITMENT:** DEM understands that the actions that we and the industries we regulate undertake, impacts on First Nations Country, the sea, the sky, its people, and their spiritual and cultural connections. Our state is rich in resources, and we must learn from and show respect for the connection First Nations peoples have with the land to ensure culture is preserved and the benefits from these resources are shared. 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: Learning and understanding

Our focus is on actively cultivating behaviours that enhance our workplace, assist the Department and staff to progress reconciliation, and guide the development and delivery of services.

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>5. Increase understanding, value and recognition of First Nations histories, knowledge and rights through cultural learning</b>			
<i>5.1. Conduct a review of cultural learning needs for the organisation.</i>	December 2023	<b>Lead:</b> Director CS	3
<i>5.2. Consult local, First Nations advisors on the development and implementation of a cultural learning strategy.</i>	December 2023	<b>Lead:</b> Director CS <b>Support:</b> Chair RAPWG	3
<i>5.3. Develop, implement, and communicate a cultural learning strategy for all staff.</i>	December 2023	<b>Lead:</b> Director CS <b>Support:</b> Chair RAPWG	3
<i>5.4. Provide opportunities for RAPWG members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</i>	July 2023 & July 2024	<b>Lead:</b> Director CS <b>Support:</b> ELT	3
All staff to complete cultural awareness training.			
In addition to cultural awareness training, staff engaging with First Nations communities or organisations should engage with the relevant organisation to participate in relationship building activities specific to the Lands they will be working on.		<b>Lead:</b> Director CS <b>Support:</b> Relevant Line Manager	



Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>6. Demonstrate respect to First Nations Peoples by observing cultural protocols</b>			
<i>6.1. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</i>	July 2023 & July 2024	<b>Lead:</b> ED GLC <b>Support:</b> Director CS	3
Promotion of the RAP, mandatory training, events, and communications through DEM Connect to provide opportunities for participation and learning of cultural protocols.			
<i>6.2. Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</i>	December 2023	<b>Lead:</b> Chair RAPWG <b>Support:</b> Director CS	3
DEM to carry out workshops and training in cultural protocol and in consultation with First Nations advisors create DEM's own Acknowledgement of Country in language (Kurna), to be shared and utilised with all DEM staff.			
<i>6.3. Invite local First Nations peoples to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</i>	July 2023 & July 2024	<b>Lead:</b> ED GLC	3
<i>6.4. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</i>	July 2023	<b>Lead:</b> ED GLC <b>Support:</b> ED MRD	3
DEM to embed guidelines for use of DEM's Acknowledgment of Country in our Stakeholder Engagement Framework (related to the specific First Nations Lands the DEM is meeting on).			
Identify and or develop an appropriate First Nations Map and link to engagement framework.	December 2023	<b>Lead:</b> Chair RAPWG	
<b>ACTION</b>			
<b>7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week</b>			
<i>7.1. RAPWG members to participate in an external NAIDOC Week event.</i>	First week in July 2023 and 2024	<b>Lead:</b> Chair RAPWG <b>Support:</b> RAPWG	3
<i>7.2. DEM representatives to attend the NAIDOC Ball.</i>	27 May to 3 June 2024 and 2025	<b>Lead:</b> Chair RAPWG	3
<i>7.3. Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</i>	First week in July 2023 and 2024	<b>Lead:</b> Director CS <b>Support:</b> ELT	3
Develop a clear narrative and principles to all DEM staff enabling and encouraging participation in NAIDOC events.			
<i>7.4. Promote and encourage participation in external NAIDOC events to all staff.</i>	First week in July 2023 and 2024	<b>Lead:</b> ED GLC <b>Support:</b> Chair RAPWG & ELT	3
Notification of NAIDOC and events and encouragement of participation to be distributed across DEM through:			
<ul style="list-style-type: none"> <li>Weekly corporate news articles in DEM Connect</li> <li>DEM intranet updates</li> </ul>			

## OPPORTUNITIES

**DEM COMMITMENT:** We understand the importance of diversity within our organisation and the value different perspectives can bring, shining light in areas that might otherwise be overlooked. Creating a working environment that is culturally safe and supportive for First Nations Peoples is important to us, providing 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, and the real value that First Nations Peoples can contribute to these industries.

### FOCUS AREA: Employment and economic participation

DEM is committed to providing real opportunities and improved outcomes for First Nations Peoples, businesses, and communities, in the areas of employment, professional development, procurement, and economic participation in the South Australian energy and mining sectors.

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>8. Improve employment outcomes by increasing First Nations recruitment, retention and professional development</b>			
<i>To be supported through DEM's First Nations Peoples Economic Participation Strategy Project</i>			
8.1. Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	February 2024	<b>Lead:</b> Director CS <b>Support:</b> Chair RAPWG	3
8.2. Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	March 2024	<b>Lead:</b> Director CS <b>Support:</b> Chair RAPWG	3
8.3. Develop and implement a First Nations recruitment, retention and professional development strategy.	April 2024	<b>Lead:</b> CE DEM <b>Support:</b> Director CS	3
This strategy will also include the development and delivery of an annual DEM Trainee Program.			
8.4. Advertise job vacancies to effectively reach First Nations stakeholders.	July 2023 & July 2024	<b>Lead:</b> ELT <b>Support:</b> Recruiting managers	13
8.5. Update HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	July 2023 & July 2024	<b>Lead:</b> Director CS	3
8.6. Increase the percentage of First Nations staff employed in our workforce to a minimum of 3%, or 10 people with a minimum of one being South Australian Executive (SAES) employees.	June 2025	<b>Lead:</b> CE DEM <b>Support:</b> Director CS	3
8.7. Promote the use of a First Nations recruitment consultancy to assist in Executive and staff recruitment processes.	July 2023 & July 2024	<b>Lead:</b> ELT <b>Support:</b> Recruiting managers	3

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>9. Increase First Nations supplier diversity to support improved economic and social outcomes</b>			
<i>To be supported through DEM's First Nations Peoples Economic Participation Strategy project</i>			
<b>9.1. Develop and implement a First Nations procurement strategy</b>	Dec 2023, July 2024	<b>Lead:</b> ED ERD <b>Support:</b> Director CS	1
Explore and develop methods of monitoring DEM procurements with First Nations businesses.	Dec 2023		
DEM Procurement and Governance Committee to work with the Office of the Industry Advocate and Department for Premier and Cabinet to undertake procurements with a minimum of 10 First Nations businesses per annum.	Dec 2023, July 2024, Dec 2024	<b>Lead:</b> ED ERD <b>Support:</b> ELT & Director CS	
<b>9.2. Explore and (if appropriate) obtain Supply Nation Membership</b>	June 2025	<b>Lead:</b> ED ERD <b>Support:</b> Director CS	1
<b>9.3. Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.</b>	Dec 2023, July 2024, Dec 2024	<b>Lead:</b> ED ERD <b>Support:</b> ELT	1
DEM representatives to attend The Circle First Nations Business Showcase (SA).	October 2023 & 2025	<b>Lead:</b> ED ERD <b>Support:</b> Director CS	
Engage and collaborate with South Australia's Aboriginal Business centre "The Circle" to identify areas for future collaboration to build economic participation opportunities.	July 2023 & 2024	<b>Lead:</b> ED ERD <b>Support:</b> Director CS	
Promote use of The Circle for supply companies.			
DEM to work with the Office of the Industry Advocate (OIA) to identify First Nations Businesses / services.			
<b>9.4. Review and update procurement practices to remove barriers to procuring goods and services from businesses.</b>	December 2023	<b>Lead:</b> ED ERD <b>Support:</b> Chair RAPWG	1
DEM to work with Economic Participation working group SA Government, Department for Treasury and Finance (DTF), Department for Industry and Skills (DIS) and OIA.			
DEM to explore internal barriers to DEM procuring goods and services from First Nations Businesses and develop an action plan to address these barriers/ issues.	July 2023 – 2025 (on-going action)	<b>Lead:</b> ED ERD <b>Support:</b> Chair RAPWG	
DEM to provide staff with information relevant to engaging First Nations Businesses (procurement guidelines, OIA business directory etc).	December 2023	<b>Lead:</b> ED ERD <b>Support:</b> Director CS	
DEM to promote good news stories related to First Nations Business engagement and procurements through DEM Connect.	July 2023 –2025	<b>Lead:</b> ED ERD <b>Support:</b> Director CS	
<b>9.5. Develop a minimum of three commercial relationships with First Nations businesses.</b>	Dec 2023, July 2024, Dec 2024	<b>Lead:</b> ELT <b>Support:</b> Chair RAPWG	1

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>10. Increase sector based educational opportunities</b>			
<b>10.1. DEM to provide a scholarship to a First Nations student in relevant study areas to the Energy and Mining Sector.</b>	July 2024	Lead: CE DEM	1
Develop scholarship program and funding arrangements and promotion strategy.	December 2023		
Issue of scholarship and promotion on DEM website.	July 2024		
Core library open days / demonstrations for First Nations science students.	Dec 2023 & July 2024, Dec 2024		
<b>ACTION</b>			
<b>11. Increase First Nations Peoples Economic Participation in the Energy and Mining Sector</b>			
<b>11.1. Develop and implement a strategy to increase First Nations Economic Participation and employment across the South Australian Energy and Mining Sector (First Nations Peoples Economic Participation Strategy Project):</b>	July 2024	Lead: Chair RAPWG	1
11.1.1. Engage a local First Nations consulting business to undertake an internal review of barriers and opportunities for First Nations economic participation, employment (recruitment, retention, training and cultural safety) and contracting with Department.	December 2023	Lead: Chair RAPWG Support: Director CS	
11.1.2. Engage a local First Nations consulting business to undertake an external review of barriers and opportunities for First Nations economic participation, employment and contracting in the energy and mining sectors.	Aug 2023	Lead: Chair RAPWG Support: ED ERD	
11.1.3. Consult with the energy and mining sector on the findings of the review in collaboration with successful First Nations business.	Oct 2023	Lead: Chair RAPWG Support: ED ERD & MRD	
11.1.4. Develop and implement a strategy to increase First Nations Peoples Economic Participation in the South Australian Energy and Mining Sector.	Jan 2024	Lead: Chair RAPWG Support: Director CS	
<b>ACTION</b>			
<b>12. Increase opportunities for First Nations Peoples Economic Participation in DEM Projects</b>			
<b>12.1. As part of DEM's systems review, ensure consideration of opportunities for First Nations Peoples Economic Participation is embedded into the DEM Project Management Framework to be rolled out across the department.</b>	June 2025	Lead: ED GLC Support: ELT	3
Engage consultant to review DEM and Industry processes and opportunities for Economic Participation.	July 2024		
Review existing project management framework and embed recommendations from review.	Dec 2024		

## GOVERNANCE

DEM is committed to providing strategic and operational resources to ensure the delivery of our RAP commitments, in accordance with our internal corporate governance standards and practices. We will develop an appropriate reporting framework that ensures accountability and transparency through monitoring and reporting on RAP progress, achievements, challenges, and learnings. We will maintain effective RAP Working Group to drive governance.

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>13. Establish and maintain an effective Reconciliation Working group (RAPWG) to drive governance of the RAP</b>			
<i>13.1. Maintain a Reconciliation Working Group comprising executive champions, First Nations representatives (internal or external) and divisional representatives from across DEM.</i>	July 2023 & July 2024	<b>Lead:</b> CE DEM <b>Support:</b> ELT	3
Establish a dedicated executive officer for the RAPWG.	Oct 2023	<b>Lead:</b> Chair RAPWG <b>Support:</b> ELT	
<i>13.2. Establish and apply a Terms of Reference for the RAPWG.</i>	July 2023	<b>Lead:</b> Chair RAPWG <b>Support:</b> ELT	3
<i>13.3. Meet at least four times a year to drive, monitor and report on RAP implementation.</i>	Bimonthly meetings	<b>Lead:</b> Chair RAPWG	3
<b>ACTION</b>			
<b>14. Provide appropriate support for effective implementation of RAP commitments</b>			
<i>14.1. Define resource needs for RAP implementation.</i>	July 2023	<b>Lead:</b> Chair RAPWG	3
As identified from the above actions, ensure strategic and operational resources to deliver RAP commitments.			
<i>14.2. Engage our senior leaders and other staff in the delivery of RAP commitments.</i>	July 2023, Dec 2023, July 2024, Dec 2024	<b>Lead:</b> Chair RAPWG	3
<i>14.3. Define and maintain appropriate systems to track, measure and report on RAP commitments.</i>	July 2023, Dec 2023, July 2024, Dec 2024	<b>Lead:</b> Chair RAPWG	3
<i>14.4. Appoint and maintain an internal RAP Champion from senior management.</i>	July 2023, Dec 2023, July 2024, Dec 2024	<b>Lead:</b> CE DEM	3
<i>14.5. Each ELT member to support RAPWG members and staff to carry out actions, and activities.</i>	July 2023, Dec 2023, July 2024, Dec 2024	<b>Lead:</b> ELT	3

Deliverables	Timeline	Responsibility	CTG Priority Reforms
<b>ACTION</b>			
<b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>			
<i>15.1. 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.</i>	30 June 2024, 30 June 2025	<b>Lead:</b> Chair RAPWG	3
<i>15.2. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</i>	1 August annually	<b>Lead:</b> Chair RAPWG	3
<i>15.3. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</i>	30 September, annually	<b>Lead:</b> Chair RAPWG	3
<i>15.4. Report RAP progress to all staff and senior leaders quarterly.</i> Executive Leadership Team quarterly roundup webinar.	Dec 2023, July 2024, Dec 2024, June 2025	<b>Lead:</b> Chair RAPWG	3
<i>15.5. Publicly report our RAP achievements, challenges and learnings, annually</i> Publish RAP annual report on DEM internet.	July 2024 & July 2025 (Annually over term of RAP)	<b>Lead:</b> Chair RAPWG	3
<i>15.6. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</i>	November 2024	<b>Lead:</b> Chair RAPWG	3
<i>15.7. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</i>	March 2025	<b>Lead:</b> Chair RAPWG	3
<b>ACTION</b>			
<b>16. Continue our reconciliation journey by developing our next RAP</b>			
<i>16.1. Register via Reconciliation Australia's website to begin developing our next RAP.</i>	October 2024	<b>Lead:</b> Chair RAPWG	3

## Definitions

<b>CE</b>	Chief Executive	<b>GLC</b>	Growth and Low Carbon
<b>CS</b>	Corporate Service Division	<b>MRD</b>	Mineral Resource Division
<b>CTG</b>	Closing the Gap	<b>NAIDOC</b>	National Aboriginal and Islanders Day Observance Committee
<b>DEM</b>	Department for Energy and Mining	<b>NRW</b>	National Reconciliation Week
<b>ED</b>	Executive Director	<b>RAP</b>	Reconciliation Action Plan
<b>ER</b>	Energy Resource	<b>RAPWG</b>	Reconciliation Action Plan Working Group
<b>ETR</b>	Energy and Technical Regulation		
<b>ELT</b>	Executive Leadership Team (Chief Executive and Executive Directors)		





## The artwork

This artwork was created by Lawson Dodd (of Kurna, Narungga and Ngarrindjeri descent) for the Department for Energy and Mining South Australia. Lawson uses a contemporary approach to his art with the aim of taking the idea of traditional Aboriginal art to the next level. Through the use of digital media Lawson has combined traditional cultural customs with modern design techniques to accurately reflect DEM's collaborative relationships with First Nations communities.

Lawson's artwork emphasises motion and the flow of life. This theme is particularly relevant as it corresponds to DEM's dedication to the regulation and development of energy.

Lawson has used organic lines and circles which demonstrates the synergy between energy and mining and its connection to the land. The small arching shapes surrounding the main symbol represent the diverse group of people involved with DEM. The thin white lines and dots in the centre demonstrate the importance of communication as it's what guides the process of innovation. The streams of colour radiating from the circular symbol are representative of the different sectors within DEM. Green represents energy, yellow ochre represents solar, grey represents wind, blue represents gas and the red ochre represents mining. The large circular areas depict the wider communities. Together with the streams of colour, this artwork symbolises the unique natural assets DEM manages for the community.







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For further detail or enquiries regarding the DEM 2023-2025 Reconciliation Action Plan please contact Kimbra Smith, Diversity and Inclusion Strategic Advisor by emailing [DEM.PeopleandCulture@sa.gov.au](mailto:DEM.PeopleandCulture@sa.gov.au) or calling 08 8463 3000

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