RECONCILIATION
ACTION PLAN
REFLECT

Reconciliation Action Plan (RAP)

November 2026 - May 2028

SOUTH AUSTRALIA

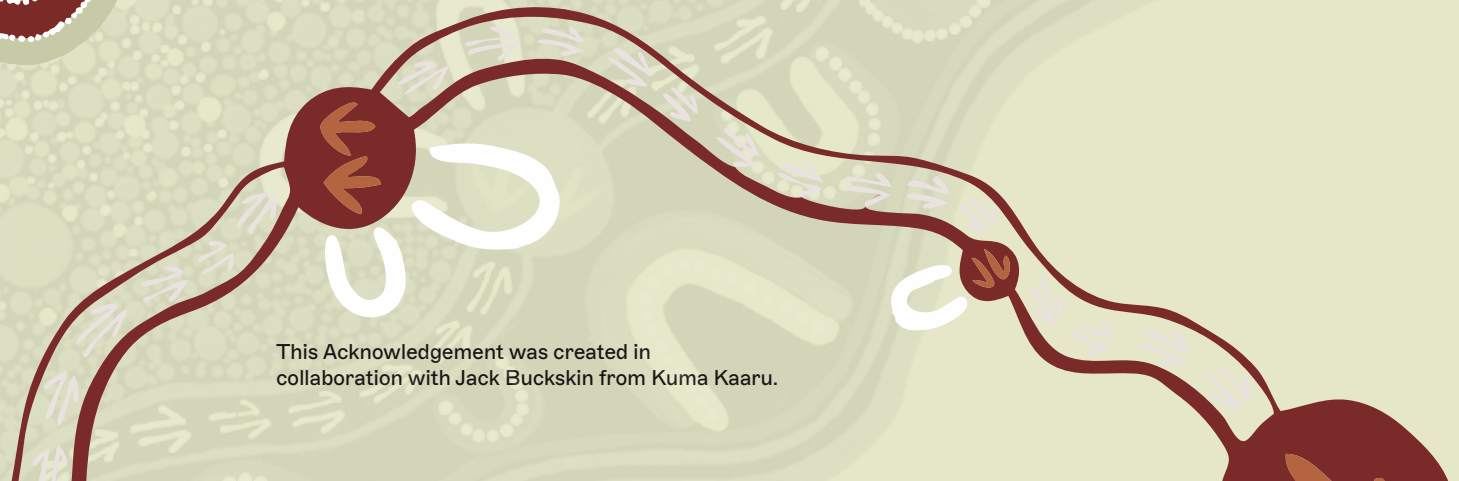


Acknowledgement of Country

The South Australian Tourism Commission recognises the uniquely diverse Aboriginal communities across the state.

We value the knowledge Aboriginal peoples hold of Country and cultures and are committed to growing genuine relationships with Traditional Custodians.

We will continue our journey of reconciliation and support Aboriginal tourism operators and communities to tell their own stories and share their cultures with the world.



This Acknowledgement was created in collaboration with Jack Buckskin from Kuma Kaaru.

Contents

From the Chair and Chief Executive Officer *4*
From Reconciliation Australia *5*
Our Business *7*
Our Reconciliation Action Plan (RAP) *8*
RAP Vision *12*
The Artist *13*
The Artwork *14*
Our Reconciliation Activities *16*
Key Highlights *22*
Relationships *24*
Respect *26*
Opportunities *29*
Governance *30*

From the Chair and Chief Executive Officer



David Koch
Chair

South Australian
Tourism Commission



Emma Terry
Chief Executive Officer

South Australian
Tourism Commission

The South Australian Tourism Commission (SATC) is proud to present our Reflect Reconciliation Action Plan, an important step in our ongoing commitment to reconciliation with Aboriginal peoples and communities across South Australia.

Tourism is deeply connected to place, story and culture. This Reflect RAP provides us with the opportunity to listen, learn and strengthen our understanding of the histories, cultures and contributions of Aboriginal peoples, and to consider how these perspectives can be meaningfully embedded in the way we work. It asks us to look inward and to be clear about the foundations we must build as an organisation.

This plan recognises that reconciliation is a shared journey. It is not a single action, but a sustained commitment to respectful relationships, cultural understanding and genuine engagement. Reconciliation is everyone's responsibility. As leaders, we are committed to setting clear expectations, strengthening our policies and procedures and holding ourselves to account for progress.

The SATC is committed to making reconciliation a strategic priority — led from the top and carried through every level of our organisation. We expect this plan to guide decision making, shape behaviours and influence how we represent South Australia to the world.

We are committed to walking this path alongside Aboriginal communities, guided by listening, partnerships and accountability. As an organisation of more than 160 people, each of us has a role to play in advancing reconciliation through our decisions, our behaviours and our workplaces.

We thank the RAP Working Group (RWG) and our colleagues for their dedication to this important work. We look forward to continuing this journey together in the spirit of respect, learning and shared progress for all South Australians.

We also extend our sincere gratitude to the South Australian Aboriginal Tourism Operators Council (SAATOC) for their valued contribution and partnership. Their support, expertise and collaborative approach have helped strengthen our reconciliation journey, and we look forward to continuing to work together to create meaningful and lasting impact.

From Reconciliation Australia



Karen Mundine
Chief Executive Officer

Reconciliation
Australia

Reconciliation Australia congratulates South Australian Tourism Commission on continuing its reconciliation journey by formally endorsing South Australian Tourism Commission Second Reflect Reconciliation Action Plan (RAP).

Through this plan, South Australian Tourism Commission continues to play an important role in a network of more than 3000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisations with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisations to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables South Australian Tourism Commission to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations South Australian Tourism Commission on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.



Kool Tours, Fleurieu Peninsula

Our Business

The South Australian Tourism Commission (SATC) was established as a statutory corporation under the South Australian Tourism Commission Act 1993, to directly uplift our local tourism economy. Comprised of over 160 staff (fluctuating during peak event seasons), we are led by a Chief Executive Officer and governed by a board of directors who guide our strategic direction, monitor achievements and goals and ensure sound corporate governance. SATC employees work across business groups focused on areas including corporate services, marketing, industry and engagement, events and strategy and growth plus transformation and change.

Our head office is located in the heart of the Adelaide CBD, with an offsite warehouse and office that accommodates one of our events teams and associated events assets. We also have a marketing and PR presence in key markets around the world including China, Southeast Asia, North America, New Zealand, the United Kingdom and Germany.

Currently our organisation has one identified Aboriginal staff member. Increasing employment of Aboriginal and Torres Strait Islander peoples within SATC is an area of improvement that we want to focus on during the operational period of our Reflect RAP.

Our purpose, as outlined in our South Australia Tourism Plan 2030, is to connect the world with our people and place so South Australia thrives. The SATC has a global reach, marketing South Australia to intrastate, domestic and international markets.

Our vision is to inspire globally and to be valued locally for our positive impact. The SATC has three key priorities to support our goal of growing South Australia's visitor economy to $14 billion by 2030.

These priority areas focus on increasing South Australia's appeal to drive demand, delivering new and evolving products and experiences, and positioning tourism as a force for good.

'Tourism as a Force for Good' and our 'True South' approach and guiding vision:

'Tourism as a Force for Good' is a strategic effort to see the tourism industry make a positive economic, social and environmental contribution to communities.

In South Australia, 'True South' is our take on the global tourism for good movement, and is defined by four guiding principles:

- **Guided by Aboriginal peoples' care for place and community.**
- **Inspired by regenerative principles.**
- **Committed to accessibility and inclusion.**
- **Delivered through South Australian hospitality.**



Bookabee Australia, Adelaide

Our Reconciliation Action Plan (RAP)

The SATC is committed to reconciliation as a core organisational value and recognises Aboriginal peoples as the Traditional Custodians of South Australian land and waters.

Our Reflect RAP is a formal step in building a unified South Australia where we all walk together on a path of respect, understanding and shared opportunity.

We acknowledge this is our second Reflect RAP, and that this plan represents a continuation of our commitment to reconciliation, building meaningfully upon foundations established through our first Reflect RAP.

Our first Reflect RAP marked the beginning of an important journey — one grounded in listening, learning and building internal awareness of reconciliation. From 2021 to 2022, the SATC took meaningful initial steps to strengthen relationships, increase cultural understanding, and embed reconciliation into our organisation.



Dupang Festival, Murray River Lakes & Coorong

These steps included:

- Establishing and maintaining a RAP Working Group.
- Providing multiple opportunities for staff to take part in cultural awareness training.
- Integrating and celebrating Aboriginal cultures through our managed events, including:

  - Santos Tour Down Under
  - Tasting Australia presented by Journey Beyond
  - National Pharmacies Christmas Pageant

- Building relationships with Aboriginal operators, organisations and communities within our sphere of influence.

The learnings from our first RAP, combined with insights gathered through an extensive organisation-wide consultation process, have provided a clear and honest picture of where we are on our reconciliation journey.

This consultation process, conducted in partnership with Reconciliation South Australia, included:

- **A kick-off meeting with our Chief Executive Officer and Executive Directors.**
- **All-staff survey (50% response rate).**
- **Staff consultation workshops.**
- **Internal and external one-on-one interviews (14 interviews conducted), and**
- **What our focus should be moving forward.**

The data from this consultation highlighted where we should focus our efforts to continue progressing with purpose and accountability. This information, together with learnings from our first Reflect RAP and the guidance and expertise of Reconciliation South Australia, has shaped the commitments in this second Reflect RAP.

This process has made clear how eager the organisation is to consolidate progress, while laying the groundwork for more intentional and informed action moving forward as we look to increase our cultural understanding, respect and acknowledgement of Aboriginal and Torres Strait Islander cultures and histories.

As an organisation, we want to build and strengthen mutually beneficial relationships with Aboriginal peoples – including supporting Aboriginal tourism operators and increasing our engagement with Aboriginal suppliers.

Increasing Aboriginal and Torres Strait Islander representation is both a responsibility and a priority for action in our organisation. We also acknowledge that recruitment alone is not enough. We must ensure that our workplace is culturally safe, supportive and enabling, and that responsibility for cultural knowledge and engagement does not rest with a single individual.

As an organisation, we are committed to strengthening our own cultural capability, embedding new ways of working and creating an environment where Aboriginal and Torres Strait Islander peoples feel a genuine sense of belonging and opportunity.

Improving recruitment, retention and professional development opportunities for Aboriginal and Torres Strait Islander peoples is therefore a key focus of this RAP, alongside our longer-term ambition to see Aboriginal and Torres Strait Islander peoples represented across a wide range of roles and levels throughout the organisation, rather than being concentrated solely in identified positions.

Creating an environment where Aboriginal and Torres Strait Islander peoples feel a genuine sense of belonging and opportunity.



Bookabee Australia, Adelaide

We are committed to building the systems, pathways and accountability required to support meaningful and sustained change.

As an initial step, the SATC engaged Kaurna, Narungga and Kokatha woman Kimberley Wanganeen through her business, Kimberley Wanganeen Consultancy (KWC) to undertake an independent, in-depth and reflective cultural audit on 22 of the organisation's key policies and guidelines. KWC also conducted a review of two job advertisements prior to this audit taking place.

This work explored the effectiveness of policies and practices in supporting current and future SATC Aboriginal and Torres Strait Islander employees, stakeholders and communities that the SATC work with, reflecting SATC's ongoing commitment to cultural learning, reconciliation and continuous improvement.

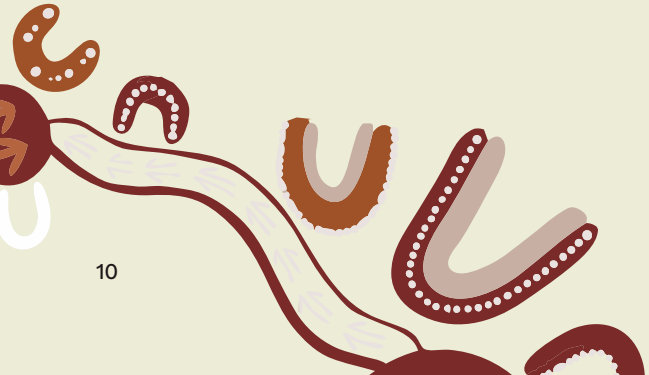
Since 2025, the SATC has engaged Wirangu, Kokatha and Mirning man Lindsay Thomas to sit in on our RAP Working Group meetings as well as being a cultural adviser to staff who require culturally appropriate guidance on projects, connection and capability building and to help identify relevant stakeholders and community contacts.

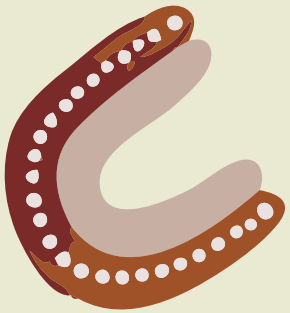
We are committed to building the systems, pathways and accountability required to support meaningful and sustained change. The SATC also intends to implement digital tools to better support progress tracking, allowing us to report on RAP outcomes transparently and accurately.

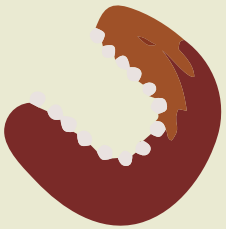
Our RAP Champion is the Executive Director of Industry and Engagement, and our RAP Working Group will oversee the implementation, monitoring and reporting of RAP actions.

However, agency-wide engagement is the goal – as evidenced by the varied teams and roles made responsible for deliverables against this RAP.

To support staff engagement, the Chief Executive Officer will actively provide RAP progress updates to all staff and encourage staff participation across the agency where relevant.









Wadna, Flinders Ranges & Outback

RAP Vision



Our vision is for a unified South Australia where our relationships with Aboriginal peoples allow us to walk together on a path of respect, creating a greater understanding of cultures, where we lead by example for our industry.

We will move forward in our journey by:

- Committing to cultural safety, education and improving practices at the SATC.
- Prioritising relationship-building with Aboriginal operators and partners across South Australia.
- Supporting respectful engagement of Aboriginal cultures for visitors to South Australia.
- Being guided by Aboriginal peoples' knowledge of Country and cultures.
- Seeking guidance where appropriate from the South Australian Aboriginal Tourism Operators Council (SAATOC) and other Aboriginal stakeholders on matters relating to Aboriginal tourism and Aboriginal community engagement.

Our RAP Vision sets out our commitment to building respectful relationships and creating meaningful opportunities to engage with Aboriginal operators, partners and communities. Our Acknowledgement of Country is one way we reflect this, and we were very intentional about using consistent language to further reiterate our commitment – but it's only the beginning.

In developing our Acknowledgement of Country, we worked in collaboration with proud Kaurna and Narungga man Jack Buckskin from Kuma Kaaru to ensure the language was culturally informed, locally relevant and grounded in respect. This Acknowledgement was specific to Kaurna Country where the SATC head office is located but can be interchanged when being used on other Countries.

This process was an important step in moving beyond a standard approach, allowing us to better reflect the significance of Country and the ongoing connection of Aboriginal peoples to lands, cultures and communities. As part of the process, Jack also sought community endorsement and provided an audio file and workshop for staff to learn the Acknowledgement in Kaurna language.

The SATC also requested and received endorsement from SAATOC. This collaboration is part of a broader commitment to ensuring our words are not only considered but connected to action. Guided by our RAP Vision, we will continue to build on this work — embedding respect, strengthening relationships and creating meaningful opportunities to listen, learn and engage across the work we do.

The Artist



Gabriel Stengle

Gabriel Stengle is an Aboriginal contemporary artist and a proud Kaurna, Ngarrindjeri, Narungga and Wirangu woman.

Gabriel has a deep connection to her Aboriginal cultures and is honoured to carry the traditions and stories of her ancestors forward.

Born into a vibrant family of six, Gabriel was raised in an environment that celebrated both athleticism and the arts. Her older brother's passion for AFL and his dedication to sport were a constant source of inspiration. He instilled in Gabriel the values of teamwork, determination and perseverance – values that continue to shape her journey today.

Artistic expression runs in her veins, with her Nana Cecelia O'Loughlin, a Narugga woman, and Uncle Jacob Stengle, a Ngarrindjeri man, both prolific Aboriginal artists and personal mentors to a young Gabriel. Beyond her family lineage, Gabriel draws inspiration from The Dreaming — a cultural and spiritual framework that sees ancient stories and wisdom passed down through generations.

Gabriel's most profound source of motivation and pride will always be her four incredible daughters, guiding her through life's challenges and joys. Witnessing their growth and resilience reminds Gabriel of the importance of nurturing traditions and culture for generations to come.

The Artwork

The SATC approached Gabriel in 2023 via Ochre Dawn (a South Australian Aboriginal business) to commission a custom artwork piece.

The SATC engaged in meaningful collaboration with Gabriel to ensure the artwork reflected SATC's story, place and people. Gabriel created a custom piece titled '**Community**' or 'ngadluku taikurringka titarna' (the connections that we share).

In this artwork, the SATC is at the centre – surrounded by our teams, operators and communities. We radiate outwards, as we endeavor to inspire globally and to be valued locally for our positive impact. The journey lines and waterholes represent the many communities within the state. The kangaroo and emu tracks showcase our vision of always moving forward and never backwards, as we continuously strive for better.

The SATC unveiled Gabriel's artwork at a launch event in November 2023, which was attended by Gabriel and some of her family. A video piece produced internally by our Content Specialist was shown during the launch event, which captured Gabriel and her process from initial concept to final piece. The artwork has been framed and is proudly displayed in the SATC head office.

Gabriel's artwork has been creatively applied in multiple projects across the agency, including:

- January 2024 – Four luggage tag designs produced with Ochre Dawn as welcome gifts for Santos Tour Down Under teams and guests.
- May 2024 – Artwork was added to the SATC head office entry sign.
- May 2024 – Artwork was displayed as part of the Dining Galleries activation within Town Square for Tasting Australia. This was part restaurant – seating 36 people for lunch and dinner experiences – and part art showcase, with works by Gabriel and three other South Australian artists.
- 2025 – Worked with Ochre Dawn to incorporate Gabriel's artwork on office furniture including ottomans and chair cushions.
- Artwork use in various executions including email signatures, Teams backgrounds, posters, coasters and tablecloths for SATC internal and external events.






COMMUNITY

Our Reconciliation Activities

Since launching our first Reflect RAP our commitment to reconciliation has grown significantly – both in the number and range of activities we have undertaken.

We remain dedicated to building, improving and evolving our efforts in ways that create lasting and meaningful impact.

What began as a foundational step in our reconciliation journey has evolved into a diverse and expanding program of action spanning our managed events, cultural learning, meaningful partnerships and collaborative projects with Aboriginal peoples and organisations.

We have seen these activities increase year-on-year, reflecting not only on our deepening understanding of reconciliation but also our genuine commitment to ensuring Aboriginal voices, knowledge and perspectives are part of our work. As we look towards our future RAP commitments, we remain dedicated to building, improving and evolving our efforts in ways that create lasting and meaningful impact.



Lakun Mara, Yorke Peninsula

2022

- Aboriginal painting workshop with Kokatha woman, Micky Barlow.
- All staff conversation with Noongar man, Phil Lockyer – Head of Indigenous Affairs, Tourism Australia.

2023

- RAP Working Group members attended the Uluru Statement from the Heart event at Adelaide Town Hall.



- NAIDOC Week event with a Welcome to Country from Kaurna Elder, Aunty Suzanne Russell and a special educational event and performance by Larrakia/Gulumeorrgen, Kungarakan and Erub (Darnley Island) man Marlon Motlop and Tulambunna Pakana man Rulla Kelly-Mansel from Marlon X Rulla at the Royalty Theatre.

- Artwork launch of SATC-commissioned piece ‘Community’ by Gabriel Stengle and consultation with Professor Rob Amery and Kaurna Warra Karrpanthi (KWK) on the Kaurna translation ‘ngadluku taikurringka titarna’ (the connections that we share).



- In-house Creative Services team created assets for the Outer Harbor Cruise Terminal featuring Aboriginal operators Southern Cultural Immersion and Spirit of the Coorong. Assets included:
  - 6m x 2m fabric banners to partition the security/scanning area.
  - In-house video produced featuring Southern Cultural Immersion and a Welcome to Adelaide message in Kaurna language (through consultation with KWK).



2024

- Boandik Elder, Uncle Ken Jones featured in the Untold Series – ‘Untold: What is it like to be a part of the oldest continuous culture in the world?’ Which included a feature article, social and email promotion of his product.



- Weaving workshop with Ngarrindjeri, Narungga, Ngadjuri and Wirangu artist Sonya Rankine.
- Familiarisation organised for Yankunyjatjara artist and musician Zaachariaha Fielding and Michael Ross from Electric Fields in the Barossa after Electric Fields represented Australia at Eurovision – an experience also filmed and promoted through SATC social channels.

- The new Kaurna float KUMANGKA MALUTRRI-APINTHI (phonetically pronounced koo mung car – mal do ree a pin dee) and translated in English is COMING TOGETHER, was launched for the National Pharmacies Christmas Pageant.

  Created by Kaurna and Ngarrindjeri landscape architect and public artist Paul Herzich, Ngarrindjeri, Kokatha and Wirangu man Harley Hall with strong Kaurna and Narungga bloodlines and artist Kari Lindsay, the float was developed in consultation with Aboriginal stakeholders including senior Kaurna and Narrunga Elder, educator, adviser and mentor Uncle Lewis Yarlupurka O'Brien AO; senior Kaurna and Narrunga man Uncle Mickey O'Brien; and Kaurna Elder, Ngarrindjeri and Boandik respected Cultural Adviser, Veena Raymond.



  Their cultural authority, guidance and leadership have helped ensure the float respectfully honours Kaurna culture. Since the Pageant's inception in 1933, KUMANGKA MALUTRRI-APINTHI is the third Kaurna-inspired float to feature in the Pageant.
- Guest speaker Andrea Mason OAM, a Ngaanyatjarra and Pitjantjatjara woman from Western Australia and the previous CEO of NPY Women's Council (Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) region in central Australia), shared her story, learnings and career with staff while working in the NPY Lands.

2025

- 'Marni naa pudni' meaning 'good you all came' in Kaurna language was added to the SATC entry sign.
- Reconciliation Week guest speaker Rebecca (Bex) Hunter-Harvey a Peramangk and Ngarrindjeri woman and founder and CEO of Ochre Dawn, shared her journey and career as a female business owner and what reconciliation means to her.
- Internal screening of Nunga Screen – a curated program of short films celebrating Aboriginal and Torres Strait Islander cultures, languages and stories.
- Office of Industry Advocate (OIA) Procurement Presentation to staff with Sue Panagaris - Engaging First Nations Business.
- Familiarisation organised for Yorta-Yorta woman Allira Potter, resulting in articles published on southaustralia.com, 'Allira Potter's guide to Aboriginal experiences in South Australia' and 'Author and Yorta-Yorta woman Allira Potter's guide to South Australia' which was also supported by email marketing and paid advertising promotion.
- Wirangu and Kokatha man Pauly Vandenbergh, featured in the second season of the Untold Series – 'Untold: Who is behind one of South Australia's first Aboriginal-owned wine labels?' which included a feature article, social and email promotion of his product.



- Staff attended the NAIDOC March from Victoria Square/Tarntanyangga to Parliament House.
- NAIDOC networking event at SATC head office with key Aboriginal stakeholders including a Welcome to Country from Kaurna man, Uncle Tamaru, guest presenters Pauly Vandenbergh from Munda Wines and Rigby Barnes a Guuga Yimithirr and Birri Gubba man with connections to the Arrente peoples of Central Australia from Tjindu Foundation and Gangurru Beverages.

  A performance by Arabana, Yawuru and Marridjabin musician Nathan May, printed assets supplied by We Create and platters supplied by Something Wild and Block Ya Dot – all Aboriginal owned businesses.

  Hosted NAIDOC Week guest speakers Adnyamathanha, Yarluyandi and Narungga man Haydyn Bromley from Bookabee and Tjimari Sanderson-Milera, a Kokatha, Narungga, Kaurna and Adnyamathanha man from Kumarninthi and Ruwi to chat about their commitment to sharing, preserving and celebrating Aboriginal cultures through a range of services that extend beyond tours and training.





- Jack Buckskin presented and held a Q&A with offshore Global Managers (SATC representatives from North America, China, Germany, the United Kingdom and New Zealand).
- History Trust of SA's Impact Program delivered to 18 x SATC staff.
- The RAP Working Group experienced a guided tour with Willis Daveson, a Narungga, Ngarrindjeri, Ngadjuri, Wirangu and bloodline ties to Kaurna, Cultural Ranger at Yitpi Yartapuultiku, Port Adelaide Aboriginal Cultural Centre.

2026

- Engaged with Ngadjuri artist Mel Agius to create the medals for the Santos Tour Down Under's Women's Race. These medals were a generational piece with Mel collaborating with her aunties, nieces and community about the design and meaning with the artwork representing a Women's meeting place on Ngadjuri Country. Mel was there on the day to present the medals to the winners.
- Arabana and Kokatha artist Mali Isabel live painted large ADELAIDE letters each day in the City of Adelaide Tour Village at Victoria Square/ Tarntanyangga. During the Santos Tour Down Under, two of her artworks were also presented to the Women's and Men's winning teams live on broadcast. With Mali's permission, the letters were displayed during AFL Gather Round in April and Australian Tourism Exchange (ATE) in May.



- SATC sponsored Dupang Festival (a three-day celebration of cultures, Country and community on Ngarrindjeri lands) providing physical assets and financial assistance through the Events Fund.
- Two RAP Working Group members attended Reconciliation Australia's RAP Learning Circle at Adelaide Oval.
- Tasting Australia presented by Journey Beyond incorporated the special event 'Good Neighbour: Under One Sky,' an evening of fire, music and art in celebration of sacred songline Kungkarangkalpa Tjukurpa (Seven Sisters Story).
- 'Good Neighbour: Under One Sky' featured chef and Bundjalung woman Mindy Wood, South Australian Aboriginal winemakers Sue Bell and Pauly Vandenbergh, music from Yanyuwa man George Cooley and Pitjantjatjara artists, Nyunmiti Burton, Jennifer Ingkatji, Yaritji Heffernan, Megan Lyons, Lena Young and Casseyanne Woods from the APY Art Centre Collective. This event sold out.
- Tasting Australia presented by Journey Beyond exhibited Nyunmiti Burton's work in the main dining structure, along with the Mitakiki Women's Collaborative throughout the event, with visiting artists running a weaving circle during 'Under One Sky'.

- Australian Tourism Exchange (ATE) SA Showcase at Adelaide Oval featured Uncle Mickey O'Brien and Kaurna man Robert Taylor, along with Australian Dance Theatre, Adelaide Symphony Orchestra and Electric Fields who performed their song 'Anpuru Maau Kutjpa'.



- Engaged with Lindsay Thomas on an ongoing basis to provide cultural advice and support to staff.
- Participation in Reconciliation Week external and internal events, including:
  - Promotion of key Reconciliation Week events via Microsoft Teams.
  - RAP Working Group shared daily content with staff about key moments and experiences in Australia's reconciliation history to support awareness, reflection and understanding.
  - Author talk with Ngarrindjeri descendant Warren Rankine discussing his book 'Fifteen Feet Tall' at Ngutungka West Lakes Library.
  - Guided tour of the 2026 Adelaide Biennial of Australia Art: Yield Strength at Art Gallery of South Australia.
  - Artist talk with Arabana, Mudbura, Gurindji and Warlpiri photographer Colleen Strangways about her exhibition Wathlu Anthunda (My World) at Adelaide Town Hall.
  - Screening of 'The Last Daughter' followed by a Yarning Circle with Lindsay Thomas.



- Participation in NAIDOC Week events and hosting internal activities, including:
  - Sharing of daily content with staff about sharing interests including art, podcasts, fashion, music, books and movies.
  - Second internal screening of Nunga Screen in conversation with Ngarrindjeri man Josh Trevorrow, the program's curator and Country Arts SA's First Nations Arts & Culture Manager.
  - Morning tea and purchase of Vili's NAIDOC Week donuts which raises money for Tjindu Foundation.
  - Staff participation in the NAIDOC March from Victoria Square/ Tarntanyangga to Parliament House.



- Botanical painting workshop with Stolen Generations survivor, Aunty Ros Cameron.



- Provided opportunity for staff to attend a screening of KUMARANGK: Sacred Women's Business. One of five sold-out sessions screened as part of the Adelaide Film Festival.
- Reconciliation South Australia's Kuru Wiya and Kuru Palya Anti-Racism training provided to staff.
- Staff represented SATC at Reconciliation SA's Fundraiser Gala held at the Adelaide Entertainment Centre Theatre.
- Staff member representing SATC attended Reconciliation Australia's National RAP Conference at the Adelaide Convention Centre.

Key Highlights

Attendance at Reconciliation SA's Reconciliation Week Breakfast at Adelaide Convention Centre since 2023.

14 RAP Working Group members.

From November 2021-May 2026, 111 delegates have attended an Aboriginal-owned tourism product on a trade familiarisation.

Three Kaurna language workshops delivered to staff through Uncle Tamaru from Deadly Mob and Jack Buckskin from Kuma Kaaru.

Cultural audit conducted on 22 of the organisation's key policies and guidelines.

Since 2022, 30 cultural awareness training sessions have been delivered to SATC staff by six providers: Bookabee, Kuma Kaaru, Tjindu Foundation, Deadly Mob, History Trust of South Australia and Reconciliation South Australia.

SATC has been a member of Tourism Australia's Reconciliation Industry Networking Group since 2024.

In a staff survey, approximately 50% of employees among 74 respondents rated their interest in participating in reconciliation activities at an average of 4 out of 5.

Since 2022, South Australian Aboriginal tourism operators have attended seven trade events including Australian Tourism Exchange.

Since 2022, 31 Welcome to Country ceremonies have been performed including at SATC-managed events Santos Tour Down Under, Tasting Australia presented by Journey Beyond and the National Pharmacies Christmas Pageant.

Even greater importance was placed on SATC implementing a new RAP with an average score of 4.4 out of 5.

The South Australia Media Gallery currently houses 274 images and 47 videos featuring Aboriginal tourism product.



Southern Cultural Immersion, Adelaide

Relationships			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop a database of identified Aboriginal stakeholders and organisations across South Australia to understand SATC's sphere of influence and existing relationships within the organisation.	July 2027	Industry and Engagement (Tourism For Good)
	Consult with Aboriginal stakeholders including SAATOC and develop a framework for staff that supports engagement with Aboriginal stakeholders and organisations.	December 2027	Industry and Engagement (Tourism For Good)
	Commit to supporting and working with SAATOC to strengthen their position as the peak body for Aboriginal tourism in South Australia.	June 2027	Chief Executive Officer
	Make the inclusion of Aboriginal cultural experiences and tourism operators as a standard of practice in SATC marketing and PR activity.	June 2027, March 2028	Executive Director, Industry and Engagement and Chief Marketing Officer
	Produce specific content focused on promoting Aboriginal cultures and tourism experiences.	August 2027, May 2028	Chief Marketing Officer
	Establish and formalise a process for staff to seek cultural advice from external Aboriginal advisers – publishing guidance on our intranet.	March 2027	RAP Project Lead
	Celebrate the contribution of Aboriginal operators and stakeholders through an SATC-led event held annually.	December 2027	RAP Working Group
	Purchase Reconciliation South Australia kumangka (unity) partner membership annually.	May 2027	RAP Project Lead

2. Build relationships through celebrating National Reconciliation Week (NRW).	Annually circulate Reconciliation Australia's NRW resources and reconciliation materials through internal staff communications.	May 2027	RAP Project Lead
	RAP Working Group members to participate in at least one external NRW event each year.	27 May - 3 June 2027	RAP Working Group
	Increase participation of senior leadership in external NRW activities.	27 May - 3 June 2027	Chief Executive Officer
3. Promote reconciliation through our sphere of influence.	Regularly communicate our commitment to reconciliation at all staff meetings, workshops, conferences and communications so that the RAP Vision is front of mind.	March/June/ September/ December 2027, March 2028	Chief Executive Officer
	Deliver a Reflect Reconciliation Action Plan launch event, involving all staff.	November 2026	RAP Working Group
	Identify organisations within the tourism sphere who already have a RAP and work with them to promote collaboration on deliverables.	June/December 2027, May 2028	RAP Working Group
	Continue to be a member of the Tourism RING.	March 2027 and 2028	RAP Project Lead
	Promote our Reflect RAP through industry facing communications such as our corporate website, other owned channels and Industry Update eDM.	Review June/ December 2027, May 2028	Director, Corporate and Government Communications
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our organisation which includes guidance on how to access education, training and events.	April 2027	Director, People and Culture and RAP Project Lead
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Review August 2027, May 2028	Director, People and Culture
	Review and implement recommendations for organisation policies and procedures following the cultural audit.	March 2027	Director, People and Culture
	Provide ongoing education opportunities for senior leaders and staff on racism and the ongoing impacts on community.	December 2027	Director, People and Culture and RAP Project Lead

Respect			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a communications tool for increasing understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights within our organisation.	September 2027	RAP Project Lead
	Consult with SAATOC and Aboriginal stakeholders to create and implement a cultural learning strategy for all employees (involving offshore teams) and which includes essential (mandatory) cultural awareness training for all staff.	June 2027	Director, People and Culture
	Provide 2 x in-person or online Listening, Learning and Connecting sessions to hear from diverse Aboriginal and Torres Strait Islander voices.	November 2027	RAP Project Lead and Director, People and Culture
	Working with Aboriginal stakeholders and advisers, develop, implement and communicate an internal 'Inclusive Language Guide'.	December 2027	RAP Project Lead and Executive Director, Industry and Engagement
	The Board, Chief Executive Officer and Executive Directors to participate in at least one (1) Aboriginal experience at their regional Board visits every year.	Review December 2027, May 2028	Chief Executive Officer, Director, Industry and Engagement
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Custodians of the lands and waters across South Australia, compile a database of contacts and make available on the intranet for staff to access.	June 2027	RAP Project Lead
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols through internal staff communications and cultural awareness training.	November 2027	Executive Director, Industry and Engagement
	Update and maintain a database of Aboriginal stakeholder contacts (depending on location/region) for internal staff to contact for a Welcome to Country.	Review May 2027, 2028	RAP Working Group

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning and importance of NAIDOC Week as well as highlighting nearby events they can get involved in.	June/July 2027	Chief Executive Officer
	RAP Working Group to attend an external NAIDOC Week activity.	July 2027	RAP Working Group
	Chief Executive Officer and Executive Directors to attend and further promote and encourage staff attendance at an external NAIDOC Week event.	July 2027	Chief Executive Officer and Executive Directors
8. Increase visibility of Aboriginal cultures and information available from the SATC.	Consult with Aboriginal stakeholders (including SAATOC) to review and update our Acknowledgement of Country.	Completed November 2026	Executive Director, Industry and Engagement
	Seek out opportunities to integrate and celebrate Aboriginal cultures through our managed and major event programming.	Review January/ July 2027, January 2028	Executive Director, Owned Events, Innovation and Key Projects
	Ensure appropriate acknowledgement of all Aboriginal artwork, stories, sites, traditional knowledge and photos in SATC internal and external communications.	Review February/ May/August/ November 2027, February/May 2028	Chief Marketing Officer and Executive Director, Industry and Engagement
	Create a process involving the integration of Aboriginal place names/dual names and language across SATC assets/channels to ensure consistency, appropriate use and accuracy across the agency through consultation with other government departments, SAATOC, Traditional Custodians and Advisory Panel.	May 2028	Executive Director, Industry and Engagement
	Review Aboriginal tourism products with Australian Tourism Data Warehouse (ATDW) implementing SAATOC membership requirements to evaluate how many are owned, operated and/or delivered.	December 2027	Industry and Engagement (Tourism for Good)





Ngaut Ngaut Conservation Park, Murray River Lakes & Coorong

Opportunities			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop and implement an Employment Strategy Plan to attract and retain Aboriginal employees within our organisation.	July 2027	Chief Operating Officer, Corporate Services
	Establish Aboriginal representation on relevant recruitment panels and ensure this is advertised to interested candidates as part of our recruitment process.	Review June 2027, May 2028	Director, People and Culture
	In collaboration with SAATOC, investigate and consider pathways to enhance Aboriginal and Torres Strait Islander representation and influence across SATC.	March 2028	Chief Executive Officer
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Procurement team to review how information is shared with staff to increase Aboriginal supplier diversity to support improved economic and social outcomes.	February/October 2027	General Counsel and Director, Procurement
	Increase SATC's spend with Aboriginal suppliers in line with the state government's commitment under the South Australian Aboriginal Economic Participation Initiative and report the SATC's procurement spend with eligible South Australian Aboriginal businesses through the Office of the Industry Advocate.	February/October 2027	General Counsel and Director, Procurement
	Investigate Supply Nation membership and establish relationship with The Circle.	April 2027	General Counsel and Director, Procurement
11. Supply and develop the Aboriginal tourism sector in South Australia.	Work with SAATOC to support Aboriginal tourism operators, focusing on business advice and support for new and existing products and experiences.	December 2027	Director, Industry and Engagement
	Work with SAATOC to support the fostering of new and emerging Aboriginal tourism experiences.	December 2027	Director, Industry and Engagement
	Work with SAATOC on a future Roadmap to grow Aboriginal tourism in South Australia, in-line with the South Australian Tourism Plan 2030.	April 2028	Chief Executive Officer
	Work with Tourism Australia in participating in the ATE First Nations Trade Ready Program.	16-20 May 2027	Director, Industry and Engagement

Governance			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working Group to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	March/June/ September/ December 2027, February/May 2028	Executive Director, Industry and Engagement
	Review RWG members to include one senior leader (Director) from each business unit.	Review January 2027, 2028	Executive Director, Industry and Engagement
	Update and annually review the Terms of Reference for the RWG to ensure it's still appropriate.	February 2027	Executive Director, Industry and Engagement
	Establish Aboriginal representation on the RWG. Appoint Chair and RAP Champion and assign members to roles e.g. Reporting, Minutes etc.	February 2027	Executive Director, Industry and Engagement
	Invite SAATOC Chair to RWG meetings where appropriate and provide quarterly RAP implementation reports.	March/June/ September/ December 2027, February/May 2028	RAP Project Lead
	Establish Advisory Panel.	June 2027	Chief Executive Officer
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May 2027, 2028	Executive Director, Industry and Engagement and RAP Project Lead
	Engage senior leaders, Board and SAATOC in the delivery of RAP commitments.	June/November 2027, May 2028	Executive Director, Industry and Engagement
	Maintain consistent championing of our RAP through internal communications.	March/June/ September/ December 2027, February/May 2028	Chief Executive Officer

	Implement a technology solution to track, measure and report on RAP commitments.	December 2026	RAP Project Lead and Industry and Engagement (Tourism For Good)
	Continue to resource and support a dedicated RAP Project Lead role to manage the implementation of RAP commitments, coordinate cross-functional action owners, monitor and report on progress and drive reconciliation outcomes across the organisation.	December 2026, May 2027	Chief Marketing Officer and Executive Director, Industry and Engagement
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2027	RAP Project Lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2027	Executive Director, Industry and Engagement
	Include a RAP progress report as part of regular Board reporting.	February/March/ May/June/August/ October/December 2027, February/ March/May 2028	Executive Director, Industry and Engagement
	Establish an annual SATC and SAATOC Board meeting and include discussion on RAP progress.	December 2027	Chief Executive Officer
15. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin building our next RAP.	September 2027	Executive Director, Industry and Engagement

For public enquiries about our RAP please contact:

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SOUTH AUSTRALIA