



South Australia Police

Reconciliation Action Plan

July 2024 – July 2026



SOUTH AUSTRALIA POLICE
SAFER COMMUNITIES



**Government of
South Australia**



Acknowledgement of Country

South Australia Police (SAPOL) acknowledges and respects Aboriginal peoples as the state's First People and recognises Aboriginal peoples as the Traditional Owners and occupiers of South Australian lands and waters. We acknowledge the deep feelings of attachment and relationship of Aboriginal people to Country. The term Aboriginal is respectfully used in this document to include Aboriginal and/or Torres Strait Islander peoples and cultures.



Waldya Warna-Bini Ngamana - Eagle Coming From The Sea

Waldya came from the sea and created the many water holes to help the communities thrive. Waldya is a Lore man and his ceremony is celebrated with showing off his feathers. Waldya foot print is marked by the four stars seen in the night sky as he flies over the communities, all of which are different and include people from different Nations. SAPOL (the blue line) flows through all of the communities just as Waldya flies above them. Together the law and the Lore work in partnership to help, guide, protect and serve the community.

Artwork by
Sergeant Danielle James, Nauo woman

THE STORY OF WALDYA:

Waldya the Eagle was a powerful Lore man and had many adventures along his journey. Waldya came from the sea and flew high into the sky amongst the clouds, up towards the sun. The sun was hot and burning; Waldya saw the other animals and birds were thirsty too so he flew straight down into the Earth as hard as he could and broke the hard rocks on the surface. By doing this Waldya created a water soak and fresh water began to flow out. He saw the animals and birds were now able to drink the cool water so he kept flying throughout the Eyre Peninsula breaking open the hard surface and creating more waterholes.

As Waldya travelled to Nauo country he was speared by a warrior. As he flew away to make his escape Waldya's blood fell onto the rocks at 'Murphy's Haystacks' located between Streaky Bay and Port Kenny; this caused the rocks to turn red. From here he flew south towards the Marble Ranges where he had another battle with a native wild cat. Waldya was now very wounded, he fell to the ground near Tulka on the Eyre Peninsula where you can still see his body in the hills that face Boston Bay.

Eventually Waldya's spirit travelled up to the night sky and became a part of the constellations. His foot print forms the Southern Cross and can be seen clearly in the sky across South Australia.

In June at dusk, Waldya's foot is low on the horizon. This signifies the beginning of the eagle's breeding season, and when positioned lowest on the horizon at dusk it also marks the winter solstice. This part of Waldya's story teaches us about Lore, being helpful to others, where to find water, navigation and seasonal change.

First Nations people are warned that this publication may contain images of people who have died.

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Message from Commissioner Stevens



I am proud to present our 2024-2026 Reconciliation Action Plan (RAP), confirming our commitment to reconciliation and to our continued development of a culturally responsive organisation. This is the third RAP to be developed by South Australia Police (SAPOL) since our inaugural RAP in 2014. We continue to strive to be an organisation where First Nations cultures are not only respected but truly valued.

Since the inception of SAPOL in 1838, our organisation has navigated a path through history that has been, at times, very painful and disempowering for First Nations people. We cannot deny or ignore the past, nor underestimate the ongoing impact of previous policies and actions on First Nations people today. To help us move forward as an organisation we must deepen our understanding and acknowledgement of the past. In looking to the future we welcome the rich and diverse cultures and knowledge of First Nations peoples, and value the resilience and strength they have shown. Reconciliation is an ongoing journey, one that we must continue to make in genuine partnership with First Nations peoples.

In the development of this RAP we undertook significant consultation both within our agency and with First Nations individuals and communities. Listening to the experiences of First Nations people and incorporating their goals for reconciliation was a key in the development of this document. What we heard from over 500 people has shaped our RAP commitments and will continue to inform how SAPOL engage with the communities we serve. I thank everyone who took the time to contribute their thoughts and share their experiences of SAPOL.

As leaders in the community, policing organisations have tremendous capacity and a responsibility to influence and encourage change. Our organisational values and our vision for Safer Communities places culture, community pride and collaboration at the very core of our business.

SAPOL's commitment will focus on implementing longer term strategies with specifically defined actions. We will continue to develop the cultural responsiveness of our employees and organisation through our multi stepped cultural capability program. We will actively work to increase our number of First Nations employees, ensuring they are supported to reach their full potential within the organisation. Through positive engagement with First Nations people in South Australian communities we will develop our understanding of the past and listen to the issues affecting the present. In partnership, we will build a stronger future together.

The actions and strategies within this RAP will support existing initiatives and encourage adaptive change, ensuring that SAPOL incorporates the principles of reconciliation into business as usual today and into the future.

Grant Stevens APM LEM
Commissioner of Police

Message from RAP Champions



It has been my privilege throughout the development of this, SAPOL's third Reconciliation Action Plan (RAP), to co-chair the Reconciliation Working Group and assist in leading this important work. The RAP Working Group is made up of First Nations and non-First Nations members from across rank, Services, geographical areas, including sworn and non-sworn employees and external representation. Together I believe we represent SAPOL as a whole, and that our combined experience and forthright contributions have led to a plan that will have meaning and resonance across the agency.

Alongside our people, I am committed to effecting meaningful change within our organisation through truth-telling and active reconciliation with First Nations communities across South Australia. The actions in this RAP reflect this, along with the range of activities our members have identified in partnership with the communities we serve. Within SAPOL, the actions will positively impact the way we undertake our recruitment and retention activities, training and relationships with First Nations stakeholders and communities.

I am personally and professionally dedicated to championing the attitudes and actions that will shape SAPOL over the term of this plan and well into the future.

Ian Parrott

Assistant Commissioner State Operations Service
Co-chair Reconciliation Action Plan Working Group



People, Culture, and Wellbeing is a foundational partner in the transformative journey to deliver SAPOL's third Reconciliation Action Plan (RAP).

I pledge to increase First Nations people representation at all levels and functions within SAPOL. My goal is to facilitate meaningful and enduring careers for all First Nations employees, ensuring that SAPOL's workforce mirrors the community it serves. This will be achieved through creating a working environment where all employees share a mutual and respectful understanding of First Nations cultures.

The RAP Working Group, a diverse blend of First Nations and non-First Nations individuals from within SAPOL and beyond, stands united. Each member brings a unique perspective and unwavering commitment to lasting positive change.

When we act with positive intention, remarkable outcomes become attainable. As a RAP Champion I commit to embracing and communicating the shared vision of reconciliation across SAPOL.

Kim-Sherie Summers

Executive Director

People, Culture and Wellbeing

Message from CEO of Reconciliation Australia



Reconciliation Australia commends South Australia Police (SAPOL) on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. SAPOL 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 SAPOL will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is to create safer communities by continuing to enhance a relationship of mutual respect, understanding and partnership between police and First Nations peoples through a deeper understanding of South Australian First Nations cultures and acknowledging the past, focusing on the present and moving into the future.

As a policing service accountable to the community, we aim to realise our 2030 organisational vision of Safer Communities through our continued coordinated focus on our three core programs: Public Safety, Crime and Criminal Justice Services and Road Safety. Our organisational culture must reflect the best personal and professional qualities and support working practices that are trusted and sustainable.

To achieve our vision for reconciliation and safer communities we will:

- Promote and foster mutually respectful, positive relationships between First Nations communities and police.
- Embed a deeper understanding and valuing of First Nations cultures.
- Genuinely acknowledge the impact of policing in the experiences of First Nations peoples, and
- Increase the number of First Nations employees in the workplace.

SAPOL values community engagement and collaboration as a foundation to delivering responsive, community-centered policing services that enhance our prevention first focus.

Our business


SAPOL provides a range of policing services 24 hours a day, seven days a week to keep South Australians safe.

SAPOL is headed by the Commissioner, and comprises 6000 employees including sworn police officers, Community Constables, police security officers, specialists, administrative staff and volunteers. As at 30 June 2023 SAPOL had 89 First Nations employees.

We work to protect and reassure individuals and communities across the state through:

- Advocacy
- Education
- Community engagement
- Incident response
- Investigation
- Law enforcement
- Prosecution
- Victim support.

SAPOL is part of the Justice Portfolio of the Government of South Australia and operates under a legislative framework prescribed in the Police Act 1998.



The actions in this RAP are strongly supported and will be promoted by the entire Executive Leadership Team, ensuring that the importance of reconciliation is recognised across SAPOL.



Senior Constable Sophie Canny and Constable Chelsea Lieberwirth in Port Augusta

Our RAP

The SAPOL RAP 2024-2026 has been aligned to the pillars of our organisation including Our Strategy 2030: Creating Safer Communities, SAPOL Values and our Diversity and Inclusion Strategy.

Our RAP has been developed by the SAPOL Reconciliation Action Plan Working Group (RWG), which includes both First Nations and non-First Nations members. While we acknowledge the reconciliation is not the responsibility of First Nations people, to ensure appropriate representation the RWG will have a minimum 20% First Nations members. Of the current 18 members, nine are First Nations people.

Our RWG includes sworn and non-sworn SAPOL employees and membership crosses across rank and classification. In addition, the group includes two First Nations members from outside of SAPOL, providing a fresh lens to the work and ambition of the organisation.

Extensive consultation within SAPOL and across First Nations communities and Aboriginal Community Controlled Organisations (ACCOs), as well as non-government sector stakeholders has provided important insights into key opportunities that arise through our reconciliation commitments. SAPOL's Reconciliation Survey, which was distributed across SAPOL, ACCOs and First Nations communities sought information about individual member's understanding of and commitment to reconciliation and community perception of SAPOL's commitment to and practice of reconciliation based activities. Place-based informal consultations designed and conducted by local members in the communities they serve have also provided our agency with local feedback about how those communities would like to see SAPOL undertake reconciliation driven activities.

This RAP will see our organisation confront the many systemic barriers to First Nations equity and empowerment, including activities to ensure our service provision is culturally informed and responsive.

We will build upon existing initiatives and collaborative relationships with First Nations communities to produce outcomes that reflect SAPOL's commitment to reconciliation. Examples of these relationships include:

- The Western District and the Grannies Group, a relationship that has existed for many years and provided a forum for honest, transparent discussion between SAPOL and community Elders on the needs of community.
- South Australian Aboriginal Community Controlled Organisation Network (SAACCON). As the representative body made up of over twenty South Australian Aboriginal Community Controlled Organisations and peak bodies, SAPOL's relationship with SAACCON is key to our relationships with their member base. Through this relationship we are able to be responsive to community needs and seek direction on engagements, consultations and direction of our reconciliation activities.
- Aboriginal Legal Rights Movement (ALRM). SAPOL and ALRM have a strong and broad relationship focused on improving the safety of First Nations people in custody. Through the partnership, this Custody Notification Service became enshrined in legislation, mandating notification to ALRM whenever a First Nations person is detained in a police facility. This in turn triggers contact by an ALRM representative to gauge the person's physical, mental and cultural wellbeing while in custody.

As an organisation we are committed to understanding First Nations cultures, languages and ideas, and to promoting a workplace that is inclusive and supportive of the advancement of First Nations peoples.

Reconciliation Australia's Innovate RAP model provides us with a framework to achieve our commitment.

Our 2024 – 2026 RAP is championed by the Commissioner of Police and supported by every member of the Executive Leadership Team. As a priority action of our RAP, a model for a governance mechanism that includes external First Nations representation and oversight will be developed.

Our reconciliation journey

SAPOL has been providing police services since 1838. We are part of the community and walk hand in hand with all South Australians in our reconciliation journey. Our values of service, integrity, courage, leadership, collaboration and respect guide us in our everyday policing.

Our reconciliation journey is a reflective one where we look back at our history and our part in past practices that have impacted First Nations peoples in Australia. We acknowledge the ongoing intergenerational impact of the part played by the police in the past, including land dispossession, the forced removal of children and widespread racism. However uncomfortable this reflection and acknowledgement may be, it is critical to our understanding of ongoing issues that affect First Nations peoples and to our reconciliation journey ahead.

We also reflect on the positive, on what we have learnt through our interactions with First Nations peoples, and how much those positive interactions have enriched our organisation.

SAPOL first employed Aboriginal trackers in 1852. In 1984, SAPOL employed four Aboriginal people as police aids (now known as Community Constables) to assist police in the Anangu Pitjantjatjara Yankunytjatjara Lands located in the far north western corner of South Australia. Recognising the value and success of this policing and community partnership, SAPOL now employs 36 Aboriginal men and women as Community Constables in regional, remote and metropolitan areas.

We understand that when our First Nations employees are engaged in appropriate ways both our agency and First Nations communities benefit through the application of a cultural lens on our work.

2014 saw our formal reconciliation commitment embodied in our Statement of Reconciliation. In our inaugural Reconciliation Action Plan 2014 -2016 SAPOL recognised the importance of community interaction and the provision of employment opportunities for First Nations peoples. This was expanded in the 2017-2020 RAP where the focus was on furthering opportunities for employment within SAPOL and supporting emerging applicants with the assistance of external agencies.

We actively sought mutually beneficial procurement partnerships and worked collaboratively with a cross-section of the First Nations community. We are grateful for the guidance that each interaction, partnership, working relationship and new friendship has provided in our reconciliation journey.

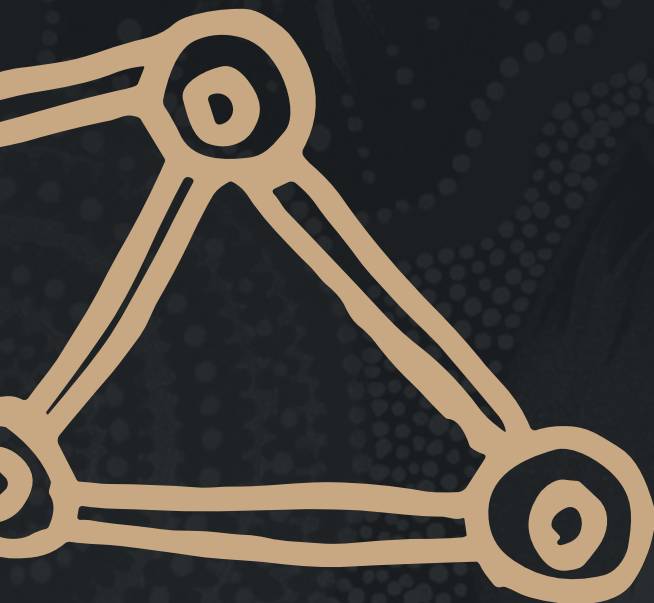


What have we learnt?

An anonymous survey undertaken in 2023 showed us that while many SAPOL members have a genuine commitment to improving relationships with First Nations people and communities, in many cases their knowledge of colonisation, the roles played by police and the impacts these things continue to have on many First Nations people is lacking.

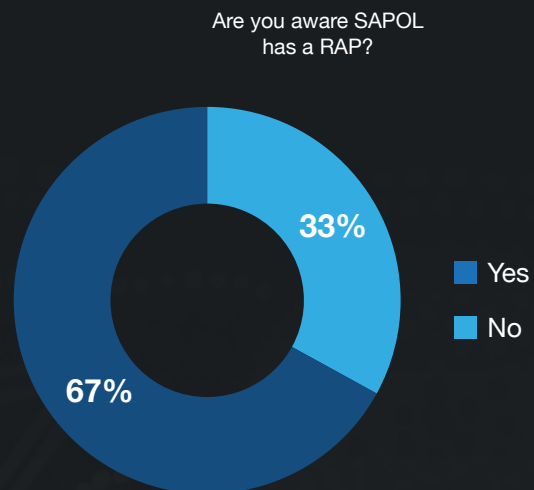
Key learnings from survey responses include:

- Our organisation comprises employees from across a wide age range and from many cultural backgrounds with different knowledge and experience of First Nations' history, cultures and intergenerational impacts.
- The importance of clear accountability for actions to create meaningful outcomes and a cultural shift within the agency.
- Reconciliation principles must be in place supported by strong leadership, involvement and input across SAPOL.
- The imperative to work collaboratively with First Nations people in developing effective policy, programs and services.
- The importance of ongoing, appropriate and targeted cultural education.
- The representation of First Nations people in leadership positions positively affects:
 - o cultural responsiveness of the workplace,
 - o the perception of cultural diversity within SAPOL, and
 - o employee retention and engagement.



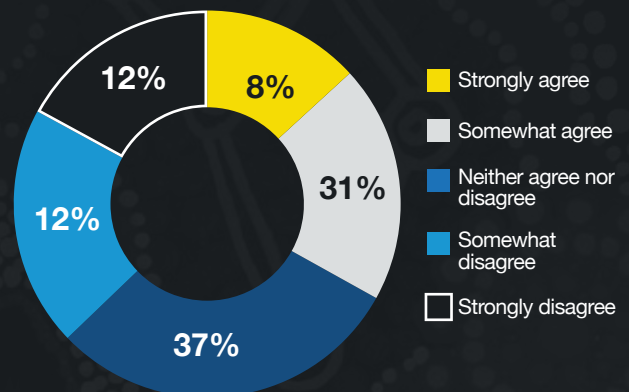
Key learnings from survey data include:

1. We can improve our agency wide RAP visibility.



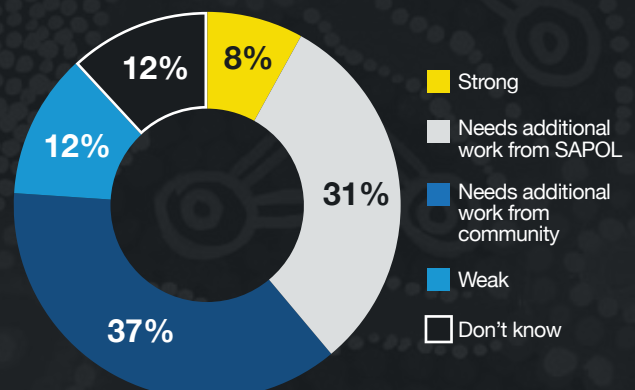
2. We can improve our cultural education content and reach.

Do you believe SAPOL is appropriately educating our workforce in First Nations' histories and the ongoing impacts of colonisation?



3. There is a perception that First Nations communities should be contributing more to the relationship with SAPOL. This response brings home the lack of understanding of unequal power distribution and is something that should become a focus in future training.

How would you describe the relationships between SAPOL and First Nations communities and individuals?



What challenges have we experienced?

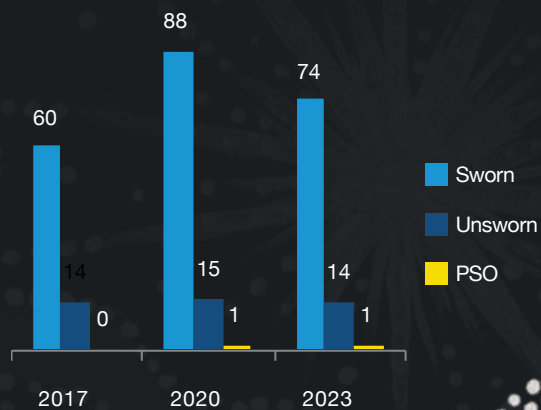
Multi-generational pain continues to be felt by First Nations people, including our employees. This may result in First Nations employees finding working in a police service confronting and difficult at times. By ensuring that all employees have regular engagement with First Nations' cultures through immersion, training and development opportunities we promote understanding of these challenges and work towards a culturally responsive organisation where First Nations employees can thrive.

Community perceptions of SAPOL reflect past and present policing attitudes that have not always been considerate of cultural and environmental factors. SAPOL continues to enhance its capacity for service provision to the community to create positive relationships and to take proactive measures to educate all our employees, including confronting racism in alignment with our commitment to the Racism – It Stops With Me program. We commit to supporting our First Nations employees by providing culturally responsive support through our First Nations Employee Assistance Program and targeted career development and advancement opportunities including but not limited to participation in the Office for the Commissioner of the Public Sector's Aboriginal Leadership Program.

SAPOL continue to face challenges in the recruitment and retention of First Nations staff. We acknowledge that there are various factors affecting this, including rigorous physical and personal requirements for sworn members, the nationwide recruitment environment and our history as an agency that has not always had positive relationships with First Nations communities. Through the life of this RAP we commit to doing better, through active community engagement, and honest and transparent conversations around expectations of current and potential employees.

In the period of our previous RAP, SAPOL developed and implemented our Cultural Connections program – a whole of agency tiered approach to cultural learning which was rolled out across the agency. Unfortunately, the COVID-19 pandemic meant that the face-to-face element of this training was put on hold, and staffing limitations have meant that it has since been only partially reinstated. We make the commitment, during the period of this RAP, to reinstating the program in full. Capacity, capability and sector-based issues also meant that we were not able to complete First Nations engagement, employment and procurement strategies. We understand the importance of these strategies for both the agency and the communities we serve and commit to their completion during the term of this RAP.

SAPOL People, Culture and Wellbeing 2024





Senior Constable Randal Murch and Dorrian Lee representing Gawler and District at 2024 Aboriginal Power Cup

What have we achieved?

Case Study – Ngathuwi Boandiku Mraatu



SAPOL and Bunganditj community members utilising the Yarning Circle

The ‘Yarning Circle – Ngathuwi Boandiku Mraatu’ is a significant addition to the Mount Gambier Police Station. The name comes from a mix of English and Bunganditj languages and translates to ‘Yarning Circle – We are on Boandik Country’.

Positioned on the station’s front lawn, the yarning circle provides an inclusive space for First Nations and non-First Nations police and community members to connect, pause and reflect. The Limestone Coast Crime Prevention Section worked together with Burrandies Aboriginal Corporation, local Elders, South Australian Secondary Aboriginal Secondary Training Academy (SAASTA) students, Community Constables and local businesses on the project’s design and construction.

Police Commissioner Grant Stevens joined Mount Gambier police officers, local Elders, students and other community members at the official opening, unveiling a plaque and acknowledging all involved in the project. Boandik man Tim Brennan welcomed attendees to Boandik Country and a smoking ceremony by Uncle Doug Nicholls cleansed the space to officially open the yarning circle. “Put simply, yarning involves building respectful relationships through dialogue,” Commissioner Grant Stevens said. “This space allows for respectful communication, along with preserving and passing on cultural knowledge, and is an example of another valuable collaboration between local police and First Nations people... Community cooperation has brought this project to fruition, and relationships will continue to build as people utilise the new outdoor wellbeing space.”

Spearheaded by a member of the Reconciliation Working Group Sergeant Jade Hill, the community-based process involved in-depth research and extensive community consultation to ensure cultural appropriateness, and engagement with many stakeholders for materials, machinery, time and expertise; all of which were kindly donated to the project.

Case Study - Kornis Mendhamaldi Boxing Fitness Group



Senior Community Constable Greg Smith and community member

This group was initiated by Murray Bridge Community Constables to support young men in the community to improve their fitness and increase their confidence. Running for a six-week period, the program fostered the participants’ interest in boxing in a positive way through active mentoring of skills development by a boxing coach with the assistance of police officers and SAPOL volunteers. The program also involved collaborative partnerships with local Aboriginal organisations Moorundi Community Health and Kalparain Farm Community.

The relationships formed during the program have developed into respectful, purposeful and healthy relationships between SAPOL and community members. Community Constable Keiden Smith described the experience: “working with young people is one of the most important aspects of my role as a Community Constable. Supporting and guiding the next generation on their pathway to adulthood has incredible effects on community wellbeing into the future.”



Case Study – Road Safety translations



In 2021 SAPOL worked closely with On the Right Track team at the Department for Infrastructure and Transport to develop student resources for the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands. Including First Nations young people and non-urban backgrounds, 10 posters were created that are distributed in APY schools and available on the SAPOL website. Featuring Jeff the safety dog, the posters carry messages including: “Click, Clack, Front and Back”, “Play in Safe Places”, “Stop, Look, Listen and Think” and “Always Wear a Helmet”. Reflective slap-bands and handballs carrying road safety messages have also been produced and distributed.



Career advancement



Former Governor the Honourable Hieu Van Le AC and Sergeant Danielle James

SAPOL continues to support the advancement of our First Nations employees through a range of public and private sector career development opportunities, including through participation in the Office for the Commissioner of the Public Sector Aboriginal Frontline Leaders Program and the Leadership Institute Programs.

Nauo woman, Sergeant Danielle James graduated from the Governor’s Leadership Foundation (GLF) program in 2020, in especially challenging circumstances as she was also deployed to COVID activities at periods throughout the year. Danielle describes the experience: “The 2020 GLF Program content was aimed at expanding personal perspectives, challenging points of view and growing the participant’s ability to look above and beyond their own ideologies and workplace leadership culture. This, coupled with exposure to a diverse range of professional facilitators, industry and cohort leaders provided me with noticeably more self-awareness. I found the program to be immensely rewarding and directly led me towards attaining a Master in Business Administration Degree from which I will graduate in 2024. Going forward as a SAPOL member, I now have a clearer vision of the bigger picture and the steps I need to take in order to contribute and serve the community of South Australia at my personal best.”



Relationships

Focus area: Maintaining and inspiring public confidence

Strategic alignment: SAPOL 2030, Diversity and Inclusion Plan

We value and promote collaborative relationships built on respect, trust and integrity to ensure we continue to provide quality policing services to the whole community and to promote diversity and inclusion within the community. Our work extends across metropolitan, urban, regional and remote areas of South Australia, presenting opportunities to work with and learn from many First Nations people and communities. Our visible leadership role within the South Australian community enables us to influence and nurture meaningful relationships between First Nations and non-First Nations agencies and communities. Working together helps achieve a safer community for all South Australians.

SAPOL has enduring, strong relationships with Aboriginal Community Controlled Organisations and private sector and government agencies that deliver programs specifically to First Nations communities. We acknowledge and respect the generosity and welcome that we are given when engaging across communities, especially with children and young people, and embrace current and future opportunities with our current community stakeholders. We commit to listening to the communities we serve and broadening our engagement in ways that First Nations communities determine appropriate.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.	1.1 Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	September 2024	Assistant Commissioner, Governance and Capability Service
	1.2 Commit staffing resources to develop and implement an engagement plan to work with First Nations stakeholders and organisations.	December 2024	Assistant Commissioner, State Operations Service
	1.3 Establish new and maintain existing formal two-way partnerships with First Nations communities and First Nations Community Controlled Organisations including (but not limited to): <ul style="list-style-type: none"> • South Australian Aboriginal Community Controlled Organisation Network (SAACCON) • Aboriginal Legal Rights Movement (ALRM) • Local community organisations state-wide. 	September 2025	Assistant Commissioner, State Operations Service Assistant Commissioner, Metropolitan Operations Service Assistant Commissioner, Governance and Capability Service
	1.4 Establish new and maintain existing cross government relationships including but not limited to: <ul style="list-style-type: none"> • Senior Officers Group on Aboriginal Affairs • Senior Management Council • Commissioner for Aboriginal Children and Young People. 		Assistant Commissioner, State Operations Service Assistant Commissioner Metropolitan Operations Service Assistant Commissioner, Governance and Capability Service
	1.5 Partner with First Nations communities and organisations in community events including but not limited to: <ul style="list-style-type: none"> • Sporting and educational events • Blue Light Program camps and activities • Santos Aboriginal Power Cup • South Australian Aboriginal Sports Training Academy (SAASTA). 	September 2025	Assistant Commissioner, Governance and Capability Service
	1.6 Maintain lead of multi-agency government facility at Umuwa, enhancing services provided to people living in the Anangu Pitjantjatjara Yankunytjatjara (APY) lands by providing vital services in a wholistic and effective manner, particularly in policing, drug and alcohol services, child protection and domestic violence.	January 2026	Assistant Commissioner, State Operations Service Executive Director, Business Service
	1.7 Engage with schools and communities around the state to collaborate with local police in workshops in at least six communities to develop artwork for the SAPOL 2027-2030 RAP.	January 2025	Assistant Commissioner, State Operations Service
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May- 3 June 2025 and 2026	Assistant Commissioner, Governance and Capability Service
	2.2 RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2025 and 2026	Commissioner of Police
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2025 and 2026	Commissioner of Police
	2.4 Organise at least one internal, corporate, NRW event each year, plus a minimum of one event in each District and Local Service Area.	27 May- 3 June 2025 and 2026	Assistant Commissioner, State Operations Service Assistant Commissioner, Governance and Capability Service
	2.5 Produce and promote internally created NRW resources to all employees.	27 May- 3 June 2025 and 2026	Assistant Commissioner, Governance and Capability Service
	2.6 Promote SAPOL's participation in NRW events through internal and external communication platforms, including social media.	27 May- 3 June 2025 and 2026	Assistant Commissioner, Governance and Capability Service
	2.7 Implement internal media strategies to engage all staff by promoting NRW at least one week prior to NRW.	May 2025 May 2026	Assistant Commissioner, Governance and Capability Service

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.8 Invite representatives from local First Nations communities in Districts and Local Service Areas to attend NRW events hosted by SAPOL.	27 May- 3 June 2025 and 2026	Commissioner of Police
	2.9 Publish an annual statement from SAPOL's RAP Champion/s supporting NRW.	27 May 2025 27 May 2026	Assistant Commissioner, State Operations Service Executive Director, People, Culture and Wellbeing Service
	2.10 Purchase at least one table at the Reconciliation South Australia NRW breakfast, including the provision of two seats for community members.	May 2025 May 2026	Commissioner of Police
	2.11 Register all our NRW events on Reconciliation Australia's NRW website.	May 2025 May 2026	Assistant Commissioner, State Operations Service Assistant Commissioner, Governance and Capability Service
	2.12 Register all SAPOL NRW events on Reconciliation South Australia and the Department of Premier and Cabinet NRW events websites.	May 2025 May 2026	Executive Director, People, Culture and Wellbeing Service
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2025	Executive Director, People, Culture and Wellbeing Service
	3.2 Communicate our commitment to reconciliation publicly.	May 2025 May 2026	Commissioner of Police
	3.2 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025	Assistant Commissioner, State Operations Service
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	August 2025	Assistant Commissioner, State Operations Service Assistant Commissioner, Metropolitan Operations Service
	3.5 Communicate our commitment to reconciliation publicly by promoting our achievements externally on the SAPOL website and via social media.	July 2025	Assistant Commissioner, Governance and Capability Service
	3.6 Identify and implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	October 2024	Assistant Commissioner, State Operations Service
	3.7 Include information about SAPOL's RAP and reconciliation journey in relevant training programs, including but not limited to the Cadet Development Training, Inspector Qualification program and the Cultural Connections Program.	December 2025	Executive Director, People, Culture and Wellbeing Service
	3.8 Feature the SAPOL RAP on the outward facing website.	July 2024	Assistant Commissioner, State Operations Service
	3.9 Facilitate the membership of SAPOL staff on likeminded organisations' RAP Working Groups.	December 2025	Assistant Commissioner, State Operations Service Assistant Commissioner, Metropolitan Operations Service
	3.10 Continue to facilitate membership of the SAPOL RAP Working Group by First Nations people from government agencies external to SAPOL.	December 2025	RAP Working Group Co-Chairs
	3.11 Continue to facilitate working relationships between SAPOL RAP Working Group and RAP Working Groups of likeminded organisations including the Department for Correctional Services and the Attorney General Department.	December 2025	RAP Working Group Co-Chairs
	3.12 Host an event to communicate the launch of the SAPOL RAP, inviting external stakeholders to participate.	July 2024	Commissioner of Police

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	3.13 Host a minimum of one table at the Gladys Elphick Awards dinner, including the provision of two seats for community members.	November 2024 November 2025	Deputy Commissioner of Police
	3.14 Purchase and host at least one table for SAPOL employees to attend Reconciliation South Australia's annual Anniversary of the National Apology breakfast, including the provision of two seats to members of the Stolen Generations.	February 2025 February 2026	Commissioner of Police
	3.15 Investigate sponsoring a Gladys Elphick award for excellence by a First Nations woman in the justice field.	August 2024	Assistant, Commissioner State Operations Service
	3.16 Investigate opportunity to create a SAPOL Reconciliation recognition award to be awarded to a SAPOL or external individual or organisation.	November 2025	Commissioner of Police
4. Promote positive race relations through anti-discrimination strategies.	4.1 Raise awareness amongst staff of the Government of South Australia's Anti-Racism Strategy 2023-2028 to ensure SAPOL meets its targets and to ensure that they align with SAPOL's RAP actions.	November 2024 November 2025	Executive Director, People, Culture and Wellbeing Service
	4.2 Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2025	Executive Director, People, Culture and Wellbeing Service
	4.3 Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy, ensuring that external advisors are appropriately remunerated.	January 2025	Executive Director, People, Culture and Wellbeing Service
	4.4 Educate senior leaders on the effects of racism.	October 2025	Executive Director, People, Culture and Wellbeing Service
	4.5 Update SAPOL website and utilise social media to promote our involvement in anti-discrimination strategies and campaigns.	November 2025	Executive Director, People, Culture and Wellbeing Service Assistant Commissioner, Governance and Capability Service
	4.6 Release a public statement in support of 'International Day for the Elimination of Racial Discrimination' each year.	March 2025 March 2026	Commissioner of Police
	4.7 Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	July 2025	Commissioner of Police
	4.8 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	June 2025	Executive Director, People, Culture and Wellbeing Service
5. Promote participation of SAPOL staff in whole-of-government forums and working groups that impact service delivery to First Nations communities.	5.1 Continue to support the establishment of the Attorney-General's Department's Aboriginal Justice Policy Partnership promoting achievement of Closing the Gap Priority Reform 1 - Formal Partnerships and Shared Decision Making	December 2024	Assistant Commissioner, State Operations Service
	5.2 Continue to participate and support the Australia New Zealand Policing Advisory Agency Police Closing the Gap Network	January 2025 January 2026	Commissioner of Police



Respect

Focus area: Cultural respect and inclusion

Strategic alignment: Diversity and Inclusion Strategy 2021–2025,
People Strategy 2021–2025, SAPOL Values

We recognise and respect that reconciliation is an ongoing journey. We are educating our workforce in First Nations histories and the ongoing impacts of colonisation. We are focused on increasing awareness, respect and appreciation of First Nations cultures, spirituality, experience and perspective.

We acknowledge that First Nations peoples have endured injustices and dispossession of their traditional lands and waters. We also acknowledge the injustice, inequality and racism still exist. We are committed to the elimination of racism and discrimination, and we strive to remove the barriers to equitable social and criminal justice outcomes experienced by South Australian First Nations people.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	6.1 Conduct a review of cultural learning needs within our organisation.	July 2025	Executive Director, People, Culture and Wellbeing Service
	6.2 Consult local Traditional Owners and/or First Nations advisors to inform our cultural learning strategy. Ensure contributions are appropriately remunerated as per the Department of Premier and Cabinet remuneration schedule.	December 2025	Executive Director, People, Culture and Wellbeing Service
	6.3 Review and update a cultural learning strategy document for our staff.	March 2025	Executive Director, People, Culture and Wellbeing Service
	6.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	December 2025	Executive Director, People, Culture and Wellbeing Service
	6.5 Regularly communicate updates about SAPOL's Cultural Capability and Development Program for our staff.	September 2024 September 2025	Executive Director, People, Culture and Wellbeing Service
	6.6 Commit all SAPOL employees, including senior executives and new staff, to undertake SAPOL's cultural capability development program online within the mandated period.	November 2025	Executive Director, People, Culture and Wellbeing Service
	6.7 Promote Reconciliation Australia's 'Share Our Pride' online tool and the outcomes of Reconciliation Australia's biennial Workplace Reconciliation Barometer report to all employees.	November 2024 November 2025	Executive Director, People, Culture and Wellbeing Service
7. Demonstrate respect to First Nations peoples by observing cultural protocols.	7.1 Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February 2025	Executive Director, People, Culture and Wellbeing Service
	7.2 Review and update a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2024	Assistant Commissioner, Governance and Capability Service
			Executive Director, People, Culture and Wellbeing Service
	7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, ensuring appropriate remuneration.	January 2026	Assistant Commissioner, State Operations Service Assistant Commissioner, Metropolitan Operations Service
	7.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2026	Commissioner of Police
	7.5 Review and update our cultural protocol document ensuring it remains current and relevant.	February 2025	Assistant Commissioner, State Operations Service
	7.6 Engage local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at each graduation ceremony.	January 2026	Executive Director, People, Culture and Wellbeing Service
7.7 Develop policy to ensure that the Aboriginal flag is flown daily at police premises where facilities permit.	November 2025	Assistant Commissioner, State Operations Service	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	8.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025 and 2026	RAP Working Group Co-Chairs
	8.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	November 2024	Executive Director, People, Culture and Wellbeing Service
	8.3 Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2025 and 2026	Executive Director, People, Culture and Wellbeing Service
	8.4 Promote NAIDOC Week events, resources and materials through intranet, public facing website and social media.	June 2025 June 2026	Assistant Commissioner, Governance and Capability Service
	8.5 Encourage all staff to participate in NAIDOC Week events in each local area.	First week in July 2025 and 2026	Assistant Commissioner, State Operations Service Assistant Commissioner, Metropolitan Operations Service
	8.6 Ensure SAPOL representation in at least one local event held per Local Service Area.	First week in July 2025 and 2026	Assistant Commissioner, State Operations Service
	8.7 In consultation with First Nations stakeholders, support at least one external NAIDOC Week event each year.	First week in July 2025 and 2026	Assistant Commissioner, State Operations Service Assistant Commissioner, Metropolitan Operations Service
	8.9 SAPOL Executive Leadership Team to attend at least one external NAIDOC activity annually.	First week in July 2025 and 2026	Commissioner of Police
	8.10 Register SAPOL NAIDOC events on the South Australian NAIDOC events calendar.	June 2025 June 2026	Assistant Commissioner, Governance and Capability Service
	8.11 Publish a statement during NAIDOC Week from the RAP Champion recognising the achievements and contributions that First Nations peoples have made to the state.	First week in July 2025 and 2026	Commissioner of Police
	8.12 Host a minimum of one table at the NAIDOC Awards, including the provision of two seats for community members.	First week in 2025 and 2026	Commissioner of Police
	9. Strengthen organisational cultural capability and understanding of contemporary issues by providing opportunities for First Nations voices and experiences to be elevated across the organisation.	9.1 Review the First Nations focus group to ensure it provides an avenue for employees to identify and escalate issues affecting First Nations peoples and communities.	January 2025
9.2 Create and publish a calendar that recognises and celebrates First Nations dates of significance.		August 2024	Assistant Commissioner, Governance and Capability Service Executive Director, People, Culture and Wellbeing Service
9.3 Formalise engagement protocol with newly elected members of South Australia's First Nations Voice to Parliament.		December 2024	Commissioner of Police



Senior Constable Alison Sampson in Anangu Pitjantjatjara Yankunytjatjara Lands



Opportunities

Focus area: Improving retention and recruitment.

Strategic alignment: People Strategy 2021-2025

SAPOL is committed to increasing First Nations economic participation and closing the gap through meaningful employment with multiple career pathways and wider procurement opportunities.

First Nations voices in senior and leadership positions will enrich and influence decision making, policy and procedures which in turn will enhance our service to community. Our commitment to expanding procurement opportunities supports the economic participation of First Nations businesses and the broader First Nations community by leveraging opportunities for economic growth and employment opportunities. Partnering with First Nations businesses affords the organisation the benefit of local knowledge and expertise.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.	10.1 Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	December 2025	Executive Director, People, Culture and Wellbeing Service
	10.2 Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	December 2024	Executive Director, People, Culture and Wellbeing Service
	10.3 Develop and implement a First Nations recruitment, retention and professional development strategy.	February 2026	Executive Director, People, Culture and Wellbeing Service
	10.4 Advertise job vacancies to effectively reach First Nations stakeholders. Utilise non-traditional outlets (website, social media, advertising campaigns) to promote SAPOL, including the use of First Nations specific media such as the Turkindi network and Koori Mail.	September 2024 September 2025	Executive Director, People, Culture and Wellbeing Service
	10.5 Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	June 2025	Executive Director, People, Culture and Wellbeing Service
	10.6 Provide clear and supportive pathways for First Nations employees towards management and senior level positions.	October 2024 October 2025	Executive Director, People, Culture and Wellbeing Service
	10.7 Increase First Nations employment in sworn roles to at least 2%.	December 2025	Executive Director, People, Culture and Wellbeing Service
	10.8 Increase First Nations employment in non-sworn roles to at least 2%.	December 2025	Executive Director, People, Culture and Wellbeing Service
	10.9 Support the use of the Aboriginal Employment Register, coordinated by the Office of the Commissioner for Public Sector Employment (OCPSE), to consider candidates when public sector vacancies arise.	January 2026	Executive Director, People, Culture and Wellbeing Service
	10.10 Include a diversity statement in our job advertisements to encourage First Nations applicants.	March 2025 March 2026	Executive Director, People, Culture and Wellbeing Service
	10.11 Reserve at minimum of one place on Office of the Commissioner for Public Sector Employment Leadership programs for First Nations employees.	January 2025 January 2026	Executive Director, People, Culture and Wellbeing Service
	10.12 Communication Engagement Section and People, Culture and Wellbeing Section to participate in First Nations Career Expos annually and attend outreach programs such as the Power Cup.	January 2026	Assistant Commissioner, Governance and Capability Service Executive Director, People, Culture and Wellbeing Service
	10.13 Ensure First Nations employees have access to culturally safe and responsive counselling services through our Employee Assistance Service.	January 2026	Executive Director, People, Culture and Wellbeing Service
	10.14 Provide information on cultural leave entitlements to all people managers.	March 2025	Executive Director, People, Culture and Wellbeing Service
	10.15 Ensure SAPOL's future Mental Health and Wellbeing Strategy aligns with the National Strategic Framework for Aboriginal and Torres Strait Islander Peoples' Mental Health and Social and Emotional Wellbeing.	December 2025	Executive Director, People, Culture and Wellbeing Service
	10.16 Through consultation with internal and external First Nations groups, identify contemporary retention issues.	February 2025	Executive Director, People, Culture and Wellbeing Service

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase First Nations supplier diversity to support improved economic and social outcomes.	11.1 Develop and implement a First Nations procurement strategy that references the South Australian Industry Participation Policy and includes annual targets.	February 2025	Executive Director, Business Service
	11.2 Investigate Supply Nation membership.	February 2025	Executive Director, Business Service
	11.3 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff in line with Procurement Services SA and Office of the Industry Advocate guidelines.	June 2025	Executive Director, Business Service
	11.4 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses as per PSSA and OIA guidelines.	April 2025	Executive Director, Business Service
	11.5 Develop commercial relationships with First Nations businesses wherever possible.	January 2026	Executive Director, Business Service
	11.6 Train all relevant employees in contracting from First Nations businesses.	December 2024	Executive Director, Business Service
	11.7 Create a First Nations supplier index to be included on the SAPOL intranet through a link to the OIA website.	December 2024	Executive Director, Business Service



Commissioner Grant Stevens and Deputy Commissioner Linda Williams





Governance

Focus area: Ensuring good governance

Strategic alignment: People Strategy 2021-2025
and Our Strategy 2030: Safer Communities

SAPOL acknowledges that to succeed we need to set clear objectives and monitor our progress. We commit to embedding reconciliation, closely monitoring and tracking the implementation of our RAP and transparently reporting on our progress. Executive level sponsors will ensure our First Nations engagement aligns with our reconciliation outcomes and good governance practice.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	12.1 Maintain minimum 20% First Nations representation on the RWG.	January, April, July and October 2024, 2025 and 2026	Assistant Commissioner, State Operations Service
	12.2 Establish and apply a Terms of Reference for the RWG.	August 2024	Assistant Commissioner, State Operations Service
	12.3 Meet at least four times per year to drive and monitor RAP implementation.	January, April, July and October 2024, 2025 and 2026	Assistant Commissioner, State Operations Service
	12.4 Review membership and Terms of Reference for the Reconciliation Working Group ahead of the launch of the RAP and annually thereafter. This should reflect principles such as a First Nations Co-Chair, First Nations community representatives and presence of key organisational decision makers.	January 2025 January 2026	Assistant Commissioner, State Operations Service
13. Provide appropriate support for effective implementation of RAP commitments.	13.1 Define resource needs for RAP implementation.	July 2024	Assistant Commissioner, State Operations Service
	13.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	August 2024	Assistant Commissioner, State Operations Service
	13.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	August 2024	Assistant Commissioner, Governance and Capability Service
	13.4 Appoint and maintain an internal RAP Champion from senior management.	January 2025 January 2026	Commissioner of Police
	13.5 Embed key RAP actions in performance development plans of senior management and all employees.	December 2025	Executive Director, People, Culture and Wellbeing Service
	13.6 Maintain RAP Champion/s from the Executive Leadership Team to report quarterly on implementation progress.	June 2025 June 2026	Commissioner of Police
	13.7 Include our RAP as an agenda item at Executive Leadership Team meetings each quarter.	February, May, August and November 2025 and 2026	Assistant Commissioner, State Operations Service
	13.8 Refresh membership of RAP Working Group annually.	August 2024 August 2025	RAP Working Group Co-Chairs
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	14.1 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.	July 2024 July 2025	Assistant Commissioner, State Operations Service
	14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2024 s1 August 2025	Assistant Commissioner, State Operations Service
	14.3 Complete and submit the annual RAP Survey to Reconciliation Australia.	30 September 2024 30 September 2025	Assistant Commissioner, State Operations Service
	14.4 Report RAP progress to all staff and senior leaders quarterly.	January, April, July and October 2024, 2025 and 2026	Assistant Commissioner, State Operations Service
	14.5 Publicly report our RAP achievements, challenges and learnings, annually.	December 2024 December 2025	Assistant Commissioner, State Operations Service
	14.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2026	Assistant Commissioner, State Operations Service
	14.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2026	Assistant Commissioner, State Operations Service
15. Continue our reconciliation journey by developing our next RAP.	15.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	Assistant Commissioner, State Operations Service
	15.2 Consult with SAPOL and community members to develop a future RAP that continues to enhance reconciliation activities.	August 2025	RAP Working Group Co-Chairs



Members of SAPOL's State Operations Service Branch attending a Cultural Workshop facilitated by Iwiri Aboriginal Corporation





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