

FORESTRYSA

INNOVATE

RECONCILIATION ACTION PLAN

NOV 2025 - NOV 2027



RECONCILIATION
ACTION PLAN

INNOVATE



ForestrySA



ForestrySA acknowledges the Traditional Owners of the land on which we work and learn. We respect all Aboriginal and Torres Strait Islander (Zenadth Kes) peoples and their Elders, past, present and future.

In particular, we are cognisant of the traditions of the Kurna, Peramangk, Bunganditj (Boandik), Ngarrindjeri, Ramindjeri and Ngadjuri, peoples and their direct connections to lands under our custodianship.

(The term Zenadth Kes comes from Aboriginal and Torres Strait Islander cultures and refers to the traditional names for the Torres Strait Islands region. It is an amalgamation of Torres Strait language names for the four winds that pass through the region. It reflects a cultural and spiritual understanding that integrates land, sea and people as a holistic unit)

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Cover Image: **Yacca** (Xanthorrhoea) was traditionally used to craft hooks and spears, its sap serves as a strong natual adhesive while its flowers, when mixed with water, created a sweet and refreshing drink.

Feature Image: **Ingalalla Falls**, and the area around Mount Hayfield, was one of the southernmost living places of the Patpangga Clan of the Kurna People and forms part of the Tjilbruke dreaming story, who is said to have been born above the falls.

MESSAGE FROM OUR CHIEF EXECUTIVE



It is with pride that I present ForestrySA's new Reconciliation Action Plan (RAP). Our Innovate RAP builds on the good work achieved during the implementation of our previous Reflect RAP, while setting ambitious targets for our organisation to work towards.

Reconciliation matters greatly to ForestrySA as a state government land manager. As South Australia's first and oldest sustainable commercial forest manager, working with and on Country is what we do. Our Innovate RAP focusses on recognising and celebrating Aboriginal and Torres Strait Islander (Zenadh Kes) cultures, building greater participation in our workforce, and reflecting on, and improving, our relationships with community.

Reconciliation is the responsibility of all our staff. I am committed to supporting our team to better understand our shared history, the influence of our own cultures, and to learn about the importance of First Nations cultures across the land we care for.

The ForestrySA Board supports our efforts to work toward reconciliation as outlined in this plan, and the Board endorses this important work.

Our Innovate RAP recommits us to our vision for reconciliation through the development of relationships built on trust, equity and dignity. Our actions toward reconciliation are guided by Aboriginal and Torres Strait Islander (Zenadh Kes) voices and views, and the cultures and wisdom they hold.

It demonstrates our clear commitment and determination for genuine equity and reconciliation. The actions within this RAP are based on the core areas of respect, relationships, opportunities and responsibilities, to make positive and meaningful change.

Reconciliation requires action, and my hope is that over time, ForestrySA will see practical actions embedded in all of our day to day operations, actions that will ensure this vision is recognised, embraced and fundamentally, implemented, by our people.

TIM RYAN
CHIEF EXECUTIVE
FORESTRYSA

MESSAGE FROM RECONCILIATION AUSTRALIA



Reconciliation Australia commends South Australian Forestry Corporation on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for South Australian Forestry Corporation to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, South Australian Forestry Corporation will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. South Australian Forestry Corporation is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals South Australian Forestry Corporation's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

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 Forestry Corporation on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

KAREN MUNDINE
CHIEF EXECUTIVE OFFICER
RECONCILIATION AUSTRALIA

OUR PEOPLE

UNCLE DEAN WYLD | RANGER

Ranger Uncle Dean Wyld has been working at ForestrySA for close to 30 years. He started as a Construction and Maintenance Worker and is now a well-respected Ranger based at Kuitpo Headquarters.

Dean's grandmother and mother are from the Eastern Pilbara in Western Australia, the Martu language group. These days, Dean is comfortable with his Aboriginal identity, but this wasn't always the case. He didn't grow up on his homeland in the Eastern Pilbara, he grew up in South Australia and was told by his mother to tell others his skin colour was due to Greek or Italian heritage. Dean was unaware of his Aboriginality at this time, finding out about his family's history and heritage later in life.

This disconnect to Country and Culture is a direct result of his grandmother, Molly Kelly, being part of the stolen generation. Her story is told in the famous Australian movie, The Rabbit Proof Fence. In this movie, Molly's brave escape from a mission and long journey back to family is told, demonstrating the trauma felt by Aboriginal peoples because of being taken away from family, and their resilience and determination.

Dean has only felt comfortable telling his work colleagues about being Aboriginal in recent years. He is dedicated to finding connection to Community and Culture and enjoys being able to care for Country as part of his job. Co-developing and delivering our Reflect RAP as a member of the working group has further strengthened Dean's pride in being an Aboriginal man.



Uncle Dean Wyld at a 2024 Survival Day event in Mount Barker with Uncle Wally Hunter and guests.

RAP WORKING GROUP

Our central approach to implementing our Innovate RAP is maintaining an effective RAP Working Group to drive its delivery in a meaningful and effective manner. The RAP Working Group are our lead team developing and implementing our Innovate RAP under the guidance of Reconciliation Australia. This is to delegate duties, maintain accountability, and encourage engagement in the reconciliation process throughout our organisation.

The RAP Working Group will also seek to identify where actions of the Innovate RAP are already being implemented within ForestrySA policies and other reconciliation opportunities. A plan to incorporate the RAP actions into these existing policies will solidify the reconciliation ambitions and intentions of our organisation.

TIM RYAN
CHIEF EXECUTIVE | RAP CHAMPION

UNCLE DEAN WYLD
MARTU | RANGER

DAN BRIND
FIRE MANAGER

JACKIE CRAMPTON
CONSERVATION PLANNER

ANDREW DUNDON
STRATEGIC IMPLEMENTATION MANAGER

SIMON EMERY
PROCUREMENT AND CONTRACTS MANAGER

SARAH FREW
BUSINESS SUPPORT MANAGER

BRUNO TURRINI
COMPLIANCE OFFICER

WORKING WITH ELDERS:UNCLE TAMARU

We are proud and honoured to have Kurna and Narrunga Elder Uncle Tamaru (pictured, right) working with us to develop and deliver our RAP. He teaches us language and culture and provides connection to Community and Country.

Our reconciliation initiatives have more meaning and positive impact as a result of working together.

Thanks for walking side-by-side with us Uncle.

Ngaitalya (my respect).



OUR BUSINESS

ForestrySA has been South Australia’s state Forest Manager since 1875. We manage plantations for the sustainable production of wood which is converted into a range of timber products by the domestic timber industry. We also protect Native Forest Reserves for conservation, enhance community use and recreational opportunities, and provide community fire protection.

Forest reserves, especially plantations, are widely used by the community for a broad range of recreational activities, while Native Forest Reserves are managed and protected for conservation. ForestrySA is committed to responsible environmental management of forest reserves and our Forest Management System is certified to the internationally recognised Australian Forestry Standard for Sustainable Forest Management (AS 4708), administered by Responsible Wood®.

Maintaining ForestrySA's quality, environmental and safety management systems, and Responsible Wood® certification, continue to be key priorities.

We currently employ approximately 35 staff year-round. Of these staff, there is one known employee who identifies as an Aboriginal person. During our fire season we bring on an additional 30 staff to join our fire season response crew.

ForestrySA manages over 10,000ha of pine and eucalypt plantations in the Mount Lofty Ranges and 16,000ha of Native Forest Reserves in the Mount Lofty Ranges and Green Triangle regions of South Australia.

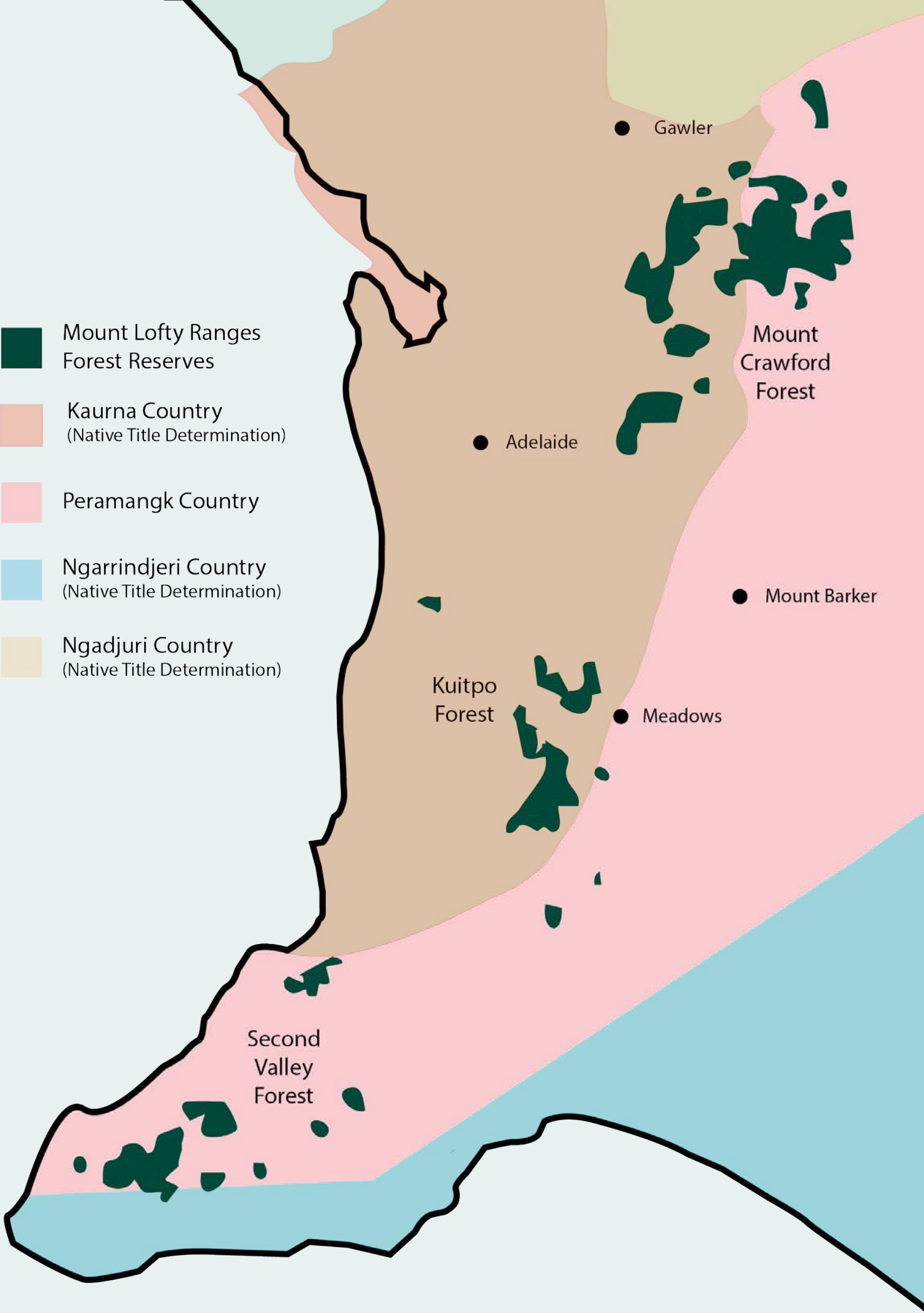
Our business operates out of two locations in South Australia: our Headquarters in Kuitpo Forest, and an office and depot in Mount Crawford Forest. ForestrySA maintains a Memorandum of Administrative Arrangement (MoAA) with the Department for Environment and Water to manage land in the Green Triangle region (Limestone Coast).

The land we care for and manage intersects with six First Nations groups: Kurna, Peramangk, Bunganditj (Boandik), Ngarrindjeri, Ramindjeri and Ngadjuri.

Due to our 150-year history and the nature of our work as a land manager, along with delivery of Actions through our Reflect RAP, ForestrySA has significant and long-standing relationships built with Aboriginal peoples in South Australia.

Currently our organisation:

- Conducts regular outings and activities to significant sites in forests with Aboriginal peoples
- Has identified culturally significant sites within forest reserves and is committed to their protection
- Engages with Aboriginal peoples to obtain permission and clarify use of language and names for visitor signage and facilities
- Hosts Aboriginal community events and activities such as wood collection for cultural carvings, social gatherings and youth programs
- Incorporates Acknowledgments of Country within communication platforms and corporate documents, within external correspondence, and during internal meetings and events
- Invites a Welcome to Country for any ForestrySA-hosted community events
- Maintains a Reconciliation Action Plan Working Group including membership from Aboriginal peoples





Karra (*Eucalyptus camaldulensis*).
A tree of great significance providing firewood, shelter, and materials for tools and cultural practices. It also offered a vital food source, including grubs, lerps, and soaked seeds.

OUR VISION

ForestrySA's vision for reconciliation is to be an organisation which has deep and meaningful relationships with Aboriginal and Torres Strait Islander (Zenadth Kes) stakeholders, importantly, with each of the different Traditional Custodians of the lands which we manage and care for.

We aspire to be an organisation which uplifts Aboriginal and Torres Strait Islander (Zenadth Kes) members of our community and proudly play our part in the journey of all of Australia to reconcile with the inequality and inequity of our past and present. We will work towards this goal with consultation, awareness and education, by fostering relationships, and by increasing meaningful employment opportunities.

OUR RECONCILIATION ACTION PLAN

Our RAP is endorsed by our Board, with all areas of the business responsible for implementing RAP initiatives. It is intended to provide a structured and measurable approach to the work we are already doing, while further fostering and improving relationships of trust with Aboriginal and Torres Strait Islander (Zenadth Kes) peoples.

Our organisation has a responsibility to be a part of the movement for reconciling with the Aboriginal peoples of South Australia. This responsibility is made even more significant as a land management organisation. Aboriginal peoples have strong connections to the land we manage and care for, therefore we wish to further nurture and grow respectful relationships.

Our team works closely with Traditional Custodians of ForestrySA land to learn from each other, seek direction on caring for culturally significant sites, to learn cultural protocols, gain permission for use of Aboriginal names, stories and language to celebrate culture, and enable connection to Country, Culture and Community.

In 2022 our organisation implemented a Reflect RAP to formalise and further nurture and grow these reconciliation initiatives. Our Reflect RAP set out the steps to prepare our organisation for reconciliation initiatives going forward and through our Innovate RAP we hope to further develop meaningful relationships and our reconciliation vision.

ForestrySA endeavours to:

- **Embed our RAP** commitments into our core business to ensure successful and sustainable change
- **Build** a culturally respectful workplace
- **Listen** to our Aboriginal partners to learn from and with them
- **Acknowledge** and support Aboriginal people's rights and interests in the land we care for
- **Actively incorporate Aboriginal knowledge** and ideas in planning and implementing activities
- **Seek opportunities** to improve employment and economic outcomes for Aboriginal and Torres Strait peoples
- **Commit to cultural learning** and cultural safety for our staff and contractors
- **Support the aspirations** of local Aboriginal and Torres Strait peoples
- **Implement systems** which foster and protect relationships of trust with Aboriginal peoples

ACHIEVEMENTS TO DATE

- Continually building a culturally respectful workforce with 43% of our people trained in cultural awareness during a face-to-face training event
- All staff are aware of our RAP and our work in reconciliation
- Regular all-staff team meetings and corporate documents show respect and understanding by incorporating an Acknowledgment of Country
- A public commitment to reconciliation through our website, social media and community events
- Development and implementation of a 'Forest Access for Aboriginal Culture Activities' guideline
- Procurement of goods and services from at least 6 Aboriginal-owned businesses
- Identified appropriate process to remove boundaries for the employment of Aboriginal peoples in vacant positions
- Active involvement in the District Council of Mount Barker's Ruwe (land) and Kiri (fire) management project with Peramangk leaders
- Establishing and delivering cultural activities in partnership with Aboriginal peoples, including:
 - Yuki, shield and coolamon cutting
 - Artists in Residence
 - Cultural burning workshop
 - Walks on Country
 - Ensuring Welcomes to Country for community events
 - Finch Aboriginal Men's Group community outings

KEY LEARNINGS

- ***Moving at the speed of trust:*** We recognise that trust develops organically through genuine relationships. It requires patience, mutual understanding, and respect—foundations that allow all parties to progress meaningfully and sustainably together.
- ***Knowledge empowers growth:*** Expanding cultural learning and awareness enables us to make informed decisions, navigate challenges, and foster empathy. As understanding deepens, communication and collaboration improve, leading to lasting positive change.
- ***The importance of relationships:*** Healthy and strong relationships offer opportunities for learning, motivation, and shared purpose. Built over time with trust and respect, they evolve into meaningful connections that inspire and support personal and collective growth.



Kurdaki Yuri (Dianella revoluta/Black-anther Flax-lily).
The berries can be used for dyes and the leaves for making baskets and cords

Image credit: Jenny Woodley

OUR COMMITTMENT: RELATIONSHIPS

Building and maintaining strong, respectful relationships with Aboriginal and Torres Strait Islander (Zenadth Kes) peoples and communities is central to our commitment to reconciliation and reflects the values in our Strategic Plan. By fostering mutual trust and understanding, we create opportunities to learn from one another and to support the rights, aspirations, and interests of Aboriginal and Torres Strait Islander (Zenadth Kes) peoples in caring for and managing the land.

FOCUS AREAS: ENGAGEMENT, RAISING AWARENESS, PARTNERSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander (Zenadth Kes) stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander (Zenadth Kes) stakeholders and organisations to develop, and implement, guiding principles for future engagement.	Aug , Dec, Mar, June, annually.	General Manager, Community Services.
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2025.	General Manager, Community Services.
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, annually.	People, Culture and Safety Manager.
	RAP Working Group members to participate in an external NRW event.	May, annually.	People, Culture and Safety Manager..
	Organise and/or support at least one NRW event each year.	May, annually.	General Manager, Community Services.
	Register all our NRW events on Reconciliation Australia's website (reconciliation.org.au).	May, annually.	Strategic Implementation Manager.
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, annually.	Chief Executive.
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Dec 2025.	People, Culture and Safety Manager.
	Educate senior leaders and all staff on the effects of racism through the ongoing delivery of Unconscious Bias, Say No to Racism and Respectful Treatment at Work mandatory online training courses.	May, annually.	People, Culture and Safety Manager..
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2026.	People, Culture and Safety Manager.
	Consult with Aboriginal and Torres Strait Islander (Zenadth Kes) staff and/or advisors on our anti-discrimination policy.	June 2026.	People, Culture and Safety Manager.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce including sharing of local Aboriginal and knowledge language within our workplace.	June 2026.	People, Culture and Safety Manager.
	Communicate our commitment to reconciliation publicly through the launch of our Innovate Reconciliation Action Plan.	Sept 2025.	Strategic Implementation Manager.
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Aug , Dec, Mar, June, annually.	Strategic Implementation Manager.
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Aug , Dec, Mar, June, annually.	Strategic Implementation Manager.
	Review and make updates/improvements to reconciliation information on our website.	July, annually.	Strategic Implementation Manager.
	Investigate and implement cultural artwork as part of our corporate branding.	Dec 2025.	Strategic Implementation Manager.



Narnu (Callitris gracilis/Native Pine). The stems were skillfully crafted into long, heavy spears, hardened by fire for strength and durability. Heated gum served as a natural adhesive by securing stone to tools.



Kurna Elder, Uncle Michael Kumatpi Marrutya O'Brien with ForestrySA staff during the Kurna Community Shield Project presented by James Tylor in collaboration with the Art Gallery of New South Wales and Djamu Youth Justice.

OUR COMMITMENT: RESPECT

Respect for Aboriginal and Torres Strait Islander (Zenadth Kes) cultures, histories and traditions is important for the development of meaningful and respectful relationships. Ensuring we are a culturally aware and respectful organisation means embedding reconciliation into our core business. As an organisation operating with a large footprint across South Australia, we have an obligation to build our understanding of traditional knowledge and practices, and to appreciate and celebrate cultures and histories.

FOCUS AREAS: CULTURAL AWARENESS, KNOWLEDGE AND SKILLS, LEARNING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander (Zenadth Kes) cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Dec 2025.	People, Culture and Safety Manager.
	Consult local Aboriginal and Torres Strait Islander (Zenadth Kes) advisors to inform our cultural learning strategy.	Feb 2026.	People, Culture and Safety Manager.
	Develop, implement, and communicate a cultural learning strategy for our staff.	June 2026.	People, Culture and Safety Manager.
	Provide opportunities for all staff to participate in formal and structured cultural learning.	July, annually.	Chief Executive.
Demonstrate respect to Aboriginal and Torres Strait Islander (Zenadth Kes) peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	July, annually.	Chief Executive.
	Review, improve and communicate the Best Practices Guidelines and cultural protocol documents, including protocols for Welcome to Country and Acknowledgment of Country.	Dec 2025.	Manager, Governance Risk and Assurance.
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing and reviewed July annually.	General Manager, Community Services.
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Ongoing and reviewed July, annually.	Chief Executive.
	Develop a naming guideline/procedure for naming of forest reserves, facilities and key locations.	Dec 2025.	Manager, Governance Risk and Assurance.
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	July, annually.	Chief Executive..
	Ensure staff are encouraged, and supported, in participating in NAIDOC Week events.	July, annually.	Chief Executive.
	Promote and encourage participation in NAIDOC weekd events to all staff	June, annually.	Chief Executive.

OUR COMMITTMENT: OPPORTUNITIES

We are committed to supporting Aboriginal and Torres Strait Islander (Zenadth Kes) communities in new and meaningful ways, by cutting through red tape and enabling easier access to Country for cultural connection and land management practices. We’re also focused on creating innovative approaches to attract, develop, and retain Aboriginal and Torres Strait Islander (Zenadth Kes) employees and contractors, fostering two-way learning that enriches our organisation.

FOCUS AREAS: LEARNING, EMPLOYMENT, EMPOWERMENT, ECONOMIC DEVELOPMENT, SUPPLY CHAIN

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander (Zenadth Kes) recruitment, retention, and professional development.	Build understanding of current Aboriginal and Torres Strait Islander (Zenadth Kes) staffing to inform future employment and professional development opportunities.	June, annually.	People, Culture and Safety Manager.
	Develop, and implement, systems that encourage opportunities for Aboriginal and Torres Strait Islander (Zenadth Kes) recruitment, retention and professional development strategy.	June 2026.	People, Culture and Safety Manager.
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Ismander (Zenadth Kes) participation in our workplace.	June 2026.	People, Culture and Safety Manager.
	Engage with Aboriginal and Torres Strait Islander (Zenadth Kes) staff to consult on our recruitment, retention and professional development strategy.	Dec 2026.	People, Culture and Safety Manager.
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander (Zenadth Kes) stakeholders.	Ongoing, reviewed Aug annually.	People, Culture and Safety Manager.
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2027.	People, Culture and Safety Manager.
Increase Aboriginal and Torres Strait Islander (Zenadth Kes) supplier diversity to support improved economic and social outcomes.	Ensure procurement practices are aligned with existing mandatory State Government policies that remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander (Zenadth Kes) businesses	June, annually.	Procurement and Contracts Manager.
	Develop and implement an Aboriginal and Torres Strait Islander (Zenadth Kes) procurement strategy.	Oct 2025.	Procurement and Contracts Manager.
	Investigate Supply Nation membership.	July, 2025.	Procurement and Contracts Manager.
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander (Zenadth Kes) businesses to staff.	Oct 2025.	Procurement and Contracts Manager.
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander (Zenadth Kes) businesses.	June 2026.	Chief Executive.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Explore co-management opportunities and support the use of ForestrySA land sites for cultural purposes.	Identify ForestrySA sites that have the potential to be used by Aboriginal and/or Torres Strait Islander (Zenadth Kes) groups for cultural purposes.	Sept 2026.	General Manager, Community Services.
	Research and explore best practices for providing access to land for cultural purposes.	June 2026.	General Manager, Community Services.



Ngarrindjeri Elder, Uncle Major ‘Moogy’ Sumner led the creation of a Yuki (canoe) cut from a Karra (River Red Gum) in Kuitpo as part of the ‘Sharing Ngarrindjeri Culture’ project with the South Australian Maritime Museum.

OUR COMMITTMENT: GOVERNANCE

The RAP Working Group, including our Chief Executive as RAP Champion, management, and staff, oversees the governance and accountability of ForestrySA's RAP. They monitor and track the RAP's performance to ensure timely and meaningful delivery, sharing responsibility for implementing actions across the organisation. The group's objective is to maintain transparency, and accountability in our reconciliation outcomes, guided by good governance and reporting practices.

FOCUS AREAS: ACCOUNTABILITY, OPEN COMMUNICATION, TRANSPARENCY, COMMITMENT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Establish and maintain an effective RAP Working group to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander (Zenadth Kes) representation on the RWG of at least one member.	Aug, Dec, Mar, June, annually.	Chief Executive.
	Establish and apply a Terms of Reference for the RAP Working Group, reviewing membership, roles and accountability every two years.	Sept 2025 and 2027.	Manager, Governance, Risk and Assurance.
	Meet at least four times per year to drive and monitor RAP implementation.	Aug, Dec, Mar, June, annually.	Strategic Implementation Manager.
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation by developing an annual RAP budget and long-term plan ensuring investment in RAP initiatives going forward.	July, annually.	Chief Executive.
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Sept 2025.	Chief Executive.
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sept 2025.	Strategic Implementation Manager.
	Maintain a senior leader to champion our RAP internally and provide support to senior leaders to implement the RAP priorities.	Mar 2025.	Chief Executive.
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Release our Innovate RAP 2025-27 internally during an all-staff meeting.	Sept 2025.	Chief Executive.
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Feb 2026.	People, Culture and Safety Manager.
	Include our RAP as a standing agenda item at ForestrySA Board meetings to report on RAP outcomes.	Monthly, ongoing.	Chief Executive.
	Report RAP progress at all-staff meetings.	Aug , Dec, Mar, June, annually.	Chief Executive.
	Publicly report our RAP achievements, challenges and learnings, annually in our annual report.	July, annually.	Chief Executive.
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	Sept, annually.	Strategic Implementation Manager.
	Register via Reconciliation Australia's website to begin developing our next RAP.	Dec 2027.	RAP Working Group.
Continue our reconciliation journey by developing our next RAP.			



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