



Innovate Reconciliation Action Plan

September 2022 – September 2024



Government
of South Australia
Department of Primary
Industries and Regions



RECONCILIATION
ACTION PLAN
INNOVATE



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Our Artwork



The artwork by Ngarrindjeri artist, Jordan Lovegrove, shows the Department of Primary Industries and Regions (PIRSA) and their purpose to advance the prosperity and sustainability of South Australia's primary industries and regional communities. PIRSA is represented by the large central meeting place. They are surrounded by their six priorities which are symbolised by the people 'U' shaped symbols. The families and communities they help through their priorities are represented by the dot pattern throughout the artwork. PIRSA's core business is shown by the seven different coloured sections around the artwork. Their work sites across South Australia are represented by the smaller white meeting places.

Acronyms

PIRSA – Department of Primary Industries and Regions

RWG – PIRSA Reconciliation Working Group

SARDI – South Australian Research and Development Institute (division of PIRSA)

UNDRIP – United Nations Declaration of the Rights of Indigenous Peoples

Acknowledgement of Traditional Owners in South Australia

The Department of Primary Industries and Regions acknowledges and respects Aboriginal peoples as South Australia's First Peoples and Nations and recognises First Nations peoples as Traditional Owners and occupants of land and waters in South Australia. Further, PIRSA recognises that their spiritual, social, cultural and economic practices come from their traditional lands and waters, that they maintain their cultural and heritage beliefs, languages and laws which are of ongoing importance, and that they have made and continue to make a unique and irreplaceable contribution to the state. We acknowledge that First Nations peoples of South Australia have endured past injustice and dispossession of their traditional lands and waters.

Terminology within this Reconciliation Action Plan

This Reconciliation Action Plan refers to both Aboriginal and Torres Strait Islander peoples collectively and inclusively as First Nations peoples. On occasion, the term Aboriginal and / or Torres Strait Islander may also be referred to within this document, reflecting the title of existing documents, policies, programs and organisations, consistent with local preferences in South Australia. PIRSA recognises that some of this terminology is not always acceptable to First Nations peoples in South Australia, and we will continue to strive to use local First Nation names and terminology based on local preferences.

The United Nations Declaration on the Rights of Indigenous Peoples

PIRSA acknowledges that the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) is an international human rights framework that recognises and protects the unique and collective rights of First Nations peoples across the world. We will strive to educate PIRSA employees on the UNDRIP and continue to work in partnership with First Nations communities across South Australia consistent with this international declaration.

Ethical Research Principles in our work

For employees working on research or projects that include or are informed by First Nations peoples, employees should implement best practice standards for ethical research outlined in the AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research and their Guide to applying the AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research.

STATEMENT FROM THE CEO, **Reconciliation Australia**



Reconciliation Australia commends the South Australian Department of Primary Industries and Regions on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP) and fourth RAP overall.

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 over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Department of Primary Industries and Regions continues to be part of a strong network of more than 1,100 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 lessons 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. Lessons learned through effort and innovation are invaluable resources that Department of Primary Industries and Regions will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

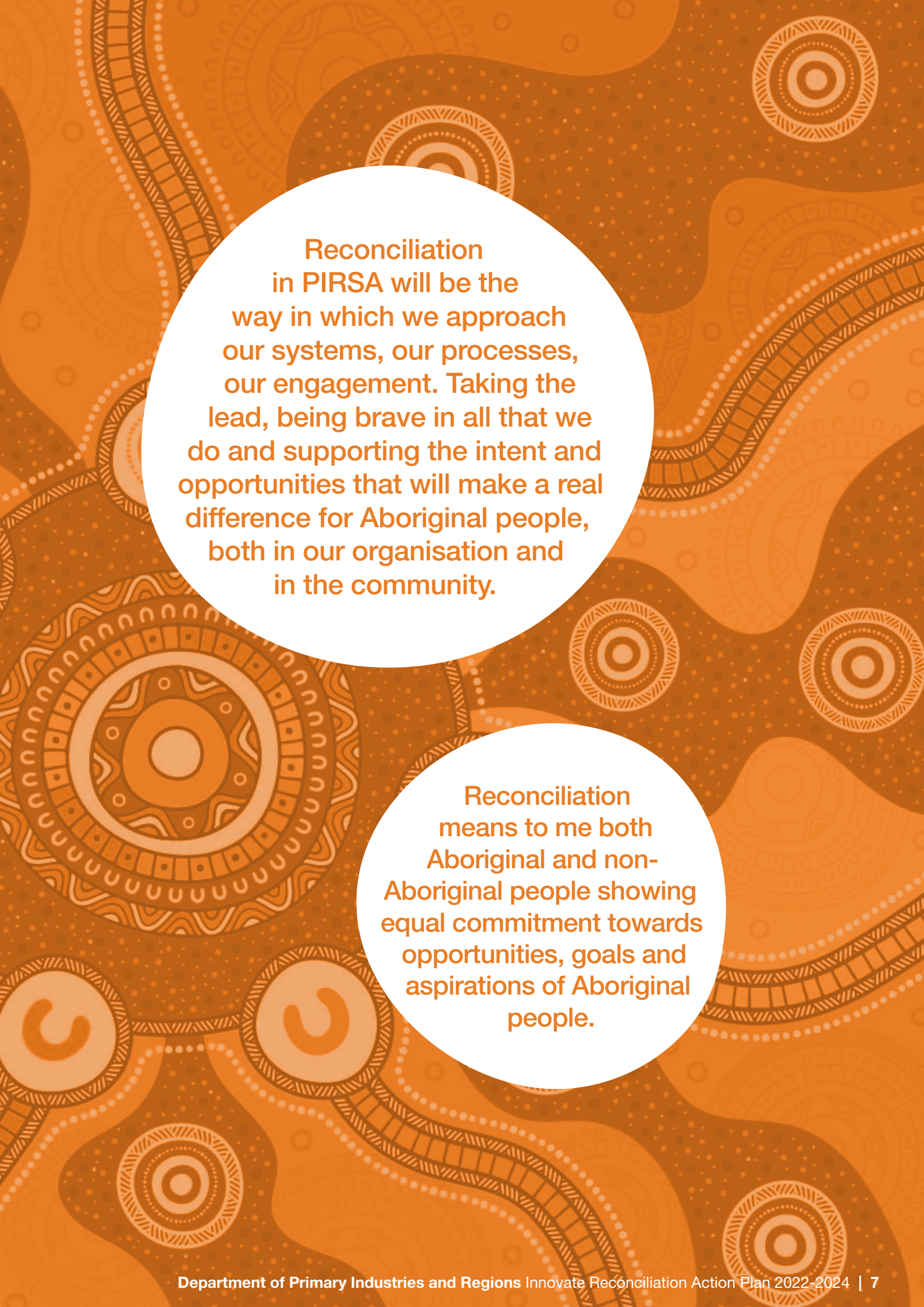
The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with First Nations peoples rooted in mutual collaboration and trust.

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

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

Congratulations SA Department of Primary Industries and Regions on your second Innovate RAP and I look forward to following your ongoing reconciliation journey

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Reconciliation
in PIRSA will be the
way in which we approach
our systems, our processes,
our engagement. Taking the
lead, being brave in all that we
do and supporting the intent and
opportunities that will make a real
difference for Aboriginal people,
both in our organisation and
in the community.

Reconciliation
means to me both
Aboriginal and non-
Aboriginal people showing
equal commitment towards
opportunities, goals and
aspirations of Aboriginal
people.

MESSAGE FROM THE CHIEF EXECUTIVE

Department of Primary Industries and Regions



The Department of Primary Industries and Regions (PIRSA) is a key economic development agency in the Government of South Australia. Our purpose is to advance the prosperity of South Australia's primary industries, their communities and regions.

At PIRSA we are privileged to work with land and water in our day-to-day business. PIRSA recognises Aboriginal Peoples as the First Peoples and Nations of South Australia. By understanding, acknowledging and respecting the deep spiritual and cultural connection that First Nations peoples have with land and water country as the Traditional Owners and occupants, and through genuine engagement, PIRSA can work and partner with First Nations peoples in primary industries and regional development.

In the early stages of implementing this Innovate RAP, PIRSA will take the time to look inwards and think about how we can achieve our aim to 'make reconciliation business as usual'. Importantly, we will focus on who we are, what we do and how we do it. Seeking the deep wisdom and expertise from First Nations leaders with experience in government service delivery and engagement will be an important part of this process.

This Innovate RAP allows PIRSA to explore the values, attitudes and behaviours that shape the way PIRSA operates to determine how we embed reconciliation in our everyday work and in the relationships that we build with First Nations peoples. Going back to grass roots and addressing the internal workings of our agency will strengthen our approach and deepen our impact. We can't expect to walk alongside First Nations peoples and work in partnership with them, if we don't first tackle our agency's systems and operations as they apply to the five inter-related dimensions of reconciliation – race relations, equality and equity, unity, institutional integrity and historical acceptance.

PIRSA wants to be an agency with its roots firmly embedded in anti-racism, diversity and ongoing respectful engagement and consultation with First Nations peoples. We want to be a partner of choice and an employer of choice, an organisation that First Nations peoples want to work with and for, because we represent the values and behaviours that embody the true meaning of reconciliation.

The values and behaviours we bring to our workplace are of the utmost importance. Integrity, collaboration, respect and team-work are what makes a great organisation. Our greatest asset is our people and upholding our values and behaviours will ensure our organisation will operate at its very best.

Through our values, behaviours and our commitment to achieve better outcomes for First Nation communities as part of the new PIRSA Refresh Program, I believe that we can drive a stronger commitment to, and a deeper understanding of, reconciliation and how we work together to achieve it. Only when reconciliation is a core principle of our business, can the work PIRSA does have more meaningful outcomes for First Nations peoples in South Australia. I am eager to embark on this journey with you as we commence this important work in 2022.

Professor Mehdi Doroudi, PSM

Chief Executive
Department of Primary
Industries and Regions

MESSAGE FROM THE RECONCILIATION Working Group Chair



The development of this new Innovate RAP has been a long journey and involved many individuals and groups and we are delighted that we have reached this point – the work to get here has, in itself, been a valuable part of understanding reconciliation at PIRSA.

As recently appointed Chair of the PIRSA Reconciliation Working Group, it is important that we acknowledge the dedication of our previous Chair, Mr Daniel Casement, who championed PIRSA's commitment to reconciliation over many years and made a significant contribution to the development of this Innovate RAP.

This PIRSA Innovate RAP, aligned with the focus on moving from 'safe to brave' as part of the national reconciliation agenda, means that everyone at PIRSA has a role to play in driving practical change and making an impact. Moving from safe to brave requires a deeper understanding of the impact of colonisation, the issues of importance to First Nations peoples of South Australia and a strong commitment to truth telling and addressing systemic racism if we are to make a positive change in the lives and economic wellbeing of Aboriginal South Australians.

Amplifying the voices of First Nations peoples and developing partnerships with the Aboriginal Community Controlled Sector in South Australia will also be critical going forward if we are to make a difference and Close the Gap.

The focus of this new Innovate RAP is to work towards making reconciliation an intrinsic part of all that we do and the way we work at PIRSA. We are excited about the possibilities that this presents, to shape a new direction and consider how all of us at PIRSA operate to deliver meaningful change for First Nations peoples across the state.

It is important that PIRSA employees seize this opportunity not only to reflect on what we are doing, how and why, but to make our vision for reconciliation part of our values, behaviours, policies and procedures and then translate that into best practice in our everyday business.

I look forward to achieving great things together in the years to come.

Peter Appleford
Chair
PIRSA Reconciliation Working Group

Remembering
our past as a
country and confronting
its future to be one that is more
equitable for Aboriginal people
in Australia. At work and in life, it
is about educating those around
you about the past and encouraging
First Nations partnerships, cultural
awareness and integrating
opportunities for supporting First
Nations businesses and
communities where
possible.

Our reconciliation vision and aim

PIRSA's vision for reconciliation is for our ongoing relationships with First Nations peoples to be built on truth, integrity, mutual trust, inclusion and understanding. With respect for First Nations peoples' cultural knowledge and practices, in particular in the area of land and water management, PIRSA is committed to creating meaningful opportunities for equitable participation by First Nations peoples in primary production and regional development.

We will

- Examine PIRSA's organisational culture, values and principles, and seek ways of making reconciliation and positive outcomes for First Nations peoples an integral consideration in PIRSA's everyday business operations and decision-making processes.
- Foster genuine and ongoing conversations with First Nations communities, making space and amplifying their voices to be heard and taking part in setting direction for future collaboration.
- Acknowledge the truth of the past and work to embrace, respect and celebrate the diversity of First Nations peoples' histories, heritage and cultures.
- Build partnerships that reflect the aspirations of First Nations communities and deliver real economic and social benefits for the present day.
- Show leadership by hearing the voices of and understanding the aspirations of First Nations peoples in the areas of primary production and regional development, and work collaboratively to realise positive economic and social outcomes that meet those aspirations.
- Work in partnership with multiple agencies across government to further our collaborative efforts towards tangible reconciliation outcomes for the benefit of First Nations peoples in South Australia.

The development of PIRSA's new Innovate RAP has been guided by this vision and these aims. The commitments and deliverables articulated in this Innovate RAP address clearly how PIRSA intends to achieve its next steps on the reconciliation journey.

Reconciliation means acknowledging Aboriginal and Torres Strait Islander peoples as the First Peoples of this land and recognising that these peoples were dispossessed, persecuted and oppressed as a result of colonisation in Australia.

Our strategic reconciliation commitments

PIRSA is dedicated to making progress across the three pillars of the RAP program – respect, relationships and opportunities. Our strategic commitments under each of these pillars are:

Respect

- We will support and deliver cultural learning for our employees in partnership with First Nations employees and specialist First Nations providers consistent with the PIRSA values and behaviours program and whole of government cultural learning priorities.
- We will demonstrate respect by updating guidelines for Acknowledgement of Country protocols, resources and processes, and continue to promote the use of Traditional Owner Welcomes to Country for significant events.
- We are committed to meaningful engagement both internally and externally which will be reflected in PIRSA's RAP Engagement and Communications Strategy.

Relationships

- Our relationships with First Nations peoples will be based on truth-telling and an acknowledgement of our shared histories; mutual respect and recognition of cultural wisdom; and hearing/ responding to First Nations peoples' voices to build a deeper understanding between us so that we can work together towards reconciliation.
- We will establish relationships with First Nations peoples and organisations and celebrate key national reconciliation events, guided by development and implementation of our RAP Engagement and Communications Strategy.
- We will continuously improve our Diversity and Inclusion Strategy to address racism and discrimination and foster positive race relations.

Opportunities

- We will review, update and implement the PIRSA Aboriginal Recruitment, Retention and Professional Development Strategy with First Nations employees to advance career pathways for First Nations employees at PIRSA.
- We will develop and deliver PIRSA's Aboriginal Procurement Strategy to support the creation of First Nations jobs and enable economic participation.
- We will partner with First Nations peoples and organisations to support and work towards the realisation of their aspirations aligned with PIRSA's business and core priorities.

Recognition and acknowledgement of the historical inequality, shortfalls and atrocities in addition to considered efforts to close the gap and provide opportunities for First Nations Australians.

Our business

PIRSA is a department of the Government of South Australia that supports our state's primary industries to grow and our regions to thrive. With employees distributed across the state, we are well placed to support our regions and primary producers by strengthening links between industry and government, undertaking core primary industries research, and ensuring effective monitoring and compliance across a range of legislative requirements, including biosecurity, and fisheries and aquaculture management.

PIRSA's core business mission is to:

- Stimulate the value growth of South Australia's primary industries.
- Protect and sustain the resources that underpin our primary industries.
- Build stronger regional communities.

PIRSA delivers on its purpose by:

- Facilitating connections, sharing information, leveraging opportunities and mitigating threats.
- Ensuring sustainable use of agricultural and aquatic resources.
- Leading or influencing evidence-based policy and regulatory frameworks that balance the interests of all parties and demonstrate best practice.
- Delivering and facilitating the adoption of applied science that leverages South Australia's competitive advantages in primary industries.
- Championing South Australian primary industries and regions in relevant state, federal and global forums.
- Preparing for, preventing where possible, and responding to emergency events and the long-term risks that threaten South Australia's primary industries and regional communities.

Key divisions of PIRSA that deliver on our core priorities are:

- Biosecurity SA
- Corporate Services
- Fisheries and Aquaculture
- Industry, Strategy and Partnerships
- South Australian Research and Development Institute (SARDI)

Our employees and regional presence

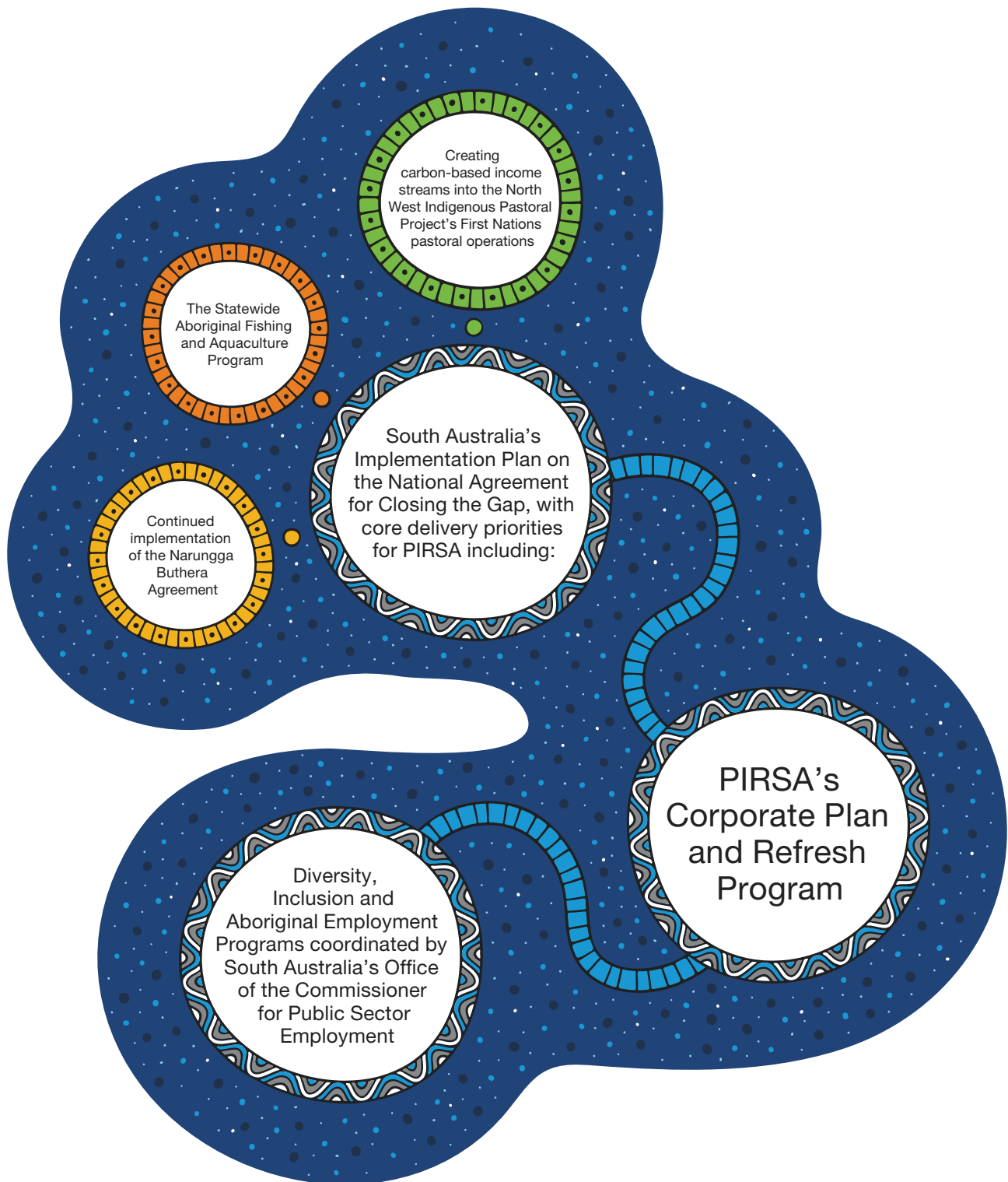
At the time of preparing this new Innovate RAP, PIRSA has offices across 31 metropolitan and regional sites throughout South Australia. PIRSA presently employs 914 people on a full-time or part-time basis, with 28 employees who identify as First Nations people (3.06%). Seventy-five percent of employees are based within the Adelaide metropolitan area, with the remaining 25% located in regional offices around the state.

Having a significant number of employees based in regional and rural areas, PIRSA has broad reach across the state. PIRSA employees have strong connections to regional and rural communities, are able to understand local issues and provide grassroots intelligence about emerging challenges and opportunities. With our operations embedded in regional South Australia, PIRSA's influence is not limited by geography - we are able to take advantage of strong, well-established relationships with industry, research organisations, other levels of government and communities to work across the state to support primary industries and regions to grow and thrive.

**Acknowledging
past and present
racism and the abusive
treatment of First Nations
Australians in this country.
Trying to learn from past
wrongs to ensure our future
direction is inclusive and to
fix the divide between First
Nations and white
Australians.**

Working together for reconciliation in South Australia

In delivering on our reconciliation commitments, PIRSA aims to partner with community, industry and all levels of government in order to leverage the best outcomes for First Nations peoples of South Australia. This will ensure continued focus on achieving our strategic priorities while aligning with directions set by government, including:

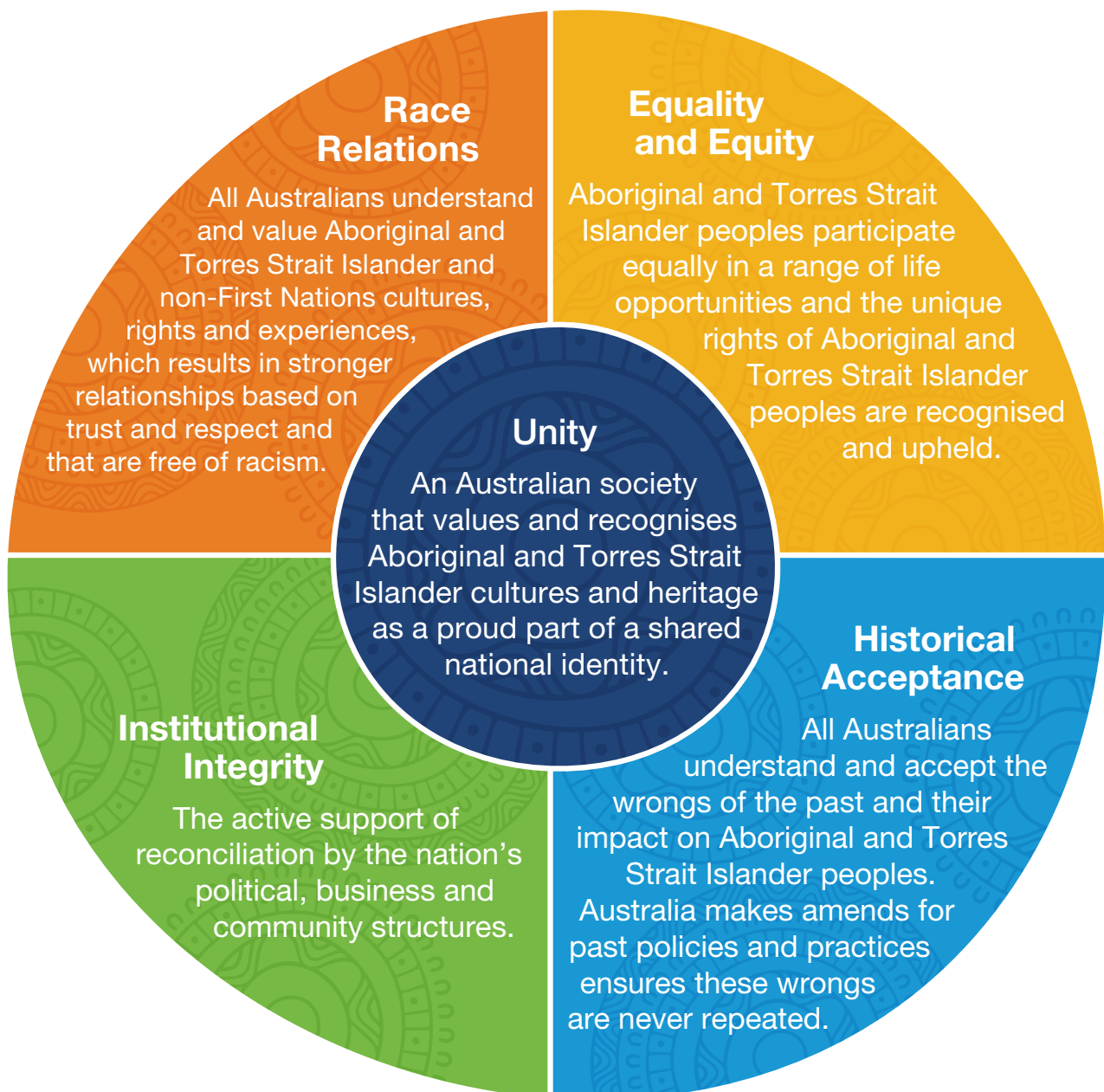


Development of our RAP

PIRSA has an enduring commitment to reconciliation, which has been reflected in Reconciliation Action Plans developed and implemented by PIRSA since 2008. RAPs have been a positive enabler for change, both internally for our employees, and externally in the delivery of our core priorities.

This Innovate RAP, effective from September 2022 until September 2024, provides an opportunity for PIRSA to re-set our reconciliation focus, prioritise reconciliation in our values, behaviours and core business principles, and thereby deepen our reconciliation impact in South Australia.

An Innovate RAP also provides the opportunity for everyone at PIRSA to reflect on how our reconciliation values, culture and behaviours will contribute to the five inter-related dimensions of Reconciliation as outlined by Reconciliation Australia including:



How the PIRSA Innovate RAP was developed

The PIRSA Reconciliation Working Group (RWG) developed the Innovate RAP by:

- Providing ongoing input into working drafts.
- Developing deliverables for ongoing consideration and feedback by PIRSA executive leaders throughout the RAP development process.
- Holding a RAP reflection workshop focused on achievements, challenges, lessons learned and opportunities to boost engagement.
- Hosting a workshop facilitated by Reconciliation SA with PIRSA executive leaders to explore and confirm PIRSA's strategic reconciliation commitments and vision.
- Implementing an internal reconciliation survey to seek feedback from PIRSA employees.
- Hosting a review workshop with First Nations employees to seek their input and views.
- Providing opportunities for feedback on our draft RAP both internally and externally.

What reconciliation means to PIRSA employees

Reconciliation is about remembering our past and creating a future that is equitable and provides opportunities for First Nations people. It's about confronting the historical injustices of the past and working together to bridge the gap and build a shared future. It's about non-Indigenous people working with First Nations communities to find practical and meaningful ways to remove barriers for First Nations people by building cultural awareness, listening to and understanding the needs and experiences of First Nations people and by fostering positive relationships. Reconciliation is about recognising and acknowledging the relationship First Nations people have with the land and actively taking steps to put First Nations voices at the centre.

Recognition

Acknowledgement
Reconciliation
Equality **Opportunity**
Respect **Understanding**

PIRSA's Reconciliation Action Plan champions

Our RAP is championed by our Chief Executive, Professor Mehdi Doroudi PSM. The Chair of the PIRSA Reconciliation Working Group is Dr Peter Appleford.

The PIRSA Reconciliation Working Group

The PIRSA Reconciliation Working Group (RWG) is comprised of representatives from across PIRSA including First Nations employees. Every effort is made to ensure broad representation from across the agency to provide insights and perspectives on reconciliation from all areas in which PIRSA functions. The RWG is responsible for coordinating PIRSA's RAP in line with the PIRSA Strategic Plan.

At the time of preparing this RAP, appointed representatives on the RWG included:

- Peter Appleford, Industry and Regional Development (Chair)
- Delahay Miller, Fisheries and Aquaculture (Co-Chair)
- Rowena Brown, Industry and Regional Development
- Martin Carter, Industry and Regional Development
- Daniela Marschall, Industry and Regional Development
- Kerry Porter, SARDI
- Emma Rooke, Biosecurity SA
- Susannah Davey, Corporate Services
- Tarni Wilson, Corporate Services

Two previously appointed representatives on the RWG identified as First Nations people.

In the last 12 months, on average, 23 staff who identify as First Nations peoples have and will continue to be invited to participate in RWG meetings.

As of August 2022, membership of the RWG has changed due to staff changes and an internal restructure. Composition and membership of the RWG will be reviewed as part of the implementation of this RAP.

Reflections on our reconciliation journey

The PIRSA Reconciliation Working Group has reflected on some of our reconciliation highlights, challenges and provided insights on what we have learned during the implementation and completion of our previous Stretch RAP.

Highlights

During the life of our previous RAP (September 2017 to December 2021) PIRSA has:

- Provided over \$2 million in grants to First Nations organisations and corporations to support First Nations business growth in South Australia's primary industries and our regions.

This included a suite of grants to develop and grow First Nations peoples' participation in pastoral enterprises, irrigated cropping, fisheries and aquaculture, a nursery, a wildflower enterprise as well as the development of new and emerging opportunities for business diversification and the creation of training and employment opportunities for First Nations peoples in South Australia's regions.

Grants were provided through major programs including, but not limited to, the North-West Indigenous Pastoral Project, The SA River Murray Sustainability Program, the SA Aboriginal Fisheries and Aquaculture Program and the Regional Growth Fund.

- Delivered on our commitments within South Australia's Aboriginal Affairs Action Plan including the Buthera Agreement with Narungga Nation Aboriginal Corporation and the North-West Indigenous Pastoral Project.

- Supported First Nations businesses in South Australia by procuring goods and services from over 20 First Nations-owned businesses to the value of at least \$550,000.

- Assisted five First Nations people to complete their tertiary studies through the PIRSA Scholarship Program and the SARDI Bursary Program.

- Supported First Nations community leaders from throughout South Australia to participate in conferences and events, both locally and overseas, focused on sustainable productivity and regional economic development themes, with up to 20 bursaries provided to facilitate their participation.

- Had the privilege of working with First Nations leaders from around the country on significant national research projects including The National Cultural Flows Research Project and The Improved data on Aboriginal and Torres Strait Islanders Fisheries Resource Use Project for the Fisheries Research and Development Corporation.

- Established the Aboriginal Partnerships unit to support strategic engagement, policy development and the delivery of our RAP by each division of the agency.

- Enabled more than 200 PIRSA employees to complete either face-to-face cultural awareness training or cultural immersion programs, delivered in partnership with South Australian First Nations service providers or communities.

- Continued to participate in the South Australian Government Reconciliation Network, which supports the development and implementation of reconciliation initiatives across state government agencies.

- Implemented the South Australian Aboriginal Fisheries and Aquaculture Program and the Aboriginal Fisheries Officer Career Pathway Program, with five fully authorised First Nations fisheries Officers working across the state on Fisheries compliance.

- Engaged First Nations employees in the development and implementation of PIRSA's first Aboriginal Employment and Retention Strategy.

- Continued to recognise, celebrate and support National Reconciliation Week and NAIDOC Week annually.

Recognition of
First Nations people,
culture and country;
acknowledgement of past
and present injustices;
working together towards
equality.



Case studies

The South Australian Aboriginal Fisheries and Aquaculture Program

South Australia's First Nations peoples have a strong connection to Country and a long history of fishing in both marine and inland waters that are central to their cultures and traditions. PIRSA recognises the need to manage South Australia's fisheries to include First Nations knowledge and involvement of the Elders and their communities, while also respecting the interests of commercial and recreational fishers in accessing the state's aquatic resources.

A clear commitment in our previous RAP was to implement the PIRSA Aboriginal Fisheries Officer Career Pathway Program in South Australia. The Aboriginal Fisheries Officer Career Pathway Program was established to provide the opportunity for First Nations peoples from their respective country and communities to assist PIRSA to support and manage the state's aquatic resources.

A Senior Fisheries Officer was appointed as Trainee Coordinator to help steer the success of the program and progress career pathways for First Nations employees. At the time of preparing this RAP, five trainee employees had advanced from trainee Compliance Support Officer roles into authorised Fisheries Officers and a further two trainees were almost ready to be authorised. PIRSA also employed a Manager, Aboriginal Traditional Fisheries and a Traditional Fisheries Management Officer to support Sea Country Nations with achieving their sea country aspirations.

Through the program, PIRSA has representation from Narungga, Wirangu, Barngala, Nukunu, Boandik and Nauo. PIRSA is now working on opportunities to include more trainees from other sea country locations across South Australia into the future.

The North-West Indigenous Pastoral Project

Through the North-West Indigenous Pastoral Project remote First Nations pastoral operations have been supported with business plan development, pastoral skills training, and coordinated investment into infrastructure repair and development. This program has helped create realistic expectations for new and existing pastoral enterprises, as well as on-the-job skills development and regional employment opportunities for First Nations organisations including Kokatha, Bungala, Antakirinja Matu – Yankunytjatjara and Anangu Pitjantjatjara Yankunytjatjara in the pastoral region of South Australia.

Ninety-five First Nations pastoral workers were employed through the program, which also assisted diversifying business opportunities such as contracting services, solar energy farming, weed management and feral animal control. Thirty-nine pastoral workers have transitioned into independent employment in mining, road construction, new horticulture and other pastoral businesses. Former participants have also become mentors or role models for the program and in their communities.

A further outcome of the program is the formation of a South Australian Aboriginal Pastoral Committee, which enables members to share knowledge and resources, keep informed about potential business opportunities and be active role models for new Aboriginal pastoral businesses.

The next stage will involve an analysis of the possibilities of securing a carbon farming income stream to develop new pastoral country and rest tired pastoral country.

Acknowledgement,
recognition,
developing pathways and
understanding, and engaging
with Aboriginal and Torres
Strait Islanders in what
we do personally and
professionally.

The South Australian Wild Dog Trapper Program

To protect South Australia's \$4.3 billion livestock industry from wild dogs, PIRSA engaged tracker and trapper Ronald Boland, a First Nations man with a close affinity with the pastoral country of South Australia and finely tuned skills for tracking and controlling hard to catch wild dogs. Ronald acquired his tracking skills over decades of close observation and learning from his father and Elders, as well as throughout his working life on pastoral stations.

Wild dogs are a declared pest inside South Australia's Dog Fence and are a key threat to the state's livestock industry, with around 20,000 sheep being lost to wild dogs in 2018 alone. South Australia's Wild Dog Trapper Program provides eligible land managers with the services of a skilled and experienced dog trapper. More than 700 wild dogs have been controlled under the program to date.

Trapping wild dogs requires a large amount of skill and knowledge of wild dog behaviour. In addition to controlling dogs, the trappers also work with land managers to increase their skills and capacity to trap and manage wild dogs themselves. During this four-year program (2018-2022), PIRSA has already delivered four trapper training courses with further courses expected to be delivered before program completion. These training courses utilise the expertise of the trappers already working under this program.

Delivering on the Buthera Agreement with Narungga Nation Aboriginal Corporation

Signed in February 2018, the Buthera Agreement is providing capacity-building support for the Narungga Nation Aboriginal Corporation to drive development, economic enterprise and collaborative engagement with South Australian government agencies on Guuranda (Yorke Peninsula). The Agreement committed the government to agency-specific place-based activities in two priority areas: economic development and social services.

Through our ongoing partnership with the Narungga Nation Aboriginal Corporation (NNAC), PIRSA delivered significant highlights focused on the economic aspirations of NNAC including the following:

- Development and signing of the Narungga Nation Traditional Fishing Agreement – This Agreement formalises the rights of Narungga people to enjoy, exercise and maintain their fishing practices in a sustainable way. It also puts in place a framework to continue supporting the Narungga people to manage their traditional fishing activities, taking into consideration traditional lore and customs, and the laws of the state.
- Completion of the Narungga 10-year Fishing and Aquaculture Strategy.
- Providing support for the issuing of a fisheries permit to harvest Turbo shells in Narungga traditional waters.
- Providing financial support for the installation of an icemaker and cool room.
- Achieving approval for the first marine algae aquaculture leases and licences issued for South Australia. NNAC has been granted two production leases and corresponding licences for ten hectares within the eastern Point Pearce intertidal aquaculture zone and thirty hectares within the western zone, which are expected to bring new economic development and employment activity to the Yorke Peninsula region. Due to further interest from NNAC, the eastern Spencer Gulf Aquaculture Zone has also been amended to allow the farming of algae in the Hardwicke Bay area, supporting the potential expansion of aquaculture in the region, with associated employment growth and expanding market opportunities for aquaculture operators.
- Ongoing support for the annual Gynburra (Butterfish) Festival held on Narungga Country, with PIRSA's Fisheries Officers providing operational assistance on site.

Going forward, PIRSA's ongoing partnership with NNAC will focus on building upon its achievements with an emphasis on economic development opportunities.

Supporting First Nations enterprise through the SA River Murray Sustainability Program

Through the South Australian River Murray Sustainability (SARMS) Program, PIRSA supported the commercialisation of a native plant nursery, development of wildflower farming, and the diversification and expansion of local existing businesses for the Ngarrindjeri Peoples through the 'Increasing Aboriginal participation in NRM, primary production and associated industries in the SA River Murray Region Project'.

The project generated outcomes for First Nations peoples in the Murraylands region including:

- more than 20 new job opportunities created.
- new services and labour hire contract opportunities were developed
- new contracts and business development activities were completed for wild harvest products
- a sustainable, diversified revenue stream was developed
- training delivered for new and existing employees to support delivery of diversified services.

Through the SARMS Program, PIRSA also created opportunities for the First Nations peoples of the River Murray and Mallee in the Riverland. PIRSA worked closely with the local Gerard Aboriginal Learning on Country team, which successfully delivered two landscaping contracts for the Loxton Research Centre redevelopment.

Building on this initial success, PIRSA partnered with the River Murray and Mallee Aboriginal Corporation (RMMAC), which planned and delivered a memorable Welcome to Country at the launch of the redeveloped Loxton Research Centre.

Through its partnership with PIRSA, RMMAC delivered specialist cultural heritage management services for a local infrastructure development in collaboration with PIRSA and the Almond Board of Australia.

Supporting regional business growth with the Regional Growth Fund

The Regional Growth Fund sought to unlock new economic activity in regions, deliver critical economic infrastructure to create direct benefit across regional industries and strengthen regional communities.

As an example, PIRSA has supported the Ngarrindjeri Nation and the Ngopamuldi Aboriginal Corporation with grant funding for a joint project led by the Goolwa Pipi Co. In a collaborative venture between all the parties, the project enabled the construction of a new bait processing and packaging facility, and the upgrade of the existing factory to process and market wild caught pipi products from the Lakes and Coorong Fishery.

In addition, the project included a training program for local Ngarrindjeri people to provide increased employment opportunities in pipi harvesting and processing.

Some of the challenges we experienced

- While genuinely committed to walking on the journey of reconciliation with First Nations peoples, it remains a challenge to make reconciliation a part of core business when the public sector is mandated to deliver on its portfolio obligations within limited resources.
- Meeting community engagement expectations in times of change, uncertainty, limited budgets and resources.
- Maintaining sustainable relationships with communities when projects are limited in time and scope.
- Internal engagement and collective buy-in, particularly in times of significant internal change.
- Inability to expand or develop successful programs or strategies, such as the PIRSA Aboriginal Employment and Retention Strategy, to gain broader reach and influence across the agency and the community.
- Management of resources and priorities, which have frequently been directed away from new initiatives towards the agency's need to respond to immediate emergency situations, such as bushfire, biosecurity responses and even the impacts of the COVID-19 pandemic on PIRSA's daily operations, as well as the need to keep industry and primary producers informed and able to get their produce harvested and to market.
- Community engagement and projects being delayed during periods of lockdown or restricted regional travel.

Some of the strategies for PIRSA and the RWG to address these challenges are identified as deliverables in this RAP, which include but are not limited to:

- Through ongoing representation on the South Australian Government Reconciliation Network, PIRSA will continue to work with our South Australian government colleagues, celebrating our collective RAP achievements, and using the lessons from the challenges we have experienced to strategise the best mechanisms to overcome them.
- We will seek input and advice from key reconciliation partners including Reconciliation SA and Reconciliation Australia and establish collaborative relationships with other RAP organisations and government agencies in South Australia to gain insights into their reconciliation journeys.
- We will facilitate the sharing of reconciliation experiences and insights by PIRSA staff as part of RWG meetings and at reconciliation events.
- We will regularly update PIRSA employees on our reconciliation journey and achievements to raise awareness and grow our collective ownership of PIRSA's steps towards reconciliation.
- PIRSA will engage with First Nations leaders, South Australia's Aboriginal Community Controlled Organisation Network and key service providers to explore how best to achieve meaningful outcomes for the South Australian First Nations peoples.

Acknowledging past history, truth-telling, and walking together with First Nations peoples to shape a society where everyone enjoys the same privileges and opportunities.

Recognising that First Nations people start from a disadvantaged position.

What we have learnt

Engagement

- Grass roots engagement, both internally and externally, is essential for building knowledge and awareness, creating cultural change, fostering commitment, and generating meaningful outcomes for First Nations communities.
- We need to focus our external engagement efforts on communities in regional South Australia to continue developing genuine understanding, generating mutual respect, strengthening trust and building strong committed relationships.
- Reconciliation must be embedded internally in PIRSA, not simply through the activity of cultural awareness and competency training, but rather as a tangible change in values, attitudes and behaviours, supported by conversations about 'how' it feels to talk about reconciliation.
- While our RAP is a great enabler for action, PIRSA recognises the need for an internal agency-wide cultural shift to ensure reconciliation matters in all we do. This understanding is reflected in this RAP's focus on changing PIRSA's values and behaviours so that reconciliation is a way of working and engaging with First Nations communities that is fundamental to the agency.

Communication

- We need to leverage our accomplishments and communicate not only outcomes, but also 'why' reconciliation matters.
- There are significant opportunities to share our reconciliation success stories both internally and externally.
- PIRSA has some great achievements and learned some valuable lessons that could be shared with others, allowing our reconciliation efforts to gain wider reach and influence in the community, and thereby contribute more broadly to the nation's reconciliation story.

Agency deliverables and commitments

- The first PIRSA Aboriginal Employment and Retention Strategy developed during our previous Innovate RAP was a positive enabler for change and needs to be a focus for ongoing development and implementation in this Innovate RAP. Employment programs addressing core business needs work well for PIRSA. There are significant opportunities to learn from our early success with the Aboriginal Fisheries Officer Career Pathway Program to create further momentum in other parts of the agency and activate progress in our regions.
- While significant steps are being taken to embed reconciliation in everyday business at PIRSA, ownership and accountability are essential if we are to make significant long-term change. Sustainable change requires a strong commitment and allocation of resources, not only in the delivery of ongoing programs and projects across the agency, but also in an investment in changing employee values, attitudes and behaviours, so that reconciliation is recognised as the foundation for our outcomes and achievements.
- PIRSA will need to implement key reconciliation targets via existing pathways to achieve outcomes on First Nations employment, diversity and inclusion, and cultural awareness and competency. This will mean working closely with the division of Aboriginal Affairs and Reconciliation within the Attorney-General's Department and the Office of the Commissioner of Public Sector Employment to ensure we deliver the best and most appropriate outcomes for our staff and First Nations peoples of South Australia.



Leadership and best practice

- Leading by example to advance reconciliation is powerful and requires understanding, strong leadership and determination. PIRSA has committed to achieving an internal culture change, which will enable the agency to build stronger relationships with the South Australian First Nations community and work collaboratively with First Nations peoples to support their aspirations in primary production and regional development.
- There are significant opportunities to embed best practice First Nations engagement approaches, ethical research practice and First Nations heritage guidelines into all PIRSA projects and grants programs to ensure First Nations peoples' rights and interests are protected, maintained and safeguarded. The benefits of doing so are wide-reaching and PIRSA can show leadership across the public sector in adopting recognised best practice that is based on engagement and acknowledgement.
- There are opportunities to improve reconciliation data collection, metrics and reporting requirements that could be explored during the first year of RAP implementation.
- While First Nations procurement outcomes were encouraging overall, there is the potential for new strategies to boost First Nations procurement outcomes in this next RAP.

While we are delighted to celebrate the many successes and achievements over the last four years, PIRSA recognises the significant lessons that have emerged from an examination of the reconciliation journey in our current Stretch RAP. These lessons have played a critical role in the development of this RAP, in our decision to create an Innovate RAP and to take the opportunity to look inwards at our culture, values and behaviours to make change that will enable us to have the greatest impact for reconciliation for First Nations peoples in South Australia.

PIRSA's commitments and deliverables under this new Innovate RAP are informed by the challenges we have experienced and our reflections on and insights into how we might develop strategies to address these challenges, and have been shaped by our lessons on what needs to change so that we can harness the many reconciliation opportunities going forward and deliver even better outcomes for First Nations people and businesses in South Australia.

**Embracing
the value of First
Nations culture and
viewpoints. Non-
discrimination. Working
to challenge prejudice
wherever I find it.**



Relationships

Engaging with and building relationships with First Nations peoples will strengthen our capacity to work collaboratively towards improved outcomes.

Focus area: Reconciliation is supported and promoted at PIRSA with a strong focus on recognition, relationships, diversity and inclusion.

PIRSA strategic commitments

- Our relationships will focus on empowering First Nations leadership to work collaboratively with PIRSA towards the realisation of First Nations peoples' aspirations aligned with PIRSA's business and core priorities.
- We will establish relationships with First Nations leaders and communities and celebrate key national reconciliation events, guided by development and implementation of our Innovate RAP Engagement and Communications Strategy.
- We will continuously improve our Diversity and Inclusion Strategy to address racism, discrimination and foster positive race relations.

Action 1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

DELIVERABLE	TIMELINE	RESPONSIBILITY
1.1 Meet with First Nations leaders, organisations and employees to develop guiding principles for future engagement consistent with the UNDRIP principles of recognising and valuing First Nations peoples.	December 2022	Executive Director, Corporate Services with Chair, RWG
1.2 Develop and implement a RAP Engagement and Communication Strategy for PIRSA to work with First Nations organisations and communities guided by the actions and deliverables in this RAP.	June 2023, reporting annually	Executive Director, Corporate Services with Chair, RWG

Action 2. Build relationships through celebrating National Reconciliation Week (NRW).

DELIVERABLE	TIMELINE	RESPONSIBILITY
2.1 As part of the RAP Engagement and Communications Strategy, circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees via the PIRSA intranet and encourage conversations about reconciliation within PIRSA.	National Reconciliation Week occurs 27 May - 3 June (2023 and 2024, reporting annually)	Executive Director, Corporate Services with Chair, RWG
2.2 All RWG members to participate in an external NRW event in either metropolitan or regional locations across South Australia.	National Reconciliation Week occurs 27 May - 3 June (2023 and 2024, reporting annually)	Chair, RWG
2.3 Continue to encourage, promote and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW in either metropolitan or regional locations across South Australia.	National Reconciliation Week occurs 27 May - 3 June (2023 and 2024, reporting annually)	Chair, RWG
2.4 Continue PIRSA's participation and attendance at the NRW breakfast hosted by Reconciliation SA (including promoting volunteering by PIRSA staff).	National Reconciliation Week occurs 27 May - 3 June (2023 and 2024, reporting annually)	Chair, RWG
2.5 The RWG organises at least one NRW event each year.	May 2023 and May 2024, reporting annually National Reconciliation Week occurs 27 May - 3 June annually.	Chair, RWG
2.6 As part of the RAP Engagement and Communications Strategy, PIRSA registers NRW events on Reconciliation Australia's NRW website and the NRW Calendar of Events coordinated by the Government of South Australia.	All events registered in May annually in 2023 and 2024, reporting annually	Chair, RWG
3.1 Through development and implementation of the RAP Engagement and Communications Strategy (as outlined in 1.2), identify and implement strategies to promote reconciliation addressing key deliverables and timeframes below as a minimum.	March 2023	Executive Director, Corporate Services with Chair, RWG

Action 3. Promote reconciliation through our sphere of influence.

DELIVERABLE	TIMELINE	RESPONSIBILITY
3.2 Promote our reconciliation vision, achievement stories and outcomes through internal channels to engage staff and raise awareness of the UNDRIP, once PIRSA staff have received training. This includes: a. promotion of the PIRSA RAP to raise awareness of its existence b. how it relates to staff and team roles c. how employees can identify activities relevant to them and be involved in implementing them d. resources available (information, training etc.) e. information about the UNDRIP and its relevance to PIRSA's reconciliation journey.	June 2023 and 2024, reporting annually	Executive Director, Corporate Services
3.3 Investigate the potential for including a reconciliation award into the annual PIRSA employee Achievement Awards.	June 2023 and 2024, reporting annually	Executive Director, Corporate Services.
3.4 Provide regular updates to PIRSA employees on progress of RAP deliverables.	June and December 2023 and 2024, reporting annually	Executive Director, Corporate Services
3.5 Communicate our commitment to reconciliation publicly.	June 2023 and 2024, reporting annually	Executive Director, Corporate Services and Chair, RWG
3.6 The RWG to identify opportunities and provide advice on the implementation strategies to positively influence our external stakeholders to promote reconciliation and drive reconciliation outcomes.	June 2023 and 2024, reporting annually	Chair, RWG
3.7 Through our membership with Reconciliation SA, explore collaboration and partnership opportunities between the RWG and Reconciliation SA to extend our sphere of influence. Include in the discussions, opportunities to provide education and learning opportunities for PIRSA staff on the principles and aims of the Uluru Statement from the Heart.	September 2023	Chair, RWG
3.8 Encourage our industry stakeholders, statutory boards and major contractors to have a RAP or partner with us in delivering our RAP.	June 2023 and 2024, reporting annually	Chair, RWG
3.9 Collaborate with at least three RAP or other like-minded organisations, including Reconciliation Australia, Reconciliation SA and the Division of Aboriginal Affairs and Reconciliation within the Government of South Australia as expert mechanisms on reconciliation in order to develop ways to advance reconciliation and align or collaborate on activities and strategies where the opportunities present.	August 2024	Chair, RWG
3.10 Continue to participate in South Australian Government Aboriginal affairs and reconciliation networks including but not limited to: • The South Australian Government Reconciliation Network • The Senior Leadership Council's Aboriginal Affairs Executive Committee and its Subcommittee Groups • The Senior Officers Group on Aboriginal Affairs.	June 2023 and 2024, reporting annually	Executive Director, Industry and Regional Development
4.1 Conduct a review of the PIRSA Diversity and Inclusion Strategy to address racism and identify anti-discrimination provisions and future needs, including plans for implementation of deliverables and timeframes below.	March 2023, reporting annually	Executive Director, Corporate Services

Action 4. Promote positive race relations through anti-discrimination strategies.

DELIVERABLE	TIMELINE	RESPONSIBILITY
4.2 Engage with First Nations staff and advisors to continuously improve on the anti-discrimination policy for PIRSA.	June 2023, reporting annually	Executive Director, Corporate Services
4.3 Formalise PIRSA's supporter status and promote staff participation in the Racism. It Stops with Me Campaign.	June 2023, reporting annually	Executive Director, Corporate Services
4.4 Implement and communicate the PIRSA anti-discrimination policy.	September 2023, reporting annually	Executive Director, Corporate Services
4.5 Educate senior leaders and managers on the effects of racism.	January 2024, reporting annually	Executive Director, Corporate Services
4.6 Ensure senior leaders publicly support and champion anti-discrimination campaigns, initiatives or stances.	December 2023, reporting annually	Executive Director, Corporate Services



Respect

Recognising the contribution of First Nations peoples enables PIRSA to achieve more culturally inclusive outcomes and actively cultivate behaviours that enhance our workplace and guide the development and delivery of services.

Focus area: Cultivating continuous learning, respect and recognition in all that we do.

PIRSA strategic commitments

- We will support and deliver cultural learning for our staff in partnership with First Nations staff and specialist providers consistent with the PIRSA values and behaviours program and whole of government cultural learning priorities.
- We will demonstrate respect by updating guidelines for Acknowledgement of Country protocols, resources and processes, and continue to promote the use of Traditional Owner Welcomes to Country for significant events.
- We are committed to meaningful engagement both internally and externally which will be reflected in the RAP Engagement and Communications Strategy.

Action 5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

DELIVERABLE	TIMELINE	RESPONSIBILITY
5.1 Conduct a review of cultural learning needs within PIRSA.	March 2023, reporting annually	Executive Director, Corporate Services
5.2 As part of the Wellbeing Program through the Human Resource Committee, develop, implement and communicate a Cultural Learning Strategy that outlines and provides for continuous learning pathways for PIRSA.	September 2023, reporting annually	Executive Director, Corporate Services
5.3 Consult with First Nations staff and advisors on the development and implementation of PIRSA's Cultural Learning Strategy.	September 2023, reporting annually	Executive Director, Corporate Services
5.4 Identify and develop plans and targets for employees to undertake formal and structured cultural learning, including raising awareness of UNDRIP and its relevance to reconciliation for PIRSA.	September 2023, reporting annually	Executive Director, Corporate Services
5.5 Provide opportunities for RWG members, HR managers and other key leaders to participate in formal and structured cultural learning, including raising awareness of UNDRIP and its relevance to reconciliation for PIRSA.	September 2023, reporting annually	Executive Director, Corporate Services
5.6 Building on the PIRSA values and behaviours program to be implemented in 2022, participate in the implementation of the Cultural Inclusion Framework for the SA public sector, which will be delivered via multiple learning mediums including online, face-to-face and cultural immersion elements in 2023. The framework will be developed and implemented by the Office of the Commissioner for Public Sector Employment by 2022 with input from First Nations leaders and specialists for all Government of SA employees.	December 2023, reporting annually	Executive Director, Corporate Services
5.7 Enable up to five PIRSA Fisheries and Aquaculture staff to engage and visit up to two First Nations communities each year to gain a greater understanding of First Nations cultures.	July 2023, reporting annually	Executive Director, Fisheries and Aquaculture

Action 6. Demonstrate respect to First Nations peoples by observing cultural protocols and languages.

DELIVERABLE	TIMELINE	RESPONSIBILITY
6.1 Update PIRSA's existing guidelines and protocols document in order to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	January 2023	Chair, RWG
6.2 Update, implement and communicate our cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country.	June 2023	Chair, RWG
6.3 Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol for at least three significant public events each year.	July 2023 and July 2024, reporting annually	Chair, RWG
6.4 Ensure employees and senior leaders continue providing an Acknowledgement of Country at the commencement of important meetings consistent with Government of South Australia guidelines.	July 2023 and July 2024, reporting annually	Chair, RWG
6.5 All divisions to work with relevant Traditional Owners to provide and display the Acknowledgment of Country Statement in local First Nations languages at all local worksites.	June 2023, reporting annually	All executive directors with worksite managers
6.6 Include an Acknowledgment of First Nations peoples and Country (similar to that of other state government agencies) within PIRSA email signature blocks.	March 2023	Chair, RWG
6.7 Improve visibility of and access to cultural protocols by displaying Acknowledgment of Country plaques or supporting artworks at key PIRSA worksites and revising the PIRSA reconciliation intranet page to enhance navigation and access to supporting reconciliation resources.	March 2024	All executive directors with worksite managers

DELIVERABLE	TIMELINE	RESPONSIBILITY
6.8 Engage with First Nations peoples to consider the naming of one SARDI research site in each year of the RAP, linking to First Nations stories and educating employees on the significance of the site and surrounding areas.	July 2023, reporting annually	Executive Director, SARDI
6.9 Investigate, develop and implement training for PIRSA Fisheries and Aquaculture staff to gain a greater understanding of First Nations fishing rights and Native Title to improve culturally inclusive and informed decision-making.	July 2023, reporting annually	Executive Director, Fisheries and Aquaculture

Action 7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.

DELIVERABLE	TIMELINE	RESPONSIBILITY
7.1 Through our RAP Engagement and Communications Strategy, continue to promote and encourage staff participation in NAIDOC Week and encourage conversations about reconciliation within PIRSA.	July 2023 and 2024, reporting annually	Chair, RWG
7.2 Demonstrate our ongoing commitment to the celebration of NAIDOC Week annually with all members of the RWG to participate in at least one external NAIDOC Week event.	July 2023 and 2024, reporting annually	Chair, RWG
7.3 Continue to review HR policies and procedures to remove any barriers to employees participating in NAIDOC Week.	August 2023, reporting annually	Executive Director, Corporate Services
7.4 Continue to encourage First Nations employee involvement in NAIDOC Week events by utilising cultural leave entitlements.	July 2023 and 2024, reporting annually	Executive Director, Corporate Services
7.5 Support or partner in at least one external NAIDOC Week event each year (for example NAIDOC SA Family Fun Day) in either metropolitan or regional locations.	July 2023 and 2024, reporting annually	Chair, RWG
7.6 Continue to support NAIDOC SA by attending and purchasing one table at the annual SA NAIDOC Awards to facilitate First Nations community attendance and participation in the awards ceremony.	July 2023 and 2024, reporting annually	Chair, RWG

Unity,
understanding,
truth, equality.



Focus area: Advancing First Nations employment, career pathways and opportunities for economic participation.

PIRSA strategic commitments

- We will review, update and implement the PIRSA Aboriginal Recruitment, Retention and Professional Development Strategy with First Nations staff to advance First Nations career pathways at PIRSA.
- We will develop and deliver the PIRSA Aboriginal Procurement Strategy to support the creation of First Nations jobs and enable economic participation.
- We will partner with First Nations peoples and organisations to realise mutual aspirations.

Action 8. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development.

DELIVERABLE	TIMELINE	RESPONSIBILITY
8.1 Build understanding of current First Nations staffing to inform future employment and professional development opportunities and career pathways at PIRSA.	December 2022, reporting annually	Executive Director, Corporate Services
8.2 Engage with First Nations staff to review, update and implement the PIRSA Aboriginal Recruitment, Retention and Professional Development Strategy, which will address the deliverables below as a minimum:	June 2023, reporting annually	Executive Director, Corporate Services
8.2.1 Identify and implement plans to boost First Nations employment and career pathways at PIRSA aligned with state government priorities and build on the success of the PIRSA Aboriginal Fisheries Officer Career Pathway Program.	June 2023, reporting annually	Executive Director, Corporate Services
8.2.2 Undertake a review of PIRSA's recruitment policies, processes and procedures to remove barriers to First Nations peoples' participation in our workplace and identify roles that align with First Nations peoples' aspirations.	June 2023, reporting annually	Executive Director, Corporate Services
8.2.3 Create tools and resources to enable managers to request register checks for roles and create an easy to use one-page guide for managers on utilising the Aboriginal Employment Register within PIRSA as a means to increase employment, engagement and participation in our workplace.	June 2023, reporting annually	Executive Director, Corporate Services
8.2.4 Develop procedures or guidelines for advertising vacancies to effectively reach First Nations stakeholders, including promoting the South Australian Aboriginal Employment Register.	June 2023, reporting annually	Executive Director, Corporate Services
8.2.5 Review recruitment processes to ensure that processes and assessment of merit are culturally inclusive and unbiased.	June 2023, reporting annually	Executive Director, Corporate Services
8.2.6 Increase the percentage of First Nations staff employed in our workforce by identifying targets for increasing First Nations employment and for recruitment (including above ASO6 level) consistent with state government targets and commitments.	June 2023, reporting annually.	Executive Director, Corporate Services
8.2.7 Identify and develop career pathway plans for First Nations employees to be supported to transition into management and senior level positions.	June 2023, reporting annually	Executive Director, Corporate Services
8.2.8 Support the PIRSA Aboriginal Employee Network and continue to provide culturally appropriate services for First Nations staff through the PIRSA Employee Assistance Program.	June 2023, reporting annually	Executive Director, Corporate Services
8.3 Develop and implement the PIRSA Aboriginal Scholarships Program for First Nations peoples in South Australia.	June 2023, reporting annually	Executive Director, Corporate Services
8.4 Continue contributing to whole of government First Nations employment monitoring and reporting requirements (for example, State of the Sector reports).	July 2023, reporting annually	Executive Director, Corporate Services

Action 9. Increase First Nations supplier diversity to support improved economic and social outcomes.

DELIVERABLE	TIMELINE	RESPONSIBILITY
9.1 Develop and implement PIRSA's Aboriginal Procurement Strategy to support the creation of First Nations jobs and enable economic participation. This includes an action plan to achieve the following deliverables annually.	March 2023, reporting annually	Executive Director, Corporate Services
9.2 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to employees including information about the local businesses and procurement opportunities coordinated by the Office of the Industry Advocate.	April 2023, reporting annually	Executive Director, Corporate Services
9.3 Consistent with Government of South Australia procurement policy and guidelines, review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	March 2023, reporting annually	Executive Director, Corporate Services
9.4 Create awareness among relevant staff about contracting First Nations businesses through Aboriginal Business Connect, The Circle – First Nations Entrepreneur Hub, Supply Nation, or equivalent organisations including opportunities to diversify our procurement strategy and support First Nations business in South Australia.	April 2023, reporting annually	Executive Director, Corporate Services

DELIVERABLE	TIMELINE	RESPONSIBILITY
9.5 Capture data and report on procurement from First Nations businesses.	June 2023 and June 2024, reporting annually	Executive Director, Corporate Services
9.6 Maintain commercial relationships with at least three First Nations businesses each year.	June 2023 and 2024, reporting annually	Executive Director, Corporate Services
9.7 Maintain Silver Membership with Reconciliation SA annually.	July 2023 and 2024, reporting annually	Chair, RWG

Action 10. Create economic participation opportunities for First Nations peoples in South Australia aligned to Closing the Gap Implementation Plan targets and other relevant targets.

DELIVERABLE	TIMELINE	RESPONSIBILITY
10.1 Deliver, monitor and report on PIRSA's commitment to South Australia's Implementation Plan for the National Agreement on Closing the Gap including:	June 2023, reporting annually	Executive Director, Industry and Regions
10.1.1 Implement North-West Indigenous Pastoral Carbon-based Income Streams Project - an initiative to incorporate carbon-based income streams into the North-West Indigenous Pastoral Project pastoral operations. Deliverables include introducing carbon farming sequestration activity on First Nations-held pastoral operations where appropriate and viable, improving fiscal viability of First Nations-held pastoral operations and establishing carbon-based funding streams to enable ongoing pastoral development (infrastructure) on First Nations-held pastoral lands.	June 2023, reporting annually	Executive Director, Industry and Regions
10.1.2 Implement the state-wide Aboriginal Fishing and Aquaculture Program - First Nations will assist PIRSA to support and manage South Australia's fisheries. Delivered as an action within the Narungga Buthera Agreement, a Narungga Nations Traditional Fishing Agreement was signed February 2021. The approach has been adopted as business as usual within PIRSA, which will include engagements and negotiations with other First Nations communities who wish to investigate traditional fisheries management plans.	June 2023, reporting annually	Executive Director, Fisheries and Aquaculture
10.2 Provide fisheries and aquaculture management advice and support to at least three South Australian coastal First Nations organisations. This will include identifying opportunities within the commercial fishing and aquaculture sector.	June 2023, reporting annually	Executive Director, Fisheries and Aquaculture
10.3 Ensure PIRSA Executive support at least one nomination every second year for a Senior Manager to participate in the state-government endorsed Jawun Secondment Program.	December 2023	Executive Leadership Group
10.4 Identify forest resources on First Nations owned and managed land, their use and potential for improvement of commercial outcomes for South Australian First Nations peoples. This includes assisting the Australian Government to achieve targets under the Growing a Better Australia plan, engaging with stakeholders and providing data for the State of the Forests 2023 publication.	December 2022	Director, Forestry and Pastoral
10.5 Through our partnership with Landscape Boards, engage with First Nations leaders to ensure PIRSA emergency management, disaster recovery and resilience programs provide effective and culturally inclusive services to affected communities and opportunities for First Nations participation in delivery of services.	June 2023 and June 2024, reporting annually	Executive Director, Industries and Regional Development
10.6 As part of developing a First Nations biosecurity engagement plan, Biosecurity SA staff will engage with at least three First Nations community organisations to develop a plan for First Nations peoples to participate in biosecurity matters that impact or interest them. Potential organisations to approach include, but are not limited to, the Aboriginal Lands Trust, Anangu Pitjantjatjara Yankunytjatjara (APY) Land Management, Alinytjara Wilurara Landscape Board, SA Arid Lands Landscape Board, Nepabunna Community and Maralinga Tjarutja.	June 2023	Executive Director, Biosecurity SA
10.7 Explore and identify the range of First Nations engagement and research partnerships available to pursue with First Nations peoples and research organisations aligned with the core business of SARDI.	June 2024	Executive Director, SARDI
10.8 Inform First Nations organisations and communities across the state about government programs and projects, in particular grant programs such as the Regional Growth Fund; education and skills programs such as the Limestone Coast Leadership Program; entrepreneurship and business development activities; and other regional development opportunities as they arise.	December 2022, reporting annually	General Manager, Regions
10.9 Provide advice and practical assistance, based on the needs of First Nations organisations and communities, to make their interactions with government easier, enabling them to access strategic opportunities for economic and social development by facilitating introductions, developing understanding of government processes and supporting them to access and take advantage of new opportunities.	June 2023, reporting annually	General Manager, Regions



Governance

Focus area: Good reconciliation governance for accountability and focussed action

Action 11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
11.1 Maintain First Nations staff representation on the RWG.	June 2023, reporting annually	Chair RWG
11.2 Review and update the RWG Terms of Reference, including roles of members and supporting employees, independent representatives and how the RWG will address governance requirements of Reconciliation Australia. As part of the review, investigate and confirm whether independent First Nations representation and advice can be supported, resourced and implemented by the RWG.	March 2024	Chair, RWG
11.3 Meet at least four times per year to drive and monitor RAP implementation and facilitate ideas and discussions on how to drive reconciliation activities within PIRSA.	November 2022 February 2023 May 2023 August 2023 November 2023 February 2024 May 2024 July 2024	Executive Officer, RWG

Action 12. Provide appropriate support for effective implementation of RAP commitments.

DELIVERABLE	TIMELINE	RESPONSIBILITY
12.1 With input from the RWG, define resource needs for RAP implementation.	August 2022, reporting annually	Chair, RWG
12.2 Engage our senior leaders and other employees in the delivery of RAP commitments.	June 2023, reporting annually	Chair, RWG
12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	June 2023, reporting annually	Chair, RWG
12.4 Maintain an internal RAP Champion from senior management.	June 2023, reporting annually	Chair, RWG

Active
recognition and
respect of Aboriginal
people, culture and nations
and their connection to country
- this incorporates providing
Aboriginal people with a voice
that will be heard so that their
knowledge, views and aspirations
can be represented and taken
into account in government
decisions that affect
them.

Action 13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.

DELIVERABLE	TIMELINE	RESPONSIBILITY
13.1 Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June 2023 and 2024, reporting annually	Executive Officer, RWG
13.2 Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	August 2023 and 2024	Executive Officer, RWG
13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023 and September 2024, reporting annually	Chair, RWG
13.4 Report on RAP progress to all staff and the Executive Leadership Team on a quarterly basis.	October 2022 January 2023 April 2023 July 2023 October 2023 January 2024 April 2024 August 2024	Chair, RWG
13.5 Publicly report against our RAP commitments each year, outlining achievements, challenges and learnings.	September 2023 and September 2024	Chair, RWG
13.6 Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP within the final 3-6 months of RAP implementation.	May 2024	Chair, RWG
13.7 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2024	Chair, RWG
13.8 Working with People and Culture within Corporate Services, request the integration of RAP feedback questions into the I Work for SA Survey to review progress and opportunities for improvement.	June 2023 and June 2024, reporting annually	Executive Director, People and Culture

Action 14. Continue our reconciliation journey by developing our next RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	December 2023	Executive Officer, RWG

Action 15. Engage and collaborate with reconciliation partners to successfully govern and implement our RAP.

DELIVERABLE	TIMELINE	RESPONSIBILITY
15.1 To support the implementation and governance of our RAP, develop relationships, partnerships and discuss whole of government priorities to be delivered by PIRSA in South Australia, with the following: <ul style="list-style-type: none"> The SA Aboriginal Community Controlled Organisation Network (SAACCON) The Circle – First Nations Entrepreneur Hub The First Nations of SA Aboriginal Corporation (FNSAAC) - the peak body for First Nations across South Australia. 	July 2023, reporting annually	Chair, RWG
15.2 Invite a representative or guest speaker from Reconciliation Australia as an expert mechanism on reconciliation to meet with the RWG or the PIRSA Executive Leadership Team to share our achievements, learnings and explore opportunities to improve.	December 2023	Chair, RWG



All enquiries

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