



**Innovate**  
**Reconciliation**  
**Action Plan**

October 2023 - September 2025







## Acknowledgement of Country

Zoos SA acknowledges the Country on which we stand always was, and always will be, Aboriginal land. We pay our deepest respect and gratitude to Kurna (Adelaide Zoo) and Ngarrindjeri (Monarto Safari Park) Elders, past, present and emerging. We acknowledge their Country, lore, spirit, tradition and ongoing cultural connections to place as the Traditional Custodians of the land on which we stand.


We undertake critical conservation work throughout Australia and we acknowledge the Traditional Custodians of these lands.

We commit ourselves to the ongoing process of reconciliation.



### Photographers:

Daniel Blackman (DB Digital), Robyn Bishop, Frankie the Creative, Department for Education, Leon Dodd, Adrian Mann, Chelsea Martin, Aleisha Potter, Topbunk



Aboriginal Learning on Country trainees in the bush food garden, Monarto Safari Park

## Introduction

It is our pleasure to share Zoos SA's Innovate Reconciliation Action Plan (RAP). As a conservation charity that exists to connect people with nature and save species from extinction, this, our second RAP recognises our developing and strengthening relationships with the Kurna and Ngarrindjeri peoples, the custodians of the land on which our sites at Adelaide Zoo and Monarto Safari Park stand and the custodians of the lands where we conduct our Australian conservation programs and projects.

Building on the success of our previous work, which saw our 250 staff engaged in developing our vision for reconciliation, the advancement of the native foods project, Adelaide Zoo being a part of the Aboriginal STEM congress, and on-ground conservation work, Zoos SA's Innovate RAP sees us continue our journey to reconciliation. Our Innovate RAP provides Zoos SA with actions and projects that can generate positive outcomes for Aboriginal and Torres Strait Islander peoples within our state and those connected to our programs across Australia.

We endeavor to listen, learn and act to ensure Zoos SA plays a part in a truly reconciled Australia. There is a long way to go until true reconciliation is achieved and we will work alongside and promote Aboriginal and Torres Strait Islanders' connection and knowledge of Country with all who engage with our sites and our conservation work.

We would like to thank everyone who has participated, influenced and encouraged the development of our Innovate RAP and to express our gratitude to our Reconciliation Working Group and Reconciliation Australia for their guidance.



**Elaine Bensted**  
Chief Executive



**Julieann Riedstra**  
Board President





# Innovate RAP

Reconciliation Australia commends Zoos South Australia 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 Zoos South Australia 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, Zoos South Australia 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 close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Zoos South Australia is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

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

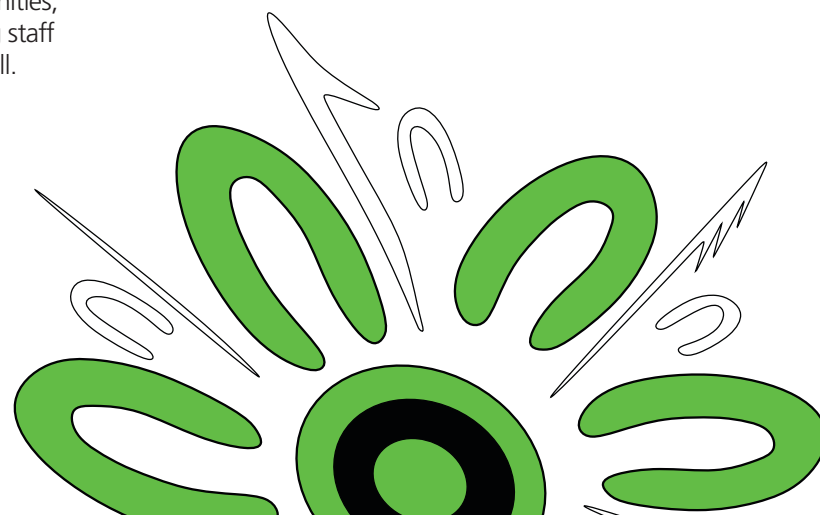
Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Zoos South Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer



Reconciliation Australia



APY Ranger Neville Entata and Leon Dodd measuring a gecko during an APY fauna survey.



# Meet our RAP artist

Harley Hall is an artist and proud Ngarrindjeri and Kokatha/Wirangu man with strong Kurna and Narungga bloodlines.

His work was commissioned by Zoos SA to represent our purpose of connecting people to nature and saving species from extinction, and to highlight our reconciliation journey.

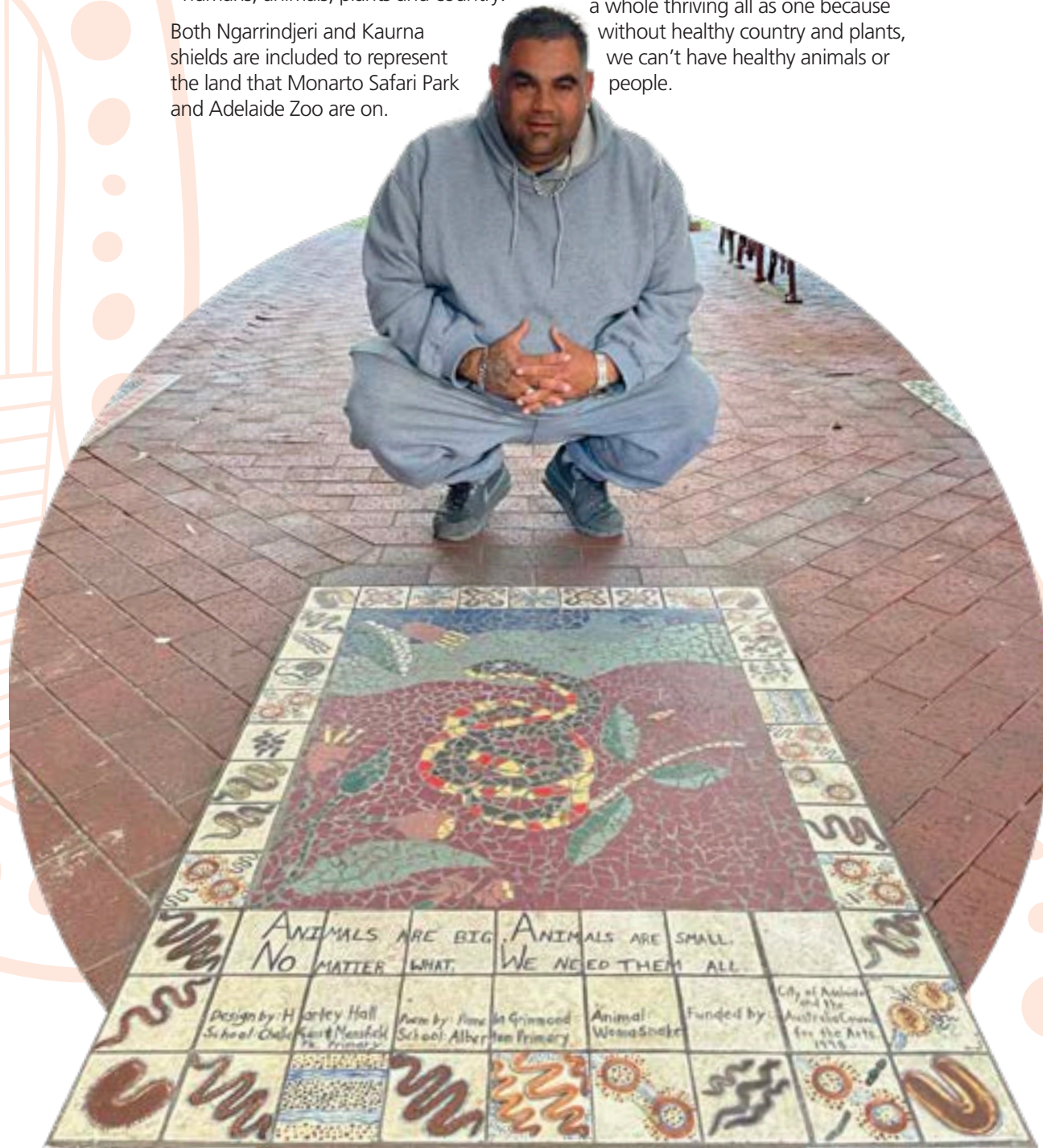
This artwork represents connection, both Aboriginal first nations people and non-Aboriginal people coming together as one, it represents Communities, Country and animals and respects all life - humans, animals, plants and country.

Both Ngarrindjeri and Kurna shields are included to represent the land that Monarto Safari Park and Adelaide Zoo are on.

Conservation is all about information sharing and knowledge, so we have a big community symbol to represent Zoos SA with all different pathways leading back to all communities across the world! The zoo and park bring all people together from all over the world by sharing different animals all at their locations. Not everyone can get to different places to catch the power of wild life and animals in their natural habitats.

We have men and women sharing, sitting around teaching younger generations wisdom and knowledge.

The gum leaves represent nature as a whole thriving all as one because without healthy country and plants, we can't have healthy animals or people.





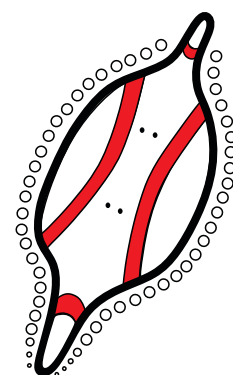
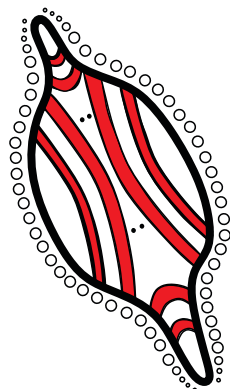


For millennia Aboriginal cultures and heritage have been intrinsically connected with the Flora and Fauna of this country, and it is so tremendously heartening to see an organisation like Zoos SA both acknowledge this and work so enthusiastically to forge stronger links with Aboriginal communities in South Australia. Zoos SA plays such a vital role in promoting our native animals and stimulating an interest in science and biology that only good things can come by building on the excellent work they have already done to promote reconciliation.

It is especially encouraging to see Zoos SA progress this through initiatives such as the Aboriginal STEM Congress 2022 and giving Aboriginal young people the chance to learn more about the type of exciting career opportunities available to them in this field.

I applaud Zoos SA's practical, positive steps towards reconciliation as evidenced through this plan, and trust they will continue to lead to better understanding in the broader community, better outcomes for Aboriginal people, and a spirit of positivity that endures for many years to come.

**Hon Kyam Maher MLC**  
Minister for Aboriginal Affairs





# Our vision for reconciliation

## Respect. Connect. Engage and Involve.

Our Vision for reconciliation is to highlight and promote Aboriginal and Torres Strait Islander peoples' deep and ongoing connection to Country: the land, waterways, sea and sky and all that inhabit them.

We will connect and work collaboratively with Kaurna and Ngarrindjeri peoples as the Traditional Custodians of the Country our sites are located on. We will also connect and engage with the traditional custodians of the lands across Australia on which we learn, care for animals and conduct conservation work.

We look forward to building relationships and using our reach to share Aboriginal and Torres Strait Islander stories, engaging with our audiences to promote and increase understanding, and influence our partners to join us in reconciliation actions.

Our Vision recognises that Zoos SA, as a conservation charity, uniquely connects our business to the continuity of caring for Country across millennia. As a major visitor attraction within South Australia, our organisation is uniquely placed to communicate this story to our visitors and other stakeholders and partners.

*Smoking ceremony performed by Jack Buckskin and his son, Vincent, at the opening night of Light Creatures event at Adelaide Zoo.*



## Our business

The South Australian community has a close sense of connection to Adelaide Zoo. Opening in 1883, Adelaide Zoo has been visited and loved by South Australians and other visitors for 140 years. Since the 1980's, people have also connected with our site at Monarto – now known as Monarto Safari Park. As major attractions, our sites attract over 650,000 people annually.

Zoos SA's Strategic and Business Plans are built around five strategic directions:

- Deliver conservation impact
- Excel in wildlife care and welfare
- Connect and influence to protect nature
- Practice environmental sustainability
- Innovate and grow to achieve more

Our work across both sites and beyond our gates contributes to global efforts to save species from extinction. Our sites provide valuable educational opportunities to educate visitors about animal species, habitat and conservation. Zoos SA acknowledges that our purpose connects us to the caring for Country that Aboriginal and Torres Strait Islander peoples have undertaken for millennia.

Zoos SA employs approximately 310 employees in full-time, part-time and casual roles across a broad range of roles including keepers, public relations specialists, horticulturists, wildlife biologists, visitor services, teachers, veterinarians and nurses, accountants and administration staff, trades people and more. We currently employ five Aboriginal staff members.

The Zoos SA volunteer program has been operating since 1982 and provides Zoos SA with an active base of approximately 452 volunteers contributing to our operations in guiding, working in horticulture, conservation, creating behavioral enrichment for the animals, research, delivery of functions and more.

We engage and partner with a range of other non-government organisations, government agencies, higher education and training institutions, schools, corporates and individuals as well as providing the perfect venue for organisations to utilise our spaces to deliver their bespoke activities. We are striving to use this broad sphere of influence to progress relationships, understanding and opportunities towards reconciliation.

Zoos SA will continue to build upon previous activities, to further partner with Aboriginal and Torres Strait Islander peoples, organisations and businesses across all areas of our business – conservation, visitor experiences, Zoo Learning and in our retail outlets.

## Our values in action

### Working together

We listen, consult and collaborate to bring out the best from our diversity, skills, experience, knowledge and resources.

### Innovating

We seek and share new, unique and resourceful ways to achieve our purpose while always learning and improving.

### Leading with integrity

We work to the highest standards, leading by example to make evidence-based and transparent decisions.

### Delivering purpose

We are passionate about delivering conservation outcomes and saving species. We impart this through respectful, positive and engaging experiences for both people and wildlife.





## Our RAP highlights

In October 2021, Zoos SA launched its Reflect Reconciliation Action Plan. This plan has provided focus to actively engage with the Aboriginal and Torres Strait Islander community, develop a vision for reconciliation and establish a Reconciliation Working Group. While Zoos SA already had several long standing and established relationships, our Reflect RAP provided a more strategic focus to our activities. Our Innovate RAP will align our reconciliation actions with our Zoos SA strategic and business plans, so that reconciliation and activities focused on developing relationships, increasing respect and creating opportunities are integral to our operations.

- Over 250 staff members provided input and support to create our vision of reconciliation
- 40 senior leaders and people managers undertook cultural training
- In early 2022, four local Aboriginal young people were recruited as trainees as a part of the Aboriginal Learning on Country program at Monarto Safari Park
- Three Aboriginal staff members received awards for 10 years employment at Zoos SA
- 180 Aboriginal and Torres Strait Islander school students visited Adelaide Zoo for the Department of Education's STEM congress in 2022



## Our Reconciliation Working Group (RWG)

Zoos SA Board President and Chief Executive are RAP champions and both involved in the RAP Working Group.

The RWG oversees the development of and monitors the progress of Zoos SA's RAP on a quarterly basis. As at July 2023 our RWG members were:

**Dr Phil Ainsley**, Director,  
Adelaide Zoo, Zoos SA

**Nicole Gollan**, representative of the  
Ngarrindjeri Aboriginal Corporation

**Elaine Bensted**, Chief Executive,  
Zoos SA

**Billie Jo Nichols**, Event Manager,  
Zoos SA

**Robyn Bishop**, Aboriginal Learning  
on Country Coordinator, Zoos SA

**Ashlee Rae**, People and  
Performance Consultant, Zoos SA

**Peter Clark**, Director,  
Monarto Safari Park, Zoos SA

**Julieann Reidstra**, President, Royal  
Zoological Society of South Australia

**Rosalind Coleman**, representative of  
the Kurna Yerta Aboriginal Corporation

**Tania Taylor**, representative of the  
Kurna Yerta Aboriginal Corporation

**Leon Dodd**, Senior Indigenous  
Conservation Officer, Zoos SA

Additionally, the development and implementation of Zoos SA's RAP is supported by a Reconciliation Action Team of Zoos SA staff working across various departments.





# Case study Warru Project

The Black-flanked Rock-wallaby (*Petrogale lateralis centralis*), known as 'warru' in Pitjantjatjara and Yankunytjatjara languages, is one of South Australia's most endangered mammals. Once widespread throughout the ranges of central Australia, SA's warru population has declined significantly over the years, and now persists in only a few remaining wild populations in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands. Warru are an important part of Anangu culture, and conservation of warru in the APY Lands has seen a strong collaboration between research, science, and culture. Traditional ecological knowledge has played a central role in informing conservation actions for the species.

Zoos SA were part of the formation of an official steering committee, the Warru Recovery Team (WRT) in 2007. This Team is a partnership of government and non-government including the APY Land Management program and communities. This successful long-standing partnership is built on respect, commitment, and communication between all parties.

Throughout the partnership, Zoos SA has been involved in a range of in situ and ex situ projects for warru recovery. This includes a successful cross-fostering program which saw the release of captive-bred warru into a 100 hectare predator-free reserve in the APY Lands known as the Pintji. Zoos SA staff have also supported two major reintroductions to other sites in the APY Lands where warru had become locally extinct.

Zoos SA continue to be committed to supporting the Warru Recovery Team and Anangu community, and working together for the conservation of this remarkable species.





## Case study Aboriginal STEM Congress

The STEM Aboriginal Congress is a Department for Education initiative to increase the engagement of Aboriginal and Torres Strait Islander school students in science, technology, engineering and maths. Zoos SA has been involved in the congress over many years, providing an example of people working in many areas of STEM. Zoos SA keepers, veterinarians, conservation officers and educators have been involved in delivering sessions for the congress. In 2022, Zoos SA's program focused on the local landscape of the River Torrens, along with the Anangu Pitjantjatjara Yankunytjatjara Land Management Waru project. The session focused on animal management and safe practice of trapping animals for monitoring purposes.

Held across two days in August, over 180 Aboriginal and Torres Strait Islander students and teachers attended the session to learn about trapping. Starting with an adventure trail, the students studied traps used in conservation work and animals in their native habitats to understand what requirements would be needed to trap an animal safely, regardless of their location. The students used their observations to design and construct a trap for a small mechanical rodent, as well as providing costings, and environmental and recycling considerations.





## Case study **Aboriginal Learning on Country (ALoC) native food project**

Since 2010, the ALoC program (which operates from Monarto Safari Park) has established two native food gardens – Morokun ya:yun (gathering food in Ngarrindjeri) and Ngeragi ya:yun (good food in Ngarrindjeri). The focus of the sites has evolved over time with both now having an educational role for our visitors and school groups. The gardens also provide a place to train young Aboriginal and Torres Strait Islander peoples in growing native food and medicine plants and about the native food and botanical industry.

The project team actively engages with local community and school groups, including the Lakalinjeri Tumbetin Waal men's group, Murray Bridge High School and Meningie Area School. Native foods such as muntries, rosella, kutjera and wattle seed have been harvested, processed, used as ingredients and tasted by many staff, volunteers and visitors.

Morokun ya:yun has expanded over several years to provide native foods for our visitor experiences and, in future, will supply our on-site cafes and restaurant. This project is contributing to the movement towards more sustainable food production embracing the benefits of seasonal and local produce as well as providing a direct connection to the cultural use of native plants.





## Staff profiles

Leon Dodd, Michael Holland, David Wilson recently received staff awards for 10 years of service



### Leon Dodd

*Commenced as a trainee in 2010*

**Now:** Senior Indigenous Conservation Officer

“Starting as a trainee and going onto supervising and mentoring trainees myself has been rewarding – sharing knowledge with our youth while caring for our environment is something I am passionate about.”

### David Wilson

*Commenced as trainee in 2012*

**Now:** Wild Africa Conservation Projects Support Officer

“It’s been an awesome experience developing the Wild Africa precinct and being a part of saving animals on the brink of extinction.”



### Michael Holland

*Commenced as trainee in 2012*

**Now:** Senior Works Officer  
Wild Africa

“I’ve progressed from ALoC trainee to Senior Works Officer on one of the biggest conservation projects Zoos SA has ever undertaken.”



*Welcome to Country  
by Uncle Moogy at  
the opening of the  
Monarto Safari Park  
Visitor Centre.*





# Relationships

Connection is key to the conservation work that Zoos SA undertakes; this includes with Aboriginal and Torres Strait Islander peoples. Zoos SA has established several long-term connections with Aboriginal communities and organisations through our conservation and training programs such as the Warru Recovery program and the Aboriginal Learning on Country (ALoC) program. Zoos SA acknowledges that there are opportunities to further build our engagement and partnerships with Aboriginal and Torres Strait Islander peoples on all aspects of our business for mutually beneficial outcomes.

These actions align with Zoos SA strategic focus areas: 'Connect and influence to protect nature' and innovate and grow to achieve more'.

| Action   | Deliverable   | Timeline                    | Responsibility   |
|--|---|-----------------------------|--|
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.   | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.   | December 2023               | Chief Executive<br>Aboriginal Learning on Country Coordinator<br>Events Manager    |
|  | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.   | December 2024               | Chief Executive<br>ALoC Coordinator<br>Events Manager                              |
| 2. Build relationships through celebrating National Reconciliation Week (NRW).   | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.   | May 2024 and 2025           | Event Manager  |
|  | RAP Working Group members to participate in an external NRW event.  | 27 May-3 June 2024 and 2025 | Chief Executive  |
|  | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.  | 27 May-3 June 2024 and 2025 | Chief Executive  |
|  | Organise at least one NRW event each year.  | 27 May-3 June 2024 and 2025 | Event Manager  |
|  | Register all our NRW events on Reconciliation Australia's NRW website.  | May 2024 and 2025           | Event Manager  |
| 3. Promote reconciliation through our sphere of influence.   | Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.  | December 2023               | People and Performance Consultant<br>Marketing Manager<br>Public Relations Manager |
|  | Communicate our commitment to reconciliation in Zoos Times twice yearly and on our website.   | October 2023                | Marketing Manager<br>Public Relations Manager                                      |
|  | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.   | December 2023               | Marketing Manager<br>Public Relations Manager<br>Partnerships Manager              |
|  | Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.  | December 2023               | Chief Executive<br>Marketing Manager<br>Events Manager                             |
|  |   |                             |  |
| 4. 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 23 and Dec 24           | People and Performance Consultant  |
|  | Develop, implement, and communicate an anti-discrimination policy for our organisation.   | June 2024                   | People and Performance Consultant  |
|  | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                           | March 2024                  | People and Performance Consultant  |
|  | Educate senior leaders on the effects of racism.  | Sep 2024                    | People and Performance Consultant  |
| 5. Build relationships and partnerships with Aboriginal and Torres Strait Islander peoples and communities who are Custodians of the species and sites of our Australian native conservation programs. | Undertake an audit of our Conservation programs to identify current engagement and opportunities to build relationships.  | June 2024                   | Conservation Manager   |
|  | Work with Ex Situ Conservation Project lead partners and, where there has been no engagement with Traditional Owners, advocate for and facilitate engagement with Traditional Owners. | December 2024               | Conservation Manager   |





# Respect

Aboriginal and Torres Strait Islander peoples have a strong connection to Country and with this comes a spiritual and practical understanding of its care. Zoos SA respectfully recognises this knowledge and that Aboriginal and Torres Strait Islander peoples have lived sustainably for many thousands of years, something that we as an organisation strive to commit to and achieve.

Additionally, Zoos SA is able to share, educate and engage with our broad range of stakeholders using this knowledge for the benefit of all.

## Aligns with Zoos SA strategic directions:

- Deliver conservation impact
- Connect and influence to protect nature
- Practice environmental sustainability

| Action   | Deliverable   | Timeline                             | Responsibility   |
|--|---|--------------------------------------|--|
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.  | October 2023                         | People and Performance Consultant<br>ALoC Coordinator<br>Events Manager  |
|  | Develop, implement, and communicate a cultural learning strategy document for our staff.  | December 2023                        | People and Performance Consultant  |
|  | Provide opportunities for RAP Working Group members, HR managers, key leadership and other staff to participate in ongoing cultural learning as detailed in our cultural learning strategy.                           | June 2024                            | People and Performance Consultant  |
|  | Build opportunities for visiting students and teachers to learn more about Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through our Zoo Learning program and events and activities | January 2024                         | General Manager, Zoo Learning<br>Event Manager<br>Public Relations Manager<br>Marketing Manager<br>GM Visitor Experience |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.   | Build opportunities for our visitors to learn more about Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.   | January 2024                         | Event Manager  |
|  | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.  | Dec 2023                             | Event Manager<br>Public Relations Manager<br>Marketing Manager   |
|  | As detailed in the Zoos SA cultural protocol guideline, invite local Kurna or Ngarrindjeri representatives to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.    | Oct 2023 and review Sept 2024        | Event Manager<br>Public Relations Manager<br>Marketing Manager   |
| 8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.  | As detailed in the Zoos SA cultural protocol guideline, include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.   | Annual review in December 2023, 2024 | Chief Executive  |
|  | RAP Working Group to participate in an external NAIDOC Week event.  | First week July 2024 and 2025        | Leadership Team  |
|  | Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.   | January 2024, 2025                   | People and Performance Consultant  |
|  | Promote and encourage participation in external NAIDOC events to all staff.   | June 2024 and 2025                   | Leadership Team  |
| 9. Develop visitor experiences to incorporate Aboriginal and Torres Strait Islander storytelling and interpretation.   | Develop an Aboriginal and Torres Strait Islander interpretation strategy for each site in consultation with Kurna and Ngarrindjeri representatives.   | December 2024                        | Marketing Manager<br>Tourism Manager<br>ALoC Coordinator<br>Events Manager   |
|  | Develop a Reconciliation webpage for each site to share stories and interpretation digitally.   | December 2024                        | Marketing Manager<br>Tourism Manager<br>ALoC Coordinator<br>Events Manager   |





# Opportunities

As a conservation charity, Zoos SA acknowledges that the practise of caring for Country, as undertaken for millennia by Aboriginal and Torres Strait Islander people, is fundamental to the prosperity of the fauna and flora in our care.

Zoos SA greatly appreciates the connections we have made with local communities through our Aboriginal and Torres Strait Islander staff members and trainees. This gateway, and the cultural knowledge we have since learned and are learning, is invaluable to our work and the experiences we offer to visitors.

As an organisation, we can only benefit from an increase in employment opportunities for Aboriginal and Torres Strait Islander communities across both of our sites and are actively looking to engage more members of this community. Additionally, Zoos SA will strive to connect innovatively with Aboriginal and Torres Strait Islander businesses across our supply chains, and particularly in our retail outlets.

Zoos SA strategic directions:

- Innovate and grow to achieve more

| Action  | Deliverable  | Timeline                            | Responsibility  |
|---|--|-------------------------------------|---|
| 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | Build an understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                       | Annual review in October 2023, 2024 | People and Performance Consultant                     |
|   | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.  | Annual review in October 2023, 2024 | People and Performance Consultant                     |
|   | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.   | December 2023                       | People and Performance Consultant                     |
|   | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.   | June 2023                           | People and Performance Consultant                     |
|   | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.                                  | June 2023                           | People and Performance Consultant                     |
|   | Continue to operate the Aboriginal Learning on Country program at Monarto Safari Park.   | Ongoing                             | ALoC Coordinator<br>People and performance Consultant |
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.                   | Commence an Aboriginal and Torres Strait Islander training program at Adelaide Zoo and then seek to expand by attracting external funding.                                     | March 2024                          | People and Performance Consultant                     |
|   | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.   | December 2024                       | Director Corporate Services<br>Retail Manager         |
|   | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.                              | Dec 2024                            | Director Corporate Services<br>Retail Manager         |
|   | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.                                    | March 2025                          | Retail Manager  |
| 12. Increase Aboriginal and Torres Strait Islander access to Zoo Learning programs and other visitor experiences.                         | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.   | June 2024                           | Retail Manager  |
|   | Continue to provide Adelaide Zoo as a learning venue for the annual Department of Education STEM Congress for Aboriginal and Torres Strait Islander young people.              | August 2024, 2025                   | GM, Zoo Learning<br>GM, Visitor Experiences           |
|   | Develop a careers session for group visits, with a focus on identifying areas that have a cultural connection  | June 2024                           | GM, Zoo Learning                                      |
|   | Develop opportunities for regional and remote Aboriginal and Torres Strait Islander students to access Zoo Learning programs through addressing barriers to their involvement. | December 2023, 2024                 | GM, Zoo Learning                                      |





# Governance

The delivery and success of our RAP will be supported by effective governance including the ongoing direction and oversight of our Reconciliation Working Group; ensuring that reporting frameworks are established and maintained; and communicating our RAP progress to our broad range of stakeholders.

| Action   | Deliverable   | Timeline  | Responsibility                                 |
|--|---|---|--|
| 13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.  | Maintain Aboriginal and Torres Strait Islander representation on the RWG.   | Ongoing   | Chief Executive                                |
|  | Review the Terms of Reference for the Reconciliation Working Group and Reconciliation Action Team.  | Dec 2023  | Chief Executive                                |
|  | Meet four times per year to drive and monitor RAP implementation.   | Quarterly meetings in 23, 24 and 25   | Chief Executive                                |
| 14. Provide appropriate support for effective implementation of RAP commitments.   | Define resource needs for RAP implementation as part of Zoos SA budget process.   | Annual in April   | Chief Executive<br>Director Corporate Services |
|  | Engage our senior leaders and other staff in the delivery of RAP commitments.   | Ongoing   | Chief Executive                                |
|  | Maintain appropriate systems to track, measure and report on RAP commitments.   | Established quarterly reports   | Chief Executive                                |
|  | Appoint and maintain an internal RAP Champion from senior management.   | Ongoing   | Chief Executive                                |
| 15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June annually   | ALoC Coordinator                               |
|  | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.   | August annually   | ALoC Coordinator                               |
|  | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.  | September annually  | ALoC Coordinator                               |
|  | Report RAP progress to RZSSA Board, Zoos SA staff and senior leaders quarterly.   | Quarterly<br>January 2024,2025<br>April 2024, 2025<br>July 2024, 2025<br>October 2023, 2024 | Chief Executive                                |
|  | Publicly report via Zoo Times and on the Zoos SA website, our RAP achievements, challenges and learnings.   | December each year  | Public Relations Manager<br>Marketing Manager  |
|  | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.   | May 2024  | Chief Executive                                |
|  | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.  | June 2025   | ALoC Coordinator                               |
|  |   |   |  |
| 16. Continue our reconciliation journey by developing our next RAP.  | Register via Reconciliation Australia's website to begin developing our next RAP.   | September 2024  | ALoC Coordinator                               |





#### **Zoos SA RAP contact**

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