



Reconciliation Committee

Meeting to be held on Wednesday, 3 September 2025, at 2.30 pm
in the Colonel Light Room, Adelaide Town Hall

Committee Members:

Dual Chairpersons:

City of Adelaide Council Member:

The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith (Ex-Officio)

Aboriginal and/or Torres Strait Islander Community Representative:

Yvonne Agius

City of Adelaide Council Members:

Councillor Janet Giles, Councillor Dr Mark Siebentritt and Councillor Keiran Snape

Strategic Agency Representatives:

Jason Downs and Ian Liddy

Kaurna Yerta Aboriginal Corporation Representative:

Mitzi Nam

Aboriginal and/or Torres Strait Islander Community Representatives:

Ivan-Tiwu Copley and Deanne Hanchant-Nichols

Proxies:

Lynette Crocker, Dennis Rigney and Kveta Vlotman (proxy Aboriginal and/or Torres Strait Islander Community
Representatives)

(Proxy Kaurna Yerta Aboriginal Corporation Representative)

Aboriginal and Torres Strait Islander People Warning

*Aboriginal and Torres Strait Islander peoples are advised that reports contained in this Agenda may
contain names, images, or references to deceased persons*



Reconciliation Committee

Meeting to be held on Wednesday, 3 September 2025, at 2.30 pm
in the Colonel Light Room, Adelaide Town Hall

Agenda

1. Welcome and Apologies

Apologies -

Ian Liddy

2. Acknowledgement of Country

'The City of Adelaide Reconciliation Committee acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.'

City of Adelaiderlu ngadlu Kurna Yartangka tampinhi.

Kurna miyurna yaitya mathanya Wama Tarntanyaku.

Ngadlurlu Kurna Miyurna, puki-unangku, yalaka, tarrkarrila tampinhi.

We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

3. Moment Silence in Remembrance of Departed Community Members

4. Confirmation of Minutes

That the Minutes of the meeting of the City of Adelaide Reconciliation Committee held on 7 May 2025, be taken as read and be confirmed as an accurate record of proceedings.

View public 7 May 2025 Minutes [here](#).

5. Conflict of Interest

6. Reports

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8. Any Other Business

9. Next Meeting

Wednesday 3 December 2025, 2.30 pm – 4.30 pm

10. Closure

Wednesday, 3 September 2025
Reconciliation Committee

Integrating Free, Prior and Informed Consent into City of Adelaide Processes

Strategic Alignment - Our Community

Public

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to present the findings, recommendations and implementation approach for integrating the principles of Free, Prior and Informed Consent (FPIC) into the City of Adelaide's (CoA) Aboriginal engagement processes (**Attachment A**).

The approach has been developed by the CoA, with the support of yamagigu consulting (yamagigu). It recognises the need for a culturally grounded, consistent, and accountable approach to engaging with Aboriginal communities, particularly Kaurna Traditional Owners.

The Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) includes specific actions to develop guiding principles for engaging with Kaurna, Kaurna Yerta Aboriginal Corporation (KYAC), Aboriginal stakeholders and organisations.

During the initial scoping phase, FPIC was identified as a key principle for inclusion. FPIC reflects the right of Aboriginal and Torres Strait Islander Peoples to be meaningfully involved in decisions that affect their rights, lands, cultures, and communities.

Consultation began in May 2025 with Administration to assess organisational readiness, capacity, and capability to implement FPIC-aligned engagement. This was followed by targeted engagement with Kaurna Traditional Owners and Aboriginal community members, ensuring community voices, cultural authority, and lived experience informed the report findings and recommendations.

The report documents current engagement mechanisms, identifies opportunities to strengthen relationships, particularly with KYAC and the Reconciliation Committee, and proposes a protocol-based consent model to ensure rights-based, transparent, and culturally respectful decision-making.

The report proposes a pragmatic, scalable model that balances trust-building with operational clarity, supported by clear triggers, governance, and a 12-month phased implementation plan.

RECOMMENDATION

The following recommendation will be presented to Council on 9 September 2025 for consideration

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL
THAT COUNCIL

1. Receives the report on Integrating Free, Prior and Informed Consent into City of Adelaide Processes as contained in **Attachment A** to Item 6.1 on the Agenda for the Reconciliation Committee held on Wednesday, 3 September 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Our Community An inclusive, equitable and welcoming community where people feel a sense of belonging.
Policy	Stretch Reconciliation Action Plan 2024 – 2027 1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement 1.2 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders 3.2 Communicate our commitment to reconciliation publicly 3.3 Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes 5.3 Co-design with KYAC the Kaurna Yerta Aboriginal Engagement Protocol detailing preferred methods for collaborating with City of Adelaide 8.1 Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.
Consultation	19 May 2025 - KYAC consultation was postponed 20 May 2025 – CoA Consultation 1 – Arts and Culture, Governance, Media and communications, Project Management Office and infrastructure 21 May 2025 - CoA Consultation 2 – Community Engagement, Strategy and Insights, Infrastructure and Media Relations 21 May 2025 – CoA Consultation 3 - Park Lands, Policy and Sustainability 26 May 2025 – Reconciliation Committee member representatives x 2 21 July 2025 – KYAC Consultation at KYAC Pipeline
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
25/26 Budget Allocation	This project was funded through the 2024/25 Annual Business Plan and Budget.
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of this report is to present the findings, recommendations and implementation approach for integrating the principles of FPIC into the City of Adelaide's (CoA) Aboriginal engagement processes (**Attachment A**).

Background

2. FPIC is a process and outcome for undertaking early consultation and engagement to facilitate understanding and receive consent from Aboriginal and Torres Strait Islander Peoples for proposed actions affecting their lands and communities.
3. The approach has been developed by the CoA, with the support of yamagigu . It recognises the need for a culturally grounded, consistent, and accountable approach for engaging with Aboriginal communities—particularly Kaurna Traditional Owners.
4. yamagigu was engaged through a competitive selection process based on their expertise in FPIC and their demonstrated experience working with Aboriginal communities. yamagigu's scope of work included:
 - 4.1. Mapping existing organisational processes to identify where FPIC principles could be meaningfully embedded.
 - 4.2. Developing a detailed report (**Attachment A**) outlining practical recommendations for implementing a framework to guide culturally appropriate and consistent engagement with Aboriginal communities across CoA's operations.

Strategic Alignment

5. The Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) includes specific actions to develop guiding principles for engaging with Kaurna, Kaurna Yerta Aboriginal Corporation (KYAC), Aboriginal stakeholders and organisations, as follows:
 - 5.1. Action: Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.
 - 5.1.1. Meet with local Aboriginal stakeholders and organisations to continuously improve guiding principles of engagement.
 - 5.1.2. Review, update and implement an engagement plan to work with Aboriginal stakeholders.
 - 5.2. Action: Create engagement protocols that enable the representation and partnership of the Kaurna People.
 - 5.2.1. Work with KYAC on a Kaurna Yerta Aboriginal Engagement Protocol detailing preferred methods for collaborating with City of Adelaide.
6. Through the commitments outlined in the Stretch RAP, the CoA is committed to developing a comprehensive Aboriginal Engagement Strategy. The Strategy aims to formally incorporate FPIC principles and prioritise meaningful, respectful engagement with Traditional Owners and Aboriginal communities.

Consultation

7. Consultation was held with key stakeholders to inform the work and ensure it reflects diverse perspectives and priorities. This included:
 - 7.1. Three engagement sessions with key teams across CoA including the Project Management Office, Infrastructure, Community Engagement, and Park Lands, Policy and Sustainability during May 2025.
 - 7.2. Input from Aboriginal Members of the CoA Reconciliation Committee on 26 May 2025.
 - 7.3. A dedicated session with the KYAC on 21 July 2025 to ensure cultural authority and alignment with Traditional Owner priorities.
8. The consultations directly contributed to Stretch RAP actions, ensuring that the process is grounded in diverse perspectives and aligned with both community expectations and CoA's reconciliation objectives.
9. High-level consultation findings highlighted the importance of:
 - 9.1. Embedding cultural authority and Traditional Owner priorities.
 - 9.2. Ensuring initiatives are properly resourced.
 - 9.3. Supporting Traditional Owner capacity to engage.

- 9.4. Aligning actions with cultural protocols.
- 9.5. Incorporating Aboriginal community engagement principles to deliver inclusive, transparent, and culturally respectful processes.

Report Findings and Recommendations

- 10. The report documents current engagement mechanisms, identifies opportunities to strengthen relationships—particularly with KYAC and the Reconciliation Committee—and proposes a protocol-based consent model to ensure rights-based, transparent, and culturally respectful decision-making.
- 11. The findings highlight that while CoA has a strong foundation in Aboriginal engagement, processes vary and rely heavily on the involvement of the Reconciliation Team.
- 12. Recommendations focus on formalising partnerships, embedding clear engagement pathways, adopting a phased implementation process, considering resourcing for KYAC, building organisational capability, and aligning practice with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the International Association of Public Participation (IAP2) frameworks.
- 13. The report proposes a pragmatic, scalable model that balances trust-building with operational clarity, supported by clear triggers, governance, and a 12-month phased implementation plan.
- 14. The report's eight recommendations are:
 - 14.1. Recommendation 1: Continue to prioritise and invest in the building and strengthening of the relationship with KYAC, ensuring expertise is appropriately valued and ways of working together are established formally.
 - 14.2. Recommendation 2: Embed three core pathways within the Aboriginal engagement framework, clearly defining the function of each:
 - 14.2.1. General Aboriginal Community Engagement.
 - 14.2.2. City of Adelaide Reconciliation Committee.
 - 14.2.3. KYAC.
 - 14.3. Recommendation 3: Embed a tiered Aboriginal engagement framework incorporating the three identified pathways, underpinned by shared principles, including those articulated through the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
 - 14.4. Recommendation 4: Consider the opportunity of aligning the engagement framework to the IAP2 Engagement Spectrum, with appropriate permissions, and in any event, align engagement practice with the CoA general community engagement framework.
 - 14.5. Recommendation 5: Work closely with KYAC to test and agree on the proposed FPIC policy approach and framework, including the appetite for the protocol-based consent model.
 - 14.6. Recommendation 6: Work with KYAC to identify opportunities to secure additional resources to support participation in engagements, including the potential for a joint resourcing model with other governments.
 - 14.7. Recommendation 7: Acknowledging the evidence of good engagement practice, support the broader CoA workforce to further build capabilities through a strong authorising environment, clear guidance, and alignment with existing workflows wherever possible.
 - 14.8. Recommendation 8: To support successful integration of FPIC principles for both KYAC and CoA, consider the adoption of a staged approach to design and implementation.

Next steps

- 15. It is recommended that the framework and approach to FPIC be tested through a phased implementation process, which includes:
 - 15.1. Ongoing engagement and information sharing to build relationships and confidence.
 - 15.2. Pilot test case to selected project(s) or functional areas (e.g. infrastructure).
 - 15.3. Formalisation of the approach with KYAC as the enabling mechanism for consent.
- 16. This phased implementation approach allows the CoA to iterate on the model while building organisational capability and trust.

17. The initial stages focus on embedding FPIC principles into relevant CoA policies and procedures including establishing foundational governance structures, building employee capacity through training, and piloting processes.
18. Alongside this work, the CoA aims to engage with KYAC to co-develop objectives, principles, and guidelines for meaningful and culturally respectful engagement with Aboriginal communities.

ATTACHMENTS

Attachment A – Final report - Integrating Free, Prior and Informed Consent into City of Adelaide processes, Example Strategy Template

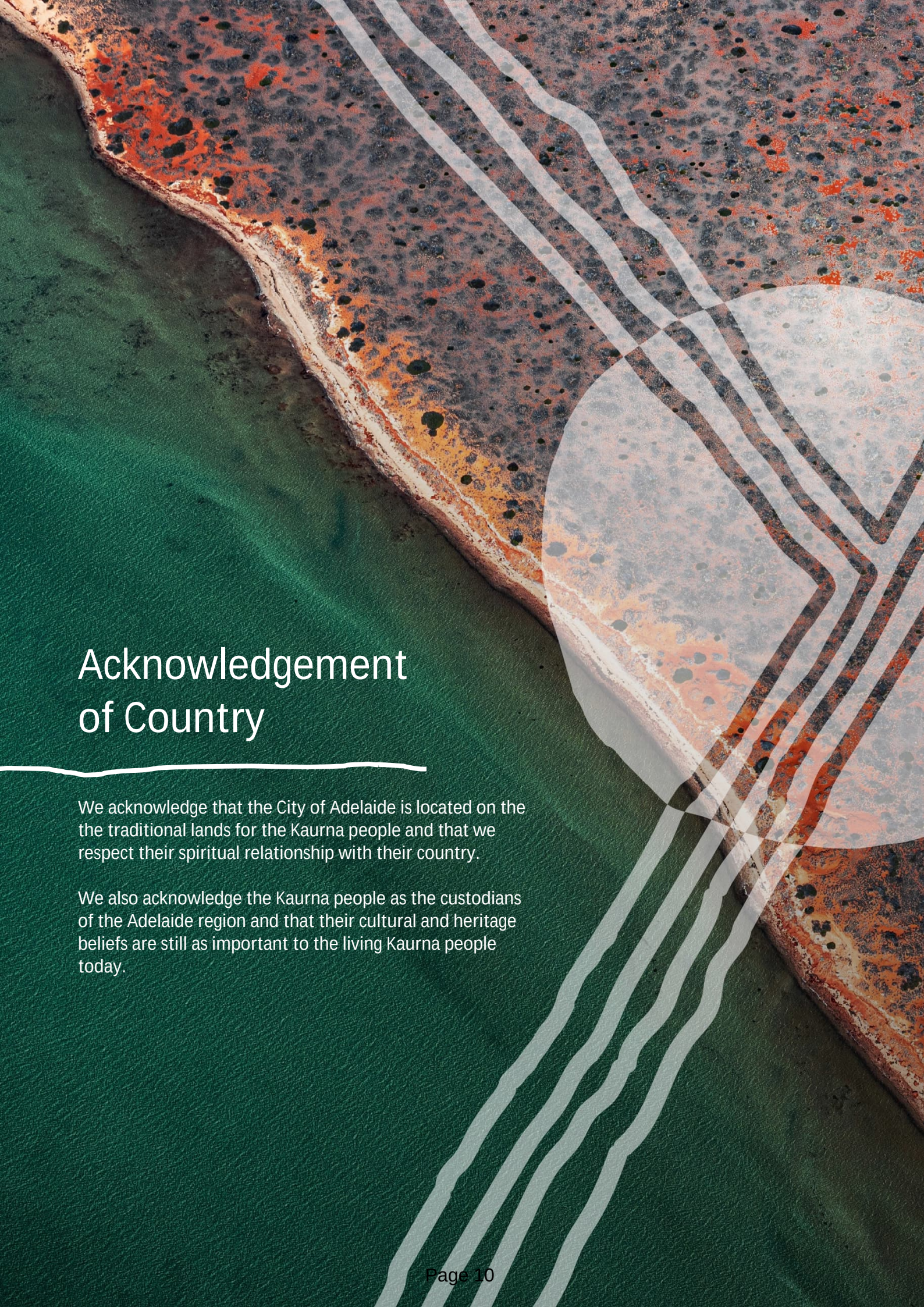
- END OF REPORT -



Final report

Integrating Free, Prior and Informed Consent
into City of Adelaide processes

August 2025



Acknowledgement of Country

We acknowledge that the City of Adelaide is located on the the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.



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Please note that in this document, the term Aboriginal, refers to all people who identify as Aboriginal, Torres Strait Islander or both Aboriginal and Torres Strait Islander. This term is used as the First Nations peoples of South Australia are predominantly Aboriginal peoples and it is their preferred term. We acknowledge and respect that it is preferable to identify Aboriginal peoples, where possible, by their specific language group or nation.

Disclaimer

This report is not intended to be read or used by anyone other than City of Adelaide.

We prepared this report solely for City of Adelaide's use and benefit in accordance with the Request for Proposal, the response and subsequent purchase order signed by the City of Adelaide on 10 April 2025. In doing so, we acted exclusively for City of Adelaide and considered no-one else's interests.

We accept no responsibility, duty or liability:

- to anyone other than City of Adelaide in connection with this report
- to City of Adelaide for the consequences of using or relying on it for a purpose other than that referred to above.

We make no representation concerning the appropriateness of this report for anyone other than City of Adelaide. If anyone other than City of Adelaide chooses to use or rely on it, they do so at their own risk.

This disclaimer applies:

- to the maximum extent permitted by law and, without limitation, to liability arising in negligence or under statute; and
- even if we consent to anyone other than City of Adelaide receiving or using this report.

1. Introduction

1.1. Project overview

The City of Adelaide (CoA) engaged Yamagigu Consulting (*yamagigu*) to support it in the development of a framework to guide engagement (the Framework) with Aboriginal communities and key partners, and to produce a recommendations report which:

- Documents CoA current processes and engagement mechanisms
- Outlines how the CoA can build and maintain meaningful relationships with Aboriginal communities with a particular focus on streamlining engagement with:
 - o Kurna Yerta Aboriginal Corporation (KYAC)
 - o City of Adelaide Reconciliation Committee (Reconciliation Committee)
- Sets out the key elements of an Aboriginal engagement framework
- Identifies core Free, Prior and Informed Consent (FPIC) principles as a key element of engagement
- Outlines an overarching FPIC policy framework which:
 - o Categorises the types of policies most impacted by FPIC principles, and a clear process to guide when, and how, FPIC is applied
 - o Provides clear definitions of standards of evidence for “Consent”
- Considers resourcing and capacity building requirements
- Includes a high-level action plan.

1.2. Project scope

yamagigu and CoA have agreed the scope of the project to include delivery of the following:

- Project plan
- Desktop review and analysis
- Process Review
- Consultation summary (Attachment 1)
- Engagement framework
- Recommendations Report (this Report)

To support clarity, the following particular areas of scope were agreed:

- Process Review: This was intended as a desktop analysis of CoA structure, functions and policies to support the categorisation of the types of policies most impacted by FPIC principles and a clear process to guide when and how FPIC is applied.
- Aboriginal engagement framework: The intent of the Framework is the development of a high-level guide to engagement and to streamline current engagement mechanisms, particularly with KYAC and the Reconciliation Committee

An interim report was provided on 20 July 2025.

1.3. Final report

This final recommendations' report includes:

- A summary of recommendations
- An overview of current processes and engagement mechanisms
- Opportunities to build relationships
- A framework for Aboriginal engagement
- Integrating FPIC into engagement
- An FPIC policy framework, including a proposal for a tailored consent model
- An outline of resourcing and capacity building
- Overview of risks and risk mitigation
- High level action plan (implementation)

In addition, the report includes an overview of risks and risk mitigation.

2. Summary of recommendations

Recommendation 1: Continue to prioritise and invest in the building and strengthening of the relationship with KYAC, ensuring expertise is appropriately valued and ways of working together are established formally.

Recommendation 2: Embed three core pathways within the Aboriginal engagement framework, clearly defining the function of each:

- General Aboriginal Community Engagement
- City of Adelaide Reconciliation Committee
- KYAC.

Recommendation 3: Embed a tiered Aboriginal engagement framework incorporating the three identified pathways, underpinned by shared principles, including those articulated through the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Recommendation 4: Consider the opportunity of aligning the engagement framework to the IAP2 Engagement Spectrum, with appropriate permissions, and in any event align engagement practice with the CoA general community engagement framework.

Recommendation 5: Work closely with KYAC to test and agree the proposed FPIC policy approach and framework, including the appetite for the protocol-based consent model.

Recommendation 6: Work with KYAC to identify opportunities to secure additional resources to support participation in engagements, including the potential for a joint resourcing model with other governments.

Recommendation 7: Acknowledging the evidence of good engagement practice, support the broader CoA workforce to further build capabilities through a strong authorising environment, clear guidance, and alignment with existing workflows wherever possible.

Recommendation 8: To support successful integration of FPIC principles for both KYAC and CoA, consider the adoption of a staged approach to design and implementation.

3. Current processes & engagement mechanisms

The CoA has demonstrated a strong commitment to good engagement practice. Currently rather than a single framework there are a range of CoA engagement processes and mechanisms in place. This approach is reflective of the breadth and complexity of the work it undertakes, and the responsibilities it has for both legislated and non-legislated engagement.

Engagement processes are chiefly led through two teams:

- Community Engagement Team, Governance and Strategy is responsible for legislated engagement under *Local Government Act 1999 (SA)* (the Act), and related tools and policy.
- Reconciliation Team, Park Lands, Policy and Sustainability is responsible to deliver reconciliation initiatives and maintain meaningful relationships with Kurna people and other Aboriginal people.

In relation to general community engagement:

- The *Local Government Act 1999 (SA)* (the LGA Act) sets the minimum standards for engagement and public consultation for all South Australian Local Governments, and prescribes the requirement for consultation across provisions. The LGA Act also prescribes a requirement for a public consultation policy which outlines the consultation steps for each legislated requirement.
- The minimum standards outlined in the Act are anticipated to be replaced by a LGA Community Engagement Charter. Consultation on the draft charter closed in June 2025. The draft Charter includes principles and set out categories of decision (Significant – annual business plan and rating policy; Significant; Standard; Local; Inform) which then guide the mandatory engagement requirements. Relevantly, the draft Charter makes no specific reference to requirements for engagement with Aboriginal people.
- The CoA is responsible for other legislated requirements for consultation and engagement directly under the *City of Adelaide Act 1998* and *Adelaide Park Lands Act 2005*. Non legislated requirements or commitments to certain standards are set out in a range of instruments across the CoA policy and governance framework.

In relation to Aboriginal community engagement:

- The Draft Stretch Reconciliation Action Plan 2024-2027 provides governance over reconciliation initiatives, and includes specific actions to develop guiding principles for engagement including with Kurna, KYAC, Aboriginal stakeholders and organisations. While not an engagement framework, it provides the commitment to engage, consult and generally build relationships with key Aboriginal partners.
- There are additional non-legislated requirements to consult and engage with Aboriginal people and Kurna peoples set out in a range of instruments. For example, the CoA's City Plan 2036 includes a discrete chapter 'Caring for Country'

which outlines the commitment to meaningful engagement with Kurna through the International Association of Public Participation (IAP2) framework for engagement.

- Other requirements are included within the Terms of Reference of certain CoA committees, for example the Kadaltilla/Adelaide Parklands Authority, or triggered in the delivery of CoA functions, for example Aboriginal heritage legislation.

Table 1 Legislative and strategic instruments

	Legislative	Strategic, policy & planning
City of Adelaide	• <i>Local Government Act 1999</i> • <i>City of Adelaide Act 1998</i> • <i>Adelaide Park Lands Act 2005</i>	• <i>Draft Stretch Reconciliation Action Plan 2024-2027</i> which articulates the commitment to establish and maintain relationships with Aboriginal stakeholders and organisations, alongside a range of other actions. • <i>City of Adelaide Strategic Plan 2024 – 2028</i> which includes five key aspirations, and specifically seeks “an inclusive, equitable and welcoming community where people feel a sense of belonging”. • <i>The City Plan 2036</i> embeds a commitment to “meaningful integration of Kurna voices and perspectives into planning and a collective vision, aspirations and co-authored roadmap”. It adopts the International Association of Public Participation to guide KYAC engagement. • <i>Adelaide Park Lands Management Strategy 2015-2025</i> • <i>Kadaltilla Strategy 2023 – 2028</i> which includes Strategy 1.1 - Seek Kurna cultural authority in everything we do. • <i>Heritage Strategy 2021-2036</i> • <i>Economic Development Strategy 2024-2028</i> • <i>Integrated Transport Strategy (status TBC)</i>
SA Government	• <i>Native Title (South Australia) Act 1994</i> • <i>Aboriginal Heritage Act 1988</i> • <i>Planning, Development and Infrastructure Act 2016</i> • <i>First Nations Voice Act 2023</i>	• <i>Draft Local Government Community Engagement Charter</i> (currently out for consultation) and sets principles for engagement and minimum actions for councils. • State Planning Policies • The Greater Adelaide Regional Plan
Australian Government	• <i>Native Title Act 1993</i>	• National Agreement on Closing the Gap: Priority Reforms 1 & 3

3.1. Aboriginal engagement partners

The CoA engages two key stakeholders on matters which impact Aboriginal people:

- KYAC - representative of Kurna Traditional Owners (TO)
- Reconciliation Committee - Aboriginal & non-Aboriginal members; external membership)

3.1.1. KYAC

On 21 March 2018, Kurna were recognised as Native Title holders for lands around Adelaide. The decision was recognised as the first positive determination of native title over a capital city area since the commencement of the NT Act 1993.

Kurna TO are represented by KYAC as the Registered Native Title Body Corporate (RTNBC). KYAC registered on 26 November 2018. KYAC operates pursuant to The Rule Book of KYAC RTNBC registered on 16 August 2019.

The CoA is explicit in its recognition of Kurna as the TO of the land upon which it is located, and engages KYAC in this context. The current KYAC board is comprised of volunteers with elections held annually. As at the date of this report the KYAC Chair and Vice Chair report that it does not have a permanent office or support staff.

Kurna land spans multiple local government areas. KYAC engages regularly with state government departments, statutory bodies, and other entities. KYAC are frequently required to respond to overlapping requests for engagement, consultation, and participation—often without adequate resourcing or coordination. The cumulative burden can hinder meaningful input and increase the risk of consultation fatigue.

3.1.2. Reconciliation Committee

The Reconciliation Committee was formed pursuant to Section 41 of the *Local Government Act 1999* (SA) and works to advance reconciliation in the city and seek broad Aboriginal participation in activities and events of the City of Adelaide. The Reconciliation Committee operate in accordance with the provisions of the Act and Parts 1, 3 and 4 in the Local Government (Procedures at Meetings) Regulations 2013 (SA).

The Reconciliation Committee serves as an advisory and oversight body that supports the promotion of reconciliation. Its stated responsibilities include designing and overseeing the implementation of the Stretch RAP, contributing to policy formulation, and offering strategic advice to the Council on matters that may affect Aboriginal and Torres Strait Islander communities.

It currently includes a mixed membership of CoA and external representatives, each appointed for a four-year term. The membership includes three Aboriginal community representatives and a KYAC representative.

Figure 1 Kurna Peoples Determination Area



Table 2 Primary Aboriginal engagement partners: snapshot

Partner	Function	TOR	Status	Membership	Meeting	Sitting Fees
KYAC	Advisory - cultural authority	No	RNTBC	KYAC Board of Directors Traditional Owners Annual elections	Bi-monthly with CoA plus Pipeline Chair also sits on Reconciliation Committee & Kadaltilla	Hourly rate for meeting attendance (preparation time excluded)
Reconciliation Committee	Advisory – reconciliation including Aboriginal community representatives	TOR	Council Committee	Lord Mayor 3 x Council Members 3 x strategic agency representatives 3 x Aboriginal community representatives 1 x KYAC Four-year appointments	Quarterly	As per remuneration schedule 2022-26 \$550 per 2.5 hour meeting to include reading and preparation time, plus \$50 participation costs (e.g. transport)

4. Building and strengthening relationships

The CoA is a respected leader in driving reconciliation efforts. Beginning its journey in 1997 with the adoption of its first Reconciliation Action Plan (RAP) the CoA has since made significant progress through its RAP to support meaningful engagement with Aboriginal communities including Kurna through KYAC. The Reconciliation team has made a significant contribution to building a strong relationship with and to supporting the Reconciliation Committee and CoA engagement with KYAC. Acknowledging this, there remain opportunities to build and strengthen relationships with Aboriginal partners.

The current landscape:



The Kurna people are recognised as Traditional Owners the land on which Adelaide is located, and their cultural authority is respected.



The City of Adelaide increasingly engage Aboriginal partners — processes vary widely and may benefit from a streamlined approach.



At times, engagement processes can be reactive, short term or project specific.



Engagement with Aboriginal partners is not consistently delivered or understood.



There is growing recognition that clearer engagement processes are needed to reduce TO burden and support the CoA workforce.

In 2024, the CoA articulated its vision for a new approach to engagement with Aboriginal people in its *Draft Stretch Reconciliation Action Plan 2024-2027* as follows:

- Action 1: Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.
 - 1.1 Meet with local Aboriginal stakeholders and organisations to continuously improve guiding principles of engagement
 - 1.2/1.5 Review, update and implement an engagement plan to work with Aboriginal stakeholders.
- Action 5: Create engagement protocols that enable the representation and partnership of the Kurna People.
 - 5.3 Work with KYAC on a Kurna Yerta Aboriginal Engagement Protocol detailing preferred methods for collaborating with City of Adelaide.

These commitments provide a strong authorising environment and signal of the importance to CoA of investing in relationships with Aboriginal community partners. This project highlighted a number of opportunities to progress these commitments:

- There is currently a high level of reliance on the CoA Reconciliation team for engagement with Aboriginal communities. While a centralised function with appropriate expertise is important, efforts are also required to support the ongoing commitment, capabilities and confidence of the broader organisation to understand when and how to engage.
- There is an opportunity to clarify roles and functions. Engagement needs to be based on a clear understanding of the different forms of cultural expertise and authority. The importance of embedding a rights-based approach to respectful Aboriginal engagement cannot be understated.
- It is important that Aboriginal expertise and cultural authority is valued. KYAC is called upon by multiple government and private stakeholders to consult or provide input into major project and policy development on Kurna lands.
- The capacity of KYAC to meaningfully engage is constrained by its inability to secure ongoing resourcing to support that engagement – be it board member time, coordination, technical skills or provision of advice.
- There is no current agreement or Terms of Reference in place with KYAC, and there does not appear to be a sitting fee schedule in place, or at the level, of other equivalent groups.
- The CoA workforce identified the importance of simple tools and training to support them, alongside a strong authorising environment to allow for a process of engagement as may be required, particularly in the context of competing priorities, stakeholders, complexity of major projects and budgetary constraints.
- There is an opportunity to build a better understanding of when and why CoA might engage with KYAC, the Reconciliation Committee and/or the Aboriginal community.
- A strong relationship is based on trust, transparency and shared understandings. This requires investment in a genuine process of engagement and collaboration with KYAC in the design and implementation of new initiatives and approaches.
- Relationships will be supported by a more consistent and streamlined approach. This reduces consultation burden and is more likely to deliver better engagement outcomes for both the CoA and partners.

5. Integrating FPIC principles into engagement

The CoA has signalled its intent through this Project to consider the integration of FPIC into its engagement approach with Aboriginal people.

FPIC is a principle, process and an outcome which is articulated in UNDRIP. FPIC is the collective right of Indigenous peoples to give, or withhold, their consent at key decision-making points during a proposed activity which significantly impacts a recognised right of Traditional Owners.

Table 3 Understanding FPIC

	Principles	What does it mean?
F	Free Independent process of decision-making.	Consent is given voluntarily, without coercion.
P	Prior Right to undertake own decision-making process for any project of concern before its implementation.	Consent is sought before the project begins.
I	Informed Right to be provided and to have sufficient information on matters to make informed decision-making.	All relevant information is provided in a comprehensible manner.
C	Consent Collective and independent decision of affected communities after undergoing their own process of decision-making, undertaken with full and equitable participation and in good faith.	A collective decision made by the rights holders and reached through a customary decision-making process of the communities.

The UNDRIP states that FPIC is required for any decision that impacts Aboriginal peoples' rights, survival, dignity, and well-being. This includes decisions related to their lands, territories, and resources, as well as legislative or administrative measures. In 2009, Australia endorsed the UNDRIP, however there is no legal mandate for Australia to integrate the declaration into law.

UNDRIP states that FPIC must be obtained via good faith consultation and cooperation with Aboriginal people *"prior to the approval of any project affecting their lands or territories and other resources, particularly in connection with the development, utilisation or exploitation of mineral, water or other resources."* (Article 32).

The UNDRIP also requires FPIC in a range of other circumstances, including:

- When relocating Indigenous Peoples from their land (articles 10 and 28).
- When cultural, intellectual, religious and spiritual property is impacted (article 11).
- When adopting and implementing legislative or administrative measures that may affect Indigenous peoples (article 19).
- In relation to the storage or disposal of hazardous materials on customary lands or territories (article 29).

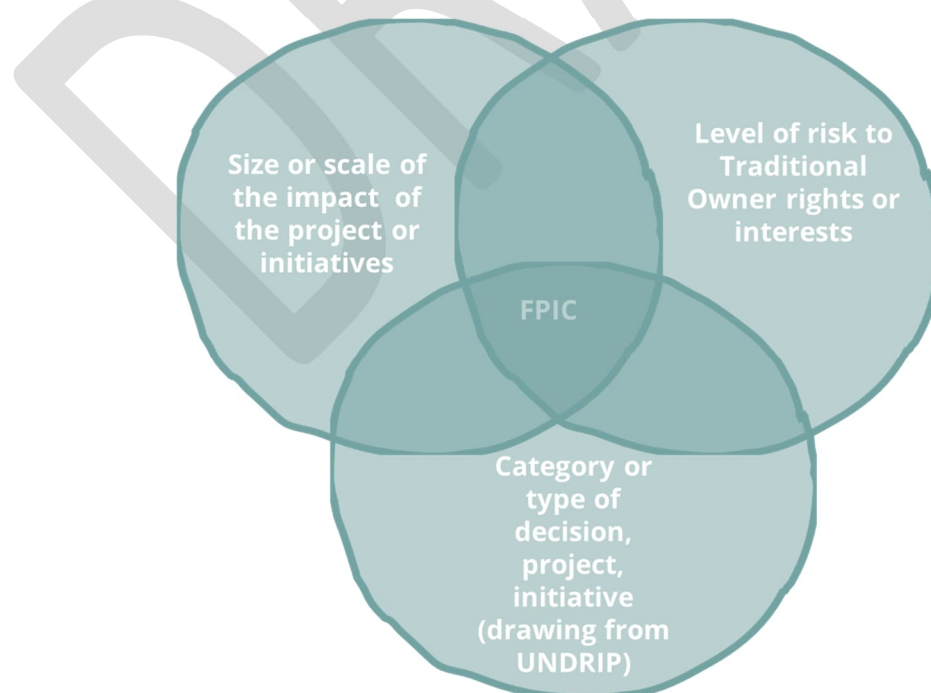
5.1. FPIC in practice

The majority of examples where formal FPIC has been integrated are located either at a nation-state level, across major corporations or industries (e.g. mining industry), or at a discrete project level. There is limited evidence of full integration of formal FPIC in a Local Government context in Australia.

In the context of organisations, non-Aboriginal partners and TOs will often work together to agree a decision-making matrix which determines if a full FPIC process is required at a project, or activity level. At a high level, this might include an assessment of the following types of considerations:

1. Whether there is an impact on recognised TO rights and interests as articulated in the UNDRIP.
2. The size or scale of the matter, and whether it is a new or different impact.
3. The level of risk to Traditional Owner rights or interests.

Figure 2 FPIC screening



5.2. FPIC in the context of the CoA functions

If the CoA were to integrate formal FPIC as part of the broader engagement approach, the specific requirement for FPIC would ordinarily only be triggered by decisions or actions that carry a significant and new risk to - or impact upon –the rights and interests of the TO group.

In relation to CoA functions, it would be anticipated this would include:

- Significant disturbances to land or water ways including capital works projects involving land use changes, excavation, or construction in areas of cultural significance.
- Strategic land use planning or rezoning decisions with heritage protection and overlays.

It may extend to other areas of CoA work if the level of risk to a recognised TO interest is established. Optimally, the types of CoA initiatives that would trigger FPIC would be agreed in consultation with KYAC, with reference to international FPIC standards and tailored to organisational context.

5.3. FPIC consent requirements

Consent is an integral element of FPIC. In the context of FPIC, consent should be understood as a living and evolving expression of relationship, rather than merely a static agreement. It reflects an ongoing process of dialogue, trust-building and mutual respect with the TO group.

In practice, there are examples of three approaches to obtaining consent within an FPIC framework – point in time consent, consent as a process, or a combination of both. The latter involves initially seeking formal agreement to a project, with ongoing consent achieved through delivery within the scope agreed and an ongoing process of engagement as agreed. These approaches are summarised in Table 4, below.

The consent approach chosen will depend on any legislative requirements, organisational context and optimally, individually TO preference. This choice is arguably more straightforward if there is an explicit legislative framework embedding FPIC, or where an organisation has a relatively unfettered 'jurisdiction' (be it as a nation state or major corporation).

It is critical for an organisation contemplating the integration of formal FPIC into their engagement practice, to understand that within FPIC consent can be withdrawn by a TO at any stage of a project life cycle. This right to withdraw consent ensures communities have a mechanism to protect TO interests when the project is not proceeding as planned. While there are mechanisms available to mitigate this risk, it is important to understand none can assure absolute certainty

Table 4 Approaches to consent

Approach	Nature	In practice	Benefits	Challenges
Point-in-Time Consent	Treated as a single authorisation given at a fixed moment—typically following early engagement and before the project proceeds to delivery	Formal sign off by TO via letter or agreement (such as Indigenous Land Use Agreement – ILUA)	Provides clarity for project planning and authorisation. Easier to document and formalise. Suits lower-risk, well-defined impacts. Strict compliance with UNDRIP standards.	May not accommodate changes or evolving impacts. Can undermine relationships if assumptions shift after consent is granted. Risks being perceived as transactional rather than relational.
Consent as a Process	This model embeds consent into the entire lifecycle of a project through a project-specific FPIC strategy. It might include early agreement on engagement principles, decision-making triggers, and roles across key LGA project milestones.	Project specific FPIC strategy which outlines engagement at key FPIC milestones aligned to organisational project management framework.	Can align better with TO governance, decision-making structures and expectations. Builds trust and transparency. Creates shared accountability and adaptive flexibility.	More complex and resource intensive upfront Requires early coordination and internal consistency. Can increase resource and time requirements. Relies on clear protocols and capacity support. Optimally relies on an existing authorising environment or agreement (e.g. ILUA)

6. Framework elements

There are three broad areas for decision that will inform the CoA approach to an engagement framework integrating FPIC:

- Foundational Principles and Functional Design Elements – the core architecture of the framework.
- Strategic and Operational Alignment – where the model is embedded across governance and business functions.
- Enablers for Success – the critical factors that will support sustainable implementation and trust-based relationships.

The related key decision points and the recommended approaches are summarised in detail in Attachment 2: Key Decision Points.

A framework based on the recommendation approaches is outlined below for testing and endorsement internally and optimally with Aboriginal partners.

It includes:

- Foundational principles
- Engagement pathways
- Referral into specific FPIC pathway (outlined in section 7)

The integration of FPIC into the model is designed to be pragmatic and scalable to support success, while aligning with national and international best practice.

Foundations: Principles for Engagement

All Aboriginal engagement should be grounded in a shared set of principles that reflect the City of Adelaide and Aboriginal values and commitments. These principles need to underpin all engagement, support embedding an organisational engagement culture and set the standard for organisational practice. At a base level, Aboriginal engagement should be underpinned by principles derived from the UNDRIP and recognise the right to participate in decisions that affect one's rights, culture, and Country.

Proposed principles drawn from early consultation and existing strategic documents include:

- Recognition of rights and custodianship of Country
- Commitment to respectful and reciprocal relationships
- Transparency, rigour, and accountability
- Early engagement and shared understanding
- Truth telling
- Alignment with self-determination and UNDRIP principles
- Valuing cultural expertise and authority

Engagement Pathways

The CoA Aboriginal engagement approach should explicitly articulate three engagement pathways on matters assessed as having an impact on Aboriginal people. These are not necessarily mutually exclusive, with each requiring engagement for specific matters.

Table 5 Engagement Pathways

Pathway	Purpose	Mechanism
General Aboriginal Community Engagement	For projects assessed as having an impact or intersect with the broader Aboriginal community (i.e. of broad Aboriginal community interest). Engagement to proceed as would ordinarily be required, or expected, under existing CoA community engagement guidelines.	• CoA general engagement • LGA Community Engagement Charter
Reconciliation Committee	For projects which are broadly in scope of the CoA reconciliation agenda, including oversight of RAP initiatives, and fall within the Reconciliation Committee specific TOR. Engagement is for the specific purpose of specialist advice, including general cultural advice and governance via the three Aboriginal community representatives.	• Reconciliation Committee
Traditional Owner Engagement	For projects as may be agreed, including where significant impacts and/or risks to recognised TO rights are identified (i.e. anticipated to be chiefly significant and substantively new impacts to land and/or waterways). This rights-based engagement pathway is determined by the level of risk, with project specific FPIC processes triggered where agreed threshold is met (refer section 7, below).	• Protocol-based engagement • FPIC process

Tiered engagement levels

Pathways should be supported by a transparent and documented rationale.

The IAP2 spectrum which has already been integrated in the City Plan 2036 is proposed as a useful framework, readily aligned to existing CoA and LGA models, and recognised best practice. The IAP2 spectrum was developed by the International Association for Public Participation – IAP2 International. While use or reproduction of the spectrum requires specific permissions, the spectrum includes a continuum of engagement based on the impact of a decision. The IAP2 model has been adapted for use as a framework for Aboriginal engagement (refer Table 6). In this example, “self-determination” is adopted as requiring the highest level of engagement which is, in effect, the delegation of decision-making to TOs.

Importantly, while delegation and consent are not the same, the IAP2 framework is a useful example of an approach which can be tailored to incorporate FPIC (with appropriate permissions). An IAP2 Engagement Spectrum First Nations Adaptation was developed by Central Queensland University in 2022, illustrating how the model can be tailored.

Table 6 IAP2 Engagement Spectrum First Nations Adaptation, Daniels, C, Stewart, M, & Miller, A 2021, First Nations Community Engagement: Industry Guide Phase I. (2022). Central Queensland

Level of engagement	Inform	Consult	Involving	Partnerships	Self-determination
Engagement Goal	To provide community with information that helps to understand the problem, alternatives, opportunities and/or solutions and the impact.	Community feedback on the issue, analysis or decision. Communities know what they need and what will work. Assists with making informed decisions. Active listening required.	Involving the community early in the process to ensure community views are understood and considered. Build trust early through ongoing community connection (e.g through an advisory committee).	Partnering with the community in decision-making and co-creating for solutions. Drawing on community knowledge and expertise, sharing tools and knowledge to deliver outcomes.	Place decision-making with the community. Community drives the decisions and the outcomes. Supports self-sufficient and sustainable communities. Transfer of resources and power to communities.
Engagement Commitment	To keep the community informed.	To keep community informed, listen to and acknowledge issues, provide feedback as to how input affected the decision.	To ensure concerns and aspirations are directly reflected in the alternatives developed and to provide feedback as to how input affected the decision.	To seek advice and innovation from the community to formulate solutions and incorporate the advice into alternatives to the maximum extent possible.	To implement what the community decides.

7. Integrating an FPIC pathway

To support the integration of an FPIC pathway, a protocol-based consent model has been developed for consideration and to form the basis of discussions with Aboriginal partners. It is proposed as offering a workable and pragmatic approach in the absence of a clear legislative FPIC framework or existing formal agreement.

Key elements of the model are:

- An agreed protocol with KYAC for engagement and consent, outlining parameters for routine engagement, standing consent, project notification requirements (e.g. standing agenda) and formal FPIC processes
- A preliminary screening tool for project leads, to determine (example criteria):
 - o Is there an impact to UNDRIP recognised TO rights i.e. land, waterways, heritage places, or landscapes?
 - o Will the impact be substantial significant or serious?
 - o Will the impact be new or substantially different to an existing impact?
- If yes to all three, referral to full FPIC screening i.e. assessment whether the impact or risk to TO rights across recognised categories meets an agreed threshold.
- Referral to a project-level FPIC strategy where indicated.

The goal is to create a clear process with integrated trigger points. An example process map is included over page in Figure 3.

Once negotiated, the protocol can be applied across multiple projects, streamlining engagement, in a way that meets both KYAC and CoA expectations and readiness. The protocol also provides for periodic review, allowing adjustments to reflect changing priorities, capabilities and evolving relationships.

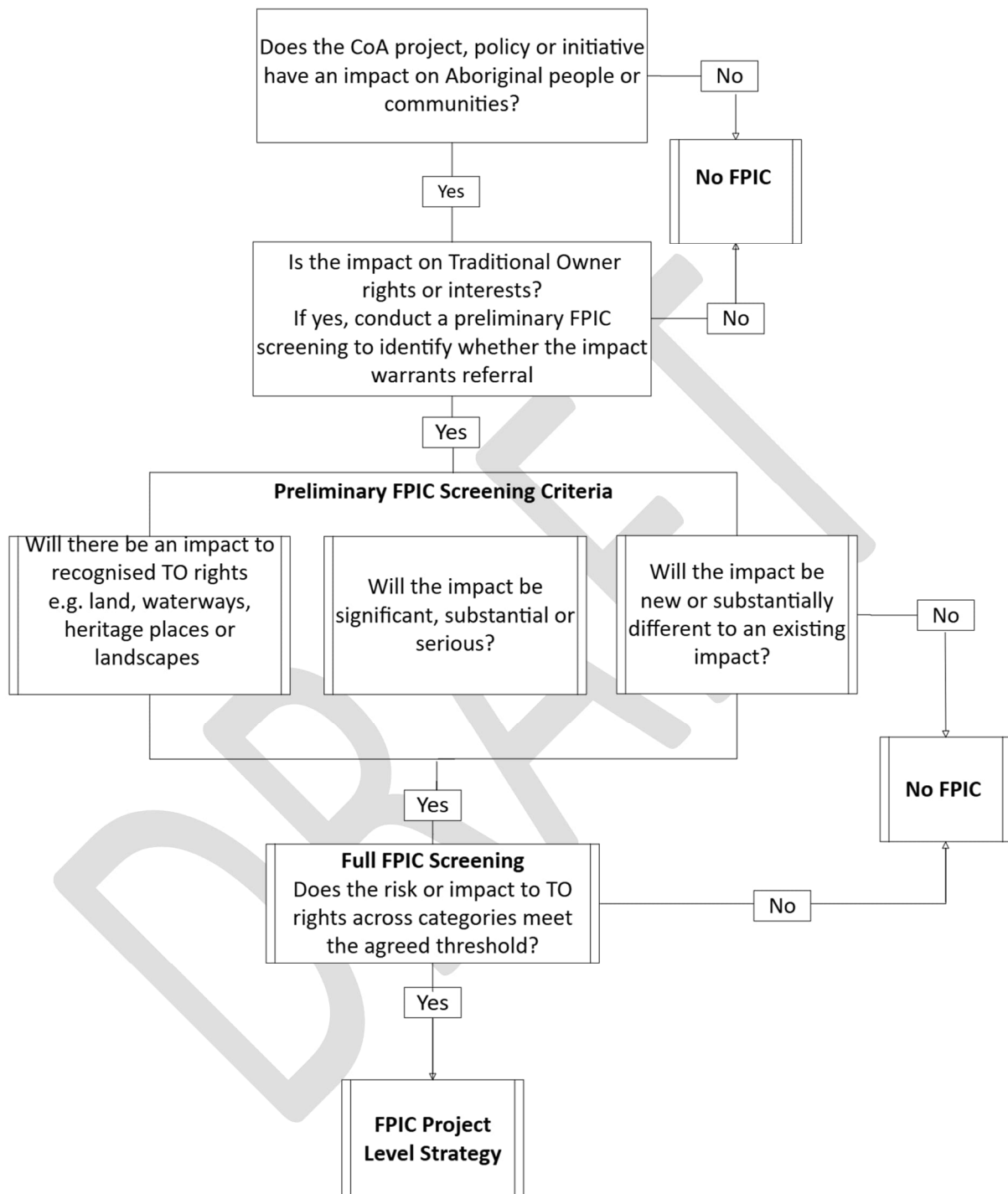
The model enables standing consent in defined low-risk or pre agreed areas (e.g. arts projects following agreed protocol). It could also provide a mechanism through which a staged implementation of FPIC (by pilot, project or function) could be agreed in a manner consistent with FPIC principles.

Screening tools support internal teams to assess risk and impact. If engagement is warranted, a protocol-based process guides the application of FPIC, including how consent is defined (i.e., as a formal, point-in-time agreement; an outcome of ongoing dialogue; or a combination).

It is important to note that the requirement for FPIC is a specific process in recognition of particular TO rights. An FPIC process does not negate the requirement for general Aboriginal community engagement or engagement with the Reconciliation Committee where a project is assessed as having broader impacts.

A full description of the model is included as Attachment 3.

Figure 3: Example FPIC pathway



Project-level FPIC strategy (if triggered)

Where a full FPIC process is indicated, a project-specific FPIC strategy is designed. Engagement under the strategy can be co-designed with TO group, or unilaterally by the CoA in accordance with the agreed protocol. The FPIC strategy maps engagement at key milestones from early planning through to implementation and review. This approach supports informed decision-making, transparency, and ongoing relationship building throughout the project lifecycle.

As far as possible, both the pathway and FPIC strategy process should be structured to follow the CoA Project Management Framework, ensuring engagement is embedded in standard workflows rather than operating as an add-on.

A project level FPIC strategy will:

- Describe the project and its potential impact
- Outline the point in time relationship health with KYAC including existing engagement cadence
- Identify any intersecting requirements, including legislative requirements for consultation and engagement (e.g. Heritage) to support alignment
- Align engagement with CoA project phases and identify critical stage gates within an FPIC schedule or milestone engagement plan
- Define consent pathway as per protocol guidance
- Log activity, evidence base and outcomes.

Depending on the terms of the protocol, it is a decision for CoA as to how it develops and delivers the strategy:

1. In consultation with KYAC on a project-by-project basis, and/or
2. Internally in accordance with the cadences and standards set out in the protocol. In addition to meeting agreed engagement expectations, this might include early notification of relevant projects via standing agenda as agreed.

A sample FPIC strategy template is attached as Appendix 1

8. Risks and mitigation

As with any significant change, integrating FPIC and a framework for engagement carries potential risks — for both CoA and KYAC.

Table 7: Risk and mitigation strategies

Risk	Likelihood	Impact	Mitigation Strategy
Engagement fatigue/consultation burden	High	High	Tiered engagement approach with standing consent options. Options for additional resourcing support pursued.
KYAC organisational readiness	Medium	High	Engage KYAC in design and implementation, and support for participation. Consider endorsement of the protocol based model, and/or phased or pilot approach.
CoA organisational readiness	Medium	High	Clear communications, consistent narrative, strong governance, practical guidance, training. Integrated triggers, and simple preliminary screening assessment tools. Consider endorsement of the protocol based model, and/or phased or pilot approach.
Protocol being perceived as tick box, optional or lacking authority	Medium	High	Formal endorsement by Executive and clear governance structure for monitoring and oversight. Ongoing communications and education.
Disputes over what constitutes “significant impact”	Medium	High	Define thresholds and criteria collaboratively with KYAC and document within the protocol.
Withdrawal of consent	Low	High	Agreement on protocol, and adherence to engagement schedule. Transparency and clear parameters. Strong relationships and shared understanding.

Risk	Likelihood	Impact	Mitigation Strategy
Damaged relationship	Low	High	Embed transparency, dispute resolution mechanism, and develop & maintain FPIC Register. Invest in relationship building and shared commitment to continuous improvement.
Project delays due to engagement	Medium	Medium	Embed a simple and consistent internal screening tool to flag TO engagement requirements early in project lifecycle.
Lack of internal resources to coordinate FPIC processes	Medium	Medium	Build internal capability and allocate a dedicated FPIC liaison within the engagement team.

9. Resourcing and capacity building

Effective implementation will require investment in internal and external capability building. Resourcing and capacity building is considered in the Attachment 2 - Key decision points, within the section 'enablers for success'.

Key points include:

- CoA organisational executives should be encouraged to work across their respective directorates to support the ongoing commitment, capabilities and confidence of the broader organisation to understand when and how to engage with Aboriginal partners.
- CoA of Adelaide workforce generally will require training, cultural competency, and use of screening tools, with a potential need for targeted support within the team leading delivery of engagement.
- All Aboriginal engagement processes should consider the meaningfully reimbursement of time for participants, and where relied upon, payment of appropriate fees for cultural advice in the same way other expertise and authority is valued.
- KYAC require resourcing to meaningfully participate, including support for governance, preparation time, and coordination.
- All partners need to be transparent about parameters and challenges as they may arise, and work together to build a culture of trust and continuous improvement.

10. Implementation

It is recommended that the framework and approach to FPIC is tested through a phased implementation process, which includes:

- Ongoing engagement & information sharing to build relationships and confidence
- Pilot test case to selected project(s) or functional areas (e.g. infrastructure)
- Formalisation of the protocol with KYAC as the enabling mechanism for consent.

This approach allows CoA to iterate the model while building organisational capability and trust.

Overview

Provide a minimum 12-month timeline to co-develop and embed a rights-based FPIC protocol with KYAC within broader CoA engagement framework.

Core Actions

The below is a high level 12-month action plan. The recommended starting point is to engage KYAC, with a view to explore and pilot a test FPIC case, alongside joint work to develop and endorse a protocol. The test case piloted should be low to medium impact, capable of illustrating approach and opportunities for refinement.

Table 8 High level action plan

0-3 months	3-6 months	6-12months
- o Secure executive in principle support to proceed with model and approach - o Confirm roles and responsibilities across CoA, including project governance - o Share information with KYAC and Reconciliation Committee - o KYAC to confirm interest in FPIC, approach and level of participation - o Agree to a joint FPIC test case to pilot the model - o Identify resourcing for KYAC participation for initial 12 months - o Finalise core principles and engagement pathways - o Establish governance to oversee implementation	- o Early internal communications and education - o Share, develop and refine pathways, thresholds, grievance processes and tools (CoA & KYAC) - o Review test case progress with KYAC - o Use early lessons to support draft protocol and consider the option of a continued staged implementation being agreed via the protocol - o Work with KYAC and other government partners to support development of business model to secure ongoing resourcing to support engagement in consultation - o FPIC strategy pilot ongoing	- o Promote test case progress as proof-of-concept internally and externally - o Build internal staff capability and confidence through education - o Seek endorsement of final protocol from both parties - o Operationalise FPIC protocol with commitment to review every two years (or other period a may be agreed) - o Establish and maintain FPIC register to support transparency and accountability



Attachments

Attachment 1: Consultation summary

The consultation process undertaken by *yamagigu* for this project included discussions with internal stakeholders, committee representatives, and preliminary discussions with KYAC. The focus of consultation has been to introduce the objective of a framework for engagement, provide a background to the concept of FPIC and some key decision points to guide the development of a model for CoA.

Consultation has included:

- CoA workforce workshop sessions
- CoA workforce individual sessions
- CoA executive briefing
- External stakeholders:
 - KYAC Chair and Vice Chair
 - KYAC Board
 - Reconciliation Committee members (Aboriginal community representatives).

The key decision points, described below, were framed around core elements of an engagement framework which integrates FPIC. The extent to which these were explicitly articulated and explored was guided by the time available, existing familiarity with core concepts, current and future role of participants.

1. Principles of engagement
2. Engagement pathways, current practice and expectations
3. Thresholds for engagement including screening for FPIC
4. Approaches to consent
5. Locating an engagement framework strategically
6. Locating an engagement framework operationally
7. Embedding the policy (inc. potential activation points)
8. Approach to implementation
9. Supporting success

Discussions to date highlight a shared commitment to respectful and consistent engagement. The discussions also underline the important of investing time in both the development and implementation of a process, particularly in the context of:

- CoA workforce and KYAC level of familiarity and comfort with FPIC as a concept
- Resourcing pressures on engagement partners
- Breadth and complexity of CoA functions and responsibilities
- CoA having multiple stakeholders including external project partners
- Varying levels of organisational readiness within and across KYAC and the CoA.

Emerging themes by cohort

KYAC	The Chair and Vice Chair indicated qualified support for the proposal, noting the critical importance of engaging the Board prior to any formal commitment. Board members indicated the need to understand more of the concept and the purpose of FPIC before being ready to discuss key elements. They also stressed the importance of the CoA continuing to build core engagement practices as part of this work. While reporting a good relationship currently, the capacity of KYAC to meaningfully engage is constrained by its inability to secure ongoing resourcing – from CoA or other governments. Success would be supported where there was effort to streamline engagement and formalise the ways of working together, noting there is currently no MOA or equivalent between CoA and KYAC. KYAC's early and meaningful engagement in both design & implementation will be critical to support success and ongoing positive relations with CoA.
Workforce	Overall, there is support in principle for the proposal, and recognition of the existing strategic alignment. Some were concerned about the practicality of FPIC. A significant number of participants noted a strong reliance on the Reconciliation Officer as the central point of coordination and facilitation for Aboriginal engagement. Many emphasised the importance of a clear authorising environment. Views varied about where the policy was located strategically and operationally. Most teams expressed a desire for clear and practical guidance alongside streamlined processes. There was some concern about the scale & quantum of matters likely to be require FPIC, and whether it might cause delays to major projects already operating within tight timeframes. There is value seen in a staged and/or sequenced implementation, particularly given the breadth and complexity of functions, responsibilities and stakeholder relationships.
Reconciliation Committee	Both members interviewed offered support in principle for the proposal, particularly as it related to creating clear pathways and functions. There was support for articulating the interface between the Committee and KYAC engagement, and how consultation could be streamlined further. There is acknowledgment of existing CoA efforts and the importance of consolidating these foundations even where FPIC is pursued.

Attachment 2: Key decision points

There are three broad areas for decision that should inform the CoA approach to an engagement framework integrating FPIC:

1. Foundational Principles and Functional Design Elements – the core architecture of the framework.
2. Strategic and Operational Alignment – where the model is embedded across governance and business functions.
3. Enablers for Success – the critical factors that will support sustainable implementation and trust-based relationships.

The following tables provide an outline of considerations and recommended approaches.

1. Foundational Principles and Functional Design Elements

Decision point	Considerations	Recommended approach
Engagement Principles	Principles underpin trust, transparency and cultural safety. They also reflect shared values and support strategic alignment.	In the absence of an existing framework, develop principles that integrate IAP2, align with UNDRIP, relevant CoA strategic frameworks including the RAP. Seek co-endorsement by the Reconciliation Committee and KYAC
Engagement Pathways	Structured pathways will provide clarity to partners and the CoA, and streamline existing processes to reduce consultation burden.	Tiered engagement pathways with a clear and agreed scope of roles and functions for each partner.
FPIC Trigger	Best practice suggests ground in rights-based approach, with a specific focus on level of risk or impact to TO rights Acknowledge that the lack of precedent in a local government context, and the absence of legislative framework or existing TOR, success and sustainability requires a tailored approach.	Align to international standards, with a focus on matters where there is a new and material impact to TO rights (as per UNDRIP). Work with KYAC to tailor this to CoA context and KYAC preference and readiness.
Screening & Activation	A clear and easily understood process is required which embeds activation points across CoA initiatives, and accessible preliminary screening tool.	Consider the need to embed multiple triggers and activation points, accompanied by education which identifies not just the what and when, but the why.

Decision point	Considerations	Recommended approach
	A full FPIC assessment requires a more nuanced impact and risk assessment.	Adopt a two-phase approach to screening, a simply screening tool for project managers, and, a full impact/risk assessment aligned to UNDRIP where indicated. Align and integrate with existing engagement (including cultural heritage planning), PMO and risk approaches.
Consent process	Consent in this context is best understood as relational rather than transactional.	Consent achieved through a process of ongoing engagement, aligned to project milestones, and articulated in a project specific FPIC process or strategy document. The triggers, thresholds and processes to guide FPIC and achieve consent are agreed at a high level with the KYAC and documented (e.g. via formal terms of reference, protocol or memorandum).

2. Strategic and Operational Alignment

Decision point	Considerations	Recommended approach
Governance	A strong authorising environment and mandate is essential.	Embed FPIC governance under a senior executive sponsor, within the broader engagement, strategic policy or reconciliation governance framework.
Operational delivery	Responsibilities need to be clear and resourced.	Embed in a dedicated function or team to support screening, implementation, key partner relationships and delivery of FPIC engagement.
Strategic entry point	There is limited precedent for an LGA embedding FPIC. A staged roll-out allows for learning and relationship building.	Pilot FPIC via selection project(s) and/or phased implementation (subject-based or functional). Optimally agree initial focus area or pilot project with KYAC

3. Enablers for Success

Decision point	Considerations	Recommended approach
Relationships	A strong relationship based on trust, transparency and shared commitment is the fundamental enabler of success.	Continue to invest in a genuine process of engagement and collaboration with KYAC in the design and implementation. Agree a terms of reference.
Resourcing & capacity building	Organisational readiness, for both KYAC and CoA, requires time, education and resourcing.	Identify opportunities to support KYAC participation through one or more of – equivalent reimbursement of time (i.e. at a level consistent with CoA Committees), streamlining attendance requirements, provision of in-kind support (e.g. office space, corporate services), funding support for engagement and/or policy expertise. Work with other government and private sector partners who regularly seek to engage with KYAC to consider the opportunity of a shared resourcing model. Resource a dedicated Aboriginal engagement role to support education, engagement, relationship management, assessment and FPIC coordination where triggered. Invest in building the confidence and capability of the workforce to understand and apply the processes, through a combination of integrated tools and education.
Implementation approach	Need for agility, testing and iterative approach.	Use a protocol-based model for testing, implemented over a 12-month period. Identify and mitigate risks. Work with KYAC and other partners to build a culture of continuous improvement.

Attachment 3: Protocol based consent model

This section outlines a potential model for the integration of FPIC into CoA engagement processes. It has been developed in alignment with the UNDRIP framework, United Nations standards and the CoA RAP framework, and tailored to the specific context:

- Lack of legislative mandate or other formal obligation to trigger FPIC
- CoA broad, diverse responsibilities and readiness
- CoA positioning as first LGA to attempt FPIC integration
- Absence of formal TOR or other agreement between KYAC and CoA
- KYAC organisational readiness
- The need for sustainability in the context of existing burden, turnover and changing personnel (and politics)
- KYAC capacity to participate in design to date (in part availability and in part FPIC complexity)
- The importance of the model supporting the ongoing development of the relationship between CoA and KYAC as the critical foundation for success.

The proposed model recognises the unique positioning of CoA in seeking to integrate FPIC and proposes a protocol-based model for engaging with KYAC given the absence of formal legislative mandate or agreement with KYAC to trigger and oblige compliance with FPIC.

Protocol-Based Consent model as a practical approach to integrating FPIC within broader engagement processes

The proposed model achieves consent through a negotiated 'Engagement Protocol' or negotiated Memorandum of Agreement (Protocol) between the CoA and KYAC. In the absence of a legislative FPIC trigger or existing formal agreement with KYAC, a protocol-based approach enables CoA to uphold the intent of FPIC in line with international standards, while developing a workable approach in context.

At a high level, the protocol establishes the method for project notification, thresholds for escalating engagement, and identifies when FPIC is triggered. It relies on relationships, mutual goodwill and a structured engagement cadence. It establishes:

- A shared understanding of when and how the KYAC is engaged.
- A tiered approach to matters based on impact/risk, integrating the IAP2 spectrum and triggering an FPIC process only where agreed as appropriate.
- A regular engagement cadence for early notice of relevant upcoming projects.
- Consent delivered through adherence to an agreed process, including project-specific FPIC schedules for culturally significant projects.

This model seeks to acknowledge Kaurana cultural rights, reduce engagement fatigue, and strengthen trust—while able to be implemented in the short to medium term. It is scalable, agile to changing partner conditions and preferences, and fundamentally relationship-driven.

Key Features (refer table over page)

- A standing agreement on how projects are presented to TOs (e.g., via standing agenda items).
- A tiered engagement structure using the IAP2 spectrum (Inform to Empower) as the underpinning engagement continuum.
- FPIC is embedded in the 'Empower' tier and is triggered by the project's potential impact.
- Project-level consent is delivered through adherence to a co-designed engagement schedule that maps to CoA established project planning and milestones (TBC).
- Resourcing overview – sitting fees, engagement participation etc
- Grievance & dispute resolution mechanism/pathway
- The protocol is subject to biennial review and reflects alignment with both internal and external project requirements.

Key strengths

- Scalable: Respects current readiness of KYAC and CoA with ability to scale over time the level of engagement or type/number of projects
- Respectful: Built around a relationship, not compliance.
- Practical: Aligns with internal CoA processes, reducing burden.
- Transparent: Protocol-based approach enables both sides to have clarity and shared expectations in ways that work for them.
- Reviewable: Protocol is not static; it can evolve with capacity, maturity of relationships, and TO needs.

Integration of IAP2 with FPIC

The model adopts IAP2's five levels of engagement (Inform, Consult, Involve, Collaborate, Empower) as the underpinning engagement continuum. FPIC is embedded in the 'Empower' tier and is triggered by the project's potential impact.

FPIC integrity

FPIC	How It's Met in This Model
Free	Participation is voluntary, culturally safe, and not time-pressured.
Prior	KYAC is advised of relevant projects before decisions are made via regular updates and are provided early pipeline insight in accordance with the agreed protocol.
Informed	Sufficient detail is shared at the right time, in the agreed way, using accessible formats and aligned to KYAC needs/capacity (time & technical).
Consent	Achieved via adherence to agreed process, recorded through: • lack of objection for lower-tier matters, and • confirmation through engagement stages for FPIC matters (see below)

Engagement via Protocol-Based Consent model: Key components

Component	Description
1. Mutual Agreement on Engagement Protocol e.g. (MOA)	Collaboratively designed and agreed by the CoA and KYAC, reviewed every two years (or otherwise as agreed). Sets out the shared understanding of roles, values, engagement principles, areas of focus and consent process.
2. Tiered Matters Framework	Matters are grouped into levels (e.g. inform, consult, collaborate, FPIC-required) based on significance to cultural rights and impact. This aligns with the IAP2 spectrum, with FPIC added at the 'empower' stage for culturally significant matters. Sits within broad engagement framework
3. Internal Screening & Project Assessment	CoA implements internal tool to assess engagement requirements. Criteria can be designed with KYAC (aligned with recognised IAP2 and UNDRIP standards).
4. Standing Cadence of Engagement	A regular standing meeting, such as quarterly, with KYAC board (or a standing agenda item on an existing forum) where upcoming projects as agreed are previewed and KYACs can express interest or raise concerns.
5. Consent via Process Adherence	Consent is achieved through the delivery of the agreed protocol and processes, and formalised project by project only when triggered: Tacit consent - For low-level matters: no objection following due notification Standing consent – pre agreed consent for certain classes of projects may be pre-approved subject to consent provisions being met, embedded in protocol (i.e. reviewed every two years). This reduces burden while preserving the right to be heard. FPIC: delivered through project-level FPIC strategy (below)
6. Project-level FPIC Strategy	For FPIC-triggered projects, CoA prepares and implements FPIC strategy (internally or via co-design). Consent might be understood as an ongoing relational product, with clear points for formal KYAC feedback (or as explicit agreement - or lack of objection - at key project milestones/stage gates)
7. Review and Renewal Cycle	Protocol reviewed biennially to improve function, update engagement triggers, and maintain trust. FPIC register maintained by CoA to track project engagement decisions involving KYAC and support accountability, transparency, and rigour.



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[Project name]

City of Adelaide

Free, Prior and Informed Consent

[Date]

[Project Lead/Engagement Lead]

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1. Overview

Purpose: Provide a high-level summary of the project and how the FPIC process will be applied.

Example (River Torrens Development): The City of Adelaide is proposing a riverbank redevelopment project on the River Torrens. The project will include the permanent redirection of water flow to support flood mitigation, public space upgrades, and recreational facilities. This project triggers the FPIC process due to the recognised impacts on Kaurna.

2. Background

Purpose: Record the context for this project and the FPIC requirement.

Example: The River Torrens has significant cultural and spiritual importance for the TO group. Previous works along the riverbank have highlighted the need for early and ongoing engagement. Under the agreed FPIC protocol, any project involving changes to water flow or riverbank structures has been identified as triggering a full FPIC process.

Abbreviations

Purpose: Common acronyms and abbreviations, include standard terms (as per below) and the project specific.

Abbreviation	Definition
CoA	City of Adelaide
TO	Traditional Owners
PBC	Prescribed Body Corporate
NT	Native Title
FPIC	Free, Prior and Informed Consent
KYAC	Kaurna Yerta Aboriginal Corporation
	[update as appropriate]

4. Project partners

Purpose: Optional section - provide a short overview of key partners. This would routinely include CoA and KYAC.

4.1 City of Adelaide

Adelaide is the capital of South Australia. The CoA is relatively uniquely positioned as an LGA within which a major Australian capital city is located. Adelaide is the business centre of the State of South Australia, the location of major health and education infrastructure, a focus point for recreation, sporting and tourism activities, and a transport hub and connector.

The 2024-2027 RAP reports that in August 2024 the CoA workforce consisted of 1034 employees, with nine individuals identifying as Aboriginal and/or Torres Strait Islander, making up 0.87% of the total workforce. The CoA has diverse responsibilities and functions:

- Legislatively, the CoA has multiple responsibilities (refer table above). The statutory framework articulates both CoA responsibilities and also prescribes certain levels of engagement. It also guides the CoA's delivery of policies, programs and services.
- Under the *City of Adelaide Act 1998 (SA)*, the City of Adelaide has particular responsibilities in overseeing the city centre and the Adelaide Park Lands for the benefit of all residents, workers, students, and visitors.
- Strategically, the CoA has a central strategic framework which incorporates its Strategic Plan, Long Term Financial Plan, Asset Management Plans and the City Plan. Alongside these are multiple policies and planning documents.
- Functionally, CoA operates across a wide range of areas -, including capitol works, arts, development, Park Land management.
- CoA is engaged in a number of strategic partnerships with external entities – including state government departments and other project partners.
- CoA has established a number of advisory committees under Section 41 of the *Local Government Act 1999 (SA)*.

The CoA is located on the Traditional Lands of the Kurna people.

4.2 KYAC

On 21 March 2018, Kurna were recognised as Native Title holders for lands around Adelaide. The decision was recognised as the first positive determination of native title over a capital city area since the commencement of the NT Act 1993.

Kurna TOs are represented by KYAC as the Registered Native Title Body Corporate (RTNBC). KYAC registered on 26 November 2018. KYAC operates pursuant to The Rule Book of KYAC RNTBC registered on 16 August 2019.

The CoA is explicit in its recognition of Kurna as the TO of the land upon which it is located, and engages KYAC in this context. The current board is comprised of volunteers with elections held annually. As at the date of this report the KYAC Chair and Vice Chair report that it does not have a permanent office or support staff.

Kurna land spans multiple local government areas. KYAC engages regularly with state government departments, statutory bodies, and other entities. KYAC are frequently required to respond to overlapping requests for engagement, consultation, and participation—often without adequate resourcing or coordination. The cumulative burden can hinder meaningful input and increase the risk of consultation fatigue.



Option: Develop LGA specific map and consider incorporating cultural heritage overlay.

4.3 KYAC Board/Key KYAC personnel

Name	KYAC Role	Term	Contact Details	Project Role (if known)
Mrs Chairs	Chair	To 02/26	xys@kyac.com	Nominated lead
Ms V Chair	Vice Chair	02/26	cbd@kyac.com	N/A
Mr Board	Board Member	02/26	dsf@kyac.com	Project contact
Mr Tim	Engagement Officer, KYAC	Ongoing	0456773421	Coordinator

4.4 Current KYAC priorities/aspirations

Purpose: To support alignment of KYAC priorities (e.g. as identified in the protocol) with project opportunities and proposed engagement schedule.

Example: The Board has identified interest in the following:

- Cultural tourism ventures
- Land and waterway co-management
- Governance support

4.5 Agreements with Kaurna

Purpose: Reference any formal or informal agreements between CoA and KYAC.

Example: As per table below

Area	Agreements in place	Year entered	Life of Agreement	Key elements
Kaurna Country	e.g. Consent Protocol	2025	Review date 2027	

4.6 Standing engagements

Purpose: Outline existing schedule of engagements with KYAC to support alignment and the assessment of relationship health

Example: As per table below

CoA Relationship Holder	Forum/Frequency	Engagement protocol
e.g. Talisha King	e.g. Reconciliation Committee	Bi monthly

4.7 Relationship Health

Purpose: Capture the current state of the working relationship between KYAC/CoA – provide narrative and consider traffic light/tiered ranking. This is to support engagement planning.

Example: The CoA and KYAC have an established working relationship through quarterly meetings. Trust levels are moderate, with positive collaboration on smaller projects but some residual concerns from past developments affecting the river. A new Chair and Vice Chair were recently appointed.

5. Project Information

5.1 Project Scope

Purpose: Include high level project scope as identified project plan. Focus on information relevant to TO impact and FPIC strategy e.g. detail project plan, current stage, project map including Kaurna cultural heritage/sites of interest as available, project timeframes, legislative overlay (e.g. Aboriginal Heritage Act)

Example: Scope includes riverbank stabilisation, water flow redirection infrastructure, construction of a public boardwalk, landscaping, and public amenities. Excludes upstream catchment management works and private riverfront land developments.

5.2 FPIC Screening: Outcomes

Purpose: The FPIC screening process supports the early-stage identification of whether a project or decision may significantly impact the rights or interests of Kaurna (as recognised under the UNDRIP) and whether a formal FPIC process should be triggered. This section documents the results of the preliminary and full screening.

Example: Internal FPIC screening determined the project triggers full FPIC due to the proposed permanent change to River Torrens water flow, potential cultural heritage impact, and visual amenity changes to the riverbank adjacent sights of known significance.

This project was subject to CoA internal FPIC screening. Outcomes are documented below.

Preliminary screening – **EXAMPLE SCREENING FOR TESTING ONLY**

This tool was completed by [CoA project lead, area].

Screening Question	Yes / No
1. Is there an impact to recognised Traditional Owner rights e.g. land, waterways, heritage places, landscapes?	Yes
2. Will impact be significant, substantial or serious?	Yes
3. Will the impact be new or substantially different to an existing impact?	Yes

Full screening – **EXAMPLE MATRIX FOR TESTING ONLY**

This tool was completed by **[Aboriginal engagement lead]**.

Score is calculated by rating each criterion from 0 (none/low) to 3 (high/severe), then multiplied by weighting (optional – align City of Adelaide risk tools).

Categories	Description	Rating (0–3)	Weight (optional)	Score
A. Impact to land or waterway				
B. Impact on Cultural Heritage				
C. Impact on Self-determination				
D. Risk of Harm or Disruption				
E. Loss of access to culturally significant places				
F. Degree of Prior Engagement				
G. Standing Consent or Exclusion (e.g. covered by protocol)				

5.3 Risk management

Purpose: Identify and mitigate project risks to TO recognised rights (under UNDRIP). Risks are drawn from those identified in the full screening tool.

Example: Internal FPIC screening determined the project triggers full FPIC due to the proposed permanent change to River Torrens water flow, potential cultural heritage impact, and visual amenity changes to the riverbank adjacent sights of known significance.

Identified Risk	Risk Mitigation	Timeframe	CoA Lead

5.4 Project opportunities

Purpose: Identify opportunities for KYAC and Kaurna arising from the project e.g. procurement, employment

Example: Opportunities for cultural tours, procurement of landscaping, and employment in construction and environmental monitoring.

Opportunity	Timeframe	CoA Lead

6. FPIC Strategy

6.1 Engagement plan

Purpose: Provide an overview of planned engagement, how FPIC recognised and delivered through the protocol and this plan.

Example: Engagement methods will take place across the life of the project, and include on-Country meetings, joint design workshops, and site inspections at each project milestone.

6.2 Practical application of FPIC within this Project

Purpose: Identify key internal and external stakeholders. These should include relevant project stakeholders and relevant engagement/FPIC stakeholders.

6.3 Key Stakeholders

Key stakeholders who will be involved with seeking and obtaining FPIC for the Project include:

Table 1 – CoA Stakeholders

Stakeholder	Role

Table 2 - External Stakeholders

Stakeholder	Role	CoA Relationship Owner

6.4 FPIC Engagement Schedule

Purpose: Identify and integrate critical engagement milestones into the CoA PMO framework (i.e. align to established phases, tasks and deliverables).

Example: See below. Note this is for illustrative purposes only and is not representative of a comprehensive FPIC engagement schedule.

Project Milestone	FPIC Engagement Activity	Mode	Kaurna Rep	Participation level	Responsible Party	Due Date
Initiate Phase - [timeline]						
Project brief preparation	Identify project on FPIC	Written notification	KYAC Board	Inform	Reconciliation officer	01/04/2025

	notification register					
Commit/Concept Phase – [timeline]						
Project brief	Workshop to finalise water flow design	Information pack & facilitated workshop	KYAC Board and nominated representatives	Empower	Project Lead	30/06/25
Design/Detail Phase – [timeline]						
Detailed design	Provide copies of detailed design	Table copies at regular CoA/KYAC	KYAC Board	Involve	Aboriginal engagement lead	15/05/2025
Close Phase [timeline]						
Lessons Learned/Close out	Review FPIC process & lessons learned	Discussion Outcomes recorded and agreed	KYAC Chair	Collaborate	LGA & TO	15/12/2025

Appendix - Engagement Log

Purpose: Ongoing log of what was shared, discussed, committed to, and the level of engagement, including provision of agreement/consent as might be identified for a particular project milestone/task. Draws from engagement schedule above. Can be accompanied by guidance which identifies the level of engagement and what meeting the standard of that level might look like – this could be agreed as part of the protocol in accordance with recognised standards.

Example: See below. Note this is for illustrative purposes only and is not representative of a comprehensive FPIC engagement log.

Project Milestone	FPIC Engagement Activity	Mode	Kaurna Rep	Participation level	Responsible Party	Date
Initiate Phase - [timeline]						
Project brief preparation	Identify project on FPIC notification register	Written notification – provided at the KYAC/CoA regular meeting of 1/6/25. Board provided short summary.	KYAC Board	Inform – KYAC Board noted the project brief. KYAC request short project update tabled annually. Discussion outcomes recorded in minutes.	Reconciliation officer	01/06/2025
Commit/Concept Phase – [timeline]						
Project brief	Workshop to finalise water flow design	Information pack & facilitated workshop	KYAC Board and nominated representatives	Empower – Information pack provided in advance to support attendance and internal to KYAC consultation to prepare. KYAC Board nominees attended 2 hour workshop hosted by PM. Minor amendments to water flow design	Project Lead	30/09/2025

Project Milestone	FPIC Engagement Activity	Mode	Kaurna Rep	Participation level	Responsible Party	Date
				discussed and agreed to progress. Record of agreement tabled at KYAC regular meeting for noting.		
Design/Detail Phase – [timeline]						
Detailed design	Provide copies of detailed design	Table copies at regular CoA/KYAC PM invited to attend and provide overview.	KYAC Board	Involve – KYAC Board provided short presentation. Q&A enabled. Feedback received, recorded and incorporated. Formal identification of opportunities arising.	Aboriginal engagement lead	15/05/2025
Close Phase [timeline]						
Lessons Learned/Close out	Review FPIC process & lessons learned	Discussion Outcomes recorded and agreed	KYAC Chair	Collaborate – KYAC Chair met with PM and Reconciliation Officer. Reviewed process and engagement mechanisms. Joint discussion of what worked & lessons learnt. Feedback summarised and circulated for ongoing continuous improvement.	LGA & TO	15/12/2025

Project Milestone	FPIC Engagement Activity	Mode	Kaurna Rep	Participation level	Responsible Party	Date
				Recorded in FPIC register to support next protocol review.		

North Adelaide Public Golf Course Redevelopment - Consultation under the *Aboriginal Heritage Act 1998 (SA)*

Strategic Alignment - Our Community
Public

Wednesday, 3 September 2025
Reconciliation Committee

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the State Government's engagement under the *Aboriginal Heritage Act 1988 (SA)* (the Act) relating to the North Adelaide Public Golf Course redevelopment proposal and seek the Committee's endorsement of a late submission to the consultation (**Attachment A**).

On 3 July 2025, the State Government initiated consultation under the Act regarding the proposed redevelopment of the North Adelaide Public Golf Course.

As the redevelopment will involve ground-disturbing works, the applicant sought Ministerial authorisations under sections 21 and 23 of the Act. The Minister for Aboriginal Affairs, Hon Kyam Maher MLC, is consulting with Traditional Owners and Aboriginal stakeholders to inform his decision.

The consultation opened on 3 July 2025 and was originally scheduled to conclude on 31 July 2025.

At its meeting held on 22 July 2025, the Council decided to request a five week extension to the consultation until 4 September 2025 ([Link 1](#)) to ensure appropriate and meaningful consultation with Aboriginal People.

The Council was concerned about the time frame and level of information provided by the State Government for the consultation and authorised the Lord Mayor to write to the State Government requesting an extension ([Link 2](#)).

Administration separately made a submission to the consultation on 24 July 2025 that expresses concerns about the consultation timeframes and advises of a study undertaken by the City of Adelaide in collaboration with Heritage SA to investigate the potential for subsurface deposits in the Adelaide Park Lands ([Link 3](#)).

The consultation was extended by the State Government for a period of three weeks until 21 August 2025.

As a result, Administration is seeking an extension to 4 September 2025 to enable a submission from the City of Adelaide Reconciliation Committee. An extension has not been confirmed at the time of this report. A draft submission on behalf of the Reconciliation Committee is provided in **Attachment A** for consideration.

Administration will continue to monitor the State Government's website for the public release of the outcomes of the consultation.

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Notes the update on the State Government's engagement under the *Aboriginal Heritage Act 1988 (SA)* relating to North Adelaide Public Golf Course Redevelopment.
2. Endorses the submission to the State Government's engagement under the *Aboriginal Heritage Act 1988 (SA)* relating to North Adelaide Public Golf Course Redevelopment as provided in **Attachment A** to Item 6.2 on the Agenda for the Reconciliation Committee held on 3 September 2025.
3. Authorises the Chief Executive Officer, or delegate, to make minor, technical and typographical amendments to the submission to the State Government's engagement under the *Aboriginal Heritage Act 1988 (SA)* relating to North Adelaide Public Golf Course Redevelopment as provided in **Attachment A** to Item 6.2 on the Agenda for the Reconciliation Committee held on 3 September 2025, for the purposes of finalising and making the submission.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Environment <i>The status, attributes and character of our green spaces and the Park Lands are protected and strengthened</i>
Policy	Not as a result of this report
Consultation	The State Government's engagement period opened on 3 July and closed on 21 August 2025. The State Government held an Aboriginal Community Consultation meeting on Saturday, 19 July 2025 at the Mawson Lakes Hotel.
Resource	Not as a result of this report
Risk / Legal / Legislative	As the North Adelaide Public Golf Course redevelopment involves ground-disturbing works, the applicant has sought Ministerial authorisations under sections 21 and 23 of the <i>Aboriginal Heritage Act 1988</i> (SA).
Opportunities	Not as a result of this report
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of this report is to provide an update on the State Government's engagement under the *Aboriginal Heritage Act 1988* (SA) (the Act) relating to the North Adelaide Public Golf Course redevelopment proposal and seek the Committee's endorsement of a late submission to the consultation (**Attachment A**).

Background

2. On 3 July 2025, the State Government initiated consultation under the Act regarding the proposed redevelopment of the North Adelaide Public Golf Course.
3. This followed the gazettal of the *North Adelaide Public Golf Course Act 2025* (SA), which confirmed the Act applies to the site.
4. As the redevelopment will involve ground-disturbing works, the applicant has sought Ministerial authorisations under sections 21 and 23 of the Act.
5. The Minister for Aboriginal Affairs, Hon Kyam Maher MLC, is consulting with Traditional Owners and Aboriginal stakeholders to inform his decision.
6. The consultation opened on 3 July 2025 and was originally scheduled to conclude on 31 July 2025.

Council decision

7. At its meeting held on 22 July 2025 Council decided to request a five week extension to the consultation until 4 September 2025 ([Link 1](#)) to ensure appropriate and meaningful consultation with Aboriginal People, as follows:

'That Council;

Notes the Aboriginal Heritage Act consultation on the North Adelaide Golf Course redevelopment that opened on 3 July 2025 and closes 31 July 2025. Given the absence of a concept plan relating to the Application Area provided in the consultation materials that would indicate where and what type of construction will occur, that Administration prepares;

A letter through the Lord Mayor requesting the State Government consider:

1. *Provision of a further briefing opportunity in the City of Adelaide (at a location to be confirmed) noting there is currently only one Aboriginal Community Consultation meeting scheduled for Saturday 19 July 2025 at the Mawson Lakes Hotel,*
 2. *A commitment to a further engagement with the Aboriginal Community when specifics relating to the actual works and construction program are made public, and*
 3. *Extending the consultation by a further 5 weeks to Thursday 4 September 2025, noting the extent of the proposed works and to ensure that appropriate and meaningful consultation with the Kaurna people is facilitated in order for KYAC and others to understand the proposed plan for development and the impact this may have on their native title rights and sites of cultural significance.'*
8. The Council was concerned about the time frame and level of information provided by the State Government for the consultation and authorised the Lord Mayor to write to the State Government requesting an extension.
 9. Council identified the following key issues in relation to the consultation:
 - 9.1. The absence of a concept plan for the Application Area within the consultation materials, which would indicate the location and type of proposed construction.
 - 9.2. The need for Administration to prepare a submission and seek an extension to allow adequate consideration of the potential impacts.
 10. In accordance with Council's resolution, the Lord Mayor wrote to the Minister for Aboriginal Affairs on 25 July 2025 to request the above considerations and calling for further engagement opportunities and a local briefing session ([Link 2](#)).
 11. It is understood that other parties also requested more time to respond to the consultation.

The City of Adelaide's submission

12. Administration separately made a submission to the consultation on 24 July 2025 that expresses concerns about the consultation timeframes and that the Reconciliation Committee had not been afforded a specific opportunity to be briefed ([Link 3](#)).

13. The submission advises of a study undertaken by the City of Adelaide in collaboration with Heritage SA to investigate the potential for subsurface deposits in the Adelaide Park Lands.
14. The study was an implementation project under the National Heritage Management Plan for the Adelaide Park Lands and City Layout that was funded and delivered by the City of Adelaide in 2024/25 and shared with the Reconciliation Committee on 7 May 2025 for awareness and information ([Link 4](#)).

Consultation Extension

15. The consultation was extended by the State Government for three weeks until 21 August 2025.
16. The State Government's Consultation Information Pack was updated on 30 July 2025 to include a summary of a cultural heritage assessment undertaken in 2023 by Neale Draper and Associates.
17. This assessment, attributed as an unpublished report prepared for the City of Adelaide, was developed in consultation with Kaurna representatives and pertains to part of the Application Area.
18. The consultation website does not indicate any additional Aboriginal community consultation meetings.

Next Steps

19. Administration is seeking extension to 4 September 2025 to enable a submission from the City of Adelaide Reconciliation Committee. An extension has not been confirmed at the time of this report.
20. A draft submission on behalf of the Reconciliation Committee is provided in **Attachment A** for consideration.
21. The Reconciliation Committee is asked to review and decide the submission contained in **Attachment A** and authorise the Administration to submit the document as part of the consultation process.
22. Administration will continue to monitor the State Government's website for the public release of the outcomes of the consultation.

DATA AND SUPPORTING INFORMATION

Link 1 – [Council Agenda – Tuesday, 22 July 2025 - MoN - Aboriginal Heritage Consultation](#)

Link 2 – [Lord Mayor Letter to Hon Kyam Maher MLC - North Adelaide Golf Course Redevelopment – 25 July 2025](#)

Link 3 – [City of Adelaide Submission - Aboriginal Heritage Act - North Adelaide Golf Course Redevelopment - 24 July 2025](#)

Link 4 – [Reconciliation Committee – Agenda Item 6.4 – Wednesday, 7 May 2025](#)

ATTACHMENTS

Attachment A – City of Adelaide – Reconciliation Committee - Aboriginal Heritage Act - North Adelaide Golf Course Redevelopment - September 2025

- END OF REPORT -

Enquiries: I Houridis
Reference: AC2025/104012

4 September 2025

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Submission on behalf of the City of Adelaide Reconciliation Committee

The City of Adelaide Reconciliation Committee (the Committee) welcomes the opportunity to provide feedback on the State Government's engagement under the *Aboriginal Heritage Act 1988* (SA) relating to the North Adelaide Public Golf Course Redevelopment.

At its meeting held on 3 September 2025, the Committee resolved to make this submission to the State Government's consultation process. The Committee considered the item at its first available meeting but notes that the State Government is yet to approve an extension to the consultation process until 4 September 2025 to enable this submission.

The Committee acknowledges the cultural significance of Kaurna Yarta and emphasises the importance of ensuring that all redevelopment activities are undertaken in a manner that respects, protects, and promotes Aboriginal cultural heritage.

Specifically, the Committee provides the following information for consideration:

1. **Concerns regarding consultation materials** – The absence of a detailed concept plan outlining the location, scope, and nature of the proposed works restricts the ability of Aboriginal stakeholders and the broader community to adequately assess potential impacts on Aboriginal heritage within the Application Area.
2. **Significance of Pirltawardli** – Pirltawardli is a sacred site of profound cultural, historical, and spiritual importance to the Kaurna People. It represents a vital connection to Country, language, and ancestral knowledge, and continues to inform the identity and belonging of Kaurna Elders, families, and future generations. Preserving Pirltawardli is essential not only for the protection of Aboriginal heritage under the *Aboriginal Heritage Act 1988* (SA), but as a demonstration of respect for Kaurna sovereignty and custodianship. Any redevelopment must ensure the site is safeguarded, honoured, and interpreted in ways that support cultural continuity and broader community understanding.
3. **Recommendation for further engagement with Kaurna representatives** – The Committee emphasises that meaningful, transparent, and ongoing engagement with the Kaurna Yarta Aboriginal Corporation (KYAC) and other relevant stakeholders must remain central to decision-making throughout all stages of planning and development.

- 4. Integration of cultural values into design** – Beyond statutory compliance, the Committee encourages the redevelopment to actively incorporate Kaurna heritage, cultural knowledge, and presence within the final design of the North Adelaide Public Golf Course precinct, providing opportunities for cultural celebration and education.

The Reconciliation Committee reaffirms its commitment to supporting processes that uphold Aboriginal cultural heritage and looks forward to ongoing collaboration with the State Government to ensure respectful and informed outcomes.

Kind regards,

Yvonne Agius
Co-Chair
City of Adelaide Reconciliation Committee

Dr Jane Lomax-Smith
Co-Chair
City of Adelaide Reconciliation Committee

Park Lands Licence Request – Safer Place to Gather

Strategic Alignment - Our Corporation

Public

Wednesday, 3 September 2025
Reconciliation Committee

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the State Government's Safer Place to Gather initiative operating from Wirrarninthe / Edwards Park (Park 23) in the western Adelaide Park Lands.

The Safer Place to Gather has been operating from Wirrarninthe / Edwards Park (Park 23) since 1 August 2023. The most recent licence was due to end on 31 August 2025.

On 5 August 2025, the City Community Services and Culture Committee (the Committee) considered a request from the Minister for Human Services for an additional licence from 1 September 2025 to 30 June 2026 ([Link 1](#)).

The Committee resolved to recommend ([Link 2](#)) to Council that an additional licence be provided for the Safer Place to Gather in the Adelaide Park Lands until 30 June 2026, alongside additional measures to ensure community awareness and review of longer-term solutions.

At its meeting held on 12 August 2025 the Council approved the request from the Minister for Human Services for a new licence from 1 September 2025 to 30 June 2026

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Notes that the Council has provided an additional licence for the operation of the Safer Place to Gather in Edwards Park (Park 23) from 1 September 2025 to 30 June 2026.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Places Create safe, inclusive and healthy places for our community
Policy	Community land within the Adelaide Park Lands may be subject to licences. Council granted an extension to the operation of a temporary hub in the Adelaide Park Lands as a social service response for visitors from remote and regional Aboriginal communities. The City of Adelaide's Unauthorised Camping Operating Procedure was updated by Administration in June 2023 to support the temporary use of Wirrarninthe/Edwards Park (Park 23) as a gathering space for visitors from remote and regional Aboriginal communities.
Consultation	Consultation with the City of Adelaide is ongoing through the inter-agency Safety and Wellbeing Taskforce led by the Department of Human Services.
Resource	The City of Adelaide incurs costs for essential infrastructure, including, but not limited to, power, water, toilets, phone charging, and Wi-Fi. For the duration of the initiative, the City of Adelaide has been delivering increased levels of service to the site, primarily for additional waste collection, grass cutting, and site visits/monitoring. The Department of Human Services has implemented regular industrial cleans to supplement existing cleansing.
Risk / Legal / Legislative	The City of Adelaide sought advice from the Local Government Association Mutual Liability Scheme in relation to the initial license. The advice requires the City of Adelaide and the Department of Human Services to consider potential issues arising from increased patronage and take measures to ensure that the facilities are fit for the intended purpose.
Opportunities	The City of Adelaide is leading an action item through the Safety and Wellbeing Taskforce to investigate culturally appropriate gathering spaces in the Adelaide Park Lands. The Safer Place To Gather initiative is broadly consistent with the intent of a cultural gathering space.
25/26 Budget Allocation	All costs incurred by the City of Adelaide are being covered by existing budgets.
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Safer Place To Gather initiative was introduced as a temporary response to anti-social behaviour being experienced on and around North Terrace in 2023.
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	For the duration of the initiative, the City of Adelaide has been delivering increased levels of service to the site, primarily for additional waste collection, grass cutting, and site visits/monitoring.
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of this report is to provide an update on the State Government's Safer Place to Gather initiative operating from Wirrarninthe / Edwards Park (Park 23) in the western Adelaide Park Lands.

Background

2. The Safer Place to Gather initiative is a temporary hub for visitors from remote and regional Aboriginal communities, led by the Department of Human Services.
3. The Minister for Human Services first sought and was granted a license for the site from 1 August 2023 until the end of February 2024 by Council on 1 August 2023.
4. The Minister has subsequently sought two further licences from 1 March 2024 until 1 March 2025, and the current licence which is approved until 31 August 2025.
5. When the request for the current licence was made, the Minister indicated that the intention was to transition from Wirrarninthe / Edwards Park (Park 23) and put alternate longer-term measures in place to support regional and remote Aboriginal visitors.
6. The Department of Human Services has subsequently requested a new licence from 1 September 2025 to 30 June 2026 to continue the use of Wirrarninthe / Edwards Park (Park 23) for the purpose of the Safer Place to Gather for visitors from remote communities.

Park Lands Licence Request

7. The City Community Services and Culture (CCSC) Committee met on 5 August 2025 ([Link 1](#)) to consider the licence request.
8. The Committee received an external presentation on the Park Lands Licence Request from the Department of Human Services.
9. While the Council expressed reservations about another extension to the operation of the Safer Place to Gather, Council resolved to approve the request as follows:
 - 9.1. *Notes that the Adelaide Park Lands Community Land Management Plan (CLMP) references the licenced use of the Adelaide Park Lands for emergency measures where the use is temporary and it provides an essential or urgent health, social or community service.*
 - 9.2. *Approves the request from the Minister for Human Services, as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Community Services and Culture Committee held on 5 August 2025, for an additional licence from 1 September 2025 to 30 June 2026.*
 - 9.2.1. *Requests that the Department of Human Services attend the November 2025 meeting of the City Community Service and Cultural Committee to provide information on the alternate longer-term measures being implemented to support remote and regional Aboriginal visitors.*
 - 9.2.2. *Requests the Lord Mayor write to the Minister for Human Services expressing Council's concern with the lack of permanent solutions and funding to develop such a solution.*
 - 9.3. *Requests that the Department of Human Services and the Administration implement a communication plan to create community awareness that the Safer Place to Gather will conclude on 30 June 2026, no less than two months prior to the licence end date.*
 - 9.4. *Authorises the Chief Executive Officer or delegate to negotiate with the State Government to grant an additional licence from 31 August 2025 until 30 June 2026 and to execute all documentation to give effect to the Adelaide Park Lands Licence Agreement.*
10. Council maintains a view that there is a need for the State Government and partners to work towards a longer-term accommodation solutions for remote and regional visitors and has requested that:
 - 10.1. The Department of Human Services attend the November 2025 meeting of the CCSC Committee to provide information on the alternate longer-term measures being implemented.
 - 10.2. The Lord Mayor write to the Minister for Human Services expressing Council's concern with the lack of permanent solutions and funding to develop such a solution.

Next Steps

11. Administration has issued the draft licence to the Department of Human Services and will continue to coordinate with the State Government for the duration of the licence agreement.

12. The Department of Human Services has confirmed its attendance at the November 2025 CCSC Committee meeting to provide an update on longer-term accommodation solutions for remote and regional visitors.
13. Lord Mayoral correspondence is being prepared to the Minister for Human Services to enact Council's decision.

DATA AND SUPPORTING INFORMATION

Link 1 – [City Community Services and Culture Committee - Tuesday, 5th August, 2025 5.30 pm](#)

Link 2 - [Recommendation of the City Community Services and Culture Committee - 5 August 2025.pdf](#)

ATTACHMENTS

Nil

- END OF REPORT -

Wednesday, 3 September 2025

Reconciliation Committee

Stretch Reconciliation Action Plan Progress Reports - Quarter 4 Report and Annual Report 2024/25

Strategic Alignment - Our Community

Public

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of the report is to provide the Reconciliation Committee (the Committee) with a detailed progress report against the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) for Quarter 4 (1 April 2025 to 30 June 2025) and 2024/25 (Annual Report).

The Stretch RAP was endorsed by the Committee at its meeting on 4 December 2024 ([Link 1](#)) and was subsequently endorsed by Council on 10 December 2024.

Attachment A provides an overview of the actions delivered between 1 April 2025 and 30 June 2025.

Key achievements under the Stretch RAP 2024-2027 in Quarter 4 include:

- Reconciliation Team established within the Park Lands, Policy and Sustainability Program.
- Aboriginal Ranger Program Coordinator appointed in June 2025.
- Commenced an Aboriginal Engagement Strategy embedding principles of Free, Prior and Informed Consent (FPIC).
- Commenced review of the City of Adelaide's Acknowledgment of Country and Welcome to Country Protocols.
- Hosted National Reconciliation Week 2025 events.
- Delivered two Aboriginal and Cultural Respect workshops for City of Adelaide employees.
- Facilitated three community workshops as part of the Kaurna Knowledge Project.
- Established Reconciliation Action Plan (RAP) Working Group to implementation of Stretch RAP.

Achievements across the financial year are detailed in the Stretch RAP Annual Report 2024/25 contained in **Attachment B**. Of the four focus areas in the Stretch RAP, the City of Adelaide delivered or substantially progressed delivery against all focus areas.

The City of Adelaide's Annual Business Plan and Budget 2025/26 includes operating budget to deliver against the Stretch RAP priorities. A dedicated strategic project allocation has not been allocated for the second year of Stretch RAP implementation. The priorities for 2025/26 are provided in **Attachment C**.

The Stretch RAP was endorsed by Reconciliation Australia in July 2025 and is available to view on the City of Adelaide's Reconciliation Initiatives webpage ([Link 2](#)). A copy of the endorsed Stretch RAP is provided in **Attachment D**.

RECOMMENDATION

The following recommendation will be presented to Council on 9 September 2025 for consideration

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL
THAT COUNCIL

1. Notes the Stretch Reconciliation Plan 2024-2027 Quarter 4 progress update for the period 1 April 2025 to 30 June 2025 as contained in **Attachment A** to Item 6.4 on the Agenda for the meeting of the Reconciliation Committee held on 3 September 2025.

2. Receives the Stretch Reconciliation Action Plan 2024-2027 Annual Report 2024/25 as contained in **Attachment B** to Item 6.4 for the meeting of the Reconciliation Committee held on 3 September 2025.
 3. Notes the Stretch Reconciliation Plan 2024-2027 priorities for 2025/2026 as contained in **Attachment C** to item 6.4 for the meeting of the Reconciliation Committee held on 3 September 2025.
 4. Notes the Stretch Reconciliation Plan 2024-2027 as endorsed by Reconciliation Australia as contained in **Attachment D** to item 6.4 for the meeting of the Reconciliation Committee held on 3 September 2025.
 5. Authorises the Chief Executive Officer, or delegate to make minor technical, typographical and other amendments to the documents contained in **Attachment A** and **Attachment B** to Item 6.4 for the meeting of the Reconciliation Committee held on 3 September 2025, for the purposes of finalising the documents.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community Establish and deliver a new Stretch Reconciliation Plan by 2024
Policy	This report provides the Quarter 4 progress update and 2024/25 Annual Report for the Stretch RAP 2024-2027.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Significant bodies of work are in the final stages of completion which will address multiple commitments in the Stretch RAP or support further work to achieve Stretch RAP commitments.
25/26 Budget Allocation	The Stretch RAP is delivered through the City of Adelaide's operating budget. Funding for initiatives above existing service levels are determined annually by the Council through the City of Adelaide's Annual Business Plan and Budget process. In 2025/26 the Stretch RAP is being delivered within existing resources. The priorities for 2025/26 are provided in Attachment C .
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Stretch RAP 2024-2027 is a strategic document outlining key goals, actions and milestones over three years.
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of the report is to provide the Reconciliation Committee (the Committee) with a detailed progress report against the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) for Quarter 4 (1 April 2025 to 30 June 2025) and 2024/25 (Annual Report).

Background

2. The Stretch RAP was endorsed by the Reconciliation Committee on 4 December 2024 ([Link 1](#)) and was subsequently endorsed by Council at its meeting on 10 December 2024.
3. The Stretch RAP was endorsed by Reconciliation Australia on 15 July 2025 and is provided in **Attachment D**. It aligns with the four themes required by Reconciliation Australia to achieve a Stretch Reconciliation Action Plan:
 - 3.1. Theme 1: Relationships
 - 3.1.1. Building meaningful relationships supports the City of Adelaide to meet the aspirations of local Aboriginal and Torres Strait Islander communities.
 - 3.2. Theme 2: Respect
 - 3.2.1. Respect for Aboriginal and Torres Strait Islander communities creates healthy relationships, embraces diversity and promotes harmony.
 - 3.3. Theme 3: Opportunities
 - 3.3.1. Providing opportunities for Aboriginal and Torres Strait Islander communities to assist the City of Adelaide in its goal of being a socially inclusive city.
 - 3.4. Theme 4: Governance
 - 3.4.1. Tracking progress and reporting.
4. The Stretch RAP is a three-year plan to guide reconciliation actions from 2024-2027.

Quarter 4 Progress (1 April 2025 – 30 June 2025)

5. **Attachment A** provides an overview of the actions delivered between 1 April 2025 and 30 June 2025.
6. Key achievements under the Stretch RAP 2024-2027 in Quarter 4 include:
 - 6.1. Formed a dedicated Reconciliation Team within the Park Lands, Policy and Sustainability Program to strengthen cultural initiatives and partnerships.
 - 6.2. Appointed an Aboriginal Ranger Program Coordinator in June 2025. The Coordinator will work in partnership with the Kaurna Yerta Aboriginal Corporation (KYAC) and the community to identify opportunities to reintegrate Kaurna cultural land management practices across the Adelaide Park Lands and waterways.
 - 6.3. Commenced an Aboriginal Engagement Strategy, with the support of Yamagigu Consulting, embedding the principles of Free, Prior and Informed Consent (FPIC) for significant projects.
 - 6.4. Commenced a review of the City of Adelaide's Acknowledgment of Country and Welcome to Country Protocols, with the support of KSJ Consulting Services, ensuring they are culturally respectful and up to date.
 - 6.5. Delivered two Aboriginal and Cultural Respect workshops for City of Adelaide employees to deepen cultural awareness and build internal capability.
 - 6.6. Facilitated three community workshops as part of the Kaurna Knowledge Project, engaging over 100 participants to share and learn about Kaurna perspectives and knowledge.
 - 6.7. Established the internal Reconciliation Action Plan (RAP) Working Group to guide and support the implementation of Stretch RAP commitments across the City of Adelaide.

Annual Report 2024/25

7. Achievements across the financial year are detailed in the Stretch RAP Annual Report 2024/25 contained in **Attachment B**.
8. In 2024/25, 20 commitments were identified, and \$100,000 project funding was allocated to deliver against year one the plan.

9. Of the 20 commitments identified in the implementation plan, the following assessment of status is provided:
 - 9.1. 9 are complete
 - 9.2. 10 are progressing for completion in 2025/26
10. Of the four focus areas in the Stretch RAP, the City of Adelaide delivered or substantially progressed delivery against all focus areas.
11. Project highlights included:
 - 11.1. Celebrated National Reconciliation Week 2025 with a community event at the Adelaide Central Market, featuring the unveiling of a commissioned artwork by Ngarrindjeri artist Brooke Kirra Rigney.
 - 11.2. Adelaide hosted the 50th anniversary of NAIDOC week. The Lord Mayor hosted the Royal Australian Mint's release of a commemorative 50-cent coin to celebrate the 50th anniversary. Celebrations included a combined Lord Mayor and SA NAIDOC Awards event held on 8 July 2024, and NAIDOC in the Mall on 9 July 2024.
 - 11.3. New artwork and branding for the Stretch RAP created by Pat Caruso of We Create Print Deliver, which depicts the Karrawirra Parri (River Torrens) and highlights significant sacred sites along its course, reflecting the deep cultural and spiritual connection of the Kaurna people to this Country.

Next Steps

12. The Annual Report 2024/25 on the Stretch RAP (**Attachment B**) will be made available on the City of Adelaide's website.
13. In 2025/26, the Administration will provide quarterly (three-month) implementation progress updates on the Stretch RAP to document key actions, successes and any challenges encountered, allowing for adjustments and strategic improvements in delivering the Stretch RAP.
14. Administration has prepared an annual one-page implementation plan setting out the commitments to be delivered in 2025/26 (**Attachment C**).

DATA AND SUPPORTING INFORMATION

Link 1 – [Reconciliation Committee Agenda – Wednesday, 4 December 2024](#)

Link 2 – [City of Adelaide Reconciliation Initiatives](#)

ATTACHMENTS

Attachment A – Year 1 (2024/25) Implementation – Quarter 4 Progress Update – 1 April to 30 June 2025

Attachment B – Reconciliation Action Plan 2024-2027 – Annual Report 2024/25

Attachment C – Stretch Reconciliation Action Plan 2024-2027 – Year 2 (2025/26) Implementation Plan

Attachment D – Stretch Reconciliation Action Plan 2024-2027 endorsed by Reconciliation Australia

- END OF REPORT -

Stretch Reconciliation Action Plan 2024-2027

Year 1 (2024/25) Implementation – Progress update 1 April – 30 June 2025

The City of Adelaide is committed to deepening our ties with First Nations People, prioritising reconciliation through innovation, collaboration and visibility. We will honour Kaurna People as the Traditional Custodians and work together to embed reconciliation into our work and empower cultural protocols.

This summary sets out achievements for Year 1 of the 3-year Stretch Reconciliation Action Plan and aligns with the City of Adelaide Annual Business Plan and Budget 2024/25.

Themes

Relationships, Respect, Opportunities, Governance

Icon Key: ✓ Complete | ● In progress (to be completed in 2025/26) | ◆ Not proceeding

2024/25 Commitments		Progress Update
Design an Aboriginal Rangers Program for the Adelaide Park Lands to support traditional land management practices	●	Recruitment for the Aboriginal Ranger Program Coordinator was completed in mid 2025. The Program Coordinator will identify opportunities to return cultural land management practices to the management of the Adelaide Park Lands and waterways.
Establish a Protocol for Aboriginal Engagement	●	The City of Adelaide engaged consultants Yamagigu to update current engagement protocols to include the principles of Free, Prior and Informed Consent (FPIC).
Review the Procurement Policy and Guidelines to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024	✓	Council adopted an updated Procurement Policy on 18 February 2025 that embedded principles for the use of local goods and services, social enterprise engagement, environmental, cultural, circular economy, and Aboriginal and Torres Strait Islander support across all procurements.
Deliver Iparrrityi Art Commission for Whitmore Square	◆	This project is part of the endorsed Masterplan for Whitmore Square/Iparrrityi. The consultation and concept design process were initiated in Quarter 4 of 2024/25. The endorsed Masterplan for Whitmore Square/Iparrrityi has been deferred. In the meantime, several initiatives celebrating Iparrrityi's contributions are progressing. These include the Women in the Chamber portrait project, a public display at the Adelaide Town Hall, and a suite of online resources that share her story and highlight her enduring significance.
Reconciliation Committee convenes quarterly to offer guidance and make recommendations to Council	✓	The Reconciliation Committee met on 7 May 2025, and previously in September 2024, December 2024 and March 2025. The Reconciliation Committee continues to operate under updated Terms of Reference which align with other Committees of the Council.

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

Stretch Reconciliation Action Plan 2024-2027

2024/25 Commitments		Progress Update
Build relationships through celebrating National Reconciliation Week (NRW)	●	National Reconciliation Week ran from 27 May to 3 June 2025 with banners and flag being flown on King William Street and Gouger Street, Adelaide. National Reconciliation Artwork Commission by Brooke Rigney-Lively was unveiled at the Community Kitchen, Adelaide Central Market on 23 May 2025. Brooke's artwork speaks to the spirit of Reconciliation Week 2025—celebrating First Nations culture, storytelling, and strength.
City of Adelaide is dedicated to creating engagement protocols that enable the representation and partnership of the Kaurna people	●	The City of Adelaide engaged consultants Yamagigu to update current engagement protocols to include the principles of Free, Prior and Informed Consent (FPIC).
Creating an anti-racism approach to become leaders in the space	●	The City of Adelaide is in discussion with Reconciliation SA regarding an anti-racism training package for consideration in 2025/26.
Collaboration on management of the Adelaide Park Lands waterways and land practices	●	Recruitment for the Aboriginal Ranger Program Coordinator was completed in mid-2025. The Program Coordinator will identify opportunities to return cultural land management practices to the management of the Adelaide Park Lands and waterways.
Build relationships with the SA Voice to Parliament to ensure open communication	●	An exploratory phase of engagement was held with the First Nations Voice Secretariat to consider how the City of Adelaide's Reconciliation Committee might build meaningful links with the Voice to Parliament.
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander people through Cultural Learning	●	The City of Adelaide ran four cultural learning sessions, one per quarter, which are mandatory for all new employees to attend. In Quarter 4, 48 employees attended the face-to-face sessions
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	●	The City of Adelaide engaged consultants Yamagigu to update current engagement protocols to include the principles of Free, Prior and Informed Consent (FPIC).
Celebrate NAIDOC week and provide opportunities for participation and education	✓	NAIDOC Week 2024 was delivered in Quarter 1. Adelaide hosted the 50th anniversary of NAIDOC week. The Lord Mayor hosted the Royal Australian Mint's release of a commemorative 50-cent coin to celebrate the 50th anniversary. Celebrations included a combined Lord Mayor and SA NAIDOC Awards event held on 8 July 2024, and NAIDOC in the Mall on 9 July 2024. Uncle Frank Wangutya Wanganeen received the Lord Mayor's NAIDOC Award. Final planning stages were undertaken for the 2025 NAIDOC Week, including the Lord Mayor's NAIDOC Awards and NAIDOC in the Mall. This event will unveil the 2025 NAIDOC Artwork.

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

Stretch Reconciliation Action Plan 2024-2027

2024/25 Commitments		Progress Update
Increase, retain and develop our Aboriginal and Torres Strait Islander employees	●	The Quarter 4 rate of Aboriginal and Torres Strait Islander employees is 1.1% (9 individuals). Significant effort is still needed to reach the goal of 2%.
Improve economic participation of Aboriginal and Torres Strait Islander businesses	✓	The Council adopted an updated Procurement Policy on 18 February 2025 that embedded principles for the use of local goods and services, social enterprise engagement, environmental, cultural, circular economy, and Aboriginal and Torres Strait Islander support across all procurements. The City of Adelaide strengthened its commitment to supporting Aboriginal-owned businesses through partnerships with: We Create Print Deliver, Kuma Kaaru, KSJ Consulting, and service providers committed to supporting Aboriginal communities throughout South Australia which include: Yamagigu, and South Australian Native Title Services (SANTS).
Embed cultural burn practices	●	A cultural burn permit review has been completed. The development of a new process to embed and support cultural burning practices will be finalised in 2025/26.
Establish and maintain an effective RAP implementation group to drive activity for the plan	✓	This project was completed by Quarter 2. A Reconciliation Action Plan (RAP) Development Working Group was established to guide and support the creation of the Stretch Reconciliation Action Plan 2024–2027. The Working Group plays a key role in providing implementation direction, identifying opportunities for meaningful action, and helping to embed reconciliation principles across all areas of Council operations.
Provide appropriate support for effective implementation of RAP commitments	✓	This project was completed by Quarter 2. The 2024/25 RAP commitments were funded. This included the appointment of a Project Coordinator in the Social Planning and Reconciliation team to support the delivery of RAP commitments.
Enhance accountability and transparency by reporting on RAP accomplishments, challenges, and insights, both internally and externally	✓	Key highlights in 2024/25 are the National Reconciliation Week 2025 Artwork, NAIDOC in the Mall 2024 Artwork unveiling and the 2024-2027 Stretch Reconciliation Action Plan Branding. The 2024/25 Annual Report against the 2024-2027 Stretch Reconciliation Action Plan is in progress. This report will be published and made a public record to support accountability and transparency by reporting on the outcomes and highlights of the implementation of the RAP in Quarter 1 of 2025/26.
Recognise the contributions and promote continuous support for the ongoing development of the Reconciliation Committee	✓	The Reconciliation Committee is operating under updated Terms of Reference which align with other Committees of the Council.

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

City of Adelaide Stretch Reconciliation Action Plan 2024 to 2027 2024/25 Report

Acknowledgement of Country

Ngai tampinhi, ngadlu Kurna yartangga
panpapanpalyarrinhi (inparrinhi).

Kurna Miyurna yaitya mathanya Wama
Tarntanyaku. Parnaku yailtya, parnuku tapa
purruna, parnuku yarta ngadlu tampinhi.

Yalaka Kurna miyurna ithu yailtya, tapa purruna,
yarta kuma puru martinhi, puru warri-apinhi,
puru tangka martulayinhi.

Kumartarna yaitya miyurna iyangka yalaka ngadlu
tampinhi.

City of Adelaide acknowledges that we are located
on the Traditional Country of the Kurna People of
the Adelaide Plains and pay our respect to Elders
past and present.

We recognise and respect Kurna cultural
heritage, beliefs and relationship with the land,
water and seas. We acknowledge that they are of
continuing importance to the Kurna People
living today.

And we also extend that respect to other
Aboriginal and Torres Strait Islander Language
Groups and other First Nations.

*City of Adelaide Cultural Burn 2021
Partners: Green Adelaide and Firesticks Alliance*

Snapshot

The impact of the City of Adelaide Stretch Reconciliation Action Plan 2024/25.

The City of Adelaide's vision is for a community where the rich heritage of the Kaurna People and the diverse cultures of all Aboriginal and Torres Strait Islander Peoples are honoured, embraced, and fully integrated into a shared future for the city: One that is steeped in Kaurna tradition and belonging to the Yarta, with a strong, harmonious and reconciled community.

The City of Adelaide is committed to deepening its ties with Aboriginal and Torres Strait Islander People and continuing our journey towards a shared future identity.

Together we will prioritise and embed reconciliation into our work, through innovation, collaboration and transparency.

We will honour Kaurna People as the Traditional Custodians of the Adelaide Plains and respect their cultural protocols.

The Stretch Reconciliation Action Plan 2024–2027 (Stretch RAP) is based on four pillars, each with a focus area:

1 Relationships

Building meaningful relationships supports the City of Adelaide to meet the aspirations of local Aboriginal and Torres Strait Islander communities.

2 Respect

Respect for Aboriginal and Torres Strait Islander communities creates healthy relationships, embraces diversity and promotes harmony.

3 Opportunities

Providing opportunities for Aboriginal and Torres Strait Islander communities to assist the City of Adelaide in its goal of being a socially inclusive city.

4 Governance

Defines the roles and responsibilities of key stakeholders, including the City of Adelaide leadership, staff, and external partners, ensuring accountability, transparency, and effective oversight throughout the RAP's implementation.

The Stretch RAP is delivered through the City of Adelaide's operating budget. Funding for initiatives above existing service levels are determined annually by the Council through the City of Adelaide's Annual Business Plan and Budget process.

An annual one-page implementation plan sets out the commitments for each financial year. In 2024/25 20 commitments were identified and \$100,000 project funding was allocated to deliver against year one the plan. This report provides highlights and an annual statement of achievement against the 2024/25 commitments.

Of the 20 commitments identified in the implementation plan, the following assessment of status is provided:

- Nine are complete,
- Ten are progressing for completion in 2025/26.

The City of Adelaide remains committed to honouring Iparityi's enduring legacy and cultural significance, the project which forms part of the endorsed Masterplan for Whitmore Square/Iparityi. has been deferred.

In the meantime, several initiatives celebrating Iparityi's contributions are progressing. These include the Women in the Chamber portrait project, a public display at the Adelaide Town Hall, and a suite of online resources that share her story and highlight her enduring significance.

Of the four focus areas in the RAP, the City of Adelaide delivered or substantially progressed delivery against all focus areas.

Relationships

Focus area

Recognising and collaborating with the Traditional Owners, the Kurna People, and wider Aboriginal and Torres Strait Islander communities to foster connection and engagement, enhance relationships, boost the participation of Aboriginal and Torres Strait Islander communities in council initiatives, and collaborate with community groups and organisations to commemorate significant cultural milestones.

Key achievements 2024/25

- ✓ The Reconciliation Committee convened in September 2024, December 2024, March 2025 and May 2025.
- ✓ Panpapanpalya was held in August 2024, February 2025 and April 2025.
- ✓ The Knowledge Project with Kuma Kaaru held sessions with City of Adelaide employees and the community.
- ✓ City of Adelaide celebrated National Reconciliation Week 2025 with banners and flagpoles on King William Road and Gouger Street.
- ✓ Reconciliation Committee Members, Executive, Aboriginal employees and the Stretch RAP working group attended the Reconciliation SA Reconciliation Week Breakfast.
- ✓ The City of Adelaide has worked closely with Yamagigu to commence the development of an Aboriginal Engagement Strategy grounded in Free, Prior and Informed Consent (FPIC) principles.
- ✓ In collaboration with SA Native Title Services and other key stakeholders, the City of Adelaide is working to ensure the World Heritage Bid Tentative List submission is informed by community input and that all engagement remains community-led, respectful, and aligned with the principles of FPIC.

Project highlights



National Reconciliation Week 2025 Artwork

The City of Adelaide, with the support of the Adelaide Central Market Authority, proudly unveiled the National Reconciliation Artwork Commission by Brooke Rigney-Lively at the Community Kitchen, Adelaide Central Market on 23 May 2025 during National Reconciliation Week (NRW).

The 2025 NRW theme – Bridging Now to Next speaks to the ongoing connection between past, present and future. It called on all Australians to step forward together, to look ahead and continue the push forward, guided by the lessons of the past.

Brooke's artwork speaks to the spirit of Reconciliation Week 2025—celebrating First Nations culture, storytelling and strength.



*"Kuko Kungarar" by Brooke Rigney-Lively
National Reconciliation Week Artwork, Adelaide Central Market*

Respect

Focus area

Recognising the Traditional Owners of the land, the Kaurna People, displaying the Aboriginal and Torres Strait Islander flags, enhancing community awareness and engagement, and advocating for reconciliation.

Key achievements 2024/25

- ✓ The City of Adelaide completed research into cultural leave practices across various sectors which will be used to support future policy development, in consultation with Aboriginal employees, within the organisation.
- ✓ The City of Adelaide ran four cultural learning sessions, one per quarter, which are mandatory for all new employees to attend.
- ✓ An archaeological assessment of the Adelaide Park Lands was undertaken by the City of Adelaide with the support of archaeologist Alex Moss of Maritime Heritage Surveys and in collaboration with Heritage SA.
- ✓ The City of Adelaide, with the support of KSJ Consulting, has commenced a review of the existing Welcome to Country and Acknowledgment of Country protocols.
- ✓ Representatives from the City of Adelaide will attend Reconciliation SA's 'Kuru Wiya' Anti-Racism Training in 2025 to inform the development of the City of Adelaide's anti-racism approach.

Project highlights



2024 NAIDOC Week Annual Celebrations

Adelaide hosted the 50th anniversary of NAIDOC week. The Lord Mayor hosted the Royal Australian Mint's release of a commemorative 50-cent coin to celebrate the 50th anniversary. Celebrations included a combined Lord Mayor and SA NAIDOC Awards event held on 8 July 2024, and NAIDOC in the Mall on 9 July 2024.

Uncle Frank Wangutya Wanganeen received the Lord Mayor's NAIDOC Award in 2024.

NAIDOC Week serves as a powerful reminder of the importance of reconciliation and the ongoing journey towards a more inclusive and united community.



Aunty Yvonne Agius, Uncle Frank Wangutya Wanganeen and Lord Mayor Dr Jane Lomax-Smith, Lord Mayor's NAIDOC Awards 2024



Drew Kilner and Mali Isabel, NAIDOC in the Mall - 2024, Artwork Unveiling

Opportunities

Focus area

Enhancing the employment and retention of Aboriginal and Torres Strait Islander employees at the City of Adelaide, extending financial support to community groups and organisations, and partnering with Kurna and broader Aboriginal and Torres Strait Islander communities to amplify cultural tourism opportunities in the city.

Key achievements 2024/25

- ✓ Recruitment for the Aboriginal Ranger Program Coordinator was completed in mid 2025. The Program Coordinator will identify opportunities to return cultural land management practices to the management of the Adelaide Park Lands and waterways.
- ✓ The City of Adelaide made significant progress toward the development of a comprehensive Aboriginal Workforce Strategy, built on pillars which include talent attraction, equitable recruitment, initiatives for retention and career progression, and prioritising cultural and psychological safety, alongside clear accountability for the strategy's success.
- ✓ The City of Adelaide continues to use various advertising channels, including Turkindi, to promote job opportunities.
- ✓ To further connect with Aboriginal candidates, a collaborative partnership has been established with the Aboriginal unit at the University of Adelaide.
- ✓ The City of Adelaide is committed to achieving at least two percent Aboriginal representation in its workforce, though significant effort is still needed to lift the current employment rate from 1.1% (eight individuals).
- ✓ The City of Adelaide completed a review and an evaluation of the Adelaide Park Lands Dry Area Regulations, including consultation with multiple State Government agencies.
- ✓ Cultural burn permit review has been completed, leading to the development of a new six-month process to embed and support cultural burn practices to be finalized in 2025/26.

Project Highlights



Stretch RAP Branding

The artwork, created by Pat Caruso of We Create Print Deliver, depicts Karrawirra Parri (River Torrens) and highlights significant sacred sites along its course, reflecting the deep cultural and spiritual connection of the Kurna people to this Country. Pat and his team have been a valued creative partner in delivering the City of Adelaide's Stretch Reconciliation Action Plan (RAP) branding and collateral. They have worked closely with us to design and produce culturally respectful and visually engaging materials, including RAP artwork, custom lanyards, branded notebooks, and street sweeper graphics. Their collaborative approach and attention to detail ensures every item aligns with our brand while strengthening community engagement and cultural visibility.



Anthony Proctor, Leading Hand Cleansing, Noni Williams, Associate Director City Operations, and Michael Sedgman, Chief Executive Officer in front of the wrapped street sweeper.

Governance



Focus area

City of Adelaide's policies and procedures embed reconciliation practices that support the implementation of the Reconciliation Action Plan (RAP).

2024/25 Commitments

- Design an Aboriginal Rangers Program for the Adelaide Park Lands to support traditional land management practices.
- Establish a Protocol for Aboriginal Engagement.
- ✓ Review the Procurement Policy and Guidelines to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024.
- ◆ Deliver Iparrityi Art Commission for Whitmore Square.
- ✓ Reconciliation Committee convenes quarterly to offer guidance and make recommendations to Council.
- ✓ Build relationships through celebrating National Reconciliation Week (NRW).
- City of Adelaide is dedicated to creating engagement protocols that enable the representation and partnership of the Kaurna People.
- Creating an anti-racism approach to become leaders in the space.
- Collaboration on management of the Adelaide Park Lands waterways and land practices.
- Build relationships with the SA Voice to Parliament to ensure open communication.
- Increase understanding, value and recognition of Aboriginal and Torres Strait Islander people through Cultural Learning.
- Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols.
- ✓ Celebrate NAIDOC week and provide opportunities for participation and education.
- Increase, retain and develop our Aboriginal and Torres Strait Islander employees.
- ✓ Improve economic participation of Aboriginal and Torres Strait Islander businesses.
- Embed cultural burn practices.
- ✓ Establish and maintain an effective RAP implementation group to drive activity for the plan.
- ✓ Provide appropriate support for effective implementation of RAP commitments.
- ✓ Enhance accountability and transparency by reporting on RAP accomplishments, challenges, and insights, both internally and externally.
- ✓ Recognise the contributions and promote continuous support for the ongoing development of the Reconciliation Committee.

Icon Key: ✓ Complete | ● In progress (to be completed in 2025/26) | ◆ Not proceeding



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Stretch Reconciliation Action Plan 2024-2027

Year 2 (2025/26) Implementation

The City of Adelaide is committed to deepening our ties with First Nations people and prioritising reconciliation through innovation, collaboration and visibility. We will honour Kaurna people as the Traditional Custodians and work together to embed reconciliation into our work and empower cultural protocols.

This summary sets out commitments for Year 2 of the 3-year Stretch Reconciliation Action Plan (RAP) and aligns with the City of Adelaide Annual Business Plan and Budget 2025/26.

Themes

Relationships, Respect, Opportunities, Governance

2025/26 Commitments

- ☐ Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
- ☐ Build relationships through celebrating National Reconciliation Week (NRW).
- ☐ Promote reconciliation through our sphere of influence.
- ☐ Promote positive race relations through anti-discrimination strategies.
- ☐ Co-design engagement protocols with Kaurna Yerta Aboriginal Corporation (KYAC) that formalise and strengthen the existing partnership.
- ☐ Build relationships with the SA Voice to Parliament to ensure open communication.
- ☐ Increase understanding, value and recognition of Aboriginal and Torres Strait Islander people through cultural learning.
- ☐ Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
- ☐ Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.
- ☐ Increase awareness, understanding and visibility of Kaurna as the Traditional Owners through physical interpretation throughout the city.
- ☐ With Traditional Owners develop a process for repatriation of ancestral remains.
- ☐ Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
- ☐ Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
- ☐ Strengthen land management practices by embedding cultural burn practices into City of Adelaide practices.
- ☐ Strengthen the management of the Adelaide Park Lands, waterways and land practices through Kaurna collaboration.
- ☐ Review community building leasing and event procedures to remove barriers to Aboriginal and Torres Strait Islander participation.
- ☐ Strengthen existing and explore new partnerships with community controlled organisations to address the social determinants of health.
- ☐ Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.
- ☐ Provide appropriate support for effective implementation of the RAP commitments.
- ☐ Build accountability and transparency through reporting RAP achievements, challenges and learnings, both internally and externally

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

City of Adelaide

Stretch Reconciliation Action Plan

December 2024 to December 2027



RECONCILIATION
ACTION PLAN



CITY OF
ADELAIDE

Acknowledgement of Country

Ngai tampinhi, ngadlu Kurna yartangga
panpapanpalyarrinhi (inparrinhi).

Kurna Miyurna yaitya mathanya Wama
Tarntanyaku. Parnaku yailtya, parnuku tapa
purruna, parnuku yarta ngadlu tampinhi.

Yalaka Kurna miyurna ithu yailtya, tapa purruna,
yarta kuma puru martinhi, puru warri-apinhi,
puru tangka martulayinhi.

Kumartarna yaitya miyurna iyangka yalaka ngadlu
tampinhi.

City of Adelaide acknowledges that we are located
on the Traditional Country of the Kurna People of
the Adelaide Plains and pay our respect to Elders
past and present.

We recognise and respect Kurna cultural
heritage, beliefs and relationship with the land,
water and seas. We acknowledge that they are of
continuing importance to the Kurna People
living today.

And we also extend that respect to other
Aboriginal and Torres Strait Islander Language
Groups and other First Nations.

Kaurna Kardla

Cultural Burn

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Reconciliation Committee Dual-Chairpersons Message

We are pleased to present the City of Adelaide's Stretch Reconciliation Action Plan 2024–2027 (Stretch RAP).

This is the City of Adelaide's eleventh RAP and fourth Stretch RAP. It sets out a three-year roadmap toward reconciliation.

As a Council, we are proud of our progressive history of embracing reconciliation.

This Stretch RAP builds on the recent unveiling of Aunty Shirley Peisley's portrait in the Council Chambers and the display of the Uluru Statement from the Heart in the Adelaide Town Hall.

The Adelaide Park Lands are the location for the Place of Reflection – a Memorial to Stolen Generations presented as a bronze sculpture created by renowned Ngarrindjerri weaver Aunty Yvonne Koolmatrie, is an important acknowledgement of our shared history.

Embodying the principles of respect, relationship-building, opportunity creation, and sound

governance, this Stretch RAP strives to progress First Nations employment, an all-encompassing procurement blueprint, and an intensified focus on Kaurna engagement and support.

Implementing these goals not only reaffirms our unwavering dedication to reconciliation but cements the City of Adelaide as leaders within Local Government.

For more than 20 years, the City of Adelaide's Reconciliation Committee has led pivotal organisational and city-wide change.

"It has been an honour and pleasure to work with the City of Adelaide for over 10 years. How they recognise the trauma we have been through since colonisation and how they treat our People is uplifting to be a part of." Ms Yvonne Agius.

As co-chairs of the Committee it is our privilege to continue to steward the organisation's journey of reconciliation.



Ms Yvonne Agius
Dual Chairperson

Dr Jane Lomax-Smith
The Right Honourable the Lord Mayor
Dual Chairperson

City of Adelaide CEO Message

On behalf of the City of Adelaide Council Administration, I am honoured to present our 2024–2027 Stretch Reconciliation Action Plan (RAP).

Through countless milestones, years of effort, and the voices of many, we have come together to advance reconciliation within our city. The Kaurna People, Traditional Owners of the Adelaide Plains, have had their deep connection to this land formally recognised through a Native Title determination, underscoring the importance of respecting and honouring the rights of Aboriginal and Torres Strait Islander communities in both rural and urban settings.

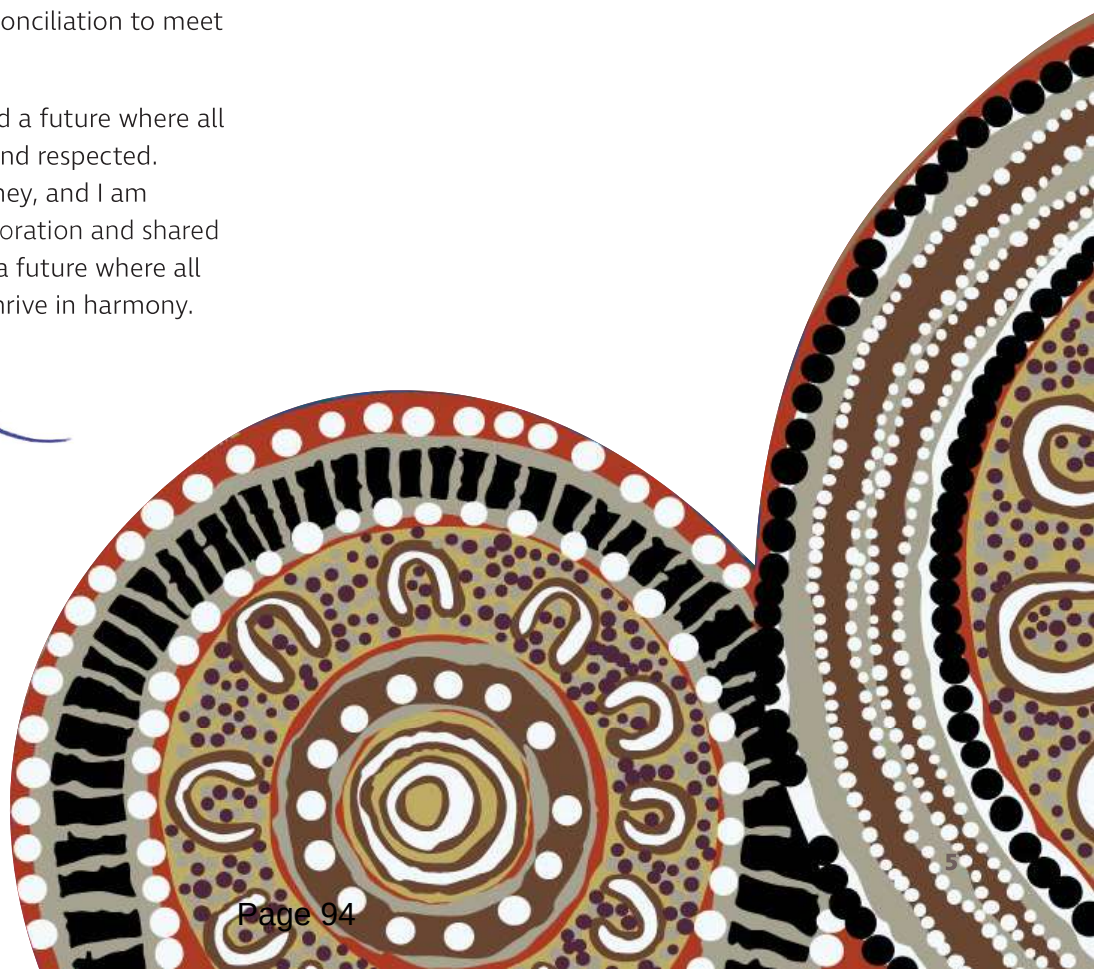
Building on the foundations of our previous RAPs, we have made significant progress in advancing reconciliation within our community. Our investment in cultural mapping has led to the development of a public tool that fosters understanding, while partnerships with local Aboriginal organisations and leaders have enabled the co-creation of community-driven projects.

As we look ahead, we are excited about the opportunities to further deepen our engagement with local Aboriginal and Torres Strait Islander communities. This RAP is a living document, and we are committed to continuously evolving and improving our approach to reconciliation to meet the needs of our community.

Together, I believe we can build a future where all people feel valued, included, and respected. Reconciliation is a shared journey, and I am confident that, through collaboration and shared commitment, we can achieve a future where all members of our community thrive in harmony.



Michael Sedgman
City of Adelaide
Chief Executive Officer



City of Adelaide Stretch RAP CEO Statement

On behalf of Reconciliation Australia, I congratulate the City of Adelaide on its formal commitment to reconciliation, as it implements its fourth Stretch Reconciliation Action Plan (RAP), its eleventh overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. As a RAP program participant for many years, the City of Adelaide has a strong track record of igniting, sustaining and deepening change in the reconciliation space.

Through its time in the RAP program, the City of Adelaide has developed transformational relationships with Traditional Owners and community controlled organisations, enabling the development of several impactful First Nations-led initiatives. By working alongside Kaurna people and including cultural protocol in its established processes, the City of Adelaide moves beyond symbolic action to materially restorative change.

With this new RAP, the City of Adelaide continues to harness the power of self-determination and cultural knowledge as it tackles underlying systems that impact the daily lives of Aboriginal and Torres Strait Islander peoples. Once again, the City of Adelaide is demonstrating its deep thinking around actions that will result in true and long lasting change.

As one of the earliest participants in the RAP program, I have seen the City of Adelaide continuously build on its commitments to tangible reconciliation outcomes over many years. On behalf of Reconciliation Australia, I commend the City of Adelaide on this new Stretch RAP and look forward to following its continuing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



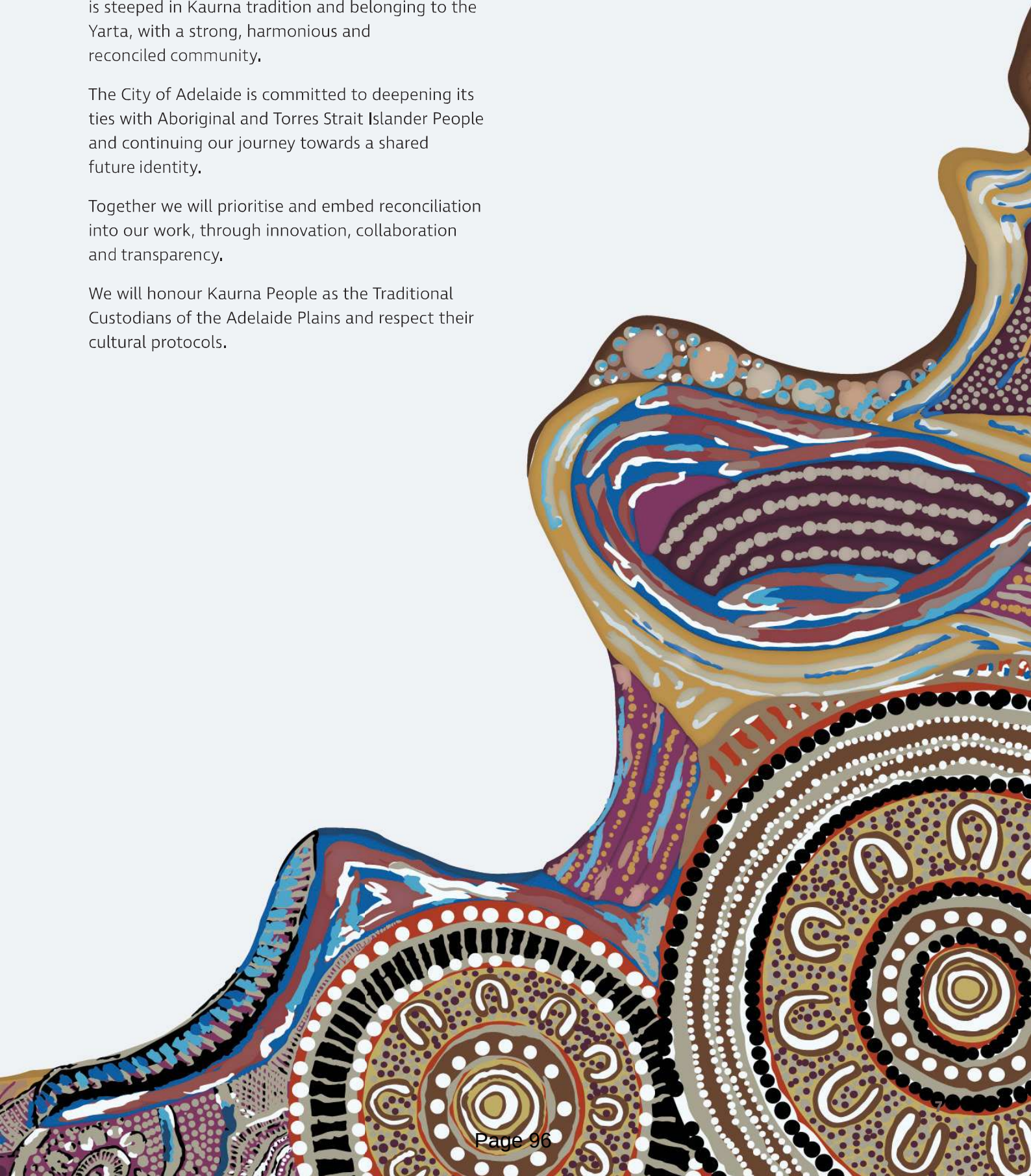
Our Vision for Reconciliation

The City of Adelaide's vision is for a community where the rich heritage of the Kaurna People and the diverse cultures of all Aboriginal and Torres Strait Peoples are honoured, embraced, and fully integrated into a shared future for the city: One that is steeped in Kaurna tradition and belonging to the Yarta, with a strong, harmonious and reconciled community.

The City of Adelaide is committed to deepening its ties with Aboriginal and Torres Strait Islander People and continuing our journey towards a shared future identity.

Together we will prioritise and embed reconciliation into our work, through innovation, collaboration and transparency.

We will honour Kaurna People as the Traditional Custodians of the Adelaide Plains and respect their cultural protocols.



Our Business

The City of Adelaide is the capital of South Australia and the heart of the state's civic, cultural and commercial life. Comprising a Lord Mayor and 11 Council Members elected by the community, the Council represent the interests of Adelaide's approximately 26,000 residents and 390,000 daily city users.

The Council and the City of Adelaide carry out the duties and exercise powers as outlined in the *Local Government Act 1999 (SA)* and other pertinent legislation. In response to the needs and opportunities of the city community, the City of Adelaide delivers policies, programs, and services.

Additionally, under the *City of Adelaide Act 1998 (SA)*, the City of Adelaide has broader responsibilities in overseeing the city centre and the Adelaide Park Lands for the benefit of all residents, workers, students, and visitors. To support the City of Adelaide and the State Government in the protection, management, enhancement, and promotion of the Adelaide Park Lands, Adelaide's defining feature, Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) is the advisory board. The Kurna Yerta Aboriginal Corporation (KYAC), representing the Traditional Owners, is a member organisation of Kadaltilla.

In August 2024 the City of Adelaide had a workforce of 1034 employees, with nine individuals identifying as Aboriginal and/or Torres Strait Islander People, making up 0.87% of our total workforce.

Our operations are spread across multiple sites, including the Colonel Light Centre, Eagle Chambers/Adelaide Town Hall, the North Adelaide Golf Course, the London Road Depot, Adelaide Central Markets, the Nursery, City Libraries, Community Centres, Adelaide Bus Station, Archives, and the Prince Alfred Lane Bunker.

On 12 December 2023 Council adopted the City of Adelaide Strategic Plan 2024–2028 as a roadmap for the future, both as a capital city and local government. It outlines what we want to achieve, the steps we need to take, and the direction in which we are heading.

Our Vision at the City of Adelaide

Our Adelaide. Bold. Aspirational. Innovative.

We aspire to strengthen what we know makes Adelaide one of the world's most liveable cities. We are leveraging our past and looking to the future to grow an exceptional capital city that all South Australians can be proud of.

The vision for the city is focussed through five aspirations:

- Our Community: Vibrant, connected and inclusive
- Our Environment: Resilient, protected and sustainable
- Our Economy: Growing, innovative and responsive
- Our Places: Interesting, purposeful and safe
- Our Corporation: High performing, customer-centric and bold.

The Strategic Plan 2024–2028 seeks 'an inclusive, equitable and welcoming community where people feel a sense of belonging'. Several of the targets to achieve this outcome link directly to our commitment to reconciliation and our RAP including increasing Aboriginal employment, and opportunities to recognise and celebrate Aboriginal and Torres Strait Islander Peoples, cultures and connection to Country.



Our Journey

City of Adelaide's RAP

Creating our eleventh RAP has provided the City of Adelaide with an opportunity to reflect and build upon previous reconciliation plans, learnings and opportunities. The City of Adelaide has a strong and recognised history supporting reconciliation in South Australia and will continue to build on its commitment and leadership through this fourth Stretch RAP.

In 1997, the City of Adelaide began a reconciliation journey with local Aboriginal and Torres Strait Islander communities. In May 2008, the Council endorsed its inaugural Reconciliation Action Plan, serving as a framework for implementing the Council's Reconciliation Vision Statement and recognising National Sorry Day.

The City of Adelaide maintains a long-standing, positive collaborative partnership with the Kaurna community, which is recognised as the Traditional Owners and Custodians of the Adelaide Plains, where the city is situated. The City of Adelaide collaborates closely with the Kaurna Yerta Aboriginal Corporation (KYAC), which serves as the principal body of cultural authority.

Recent Achievements, Learnings and Challenges

Key achievements from the RAP 2021–2024 are:

- Kaurna Voices – cultural mapping
- NAIDOC Week Annual Celebrations
- Handing back of Kaurna Artefacts – Ceremony at Pirltawardli
- Place of Reflection – Memorial to Stolen Generations
- The Late Aunty Shirley Peisley AM portrait
- Adelaide Park Lands Cultural burn
- The Knowledge Project – An insight into Kaurna history, spirituality and language
- Kids on Country
- The Uluru Statement from the Heart – installed in the Adelaide Town Hall.

These key achievements have provided learnings and challenges which have informed the development of, and commitments in, the Stretch RAP 2024–2027. Examples of achievements, learnings and challenges follow:

Pillar 1 Relationships – NAIDOC Week Annual Celebrations

The City of Adelaide proudly joins the nation in celebrating NAIDOC Week, a time dedicated to honouring the history, culture, and achievements of Aboriginal and Torres Strait Islander Peoples. The Lord Mayor hosts an annual awards event, and the City of Adelaide holds NAIDOC in the Mall with traditional performances, a celebrated commissioned artwork, and activities to bring together the community to celebrate the rich heritage of Aboriginal and Torres Strait Islander People. NAIDOC Week serves as a powerful reminder of the importance of reconciliation and the ongoing journey towards a more inclusive and united community. In 2024, Adelaide was the host city of the National NAIDOC 150 year celebrations which the City of Adelaide supported through sponsorship, senior Executive and Council Member participation and hosting of the Royal Australian Mint's commemorative coin launch at the Adelaide Town Hall.

The 2024 events were a timely reminder of the importance of strong relationships and partnering in the delivery and celebration of reconciliation, including shared events involving the State and National Reconciliation Committees. The Stretch RAP 2024–2027 continues and builds upon these shared opportunities to recognise and celebrate the journey towards reconciliation together.

Pillar 2 Respect – Handing back of Kaurna Artefacts Ceremony at Pirltawardli

After nearly two centuries, Kaurna artefacts gifted to German missionaries have been returned to Kaurna land. A handover smoking ceremony was held in Adelaide at Possum Park/Pirltawardli (Park 1), attended by Aboriginal Elders, Minister for Foreign Affairs, Senator the Hon Penny Wong, and Germany's Federal Minister for Foreign Affairs Annalena Baerbock. The four cultural heritage items –



kathawirri (sword), tantanaku (club or bark peeler), wirnta (spear), and wikatyi (net) – hold deep significance for the Kaurna People and are over 180 years old. These artefacts are on display for the public at the Art Gallery of South Australia.

This momentous occasion was an opportunity for the City of Adelaide to Respect the leadership of the Kaurna People in returning their cultural heritage artefacts to Kaurna land. The Stretch RAP 2024–2027 provides new opportunities for the City of Adelaide to demonstrate Respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols. “KYAC and the Kaurna Community are thrilled that these precious items have found their way home. Home to where they were part of the lives of the Kaurna People that created them and where they were such integral parts of our lives.” Mitzi Nam, Chairperson, Kaurna Yerta Aboriginal Corporation (KYAC), 2024

Pillar 3 Opportunities – Adelaide Park Lands Cultural Burn

In 2021, as the nation grappled with the onset of what would become one of Australia’s most severe fire seasons, the City of Adelaide, State Government, members of the Kaurna Community, supported by traditional fire practitioner Victor Steffensen of Firesticks Alliance Indigenous Corp. convened in the city’s southern parklands. A descendant of the Tagalaka People from Northern Queensland, Victor has dedicated the past 20 years to sharing his knowledge of cultural burning practices. Firesticks Alliance are leaders in the preservation of First Nations led cultural practices.

The Cultural Burn was both historic and celebratory. It marked the first time the Kaurna People could publicly practice their cultural burning techniques since many of their traditions were displaced following European colonisation. It also represented the first Cultural Burn conducted in an Australian capital city. Over 200 participants, including representatives from other Aboriginal groups and local residents, joined Kaurna Elders and the Lord Mayor of the City of Adelaide for a moving Welcoming Ceremony that highlighted the event’s significant cultural, ecological, and reconciliation impacts.

This groundbreaking project, which reintroduced traditional fire management practices to the Adelaide Park Lands for the first time in over 240

years, showcased the City of Adelaide’s strong commitment to meaningful reconciliation. The burn focused on incorporating Kaurna traditional knowledge into the management of biodiversity in the Adelaide Park Lands and influenced the revision of the Adelaide Park Lands Management Strategy – Towards 2036 to embed this knowledge.

Pillar 4 Governance – Kaurna Yerta Aboriginal Corporation (KYAC) Pipeline

A recent focus for the City of Adelaide has been establishing governance arrangements to enable KYAC input into the City of Adelaide’s policies, strategies and projects on Kaurna land. In 2023 a new bi-monthly meeting was established to provide a forum for the City of Adelaide and KYAC to yarn on key projects. The City of Adelaide acknowledges that there is more work to do and has made new commitments to embed Traditional Owner perspectives and practices into planning, processes and decision making.

Our experience and learning during the implementation of our previous RAP show that developing strong external relationships has positively influenced new projects, initiatives, and infrastructure delivery, prioritising the community’s well-being in decision-making processes. The City of Adelaide will increase its efforts to ensure that internal relationships with Aboriginal and Torres Strait Islander employees are equally prioritised and strong to ensure a desirable and culturally safe workplace.

Consistent recruitment and retention of Aboriginal and Torres Strait Islander employees has proven to be a complex area for the City of Adelaide. We have recently appointed an Aboriginal Employment and Inclusion Coordinator, with positive improvements in Aboriginal and Torres Strait Islander employee engagement. This will remain a key priority as we continue to honour the commitments outlined in our RAP.

The Stretch RAP 2024–2027 acknowledges the importance of external and internal ownership, accountability, and progress towards implementation. Internal governance and relationships are addressed by establishing the RAP Working Group and re-establishing RAP Champions. The Stretch RAP 2024–2027 includes commitments to regular reporting to the Reconciliation Committee and Reconciliation Australia.

Reconciliation Governance

The City of Adelaide has established the Reconciliation Committee under section 41 of the *Local Government Act 1999 (SA)*. The Reconciliation Committee is now entering its 22nd year of providing guidance to Council.

Council's Reconciliation Committee serves as an advisory body that supports the promotion of reconciliation in the city. Its responsibilities include crafting and overseeing the implementation of the City of Adelaide's Stretch Reconciliation Action Plan, contributing to policy formulation, and offering strategic advice to the Council on matters that may affect Aboriginal and Torres Strait Islander communities.

The Reconciliation Committee is led by Dual Chairpersons, one representing the Aboriginal and Torres Strait Islander community and the other representing the non-Indigenous community. The Committee is comprised of representatives from the Council and strategic agencies and includes members from the Kaurna and other Aboriginal communities.

On 13 December 2022, the City of Adelaide Reconciliation Committee appointed members for the term of Council (2022–2026).

Appointments made:

Aboriginal and/or Torres Strait Islander representatives:

Ms Yvonne Agius, Dual Chairperson

Ms Deanne Hanchant-Nichols

Mr Ivan Tiwu Copley OAM, JP

Council Members:

The Right Honourable the Lord Mayor Dr Jane Lomax-Smith and Dual Chairperson

Councillor Janet Giles

Councillor Dr Mark Siebentritt

Councillor David Elliott

Strategic Agency Representatives:

Chair Kaurna Yerta Aboriginal Corporation

CEO Reconciliation South Australia

Attorney-General's Department, Aboriginal Affairs and Reconciliation

Proxies:

Ms Kveta Vlotman

Ms Lynette Crocker



Back row: Ian Liddy, Jason Downs, Talisha King, Mark Siebentritt, David Elliott

Front Row: Ivan Tiwu-Copley, Dr Jane Lomax Smith, Yvonne Agius, Kveta Vlotman, Deanne Hanchant-Nichols, Lynette Crocker **Absent:** Janet Giles, Mitzi Nam

RAP Working Group

The RAP Working Group is a dedicated internal cross-organisational team focused on driving positive change and fostering unity within the City of Adelaide. The Working Group provides regular reports to the Reconciliation Committee and the City of Adelaide Executive on RAP implementation initiatives and overall progress. The RAP Working Group includes employees who are focused on developing, guiding, and implementing initiatives that address historical injustices and promote reconciliation within the community.

The Working Group includes the following positions:

- Director City Shaping (Executive RAP Champion)
- Team Leader Reconciliation – identified role (Chair)
- Manager Marketing and Communications
- Manager Creative City
- Coordinator Aboriginal Employment and Inclusion – identified role
- Team Leader People
- Lead, Media Relations
- Team Leader City Lifestyles
- Team Leader City Events
- Associate Director Governance and Strategy
- Leasing Coordinator, Rundle Mall
- Manager City Experience
- Business Investment Advisor
- Events and Activations Executive, Adelaide Central Market Authority
- Team Leader Social Planning
- Project Coordinator Reconciliation – targeted role
- Team Leader Horticulture
- Manager City Safety

Stretch RAP: Reconciliation Leadership

A Stretch RAP involves a more extended, strategic perspective with goals spanning three years. The City of Adelaide has the motivation, capability and capacity to deliver a Stretch RAP and significantly strengthen our reconciliation commitments.

To maintain focus and momentum towards the targets and commitments in the Stretch RAP, implementation is supported by a network of RAP champions at the senior employee, Team Leader and Manager level. Progress reports on implementation are shared with the Reconciliation Committee and Council throughout the calendar year so that the City of Adelaide is accountable, and the commitments are publicly communicated. The monitoring of actions is overseen by our Reconciliation Officer.

The Stretch RAP requires organisations to embed reconciliation efforts into their core business strategies, making them a fundamental part of daily operations. Over a three-year period, the Stretch RAP focuses on making impactful commitments with clearly defined, measurable targets and objectives.

Our Stretch RAP signifies a genuine and deepening engagement with Aboriginal and Torres Strait Islander communities, moving beyond symbolic gestures to implement real, transformative actions.

By setting a higher standard, the Stretch RAP demonstrates leadership and inspires other organisations to adopt ambitious goals.



Development of the RAP

This Stretch RAP has been developed through a rigorous consultation process with the City of Adelaide's employees and members of the Reconciliation Committee and Kaurna Yerta Aboriginal Corporation.

Reconciliation SA supported the City of Adelaide in its engagement and analysis to inform the development of this Stretch RAP. Over a six-week period, workshops were held with key internal and external stakeholders, including KYAC. Engagement activities were tailored to the audience and included engagement with existing City of Adelaide Aboriginal employees.

Workshop participants explored opportunities and actions under four RAP themes:

1. Relationships

Building meaningful relationships supports the City of Adelaide to meet the aspirations of local Aboriginal and Torres Strait Islander communities.

2. Respect

Respect for Aboriginal and Torres Strait Islander communities creates healthy relationships, embraces diversity and promotes harmony.

3. Opportunities

Providing opportunities for Aboriginal and Torres Strait Islander communities to assist the City of Adelaide in its goal of being a socially inclusive city.

4. Governance

Defines the roles and responsibilities of key stakeholders, including the City of Adelaide leadership, staff, and external partners, ensuring accountability, transparency, and effective oversight throughout the RAP's implementation.

The themes and opportunities from the consultation which have shaped the actions and deliverables under each of the four RAP pillars included:

Leadership

Genuine relationships are evident between the City of Adelaide and the Kaurna community and should be broadened across the organisation.

Building capability

Induction processes and ongoing cultural awareness for all City of Adelaide employees of First Nations protocols and relationships will improve project outcomes.

Procurement

The City of Adelaide can leverage its procurement spending to support Aboriginal and Torres Strait Islander businesses in a genuine approach to reconciliation.

Engagement

Engagement protocols with Aboriginal and Torres Strait Islander People are required to respect the demands on the community and Kaurna People for cultural engagement, advice and participation.

Strategic

There is an economy of scale and increased benefits to be achieved by collaborating and partnering with other organisations on reconciliation and an opportunity for the City of Adelaide to lead across the local government sector.

Engagement with the wider community and Aboriginal and Torres Strait Islander community identified the following themes:

- The importance of sharing local Aboriginal and Torres Strait Islander Peoples histories and amplifying the voices of Elders.
- Prioritising initiatives that support the emotional and mental wellbeing of City of Adelaide employees and Aboriginal communities.
- Transparent reporting on progress and outcomes of the RAP, with opportunities for community feedback.
- The need for action on systemic racism, health inequities, and justice reform.

City of Adelaide's Major Initiatives

Kurna Voices – cultural mapping

In partnership with the Kurna Yerta Aboriginal Corporation, the City of Adelaide has developed Kurna Voices, a project to map the city and showcase culturally significant Kurna sites through historical text, archival images, oral histories, and video interviews with Kurna Elders and community leaders. The Kurna Voices website was launched during National Reconciliation Week in 2024.

The site's research incorporates Tiati – truth-telling – to offer genuine Kurna narratives, including stories of the destruction of Dreaming tracks and important cultural sites along River Torrens/ Karrawirra Pari. The interactive map explores the sacred connections of the Kurna People to the land now known as Adelaide and highlights significant historical events and experiences from early colonisation.



Uncle Jeffrey Newchurch – Kurna Voices Project

Stretch Reconciliation Action Plan City of Adelaide Initiatives

1995

Annual Aboriginal
Flag Raising Ceremony
at Adelaide
Town Hall

1997

Reconciliation
Vision Statement

1998

National Sorry Day
Acknowledgement

2006

Doris Graham
commemorative
plaque

2012

Council reaffirms its
commitments with revised
Reconciliation Vision
Statement and National Sorry
Day Acknowledgement
Kaurna dual-naming of city
squares and two city
footbridges

2010

Two pieces from South
Australian Museum –
Kadlitpinna and Kuri Dance
19th Century aquarelle
paintings by George French
Angas unveiled in Queen
Adelaide Room

2013

Naming of
Reconciliation Plaza
Protocol and Guidelines on
Welcome to Country and
Acknowledgement of Country
Commemorative plaque on the
Adelaide Town Hall
Lord Mayoral Civic Reception
for the Recognise Long
Walk campaign

2001

Permanent flying of
Aboriginal Flag in
Victoria Square/
Tarntanyangga

2002

Reconciliation
Committee as a formal
committee of Council
Kaurna Recognition at
Council meetings with
Acknowledgement of Country
Kaurna dual-naming of
Adelaide Park Lands

2008

First annual Reconciliation
Action Plan
Aboriginal Employment Policy
Kaurna remains found within
Frome Road car park and
reburial ceremony held

2007

Flying of Aboriginal and
Torres Strait Islander flags
in Grote Street
Interpretative Information Audio
Bollards on Aboriginal
Flagpole in Victoria Square/
Tarntanyangga

2005

Reconciliation
Grants Program

2014

Alice Dixon
Memorial tree
replanting

2019

Installation of a Kurna Shield and Acknowledgement of Country in the City of Adelaide Customer Centre

Ngadlu Padninthi Kumangka cultural marker unveiled in Pakapakanthi/Victoria Park (Park 16)

Opening of Gladys Elphick Park

2021

Laneway renaming to No Fixed Address Laneway as part of the City of Music Laneways project

First capital city to conduct an official Cultural Burn Project in partnership with Traditional Owners

City of Adelaide launches our tenth RAP

City of Adelaide Reconciliation Committee photo displayed in Colonel Light Room

2020

Kardi Munta (Emu Net) cultural marker unveiled in Pityarilla/Park 19

2015

Opening of the Mankurri-api Kuu/ Reconciliation Room in the Adelaide Town Hall (first of such in any Council nationwide)

Unveiling of permanent install and commissioned artwork by artist Donald 'Bluey' Roberts, titled Reconciliation Spirit Tree.

Unveiling of permanent installation of commissioned artwork by artist, Paul Herzich 'My Country, Our State' recognising and celebrating the diversity of Aboriginal cultures in South Australia

2022

Establishment of new Reconciliation Committee Membership

2024

Kurna Voices cultural mapping tool launch

Support for KYAC's Kurna Artefact Ceremony at Possum Park/ Pirltawardli (Park 1)

2016

Reconciliation Plaza flag banners

2018

Lord Mayor Civic Reception to commemorate 10th anniversary of the National Apology to the Stolen Generations

Inaugural launch of Kids on Country event

First Smoking Ceremony in Adelaide Town Hall to mark the Investiture of the newly elected Council 2019

Launch of Lord Mayor's NAIDOC Award

2017

Inaugural launch of NAIDOC in the Mall event
Tarntanyangga Cultural Marker opened

Lord Mayoral Civic Reception for 25th Anniversary of the Mabo Decision

Lord Mayoral Civic Reception to commemorate the 50th anniversary of the 1967 Referendum

2023

Lord Mayors NAIDOC Awards

NAIDOC in the Mall event

Aunty Shirley Peisley Portrait displayed in the Council Chambers

Launch of the Place of Reflection – Memorial to Stolen Generations

Uluru Statement from the Heart displayed in the Adelaide Town Hall

Kids on Country event



*Kuma Kaaru Dance Group 2019
Photographer: Josh Geelen*



1. Relationships

Building meaningful relationships supports the City of Adelaide to meet the aspirations of local Aboriginal and Torres Strait Islander communities.

Focus area

Recognising and collaborating with the Traditional Owners, the Kaurna People, and wider Aboriginal and Torres Strait Islander communities to foster connection and engagement, enhance relationships, boost the participation of Aboriginal and Torres Strait Islander communities in council initiatives, and collaborate with community groups and organisations to commemorate significant cultural milestones.

	Action	Deliverable	Timeline	Responsibility
1.	Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2025, 2026, 2027	Team Leader, Reconciliation
		1.2 Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2026	Team Leader, Reconciliation
		1.3 Establish and maintain two formal partnerships with Aboriginal and Torres Strait Islander organisations including: • Yanun Project Services • Kuma Kaaru.	December 2025, 2026, 2027	Team Leader, Reconciliation
2.	Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and reconciliation materials to all employees.	27 May – 3 June 2025, 2026, 2027	Team Leader, Reconciliation
		2.2 RAP Working Group members to participate in two external NRW events.	27 May – 3 June 2025, 2026, 2027	Team Leader, Reconciliation
		2.3 Encourage and support employees and senior leaders to participate in at least two external events to recognise and celebrate NRW.	27 May – 3 June 2025, 2026, 2027	Team Leader, Reconciliation
		2.4 Organise at least one internal NRW event, including at least one organisation-wide NRW event annually.	27 May – 3 June 2025, 2026, 2027	Team Leader, Reconciliation
		2.5 Register all our NRW events on the Reconciliation Australia website NRW website.	27 May – 3 June 2025, 2026, 2027	Team Leader, Reconciliation



	Action	Deliverable	Timeline	Responsibility
		2.6 The City of Adelaide commits to organising at least one NRW event each year at the Adelaide Central Market and/or Rundle Mall.	27 May – 3 June 2025, 2026, 2027	Manager, City Experience General Manager, Adelaide Central Market Authority Events and Activations Executive, Rundle Mall Management
3.	Promote reconciliation through our sphere of influence.	3.1 Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.	December 2025	Team Leader, Reconciliation
		3.2 Communicate our commitment to reconciliation publicly.	December 2025, 2026, 2027	Chief Executive Officer
		3.3 Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	December 2025	Team Leader, Reconciliation
		3.4 Collaborate with two RAP and other like-minded organisations to implement innovative approaches to advance reconciliation.	June 2027	Team Leader, Reconciliation
		3.5 Prominently display the Reconciliation Committee photo in Town Hall.	February 2025	Manager, Creative City
		3.6 Continue to share news about reconciliation achievements and profile Aboriginal and Torres Strait Islander employees in employee newsletters.	December 2025, 2026, 2027	Manager, People
		3.7 Host two Aboriginal and Torres Strait Islander-led community reconciliation activities outside of National Reconciliation Week to engage the wider community in reconciliation.	December 2025, 2026, 2027	Team Leader, Reconciliation
4.	Promote positive race relations through anti-discrimination strategies.	4.1 Continuously improve HR policies and procedures concerned with anti-discrimination.	December 2026	Manager, People
		4.2 Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	December 2026	Manager, People
		4.3 Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2026	Manager, People

	Action	Deliverable	Timeline	Responsibility
		4.4 Senior leaders to publicly endorse and support anti-discrimination campaigns, initiatives, and stances.	June 2025	Manager, People
		4.5 Provide ongoing education for senior leaders and managers on the effects of racism to allow a public stance against racism.	December 2025	Manager, People
		4.6 Investigate mechanisms that can be used to identify the possible impact of Council activities on Aboriginal and Torres Strait Islander People, e.g., impact assessments.	June 2027	City Planning and Heritage
5.	Co-design engagement protocols with KYAC that formalise and strengthen the existing partnership.	5.1 Invite Kurna representation on the Kadaltilla Board as a KYAC strategic representative.	Provide report: June 2025, 2026, 2027	Associate Director, Governance and Strategy
		5.2 Invite Kurna representation on the Reconciliation Committee as a KYAC strategic representative.	January 2025, 2026, 2027	Team Leader, Reconciliation
		5.3 Co-design with KYAC the Kurna Yerta Aboriginal Engagement Protocol detailing preferred methods for collaborating with City of Adelaide.	June 2025	Team Leader, Reconciliation
		5.4 Investigate opportunities to embed Kurna cultural heritage advice within Council resourcing.	June 2027	Team Leader, Reconciliation
6.	Build relationships with the SA Voice to Parliament representatives to ensure open communication.	6.1 Amend the Terms of Reference of the Reconciliation Committee to enable a strategic Voice representative of the Voice to South Australian Parliament to become a strategic representative on the Committee.	December 2025, 2026, 2027	Team Leader, Reconciliation
		6.2 Investigate opportunities to engage with the Central Voice representatives to ensure two-way communication.	December 2025, 2026, 2027	Team Leader, Reconciliation

The South Australian Voice to Parliament is a pioneering initiative aimed at enhancing the participation of Aboriginal and Torres Strait Islander Peoples in the political processes that affect their communities. Established in 2023, it provides a direct, formal channel for Indigenous South Australians to advise the South Australian Parliament and South Australian Government on matters of policy, legislation, and resource allocation.





*City of Adelaide Cultural Burn 2021
Partners: Green Adelaide and Firesticks Alliance*



2. Respect

Respect for Aboriginal and Torres Strait Islander communities creates healthy relationships, embraces diversity and promotes harmony.

Focus area

Recognising the Traditional Owners of the land, the Kurna People, displaying the Aboriginal and Torres Strait Islander flags, enhancing community awareness and engagement, and advocating for reconciliation.

	Action	Deliverable	Timeline	Responsibility
7.	Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through Cultural Learning.	7.1 Conduct a review of the cultural learning needs within our organisation.	June 2025 June 2026	Manager, People
		7.2 Consult local Traditional Owners and the Reconciliation Committee on the implementation of a Cultural Learning Strategy.	June 2026	Manager, People
		7.3 Implement and communicate the Cultural Learning Strategy to all employees.	December 2025	Manager, People
		7.4 All RAP Working Group members, HR Managers, senior executive group and all new employees to undertake formal and structured Cultural Learning.	December 2025	Manager, People,
		7.5 100% of employees undertake formal and structured face-to-face cultural learning training on commencement at the organisation and refresher within a 3-year period.	June 2025, 2026, 2027	Manager, People
		7.6 Collaborate with the Local Government Association to co-design with Aboriginal and Torres Strait Islander Peoples a Local Government Cultural Learning package tailored for the local government sector.	June 2027	Manager, People
8.	Demonstrate Respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	8.1 Increase employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2025	Team Leader, Reconciliation
		8.2 Review and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	June 2025	Team Leader, Reconciliation
		8.3 Invite local Traditional Owners to provide a Welcome to Country at a minimum of 15 significant events.	June 2025, 2026, 2027	Manager, Creative City



	Action	Deliverable	Timeline	Responsibility
		8.4 Council Members, senior leaders and employees provide an Acknowledgement of Country or other appropriate protocols at all meetings and public events.	December 2025	Team Leader, Reconciliation
		8.5 Display Acknowledgment of Country plaques in our Customer Service Centre, Libraries, and Community Centres.	December 2025	Team Leader, Reconciliation
		8.6 Consult with Traditional Owners to rename the primary conference, meeting, and training rooms at the Colonel Light Centre with co-names honouring significant Aboriginal and Torres Strait Islander leaders in South Australia. These names will be selected in collaboration with the Reconciliation Committee and broader members of the Aboriginal and Torres Strait Islander communities.	December 2026	Team Leader, Reconciliation
		8.7 Provide First Nations led workshops for Council Members and Senior Leaders to learn an Acknowledgement of Country in Kurna.	February 2025	Associate Director, Governance and Strategy
		8.8 Develop a Sitting Fees Procedure for targeted community engagement with Aboriginal and Torres Strait Islander People so that community members are appropriately remunerated.	December 2025	Associate Director, Governance and Strategy
9.	Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	9.1 RAP Working Group members to participate in an external NAIDOC week event(s).	July 2025, 2026, 2027	Team Leader, Reconciliation
		9.2 Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week.	June 2025	Manager, People
		9.3 Deliver and support employees to participate in NAIDOC Week events in our local area, including: • NAIDOC in the Mall • Lord Mayor's NAIDOC Awards • NAIDOC artwork commissioning.	July 2025, 2026, 2027	Chief Executive Officer
		9.4 Collaborate with the SA NAIDOC Committee to support celebrations in the CBD including the NAIDOC March and Family Fun Day.	July 2025, 2026, 2027	Team Leader, Reconciliation

	Action	Deliverable	Timeline	Responsibility
		9.5 Officially recognise the recipient of the annual Lord Mayor's NAIDOC Award on both the website and social media platforms.	July 2025, 2026, 2027	Office Manager, Office of the Lord Mayor
		9.6 Provide an internal and external CEO NAIDOC week message.	July 2025, 2026, 2027	Chief Executive Officer
10.	Increase awareness, understanding and visibility of Kurna as the Traditional Owners through physical interpretation throughout the city.	10.1 Secure funding and establish key locations across the CBD, including cultural landmarks, public spaces, and transport hubs, to promote the Kurna Native Title Determination through state grants, council budget allocation, corporate sponsorship, federal funding, and philanthropic partnerships.	June 2027	Team Leader, Reconciliation
		10.2 In consultation with Traditional Owners review renaming of city laneways to represent ancestral Kurna families.	June 2026	Manager, City Infrastructure
		10.3 Co-design with Kurna Traditional Owners a Kurna welcome art installation on Sir Donald Bradman Drive and West Terrace.	December 2026	Manager, Creative City
11.	With Traditional Owners develop a process for the repatriation of ancestral remains.	11.1 In consultation with Traditional Owners design a Repatriation of ancestral remains protocol in partnership with KYAC.	December 2026	Manager, Park Lands and Sustainability
		11.2 Review and design a record-keeping tool to ensure ongoing monitoring and maintenance of repatriated ancestral remains.	June 2027	Manager, Park Lands and Sustainability





*Kuma Kaaru Dance Group 2019
Photographer: Josh Geelen*



3. Opportunities

Providing opportunities for Aboriginal and Torres Strait Islander communities to assist the City of Adelaide in its goal of being a socially inclusive city involves fostering active engagement, partnership, and co-design with Indigenous Peoples.

Focus area

Enhancing the employment and retention of Aboriginal and Torres Strait Islander employees at the City of Adelaide, extending financial support to community groups and organisations, and partnering with Kaurna and broader Aboriginal and Torres Strait Islander communities to amplify cultural tourism opportunities in the city.

	Action	Deliverable	Timeline	Responsibility
12.	Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	12.1 Engage with Aboriginal and Torres Strait Islander employees to consult on the effectiveness of our recruitment, retention and professional development strategy.	June 2025	Manager, People
		12.2 Review and update an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2025	Manager, People
		12.3 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates.	December 2025	Manager, People
		12.4 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace.	December 2025	Manager, People
		12.5 Aboriginal and Torres Strait Islander employees to be supported to take on management and senior-level positions by providing professional and career development pathways.	June 2025	Manager, People
		12.6 Commit to achieving an Aboriginal and Torres Strait Islander employment target of 2% of all City of Adelaide employees by 2027.	June 2027	Manager, People
		12.7 Investigate graduate, traineeship and internship programs as an entry pathway into the organisation.	December 2025, 2026, 2027	Manager, People
		12.8 Conduct a comprehensive review of cultural leave and other workplace policies to ensure that cultural load is minimised, creating an inclusive environment that supports the recruitment, retention, and professional development of Aboriginal and Torres Strait Islander employees.	June 2025	Manager, People



	Action	Deliverable	Timeline	Responsibility
13.	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	13.1 Develop and implement an Aboriginal and Torres Strait Islander Business Procurement Strategy with a clear target on expenditure procured from Aboriginal and Torres Strait Islander businesses.	December 2026	Team Leader, Procurement and Contract Management
		13.2 Maintain Supply Nation membership.	December 2027	Team Leader, Procurement and Contract Management
		13.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026	Team Leader, Procurement and Contract Management
		13.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2026	Team Leader, Procurement and Contract Management
		13.5 Maintain commercial relationships with two Aboriginal and/or Torres Strait Islander businesses.	December 2025, 2026, 2027	Team Leader, Procurement and Contract Management
		13.6 Train all relevant employees in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.		Team Leader, Procurement and Contract Management
		13.7 Explore collaboration opportunities with Kurna and other local Aboriginal and Torres Strait Islander tourism providers to create a continuous tourism product and/or provide cultural experiences in the city.	December 2025	Adelaide Economic Development Agency
		13.8 Maintain the Kurna Register on the City of Adelaide website promoting Kurna performers, educators, and tourism experts.	December 2025	Lead, Web and User Experience
14.	Strengthen land management practices by embedding cultural burn practices into the City of Adelaide practices.	14.1 In partnership with cultural experts conduct a cultural burn each year on the Adelaide Park Lands.	December 2025, 2026, 2027	Manager, Park Lands and Sustainability
		14.2 Develop an internal process (standard operating procedure) for conducting a cultural burn led by Aboriginal and Torres Strait Islander People.	June 2027	Manager, Park Lands and Sustainability
		14.3 Review the City of Adelaide's burn permit process to ensure no barriers to Aboriginal and Torres Strait Islander participation.	June 2027	Manager, City Safety

	Action	Deliverable	Timeline	Responsibility
15.	Strengthen the management of the Adelaide Park Lands, waterways and land practices through Kaurna collaboration.	15.1 Recruit the inaugural Aboriginal Ranger position to oversee cultural land management practices in the Adelaide Park Lands.	June 2025	Manager, Park Lands and Sustainability
		15.2. Collaborate with the Kaurna community to explore possibilities for integrating First Nations perspectives on land and waterways management strategies and practices relating to the Adelaide Park Lands.	June 2025	Manager, Park Lands and Sustainability
16.	Review community building leasing and event procedures to remove barriers to Aboriginal and Torres Strait Islander participation.	16.1 Investigate community building leasing arrangements of Council facilities to promote Aboriginal and Torres Strait Islander business participation.	June 2026	Manager, City Lifestyles
		16.2 Review event procedures and guidelines to identify opportunities to encourage organisers to engage more in reconciliation.	June 2026	Manager, City Experience
17.	Strengthen existing and explore new partnerships with Aboriginal community-controlled organisations to address the social determinants of health.	17.1 Investigate partnerships to deliver community-controlled housing.	June 2027	Property Development
		17.2 Develop strategies for addressing the drivers of violence against women.	June 2027	Team Leader, Reconciliation
		17.3 Develop programs to support Aboriginal and Torres Strait Islander People's social and emotional wellbeing through increased participation in City of Adelaide Community Centres and libraries.	June 2027	Manager, City Lifestyles
		17.4 Review community grants funding programs to ensure the process captures data, funding and support for Aboriginal and Torres Strait Islander led programs.	June 2027	Manager, City Lifestyles





*Kuma Kaaru Dance Group 2019
Photographer: Josh Geelen*



4. Governance

Tracking progress and reporting.

Focus area

City of Adelaide's policies and procedures embed reconciliation practices that support the implementation of the Reconciliation Action Plan (RAP).

	Action	Deliverable	Timeline	Responsibility
18.	Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	18.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2025, 2026, 2027	Team Leader, Reconciliation
		18.2 Develop Terms of Reference for the RWG.	June 2025	Team Leader, Reconciliation
		18.3 Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2025, 2026, 2027	Associate Director, Governance and Strategy
		18.4 Demonstrate leadership in reconciliation by setting performance targets for leaders aligned to RAP activity.	April 2025, 2026, 2027	Chief Executive Officer
19.	Provide appropriate support for effective implementation of the RAP commitments.	19.1 Embed resource needs for RAP implementation.	December 2025, 2026, 2027	Team Leader, Reconciliation
		19.2 Embed key RAP actions in performance expectations of senior management and employees.	June 2025	Chief Executive Officer
		19.3 Embed appropriate systems and capability to track, measure and report on RAP commitments.	June 2025, 2026, 2027	Team Leader, Reconciliation
		19.4 Maintain an internal RAP Champion from senior management.	June 2025, 2026, 2027	Chief Executive Officer
		19.5 Include RAP as a standing agenda item at senior management meetings.	January 2025	Team Leader, Reconciliation
20.	Build accountability and transparency through reporting RAP achievements, challenges, and learnings, both internally and externally.	20.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence (June annually).	June 2025, 2026, 2027	Team Leader, Reconciliation



	Action	Deliverable	Timeline	Responsibility
		20.2 Contact Reconciliation Australia to request a unique link to access the online RAP Impact Survey.	August 2025, 2026, 2027	Team Leader, Reconciliation
		20.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2025, 2026, 2027	Team Leader, Reconciliation
		20.4 Report RAP progress to employees and senior leaders quarterly.	March, June, September, December 2025, 2026, 2027	Team Leader, Reconciliation
		20.5 Publicly report against RAP commitments annually, outlining achievements, challenges and learnings.	December 2025, 2026, 2027	Team Leader, Reconciliation
		20.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	February 2026	Team Leader, Reconciliation
		20.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	December 2027	Team Leader, Reconciliation
		20.8 Develop an annual video progress report on Reconciliation activity each calendar year to share publicly.	December 2025, 2026, 2027	Team Leader, Customer and Marketing
		20.9 Review Terms of Reference for the Reconciliation Committee at the end of every Council term.	January 2027	Associate Director, Governance and Strategy
21	Continue our reconciliation journey by developing our next RAP.	21.1 Register via Reconciliation Australia's website to begin developing the next RAP.	June 2027	Team Leader, Reconciliation

Artwork Explanation



Flowing through the centre of the artwork is Karrawirra Pari (Red Gum Forest River), a significant resource for the Kurna People. This name reflects the deep connection between Kurna custodians and the environment in which our People thrived for thousands of years.

Karrawirra Pari is a monumental resource that provides water, food and materials used to make artefacts. Detailed throughout the artwork utilising different colours is a representation of Pangkarra (family territories). Pangkarra is integral to identity, heritage, and the ongoing responsibilities to care for and maintain the land inherited by those who came before them.

Surrounding Karrawirra Pari are sacred sites where members belonging to Kurna family groups who lived amongst their Pangkarra would come together to conduct traditional ceremonies. The textures incorporated within this artwork exhibit specific elements relating to Yarta (land). Firstly, we have a representation of Mukurta (Hills), Secondly, the nomadic flow of water that would rage during Kudlila (Winter).

Pat Caruso – We Create Print Deliver



Talisha King
Reconciliation Officer
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Aboriginal Ranger Program

Tuesday, 3 September 2025
Reconciliation Committee

Strategic Alignment - Our Environment

Public

Program Contact:

Sarah Gilmour, Associate
Director, Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director, City
Shaping

EXECUTIVE SUMMARY

The purpose of this workshop is to provide an opportunity to shape the development of the Aboriginal Ranger Program as a strategic initiative that advances reconciliation, cultural heritage protection, environmental sustainability, and Aboriginal employment.

The workshop seeks input on the key cultural values, protocols, and responsibilities that should guide the Aboriginal Ranger Program, so it genuinely reflects and respects Aboriginal ways of Caring for Country in the context of the Adelaide Park Lands.

Strategic Alignment

The Aboriginal Ranger Program contributes to the City of Adelaide's Strategic Plan 2024-2028:

- Our Community – Increasing Aboriginal participation in civic life and strengthening cultural connections.
- Our Environment – Protecting and enhancing the Park Lands using sustainable and culturally informed practices.
- Our Corporation – Supporting a diverse workforce, including the target of at least 2% Aboriginal employment by 2027.

The program delivers on multiple pillars and actions in the Stretch Reconciliation Action Plan 2024-2027:

- Opportunities (Actions 15.1 & 15.2) – Recruiting the inaugural Aboriginal Ranger position and collaborating with Kaurna to integrate First Nations perspectives into Park Lands and waterways management.
- Opportunities (Action 12) – Supporting Aboriginal employment, retention, and professional development.
- Respect (Actions 8 & 14) – Embedding Kaurna cultural practices, such as cultural burns, into land care.
- Relationships (Actions 1 & 5) – Strengthening partnerships with KYAC and Aboriginal stakeholders through co-design and cultural protocol integration.

The Aboriginal Ranger Program contributes to the goals of the Adelaide Park Lands Management Strategy – Towards 2036 and the City of Adelaide's Integrated Climate Strategy 2030 – Resilient, Protected, Sustainable, relating to Caring for Country.

KEY QUESTIONS

Committee Members are invited to consider:

1. The specific activities Ranger(s) could undertake, including cultural and/or environmental land management and guided cultural tours at sites within the Adelaide Park Lands (where appropriate).
2. Key individuals or organisations to be engaged for advice on heritage, culture, and Caring for Country.
3. How the Program can support all generations – from young people to Elders.

Our Environment

Aboriginal Ranger Program

The purpose of this workshop is to provide an opportunity to shape the development of the Aboriginal Ranger Program

Park Lands, Policy and Sustainability
Roger Rigney, Aboriginal Ranger Program Coordinator
Matthew Field, Manager, Park Lands and Sustainability

Acknowledgement of Country

The City of Adelaide acknowledges that we are located on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

- The workshop seeks input on the key cultural values, protocols, and responsibilities that should guide the Aboriginal Ranger Program, so it genuinely reflects and respects Aboriginal ways of Caring for Country in the context of the Adelaide Park Lands.
- This includes:
 - Seeking guidance on cultural values, protocols, and responsibilities.
 - Identifying priority Ranger activities, cultural advisors, and intergenerational engagement approaches.

KEY QUESTION

What are Committee Members' views on the roles the Ranger(s) will be undertaking in the Adelaide Park Lands?

KEY QUESTION

What are Committee Members' views on individuals or organisations to be engaged for advice on heritage, culture, and Caring for Country?

KEY QUESTION

What are Committee Members' views on how the program can support all generations from young people to Elders?

Aboriginal Ranger Program

Program Overview

- The Aboriginal Ranger Program is a strategic initiative that advances reconciliation, cultural heritage protection, environmental sustainability, and Aboriginal employment.
- Features of the Program include:
 - Aboriginal-led roles in cultural heritage protection, environmental stewardship, and community engagement.
 - Co-designed with Kaurna Miyurna to embed cultural knowledge and practices in the management of the Adelaide Park Lands.

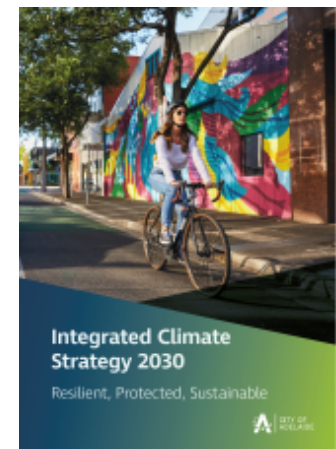
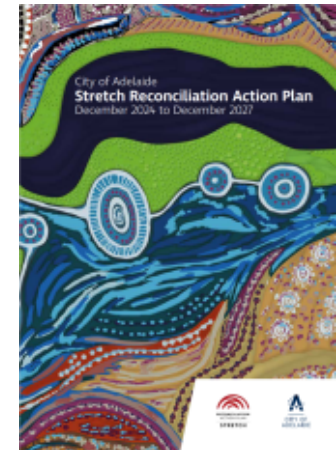


Strategic Plan 2024 – 2028: Strengthen inclusion, protect Adelaide Park Lands, achieve $\geq 2\%$ Aboriginal employment target.

Stretch RAP 2024–2027 - Opportunities (12, 15.1 & 15.2; Respect (8 & 14); Relationships (1 & 5): Deliver on key actions for Aboriginal employment, cultural practice integration, and partnership building.

APLMS – Goal 3: Recognise, promote, and protect Kaurna cultural heritage sites; collaborate with Kaurna Miyurna to educate the community, reinstate Caring for Country practices and enhance visitor experience at sites of cultural significance.

Integrated Climate Strategy - Goal 3: Work in partnership with Kaurna Miyurna to return Caring for Country practices and principles to management of the Adelaide Park Lands.



Aboriginal Ranger Program

Key Questions



KEY QUESTION

What are Committee Members' views on the roles the Ranger(s) will be undertaking in the Adelaide Park Lands?

KEY QUESTION

What are Committee Members' views on individuals or organisations to be engaged for advice on heritage, culture, and Caring for Country?

KEY QUESTION

What are Committee Members' views on how the program can support all generations from young people to Elders?



Ngaityalya