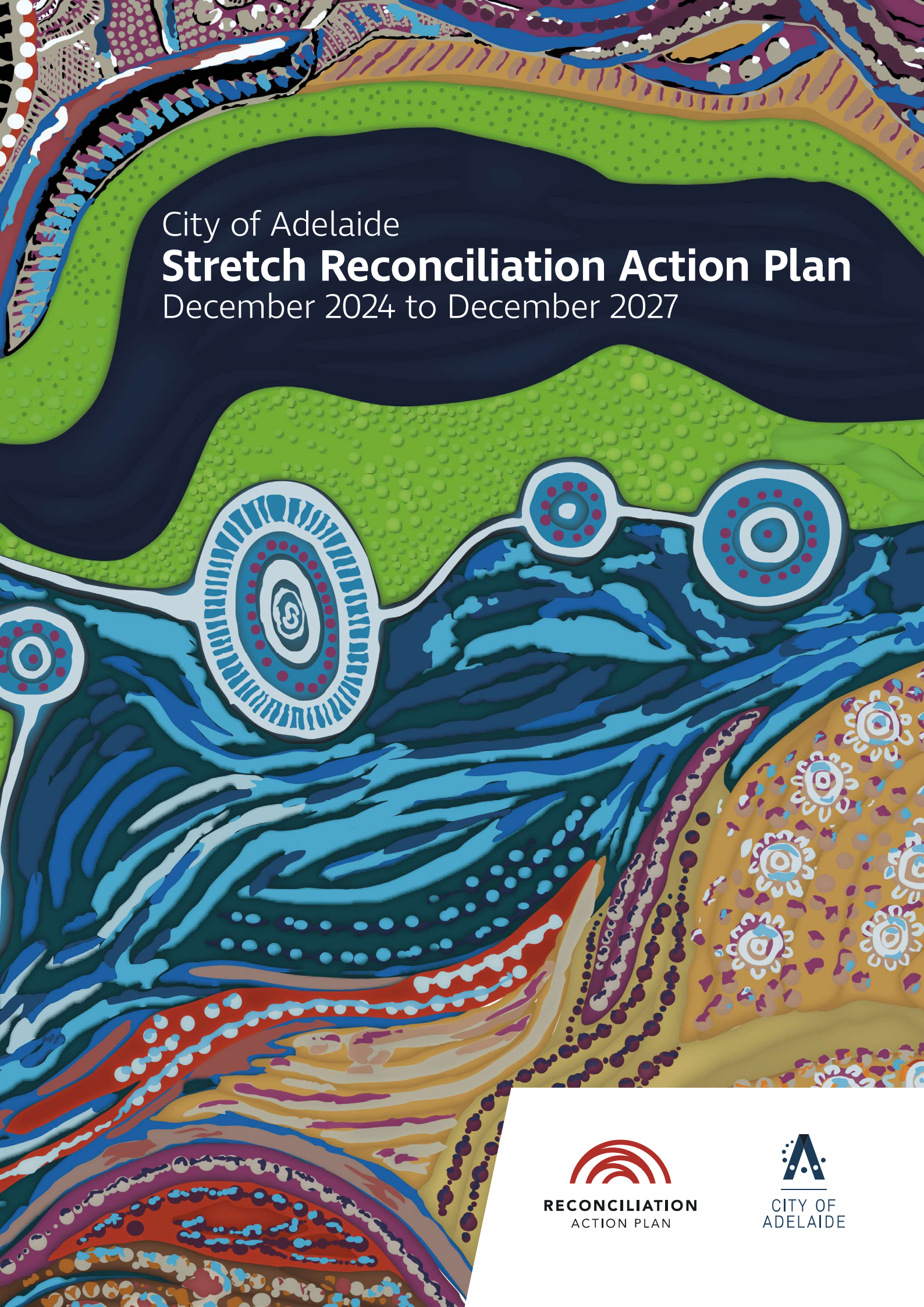


The background of the cover is a vibrant, abstract Indigenous artwork. It features a dark blue central area with a large, stylized green shape above it. Below the green shape are blue, wavy lines representing water. In the foreground, there are orange and yellow shapes with circular patterns, and a red and white striped shape. The artwork is composed of various geometric and organic shapes in a rich color palette of blue, green, orange, red, and white.

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



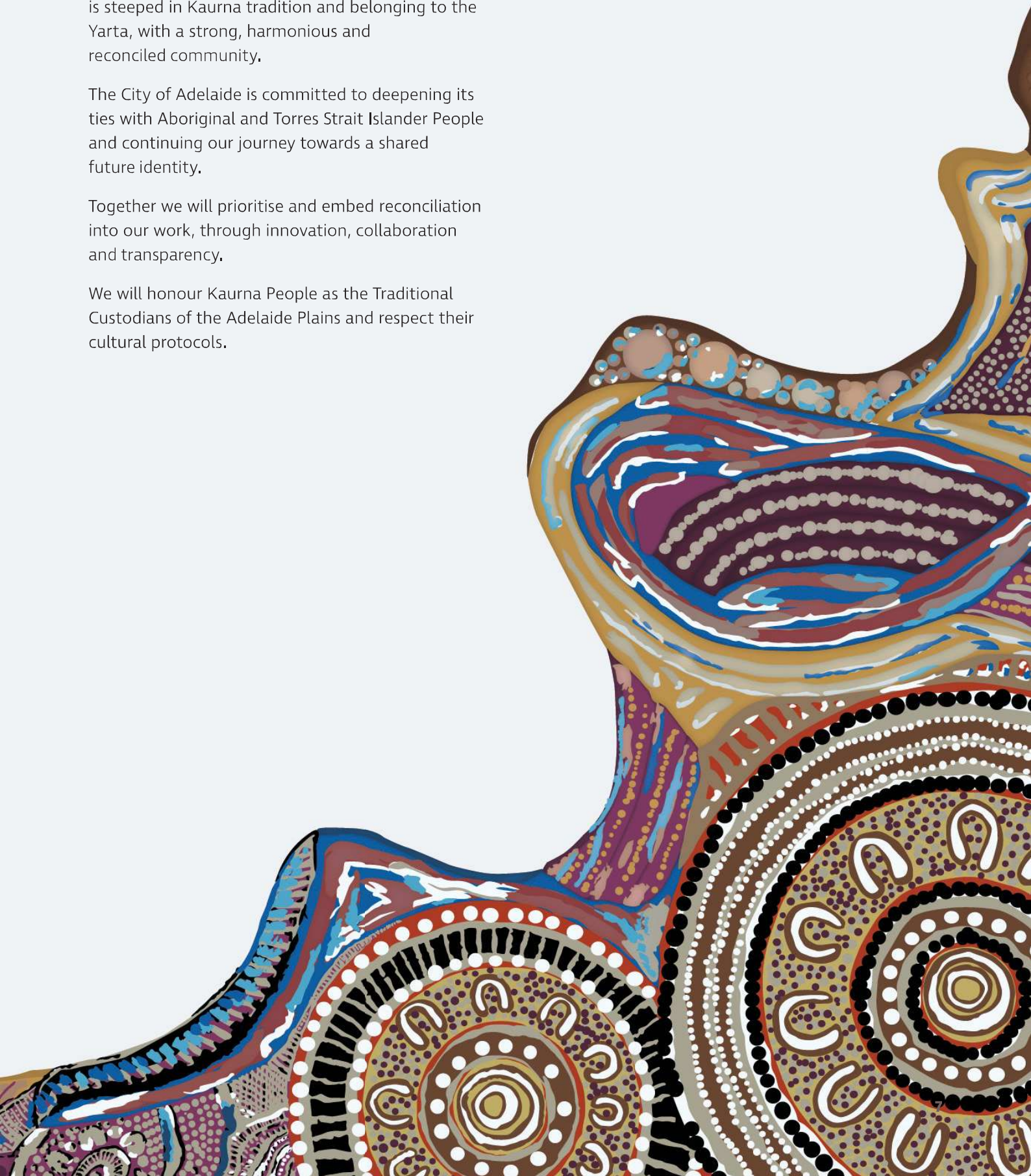
Our Vision for Reconciliation

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
Karna 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
Karna Recognition at
Council meetings with
Acknowledgement of Country
Karna dual-naming of
Adelaide Park Lands

2008

First annual Reconciliation
Action Plan
Aboriginal Employment Policy
Karna 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 Kaurua 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 Kaurua 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 Kaurua families.	June 2026	Manager, City Infrastructure
		10.3 Co-design with Kaurua Traditional Owners a Kaurua 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 Kurna 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 Kurna 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





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