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Reconciliation Committee

Meeting to be held on Wednesday, 6 May 2026, 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 Eleanor Freeman, Councillor Janet Giles and Councillor Dr Mark Siebentritt

Strategic Agency Representative:

Ian Liddy

Kaurna Yerta Aboriginal Corporation Representative:

Tim Agius

Aboriginal and/or Torres Strait Islander Community Representatives:

Ivan-Tiwu Copley and Deanne Hanchant-Nichols

Proxies:

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

Allan Sumner (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, 6 May 2026, at 2.30 pm
in the Colonel Light Room, Adelaide Town Hall

Agenda

1. Welcome and Apologies

2. Acknowledgement of Country

The City of Adelaide acknowledges the Kaurna People of the Adelaide Plains as the Traditional Custodians of the land on which we meet today.

We acknowledge and honour their spiritual and cultural stewardship of this country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things.

We pay our respects to Kaurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

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 25 February 2026, be taken as read and be confirmed as an accurate record of proceedings.

View public 25 February 2026 Minutes [here](#).

5. Declaration of Conflict of Interest

6. Reports

6.1	NAIDOC and National Reconciliation Week Activity for 2026	3 - 7
6.2	Stretch Reconciliation Action Plan 2024-2027- Quarter 3 (2025/2026) Progress Update	8 - 13
6.3	Draft Annual Business Plan and Budget 2026/27 - Stretch Reconciliation Action Plan 2024-2027 Alignment	14 - 16
6.4	KYAC Quarterly Pipeline Meeting - April 2026	17 - 20
6.5	Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028	21 - 37

7. Presentations

7.1	Local Government Elections Update	38 - 47
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8. Any Other Business

9. Next Meeting

Wednesday 9 September 2026, 2.30 pm – 4.30 pm

10. Closure

NAIDOC and National Reconciliation Week Activity for 2026

Strategic Alignment - Our Community

Public

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Iliia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of the report is to provide an update on planned activities, following feedback from the Reconciliation Committee (the Committee) on 25 February 2026, to celebrate National Reconciliation Week (27 May to 3 June 2026) ([Link 1](#)) and National NAIDOC Week (5 to 15 July 2026) ([Link 2](#)).

The theme for National Reconciliation Week is “**All In**”, while the theme for National NAIDOC Week is “**50 Years of Deadly**”.

At the Reconciliation Committee meeting on 25 February 2026, Committee Members engaged in valuable discussion about NAIDOC Week, its origins 50 years ago, and the contributions of Elders, including Kadlitpinna.

At that meeting, a commitment was made to consider how this feedback could be reflected in the 2026 National NAIDOC Week celebrations and inform future projects.

RECOMMENDATION

The following recommendation will be presented to Council on 12 May 2026 for consideration

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL
THAT COUNCIL

- 1 Notes the proposed activities to celebrate the 2026 National Reconciliation Week, between 27 May 2026 and 3 June 2026, and National NAIDOC Week, between 5 July 2026 and 12 July 2026.
 - 2 Notes that the NAIDOC Week 2026 celebrations will include a social media campaign to highlight and recognise Kurna Elders who were instrumental in our history.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 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 Action 2: Build relationships through celebrating NRW. Action 9: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.
Consultation	Consultation occurred with the Aboriginal and Torres Strait Islander members of the Reconciliation Committee at Panpapanpalya on 11 February 2026.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	CoA's Reconciliation Team is staying abreast of the SA NAIDOC Committee discussions regarding opportunities for collaboration.
25/26 Budget Allocation	CoA's Annual Business Plan includes \$54,000 for NAIDOC Week 2026 activities with NRW activities supported through the Reconciliation Team operating budget.
Proposed 26/27 Budget Allocation	CoA's Annual Business Plan includes \$57,000 for NAIDOC Week 2026 activities with NRW activities supported through the Reconciliation Team operating budget. Refer also to item 6.3 in this Agenda.
Life of Project, Service, Initiative or (Expectancy of) Asset	The current report relates to National Reconciliation Week and National NAIDOC Week activities and celebrations in 2026.
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

National Reconciliation Week (NRW), 27 May to 3 June 2026

1. The 2026 theme for National Reconciliation Week is “**All In**”, calls for all Australians to commit wholeheartedly to reconciliation every single day ([Link 1](#)).
2. The week is scheduled for Wednesday, 27 May 2026 to Wednesday, 3 June 2026.
3. Since February 2026 the details for National Reconciliation Week have evolved and are summarised in the table below:

Activity	Date (2026)	Stretch Reconciliation Action Plan 2024-2027 Alignment
<p>1. Event details: Cooking Demonstrations</p> <p>Location: Adelaide Central Market (event) – Community Kitchen.</p> <p>Format: Informal, free event, no tickets required. Presented by:</p> <ul style="list-style-type: none"> • Creative Native • Cooee Native Superfood. <p>Additional Information: Prior to each event there will be a Welcome to Country, performed by a local Kaurna cultural leader.</p> <p>An Aboriginal musician will be onsite to provide entertainment at both sessions.</p> <p>The CoA will develop supporting promotional material and a gift with purchase. The gift with purchase, available throughout NRW, is a tea towel, designed by Colleen Strangways.</p> <p>The Public Art team will print a series of postcards featuring images from the artist’s Adelaide Town Hall exhibition as a cross-promotional addition to be included with the gift with purchase.</p>	<p>Friday, 29 May 2026</p> <p>Two sessions:</p> <ul style="list-style-type: none"> • Lunchtime: 12:00pm – 1:00pm • Evening: 6:00pm – 7:00pm 	<p>2.6 CoA commits to organising at least one NRW event each year at the Adelaide Central Market and/or Rundle Mall.</p>
<p>2. Artist Exhibition</p> <p>Location: Adelaide Town Hall.</p> <p>Format: A photographic exhibition curated and organised by CoA with artwork to be displayed throughout NRW.</p> <p>Presented by:</p> <ul style="list-style-type: none"> • Local Aboriginal artist Colleen Strangways. <p>Additional Information:</p> <p>The exhibition will run concurrently with NRW activities.</p>	<p>Wednesday, 27 May to Wednesday, 3 June 2026</p>	<p>2. Build relationships through celebrating NRW.</p>

National NAIDOC Week (NAIDOC Week), 5 to 12 July 2026

4. National NAIDOC Week celebrations are held across Australia in the first week of July each year (Sunday to Sunday), to celebrate and recognise the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.
5. In 2026 the week is scheduled from Sunday, 5 July 2026 to Sunday, 12 July 2026.
6. The theme for 2026 is **“50 Years of Deadly”**.
7. At the 25 February 2026 Reconciliation Committee, Committee Members engaged in valuable discussion about NAIDOC Week, its origins 50 years ago, and the contributions of Elders, including Kadlitpinna.
8. At that meeting, an undertaking was given to further investigate ways in which to increase the recognition of pioneering Kurna Elders, including Kadlitpinna to inform future projects, including using historical information regarding and provided by Kurna Elders.
 - 8.1. In response, Administration is developing a social media campaign that will run throughout National NAIDOC week, with daily posts designed to highlight individuals who have made significant contributions but have not been formally recognised. The series will recognise both men and women, and the content will be informed by existing publicly available information, Council archives, and the Copley Collection.
 - 8.2. The Reconciliation Committee Members were invited via email to share their recommendations for names of individuals to be recognised, particularly those who have contributed to community, culture, and NAIDOC but may not yet have received public acknowledgement.
9. The CoA’s activities for National NAIDOC Week are summarised in the table below:

Activity	Date (2026)	Organiser	Stretch Reconciliation Action Plan 2024-2027 Alignment
<p>1. NAIDOC in the Mall</p> <p>Location: Rundle Mall. Administration has engaged multimedia studio Polymorphic to support an Aboriginal artist in developing an artwork based on the NAIDOC theme, which will be displayed publicly in Rundle Mall. The artwork will be an immersive projection installation within a 6m x 6m tent and will offer a 2-3 minute immersive walk-through experience for the general public. The installation will be available to experience Tuesday, 7 July 2026 until Friday, 10 July 2026 inclusive.</p>	<p>Tuesday, 7 July 2026 to Friday, 10 July 2026</p>	<p>CoA</p>	<p>9.3 Deliver and support employees to participate in NAIDOC Week events in our local area, including:</p> <ul style="list-style-type: none"> • NAIDOC in the Mall • Lord Mayor’s NAIDOC Awards • NAIDOC artwork commissioning.
<p>2. NAIDOC Artwork Commission</p> <p>Location: Artwork to be displayed:</p> <ul style="list-style-type: none"> • Publicly in Rundle Mall at the NAIDOC in the Mall event. <p>Format: Administration has engaged the multimedia studio Polymorphic to support an Aboriginal artist in developing an immersive projection installation based on the NAIDOC theme.</p>	<p>Tuesday, 7 July 2026 to Friday, 10 July 2026</p>	<p>CoA</p>	<p>9.3 Deliver and support employees to participate in NAIDOC Week events in our local area, including:</p> <ul style="list-style-type: none"> • NAIDOC in the Mall • Lord Mayors NAIDOC Awards • NAIDOC artwork commissioning.

Activity	Date (2026)	Organiser	Stretch Reconciliation Action Plan 2024-2027 Alignment
<p>3. NAIDOC Week Social Media Campaign</p> <p>A social media campaign will run throughout NAIDOC week, with daily posts designed to highlight individuals who have made significant contributions but have not been formally recognised. The series will recognise both men and women, and the content will be informed by existing publicly available information, Council archives, and the Copley Collection.</p>	<p>One post per day Sunday, 5 July – Sunday, 12 July 2026 on Facebook and Instagram Stories</p>	<p>CoA</p>	<p>This activity responds to an undertaking given at the Reconciliation Committee on 25 February 2026 to further investigate ways to recognise pioneering Kurna Elders, including Kadlitpinna to inform future projects, including utilising historical information regarding and provided by Kurna Elders.</p>

Next steps

10. The City of Adelaide Reconciliation Team will continue to collaborate with the State and National NAIDOC Committees to coordinate activities.

DATA AND SUPPORTING INFORMATION

Link 1 – [Reconciliation Australia website – NRW theme 2026](#)

Link 2 – [National NAIDOC Week | NAIDOC](#)

ATTACHMENTS

Nil

- END OF REPORT -

Stretch Reconciliation Action Plan 2024-2027- Quarter 3 (2025/2026) Progress Update

Strategic Alignment - Our Community

Public

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

This report provides a progress update against the Stretch Reconciliation Action Plan 2024–2027 (Stretch RAP) for Quarter 3 (2025/26), covering the period 1 January to 31 March 2026.

The progress of actions delivered between 1 January 2026 and 31 March 2026 is provided in **Attachment A**.

Key achievements in Quarter 3 include:

- The Aboriginal Cultural Learning Framework was endorsed by the Reconciliation Committee on 25 February 2026.
- Consultation was undertaken with Kaurna representatives on the Reconciliation Committee to develop a new Cultural Learning Model. The model includes a mandatory Cultural Learning Module requirement.
- The City of Adelaide's (CoA) Acknowledgement and Welcome to Kaurna Yarta Protocol was endorsed by Council on 10 March 2026.
- A new Anti-Racism Operating Guideline was developed incorporating feedback from the Reconciliation Team, ahead of broader workforce consultation.
- KYAC representatives were appointed to the Reconciliation Committee and Kadaltilla / Adelaide Park Lands Authority for the 2026 calendar year.

RECOMMENDATION

The following recommendation will be presented to Council on 12 May 2026

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the Stretch Reconciliation Action Plan 2024-2027 Quarter 3 Progress Update for the period 1 January 2026 to 31 March 2026 as contained in **Attachment A** to item 6.2 on the Agenda for the meeting of the Reconciliation Committee held on 6 May 2026.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community An inclusive, equitable and welcoming community where people feel a sense of belonging
Policy	This report provides the Quarter 3 (2025/2026) progress update for the Stretch Reconciliation Action Plan 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	Work is continuing to progress commitments outlined in the Stretch Reconciliation Action Plan 2024–2027.
25/26 Budget Allocation	The Stretch Reconciliation Action Plan 2024-2027 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.
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Stretch Reconciliation Action Plan 2024-2027 is a strategic document outlining key goals, actions and milestones over three years.
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. This report provides a progress update against the Stretch Reconciliation Action Plan 2024–2027 (Stretch RAP) for Quarter 3 (2025/26), covering the period 1 January to 31 March 2026.

Background

2. The Stretch RAP ([Link 1](#)) is a three-year plan to guide reconciliation actions from 2024-2027 with actions and deliverables across four key areas: Relationships, Respect, Opportunities and Reporting.
3. The Stretch RAP was endorsed by the Reconciliation Committee on 4 December 2024 and Council at its meeting on 10 December 2024. Reconciliation Australia formally endorsed the Stretch RAP on 15 July 2025.
4. The Stretch RAP priorities for 2025/2026 were noted by the Reconciliation Committee at its meeting held on 3 December 2025 ([Link 2](#)).

Quarter 3 Progress Report (1 January 2026 to 31 March 2026)

5. The progress of actions delivered between 1 January 2026 and 31 March 2026 is provided in **Attachment A**.
6. Key achievements under the Stretch RAP in Quarter 3 include:
 - 6.1. The Aboriginal Cultural Learning Framework was endorsed by the Reconciliation Committee on 25 February 2026 .
 - 6.2. Consultation was undertaken with Kaurna representatives on the Reconciliation Committee to develop a new Cultural Learning Model. The model includes a mandatory Cultural Learning Module requirement.
 - 6.3. The City of Adelaide's (CoA) Acknowledgement and Welcome to Country Protocol was endorsed by Council on 10 March 2026.
 - 6.4. A new Anti-Racism Operating Guideline was developed incorporating feedback from the Reconciliation Team, ahead of broader workforce consultation.
 - 6.5. KYAC representatives were appointed to the Reconciliation Committee and Kadaltilla / Adelaide Park Lands Authority for the 2026 calendar year.

Next Steps

7. Administration will continue to provide quarterly progress updates on Stretch RAP implementation, documenting key actions, successes and challenges to allow for ongoing adjustment and improvement.

DATA AND SUPPORTING INFORMATION

Link 1 – [Stretch Reconciliation Action Plan 2024-2027](#)

Link 2 – [Stretch Reconciliation Action Plan 2024-2027 Priorities 2025/2026](#)

ATTACHMENTS

Attachment A – Quarter 3 (2025/2026) Progress Update – Stretch Reconciliation Action Plan 2024-2027

- END OF REPORT -

Year 2 (2025/26) Implementation – Q3 Progress update 1 January – 31 March 2026

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 Kurna people as the Traditional Custodians and work together to embed reconciliation into our work and empower cultural protocols.

Themes

Relationships, Respect, Opportunities, Governance

Icon Key: ✓ Complete | ● In progress | ● In progress (behind schedule) | ◆ Not due to commence

2025/26 Commitments	Progress Update
Build accountability and transparency through reporting Reconciliation Action Plan (RAP) achievements, challenges and learnings, both internally and externally.	● A reporting system is in place for the Stretch Reconciliation Action Plan (RAP) which includes quarterly and annual reporting. The Reconciliation Committee received a quarterly update report at its meeting in February 2026 and requested a review into the effectiveness of its current Stretch Reconciliation Action Plan 2024-2027 to support the development of the next Stretch Reconciliation Action Plan. The Reconciliation Team attended the Reconciliation Australia Leadership Circle held in Adelaide in March 2026 and provided feedback on the RAP process.
Build relationships through celebrating National Reconciliation Week (NRW).	● Planning is underway for a NRW event at the Adelaide Central Market, including cooking demonstrations by Creative Native and Cooee Native Superfood and merchandise designed by Aboriginal artist, Colleen Strangways. Promotion of NRW will be provided through flagpole and banners at several community events.
Build relationships with the SA Voice to Parliament to ensure open communication.	● An approach has been made to the Voice Secretariat and a response is pending.
Co-design engagement protocols with Kurna Yerta Aboriginal Corporation (KYAC) that formalise and strengthen the existing partnership.	● KYAC representatives were re-appointed to the Reconciliation Committee and Kadaltila / Adelaide Park Lands Authority for the 2026 calendar year following the KYAC annual election process. The City of Adelaide is working with KYAC on arrangements for a 'pipeline' meeting with Terms of Reference to be finalised..
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	● The City of Adelaide's Acknowledgement and Welcome to Country Protocol was endorsed by Council on 10 March 2026. The Protocol and communications plan are scheduled to 'go live' on 1 May 2026. Welcome to Country ceremonies were held at the following the City of Adelaide events: <ul style="list-style-type: none"> • 22 March 2026 – Harmony Week Event: One City Many Cultures - North Adelaide Community Centre - Universal Welcome to Country and Smoking Ceremony by Spirit in Unity. • 13 February 2026 – Between the Archives: Artist Talk with Crista Bradshaw – ART POD - Welcome to Country: Bryce Cawte (Kurna, Ngarrindjeri, Wirangu, Kokatha, and Mirning peoples).

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kurna 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 Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

2025/26 Commitments	Progress Update
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<p>● Planning for NAIDOC Week 2026 (in 2026/27) is in progress including the NAIDOC in the Mall event. The 2026 NAIDOC week theme is 50 Years Deadly. Promotion of NAIDOC Week is underway through flagpole and banners, and the Lord Mayor's NAIDOC award nomination. On 25 February 2026, the Reconciliation Committee requested the NAIDOC celebration include acknowledgement of Aboriginal People who have made a significant contribution in the last 50 years aligned with the 50-year anniversary.</p>
Establish and maintain an effective Reconciliation Action Plan Working Group (RWG) to drive governance of the Reconciliation Action Plan (RAP).	<p>✓ The Reconciliation Working Group held its quarterly meeting on 17 March 2026 with discussions focussed on progressing the Aboriginal Workforce Plan.</p>
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<p>● The City of Adelaide has maintained beneficial relationships with the following Aboriginal and Torres Strait Islander stakeholders and organisations:</p> <ul style="list-style-type: none"> ● Kuma Kaaru - Kurna Language Support ● Nik&Co - RAP design training ● Indigenous 2 Indigenous (i2i) - FPIC strategy for the World Heritage Bid ● Colleen Raven Strangways - National Reconciliation Week ● Yanun Services - Visitor Experience Centre ● Aboriginal Urban Design - Infrastructure projects ● We Create Print Deliver - Graphic for Acknowledgement and Welcome to Country Protocol document.
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<p>● In Quarter 3, the City of Adelaide's Aboriginal and Torres Strait Islander employees represented 1.04% of the workforce (9 of 867 employees), while trainees and apprentices represented 3.6% (1 of 28). A graduate commenced in a targeted role within the Reconciliation Team on 2 February 2026.</p>
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<p>● The City of Adelaide continues to maintain Supply Nation membership and multiple commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</p>
Increase awareness, understanding and visibility of Kurna as the Traditional Owners through physical interpretation throughout the city.	<p>● The Kurna Welcome Art Installation Project Steering Group was formed following the nomination of Aboriginal members at the 3 December 2025 Reconciliation Committee meeting.</p>
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander people through cultural learning.	<p>● The Aboriginal Cultural Learning Framework was endorsed by the Reconciliation Committee on 25 February 2026.</p>
Promote positive race relations through anti-discrimination strategies.	<p>● A new Anti-Racism Operating Guideline was developed with feedback from the Reconciliation Team and broader workforce consultation in March 2026. Anti-discrimination messaging was included in Australia Day/Day of Mourning and Harmony Week celebrations and will feature as part of NAIDOC Week, and National Reconciliation Week activities. The effect of racism is being incorporated into the delivery of the Aboriginal Cultural Learning Framework.</p>

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kurna 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 Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

2025/26 Commitments		Progress Update
Promote reconciliation through our sphere of influence.	●	The City of Adelaide continues to support the Reconciliation SA Breakfast event which will be held in Quarter 4. Planning is underway to use the City of Adelaide's social media platforms to promote National Reconciliation Week 2026 and NAIDOC Week 2026, with a dedicated social media campaign for NAIDOC's 2026 50 Years Deadly campaign.
Provide appropriate support for effective implementation of the RAP commitments.	●	Development of the 2026/27 Business Plan and Budget is in progress with the inclusion of the RAP resourcing. A Reconciliation Team member attended a RAP co-design training workshop with Nik&Co Aboriginal Consultants.
Review community building leasing and event procedures to remove barriers to Aboriginal and Torres Strait Islander participation.	●	The City of Adelaide Event Guideline encourages event organisers to acknowledge Traditional Owners in events and festivals held on Country, including conducting Acknowledgment of Country, facilitating Welcome to Country and use of appropriate Kurna place names in promotion and marketing. Consultation and engagement with Kurna community organisations is encouraged, particularly for major events and festivals.
Strengthen existing and explore new partnerships with community-controlled organisations to address the social determinants of health.	●	The City of Adelaide is conducting consultation on its draft Community Wellbeing Strategy including a discussion with Aboriginal members of the Reconciliation Committee on 11 February 2026.
Strengthen land management practices by embedding cultural burn practices into City of Adelaide practices and undertake a cultural burn in the Adelaide Park Lands.	✓	The Cultural Burn Operating Guideline was noted as part of the Q1 update at Reconciliation Committee on 3 December 2025, with the recommendations adopted by Council on 10 March 2026. This completes this action for the life of the RAP.
Strengthen the management of the Adelaide Park Lands, waterways and land practices through Kurna collaboration.	●	The Reconciliation Team provided input into the development of a draft Stormwater Management Plan for the City of Adelaide.
With Traditional Owners, develop a process for repatriation of ancestral remains.	●	A research project has commenced looking at best-practice models for the repatriation of ancestral remains, including engagement with Traditional Custodians and consultation with other councils and key stakeholders.

Acknowledgement of Country

City of Adelaide acknowledges the traditional Country of the Kurna 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 Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

Draft Annual Business Plan and Budget 2026/27 – Stretch Reconciliation Action Plan 2024-2027 Alignment

Wednesday, 6 May 2026
Reconciliation Committee

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 inform the Reconciliation Committee of the City of Adelaide's 2026/27 Annual Business Plan and Budget process.

Administration has submitted budget proposals to the 2026/27 Annual Business Plan and Budget process to implement the final year of the City of Adelaide's Stretch Reconciliation Action Plan 2024 – 2027 (Stretch RAP) ([Link 1](#)).

A strategic project proposal for the delivery of initiatives identified in the Stretch RAP totals \$60,000 and is additional to the City of Adelaide's existing investment of \$607,000 in reconciliation initiatives in the Reconciliation team operating budget.

The City of Adelaide's draft 2026/27 Annual Business Plan and Budget was approved by Council at its meeting held on 28 April 2026 for the purposes of public consultation. The consultation period is from 5 May 2026 until 26 May 2026.

The 2026/27 Annual Business Plan and Budget is scheduled to be adopted by Council by June 2026.

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Notes the City of Adelaide will continue to invest in reconciliation initiatives in 2026/27 aligned with the implementation of actions contained in its Stretch Reconciliation Action Plan 2024-2027.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community An inclusive, equitable, and welcoming community where people feel a sense of belonging
Policy	This report is concerned with delivery of actions in the Stretch Reconciliation Action Plan 2024 - 2027 (Stretch RAP).
Consultation	Consultation on the City of Adelaide's 2026/27 Annual Business Plan and Budget will be undertaken in accordance with the <i>Local Government Act 1999</i> (SA). Public consultation will take place for 22 days, commencing on 5 May 2026 and concluding on 26 May 2026. A Council decision on the final 2026/27 Annual Business Plan and Budget is scheduled by June 2026.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Members of the Reconciliation Committee can provide feedback on the City of Adelaide's draft 2026/27 Annual Business Plan and Budget during the consultation period.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	\$60,000 strategic project proposal to deliver the final year of Stretch RAP commitments, including room re-naming at the Colonel Light Centre and the development of the next Stretch RAP. This is additional to the existing investment of \$607,000 in the operating budget for reconciliation initiatives.
Life of Project, Service, Initiative or (Expectancy of) Asset	The 2026/27 Annual Business Plan and Budget will support reconciliation initiatives for the final year of the 2024-2027 Stretch RAP.
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 inform the Reconciliation Committee of the City of Adelaide's 2026/27 Annual Business Plan and Budget process.

Background

2. Implementation of the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) commenced across the organisation during 2024.
3. The City of Adelaide has prepared a draft 2026/27 Annual Business Plan and Budget for the purposes of public consultation.
4. Strategic project budget proposals of a combined value of \$60,000 are included in the draft 2026/27 Annual Business Plan and Budget for the delivery of initiatives for the final year of the Stretch RAP.
5. Budget proposals are in addition to the City of Adelaide's existing investment of \$607,000 in reconciliation initiatives through its operating budget which includes NAIDOC week activities and Kurna initiatives.

Strategic Projects

6. 2026/27 Stretch RAP initiatives include:
 - 6.1. \$20,000 for the re-naming key rooms in City of Adelaide facilities
 - 6.1.1. The Stretch RAP commits to consulting with Traditional Custodians and the Reconciliation Committee to co-name key rooms in City of Adelaide facilities after significant Aboriginal and Torres Strait Islander leaders. This will involve stakeholder engagement, naming approval, signage and communications.
 - 6.2. \$40,000 for the development and launch of the next Stretch RAP 2028-2031.

Stretch RAP 2028-2031 Development

7. The current Stretch RAP concludes in December 2027, aligning within the 2026/27 budget cycle.
8. Development of a new RAP typically requires approximately 12 months for stakeholder engagement, drafting and endorsement from Reconciliation Australia (which is required as part of the RAP development and approval process).
9. At the 25 February 2026 meeting of the Reconciliation Committee, Committee Members discussed the ongoing value of Reconciliation Action Plans (RAP), particularly for an organisation such as the City of Adelaide, which has been using the RAP Framework for many years.
10. The Reconciliation Team leadership attended a RAP Learning Circle hosted by Reconciliation Australia in March 2026 as an opportunity to engage with other organisations using the RAP framework and with staff from Reconciliation Australia.
11. Reconciliation Australia has since indicated that there is an opportunity for the City of Adelaide to develop a tailored Stretch RAP in the next iteration.

Next Steps

12. The draft 2026/27 Annual Business Plan and Budget was approved by Council on 28 April 2026 for the purposes of public consultation.
13. Public consultation on the draft Annual Business Plan and Budget will run from 2 May 2026 to 26 May 2026.
14. Council is scheduled to consider the Annual Business Plan and Budget in June 2026.

DATA AND SUPPORTING INFORMATION

Link 1 – [Stretch Reconciliation Action Plan 2024-2027](#)

ATTACHMENTS

Nil

- END OF REPORT -

KYAC Quarterly Pipeline Meeting – April 2026

Strategic Alignment - Our Community

Public

Wednesday, 6 May 2026
Reconciliation Committee

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Iliia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the recent appointment of Kaurna Yerta Aboriginal Corporation (KYAC) representatives to the Reconciliation Committee and to outline key outcomes from the most recent City of Adelaide and KYAC Pipeline meeting.

KYAC and the City of Adelaide continue to meet regularly across Stretch Reconciliation Action Plan 2024-2027 (RAP) and Kaurna-related projects through quarterly Pipeline meetings. The most recent meeting, held on 13 April 2026, was the first with the current KYAC Board and covered governance arrangements and Terms of Reference development, updates on current and upcoming projects, and feedback on the draft Wellbeing Strategy, including a suggestion for a dedicated Kaurna-led community space in the city.

The Visitor Experience Centre Project Team sought KYAC's advice on artist selection and project direction. KYAC nominated Darren Wanganeen and Allan Sumner to the project group to provide ongoing cultural guidance.

The next KYAC pipeline meeting is scheduled for 20 May 2026.

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Notes the update on the City of Adelaide and Kaurna Yerta Aboriginal Corporation Pipeline discussions at the meeting held on 13 April 2026.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 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 <i>5. Co-design engagement protocols with KYAC that formalise and strengthen the existing partnership.</i>
Consultation	KYAC holds recognised cultural authority on Kaurna matters. CoA formally respects this authority and seeks KYAC’s input at the Pipeline meetings. Advice and engagement occurs on a broad range of CoA projects, including actions from the Stretch Reconciliation Action Plan 2024-2027 (RAP).
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The CoA maintains an ongoing and collaborative relationship with Kaurna Yerta Aboriginal Corporation (KYAC), engaging regularly on matters connected to Kaurna community, culture and Country.
25/26 Budget Allocation	The City of Adelaide has a 2025/26 operating budget allocation of \$9,700, for engagement with KYAC.
Proposed 26/27 Budget Allocation	Subject to Council decision on its Annual Business Plan and Budget, the City of Adelaide operating budget allocation in 2026/27 for engagement with KYAC is proposed to remain at \$9,700.
Life of Project, Service, Initiative or (Expectancy of) Asset	Pipeline meetings are held quarterly.
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 recent appointment of Kurna Yerta Aboriginal Corporation (KYAC) representatives to the Reconciliation Committee and to outline key outcomes from the most recent City of Adelaide and KYAC Pipeline meeting.

Kurna Representative Appointment to Reconciliation Committee

2. In accordance with the Reconciliation Committee's Terms of Reference the process to determine KYAC nominees to the Reconciliation Committee has been completed.
3. The following KYAC Directors have been appointed to the Reconciliation Committee:
 - 3.1. Tim Agius (Chair) as Representative
 - 3.2. Allan Sumner (Director) as Proxy.

Discussion at the April 2026 Pipeline meeting

4. KYAC and the City of Adelaide (CoA) maintain a collaborative working relationship, grounded in ongoing engagement on projects connected to Kurna community and Country.
5. Meetings of the KYAC Directors and CoA Administration are held quarterly to discuss projects and seek advice. The last meeting was held on 13 April 2026 and discussion included:
 - 5.1. **Acknowledgement and Welcome to Kurna Yarta Protocol**
 - 5.1.1. Discussion on the draft Protocol, including sharing its development and outlining the key changes introduced.
 - 5.1.2. The Reconciliation Team delivered a personalised Acknowledgement, highlighting the Adelaide Park Lands revegetation project and sharing the planting of Sweet Apple Berry (*Billardiera cymosa*) seedlings.
 - 5.2. **Governance and Terms of Reference**
 - 5.2.1. A Terms of Reference (ToR) is currently in development for the City of Adelaide and KYAC Pipeline meetings and was tabled for discussion on formalising governance arrangements.
 - 5.2.2. The ToR aim to provide an agreed structure, forward planning and defined processes for the KYAC Pipeline as distinct from other engagement points including the Reconciliation Committee and Kadaltilla / Adelaide Park Lands Authority.
 - 5.2.3. It was agreed that KYAC Pipeline meetings are an advisory forum to Administration, with minutes tabled with the full KYAC Board.
 - 5.2.4. A 12 month calendar of meetings is being developed to align with the timing of KYAC Board appointments.
 - 5.3. **Projects Previously Discussed**
 - 5.3.1. An update was provided on the City of Adelaide's redevelopment of community sports buildings in Golden Wattle Park / Mirnu Wirra (Park 21 West) and Mary Lee Park / Tulya Wardli (Park 27B). This included Kurna Heritage and its application within project planning including going beyond the minimum requirements of the *Aboriginal Heritage Act 1988* (SA).
 - 5.3.2. Updates were provided on upcoming work, including internal Kurna Heritage process mapping for infrastructure projects, and a proposed NAIDOC social media campaign.
 - 5.4. **Community Wellbeing Strategy**
 - 5.4.1. The Community Wellbeing Team presented a series of emerging priorities under the Community Wellbeing Strategy.

5.4.2. A key outcome of the discussion was KYAC's suggestion for a dedicated physical space for community within the city. This was framed as a Kaurna-led, culturally grounded and welcoming place where all Aboriginal people feel safe, respected, and a genuine sense of belonging.

5.4.3. It was noted that establishing such a space could be explored through community building leasing opportunities, supporting long-term access, sustainability, and community-led use.

5.5. **Yanun Project Services– Visitor Experience Centre**

5.5.1. The Visitor Experience Centre Project Team sought KYAC advice and representation regarding the artist selection process and broader guidance on the project's future direction. This includes ensuring Kaurna voices are appropriately represented in decision-making and that cultural considerations continue to inform the project as it progresses.

5.5.2. KYAC nominated two Director representatives for the Project Group:

5.5.2.1. Darren Wanganeen, and

5.5.2.2. Allan Sumner.

5.5.3. Both representatives will be invited to participate in the project group and provide advice through the life of the project.

Next meeting

6. The next City of Adelaide and KYAC Pipeline meeting is scheduled for 20 May 2026.

ATTACHMENTS

Nil

- END OF REPORT -

Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028

Strategic Alignment - Our Corporation

Public

Program Contact:

Louise Williams, Associate Director People

Approving Officer:

Anthony Spartalis, Chief Operating Officer

EXECUTIVE SUMMARY

This report seeks the Reconciliation Committee’s feedback on the draft Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028 (**Attachment A**). The Action Plan supports the City of Adelaide’s commitment, through the Stretch Reconciliation Action Plan 2024-2027 and Strategic Plan 2024-2028, to achieve an Aboriginal and Torres Strait Islander employment rate of at least 2%.

The proposed Action Plan outlines a practical and measurable approach to increasing Aboriginal and Torres Strait Islander representation, enhancing cultural safety, and supporting meaningful and sustainable employment outcomes by targeting three key focus areas: Attraction and Recruitment, Retention and Development, and Cultural and Psychological Safety.

Engagement with Panpapanpalya in April 2026 has highlighted:

- The need to clearly define what cultural safety means for Aboriginal and Torres Strait Islander people at City of Adelaide, and embedding it through ongoing learning, awareness, and meaningful recognition of culture and Country.
- The need for leaders who are both accountable and capable of achieving Aboriginal employment outcomes and equipped to respond appropriately to concerns and ask informed questions.
- The need for strong governance to ensure commitments in the Action Plan are delivered, and the harm of setting and then not delivering on commitments.
- The importance of Aboriginal employees influencing and shaping decisions and outcomes arising from the Action Plan.
- A focus on strengthening recruitment through clear, inclusive communication, improved candidate support, and culturally aware, bias-informed selection processes
- Ensuring cultural leave, flexible work, and support mechanisms are not only available but actively enabled and embedded in practice.
- Supporting retention and growth through access to cultural mentoring and opportunities, internal and external, that strengthen connection and belonging.

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Notes the presentation to Panpapanpalya on the Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028 as contained in Attachment A to Item 6.5 on the agenda for the Reconciliation Committee held on 6 May 2026.
2. Notes the work undertaken to develop the Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028 and provides the following feedback:
 - 2.1. _____
 - 2.2. _____

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Alignment – Our Corporation The report outlines progress towards the City of Adelaide’s strategic target of achieving an Aboriginal and Torres Strait Islander employment rate of 2%.
Policy	The Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028 aligns with commitments in the City of Adelaide’s Stretch RAP 2024-2027.
Consultation	Following consultation with Aboriginal employees and engagement with Panpapanpalya, the CoA is consulting with the Reconciliation Committee on the design of an Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028.
Resource	The People Program will lead the implementation of the Action Plan, drawing on external resource experience and skills as needed.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The development and implementation of the CoA’s Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028 will support our commitment to achieving Aboriginal employment target of at least 2%. It will further build on existing and emerging initiatives to progress Reconciliation across the CoA and within the broader community.
25/26 Budget Allocation	1.0 full time equivalent (FTE) in the position of Aboriginal Employment and Inclusion Coordinator
Proposed 26/27 Budget Allocation	1.0 FTE Aboriginal Employment and Inclusion Coordinator
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

Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028

1. Action 12 of the Stretch Reconciliation Action Plan (Stretch RAP) 2024–2027 is “Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development”.
2. Deliverables 12.1 to 12.8 of this action align with the development and implementation of initiatives to improve employment and development outcomes:
 - 2.1. Engage with Aboriginal and Torres Strait Islander employees to consult on effectiveness of our recruitment, retention and professional development strategy (deliverable 12.1).
 - 2.2. Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development Strategy (deliverable 12.2).
 - 2.3. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates (deliverable 12.3).
 - 2.4. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace (deliverable 12.4).
 - 2.5. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior-level positions by providing professional and career development pathways (deliverable 12.5).
 - 2.6. Commit to achieving an Aboriginal and Torres Strait Islander employment target of 2% of all City of Adelaide employees by 2027 (deliverable 12.6).
 - 2.7. Investigate graduate, traineeship and internship programs as an entry pathway into the organisation (deliverable 12.7).
 - 2.8. Conduct a comprehensive review of cultural leave and other workplace policies to ensure that cultural load is minimized, creating an inclusive environment that supports the recruitment, retention and professional development of Aboriginal and Torres Strait Islander employees (deliverable 12.8).
3. The People Program has already commenced advancing several key initiatives aligned with the deliverables including:
 - 3.1. Creation and recruitment of a full-time and permanent Coordinator Aboriginal Employment and Inclusion.
 - 3.2. Development of a revised Aboriginal Cultural Learning Model, in consultation with Aboriginal employees and Traditional Owners.
 - 3.3. Introduction of the Respectful Behaviours Policy and Anti-Racism Operating Guidelines.
 - 3.4. Progress towards increasing the number of targeted roles advertised to create career pathways and expand employment opportunities.
4. The Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028 will build on these current initiatives and proposes further actions across three key focus areas:
 - 4.1. Focus Area 1 – Attraction and Retention
Positions the CoA as an employer of choice by building trusted community relationships, strengthening targeted pathways (including apprenticeships and traineeships), improving recruitment practices, and committing to culturally informed selection processes.
 - 4.2. Focus Area 2 – Retention and Development
Creates a sustainable, self-determining career environment where Aboriginal and Torres Strait Islander employees are supported to develop. This includes establishing an Employee Network, culturally tailored onboarding, mentoring opportunities, leadership development pathways and strengthened support services.
 - 4.3. Focus Area 3 – Cultural and Psychological Safety
Embeds cultural respect across different work environments and organisational and people systems.

This includes visible recognition of Aboriginal and Torres Strait Islander culture, leadership accountability for anti-racism initiatives, strengthened policy settings, and mandatory cultural learning for all employees.

5. The People Program, in consultation with the Reconciliation Team, facilitated two dedicated feedback sessions with Aboriginal and Torres Strait Islander employees on 18 and 19 March, to understand their priorities and to ensure the Action Plan reflects their perspectives and needs. Additional engagement was undertaken with the City of Port Adelaide Enfield and the City of Marion.
6. The Action Plan is further informed by best practice research across federal and state government sectors.
7. In April 2026, Administration sought feedback from Panpapanpalya on a series of questions relating to the draft Action Plan (**Attachment A**):
8. Panpapanpalya provided rich insights and guidance on the recommended actions across the three key focus areas:
 - 8.1. The need to clearly define what cultural safety means for Aboriginal and Torres Strait Islander people at City of Adelaide, and embedding it through ongoing learning, awareness, and meaningful recognition of culture and Country.
 - 8.2. The need for leaders who are both accountable and capable to achieve Aboriginal employment outcomes, and equipped to respond appropriately to concerns and ask informed questions.
 - 8.3. The need for strong governance to ensure commitments in the Action Plan are delivered, and the harm of setting and then not delivering on commitments.
 - 8.4. The importance of Aboriginal employees influencing and shaping decisions and outcomes arising from the Action Plan.
 - 8.5. A focus on strengthening recruitment through clear, inclusive communication, improved candidate support, and culturally aware, bias-informed selection processes.
 - 8.6. Ensuring cultural leave, flexible work, and support mechanisms are not only available but actively enabled and embedded in practice.
 - 8.7. Supporting retention and growth through access to cultural mentoring and opportunities, both internal and external, that strengthen connection and belonging.
9. The Administration invites further feedback from the Reconciliation Committee to strengthen actions across the three key focus areas in the Action Plan.

ATTACHMENTS

Attachment A – Aboriginal and Torres Strait Islander Workforce Action Plan 2026-2028

- END OF REPORT -

ABORIGINAL AND TORRES STRAIT ISLANDER WORKFORCE ACTION PLAN

2026-2028

KAURNA ACKNOWLEDGEMENT

The City of Adelaide acknowledges the Kurna People of the Adelaide Plains as the Traditional Custodians of the land on which we live, work and gather. We acknowledge and honour their spiritual and cultural stewardship of this Country and recognise their deep and enduring relationship with its lands, waters, the sky, and all living things. We pay our respects to Kurna Elders past and present and recognise the important role of emerging leaders in sustaining and strengthening culture.

City of Adelaide tampinhi, ngadlu Kurna yartangka panpapanpalyarrinhi (inparrinhi).
Kurna Miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku
tapa purruna, parnaku yarta, ngadlu tampinhi.

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

Kumartarna yaitya miyurna iyangka yalaka ngadlu tampinhi.

DOCUMENT PROPERTIES

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

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Title: Manager People Experience
Program: People
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RECORD DETAILS

Content Manager Reference:

Version History

Version	Revision Date	Revised By	Revision Description
1.0	2026	Surlinne Sims - Manager People Experience	Action Plan Creation

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OUR COMMITMENT

The City of Adelaide (CoA) acknowledges Aboriginal and Torres Strait Islander people as the First Nations people of Australia, possessing strong cultural values rooted in their enduring connections to culture, kin, and Country. We are committed to fostering the well-being of Aboriginal and Torres Strait Islander employees by developing workforce practices that demonstrate respect and integrate cultural values and understanding. This commitment translates into creating inclusive environments that are responsive to the cultural needs of Aboriginal and Torres Strait Islander employees, empowering them as confident employees.

Our goal is to establish a culturally safe workplace where the environment, structure, policies, and processes enable Aboriginal and Torres Strait Islander employees to fully participate, feel valued, and receive support. This includes actively listening to and incorporating the voices of Aboriginal and Torres Strait Islander staff in decision-making processes and building awareness, understanding, and respect for Aboriginal and Torres Strait Islander employees throughout the organisation and developing the cultural competency of all employees to ensure respectful non-racist interactions. Non-Aboriginal and Torres Strait Islander employees are expected to demonstrate understanding of First Nations culture in their daily practices and interactions, fostering a culture of mutual respect and inclusivity.

INTRODUCTION

Employment is a key driver of socioeconomic opportunity, providing individuals and families with financial security, increased social mobility, and improved living standards. Beyond economic benefits, participation in work is strongly linked to positive physical and mental health outcomes, greater social inclusion, and improved developmental outcomes for children (Biddle 2013; Gray et al. 2014; WHO 2016).

There remains, however, a clear and compelling need to strengthen employment outcomes for Aboriginal and Torres Strait Islander peoples. Persistent gaps between Aboriginal and Torres Strait Islander and non-Indigenous Australians highlight ongoing systemic barriers to equitable employment. These barriers are often rooted in historical and contemporary disadvantage, including both overt and subtle forms of racism and discrimination, which can limit access to education, training, and employment opportunities and contribute to intergenerational disadvantage.

Increasing Aboriginal and Torres Strait Islander employment delivers significant economic and social benefits across individuals, families, communities, and organisations. Meaningful employment supports financial independence, builds confidence and wellbeing, and fosters stronger social and community connections. It also brings valuable and diverse perspectives into the workplace, enriching organisational capability.

Embracing this diversity supports innovation, strengthens cultural capability, and enhances engagement with Aboriginal and Torres Strait Islander communities.

Advancing employment outcomes is also a critical component of Closing the Gap and progressing Reconciliation. By creating meaningful and sustainable employment opportunities, CoA acknowledges its role in improving outcomes for Aboriginal and Torres

Strait Islander peoples across South Australia, while contributing to a more equitable and inclusive future.

The CoA's Aboriginal and Torres Strait Islander Workforce Action Plan outlines the CoA's approach to increasing Aboriginal and Torres Strait Islander employment and participation rates to 2% by 2028. The plan provides a roadmap to identifying and removing barriers in recruitment, retention, cultural safety, and professional development, ensuring ongoing and fulfilling careers for Aboriginal and Torres Strait Islander employees.

The plan outlines three focus areas:

1. Focus Area 1: Attraction & Recruitment
2. Focus Area 2: Retention & Development
3. Focus Area 3: Cultural & Psychological Safety

In recent years, the CoA has taken deliberate and sustained action to strengthen employment outcomes for Aboriginal and Torres Strait Islander peoples across each of these areas. This includes establishing a dedicated Reconciliation Team to lead the development and delivery of reconciliation initiatives and creating a Coordinator Aboriginal Employment and Inclusion role within the People Program to embed inclusive employment practices across the organisation. We have also begun intentionally increasing the number of targeted roles to create meaningful career pathways and expand employment opportunities for Aboriginal and Torres Strait Islander people.

Our approach to cultural capability and inclusion continues to evolve through refinement of the Aboriginal Cultural Learning Model, informed by best practice research and guided by Kaurna Elders through Panpapanpalya and the Reconciliation Committee. This is supported by the introduction of the Respectful Behaviours Policy and the Anti-Racism Operating Guidelines, which reinforce our commitment to a culturally safe, inclusive and respectful workplace.

While this progress is significant, we recognise there is more to do. We will continue to take a bold, innovative and aspirational approach, underpinned by clear targets, accountability, and regular monitoring to deliver on the objectives of this Workforce Action Plan.

All employees are expected to contribute to the success of this Plan and to actively support and advocate for Aboriginal and Torres Strait Islander communities across South Australia.

FOCUS AREA 1

Attraction and Recruitment

Effective attraction and recruitment strategies will position CoA as a genuine employer of choice for Aboriginal and Torres Strait Islander people, built on trust, visibility and cultural respect. By removing systemic barriers, promoting targeted opportunities, and engaging directly with Aboriginal and Torres Strait Islander communities and community partners, CoA will increase awareness of employment pathways and encourage more Aboriginal and Torres Strait Islander people to apply for and secure roles.

These actions will lead to a stronger, more diverse candidate pool, improved cultural capability in recruitment practices, and sustainable increases in Aboriginal and Torres Strait Islander employment across all levels of the organisation, contributing to a workforce that better reflects and serves the community.

No.	Key Actions	Deliverables	Timeline	Responsibility
1.1	Establish meaningful and visible presence within Aboriginal and Torres Strait Islander communities.	Identify and participate in community Aboriginal and Torres Strait Islander and early career events, including (but not limited to) NAIDOC Family Fun Day and career fairs.	Year 2	People Services team Marketing & Communications team Creative City team Reconciliation team
1.2	Communicate and promote an employee value proposition that resonates with Aboriginal and Torres Strait Islander people.	Promote CoA's commitment to reconciliation by showcasing the lived experiences of Aboriginal and Torres Strait Islander employees through culturally relevant, strengths-based storytelling across internal and external communication channels.	Year 1	People Services team Marketing & Communication team Reconciliation team
		Identify additional avenues for advertising identified and targeted roles to broaden community reach (in addition to those used within CoA's standard recruitment approach).	Year 1	People Services team
		Demonstrate the CoA's commitment to celebrating and	Year 2	People Services team

		supporting cultural diversity and inclusion through employee branding and value proposition.		Marketing & Communications Team
1.3	Enhance employment pathways for Aboriginal and Torres Strait Islander people.	Implement workforce data reporting processes to establish baseline Aboriginal and Torres Strait Islander recruitment and employment measures and support ongoing trend analysis to inform Aboriginal and Torres Strait Islander employment decisions and actions.	Year 1	People Services team
		Implement a talent pool to connect Aboriginal and Torres Strait Islander job seekers and existing employees with the CoA job opportunities.	Year 1	People Services team People Experience team
		Embed unconscious bias training into recruitment processes to support fair and culturally informed hiring decisions.	Year 1	People Services team People Experience team
		Proactively identify positions for identified and targeted recruitment within each portfolio to create employment and development opportunities.	Year 1	People Services team Executive and Senior Leadership teams
		Provide guidance to recruiting leaders to ensure clear and accurate language is used to describe roles, responsibilities and expectations during recruitment processes.	Year 2	People Services team People Leaders
		Introduce a commitment to interview Aboriginal and Torres Strait Islander applicants meeting minimum selection criteria.	Year 2	People Services team People Leaders
		Engage and build partnerships with tertiary institutions and employment agencies to	Year 2	People Services team

		develop connections and promote employment pathways.		People Experience team
		Review the CoA's Aboriginal and Torres Strait Islander recruitment toolkit to ensure it provides appropriate guidance and support in removing barriers and improving employment outcomes for Aboriginal and Torres Strait Islander people.	Year 2	People Services team
		Ensure completion of cultural learning training by all non-Aboriginal and Torres Strait Islander interview panel members.	Year 3	People Leaders
		Develop an apprenticeship and traineeship program as an entry-level pathway for Aboriginal and Torres Strait Islander people.	Year 3	People Experience team

Measures:

- Percentage of the workforce identifying as Aboriginal and Torres Strait Islander >2%.
- An increase in the number of Aboriginal and Torres Strait Islander people applying for positions compared to baseline employment measures.
- An increase in the number of Aboriginal and Torres Strait Islander people shortlisted for interview compared to baseline employment measures.
- Conversion of people registering for Aboriginal and Torres Strait Islander talent pool to employment.
- An increase in the number of positions advertised as identified or targeted compared to baseline employment measures.

FOCUS AREA 2

Retention and Development

The overarching outcome for CoA is the establishment of a sustainable, self-determining career environment in which Aboriginal and Torres Strait Islander employees are retained, supported and empowered to thrive. Through stronger engagement, clear career pathways, targeted development, leadership opportunities and access to learning, we will strengthen the capability and confidence of Aboriginal and Torres Strait Islander employees to progress into higher-level and emerging roles.

No.	Key Actions	Deliverables	Timeline	Responsibility
2.1	Place Aboriginal and Torres Strait Islander self-determination at heart of the CoA decision making.	Aboriginal and Torres Strait Islander employees to guide and provide advice on policies, strategies and programs, ensuring culturally relevant decisions are shaped by their knowledge, perspectives and self-determination.	Year 1	People Services team People Experience team People Safety & Wellbeing team Reconciliation team
2.2	Provide ongoing support to Aboriginal and Torres Strait Islander employees to enable growth and development.	Establish an Aboriginal and Torres Strait Islander Employee Network to strengthen ongoing connection, peer support and belonging, and provide a trusted forum for seeking cultural feedback and guidance.	Year 1	People Experience team
		Connecting with Aboriginal and Torres Strait Islander employees to encourage participation in culture surveys and pulse checks to inform targeted and culturally responsive initiatives.	Year 1	People Experience team People Leaders
		Develop and implement culturally appropriate and tailored onboarding and induction processes for new Aboriginal and Torres Strait Islander employees.	Year 2	People Services team People Experience team People Leaders

		Develop an internal website that provides culturally tailored information and guidance for Aboriginal and Torres Strait Islander employees and their leaders.	Year 2	People Experience team
		Ensure that employee support services and programs such as the CoA's Employee Assistance Program provide services which are culturally safe, appropriate and tailored to support the well-being of Aboriginal and Torres Strait Islander employees.	Year 2	People Experience team People Safety & Wellbeing team
2.3	Provide meaningful development opportunities for Aboriginal and Torres Strait employees.	Aboriginal and Torres Strait Islander employees are provided opportunities to explore professional development and career/progression pathways in addition to Performance and Development Conversations (PDCs).	Year 2	People Experience team People Leaders
		Provide tailored cultural mentoring program opportunities for Aboriginal and Torres Strait Islander employees.	Year 3	People Experience team

Measures:

- An increased number of Aboriginal and Torres Strait Islander people in senior and leadership positions compared to baseline employment measures.
- An increased participation of Aboriginal and Torres Strait Islander people in CoA leadership and development programs compared to baseline employment measures.
- Participation and attendance of Aboriginal and Torres Strait Islander people in the Aboriginal and Torres Strait Islander employee network group.
- Turnover of Aboriginal and Torres Strait Islander people is equal to or lower than that of non-Aboriginal and Torres Strait Islander people.
- The average length of service of Aboriginal and Torres Strait Islander people is equal to or higher than that of non-Aboriginal and Torres Strait Islander people.

FOCUS AREA 3

Cultural and Psychological Safety

CoA is committed to establishing a workplace that is both culturally and psychosocially safe, where Aboriginal and Torres Strait Islander employees are active partners in decision-making and where both professional expertise and cultural knowledge are respected and valued. Cultural safety is underpinned by a zero-tolerance approach to racism and discrimination, recognising the significant psychosocial risks these behaviours pose to the mental, emotional and cultural wellbeing of Aboriginal and Torres Strait Islander people.

No.	Key Actions	Deliverables	Timeline	Responsibility
3.1	Establish and promote Aboriginal and Torres Strait Islander culture and across the CoA worksites to celebrate Kaurna roots.	Continue to share stories of Aboriginal and Torres Strait Islander employees and reconciliation achievements in ways that are authentic, culturally respectful, and highlight their lived experience through storytelling.	Year 1	People Experience team Marketing & Communications team
		Deliver at least one opportunity during both NAIDOC and Reconciliation Weeks for employees to engage in activities that build cultural knowledge and allyship, with visible participation from executive and senior leadership.	Year 1	People Experience team Reconciliation team
		Commissioned Aboriginal and Torres Strait Islander Artwork is proudly displayed and incorporated within the CoA worksites and communications.	Year 3	People Experience team Creative City team Marketing & Communications team
		Rename selected conference, meeting and training rooms with co-names to honour significant Aboriginal and	Year 3	People Experience team

		Torres Strait Islander leaders in South Australia.		Reconciliation team
		Engage with Aboriginal and Torres Strait Islander employees on the development, implementation and communication of an Anti-Racism Operating Guideline.	Year 1	People Services team People Experience team People Safety & Wellbeing team People Leaders
3.2	CoA leadership shows strong support and accountability for cultural safety, and anti-racism and competence initiatives.	Ensure People policies and practices remove barriers and encourage participation in NAIDOC and Reconciliation Week events and other significant cultural events.	Year 1	People Services team People Experience team People Leaders
		Ensure executive leadership participate in promoting and supporting anti-discrimination initiatives, including increased visibility through regular, formal or informal engagement.	Year 1	People Experience team People Leaders
		Enhance Aboriginal and Torres Strait Islander employee access to, and awareness of, Cultural Leave through a review of its scope.	Year 2	People Services team People Experience team People Leaders
		Develop and implement the revised cultural learning model, in consultation with CoA's Reconciliation Committee.	Year 2	People Experience team Reconciliation team
		Consult with Aboriginal and Torres Strait Islander employees to create an organisational statement to define cultural safety at CoA.	Year 2	People Experience team People Safety & Wellbeing team

		Introduce mandatory requirements for all employees to complete cultural learning, ensuring learning goes beyond awareness to building capability in culturally safe behaviours.	Year 2	People Experience team
3.3	CoA recognises that cultural competence can only be achieved by developing working environments based on acknowledging the importance of empowering its Aboriginal and Torres Strait Islander employees.	Introduce a 'Cultural Immersion' experience for senior leaders so they have first-hand experiences (on Kurna Country) of the uniqueness of local Aboriginal and Torres Strait Islander culture.	Year 3	People Experience team
		Improve connection to Kurna Land through cultural activities and other learning opportunities.	Year 3	People Experience team

Measures:

- One employee engagement activity or event is provided within both NAIDOC and Reconciliation weeks.
- Cultural learning is included within employee mandatory training requirements.
- 100% participation in mandatory cultural learning within first year of employment.

Local Government Elections Update

Wednesday, 6 May 2026
Reconciliation Committee

Strategic Alignment - Our Corporation

Presenter:

Rebecca Hayes, Associate
Director, Governance & Strategy

Public

PURPOSE

The purpose of this presentation is to provide the Reconciliation Committee with an update regarding the 2026 Local Government Elections, including key election dates and an overview of significant legislative amendments to the *City of Adelaide Act 1998 (SA)*, resulting from amendments introduced through the *Amendment Review Act 2021 (SA)* and the Election Review Bill 2025.

- END OF REPORT -

2026 Local Government Election Update

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Reconciliation Committee

Wednesday 6 May 2026

Charlotte Oldfield, Manager Council Governance

Kathryn Goldy, Manager Corporate Governance & Risk

Elections overview

- Local Government Elections in South Australia are conducted every four years in accordance with the legislative framework provided in the **Local Government (Elections) Act 1999**.
- The City of Adelaide has unique requirements as the Capital City Council of South Australia. These requirements are included within the **City of Adelaide Act 1998** and its regulations.
- The two Acts and their associated regulations together provide the foundation for the management and conduct of the City of Adelaide Elections. The Acts provide details regarding the roles and responsibilities of the Council and the Electoral Commission of South Australia (ECSA) and qualifications regarding voting, voting entitlements, voting systems, candidates and caretaker provisions.
- An election timetable has been provided by ECSA with the **close of the voters roll at 5:00pm Friday 31 July 2026**.

Elections overview

In 2026, updated legislation was commenced, significantly impacting the way the City of Adelaide must run an Election.

Key changes include:

- **Expanded Statutory Accountability:** Amendments to the relevant legislation materially expand CEO obligations, including automatic enrolment requirements and State Elector cross-checking.
- **Cross-Agency Dependency:** The State Elector requirement introduces formal reliance on House of Assembly roll validation and coordination with ECSA.
- **Compressed Legislative Timelines:** Hard statutory deadlines, including elector engagement by 12 June 2026, significantly constrain systems updates and data stabilisation windows.
- **Entitlement Complexity:** More than ten enrolment scenarios and expanded definitions of nominee, default and officer.

The **Election 2026 Project Team** has been formulated to manage these changes.

Election Key Dates



EVENT	DATE
Roll close	Friday 31 July 2026, 5:00 pm
Nominations open	Tuesday 25 August 2026
Caretaker begins	Tuesday 8 September 2026 <i>* Unless otherwise resolved by Council</i>
Nominations close	Tuesday 8 September 2026, 12 noon
Mail out of voting material	Thursday 15 October – Wednesday 21 October 2026
Close of voting	Wednesday 11 November 2026, 5:00 pm
Scrutiny and count	Saturday 14 November 2026, 9:00 am

Election Facts – 2026 Updates

- **Voting is voluntary** in Council elections.
- **From 1 January 2026**, you must be a **State Elector** — and therefore an **Australian citizen** — to be on the Voter's Roll.
- You can **no longer enrol** on the Council Roll if you **live interstate or overseas**, even if you're an Australian citizen.
- The **Council Roll is property-based** (owners or occupiers), so voting rights are tied to the property, not the person.
- **Body Corporates and Group Owners** must nominate a **natural person** to vote for them.
- If no nomination is made, the **CEO will appoint** someone by default.

Voter Profiles



PRIYA

- 33 years old
- Permanent Resident
- Lives in Central Ward

Priya is a 33-year-old retailer who runs her food business in Central Ward at the Adelaide Central Market.

She came to Adelaide as a student 10 years ago where she met her (now) husband Marco. They've recently moved to the city to be closer to Marco's parents as they start thinking about building a family.

Priya loves the city's vibe and is emotionally invested on foot traffic and tourism and has voted previously.

As Priya is a permanent resident, rather than an Australian Citizen, she is not eligible to be on the House of Assembly roll and will not have a vote.



ROBERT

- 78, owns a commercial building in Central Ward,
- lives outside CoA
- State Elector

Robert owns a commercial building in Central Ward in his own name. The registered postal address is a GPO Box in Adelaide.

Robert also owns a second commercial property in Central Ward through the entity UMR P/L. Robert, his wife and 2 daughters are all Directors of UMR.

Robert is an Australian Citizen and is on the HoA in SA. However, as he will receive a vote for the first commercial property in his name, UMR will need to nominate another Public Officer for the second commercial property.



Becker Family Group

Becker Group has a property portfolio that spans the CBD and multiple suburbs in SA. All directors reside in SA and are Australian citizens.

The company values being a 'good corporate citizen' - and highly values their vote in the City of Adelaide elections.

Nonetheless, they must nominate a public officer for each property/entity.

The Group will need to work out who can be nominated as a "Public Officer" to ensure they maximise their voting entitlements.

How to help?

- **Let owners know to keep an eye** out for a City of Adelaide letter in late May/early June – it will ask you to **nominate a natural person to vote**.
- **Fill out the form** — online or on paper — it only takes a minute.
- If using hardcopy, **drop it straight into the Ballot Box** so it gets back quickly. Ballot Box Location is to be confirmed.
- **Got questions?** Call or email the Elections Team — we're ready to help. (Election2026@cityofadelaide.com.au, Phone to be advised)
- **Spread the word** to City Owners: everyone needs to complete their nomination.

Make it your business – enrol to vote



What Happens Next?

Once nominations close and the Voter's Roll is set, we head into the election period:

- Nominations open **Tuesday 25 August 2026**
- Nominations close **Tuesday 8 September 2026**, 12 noon and Council enters the **'Caretaker period'**, limiting the decisions that Council can make.

We'd love to see eligible community members:

- **Stand for Council**, and/or
- **Vote in the election**

**Make it your business –
enrol to vote**



Further Information

The Governance Team is available to answer questions.

Key Contacts

Associate Director, Governance and Strategy: Rebecca Hayes

Manager, Corporate Governance and Risk: Kathryn Goldy

Manager, Council Governance: Charlotte Oldfield

Links

ECSA: [Home - Electoral Commission SA](#)

CoA Website: [Elections | City of Adelaide](#)

SharePoint: [Council Elections – Home](#) & [Caretaker Overview](#)

Caretaker Policy: [Current Caretaker Policy](#) (*Updated version to be adopted by Council in May 2026*)