



Reconciliation Committee

Meeting to be held on Wednesday, 9 September 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 Representatives:

Jason Downs and 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, Allan Sumner and Kveta Vlotman 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, 9 September 2026, at 2.30 pm
in the Colonel Light Room, Adelaide Town Hall

Agenda

1. Welcome and Apologies

Nil

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 6 May 2026, be taken as read and be confirmed as an accurate record of proceedings.

View public 6 May 2026 Minutes [here](#).

5. Declaration of Conflict of Interest

6. Reports

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7. Presentations

Nil

8. Any Other Business

9. Next Meeting

Wednesday 9 December 2026, 2.30 pm – 4.30 pm

10. Closure

Kaurna Welcome Artwork Scoping Study

Strategic Alignment - Our Community

Public

Wednesday, 9 September 2026
Reconciliation Committee

Program Contact:
Jennifer Kalionis, Associate
Director City Culture

Approving Officer:
Jo Podoliak, Director City
Community

EXECUTIVE SUMMARY

The purpose of this report is to provide the Reconciliation Committee with an update on the Kaurna Welcome Art Installation project, a key commitment under the City of Adelaide Stretch Reconciliation Action Plan 2024-2027 (SRAP). Action 10.3 commits Council to co-design with Kaurna Traditional Owners a Kaurna Welcome Art Installation at the intersection of Sir Donald Bradman Drive and West Terrace, Adelaide.

The project will create a permanent, meaningful Welcome to Kaurna Country at one of Adelaide's principal gateways to the city, strengthening the visibility of Kaurna culture within Tarntanya and demonstrating the City of Adelaide's commitment to reconciliation.

The report provides guidance on the completed scoping study (**Attachment A**), a significant project milestone that transitions the project from planning to delivery (subject to funding). The scoping study establishes a culturally informed and technically feasible approach, including a preferred location within Tampawardli / Ellis Park (Park 24) on the northern side of Sir Donald Bradman Drive, a detailed cultural governance framework, commissioning methodology, an indicative budget and an implementation strategy.

Subject to funding, the scoping study provides a strong foundation for progressing the project to delivery.

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Receives the report and notes the findings and recommendations of the Kaurna Welcome Art Installation Scoping Study as contained in Attachment A and summarised in the update presentation Attachment B to Item 6.1 on the Agenda for the Reconciliation Committee held on 9 September 2026.
2. Notes that Administration will continue to investigate funding allocations, external grant opportunities and strategic partnerships to enable the delivery of the project.
3. Notes that Administration will report back to the Reconciliation Committee once funding is confirmed to discuss delivery pathways, including any implications for project scope, staging and implementation.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community The Kaurna Welcome Art Installation action supports Our Community by championing Reconciliation, celebrating Kaurna culture, and fostering an inclusive, equitable city where everyone feels welcome and connected to country.
Policy	The project is a deliverable of CoA's SRAP 2024–2027 and supports the implementation of the Cultural Policy, particularly its Reconciliation and Truth-Telling principle, by strengthening awareness of Kaurna culture and connection to Country through public art and supporting Kaurna-led cultural initiatives. The project aligns with the Adelaide Park Lands Management Strategy's Goal 3: Natural Systems, Cultural Landscapes and Climate Resilience and contributes to the Kadaltilla Strategic Plan pillar of Cultural Value, for Kaurna cultural recognition, heritage, and wellbeing.
Consultation	The project requires a culturally respectful co-design approach with the Kaurna community and other Aboriginal stakeholders. Ongoing consultation with internal and community stakeholders includes close engagement with Kaurna Yerta Aboriginal Corporation (KYAC) and Kadaltilla.
Resource	The project will be delivered through collaboration across the City of Adelaide, including Reconciliation, Arts and Culture, Infrastructure Delivery, Technical Design and Asset Management, with ongoing involvement from the Project Steering Group, Kaurna representatives and key stakeholders. Delivery of future phases will be subject to confirmation of project funding.
Risk / Legal / Legislative	Delivery of the project requires appropriate cultural governance, adherence to cultural protocols, stakeholder engagement, statutory approvals and coordinated project management. The commissioning process will be undertaken in accordance with the City's Public Art Operating Guidelines and Creative Australia's First Nations cultural protocols. The principal delivery risk is securing sufficient funding to realise an artwork of an appropriate civic scale commensurate with the intent of the SRAP 2024–2027 action.
Opportunities	The project presents an opportunity to commission a significant public artwork co-designed with the Kaurna community and a Kaurna artist. The year 2028 marks the 10-year anniversary of the Kaurna Native Title determination. If sufficient funding is confirmed within the next six months delivery in 2028 remains a realistic target.
26/27 Budget Allocation	Nil. A 25/26 budget allocation of \$20,000 from the Public Art Capital allocation supported this preliminary investigation, cultural consultations and delivered the scoping report.
Proposed 27/28 Budget Allocation	\$140,000 provisional allocation from Public Art Capital. An indicative project budget of \$320,000-\$520,000 has been identified, with final scope and delivery requirements to be confirmed when a project or funding partner is confirmed to supplement the Council commitment.
Life of Project, Service, Initiative or (Expectancy of) Asset	Permanent artwork that will be a CoA managed asset with an expected lifespan of at least 25 years.
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Opportunities to secure funding from State and Federal government programs, philanthropic partners and other grant sources will be explored.

DISCUSSION

Strategic Context

1. On 10 December 2024, Council adopted the City of Adelaide Stretch Reconciliation Action Plan 2024–2027 (SRAP) ([LINK](#)), reaffirming its commitment to advancing reconciliation through practical actions that strengthen relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples.
 - 1.1. The SRAP commits to Action 10.3: Co-design with Kaurna Traditional Owners a Kaurna Welcome Art Installation at Sir Donald Bradman Drive and West Terrace.
 - 1.2. By delivering on this action with a public artwork, Council will create a culturally significant and highly visible Welcome to Kaurna Country at one of Adelaide and the state's principal gateways, increasing the visibility and recognition of Kaurna culture within the public realm.
 - 1.3. To support the implementation of this action, the Administration established project governance arrangements and commissioned a scoping study to inform the location, cultural process, delivery methodology and indicative project budget.

Background

2. On 17 November 2025, the Kaurna Welcome Art Installation project was presented to Panpanpalya. Early cultural advice was sought, including on the proposed approach to co-design, governance and engagement.
3. At its meeting on 3 December 2025, the Reconciliation Committee received a presentation on the project, outlining its purpose, proposed location, cultural governance, commissioning process and indicative delivery approach.
 - 3.1. The Reconciliation Committee provided advice and supported the establishment of a Project Steering Group (PSG) to provide ongoing cultural guidance and oversight.
 - 4.1.1 The PSG was established with representatives nominated by the Reconciliation Committee: Ivan Tiwu Copley, Deanne Hanchett-Nicholls, Lynette Crocker and Tim Agius.
 - 4.1.2 The Kaurna Yerta Aboriginal Corporation (KYAC) is represented on the PSG by Chair, Tim Agius, with Mitzi Nam appointed by KYAC as proxy.

Project Steering Group and Cultural Governance

4. The PSG ensures the project is developed in partnership with Kaurna Traditional Owners and delivered with appropriate cultural guidance using co-design principles.
 - 4.1. The PSG met in April and June 2026 to provide cultural governance and guide the project's development throughout the scoping phase.
 - 4.2. In April 2026, the PSG endorsed its Terms of Reference and provided advice on the project's location, scale, commissioning approach and cultural themes.
 - 4.3. In June 2026, the PSG participated in a co-design workshop with Aboriginal Urban Design (AUD) and City of Adelaide staff to refine the project's vision, cultural themes and curatorial direction, informing the Kaurna Welcome Art Installation Scoping Study.
5. Concurrently, Kaurna Yerta Aboriginal Corporation (KYAC) received project updates in May and July 2026, including emerging themes from stakeholder engagement and progress on the scoping study.

Scoping Study and Key Findings

6. Following a competitive procurement process in April 2026, Aboriginal Urban Design (AUD) ([LINK](#)) was appointed to undertake a scoping study to inform the project's location, cultural themes, commissioning approach and delivery methodology.
 - 6.1. AUD is an Aboriginal owned and operated consultancy led by Corey and Isaiah Turner (Kaurna), with Azhrudin Coulthard (Adnyamathanha and Dieri) as Principal Design Lead.
 - 6.2. Their expertise spans Aboriginal cultural consultancy, community engagement, environmental design, landscape architecture, urban design, place-based planning and public realm projects, integrating Kaurna cultural knowledge into significant civic, education, and infrastructure initiatives.
 - 6.3. AUD has delivered projects for Flinders University, local government, state government agencies and multidisciplinary design teams.
7. The scoping study was informed by:
 - 7.1. Research into the site's history, geography, cultural significance and relationship to Kaurna Yerta.

- 7.2. Engagement with Senior Kaurna representatives, Aboriginal community members and key stakeholders.
- 7.3. Co-design workshops with the PSG and City of Adelaide staff to refine the project's vision, preferred location, cultural themes, commissioning approach and delivery methodology.
8. Completed in July 2026, the scoping study (**Attachment A**) provides Council with a clear framework for delivery of the Kaurna Welcome Art Installation, ensuring cultural process, technical feasibility and long-term asset management are considered from the outset.
9. The scoping study includes:
 - 9.1. Identification of a preferred location within Tampawardli/ Ellis Park (Park 24), together with two additional locations for potential future staged or complementary commissions, subject to funding.
 - 9.2. Technical investigations, including underground services, engineering constraints, constructability, maintenance requirements, visibility from key arrival routes and a Level 1 Cultural Heritage Investigation.
 - 9.3. A cultural governance framework and recommendations for procurement, artist commissioning and collaborative co-design to guide commissioning.
 - 9.4. Indicative project budgets, staging options and implementation pathways.
 - 9.5. Relevant outcomes are Summarised in (**Attachment B**) Kaurna Welcome Art Installation – update presentation to support the discussion.

Project Delivery and Funding

10. The scoping study recommends that the Kaurna Welcome Art Installation is a meaningful and high-profile landmark at an important city gateway.
 - 10.1. The project should create a permanent civic landmark that welcomes people to Kaurna Yerta.
 - 10.2. The project should also aspire to acknowledge Kaurna people as the Traditional Custodians of the Adelaide Plains and celebrate an enduring connection to Country.
 - 10.3. The central cultural theme for the commission is proposed as the Red Kangaroo Dreaming.
11. The scoping study demonstrates a minimum required project budget of \$320,000–\$520,000, which reflects the recommended project scope, cultural governance requirements and the scale of comparable public art commissions.
 - 11.1. The City of Adelaide invested \$20,000 to undertake the scoping study from the Public Art Capital budget in 2025/26 and has committed a further \$140,000 within the 2027/28 Public Art Capital budget to support the project subject to the annual Business Plan and Budget processes.
 - 11.2. Administration will explore funding opportunities during 2026/27 to support project delivery at the recommended scale.
 - 11.3. Subject to securing funding, Administration will seek to maintain the project's target completion in 2028.

Public Art Commissioning Process and Co-Design Approach

12. The Kaurna Welcome Art installation will be delivered in accordance with CoA Public Art Operating Guidelines ([LINK](#)) and informed by Creative Australia's Protocols for Using First Nations Cultural and Intellectual Property in the Arts ([LINK](#)).
13. The scoping study represents a significant milestone for the project and provides a commissioning and engagement framework designed to support a culturally appropriate procurement process, meaningful consultation and appropriate support for commissioned artists.
14. The timeframe for delivery of a major public art commission requires 18-24 months minimum.

Next Steps

15. Following advice and guidance from Reconciliation Committee; Administration will:
 - 15.1. Present a report to Kadaltilla / Adelaide Park Lands Authority on the project and preferred site.
 - 15.2. Explore funding opportunities, including external grants and partnership opportunities with State and Federal Government, and philanthropic bodies.

- 15.3. Report back to the Reconciliation Committee in early 2027 on funding outcomes and propose a delivery pathway, including project scope, staging and implementation.

ATTACHMENTS

Attachment A – Kaurua Welcome Artwork – Scoping Study by Aboriginal Urban Design

Attachment B – Kaurua Welcome Art Installation – Reconciliation Committee update presentation

- END OF REPORT -

Kaurna Welcome Art Installation

Artist Considerations & Thematic Framework

Prepared by Aboriginal Urban Design (AUD)



17th July 2026
Commissioned by Adelaide City Council (CoA)

Acknowledgment of Kurna Country

Aboriginal Urban Design, Acknowledge the Kurna people as Traditional Custodians of the Adelaide Plains, where our office is located.

We pay our respect to Elders past, present and emerging, and extend that respect to all First Nations peoples and Country across Australia.



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1.0 Project Introduction

1.1 Purpose of the Framework

This Curatorial and Thematic Framework has been developed to guide the future commissioning, design and delivery of the Kurna Welcome Art Installation. The framework establishes the cultural, conceptual and spatial foundations for the project and provides a clear direction for the development of a future Artist Brief and Expression of Interest process.

Informed by site analysis, stakeholder engagement and consultation with Kurna representatives and project stakeholders, the framework identifies key narratives, themes and design principles that reflect the significance of Kurna Country and the importance of this location as a gateway to the City of Adelaide and one of many initiatives which will work towards the Council's commitment towards reconciliation.

The framework is not intended to prescribe a specific artistic outcome. Rather, it provides a structured foundation from which artists can develop creative responses that are culturally informed, site-responsive and aligned with the aspirations of the City of Adelaide, Kurna Traditional Owners and the broader community.

The document also provides guidance relating to spatial experience, materiality, scale and typology, ensuring future artistic proposals can respond appropriately to both the cultural significance and practical realities of the site.

1.2 Project Vision

As a key arrival route connecting Adelaide Airport to the city centre, Sir Donald Bradman Drive presents a unique opportunity to create a meaningful and highly visible Welcome to Kurna Country.

The vision for the Kurna Welcome Art Installation is to establish a landmark cultural gesture that acknowledges Kurna people as the Traditional Custodians of the Adelaide Plains and celebrates their enduring connection to Country. The installation will act as a place of recognition, respect and cultural visibility, creating a memorable threshold experience for residents, visitors and those returning home.

The project seeks to express the living presence of Kurna culture within the contemporary city while acknowledging deep histories of custodianship, knowledge and connection to place. It aims to contribute to reconciliation by embedding First Nations perspectives within the public realm and creating opportunities for cultural storytelling, visibility and shared understanding.

Experienced primarily in motion, the artwork will be encountered by motorists, cyclists and pedestrians traveling through the corridor. As such, the future installation should create a strong sense of arrival, operate at an appropriate civic scale and maintain a meaningful presence both during the day and at night.

1.3 Methodology

The development of this Curatorial and Thematic Framework has been informed through a combination of cultural research, site analysis, stakeholder engagement and strategic review.

The process commenced with an investigation of the project corridor, including its landscape character, cultural context, surrounding public realm and existing public art. Consideration was given to the site's role as a major gateway into the city, its relationship to the Adelaide Park Lands and its significance within Kurna Country.

A series of engagement activities were undertaken with project stakeholders, cultural advisors and representatives of the Kurna community to identify opportunities, aspirations and considerations relevant to the project. These conversations provided valuable insights into cultural narratives, experiences of place and the role of the future artwork within the broader context of reconciliation and cultural recognition.

Information gathered through consultation was synthesised alongside findings from site investigations and precedent research. Key themes, spatial principles and curatorial directions were identified and tested against the project's objectives, resulting in a framework that balances cultural integrity, site responsiveness and future creative opportunity.

The resulting framework provides a strategic foundation for the next phase of the project, supporting the development of an Artist Brief and guiding the commissioning of a culturally meaningful and enduring public artwork.

2.0 Project Context

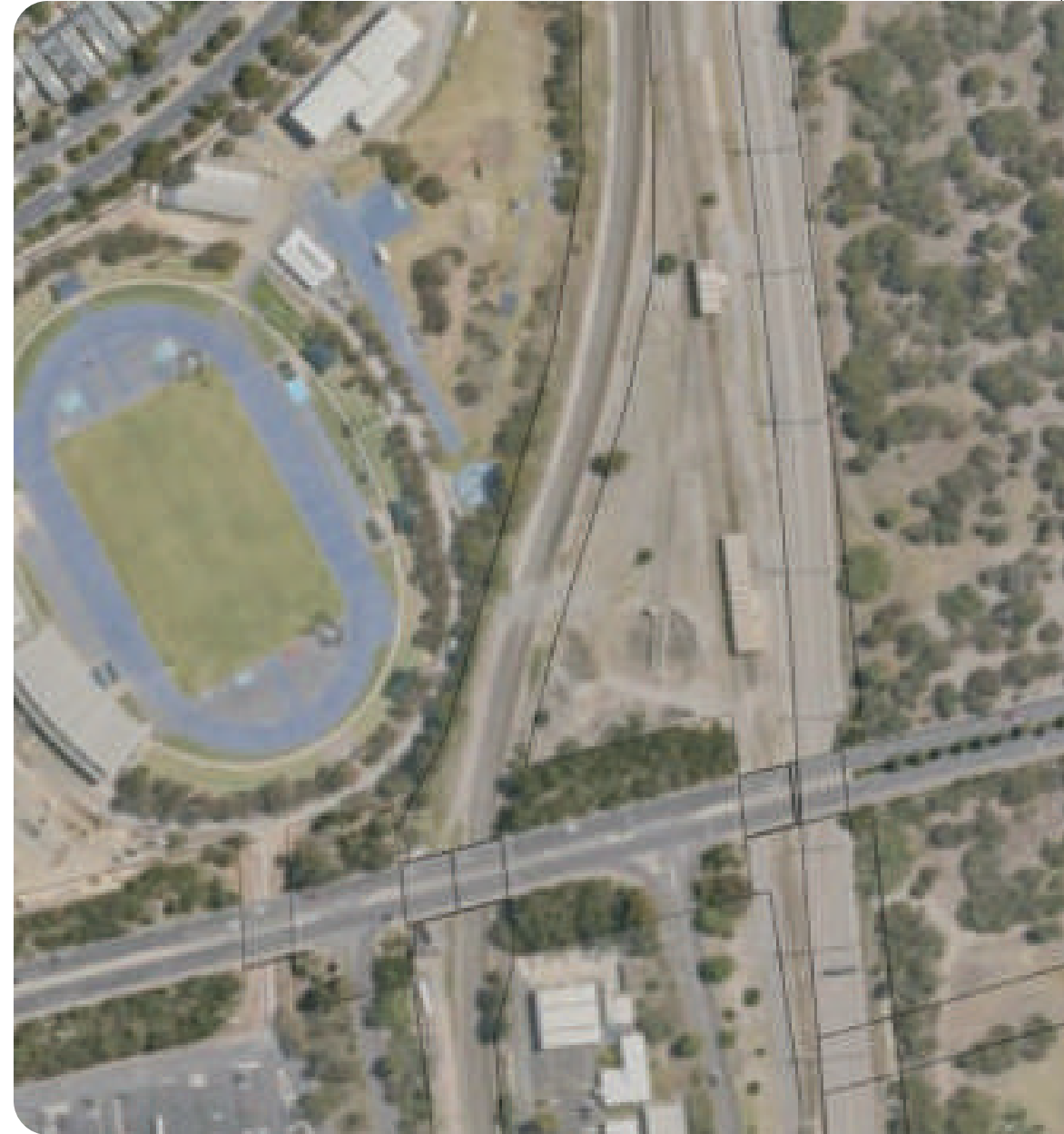
2.1 Site Context

The proposed Kurna Welcome Art Installation is located within the corridor surrounding the intersection of Sir Donald Bradman Drive and West Terrace, a significant gateway connecting Adelaide Airport to the Adelaide CBD. As one of the city's primary arrival routes, the location provides a highly visible opportunity to acknowledge and celebrate Kurna Country while creating a memorable threshold experience for those entering the city.

The project area sits adjacent to the Adelaide Park Lands and is characterised by expansive open space, established vegetation and significant transport infrastructure. The surrounding landscape includes Ellis Park / Tampawardli (Park 24) to the north and G.S. Kingston Park / Wirrarninhti (Park 23) to the south, both of which contribute to the site's strong landscape setting and cultural significance.

The corridor accommodates a diverse range of users, including motorists, cyclists and pedestrians, creating a dynamic environment in which the future artwork will primarily be experienced in motion. Visibility, legibility, scale, site safety and hazard risk to motorist therefore represent important considerations for the future design and placement of the installation.

The location's role as both a physical and symbolic gateway makes it uniquely positioned to communicate a Welcome to Kurna Country while contributing to the identity of Adelaide as a city that recognises and values its First Nations heritage and contemporary culture.





Aerial view of the western Adelaide Park Lands showing the proposed project area at the intersection of Sir Donald Bradman Drive and West Terrace, a key arrival route into the City of Adelaide.

2.0 Project Context

2.2 Cultural Context

The project is situated on Kurna Country, the traditional lands of the Kurna people, who have maintained enduring cultural, spiritual and custodial connections to the Adelaide Plains for countless generations. The landscape surrounding the project corridor forms part of a broader cultural network of places, stories, practices and relationships that continue to hold significance for Kurna people today.

A search of the Aboriginal Cultural Heritage Database (Taa Wika) identified no recorded Aboriginal heritage sites, objects or remains within the immediate project area. However, the absence of recorded heritage does not indicate an absence of cultural significance. The search advises that Aboriginal heritage may still exist within the project area despite there being no current record, and therefore recommends that a Cultural Heritage Management Plan (CHMP) and Cultural Monitors be engaged during the detailed design and construction phases. This advice reinforces the importance of recognising that cultural values extend beyond formally recorded heritage places and are supported by the broader historical and cultural evidence presented throughout this report.

The City of Adelaide has a longstanding commitment to reconciliation and recognition of Kurna Traditional Owners through public policy, cultural initiatives and public art. The Kurna Welcome Art Installation represents an opportunity to further strengthen this commitment by creating a prominent and culturally grounded expression of welcome at one of the city's key arrival points.

The cultural significance of the surrounding Park Lands contributes to the importance of the site. Wirrarninthe (Park 23) reflects ongoing regeneration and reconnection with native landscapes, while Tampawardli (Park 24) contains historical associations relating to Aboriginal occupation, gathering and cultural activity. Together these places provide a context that speaks to both historical and contemporary connections to Country.

Importantly, this project seeks to recognise Kurna culture as living, evolving and contemporary. The future artwork should not be understood solely as a marker of history, but as an expression of ongoing cultural presence, resilience, knowledge and connection to place.

2.3 Historical Findings Summary

Historical and cultural research undertaken for the project identifies the western Adelaide Park Lands as a place of longstanding significance to Kurna people and other Aboriginal groups who have lived, travelled, gathered and camped throughout the area over many generations.

The project corridor is located between Wirrarninthe (Park 23) and Tampawardli (Park 24), within Tandanya (Adelaide), a place deeply connected to Kurna identity, cultural practice and movement through Country. Historical records indicate that the surrounding Park Lands were important places for gathering, camping, travel and social interaction, both before and after colonisation.



William Light's 1837 plan of Adelaide showing the western Park Lands and the broader landscape surrounding the project area.

The broader area contains numerous sites of cultural significance, including locations associated with Aboriginal camps, ceremonial activity, travel routes and community gathering. Historical accounts also reference significant events, including inter-tribal encounters, long-term occupation of the western Park Lands and the ongoing presence of Aboriginal communities within the city throughout the nineteenth and twentieth centuries.

The project area sits within a wider cultural landscape connected to Karrawirra Pari (River Torrens), an important feature within Kurna cultural knowledge systems and oral traditions. The river and its surrounding landscapes supported daily life, provided important resources and formed part of a broader network of interconnected places throughout Kurna Country.



Aboriginal people along the banks of Karrawirra Pari, illustrating the river's importance as a place of gathering, sustenance and cultural connection.

Research also highlights the significance of Tandanya as the traditional name for Adelaide and its association with Kurna cultural narratives, including Red Kangaroo Dreaming and important ceremonial practices. These narratives reinforce the importance of recognising the project site not only as a transport corridor, but as part of a living cultural landscape that continues to hold meaning for Kurna People today.



George French Angas' depiction of a Kurna man (c.1846–47), reflecting historical records associated with Tandanya and Kurna cultural identity.

Collectively, these historical and cultural findings reinforce the opportunity for the Kurna Welcome Art Installation to acknowledge Country, celebrate living Kurna culture and create a meaningful point of arrival that reflects both the deep history and continuing presence of First Nations peoples within the City of Adelaide.

2.0 Project Context

2.4 Existing Landscape Character

The project corridor is defined by a broad open landscape setting that forms part of the western edge of the Adelaide Park Lands. Large areas of open green space, mature eucalyptus, native re-vegetation and landscaped parkland contribute to a distinctly natural character despite the site's proximity to major transport infrastructure.

The landscape provides a visual transition between airport, suburban and city environments, creating a unique arrival experience that is both expansive and highly visible. Long sight-lines, generous setbacks and a relatively uncluttered landscape offer opportunities for a future artwork to establish a strong presence within the corridor.

At the same time, the site contains practical constraints that require careful consideration. Existing transport infrastructure, underground services, traffic movements, maintenance requirements and public safety considerations will influence future siting and design outcomes. The artwork must respond appropriately to these conditions while maintaining its cultural and visual significance.

The surrounding landscape also presents opportunities for integration with existing vegetation, ecological restoration initiatives and broader Park Lands objectives. Future artistic responses should consider the relationship between artwork, landscape and Country, recognising that the site experience extends beyond a single object and forms part of a larger cultural and environmental setting.



Lie of the Land. Symbolic installation consisting of 25 dome or Wardli shaped stone structures.



The stone information monument (2012) by Tennille Anderson, created for the Wirranendi Interpretive Trail.



Kingston Gardens and Rotunda



Carved into this rock is a poem, "Wirranendi" by Kimberly Mann.



Discovery Rocks in the Earth Zone



Structured formalised Hedge Planting



Established Eucalyptus tree species, with full canopy coverage through most of the site.



Turfed under-story ground treatment through most of the site.



Mix of exotic and native plant species.



Kingston Gardens. Rose traditional styled garden beds which are located to the south of the site.

2.0 Project Context

2.5 Existing Cultural References and Public Art

The project corridor sits within a broader cultural landscape that includes a number of significant Aboriginal public artworks and places of cultural interpretation. These existing works contribute to the ongoing recognition of Kaurna culture, history and connection to Country throughout the City of Adelaide.

Nearby artworks explore themes of identity, storytelling, reconciliation and cultural continuity through a variety of artistic approaches and materials. Together, they demonstrate the City's ongoing commitment to embedding First Nations perspectives within the public realm while creating opportunities for cultural expression, education and truth-telling.

These existing cultural references provide valuable context for the Kaurna Welcome Art Installation. Rather than replicating existing works, the future artwork presents an opportunity to establish a distinct gateway marker that complements the broader network of Aboriginal public art across the city. The installation should build upon these foundations by creating a contemporary expression of welcome that reflects the enduring presence of Kaurna People and their continuing connection to Country.



Kaurna Reconciliation Sculpture - T.Rosella, D.Siwes, E.Karpany, D.Rosella.



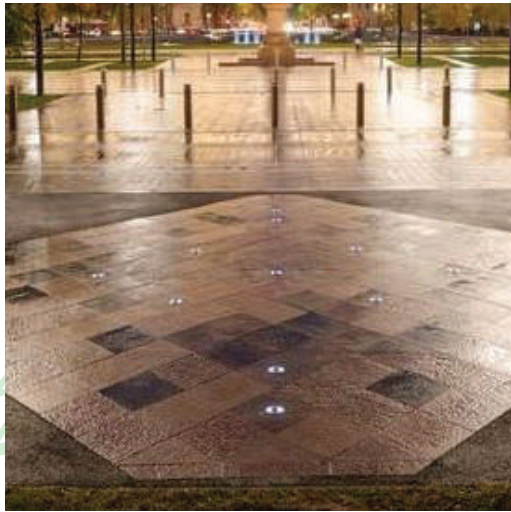
The Riverbank is a Kaurna Market -P.Herzich.



Wangu Poles Installation - Paul Herzich



Kardi Munta, by P.Herzich



Pavement Art installation - Aboriginal School Students inspired by cultural markers.



Aboriginal and Torres Strait Islander War Memorial - L.T. Buckskin, M.Nikou, T.Rosella, R.Hannaford, T.Thomson.



Stolen Generation memorial Space - Y.Koolmatries, K.Meyers.



Kangaroos - A.Sumner



Dr Lowitja O'Donoghue AC CBE DSG - R.Hannaford, M.Levinson

3.0 Project Engagement & Consultation Methodology

3.1 Engagement Process & Participation

The development of the Curatorial and Thematic Framework was informed through a collaborative engagement process involving the City of Adelaide, the Kaurna Yerta Aboriginal Corporation (KYAC) Board and the Project Steering Group (PSG). The engagement sought to capture technical, strategic and cultural perspectives to ensure the framework reflects the aspirations of the project and provides a robust foundation for the future artist commission.

The engagement process included ongoing discussions with the City of Adelaide Project Team, KYAC Board Pipeline meetings and a series of facilitated stakeholder workshops led by AUD. The key stakeholders involved throughout the engagement process are illustrated within the diagram. These engagements encouraged open dialogue, collaborative discussion and the sharing of technical knowledge alongside Kaurna cultural perspectives. Insights gathered throughout the engagement process informed the project's cultural narratives, site selection, thematic directions and curatorial principles. The process ensured the framework is grounded in both place and Kaurna cultural knowledge while balancing technical and public realm considerations.



Project Steering Group (PSG)

Comprised of selected senior respected Kaurna Elders and current KYAC Board members, providing cultural authority, guidance and feedback on the project's site selection, cultural narratives and thematic direction.

Kaurna Yerta Aboriginal Corporation (KYAC) Board

Providing cultural leadership and guidance to ensure the framework reflects Kaurna values, cultural protocols and connection to Country.

3.0 Project Engagement & Consultation Methodology

3.2 Workshop 1 & 2 Combined Summary & Key Outcome

The two project workshops established the cultural, technical and strategic direction for the Kurna Welcome Art Installation, bringing together the City of Adelaide Project Team, relevant Council departments, the Project Steering Group, Kurna Elders and Aboriginal Urban Design.

Through a collaborative and culturally informed engagement process, the workshops identified the preferred location for the installation, established the project's primary cultural narrative, and defined the key design principles that will guide future artist selection, concept development and project delivery. The discussions balanced cultural aspirations with technical, landscape and operational considerations to ensure the proposed artwork is both culturally authentic and deliverable.

Key Outcomes

● Preferred Site

The north-west corner of Sir Donald Bradman Drive and West Terrace (Option 1) was identified as the preferred location due to its visibility, gateway prominence and ability to create a landmark within the Adelaide Park Lands.

● Primary Cultural Narrative

Red Kangaroo Dreaming / Rock emerged as the preferred overarching cultural theme, supported by complementary themes including Kurna Traditional Camping, Community and Gathering, Truth-Telling, and Tribal Relationships.

● An Iconic Gateway

The installation should become a recognisable landmark that creates a strong sense of arrival and Welcome to Kurna Country for people entering the city.

● Connection to Country

The artwork should respond to the cultural, historical and environmental context of the site, reflecting Kurna Country through its narrative, materials, landscape integration and relationship to place.

● Contemporary Cultural Expression

The installation should present a contemporary and site-specific expression of Kurna culture while respecting the surrounding Park Lands landscape.

● Layered Visitor Experience

Opportunities should be explored to extend the cultural experience beyond the primary artwork through complementary interventions, including upgrades to the bridge throw screens, interpretive elements and supporting public realm improvements.

● Day and Night Identity

Integrated lighting should enhance the artwork's presence, visibility and cultural identity during both daytime and evening conditions.

- **Interpretation and Education**

Interpretive signage and digital storytelling should support greater understanding of Kurna history, culture and the cultural narratives embedded within the artwork.

- **Kurna Leadership and Co-design**

Ongoing Kurna cultural leadership, co-design and decision-making should remain central throughout the project's planning, design and delivery, including opportunities for future generations of Kurna people to participate.

Overall Workshop Outcome

Collectively, the workshops established a shared vision for a culturally authentic, technically achievable and highly visible Welcome to Kurna Country landmark. The outcomes directly informed the Curatorial and Thematic Framework, providing a clear foundation for future artist briefing, cultural engagement, concept design and project implementation.

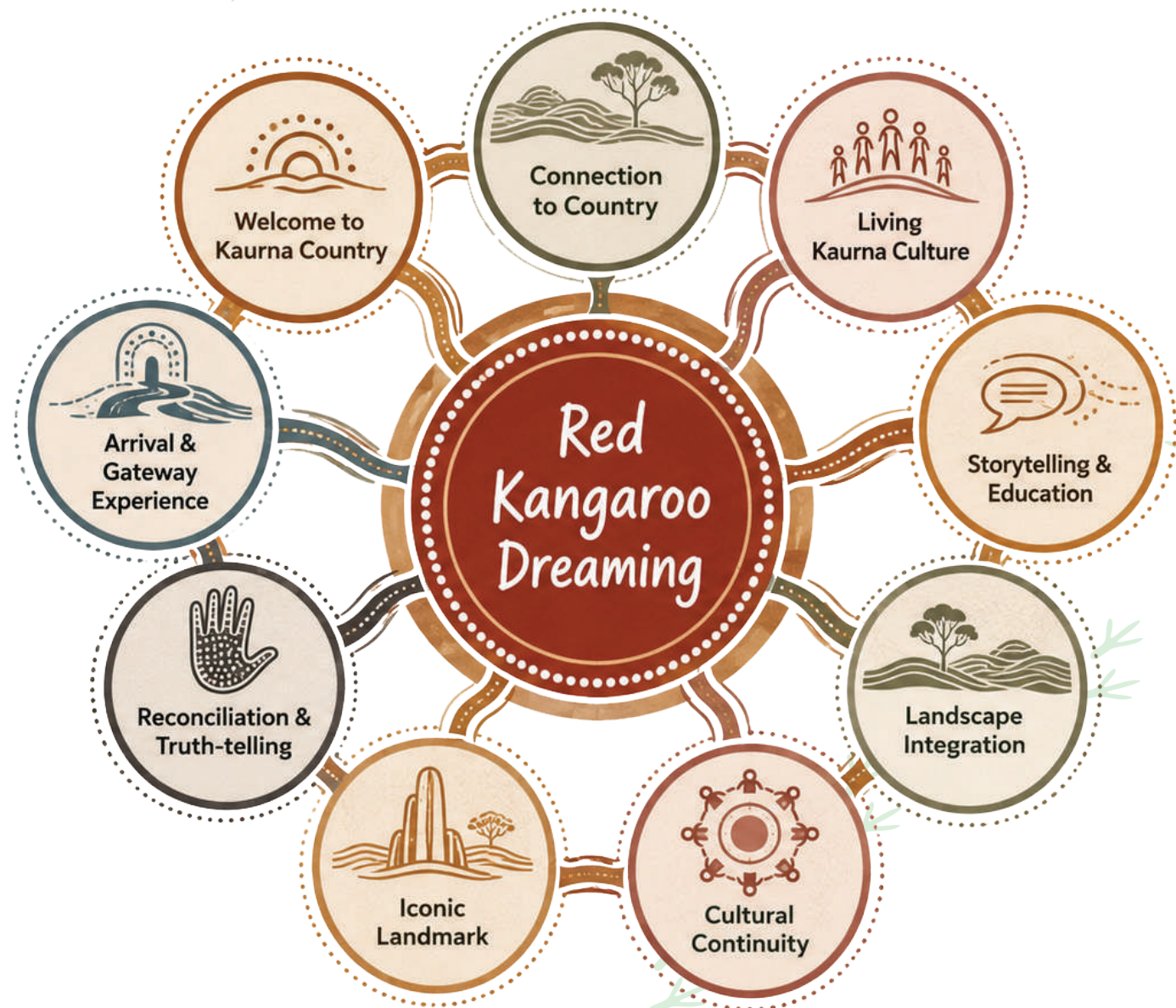
3.0 Project Engagement & Consultation Methodology

3.3 Emerging Project Themes

Curatorial and Thematic Framework was developed through cultural research, site analysis and the collaborative engagement process undertaken with the City of Adelaide Project Team and Project Steering Group. Together, these investigations identified a series of interconnected themes that reflect the site's significance as a major gateway to Kurna Country and the living culture of the Kurna people.

Through Aboriginal Urban Design's cultural research and the outcomes of Workshop 1 and Workshop 2, Red Kangaroo Dreaming / Rock emerged as the preferred primary cultural narrative. This direction is supported by complementary themes including Welcome to Kurna Country, Living Kurna Culture, Storytelling and Education, Cultural Continuity, Landscape Integration, Truth-Telling, Arrival and Gateway Experience, and Connection to Country, forming the conceptual foundation for the future installation.

The preferred thematic direction was subsequently endorsed by the Project Steering Group (PSG), ensuring the framework reflects the cultural authority, guidance and aspirations of senior Kurna representatives. The workshop summaries, detailed in the appendices, demonstrate how this thematic framework was collaboratively developed and endorsed.



4.0 Kurna Welcome Artwork Installment Sites

4.1 Delivery Strategy - Primary / Secondary / Future Opportunity Site

The proposed delivery strategy establishes a connected cultural journey across three opportunity sites, creating a staged experience that welcomes visitors into Kurna Country. Rather than functioning as individual artworks, each site contributes to a single narrative, with the Red Kangaroo Dreaming acting as a symbolic guide that accompanies visitors along Sir Donald Bradman Drive.

The Primary Site will become the principal Kurna Welcome landmark, a place of gathering, reflection and cultural storytelling that celebrates Community, Country and the living culture of the Kurna people.

The Secondary Site introduces this journey, offering the first glimpse of the Red Kangaroo as it begins to welcome visitors and invite curiosity.

The Future Opportunity Site extends this narrative through culturally designed bridge screens, allowing the Red Kangaroo to continue its journey along the corridor, visually guiding travelers towards the primary destination.

Together, these sites transform the gateway into more than an arrival point, they create the feeling of being welcomed onto Kurna Country, with the Red Kangaroo leading visitors through a living cultural landscape and inviting them to discover the stories that lie ahead.



4.0 Kurna Welcome Artwork Installment Sites

4.2 Primary Site - Location



Site Plan - Primary Site

Corner of West Terraces & Sir Donald Bradman Dr.

Site Advantages

- High visibility for passing traffic along a major arterial road, including vehicles stopped at the intersection.
 - Existing pedestrian access provides opportunities for closer engagement with the installation.
 - No on-street parking directly in front of the site, helping maintain visibility and sightlines.
 - Located on City of Adelaide land, potentially simplifying stakeholder coordination.
 - Opportunity to create a prominent welcoming marker along a key entry corridor.
- Potential access to existing lighting, irrigation

Challenges / Consideration

- **Challenges and Considerations**
Mature gum trees may reduce visibility on approach, while existing trees and root zones may restrict construction opportunities.
- Artwork positioning must consider potential driver distraction and safety when approaching the intersection.
- Design should consider DIT's Artwork in Road Reserves and AGRD06-26 Guide to Road Design Part 6: Roadside Design, Safety and Barriers.
- Consider underground services; refer to Technical Considerations on page 18.
- Roadside clearances, sightlines, clear zones and roadside hazard risks must be assessed on a site-specific basis by appropriately qualified professionals.
- DIT guidance provides setback requirements for vegetation and trees near urban intersections; however, as the proposal is an artwork installation, its location and setback must be assessed on a case-by-case basis.

4.0 Kaurna Welcome Artwork Installment Sites

4.3 Primary Site - Technical Considerations

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Site Plan - Primary Site
Corner of West Terraces & Sir Donald Bradman Dr.

Technical Information

The following information provides general guidance on key technical considerations for the Kaurna Welcome Artwork Installation. All requirements must be confirmed by appropriately qualified professionals and relevant authorities, including the Commissioner of Highways where applicable, prior to final site approval and construction.

Legend

- | | |
|--|-----------------------------|
| Primary Site | Traffic |
| Approx 400m ² Area | Traffic Pit |
| Existing Trees | Traffic Lights |
| Existing Trees | Conduit |
| Shared Path | Water Infrastructure |
| Pedestrian & Cyclist path | Catchment Pit |
| Lighting & Electrical & Fibre | Stormwater Main |
| Metered Board | Irrigation |
| Lighting Switchboard | |
| Lighting | |
| Pit | |
| Electrical Cable | |

4.0 Kurna Welcome Artwork Installment Sites

4.4 Secondary Site - Location /Technical Considerations



Site Plan - Future Opportunity Site

Sir Donald Bradman Drive Railway Corridor Overpass

Legend

- | | |
|-------------------------------|----------------|
| Existing Trees | Traffic |
| Existing Trees | Traffic Pit |
| Shared Path | Traffic Lights |
| Pedestrian & Cyclist path | Conduit |
| Lighting & Electrical & Fibre | |
| Metered Board | |
| Lighting Switchboard | |
| Lighting | |

Advantages

- High visibility from multiple road approaches.
- Strong gateway and arrival experience.
- Reaches a large number of daily commuters.
- Potential to become a local landmark.
- Open site provides flexibility for installation design.
- Prominent opportunity to acknowledge Kurna Country.
- Opportunity for partnership with City of West Torrens.
- Council and Rotary Club (Funding Opportunity).
- Removal of existing sign creates a dedicated location for the installation.

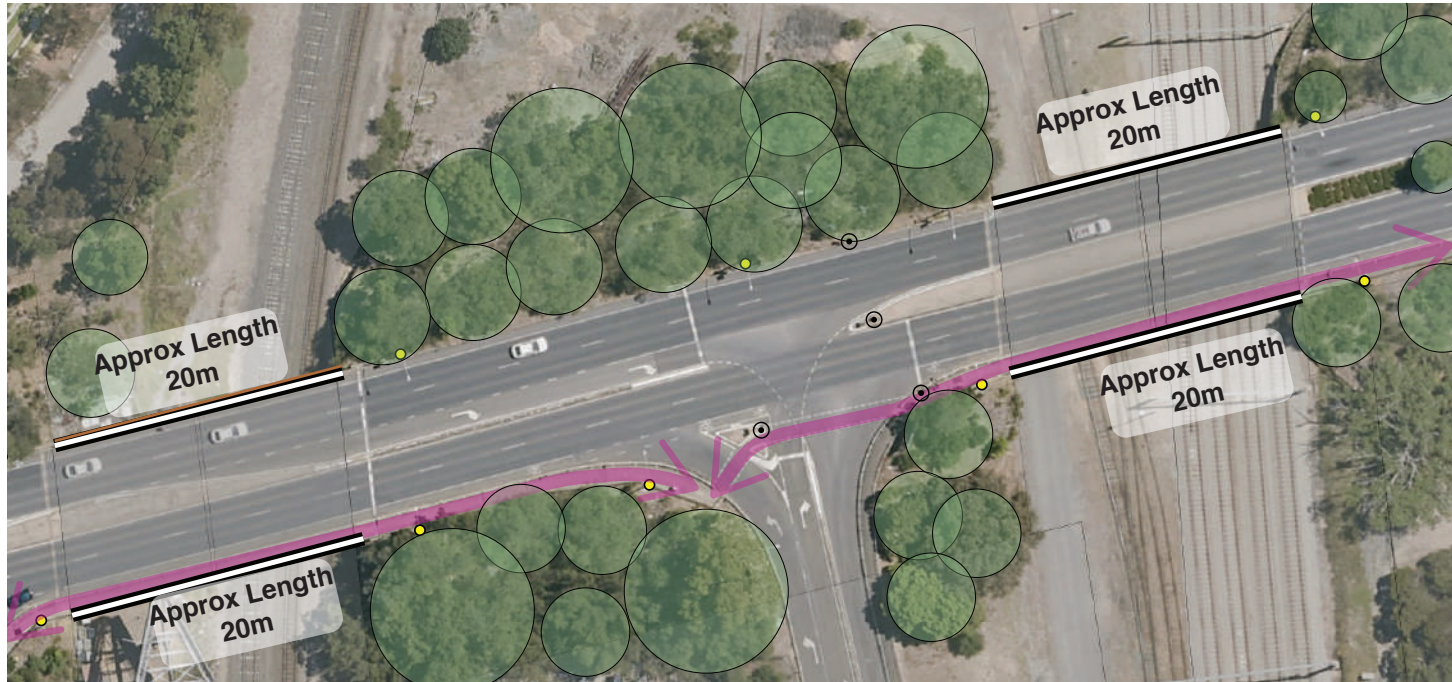
Challenges/ Considerations

- Limited pedestrian access and opportunities for close engagement.
- Most viewers will experience the artwork from moving vehicles, requiring a simple and legible design.
- Road safety, sightlines and roadside clearance requirements may restrict the artwork's location, scale and form.
- As a potential fixed roadside hazard, the artwork will require a site-specific roadside hazard risk assessment to determine an appropriate setback and any required risk mitigation measures.
- Not suitable for cultural gatherings or extended engagement.
- Located within the City of West Torrens, with multiple stakeholder and authority approvals potentially required. Appears to be no Electrical systems for lighting onsite.

4.0 Kaurana Welcome Artwork Installment Sites

4.5 Future Opportunity Site - Location/ Technical Considerations

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Site Plan - Future Opportunity Site

Sir Donald Bradman Drive Railway Corridor Overpass

Legend

- Existing Trees
- Shared Path
- Pedestrian & Cyclist path
- Lighting & Electrical & Fibre
 - Metered Board
 - Lighting Switchboard
 - Lighting

- Traffic
 - Traffic Pit
 - Traffic Lights
 - Conduit

Advantages

- High visibility along a major arterial road and key arrival corridor.
- Existing bridge screens provide an established location for integrating artwork.
- Opportunity to transform functional safety infrastructure into a prominent cultural gateway.
- Perforated steel can integrate artwork while maintaining transparency and visual permeability.
- Four screen locations provide opportunities for a coordinated artwork sequence across the bridge. Opportunity)
- Removal of existing sign creates a dedicated location for the installation.

Challenges/ Considerations

- Artwork perforations must maintain the bridge screen's anti-throw, containment and public safety performance.
- Existing bridge structure, framing and connection points require structural assessment, including wind loading, screen weight and load transfer to the bridge.
- Screen design must avoid climbable elements, footholds, sharp edges and projecting components.
- Installation over an operational rail corridor may require restricted access, rail possessions and specialised construction methods.
- Design must minimise driver distraction and satisfy road-user safety requirements. Detailed design and installation must comply with applicable bridge, road and rail standards (including AS 5100) and be verified by appropriately qualified engineers and relevant authorities.

4.0 Kurna Welcome Artwork Installment Sites

4.6 Primary - Budget Breakdown/Staging



Key Plan

Corner of West Terraces & Sir Donald Bradman Dr.

The following provides an example budget breakdown for the Primary site and is intended as a guide only. Final costs should be confirmed by an accredited cost estimator.

Landscape Design Elements/ Suggested Staging

Item	Project stage	Suggested Cost
1. Artist Consultations	1	20-30k
2. Frabrication Custom Sculpture	1	100-150k
3. Landscape treatment & Lighting	1	30-70k
4. Upgrade Landscape treatment	2	100-150k
5. Semi Custom Signage	3	30-50k
6. Additional Cultural Sculptures	4	10k

1. Artist Consultation & Sculpture Design

Key Considerations

Preference for a Kurna artist, Aboriginal artist, or collaborative team including one.
Artwork to reflect the site's cultural themes and narrative.

Description: Custom Center piece Artwork Installation which pays homage to the project cultural themes and narrative.

Approximate Dimensions: TBC

Suggested Cost: \$20-50k excl. GST (estimate artist design fee only)

Note: Indicative fee based on AUD project experience. Final artist fees to be determined through the commissioning process.

2. Sculpture Fabrication

Key Considerations

Description: Estimate fabrication cost for custom culturally design sculpture.

Suggested Cost: \$100k-500k excl. GST

Note: Indicative fabrication cost only, based on preliminary advice from a South Australian metal fabricator. Final costs should be confirmed through detailed design and competitive tendering.



AUD - Woodcroft College Primary School

4.0 Kurna Welcome Artwork Installment Sites

4.6 Primary - Budget Breakdown/Staging



Key Plan

Corner of West Terraces & Sir Donald Bradman Dr.

The following provides an example budget breakdown for the Primary site and is intended as a guide only. Final costs should be confirmed by an accredited cost estimator.

Landscape Design Elements/ Suggested Staging

Item	Project stage	Suggested Cost
1. Artist Consultations	1	20-30k
2. Frabrication Custom Sculpture	1	100k
3. Landscape treatment & Lighting	1	30-70k
4. Upgrade Landscape treatment	2	100-150k
5. Semi Custom Signage	3	30-50k
6. Additional Cultural Sculptures	4	10k

3. Landscape Treatment & Lighting

Key Considerations

Description: compact gravel landscape surface treatment with steel boarder edging and incorporated feature lighting / uplight to support and highlight the sculpture.

Approximate Dimensions: 400m²

Suggested Cost: \$ 50k excl. GST

Note: Indicative fee based on AUD project experience. Final fees to be determined by a cost consultant.

4. Upgrades Landscape Treatment

Key Considerations

Description: Estimate cost for updated landscaping to the space which could include addition of paved or concreted landscape surface treatments and public seating and planting.

Approximate Dimensions: 400m²

Suggested Cost: \$ 100-150k excl. GST

Note: Indicative cost only, based on preliminary advice from a registered Landscape Architect .Final costs should be confirmed through detailed design and competitive tendering.



AUD - City of Woodville



Aspect Studio - Adelaide University Yarning Circle

4.0 Kaurana Welcome Artwork Installment Sites

4.6 Primary Site - Budget Breakdown/Staging



Key Plan

Corner of West Terraces & Sir Donald Bradman Dr.

The following provides an example budget breakdown for the Primary site and is intended as a guide only. Final costs should be confirmed by an accredited cost estimator.

Landscape Design Elements/ Suggested Staging

Item	Project stage	Suggested Cost
1. Artist Consultations	1	20-30k
2. Fabrication Custom Sculpture	1	100k
3. Landscape treatment & Lighting	1	30-70k
4. Upgrade Landscape treatment	2	100-150k
5. Semi Custom Signage	3	30-60k
6. Additional Cultural Sculptures	4	10k

5. Semi Custom Signage

Key Considerations

Description: Design and install of semi-custom way finding signage which has been cultural design for the space and helps to communicate project cultural narratives and themes.

Approximate Dimensions: TBC

Suggested Cost: \$ 30-60k excl. GST

Note: indicative cost only, based on preliminary advice from a signage fabricator .Final costs should be confirmed through detailed design and competitive tendering.

6. Additional Cultural Sculpture

Key Considerations

Description: Estimate cost for fabrication and design of Silhouette sculptures of flora/fauna in landscaping to be revealed through seasons with plant growth

Approximate Dimensions: 0.4m (W) x 1-0.5m (H)

Suggested Cost: \$ 5-10k excl. GST

Note: Indicative cost only, based on preliminary advice from a metal fabricator .Final costs should be confirmed through detailed design with a Artist and competitive tendering.



AUD- Main South Road Duplication Project



AUD- Main South Road Duplication Project

4.0 Kurna Welcome Artwork Installment Sites

4.7 Secondary Site - Budget Breakdown/Staging



Key Plan

Corner of James Congdon Drive & Sir Donald Bradman Drive

The following provides an example budget breakdown for the Primary site and is intended as a guide only. Final costs should be confirmed by an accredited cost estimator.

Landscape Design Elements/ Suggested Staging

Item	Project stage	Suggested Cost
1. Custom Cultural Sculpture	5	500k-1M
2. Landscape Treatment & Lighting	5	100k

1. Custom Cultural Sculpture

Key Considerations

Preference for a Kurna artist, Aboriginal artist, or collaborative team including one.
Artwork to reflect the site's cultural themes and narrative.

Description: custom sculpture design and fabricated by or in collaboration with a Aboriginal Artist which incorporate the project cultural themes and narratives

Approximate Dimensions: 4-5m (H) × 10m (L) (indicative).

Suggested Cost: \$500k–\$1M excl. GST

Note: Indicative fee based on AUD project experience. Final fees to be determined through the detail design and competitive tendering.

2. Landscape Treatment

Key Considerations

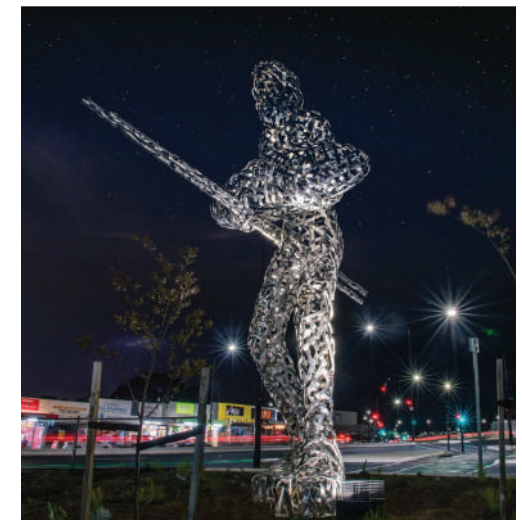
Description: Simplistic landscape treatment with planting. investigation into lighting for the sculpture.

Suggested Cost: \$100K excl. GST

Note: Indicative fee based on AUD project experience. Final fees to be determined through the detail design and competitive tendering.



Allen Sumner & Karl Meyers - Tjilbruke Dreaming



Allen Sumner & Karl Meyers - Tjilbruke Dreaming

4.0 Kurna Welcome Artwork Installment Sites

4.8 Future Opportunity - Budget Breakdown/Staging



1. Site Specific First Nations Artwork

Key Considerations

Preference for a Kurna artist, Aboriginal artist, or collaborative team including one.
Artwork to reflect the site's cultural themes and narrative.

Description: Semi-custom perforated steel throw screens incorporating First Nations artwork.

Approximate Canvas Dimensions: 3m (H) × 20 m (L) per screen (indicative).

Suggested Cost: \$20,000–\$30,000 excl. GST (artist design fee only)

Note: Indicative fee based on AUD project experience. Final artist fees to be determined through the commissioning process.

2. Custom Throw-screens

Key Considerations

Description: Semi-custom perforated steel throw screens for upgraded bridge barriers, incorporating laser-cut artwork.

Suggested Cost: \$3,500–\$5,500 per m²
Estimated Fabrication Cost (4 screens): \$840,000–\$1.32 million excl. GST

Note: Indicative fabrication cost only, based on preliminary advice from a South Australian metal fabricator for screens measuring approximately 3 m (H) × 20 m (L). Excludes engineering, certification, transport, installation, traffic management, rail access and associated construction costs. Final costs should be confirmed through detailed design and competitive tendering.



AUD- Tram Grade Separation Project

Key Plan

Sir Donald Bradman Drive Railway Corridor Overpass

The following provides an example budget breakdown for the Primary site and is intended as a guide only. Final costs should be confirmed by an accredited cost estimator.

Landscape Design Elements/ Suggested Staging

Item	Project stage	Suggested Cost
1. Site Specific First Nations Artwork	1	\$20-30k
2. Custom Throw-Screens	1	\$1.2-1.4M

5.0 Artistic Response Framework Overview

5.1 Curatorial Intent

The Kurna Welcome Art Installation should create a powerful and enduring expression of Welcome to Kurna Country, marking one of Adelaide's principal arrival corridors with a culturally significant public artwork.

The installation should celebrate the continuing presence of Kurna people and acknowledge the enduring relationship between Country, culture and community. It should create a memorable sense of arrival while reflecting the unique landscape, history and identity of the western Adelaide Park Lands.

The artwork should be contemporary in its expression, grounded in Kurna cultural knowledge and developed through ongoing collaboration with Kurna representatives. Rather than acting solely as a landmark, the installation should invite recognition, reflection and respect, reinforcing Adelaide's commitment to reconciliation and First Nations cultural visibility.

Quote by Respected Senior Kurna Elder

"Once you learn to know and love your Country, you can then speak for Country. By knowing Country, you will learn to love and nurture what you have... We must travel the Country, we get knowledge of the Country, and then we can speak for Country, and we tell our young ones all about Country."

Dr Uncle Lewis Yarlupurka O'Brien AO



View over Kurna Country, from the Adelaide Hills to the coast, a journey long enjoyed and cherished by the Kurna People. Image courtesy of the National Museum of Australia.

5.0 Artistic Response Framework Overview

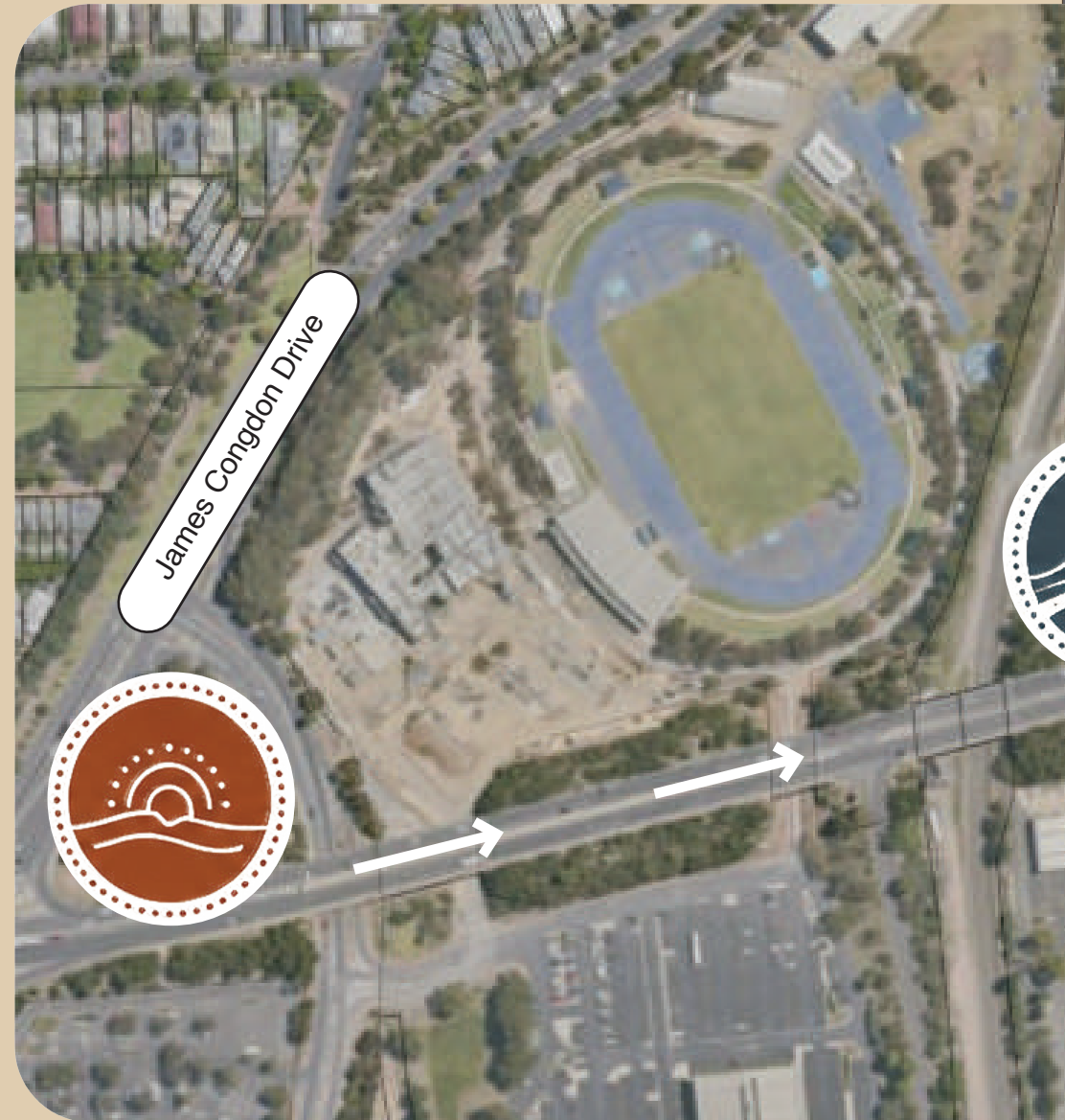
5.2 Gateway Experience

The proposed Kurna Welcome Art Installation occupies one of Adelaide's most significant arrival corridors, creating a memorable gateway into Kurna Country. As the primary route between Adelaide Airport and the city centre, the site provides many visitors with their first experience of Adelaide and an important point of arrival for those returning home.

Three key opportunity sites have been identified across the corridor—Primary, Secondary and Future Opportunity Sites. Together, they form a connected cultural journey, while each retains its own distinct identity and is capable of standing alone. Whether delivered individually or as a staged program, each site should evoke a strong sense of Country, culture and place while reinforcing the overarching Red Kangaroo Dreaming / Rock narrative.

The artwork should acknowledge Kurna people as the Traditional Custodians of the Adelaide Plains, creating a culturally grounded, visually distinctive and immediately recognisable landmark that reflects Adelaide's commitment to reconciliation.

The gateway experience should inspire curiosity, respect and reflection, leaving a lasting impression that signifies arrival on Kurna Country.





5.0 Artistic Response Framework Overview

5.3 Cultural Objectives

Checklist of Guiding Principles to embed Kaurna culture, Country and Stories at the Heart of Project.



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Welcome to Kaurna Country

Create a respectful & Inclusive welcome that acknowledges Kaurna Country.



Connection to Country

Strengthen the relationship with country through design, landscape and experiences.



Living Kaurna Culture

Support the ongoing practice and expression of Kaurna Culture.



Arrival & Gateway Experience

Design a memorable arrival that reflects Kaurna identity and Country.



Storytelling & Education

Embed Storytelling and learning opportunities that share Kaurna Knowledge and histories.



Landscape Integration

Design in harmony with Country using materials, ecologies and sustainable practices.



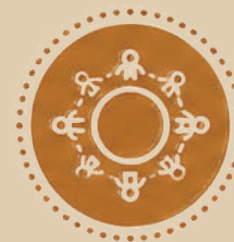
Reconciliation & Truth-Telling

Promote Truth-telling, healing and reconciliation through honest and respectful design.



Iconic Landmark

Create a Distinctive place that reflects Kaurna values and leaves lasting legacy.



Cultural Continuity

Ensure long-term cultural continuity through collaboration care and intergenerational legacy.

5.0 Artistic Response Framework Overview

5.4 Audience Experience & Project Outcome

The artwork should create a memorable arrival experience that is immediately recognisable as a Welcome to Kurna Country. Whether experienced by motorists, cyclists, pedestrians or visitors arriving by air, the installation should evoke a sense of place and establish a strong connection between the landscape and its Traditional Custodians.

The experience should foster curiosity, recognition and respect, encouraging audiences to engage more deeply with the stories of Country. Opportunities for interpretation, digital storytelling and educational elements should support continued learning beyond the initial visual experience.

The artwork should also respond to the unique conditions of the site, creating a strong visual presence at multiple scales while remaining integrated within the surrounding landscape.



Welcome to Kurna Country

Initial encounter provides a glimpse of what is to come. This initial gesture should reflect Kurna Identity.



Linking Experience between Destination.

A design gesture that gently builds momentum along the narrative path, leading visitors toward the final landmark as a place of arrival and meaning.



Iconic Landmark - Arrival to Kurna Country

This landmark signifies the arrival point of the journey, completing the narrative that begins at the airport and unfolds through the city parkland's, marking your presence on Kurna Country.

Secondary Site



Future Opportunity Site



Primary Site

5.0 Artistic Response Framework Overview

5.5 Experience in Motion & Safety in Design.

As the Primary Site and first stage of the project, the Kurna Welcome Art Installation is intended to become the principal landmark and gateway into Kurna Country. Positioned along Adelaide's primary arrival corridor, the artwork will be experienced predominantly by motorists, cyclists, public transport users and pedestrians travelling through the site.

The artwork should communicate a strong identity through clear forms, bold silhouettes and simple composition that remain legible from multiple viewing distances and at vehicle speeds. Consideration should also be given to views from arriving and departing aircraft, reinforcing the experience of entering Kurna Country.

As the site is located within a major road corridor, safety must be integrated into the design process. It is recommended that an accredited Road Safety Auditor or Traffic Hazard Management professional assess the site prior to concept design to identify site-specific requirements. Artwork concepts should balance cultural aspirations with road safety, engineering and statutory requirements while remaining visually engaging and culturally meaningful.

Motorist Experience Approaching the Kurna Welcome Installation



Vehicle approach view from approximately 100m to the proposed Kurna Welcome Installation site (shown in green)



Vehicle approach view from approximately 50m to the proposed Kurna Welcome Installation site (shown in green)



Driver's view showing the proposed Kurna Welcome Installation site in horizontal alignment with the motorist (shown in green)

5.0 Artistic Response Framework Overview

5.6 Day and Night Presence

The future artwork should maintain a strong civic presence throughout both day and night, contributing to the identity of the western Adelaide Park Lands regardless of the time of day. During daylight hours the installation should rely upon its form, scale, materiality and relationship to the surrounding landscape to establish a distinctive visual identity.

As daylight changes throughout the day, the interaction between sunlight, shadow and material should enhance the sculptural qualities of the artwork, creating an evolving visual experience that responds to seasonal conditions and changing weather.

At night, integrated lighting should reinforce the landmark qualities of the installation while remaining respectful of the surrounding landscape. Lighting should be carefully considered as an extension of the artwork rather than a separate feature, enhancing visibility, improving public safety and creating a recognisable night-time identity without causing unnecessary glare or visual intrusion.

The combined day and night experience should ensure the installation remains an enduring civic landmark that contributes positively to Adelaide's public realm throughout all hours of operation.

The Artwork will also need to consider how any illuminated elements, colour and lighting intensity is places and whether this abides by the Road Safety Auditor or Traffic Hazard Management professional assessment on the preferences site while also responding to any requirement outline in both DIT's Artwork in Road Reserves and AGRD06-26 Guide to Road Design Part 6: Roadside Design, Safety and Barriers.



**Daytime Cultural Experience
Project Precedent**

Demonstrates how vertical sculptural elements establish a strong civic presence while expressing cultural identity through form, scale and materiality within the landscape.



**Nighttime Cultural Experience
Project Precedent**

Demonstrates how integrated lighting can respectfully enhance cultural storytelling, creating a memorable gateway experience and reinforcing a sense of arrival after dark.

5.0 Artistic Response Framework Overview

5.7 Landscape Integration

The proposed artwork should be considered as an integrated component of the Adelaide Park Lands rather than an isolated sculptural object. The surrounding landscape forms an important part of the cultural setting, providing opportunities to strengthen connections between Country, ecology and public space through a unified design response.

Existing vegetation, landforms, views, circulation paths and ecological values should inform the future placement and design of the installation. Opportunities should be explored to integrate native planting, habitat creation and landscape restoration initiatives that reinforce the cultural significance of the site while contributing positively to the environmental character of the Park Lands.

The artwork should respond respectfully to the site's existing mature trees, open landscape character and surrounding public realm. Rather than competing with the landscape, the installation should complement and enhance it, creating a seamless relationship between artwork, Country and community.

By embedding the artwork within its landscape setting, the project has the opportunity to create an experience that reflects Kaurna's understandings of Country as an interconnected system of people, place and living environments.



Artwork Integrated within the landscape

The Barangaroo Reserve redevelopment demonstrates how cultural interpretation, landforms, native planting and public space can be designed as one integrated landscape experience rather than treating public art as a standalone object.



Integrated Public Realm

Reconciliation Place demonstrates how public art, interpretation, pathways and landscape can work together to create a connected civic environment that encourages reflection, learning and cultural understanding.



Country & Public Space

Birrarung Wilam integrates sculptural elements, Indigenous interpretation and native vegetation within a public park setting, strengthening connections between Country, people and place.



Connection to Country

The Australian Garden demonstrates how landforms, native vegetation and geology can become the primary design language, creating a landscape that tells the story of place through ecological design with a connection to the past.

5.0 Artistic Response Framework Overview

5.8 Visibility and Scale

The success of the Kurna Welcome Art Installation will depend upon its ability to establish a strong visual presence within a large and highly dynamic landscape. The artwork should be appropriately scaled to respond to the width of Sir Donald Bradman Drive, the expansive open space of the Adelaide Park Lands and the significant viewing distances associated with the site.

Visibility should be considered from all principal approaches, including Sir Donald Bradman Drive, West Terrace, surrounding pedestrian and cycling routes and, where appropriate, the Adelaide Airport flight path. The installation should be clearly identifiable without dominating the surrounding landscape, achieving an appropriate balance between civic prominence and environmental sensitivity.

Scale should support the ambition of creating an iconic landmark while remaining responsive to nearby vegetation, existing infrastructure and the broader character of the Park Lands. Consideration should also be given to the relationship between the artwork and the human scale, ensuring opportunities for closer engagement where public access is available.

Together, visibility and scale should reinforce the artwork's role as a landmark that announces arrival on Kurna Country while contributing positively to Adelaide's evolving civic identity.



Visibility

From Sky to Sea, Devonport City Council.

- Long distances recognition.
- Strong silhouette.
- Day and Night Activation.



Scale

Tjibruke Sculpture, DIT, SA

- Connection to cultural theme
- Human Scale.
- Road Corridor.



Landscape

Barangaroo Sydney

- Open space
- Connection to country
- Integration with natural environment.



Gateway

Leicester Sculpture

- Arrival Experiences
- Memorable Identity
- Civic landmark
- Eye catching

5.0 Artwork Materiality & Typologies Guidances

5.9 Material Principles

Material selection will play a fundamental role in shaping the identity, longevity and cultural expression of the Kurna Welcome Art Installation. Materials should respond to the surrounding landscape, withstand Adelaide's environmental conditions and contribute to an enduring civic landmark.

The artwork should demonstrate a strong relationship with Country through the thoughtful use of materiality. Artists are encouraged to draw inspiration from the Adelaide Plains, incorporating materials, colours and finishes that reflect the natural landscape while reinforcing the project's cultural narratives.

Preference should be given to durable, low-maintenance materials that retain their visual quality over time. Sustainable or recycled materials may also be considered where they meet the project's technical, structural and aesthetic requirements.

As the Primary Site is located within a major road corridor, a site-specific Road Safety Audit or Traffic Hazard Management assessment should be undertaken prior to concept design.

Material selection and structural design should respond to these requirements, ensuring the artwork is durable, safe and compliant with applicable roadside safety principles.

Rather than prescribing a specific material palette, this framework encourages artists to demonstrate how their proposed materials respond to Country while supporting the project's long-term cultural and technical aspirations.



Use of natural local materials to connect to place and cultural themes.



Organic shapes, inspired by nature.



Incorporation natural materials for urban elements to enhances project themes and narratives



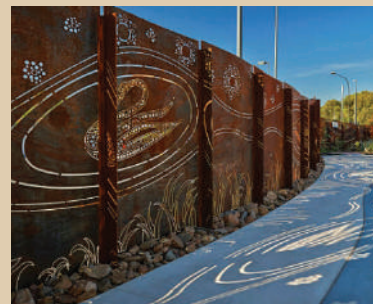
Landscape spaces utilise native.



Incorporating of natural materials and non natural materials to maintain a connect to a more natural palette.



Use of durable, corrosion-resistant materials that require minimal maintenance.



Manipulated urban elements which allow for play on light and shadow.



Combination of bespoke and off the shelf urban landscape elements and furniture to work with project budget.



The concept design should reflect the colours of the native landscape.

5.0 Artwork Materiality & Typologies Guidances

5.10 Durability and Maintenances

As a permanent public artwork located within a highly visible transport corridor, the Kaurua Welcome Art Installation should be designed to achieve a long operational life while minimising ongoing maintenance requirements. Material durability, structural performance and long-term asset management should be considered from the earliest stages of concept development.

The artwork should be capable of withstanding Adelaide's climatic conditions, including prolonged exposure to ultraviolet radiation, wind, rain and seasonal temperature variations. Materials, finishes and structural systems should be selected to minimise deterioration, corrosion and unnecessary maintenance while maintaining the integrity of the original artistic vision.

Future maintenance requirements should also be carefully considered. The design should provide safe access for inspection, cleaning and repair where required, while reducing opportunities for vandalism and graffiti. Integrated lighting, moving components or digital technologies should only be incorporated where their long-term maintenance requirements can be appropriately managed.

Artists should demonstrate an understanding of whole-of-life asset management by considering not only the initial construction of the artwork but supplying a life time maintenance management plan for their Artwork, supporting its ongoing care, maintenance and eventual renewal over future generations.



Weather Resistances

Materials and Structural System should be UV, wind, rain, temperature resistant.



Durability

Selection of Materials suite to Adelaide's climate and weather conditions.



Maintenance

Provide safe and practical access for inspections, clean, repairs for the lifespan of the installation.



Lighting & technology

Use of lighting & Technology to enhances installation while considering long term maintenances.



Cleaning & Care

Design to allow easy cleaning reducing the need for specialist equipment and care.



Sustainable Choices

Consideration of Environmentally responsible materials.



Weather Resistances

Materials and Structural System should be UV, wind, rain, temperature resistant.



Weather Resistances

Materials and Structural System should be UV, wind, rain, temperature resistant.

5.0 Artwork Materiality & Typologies Guidances

5.11 Artwork Typologies

The Kaurua Welcome Art Installation provides an opportunity to explore a diverse range of artistic responses that extend beyond traditional public sculpture. Given the significance of the site, the future artwork may combine art, landscape and interpretation to create a memorable Welcome to Kaurua Country.

Rather than prescribing a single artistic outcome, this Framework encourages artists to consider a range of contemporary public art typologies that respond to the site's cultural significance, landscape setting and gateway function. The following examples illustrate potential approaches only and are intended

Art Installation Typologies



Carved Stone Installations.

Permanent sculptural elements that express cultural narratives through carved stone, geological references and material permanence.



Contemporary Steel Sculpture

Contemporary sculptural forms using durable materials to establish iconic civic landmarks with strong visual presence.



Integrated Landscape Artwork

Artistic responses that integrate sculpture, landforms and native planting to create a unified experience of Country.



Timber Sculptural Installation

Sculptural installations using carved or natural timber that celebrate cultural identity while responding to the surrounding landscape.



Light-Based Installation

Public artworks incorporating integrated lighting to enhance visibility, create a distinctive night-time identity and support interpretation.



Cultural Marker Series

A series of interconnected sculptural elements that collectively establish arrival, movement and cultural storytelling throughout the site.

5.0 Artwork Materiality & Typologies Guidances

5.12 Site Constraints and considerations

The proposed site presents a unique combination of opportunities and constraints that should inform the future design of the Kaurna Welcome Art Installation. Understanding these conditions will enable artists to develop proposals that are both ambitious and achievable while responding appropriately to the physical, cultural and operational characteristics of the site.

The site's location along one of Adelaide's principal arrival corridors provides exceptional visibility and the opportunity to establish an iconic landmark that contributes to the city's identity. Its relationship with the Adelaide Park Lands offers opportunities to integrate artwork with landscape, strengthen connections to Country and create a memorable gateway experience for residents and visitors alike.

At the same time, the project must respond to a range of practical considerations including existing vegetation, underground infrastructure, traffic safety requirements, maintenance access and long-term asset management. The surrounding transport environment also requires careful consideration of sight-lines, driver distraction and the safe integration of any lighting or interpretive elements.

Artists are encouraged to embrace these site conditions as design opportunities rather than limitations, demonstrating how their proposals respond creatively to the unique qualities of the landscape while maintaining cultural integrity, technical feasibility and long-term sustainability.

Opportunities

- **Major Gateway Location**
Occupies one of Adelaide's principal arrival corridors, creating a highly symbolic Welcome to Kaurna Country.
- **Landmark Visibility**
Excellent visibility from multiple approaches, allowing the artwork to become a recognisable civic landmark.
- **Airport Arrival Experience**
Opportunity to create a memorable first impression for visitors arriving from Adelaide Airport, including visibility from the air.
- **Adelaide Park Lands Setting**
Located within the culturally significant Adelaide Park Lands, providing a strong landscape context and connection to Country.
- **Cultural Storytelling**
Opportunity to communicate Kaurna culture, history and contemporary identity through a prominent public artwork.
- **Landscape Integration**
Potential to integrate the artwork with native planting, open space and ecological restoration to create a cohesive landscape experience.

Constraints

- **Existing Mature Trees**
The location of established trees and protected root zones may influence the siting, scale and construction of the artwork.
- **Underground Services**
Existing underground infrastructure may restrict foundation design and require coordination during detailed design.
- **Traffic Safety**
The artwork must maintain safe sight-lines and avoid creating unnecessary distractions for motorists traveling through the intersection.
- **Sight-line Requirements**
The placement and scale of the installation must respond to visibility requirements for vehicles, cyclists and pedestrians.
- **Maintenance Access**
The artwork should allow safe access for ongoing inspection, cleaning and maintenance without disrupting surrounding infrastructure.
- **Budget & Constructibility**
The design should balance artistic ambition with project budget, fabrication capability, installation methodology and long-term asset management.

6.0 Artist Considerations

6.1 Cultural Responsibilities

The following recommendations are intended to guide the development of the future Artist Brief and commissioning process for the Kurna Welcome Art Installation. They establish the recommended cultural, design and technical requirements that should be incorporated into future procurement documentation to ensure the selected artwork reflects the aspirations of the City of Adelaide, Kurna Traditional Owners and the broader community.

The success of the Kurna Welcome Art Installation will be dependent upon meaningful collaboration with Kurna Traditional Owners throughout the design and delivery process. It is recommended that the future Artist Brief clearly establish the cultural responsibilities expected of the selected artist or artist team to ensure the artwork is developed in a respectful, culturally informed and collaborative manner.

It is recommended that the future Artist Brief require the selected artist or artist team to:

- Engage with the appropriate Kurna Traditional Owners and nominated cultural representatives throughout concept design, design development and project delivery.
- Demonstrate an understanding of Aboriginal Cultural and Intellectual Property (ICIP) principles and acknowledge that cultural authority remains with Kurna Traditional Owners.
- Participate in cultural briefings, on-Country site visits and design workshops where appropriate.
- Ensure all cultural narratives, Kurna language, imagery and cultural references are reviewed through the agreed cultural governance process prior to finalisation.
- Develop an artwork that reflects living Kurna culture while avoiding generic Aboriginal motifs, symbolism or inappropriate cultural representation.
- Demonstrate a commitment to genuine collaboration and respectful engagement throughout the project lifecycle.

6.0 Artist Considerations

6.2 Artist / Artist Team Design Considerations

It is recommended that the future Artist Brief encourage artists and artist teams to develop innovative and contemporary design responses that reflect the cultural narratives, spatial principles and curatorial intent established throughout this Curatorial and Thematic Framework.

Council should consider including the following design requirements within the future Artist Brief:

- Develop an original artistic response that reflects the agreed cultural narratives established through this Curatorial and Thematic Framework.
- Demonstrate how the proposed artwork contributes to a memorable Welcome to Kurna Country and establishes an iconic landmark marking arrival into the City of Adelaide.
- Respond to the surrounding landscape and demonstrate how the artwork integrates with the Adelaide Park Lands and broader public realm.
- Demonstrate consideration of visibility, scale, movement and the changing experience of the artwork throughout the day and night.
- Select materials suitable for permanent outdoor installation that are durable, sustainable and appropriate for Adelaide's environmental conditions.

- Consider accessibility, public safety, environmental sustainability and whole-of-life asset management throughout the design process.
- Provide a preliminary maintenance strategy outlining the long-term care and management of the artwork.
- Where collaborative artist teams are proposed, clearly define the contribution and responsibilities of each artist.

Where a non-Aboriginal artist, or a collaboration between Aboriginal and non-Aboriginal artists, is commissioned, it is recommended that the Artist Brief clearly state that the artwork should respectfully respond to Kurna cultural narratives without replicating or imitating traditional Aboriginal artistic styles. The selected artist or artist team should instead demonstrate a culturally respectful contemporary interpretation developed in collaboration with Kurna Traditional Owners.

6.3 Recommended Technical Considerations

It is recommended that the future Artist Brief request sufficient information from shortlisted artists and artist teams to enable the assessment panel to evaluate artistic merit, cultural responsiveness and technical feasibility. Recommended Concept Submission Requirements

Council should consider requesting the following information from shortlisted artists:

- Written concept proposal describing the artistic vision and response to the project.

- Preliminary concept drawings, digital visualisations and/or physical models (recommended).
- Outline of proposed materials and fabrication methodology.
- Preliminary maintenance strategy.
- Indicative project program.
- Preliminary project budget.
- Supporting Documentation
- It is recommended that the future Artist Brief request the following supporting information:
- Artist or Artist Team Statement (maximum two pages per artist).
- Curriculum Vitae (maximum two pages per artist).
- Portfolio including up to five examples of relevant public art projects.
- References from previous public art commissions (where applicable).
- Evidence of Public Liability Insurance or a commitment to obtain the required insurance prior to appointment.
- Evidence of Construction Industry White Card accreditation for artists undertaking on-site works.
- Compliance with all relevant Work Health and Safety requirements throughout fabrication and installation.

6.0 Artist Considerations

6.4 Approvals & Technical Consideration

The proposed artwork should be designed to meet all relevant technical, engineering and statutory requirements. Where required, the design must be capable of obtaining approvals from the Commissioner of Highways, the City of Adelaide and any other relevant authorities, with consideration given to road safety, infrastructure interfaces and works within the road reserve.

6.5 Budget Recommendations

It is recommended that Council consider allocating separate budget allowances for the following project components:

- Lead Artist Fee.
- Collaborating Artist Fee(s).
- Kurna Elder mentoring and cultural advisory services.
- Cultural briefings and on-Country workshops.
- Design development.
- Engineering and specialist consultant input.
- Fabrication.
- Installation.
- Lighting (where applicable).
- Contingency.

Where collaborative artist teams are appointed, it is recommended that individual artists be remunerated separately rather than sharing a combined artist fee. This approach recognises the individual contribution of each collaborator and supports equitable remuneration.

6.6 Cultural Support

Meaningful cultural engagement requires adequate project resources.

It is recommended that the commissioning budget include provisions for:

- Kurna Elder mentoring throughout the project.
- Cultural inductions and project briefings.
- Design review workshops with Kurna representatives.
- Cultural endorsement processes.
- Appropriate remuneration for Cultural Advisors and Elders in accordance with recognised industry practice.

6.0 Artist Considerations

6.7 Future Commissioning Requirements

It is recommended that the City of Adelaide adopt a staged commissioning process that supports cultural integrity, transparency and design excellence throughout the procurement and delivery of the Kaurna Welcome Art Installation.

The recommended commissioning process should include the following stages:

● Stage 1 – Expression of Interest

An open Expression of Interest inviting artists and artist teams to submit examples of previous work, statements of interest and relevant experience.

● Stage 2 – Shortlisting

Assessment of submissions by an appropriately constituted selection panel comprising representatives from the City of Adelaide, Kaurna Traditional Owners, public art professionals and relevant design specialists.

● Stage 3 – Paid Concept Design

Shortlisted artists should receive an honorarium to prepare concept proposals informed by a project briefing, cultural induction, site visit and engagement with Kaurna representatives.

● Stage 4 – Cultural Review

Concept proposals should be reviewed through the agreed Kaurna cultural governance process to ensure cultural appropriateness prior to final selection.

● Stage 5 – Detailed Design

The preferred artist or artist team should work collaboratively with Council, project consultants and Kaurna representatives to develop the preferred concept through detailed design.

● Stage 6 – Fabrication and Installation

Fabrication and installation should be undertaken in accordance with all relevant engineering, construction and safety requirements, with ongoing collaboration between the artist, Council and project team.

● Stage 7 – Practical Completion and Handover

Prior to practical completion, the selected artist should provide:

- Maintenance Manual.
- As-constructed documentation.
- Material specifications.
- Warranty information.
- Maintenance recommendations.
- Artist statement for interpretation.

● Stage 8 – Launch and Legacy

Following installation, Council should consider opportunities for a public opening, cultural celebration and educational initiatives that communicate the significance of the artwork and acknowledge the contribution of Kaurna Traditional Owners, artists and project partners.

The adoption of a structured commissioning process will support the delivery of a culturally significant, technically robust and enduring landmark that reflects the aspirations established through this Curatorial and Thematic Framework.

7.0 Recommendations for Artist Brief Development

The following recommendations are intended to guide the preparation of the future Artist Brief for the Kurna Welcome Art Installation. They build upon the consultation outcomes, curatorial framework and design principles established throughout this document and are intended to support the delivery of a culturally significant, technically robust and iconic public artwork.

7.1 Core Themes

It is recommended that the future Artist Brief clearly establish the cultural themes that will guide the development of artist responses.

Based on the consultation undertaken throughout this project, the preferred cultural narrative for the site is Red Kangaroo Dreaming, subject to confirmation and endorsement through the appropriate Kurna cultural governance process. The Artist Brief should acknowledge this as the primary narrative while encouraging artists to explore the broader cultural themes identified within this Curatorial and Thematic Framework.

It is recommended that the Artist Brief encourage artists to respond to the following themes:

- Welcome to Kurna Country.
- Red Kangaroo Dreaming (subject to cultural endorsement).
- Living Kurna Culture.
- Connection to Country.
- Arrival and Gateway Experience.
- Landscape and Ecology.
- Cultural Continuity.
- Reconciliation and Shared Future.

Rather than prescribing a literal interpretation, the Artist Brief should encourage artists to develop innovative and contemporary responses that respectfully

interpret these themes through their own artistic practice in collaboration with Kurna Traditional Owners.

7.2 Spatial Requirements

It is recommended that the future Artist Brief clearly identify the spatial aspirations and performance requirements of the artwork to ensure all concept proposals respond appropriately to the unique characteristics of the project site.

The Artist Brief should request that artists demonstrate how their proposal:

- Creates a memorable gateway experience marking arrival into Kurna Country.
- Establishes an iconic civic landmark that contributes to Adelaide's identity.
- Responds to the surrounding Adelaide Park Lands and integrates with the landscape.
- Is visible from key approach corridors including Sir Donald Bradman Drive, West Terrace and surrounding pedestrian and cycling routes.
- Responds to movement, allowing the artwork to be experienced from multiple viewpoints and travel speeds.
- Maintains a strong visual presence during both day and night.
- Considers scale, proportion and visibility within the broader landscape setting.
- Demonstrates durability, accessibility and long-term maintainability.

These requirements should provide sufficient flexibility to encourage diverse artistic responses while ensuring all proposals address the key spatial objectives identified within this Framework.

7.3 Cultural Guidance

The future Artist Brief should clearly distinguish between Cultural Knowledge and Cultural Authority, recognising that these terms have different meanings and responsibilities throughout the commissioning process.

Cultural Knowledge refers to the understanding of culture that may be developed through research, learning, consultation and engagement with community. Artists are encouraged to expand their cultural knowledge through respectful collaboration and participation in cultural briefings and design workshops.

Cultural Authority, however, refers to the recognised right and responsibility held by Kurna Traditional Owners to speak for Country, determine the appropriate use of cultural narratives, language and cultural knowledge, and provide cultural endorsement for the project.

It is recommended that the Artist Brief clearly acknowledge that while artists may develop cultural knowledge through the design process, cultural authority remains with Kurna Traditional Owners. The selected artist or artist team should therefore work collaboratively with the appropriate Kurna representatives to ensure all cultural content is developed, reviewed and endorsed through the agreed governance process.

This distinction should be clearly articulated within the Artist Brief to ensure all applicants understand the importance of cultural governance and respectful collaboration throughout the project.

7.0 Recommendations for Artist Brief Development

7.4 Selection Considerations

It is recommended that the future Artist Brief establish a transparent assessment process that recognises cultural leadership, artistic excellence and technical capability.

Assessment Panel

It is recommended that the assessment panel include representatives from:

- City of Adelaide.
- Kurna Yerta Aboriginal Corporation (KYAC).
- Kurna Traditional Owner representatives and respected Elders.
- Independent Public Art Curator.
- Landscape Architect and/or Urban Designer.
- Public Art or Design Specialist.
- Project Manager.
- Technical Advisor (where required).

This multidisciplinary panel will ensure that artistic quality, cultural integrity and technical feasibility are considered equally throughout the selection process.

Artist Eligibility

Recognising the cultural significance of the project, it is recommended that the Artist Brief express a preference for artist teams in the following order:

- 1.Kurna Traditional Owner Artist.
- 2.Kurna-led Artist Team.
- 3.Indigenous Artist or Indigenous-led Artist Team.
- 4.Collaborative team comprising Indigenous and non-Indigenous artists, where Indigenous cultural leadership is clearly demonstrated.
- 5.Other artist teams able to demonstrate exceptional experience in collaborative public art practice and a commitment to working under Kurna cultural leadership.

This recommendation is intended to recognise the cultural significance of the project while encouraging collaborative practice and supporting opportunities for Indigenous artists at all career stages.

7.5 Strategic Recommendations

The Kurna Welcome Art Installation represents a significant opportunity for the City of Adelaide to deliver a landmark public artwork that acknowledges Kurna Country while strengthening Adelaide's civic identity and commitment to reconciliation.

Based on the consultation, cultural engagement and strategic analysis undertaken throughout this Framework, the following recommendations are proposed:

- 1.Proceed with the preparation of a detailed Artist Brief informed by the recommendations contained within this Curatorial and Thematic Framework.
- 2.Continue working in partnership with Kurna Traditional Owners throughout all stages of the commissioning, design, fabrication and installation process.
- 3.Adopt Red Kangaroo Dreaming, subject to Kurna cultural endorsement, as the preferred cultural narrative for the future artwork.
- 4.Deliver an artwork of landmark quality that establishes a memorable Welcome to Kurna Country and contributes to Adelaide's identity as a culturally significant capital city.
- 5.Ensure future procurement processes include appropriate funding for cultural engagement, Kurna Elder mentoring and cultural advisory services throughout the project.

6.Establish a multidisciplinary assessment panel comprising City of Adelaide representatives, Kurna representatives, public art specialists and relevant technical advisors.

7.Encourage innovative and contemporary artistic responses that integrate art, landscape and cultural storytelling while respecting Kurna Cultural Authority.

8.Ensure the completed artwork is supported by an appropriate long-term maintenance strategy and asset management plan to safeguard its cultural and civic significance for future generations.

Together, these recommendations provide a clear pathway for the successful commissioning and delivery of a culturally authentic, technically robust and enduring public artwork that will become an iconic gateway to Kurna Country and the City of Adelaide.



“Honouring Culture through Collaborative Design”

Confidentiality - Sensitive

This document contains highly confidential and proprietary information. It is intended solely for the use of individuals directly involved in this project. Unauthorised disclosure, distribution, or sharing with individuals who do not require access is strictly prohibited. Please handle this material with care and in accordance with confidentiality agreements.

Kaurna Welcome Art Installation

Scoping Study Update

Reconciliation Committee

9 September 2026



The project is an action in the City of Adelaide Stretch Reconciliation Action Plan 2024 – 2027

Page 58

Action 10.3: ‘Co-designing with Kaurna Traditional Owners a Kaurna Welcome Art Installation at the intersection of Sir Donald Bradman Drive and West Terrace’.

Endorsed by CoA Rec Committee **4 December 2024**

Endorsed by Council **10 December 2024**

Scoping Report Recommendations

Project purpose

The Kurna Welcome Art Installation will create a meaningful and highly visible Welcome to Kurna Yerta at a key gateway to the city.

Page 59 Located on Sir Donald Bradman Drive, a major route between Adelaide Airport and Tarntanya, the installation will acknowledge Kurna people as the Traditional Custodians of the Adelaide Plains and celebrate an enduring connection to Country.

The project will create a strong sense of arrival for residents, visitors and those returning home, while strengthening the visibility of Kurna culture in public space.

Through this landmark gesture, the project will support recognition, respect and reconciliation within the city.

Scoping Report Recommendations

Site analysis

The scoping report proposes a delivery strategy that establishes a connected cultural journey across three opportunity sites, creating a staged experience that welcomes visitors into Kaurna Yerta.

Page 60 Each site is proposed as contributing to a single narrative that accompanies visitors along Sir Donald Bradman Drive as they approach Tarntanya.

A **primary site** is proposed for the North-West corner of Sir Donald Bradman Drive and West Terrace in Tampawardli/ Ellis Park (Park 24).

Scoping Report Recommendations



Aerial view of the primary site in Tampawardli/ Ellis Park (Park 24) on the North-West corner of Sir Donald Bradman Drive and West Terrace.

This location offers;

- gateway prominence
- Inside the City of Adelaide boundary
- Adelaide Park Lands landmark
- access to power supply and services at the site avoids large expense underground
- favourable site lines and visibility
- no impact to existing/ established trees or canopy.

Scoping Report Recommendations



Secondary Site

Offers the first glimpse of the Red Kangaroo as it begins to welcome visitors and invite curiosity

Future opportunity site

Extends the story with culturally designed bridge screens, allowing the red kangaroo to continue it's journey

Primary site

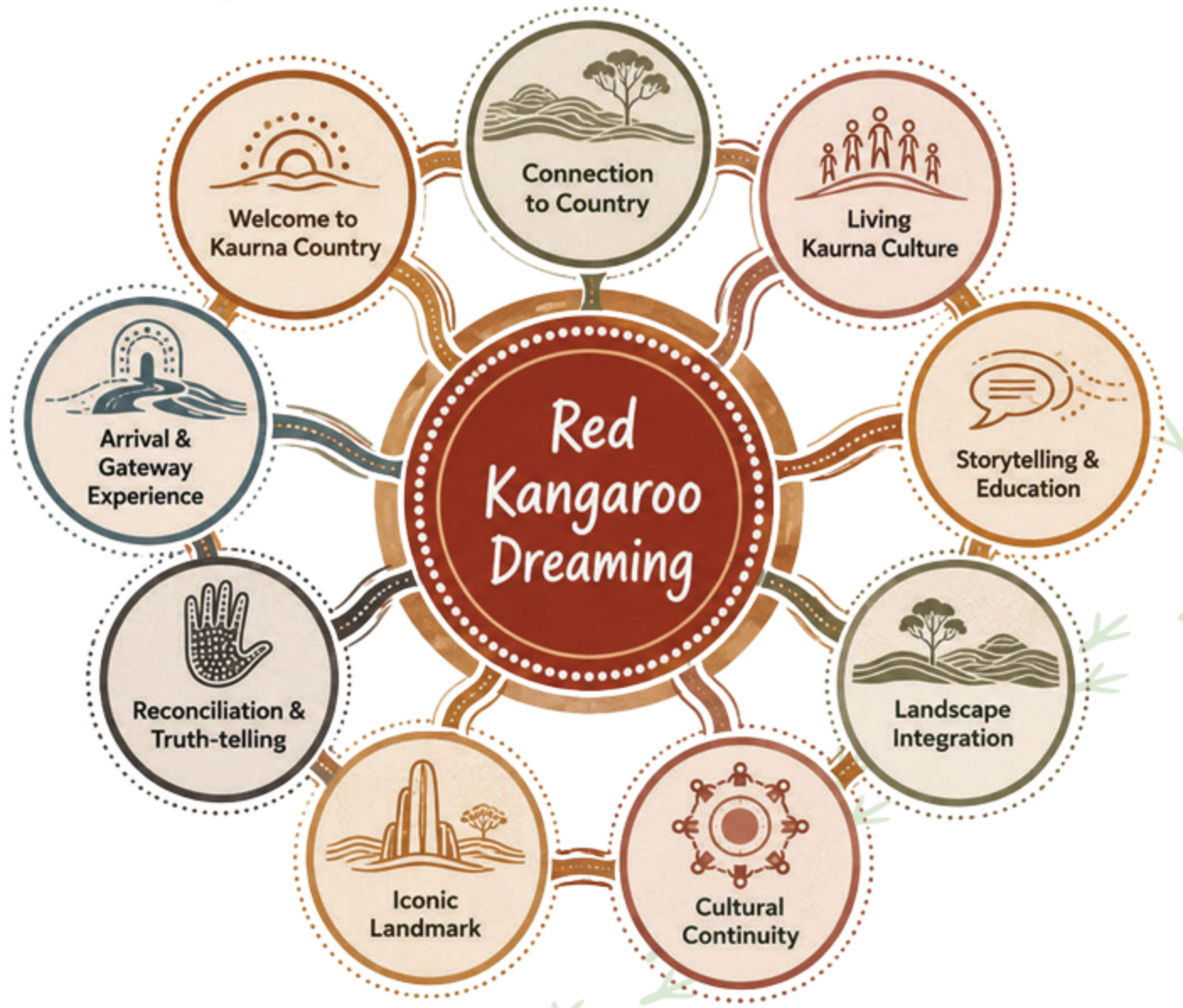
Principal Kurna welcome landmark, a place of gathering, reflection and cultural storytelling

Scoping Report Recommendations



Scoping Report Recommendations

Cultural themes



Minimum budget target
for project delivery
\$320,000 to \$520,000 at
the primary site.

This estimate includes:

- Project Management costs including site management and install
- Landscaping, including lighting and signage
- Fabrication costs
- Concept and detail design fees
- Artist fees
- Cultural Consultation fees
- Celebration and Launch costs

Next steps

- Present a report to Kadaltilla / Adelaide Park Lands Authority on the project and preferred site.
- Explore funding avenues, including external grants and partnership opportunities with State and Federal Government, and philanthropic bodies.
- Report back to the Reconciliation Committee on funding outcomes and propose a delivery pathway, including project scope, staging and implementation.

Wednesday, 9 September 2026
Reconciliation Committee

Local government election timing and additional Reconciliation Committee meeting date

Strategic Alignment - Our Corporation

Public

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of the report is to advise that the date for the 2027 local government general election is Wednesday, 7 April 2027 and propose the Reconciliation Committee meet on Wednesday, 24 February 2027 per its quarterly meeting frequency as set out in its Terms of Reference and Meeting Procedures ([Link 1](#)).

In June 2026, legislation was passed to move the South Australian local government general elections from November 2026 to April 2027. Nominations close for the local government general election on Tuesday, 9 February 2027. The caretaker period will start on Tuesday, 9 February 2027, with the City of Adelaide using Monday, 12 April 2027 as the indicative end of the election period, pending formal declaration of the results.

The Reconciliation Committee is delegated its responsibility until the end of the 2022-2026 Municipal term of office, with Wednesday, 9 December 2026 as the last agreed meeting date for the current council term.

The Reconciliation Committee has delegated authority of its meeting schedule and this report recommends it approve an additional meeting date on Wednesday, 24 February 2027 to accommodate the prolonged term of council office.

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Notes the 2027 local government general elections will be held on Wednesday, 7 April 2027 and that the current Reconciliation Committee term will remain in place until the end of the current term of Council on this date.
2. Approves a meeting of the Reconciliation Committee to be held in the Colonel Light Room, Adelaide Town Hall from 2:30 pm to 4:30pm on Wednesday, 24 February 2027 in accordance with the requirement under its Terms of Reference and Meeting procedures dated 24 September 2024 to meet quarterly.
3. Notes that the meeting to be held on Wednesday, 24 February 2027 will occur during the local government election caretaker period but does not impact on the ordinary business of the Reconciliation Committee.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation High performing, customer-centric and bold
Policy	<i>Local Government Act 1999</i> (SA) 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	Not as a result of this report
26/27 Budget Allocation	Not as a result of this report
Proposed 27/28 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of the report is to advise that the date for the 2027 local government election is Wednesday, 7 April 2026 and propose the Reconciliation Committee met on Wednesday, 24 February 2027 per its quarterly meeting frequency as set out in its Terms of Reference and Meeting Procedures ([Link 1](#)).

Background

2. On 13 December 2022, Council approved the establishment of a City of Adelaide Reconciliation Committee (Reconciliation Committee) for the period 2022-2026 in accordance with Section 41 of the *Local Government Act 1999* (SA).
3. The Reconciliation Committee is delegated the responsibility to assist the Council by considering matters that relate to reconciliation and Aboriginal and Torres Strait Islander communities in the city.
4. Council delegated to the Reconciliation Committee the responsibility to determine the time and place of its quarterly meetings. Section 44 to Section 46 of the Terms of Reference and Meeting Procedures state:
 44. *Council has determined that the Reconciliation Committee will meet quarterly in the Colonel Light Room, Town Hall, King William Street, Adelaide, unless otherwise determined by Council or the Chief Executive Officer.*
 45. *The Reconciliation Committee will consider and determine its meeting dates and commencement times to support a quarterly meeting schedule.*
 46. *Each Reconciliation Committee meeting is scheduled for 2 ½ hours.*
5. On Wednesday, 22 March 2023 the Reconciliation Committee (the Committee) adopted its quarterly meeting schedule for the 2022-2026 Municipal term of office, which is outlined in the Reconciliation Committee Schedule of Meetings report ([Link 2](#)).
- 5.1. The table below lists the scheduled dates and provides the proposed date of 24 February 2027, noting the remainder of the 2027 dates will be determined as part of the next term of Council, following the 2027 local government general elections.

2023	2024	2025	2026	2027
1 March	28 February	26 February	25 February	24 February
3 May	8 May	7 May	6 May	TBD
6 September	4 September	3 September	9 September	TBD
6 December	4 December	3 December	9 December	TBD

2027 local government elections

6. The Committee's final meeting date for 2022-2026 Municipal term of office is scheduled for Wednesday, 9 December 2026.
7. In June 2026, legislation was passed to move the South Australian local government general elections from November 2026 to April 2027.
8. The Electoral Commission of South Australia confirmed that the caretaker period will start on Tuesday, 9 February 2027 and continue until the conclusion of the elections.
9. In response to the Electoral Commission of South Australia timetable the City of Adelaide announced that Monday, 12 April 2027 will serve as the indicative end of the election period, pending formal declaration of the results.
10. As a result of the prolonged term of office an additional Reconciliation Committee meeting is required to be scheduled to ensure that the Committee continues to operate and meet quarterly in accordance with its Terms of Reference and Meeting Procedures.
11. The meeting can occur during the caretaker period so long as the meeting complies with the Caretaker Policy ([Link 3](#)), which requires that no designated or significant decisions are made.
12. Administration is seeking the Reconciliation Committee's endorsement to schedule an additional meeting date on Wednesday, 24 February 2027.

DATA AND SUPPORTING MATERIALS

Link 1 – [Reconciliation Committee Terms of Reference and Meeting Procedures](#)

Link 2 – [Reconciliation Committee Agenda 22 March 2023: Item 6.2 Reconciliation Committee Schedule of Meetings](#)

Link 3 – [Caretaker Policy 2026](#)

- END OF REPORT -

Stretch Reconciliation Action Plan 2024-2027 - Quarter 4 Progress Update – 1 April to 30 June 2026

Strategic Alignment - Our Community

Public

Wednesday, 9 September 2026
Reconciliation Committee

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to provide a progress update (**Attachment A**) against the Stretch Reconciliation Action Plan 2024–2027 (Stretch RAP) for Quarter 4 of 2025/26. Key achievements in Quarter 4 include:

- The Reconciliation Committee met in May 2026 to progress key initiatives.
- The City of Adelaide marked National Reconciliation Week (27 May – 3 June 2026) through a range of activities, including prominent banner and flagpole displays along King William Road and Gouger Street.
- The City of Adelaide was represented across two tables at the Reconciliation SA Breakfast event on 27 May 2026, which included Reconciliation Committee members, senior leaders and Reconciliation Action Plan Working Group members.
- The City of Adelaide hosted its second annual National Reconciliation Week event at the Adelaide Central Market, continuing to build community engagement and awareness.
- Progress continued on the Kaurna Welcome Art Installation, with the Project Steering Group established and advancing governance arrangements and the project scoping study in partnership with Aboriginal Urban Design.
- Council Members participated in training on 9 June 2026, to learn about personalised Acknowledgement of Country, strengthening authentic and meaningful recognition of Kaurna Country and its Traditional Custodians.

RECOMMENDATION

The following recommendation will be presented to Council on 22 September 2026 for consideration

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the Stretch Reconciliation Action Plan 2024-2027 Quarter 4 progress update for the period 1 April 2026 to 30 June 2026 as contained in Attachment A to item 6.3 on the Agenda for the meeting of the Reconciliation Committee held on 9 September 2026
2. Notes the Chief Executive Officer, or delegate, may make minor editorial, technical, typographical and other edits to the document contained in Attachment A to item 6.3 on the Agenda for the meeting of the Reconciliation Committee held on 9 September 2026, for the purposes of finalising the document.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community Establish and deliver a new Stretch Reconciliation Plan by 2024
Policy	This report provides the Quarter 4 (2025/26) progress update for the City of Adelaide Stretch Reconciliation Action Plan (RAP) 2024-2027 (Stretch RAP) (Link 1).
Consultation	Not as a result of this report
Resource	The Stretch RAP was delivered through the City of Adelaide's operating budget in 2025/26.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The 2025/26 Quarter 4 Stretch RAP report is a demonstration of the City of Adelaide's commitment to implementing its Stretch RAP and deepening its ties with Aboriginal and Torres Strait Islander People and continuing our journey towards reconciliation.
26/27 Budget Allocation	Not as a result of this report
Proposed 27/28 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Stretch RAP 2024-2027 is a strategic document outlining key goals, actions and milestones over three years, concluding December 2027.
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of this report is to provide a progress update against the Stretch Reconciliation Action Plan 2024–2027 (Stretch RAP) for Quarter 4 of 2025/26.

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 Governance.
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 2025/26 were noted by the Reconciliation Committee at its meeting held on 3 December 2025 ([Link 2](#))

Quarter 4 Progress Report (1 April 2026 to 30 June 2026)

5. Key achievements under the Stretch RAP in Quarter 4 include:
 - 5.1. Panpapanpalya met in April 2026 and the Reconciliation Committee met in May 2026 to progress key initiatives.
 - 5.2. The City of Adelaide marked National Reconciliation Week (27 May – 3 June 2026) through a range of activities, including prominent banner and flagpole displays along King William Road and Gouger Street.
 - 5.3. The City of Adelaide was represented across two tables at the Reconciliation SA Breakfast event on 27 May 2026, which included Reconciliation Committee members, senior leaders and Reconciliation Action Plan Working Group members.
 - 5.4. The City of Adelaide hosted its second annual National Reconciliation Week event at the Adelaide Central Market, continuing to build community engagement and awareness.
 - 5.5. Progress continued on the Kurna Welcome Art Installation, with the Project Steering Group established and advancing governance arrangements and the project scoping study in partnership with Aboriginal Urban Design.
 - 5.6. Elected Members participated in training on 9 June 2026, to learn about personalised Acknowledgement of Country, strengthening authentic and meaningful recognition of Kurna Country and its Traditional Custodians.

Next steps

6. Administration will continue to provide quarterly progress updates on the 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 – Year 2 implementation Plan 2025/26](#)

ATTACHMENTS

Attachment A – Progress update of actions delivered between 1 April 2026 and 30 June 2026

- END OF REPORT -

Year 2 (2025/26) Implementation – Progress update 1 April – 30 June 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 (for completion in 2026/27) | ◆ 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.	✓	Quarterly reporting processes have been established and are operating effectively. The internal Reconciliation Action Plan Working Group meets bi-monthly and is an effective forum for information sharing and progressing RAP actions. RAP Working Group members participated in the Reconciliation Australia leadership forums to deepen their knowledge.
Build relationships through celebrating National Reconciliation Week (NRW).	✓	National Reconciliation Week (NRW) resources were distributed to employees, supporting organisation-wide engagement. Reconciliation Action Plan Working Group members and senior leaders participated in NRW activities, including the NRW Breakfast. NRW events at the Adelaide Central Market were promoted through Reconciliation Australia's national events calendar which included cooking Demonstrations presented by Creative Native, and Cooee Native Superfood.
Build relationships with the SA Voice to Parliament to ensure open communication.	●	Initial contact has been made with the Voice Secretariat, with no further updates received during this reporting period.
Co-design engagement protocols with Kurna Yerta Aboriginal Corporation (KYAC) that formalise and strengthen the existing partnership.	●	The City of Adelaide and Kurna Yerta Aboriginal Corporation (KYAC) agreed Terms of Reference for a Pipeline meeting to support information exchange about projects on Country.
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	✓	In Quarter 4 the City of Adelaide updated and implemented its Acknowledgement and Welcome to Kurna Yerta Protocol. Jack Buckskin facilitated a training session for Council Members to support the personalisation of Acknowledgement of Country statements. Internal resources including prompts to deliver an Acknowledgement of Country and training was delivered.
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	✓	This commitment was completed in July 2025 for 2025/26. Planning for NAIDOC Week 2026 is complete, including Cedric Varcoe's Deadly Dome installation and the NAIDOC in the Mall event. Final preparations for the Lord Mayor's NAIDOC Awards are underway. A comprehensive update on all NAIDOC Week activities and outcomes will be provided in Quarter 1 of 2026/27.

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.

Stretch Reconciliation Action Plan 2024-2027

2025/26 Commitments	Progress Update
Establish and maintain an effective Reconciliation Action Plan Working Group (RWG) to drive governance of the Reconciliation Action Plan (RAP).	✓ The Reconciliation Action Plan Working Group held its quarterly meeting on 18 June 2026 with discussions focussed on Acknowledgement and Welcome to Kurna Yarta Protocol, Room Renaming Project, National Reconciliation Week Reflections, London Road Flag Opportunities and the 2026 NAIDOC March preparations.
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	✓ The City of Adelaide has maintained beneficial relationships with the following Aboriginal and Torres Strait Islander stakeholders and organisations: • Kuma Kaaru - Kurna Language Support • Indigenous 2 Indigenous (i2i) - World Heritage Bid project • Colleen Raven Strangways - National Reconciliation Week collateral • Polymorphic and Aboriginal artist Cedric Varcoe • Aboriginal Urban Design - Kurna Welcome Art Installation • We Create Print Deliver - Printing resources for Acknowledgement and Welcome to Country Protocol documents • Creative Native - National Reconciliation Week cooking demonstrations • Ben Tyler - National Reconciliation Week storytelling • Scott Ratham - National Reconciliation Week community workshop • Clifffy Wilson - National Reconciliation Week artefact making • Rob Edwards - National Reconciliation Week entertainment • Rob Taylor - National Reconciliation Week Welcome to Country • Jack Buckskin - Acknowledgement and Welcome to Country Protocol training.
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	● Aboriginal employment has remained at 1.1% . Positive progress has however been made with the approval of an Aboriginal Employment Action Plan and increased workforce promotion and engagement during Reconciliation and NAIDOC week, including staff participation in Adelaide's NAIDOC March and a smoking ceremony held at the London Road depot as part of the City Operations quarterly program meeting. An additional eight Aboriginal workers are needed to meet the 2% target.
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	✓ The City of Adelaide continues to maintain Supply Nation membership and multiple commercial relationships with Aboriginal and/or Torres Strait Islander businesses, including Kuma Kuru, Indigenous 2 Indigenous (i2i) and We Create Print Deliver.
Increase awareness, understanding and visibility of Kurna as the Traditional Owners through physical interpretation throughout the city.	● The Kurna Welcome Art Installation Project Steering Group's inaugural meeting took place on 24 April 2026 with the second meeting held on 17 June 2026. AUD have been engaged to complete the scoping study with workshops facilitated throughout June 2026 to determine exact location and thematics for artist.

Acknowledgement of Country

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Stretch Reconciliation Action Plan 2024-2027

2025/26 Commitments		Progress Update
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander people through cultural learning.	●	In Quarter 4 the People Experience team worked with the Procurement team to finalise the Request for Quote for Cultural Learning.
Promote positive race relations through anti-discrimination strategies.	✓	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.
Promote reconciliation through our sphere of influence.	✓	The City of Adelaide was represented by two tables at the Reconciliation SA Breakfast event on 27 May 2026, which included senior leaders, Reconciliation Action Plan Working Group members and associated employees.
Provide appropriate support for effective implementation of the RAP commitments.	✓	Quarterly reporting on the Reconciliation Action Plan (RAP) was completed throughout 2025/26. The 2026/27 Business Plan and Budget includes strategic project funding to develop the next City of Adelaide (RAP) and rename meeting rooms in the Colonel Light Centre (City of Adelaide's primary building).
Review community building leasing and event procedures to remove barriers to Aboriginal and Torres Strait Islander participation.	●	The City of Adelaide has included a provision in the Draft Park Lands Leasing and Licensing Policy that would allow Council to grant Kurna Yerta Aboriginal Corporation (or equivalent organisation) a lease or license in the Adelaide Park Lands without having to go through the Expression of Interest process. The clause allows Council to enter into direct negotiations with a relevant organisation if there is interest in taking up a lease in a facility within the Adelaide Park Lands. The public consultation for the Draft Policy opened on 12 June and closed on 2 July 2026.
Strengthen existing and explore new partnerships with community-controlled organisations to address the social determinants of health.	●	The City of Adelaide supported Aboriginal and Torres Strait Islander wellbeing through participation in 'Many Hands, One Community' across multiple community buildings during National Reconciliation Week (27 May - 3 June 2026). This session was designed for participants to explore culture and connection through storytelling, artefacts, music and movement.
Strengthen land management practices by embedding cultural burn practices into City of Adelaide practices and undertake a cultural burn in the Adelaide Park Lands.	✓	This commitment was completed on 2 October 2025 with a Cultural Burn taking place in Victoria Park / Pakapakanthi (Park 16) Conservation Area on 2 October 2025.
Strengthen the management of the Adelaide Park Lands, waterways and land practices through Kurna collaboration.	●	Mapping has commenced on internal platforms to detail sites of cultural significance. This layer will support teams to follow the appropriate process around land and waterway management in collaboration with the Kurna community.
With Traditional Owners, develop a process for repatriation of ancestral remains.	●	A research project is continuing to look at best-practice models for the repatriation of ancestral remains. Discussion with Traditional Custodians have commenced to determine the priorities of community.

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.

Stretch Reconciliation Action Plan
2024-2027 - Annual Report 2025/26

Strategic Alignment - Our Community

Public

Wednesday, 9 September 2026
Reconciliation Committee

Program Contact:
Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability
Approving Officer:
Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of the report is to provide an Annual Report of progress against the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) 2025/26 Implementation Plan (**Attachment A**).

The Stretch RAP was endorsed by the Reconciliation Committee at its meeting on 4 December 2024 ([Link 1](#)) and was subsequently endorsed by Council on 10 December 2024. The Stretch RAP priorities for 2025/26 were noted by the Committee at its meeting held on 3 December 2025 ([Link 2](#)).

Key achievements under the Stretch RAP 2024-2027 in 2025/26 include:

- The Family Portrait Project was delivered as part of the NAIDOC in the Mall artwork program.
- The City of Adelaide launched an updated Acknowledgment and Welcome to Kaurna Yarta Protocol.
- The City of Adelaide reviewed its Cultural Learning Model in partnership with Aboriginal employees and community members.
- The Project Steering Group for the Kaurna Welcome Art installation was established and met twice to determine the Terms of Reference for the group and participate in the scoping study facilitated by Aboriginal Urban Design.
- Aboriginal employment remained at 1.1%, though positive progress was made with the approval of an Aboriginal Employment Action Plan and increased workforce promotion and engagement during Reconciliation and NAIDOC week. An additional eight Aboriginal workers will achieve the 2% workforce target.
- The cultural burn permit review was completed, leading to the development of a new process to embed and support cultural burn practices.
- The City of Adelaide made significant progress toward the development of a comprehensive Aboriginal Workforce Strategy, built on pillars which include talent attraction, equitable recruitment, initiatives for retention and career progression, and prioritising cultural and psychological safety, alongside clear accountability for the strategy's success.

RECOMMENDATION

The following recommendation will be presented to Council on 22 September 2026 for consideration

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves the Stretch Reconciliation Plan 2024-2027 Annual Report 2025/26 for the period 1 July 2025 to 30 June 2026 as contained in **Attachment A** to Item 6.4 on the Agenda for the meeting of the Reconciliation Committee held on 9 September 2026.
 2. Notes the Chief Executive Officer, or delegate, may make minor editorial, technical, typographical and other edits to the document contained in Attachment A to item 6.4 on the Agenda for the meeting of the Reconciliation Committee held on 9 September 2026, for the purposes of finalising the document.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community Establish and deliver a new Stretch Reconciliation Plan by 2024
Policy	This report provides the 2025/26 Annual Report for the City of Adelaide Stretch Reconciliation Action Plan (RAP) 2024-2027 (Stretch RAP) (Link 1).
Consultation	Not as a result of this report
Resource	The Stretch RAP was delivered through the City of Adelaide's operating budget in 2025/26.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The 2025/26 Annual Report is a demonstration of the City of Adelaide's commitment to implementing its Stretch RAP and deepening its ties with Aboriginal and Torres Strait Islander People and continuing our journey towards reconciliation.
26/27 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Stretch RAP 2024-2027 is a strategic document outlining key goals, actions and milestones over three years, concluding December 2027.
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 the report is to provide an Annual Report of progress against the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) 2025/26 Implementation Plan (**Attachment A**).

Background

2. The Stretch RAP ([Link 1](#)) was endorsed by the Committee on 4 December 2024 and was subsequently endorsed by Council on 10 December 2024.
3. The Stretch RAP priorities for 2025/26 were noted by the Committee at its meeting on 3 December 2025 ([Link 2](#)).
4. The Stretch RAP was endorsed by Reconciliation Australia on 15 July 2025 and aligns with the four themes required by Reconciliation Australia to achieve a Stretch RAP:
 - 4.1. Theme 1: Relationships
Building meaningful relationships supports the City of Adelaide to meet the aspirations of local Aboriginal and Torres Strait Islander communities
 - 4.2. Theme 2: Respect
Respect for Aboriginal and Torres Strait Islander communities creates healthy relationships, embraces diversity and promotes harmony.
 - 4.3. Theme 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.
 - 4.4. Theme 4: Governance
Tracking progress and reporting.

Annual Report 2025/26

5. Achievements across the financial year are detailed in the Stretch RAP Annual Report 2025/26 contained in **Attachment A**.
6. Of the 20 commitments identified in the implementation plan. The following assessment of status is provided:
 - 6.1. 12 are complete
 - 6.2. 8 are progressing for completion in 2026/27.
7. Of the four focus areas in the Stretch RAP, the City of Adelaide has delivered or substantially progressed delivery against all focus areas.
8. Project highlights included:
 - 8.1. The Family Portrait Project was delivered as part of the NAIDOC in the Mall artwork program.
 - 8.2. The City of Adelaide launched an updated Acknowledgment and Welcome to Kaurna Yarta Protocol.
 - 8.3. The City of Adelaide reviewed its Cultural Learning Model in partnership with Aboriginal employees and community members.
 - 8.4. The Project Steering Group for the Kaurna Welcome Art installation was established and met twice to determine the Terms of Reference for the group and participate in the scoping study facilitated by Aboriginal Urban Design.
 - 8.5. Aboriginal employment remained at 1.1%, though positive progress was made with the approval of an Aboriginal Employment Action Plan and increased workforce promotion and engagement during Reconciliation and NAIDOC week. An additional eight Aboriginal workers will achieve the 2% workforce target.
 - 8.6. The cultural burn permit review was completed, leading to the development of a new process to embed and support cultural burn practices.
 - 8.7. Governance obligations for the Reconciliation Committee were met with meetings held in December 2025, February 2026 and May 2026. Panpapanpalya was held in August 2025, February 2026 and April 2026.

- 8.8. The City of Adelaide celebrated National Reconciliation Week 2026 with banners and flagpoles on King William Road and Gouger Street.
- 8.9. Reconciliation Committee Members, Executive, Aboriginal employees and the RAP working group attended the Reconciliation SA, Reconciliation Week Breakfast.
- 8.10. The City of Adelaide ran four cultural learning sessions, one per quarter, which are mandatory for all new employees to attend.
- 8.11. The City of Adelaide made significant progress toward the development of a comprehensive Aboriginal Workforce Strategy, built on pillars which include talent attraction, equitable recruitment, initiatives for retention and career progression, and prioritising cultural and psychological safety, alongside clear accountability for the strategy's success.
- 8.12. The Reconciliation and Park Lands Teams were successful in recruitment to a targeted graduate position.
- 8.13. Initiated a collaborative process with Traditional Owners to establish protocols for the repatriation of ancestral remains.

Next Steps

9. The Annual Report 2025/26 on the Stretch RAP (**Attachment A**) will be made available on the City of Adelaide's website.
10. 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 – Year 2 \(2025/26\) Implementation Plan](#)

ATTACHMENTS

Attachment A – Reconciliation Action Plan 2024-2027 – Annual Report 2025/26

- END OF REPORT -

City of Adelaide Stretch Reconciliation Action Plan 2024 to 2027 2025/26 Annual Report



Acknowledgement of Country

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.

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.

Snapshot

The impact of the City of Adelaide Stretch Reconciliation Action Plan 2025/26.

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.

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

1. Relationships

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

2. Respect

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

3. Opportunities

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

4. Governance

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

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

An annual one-page implementation plan sets out the commitments for each financial year. Twenty commitments were identified to deliver against year two of the plan in 2025/26. This report provides highlights and an annual statement of achievement against the 2025/26 commitments.

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

- Twenty are complete
- Eight are progressing for completion in 2026/27.

The City of Adelaide delivered or substantially progressed delivery against all four RAP focus areas.



1. Relationships

Focus area

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

Project highlights

National Reconciliation Week 2026 Celebration

From 27 May to 3 June 2026, the Adelaide Central Market and the City of Adelaide proudly celebrated National Reconciliation Week (NRW).

Two free cooking demonstrations were held at the Adelaide Central Market Community Kitchen on Friday 29 May. Presented by Creative Native and Cooee Native Superfood, the sessions celebrated Aboriginal culture through native ingredients, food knowledge and storytelling. Each demonstration commenced with a Welcome to Country by local Kurna cultural leader, Robert Taylor, followed by a live performance from Aboriginal musician, Rob Edwards. OzHarvest and Kakadu Kitchen hosted a pop-up alcohol-free bar during the week.

On Saturday 30 May, Adelaide City Libraries supported storytime with Ben Tyler featuring reading, craft and song. Market goers enjoyed music from Scott Rathman Jr throughout the day.

The City of Adelaide developed promotional materials and offered a gift with purchase throughout National Reconciliation Week, featuring a tea towel designed by Colleen Strangways, supported by Uncle Mickey O'Brien. Postcards showcasing artwork from the Adelaide Town Hall exhibition, Wathlu Anthunda (My World), were included with the gift as a cross-promotional initiative. Additional tea towels were available for purchase supporting our commitment to partner with Aboriginal businesses.



Key achievements 2025/26

- ✓ The Reconciliation Committee convened in December 2025, February 2026 and May 2026.
- ✓ Panpapanpalya was held in August 2025, February 2026 and April 2026.
- ✓ The City of Adelaide celebrated National Reconciliation Week 2026 with banners and flagpoles on King William Road and Gouger Street.
- ✓ Reconciliation Committee Members, Executive, Aboriginal employees and the RAP Working Group (RWG) attended the Reconciliation SA Reconciliation Week Breakfast.
- ✓ A National Reconciliation Week (NRW) event was held at the Adelaide Central Market for the second consecutive year.
- ✓ An Anti-racism Operating Guideline was developed and endorsed by the Chief Executive Officer for all City of Adelaide employees.
- ✓ Kurna representative strategic appointments were completed for the Reconciliation Committee and the Kadaltilla / Adelaide Park Lands Authority.



Colleen Strangways and Uncle Mickey O'Brien showcasing Colleen's 2026 NRW gift with purchase tea towels

2. Respect

Focus area

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

Key achievements 2025/26

- ✓ The City of Adelaide ran four cultural learning sessions, one per quarter, which are mandatory for all new employees to attend.
- ✓ Delivered the first Family Portrait Project as part of the NAIDOC in the Mall artwork program.
- ✓ Updated and launched a new Acknowledgment and Welcome to Kaurna Yarta Protocol.
- ✓ The City of Adelaide led a review into the Cultural Learning Model in partnership with Aboriginal employees and community members.
- ✓ The Project steering group for the Kaurna Welcome Art installation was established and met on two occasions to determine its Terms of Reference and participate in a project scoping conversation, facilitated by Aboriginal Urban Design.



2025 Lord Mayor's NAIDOC Award Winner, Craig Rigney, with Yvonne Agius and Lord Mayor, Dr Jane Lomax-Smith



Project highlights

2025 NAIDOC Week Annual Celebrations

The 2025 Lord Mayor's NAIDOC Awards continued to recognise outstanding contributions to the community.

The 2025 recipient was Craig Rigney, acknowledged for his leadership and commitment to advancing Aboriginal and Torres Strait Islander wellbeing and community outcomes.

The 2025 NAIDOC in the Mall event brought the community together to celebrate and engage with First Nations culture through Aboriginal suppliers, entertainment and interactive activities for all ages. As part of the celebrations, the City of Adelaide commissioned the Aboriginal and Torres Strait Islander Family Portrait Project by photographer Colleen Strangways, showcasing multi-generational families and their rich cultural heritage. The resulting portraits were displayed throughout Rundle Mall, promoting visibility and recognition of Aboriginal and Torres Strait Islander peoples and culture.



NAIDOC in the Mall – 2025 Artwork Unveiling

3. Opportunities



Focus area

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

Key achievements 2025/26

- ✓ The City of Adelaide made significant progress toward the development of a comprehensive Aboriginal Workforce Strategy, built on pillars which include talent attraction, equitable recruitment, initiatives for retention and career progression and prioritising cultural and psychological safety, alongside clear accountability for the strategy's success.
- ✓ The City of Adelaide continues to use various advertising channels, including Turkindi, to promote job opportunities.
- ✓ The City of Adelaide appointed an Aboriginal person to its Graduate program to work across reconciliation and Adelaide Park Lands planning initiatives.
- ✓ The City of Adelaide is committed to achieving at least two percent Aboriginal representation in its workforce, though significant effort is still needed to lift the current employment rate from 1.1% (8 individuals).
- ✓ Following the development of a process for assessing and implementing cultural burns in the Adelaide Park Lands, a cultural burn was held in Victoria Park / Pakapakanthi (Park 16).
- ✓ Caring for Country was embedded into a review of the Key Biodiversity Area Management Plan in the Adelaide Park Lands.

Project Highlights

Cultural Burn 2025

A cultural burn took place in Victoria Park / Pakapakanthi (Park 16) Conservation Area on 2 October 2025 in collaboration with Firesticks and the Kurna community. Members of the Aboriginal community, Kurna Elders, City of Adelaide employees, Kadaltilla/Adelaide Park Lands Authority Board Members, Council Members, Green Adelaide and Firesticks representatives attended the Kurna community focussed event.

The Cultural Burn Operating Guideline was noted at the Reconciliation Committee on 3 December 2025 and by Council on 10 March 2026.



Uncle "Moogy" Sumner, Kurna Elder, Pakapakanthi Cultural Burn October 2025

4. Governance



Focus area

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

2025/26 Commitments

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

Icon Key: ✓ Complete | ● In progress (for completion in 2026/27)



City of Adelaide
25 Pirie Street
Adelaide SA 5000
P (08) 8203 7203
W cityofadelaide.com.au

Wednesday, 9 September 2026
Reconciliation Committee

Stretch Reconciliation Action Plan 2024-2027 – Year 3 (2026/27) Implementation Plan

Strategic Alignment - Our Community

Public

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director, City
Shaping

EXECUTIVE SUMMARY

The purpose of the report is to present the 2026/27 implementation priorities for year-three (**Attachment A**) of the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) ([Link 1](#)). The Stretch RAP has actions and deliverables across four key pillars: Relationships, Respect, Opportunities and Governance. It is a shared vision for the delivery of meaningful reconciliation with a three-year roadmap that guides the City of Adelaide's commitment to advancing reconciliation between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

The 2026/27 Annual Business Plan and Budget includes operating budget allocations to deliver against the Stretch RAP priorities for year-three of its implementation as detailed in this report.

The 2026/27 implementation plan forms the basis of quarterly and annual reporting against the Stretch RAP.

RECOMMENDATION

The following recommendation will be presented to Council on 22 September 2026 for consideration

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives the 2026/27 implementation plan for year three of the Stretch Reconciliation Action Plan 2024-2027, for the period 1 July 2026 to 30 June 2027 as contained in **Attachment A** to item 6.5 on the Agenda for the meeting of the Reconciliation Committee held on 9 September 2026.
2. Notes the Chief Executive Officer, or delegate, may make minor editorial, technical, typographical and other edits to the document contained in Attachment A to item 6.5 on the Agenda for the meeting of the Reconciliation Committee held on 9 September 2026, for the purposes of finalising the document.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community Establish and deliver a new Stretch Reconciliation Plan by 2024
Policy	This report relates to implementation of the City of Adelaide Stretch Reconciliation Action Plan (RAP) 2024-2027 (Stretch RAP) (Link 1).
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	The 2026/27 implementation plan is a demonstration of the City of Adelaide's commitment to implementing its Stretch RAP and deepening its ties with Aboriginal and Torres Strait Islander People and continuing our journey towards reconciliation.
26/27 Budget Allocation	The Stretch RAP is delivered through the City of Adelaide's operating budget. Funding for initiatives above existing service levels are determined annually by the Council through the City of Adelaide's Annual Business Plan and Budget process. In 2026/27 the Stretch RAP is being delivered within existing resources together with a \$60,000 strategic project allocation. The priorities for 2026/27 are provided in Attachment A .
Proposed 27/28 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Stretch RAP 2024-2027 is a strategic document outlining key goals, actions and milestones over three years, concluding December 2027.
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Purpose

1. The purpose of the report is to provide an update on the Year 3 implementation plan (**Attachment A**) for the Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) ([Link 1](#)) December 2024 to December 2027.

Background

2. The Stretch RAP builds on the success of previous City of Adelaide Stretch RAPs in guiding Council's vision for meaningful reconciliation with Aboriginal and Torres Strait Islander peoples in the city and more widely.
3. The City of Adelaide is recognised by Reconciliation Australia as the first local government in Australia to reach the milestone of 11 consecutive RAPs.
4. The Stretch RAP was developed in partnership with our workforce and community. The Year 3 Implementation Plan (**Attachment A**) outlines the organisation's reconciliation commitments, priorities and key actions for the 2026/27 financial year, including:
 - 4.1. 100% of employees undertake formal and structured face-to-face cultural learning training on commencement at the organisation and refresher training within a 3-year period
 - 4.2. Co-design engagement protocols with Kurna Yerta Aboriginal Corporation that formalise and strengthen the existing partnership
 - 4.3. Co-design with Traditional Owners a process for the repatriation of ancestral remains
 - 4.4. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development, and promote positive race relations through anti-discrimination strategies
 - 4.5. Partner with Aboriginal and Torres Strait Islander people to integrate the principles of Free, Prior and Informed Consent (FPIC) into engagement processes for proposed actions affecting their lands and communities
 - 4.6. Build accountability and transparency through reporting RAP achievements, challenges, and learnings, both internally and externally
 - 4.7. Advocate for Transitional Accommodation Centre(s) to support regional and remote visitors
 - 4.8. Co-design with Kurna Traditional Owners a Kurna welcome art installation on Sir Donald Bradman Drive and West Terrace
 - 4.9. Design an Aboriginal Rangers Program for the Adelaide Park Lands to support traditional land management practices
 - 4.10. Consult with Traditional Owners to rename the primary conference, meeting, and training rooms at the Colonel Light Centre
 - 4.11. Continue the implementation of the National Heritage Management Plan, through projects to identify Kurna Heritage values, and to provide interpretation strategies for Adelaide Park Lands and City Layout National Heritage values
 - 4.12. Develop a lived experience remuneration procedure for targeted community engagement with Aboriginal and Torres Strait Islander people so that community members are appropriately remunerated
 - 4.13. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating National Reconciliation Week (NRW) and NAIDOC Week
 - 4.14. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islanders stakeholder and organisations
 - 4.15. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes
 - 4.16. Maintain an effective internal RAP Working Group (RWG) to drive governance of the RAP
 - 4.17. Review community building leasing and event procedures to remove barriers to Aboriginal and Torres Strait Islander participation
 - 4.18. Strengthen existing and explore new partnerships with Aboriginal community-controlled organisations to address the social determinants of health.

Next Steps

5. In 2026/27, the Administration will provide quarterly (three-month) implementation progress updates on the Stretch RAP to document key actions, successes and any challenges encountered, allowing for adjustments and strategic improvements in delivering the Stretch RAP.

DATA AND SUPPORTING INFORMATION

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

ATTACHMENTS

Attachment A – The Year 3 Implementation Plan – Stretch Reconciliation Action Plan 2024-2027

- END OF REPORT -

Stretch Reconciliation Action Plan 2024-2027

Year 3 (2026/27) Implementation

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

This summary sets out commitments for Year 3 of the 3-year Stretch Reconciliation Action Plan (RAP) and aligns with the City of Adelaide's Annual Business Plan and Budget for 2026/27.

Themes - Relationships, Respect, Opportunities, Governance

2026/27 Commitments

- ☐ 100% of employees undertake formal and structured face-to-face cultural learning training on commencement at the organisation and refresher training within a 3-year period
- ☐ Advocate for Transitional Accommodation Centre(s) to support regional and remote visitors
- ☐ Build accountability and transparency through reporting RAP achievements, challenges, and learnings, both internally and externally
- ☐ Co-design engagement protocols with Kaurna Yerta Aboriginal Corporation that formalise and strengthen the existing partnership
- ☐ Co-design with Kaurna Traditional Owners a Kaurna welcome art installation on Sir Donald Bradman Drive and West Terrace
- ☐ Co-design with Traditional Owners a process for the repatriation of ancestral remains
- ☐ Consult with Traditional Owners to rename the primary conference, meeting, and training rooms at the Colonel Light Centre
- ☐ Continue the implementation of the National Heritage Management Plan, through projects to identify Kaurna Heritage values, and to provide interpretation strategies for Adelaide Park Lands and City Layout National Heritage values
- ☐ Design an Aboriginal Rangers Program for the Adelaide Park Lands to support traditional land management practices
- ☐ Develop a Sitting Fees Procedure for targeted community engagement with Aboriginal and Torres Strait Islander people so that community members are appropriately remunerated
- ☐ Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating National Reconciliation Week (NRW) and NAIDOC Week
- ☐ Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islanders stakeholder and organisations
- ☐ Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development, and promote positive race relations through anti-discrimination strategies
- ☐ Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes
- ☐ Maintain an effective internal RAP Working Group (RWG) to drive governance of the RAP
- ☐ Partner with Aboriginal and Torres Strait Islander people to integrate the principles of Free, Prior and Informed Consent (FPIC) into engagement processes for proposed actions affecting their lands and communities
- ☐ Review community building leasing and event procedures to remove barriers to Aboriginal and Torres Strait Islander participation
- ☐ Strengthen existing and explore new partnerships with Aboriginal community-controlled organisations to address the social determinants of health

Acknowledgement of Country

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

World Heritage Bid - Free, Prior and Informed Consent (FPIC) Update

Strategic Alignment - Our Environment

Public

Wednesday, 9 September 2026
Reconciliation Committee

Program Contact:

Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:

Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The purpose of this report is to provide an update on the progress of the Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes (Tentative List Submission) since the last update on 25 February 2026 ([Link 1](#)).

The World Heritage Bid aligns with the City of Adelaide's Stretch Reconciliation Action Plan 2024–2027 (RAP) Action 5.4: 'Investigate opportunities to embed *Kaurna cultural heritage advice within Council resourcing*'.

The key remaining task required prior to submission to the State Government, in line with the UNESCO Free, Prior and Informed Consent (FPIC) requirements, is to receive consent from the Traditional Owners whose lands may form part of the World Heritage property once listed to lodge the Tentative List Submission.

Since the last progress report, the Administration has:

- Revised the public website with information about the World Heritage Bid and Tentative List Submission ([Link 2](#)).
- With continued support from SA Native Title Services (SANTS) and Indigenous 2 Indigenous Development Global (i2i), scheduled and/or met with Traditional Owner groups to seek consent to progress the Tentative List Submission.
- Incorporated the portions of the Tentative List Submission relating to Aboriginal and Torres Strait Islander history.
- Substantially progressed FPIC for the Tentative List Submission with the seven Traditional Owner groups.

Additional background to these tasks was provided to the Reconciliation Committee on 5 March 2025 ([Link 3](#)).

RECOMMENDATION

The following recommendation will be presented to Council on 22 September 2026 for consideration

THAT THE RECONCILIATION COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the progress update on implementation of the Free, Prior and Informed Consent process in relation to the Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Environment <i>Achieve world heritage listing of our Park Lands, and protect their national heritage listing status and pursue State Heritage listing to strengthen protections</i>
Policy	Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) <i>Action 1 - Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</i> <i>Action 5 - Create engagement protocols that enable the representation and partnership of the Kurna People</i> Adelaide Park Lands Management Strategy <i>Strategy 3.1 Recognise, promote and protect sites of Kurna cultural heritage and significance and work with Kurna people to provide education to the community about these sites.</i> <i>Strategy 3.16 Progress World Heritage Listing of the Adelaide Park Lands and City Layout.</i> Heritage Strategy 2021-2036 and Action Plan <i>1.9 Prepare tentative bid for World Heritage List nomination</i> <i>3.1 Work with Aboriginal and Torres Strait Islander peoples to support, promote and share their cultural heritage and modern stories, and recognise the Kurna people as the traditional owners.</i>
Consultation	The City of Adelaide has been working with the State Government, other local government bid partners, the Federal Government and Kadaltilla. Following a Council decision on 12 March 2024, the City of Adelaide elected to lead and fund the preparation of a Tentative List Submission. Engagement with Traditional Owners commenced in June 2025, with support from SA Native Title Services (SANTS).
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Opportunities for reconciliation created through World Heritage listing include creating a shared narrative about Traditional Owner culture and history that aligns with colonial settlement. The FPIC process aligns with the Stretch RAP as it progresses governance and engagement protocols that enable representation and partnership with Kurna and Aboriginal and Torres Strait Islander people. Other opportunities include: • Strengthening trust and inclusivity with Traditional Owners. • FPIC is a principle enshrined in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Applying FPIC will position the City of Adelaide as a leader in reconciliation and ethical governance • Utilising the World Heritage Tentative List submission as a catalyst for truth-telling and greater recognition.
26/27 Budget Allocation	Administration is working to finalise project deliverables for the Tentative List Submission process through existing resources and other funding sources (see below).
Proposed 27/28 Budget Allocation	Not as a result of this report

Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
26/27 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	In July 2026, the former Mount Lofty Ranges Consortium transferred \$60,000 to the City of Adelaide, being the remaining funds from a fund set up by the Consortium to contribute to the ongoing development of the World Heritage Bid. In August 2025, the City of Adelaide was successful in securing a grant of \$167,710 under the Federal Government's First Nations Heritage Grants Program Round 2 for a project to update the National Heritage Values of the Adelaide Park Lands and City Layout to include Kaurna Heritage Values. This project has commenced and is programmed for completion in 2026/27. Once complete, this work will inform the World Heritage Bid (post Tentative List Submission) and strengthen National Heritage protections for Aboriginal and Torres Strait Islander heritage.

DISCUSSION

Purpose

1. The purpose of this report is to provide an update on the progress of the Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscapes (Tentative List Submission) since the last update on 25 February 2026 ([Link 1](#)).
2. The key remaining task required prior to submission to the State Government is to receive Consent to lodge the Tentative List Submission from five of the seven Traditional Owners whose lands may form part of the World Heritage property once listed, in line with the FPIC requirements of UNESCO.

Traditional Owner Engagement

3. Administration has continued to work with SA Native Title Services (SANTS) and Indigenous 2 Indigenous Development Global (i2i) to facilitate engagement with Traditional Owner groups, including:
 - 3.1. Kurna Yerta Aboriginal Corporation (KYAC)
 - 3.2. First Peoples of the River Murray and Mallee #2
 - 3.3. Ngadjuri Nation Aboriginal Corporation
 - 3.4. Ngarrindjeri Aboriginal Corporation
 - 3.5. Peramangk Aboriginal Corporation
 - 3.6. River Murray and Mallee Aboriginal Corporation
 - 3.7. Narungga Nation Aboriginal Corporation.
4. Significant progress has been made to date. The project team had attended board meetings of five of the Traditional Owner groups, with the remaining groups' board meetings being scheduled.

Tentative List Submission

5. The Tentative List Submission document has been updated by World Heritage consultants Duncan Marshall AM and Dr Jane Lennon AM following research work completed in 2025/26, and to incorporate the outcomes of Traditional Owner engagement. The current draft includes:
 - 5.1. The broad range of themes that will be further evaluated and developed in the Preliminary Assessment phase of the project, and in collaboration with stakeholders and peer reviewers.
 - 5.2. Updated information relating to Aboriginal and Torres Strait Islander history informed by the work undertaken in 2025/26 with Traditional Owner groups.
6. Administration has confirmed, and is collating the various attachments requested by Australia's World Heritage Branch in the Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW), including:
 - 6.1. Summary of the consultation that has occurred.
 - 6.2. Signed letters of consent or evidence of support by affected persons and key stakeholders.
 - 6.3. Evidence of FPIC/support for Tentative Listing from Traditional Owners.
 - 6.4. Maps of the area being put forward for listing.
 - 6.5. Photographs of the place, which show the main elements of Outstanding Universal Value being proposed.

Next Steps

7. Finalise the Aboriginal engagement for the Tentative List Submission, seeking Consent from Traditional Owners.
 - 7.1. Noting several of the Traditional Owners do not have established governance processes, the aim is to have a decision from all seven groups in 2026.
 - 7.2. FPIC is contingent on the agreement of all participating Traditional Owner groups and their Consent. This timeframe will continue to be monitored and revised in line with the FPIC process.
8. Seek Council endorsement to submit the finalised Tentative List Submission to the State Government.
9. Finalise the marketing, communications and activation strategies and action plans for the World Heritage Bid.

DATA AND SUPPORTING INFORMATION

Link 1 – [Reconciliation Committee Meeting – Agenda – 25 February 2026](#)

Link 2 – [City of Adelaide World Heritage project webpage](#)

Link 3 – [Reconciliation Committee Meeting – Agenda - 5 March 2025](#)

ATTACHMENTS

Nil

- END OF REPORT -

KYAC Quarterly Pipeline Meeting – May and July 2026

Wednesday, 9 September 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 outline key outcomes from the most recent City of Adelaide (CoA) and Kaurna Yerta Aboriginal Corporation (KYAC) Pipeline meeting.

The CoA and KYAC continue to meet regularly across Stretch Reconciliation Action Plan 2024-2027 (RAP) and Kaurna-related projects through quarterly Pipeline meetings. Two meetings were held during the period, on 20 May 2026 and 29 July 2026:

The 20 May 2026 meeting provided an opportunity to discuss updates on previous and current projects, including the development in Mary Lee Park / Tulya Wardli (Park 27B) - West Adelaide Soccer Club, the Kaurna Welcome Artwork installation, and the engagement of a consultant to support the First Nations Heritage Values work for the Adelaide Park Lands and City Layout National Heritage Plan.

The meeting provided an opportunity to reflect on the progress of past projects and identify matters requiring continued collaboration between CoA and KYAC. The Kaurna Welcome Artwork project continues to progress, with Aboriginal Urban Design appointed to support the CoA and funding opportunities being explored to support delivery in 2028.

The 29 July 2026 meeting focused on a range of current reconciliation, cultural heritage and recognition initiatives. Key discussions included updates on the World Heritage Bid Tentative List Submission including continued engagement with Indigenous to Indigenous Global (i2i) and Traditional Owner language groups to progress the consent process using the principles of Free, Prior and Informed Consent (FPIC), and development of an Aboriginal Engagement Plan as a commitment under the Stretch Reconciliation Action Plan 2024–2027 (Stretch RAP) ([Link 1](#)).

The meeting highlighted progress across several cultural heritage initiatives; NAIDOC Week 2026 recognised seven Kaurna Elders and changemakers through the *50 Years of Deadly: Celebrating Kaurna Changemakers* initiative. Updates were provided on the Market to Riverbank cultural trail completion, First Nations Heritage Values work for the Adelaide Park Lands and City Layout National Heritage Place, the Adelaide Oval Community Land Management Plan and Tree Martin Management Plan.

RECOMMENDATION

THAT THE RECONCILIATION COMMITTEE

1. Notes the update on the City of Adelaide and Kaurna Yerta Aboriginal Corporation Pipeline meetings held on 20 May 2026 and 29 July 2026.
2. Notes the undertaking given at the 25 February 2026 meeting of the Reconciliation Committee to investigate ways to increase recognition of pioneering Kaurna Elders, including Kadlitpinna was actioned as part of the City of Adelaide's 2026 NAIDOC Week activities.

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	The Kaurna Yerta Aboriginal Corporation (KYAC) pipeline discussions align with the 'Relationships' pillar in the City of Adelaide's (CoA) Stretch Reconciliation Action Plan 2024-2027 (Stretch RAP) (Link 1) and Council's enduring commitment that: 'Consultations with Kaurna community members are carried out regularly to ensure Council responds meaningfully to the advice and concerns of the Traditional Owners'.
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 occur on a broad range of CoA projects, including actions from the Stretch Reconciliation Action Plan 2024-2027 (RAP). KYAC pipeline meetings are a way to engage with KYAC members outside of any formal commitment to take CoA discussion items to the KYAC board for discussion.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The pipeline discussions recognise the significant work of KYAC across Kaurna Native Title lands and provide regular opportunities for the CoA and KYAC to engage. KYAC Pipeline meetings provide an opportunity to strengthen relationships with Board Members.
26/27 Budget Allocation	The City of Adelaide has a 2026/27 operating budget allocation of \$9,700, for engagement with KYAC.
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The pipeline meetings will be held quarterly throughout 2026/27.
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 outline key outcomes from the most recent City of Adelaide (CoA) and Kaurna Yarta Aboriginal Corporation (KYAC) Pipeline meeting.

Background

2. KYAC and the CoA have a cooperative working relationship based on ongoing engagement about projects and their relationship to the Kaurna community.
3. Meetings with the KYAC Directors and CoA Administration are held quarterly, or more frequently, to discuss projects and seek advice.

Discussion at the 20 May 2026 Pipeline meeting

4. The meeting held on 20 May 2026 included discussion about the following projects:
 - 4.1. Acknowledgement and Welcome to Kaurna Yarta Protocol
 - 4.1.1. An update on the implementation and use of the Protocol across City of Adelaide meetings, events and corporate settings.
 - 4.1.2. Sharing of an individual personalised acknowledgment with the KYAC Directors.
 - 4.2. KYAC Pipeline Terms of Reference
 - 4.2.1. An update on the development and drafting of the KYAC Pipeline Terms of Reference, to support a clear and effective framework for ongoing engagement between CoA and KYAC.
 - 4.3. Mary Lee Park / Tulya Wardli (Park 27B) – Community Building
 - 4.3.1. Aboriginal Urban Design has been engaged to develop the narrative and design elements for Mary Lee Park / Tulya Wardli (Park 27B) - West Adelaide Soccer Club. The proposed design will incorporate Kaurna cultural narratives and elements, with further discussion and engagement with KYAC to inform the development.
 - 4.3.2. A historic survey report and Cultural Management Plan are in development to support the project and ensure cultural heritage considerations are appropriately incorporated throughout its development.
 - 4.4. Kaurna Welcome Art Installation
 - 4.4.1. Aboriginal Urban Design has been working over the past three months to identify and determine the most appropriate placement of a Kaurna Welcome Art installation, considering the broader design and cultural context.
 - 4.4.2. Aboriginal Urban Design will present a summary of its findings and recommendations to KYAC in September 2026 for consideration and feedback.
 - 4.4.3. The KYAC Chair has been allocated to the Project Steering Group, with a KYAC Director nominated as the Chair's proxy.

Discussion at the 29 July 2026 Pipeline meeting

5. The meeting held on 29 July 2026 included discussion about the following projects:
 - 5.1. Roll out of the Acknowledgement and Welcome to Kaurna Yarta Protocol
 - 5.1.1. The Acknowledgement and Welcome to Kaurna Yarta Protocol is in place and several CoA teams are now incorporating personalised Acknowledgements.
 - 5.2. Aboriginal Heritage process mapping
 - 5.2.1. An Aboriginal Heritage Operating Guideline is in discussion and if progressed will be presented to KYAC for further discussion.
 - 5.3. World Heritage Bid Tentative List Submission
 - 5.3.1. The report for the World Heritage Bid Tentative List Submission was discussed and is being scheduled to be presented to the Reconciliation Committee in December 2026.
 - 5.3.2. Engagement is continuing via the CoA, Indigenous to Indigenous Global (i2i) and other Traditional Custodian language groups to progress the consent process under the principles of Free, Prior and Informed Consent (FPIC).

- 5.3.3. the CoA is looking at additional ways to strengthen the use of FPIC in its practices including the potential development of an Aboriginal Engagement Plan.
- 5.4. Kurna recognition – NAIDOC Week
 - 5.4.1. At the 25 February 2026 Reconciliation Committee 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 utilising historical information regarding and provided by Kurna Elders.
 - 5.4.2. In response the CoA's 2026 NAIDOC Week theme, 50 Years of Deadly: Celebrating Kurna Changemakers, recognised seven Kurna Elders and changemakers, selected by the Reconciliation Committee and featured across the CoA's NAIDOC Week website and social media channels.
- 5.5. Kurna Welcome Art Installation – Corner of Sir Donald Brandman Drive and West Terrace
 - 5.5.1. CoA and KYAC continued discussions on a Kurna Welcome Artwork project including potential locations, and external funding opportunities.
- 5.6. Market to Riverbank Project Completion
 - 5.6.1. An update was provided regarding the Market to Riverbank art trail with cultural education completed in Pitt Street in July 2026, which concluded the project.
- 5.7. First Nations Heritage Values for the Adelaide Park Lands and City Layout National Heritage Place
 - 5.7.1. CoA and KYAC discussed the successful Federal Government grant application to research the Kurna Cultural Values of the Adelaide Park Lands to inform a future update to the National Heritage Management Plan for the Adelaide Park Lands and City Layout.
 - 5.7.2. KYAC participated in the consultant selection process with site visits to places of significance to commence as the first stage of engagement with the Kurna community.
 - 5.7.3. A timeline for the project was discussed seeking completion by the external grant deadline of March 2027.
- 5.8. Adelaide Park Lands Projects
 - 5.8.1. General updates were provided on other projects in the Adelaide Park Lands including:
 - 5.8.1.1. Aboriginal Ranger program and opportunities for collaboration with KYAC.
 - 5.8.1.2. Community Land Management Plan for Adelaide Oval and public consultation process.
 - 5.8.1.3. Tree Martin project update and management measures.

Next Meeting

- 6. The next CoA and KYAC Pipeline meeting is scheduled for 30 September 2026.

DATA AND SUPPORTING INFORMATION

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

ATTACHMENTS

Nil

- END OF REPORT -