

# Draft Stretch Reconciliation Action Plan 2024-2027 for Consultation

Tuesday, 4 June 2024  
City Community Services  
and Culture Committee

Strategic Alignment - Our Community

Public

**Program Contact:**  
Sarah Gilmour, Associate  
Director, Park Lands, Policy and  
Sustainability

**Approving Officer:**  
Iliia Houridis - Director City  
Shaping

## EXECUTIVE SUMMARY

The purpose of this report is to seek endorsement of the draft Stretch Reconciliation Action Plan 2024-2027 (draft RAP) (**Attachment A**) to submit to Reconciliation Australia for its endorsement prior to undertaking public consultation. The draft Stretch RAP replaces the Stretch RAP 2021-2024 that concludes on 30 June 2024.

The draft RAP has been developed through a rigorous consultation process with the Administration, members of the Reconciliation Committee (the Committee), and the Kaurna Yerta Aboriginal Corporation (KYAC).

At its meeting on 8 May 2024, the Committee endorsed the draft RAP for the purposes of public consultation ([Link 1](#)). Feedback provided by the Committee is incorporated into the draft RAP as follows:

- Revise the Acknowledgement of Country to include reference to seas and waters.
- Revise the vision statement for reconciliation.
- Address for Cultural Supervision support and investment for Aboriginal employees.
- Review all names, Government departments and roles for currency and accuracy.
- Propose a meeting with Aboriginal residents during the public consultation period.

A Chief Executive Officer briefing was held with Council Members on 14 May 2024 to discuss the draft RAP and the development and approval processes. Feedback from Council Members at the briefing included:

- Recognition and management of cultural load for Aboriginal employees.
- Pathways to leadership for Aboriginal employees.
- Support for an internship or graduate program for Aboriginal employees.

The City of Adelaide (CoA) continues to demonstrate a high level of maturity in reconciliation, resulting in pre-approval by Reconciliation Australia to develop a Stretch RAP which is the highest level achievable for local government.

The vision for the RAP reflects the long-standing commitment by the CoA to reconciliation as follows:

*“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. We will honour Kaurna people as the Traditional Custodians of the Adelaide Plains and respect their cultural protocols. Together we will prioritise and embed reconciliation into our work, through innovation, collaboration and transparency..”*

The draft RAP includes a focus area under each of the four themes:

1. Relationships - Building meaningful relationships supports the Council 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 Council in its goal of being a socially inclusive city.
4. Governance - Tracking progress and reporting.

Subject to Council decision on 11 June 2024, the draft RAP will be submitted to Reconciliation Australia for endorsement. Public engagement will be undertaken on the Reconciliation Australia-endorsed draft RAP.

---

## RECOMMENDATION

The following recommendation will be presented to Council on 11 June 2024 for consideration

THAT THE CITY COMMUNITY SERVICES AND CULTURE COMMITTEE RECOMMENDS TO COUNCIL  
THAT COUNCIL

1. Notes that the Reconciliation Committee endorsed the draft Stretch Reconciliation Action Plan 2024-2027 contained in Agenda Item 5.1 of the Reconciliation Committee held on 8 May 2024 for the purposes of consultation and endorsed the new vision statement subject to further amendments being provided by the Committee by 15 May 2024 which are contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Community Services and Culture Committee held on 4 June 2024.
  2. Endorses the draft Stretch Reconciliation Action Plan 2024-2027 contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Community Services and Culture Committee held on 4 June 2024, for the purposes of seeking the endorsement of Reconciliation Australia prior to undertaking public consultation.
  3. Authorises the Acting Chief Executive Officer (or delegate) to finalise any feedback from Reconciliation Australia on the draft Stretch Reconciliation Action Plan 2024-2027 contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Community Services and Culture Committee held on 4 June 2024 for the purposes of finalising the Plan for public consultation.
  4. Notes the draft Stretch Reconciliation Action Plan 2024-2027 will be updated in response to public consultation feedback and a final draft will be presented to Council for endorsement.
  5. Authorises the Acting Chief Executive Officer or delegate to make minor typographical, syntactical and technical amendments to the document contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Community Services and Culture Committee held on 4 June 2024, for the purposes of finalising the document for public consultation, subject to the endorsement of Reconciliation Australia.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Community</b> An inclusive, equitable and welcoming community where people feel a sense of belonging. Establish and deliver a new Stretch Reconciliation Action Plan by 2024.
Policy	Delivering a new RAP is a target of the 2024-2028 Strategic Plan.
Consultation	The draft RAP has been developed through an internal consultation process facilitated by Reconciliation SA. Public consultation will occur via the Community Engagement page on the City of Adelaide website after the draft RAP is endorsed by Reconciliation Australia.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The draft Stretch RAP provides an opportunity for the CoA to continue to challenge its commitment and performance towards reconciliation.
23/24 Budget Allocation	Consultation support is funded from the 2023/24 operating budget.
Proposed 24/25 Budget Allocation	The draft City of Adelaide Annual Business Plan and Budget includes a commitment of \$268,000 towards implementation of the RAP in 2024/25. The draft Stretch RAP is currently unfunded and subject to Council decision through the budget process.
Life of Project, Service, Initiative or (Expectancy of) Asset	Council's Stretch Reconciliation Action Plan 2021-2024 is a three-year document. The draft RAP will be in place from 2024-2027.
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Implementation of priorities in the RAP will be the subject of the CoA's Annual Business Plan and Budget process.
Other Funding Sources	Opportunities exist from time to time to collaborate at the National or State level on initiatives and will be pursued as they arise.

# DISCUSSION

## Background

1. The purpose of this report is to seek endorsement of the draft Stretch Reconciliation Action Plan 2024-2027 (draft RAP) (**Attachment A**) to submit to Reconciliation Australia for its endorsement prior to undertaking public consultation.
2. The draft RAP has been developed through a rigorous consultation process with Administration and members of the Committee and KYAC.
3. At its meeting on 8 May 2024, the Committee endorsed the draft Plan and vision statement, subject to the ability to provide out of session feedback to be incorporated into the final draft RAP ([Link 1](#)).
4. Additional feedback provided by the Committee is incorporated into the draft RAP as follows:
  - 4.1. Revise the Acknowledgement of Country to include reference to seas and waters.
  - 4.2. Revise the vision statement for reconciliation.
  - 4.3. Address Cultural Supervision support and investment for Aboriginal employees.
  - 4.4. Review all names, Government departments and roles for currency and accuracy.
  - 4.5. Propose a meeting with Aboriginal residents during the public consultation period.
5. A Chief Executive Officer briefing was held with Council Members on 14 May 2024 to discuss the draft RAP and the development and approval processes.
6. Feedback from Council Members at the briefing included:
  - 6.1. Recognition and management of cultural load for Aboriginal employees.
  - 6.2. Pathways to leadership for Aboriginal employees.
  - 6.3. Support for an internship or graduate program for Aboriginal employees.
7. The proposed RAP targets incorporate this feedback (Target 12.6 Internships, Target 12.2 Leadership and Target 7.7 Cultural Load).

## Current Stretch RAP 2021-2024

8. At its meeting on 29 November 2023, the Committee received a progress update on the current Stretch RAP 2021-2024, including a review of existing action items to inform development of the Stretch RAP 2024-2027 ([Link 2](#)).
9. The current Stretch RAP 2021-2024 is due for completion by 30 June 2024. The CoA committed to implementing 106 actions over the 2021-2024 period. Of the 106 actions:
  - 9.1. 49 are complete (47% of actions)
  - 9.2. 22 are on track for delivery on timeframe (22% of actions)
  - 9.3. 28 have been incorporated into the draft RAP 2024-2027 (26% of actions)
  - 9.4. 5 were assessed by the Committee and determined not to progress (5% of actions).

## RAP Development Process

10. At its meeting on 6 September 2023, the Committee discussed and approved a report outlining the approach to developing the draft RAP for implementation from 1 July 2024 ([Link 3](#)).
11. There are four types of RAP depending on an organisation's maturity in integrating reconciliation within their core business strategies and providing meaningful involvement with internal and external Aboriginal and Torres Strait Islander people in reconciliation. The four types of RAP are:
  - 11.1. Reflect: Building strong foundations – assist organisations to engage in reconciliation meaningfully.
  - 11.2. Innovate: Implementing change – outlines actions for achieving an organisation's vision for reconciliation.
  - 11.3. Stretch: Reconciliation leadership – suited to organisations that demonstrate strong meaningful engagement with internal and external Aboriginal and Torres Strait Islander people.
  - 11.4. Elevate: Transformation change – organisations that have a strong strategic relationship with Reconciliation Australia and actively champion initiatives to uphold the self-determination of Aboriginal and Torres Strait Islander peoples and drive systemic and transformational change at a National level.

12. The CoA continues to demonstrate a high level of maturity in reconciliation and has been pre-approved to develop a Stretch RAP by Reconciliation Australia.
13. Two internal groups were set up to oversee the RAP development process and provide advice as needed. They are:
  - 13.1. RAP Advisory Group: consists of Council representative (Councillor Giles), two Reconciliation Committee Aboriginal Community Representatives, Marketing and Communications team, Creative City team and a KYAC representative. The group is responsible for engaging with the consultation consultant and Artist to ensure the RAP development process is best practice.
  - 13.2. RAP Writing Group: consists of Reconciliation Officer, Marketing and Communications Manager and Senior Social Planner. The writing group was responsible for interpreting the internal consultations, drafting the document and will undertake review of the document prior to final endorsement.
14. The CoA engaged a consultant experienced in facilitating consultation to support the RAP development. The successful consultant was Reconciliation SA who designed and delivered approximately eight consultation sessions to ensure the CoA, Reconciliation Australia and wider community aspirations were incorporated into the draft RAP.
15. The following engagements were completed to inform the draft RAP:
  - 15.1. 19 March 2024 – CoA City Shaping portfolio leaders
  - 15.2. 26 March 2024 - CoA City Services portfolio leaders
  - 15.3. 2 April 2024 – CoA Corporate Services portfolio leaders
  - 15.4. 4 April 2024 – CoA First Nations workshop
  - 15.5. 10 April 2024 - Reconciliation Committee
  - 15.6. 14 May 2024 – CEO Briefing to Council Members.
16. Key themes arising from the consultation and addressed in the draft RAP are:
  - 16.1. Procurement of Aboriginal businesses.
  - 16.2. Recruitment and retention of First Nations people.
  - 16.3. Workplace safety for Aboriginal and non-Aboriginal employees including anti-racism.
  - 16.4. Leadership capability across the City of Adelaide including cultural knowledge and relationships with Aboriginal organisations.
  - 16.5. Engagement with Kaurna community and Aboriginal communities.
  - 16.6. Celebration of positive case studies and stories about collaboration with First Nations people.
  - 16.7. Leading across the local government sector on First Nations engagement and protocols.
17. The RAP is based on four themes:
  - 17.1. Relationships - Building meaningful relationships supports the Council to meet the aspirations of local Aboriginal and Torres Strait Islander communities.
  - 17.2. Respect - Respect for Aboriginal and Torres Strait Islander communities creates healthy relationships, embraces diversity and promotes harmony.
  - 17.3. Opportunities - Providing opportunities for Aboriginal and Torres Strait Islander communities to assist Council in its goal of being a socially inclusive city.
  - 17.4. Governance - Tracking progress and reporting.
18. Under each theme there is a focus area for the next three years as well as actions, deliverables, timeframes and responsibility to lead implementation.
  - 18.1. Recognising and collaborating with the Traditional Owners, the Kaurna people, and wider Aboriginal and Torres Strait Islander communities to foster connection and engagement, enhance relationships, boost the participation of Aboriginal and Torres Strait Islander communities in Council initiatives, and collaborate with community groups and organisations to commemorate significant cultural milestones.
  - 18.2. 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.

- 18.3. 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 communities to amplify cultural tourism opportunities in the city.
- 18.4. City of Adelaide's policies and procedures embed reconciliation practices that support implementation of the RAP.
19. To assist with ease of interpretation, actions in the draft RAP are colour coded against where the activity originated. The Writing Group has considered the following when preparing actions for 2024-2027:
  - 19.1. Reconciliation Australia Stretch template: RAPs require endorsement from Reconciliation Australia. To ensure a timely endorsement process Reconciliation Australia shares a template with activity that is mandatory. These actions are coded in red. They are mandatory actions and required to be within the RAP.
  - 19.2. Consultation actions are coloured in blue. These actions are a result of the internal consultations and consultation with key stakeholders. A report was produced by Reconciliation SA which detailed high level actions and in-depth activity; this activity is included in the draft RAP 2024-2027.
  - 19.3. Kurna actions are coloured in green. These actions have a direct impact on the Kurna community and will require collaboration with KYAC to achieve.
  - 19.4. The draft RAP responds to the consultation themes of Leadership, Building Capability, Procurement, Engagement and Strategic Partnerships.

#### **RAP Artwork**

20. An expression of interest was released in early March 2024 seeking Aboriginal artists to develop new RAP artwork. An evaluation of the applicants was completed with the successful applicant 'We Create Print Deliver' ([Link 4](#)) notified early in April 2024. The artist has committed to engaging with Kurna leaders to ensure that Kurna involvement is paramount in the development of the RAP artwork.
21. The artist met with the RAP Advisory Group on 2 May 2024 to discuss the artistic brief prior to commencing the artwork.

#### **Next steps**

22. Pending decision by Council, the draft RAP will be submitted to Reconciliation Australia for their endorsement. This can take between 4-10 weeks.
23. Consultation will be undertaken on the Reconciliation Australia endorsed version of the RAP on the Community Engagement page on the City of Adelaide website. Consultation will run for 4 weeks, this will occur following endorsement from Reconciliation SA.
24. Following public consultation the amended draft RAP will be presented to Council for endorsement.
25. Final endorsement of the RAP is targeting the end of the first quarter of the 2024/25 financial year (September 2024).
26. A launch of the endorsed RAP 2024-2027 is being planned and will follow Council endorsement, likely to be in October 2024.

---

## **DATA AND SUPPORTING INFORMATION**

**Link 1** – [Reconciliation Committee – Agenda – Wednesday, 8 May 2024](#)

**Link 2** – [Reconciliation Committee - Agenda – Wednesday, 29 November 2023](#)

**Link 3** – [Reconciliation Committee Agenda Item, Wednesday, 6 September 2023](#)

**Link 4** – [We Create Print Deliver](#)

---

## **ATTACHMENTS**

**Attachment A** – City of Adelaide Draft Stretch Reconciliation Action Plan 2024-2027

**Attachment B** – Draft Engagement Plan – RAP 2024-2027

---

- END OF REPORT -