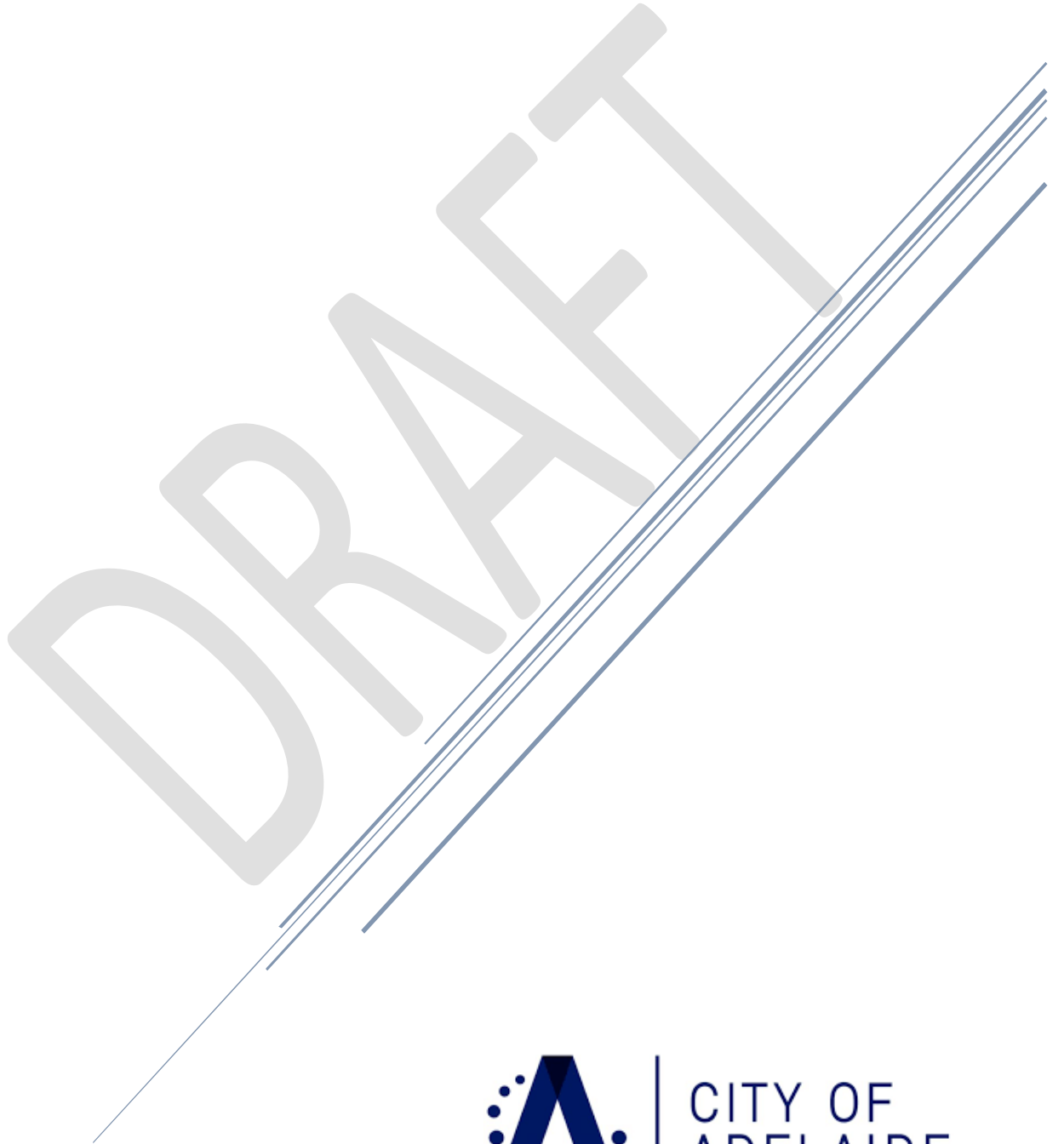


# STRETCH RECONCILIATION ACTION PLAN 2024-2027



Acknowledgement of Country

*City of Adelaide tampendi, ngadlu Kurna yertangga  
banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya  
mattanya Womma Tarndanyako.*

*Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu  
tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna,  
yerta kuma burro martendi, burro warriappendi, burro tangka  
martulyaiendi.*

*Kumarta yaitya miyurna iyangka yalaka ngadlu tampintheta.*

"City of Adelaide acknowledges that we are meeting on 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, water and seas. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations."

**Reconciliation Committee image to be updated at the next Reconciliation Committee meeting on 4th September.**

**NEW PHOTO WITH CURRENT MEMBERS TO BE INSERTED**

**Legend with Reconciliation Committee Member names to be included**

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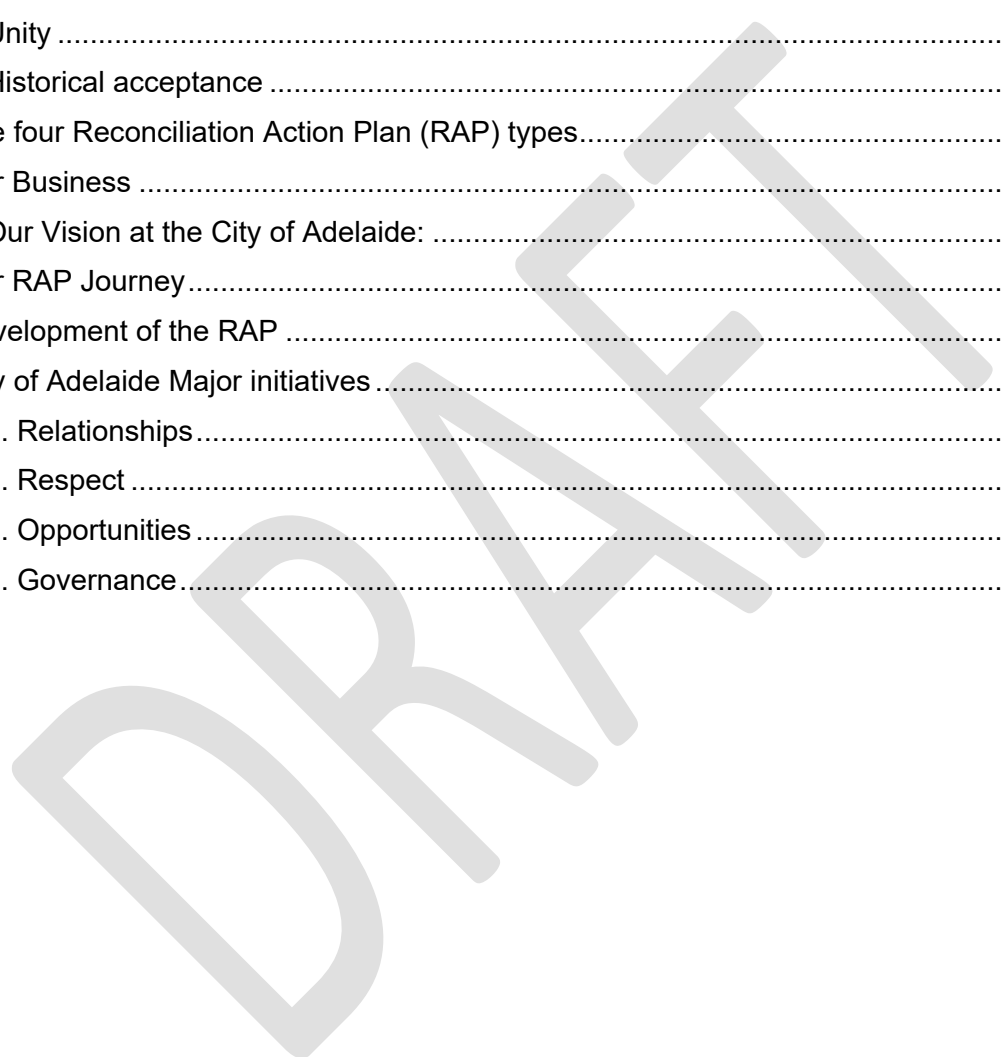
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## Governance

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

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

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

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

### **Appointments made:**

#### **Aboriginal and/or Torres Strait Islander representatives:**

Ms Yvonne Agius, Dual Chairperson

Ms Deanne Hanchant-Nichols

Mr Ivan Tiwu Copley OAM, JP

#### **Council Members:**

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

Councillor Janet Giles

Councillor Dr Mark Siebentritt

Councillor David Elliott

#### **Strategic Agency Representatives:**

Chair Kurna Yerta Aboriginal Corporation

CEO Reconciliation South Australia

Attorney General Department, Aboriginal Affairs and Reconciliation

#### **Proxies:**

Ms Kveta Vlotman

Ms Lynette Crocker

## Reconciliation Committee Dual-Chairpersons Message



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

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

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

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

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

*Embodying the principles of respect, relationship-building, opportunity creation, and sound governance, this Stretch RAP strives to progress First Nations employment, an all-encompassing procurement blueprint, and an intensified focus on Kaurna engagement and support.*

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

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

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

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

Ms Yvonne Agius

Dual Chairperson

The Right Honourable the Lord Mayor  
Dr Jane Lomax-Smith

Dual Chairperson

## Our Vision for Reconciliation

**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.**

This RAP is based on four themes:

1. Relationships

*Building meaningful relationships supports the Council 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.*

Under each theme is a focus area for the next three years as well as actions, deliverables, timeframes and responsibility to lead implementation.

## The five dimensions of Reconciliation

### Race Relations

The City of Adelaide highly values the cultures, rights, and experiences of Aboriginal and Torres Strait Islander peoples as well as non-Indigenous communities. This dedication cultivates enhanced relationships founded on trust and respect, fostering an environment devoid of racism.

### Equality and Equity

The City of Adelaide commits to ensure equal participation for Aboriginal and Torres Strait Islander peoples in various life opportunities. Additionally, the distinct rights of Aboriginal and Torres Strait Islander communities will be acknowledged and upheld.

### Institutional Integrity

The City of Adelaide is committed to actively promoting reconciliation, aiming for both systemic and cultural transformations within the organization and the broader community. Through collaboration with the Aboriginal community, the focus is on implementing practical approaches to instigate change and to support Aboriginal priorities within the organization.

### Unity

The City of Adelaide actively acknowledges and respects Aboriginal cultures and heritage, recognizing them as essential elements of the organization's identity.

### Historical acceptance

The City of Adelaide is committed to acknowledging and understanding the historical injustices and their enduring impact on Aboriginal and Torres Strait Islander peoples and present-day society.



## The four Reconciliation Action Plan (RAP) types



### Stretch RAP: Reconciliation leadership

The City of Adelaide have reached Stretch RAP status because we have shown robust and meaningful involvement with both internal and external Aboriginal and Torres Strait Islander stakeholders. The City of Adelaide has solidified a proactive stance towards advancing reconciliation, both internally and within its broader influence.

The Stretch RAP mandates organisations to integrate reconciliation efforts into their core business strategies, making them a standard part of operations.

Over a three-year duration, the Stretch RAP concentrates on impactful commitments with clearly defined, measurable targets and objectives.

Source:

[Reconciliation SA: Strategic Directions and Reconciliation Australia](#)

## Our Business

The Council and Administration of the City of Adelaide carry out the duties and exercise powers as outlined in the *Local Government Act 1999 (SA)* and other pertinent legislation.

Comprising a Lord Mayor and 11 Council Members elected by the community, the Council represent the interests of Adelaide's 26,120 residents and 390,000 daily city users.

Additionally, under the *City of Adelaide Act 1998*, the City of Adelaide has broader responsibilities in overseeing the city centre and the Adelaide Park Lands for the benefit of all residents, workers, students, and visitors. In response to the needs and opportunities of the city community, the Council delivers policies, programs, and services.

Our Vision at the City of Adelaide:

### **Our Adelaide. Bold. Aspirational. Innovative.**

Achieving this vision involves implementing new projects, initiatives, and infrastructure, prioritising the wellbeing of the community in our decision-making processes. Annually, the City of Adelaide actively participates in numerous Reconciliation events, festivals, and activities, such as the Adelaide Fringe, Spirit Festival, National Apology Day, National Sorry Day, National Reconciliation Week and NAIDOC March and Family Fun Day.

The Executive Leadership Team is tasked with leading and developing a diverse set of teams, functions, and services to facilitate the successful execution of the City of Adelaide Strategic Plan.

The City of Adelaide has a workforce of 1034 employees, with nine individuals identifying as Aboriginal and/or Torres Strait Islander, making up 0.87% of our total workforce.

Recognising the traditional land of the Kurna Peoples, the City of Adelaide acknowledges the Kurna People as the Traditional Owners and Custodians.

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

## Our RAP Journey

The City of Adelaide is thrilled to announce the launch of our eleventh Reconciliation Action Plan (RAP), marking the 2024-2027 Stretch Reconciliation Action Plan as the fourth Stretch RAP to receive endorsement from Reconciliation Australia.

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

The City of Adelaide maintains a longstanding, positive collaborative partnership with the Kaurna community, who are recognised as the Traditional Owners and Custodians of the Adelaide Plains, where the city is situated. The Council collaborates closely with the Kaurna Yerta Aboriginal Corporation, serving as the principal body of cultural authority.

A Stretch RAP involves a more extended, strategic perspective with goals spanning three years. Regular progress reports on implementation are shared with the Council throughout the calendar year, turning it into a dynamic, public document held to a high standard for its deliverables. The monitoring of actions is overseen by our Reconciliation Officer.

## Development of the RAP

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

Reconciliation SA worked alongside our Reconciliation Officer in engagement and analysis to inform the development of our draft Stretch RAP.

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## City of Adelaide Major initiatives

1992 Alice Dixon tree planted	2013 Commemorative plaque on the Adelaide Town Hall
1995 Annual Aboriginal Flag Raising Ceremony on Adelaide Town Hall	2013 Lord Mayoral Civic Reception for the Recognise Long Walk campaign
1997 Reconciliation Vision Statement	2014 Alice Dixon Memorial tree replanting
1998 National Sorry Day Acknowledgement	2015 Opening of the Mankurri-api Kuu/Reconciliation Room in the Adelaide Town Hall (first of such in any Council nationwide)
2001 Permanent flying of Aboriginal Flag in Victoria Square/Tarntanyangga	2015 Unveiling of permanent install and commissioned artwork by artist Donald 'Bluey' Roberts, titled Reconciliation Spirit Tree.
2002 Reconciliation Committee as a formal committee of Council	2015 Unveiling of permanent install and commissioned artwork by artist, Paul Herzich 'My Country, Our State' recognises and celebrates the diversity of Aboriginal cultures in South Australia
2002 Kurna Recognition at Council meetings with Acknowledgement of Country	2016 Reconciliation Plaza flag banners
2002 Kurna dual-naming of Park Lands	2017 Inaugural launch of NAIDOC in the Mall event
2005 Reconciliation Grants Program	2017 Tarntanyangga Cultural Marker opened
2006 Doris Graham commemorative plaque	2017 Lord Mayoral Civic Reception for 25 <sup>th</sup> Anniversary of the Mabo Decision 2017 Lord Mayoral Civic Reception to commemorate the 50th anniversary of the 1967 Referendum
2007 Flying of Aboriginal and Torres Strait Islander flags in Grote Street	2018 Lord Mayor Civic Reception to commemorate 10th anniversary of the National Apology to the Stolen Generations
2007 Interpretative Information Audio Bollards on Aboriginal Flagpole in Victoria Square/ Tarntanyangga	2018 Inaugural launch of Kids on Country event
2008 First annual Reconciliation Action Plan	2018 First Smoking Ceremony in Adelaide Town Hall to mark the Investiture of the newly elected Council 2019 Launch of Lord Mayor's NAIDOC Award
2008 Aboriginal Employment Policy	2019 Installation of a Kurna Shield and Acknowledgement of Country in the City of Adelaide Customer Centre 2019 Ngadlu Padninthi Kumangka cultural marker unveiled in Pakapakanthi/Victoria Park
2008 Kurna remains found within Frome Road car park and reburial ceremony organised	2019 Opening of Gladys Elphick Park
2010 Two pieces from South Australian Museum – Kadlitpinna and Kuri Dance 19th Century aquarelle paintings by George French Angas unveiled in Queen Adelaide Room	2020 Kardi Munta (Emu Net) cultural marker unveiled in Pityarilla/Park 19.
2012 Council reaffirms its commitments with revised Reconciliation Vision Statement and National Sorry Day Acknowledgement	
2012 Kurna dual-naming of city squares and two city footbridges	
2013 Naming of Reconciliation Plaza	
2013 Protocol and Guidelines on Welcome to Country and Acknowledgement of Country	

2021 Laneway renaming to No Fixed Address  
Laneway as part of the City of Music  
Laneways project

2021 First capital city to conduct an official  
Cultural Burn Project in partnership with  
Traditional Owners

2021 City of Adelaide launches our tenth RAP

2021 City of Adelaide Reconciliation  
Committee photo displayed in Colonel Light  
Room

2022 Establishment of new Reconciliation  
Membership

2023 Lord Mayors NAIDOC Awards

2023 NAIDOC in the Mall event

2023 Aunty Shirley Peisley Portrait hung in  
Council Chambers

2023 Launch of the Place of Reflection –  
Memorial to Stolen Generations

2023 Uluru Statement from the Heart hung in  
Town Hall

2023 Kids on Country event

2024 Kaurna Voices: cultural mapping tool  
launch

### 1. Relationships

*Building meaningful relationships supports the Council meet the aspirations of local Aboriginal and Torres Strait Islander communities.*

Focus area

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

**MANDATORY ACTIONS – required for endorsement by Reconciliation Australia**

**NEW Activity – actions are a result of internal consultations**

**Kaurna Activity – Collaboration with Kaurna Yerta Aboriginal Corporation**

	Action	Deliverable	Timeline	Responsibility (team)
1.	<p><b>Reconciliation Leadership</b></p> <p>The Reconciliation Committee convenes quarterly to offer guidance and make recommendations to Council.</p>	<p>1.1 Convene quarterly meetings and achieve quorum</p>	<p>February, May, September, December 2024-2027</p>	<p>City Planning and Heritage</p>
<p>1.2 Provide Council with advice and recommendations after meetings</p>				
<p>1.3 Establish and maintain formal partnerships with Aboriginal and Torres Strait Islander organisations including:</p> <ul style="list-style-type: none"> <li>• Reconciliation SA</li> <li>• Kuma Kaaru</li> </ul>		<p>December 2024-2027</p>	<p>City Planning and Heritage</p>	
<p>1.4 Demonstrate leadership in reconciliation by setting performance targets for leaders aligned to RAP activity</p>		<p>April 2024-2027</p>	<p>Executive</p>	

	Action	Deliverable	Timeline	Responsibility (team)
2.	<b>National Reconciliation Week Leadership</b> Build relationships through celebrating National Reconciliation Week (NRW)	2.1 Disseminate resources and materials related to National Reconciliation Week (NRW) from Reconciliation Australia throughout the organisation	27 May – 3 June, 2024-2027	City Planning and Heritage
		2.2 Secure a table at the National Reconciliation Breakfast hosted by Reconciliation SA and encourage Council Members and Executive to attend	27 May – 3 June, 2024-2027	City Planning and Heritage
		2.3 Encourage and support employees to participate in an external event each year	27 May – 3 June, 2024-2027	City Planning and Heritage
		2.4 The City of Adelaide commits to hosting a themed event for the community each year	27 May – 3 June, 2024-2027	City Experience
		2.5 Register the hosted event on the Reconciliation Australia website	27 May – 3 June, 2024-2027	City Experience
3.	<b>Kaurna representation</b> The City of Adelaide is dedicated to creating engagement protocols that enable the representation and partnership of the Kaurna people	3.1 Ensure the presence of Kaurna representation on the Kadaltilla Board by assigning a KYAC strategic representative	Provide report: June 2024-2027	Governance
		3.2 Ensure the presence of Kaurna representation on the Reconciliation Committee by assigning a KYAC strategic representative	January 2024-2027	City Planning and Heritage



	Action	Deliverable	Timeline	Responsibility (team)
		3.3 Establish a <i>Kaurna Yerta Aboriginal Engagement Protocol</i> detailing preferred methods for collaborating with KYAC; and develop a communication plan for the protocol	June 2025	City Planning and Heritage
		3.4 Examine new collaborative opportunities to advance shared goals with KYAC	Provide report: June 2024-2027	City Planning and Heritage
		3.5 Investigate opportunities to embed Kaurna cultural heritage advice within Council resourcing	2027	City Planning and Heritage
4.	<b>Anti-racism leadership</b> Creating an anti-racism approach to become leaders in the space	4.1 Review the <i>Respectful Behaviour at Work policy</i>	2027	People
		4.2 Engage with Aboriginal community to develop, implement and communicate an anti-racism policy	December 2026	People
		4.3 Provide ongoing education for Senior leaders and managers on the effects of racism to allow a public stance against racism	June 2025	People
		4.4 Consider mechanisms to identify the possible impact of Council activities on Aboriginal and Torres	June 2027	City Planning and Heritage

	Action	Deliverable	Timeline	Responsibility (team)
		Strait Islander people eg. Impact assessments		
5.	<b>Kaurna Land Management</b> Collaboration on management of the Park Lands waterways and land practices	5.1 Collaborate with the Kaurna community to explore possibilities for integrating First Nations perspectives on land and waterways management strategies and practices relating to the Adelaide Park Lands	June 2025	Park Lands and Sustainability
		5.2 Engage the inaugural Kaurna Ranger position tasked with overseeing cultural land management practices	December 2024	City Presentation
6.	<b>The South Australian Voice to Parliament</b> Build relationships with the SA Voice to Parliament to ensure open communication	6.1 Engage with the Central Voice representatives to ensure two-way communication	December 2024-2027	City Planning and Heritage
		6.2 Amend the Terms of Reference of the Reconciliation Committee to enable a Central Voice representative to become a strategic representative on the Committee	December 2024-2027	City Planning and Heritage

**2. Respect**

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

Focus area

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

**MANDATORY ACTIONS** – required for endorsement by Reconciliation Australia

**NEW Activity** – actions are a result of internal consultations

**Kaurna Activity** – Collaboration with Kaurna Yerta Aboriginal Corporation

	Action	Deliverable	Timeline	Responsibility (team)
7.	<b>Cultural Learning</b> Increase understanding, value and recognition for Aboriginal and Torres Strait Islander people through Cultural Learning	7.1 Conduct a review into the cultural learning needs for the organisation; and collaborate with Aboriginal Traditional Owners and the Reconciliation Committee on the implementation of the Cultural Learning Strategy	June 2025 – June 2026	People
7.2 Ensure all new employees complete face-to-face Cultural Learning training		June 2024-2027	People	
7.3 Implement and communicate cultural learning strategy to all employees		December 2025	People	
7.4 Commit all Reconciliation leaders to undertake additional Cultural Learning to assist Reconciliation activity		December 2025	People, City Planning and Heritage	

	Action	Deliverable	Timeline	Responsibility (team)
		7.5 Collaborate with LGA to design a Local Government Cultural Learning package tailored for the industry	June 2027	People
		7.6 Commit to workplace safety for Aboriginal employees through mentoring, networking and leadership development	December 2024	People
		7.7 Conduct a review into cultural leave and other policies to ensure cultural load is minimised and is not a barrier for employee retention	June 2025	People
8.	<b>Aboriginal and Torres Strait Islander Protocols</b> Demonstrate Respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	8.1 Increase all employee understanding of the purpose and significance of Acknowledgment to Country and Welcome to Country protocols	December 2024	City Planning and Heritage
		8.2 Review the Acknowledgement and Welcome to Country Protocol	December 2024	City Planning and Heritage
		8.3 Invite Traditional Owners to provide Welcome to Country for at least 15 appropriate significant events	June 2024-2027	City Experience
		8.4 Rename the primary conference, meeting, and training rooms at the Colonel Light Centre with	December 2026	City Planning and Heritage

	Action	Deliverable	Timeline	Responsibility (team)
		co-names honouring significant Aboriginal and Torres Strait Islander leaders in South Australia. These names will be selected in collaboration with the Reconciliation Committee and broader members of the Aboriginal and Torres Strait Islander communities		
		8.5 Language workshop to learn an Acknowledgement in Kurna for Council Members and Senior Leaders.	December 2024	Governance
		8.6 Develop a <i>Sitting Fees Procedure</i> to ensure community engagement is remunerated appropriately	December 2025	Strategy, Insights and Performance
9.	<b>National NAIDOC Week</b> Celebrate NAIDOC week and provide opportunities for participation and education	9.1 Invite Reconciliation leaders to participate in NAIDOC week events	July 2024-2027	City Planning and Heritage
		9.2 Collaborate with the SA NAIDOC Committee to support celebrations in the CBD including the NAIDOC March and Family Fun Day	July 2024-2027	City Planning and Heritage
		9.3 Deliver the following events each year to publicly celebrate NAIDOC week and encourage staff to attend: <ul style="list-style-type: none"> <li>• NAIDOC in the Mall</li> </ul>	July 2024-2027	City Planning and Heritage

	Action	Deliverable	Timeline	Responsibility (team)
		<ul style="list-style-type: none"> <li>Lord Mayors NAIDOC Awards</li> <li>NAIDOC artwork commissioning</li> </ul>		
		9.4 Officially recognise the recipient of the annual Lord Mayor's NAIDOC Award on both the website and social media platforms	July 2024-2027	Office of the Lord Mayor
		9.5 Provide an internal and external CEO NAIDOC week message	July 2024-2027	Office of the CEO
10.	<b>Kaurna Visibility</b> Increase Kaurna visibility with a focus on acknowledgement of the Native Title Determination	10.1 Explore location and funding opportunities to promote Kaurna visibility throughout the CBD	June 2027	City Experience
		10.2 Explore renaming of city laneways to represent ancestral Kaurna families	June 2026	Creative City
		10.3 Investigate the development of a Kaurna welcome art installation on Sir Donald Bradman and West Terrace (from airport)	December 2026	Creative City
11.	<b>Kaurna ancestral remains/repatriation</b> Develop a process for repatriation of ancestral remains	11.1 Design a <i>Repatriation of ancestral remains protocol</i> in partnership with KYAC	December 2026	Park Lands and Sustainability
		11.2 Review and design a record keeping tool to ensure ongoing monitoring and maintenance of	June 2027	Park Lands and Sustainability

	Action	Deliverable	Timeline	Responsibility (team)
		repatriated ancestral remains		

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### 3. Opportunities

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

Focus area

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

**MANDATORY ACTIONS** – required for endorsement by Reconciliation Australia

**NEW Activity** – actions are a result of internal consultations

**Kaurna Activity** – Collaboration with Kaurna Yerta Aboriginal Corporation

	Action	Deliverable	Timeline	Responsibility (team)
12.	<b>Aboriginal and Torres Strait Islander Employment</b> Increase, retain and develop our Aboriginal and Torres Strait Islander staff	12.1 Engage with Aboriginal and Torres Strait Islander employees and community to develop a strategy focussing on recruitment, retention, onboarding and professional development	June 2025	People
		12.2 Ensure that Aboriginal and Torres Strait Islander employees receive support to advance into management and senior-level positions	June 2025	People
		12.3 Commit to achieving an Aboriginal and Torres Strait Islander employment target of 2% of all City of Adelaide employees	June 2025	People
		12.4 Advertise job vacancies to effectively	December 2024	People



	Action	Deliverable	Timeline	Responsibility (team)
		reach Aboriginal and Torres Strait Islander candidates		
		12.5 Review human resource and recruitment procedures to remove barriers for participation	December 2025	People
		12.6 Investigate graduate, traineeship and internship programs as an entry pathway into the organisation	December annually	People
13.	<b>Economic Development</b> Improve economic participation of Aboriginal and Torres Strait Islander business	13.1 Develop and implement an Aboriginal and Torres Strait Islander Procurement Protocol to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment. Engage Supply Nation businesses and The Circle – First Nations Entrepreneur Hub.	December 2026	Finance and Procurement
		13.2 Explore collaboration opportunities with Kaurna and other local Aboriginal and Torres Strait Islander tourism providers to create a continuous tourism product and/or provide cultural experiences in the city	December 2025	Adelaide Economic Development Agency

	Action	Deliverable	Timeline	Responsibility (team)
		13.3 Maintain the Kaurna Register promoting Kaurna performers, educators, and tourism experts	December 2024	City Planning and Heritage
		13.4 Develop a communication plan to share opportunities for procurement of goods Aboriginal and Torres Strait Islander businesses	December 2026	Finance and Procurement
		13.5 Develop a training package for managers and senior leaders for the application of new protocols and procurement opportunities	June 2027	Finance and Procurement
		13.6 Host two Aboriginal and Torres Strait Islander-led community reconciliation activities outside of National Reconciliation Week	Annually	City Experience
14.	<b>Cultural burn</b> Imbed cultural burn practices	14.1 Conduct a cultural burn each year on the Adelaide Park Lands	December 2024-2027	Park Lands and Sustainability
		14.2 Develop an internal process for conducting a cultural burn led by Aboriginal and Torres Strait Islander people	June 2027	City Lifestyle
		14.3 Review the burn permit process to ensure no barriers to Aboriginal	June 2027	City Safety

	Action	Deliverable	Timeline	Responsibility (team)
		and Torres Strait Islander participation		
15.	<b>Leasing agreements</b> Review lasing and event procedures to remove barriers for Aboriginal and Torres Strait Islander participation	15.1 Investigate leasing arrangements to promote Aboriginal and Torres Strait Islander business participation	June 2026	City Lifestyle
		15.2 Review event procedures to encourage organisers to engage more in reconciliation	June 2026	City Experience
16.	<b>Address the social determinants of health</b>	16.1 Investigate partnerships to deliver community-controlled housing	June 2027	Property Development
		16.2 Develop strategies for addressing the drivers of violence against women	June 2027	City Planning and Heritage
		16.3 Aboriginal and Torres Strait Islander people enjoy elevated levels of social and emotional wellbeing	June 2027	City Lifestyles
		16.4 Funding and support for Aboriginal and Torres Strait Islander led programs	June 2027	City Lifestyles

#### 4. Governance

*Tracking progress and reporting.*

##### Focus area

City of Adelaide's policies and procedures embed reconciliation practices that support implementation of the RAP.

**MANDATORY ACTIONS** – required for endorsement by Reconciliation Australia

**NEW Activity** – actions are a result of internal consultations

**Kaurna Activity** – Collaboration with Kaurna Yerta Aboriginal Corporation

	Action	Deliverable	Timeline	Responsibility (team)
17.	Establish and maintain an effective RAP implementation group to drive activity for the plan.	17.1 Maintain Aboriginal and Torres Strait Islander representation on the implementation group	Annually	City Planning and Heritage
		17.2 Develop Terms of Reference for the group	December 2024	City Planning and Heritage
		17.3 Meet at least four times a year to monitor progress	Prior to Reconciliation Committee to update on implementation progress	City Planning and Heritage
18.	Provide appropriate support for effective implementation of the RAP commitments	18.1 Embed resource needs for the RAP	June annually	City Planning and Heritage
		18.2 Embed key RAP performance indicators for senior management and all employees	June 2025	Office of the CEO
		18.3 Maintain an internal RAP champion from Senior Management	June 2024	City Planning and Heritage
19.	Reconciliation Australia  Enhance accountability and transparency by reporting on Reconciliation Action Plan (RAP)	19.1 Request unique link to access online RAP impact Survey. Complete and submit the annual RAP	Annually, August	City Planning and Heritage

	Action	Deliverable	Timeline	Responsibility (team)
	accomplishments, challenges, and insights, both internally and externally.	Impact Survey to Reconciliation Australia		
		19.2 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Annually, September	City Planning and Heritage
		19.3 Register via Reconciliation Australia's website to begin developing our next RAP	June 2027	City Planning and Heritage
		19.4 Develop an annual video progress report on Reconciliation activity each calendar year to share publicly	December annually	Customer and Marketing
		19.5 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	June 2027	City Planning and Heritage
20.	<p>Reconciliation Leadership Representation and Governance</p> <p>Recognise the contributions and promote continuous support for the ongoing development of the Reconciliation Committee</p>	20.1 Provide Reconciliation Committee and Council with RAP implementation updates	Every 6 months starting December 2024	City Planning and Heritage
		20.2 Prominently display the Reconciliation Committee photo in Town Hall	December 2024	Creative City
		20.3 Review Terms of Reference for the Reconciliation Committee at the end of every term	January 2027	City Planning and Heritage

**Final page**

**Artwork explanation**

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