



COUNCIL AGENDA & REPORTS

for the meeting

Tuesday 8 September 2020
at 5.30pm

in the Council Chamber,
Adelaide Town Hall



Members - The Right Honourable the Lord Mayor, Sandy Verschoor (Presiding),
Deputy Lord Mayor, Councillor Hyde,
Councillors Abiad, Abrahamzadeh, Couros, Donovan, Hou, Khera, Knoll,
Mackie, Martin, Moran and Simms.

1. Acknowledgement of Country

At the opening of the Council Meeting, the Lord Mayor will state:

'Council acknowledges that we are meeting on 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 who are present today.'

2. Acknowledgement of Colonel William Light

Upon completion of the Kurna Acknowledgment, the Lord Mayor will state:

'The Council acknowledges the vision of Colonel William Light in determining the site for Adelaide and the design of the City with its six squares and surrounding belt of continuous Park Lands which is recognised on the National Heritage List as one of the greatest examples of Australia's planning heritage.'

3. Prayer

Upon completion of the Acknowledgment of Colonel William Light by the Lord Mayor, the Chief Executive Officer will ask all present to pray -

'Almighty God, we ask your blessing upon the works of the City of Adelaide; direct and prosper its deliberations to the advancement of your glory and the true welfare of the people of this City. Amen'

4. Memorial Silence

The Lord Mayor will ask all present to stand in silence in memory of those who gave their lives in defence of their Country, at sea, on land and in the air.

5. Apologies and Leave of Absence

Nil

6. Confirmation of Minutes – 11/8/2020 & 13/8/2020

That the Minutes of the meeting of the Council held 11 August 2020 and the Minutes of the Special meeting of the Council held on 13 August 2020, be taken as read and be confirmed as an accurate record of proceedings, subject to the following amendment to the minutes of the meeting of the Council held on 11 August 2020:

- The division at the conclusion of Item 17.9 - Councillor Simms – Motion on Notice – Tour Down Under, be altered to read as follows:

Councillor Simms then requested that a division be taken on the motion

Division

For (3):

Councillors Martin, Moran and Simms.

Against (7):

Deputy Lord Mayor (Councillor Hyde) and Councillors Abrahamzadeh, Couros, Hou, Khera, Knoll and Mackie.

The division was declared against the motion

7. Deputations

Granted at time of Agenda Publication – 3/9/2020

Nil

8. Petitions

Nil

9. Advice from Adelaide Park Lands Authority & Advice/Recommendations of the Reconciliation Committee

9.1. Advice of the Adelaide Park Lands Authority – 3/9/2020 [2018/04062]

To be distributed separately

9.2. Recommendation of the Reconciliation Committee – 2/9/2020 [2018/04062] [Page 4]

10. Reports for Council (Chief Executive Officer's Reports)

Strategic Alignment – Thriving Communities

10.1. King Rodney Park/Ityamai-itpina Maintenance/Storage Building [2020/00910] Presented to Committee 1/9/2020 [Page 5]

Strategic Alignment – Strong Economies

10.2. Quarterly Forward Procurement Report Q2 2020/21 [2020/00150] [Page 19]

Strategic Alignment – Dynamic City Culture

10.3. Proposed Event in the Adelaide Park Lands - Archie's 2020 [2020/00800] Presented to Committee 1/9/2020 [Page 24]

Strategic Alignment – Environmental Leadership

10.4. Draft Adelaide Oval Precinct Community Land Management Plan [2011/02224] Presented to Committee 1/9/2020 [Page 29]

10.5. City of Adelaide submission for the Green Industries SA's South Australia Waste Strategy 2020-2025 and Food Waste Strategy Consultation Drafts [2018/02571] Presented to Committee 1/9/2020 [Page 67]

10.6. Corporate Climate Change Risk Assessment [2019/01119] Presented to Committee 1/9/2020 [Page 86]

10.7. Peace Park / Town Clerks Walk Tree Succession Plan - Redgum Park / Karrawirra (Park 12) [2018/02020] Presented to Committee 1/9/2020 [Page 240]

Strategic Alignment – Enabling Priorities

10.8. Asset Accounting Policy and Fixed Asset Guidelines [2020/00273] Presented to Committee 1/9/2020 [Page 245]

10.9. Progress of Motions by Elected Members [2018/04074] [Page 319]

11. Lord Mayor's Reports

12. Councillors' Reports

12.1 Reports from Council Members [2018/04064] [Page 322]

13. Questions on Notice

13.1. Councillor Donovan – Question on Notice – Lighting Strategy [Page 325]

13.2. Councillor Donovan – Question on Notice – City Access Strategy [2018/04053] [Page 326]

13.3. Councillor Martin – Question on Notice – E-Scooters [2020/01106] [Page 327]

13.4. Councillor Martin – Question on Notice – Staffing by Service Area [Page 328]

13.5. Councillor Martin – Question on Notice - City of Adelaide Staffing [Page 329]

14. Questions without Notice

15. Motions on Notice

15.1. Councillor Simms – Motion on Notice – Free Cycling in the City Lessons [2018/04053] [Page 330]

15.2. Councillor Simms – Motion on Notice – Free Public Transport Tickets [Page 332]

15.3. Councillor Abrahamzadeh – Motion on Notice – Virtual 'Café Trail' [2020/00604] [Page 333]

- 15.4.** Councillor Martin – Motion on Notice – Ronald McDonald House Crossing [2018/04053] [Page 335]
- 15.5.** Councillor Martin – Motion on Notice – City Awards Online Category [2020/00235] [Page 337]
- 15.6.** Councillor Moran – Motion on Notice – Masterplan for Hutt Street [Page 339]
- 15.7.** Deputy Lord Mayor (Councillor Hyde) – Motion on Notice – Outdoor Activation Grants [2020/01487] [Page 340]
- 15.8.** Councillor Martin – Motion on Notice – Central Market Arcade Redevelopment [Page 341]
- 15.9.** Councillor Abrahamzadeh - Motion on Notice - Social and Affordable Housing [2018/00568-2] [Page 343]
- 15.10.** Councillor Martin – Motion on Notice - Electronic Meetings and Standing Orders [Page 345]
- 16.** Motions without Notice
- 17.** Closure

Recommendation of the Reconciliation Committee – 2/9/2020

ITEM 9.2 08/09/2020
Council

2018/04062
Public

Program Contact:
Rudi Deco, Manager Governance
8203 7442

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY

The City of Adelaide Reconciliation Committee is required to recommend to Council a Reconciliation Action Plan, provide input to policy development and strategic advice and monitor the implementation of the guiding principles of Council's Reconciliation Vision Statement across Council.

The Reconciliation Committee met on Wednesday 2 September 2020. See [here](#) for the Reconciliation Committee Agenda.

The deliberations of the Reconciliation Committee resulted in the presentation of the following recommendation to Council to note in relation to the Stretch RAP 2018- 2021 Implementation Progress Report.

The Lord Mayor will seek a motion for the recommendation presented by the Reconciliation Committee below for determination by Council.

RECOMMENDATION

1. Recommendation 1 - Stretch RAP 2018-2021 Implementation Progress Report – June to August 2020

That Council:

1. Notes the report.

ATTACHMENTS

Nil

- END OF REPORT -

King Rodney Park/Ityamai-itpina Maintenance/Storage Building

ITEM 10.1 08/09/2020
Council

Strategic Alignment - Thriving Communities

Program Contact:
Christie Anthoney, AD
Community & Culture 8203 7444

2020/00910
Public

Approving Officer:
Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

The purpose of this report is to seek Council's approval for the replacement of an existing sports field maintenance and storage building in King Rodney Park/Ityamai-itpina (Park 15).

The existing building sits within a grass mound with only the front façade and roof externally visible. The proposed replacement building will not alter the existing design other than to increase the footprint within the mound by 9sqm to accommodate larger maintenance equipment.

In conjunction with some amendments recommended to improve the final design outcome, the building concept satisfies the Park Lands Building Design Guidelines.

This matter was considered and supported by the Adelaide Park Lands Authority on 6 August 2020.

Presented to The Committee on 1 September 2020.

RECOMMENDATION

THAT COUNCIL

1. Approves the replacement of an existing maintenance and storage building in King Rodney Park / Ityamaiitpina (Park 15) as per the concept shown in Attachment A to Item 10.1 on the Agenda for the meeting of the Council held on 8 September 2020, subject to the:
 - 1.1. Use of charcoal coloured balustrading and handrailing.
 - 1.2. Use of hardwood timber bollards consistent with Council's Park Lands furniture suite.
 - 1.3. Flooring design being considerate of possible water intrusion.
 - 1.4. Lessee receiving Development Approval.
 - 1.5. Lessee meeting all costs associated with the project.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Thriving Communities This project supports the ongoing maintenance of playing fields and storage of equipment to enable our City community to utilise the Park Lands for formal and informal activity.
Policy	The Adelaide Park Lands Management Strategy recommends consolidating existing sports clubrooms into a centralised multi-use facility within a large hub servicing the youth hub to the south and the adjacent resident and worker communities in Kent Town and Norwood to the east. The maintenance building discussed in this report is separate from the change rooms and replacement of this facility in its existing location is recommended due to the limited visual impact it creates. The leasing of the maintenance/storage building and licensing of the adjacent sports fields is consistent with the relevant chapter of the Community Land Management Plan. In 2019, Christian Brothers College (CBC) was successfully chosen as the lessee through an Expression of Interest process which was undertaken in accordance with the Adelaide Park Lands Leasing and Licensing Policy.
Consultation	No consultation is proposed
Resource	CBC, as the lessee, will manage the project including obtaining relevant approvals and permits.
Risk / Legal / Legislative	Replacement of the maintenance/storage building will require Development Approval. There are structural concerns in relation to the roof of the building. Replacement works will ensure the accessible rooftop is structurally sound.
Opportunities	Whilst the majority of the building is not visible, the replacement of it does enable the front façade to be visually improved.
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	A minimum of five years
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	In accordance with their lease agreement, CBC will be responsible for all ongoing maintenance costs related to this project.
Other Funding Sources	The entire project will be funded by CBC.

DISCUSSION

1. In 2019, the Christian Brothers College (CBC) was successful through an Expression of Interest (EOI) process for the leasing and licensing of Zone 2 in King Rodney Park/Ityamai-itpina (Park 15) as shown in the map below. This zone includes two buildings; a sports change room building and a sports field maintenance/storage building.



2. We are currently negotiating a new five year lease with CBC for the facilities in Zone 2.
3. Through the EOI process, CBC identified opportunities to enhance their facilities, including the sports field maintenance/storage building which supports the use of two sports fields in Park 15.
4. The existing building is 107sqm and was constructed in 1962. Built into a grass mound, only the front façade and rooftop are visible externally. The rooftop is accessible and has previously provided a space for watching sport.



5. The building is used to store materials, maintenance equipment and sports equipment to support the programming of the two ovals in Park 15. The ovals are used for a range of activities including physical education, school sports and old scholars' football and cricket.
6. Condition audits indicate that modifications made to the building over time have compromised the structural integrity of the building and resulted in regular flooding. Access to the rooftop is currently restricted for safety reasons.
7. CBC propose to replace the building in situ with a minor footprint increase of 9sqm to facilitate larger maintenance equipment. The increased footprint will occur at the rear of the building and will be contained within the mound.
8. Whilst largely out of sight, replacing the building does present an opportunity to improve the visual appearance of the front façade and rooftop balustrading. It will also enable the community to once again access the rooftop.

Building Concept

9. The proposed building concept is shown at **Attachment A**. The cost of the project is estimated at \$400,000.
10. We have reviewed the building concept against the Park Lands Building Design Guidelines. The following points are a summary of our review:
 - 10.1. Successful buildings in the Park Lands allow the Park Lands to remain the visually dominant feature. Due to this building concept not altering the existing design, only the front façade, concrete slab roof and balustrade will be visible.
 - 10.2. The small increase in footprint of 9sqm (116sqm of footprint in total) is at the rear of the building (further into the hillside) and will not be visible externally.
 - 10.3. The concept design of the proposed new structure's floor level is at grade with the oval to allow maintenance vehicles to be driven into and out of the space. The lessee will need to rely on the drainage of the oval to ensure that this structure is not prone to flooding. It's recommended that the floor design consider the possibility of water intrusion.
 - 10.4. The proposal intends to reuse the existing balustrade and stairs handrail. It's recommended that the balustrade and handrail be a charcoal colour to ensure a higher level of presentation to this facility.
 - 10.5. New bollards are proposed, and it's recommended that these are hardwood timber bollards consistent with Council's Park Lands furniture suite.
 - 10.6. The new doors and façade will greatly improve the visual amenity, and the proposed Colorbond 'Wallaby' wall and door finishes are appropriate in this Park Lands location and will assist the structure to visually recess into the hillside.
11. Furthermore, the building concept is considered to be consistent with the Adelaide Park Lands Management Strategy for sports buildings, in particular it:
 - 11.1. Supports activation of the Park Lands by upgrading and enhancing buildings and structures responsive to their park setting.
 - 11.2. Minimises footprint while ensuring it is fit for purpose.
 - 11.3. Manages building height and form to minimise its impact on the landscape.
12. There are no proposed landscape works or impacts on existing trees.

Adelaide Park Lands Authority

13. On 6 August 2020, the Adelaide Park Lands Authority considered this matter and supported the replacement of the building.

Next Steps

14. Subject to obtaining Development Approval, CBC is aiming to start works in October 2020 and complete the project by January 2021.
15. We will finalise the new five year lease agreement with CBC prior to any works commencing or contracts for works being entered into. As the term is for five years and is consistent with the Community Land Management Plan, there is no requirement to conduct public consultation on the lease agreement.

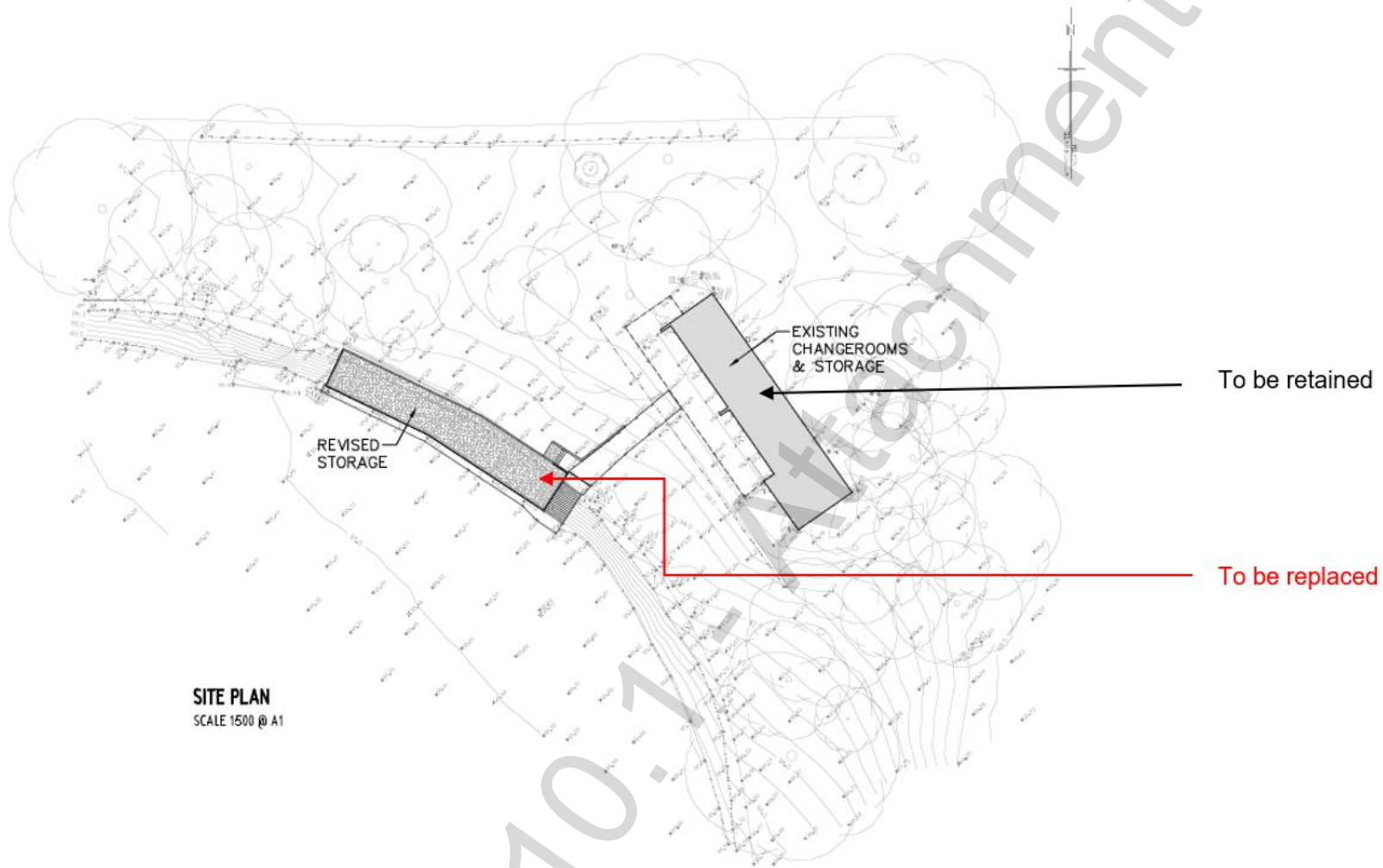
ATTACHMENTS

Attachment A – Concept for CBC Maintenance/Storage Building in King Rodney Park/Ityamai-itpina (Park 15)

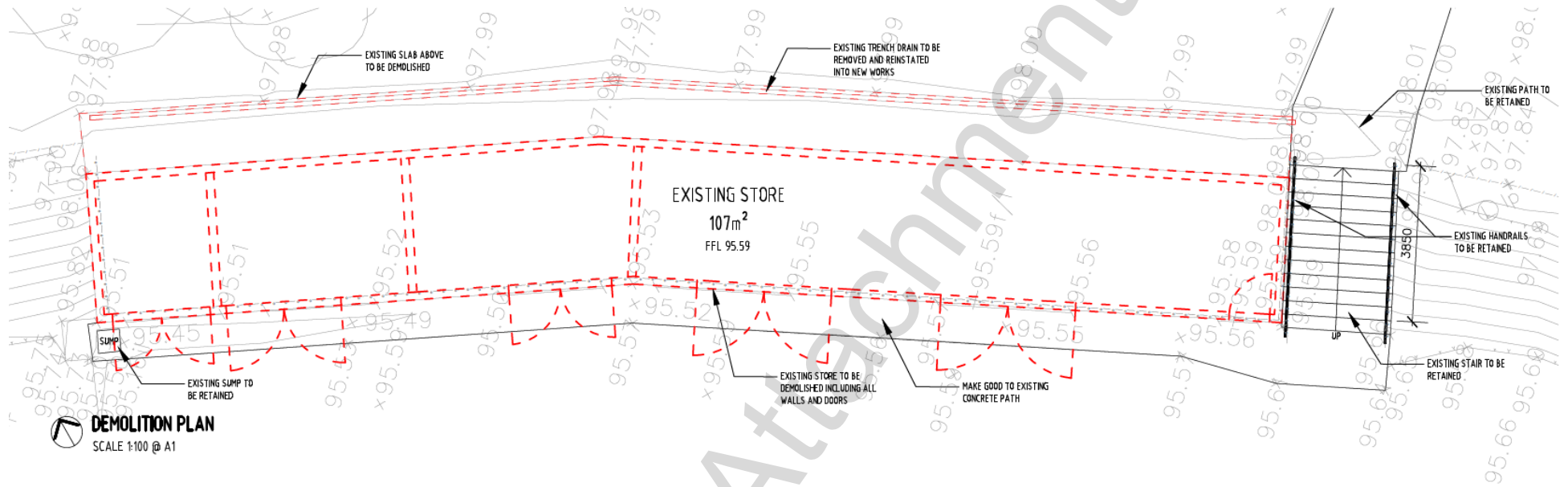
- END OF REPORT -

Attachment - Concept for CBC Maintenance/Storage Building in King Rodney Park/Ityamai-itpina (Park 15)

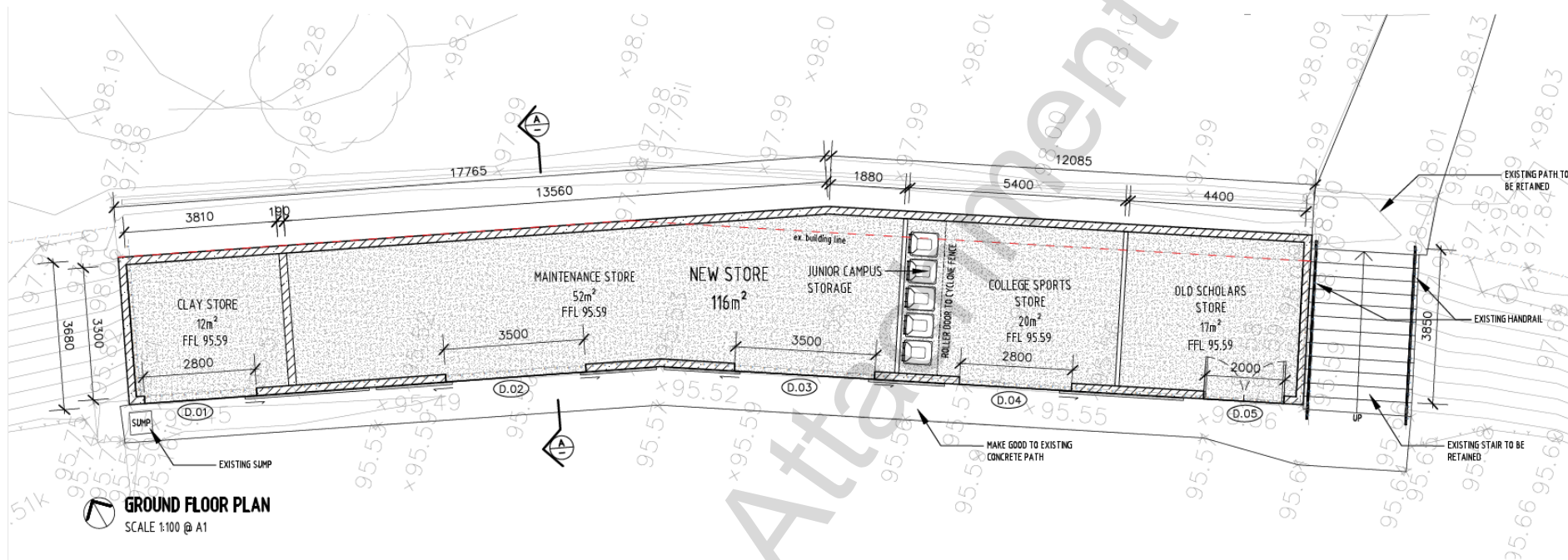




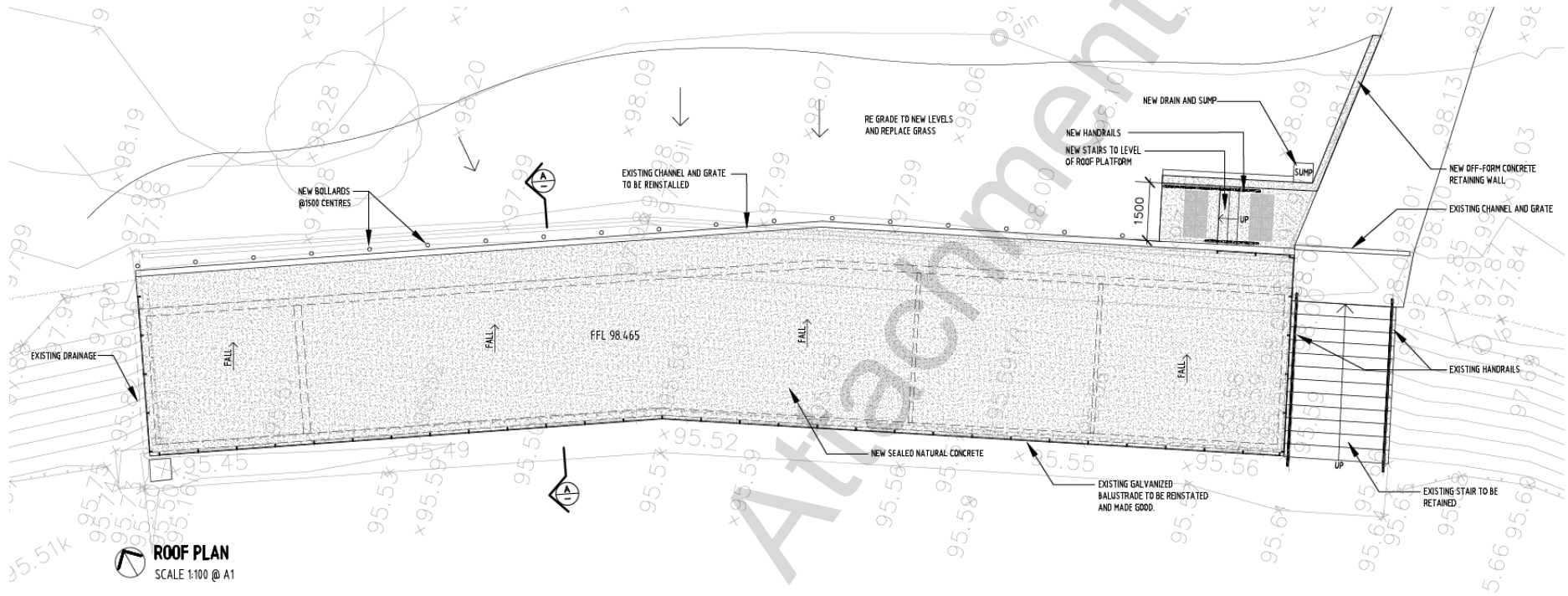
SITE PLAN



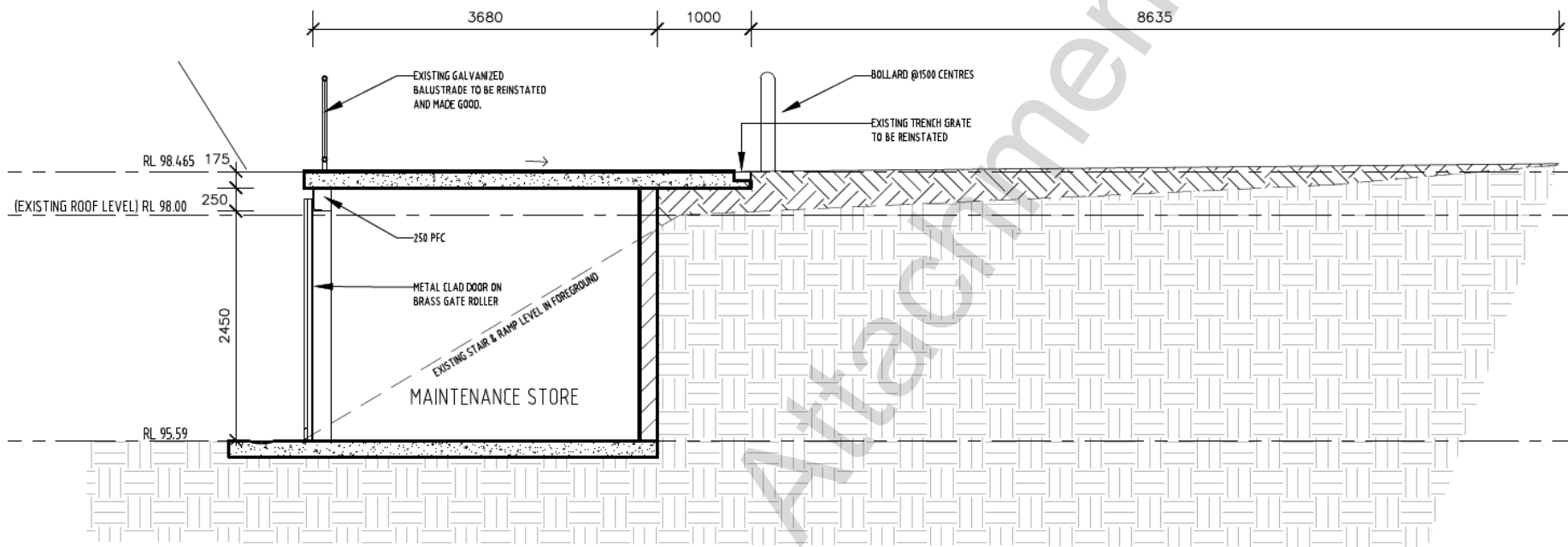
DEMOLITION PLAN - EXISTING



GROUND FLOOR PLAN - NEW



ROOF PLAN - NEW



SECTION A
SCALE 1:50 @ A1

SECTION A – NEW



ELEVATION
SCALE 1:100 @ A1

ELEVATION - NEW



**COLORBOND WALLABY
METAL CLAD SLIDING DOORS**



**MATCHING WALLABY PAINTED
BLOCKWORK AND DOORS**

MATERIALS PALETTE – NEW



OVAL PERSPECTIVE – NEW



BARTELS ROAD PERSPECTIVE – NEW

Quarterly Forward Procurement Report Q2 2020/2021

ITEM 10.2 08/09/2020
Council

Strategic Alignment - Strong Economies

2020/00150
Public

Program Contact:
Sonjoy Ghosh, AD Strategic
Finance & Procurement 8203
7655

Approving Officer:
Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

In accordance with the Procurement Policy and Operating Guidelines, a forward Procurement Report will be presented to Council every quarter outlining significant planned procurement activities for the next quarter. Council may elect to call in a particular procurement activity to be considered by Council prior to commencing planned procurement activities. Significant procurements are defined as those with procurement expenditure estimated to be equal to or above \$1 million and high value / high criticality / risk procurements as assessed by Council's tiering tool as Tier 1 or 2.

This report covers Quarter 2 for the 2020/2021 financial year.

RECOMMENDATION

THAT COUNCIL

1. Notes the Procurements set out in Attachment A to Item 10.2 on the Agenda for the meeting of the Council held on 8 September 2020 which will be released to the market during Quarter 2 of the 2020/2021 financial year.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Strong Economies This report supports the delivery of all four community outcomes and the enabling priorities outlined in Council's 2020-2024 Strategic Plan.
Policy	This report is prepared in accordance with the requirements of Council's Procurement Policy. Council's current delegations for procurement are outlined in the Procurement Policy and Procurement Approvals Operating Guideline. There are no other policy implications.
Consultation	All Programs were consulted with respect to significant procurement activity that is anticipated to occur in the second quarter of the 2020/21 financial year.
Resource	Not as a result of this report
Risk / Legal / Legislative	Section 49 of the <i>Local Government Act</i> outlines the principles that Council will apply to procurement.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 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
20/21 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	Adelaide City Deals; State Government

DISCUSSION

1. The purpose of the Quarterly Procurement Plan is to provide further information and visibility to Council of major procurement and contracting activity. In addition, this process provides opportunity for Council to call in a particular procurement activity to be considered by Council.
2. The following is an extract from the Procurement Policy, endorsed by Council on 13 December 2016:

“The Council will have regard to the following measures in ensuring probity, accountability and transparency”

 - Council Members will be provided with a quarterly forward procurement plan for consideration, detailing tenders and contracts which will require Council Member approval;
 - Council Members will be requested to approve the award of all contracts that exceed \$4,000,000 (ex GST).”
3. Further, the Procurement Approvals Operating Guideline provides that Council Members will also be given details of procurement activities which have been assessed as Tier 1 or 2 Procurement Activity. Such Procurement Activity is considered high criticality and/or high risk.
4. Following receipt of the Forward Procurement Report, the Council may elect to “call in” a particular procurement activity to be considered by Council. All procurement activities that are not “called in” will be undertaken as planned without any additional involvement from the Council except as otherwise specified in the Procurement Policy or Operating Guidelines.
5. For those procurement activities that are called into Council, a report may be provided to Council outlining the following:
 - 5.1. specification of goods or services to be procured
 - 5.2. the proposed evaluation criteria and weighting for the procurement activity
 - 5.3. the proposed evaluation team
 - 5.4. the proposed procurement approach and, if a select tender, the proposed companies that will be invited to submit a bid (**Procurement Summary Report**).
6. Based on the Procurement Summary Report, Council will either:
 - 6.1. approve the proposed procurement process as required or
 - 6.2. request the Chief Executive Officer to make amendments to the proposed procurement process, consistent with the Procurement Policy and applicable legislation.
7. This report covers Quarter 2 of the 2020/2021 financial year.
8. The Chief Executive Officer currently has delegated authority for up to \$4,000,000 under the Procurement Policy, provided the expenditure is within Council approved budget, but from 1 July 2019 (for the Quarter 1 report of the 2019/20 financial year) the Chief Executive Officer determined to refer Contract Award of all Contracts where the value of the Contract exceeds \$1,000,000 for Council’s approval, except where it is a Council Solutions/Purchasing Co-Operative Contractual arrangement, in which case approval of Contract Award is by the Chief Executive Officer.
9. A Forward Procurement Report is now presented to Council every quarter outlining planned procurement activities for each quarter which meet the following thresholds:
 - 9.1. procurement activities with an estimated spend over \$1,000,000
 - 9.2. procurement activities with an estimated spend under \$1,000,000 which have been assessed as a Tier 1 and 2 procurement activity. Such procurement activity is considered high criticality and/or high risk.
10. In accordance with the above discussion, the Procurements set out in Attachment A of this report will be released to the market during Quarter 2 of the 2020/2021 financial year.

ATTACHMENTS

Attachment A – Quarter 2 2020-21 Forward Procurement Report

- END OF REPORT -

Attachment A – Quarter 2 2020/21 Forward Procurement Report

Program	Description	Proposed Procurement Approach	Anticipated Spend	Tier	Expected Qtr at Market	Comments
Infrastructure	Moonta Street Upgrade	Request for Tender	\$4m comprising: <ul style="list-style-type: none"> • \$200k 20/21 CoA Funded • \$2m 20/21 Grant Funded • \$1.8m 21/22 CoA funded 	3	Q2	Receipt of funding and Council contribution approved as part of Decision 19939 (10/12/2019) \$1.8m is included in the 20/21 Long Term Financial Plan as part of Capital Expenditure on new and upgraded Assets. Construction is planned to start April 2021.
Public Realm	Supply of Street Sweepers (5 Year Contract)	Open Tender	Over \$2m (based on plant replacement program until 2025)	3	September	
Public Realm	Supply of Cars and Light Commercials	Open Tender	Approx \$2.5m (based on plant replacement program until 2025)	3	September	
Economic Development and Sustainability	Adelaide Free Wi-Fi	Direct Negotiation	\$1.8m	1	September	Part funded by City Deals

<p>Property and Commercial</p>	<p>UPark Operating System Replacement.</p> <p>Industry standards indicate car park operating systems have a useful economic life of ten years. The current UPark system has equipment up to 12 years old with the majority being 10 years of age and requires replacement.</p> <p>The planned strategy is to replace the existing hardware over two years 20/21 and 21/22.</p>	<p>Open Tender</p>	<p>2020/21 \$661k has been requested through the Budget and Business Plan (expecting approval week beginning 10/8/20)</p> <p>2021/22 onwards \$2.615 million will be required to roll out the replacement system to the remaining 7 car parks</p> <p>Whole of Project Spend \$3.276m</p>	<p>2</p>	<p>Quarter 2</p>	<p>The installation of the new operating system in two car parks in Year 1 will provide the opportunity to assess and monitor performance and capability prior to rolling out to the remaining car parks.</p> <p>The asset replacement presents the opportunity for the business to review its current service and product offering and implement new technology to improve the customer experience and grow market share.</p> <p>The challenge is implementing a solution across nine car parks to ensure the benefits are fully realised in a timely and holistic manner.</p>
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Proposed Event in the Adelaide Park Lands - Archie's 2020

ITEM 10.3 08/09/2020
Council

Strategic Alignment - Dynamic City Culture

Program Contact:
Christie Anthoney, AD
Community & Culture 8203 7444

2020/00800
Public

Approving Officer:
Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

An application has been received from MIDNIGHT OATS PTY LTD to hold an event, Archie's 2020, in Ellis Park / Tampawardli (Park 24). The event will run from Friday 4 December 2020 to Saturday 2 January 2021, with the event bumping in from Friday 20 November 2020 and bumped out by Friday 8 January 2021.

The event application has been assessed against the [Adelaide Park Lands Event Management Plan \(APLEMP\)](#) and meets the Ellis Park / Tampawardli (Park 24) event site criteria. As part of this event, the applicant will abide by the [City of Adelaide Event Amplified Sound Management Guidelines](#) ensuring the appropriate notification is distributed to all key stakeholders and noise management procedures are in place.

In accordance with the [Adelaide Park Lands Event Management Plan \(APLEMP\)](#), Council approval is required for the event application as it is a new event that event organisers are proposing to operate beyond 12midnight on Friday and Saturday nights, and the Thursday nights of Christmas Eve and New Year's Eve.

Presented to The Committee on 1 September 2020.

RECOMMENDATION

THAT COUNCIL

1. Authorises the Chief Executive Officer to grant an event licence to MIDNIGHT OATS PTY LTD for the Archie's 2020 event from Friday 4 December 2020 to Saturday 2 January 2021 in a portion of Ellis Park / Tampawardli (Park 24).
2. Approves the Archie's 2020 event to operate beyond 12midnight until 2.00am on Friday and Saturday nights and the Thursday nights of Christmas Eve and New Year's Eve during the event period, between Friday 4 December 2020 to Saturday 2 January 2021.
3. Delegates the Chief Executive Officer to approve any further changes required to the event application where the change is necessary in order to fulfil a COVID Management Plan or COVID Safe Plan approved by SA Health and Council.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Dynamic City Culture Celebration of diverse community, culture and creativity
Policy	This event application has been assessed against the requirements of the APLEMP . If supported by Council to proceed, the event would be subject to all relevant policies, plans and procedures including the APLEMP and City of Adelaide Event Amplified Sound Management Guidelines .
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	This event will be utilising the purpose-built event site at Ellis Park / Tampawardli (Park 24).
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	If supported by Council, the event organiser will be issued a single year event licence for the 2020 event.
20/21 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

1. An event application has been received for MIDNIGHT OATS PTY LTD to hold an event, Archie's 2020, in a portion of Ellis Park / Tampawardli (Park 24) shown in Link 1 view [here](#). The event that will operate as an entertainment venue with a performance element will include artistic themed areas, live music, stand-up comedy, open-air cinema and food and beverage offerings, which will support the arts and cultural sector.
2. As outlined in the [Adelaide Park Lands Event Management Plan \(APLEMP\)](#), the application requires Council approval as it is a new event application proposing to operate beyond midnight in Ellis Park / Tampawardli (Park 24).

Event Description

3. The venue will:
 - 3.1. Have a 1,500 person capacity at any one time.
 - 3.2. Apply for a liquor licence and provide food and beverage offerings.
4. The proposed event:
 - 4.1. Will utilise a portion of the under-activated Ellis Park / Tampawardli (Park 24) event site for the duration of December 2020.
 - 4.2. Aims to create a unique atmosphere and location by transforming a portion of Ellis Park / Tampawardli (Park 24) into an abstract, artistic representation of a house with interactive art exhibitions.
 - 4.3. Aims to showcase artists from around Adelaide, host local DJs and headline acts from around Australia on Friday and Saturday nights and transform into a free open-air cinema showing cult classics and stand-up comedy adding to the atmosphere.

Trading Hours

5. The applicant has proposed the following operating hours which are beyond 12midnight:
 - 5.1. Friday 4 December 2020 – 7.00pm to 2.00am
 - 5.2. Saturday 5 December 2020 – 7.00pm to 2.00am
 - 5.3. Friday 11 December 2020 – 7.00pm to 2.00am
 - 5.4. Saturday 12 December 2020 – 7.00pm to 2.00am
 - 5.5. Friday 18 December 2020 – 7.00pm to 2.00am
 - 5.6. Saturday 19 December 2020 – 7.00pm to 2.00am
 - 5.7. Thursday 24 December 2020 – 7.00pm to 2.00am
 - 5.8. Saturday 26 December 2020 – 7.00pm to 2.00am
 - 5.9. Thursday 31 December 2020 – 7.00pm to 2.00am
6. On the following dates the applicant will operate an open-air cinema on the site:
 - 6.1. Thursday 10 December 2020 – 7.00pm to 12.00am
 - 6.2. Thursday 17 December 2020 – 7.00pm to 12.00am
7. The following dates will be down days where the site will be closed to the public:
 - 7.1. Sunday 6 December 2020 – Wednesday 9 December 2020
 - 7.2. Sunday 13 December 2020 – Wednesday 16 December 2020
 - 7.3. Sunday 20 December 2020 – Wednesday 23 December 2020
 - 7.4. Friday 25 December 2020.

Admission

8. The open-air cinema nights will be free admission.
9. Friday and Saturday nights and the Thursday nights of Christmas Eve and New Year's Eve will have a small door charge entry.

Access To and Through the Event Site

10. Access to the event site will be via an access road off Sir Donald Bradman Drive.

11. The event site will occupy only a small portion of the north-east corner of Ellis Park / Tampawardli (Park 24) event site.
12. Where access is unable to be maintained in the vicinity of the proposed event site, appropriate directional signage will be used to ensure pedestrian and cyclist safety is maintained and alternative options are provided via the other pathways.
13. The event organisers will address access and egress public safety in their Risk Management Plan.

Care of Park Lands

14. The event organiser must cover all costs associated with remediating the site back to its original condition after an event. This has been communicated to the event organiser and would be a condition of the event licence agreement.
15. If approved, we will work with the event organisers on strategies and approaches to minimise impact on the site during the event bump-in and out.

Engagement with Key Stakeholders

16. We have engaged with Adelaide High School regarding the proposed event and they generally support the proposal, requesting that security and cleaning is considered by the organisers on the high school property on event nights if required.
17. The event organisers will liaise with Adelaide High School in their planning to ensure the needs of the school are considered.
18. Adelaide Comets Football Club (the Comets) recently entered into a hire agreement to use the Ellis Park / Tampawardli (Park 24) event space for practice and games until December 2020. During the agreement process we advised the Comets of the proposed Archie's 2020 event application.
19. The event organisers will liaise with the Comets to coordinate shared use of the Ellis Park / Tampawardli (Park 24) event site.

Noise Levels

20. The event organisers will be required to develop a Noise Management Plan which will describe how noise emission will be managed for the event. This event has been categorised as a Temporary Multi-Day Venue under the [CoA Event Amplified Sound Management Guidelines](#).
21. Temporary Multi-Day Venues are required to pay a noise bond and install a noise logger at front of house to monitor and record noise levels throughout the event.

Liquor Licence

22. The event organiser will apply for a liquor licence for this event.
23. The event organiser will be seeking a liquor licence capacity of 1,500 people, but this is subject to final approval from Consumer and Business Services. The event organisers would be required to comply with the liquor licence conditions as set by Consumer and Business Services.

COVID-19 Considerations

24. All City of Adelaide event applications and approvals are subject to the event organisers complying with relevant laws, regulations and restrictions in relation to the outbreak of the human disease named COVID-19.
25. At the time of writing this report South Australia is in STEP 3 of the [South Australian Roadmap for Easing COVID-19 Restrictions](#).
26. STEP 3 permits the return of all events, subject to there being two square metres of space per one person, the event having created a COVID Safe Plan and a COVID Management Plan approved by SA Health (if attendance is in excess of 1,000 people or a liquor licenced venue with dancing).
27. A COVID Management Plan or COVID Safe Plan outlines the measures an event is taking to keep event patrons and staff safe in the context of the COVID-19 Pandemic to minimise the risk of spreading COVID-19.
28. Archie's 2020 will prepare a COVID Safe Plan and a COVID Management Plan for approval by SA Health prior to opening to the public, due to anticipating over 1,000 attendees with dancing at a liquor licenced venue.
29. As a condition of hire, all events are required to submit the relevant COVID Safe and/or Management plans to the City of Adelaide for review and approval of those elements that affect occupancy of the Park Lands or roads in the delivery of the event.

30. Further variations to the Archie's 2020 event footprint and operating conditions may be necessary for the event to fulfil a COVID Management Plan to meet the South Australian Directions or restrictions that apply at the time of the event.

Next Steps

31. If approved by Council, we will proceed with granting a temporary event licence to MIDNIGHT OATS PTY LTD for the delivery of Archie's 2020 in Ellis Park / Tampawardli (Park 24).

DATA AND SUPPORTING INFORMATION

Link 1: Proposed Event Site – Archie's 2020

ATTACHMENTS

Nil

- END OF REPORT -

Draft Adelaide Oval Precinct Community Land Management Plan

ITEM 10.4 08/09/2020
Council

Strategic Alignment - Environmental Leadership

2011/02224
Public

Approving Officer:
Klinton Devenish, Director Place

EXECUTIVE SUMMARY

This report seeks support for a revised Community Land Management Plan (CLMP) for the Adelaide Oval Precinct part of Tarntanya Wama (Park 26) which has been updated to take account of the changes that have occurred since the last review in 2009 and to provide consistency with the Adelaide Oval Redevelopment and Management Act 2011 (AORM Act).

While the entirety of the precinct remains Park Lands under the care and control of the City of Adelaide, portions are leased and licensed, by virtue of the AORM Act, to the Minister through two separate arrangements:

- A lease for the Adelaide Oval Core Area (which is exempt from the provisions of both the Adelaide Park Lands Management Strategy (APLMS) and the CLMP)
- A licence for the Adelaide Oval Licence Area (which includes Stella Bowen Park and Oval No 2).

The addition of statutory licensed uses creates a unique inter-relationship with the (normal) powers of a CLMP.

The Council is required to reach agreement with the Minister on a new CLMP.

The CLMP provides for the management of Pennington Gardens West, Creswell Gardens, Lights Vision and the leases to Tennis SA and Memorial Drive Tennis Club/ Next Generation.

Subject to consideration by the Board and agreement between the Council and the Minister for Transport and Infrastructure, the draft CLMP will be released for public consultation.

Presented to The Committee on 1 September 2020.

RECOMMENDATION

THAT COUNCIL

1. Approves the revision of the Adelaide Park Lands Community Land Management Plan for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) as per Attachment A to Item 10.4 on the Agenda for the meeting of the Council held on 8 September 2020, being released for statutory consultation subject to approval by the Minister for Transport and Infrastructure.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Environmental Leadership The updated Community Land Management Plan will ensure Council meets its legislative requirement to undertake a comprehensive review the Adelaide Oval Precinct / Tarntanya Wama (Park 26).
Policy	The current CLMP is dated 2009 and pre-dates the major redevelopment of the Adelaide Oval. The Adelaide Park Lands Event Management Plan 2016-2020 (APLEMP) guides the event use of the areas within the Adelaide Oval Precinct under the care and control of Council.
Consultation	Subject to Council approval and consultation with the Minister responsible for the Adelaide Park Lands Act 2005, a revised draft section of the Community Land Management Plan (CLMP) for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) will be released for community and stakeholder engagement for a minimum period of 21 days.
Resource	Not as a result of this report
Risk / Legal / Legislative	Legal review of components of the draft CLMP for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) has been undertaken.
Opportunities	Broadening opportunities for the activation of the area around Adelaide Oval for other activities and events will serve the City of Adelaide and Stadium Management Authority well. Events of this nature assist CBD based businesses particularly in the hospitality and tourism sectors.
20/21 Budget Allocation	Approximately \$3,000 for the advertising costs related to the community consultation.
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	This CLMP will be due for review in five years
20/21 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

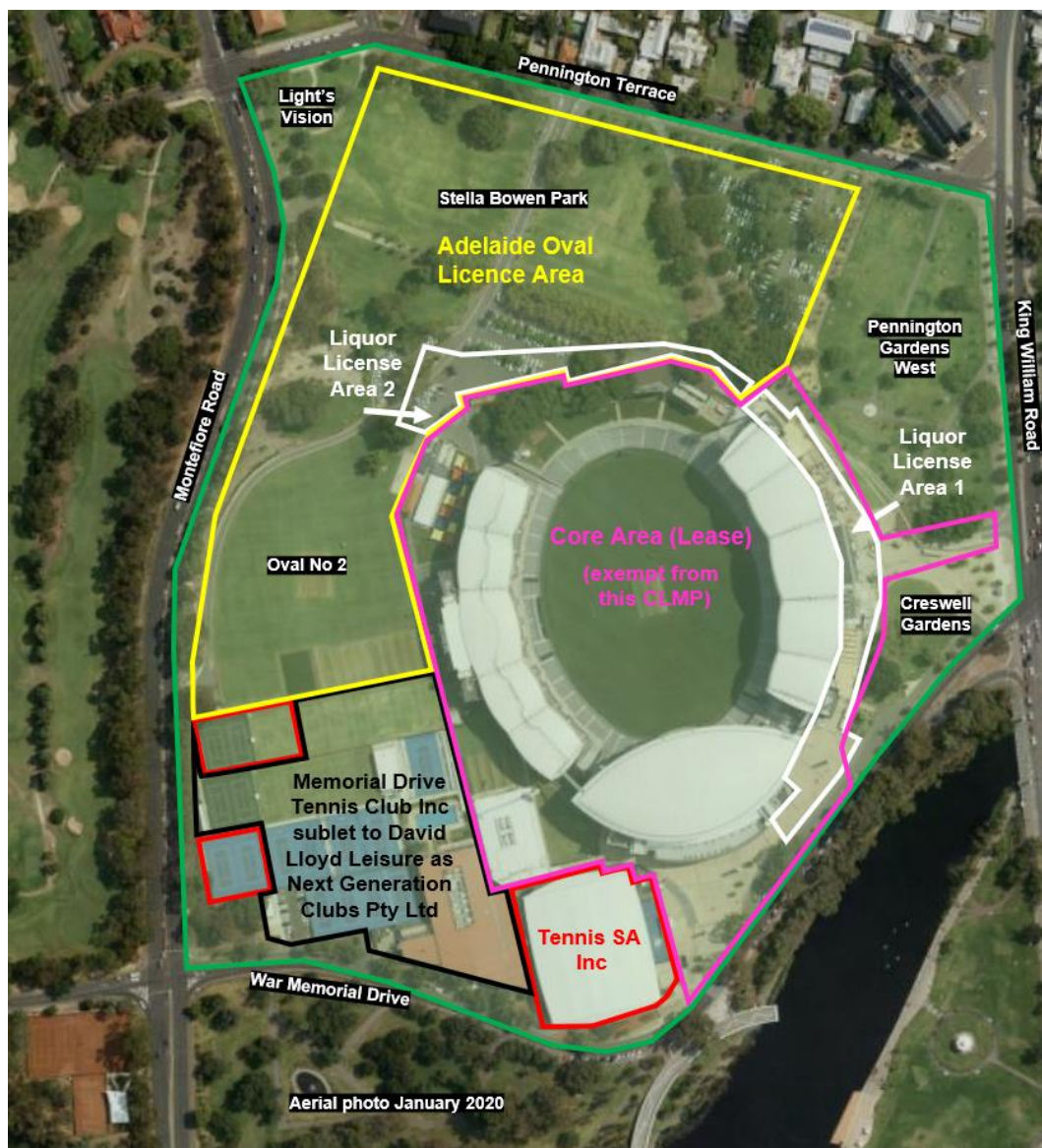
1. The presentation to the Adelaide Park Lands Authority held on 6 August 2020 gave an overview of the review of the Adelaide Park Lands Community Land Management Plan (CLMP) which is now underway (Link1 view [here](#)). This provided details on the legislative basis and purpose of the CLMP and outlined the planned approach to the review including the anticipated timing.
2. The purpose of this report is to seek support of the draft CLMP for the Adelaide Oval Precinct /part of Tarntanya Wama (Park 26). This has been updated to ensure consistency with the Adelaide Park Lands Management Strategy (APLMS) and to take account of the changes that have occurred at the Oval and surrounding areas since the CLMP was last reviewed in 2009.
3. This report also responds to the 26 June 2018 decision that Council:
 - 3.1. *Undertakes a review and update of the 2009 Community Land Management Plan (CLMP) in light of the changes to the site since the development of the Adelaide Oval and that the review provides guidance on the future use of Adelaide Oval No 2 (including frequency and type of use).*

Review of the Adelaide Park Lands Community Land Management Plan

4. Under section 196(1)(a) of the *Local Government Act 1999 (SA)* the Adelaide Park Lands is community land and therefore the City of Adelaide (CoA) is required to prepare and adopt a management plan.
5. The *Adelaide Park Lands Act 2005 (SA)* stipulates that this CLMP must be consistent with the Adelaide Park Lands Management Strategy (APLMS) and that it should be reviewed at least once every five years.
6. The CLMP sets out objectives, policies and proposals for management of the Adelaide Park Lands, states performance targets and measures, provides information on any restrictions to public use or movement through the Park Lands, as well as specific information on relevant policies for the granting of leases and licences.
7. The management plans for each park, group of parks or part parks, are being progressively updated in line with legislative requirements to ensure alignment with the APLMS and current plans and policies.
8. Each will be structured to provide specific background and planning information for individual parks, groups of parks or part parks and comprise of sections that speak to:
 - 8.1. Purpose
 - 8.2. Kurna statement of cultural significance
 - 8.3. Historical context for park
 - 8.4. Drivers of change
 - 8.5. Policies and Proposals for the use and management of the park
 - 8.6. Public use and movement through the park
 - 8.7. Policies for the granting of leases or licences.

Adelaide Oval Precinct / part of Tarntanya Wama (Park 26)

9. The Adelaide Oval precinct is comprised of:
 - 9.1. Adelaide Oval Core Area
 - 9.2. Adelaide Oval Licence Area, in turn comprising:
 - 9.2.1. Stella Bowen Park
 - 9.2.2. Adelaide Oval No. 2
 - 9.3. Light's Vision
 - 9.4. Pennington Gardens West
 - 9.5. Creswell Gardens
 - 9.6. Memorial Drive Tennis Centre (leased to Tennis SA Inc.)
 - 9.7. Memorial Drive Tennis Club Inc. (sub-let to Next Generation Clubs Australia Pty Ltd)
 - 9.8. small areas adjacent to the tennis facilities (on south and west sides)
 - 9.9. peripheral land along War Memorial Drive, Montefiore Road and Pennington Terrace.



Adelaide Oval Precinct (shaded and bound in light green) in Park 26

10. The Adelaide Oval precinct refers to the area bound by War Memorial Drive, King William Road, Pennington Terrace and Montefiore Road:
 - 10.1. The Core Area (the oval itself) and supporting infrastructure which is under the care and control of the SMA is excluded from the CLMP.
 - 10.2. Elder Park and Pinky Flat, which also form part of the CLMP for Tarntanya Wama (Park 26), are not included in the current update. These areas will be addressed in a future stage of the CLMP review.
11. The CLMP for Tarntanya Wama (Park 26) was last amended in December 2009 (Link 2 view [here](#)). It was not updated in 2013 when the management plans for the rest of the Park Lands were reviewed because of the Adelaide Oval redevelopment which was underway during 2012-14.

Governance Arrangements

12. The *Adelaide Oval Redevelopment and Management Act 2011 (SA)* (AORM Act) provides for the existing CLMP to remain in place until changes are agreed upon between Council and the Minister for Transport and Infrastructure.
13. The City of Adelaide is the custodian of the Adelaide Oval precinct. However, the AORM Act sets out a number of provisions and conditions in relation to the governance of this area.
14. As required under Part 2 of the AORM Act, the CoA granted the Minister for Transport and Infrastructure a lease over the Core Area (Link 3 view [here](#)). The Minister has in turn granted a sublease to the Stadium Management Authority (SMA) (Link 4 view [here](#)).

- 14.1. The Core Area, incorporating the oval itself, is not subject to the provisions of either the Adelaide Park Lands Management Strategy (APLMS) or the CLMP.
15. As required under Part 3 of the AORM Act, the CoA has granted a licence to the Minister for the Adelaide Oval Licence Area incorporating Stella Bowen Park and Oval No. 2 (Link 5 view [here](#)). The Minister in turn has granted sub-licences to the:
- 15.1. SMA (Link 6 view [here](#))
- 15.2. South Australian National Football League (SANFL) (Link 7 view [here](#))
- 15.3. South Australian Cricket Association (SACA) (Link 8 view [here](#)).
16. Under section 7(6) of the AORM Act, the Adelaide Oval Licence Area authorises use of the land for the purposes of:
- 16.1. Providing car parking in association with events at Adelaide Oval or Adelaide Oval No 2.
- 16.2. Providing reasonable access (including vehicular access) to any part of the Adelaide Oval Core Area.
- 16.3. Activities that are ancillary to the redevelopment of Adelaide Oval or Adelaide Oval No 2.
- 16.4. Activities that are ancillary to the use of Adelaide Oval or Adelaide Oval No 2 and take place on a temporary basis for a period not exceeding one month; or on a temporary basis for the purposes of a special event or activity.
- 16.5. Providing facilities for the playing and watching of sport at Adelaide Oval No 2.
- 16.6. Any other activity prescribed by the regulations for the purposes of this paragraph (no such regulations currently exist).
17. The use of the land under the licence (and any associated works on land the subject of these licence arrangements) will be subject to the CLMP.
18. Under the Licence Agreement, the SMA is responsible for maintaining all gardens and open grassed areas within the Adelaide Oval Licence Area to a high standard, consistent with the other areas within the Adelaide Oval Precinct.

Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) Draft CLMP

19. The 2009 CLMP for Tarntanya Wama (Park 26) has been reviewed and updated in light of the 2012-14 redevelopment and to ensure consistency with the APLMS. This envisions a large hub around Adelaide Oval and an enhanced interface along Pennington Terrace within the 'Core Entertainment precinct' of the Riverbank on the north and south section of the Torrens River.
20. The following arrangements are proposed for the use and management of the areas within the Adelaide Oval Precinct via the CLMP.

Stella Bowen Park

21. Stella Bowen Park is located within the Adelaide Oval Licence Area.
22. Under the Adelaide Oval Licence, the SMA is responsible for the care and maintenance and has first rights for activities at this location. When not in use, it is proposed that the park may be used for weddings and small community and cultural events during daylight hours for up to 1,500 people.

Oval No. 2

23. The 2009 CLMP for Tarntanya Wama (Park 26) stipulates that Oval No. 2 be retained as a cricket oval, licensed for formal sporting use. When not in use by the Licensee, it was to be made available to the community.
24. The Adelaide Oval Licence allows the SMA to use Oval No. 2 on an ancillary basis in conjunction with use of the Adelaide Oval Core Area, meaning that the area can be used for both sporting activities and event parking.
25. Oval No. 2 was the venue of a Midnight Oil concert in October 2017, which required the formal approval of Council.
- 25.1. This event was successfully staged to an audience of 15,000. Acoustic monitoring found that noise levels were kept within the acceptable range as outlined in the COA's Event Noise Mitigation Standard Operating Procedures (SOPs). No customer complaints were received by either the CoA or the SMA regarding the event.
- 25.2. Two further music events were approved in 2019 for Oval No 2 but they did not eventuate.

26. The draft CLMP recognises that Oval No.2 provides a very attractive 'village green' atmosphere that lends itself to the staging of events, a use consistent with its location within the 'Core Entertainment Precinct' identified in the APLMS.
27. It is currently proposed in the draft CLMP that in addition to this licensed ancillary use, Oval No. 2 may be permitted to be used for standalone events but subject to certain conditions:
 - 27.1. No more than eight community, cultural or music events per calendar year
 - 27.2. No more than 15,000 people in attendance / event tickets
 - 27.3. All sound delivery equipment facing southwards / towards the city
 - 27.4. Demonstrated compliance with the COA's Event Noise Mitigation SOPs
 - 27.5. Provision of a copy of the proposed traffic management plan
 - 27.6. Effective scheduling to ensure there is no conflict with other city events, activities or projects and to minimise disruption to the daily life of the city; and
 - 27.7. Approval from the CoA Chief Executive Officer.
28. The Economic Contribution of the Village Green, Adelaide Oval prepared for the Stadium Management Authority (SMA) by Dr Kris Iyer from Torrens University Australia (TUA), March 2019, has been provided to Council by the SMA to help inform the decisions regarding the future of Village Green at Adelaide Oval.
 - 28.1. The TUA were engaged by the SMA to prepare an economic impact analysis (EIA) for the hosting of events in the Village Green at Adelaide Oval, the study focused on the benefit of relaxing restrictions on the Village Green to be able to host more events outside of sporting or one-off events. The report concluded that allowing Village Green to host stand-alone events is likely to yield significant positive direct and indirect windfalls for the Adelaide economy including both.
 - 28.2. The report estimated that annual sales increases could range from \$3.3m to \$30.5m, with a base case value of \$7.6m. Additions to annual GDP are modelled to range between \$1.5m to \$13.7m, with a base case value of \$3.4m. New jobs are likely to be created by the events, these could be between 11 and 106 jobs, with a base value of 25 jobs.
29. The SMA has provided a high-level operational plan outlining how events on Oval No. 2 would be managed. This includes matters such as communication with residents prior to the event, stage location and set-up, fencing of the site, lighting and signage.
30. Potential impacts of allowing up to eight events a year would be the additional disruption to surrounding areas and some loss of community access to Oval No 2. Any impacts to the condition of Oval No 2 through additional events would be the responsibility of the SMA.

Light's Vision

31. The open, ornamental and historic characteristics of Light's Vision and Montefiore Hill will be retained. Generally, events are not appropriate given the small size of the area, its formal design and frequency of visitors. Small weddings and social functions may be considered subject to assessment by the CoA events team.

Pennington Gardens West and Creswell Gardens

32. The garden landscapes of Creswell Gardens and Pennington Gardens West are to be retained and reinforced. Weddings and small daytime community and cultural events with a maximum gathering of 1,000 – 5,000 people to be permitted in this space.

Tennis SA and Memorial Drive Tennis Club

33. In 2015 the CoA granted Tennis SA a 42-year lease at this site for the administration of tennis within the State, the conduct of tennis tournaments and competitions, coaching and other tennis-related activities. Use for entertainment by way of concerts or similar functions are also permitted.
34. In 1999 the CoA granted the Memorial Drive Tennis Club a 50-year lease which in turn granted a sub-lease to David Lloyd Leisure operating as Next Generation Clubs Pty Ltd.

Peripheral Areas

35. The development of a landscape plan is recommended for the peripheral land along War Memorial Drive and Montefiore Road which is under the care and control of Council. This should provide a formal setting for the Moreton Bay Fig that features prominently on the corner of Montefiore Road and War Memorial Drive and a wide formal pathway to accommodate the high pedestrian volumes during sporting and other events.

Next Steps

36. The existing 2009 CLMP will remain in effect until agreement is reached with the Minister on a new CLMP.
37. Subject to consideration by the Board and agreement between Council and the Minister, the draft CLMP for the Adelaide Oval Precinct / Tarntanya Wama (Park 26) will be released for community and stakeholder consultation.
38. The results of the consultation will be tabled for consideration by the Adelaide Park Lands Authority and Council.

DATA AND SUPPORTING INFORMATION

Link 1: Presentation 6 August 2020

Link 2: CLMP for Tarntanya Wama (Park 26) amended in December 2009

Link 3: Lease over the Core Area

Link 4: Sublease to the Stadium Management Authority (SMA)

Link 5: Licence Area incorporating Stella Bowen Park and Oval No. 2

Link 6: Sub-licence to SMA

Link 7: Sub-licence to SANFL

Link 8: Sub-licence to SACA

ATTACHMENTS

Attachment A – Draft Community Land Management Plan for the Adelaide Oval Precinct / Part of Tarntanya Wama (Park 26)

- END OF REPORT -

ADELAIDE OVAL PRECINCT

Part of Tarntanya Wama (Park 26)

Part of the Adelaide Park Lands
Community Land Management Plan

September 2020



DOCUMENT PROPERTIES

Contact for enquiries

If you have any questions regarding this document, please contact:

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Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

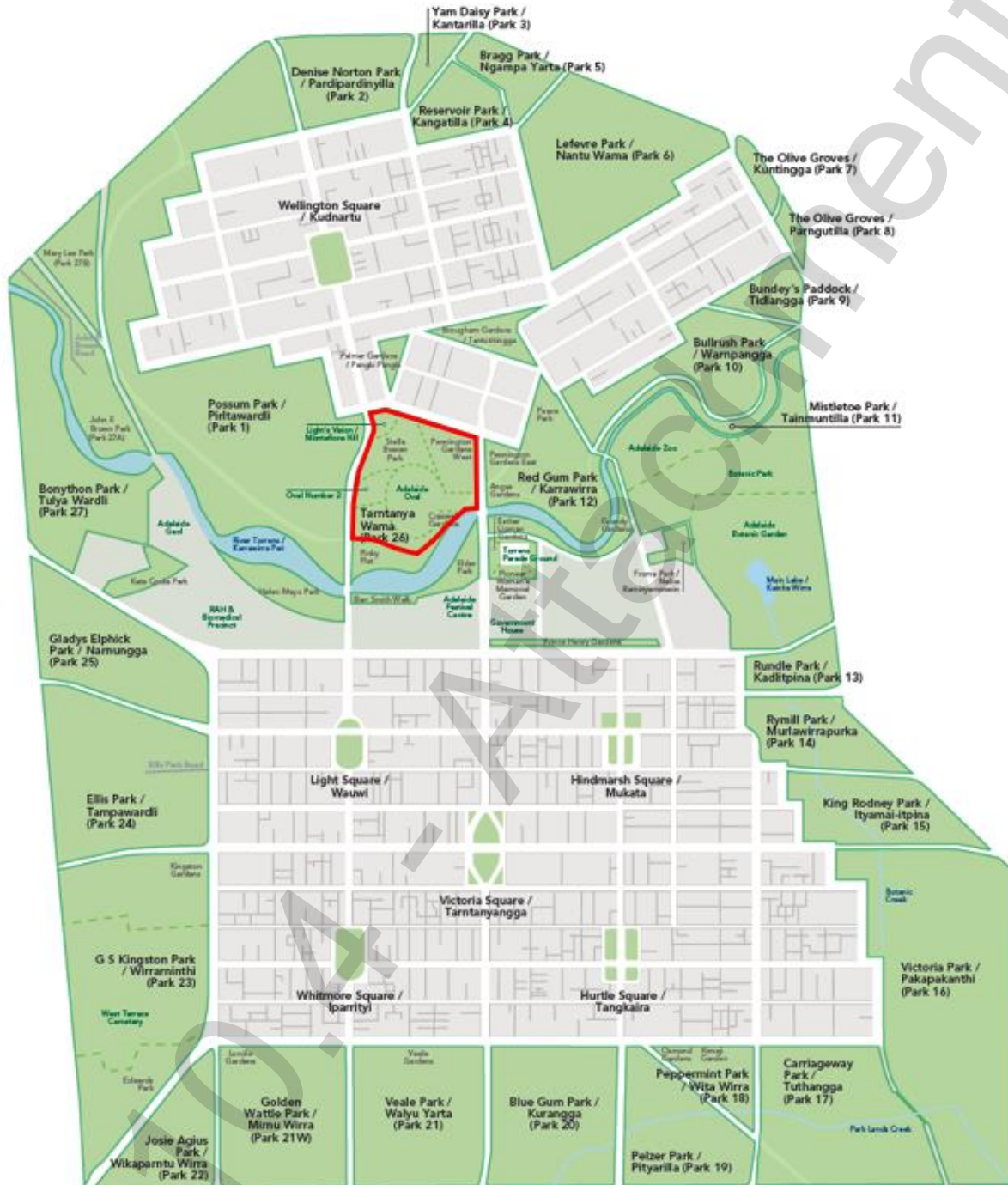


Figure 1: Adelaide Park Lands showing Adelaide Oval precinct in Tarntanya Wama (Park 26)

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

About this part of the Community Land Management Plan

This part of the Community Land Management Plan (CLMP) outlines how the City of Adelaide (CoA) will manage the land in the Adelaide Oval precinct within Tarntanya Wama (Park 26).

The CLMP is consistent with the 2015 Adelaide Park Lands Management Strategy (APLMS), which sets a vision for the future management and enhancement of the Adelaide Park Lands. The CLMP meets the statutory requirements of section 196 of the *Local Government Act 1999*. This part should also be read in conjunction with the *Adelaide Oval Redevelopment and Management Act 2011* (AORM Act) and the relevant leases and licences described herein.

This part applies to the area bounded by War Memorial Drive, King William Road, Pennington Terrace and Montefiore Road, in the park known as Tarntanya Wama (Park 26), as shown in Figure 1.



Figure 2: January 2020 aerial view of the Adelaide Oval precinct

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

ADELAIDE OVAL PRECINCT GOVERNANCE

A number of special provisions apply to the governance of Adelaide Oval and surrounds (Figure 3). In particular, the AORM Act imposes a range of provisions and conditions.

Pursuant to section 7 of the AORM Act, any new or amended CLMP that changes the provisions relating to the Adelaide Oval Licence Area must be agreed to by the Minister. Until the Minister agrees, the Management Plan in place before the amendment will continue to apply.

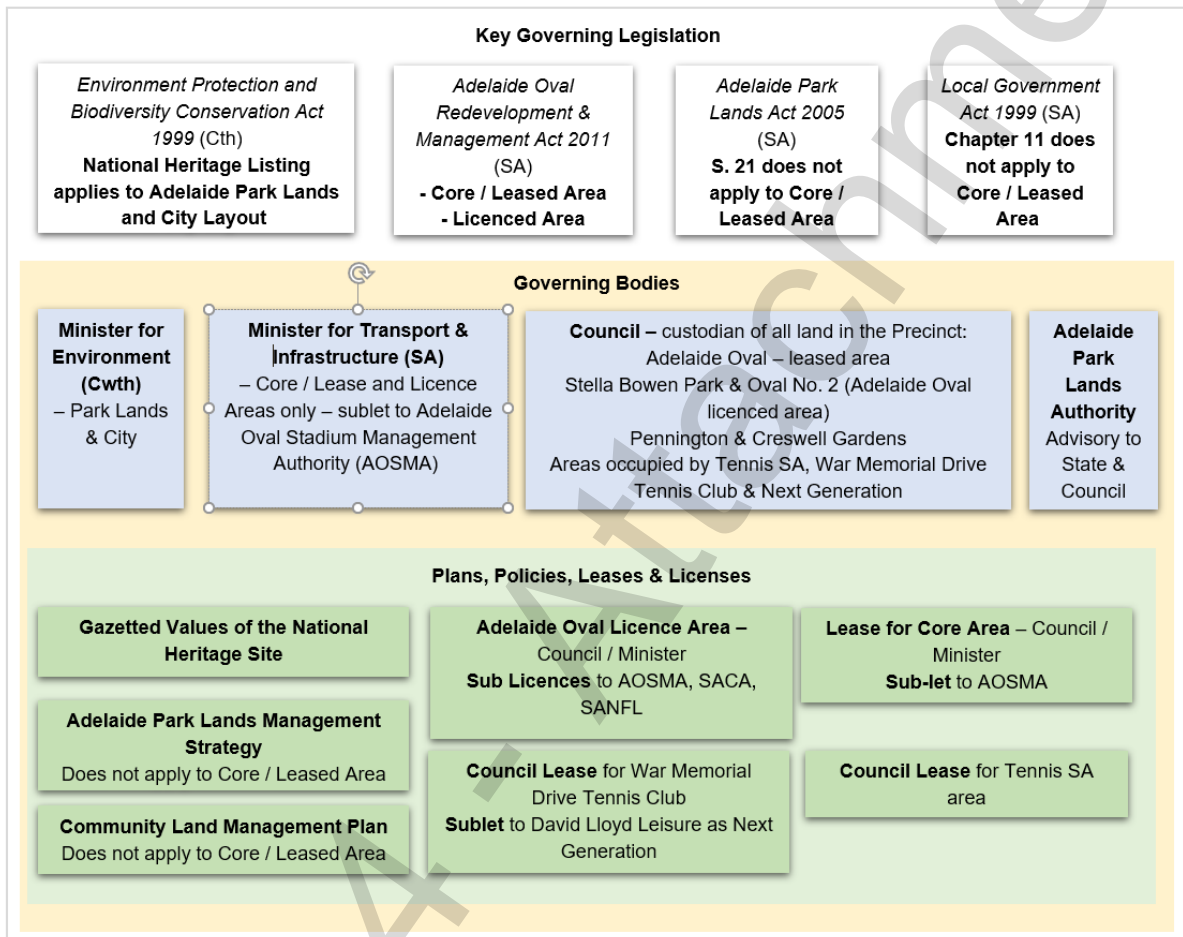


Figure 3: Governance summary for Adelaide Oval precinct

Precinct components

Section 3 and Schedules 2 to 4 of the AORM Act define two areas of the precinct that are subject to differing provisions: the Adelaide Oval Core Area and the Adelaide Oval Licence Area. These are shown in Figure 3.

The precinct comprises the following components (Figure 3):

- Adelaide Oval Core Area
- Adelaide Oval Licence Area, in turn comprising
 - Stella Bowen Park
 - Adelaide Oval No 2
- Light's Vision
- Pennington Gardens West

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

- Creswell Gardens
- Memorial Drive Tennis Centre (leased to Tennis SA Inc.)
- Memorial Drive Tennis Club Inc. (sub-let to Next Generation Clubs Australia Pty Ltd)
- small areas adjacent to the tennis facilities (on south and west sides)
- peripheral land along War Memorial Drive, Montefiore Road and Pennington Terrace.

The AORM Act does not apply to areas of the precinct that are outside the defined Core Area and Licence Area.

Victor Richardson Road is closed and forms part of the Core Area.

The Adelaide Oval Core Area is exempt from the provisions of this CLMP and of the APLMS, under section 11 of the AORM Act.

This CLMP applies to lot numbers D81642 (CR 6102/100) and D81642 (CR 6102/129) (pending review of the Adelaide Park Lands Plan by the Surveyor General).



Figure 4: Adelaide Oval precinct (shaded and bound in light green) in Park 26

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

Status of land as Park Lands

The Core Area and Licence Area both remain Park Lands under the AORM Act and as defined by the Adelaide Park Lands Act 2005.

The Core Area is not subject to the provisions of the APLMS or this CLMP.

Regarding the Licence Area, section 13 of the AORM Act states that:

“Except to the extent that is reasonably required in connection with the operation of Part 2 [the Core Area] and Part 3 [the Licence Area], the Minister should, in managing any part of the Adelaide Oval Licence Area, seek to protect and enhance the area as park lands for the use and enjoyment of members of the public”.

Further, section 7(10) of the AORM Act states that any use of, or any associated works on, the Licence Area “will be subject to the provisions of the Council’s management plan [CLMP] ... that relate to the Adelaide Oval Licence Area”. This provision is subject to further provisions relating to possible arbitration by the State Commission Assessment Panel.

Custodianship

The custodianship of the Adelaide Oval precinct lies with the City of Adelaide.

In the Core Area, the City of Adelaide has granted a lease to the Minister (as required under Part 2 of the AORM Act) and the Minister has granted a sublease to the Stadium Management Authority (SMA).

In the area north west and adjacent to the Core Area, the City of Adelaide has granted a licence to the Minister (as required under Part 3 of the AORM Act).

Purpose for which the land is held by the City of Adelaide

With reference to the Statutory Principles expressed in the Adelaide Park Lands Act 2005, and in keeping with the original purpose of the Park Lands as a predominantly, and broad, recreational resource, the Park Lands surrounding Adelaide Oval are held under the care, control and management of the City of Adelaide to:

- Serve the general social, recreational and sporting (particularly at the elite level) needs of the community
- Contribute to the health and well-being of the community by hosting activities and events of both a formal and informal nature, with the Oval surrounds serving as a place of quiet respite
- Provide public benefit with the Oval surrounds being generally available as freely and publicly accessible open space with minimal built form

The purpose also recognises the uses and activities permitted in the areas surrounding Adelaide Oval under the terms of the Adelaide Oval Licence Area Licence Agreement provided by the City of Adelaide to the Minister for Transport in order to manage Adelaide Oval as a world class sporting facility, as follows:

- Parking on grassed areas within a park-like setting in association with events at Adelaide Oval or Adelaide Oval No 2
- Providing reasonable access (including vehicular access) to any part of the Adelaide Oval Core Area
- Activities that are ancillary to the use of Adelaide Oval or Adelaide Oval No 2 and take place on a temporary basis for a period not exceeding 1 month
- Providing facilities for the playing and watching of sport
- Activities provided for by regulation (there are currently no regulations associated with the Act)

National Heritage Listing context

The Adelaide Oval precinct is an integral component of the Adelaide Park Lands and City Layout as listed on the National Heritage List. The Adelaide Oval precinct sits between the City and North Adelaide and is part of the Torrens Valley landscape vista which forms the transition between the two parts of the City.

The Park Lands that frame the Adelaide Oval support, complement and showcase the facility, serving as important aesthetic entrances.

For this reason, all activity, development and alterations within the precinct must be consistent with the values that provide the basis for the listing, within the operation of the AORM Act.

CLMP objectives for management of the Adelaide Park Lands

The objectives for the area of Park Lands within the Adelaide Oval Precinct managed by Council are:

1. To protect the National Heritage values of the Adelaide Park Lands and City Layout.
2. To hold the Park Lands for public benefit, freely available to the people of South Australia for their use and enjoyment
3. To ensure a balance of environmental, cultural, recreational and social uses of the Park Lands
4. To recognise, protect, enhance and interpret cultural heritage sites of Kaurna and European significance

Performance targets and measures

The following performance targets and measures are established for the CLMP objectives defined above.

Objective	Target	Measure
1. To protect the National Heritage values of the Adelaide Park Lands and City Layout.	T1. No impact on National Heritage values T2. No loss in the spatial extent of the Park Lands	M1. As assessed by an expert inspection by Council and reported at least every three years in the State of the Park Lands Report M2. As reported annually in the State of the Park Lands Report.
2. To hold the Park Lands for public benefit, freely available to the people of South Australia for their use and enjoyment.	T3. Retain free and open access to all (with the exception of areas for which access restrictions are in place in accordance with this CLMP and Legislation).	M3. As assessed using an agreed methodology and reported at least every three years in the State of the Park Lands Report
3. To ensure a balance of environmental, cultural, recreational and social uses of the Park Lands.	T4. No decrease in the diversity of environmental, cultural, recreational and social activities.	M4. Changes to the diversity of uses will be monitored and reported at least every three years in the State of the Park Lands Report.

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

4. To recognise, protect, enhance and interpret cultural heritage sites of Kaurna and European significance	T5. No negative impacts on cultural heritage sites of Kaurna and European significance.	M5. Maintenance of sites of cultural heritage significance as assessed by an expert inspection by Council and reported annually in the State of the Park Lands Report.
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1. KAURNA STATEMENT OF CULTURAL SIGNIFICANCE

Together with Pinky Flat and River Torrens / Karrawirra Parri, the site of Adelaide Oval was part of the Red Kangaroo Dreaming and an extended campsite used by the Kaurna for ceremonies, games, religious observances and burials. Consequently, Adelaide Oval and surrounds are of spiritual and cultural significance for Kaurna.

After the arrival of Europeans and before Adelaide Oval was established, the Kaurna and other Indigenous groups continued their traditions of public performance for visitors to the 'country'. Kaurna were displaced from the area along the River Torrens as the City and Park Lands were established and progressively developed by settlers.

Following the establishment of Adelaide Oval as a sporting venue, Kaurna people staged two corroborees at the Oval.

Some Aboriginal participation in sport at the Oval occurred during the nineteenth and twentieth centuries; however, this was limited due to the attitudes of settlers and the availability of opportunities. Aboriginal involvement was most notable in Australian rules football and there have been many revered Aboriginal players.

The Oval is a forum in which Indigenous and non-Indigenous people have been able to interact through sport and other events, contributing in part to the improvement of cultural relations between non-Indigenous and Indigenous people. The Oval reflects the local history of Indigenous participation in sport.

For Indigenous people, Adelaide Oval provides a place where racial stereotyping can be overcome through the ethos of sport, presenting an opportunity for participation and contest, irrespective of race.

While the Kaurna are recognised as the traditional owners of the land occupied by the Adelaide Oval precinct, the Australian Federal Court determined on 21 March 2018 that Native Title has been extinguished.

The rights of the Kaurna through the Aboriginal Heritage Act 1988 remain in place.

2. HISTORICAL CONTEXT

Pre-settlement cultural significance

The City of Adelaide is working closely with Kaurna Elders to undertake cultural mapping across the Adelaide Park Lands. The outcomes of this project will ensure that any sites of Kaurna cultural heritage significance in Tarntanya Wama are documented, recognised, promoted and understood.

Post-settlement cultural significance

Adelaide Oval has been a focal point for major sporting and cultural events since it was first established. The site has been used as a sporting venue consistently since the 1840s. The earliest formal uses of the site for cricket date from the period 1859 to 1865, when the SA

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

Cricket Club leased six acres on the current site and installed fencing and planted a cricket pitch. The South Australian Cricket Association (SACA) was formed in 1871.

Appendix A provides a summary of key dates since colonial settlement.

The 2007 Cultural Landscape Assessment for the Adelaide Park Lands (see General Provisions Section 1) notes that the precinct “contains considerable meanings and features of historic, aesthetic, social, geographical, design, and cultural associations and merit”.

The precinct includes the following significant features. Some of these are listed as a State heritage place under the [Heritage Places Act 1993](#).

Light's Vision and Memorial to Colonel William Light (State heritage place)

Light's Vision is a prominent lookout and monument on Montefiore Hill, commemorating Colonel William Light. Created in 1936, the site previously provided a striking and distinctive view of the City, although this view is now largely obscured by the new Adelaide Oval structures; nevertheless, the view down to the Oval itself remains important. The vantage point remains a popular tourist attraction and is frequently used for public occasions and announcements.

Montefiore Hill was identified and integrated into Light's original Plan of Adelaide. Its geographical significance was re-awakened with the State centenary in 1936, when it was re-created as a formal lookout and designated as 'Light's Vision', with the creation of a small northern Italian landscape on its crest. At the time, the Council and architect Walter Bagot recognised the geographical importance of Montefiore Hill, designed and planted significant features on its crest, and kept its flanks clear of vegetation to heighten its prominence.

War Memorial Oak (State heritage place)

The War Memorial Oak in Creswell Gardens was the first tree planted in Australia to memorialise the outbreak of World War One. The oak was planted on 29 August 1914 by the then Governor of South Australia, just 25 days after the declaration of war between Great Britain and Germany. Its purpose was not to commemorate the War, but to inspire patriotism.

Statue of Hercules (State heritage place)

The Statue of Hercules was a gift to the City by philanthropist William Austin Horn in 1892 and is a copy of the Farnese Hercules excavated in Naples. The statue was relocated to Pennington Gardens West in 1930 following renovations to Victoria Square / Tarntanyangga.

Memorial to Captain Ross Smith (State heritage place)

This memorial in Creswell Gardens was unveiled on 10 December 1927 to commemorate the anniversary of the landing of Sir Ross Smith after his flight from England to Australia in 1919. The statue carries four bronze reliefs depicting the events of the flight. The flight by the South Australian-born aviator is considered a symbolic challenge to the perceived isolation of Australia from the rest of the world.

Pennington Gardens West and Creswell Gardens

From about 1900, these gardens served as meeting points and important aesthetic entrances to Adelaide Oval as sporting events became more formalised and attendance numbers increased. This prompted the crafting in the early 1900s of a gardenesque landscape setting which, although modified during the Oval redevelopment between 2012 and 2014, retains essential elements of its creation and planting.

Pennington Gardens Fountain (previously known as the Creswell Gardens Fountain)

This is a large Victorian-style cast-iron fountain created for the 1885 Adelaide International Exhibition and relocated to Creswell Gardens in 1909. It was then relocated from Creswell Gardens to Pennington Gardens during the redevelopment of Adelaide Oval in 2014. The 2007 Cultural Landscape Assessment described the fountain as having high significance and recommended it for inclusion on the State Heritage Register.

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

Remnant White Cedar Pathway

Immediately west of the entrance roadway from Pennington Terrace are four white cedar trees (*Melia azedarach* var. *australasica*). These are the remnants of White Cedar Avenue, which was established by the City Gardener, August Pelzer, in 1907 and which stretched diagonally from Pennington Terrace to Adelaide Oval. The avenue was considered the oldest remaining White Cedar Avenue in the Park Lands north of the River Torrens / Karrawirra Pari, until it was removed in 2012 as part of the Adelaide Oval redevelopment.

Creswell Gardens sign

This arched sign consists of two cast-iron columns, partially fluted, with stylised Corinthian capitals topped by scrolls and spiked finials. The sign was installed in October 1910 with restoration works by Council in 1989.

The 2007 Cultural Landscape Assessment described the sign as having high significance and recommended it for inclusion on the State Heritage Register.

Sir Donald Bradman Statue

A statue commemorating the internationally renowned cricketer Sir Donald Bradman (1908–2001) is located near the eastern entrance to the Oval. Designed by Adelaide artist Robert Hannaford and standing 2.5 metres high on a 1.5 metre stone plinth, it was unveiled in February 2002.

Other memorials and plaques

Other memorials and plaques present in the precinct are:

- Bereaved Through Suicide Support Memorial
- The Compassionate Friends Memorial
- Homicide Victims of South Australia Memorial
- Light's Vision Sundial (originally located on Montefiore Hill lookout prior to erection of the Colonel Light Statue)
- Jack Reedman Memorial Drinking Fountain (erected in 1929 to honour J. C. Reedman, an outstanding player of both Australian rules football and cricket in the late 19th century).

Recent changes

The redevelopment of Adelaide Oval between 2012 and 2014 resulted in significant changes to the built form of the Oval, Creswell Gardens, Pennington Gardens West and the area to the north now known as Stella Bowen Park. These include:

- removal of Laffer Gardens from Pennington Gardens
- contraction and redesign of Creswell Gardens
- loss of most of White Cedar Avenue from the northern area
- demolition of the ticket house on the eastern side of the Oval.

There was also some more recent westwards expansion of Oval No 2 in 2015 and consequent changes to the pathway adjacent to Montefiore Hill and to the landscaping of the Montefiore Hill embankment.

3. DRIVERS OF CHANGE

The very significant redevelopment of Adelaide Oval and the associated changes to the precinct have been completed and no more major changes are planned.

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

The Memorial Drive Tennis Centre completed a redevelopment in 2019. This included:

- a new woven fibreglass membrane fabric roof over the existing stands and centre courts
- LED lighting to tournament standard on all match and practice courts
- refurbishment of the international standard court platform.

A new hotel, integrated into the eastern façade of the existing structure, was completed in September 2020. As it is located within the Core Area it is not subject to this CLMP.

However, patronage of the hotel is likely to result in increased incidental use of the Park Lands in the precinct; monitoring of assets will assess whether higher levels of maintenance are required.

4. POLICIES AND PROPOSALS FOR THE USE AND MANAGEMENT OF THE ADELAIDE OVAL PRECINCT

General

The following policy statements are based on the intent of the Adelaide Oval Precinct Landscape Master Plan when developed and adopted in September 2014.

The Adelaide Oval precinct sits within the River Torrens valley and the natural topography of the site should be respected. The rising and falling Park Lands setting either side of King William Rd serves as an important entry to the City.

Adelaide Oval, the tennis facilities and Next Generation Fitness Centre are to retain their open, formal, high-quality Park Lands setting. In general, the landscape should be turfed, irrigated with large ornamental trees providing shade and a high level of amenity.

The existing extent and spatial arrangements of gardens, trees, paths and open grassed areas will be maintained to a very high standard as a park setting.

The precinct's significant cultural heritage and Victorian character will be recognised and interpreted in a contemporary manner. This character includes:

- considered placement of statues, memorials and fountains
- formal axial pathways
- the first tree planted as a war memorial in Australia
- a European landscape of large, long-lived shade trees, grass and herbaceous borders.

The landscape heritage will be recognised and reinforced.

The existing structure of the gardens and open Park Lands will be preserved; this includes existing roadways, pathways and mature trees (including eucalypts, elms, oaks, figs and white cedars).

Monuments should be retained in their current locations.

Permanent built form is inconsistent with the purpose, design and use of the landscape, with the exception of traditional gardenesque structures such as small gazebos or rotundas.

Existing open grassed spaces are to be retained and framed by large shady trees.

New tree species will be long-lived, tall shade trees including *Araucaria*, *Ficus*, *Platanus*, *Quercus*, *Pinus* and *Ulmus*. Both deciduous and evergreen species are acceptable, consistent with existing trees.

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

Herbaceous shrub and garden beds will continue to be predominant in Creswell and Pennington Gardens, including preservation of the existing garden bed between Pennington Gardens and Stella Bowen Park. The locations and design of beds should be consistent with crime prevention through environmental design (CPTED) principles. The planting character of the beds should be colourful and favour species that flower and display seasonally.

Species selection and replacement is to be agreed upon with CoA.

Periodic reviews should be undertaken with landscape experts and qualified arborists; this should be undertaken at least annually.

Periodic turf review should be conducted with CoA staff.

The water that is used will be predominantly from the Glenelg to Adelaide Park Lands recycled water scheme and the Torrens Lake.

Creswell Gardens and Pennington Gardens West

The integrity of Creswell Gardens and Pennington Gardens West as garden landscapes will be retained and reinforced.

The Creswell Gardens sign will be retained.

Weddings and small daytime community and cultural events are appropriate in Creswell Gardens and Pennington Gardens West, with a maximum attendance of 1,000 and 5,000 people respectively. Major events and events of a commercial nature are not appropriate.

Stella Bowen Park

Stella Bowen Park will continue to be managed as a grassed, well-watered, versatile and open landscape with large shady trees.

The Adelaide Oval Licence permits the SMA first rights in Stella Bowen Park for activities specified under section 7(6) of the AORM Act (refer to Policies for the Granting of Leases or Licences, Section 6, p 18).

When the SMA is not using the Park:

- weddings and small community and cultural events with attendance of up to 1,500 people are appropriate during daylight hours
- CoA will consult with the SMA to ensure the Park is available when considering applications for such events
- events of a commercial nature are not appropriate
- given its proximity to residential areas, large events are not appropriate.

Light's Vision

The open, ornamental and historic characteristics of Light's Vision and Montefiore Hill, with the associated unimpeded views to and from the Oval, will be retained. The characteristic Tuscan-style balustrading will be retained.

Generally, events are not appropriate within the Light's Vision garden area, given the small size of the area, its formality and design, and frequent visits by tourists. However, small events such as weddings, gatherings and small social functions may be acceptable, with proposals being assessed by the City of Adelaide's events team.

Events of a commercial nature are not appropriate.

Oval No 2

The "village green" character of Oval No 2 will be retained, by:

- perimeter plantings of large, ornamental shady trees
- the absence of built form

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

- the optional inclusion of modest scaled seating to accommodate up to 100 people, which may be covered for shade and rain protection but must be unenclosed
- ensuring the picket fence allows for reasonable public access
- restricting the existing roadway to its current width and alignment.

The Adelaide Oval Licence permits use of Oval No 2 on an ancillary basis in conjunction with use of the Adelaide Oval Core Area. In addition to this licensed ancillary use, Oval No. 2 is permitted to be used for standalone events subject to the following conditions:

- No more than eight community, cultural or music events per calendar year.
- No more than 15,000 people in attendance / event tickets.
- All sound delivery equipment facing southwards / towards the city.
- Demonstrated compliance with the COA's Event Noise Mitigation Standard Operating Procedures.
- Provision of a copy of the proposed traffic management plan.
- Effective scheduling to ensure there is no conflict with other city events, activities or projects and to minimise disruption to the daily life of the city.
- Approval from the CoA Chief Executive Officer.

Oval No 2 was expanded in 2015 to enable the playing of first-class cricket (Figures 5 and 6). This expansion included an access road to facilitate the movement of wickets, a retaining wall to support the Montefiore Road embankment and a traditional picket fence.



Figure 5: 2008 Oval No 2 showing the 2008 and 2019 boundaries

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

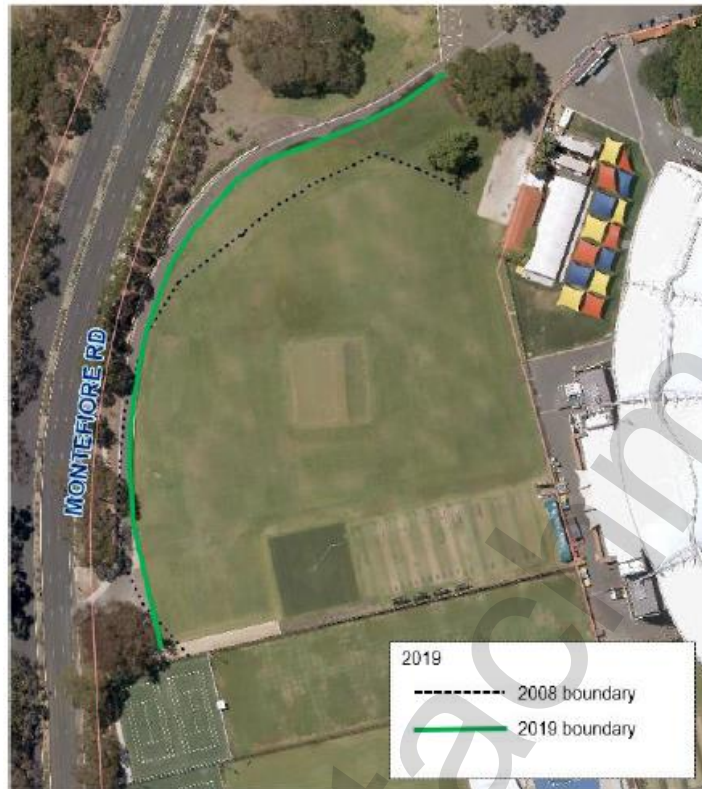


Figure 6: 2019 Oval No 2 showing the 2008 and 2019 boundaries

Peripheral areas

A landscape plan should be developed for the corner of Montefiore Road and War Memorial Drive that provides a turfed, irrigated and formal setting for the Moreton Bay fig that features prominently on this corner.

A landscape plan should be developed for the War Memorial Drive frontage that:

- reinforces the Park Lands character of the precinct
- includes a wide, formal path to accommodate the large numbers of pedestrians moving to and from the Oval and Tennis Centre.

Parking

Permanent car parking will be limited to that identified in Figures 7 and 8 (with the exception of parking in the Core Area, which is not subject to this CLMP).

The public car park adjacent to Light's Vision will be retained.

Event car parking, as approved by the Stadium Management Authority (SMA), may occur within any part of the Licence Area, which accommodates approximately 1,350 cars.

Parking on grassed areas must be managed in a sustainable manner including:

- use of robust grass species
- adequate resting of areas
- adequate watering
- coring, slicing and other measures to prevent compaction
- tree protection zones to protect root systems.

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)



Figure 7: Permanent car parking permitted north of Adelaide Oval



Figure 8: Permanent car parking permitted in Memorial Drive Tennis Club and Tennis SA leased areas

Dog management

Dogs must be kept on-leash, which means that a person is controlling the dog:

- by means of a chain, cord or leash that does not exceed 2 metres in length, or
- by tethering it to a fixed object by means of a chain, cord or leash that does not exceed 2 metres in length.

5. PUBLIC USE AND MOVEMENT THROUGH PARK 26

The precinct serves as an important pedestrian and cycling corridor between North Adelaide and the CBD, providing people with a relaxing and enjoyable landscape through which to move. The precinct also provides many important locations for people to enjoy the Park Lands and engage with the heritage of the precinct.

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

Adelaide Oval Licence Area

Under the AORM ACT, the Licence Area is to generally remain publicly accessible Park Lands.

In accordance with clause 6.2 of the licence for the Licence Area, the Minister or SMA must not unreasonably withhold its consent to any request from the public to use the Licence Area land if that use of the land would not interfere with any use of the land by the SMA, SACA or South Australian National Football League (SANFL).

The pedestrian and bicycle routes (Figure 9) will be maintained, except as limited by the provisions of the Adelaide Oval Licence, particularly those under clause 7 regarding fences or barriers.

Explore options to provide a more pleasant walking environment along Montefiore Road, including further landscaping and moving the new pedestrian pathway further into the park.

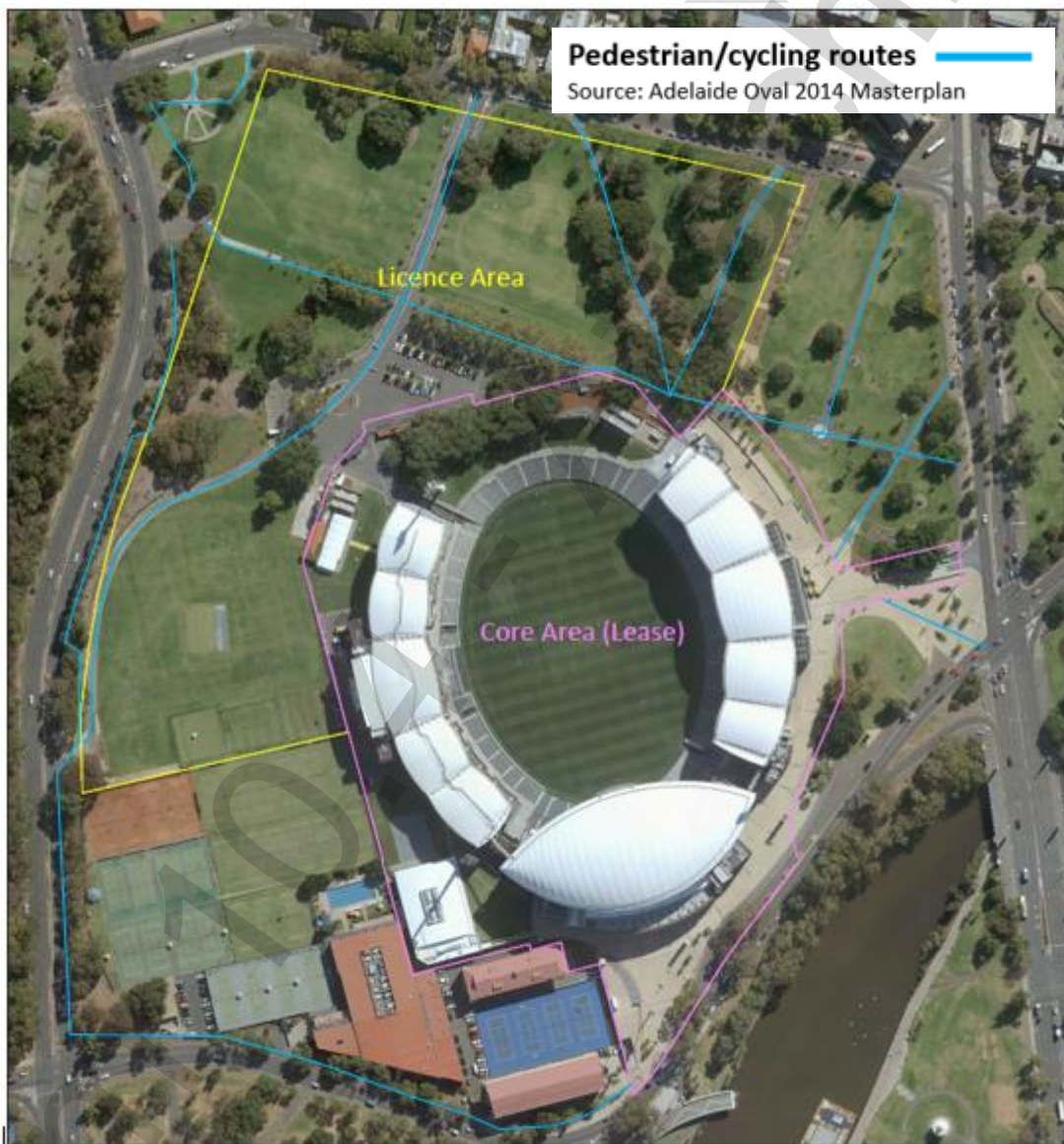


Figure 9: Pedestrian and cycling routes shown in blue

Adelaide Oval Core Area

Public use and movement in the Core Area are restricted in accordance with the provisions of the AORM Act and the Lease; the provisions of this CLMP do not apply to that area.

6. POLICIES FOR THE GRANTING OF LEASES OR LICENCES

As outlined in Section 1 of this part of the CLMP, governance of the Core Area and Licence Area is guided by a lease and a licence respectively, which are required under the AORM Act. More detail on these is provided below, including information on provisions around other leases, subleases, licences and sub-licences in the Core Area and Licence Area.

Outside of the Core Area and Licence Area, leases and licences will only be granted by CoA where they support outdoor recreational activity. Event holders may be granted temporary leases and/or licences.

More detailed provisions can be found in CoA's Adelaide Park Lands Leasing and Licensing Policy, and Adelaide Park Lands Events Management Plan 2016–2020.

In the following subsections, the name "Council" is used synonymously with "City of Adelaide", for consistency with the language of the AORM Act.

Adelaide Oval Core Area Lease

Although the provisions of this CLMP do not apply to the Core Area, the following information is included because it is relevant to the management of the precinct and the protection of its cultural and heritage values.

Section 4 of the AORM Act relates to the granting of a lease for the Adelaide Oval Core Area by Council to the Minister, and section 5 relates to the granting of a sublease from the Minister to the SMA.

Pursuant to section 4 of the AORM Act, the Core Area (see Figure 3) has been leased by the Council to the Minister responsible for the AORM Act for a period of 80 years, expiring 16 November 2091.

Pursuant to the AORM Act, the Adelaide Oval Core Area must be used predominantly for the purposes of a sporting facility (including related uses and with recreational, entertainment, social and other uses being allowed on an ancillary or temporary basis from time to time).

The lease is not subject to Chapter 11 of the LG Act or section 21 of the APL Act.

Relevant provisions of the Core Area Lease

Some provisions of the Core Area lease that are of relevance to this CLMP are:

- The Adelaide Oval Core Area must continue to be named Adelaide Oval.
- The Adelaide Oval scoreboard must be maintained in good condition where it stands on the commencement of this Act.
- At least 1,200 square metres of grassed open space must be kept at the northern end of Adelaide Oval (between the scoreboard and the western stands). However, this does not prevent the placing of a building or other structure on that open space:
 - on a temporary basis for a period not exceeding 1 month, or
 - on a temporary basis for the purposes of a special event or activity prescribed by the regulations for the purposes of this paragraph.
- The Minister (or any other person) must not remove or substantially alter any Moreton Bay fig tree (*Ficus macrophylla*) located within the Adelaide Oval Core Area without the approval of the Council (which approval must not be unreasonably withheld).

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

- Except to the extent of these specific provisions, the Minister is authorised to manage any part of the Adelaide Oval Core Area that is subject to a lease under this section in such manner as the Minister thinks fit.
- The Lessee acknowledges that the Adelaide Oval Core Area is, and is situated within, Park Lands (as defined in the APL Act).
- As a consequence, the Lessee shall use its best endeavours to appropriately activate and integrate the use of the Outer Core Area with the surrounding Park Lands, where:
 - Outer Core Area means the land within the Adelaide Oval Core Area other than Adelaide Oval
 - Adelaide Oval means the land on which the stadium within the Adelaide Oval Core Area is situated.

Sublease to the SMA

Under section 5 of the AORM ACT, the Minister is authorised to grant a sublease to the SMA over any part of the Adelaide Oval Core Area. The consent of the Council is not required before the Minister grants a sublease.

The Minister granted such a sublease to the SMA, which commenced on 15 March 2012 and will expire on 16 November 2091.

A sublease must be subject to the rights of SACA and the SANFL set out in licences granted by the Minister that provide certain rights to unrestricted and exclusive use of Adelaide Oval for the playing of cricket (SACA) and football (SANFL) during respective designated periods of the year.

The AORM Act permits further subleases or licences over any part of the area (subject to the consent of the Minister).

A sublease under section 5 of the AORM Act is not subject to Chapter 11 of the LG Act (Land) or section 21 of the APL Act (Leases and licences granted by Council).

Adelaide Oval Licence Area Licence

Section 7 of the AORM Act relates to the granting of a licence to the Minister for the Adelaide Oval Licence Area, and to related sub-licences.

Pursuant to the AORM Act, the Council must, at the request of the Minister, grant a licence to the Minister over all of the Adelaide Oval Licence Area (Figure 3), or any part of that area specified by the Minister.

The licence must:

- be for a term specified by the Minister (being a term of up to 20 years)
- at the request of the Minister, be extended or renewed for one or more periods of up to 20 years at a time, subject to the qualification that the total term of a licence must not exceed 80 years.

The first (and current) licence between Council and the Minister for Transport and Infrastructure commenced on 1 December 2011 and expires on 30 November 2031, with a further three terms of twenty years each to potentially be granted upon request.

Under section 7(16) of the AORM Act, a licence under section 7 of that Act is not subject to section 202 of the LG Act (Alienation of community land by lease or licence) or section 21 of the APL Act (Leases and licences granted by Council).

Adelaide Oval Sub-licences

Pursuant to the AORM Act, the Minister may, after consultation with the Council, grant a sub-licence over any land that is subject to a licence between the Minister and the Council.

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

Sub-licences exist between the Minister for Transport and Infrastructure and the:

- SMA, commencing 8 December 2014 and expiring 30 November 2031
- SANFL, commencing 8 December 2014 and expiring 30 November 2031
- SACA, commencing 8 December 2014 and expiring 30 November 2031.

Subject to review (on application by either Council or the Minister) by the State Commission Assessment Panel, the licence will only be subject to such terms and conditions as the Minister may specify after consultation with the Council.

The Minister may cancel a sub-licence if the Minister considers that the holder of the sub-licence is not managing any land in a manner consistent with maintaining park lands for the use and enjoyment of members of the public or with the provisions of the CLMP.

Licensed uses for the Adelaide Oval Licence Area

Under section 7(6) of the AORM Act, a licence or sub-licence authorises use of the land for the purposes of:

- a. providing car parking on grassed areas within a park-like setting in association with events at Adelaide Oval or Adelaide Oval No 2, or otherwise in accordance with the regulations (no such regulations currently exist); or
- b. providing reasonable access (including vehicular access) to any part of the Adelaide Oval Core Area; or
- c. activities that are ancillary to the redevelopment of Adelaide Oval or Adelaide Oval No 2; or
- d. activities that are ancillary to the use of Adelaide Oval or Adelaide Oval No 2 and take place
 - i. on a temporary basis for a period not exceeding one month, or
 - ii. on a temporary basis for the purposes of a special event or activity prescribed by the regulations for the purposes of this paragraph; or
- e. providing facilities for the playing and watching of sport at Adelaide Oval No 2; or
- f. any other activity prescribed by the regulations for the purposes of this paragraph (no such regulations currently exist).

Section 7(8) of the AORM Act stipulates that public car parking must be limited to the area designated in Schedule 5 of that Act, which corresponds with the Licence Area.

Adelaide Oval Redevelopment and Management Act 2011: Additional relevant provisions

Under section 7(10), any use of or any associated works on the Licence Area will be subject to the provisions of Council's management plan (this CLMP) that relate to the Adelaide Oval Licence Area (subject to subsections (11), (12) and (13) of section 10).

Under section 7(11), any new Council management plan (CLMP) requires the agreement of the Minister.

Under section 7(12), the Minister may apply for a review by the State Commission Assessment Panel if the Minister considers a provision of the management plan (CLMP) is unreasonable in connection with the use of any part of the Adelaide Oval Licence Area or that the Council is acting unreasonably in relation to the administration or implementation of the management plan.

Also under section 7(12), the Council may apply for a review by the State Commission Assessment Panel if it considers that the Minister is acting unreasonably in refusing to agree to an amendment or new management plan (CLMP).

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

Under section 7(14), the Minister, or a person authorised by the Minister, may carry out works on land subject to the licence (including by undertaking excavations, changing the form of any land, and forming paths or access roads).

Section 12 requires that Council must not grant a prescribed lease, licence or approval in relation to any part of the adjacent area without the consent of the SMA, where “adjacent area” and “prescribed lease, licence or approval” are defined in section 12(3).

There are currently no regulations in place for the Act.

Adelaide Oval No 2

Adelaide Oval No 2 is within the Adelaide Oval Licence Area (Figure 3) and is managed by the relevant provisions of this CLMP, that Licence and the AORM Act.

Adelaide Oval liquor licensing

The SMA was granted (16 November 2019) an On Premises Licence (57102633) to sell liquor in accordance with the *Liquor Licensing Act 1997*.

The liquor licence refers to two areas known as “Area 1” and “Area 2”. “Area 1” sits within the Core Area and, therefore, falls outside of the consideration of this CLMP. “Area 2” sits to the north of the Oval, within the Adelaide Oval Licence Area; therefore, it is relevant to this CLMP. **TBC**

Due to the potential impact on adjacent residents and businesses of serving liquor in areas external to the stadium, no further extension of the liquor licence areas should be considered.

Tennis SA lease

City of Adelaide has granted Tennis SA Inc a 42-year lease (Figure 10) for the period 1 July 2015 to 30 June 2057, for the following permitted uses:

- administration of tennis within the State of South Australia
- conduct of any international or local tennis tournament or tennis competition
- conducting of any tennis coaching
- conduct of other tennis-related activities
- conduct of such other sporting events as the Lessor shall approve in writing from time to time designed to achieve the optimum use of the Premises at all times during the year and for which the facilities of the Premises are suitable and which attract spectator interest
- use as offices or gymnasiums or treatment by sports-related person or organisations
- use for entertainment by way of concerts or similar functions.

The Lessee may also use the Premises for other uses (provided the Lessee obtains written consent via a decision of the Council), being:

- a use to be conducted on an ongoing basis, or
- a use to be undertaken in respect of a specific function or event.

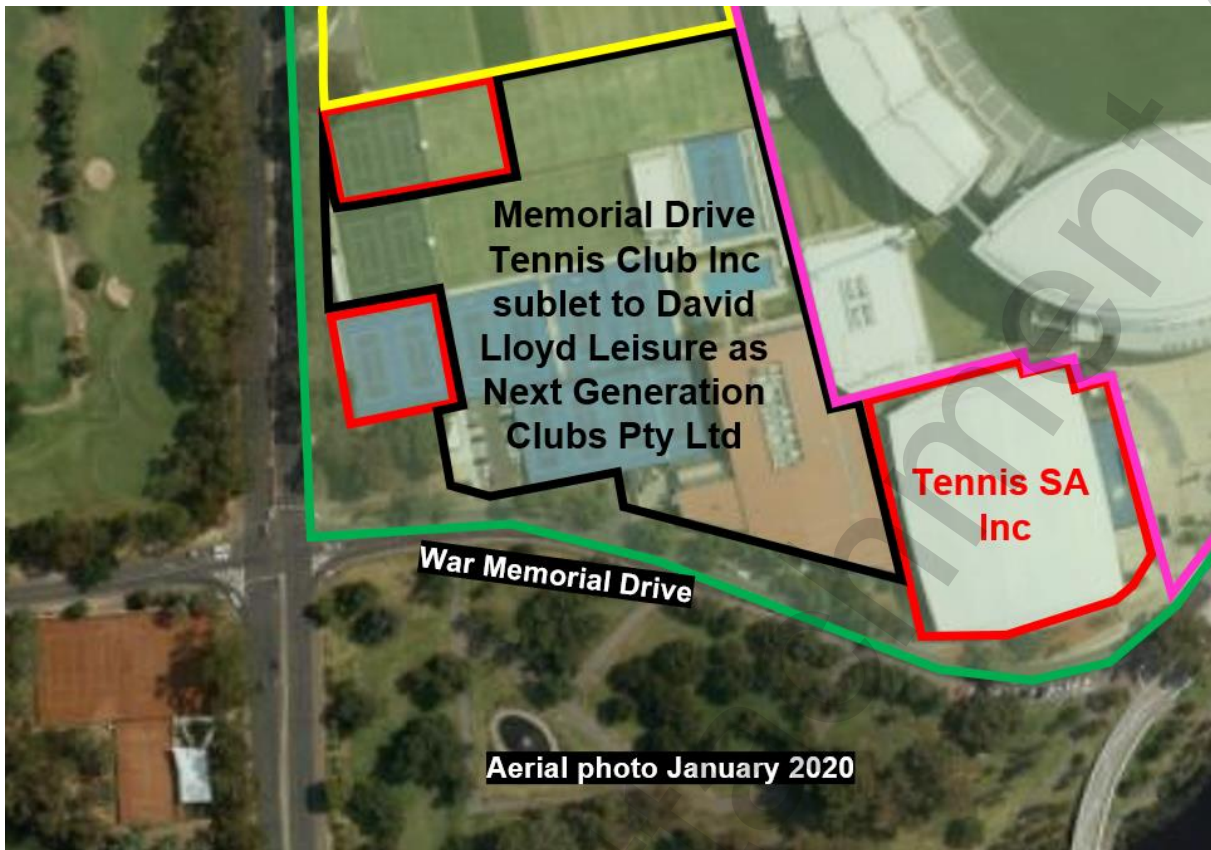


Figure 10: Tennis SA Lease (red) and Memorial Drive Tennis Club lease / Next Generation sublease (black)

Memorial Drive Tennis Club lease / Next Generation sublease

City of Adelaide has granted Memorial Drive Tennis Club Inc a 50-year lease (Figure 10) for the period 1 January 1999 to 31 December 2048. Memorial Drive Tennis Club Inc has granted David Lloyd Leisure Memorial Drive Pty Ltd a 50-year sublease (Figure 10) for the period 1 January 1999 to 31 December 2048. The lease and sublease are for the following permitted uses:

- international or local tennis tournament or tennis competitions
- tennis coaching
- a sporting and leisure centre for the use of the members of the lessee
- sporting events, functions or events as the lessee shall approve.

On 26 September 2017, Council approved two single-storey pavilions and two small structures (Figure 11) as part of a site redevelopment. The pavilion south of War Memorial Drive is outside the scope of this Adelaide Oval part of the CLMP.

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)

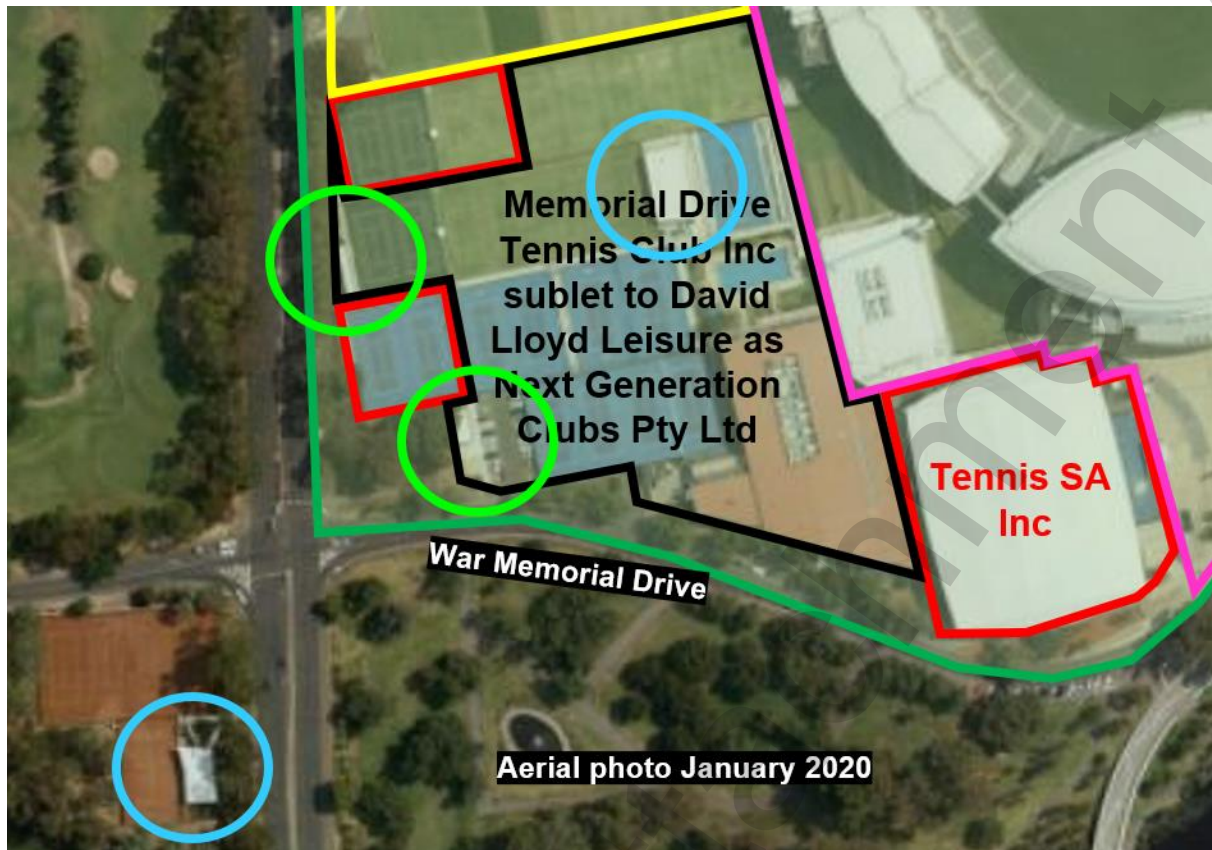


Figure 11: Approved pavilions (blue) and structures (green)

Other leases or licences

The City of Adelaide will not grant further leases or licences for business purposes for the land covered by this part of the CLMP other than for events as provided for in this CLMP.

As stated above, in accordance with section 12 of the AORM Act, Council will not grant a prescribed lease, licence or approval in relation to any part of the adjacent area (comprising the land area of this part of the CLMP) without the consent of the SMA.

7. CIRCUMSTANCES NOT PROVIDED FOR

This CLMP recognises that not all proposals for the management and enhancement of the Adelaide Oval precinct part of Park 26 can be foreseen. Any significant change not provided for here should be considered within the broader planning framework provided by the Adelaide Park Lands Management Strategy and considered as an amendment to this CLMP.

8. MASTER PLAN

CoA adopted the Adelaide Oval Precinct Master Plan in September 2014, as shown in Figure 12, and this forms part of this CLMP.

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

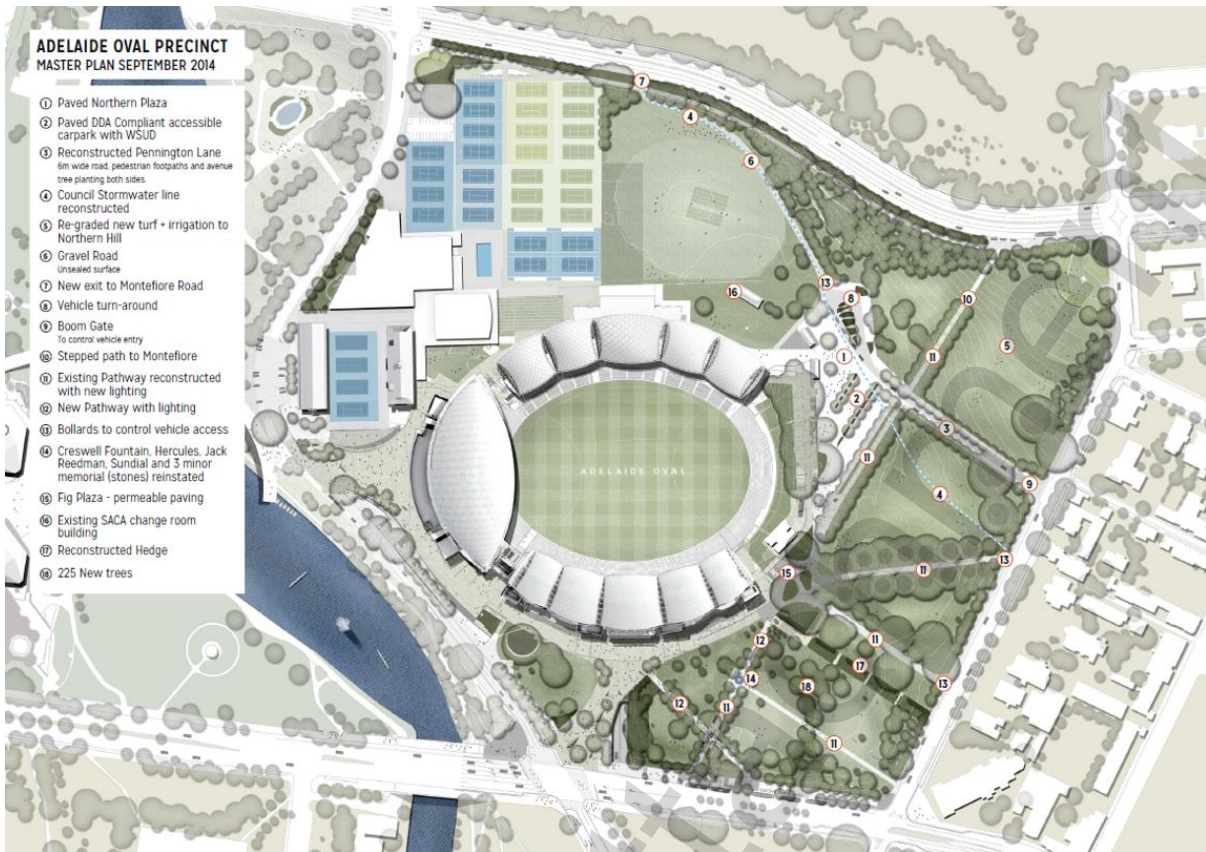


Figure 12: Adelaide Oval Precinct Master Plan 2014

APPENDIX A: HISTORICAL TIMELINE FOR ADELAIDE OVAL

- 1843–47 Newspaper reports of Aboriginal ceremonies and camps on the northern side of the river.
- 1854 King William Road (the northern extension of King William Street) formalised by the Governor.
- 1865 Plantation of trees (probably olives) established either side of King William Road between the River and Pennington Terrace (visible in the extract from the 1865 Duryea panorama in Appendix B).
- 1869 The SA Cricket Club leased 6 acres (2.4 ha) of Park Lands just north of the River and west of King William Road to lay a cricket pitch.
- 1871 South Australian Cricket Association (SACA) formed. *Adelaide Oval Act 1872* enacted, enabling substantial development over a 12-acre (4.8-ha) site.
- 1877 Australian Rules football first played on the Oval.
- 1880 Brown's Plan recommends two carriageways be established, one approximately on the present alignment of War Memorial Drive and one that swept around the northern side of the Oval to Montefiore Hill.
- 1886 Formal roadway constructed from King William Rd (later Victor Richardson Road).
- 1894 Oval No 2 informally established.
- 1897 *Adelaide Oval Act 1897* replaced the *Adelaide Oval Act 1871*, enabling the Corporation to grant a 25-year lease to SACA over 6.47 ha.
- 1898–99 SACA establishes bowling greens, lawn tennis courts, bicycle mounds and re-erection of new perimeter fencing in line within the new leasehold boundaries.
- 1902 "Victoria Bridge Road" renamed "Montefiore Hill Road".
- 1906 Pelzer begins work on Pennington Gardens West.
- 1909 Creswell Park works commence, involving five lawns, flower beds and an ornamental fountain that was moved from the Exhibition Building Site on North Terrace.
- 1910 White Cedar Avenue established to the north of the Oval and Creswell Park (Gardens) sign erected.
- 1911 New scoreboard completed.
- 1913 Main path through Creswell Gardens widened.
- 1914 War Memorial Oak planted in Creswell Gardens.
- 1919 Lawn Tennis Association Lease granted for 1.33 ha. Construction commenced in 1920 and the facility was opened in 1921. War Memorial Drive construction commenced.
- 1923 Lawn tennis Association extends leased area by 1.0 ha.
- 1924 Lawn Tennis Association seeks a further extension of 0.1 ha on the southern perimeter, which Council approved subject to no buildings being erected on the site and the return to Council of an unused 0.1 ha of land elsewhere on site.
- 1925 Parking commences on the area to the north of the Oval (now Stella Bowen Park) due to the increased use of motor vehicles.
- 1926 Automatic sprinkler system installed in Creswell Garden, the first of its kind.

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)

- 1927 Sir Ross Smith statue unveiled.
- 1930 Hercules statue moved from Victoria Square to Pennington Gardens West.
- 1934 Lawn tennis Association granted 1.0 ha lease at the corner of Montefiore and War Memorial Drive.
- 1935 Light's Vision developed, originally known as Montefiore Lookout.
- 1936 Lawn Tennis Association constructs new stands and four additional courts.
- 1938 Light's statue moved to the site from Victoria Square; site renamed Light's Vision.
- 1953 Pinky Flat redeveloped to accommodate parking for 660 cars.
- 1964–65 Montefiore Road realigned to connect directly to Jeffcott Street (taking out the eastern curve).
- 1967 Victor Richardson Gates installed.
- 1977 Laffer Gardens opened within Pennington Gardens.
- 2000 SACA and Council commissioned the Adelaide Oval Conservation Study Review.
- 2012–14 Oval redeveloped.
- 2019 Memorial Drive Centre Court redevelopment completed, including installation of a new woven fibreglass membrane fabric roof over the existing stands and centre courts.
- 2020 A new hotel, integrated into the eastern façade of the existing structure, opens.

APPENDIX B: HISTORICAL PHOTOGRAPHS AND PLANS



1865 - Duryea Panorama showing plantation on the future Pennington Gardens / Oval site



1865 - City Surveyor's Plan

Adelaide Oval Precinct (Part of Tarrntanya Wama - Park 26)

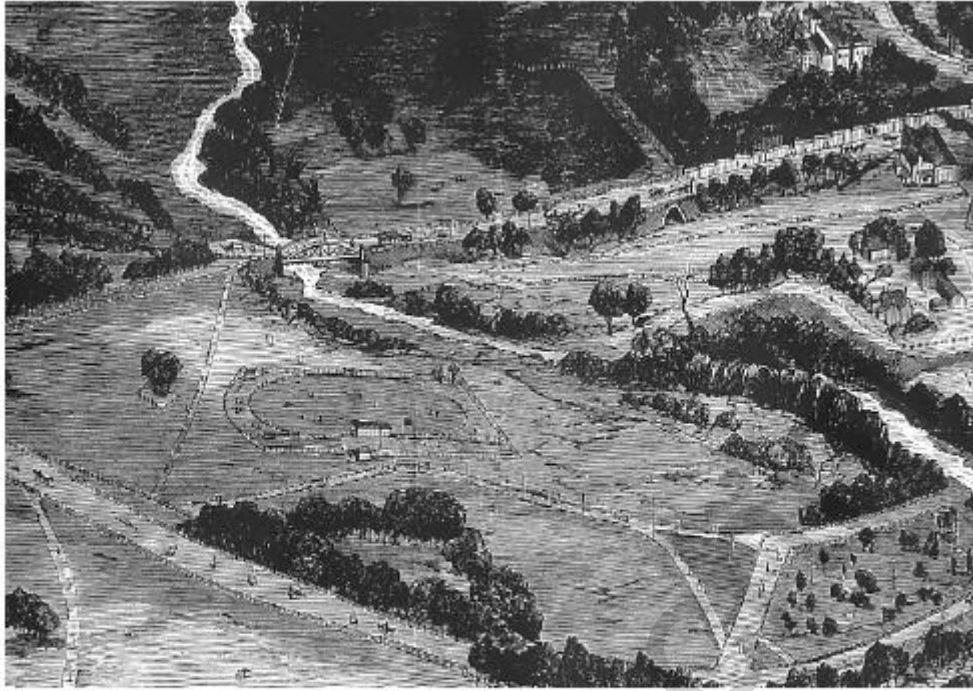


Figure
Detail from *The Illustrated Sydney News*, July 1876, depicting the Adelaide Oval and fencing and structures that had been erected together with the Adelaide Bridge in the background. Source: ACC Archives.

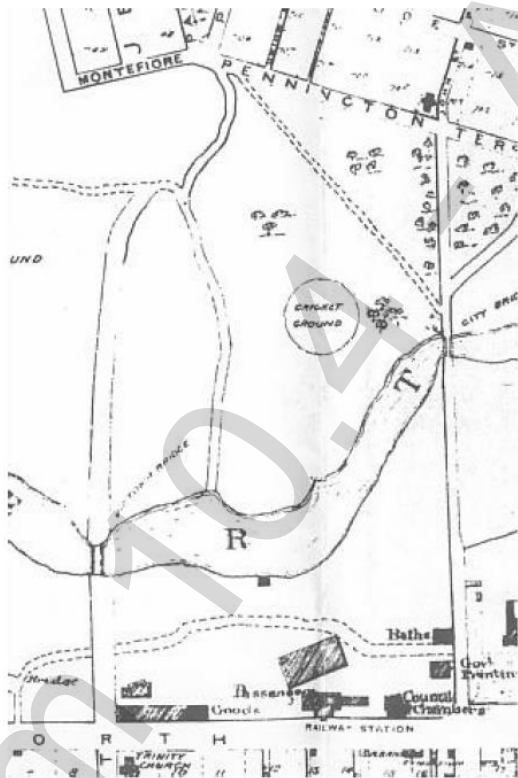


Figure
Extract of a 'Plan of Adelaide' contained in *Espey's Almanack* (1871) that depicts buildings and works extant in Tarrntanya Wama Park 26. Note the position of a roadway along the southern bank of the River Torrens/Karrarrara Panni ford and road route leading to the "Old Ford". Included is also the more recent Adelaide Bridge and Victoria Bridge, together with the "Baths", "The Oval", and the sweeping bend of Montefiore Road as it leads up the Hill to Palmer Place. Source: *Espey's Almanack* (1871).



Figure
Extract from a plan in *Worsnop's History of the City of Adelaide*, from the foundation of the province of South Australia in 1836, to the end of the municipal year 1877 (1878) that depicts the position of the original River Torrens/Karrarrara Panni ford and road route leading to the "Old Ford". Included is also the more recent Adelaide Bridge and Victoria Bridge, together with the "Baths", "The Oval", and the sweeping bend of Montefiore Road as it leads up the Hill to Palmer Place. Source: *Worsnop, History of the City of Adelaide*, from the foundation of the province of South Australia in 1836, to the end of the municipal year 1877, map ends.

Adelaide Oval Precinct (part of Tarntanya Wama - Park 26)



Figure
 Photograph by Captain Samuel Sweet, c.1877, depicting the Adelaide Oval with extant fencing and buildings, looking southwards towards Adelaide from Pennington Terrace with no vegetation in the foreground. Source: ACC archives; Mortlock Library B9138.

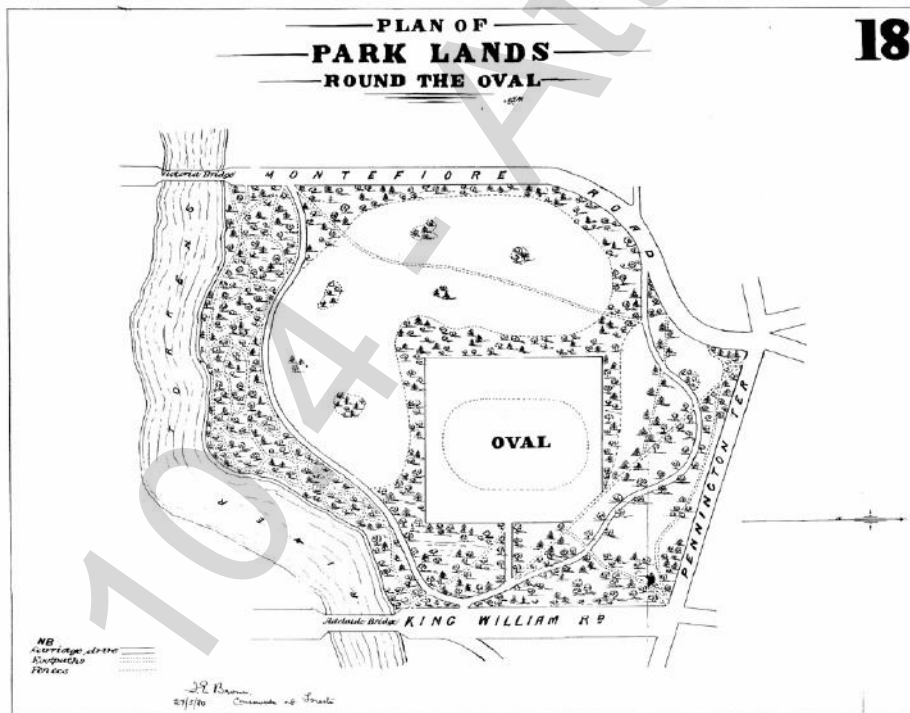
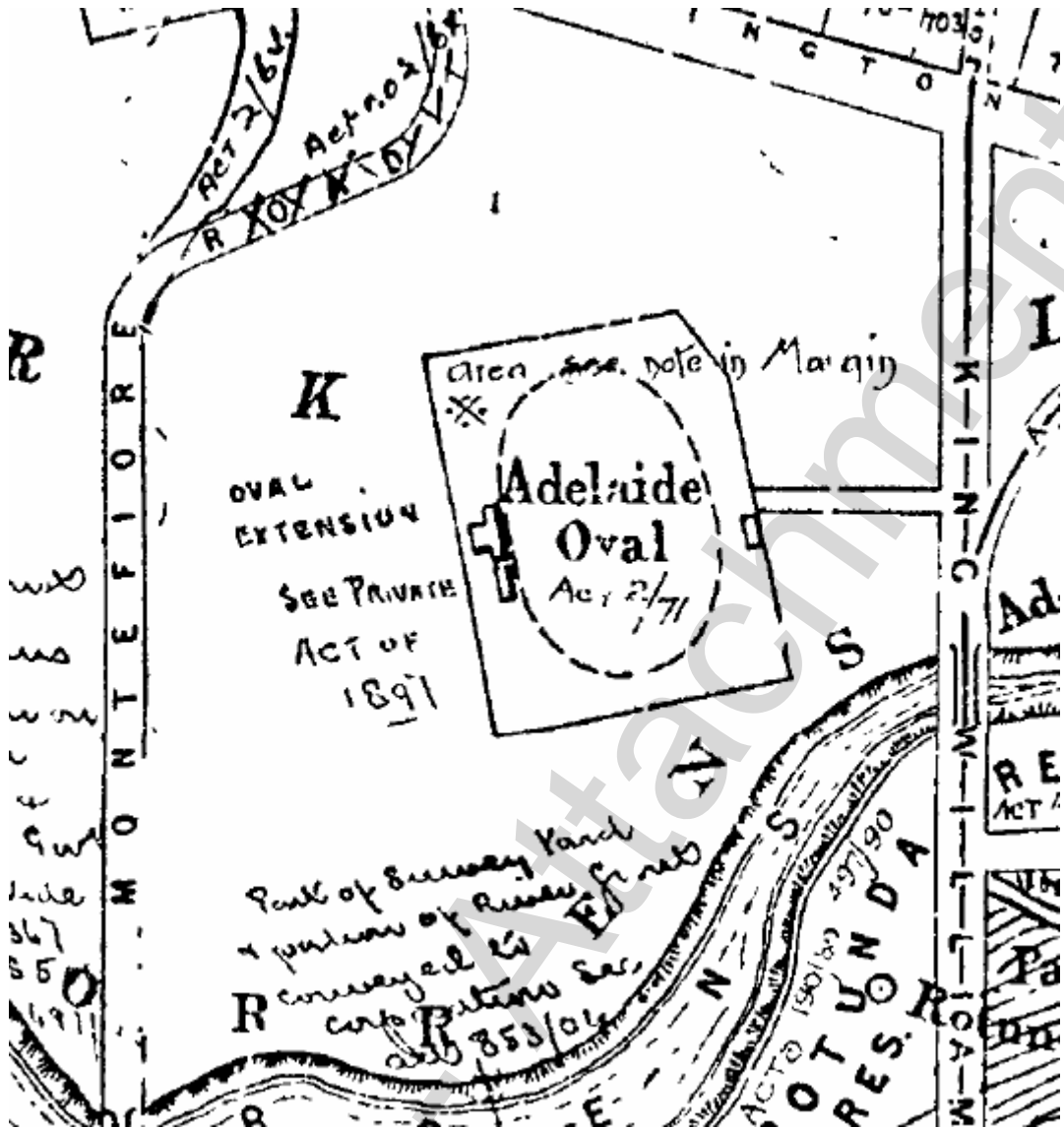


Figure
 Plan 18 prepared by Brown (1880) in his *Report on a System of Planting the Adelaide Park Lands* (1880) depicting the extensive tree planting proposed by Brown depicting intricate gardens along the River Torrens/Karrawirra Parki banks, two carriage drives radiating from the present Victor Richardson Road leading to Victoria Bridge and Montefiore Hill respectively, and dense plantings around the original Adelaide Oval leasehold. Source: ACC Archives.

Adelaide Oval Precinct (Part of Tarntanya Wama - Park 26)



1896 - Surveyors Plan

Item 10.4



City of Adelaide submission for the Green Industries SA's South Australia Waste Strategy 2020-2025 and Food Waste Strategy Consultation Drafts

Strategic Alignment - Environmental Leadership

ITEM 10.5 08/09/2020
Council

Program Contact:

Michelle English, AD Economic Development and Sustainability
82037687

Approving Officer:

Ian Hill, Director Growth

2018/02571

Public

EXECUTIVE SUMMARY

The South Australian Government is seeking feedback on 'A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025' and 'Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste' consultation drafts.

During this consultation period there is opportunity for the City of Adelaide to provide feedback and shape the future of resource recovery in South Australia. Both consultation draft strategies are closely aligned to the City of Adelaide's draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028* and it is fortuitous timing that both State Government and the City of Adelaide are consulting within similar timeframes on our respective strategies.

Administration has reviewed the State Government's two proposed strategies and has provided feedback and recommendations in the form of a single submission. Council endorsement is sought to submit the City of Adelaide's submission to Green Industries SA which is titled 'City of Adelaide submission for the Green Industries SA's South Australia Waste Strategy 2020-2025 and Draft Food Waste Strategy Consultation Drafts'.

Presented to The Committee on 1 September 2020.

RECOMMENDATION

THAT COUNCIL

1. Endorses the 'City of Adelaide submission for the Green Industries SA's South Australia Waste Strategy 2020-2025 and Draft Food Waste Strategy Consultation Drafts' to Green Industries SA which provides feedback and recommendations on Green Industries SA's 'A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025' and 'Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste' contained in Attachment A to Item 10.5 on the Agenda for the meeting of the Council held on 8 September 2020.
2. Notes that the submission to Green Industries SA regarding the Green Industries SA Draft South Australia Waste Strategy 2020-2025 and Draft Food Waste Strategy must be received by 11 September 2020.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p>Strategic Alignment – Environmental Leadership</p> <p>4.2 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy</p> <p>4.3 Educate and support our community to zero-waste, water sensitive, energy efficient and adaptive to climate change</p> <p>4.4 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure</p>
Policy	The City of Adelaide's submission for 'A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025' and 'Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste' is aligned to the City of Adelaide's draft <i>Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028</i>
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Information and feedback provided to Green Industries SA may influence the State Government's waste strategy and food waste strategy. The State Government's strategic activities may have impact on the City of Adelaide as a Local Government and waste/resource recovery service provider. For example, changes to legislation may influence the direction of the City of Adelaide's programs or the services provided to ensure recovery of valuable resources.
Opportunities	This submission expresses City of Adelaide's interest to further collaborate and/or partner with Green Industries SA on activities surrounding the circular economy, resource recovery and waste management.
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 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
20/21 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

1. The South Australian Government is seeking feedback on 'A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025' (Link 1 view [here](#)) and 'Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste' (Link 2 view [here](#)) consultation drafts.
2. The South Australian Government has a statutory requirement to develop a waste strategy for South Australia. Section 18 (4) of the *Green Industries SA Act 2004* requires Green Industries SA to gather views and submissions and to take these into consideration before developing and adopting a waste strategy for South Australia.
3. Comments from state and local government agencies, waste management industry, businesses and the community will help Green Industries SA develop the waste strategy and guide the management of waste in South Australia.
4. The closing date for submissions is 5pm Friday 28 August 2020, however the City of Adelaide has been granted an extension until 11 September 2020.
5. Feedback provided to Green Industries SA will assist in the final waste strategy and food waste strategy which will provide a framework to meet South Australia's priorities for:
 - 5.1. Economic growth
 - 5.2. Employing more people
 - 5.3. Investment
 - 5.4. Reducing cost of living
 - 5.5. Providing better services to the community.
6. Administration has reviewed 'A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025' and 'Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste' consultation drafts and has provided feedback and recommendations in the form of a single submission.
7. Most relevant to the City of Adelaide are the following proposed targets relating to municipal solid waste (MSW) diversion which are extracted from page 46-48 of 'A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025' (Link 1 view [here](#)):
 - 7.1. *MSW diversion from landfill:*
 - 7.1.1. 2022: 60% household bin system, 65% diversion - All MSW waste
 - 7.1.2. 2025: 70% household bin system, 75% diversion - All MSW waste
 - 7.2. *5% reduction per capita waste generation on a 2020 baseline*
 - 7.3. *Household bin systems*
 - 7.3.1. *Increasing the recovery of recyclables in the yellow bin.*
 - 7.3.2. *Increasing the recovery of organics and food waste in the green bin and processed in accordance with Australian Standard AS 4454-2012 Composts, Soil Conditioners and Mulches.*
 - 7.3.3. *Provide minimum kerbside bin-based collection services to all households in metropolitan Adelaide with at least fortnightly collection of organics (including food and waste) and recycling.*
 - 7.3.4. *All kerbside bins to be compliant with Australian Standard AS 4123.5-2008 Mobile waste containers as soon as practicable before 2030.*
 - 7.3.5. *Food waste - Implement South Australia's Food Waste Strategy.*
 - 7.3.6. *Hard waste collection - Implement best-practice hard waste collection and treatment to maximise material recovery.*
 - 7.3.7. *Community engagement including reduced contamination of kerbside collected bins, household source separated material placed in the right bins and evaluation of the effectiveness of the 'Which Bin?' and other householder education campaigns.*

7.3.8. *Plastics and packaging - 100% of packaging in South Australia is recyclable, compostable or reusable by 2025, in support of Australian Government commitment to Australian Packaging Covenant Organisation target.*

7.3.9. *Product stewardship - South Australia to support effective product stewardship schemes.*

8. To guide the direction of the feedback for 'A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025', Green Industries SA posed several questions organised by stakeholder. The list below are the relevant questions to the City of Adelaide and responses have been provided in the submission:
- 8.1. General:
- Q1. Are our priorities correct? Why or why not?
- Q2. What have we overlooked or needs clarifying or expanding upon?
- Q3. Are there any unintended consequences of anything proposed? If so, what are they?
- Q4. Can you offer alternative suggestions or solutions to those offered?
- Q5. How can you support, participate or work with us in implementing the final strategy?
- 8.2. Questions for all stakeholders regarding COVID-19
- Q6. What actions or priorities should South Australia's waste strategy and future waste strategies include to respond to state and national emergencies, and global disruptions such as we have experienced with the bushfires and global COVID-19 pandemic?
- 8.3. Local government:
- Q17. What would you like local government to have achieved in waste management, resource recovery and the circular economy?
- Q18. What would you like your organisation to have achieved in waste management, recycling and the circular economy?

City of Adelaide Feedback and Recommendations

9. The contents of both consultation draft strategies are closely aligned to the City of Adelaide's draft *Resource Recovery (Organics, Recycling and Waste) Strategy* (Link 3 view [here](#)) and *Action Plan* (Link 4 view [here](#)) 2020-2028 and it is fortuitous timing that both levels of government have released for consultation their respective strategies within a similar timeframe.
10. The following recommendations have been made (**Attachment A**):
- 10.1. Recommendation #1: Include 'domestic and international imports and exports' in the scope of South Australia's Waste Strategy objective.
- 10.2. Recommendation #2: Develop and implement (through consultative approaches) council-specific reporting requirements and mechanisms where progress can be tracked and data automated and shared.
- 10.3. Recommendation #3: Consider a strategic structure that further identifies current gaps in the implementation of a circular economy.
- 10.4. Recommendation #4: Support businesses in shifting to more environmentally favourable and local products with supporting organics collection services. Provide consultation, support and assistance with pilot programs for Council regarding public space resource recovery.
- 10.5. Recommendation #5: The City of Adelaide supports the priorities relating to municipal solid waste, however, proposes that significant consideration is made regarding timeframe and funding to support councils in the delivery of the proposed targets.
- 10.6. Recommendation #6: Ensure a customer-centric approach to implementing systems and programs for the circular economy, resource recovery and waste management.
- 10.7. Recommendation #7: Establish a working group of Council waste/resource recovery workers for knowledge sharing.
- 10.8. Recommendation #8: Provide long-term funding from the Solid Waste Levy and Waste to Resources Fund.
11. Receipt of the City of Adelaide's submission will be acknowledged by Green Industries SA and treated as public unless specified as confidential.

12. Key themes identified from the submissions will be summarised in a publicly available document, along with how input will be considered in finalising the strategy.

DATA AND SUPPORTING INFORMATION

Link 1 – Green Industries SA - A Vision for a Circular Economy Waste Strategy 2020-2024 - Consultation Draft

Link 2 – Green Industries SA – Valuing Our Food Waste – South Australia’s strategy to reduce and divert household and business food waste – Consultation Draft

Link 3 – Draft Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028

Link 4 – Draft Resource Recovery (Organics, Recycling and Waste) Action Plan 2020-2028

ATTACHMENTS

Attachment A – City of Adelaide submission for the Green Industries SA’s South Australia Waste Strategy 2020-2025 and Draft Food Waste Strategy Consultation Drafts

- END OF REPORT -

City of Adelaide's submission for the Green Industries SA's consultation drafts:

1. **A Vision for a Circular Economy - South Australia's Waste Strategy 2020-2025**
2. **Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste**

Consultation Overview:

What is being decided?

The South Australian Government is seeking feedback on the Evaluation of South Australia Waste Strategy 2015-2020 and Draft South Australia Waste Strategy 2020-2025: A Vision for a Circular Economy (draft Waste Strategy).

The government has a statutory requirement to develop a waste strategy for South Australia. Section 18 (4) of the Green Industries SA Act 2004 requires Green Industries SA to gather views and submissions and to take these into consideration before developing and adopting a waste strategy for South Australia.

Comments from state and local government agencies, waste management industry, businesses and the community will help Green Industries SA develop the waste strategy and guide the management of waste in South Australia. Receipt of submissions will be acknowledged by Green Industries SA. Key themes identified from the submissions will be summarised in publicly available document, along with how input will be considered in finalising the strategy. The final South Australia's Waste Strategy 2020-2025 will be subject to professional design before its release.

Comments may be provided in writing to:
greenindustries@sa.gov.au

Please include your name, position, organisation and contact details with your submission.

The deadline for comments and submissions is 5pm, Friday, 28 August 2020
(extended deadline for the City of Adelaide: 11 September 2020)

Introduction:

The City of Adelaide recognises and congratulates Green Industries SA in their leadership in driving resource recovery and the circular economy in South Australia.

We welcome the opportunity to provide feedback and recommendations for Green Industries SA's 'South Australia Waste Strategy 2020-2025: A Vision for a Circular Economy (draft Waste Strategy)' and the 'draft Valuing Our Food Waste – South Australia's strategy to reduce and divert household and business food waste' consultation drafts.

This document responds to the questions relevant to the City of Adelaide, which are outlined in the 'South Australia Waste Strategy 2020-2025: A Vision for a Circular Economy (draft Waste Strategy)' consultation draft and are listed below for reference.

Green Industries SA questions addressed in this document:

General:

- Q1. Are our priorities correct? Why or why not?
- Q2. What have we overlooked or needs clarifying or expanding upon?
- Q3. Are there any unintended consequences of anything proposed? If so, what are they?
- Q4. Can you offer alternative suggestions or solutions to those offered?
- Q5. How can you support, participate or work with us in implementing the final strategy?

Questions for all stakeholders regarding COVID-19

Q6 What actions or priorities should South Australia's waste strategy and future waste strategies include to respond to state and national emergencies, and global disruptions such as we have experienced with the bushfires and global COVID-19 pandemic?

Local government:

- Q17. What would you like local government to have achieved in waste management, resource recovery and the circular economy?
- Q18. What would you like your organisation to have achieved in waste management, recycling and the circular economy?

Feedback and the following recommendations are provided and relate to both the *Waste Strategy* and the *Food Waste Strategy*.

Council's 8 recommendations:

Recommendation #1:

Include 'domestic and international imports and exports' in the scope of South Australia's Waste Strategy objective.

Recommendation #2:

Develop and implement (through consultative approaches) council-specific reporting requirements and mechanisms where progress can be tracked and data automated and shared.

Recommendation #3:

Consider a strategic structure that further identifies current gaps in the implementation of a circular economy.

Recommendation #4:

Support businesses in shifting to more environmentally favourable and local products with supporting organics collection services. Provide consultation, support and assistance with pilot programs for Council regarding public space resource recovery.

Recommendation #5:

The City of Adelaide supports the priorities relating to municipal solid waste, however, proposes that significant consideration is made regarding timeframe and funding to support councils in the delivery of the proposed targets.

Recommendation #6:

Ensure a customer-centric approach to implementing systems and programs for the circular economy, resource recovery and waste management.

Recommendation #7:

Establish a working group of Council waste/resource recovery workers for knowledge sharing.

Recommendation #8:

Provide long-term funding from the Solid Waste Levy and Waste to Resources Fund

As the City of Adelaide's own draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028* is in consultation stages, this document also communicates Council's priorities and challenges with regard to resource recovery, waste management and the circular economy.

Aside from demonstrating Council's ongoing commitment to improved resource recovery and waste management, we are pleased to note that our Strategy and Action Plan demonstrate alignment with Green Industries SA's consultation drafts.

We hope this document is useful for the team at Green Industries SA and note that the City of Adelaide welcomes further discussion. We look forward to continuing to work collaboratively with Green Industries SA to deliver the new respective strategies.

Green Industries SA: Questions

General:

Q1. Are our priorities correct? Why or why not?

The priorities outlined in the waste strategy and the food waste strategy appear to be well situated to drive fundamental change in the waste management sector from a State Government position.

Establishing a circular economy which will help to drive reduction of waste, increase resource recovery and decrease reliance on virgin materials will require market development, infrastructure development, and concerted efforts to redirect lost resources or eliminate problematic materials, which are identified in the priorities.

Q2. What have we overlooked or needs clarifying or expanding upon?

The *Waste Strategy Consultation Draft* is a robust and well considered document, and Council looks forward to its implementation and providing support through related programs and partnerships.

Feedback on the following sections as relevant to the City of Adelaide are provided for both draft consultation strategies:

- A. Waste Strategy Objective
- B. Evaluation and Reporting
- C. Priorities for Action
 - Transitioning to a circular economy
 - Food waste
 - Plastics and packaging
- D. Priority Actions by Waste Stream
 - Municipal solid waste

A. Waste Strategy Objective:

The Waste Strategy Objective (page 45) states,

The objective of South Australia's waste strategy is to outline the actions that can contribute to the development of a circular economy – that is, an economy that realises the best or full value from products and materials produced, consumed and recovered in South Australia.

While regulation over imported products (nationally and internationally) with regard to the circular economy may be logistically challenging, it is important to proactively consider these products and the impact they have on our resource recovery and waste systems, especially understanding that our resource recovery systems are cross-border.

Recommendation #1:

Include 'domestic and international imports and exports' in the scope of South Australia's Waste Strategy objective.

B. Evaluation and Reporting:

Measuring progress through activities including ongoing waste audits and waste reports are critical in assessing the performance and effects of program implementation. Reporting guidelines, standardised auditing and establishing minimum reporting times for local government will help create a data-based program, assess change and support the focus areas identified under the *Evaluation and reporting section* (page 51) of *South Australia's Waste Strategy*. A centralised platform in which local government can submit waste data (for example, waste audits) and where results are shared, could assist with automation.

Acknowledging the varying challenges presented in each council, rating systems could be implemented through 'report cards' or 'standards' which could be developed to establish and identify high achievers and drive motivation. This could provide further details for the annual recycling survey and could help produce useful case studies to model future programming against. Further consultation with councils to develop this platform and/or standard is highly recommended.

Recommendation #2:

Develop and implement (through consultative approaches) council-specific reporting requirements and mechanisms where progress can be tracked and data automated and shared.

C. Priorities for Action:

Transitioning to a circular economy:

While the individual Priority Actions under the *Transitioning to a Circular Economy* section are strong, it is difficult to understand how the culmination of these Priority Actions will make the significant changes necessary to drive a circular economy. This presents an opportunity to further structure the approach and identify further opportunities for the Priority Actions.

It is noted that the Priority Actions (page 55) are organised to reflect the waste management hierarchy. There is opportunity to strengthen the Priority Actions and address potential gaps in the circular system by linking the Priority Actions to the Circular Economy - Figure #2 on page 43, or to a similar product chain-of-custody diagram.

The list below is a suggested restructure that could address potential gaps in delivering a circular economy. (Text in blue is copied from the Strategy, the black text are suggested Priority Actions to consider.)

Legislation/Top down

- Advocate for product labelling standards to enable better dismantling, reuse and recycling of products and information relating to recycled content. (Avoid Waste)
- Advocate for extended producer responsibility schemes that deliver recycling outcomes and achieve higher outcomes on the waste hierarchy (such as through better product design). (Better manage material flows)
- Consider legislation that prioritises resource recovery versus waste
- Remove known problematic materials from circulation through legislation, research/development, and design (i.e. single use plastics, textiles)
- Further regulate misleading environmental claims on products
- Communicate with and clarify council's roles in supporting a circular economy
- Implement regulations that supports reduction of the generation of waste in manufacturing, waste management and resource recovery and minimum standards

R&D / Industry

- Encourage research and development, commercialisation, and innovation in new technologies, including big data analytics, social media, trace and return systems, 3D printing and modular design technologies. (Improve innovation/investment)
- Identify key sectors, materials, and regions to benefit from the circular economy and seek to support practical consideration and actions. (Improve innovation/investment)
- Support knowledge management and metrics for circular economy activities. (Improve innovation/investment)
- Encourage research and development in material technology that incorporates lifecycle analysis to avoid the development and adoption of problematic waste

Design

- Enable tertiary, vocational education, and training courses to maximise opportunities in the circular economy. (For example, in product design, architecture and construction/demolition. Teach principles including design for reuse/repair/disassembly/recycling etc.)
- Support extended producer responsibility schemes and product stewardship initiatives in design/system development and recovery

Manufacturing

- Promote design of products and components to increase reparability, durability, upgradability, and recyclability. (Avoid Waste)
- Promote manufacturing of products and components that replace virgin materials with sustainably produced materials. (Increase recycled material/markets for recycled product)

Materials

- materials (such as metals, paper, and plastic) that are designed to circulate for as long as possible through repair, reuse and, as a last resort, recycling, without entering the environment for disposal. (Avoid Waste)
- Invest in research that addresses regrettable substitutions or hybridised products/future problematic materials with limited recycling/recovery opportunities

Distribution & Packaging

- Promote packaging and design that minimises superfluous and hybridised/non-recyclable materials

Retail/Procurement

- Encourage businesses and start-ups to adopt business models that support a transition to the circular economy, for example in sharing, hire and leasing, products service systems, and incentivised return asset management. (Avoid Waste)
- Incentivise or mandate purchase of products with a minimum amount of recycled content particularly for all levels of government

Product use

- Support reuse and repair. (Avoid Waste)
- Support initiatives that encourage the sharing economy and access/service-based products versus ownership.

Product disposal & infrastructure

- Invest in infrastructure that supports circular economy flows, either as:
 - organic material, designed to re-enter and regenerate the environment safely (such as compost)
 - materials (such as metals, paper, and plastic) that are designed to circulate for as long as possible through repair, reuse and, as a last resort, recycling, without entering the environment for disposal. (Improve resource recovery)
- Municipal Solid Waste:
 - Support recovery systems based on locality or precincts to support efficiency and efficacy
 - Support councils and organisations to establish point-of-purchase return collection points and other collection points
 - Establish additional Priority Actions by waste stream

Recommendation #3:

Consider a strategic structure that further identifies current gaps in the implementation of a circular economy.

Food waste:

The City of Adelaide offers fortnightly green organics collection for its kerbside residents, and weekly collection of organics for the multi-unit dwellings using councils shared bulk bin service. Kitchen caddys and compostable liner bags are also provided on demand to residents through the City of Adelaide Customer Centre, community centres and libraries throughout the city. Improved accessibility to these tools (i.e. cross-council versus council-specific) and other *Proposed actions* as specified on page 21 of the Food Waste Strategy are highly supported.

The City of Adelaide's 2019 waste audit indicated that there is significant room for improvement with regard to reducing and diverting more food waste from landfill. Therefore, food waste is a high priority item for the City of Adelaide, and this is reflected in our draft *Resource Recovery Strategy*.

Challenges experienced by Council in improving the 'system' of food waste include:

- legislation that mandates weekly waste collection
- cost of collection limiting frequency and collection stream
- inconsistent waste management systems between home, work and public spaces. (Consider adding a customer-centric approach to system implementation.)
- businesses who are serviced by the City of Adelaide's residential kerbside system are not currently offered green organics. Some of these businesses are high-producers of food waste which could be diverted if systems were in place to support diversion. In high density locations and precincts, additional bins could affect the amenity of the area. Therefore, Council is investigating the development of precinct-based organics diversion systems/projects and would support the development of a food-waste generation 'map' to better understand high producers in our city. Incentivization (or legislation as specified on page 68 of *South Australia's Waste Strategy*) would be a strong mechanism to drive or enforce diversion of this resource.
- low uptake of green organics due to 'opt-in' approach. (Low uptake keeps collection costs low however, does not reduce the financial risk associated with the landfill levy cost, nor does it encourage improvement of this system.)
- The City of Adelaide also has a significant number of multi-unit dwellings (~ 2000). Multi-unit dwellings are complex and are unique in the way the residents experience waste management. Our initial investigation indicates that tailored support would be beneficial. Therefore, Priority Items should address a variety of multi-unit dwellings, not exclusively those where '*little to no garden waste is produced*'. (page 61 *South Australia's Waste Strategy*, page 19 *Food Waste Strategy*) Support in offering tailored solutions could see a significant increase in diversion in multi-unit dwellings.
- Further development of the *Better Practice Guide for Waste Management in Residential and Mixed-Use Developments* would be beneficial, as would the increasing the weighting of this document, and requiring developers to develop adequate resource recovery systems.

Plastics and packaging

The City of Adelaide is actively involved in addressing and reducing dependence on problematic single-use plastic materials which includes initiatives such as:

- Nomination for the Plastic-Free Precinct Pilot Project via the Adelaide Central Market and Central Market Arcade – two facilities operating under different managerial jurisdictions
- Application to participate in the Single Use Plastics Stakeholder Taskforce
- Demonstrating leadership to reduce and/or eliminate some single-use plastics by publishing two sets of guidelines and supporting community implementation:
 - [Compostable Package Supplies for SA](#) This identifies a list of known suppliers of certified compostable materials to the Adelaide market and is updated quarterly.
 - [Sustainable Event Guidelines \(PDF\)](#) These guidelines were developed with input from the event and waste industries to provide clear guidance on practical measures to make events more sustainable and promote sustainability achievements.
- Advocacy in the form of submissions endorsed by Council include but are not limited to:
 - City of Adelaide's submission to Green Industries SA for the proposed Single-use Plastics and Other Plastics (Waste Avoidance) Bill 2019 (7 February 2020)
 - City of Adelaide's submission to Green Industries SA for the Turning the Tide on Single Use Plastics Products Discussion Paper (1 March 2019)
 - City of Adelaide's submission to the EPA for the Consultation on Improving South Australia's Container Deposit Scheme Discussion Paper (1 March 2019)

We look forward to continuing to support Green Industries SA in their efforts to remove problematic materials like single-use plastics from our economies and shifting to more environmentally favourable products, such as compostable products through the various actions proposed in both *South Australia's Waste Strategy* and the *Food Waste Strategy*.

With organics collections in place for residential kerbside collection, the City of Adelaide residents are supported in the diversion of the anticipated increased compostable materials resulting in the proposed changes. (State Government's proposed 'Single-use and Other Plastic Products (Waste Avoidance) Bill 2020'). However, there is an anticipated loss of opportunity for resource recovery for businesses and business precinct areas (including food courts and office buildings) where green bin collection services are not in place.

In addition, with innovative materials blurring the lines between plastics, non-plastics or compostable plastics, it is becoming increasingly difficult, even for experts, to distinguish the type of material a single-use product is made with let alone compliance with regulation or source separation. It is important to note that many community members are also unable to distinguish between whether a plastic item is made using, for example, plant extracts or of fossil fuel origin, and this often includes paper items too. This renders it difficult to identify how to dispose this material at end-of-product life, and therefore labelling requirements could assist with this barrier as listed in the Priority actions on page 55 of *South Australia's Waste Strategy*.

Further support specifically for businesses to shift to more environmentally favourable and local products should be included in the Priority actions.

Resource recovery in the City of Adelaide Park Lands and streets is a challenge and requires whole systems thinking to capitalise on the opportunity for diversion. The 2019 waste audits for the City of Adelaide's streets and the Park Lands indicated that as much as half of the materials placed in these waste bins contained compostable items including food waste, compostable packaging and dog waste which could be recovered if appropriate systems and educative information was available to separate and collect these materials. In addition, if enacted, the State Government's proposed 'Single-use and Other Plastic Products (Waste Avoidance) Bill 2020' could result in an increase of the use and disposal of compostable materials in the public space.

Recommendation #4:

Support businesses in shifting to more environmentally favourable and local products with supporting organics collection services. Provide consultation, support, and assistance with pilot programs for Council regarding public space resource recovery.

D. Priority Actions by Waste Stream:

Municipal solid waste:

The proposed targets listed under the *Municipal solid waste* are similarly aligned to the City of Adelaide's targets. For reference, the proposed targets on page 46-47 are listed below:

- *Metropolitan Municipal solid waste diversion from landfill:*
 - 2022: 60% household bin system, 65% diversion - All MSW waste
 - 2025: 70% household bin system, 75% diversion - All MSW waste
- 5% reduction Per capita waste generation on a 2020 baseline
- *Household bin systems*
 - *Increasing the recovery of recyclables in the yellow bin.*
 - *Increasing the recovery of organics and food waste in the green bin and processed in accordance with Australian Standard Composts, Soil Conditioners and Mulches - 4454.*
 - *Provide minimum kerbside bin-based collection services to all households in metropolitan Adelaide:*
 - *Organics, including food waste collections, at least fortnightly*
 - *Recycling, at least fortnightly.*
 - *All kerbside bins to be compliant with Australian Standard AS 4123.5-2008 Mobile waste containers as soon as practicable before 2030.*

- *Food waste*
 - *Implement South Australia's Food Waste Strategy.*
- *Hard waste collection*
 - *Implement best-practice hard waste collection and treatment to maximise material recovery.*
- *Community engagement*
 - *Reduced contamination in kerbside collected bins.*
 - *Household source separated material placed in the right bins.*
 - *Evaluation of the effectiveness of the Which Bin? and other householder education campaigns.*
- *Plastics and packaging*
 - *100% of packaging in South Australia is recyclable, compostable or reusable by 2025, in support of Australian Government commitment to Australian Packaging Covenant Organisation target.*
- *Product stewardship*
 - *South Australia to support effective product stewardship schemes.*

The City of Adelaide understands its waste generation and diversion from landfill rate well. In August 2019, the City of Adelaide invested in a comprehensive waste audit for kerbside residential, multi-unit dwellings, kerbside business, public spaces and the Park Lands and its own operations. The results of the waste audit indicated that there is opportunity for improvement, which is outlined in the City of Adelaide's draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028*.

While currently in the community consultation phase, our draft Strategy and Action Plan seeks to:

- *redefine the concept of waste and create a Circular Economy in the City of Adelaide.*
- *establish the City of Adelaide as leader in resource recovery through forward-thinking, evidence-based programs and exceptional and timely service.*
- *guide decisions relating to the long-term vision of being the first zero-waste city in Australia*

The *Strategy and Action Plan* is underpinned by the Council-endorsed motion of becoming the first zero-waste city in Australia which is measured by the following Key Performance Indicators (KPIs).

1. *Divert 75 per cent of residential waste from landfill*
2. *Divert 90 per cent of waste from City of Adelaide (CoA) activities and events from landfill*
3. *Reduce waste generation by 5 per cent per capita*
4. *Reduce contamination to below 10 per cent in yellow comingled recycling*
5. *Reduce food waste in the kerbside residential waste bin by 50 per cent*

With clear alignment between the City of Adelaide's *Strategy and Action Plan* and *South Australia's Waste Strategy*, the City of Adelaide supports the proposed priorities relating to municipal solid waste. However, without significant investment and resources allocated to support program development and delivery, the City of Adelaide is unlikely to meet these goals within the State Government's proposed timeframe. In particular, achieving the metropolitan municipal solid waste target of 60 per cent (household bin system) and 65 per cent diversion (all MSW waste) diversion from landfill in less than two years (2022) is improbable without immediate intervention.

Our 2019 waste audits indicated that at 53.6 per cent, the diversion from landfill for household kerbside waste is higher than the state average of 49.9 per cent, however, it is still lower than the *2015-2020 State Waste Strategy's* target of 70 per cent diversion of municipal solid waste (60 per cent at kerbside) by 2020.

The State Government's metropolitan municipal solid waste target of 70 per cent (household bin system) and 75 per cent diversion (all MSW waste) diversion from landfill by 2025 is anticipated to also be challenging without significant and immediate investment. The City of Adelaide's draft *Strategy and Action Plan* proposes a diversion rate for residential waste of 75 per cent by 2028 which is 3 years later than Green Industries target timeframe and is anticipated to be more achievable.

Recommendation #5:

The City of Adelaide supports the priorities relating to municipal solid waste, however, proposes that significant consideration is made regarding timeframe and funding to support councils in the delivery of the proposed targets.

Customer-Centric System

With known user-confusion (i.e. resident, public bin user etc.) in recycling systems it is critical to create a customer centric approach where the waste/resource recovery systems are consistent at work, at home and in public spaces.

This would require collaboration amongst councils (particularly metropolitan councils) to deliver consistency in education, semantics/language/colours coding, supportive tools (caddy systems/liner bags), packaging labelling etc.

The City of Adelaide is open to the prospect of a unified resource recovery system with consistent education and messaging leveraged between council. We look forward to participating and supporting improvement in this area.

Recommendation #6:

Ensure a customer-centric approach to implementing systems and programs for the circular economy, resource recovery and waste management.

Council Engagement

The *Municipal Solid Waste* section includes several priorities which would benefit from further details about effects to council or involvement of council.

For example, further details regarding how or what actions will support “*improve flexibility for councils relating to the frequency of collections and variable price charging for residual household waste,*” if the Priority Action under Legislative reform, *Environment Protection (Waste to Resources) Policy* is also implemented. (i.e. Under this policy the City of Adelaide is required to provide weekly putrescible waste collections for its residents.)

With multiple conflicting timeframes and ongoing programs, it is important that councils are brought on the journey and are made aware of any potential programming or funding early on. This could be initially actioned through a proposed timeline providing some clarity regarding the anticipated dates of implementation in *South Australia’s Waste Strategy* (as demonstrated in the *Food Waste Strategy*).

A ‘local government waste/resource recovery working group’ facilitated by State Government, where waste/resource recovery educators/facilitators/operations staff within councils could be involved in regular communications about updates and changes to industry and legislation would be beneficial. This could involve meetings, newsletters etc. and could be distributed/held quarterly, biannually, annually and as needed. This could also leverage the Priority Items on page 67 into actionable change.

Recommendation #7:

Establish a working group of Council waste/resource recovery workers for knowledge sharing.

Q3. Are there any unintended consequences of anything proposed? If so, what are they?

Councils will likely be affected by any changes in legislations, target implementation, program development/ implementation, and funding programs (directly or indirectly). For example, as mentioned above, the proposed Single-Use and Other Plastics Bill 2020 could impact the types of materials disposed of in the public realm waste/recycling bins which are collected by councils. It is anticipated that a shift to compostable waste materials will increase and therefore programs and resources will be required to support resource recovery. In order to capture and divert these materials from landfill, a good understanding of the timeframes and available support should be communicated to councils.

Therefore, stakeholders would benefit from regular engagement from State Government and would assist with preparedness to accommodate the impending changes, program implementation, necessary investments, and/or available funding.

As demonstrated in the *Food Waste Strategy* (p39-43), a proposed timeline linking to the actions identified in the *Waste Strategy* would be beneficial. With this, councils can begin to plan for these anticipated changes.

Recommendation #8:

Provide long-term funding from the Solid Waste Levy and Waste to Resources Fund.

Q4. Can you offer alternative suggestions or solutions to those offered?

See above.

Q5. How can you support, participate or work with us in implementing the final strategy?

The City of Adelaide is excited by the proposed new direction for resource recovery and the circular economy. It is fortuitous timing that the City of Adelaide has also released its draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028* within a similar timeframe. This offers opportunity for alignment of goals and actions to achieve the targets set out by both governments.

The City of Adelaide supports the intended direction of South Australia's *Waste Strategy* and the *Food Waste Strategy Consultation Drafts* and welcomes the opportunity to collaborate, participate and/or partner in programs that align to our shared goals.

We look forward to supporting Green Industries SA through the *Which Bin* campaign, the *Waste Strategy* and the *Food Waste Strategy* and we welcome further feedback on the City of Adelaide's own *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028*.

Questions for all stakeholders regarding COVID-19

Q6 What actions or priorities should South Australia's waste strategy and future waste strategies include to respond to state and national emergencies, and global disruptions such as we have experienced with the bushfires and global COVID-19 pandemic?

Consultation with local government on the disaster waste strategy will help to ensure that our communities are ready for the anticipated, ongoing disruptions.

Information and education could be disseminated through our robust Resilience Community Leaders program who are already engaged in a number of community resilience support programs i.e. extreme heat episodes. These leaders are instrumental in communicating with our community and could be further leveraged to support resource recovery, the circular economy and disaster waste management.

Local government:

Q17. What would you like local government to have achieved in waste management, resource recovery and the circular economy?

Council has recently endorsed the *City of Adelaide's Strategic Plan 2020-2024* where clear Environmental Leadership Outcomes are specified and include the following ambitions.

What we want to achieve together:

- *One of the world's first carbon neutral cities by 2025, where sustainability is core*
- *A transition to low carbon and circular economies*
- *A climate ready organisation and community*
- *Integrated and sustainable development*

How we will do it:

4.2 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy

4.3 Educate and support our community to zero-waste, water sensitive, energy efficient and adaptive to climate change

4.4 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure

4.6 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations

4.7 Support all CBD businesses to be green accredited

How will we know we succeeded?

- *Community greenhouse gas emissions are lower*
- *Less waste to landfill*
- *More residents agree that Council is taking steps to protect our environment*

With the City of Adelaide's new draft Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028 seeks to

- redefine the concept of waste and create a Circular Economy in the City of Adelaide.
- establish the City of Adelaide as leader in resource recovery through forward-thinking, evidence-based programs and exceptional and timely service.
- guide decisions relating to the long-term vision of being the first zero-waste city in Australia

While currently in the community consultation phase the City of Adelaide's draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028* is underpinned by the Council-endorsed motion of becoming the first zero-waste city in Australia which is encompassed by the following Key Performance Indicators.

- *Divert 75 per cent of residential waste from landfill*
- *Divert 90 per cent of waste from City of Adelaide (CoA) activities and events from landfill*
- *Reduce waste generation by 5 per cent per capita*
- *Reduce contamination to below 10 per cent in yellow comingled recycling*
- *Reduce food waste in the kerbside residential waste bin by 50 per cent*

While many of the targets above are aligned to the State and Federal government goals as well as the Sustainable Development Goals, they are ambitious and will require significant investment to support it.

Partnerships in the form of trials, pilots, financial assistance or resources will ensure that both parties' goals and targets as specified in their respective waste /resource recovery strategies can be achieved.

Q18. What would you like your organisation to have achieved in waste management, recycling and the circular economy?

See above for further details.

Food waste reduction and diversion from landfill is a high priority for the City of Adelaide.

The City of Adelaide already provides kerbside green organics collection or bulk bin collection services and complimentary tools like kitchen caddys and compostable liner bags (which can be collected at the City of Adelaide Customer Centre, community centres and libraries).

The waste audit conducted in August of 2019 revealed a gap in the uptake and use of the system. Approximately 43 per cent of the red waste bin is food waste that could have been diverted from landfill. Food waste in the red waste bin included untouched food in packaging, or whole fruit and vegetables that could have been eaten.

The City of Adelaide plans to increase education surrounding composting, the green organics collection bin use, how to access tools and resources. This includes utilising the education material created through Green Industries Which Bin campaign.

This is anticipated to result in improvement; however, we understand that other international jurisdictions have seen significant improvement in this space through the implementation of legislation regulating the disposal of food waste. Investigation and implementation of legislation to ensure food waste is composted and not sent to landfill would help to pivot our communities and prioritise diversion of food waste from landfill.

Investigation into the required frequency of collection of putrescible waste in metropolitan councils in the *South Australia Environment Protection (Waste to Resources) Policy 2010* could shift the priority structure of waste and resource recovery.

Conclusion:

Improvement in waste management and the resource recovery sector in particular with regard to the priority targets listed on page 47-48 will require a fundamental shift in our relationship with waste.

Fostering a circular economy in South Australia will require significant resources, funding and infrastructure development. From a metropolitan council perspective, the actions set out in this strategy are set to see significant improvement in our State.

With the recommendations listed above, the City of Adelaide welcomes continued collaboration and congratulates the team at Green Industries for their initiative in driving change for sustainability.

Corporate Climate Change Risk Assessment

ITEM 10.6 08/09/2020
Council

Strategic Alignment - Environmental Leadership

Program Contact:
Michelle English, AD Economic
Development and Sustainability
82037687

2019/01119
Public

Approving Officer:
Ian Hill, Director Growth

EXECUTIVE SUMMARY:

The City of Adelaide has undertaken an organisation-wide corporate climate risk assessment. The *Climate Change Risk Assessment Report* uses up-to-date climate modelling and considers governance and risk frameworks. The risk assessment included a review of climate change adaptation governance, the physical risks to assets and services, as well as transition risks and opportunities facing the organisation as a result of climate change.

The primary objective was to identify, review and assess climate change risks to assets, operations and services. By combining multiple methodologies to assess climate risk, this report presents one of the most comprehensive assessments of climate risk currently undertaken for a South Australian council. This report outlines the findings of the risk assessment and its recommended priority next steps.

It is proposed that a climate change adaptation action plan will be undertaken to address the findings of the Assessment Report and that it will be overseen by a cross-program steering group. This is proposed to be funded through the Climate Change Action Initiatives Fund in 2020/21.

Presented to The Committee on 1 September 2020.

RECOMMENDATION

THAT COUNCIL

1. Notes this report and the *Climate Change Risk Assessment Report* as shown in Attachment A to Item 10.6 on the Agenda for the meeting of the Council held on 8 September 2020.

IMPLICATIONS AND FINANCIALS:

CoA 2020-2024 Strategic Plan	Strategic Alignment – Environmental Leadership The City of Adelaide 2020-2024 Strategic Plan includes an objective to be a 'climate ready organisation and community'.
Policy	Not as a result of this report
Consultation	Internal consultation has been undertaken across the organisation to inform the report, including input from over 250+ staff and management.
Resource	Not as a result of this report
Risk / Legal / Legislative	The City of Adelaide (CoA) has exposure to physical risks, transition risks and liabilities related to climate risks. These include physical climate risks to assets and services, transition risks to business functions and liability risks from governance, information disclosure and planning decisions. This report informs CoA's risk exposure to climate change.
Opportunities	The report indicates that there are opportunities for the City of Adelaide to more fully integrate climate risk into its strategic planning, financial management, public risk disclosure, asset management, land use planning, emergency management and climate change policy.
20/21 Budget Allocation	It is proposed that a Climate Change Adaptation Action Plan responding to climate risks identified in this report will be undertaken in 2020/21. The cost of this work is \$35,000 and will be funded by the Climate Change Action Initiatives Fund.
Proposed 21/22 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
20/21 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	The Climate Change Risk and Governance Assessment report was co-funded (\$24,000) by the Local Government Association Mutual Liability Scheme (LGAMLS). This collaboration sought a sector based and useful tool for all LGAMLS members which will be made available as a physical risk template. CoA will investigate whether the Risk Incentive funding in October could be used to fund the Climate Change Adaptation Action Plan.

DISCUSSION

Background

1. The City of Adelaide (CoA) has considered the risk implications of climate change since 2009, when it participated in the LGA Mutual Liability Scheme's Local Government Climate Change Adaptation Program. This work included the development of a climate risk register which later informed the development of the CoA's *Climate Change Adaptation Action Plan 2011-2013* and the updated *Climate Change Adaptation Action Plan 2013-15*.
2. More recently, the CoA has focused predominantly on community climate risk exposure and adaptation, through its participation and coordination of the Resilient East Project, a collaboration with seven other eastern Adelaide metropolitan Councils. This collaboration resulted in the development of the *Resilient East Integrated Vulnerability Assessment Report* and *Regional Climate Change Adaptation Plan*.
3. On two occasions, in June 2018 and August 2019, Sarah Barker, Special Counsel Minter Ellison presented to Council Members and Administration on the corporate governance, financial and liability implications of climate change risk.
4. At the Council Committee meeting in June 2018 Council indicated support for a corporate climate risk assessment to be undertaken to identify exposure of the organisation to physical, economic transition and liability risks.
5. In October 2018, the Audit Committee requested that a report on CoA's approach to climate risk be brought back to the Committee.
6. A report was presented to the Audit Committee in May 2019 which included a high-level outline of the corporate governance, financial and liability implications of climate change risk, including CoA's work to date and planned future work.
7. On 20 August 2019, The Committee received a Corporate Climate Change Risk Presentation and noted that the CoA would commence a Climate Change Risk Assessment report.
8. In late 2019, the CoA invited the Local Government Association Mutual Liability Scheme (LGAMLS) to collaborate and co-fund the climate risk assessment. The LGAMLS has co-funded the project with the understanding that a brief guide and physical risk templates are made available to other local government authorities.
9. The *Climate Change Risk Assessment Report* was presented to, and noted by, the Audit Committee on 7 August 2020.
10. A summary of Global and National Trends pertaining to climate risk is provided at Link 1 view [here](#).

City of Adelaide Climate Change Risk Assessment 2020

11. The report, *Climate Change Risk Assessment Report* was prepared by consultants, Edge Environment and Climate Planning. The report identifies the CoA's exposure to physical, transition and governance risks associated with climate change. A copy of the report is provided in **Attachment A**.
12. The *Climate Change Risk Assessment Report* (the Assessment) draws upon the previous research, risk assessments and plans undertaken by the CoA and LGALMS.
13. The CoA considered emerging frameworks for the climate risk assessment, such as the TCFD, updated ISO 13001 and AS 5334—2013 frameworks (Climate change adaptation for settlements and infrastructure—A risk-based approach). This methodology enables benchmarking and includes organisational engagement to collect on-the-ground information from the staff that best understand their services and assets, and confirming the risks identified against their areas of responsibilities. Refer to Figure 1 below.

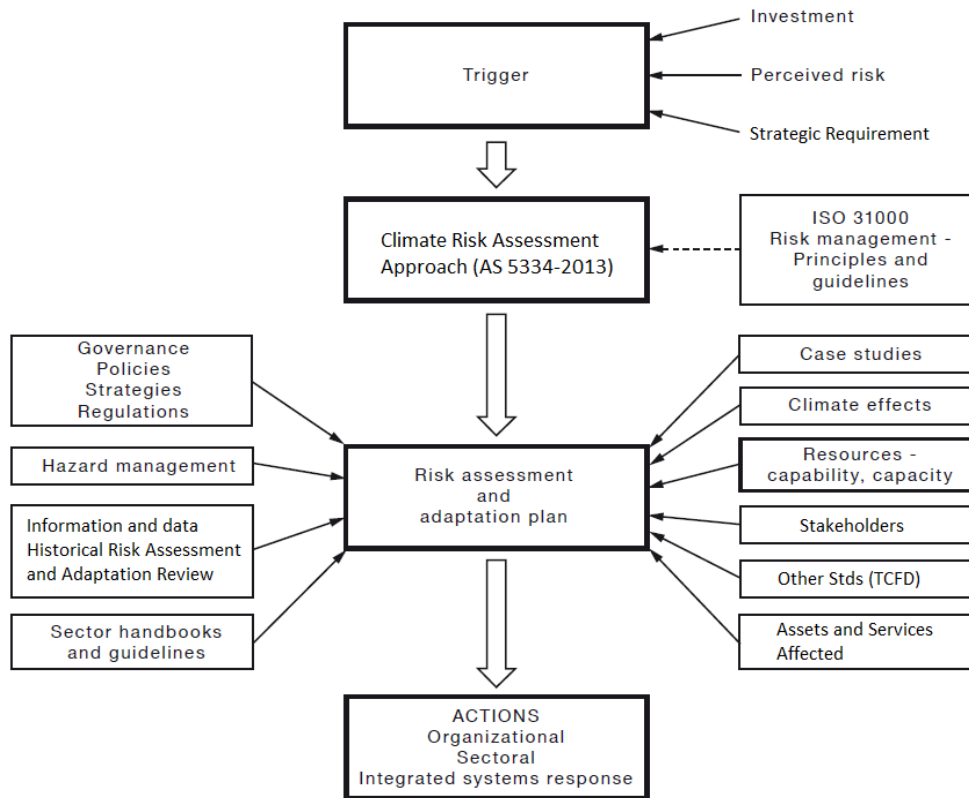


Figure 1 Adapted approach to Developing Climate Change Risk Assessment and Adaptation (AS 5334-2013)

14. The Assessment covers the following key aspects:
 - 14.1. Identification and review of climate risks related to governance, services and assets
 - 14.2. Analysis of climate risk management (of existing and potential control measures)
 - 14.3. Risk management opportunities for climate risks (including prioritisation of risks)
 - 14.4. Disclosure (and controls measures) of climate risks.

Governance Risk Assessment

15. The Assessment identified Council's key publicly available corporate documents and involved a comprehensive analysis into how climate change is considered in decision making.
16. A key finding in relation to climate change governance was that CoA has a highly skilled staff base and is well-placed to become a national leader in the identification and management of climate change risks. Formal incorporation of climate change risk in the corporate risk management framework would deliver significant increases in CoA's climate governance risk measures.
17. Edge Environment consultancy utilised an established governance risk assessment tool (Informed.City™), which has been used by over 350 councils across Australia. The Assessment was informed by over 250 staff surveys and 10 workshops, as well as a document review of publicly available policies, planning documents and strategies. The Assessment included ten quantitative indicators, including four indicators that did not achieve a score. A summary of the scores against each indicator and evaluation of the CoA climate change adaptation governance is provided in Figure 2.
18. Ten Governance Climate Risk Indicators are rated from 0-4 scale, from 0 being non-existent, to 4 being advanced.

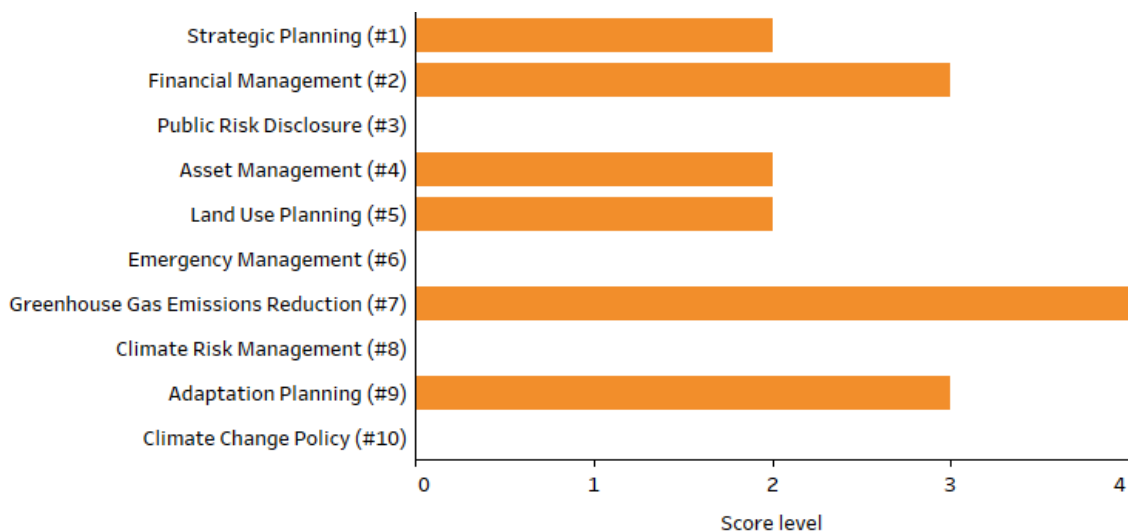


Figure 2 Governance indicator scores

Indicator	Level	Description
Strategic Planning (#1)	Intermediate	Detailed inclusion of climate change but is limited to two climate change issues AND/OR two council functions.
Financial Management (#2)	High	Climate change adaptation is recognised in financial planning (more than one climate change issue AND/OR council function). But the financial management documents do not guide innovative finance or investment policies.
Public Risk Disclosure (#3)	No data	No publicly available risk register OR risk disclosure documents were found.
Asset Management (#4)	Intermediate	Prescribed responses/ guidance for one climate change issue AND/OR one council function only.
Land Use Planning (#5)	Intermediate	Brief inclusion of climate change for one or more climate change issue AND/OR planning theme.
Emergency Management (#6)	None	No consideration of climate change (or associated keywords) in the emergency management plan/s.
Greenhouse Gas Emissions Reduction (#7)	Advanced	Climate change target and aim for carbon neutrality by or before 2050.
Climate Risk Management (#8)	No data	No publicly available risk management documents were found.
Adaptation Planning (#9)	High	Detailed responses for adaptation actions for both the Council and community. Does not have all the attributes listed in the 'Advanced' score level.
Climate Change Policy (#10)	None	No publicly available (council endorsed) corporate climate change adaptation policy was found.

Table 1 Quantitative evaluation for climate change adaptation governance

Physical Risk Assessment

19. The physical climate risk assessment refers to the risks arising from the physical effects of climate change on operations, workforce, infrastructure, assets and services.
20. The physical risk assessment aligned with Risk Management Standard (ISO 13001) and was informed by interviews with 28 team leaders and managers, a review of all assets and services and short and long-term projections of climate change. The approach is summarised in Figure 3.

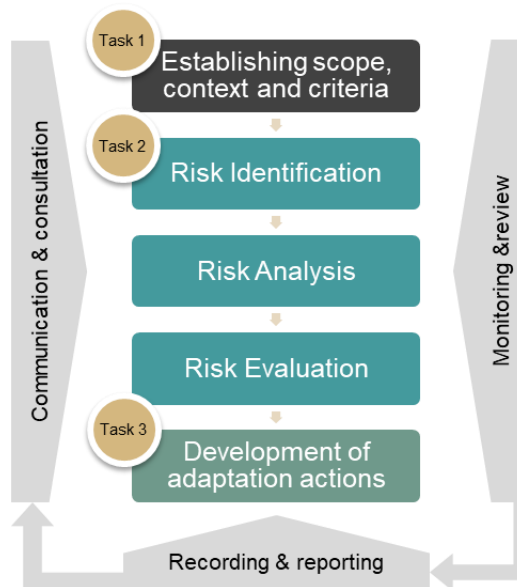


Figure 3 The climate risk assessment framework (adapted from ISO31000:2018)

21. Through the assessment, 283 individual risks to the CoA were identified. Over three quarters of the risks identified in this assessment were associated with the following climate variables:
 - 21.1. Temperature: including both average temperatures increase as well as the increased frequency of very hot days and heatwaves; and
 - 21.2. Rainfall: including changing rainfall patterns, extreme rainfall and flooding events.
22. Figure 4 illustrates the proportion of climate risks related to each climate variable.

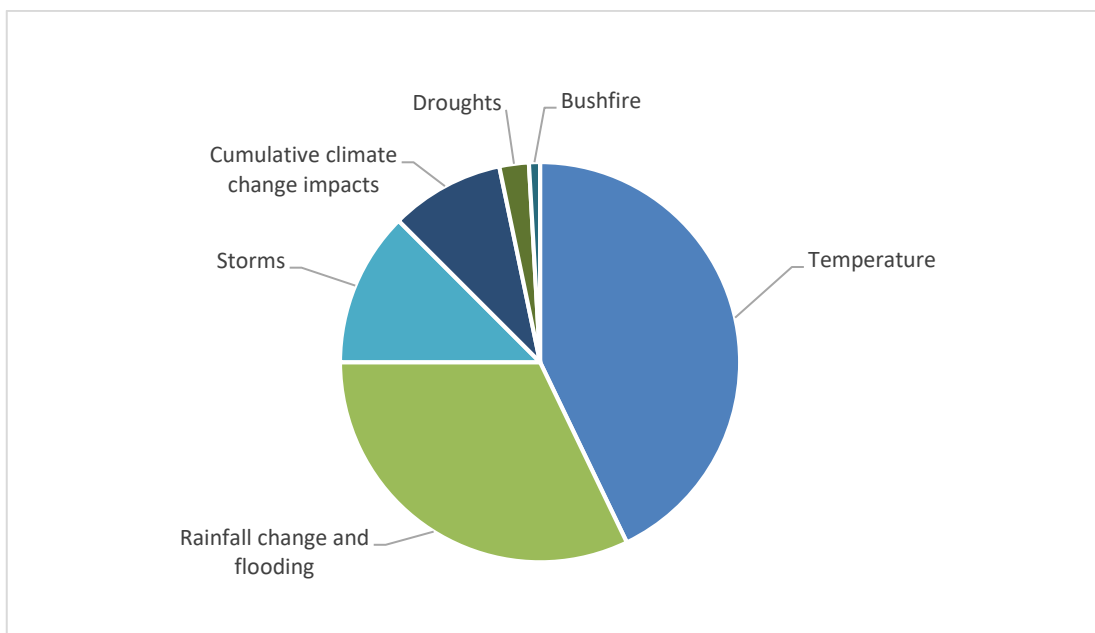


Figure 4 Proportion of climate risks by climate variable

23. Physical climate related risks common across all asset and service categories were:
 - 23.1. Impacts of heat on people and the ability to deliver Council services, the reduction of people coming to the city, whether for shopping or events during periods of extreme heat, and the ability for residents and the homeless to access services.
 - 23.2. Impacts of heat and drier conditions on maintaining green infrastructure and trees, whether in Park Lands, open space areas, roads, or the golf links.
 - 23.3. Impact of the potential for increased rainfall intensity leading to greater localised flooding across the city, impacting buildings and service delivery.

24. The highest physical risks related to CoA assets and service categories include the following, highlighted by key sites and services:
- 24.1. Key sites - Across all key sites, Adelaide Town Hall and UParks were identified as having the highest number of risks in total, followed by Rundle Mall, the Central Market and Golf Links. None of these had extreme risks for 2030, but all had a combination of high and extreme risks by 2090.
 - 24.2. Parkland and open space assets - Several high risks were identified, including the increased mortality of trees and other vegetation on very hot days and resultant urban heat island implications, which was evaluated as a high risk for 2030 and an extreme risk for 2090.
 - 24.3. Infrastructure - One extreme risk was identified for the short term, related to the stormwater and drainage network and was associated with eight extreme risks in 2090. Roads were also associated with high risks at 2030 and 2090.
 - 24.4. Services - The services category had the highest number of individual risks across all groups, with 106 risks in total. High and extreme risks were common for cleansing (streets, toilets), events, community grants, homeless support, library services, horticulture, planning and building.

Risk ratings Asset or service grouping	2030				2090			
	L	M	H	E	L	M	H	E
Buildings	3	1	0	0	2	2	0	0
Parkland and open space assets	0	4	4	0	0	4	3	1
Infrastructure	13	21	22	4	8	11	29	12
Other	0	1	1	0	0	1	1	0
Key sites	28	38	32	0	17	34	40	7
Service group	15	42	48	1	4	24	59	19

Table 2. Total number of physical risks by asset or service grouping and risk rating across two timescales.

25. While this climate risk assessment does not represent a climate adaptation plan, putting in place control measures to mitigate risks could halve higher risks in the near term, and reduce the severity of nearly all extreme risks in the longer term.

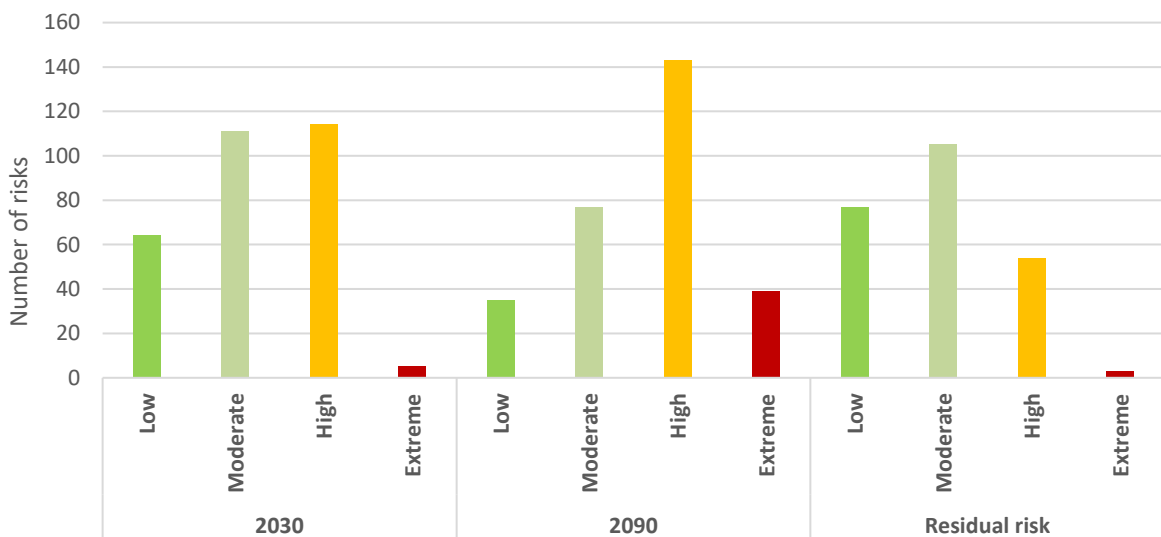


Figure 5. Total number of risks by time period and rating.

26. Liability measures – A range of liability risks were identified during the assessment, however, in the absence of independent legal opinion the extent of the legal liability risk cannot be quantified. It is recommended that Council consider obtaining legal advice regarding medium to extreme liability risks, especially in regard to the potential impacts from flooding.

Transition Risk Assessment

27. Transition risks result from the shift to a low carbon economy include those associated with policy; regulation; technology; markets and business models; and reputation and confidence. The key aim of a transition risk assessment is to identify and address climate transition risks and opportunities. A summary of highly ranked transition risk and opportunities include:
- 27.1. The Aquatic Centre has a high transition risk related to the gas-powered heating of the pool infrastructure.
 - 27.2. CoA businesses are reliant on shifting markets including tourism and the international student market due to reliance of carbon intensive air travel. It was identified that market changes in travel could drive the need for shifts in the city's revenue model.
 - 27.3. The Fleet is exposed to carbon emissions trading schemes.
 - 27.4. An integrated approach to carbon reduction initiatives is needed. It was noted that fleet and procurement policies including climate risk and emissions mitigation have been drafted, but further improvements could be made to better integrate emissions reduction initiatives.
 - 27.5. The State Planning Policies will inform development of the policies contained in the future Planning and Design Code. State Planning Policy requires developers to "minimise the adverse effect of decisions made under the Act on climate change and promoting development that is resilient to climate change". This includes the implications of a reported lack of resourcing and need to upskill team members to accommodate and enforce policy changes.
 - 27.6. The Property Portfolio is exposed to shifts to building performance requirements as the development of a carbon price may lead to several important transition impacts related to operational and capital costs, as well as asset value.
 - 27.7. UPark Adelaide is an important Council revenue stream associated with the provision of carparks across the Council area for public use. With a potential societal transition towards increased public, active transport and electric vehicles these assets may become stranded assets.
 - 27.8. Waste collection and management is exposed to carbon pricing given the likely cost implications on the waste sector as higher levels of resource recovery can come at a higher (rates funded) cost.
 - 27.9. CoA's reputation, brand and desirability as an organisation are also at risk due to changing consumer preferences

Climate Risk Assessment Recommended Next Steps

28. The Assessment presents one of the most comprehensive assessments of climate risk currently undertaken for a South Australian council. While CoA has a strong track record in relation to responding to climate change there is still significant work required to address current and emerging risks.
29. A list of the priority next steps proposed in the Assessment is provided below (further details is available in **Attachment A** page 65):
 - 29.1. Prioritise climate change governance actions
 - 29.2. Public disclosure of CoA current and emerging climate
 - 29.3. Incorporate physical and transition risks into CoA's risk register
 - 29.4. Develop an adaptation roadmap
 - 29.5. Consider obtaining legal advice for medium to extreme liability risks.

Next Steps

30. It is proposed that the following next steps will be undertaken by the CoA to respond to the findings of the Assessment:
 - 30.1. Develop a Climate Change Adaptation Action Plan to address identified governance (eg public disclosure), priority climate risks, associated adaptation measures (eg risk and action register) and timing of implementation.
 - 30.2. Establish a cross-program steering group to oversee the implementation of the Climate Change Adaptation Action Plan.

DATA AND SUPPORTING INFORMATION

Link 1 - Summary of Global and National Trends pertaining to climate risk

ATTACHMENTS

Attachment A - Climate Change Risk Assessment Report

- END OF REPORT -

Report for the City of Adelaide

Climate Change Risk Assessment Report

29 June 2020



Prepared for:

The City of Adelaide

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V2	FINAL	Mark Siebentritt, Tim Watson, Donovan Burton, Chloe Portanger, Elizabeth Cuan	Mark Siebentritt	29 June 2020

Executive summary

Context

Climate change is impacting all aspects of life in Australia, from the way that our communities function through to the response of our economy and environment. The impact of a changing climate has already been demonstrated in Adelaide, illustrated through recent experience with bushfires and extreme heat in the 2019/20 summer, storms in 2016 and the Millennium Drought prior to that. While the potential impacts of climate change for Adelaide and its community are significant, the City of Adelaide already has a track record as a council leading the way on taking action on climate change at a national and international level. This is demonstrated by the Carbon Neutral Adelaide initiative and Council's commitment to 100 per cent renewable electricity for its operations. The Council also declared that climate change poses a serious risk to the people of Adelaide, and it should be treated as a national emergency. These actions are underpinned by a commitment by the City of Adelaide to be one of the world's first carbon neutral cities and an international leader in environmental change.

Despite recent progress, the focus of action on climate change has started to evolve significantly and this needs to be accounted for in future decision making by all councils. The emphasis has now expanded to recognise that from a legal and liability perspective climate change is a "material" risk which must be addressed by directors of private companies and public authorities. Informed by initiatives like the Taskforce on Climate Related Financial Disclosures Framework, the response to climate change is now being assessed by more broadly considering physical risk (the risks posed by a different future climate change), transition risk (the risks of transitioning to a low carbon economy) and climate change governance.

During the delivery of this project, which took place from October 2019 to June 2020, the COVID-19 outbreak occurred significantly impacting on the approach to delivery of this project. It also highlighted how potential risks at an international scale, if not identified and prepared for, can have a major impact on the operations of organisations from across the community and economy. Parallels have been drawn between COVID-19 and climate change in this regard.

Purpose of this assessment

The primary objective of this climate change risk assessment, which was delivered by Edge Environment and Climate Planning, was to review and assess climate change risks to the City of Adelaide's assets, operations and services.

The project differentiated between three key considerations in identifying and responding to climate change risk, those being:

- Climate change governance;
- Physical risk; and
- Transition risk

By combining multiple methodologies to assess climate risk, this report presents one of the most comprehensive assessments of climate risk and its underpinning governance currently undertaken for a South Australian council. The project relied primarily on phone call interviews rather than meetings and workshops due to the response to the COVID-19 outbreak.

Climate change governance assessment approach and findings

The City of Adelaide climate change adaptation governance assessment used Climate Planning's *Informed.City* climate change adaptation governance assessment framework to understand how effectively climate change considerations are integrated into the corporate operations and governance of Council. The tool provides a systematic way of assessing climate change governance and has been used for over 350 councils across Australia.

The governance assessment for the City of Adelaide was undertaken using a quantitative and qualitative assessment. These drew on the results from an online staff survey, results of an assessment of corporate governance documents, and findings from face-to-face meetings with representatives of Council. In total, over 250 staff were involved with the process and 13 corporate governance documents were reviewed. The assessment predominantly focused on adaptation governance.

The City of Adelaide has a sophisticated understanding of climate change and overall has achieved a good score in the quantitative climate change governance assessment. A summary of quantitative climate change governance assessment scores is provided in Table 1. Council's commitment to net-zero emissions sees it achieve an 'Advanced' score in the Greenhouse Gas Emissions Reduction indicator. Also, Council scored 'High' in Financial Management and Adaptation Planning and achieved an 'Intermediate' score for three other indicators (Strategic Planning, Asset Management and Land Use Planning). It is worth highlighting that four indicators did not achieve a score. These were Public Risk Disclosure, Emergency Management, Climate Risk Management and Climate Change Policy.

While some specific recommendations are presented in the report the key issues are associated with the need to formally capture climate change risk in the corporate risk management framework. It is likely if this were to occur then the scores in all the remaining indicators would also improve quickly. With the completion of the physical and transition risk assessment through this project, the evidence base is available to effectively address climate change risk in the corporate risk management framework. The full governance report is provided at Appendix A.

Table 1. Quantitative climate change governance assessment scores.

Indicator	Level
Strategic Planning	Intermediate
Financial Management	High
Public Risk Disclosure	No data
Asset Management	Intermediate
Land Use Planning	Intermediate
Emergency Management	None
Greenhouse Gas Emissions Reduction	Advanced
Climate Risk Management	No data
Adaptation Planning	High
Climate Change Policy	None

Physical risk assessment

The approach to assessing physical risk was designed to align with ISO 13001, AS 5334—2013 (Climate change adaptation for settlements and infrastructure—A risk-based approach) and Council's Risk Management Operating Guidelines. Risks were identified in consultation with Council for key service, assets and infrastructure. Risks were assessed for two climate change scenarios; an intermediate emissions trajectory (RCP 4.5) by 2030 and a high emissions trajectory (RCP 8.5) by 2090.

Through the assessment, 283 individual physical risks to the City of Adelaide were identified. Over three quarters of the risks identified in the assessment were associated with:

- Temperature: including both average temperatures change as well as the increased frequency of very hot days and heatwaves; or
- Rainfall: including changing rainfall patterns, extreme rainfall and flooding events.

There were five extreme risks identified for the near future (2030) and 39 for the far future (2090), which is likely the result of increasing uncertainty and severity of climate change impacts toward the end of the century.

A projected increase in the frequency of very hot days was the highest source of risk overall (72 risks for 2030), and it also had the highest number of significant (high and extreme) risks for both the near and far-future assessments (38 and 53 risks respectively). This was followed by the effects of heatwaves (56 risks in total) and flood-related impacts (53 risks).

Across the City of Adelaide's operations, the asset or service area grouping with the highest number of individual risks was the Service group and Key sites. Infrastructure (including bridges, roads, drainage and footpaths) was also a significant source of risk.

Asset or service grouping	Risk ratings				2030				2090				Total
	L	M	H	E	L	M	H	E	L	M	H	E	
Service group	15	48	53	1	4	28	65	20	4	28	65	20	117
Key sites	30	40	32	0	17	36	42	7	17	36	42	7	104
Infrastructure	12	21	22	4	8	10	29	12	8	10	29	12	60
Buildings	3	1	0	0	2	2	0	0	2	2	0	0	4
Parkland and open space assets	0	4	4	0	0	4	3	1	0	4	3	1	8
Other	5	1	1	0	0	5	2	0	0	5	2	0	7
Total	65	115	112	5	31	85	141	40	31	85	141	40	

In summary, the risks common across all categories were:

- Impacts of heat on people and the ability to deliver Council services, the desire for people to come to the city, whether for shopping or events during periods of extreme heat, and the ability for residents and the homeless to access services.
- Impacts of heat and drier conditions on maintaining green infrastructure and trees, whether in parklands, open space areas, streetscapes, Crown Land or the golf links.
- Impact of the potential for increased rainfall intensity leading to greater localised flooding across the city, impacting buildings and service delivery.

In addition to the risks to specific infrastructure elements, several other extreme risks were identified to the infrastructure management approach more broadly. These risks include:

- The lack of consideration of acute climate change effects in new asset design;
- The unknown actual and potential impacts of climate change across the existing asset portfolio and strategic businesses; and
- A lack of data collection across infrastructure assets to understand and proactively manage climate related impacts.

These risks all have potentially significant cost implications for the near and far future. Several adaptation actions were identified to address these risks, including:

- Foster innovative thinking to develop policies and position of Council to support the consideration of climate impacts in new asset design and explore opportunities to learn and share across council business units.
- Development of targets in long term financial plans related to climate change resilience that translates to actions in asset management plans.
- Improved intelligence in asset management and GIS services to allow predictive asset management strategies to be built out to manage key risks.

It is common practice to ensure that extreme and high risks can have their residual risk rating reduced to moderate or lower once adaptation measures are implemented. Based on the adaptation measures identified in this risk assessment, this is possible for some but not all risks. Council needs to determine whether further identification of adaptation measures is required or whether it is willing to accept high risks in some instances.

One of the five consequence areas considered in the physical risk assessment was "liability" risk. It is important to note that the risks identified as a "liability" risk in the risk assessment are general in nature and have not been identified by a legal professional. Given the complex nature and broad range of potential legal risk associated with climate change it is difficult to assign likelihoods or possibilities as per a traditional risk management approach. Instead it is prudent that all risks and risk management options be assessed by in-house and/or independent legal professionals.

Transition risk assessment

Given uncertainties around future carbon emissions reductions, it is becoming increasingly important for organisations to prepare for a range of climate change futures to promote resilience, including addressing risks from the social and economic transition to low carbon economies. Potential risks resulting from the transition to a low carbon economy that have been identified through the Taskforce on Climate Related Financial Disclosures include changes in policy, regulation, technology, markets and business models, and reputation and confidence.

The first stage of the transition risk assessment was to identify and adopt internationally recognised scenarios and their characteristics to inform the future characteristics of a global low-carbon future. These were then adapted to ensure relevance for local scale application and used as the basis of a transition risk materiality assessment.

A total of 32 transition risks to the City of Adelaide were identified, covering specific Council assets, business units and risks to Council's operational goals and community. Importantly, Council's Carbon Neutral Adelaide initiative means that Council is already well positioned to respond to transition risk. Transition risks were identified for the following services, assets and infrastructure: aquatic centre and gas utilities, business model, fleet vehicles, carbon management and procurement, planning, property, UPark Adelaide and waste services.

In addition to risks, the following priority opportunities were also identified:

- Utilities and solar energy: A key opportunity in relation to energy is the development of shared solar and demand management initiatives.
- Property portfolio: A range of high priority opportunities for transition resilience across the City of Adelaide property portfolio were identified including the development and management of micro energy generation and storage networks on Council assets.
- Climate leadership: Given the City of Adelaide's progress and goals towards zero neutrality, there is an opportunity to export sustainability knowledge.

Aside from the risk and opportunities listed above, the effects of carbon pricing should be considered so as to build future resilience. This may have important implications across Council, from increasing the cost of waste services to changing tenant profiles at key sites. The City of Adelaide should build on current emissions reduction initiatives to focus on reducing exposure to these risks by:

- Understanding carbon hotspots across organisational operations; and
- Integrating carbon considerations into procurement processes to allow for more targeted and effective emissions reductions initiatives.

Next steps

The City of Adelaide has already demonstrated strong commitment to responding to the challenges posed by climate change. Future action to address current and emerging physical and transition risks and climate change governance issues should include the following:

- Prioritise climate change governance actions;
- Public disclosure of risks;
- Incorporate physical and transition risks into Council's risk register;
- Develop an adaptation roadmap; and
- Liability measures.

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Item 10.6 - Attachment A

1 Introduction

1.1 Context

Climate change is impacting all aspects of life in Australia, from the way that our communities function through to the response of our economy and environment. Projections for climate change indicate that without a coordinated global response, conditions will become more challenging as greenhouse gases continue to increase in the atmosphere over the coming century. In South Australia this will result in a range of changes, including warmer and drier conditions on average, increased periods of extreme heat and drought, more intense rainfall and greater fire risk.

The impact of a changing climate has already been demonstrated in Adelaide. For example, in September 2016 major storms brought down power lines leading to a collapse in the operation of the energy distribution network, combined with damaging winds and flooding. This event effectively shut down Adelaide for a period of 24 hours. More recently, extreme heat across the city and damaging bushfires in the peri-urban areas during the 2019/2020 summer directly impacted health and well-being across the community and resulted in direct impacts on trade in the city.

While the potential impacts of climate change for Adelaide and its community are significant, the City of Adelaide already has a track record as a council leading the way on taking action on climate change at a national and international level. For example, Council:

- Declared that climate change poses a serious risk to the people of Adelaide, and it should be treated as a national emergency;
- Made significant progress with the Carbon Neutral Adelaide initiative;
- Participated in the development of the Resilient East Climate Change Adaptation Plan; and
- Committed to 100 per cent renewable electricity as part of a power purchase deal from 1 July 2020 for the City of Adelaide's operations.

Over the last 3-5 years, the focus of action on climate change has started to evolve significantly. In the past, much of the work centred on adaptation to a different future climate and mitigation actions to reduce greenhouse gas emissions. However, the emphasis has now also expanded to recognise that from a legal and liability perspective, climate change is a "material" risk which must be addressed by directors of private companies and public authorities. This has grown out of international and national legal opinion with the expectation that the responsibilities of directors of public authorities in responding to climate change is likely to be at least as significant as it is for directors of private companies.

The greater focus on the liability aspects of climate change risk has been accompanied by the rapid growth of the Taskforce on Climate Related Financial Disclosures Framework (TCFD), established by the Financial Stability Board in 2016. This initiative, which has a primary focus on large publicly listed, private sector businesses, is now having trickle down impacts on how the broader economy functions. This is reshaping how climate change risk is understood and responded to and recognises that climate change poses two key types of risk:

- Physical risk – The risks posed by a different future climate change; and
- Transition risk - The risks of transitioning to a low carbon economy.

In addition to differentiating between physical and transition risk, the TCFD also highlights the importance of governance in taking action on climate change, with a focus on how decision making within organisations accounts for climate change risk.

1.2 Objectives and approach

The City of Adelaide 2020-2024 Strategic Plan lists as an outcome the aim of being a “climate ready organisation and community” and a strategic priority to “Lead the way in climate action and manage water, waste, transport and greening in a sustainable way”. In addition to emission reduction and sustainability activities, the Council has exposure to climate-related risks.

The primary objective of this climate risk assessment, which was delivered by Edge Environment and Climate Planning, was to review and assess climate change risks to assets, operations and services, covering the following key aspects:

- Identification (and review) of climate risks against service and assets;
- Analysis of climate risks (existing and residual);
- Risk management for climate risks (including prioritisation of risks);
- Disclosure (and controls measures) of climate risks (including financial implications for high level risks).

The project differentiated between three key considerations in identifying and responding to climate change risk, those being:

- Climate change governance - Section 2;
- Physical risk – Section 3; and
- Transition risk – Section 4.

Climate change governance was assessed using the *Informed.City* tool developed by Climate Planning. The tool provides a systematic way of assessing climate change governance and has been used for over 350 councils across Australia. This report provides a summary of the governance assessment process and key findings. The full governance report is provided at Appendix A.

The approach to assessing physical risk was designed to align with ISO 13001, AS 5334—2013 (Climate change adaptation for settlements and infrastructure—A risk-based approach) and Council’s Risk Management Operating Guidelines. This report provides a summary of the physical risk assessment process and key findings.

Transition risk was also assessed in a manner consistent with ISO 13001 and AS 5334—2013, as well as being aligned to the TCFD guidelines and identified material transitional risk areas associated with Council’s operations, including:

- Market and technology shifts;
- Policy and legal; and
- Reputation.

The physical and transition risk assessment phases relied primarily on phone call interviews rather than meetings and workshops due to the response to the COVID-19 outbreak.

2 Governance assessment

The governance assessment undertook a systematic analysis to determine how climate change is factored into the City of Adelaide's decision making.

2.1 Overview

The governance assessment undertook a systematic analysis to determine how climate change is factored into the City of Adelaide's decision making.

The extent to which climate change risk and adaptation is considered in a local government's core governance documents may affect the implementation of the organisation's approach to climate change adaptation.

Measuring and monitoring indicators for climate change adaptation and mitigation governance provide a platform for a consistent approach. This allows local governments the ability to monitor and improve their performance over time. Initial focus and emphasis should be on a council's adaptation governance. Unless it can be ensured that a council's internal adaptive capacity is robust, that is its ability to respond to potential climate change impacts, then there is a risk that specific adaptation actions will be ad-hoc and constrained by limited resourcing and political support.

Understanding climate change governance may help decision-makers to estimate the vulnerability of a system to stress and address underlying causes of vulnerability over time. It may help to support proactive decision-making by assisting organisations to identify both the risks and possible responses in advance and develop the capacity to implement the required actions.

The need to focus on climate change governance is gaining momentum in academic literature, United Nations publications and approaches, as well as in corporate disclosure frameworks (Clos, 2015). For example, disclosure of governance arrangements around climate-related risks and opportunities is a key component of the recommendations of the Financial Stability Board's [Task Force on Climate-related Financial Disclosures](#) (TCFD) (see Figure 1).



Figure 1. Core Elements of Recommended Climate-Related Financial Disclosures (TCFD, 2016).

This section of the report presents a brief overview of the methodology and results of an analysis about the extent of climate change adaptation governance for the City of Adelaide. It includes the information collected from an online staff survey, results of the governance assessment, and findings from face-to-face meetings with representatives of the City of Adelaide.

This assessment predominantly focuses on adaptation governance. Mitigation has been considered only regarding formal greenhouse gas emissions reduction targets. A detailed greenhouse gas emissions governance assessment requires an audit of baseline emissions data and data recording

protocols (e.g. emissions scope, alignment to Australian standards etc.) – which is outside the scope of this project.

The full climate change governance assessment report is provided at Appendix A.

2.2 Method

The City of Adelaide climate change adaptation governance assessment uses Climate Planning's *Informed.City* climate change adaptation governance assessment framework to understand how effectively climate change considerations are integrated into the corporate operations and governance of Council. The governance assessment for the City of Adelaide was undertaken in two stages: quantitative assessment and qualitative assessment.

2.2.1 Quantitative Assessment

The aim of the quantitative assessment was to identify publicly available corporate documents for the City of Adelaide and undertake a deeper exploration into how climate change is considered in those governance documents. These corporate documents are the key governance documents that either drive the organisational decision-making or report on the effectiveness of those processes. The documents were assessed against ten quantitative indicators for climate change adaptation governance as follows:

- Strategic Planning;
- Financial Management;
- Public Risk Disclosure;
- Asset Management;
- Land Use Planning;
- Emergency Management;
- Greenhouse Gas Emissions Reduction;
- Climate Risk Management;
- Adaptation Planning; and
- Climate Change Policy.

Justification for each indicator is provided in the full report at Appendix A.

The quantitative assessment focusses specifically on an assessment of Council's corporate documents which are publicly available which means they are accessible through an online platform (e.g. Council's website). An analysis of only public documents supports the growing recognition that disclosure of climate risk is an important element in climate change management. The Paris (Climate) Agreement recognises transparency as a fundamental principle in climate change management (both in actions and in governance). There is also an increasing call for local government disclosure of risk and governance responses by those who re-insure local government risk.

Keyword analysis

Publicly available corporate documents were identified from the City of Adelaide which align with the ten quantitative indicators of climate change adaptation governance (see Table 2). The team conducted a keyword analysis to identify how many words associated with climate change were present in Council's documents. Some of the words reviewed include 'climate change', 'adaptation' and 'greenhouse gas emissions' (a complete list of words can be found in the full governance assessment report at Appendix A). If any of these words were identified, closer analysis was undertaken of the context to assess the extent of how they were considered in the documents.

Table 2. The City of Adelaide's corporate documents identified for the quantitative assessment.

Indicator	Document Name
Strategic Planning (#1)	<ul style="list-style-type: none"> ▪ Strategic Plan 2016-2020
Financial Management (#2)	<ul style="list-style-type: none"> ▪ Integrated Business Plan 2019-2020
Public Risk Disclosure (#3)	
Asset Management (#4)	<ul style="list-style-type: none"> ▪ Building Asset Management Plan 2016 ▪ Infrastructure Asset Management Policy 2020 ▪ Park Lands Open Space Asset Management Plan 2016 ▪ Transportation Asset Management Plan 2017 ▪ Urban Elements Asset Management Plan 2016 ▪ Water Infrastructure Asset Management Plan 2016
Land Use Planning (#5)	<ul style="list-style-type: none"> ▪ Development Plan 2020 ▪ Adelaide Design Manual 2016
Emergency Management (#6)	<ul style="list-style-type: none"> ▪ Eastern Adelaide Zone Emergency Management Plan 2018
Greenhouse Gas Emissions Reduction (#7)	<ul style="list-style-type: none"> ▪ Carbon Neutral Strategy 2015-2025
Climate Risk Management (#8)	
Adaptation Planning (#9)	<ul style="list-style-type: none"> ▪ Resilient East Regional Climate Change Adaptation Plan 2016
Climate Change Policy (#10)	

Evaluation Matrices

Corporate documents were assessed for each governance indicator using a scoring system developed by Climate Planning. The method is relatively simplistic as it uses scaled matrices with descriptions on a continuum between no consideration and an advanced consideration of climate change. Corporate documents were scored using a five-point scale which was tailored to each governance indicator in the quantitative assessment (these evaluation matrices are provided in Section 4.2).

Since the quantitative assessment relies on an analysis of the corporate documents, Council staff were not directly engaged for the quantitative indicators. Although, some findings obtained from the face-to-face meetings may inform and/ or provide context about some of the quantitative indicators and will therefore be presented in the results where relevant. However, they are not given any weight in the final conclusions of this report (other than limitations/ barriers to mainstreaming noted by the staff).

The findings in this report are based on a quantitative assessment of the City of Adelaide that was completed on the 24th of February 2020.

2.2.2 Qualitative Assessment

The purpose of the qualitative assessment was to build a more complete representation of climate change adaptation by focussing on the complex drivers which could not be understood through an assessment of public corporate documents in the quantitative assessment. These drivers are captured in seven qualitative governance indicators:

1. Climate Risk Assessments;
2. Climate Legal Risk;
3. Staff Capacity and Resource Allocation;
4. Community/ Stakeholder Engagement;
5. Institutional/ Intergovernmental Relationships;

6. Climate Change Information; and
7. Information Systems.

Justification for each indicator is provided in the full report at Appendix A.

Face-to-face meetings were undertaken with representatives from the City of Adelaide. During the meeting conversations, representatives were asked a series of questions which were then later used in a qualitative analysis to understand the issues, and barriers and enablers for considering climate change in decision making for the City of Adelaide. The information was obtained through a set of consistent questions aligned to the relevant themes.

The results collected through the qualitative assessment are not directly attributed a 'score'. The findings from this assessment are used to build a better understanding about some areas of this indicator that may not become evident through a reading of the documents in isolation. While are not attributed a score, the outcome will inform any discussion or recommendations. The face-to-face meetings for Council were conducted on the 19th and 20th February 2020.

2.3 Results

The results focus on key findings of the governance assessment as well as possible links drawn from a survey of staff members. This section first provides an overview of the results for the staff governance survey. It then addresses the results and specific recommendations for the quantitative and qualitative assessment separately. Any interesting findings from the face-to-face meetings or the staff governance survey which relate to a specific governance indicator have also been integrated into the results.

2.3.1 Results for Staff Governance Survey

Of the 254 staff members in the City of Adelaide who participated in the staff governance survey, the highest representation work in the Customer Service department (38 staff members, 15%). This is closely followed by the Water and Waste department which had 27 staff members (11%) participate in the online survey (see Figure 2). It is important to note that 254 respondents are considered a high response rate for an individual council's survey response.

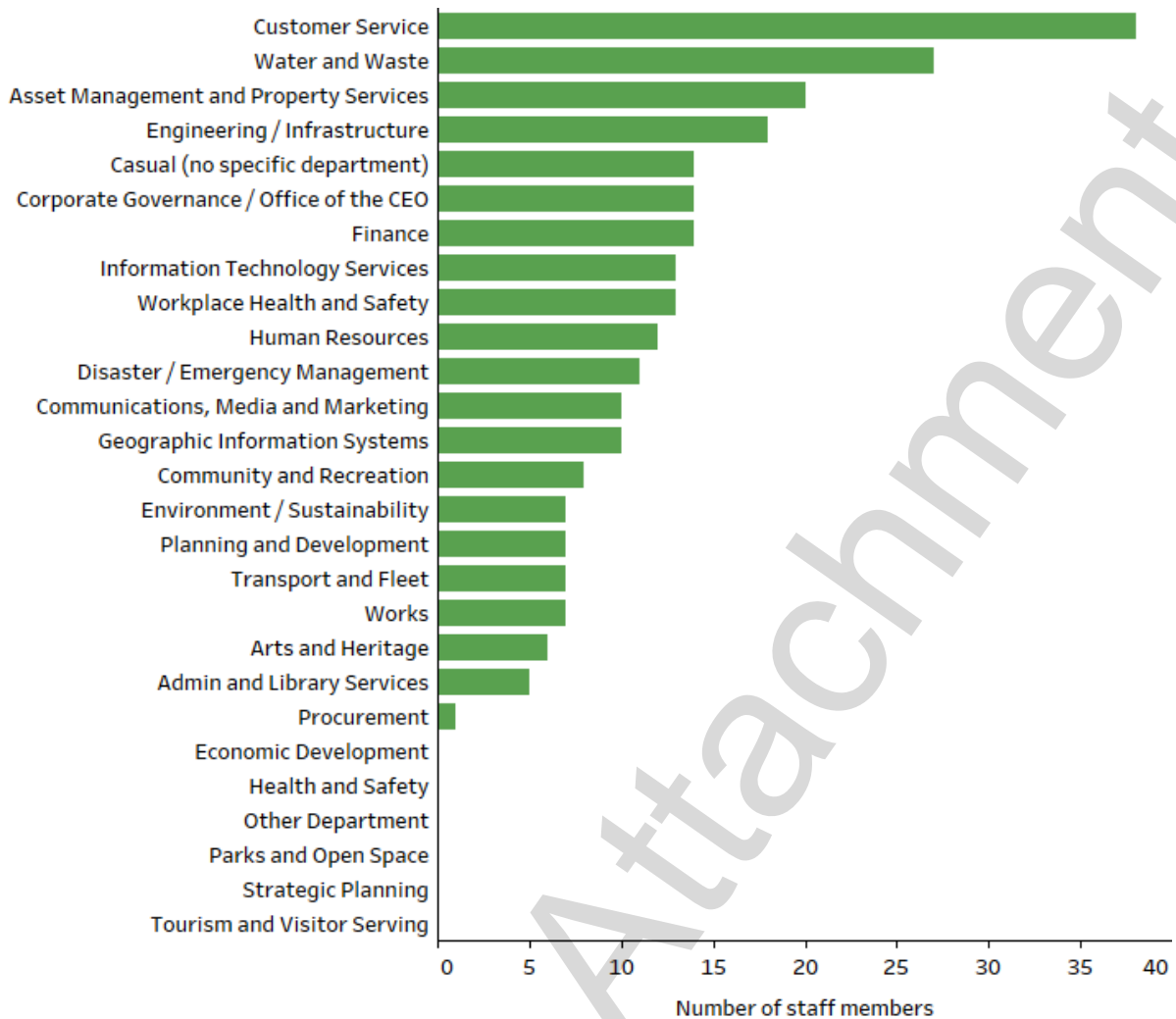


Figure 2: Number of the City of Adelaide staff members from each department who participated in the staff governance survey.

The online survey found that 86% of respondents have some level of understanding of climate change impacts and adaptation. There were 123 staff members who stated that their understanding is limited, and 93 staff members who believed that they could comfortably incorporate / consider climate change in their job (see Table 3). Furthermore, 144 respondents (64%) identified a good understanding of climate change as an enabler to Council's ability to plan for climate change.

Table 3. Understanding of climate change impacts and adaptation for the City of Adelaide staff members

	Number of staff members	% of staff members
I am not sure of my understanding	26	10%
I have no understanding	8	3%
My understanding is limited	123	49%
I could comfortably incorporate/ consider climate change adaptation	93	37%
Total	250	100%

2.3.2 Results and Recommendations for Quantitative Assessment

The specific results of the quantitative assessment have been divided into the ten quantitative indicators of climate change adaptation governance. This section will elaborate on the City of Adelaide's results for each governance indicator and provide specific recommendations for how council can transition to a higher score level. The analysis of each indicator will discuss the importance of the indicator, staff survey results, quantitative assessment results, and specific recommendations. Findings from the face-to-face meetings will be provided for relevant indicators.

Only one recommendation has been provided for each indicator as a 'first step' for Council to transition to the next score level. These recommendations are specific to each level which means that completing one recommendation will only improve Council's score by one level. For this reason, there may be a range of recommendations which Council can implement to achieve a desired indicator score. For example, there are three specific recommendations which a council can implement to transition from 'Intermediate' to 'Advanced' for an indicator.

Overview of Quantitative Assessment Results

The governance assessment explored how climate change was considered in corporate documents. The City of Adelaide was assessed against ten quantitative governance indicators, with Figure 3 displaying Council's performance.

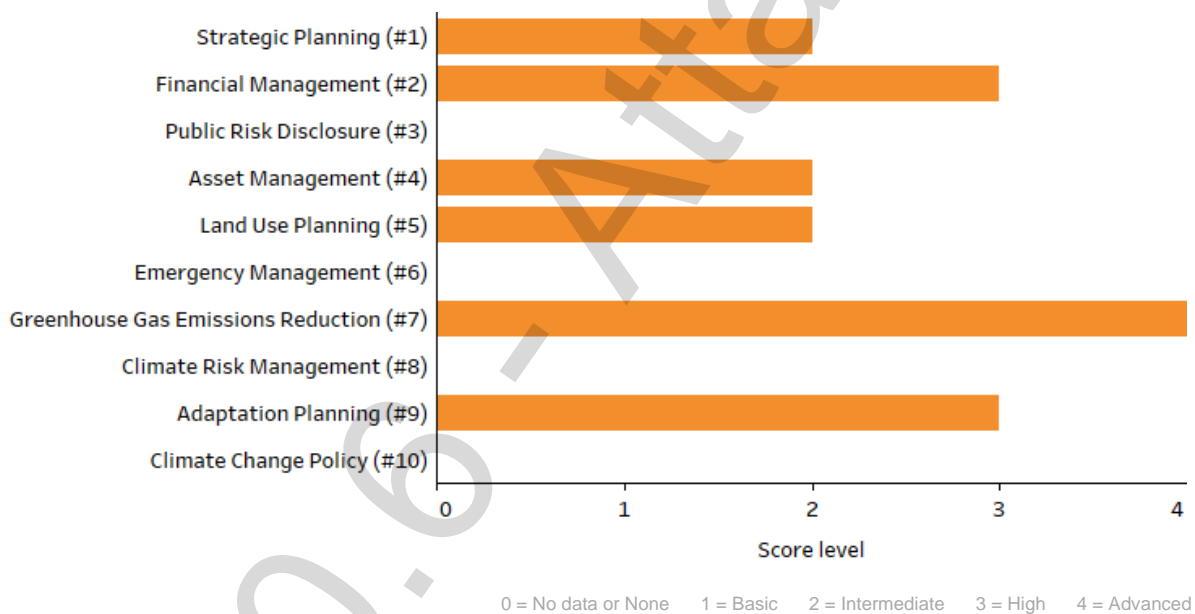


Figure 3. The City of Adelaide's quantitative scores for climate change adaptation governance.

The evaluation matrix (see Table 4) provides a summary of the City of Adelaide's for each governance indicator including descriptions to explain how the indicators were assessed.

Table 4. The City of Adelaide's quantitative evaluation for climate change adaptation governance.

Indicator	Level	Description
Strategic Planning (#1)	Intermediate	Prescribed responses/ guidance for one climate change issue (e.g. bushfire) AND/OR one council function (e.g. land use planning) only.
Financial Management (#2)	High	Climate change adaptation is recognised in financial planning (more than one climate change issue AND/OR council function). But the financial management documents do not guide innovative finance or investment policies.
Public Risk Disclosure (#3)	No data	No publicly available risk register OR risk disclosure documents were found.
Asset Management (#4)	Intermediate	Prescribed responses/ guidance for one climate change issue (e.g. sea level rise) AND/OR one council function (e.g. land use planning) only.
Land Use Planning (#5)	Intermediate	Brief inclusion of climate change for one or more climate change issue AND/OR planning theme. Also includes objectives or desired outcomes for specific climate change considerations. May have some general strategies or suggested responses.
Emergency Management (#6)	None	No consideration of climate change (or associated keywords) in the emergency management plan/s.
Greenhouse Gas Emissions Reduction (#7)	Advanced	Climate change target and aim for carbon neutrality by or before 2050.
Climate Risk Management (#8)	No data	No publicly available risk management documents were found.
Adaptation Planning (#9)	High	Detailed responses for adaptation actions for both the Council and community. Does not have all the attributes listed in the 'Advanced' score level.
Climate Change Policy (#10)	None	No publicly available (council endorsed) climate change adaptation policy was found. There may be an environment/ sustainability policy however it does not mention climate change.

Quantitative assessment results

The rationale for the Quantitative assessment results are as follows:

Strategic Planning

The Strategic Plan 2016-2020 was reviewed for this indicator. The plan provides a diverse range of objectives to assist Council in becoming a carbon neutral city. The objectives focus on reducing greenhouse gas emissions in areas of energy and renewables, sustainability, biodiversity and procurement (The City of Adelaide, 2016). As a result, the City of Adelaide scored 'High' for the Strategic Planning indicator.

Financial Management

The Integrated Business Plan 2019-2020 was reviewed for this indicator. The plan considers climate change, specifically for the Climate Change Action Initiatives Fund. Through this fund Council seek to: ... invest in strategic incentive programs such as \$1.6 million for the climate change initiatives including the sustainability incentives scheme, sustainability performance improvement programs, low and zero emission vehicles, Carbon Neutral Adelaide Partners Program and Building Upgrade Finance. (The City of Adelaide, 2019). Since the initiative aims to deliver a range of projects, programs and incentives, this sees the City of Adelaide score 'High' for the Financial Management indicator.

Public Risk Disclosure

The City of Adelaide's website was searched for a strategic risk register, however, no publicly available risk register was found. All corporate documents were reviewed from the other governance indicators however were unable to find any risk disclosure information. As a result, the City of Adelaide scored 'No data' for the Public Risk Disclosure indicator.

Asset Management

Six asset management documents were assessed for this indicator. All of Council's asset management plans consider climate change, with an emphasis on how these Asset Management Plans address Council's strategic planning actions to reduce carbon emissions. For this reason, the City of Adelaide scored 'Intermediate' for the Asset Management indicator.

Land Use Planning

Two documents were assessed for this indicator, they were Council's Development Plan 2020 and the Adelaide Design Manual 2016. The review did not find keywords related to climate change in Development Plan. However, the Adelaide Design Manual specifically identifies the importance of street trees and plants in "preparing for the future challenges of climate change and creating a more climate resilient city" (City of Adelaide, 2016). The manual was included in this assessment as it provides strategic and technical guidance for the design and management of public spaces in the City of Adelaide. This sees the City of Adelaide score 'Intermediate' for the Land Use Planning indicator.

Emergency Management

Only the Eastern Adelaide Zone Emergency Management Plan 2018 was assessed for this indicator as a publicly available council emergency management plan was not found for the City of Adelaide. Since a consideration of climate change (or associated keywords) was not found in the plan, the City of Adelaide scored 'None' for the Emergency Management indicator.

Greenhouse Gas Emissions Reduction

A climate change target was searched for in Council's greenhouse gas emissions documents, other core governance documents identified in the quantitative assessment, and on Council's website. The assessment found a consideration to reduce greenhouse gas emissions in the Carbon Neutral Strategy 2015-2025 which establishes Council's aspiration to be a carbon neutral city. The strategy sets two emissions reduction targets. These targets are reflected in Council's Strategic Plan and Asset Management Plans. These results see the City of Adelaide score 'Advanced' for the Greenhouse Gas Emissions Reduction indicator.

Climate Risk Management

The City of Adelaide's website was searched for a risk management policy, strategy and/or plan. Since no publicly available risk management documents were found, the City of Adelaide scored 'No data' for the Climate Risk Management indicator.

Adaptation Planning

Only the Resilient East Regional Climate Change Adaptation Plan 2016 was assessed for this indicator as a publicly available council adaptation plan was not found for the City of Adelaide. This plan is Council's regional climate change adaptation plan which aims to provide a coordinated and collaborative response to climate change across the Eastern Region. The plan achieves these goals by identifying priority adaptation actions which will to respond to the challenges and opportunities presented by a changing climate (Resilient East, 2016). This sees The City of Adelaide achieve a 'High' for the Adaptation Planning indicator.

Climate Change Policy

The City of Adelaide's website was searched for a climate change policy (which includes adaptation) and/or an environment/ sustainability policy, however, no relevant policies were found. This sees the City of Adelaide score 'None' for the Climate Change Policy indicator.

Using the scores identified above, a series of recommendations were identified that if taken, would assist council in increasing its score for each indicator (Table 5). This list of recommendations represents a summarised version of what is contained in the full governance assessment report at Appendix A.

Table 5. Summary of recommendations against quantitative indicators.

Indicator	Recommendations
Strategic Planning	To increase the score for this indicator (to 'High') the next revision of the Strategic Management Plan requires some examples of specific climate change actions spanning more than one council department. General phrases that will support a 'High' score include: "Council will explore how climate change adaptation and mitigation can be mainstreamed into decision making. Specifically, Council will be focusing on heatwave or bushfire risk etc.". Some resources should be allocated to staff capacity (e.g. conferences and training) as well as some specific technical support which may be required for some elements. However, the majority of support able to be gained from State Government guidelines and information reports as well as gleaning information from other councils through peer-to-peer learning.
Financial Management	To increase the score for this indicator (to 'Advanced') requires some specific focus on the potential supporting policies (e.g. asset management, climate change policy). Council should make statements in its financial planning documents about divestment from fossil fuels, energy transition, and consideration of a price on carbon in adaptation decisions. Council should also consider issues such as insurance, effects on rateable value, asset OPEX and CAPEX issues and other direct and indirect issues associated with climate change. Financial management should also state how financial performance while responding to climate change will be implemented.
Public Risk Disclosure	No information was available to assess this score. Risk management is often a contentious issue and not having publicly available documents may result in community dissatisfaction (and result in political instability). Ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision-making associated with this climate change.
Asset Management	In order to achieve an improvement in this governance score (to 'High') Council should include climate change in the introduction of the asset management planning documents and/or policies as well as give some specific reference to at least two known risks or assets that may be exposed to the effects of climate change. The asset management plan should also specify a prescribed response to one of the climate change issues. To upgrade to a 'High' level of response, Council will also need to undertake some spatial analysis of its assets that may be affected by climate change issues (e.g. increase flood risk, extreme heat).
Land Use Planning	To increase the score for this indicator (to 'High') Council should have a detailed consideration of climate change in the Development Plan. A detailed consideration of climate change would be one that considers multiple physical climate change risks, preferably with a good consideration in the general provisions. The most suitable action is for Council to glean information from a Council with similar geography or population which has scored a minimum of 'Intermediate' in the <i>Informed.City</i> TM governance analysis. Council may be constrained by State policies and legislation to implement the above. If that is the case, then Council should lobby the State to enable it to have greater flexibility to incorporate climate change into its Development Plan.
Emergency Management	To increase the score for this indicator (to 'Basic') the Council Emergency Management Plan (or similar instrument) must be amended to ensure that, at a minimum, climate change is referred to in the introduction. An example of phrases in a Council Emergency Management Plan that will support a 'Basic' score includes: "Climate change is likely to exacerbate many of the known

Indicator	Recommendations
	disaster risks and affect those already especially vulnerable to natural hazards".
Greenhouse Gas Emissions Reduction	Council has received an 'Advanced' score for this indicator. Achieving this score sees Council in the top fraction of Australian local governments for this indicator and places it in a position to share its journey with other local governments seeking to improve their consideration of climate change. To ensure that this indicator maintains this level it will be important to monitor any new national and international targets (e.g. bringing forward carbon neutrality date). It will also be important to ensure that Council maintains sufficient staff capacity and resources to maintain their score for this indicator.
Climate Risk Management	No information was available to assess this score. Council should ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision-making associated with this climate change.
Adaptation Planning	This recommendation focusses the need for on a Council climate change adaptation strategy (or similar) as a local instrument (not just regional). A detailed local plan ensures ownership and can better align with internal governance and reporting. Ensure that a comprehensive Council adaptation strategy and/or action plan exists (for Council and the community). As a minimum include all the following: key performance indicators, identified roles and responsibilities, the timing for delivery, linked to governance (mainstreaming), includes information from the community, and other key stakeholders.
Climate Change Policy	A climate change adaptation policy will help ensure Council's method for adapting to climate change is consistent and robust. If council is to implement a climate change policy then it should include all of the following: specific IPCC climate change scenarios it is aligning to (preferably RCP 8.5 as a minimum), identified roles and responsibilities, timing for delivery, triggers for review (e.g. within 6 months of each IPCC assessment report), activities for improving governance scores, (mainstreaming), and commitment to community and/or stakeholder engagement. The most cost-effective approach to this would be to glean information from other Councils in South Australia or Australia who have participated in an <i>Informed.City</i> TM climate change adaptation governance assessment and have an advanced climate change policy.

2.3.3 Results and Recommendations for Qualitative Assessment

The results for the qualitative assessment focus on the seven indicators that are identified as key drivers for implementing climate change adaptation governance. The key results from the qualitative assessment are described below, with the full description of the importance of the indicator, staff survey results, qualitative assessment results, and specific recommendations contained in the report at Appendix A.

Climate Risk Assessment

At the time of the interviews, staff noted that some specific risk assessments had been undertaken but no overarching project that explored all of council's climate change risks. The assessment described in this report performs this role.

Staff discussed numerous climate change related risks during the meetings including the potential:

- impact of extreme heat on residents and retail trade, especially in parts of the city with limited shade;

- greater requirements for support for heat stress for visitors to the city of for the homeless;
- impact of extreme heat on major outdoor events;
- influence of hotter and drier conditions on greening across the city and specifically tree health;
- increased requirements for irrigation due to longer periods of hot and dry conditions, which will in turn influence operating costs;
- increased costs for operating facilities and buildings due to greater need for cooling;
- further changes to work hours to reduce the need for staff to be outdoors during hot weather;
- devaluation of assets due to reduced performance and operating life; and
- increase in liability claims from hazards such as flooding.

Climate legal risk

The assessment found that Council has not sought independent legal advice for any specific climate related risks and that the respective role of Council compared to residents and businesses in responding to climate risks is unclear. There was a strong interest in better understanding what Council's statutory requirements are in relation to risk management. Some of the staff noted that they had attended a climate legal risk presentation and that it was an issue that was still in the embryonic stages of understanding within the organisation.

The City of Adelaide has not been required to attend court or a tribunal for any climate change planning issues (e.g. related to development applications). Furthermore, Council's insurer (the Local Government Association Mutual Liability Scheme) has not requested any specific information about how Council is managing its climate change risk. Participants did not identify any instances where Council had refused developments based on climate change risks.

Staff Capacity and Resource Allocation

There was broad understanding of the importance of climate change as an issue presenting risks and opportunities for Council. This awareness was driven to a large degree by the Council's commitment to the Carbon Neutral Adelaide initiative and to a lesser extent the Resilient East Regional Climate Change Adaptation Plan.

Many participants indicated an understanding of climate change adaptation activities directly relevant to their functional areas, covering both services and assets. While many staff stated they had a general understanding of climate change there was a consensus that additional tailored training would be beneficial. The staff noted that Council was supportive of professional development activities. Some staff expected that they were likely to be exposed to training from peak bodies as the issue emerged further.

Community/ Stakeholder Engagement

Community awareness about climate change has become an important driver for action within Council. This is reflected in Council's commitment to Carbon Neutral Adelaide and the declaration of a Climate Emergency. The City has a strong community engagement focus, working proactively with residents, businesses and other organisations such as universities. Examples of past Council engagement that supports climate change action includes heat preparedness messaging before and during heatwave events, participation in the Hot Hot Hot event and community engagement about the value of city greening using tree tags.

It was noted that there is a focus on being a "climate-ready" community in the Strategic Plan and messaging with the community is centred on empowerment rather than a "fear-based" approach. Participants did not identify any instances where Council has worked with Indigenous traditional owners of the land regarding climate change issues.

Institutional/ Intergovernmental Relationships

There was a view among some participants that the relative roles and responsibilities of local government as compared with the State Government about responding to climate change was unclear at present. It was suggested that this issue requires clarification as part of the next phase of climate change planning within Council.

Climate Change Information

The City of Adelaide has used information about climate change from the IPCC, CSIRO, the Bureau of Meteorology, and various other scientific organisations, as presented and summarised in the Resilient East Regional Climate Change Adaptation Plan. This information is also being used as the basis of the current physical risk assessment. It was also noted that information such as the urban heat mapping has been used to build the business case for investment in greening, WSUD and inform discussion regarding materials selection.

At the face-to-face meetings some staff stated that they were likely to have climate change information readily available but were unsure about which information they should be using. It was noted by some staff that a climate change policy would help direct staff to robust information sources including what type of climate projections information should be used.

Council has not made a formal whole-of-council decision regarding the sharing of information with the community or business owners regarding areas or assets that may be at higher risk due to climate change hazards.

Information Systems

Council's website was analysed for climate change and its integration with other information systems. The website includes working connections to six social media platforms including Facebook, Twitter, Instagram, LinkedIn, YouTube, and WeChat. Also, the website has a dedicated page for climate change which explains the projected climate trends for the City and shows projects Council are working on to respond to climate change, including the Resilient East Regional Climate Change Adaptation Plan. The City of Adelaide has also established an online community hub called 'Your Say Adelaide'. This website is a consultation hub where the community can engage with Council and have their voices heard about issues in the region.

The City of Adelaide has a Facebook account which has 51,449 'likes' and 53,967 people following the page (as of February 2020). Council have also been a member of Twitter for 11 years (joined in February 2009) and in that time have gained 97,400 followers. These statistics show that Council has a high level of social media presence with considerable reach. There is a consideration of climate change in Council's posts which are focussed on awareness of climate-related hazards (i.e. heatwave) and Council's carbon emissions initiatives and targets and engagement for climate change community events. These results show that the City of Adelaide has actively communicated with the community about climate change issues. However, with such a large group of followers, there is an untapped potential for engagement which Council could utilise to improve community awareness on hazards and share information and build knowledge about climate change.

Table 6. Specific recommendations from the qualitative assessment.

Indicator	Recommendations
Climate Risk Assessments	<p>Identify the process by which climate risk assessment results can feed into the Strategic Risk Register.</p> <p>Agree on a process by which high priority projects, especially new large-scale infrastructure projects or developments, are subject to climate risk assessments prior to approval.</p>
Climate Legal Risk	<p>Identify priority areas for climate legal risk advice, especially about the relative role of Council compared to residents, businesses, and the State Government.</p> <p>Ensure that legal risks associated with climate change are included in the risk register, until well managed.</p>
Staff Capacity and Resource Allocation	<p>Review opportunities to embed capacity building into existing staff training, such as new employee inductions.</p> <p>Develop a capacity-building program to continue to raise staff awareness about climate change impacts and how they can be managed within different Council functions. This should be an ongoing program similar to how workplace health and safety training is conducted across the organisation.</p>
Community/ Stakeholder Engagement	<p>Develop a Climate Change Stakeholder Engagement Strategy, which identifies engagement objectives, target audiences, engagement channels, a schedule of activities, and KPIs. This should include issue-specific engagement (e.g. heatwave risks) as well as general awareness-raising.</p>
Institutional/ Intergovernmental Relationships	<p>Seek to clarify the role of Council as compared with the State Government about managing climate risk.</p> <p>Work with banks to better understand broader market risk and how they are considering the effects of climate change. It would be in the City's interest to identify how banks identify risk and what they see determines resilience at a City level. This may help City of Adelaide understand risk to rateable income due to property value risk. Where possible the City of Adelaide should identify opportunities to incorporate risk definitions used by the banking sector into its risk management approach.</p>
Climate Change Information	<p>Develop a register of information requirements needed to inform key decisions that will be impacted on by climate change to identify where information gaps exist. This should be done as part of implementing a monitoring and evaluation plan and directed by a Climate Change Policy.</p>
Information Systems	<p>Utilise Council's Smart City initiative to collate and analyse risk information and explore the potential role of GigCity as a platform for improved information systems.</p> <p>Sponsor GovHacks and local hackathons with the focus being solely on climate change adaptation.</p> <p>Provide an annual publication of data collected in Council's accounting system on post extreme event/ disaster clean-up costs/ resource use. This will assist with communicating impacts to the community over time.</p>

3 Physical risk assessment

The physical risk assessment considered the risk posed to the City of Adelaide's services, assets and infrastructure by a different future climate.

3.1 Method

The identification and evaluation of physical climate change risks and adaptation actions to the City of Adelaide was undertaken in accordance with AS5334-2013 *Climate change adaptation – a risk-based approach for settlements and infrastructure* and ISO31000:2018 *Risk management*.

3.1.1 Risk assessment approach

The approach is summarised in Figure 4, with the three key tasks highlighted as Tasks 1-3. These tasks were undertaken with key City of Adelaide stakeholders through one-on-one interviews. Interview participants are summarised in Appendix B.

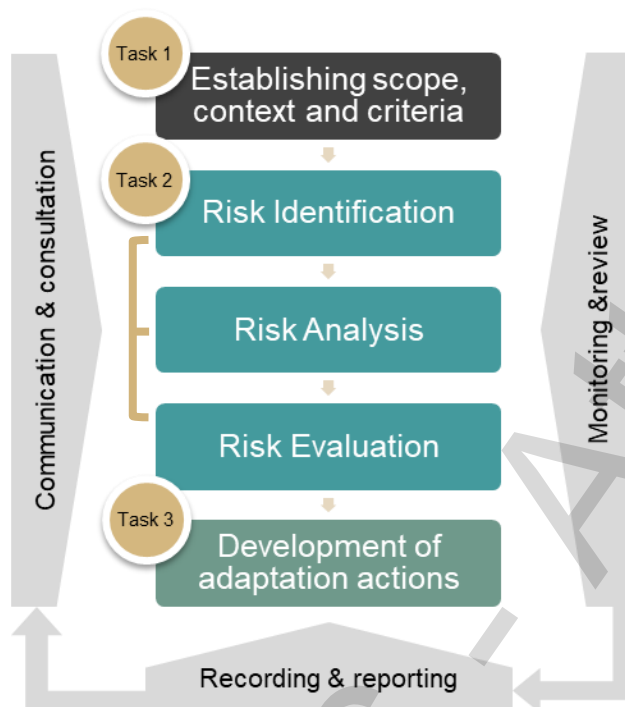


Figure 4. The climate risk assessment framework (adapted from ISO31000:2018).

Task 1: Establishing the context

The first stage of the risk assessment focussed on understanding the projected climate change impacts and their importance in the context of City of Adelaide to key asset stakeholders. The projected future climate context for 2030 and 2090 was summarised, using best available projections from the CSIRO Climate Change in Australia database and the Goyder Institute's Climate Change Projections for South Australia. These included future climate projections for temperature change, precipitation, drought, storms and other extreme climate events where relevant.

Task 2: Risk review, identification and evaluation

Aligning to the City of Adelaide risk management framework, this stage of the risk interview included:

- Review and updating of previously identified climate-related risks to specific City of Adelaide assets and service areas;

- Identification of any new or unforeseen direct and indirect climate-related risks associated with the City's operations or assets; and
- Evaluating climate related risks employing the City of Adelaide likelihood and consequence criteria to prioritise further management action.

Climate risks were identified and reviewed in the context of the projected changes to the regional climate for 2030 using the intermediate emissions scenario of RCP 4.5 and 2090 using the high emissions scenario RCP 8.5, considering any current controls or previously implemented mitigation actions.

Task 3: Development of adaptation actions

The third component of the risk assessment interview was the facilitated identification and/or development of adaptation options (i.e. risk mitigation actions) to manage the identified risks to an acceptable level. Adaptation options aimed to address all climate risk items identified as "medium", "high" and "extreme". Risks were then re-evaluated considering the adaptation actions.

3.1.2 Risk register development

After the risk assessment interviews, key findings were summarised in a climate change risk register aligning to the City of Adelaide risk assessment framework. Risk statements, control measures, risk ratings and adaptation actions were then reviewed by relevant Council staff to ensure accuracy.

3.2 Results

This section of the report summarises the key findings of the physical risk assessment. The full climate risk register has been provided in Excel format.

3.2.1 High level risk findings

Through the assessment, 283 individual risks to the City of Adelaide were identified. Over three quarters of the risks identified in this assessment were associated with the following climate variables:

- **Temperature:** including both average temperatures change as well as the increased frequency of very hot days and heatwaves; and
- **Rainfall:** including changing rainfall patterns, extreme rainfall and flooding events.

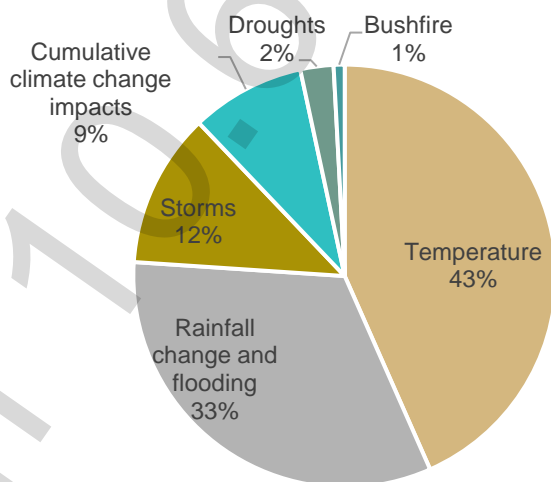


Figure 5. Proportion of climate risks by climate variable.

There were five extreme risks identified for the near future (2030) and 39 for the far future (2090), which is likely the result of increasing uncertainty and severity of climate change impacts into the far future. Importantly, many short term (2030) high risks may be relevant today and mitigation should be considered as a priority and addressed in an adaptation action plan. This effect is also visible with increased high risks in 2090 relative to 2030. The total number of risks and their ratings for each timescale are summarised in Figure 6 below. Residual risk ratings are also provided, demonstrating the potential implications of implementing the adaptation actions developed during the workshop process. With implementation of all proposed adaptation actions, it was assumed that:

- 90% of extreme risks (for 2090) could be addressed: and
- 49% of high risks could be addressed.

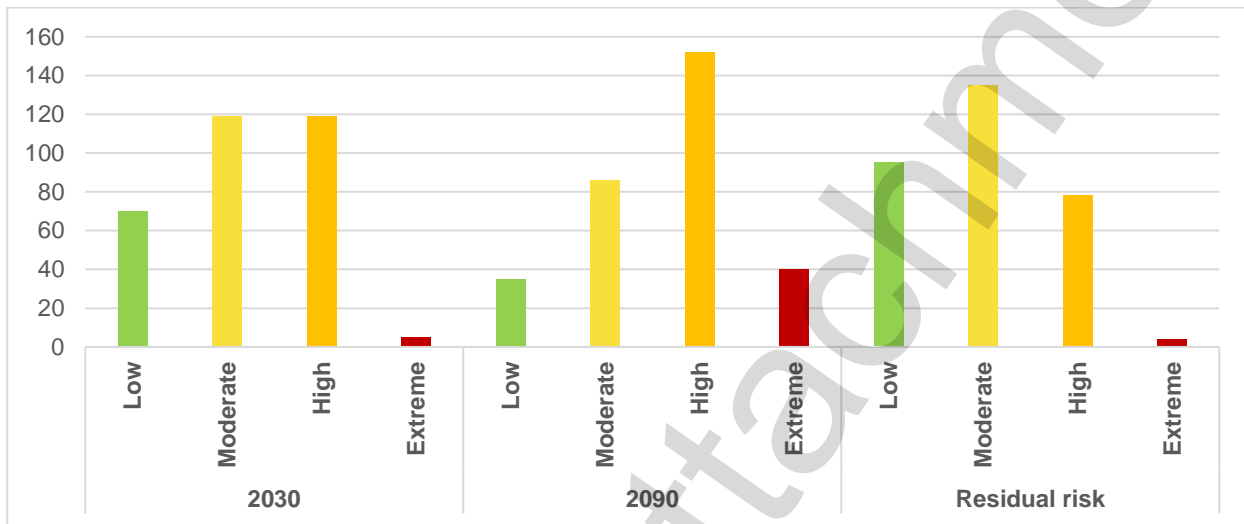


Figure 6. Total number of risks by time period and rating.

Extreme risks identified were associated with both cumulative climate change effects as well as acute climate change effects such as very hot days, heatwaves, flooding and hailstorms. A projected increase in the frequency of very hot days was the highest source of risk overall (77 risks for 2030), and it also had the highest number of significant (high and extreme) risks for both the near and far-future assessments (38 and 43 risks respectively). This was followed by the effects of heatwaves (59 risks in total) and flood-related impacts (57 risks). No risks associated with humidity changes were identified and reduced average annual and winter rainfall was the source of only two high risks. This follows an observed trend of a reduced number of priority risks being associated with chronic climate effects (such as gradual changes in temperatures and rainfall) compared to cumulative or acute impacts.

The number of risks, their ratings and timescales associated with the various climate change impacts are summarised in Table 7.

Table 7. Total number of risks by climate variable and rating across two timescales.

Climate Variable	Risk ratings				2030				2090				Total
	L	M	H	E	L	M	H	E	L	M	H	E	
Increased average temperatures	4	10	4	0	2	6	10	0	2	6	10	0	18
Increase in frequency of very hot days	17	22	38	0	6	18	43	10	6	18	43	10	77
Increased duration of heatwaves	13	21	25	0	4	18	30	7	4	18	30	7	59
Increased bushfire weather	0	3	0	0	0	1	2	0	0	1	2	0	3
More frequent/severe droughts	0	6	3	0	0	3	6	0	0	3	6	0	9
Changes to average humidity	0	0	0	0	0	0	0	0	0	0	0	0	0
Reduced average annual rainfall	0	1	0	0	0	0	1	0	0	0	1	0	1
Reduced average winter rainfall	0	1	0	0	0	0	1	0	0	0	1	0	1
Increased intensity of hailstorms	2	4	1	0	2	0	4	1	2	0	4	1	7
Increased extreme rainfall intensity and flooding	16	21	19	1	11	18	20	8	11	18	20	8	57
Increased intensity of storm events and lightning	2	11	9	0	1	10	5	6	1	10	5	6	22
Cumulative climate change impacts	6	11	12	4	1	10	14	8	1	10	14	8	33
Increased intensity of extreme winds	5	4	4	0	4	1	8	0	4	1	8	0	13

High level asset or service grouping findings included:

- Across City of Adelaide's operations, the asset or service area grouping with the highest number of individual risks was the Service Group (including services such as waste collection, cleaning, customer service, events and maintenance), with 117 individual risks, with one of these being extreme and 53 being evaluated as high for the near future
- Key Sites (which includes large assets such as Rundle Mall, Central Adelaide Market and the Aquatic Centre) with 104 risks in total, 32 of which were rated as high for the near future.
- Infrastructure (including bridges, roads, drainage and footpaths) was also a significant source of risk, with 60 risks in total. Four extreme and 22 high risks were identified that were associated with infrastructure.

Table 8 summarises the number of risks and their rating for each of the asset or service groupings.

Table 8. Total number of risks by asset or service grouping and risk rating across two timescales.

Asset or service grouping	Risk ratings				2030				2090				Total
	L	M	H	E	L	M	H	E	L	M	H	E	
Service group	15	48	53	1	4	28	65	20	4	28	65	20	117
Key sites	30	40	32	0	17	36	42	7	17	36	42	7	104
Infrastructure	12	21	22	4	8	10	29	12	8	10	29	12	60
Buildings	3	1	0	0	2	2	0	0	2	2	0	0	4
Parkland and open space assets	0	4	4	0	0	4	3	1	0	4	3	1	8
Other	5	1	1	0	0	5	2	0	0	5	2	0	7
Total	65	115	112	5	31	85	141	40	31	85	141	40	

The following sections explore the climate related risks identified for each asset or service grouping in detail, focussing on high and extreme risks.

3.2.2 Key sites risk summary

This grouping covers City of Adelaide's important built assets, each of which provide the community with important social and economic infrastructure. These assets include the bus station, Adelaide Town Hall, Rundle Mall and several other iconic locations. As mentioned, the key sites group was associated with the highest total number of climate risks in this assessment, likely owing to the broad financial, economic and social role played by these assets in the community as well as increased interviewee representation.

No extreme risks were identified for the near future for these sites, however, nine were identified for the far future. Across all key sites, Adelaide Town Hall and UParks were identified as having the highest number of risks in total (16 and 17 risks each, respectively), followed by Rundle Mall, the Central Market and golf links. The number of risks and their ratings for the key sites group is summarised in the table below.

Table 9. Total number of risks for City of Adelaide's key sites.

Key sites	Risk ratings				2030				2090				Total
	L	M	H	E	L	M	H	E					
Aquatic Centre	1	3	3	0	1	1	3	2	7				
Bus Station	5	0	0	0	5	0	0	0	5				
Community Centres	3	4	3	0	2	1	5	2	10				
Golf Links	0	7	5	0	0	7	5	0	12				
Town Hall	6	5	5	0	6	5	5	0	16				
Uparks	3	9	5	0	2	10	5	0	17				
Depot and Workshops	1	2	5	0	0	2	6	0	8				
Rundle Mall	5	5	3	0	0	5	7	1	13				
Adelaide Central Market	6	5	2	0	1	5	5	2	13				
Colonel Light Centre	0	0	1	0	0	0	1	0	1				
Total	30	40	32	0	17	36	42	7					

Aquatic Centre

Seven risks were identified at the Aquatic Centre, the most significant of which were related to the impacts of heatwaves and very hot days. Key risks included the health-related impacts of increased future temperatures on staff and patrons. This was of particular concern for the far future, where projections suggest more significant change and higher uncertainty.

Current controls to manage these risks for staff included provision of water, as well as demister fans and increased scheduled breaks during heatwave periods. Risks to the public were associated with increased future asset patronage and the increased need for visitors to wait in exposed areas to enter the facility. Proposed adaptation actions for this risk included the upgrade of facilities to reflect heat from external building surfaces as well as improving the asset's insulation, as well as to create more shade structures or to set up temporary shading on extreme heat days. These actions were deemed to reduce extreme risks to high and moderate ratings.

Flood related impacts were also identified as a high risk to the asset, related to the potential flooding of the site during extreme rainfall events and resultant need for facility closure and repair. This risk is currently managed given the recent upgrade of the drainage system, which should be investigated for capacity given the implications of climate change on rainfall intensity.

A summary of the key risks to the Aquatic Centre is provided in Table 10.

Table 10. Summary of high and extreme risks to the Aquatic Centre.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased duration of heatwaves	Staff exposed to artificially high temperatures in the centre for long periods of time	Staff health and safety compromised from being exposed to extreme heat conditions	Staff are provided with water. Demister fans Staff are given more breaks during these times	H	E	Upgrade facility to reflect heat from the external roof and walls Investment in building insulation.	H
Increase in frequency of very hot days	Increased community use of facility, people line up to enter the centre in the open.	Community exposed to heat whilst waiting to enter the facility	Staff monitor members of the public	H	E	Create shade structure outside or plant trees to shade customers. Set-up temporary fans or misting systems.	M
Increased extreme rainfall intensity and resultant flooding	Flooding as a result of extreme rainfall	Facility closure for repair and maintenance	Drainage system has been upgraded	H	H	Further drainage system upgrades	M

Bus Station

Physical climate related risks to the bus station related to flooding impacts on timetabling, heat related impacts on public health as well as increased maintenance and repair costs. All risks were considered low priority in this assessment.

Community Centres

Community centres were associated with a range of climate risks (nine in total), with all significant risks related to two linked hazards; increased temperatures leading to reduced thermal comfort in the community and the resultant increase in patronage of the centres, which would lead to resultant increased costs for cooling the assets. Extreme risks related to these hazards were identified under heatwave conditions, which highlights the increased likelihood of this occurring under scenarios with multiple hot days in a row. Current controls for these risks include ensuring that HVAC systems are operational and that energy efficiency measures are in place.

Addressing these risks through adaptation actions for the far future was associated with expanding current HVAC system capacity, extending operating hours to accommodate the increased demand from patrons, installing energy efficiency measures and potentially incorporating passive cooling design principles to reduce operational costs.

Priority risks to community centres are summarised in Table 11.

Table 11. Priority risks to community centres.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased average temperatures	Increased number of people wanting to use the visitor centres as cool refuges	Increased energy costs for cooling	Energy efficiency measures	H	H	Energy efficiency measures Passive design measures in new builds	M
Increase in frequency of very hot days				M	H		M
Increased duration of heatwaves				H	E		H
Increased average temperatures	Increased temperatures reduce thermal comfort for general community	Increased number of people wanting to use community centres as heat refuges	Ensure that HVAC systems are operational	M	H	Provide additional cooling	M
Increase in frequency of very hot days				M	H	Use building design principles that optimise passive cooling Increased online services Extended operating hours	M
Increased duration of heatwaves				H	E	Backup storage in case of power failure	H

Golf Links

A total of 11 risks were identified at the Golf Links, all rated moderate to high. The high risks to this asset relate to a range of climate effects. Priority risks related to the increased frequency of very hot days were associated with reduced productivity, service delivery and employee health and safety. It was noted that on very hot days, staff cannot work on the green, leading to a build-up in the pipeline of scheduled works. A current control to manage this risk is to change schedules to focus on indoor tasks. It was suggested that to mitigate this risk in future, an increased automation of much of the green works would reduce the need for field staff to be working in exposed areas, thus reducing the risk to a low rating. It was also noted that the kitchen in one of the golf links assets significantly overheats on very hot days due to inadequate HVAC capacity. This risk has work, health and safety (WHS) implications and could be addressed through upgrading HVAC systems.

The increased intensity of storms was also noted as a key climate impact given the leaks in multiple buildings across Golf Links. Under climate change, these impacts would be exacerbated leading to increased maintenance and repair costs. It was proposed that upgrades to these assets could significantly reduce this risk into the future.

As temperatures rise, more water is required by the Golf Links infrastructure to ensure service delivery. This will lead to increased future water consumption and a greater environmental burden of

the asset. It was noted that alternate water sources are available and management strategies are in place to increase water use efficiency. Further water use reduction and efficiency measures were noted as potentially effective controls for this long-term, chronic risk.

Another priority risk to Golf Links is the impacts of droughts on the Torrens River (current Golf Links water supply) and the need to use alternate water sources which are of lower quality. The impacts of this shift are on the maintenance and repair costs, which increase due to the effects of high salinity and nutrient loads in alternate water source. Measures to address this risk in future include water capture and reuse expansion to address water use issues and demand management activities (irrigation) to reduce consumption and increase productivity.

Priority risks to the Golf Links are summarised in Table 12.

Table 12. Priority climate risks to Golf Links.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Hot days reducing ability for staff to work on green, causing delays in works and jamming up pipeline of works	Reduced productivity and service delivery	Changing schedules to focus on indoor activities	H	H	Increased automation of works to reduce need for ground staff in field	L
	Very hot days leading to overheating of kitchen space (low HVAC capacity)	Health and safety impacts for staff	WHS policies	H	H	Upgrade HVAC systems	L
Increased intensity of storm events and lightning	Buildings across golf links leaking during storm events	Increased maintenance and repair costs	Maintenance and repairs	H	H	Upgrade building assets to address leak issues	L
Increased average temperatures	Increased water use	Greater environmental burden	Alternate sources of water available. Management strategies are also in place to reduce water use	H	H	Water efficiency initiatives	M
More frequent & severe droughts	Prolonged drought reducing flows in Torrens and forcing change to lower quality (salinity and nutrient loads from the Gap) water source	Impacts on green quality, increasing maintenance costs	Changing water sources is simple however the reduced quality has impacts on the green fairway changes have been made to accommodate the reduced quality of the alternate water source.	H	H	Water capture and reuse expansion to address water use issues. Demand management activities (irrigation as opposed to manual watering) to reduce consumption and increase productivity.	H

Town Hall

Seventeen risks were identified for the Town Hall, with half of these related to temperature change effects including hot days and heatwaves. Floods were also identified as a key source of climate risk to this asset.

Hazards associated with very hot days included the inability to maintain thermal comfort for Town Hall patrons as well as the resultant increased wear and tear on HVAC systems. A recently installed chiller, as well as operational plans are in place to manage these risks, however, they are still considered high risks for both the near and far future. A proposed adaptation for these risks is to upgrade older chillers to improve HVAC capacity and efficiency.

Heatwaves were also a significant source of risk, both in terms of increased wear and tear (as above) and due to the increased likelihood of heatwave-related blackouts and their resultant impacts on Town Hall's operations. There are generators onsite to manage blackout situations however this was still considered an important risk given the projected impacts of climate change.

Bushfires were also cited as a high priority indirect risk to the Town Hall due to smoke ingress into the building envelope via the HVAC systems. This has been identified as an important risk across all buildings. No current control for this risk is in place.

The table below provides a summary of the priority risks to the Town Hall.

Table 13. Priority climate risks to the Adelaide Town Hall.

Climate impact	Hazard	Consequence	Controls	2030 2090		Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Inability to maintain thermal comfort evenly across Town Hall floors	health and safety impacts	One new chiller in place to manage hotter days. Cooling starts early during hot periods to manage heat impacts	H	H	Upgrade older chillers to improve HVAC efficiency and efficacy	M
	Increased wear and tear to HVAC systems	Increased maintenance costs	HVAC contractor maintains systems regularly	H	H	Accept risk	H
Increased duration of heatwaves	Increased energy demand from property for HVAC operation	Increasing operational costs	Energy efficiency measures	H	H	Energy efficiency measures	H
	Heatwave-related blackouts	Loss of critical infrastructure and resultant site closure	Two generators at Town Hall to cover critical infrastructure such as computer servers and other emergency assets. Emergency Management Plan in place to deal with blackout situations	H	H	Additional generators	H
Increased bushfire weather	Bushfire smoke ingress into assets	Service delivery impacts	No current management plan for this risk	M	H	Accept risk	H

Uparks

UParks are an important source of revenue for the City of Adelaide and have a number of vulnerabilities to the impacts of climate change. Seventeen risks in total were identified and all significant risks were related to temperature-based impacts on site operations, costs and staff health and safety.

Three high risks were linked to the reduced ability of staff to service parking ticket boxes on very hot days, with consequences including reduced productivity, health and safety risks as well as reputational impacts associated with hot days leading to event cancellations. There are a range of current controls to address these risks, however it was still considered high for both the near and far future. Increased automation of parking facilities was identified as a potential approach to reduce the risk level across all consequence areas.

Hot days and heatwaves were also identified as being a source of risk to electrical components (the ticket machine in Central in particular) and chilled communications racks in parking buildings. The consequence of these risks included increased maintenance and repair costs. While the risk to chilled communications racks was accepted, it was identified that there is a need to upgrade the machine in Central to reduce overheating impacts.

Table 14 provides a summary of the priority risks to UParks.

Table 14. Priority climate risks to UParks.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Reduced ability for staff to service parking ticket boxes under very hot conditions	Reduced productivity and service delivery	In-car air con protects staff in transit and ice cold water is made available to all staff. Staff are then in mainly in undercover environments except parkland staff, where staff are swapped frequently on very hot days. Generators are used in some locations where power is not available to cool ticket boxes.	H	H	Increased automation to reduce need for attendance	M
		Health and safety risks to staff		H	H		M
		Increase event cancellation leading to revenue impacts		H	H		M
	Parking machine in Central overheating	Increased costs for maintenance		Maintenance and repair	H	H	Upgrade machine to reduce overheating impacts
Increased duration of heatwaves	Overheating of electrical components and chilled communications racks in parking buildings	Increased maintenance and repair costs	Repair and maintenance	H	H	Accept risk	H

Depot and Workshops

Eight climate related risks were identified for the Depot and Workshops, mainly related to the physical implications of climate change effects on the asset leading to increase maintenance costs as well as productivity and health and safety impacts on employees.

Very hot days were identified as a priority risk given the potential for significantly increased internal temperatures leading to reduced staff productivity. Several current controls exist for this risk, however this is still considered a high risk for the near and far future. Heatwaves were also identified as a key source of risk due to the increased temperature of building materials leading to degradation and increased asset maintenance costs. Adaptation actions to address these risks include retrofitting shading structures to reduce build-up of heat in asset elements on very hot days.

Extreme winds and hailstorms were identified as key risk areas, related to direct damage to assets and resultant maintenance and repair costs. These high risks were considered manageable in future through ensuring buildings are well maintained and that inspections are increased before and after major wind events.

The capacity of the drainage system to cope with increasingly extreme rainfall events as well as the potential for hail to block drainage systems was also identified as a key risk area. Resultant flood related impacts were identified as significant in both the near and far future that could be treated through the incorporate of onsite retention and detention systems. Hail was also identified as a potential source of increased repair costs through direct damage to the workshop and depot assets.

Table 15 provides a summary of the priority risks to depot and workshop assets.

Table 15. Priority climate risks to depot and workshop.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Increased temperature of workshop and depot workspaces	Reduction in staff productivity	Buildings are insulated, staff can alter work hours to work in cooler parts of the day. Air conditioning installed in indoor spaces	H	H	Shading of workshop and depot through use of living and non-living shade structures Use of reflective roof surfaces and reflective pavement	M
Increased duration of heatwaves	Increased temperature of workshop and depot workspaces	Accumulation of heat in building materials results in increased maintenance costs	Buildings are maintained as required	H	H	Invest in further insulation	L
Increased intensity of extreme winds	Increased force on building surfaces	Possible lifting of roofs, battering of cladding by winds	Buildings are maintained as required Loose items are locked down Buildings constructed to meet wind load requirements	H	H	Ensure buildings are well maintained Increase inspections before and after major wind events Accept risk of winds	H
Increased extreme rainfall intensity and	Greater amounts of water entering the stormwater and drainage	Overwhelmed stormwater system results in flooding	Stormwater system is designed for 1	H	H	Invest in onsite stormwater detention and retention	M

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
resultant flooding	systems during peak times of storms		in 100 year flood events			systems for overflow scenarios	
Increased intensity of hail storms	Hail blocks stormwater and roof drainage systems	Overwhelmed stormwater system results in flooding		H	H		M
	Increase in the amount of hail, size of hail stones	Damage caused to buildings as a result of impact	Buildings maintained as required	M	H		L

Rundle Mall

Thirteen risks were identified for Rundle Mall, with eight of these being considered significant in the long term. One extreme risk was identified for this asset (for the far future), related to the impacts of heatwaves on Rundle Mall patrons, leading to reduced sales for tenants. Provision of shade and water fountains was not considered adequate to manage this risk in the long term, therefore additional adaptation actions such as a shift trading hours to accommodate heat impacts, provision of continuous shade in the mall, changing the ground surface to cooler materials and increasing other cooling options were all identified to reduce the impacts of this risk.

Table 16 provides a summary of the priority risks to Rundle Mall.

Table 16. Priority climate change risks to Rundle Mall.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased average temperatures	Reduce patronage of the mall over summer months	Reduced sales	Increased provision of HVAC, misters and cooling fans	M	H	Shift trading hours	M
			Drinking fountains			Provide continuous shade in the mall	
Increased bushfire weather	Greater smoke persisting in the city	Reduced sales	Health warnings regarding air quality	M	H	Accept the risk. No options available to clear smoke	H
			Access to shade shelters			Change ground surface to cooler materials	
Increased duration of heatwaves (very high confidence)	Increased risk of people experiencing heat stress or heat stroke in exposed areas of the mall	Increased emergency services call outs for shoppers and staff	Increased provision of HVAC	H	H	Shift trading hours	M
		Reduced sales	Drinking fountains			Provide continuous shade in the mall	
			Access to shade shelters	H	E	Change ground surface to	M

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
		Liability risk caused by shoppers claiming that Council not providing safe facilities		M	H	cooler materials Increased cooling options	M
		Rundle Mall becomes less attractive as a shopping precinct compared with covered suburban shopping malls		M	H		M
	Heatwave-related blackouts	Reduced ability for shops to operate security and payment systems	Back up power for key buildings	H	H	Increased use of backup power systems	M
Increased extreme rainfall intensity and resultant flooding	Drainage systems overwhelmed	Increased flooding causing slip hazards for shoppers and staff	Provide signage to alert shoppers of risk areas Access to shelters from the rain	L	H	Increase capacity of drainage systems Invest in WSUD measures	M

Adelaide Central Market

There was a total of 11 climate related risks identified for Adelaide Central Market. Seven of these were identified as priority risks that should be addressed through adaptation actions.

All significant risks were associated with temperature change, with heat-related discomfort leading to reduced retail sales and associated reputational impacts due to tenant dissatisfaction. Also identified was the projected increase in energy consumption and associated costs due to increased requirements to cool the asset to achieve appropriate thermal comfort. These risks were rated high to extreme in the long term, and could be mitigated through adaptation actions such as increasing cooling and HVAC capacity, broadening night time shopping opportunities and implementing energy efficiency measures.

Table 17 provides a summary of the priority risks for the Adelaide Central Market.

Table 17. Priority climate change risks to Adelaide Central Market.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Increased temperatures reduce thermal comfort for shoppers and create risk of heat stress	Retail sales decline and food safety concerns	Onsite cooling systems Existing evening shopping hours	M	H	Increased cooling Additional night time shopping options	M
	Reduced ability of HVAC systems to maintain internal comfort	Reputational impacts due to dissatisfied tenants	Onsite cooling systems Existing evening shopping hours	H	E	Increased cooling Additional night time shopping options	M
	Increased energy demand from property	Increased energy costs	Managed through Council's power purchase agreement Installed solar PV helps to reduce power costs	M	H	Energy efficiency measures	L
Increased duration of heatwaves (very high confidence)	Increased temperatures reduce thermal comfort for shoppers and create risk of heat stress	Retail sales decline	Evening shopping hours Onsite cooling systems	M	H	Increased cooling Additional night time shopping options	M
	Reduced ability of HVAC systems to maintain internal comfort	Reputational impacts due to dissatisfied tenants	Evening shopping hours Onsite cooling systems	H	E	Increased cooling Additional night time shopping options	M
	Increased energy demand from property	Increased energy costs	Managed through Council's power purchase agreement Installed solar PV helps to reduce power costs	M	H	Energy efficiency measures	M
	Increased energy demand from property	Reduced ability to meet site energy reduction targets	Managed through Council's power purchase agreement for renewables	M	H	Energy efficiency measures	M

Colonel Light Centre

The Colonel Light Centre was identified as a high-risk asset to the effects of climate change related to the projected increased frequency of very hot days. It was noted that there is a current inability to maintain thermal comfort across the Centre, which will likely be exacerbated by future temperature increases. Addressing this risk is a short-term priority and could involve upgrading aging chillers in the centre and implementing measures to improve HVAC efficiency. The details of this risk are provided in Table 18.

Table 18. Priority risk to Colonel Light Centre

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Inability to maintain thermal comfort evenly across Colonel Light Centre	Reduced productivity	HVAC systems	H	H	Upgrade older chillers to improve HVAC efficiency and efficacy	M

3.2.3 Buildings

Three risks to buildings were identified however none of these were evaluated as priority risks in this assessment. Risks to specific assets across the City of Adelaide is covered in the Key sites section (See section 3.2.2 above).

3.2.4 Parkland and open space assets

The City of Adelaide maintains a wide range of parks and open space assets, which include green assets, streetscapes and trees. Several priority risks to these assets were identified, including the increased mortality of tree plantings on very hot days and resultant urban heat island implications, which was evaluated as an extreme risk for the far future. Other risks were associated with water-shortage based vegetation loss and the exposure of ground staff to extreme heat conditions. Although a range of current controls were documented, these were deemed inadequate to manage these risks in the short term.

Adaptation actions proposed included broadening the greening program to include more in-ground plantings that are supplied by urban runoff, increasing street tree irrigation to ensure plant survival on hot days and implementing temperature-related work thresholds to reduce heat-related exposure to Council staff. More details on the priority risks to parklands and open space assets are provided in the table below.

Table 19. Priority climate risks to parkland and open space assets

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Cumulative climate change impacts	Water shortage for greening in large proportion of parklands	Vegetation loss, increased heat, decreased human health and well-being	Research to demonstrate needs, and links to recycled water and implementation of WSUD	H	H	Need more rainfall permeability especially in CBD (e.g. permeable asphalt, paving, better rainwater harvesting).	H
Increase in frequency of very hot days	Plants become water stressed and heat burnt	Increased mortality of plantings (especially in unirrigated)	Replacement plantings and increased irrigation	H	E	Consider additional irrigation for irrigated parklands (e.g. incorporate WSUD and permeable paving) and	H

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
		areas) and compromised tree condition leading to increased UHI effects especially in unirrigated areas				species selection for biodiversity plantings	
	Staff are exposed to extreme heat	Work schedules and activities are compromised	Start earlier in heat wave times - plan harder work for earlier in the day, do less strenuous work and choose more shaded locations where possible	H	H	Increased trees and irrigated green spaces will help to cool the city generally and provide more suitable working conditions	M
				H	H	Implement temperature threshold triggers above which staff works are permitted in shade/air conditioned locations only	H

Climate risks to crown land were all related to the impacts of droughts and very hot days on vegetation. This risk has cost, amenity and urban heat island implications for the City of Adelaide. Current controls are focussed on alternate water supplies in the Glenelg Adelaide Pipeline and irrigation, however, these risks were each considered high priority in the short term. Future adaptation actions proposed included investigation of broadening supply through rainwater capture and storage as well as conversion to artificial turf to reduce water consumption requirements and exposure to drought related impacts. More detail on priority risks to crown land is provided in Table 19.

Table 20. Priority climate risks to crown land.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
More frequent & severe droughts	Die off of green vegetation	Costly to maintain, limits use by people, decreased amenity, increased contribution to urban heat island	GAP (Glenelg Adelaide pipeline) works for the most part but is costly to maintain and does not cover the whole parklands	H	H	Investigate ways to capture and store rainfall on site Implement Water Sensitive City Plan	H
Increase in frequency of very hot days		Costly to maintain, limits use by people, decreased amenity, increased contribution to urban heat island	Irrigation of green spaces	H	H	Considering artificial turf but costly and has implications of urban heat and biodiversity and soil quality	H
		Costly to maintain, limits use by people, decreased amenity, increased contribution to urban heat island	GAP (Glenelg Adelaide pipeline) works for the most part but is costly to maintain and does not cover the whole parklands	H	H		H

3.2.5 Infrastructure

The City of Adelaide's infrastructure portfolio covers crucial urban elements such as roads, bridges, footpaths, kerbs and drainage. Given the often long-term design life of many of these assets, they can be particularly vulnerable to climate change impacts. Risks related to these elements are also frequently prioritised given their importance in modern society and very public nature. One extreme risk was identified to specific elements of the infrastructure asset portfolio for the short term, related to the stormwater and drainage network (see Table 21 below). This category was associated with eight extreme risks in the far future. Importantly, the IPWEA Asset Management and Financial Guidelines Practice Note 12.1 2018 is being employed by the infrastructure team to identify key risk areas and inform adaptation planning. This guidance document provides approaches for assessing and managing the impacts of climate change on the useful life of infrastructure.

Table 21. Total number of climate risks and ratings across City of Adelaide infrastructure assets.

Infrastructure elements	2030				2090				Total
	L	M	H	E	L	M	H	E	
Roads	0	0	7	0	0	0	7	0	7
Bridges	1	2	2	0	1	1	3	0	5
Footpaths	0	4	4	0	0	4	4	0	8
Kerb & Water Table	0	2	0	0	0	0	2	0	2
Stormwater Drainage Network	2	1	8	1	2	1	1	8	12
Traffic signals	0	5	0	0	0	0	5	0	5
Lighting and Electrical	5	0	0	0	5	0	0	0	5
Urban elements	4	7	1	0	0	4	7	1	12
Total	12	21	22	1	8	10	29	9	56

In addition to the risks to specific infrastructure elements, several other extreme risks were identified to the infrastructure management approach more broadly. These are summarised in the table below. These risks are all related to the cumulative effects of climate change over time and include:

- The lack of consideration of acute climate change effects in new asset design;
- The unknown actual and potential impacts of climate change across the existing asset portfolio; and
- A lack of data collection across infrastructure assets to understand and proactively manage climate related impacts.

These risks all have potentially significant cost implications for the near and far future – and the current reactive management approach was not deemed sufficient to ensure infrastructure asset portfolio resilience under the cumulative impacts of climate change. Several adaptation actions were identified to address these risks, including:

- Foster innovative thinking of team to develop policies and position of Council to support the consideration of climate impacts in new asset design and explore opportunities to learn and share across council business units.
- Development of targets into long term financial plans related to climate change resilience that translates to actions in asset management plans.
- Improved intelligence in asset management and GIS services to allow predictive asset management strategies to be built out to manage key risks (e.g. catchment mapping to identify potential flood zones under climate change).

Table 22. High priority risks identified related to the broad infrastructure portfolio management approach.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Cumulative climate change impacts	Lack of consideration of climate change impacts in design and replacement across all infrastructure types (like for like replacement approach) - especially for large assets	Reduced service life and increased future replacement and maintenance costs	No controls identified	E	E	Foster innovative thinking of team to develop policies and position of Council to support this. Financial position of council will determine possibilities. Explore opportunities to learn and share across council business units.	H
Cumulative climate change impacts	Unknown impacts of climate change across existing infrastructure assets	Reduced service life and increased future maintenance and replacement costs	No controls identified	E	E	Set targets in long term financial plans related to climate change. Account for climate change related maintenance and upgrade costs in Long Term Financial Plan. Include climate risk in asset management plans (consider IPWEA Climate Change impacts on Useful life of infrastructure)	H
Cumulative climate change impacts	Lack of data collection to manage and identify climate related impacts	Potential cost implications	Current approach is responsive (based on events that occur rather than predictive maintenance programs).	E	E	Improved intelligence in asset management and GIS services to allow predictive asset management strategies to be build (e.g. catchment map)	H

Roads

Road assets are particularly vulnerable to heat and rainfall related impacts on surfaces, reducing road design life and posing safety risks for road users. This assessment identified seven high risks (for both the near and far-future) related to these impacts, as well as reputational issues related to poor road quality. There is interaction between these risks, where the impacts of road damage from heat and extreme rainfall are exacerbated by heavy vehicles, leading to more rapid surface degradation. The reactive maintenance and repair approach currently employed was not deemed sufficient to manage these risks in the short term.

The key adaptation measure to address climate related hazards on road surfaces is the careful materials selection to accommodate increased surface temperatures and a more proactive and comprehensive maintenance program to address issues early. The details of each priority risk to roads identified is provided in the table below.

Table 23. Priority climate risks to road infrastructure.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased extreme rainfall intensity and resultant flooding	Flood and runoff related damage to road surfaces	Increased replacement and repair costs	Maintenance and repair	H	H	Materials selection to accommodate increased surface temperatures More proactive and comprehensive maintenance program to address issues early	M
	Flood and runoff related damage to road surfaces	Increased customer complaints and reduced reputation	Maintenance and repair	H	H		M
Increased duration of heatwaves	Heat related damage to road surfaces	increased replacement and repair costs	Reactive maintenance program for cracks and issues	H	H		M
		Increased accidents leading to health and safety impacts	Crack sealing using sealants	H	H		M
Increased extreme rainfall intensity and resultant flooding	Scour from heavy downpours exacerbating damage from very hot days	increased replacement and repair costs	Reactive maintenance program for cracks and issues	H	H		M
Increased duration of heatwaves	Buses and trucks impact road surface in very hot weather becomes bumpy, reduces surface life and making them more susceptible to further deterioration	increased replacement and repair costs	Maintenance and repair Crack sealing	H	H		M
		Road safety impacts	Maintenance and repair Crack sealing	H	H	M	

Bridges

Bridges have climate related vulnerabilities in terms of surface related impacts (similar to those discussed above) as well as drainage. The two priority issues related to bridges were identified as increased costs from heat-related bridge deck damage, as well as the overwhelming of bridge drainage during flood events leading to road blockages and service delivery impacts. Current reactive maintenance programs were considered insufficient to manage these risks to an appropriate level – a more proactive approach to maintenance as well as exploring heat-resistant materials were identified as potential mitigation strategies. To address drainage issues, it was suggested that a review of drainage capacity of all bridge assets should be undertaken, followed by upgrades of hotspots to accommodate for increased rainfall intensity into the future. More detail on climate risks to bridge assets is provided in Table 24.

Table 24. Priority climate risks to bridge infrastructure.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Increased heat-related damage to bridge surfaces	Increased maintenance and repair costs	Maintenance and repair	H	H	Proactive maintenance regime to address surface impacts explore opportunities for resealing bridges with more heat-resistant alternatives	M
Increased extreme rainfall intensity and resultant flooding	Bridge drainage overwhelmed during heavy rainfall	Blocking of road and resultant traffic impacts	Maintain drainage infrastructure	H	H	Review drainage capacity of all bridge assets and upgrade hotspots to accommodate for increased rainfall intensity	M

Footpaths

Climate related impacts to footpath assets are also related to the impacts of extreme rainfall increases as well as high temperatures and heatwaves. Consequence areas for these risks included cost impacts, reputation and complaints as well as health and safety issues to members of the public. Risks related to surface damage from heatwaves and flooding are currently managed through a reactive maintenance and repair program – this approach was not considered sufficient to effectively manage these risks under a changing climate (refer to Table 25 below). The adaptation action proposed aligns with other infrastructure asset adaptation suggestions and focuses on a shift to a more proactive maintenance program to reduce these issues. Another suggestion (related to direct heat-related damage) was to increase shading of footpaths to reduce these impacts and provide a more comfortable and safe experience for users.

Table 25. Priority climate risks to footpath infrastructure.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased extreme rainfall intensity and resultant flooding	Flood and runoff related damage to footpath surfaces	increased replacement and repair costs	Maintenance and repair	H	H	Proactive maintenance and repair of assets	L
Increased extreme rainfall intensity and resultant flooding	Flood and runoff related damage to footpath surfaces	Increased customer complaints and reduced reputation	Maintenance and repair	H	H		L
Increased duration of heatwaves	Heat related damage to footpath surfaces	Increased trips and falls leading to health and safety impacts	Maintenance and repair	H	H		L
Increase in frequency of very hot days	Road and footpath damage	Costly to fix or upgrade	Investigating potential cool seals for road surfaces	H	H	Change materials used and design of surfaces. Plant more trees to help with shading	H

Kerb and water table

Two climate related risks were identified to these elements, each with high priority ratings for the far future. Reduced average rainfall was identified as potentially reducing the local water table, which would have potentially costly structural implications for surface assets due to soil shifts. In addition, increased rainfall intensity was identified as a source of cost impacts to kerb infrastructure, which would require increased repair under these conditions. As above, the current maintenance approach was not deemed sufficient, highlighting the need for a more proactive approach. More detail on these risks is provided in the table below.

Table 26. Priority climate risks to kerb and water table infrastructure.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Reduced average annual rainfall	Reduced water table	Shifts in soil leading to structural damage to surface assets leading to increased repair costs	Maintenance and repair	M	H	Proactive maintenance regime	M
Increased extreme rainfall intensity and resultant flooding	Increased wear and tear on kerb assets	Increased repair and maintenance costs	Maintenance and repair	M	H	Proactive maintenance regime	M

Stormwater drainage network

The City of Adelaide stormwater network was associated with 12 climate-related risks, eight of which were rated as extreme in the long term. The stormwater network was associated with the highest number of extreme risks in any category and is therefore of significant concern. It was also noted through a number of interviews that flooding and stormwater capacity issues are known as the most important climate impact across infrastructure assets. All risks identified were related to the increased projected intensity of rainfall and storms, leading to a range of hazards including:

- Extreme rainfall and runoff overloading the stormwater system, which is mostly designed for 1 in 10-year storm events. In addition, much of the stormwater infrastructure is at or approaching end of life.
- Gross pollutant traps becoming blocked by debris leading to localised flooding.
- Drainage infrastructure overload due to increased water use and disposal across the City.

Key sites associated with flooding impacts across the network included:

- North Adelaide; and
- Hutt St and South Terrace in Southern Adelaide.

There were a range of current controls documented to manage flooding, however, the reactive maintenance program makes the city more vulnerable to these impacts. There are no major upgrades of the system underway currently and the gross pollutant traps are under a winter maintenance program.

The adaptation initiatives identified to manage key risks to the stormwater network centred around the development of a whole of city stormwater modelling project, including climate change projections for increased rainfall intensity, would identify key vulnerabilities and help plan for greater system capacity. The outcomes of this assessment could then be used to inform upgrade initiatives at key hotspots across the network that respond to the projected effects of climate change.

More detail on risks to the stormwater network and their adaptation actions is provided in Table 27.

Table 27. Priority climate risks to stormwater and drainage infrastructure.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased intensity of storm events and lightning	Rainfall and runoff overloading CoA stormwater system, which is mostly designed for a 1 in 10 storm event.	Flooding of roadways leading to reputational impacts	No major upgrades currently underway - maintenance is reactive. Key sites include: - North Adelaide - Hutt St and South Terrace in Southern Adelaide	H	E	Whole of city stormwater modelling project (incl. climate change projections for increased rainfall intensity) to identify vulnerabilities and plan for increased capacity.	M
		Flooding of private property and safety impacts		H	E		M
		Flooding and increased damage costs		H	E		H
Increased extreme rainfall intensity and resultant flooding (high confidence)	Flooding across LGA is most important climate impact currently - for infrastructure	Increased complaints	Reactive management approach to flooding issues - much infrastructure is at end of life	H	E	Upgrade stormwater network to accommodate effects of climate change	H
	Flooding across LGA is most important climate impact currently - for infrastructure	Increased repair and maintenance costs	Reactive management approach to flooding issues - much infrastructure is at end of life	E	E		H
	Gross pollutant traps blocked by debris	Flooding of parks and roads - resulting in damage to assets and infrastructure	Maintenance schedule during winter; weather monitoring	H	E	Redesign gross pollutant traps to get them out from bridges	M
	Gross pollutant traps blocked by debris	Flooding of parks and roads unless cleared by maintenance staff - risk to staff if needs to happen during flooding		H	E		H
	Gross pollutant traps blocked by debris	Flooding of parks and roads preventing access and use		H	E		M
Cumulative climate change impacts	Infrastructure overload	Infrastructure failure	Stormwater catchment drainage plans, regional catchment flood mitigation projects and engineered solutions	H	H	Need more greening and WSUD across the city, need to advocate for SA Water to install infrastructure to allow for wider use of recycled water in buildings.	H

Traffic signals

Traffic signals are important elements of street infrastructure and are vulnerable to the effects of extreme weather events. This risk assessment identified five priority risks, all rated high for the far future. All risks were related to failure of these assets and the resultant loss of service and health and safety implications. Climate impacts included heatwave related blackouts, extreme wind and flood damage to elements of traffic signals. Currently, signal failure requires traffic police to maintain traffic flow and reactive maintenance of drainage infrastructure is undertaken to reduce flooding impacts. The following adaptation actions were identified to address these risks:

- Backup power supply to signals in key areas; and
- Proactive asset management plan to identify issues early and reduce climate-related wear and tear that could compromise their functionality.

The table below summarises key climate related risks and adaptation actions to traffic signals.

Table 28. Priority climate risks to traffic signal infrastructure.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased duration of heatwaves	Heatwave related blackouts leading to signal failure	Increased traffic incidents and resultant reputational impacts	Traffic police maintain traffic flow	M	H	Backup power supply to signals in key areas	L
Increased intensity of extreme winds	Wind-related damage to traffic signal assets	Increased maintenance and repair costs	Traffic police maintain traffic flow	M	H	Proactive asset management plan to identify issues early	L
Increased extreme rainfall intensity and resultant flooding	Flood or extreme rainfall related damage to traffic signal infrastructure	Increased maintenance and repair costs	Maintain drainage infrastructure	M	H	Develop pro-active maintenance regime for infrastructure assets	L
	Failure of rail / road interface cabling during flood events	Transport delays and resident frustration	Maintain drainage infrastructure	M	H		
Increase in frequency of very hot days	Failure of rail / road interface cabling during flood events	increase maintenance and repair costs	Maintain drainage infrastructure	M	H	develop pro-active maintenance regime for infrastructure assets	L

Lighting and electrical

No significant risks were identified in relation to street lighting and other electrical components. Identified risks were related to extreme heat impacts on electrical components and their increased deterioration or failure. Flood and wind-related impacts were focussed on direct impacts on lighting and electrical components. All risks to these assets were related to increased maintenance and repair costs. Suggested adaptation actions to manage these risks were to select more robust materials that could withstand higher temperatures or wind gusts. Flood-affected assets could be relocated where possible, based on the outcomes of the required stormwater study.

Urban elements

Urban elements in this assessment include public events infrastructure, waste infrastructure (such as bins), recreation equipment areas and public furniture. A total of 13 risks were identified in this infrastructure asset category, with 8 of these being considered high priority. One extreme risk was identified (for the far future), relating to the potential health and safety implications of severe storms on public outdoor events. The proposed adaptation for this extreme risk was to review existing storm management plans to ensure this accounts for the increased intensity of storm events in the future. Another event-related risk was identified, related to the reduced ability to hold daytime events in summer periods due to very hot days. Responses to this risk may include a shift towards indoor events during hot periods.

Additional high risks were linked to storm-related damage to waste infrastructure and flood related damage to recreational assets. These risks could be addressed through a shift to a proactive maintenance regime to identify issues early.

Table 29. Priority climate risks to urban element infrastructure.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased intensity of storm events and lightning	Storm impacts on public events infrastructure	Health and safety risks at outdoor events	Maintenance and repair	H	E	Review and implement storm management plan for increased storm intensity for future events	M
Increase in frequency of very hot days	Increased difficulty of holding public events due to extreme weather	Reduced ability to hold daytime events due to heat related health and safety impacts	Extend hours of operation Providing onsite cooling facilities and water stations	M	M	Shift to indoor event or increase safety precautions for outdoor events	L
Increased intensity of extreme winds	High winds damaging waste infrastructure	Increased streetscape pollution and litter	Maintenance and repair	M	M	Develop proactive maintenance regime for infrastructure assets	M
		Increased maintenance and repair costs		M	M		M
		Increased litter leading to increased need for litter collection services		M	M		M
Increased duration of heatwaves	Increased smells associated with waste infrastructure	increased collection rates and associated costs	Accept risk	M	M	Develop proactive maintenance regime for infrastructure assets	M
Increased extreme rainfall intensity and resultant flooding	Flood related damage to recreational areas	Increased repair and maintenance costs	Maintain drainage infrastructure	M	M		M
Increase in frequency of very hot days	Increase in solar radiation during hot day	UV damage to public furniture requiring more maintenance	Material selection	M	M		M

3.2.6 Other

The Other asset group includes plant and equipment and other elements that are out of the scope of this assessment. One priority risk to this category was identified, relating to the impacts of hot days on the City of Adelaide vehicle fleet. These are stored outside when not in use and are therefore vulnerable to degradation due to heat impacts. No suggested adaptation action was identified for this risk.

3.2.7 Services

The services category covers a range of the service areas offered by the City of Adelaide and was also identified as having the highest number of individual risks across all groups, with 106 risks in total. Planning and building, library services and visitor information were identified as the categories with the highest number of climate risks (refer to Table 30 below). Extreme risks for the short term were identified for street and toilet cleaning services, community gardens as well as visitor information.

Table 30. Summary of number of climate risks and ratings across City of Adelaide services.

Component	2030				2090				Total
	L	M	H	E	L	M	H	E	
City Safety	0	3	1	0	0	2	2	0	4
Cleansing (streets, toilets)	0	0	8	0	0	0	8	0	8
CoA Events	0	3	5	0	0	0	4	4	8
Community Grants	0	1	4	0	0	1	1	3	5
Community Gardens	0	8	0	0	0	0	8	0	8
Community Programs	0	2	3	0	0	0	4	1	5
Customer Service	0	3	0	0	0	0	3	0	3
Finance and Procurement	1	6	4	0	1	1	8	1	11
Homeless Support	1	0	4	0	0	1	0	4	5
Horticulture	0	1	3	0	0	1	1	2	4
Information Management	0	2	2	0	0	2	2	0	4
Library Services	0	3	8	0	0	2	7	2	11
Maintenance	0	1	3	0	0	1	3	0	4
People (HR)	0	4	4	0	0	0	8	0	8
Planning and building	3	9	4	1	2	8	4	3	17
Visitor Information	14	0	0	0	0	11	3	0	14
Waste Collection	1	0	0	0	1	0	0	0	1
Total	20	46	53	1	4	30	66	20	120

This section will discuss the priority climate related risks to the broad range of services offered by the City of Adelaide.

City safety

City safety has an important role to ensure the safety of resident and visitors to the City of Adelaide. Several priority climate risks were identified, with the majority being related to the impacts of increased temperatures on the level of visitation of the city. It was noted that increased average temperatures would bring additional people, highlighting the potential implications of a slight warming of the climate. Consequences of this risk included potential health and safety impacts due to inadequate resourcing. A key adaptation action related to this risk is additional resources to support the safety team.

An additional risk was identified that was related to heatwave impacts on staff health and safety, which could be mitigated through the expansion of the current approach to reallocate resources during hot spells. More detail on climate risks to the City safety team are summarised in the table below.

Table 31. Priority climate risks to the city safety service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased average temperatures	Increased public activity in the city	Current resources spread thin leading to potential increase in health and safety impacts during heatwaves	Work schedules are altered at certain times of the year	M	H	Additional resources sought to support more team	M
Increased duration of heatwaves	Exposure of staff to extreme weather	Decreased workload and risk to staff health	Outdoor staff are reallocated work that minimises outdoor exposure	H	H	Outdoor staff reallocated to other jobs that don't require exposure to extreme heat	M

Cleansing (streets, toilets)

A range of climate related risks were identified to the cleansing services team and operations. Projected wind intensity increases were associated with the increased spread of pollen and dust, leading to both an increased need for street cleaning services as well as asthma related health and safety impacts for staff members. Additional priority risks were also identified in relation to increased temperatures and its effect on staff health and safety when undertaking work outdoors. The control measure for this risk was associated with an additional cascading risk related to an inability to adequately deliver services due to increased heat-related working restrictions. No adaptation actions were identified through the stakeholder interviews.

More detail on climate risks to the cleansing team are summarised in the table below.

Table 32. Priority climate risks to the cleansing service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased intensity of extreme winds	Increased spread of dust and pollen (northerly winds)	Increased frequency of street, footpath and public realm required	None identified	H	H	Accept risk	H
	Increased spread of dust and pollen (northerly winds)	Increased risk of asthma, hay fever and other respiratory illnesses	Staff wear P2 masks and other PPE	H	H	Accept risk	H
Increase in frequency of very hot days	Risk to outdoor staff health and safety	Staff are reallocated to indoor duties and staff hours are altered to work in the cooler parts of the day	Staff start earlier or undertake work indoors and only respond to high priority outdoor tasks	H	H	Accept risk	H
	Reduced ability to clean the public realm, due to restrictions of staff working in	Loss of cleansing of public realm, more dust, pollen, leaves, litter in the public realm.	Staff start earlier or undertake work indoors and only respond to high priority outdoor tasks, however, staff	H	H	Accept risk	H

	outdoor environments		are limited in their work hours due to noise restrictions set by the EPA.			
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Events

Major events at the city of Adelaide are frequently outdoors and are therefore more susceptible to climate related impacts. Heat related impacts are of key concern due to the direct impacts on patron comfort and safety. Very hot days were associated with potentially reduced patronage at outdoor events, as well as the reduced use of public transport to access events. These risks were rated as extreme for the far future, and adaptation actions to address these included:

- Create artificially cool spaces for events;
- Continue to prioritise greenspace due to the thermal properties of greenspace compared to paved surfaces;
- Utilise misting systems and create shade areas to reduce heat exposure;
- Continue investment into Urban Heat Island (UHI) mitigation strategies;
- Create cool corridors around public transport hubs to encourage people to utilise public transport; and
- Use indoor spaces for events more frequently.

Increased hail and storm intensity was also identified as a source of significant risk, linked to reduced desire for patrons to attend events as well as direct health and safety impacts. The key opportunity to reduce the exposure of events to storm impacts is a shift towards more indoor events, especially in the far future.

More detail on climate risks to Council events are summarised in the table below.

Table 33. Priority climate risks to the Council events service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Unpleasant for people to be outdoors	Reduction in the number of people visiting events during very hot days	Events are planned during the evening, night time and early in the morning where possible.	H	E	Create artificially cool spaces for events.	M
	Unpleasant for people to be outdoors	Reduction of people travelling to events via public transport on very hot days	Events are shaded through the use of the parklands, marquees, indoor spaces	H	E	Create cool corridors around public transport hubs to encourage people to utilise public transport	H
Increased intensity of hail storms	Unpleasant for people to be outdoors	A reduction of people in the city and loss of spending in local businesses	Increased use of indoor spaces and semi permanent weather proof outdoor spaces	M	E	Increase options for rental of indoor spaces and protected outdoor spaces	L
	Hail damage	Increased danger to people	None	M	H	Increase use of indoor spaces and protected outdoor spaces	L

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased extreme rainfall intensity and resultant flooding	Flooding of event spaces	A reduction of people in the city and loss of spending in local businesses	Planning, risk assessment	M	H	Increase use of indoor spaces and protected outdoor spaces	M
Increased intensity of storm events and lightning	Danger to people in outdoor spaces	Risk of lightning strike	Planning, risk assessment	H	E	Increased use of indoor spaces	L
Increased intensity of extreme winds	Not suitable for marquees or other temporary structures	Reduction in people's perception of safety	Planning, risk assessment	H	H	Increased use of indoor spaces	L
Increased duration of heatwaves	Build up of heat due to the UHI effect	Reduction in people visiting the city due to a reduction in comfort from heat	Events planned at times of reduced heat i.e. mornings, evenings, night. Indoor events	H	H	Increased use of indoor spaces	L

Community Grants

The City of Adelaide community grants provide funding for worthy causes across the community. A key concern identified through this risk assessment was the increased demand for funding from community organisations addressing homelessness. It was identified that a range of climate impacts may lead to this hazard, including heatwaves, flooding and storms. The key consequence of this hazard is the reduced ability to fund other programs due the dramatic potential increase in demand from this community sector. No specific adaptation measures to address this issue were identified, however, the interviewee highlighted the complexity of the issue and the likely need for further research in the space.

An additional priority risk to the community grants program was related to the loss of Council funded events due to their increased exposure to climate related effects. A key adaptation action for this risk was the encouragement of flexibility around the timing and location of events to reduce this exposure and the resultant health and safety risks.

More detail on climate risks to community grants are summarised in the table below.

Table 34. Priority climate risks to the community grants service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Reallocation of funds towards programs, rather than events that may be affected by severe heat	Loss of CoA funded community events	Events must meet stipulations to minimise risk of cancellation as a result of weather	H	H	Encourage/stipulate use of indoor spaces for outdoor events or only early morning, evening and night events	M
Increased duration of heatwaves	Increased demand for funding from community based organisations addressing homelessness	Increased reliance on limited resource funding, increased risk for vulnerable communities, reduced ability to fund other less needed community programs	A focus on increased shaded areas, continued greening of spaces to cool local environment, research into the adoption of high heat reflecting surfaces	H	E	<i>Requires further research and understanding, beyond the scope of this analysis</i>	E
Increased extreme rainfall intensity and resultant flooding				H	E		E
Increased intensity of storm events and lightning				H	E		E

Community Gardens

Community gardens play an important role in the community, and due to their susceptibility to climate related effects, a range of climate risks were identified. A key climate related impact was the loss of plant life in gardens due to increasingly severe hot days and heatwaves. This was also considered a potential loss of support for the community gardens. Heat related impacts could be mitigated through the careful selection of species as well as changing planting patterns to suit the changing climate. Also identified was the opportunity to capture and use rainfall to reduce the garden's reliance on mains water. Watering schedules may also be updated to account for severe heatwaves or hot days to reduce garden impacts.

An additional risk area identified was the cumulative impacts of climate change leading to a lack of suitability of some plants to the Adelaide context. This was outlined as a moderate risk in the short term, with a long-term requirement to adapt the planting schedule to the changing climate.

More detail on climate risks to community gardens are summarised in the table below.

Table 35. Priority climate risks to the community gardens service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Plants die from heat	Plants require protection from the sun via shade	Planting or heat tolerant species, increased watering	M	H	Choose heat tolerant species to plant over the warmer months, plant seasonal food plants over the cooler months.	M

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Plants require more water to survive hot days	More water used for irrigation purposes	Planting or heat tolerant species, increased watering	M	H	Capture rainfall locally for use over summer to reduce reliance on mains/GAP water. Water more frequently prior to a heat wave, late in the evening. Invest in shade structures to reduce direct sunlight	L
Increased duration of heatwaves	Reduced ability of community to maintain plants in extreme heat conditions	Plants may die or reduce vigour	Planting or heat tolerant species, installation of automatic watering system	M	H	None required	M
Increased extreme rainfall intensity and resultant flooding	Increased hail storms	Hail damage to produce and plants	Some gardens are shaded and protected to some degree	M	H	Installation of shade cloth where necessary. Accept the risk. Replant where necessary	H
Cumulative climate change impacts	Alteration of traditional weather patterns	Plants that once grew well in the Adelaide climate, now are not suitable for the new climate	None	M	H	Seek hardier plants, originating from climates that resemble the new climate	H
Cumulative climate change impacts	Gardening becomes undesirable due to altered weather	Loss of community support for community gardens	Community education and engagement programs exist in the community. There are indoor spaces for community to meet	M	H	Create partially shaded environments for gardening and organise times to avoid heat of the day or extreme weather events	L
More frequent & severe droughts	Reduced soil moisture	Increased watering demand throughout the year	Gardens receive watering via a dripper system	M	H	Choose some hardy and drought tolerant plant species. Capture	M

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Reduced average winter rainfall (high confidence)	Reduced soil moisture	Increased watering demand through winter	Gardens receive watering via a dripper system	M	H	stormwater via rainwater tanks Utilise wicking beds and other systems for drought scenarios	L

Community Programs

There were diverse and significant risks related to community programs, including one extreme long-term risk related to the business continuity impacts of cumulative climate change effects. It was noted that local businesses have poor adaptive capacity to respond to temperature change and their resultant impacts on customer behaviour. An adaptation action to increase business and community training and awareness in this space was identified as potentially reducing this risk.

In addition, hot days and heatwaves were also associated with impacts to local amenity and visitation. It was acknowledged that the City of Adelaide has a focus on urban cooling strategies currently, however, these risks were still identified as being of high priority.

Flood related impacts on outdoor community programs were also identified as a high risk given the potential for loss of some outdoor spaces during these periods.

More detail on climate risks to community programs are summarised in the table below.

Table 36. Priority climate risks to the community programs service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased average temperatures	Threat to outdoor based community programs	Loss of community use of outdoor spaces	Risk matrix and assessment consider extreme weather in relation planning	H	H	Accept risk	H
Increase in frequency of very hot days	Loss of use and amenity of council assets. Heat will negatively influence resident and visitor behaviour and people will not utilise council assets during hot spells	Reduction in well-being of the community, restricted exercise times, people forced indoors more often and for longer periods of time	Council has a focus on urban cooling strategies through the sustainability team	M	H	Accept risk	H
Increased duration of heatwaves	Threats to events in the summer period	Tourism events may need to be moved to night time events or to another time	Council has a focus on urban cooling strategies through the	M	H	Accept risk	H

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
		of year so they will still attract visitors.	sustainability team				
Increased extreme rainfall intensity and resultant flooding	Threat to outdoor based community programs	Loss of community use of outdoor spaces	Risk matrix and assessment consider extreme weather in relation planning	H	H	Accept risk	H
Cumulative climate change impacts	Threat to business continuity. Many businesses do not have business continuity plans and are not prepared to adapt to conditions associated with climate change	Loss of business in the CoA area as businesses have poor adaptive capacity to respond to increased average temperatures and altered consumer behaviour arising from increased temperatures	Disaster Resilience Officer employed by CoA to help educate and upskill residents and businesses in adapting to climate change and other disasters	H	E	Increased community and business training in tandem with peak business bodies, such as Business SA, East Adelaide traders etc.	H

Customer Service

Several climate risks to the customer service team were identified. These were all associated with the cumulative change in climate and included:

- Increased need to reimburse money due to event cancellation;
- Inadequate resourcing to manage the shift towards social media and call centres due to diverse climate impacts; and
- Increases in infringement notice disputes, leading to increased community and staff stress.

Several current controls exist for these risks however each was considered of high priority in the long term. Proposed adaptation actions to manage these impacts were associated with the need for consistent approaches and messaging to make staff actions and decisions more clear. This could be achieved using decision trees or checklists and a CRM system.

More detail on climate risks to customer service are summarised in the table below

Finance and Procurement

Six priority climate risks were identified for the City of Adelaide's Finance and procurement team, with one extreme risks identified for the far future. The most important risk identified was related to the cumulative impacts of climate change and that, across the organisation, Council may be unprepared for the long-term implications of climate change, many of which may be identified through this risk assessment. It was noted that many of the policies' stated adaptation and mitigation strategies had not yet been tested – and that undertaking tests for their efficacy would support improved policy and initiative development to better protect Council operations and assets against the diverse and complex risks associated with climate change.

Table 37 - Priority climate risks to the customer service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Cumulative climate change impacts	Events/activities cancelled in very hot or poor weather situations	Need to reimburse monies	Payment plans in place where needed	M	H	Accept risk	H
Cumulative climate change impacts	Increased demand on social media platforms and call centres	Current staff inadequately resourced	Flexibility in staff responsibilities - able to move staff from less demand areas to higher demand areas	M	H	Need consistent approach and messaging through Council - and consistent templates and thresholds/triggers identified.	H
Cumulative climate change impacts	Infringement disputes increase	People are more unhappy; staff under stress	Payment plans available; business continuity plan now in place (since COVID19); authorities to wave expiations if needed; monitoring of demand/dispute numbers to be able to forecast response need	M	H	Decision support-tree/matrix applied council wide to identify what action to take and when Internal checklists to ensure all information if provided to all relevant staff	H

Cumulative climate impacts and their potential link to increased disease pandemics was also identified as a potential risk area, especially in light of the effects of the recent COVID-19 outbreak. The ability for Council to seek payment for fines and infringements from residents was identified as a potential issue during these periods, when broader economic implications are taking place that might increase the negative perception of Council. A strategy to mitigate this risk was the potential suspension of expiations during times of social and economic stress. This may also be applied in the context of widespread impacts from extreme weather events such as storms or bushfires that impact upon the community.

Additional risks related to the damage to Council assets (including heritage buildings) were also identified, linked to the impacts of heatwaves, floods and storms. The Finance and Procurement team have a role to support increased resilience in assets through the procurement process. It was noted that the current procurement policy has a focus on sourcing suppliers from ethical and environmentally responsible suppliers, which includes sourcing products and services that help council respond to the impacts of climate change.

More detail on climate risks to Finance and Procurement are summarised in the table below.

Table 38. Priority climate risks to the finance and procurement service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Cumulative climate change impacts	Increased disease pandemics	Increased negative perception by public	None	H	H	Establish protocols for suspending expiations during times of extreme financial and social stress.	M
More frequent & severe droughts	Reduced available water for council plants	Increased water demand to supply sufficient water for plants		M	H	Forecasting predicted climate change predictions to plan for increased costs of watering	M
Increased intensity of hailstorms	Increased maintenance of council managed buildings	Damage to assets as a result of poor hail resistance of building materials	Certifications of businesses, policies, foot printing are reviewed as part of the procurement process. This includes sourcing products and services that help council respond to the impacts of climate change.	M	H	Accept risk	H
Increased intensity of storm events and lightning	Increased maintenance of council managed infrastructure	Damage to assets as a result of poor flood mitigation measures	Council are assessing the predicted impacts on infrastructure in the CoA area.	M	H	Accept risk	H
Increased duration of heatwaves	Increased maintenance of council managed infrastructure	Increased frequency of maintenance and repair of council heritage listed assets associated with increased heat	Procurement team are working closely with the Asset and Property Team in council to assess the impacts climate change will have on council.	H	H	Accept risk	H
Cumulative climate change impacts	The cumulative effects of climate change	Council may be unprepared for the long-term	Council have not tested many of the adaptation and	H	E	Testing of plans and policies to assess their efficacy	H

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
	haven't been assessed	implications of climate change	mitigation strategies that are proposed in their policies				

Homeless Support

Homeless support services identified a range of extreme rated climate risks for the far future, all related to the effects of increased hot days and heatwaves on the homeless population. Importantly, the effects of climate change in the City of Adelaide region may drive increased homelessness in the future. Heatwaves and hot days were identified as driving increased requirements for emergency services for the homeless as well as heatwave related blackouts reducing the ability of the homeless to access information via the internet at community health centres. Current controls to mitigate these risks include:

- Provision of additional water for primary homeless people;
- Collaboration with other homeless services;
- Communications about how to prepare for hot weather; and
- Increased monitoring of people in distress.

Additional actions that may be implemented to further address these risks to the homeless population include a range of initiatives such as:

- Free swim and locker passes at swimming pools;
- Complementary movie passes noting that cinemas have cooling; and
- Afterhours cool places program.

More detail on climate risks to Finance and Procurement are summarised in the table below.

Table 39. Priority climate risks to the Homeless Support service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Increased temperatures reduce thermal comfort for the homeless and creates risk of heat stress	Increased number of health and safety emergencies for the homeless	Provision of additional water for primary homeless people	H	E	Free swim and locker passes at swimming pools Complementary movie passes noting that cinemas have cooling Afterhours cool places program	M
	Extreme heat-related blackouts at community centres	Homeless people are unable to access information via the internet at community centres which may relate to their individual health and well being	Communications about how to prepare for hot weather Increased monitoring of people in distress Collaboration with other homeless services;	H	E		M

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased duration of heatwaves	Increased temperatures reduces thermal comfort for the homeless and creates risk of heat stress	Increased number of health and safety emergencies for the homeless		H	E		M
	Heatwave-related blackouts at community centres	Homeless people are unable to access information via the internet at community centres which may relate to their individual health and well being		H	E		M

Horticulture

Given the significant implications of climate change on green infrastructure, the Horticulture service area was associated with several important climate related risks. The increased projected frequency of very hot days was identified as a key concern to both plants and animals across the Council area. Tree and plant deaths were associated with increased costs to irrigate and maintain parkland spaces for public amenity. The expectation by the community of parkland to be green all year is currently supported by the use of 750 megalitres of water for irrigation per year. An adaptation measure to broaden the water supply was to further invest in water sensitive drainage systems to allow for capture and storage of stormwater for irrigation purposes.

The increased projected intensity of rainfall was also identified as a key risk to the Horticulture service area due to the impacts of flooding in parklands and properties across the LGA. Currently, some water sensitive design elements are reducing peak flows, however expansion of these assets was identified as a key adaptation strategy to reduce the impacts of this risk.

More detail on climate risks to the Horticulture service area are summarised in the table below.

Table 40. Priority climate risks to the Horticulture service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Heat stressed plants (trees, groundcover, bushes)	Increased use and therefore costs of GAP irrigation water and mains supply water to reduce heat stress	Community expects the parklands and parks to be green all year. This requires significant (750,000 megalitres) of water.	H	E	Invest in further WSUD elements to capture and store stormwater. Shandy stormwater with GAP water to reduce reliance of mains supply water. Implement water	M

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
						sensitive city plan.	
Increase in frequency of very hot days	Heat stressed animals (Grey-Headed Flying Fox)	Death of animals that can spread disease, animals die in places where they can be accessed by the public, children etc	Education sessions around Grey-Headed Flying Foxes	H	H	Signage and locations are continually upgraded with information and warnings	M
Increased extreme rainfall intensity and resultant flooding	Limited capacity to store stormwater or reduce impacts of flooding on parklands and properties within the CoA	Increased flooding of parklands and properties within the CoA	Some WSUD elements in the CoA area help to reduce peak stormwater flows	H	E	Upgrade of the stormwater network to incorporate further WSUD elements to store greater amounts of stormwater and respond to peak flows water. Implement water sensitive city plan.	L

Information Management

The Information Management service area identified two priority climate risks, each rated high for the near future. In relation to the cumulative impacts of a changing climate, it was noted that information on changes or processes is not currently consistently communicated (both internally and externally). The effects of climate change may exacerbate this issue, leading to confusion amongst staff and mixed messages being provided to public leading to public dissonance. Currently, the Customer Service team employs templates for communications, however it was identified that there is a need for a consistent approach and messaging through Council, with consistent templates and thresholds/triggers identified. Other initiatives to support clearer communications include:

- Decision support-tree/matrix applied council wide to identify what action to take and when; and
- Internal checklists to ensure all information if provided to all relevant staff.

Another key vulnerability for the information management team was the heatwave-related failure of HVAC systems that maintain current data centres. It was noted that there are three air conditioning units in place to manage very hot days, but this is inadequate given likely increases in length and severity of heatwaves into the future. Approximately 50% of data is in the cloud, which significantly reduces Council's vulnerability to this risk. Further adaptation to address this risk could be achieved through increasing the shift to cloud computing to reduce need for onsite datacentres and relocates the issue to the datacentre service provider.

More detail on climate risks to Information Management are summarised in the table below.

Table 41. Priority climate risks to the Information Management service area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Cumulative climate change impacts	Information on changes or processes not consistently communicated (internally and externally)	Confusion amongst staff and mixed messages being provided to public leading to public dissonance	There are some templates used by customer service team	H	H	Need consistent approach and messaging through Council and consistent templates and thresholds triggers identified.	L
Increased duration of heatwaves	Heatwaves leading to failure of datacentre HVAC systems and resultant damage to data centre infrastructure and productivity	Increased maintenance and repair costs	Three aircon units in place to manage very hot days. 50% of data is in cloud, which significantly reduces Council's vulnerability to this risk.	H	H	Shift to cloud computing reduces need for onsite datacentres and relocates the issue to the datacentre service provider. Asset Management team is responsible for HVAC provision.	L

Library Services

Library services are vulnerable to a range of climate risks, related both to the operation of the library asset as well as impacts on community behaviour and preference. Very hot days and storm impacts in the future were associated with the following effects:

- Library event cancellation;
- Staff health and safety risks in outdoor activities;
- Reduced visitation of the city; and
- Overall reduced vibrancy of the city due to these impacts.

Current management approaches to these issues is centred around the Hot Weather Policy that aims to reduce staff exposure and a range of adaptation responses such as shade provision and drinking water. Remote access to reduce the need for travel was also identified as an opportunity to reduce risk. A continued shift toward moving events to cooler part of the day as well as the provision of cooling infrastructure such as shading was identified as suitable adaptation actions to further address these risks.

Heatwaves were identified as having an implication for the library assets themselves, leading to greater strain on HVAC systems to provide thermal comfort and to issues with internal lift infrastructure. This is a key concern as libraries are deliberately open on days of extreme weather as a safe and comfortable place for the community, so need to be operational. Proactive repair and upgrades of HVAC and lift systems was identified as a key risk mitigation opportunity to ensure a safe and comfortable space as demand for library services increases into the future.

More detail on climate risks to Library Services are summarised in the table below.

Table 42. Priority climate risks to the Library Services area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Library promotional activities and services at outdoor events are compromised	Staff do not attend outdoor events. Events may be cancelled.	Hot weather policy dictates allowance for staff exposure to heat and adaptation response, such as shade, drinking water availability etc	H	H	Events may occur in cooler parts of the day. Contingencies may be put in place - shade, drinking water, outdoor fans.	M
	Staff health and safety	Reduced ability for library staff to promote services to the community in the outdoors. i.e. in Rundle Mall	Hot weather policy	H	H	Accept risk	H
	Public less likely to visit events during this time	Reduction of people visiting the CoA, loss of spending in the city	Host events in indoor spaces, at night or utilise shaded outdoor spaces. Some events are live streamed through the internet.	H	H	Events are planned for evenings and nighttime periods or early morning over summer.	M
	Events are cancelled	Reduced city vibrancy and loss of attraction	Some events are live streamed through the internet. More events planned for cooler months instead of over summer.	H	E	Accept risk	E
Increased duration of heatwaves	Strain on air-conditioning service. Air-conditioner has not operated properly on hot days	Reduced thermal comfort of staff and public in the libraries	Libraries are deliberately open on days of extreme weather as a safe and comfortable place for all of the community. Repair of air-conditioning	H	H	Increased servicing of air-conditioners or upgrade of air-conditioning	M
	Increased temperatures inside buildings	Failure of equipment. For example, lifts often break-down in hot weather. May impact on visitor enjoyment of indoor event spaces.	Lifts are serviced as needed	M	H	Accept risk	H

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased extreme rainfall intensity and resultant flooding	Public less likely to visit events during this time	Reduction of people visiting the CoA, loss of spending in the city	Events hosted indoors	H	E	Create large sheltered spaces within the public realm to allow for mass public events, that will not be disturbed by storm events	H
Increased intensity of storm events and lightning	Library promotional activities and services at outdoor events are compromised	Staff do not attend outdoor events. Events may be cancelled.	Staff abide by weather policy, that covers risk of storms and lightning	H	H	Events are planned for indoor spaces. Events require shelters	M
	Public less likely to visit events during this time	Reduced revenue for CoA businesses	Live streaming of events. Use of indoor spaces for events	H	H	Accept risk	H

Maintenance

The Maintenance Service area was associated with two priority climate risks. Flooding was identified as an important impact area for the stormwater network (explored in more detail in Section 3.2.5). Damage to this infrastructure was identified as a key issue and it was noted that upgrades to this infrastructure and to encouraging building owners to install water tanks could address these risks through reducing peak flows. The second priority risk was related to very hot days, and their impacts on energy demand for cooling work areas. Current controls were not deemed effective at controlling this risk, suggesting the need for adaptation actions in the form of increased building insulation and passive cooling design elements to reduce energy demands. These risks are described in detail in the table below.

Table 43. Priority climate risks to the Maintenance Services area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased extreme rainfall intensity and resultant flooding	Limited capacity of the stormwater network to cope with increased high intensity rainfall events	Damage to infrastructure as a result of flooding	Some WSUD elements in the CoA area help to reduce peak stormwater flows Emergency response to flooding events	H	H	Upgrade stormwater network to increase the capacity for peak flows. Invest in more permeable pavement footpath options. Incentivise building owners to install water tanks.	H
Increase in frequency of very hot days	The temperature inside work buildings increases as a result of outside temperatures	Increased energy demand and associated costs	Investment in PV panel, purchase of green energy	H	H	Increased investment in insulation, passive design elements	H

Planning and building

The planning and building service area is concerned with planning and approvals for developments across the Council area. Key climate risks related to this services area were related to the cumulative

physical impacts of climate change leading to reputational, health and safety and financial implications for Council. Three key hazards relating to these were identified:

- Current DPTI Guidelines are not considered suitable for ensuring resilience to a changing climate, leading to increased potential issues for community members due to increased climate impacts;
- The building code does not meet best practice for resilient building; and
- Developments undertaken on Council land may not meet future resilience requirements which may lead to retrofit and repair requirements.

These issues were all rated as high to extreme for the near and far future as current controls were not deemed sufficient to meet these emerging challenges. Adaptation actions to address these issues included:

- Further the influence of CoA on DPTI planning requirements to be more proactive in resilient building practices; and
- Ensure that large developments on Council land meet resilience requirements for future climate.

Other climate risks were linked to potential delays in the undertaking of inspections due to hot weather. Currently, Council has restrictions on maximum temperatures under which staff can work outdoors to reduce health risks. In future, Council may consider expanding the range of times during which compliance assessments are undertaken or to advocate for changes in how assessments are undertaken to reduce delays in the development approval process.

Climate risks to Planning and Building are summarised in the table below.

Table 44. Priority climate risks to the Planning and Building area.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Cumulative climate change impacts	Current DPTI Guidelines not suitable for ensuring resilience to changing climate, leading to increased issues for community members due to increased climate impacts	Reputational impacts	Planning team currently trying to influence DPTI through submission on planning and design for better resilience and sustainability outcomes.	H	H	Further influence on planning requirements Develop more specific, draft state planning policies document.	H
	Reliance on building code for resilience to future climate change does not meet best practice for resilient building	Impacts to community health and safety		E	E	Further influence on planning requirements	M
	Developments undertaken on Council land not meeting future resilience requirements, leading to need for retrofit and repair	Increased maintenance and repair costs		H	E	Ensure developments on Council land meet resilience requirements for future climate	H

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increased average temperatures	Increased daytime temperatures reducing the hours per day that compliance officers can conduct assessments	Delays in building inspections	Council restrictions on maximum temperatures under which staff can work outdoors	M	H	Expand range of times during which compliance assessments are undertaken	L
Increase in frequency of very hot days	Increased daytime temperatures reducing the hours per day that compliance offers can conduct assessments	Delays in building inspections		M	H	Advocate for changes in how assessments are undertaken	M

Visitor Information

Priority climate risks related to the Visitor Information services team were both related to the potential increase in demand for use of the centres as cool refuges. This would have cost implications for Council in terms of maintaining thermal comfort in the space. Current controls were deemed adequate for the short term, however in the long term it was suggested that the following adaptation actions be implemented:

- Building design principles that optimise passive cooling; and
- Adopt energy efficiency measures.

Table 45. Priority risks to Visitor Information services.

Climate impact	Hazard	Consequence	Controls	2030	2090	Proposed Adaptation actions	Residual risk
Increase in frequency of very hot days	Increased number of people wanting to use the visitor centres as cool refuges	Increased energy costs for cooling	Council has a power purchase agreement which determines energy costs Invest in energy efficiency measures	L	H	Use building design principles that optimise passive cooling Adopt energy efficiency measures	L
Increased duration of heatwaves				L	H		L

Waste Collection

There were no priority risks associated with City of Adelaide's waste collection services.

4 Transition risk and opportunity materiality assessment

The transition risk assessment considered the risks and opportunities posed to the City of Adelaide's services, assets and infrastructure by a transition to a low carbon economy.

4.1 Overview

Given uncertainties around future carbon emissions reductions, it is becoming increasingly important for organisations to prepare for a range of climate change futures to promote resilience, including addressing risks from physical climate change, as well as from the social and economic transition to low carbon economies. Increasingly ambitious carbon reduction targets require equally ambitious mitigation strategies, which may have diverse implications for organisations and society. This links closely with the goals of the Carbon Neutral Adelaide initiative, which aims to make Adelaide the world's first carbon neutral city. Many initiatives and strategies will need to be employed to drive the required reductions in carbon emissions.

Potential risks resulting from the transition to a low carbon economy may include those associated with shifts in the following areas:

- Policy;
- Regulation;
- Technology;
- Markets and business models; and
- Reputation and confidence.

Beyond the physical risks explored in Section 3 of this report, these may have important implications for the City of Adelaide's operations that should be considered in resilience planning.

The key aim of the transition risk assessment was to identify and prioritise climate transition risks and opportunities relevant to the City of Adelaide.

4.2 Method

The methodology employed to undertake this assessment aligns with key guidelines such as those described in the Financial Stability Board's Taskforce for Climate-related Financial Disclosures (TCFD). The key steps of the method are summarised in Figure 7 below.



Figure 7 - Summary of the transition risk and opportunity materiality assessment process.

Task 1: Selecting future scenarios

The first stage of the assessment was to identify and adopt internationally recognised scenarios and their characteristics to inform the future characteristics of a global low-carbon future. This helps to define a future by which to identify transition risks and opportunities. A range of scenarios have been developed that make complex assumptions about future economic, demographic and physical environmental characteristics. Low-carbon future scenarios typically suggest a rapid reduction in global carbon emissions in line with the Paris Agreement, achieving global net zero emissions by the 2060s. The scenarios selected for this assessment included

- Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathway (RCP) 2.6 (Meinshausen, Smith, & Calvin, 2011); and
- International Energy Agency (IEA) Sustainable Development Scenario (IEA, 2020).

Along with demographic and economic assumptions, these scenarios include assumptions around a range of metrics that inform global policy initiatives, energy sources that are associated with dramatic reductions in carbon emissions. Key elements defined in low-emissions scenarios through this assessment included:

- Global energy mix;
- Carbon pricing through time;
- Transportation changes and electrification; and
- Built environment energy efficiencies.

Assumptions of these scenarios are global, and do not define the potential future characteristics at the country scale.

Task 2: Define local parameters

This stage of the assessment aimed to employ the low emissions scenarios described above and develop an application of these scenarios in the Australian context. The following documents were employed to inform this element of the project:

- Corporate TCFD disclosures e.g. (Colonial First State, 2020) (CBA, 2019); and
- Local think tanks e.g. (Beyond Zero Emissions, 2010).

Information from these documents was used to inform a picture of aggressive carbon emissions reduction in Australia.

Task 3: Workshop risks and opportunities

Information developed through tasks 1 and 2 above was summarised in a series of slides and presented to a range of City of Adelaide stakeholders (attendees provided in Appendix C). Following the presentation, a workshop was facilitated to identify the potential implications of a global low-carbon trajectory on the operations of the City of Adelaide. A preliminary set of risks and opportunities related to the key transition themes was discussed with participants, leading to the development of a shortlist of key issues to be discussed in further detail.

Task 4: Evaluate and document findings

Following the workshop, a register of risks and opportunities was developed and shared with participants for review and refinement. The basis for ratings is summarised in Table 46. The register includes a materiality rating for each risk and opportunity, which was employed to prioritise the findings of the assessment, as well as potential treatment actions to mitigate the risk. Materiality ratings were developed and scored in consultation with City of Adelaide stakeholders. The Transition Risk and Opportunity Register is provided in a separate spreadsheet provided to Council.

4.3 Results summary

The assessment covered transition issues across broad themes related to a rapidly decarbonised economy. This section highlights the key findings of the assessment, summarising the priority (high and extreme) risks and opportunities identified in this materiality assessment.

4.3.1 Risks

A total of 32 transition risks to the City of Adelaide were identified through the workshop, covering specific Council assets, business units and risks to Council's operational goals and community.

Priority risks to the City of Adelaide, which are those with high materiality, are summarised below.

Table 46. Description of the materiality of risks and opportunities used for the transition assessment.

Rating	Risk description	Opportunity description	Timeframe for action
Low	Low priority risk with immaterial impact on Adelaide operations. BAU approach will manage risk implications.	Low priority opportunity with immaterial impact on Adelaide operations.	20 – 50 years (long)
Moderate	Moderate priority risk with lower probability of detrimental implications to operations. City of Adelaide to consider what can be done to manage risk implications in the medium term.	Moderate priority opportunity with lower probability of positive implications to operations. City of Adelaide to consider opportunity in the medium term.	10-20 years (medium)
High	High priority risk with significant detrimental operational implications. City of Adelaide to consider ways to eliminate or reduce exposure to High risks in short term.	High priority risk with significant beneficial operational implications. City of Adelaide to explore implementation of opportunity in short term.	5 – 10 years (short_)
Extreme	Extreme priority risk with immediate or potential future harmful impacts to operations. City of Adelaide to eliminate risk or prioritise adaptation actions to manage impacts in immediate term.	Extreme priority opportunity with immediate or potential future benefits to operations. City of Adelaide to explore in immediate term.	0 - 5 years (immediate)

Aquatic centre and gas utilities

The City of Adelaide Aquatic Centre was associated with one high materiality transition risk related to the gas-powered heating of the pool infrastructure. The use of gas is the second highest source of carbon emissions for the City of Adelaide, and the Aquatic Centre is the highest gas user across the City of Adelaide portfolio. The Aquatic Centre is vulnerable to the introduction of a carbon emissions tax scheme, which would dramatically increase its operational costs given its comparatively large carbon footprint.

A potential treatment action for this high-risk asset is the development of a gas transition or exit strategy to reduce the reliance on gas for energy, building resilience to carbon emissions pricing initiatives in Australia.

Business model

The City of Adelaide business model is vulnerable to the impacts of changing markets away from tourism and the international student market. It was identified that climate-related market changes in travel could drive the need for shifts in the city's revenue model. While this indirect risk is not within the City's direct control, there are opportunities for the city to support the diversification of less carbon intensive revenue generation in the region.

Fleet vehicles

A key risk area in the materiality assessment was the identification of the vulnerability of the City of Adelaide's large vehicle fleet to carbon emissions trading schemes. This includes heavy as well as light vehicles from across the City's operations. Putting a price on carbon would likely devalue high emissions vehicles, with potentially significant implications given fleet vehicles are an important component of the City of Adelaide's asset portfolio.

Carbon management and procurement

Stakeholders identified an extreme materiality risk through the workshop related to the range of carbon management initiatives being undertaken at the City of Adelaide that hinder a more integrated approach. It was noted that a procurement policy including climate risk and emissions mitigation has been drafted, but further improvements could be made to better integrate emissions reduction initiatives with resilience and risk planning.

Planning

The transition to a low-carbon economy may have significant implications for the City of Adelaide's planning team. Importantly, the recently released Draft State Planning Policies will inform development of the policies contained in the future Planning and Design Code. State Planning Policy 5 requires developers to "minimise the adverse effect of decisions made under the Act on climate change and promoting development that is resilient to climate change". This policy highlights a current trend towards increased sustainability performance of the build environment. Two priority risks were identified in relation to increasingly stringent planning and development requirements:

- Reputation risks related to the current planning code and how it is being applied. This includes the implications of a reported lack of enforcement of code requirements, leading to lower carbon performance developments.
- Resourcing risks related to the need to upskill team members to accommodate and enforce policy changes that drive increasingly stringent carbon performance of new buildings.

Property

Given the City of Adelaide's large property portfolio, shifts in building performance requirements as well as the development of a carbon price may lead to several important transition impacts related to operational and capital costs, as well as asset value. The potential need to retrofit large and important sites (e.g. Central Market) for improved energy efficiency would require significant capital investment and was identified as a high materiality risk. Currently, some existing energy efficiency and upgrade programs are in place (e.g. Central Market upgrade of evaporative cooling system), but these would need to be expanded to address this issue. Treatment risk mitigation actions identified including the development of new requirements to seek Green Star ratings to reduce exposure to this risk.

In addition to cost increases, it was also identified that some assets would be devalued if their carbon efficiency was not improved through the retrofit actions described above. This would have broader financial implications on Council's ability to raise capital.

UPark Adelaide

UPark Adelaide is an important Council revenue stream associated with the provision of carparks across the Council area for public use. A high materiality transition risk associated with UParks was the societal transition towards increased public transport usage leading to significant impacts on UPark revenues. In the extreme, these assets may become stranded assets. Suggested treatment actions included the development of regular strategic property reviews to reduce portfolio exposure and inform asset disposal or upgrades where required.

Waste services

Waste collection and management is an important aspect of the City of Adelaide's service delivery. Through the workshop the exposure of the waste sector to carbon pricing is a material risk to the City of Adelaide, given the likely cost implications on the waste sector. Further, initiatives to increase recycling across the state may also be a risk given the reliance on rate payment to achieve waste outcomes. A key risk treatment would be the increasing of rates to cover costs, which may lead to other reputational impacts for Council. In addition, the Strategic Waste Management Plan (currently in development) is an opportunity to strengthen internal operations and waste management programs, linking to Carbon Neutral Adelaide Actions 4.1.1, 4.1.3 and 4.4.1).

4.3.2 Opportunities

Fourteen transition opportunities were identified through the stakeholder workshop. These related to proactive responses to risks to create opportunities for innovation, improved service delivery and increased resilience of the Council to a shift towards a low-carbon economy.

The following priority opportunities were identified through the assessment:

- **Utilities and solar energy:** A key opportunity in relation to energy is the development of shared solar and demand management initiatives with Flow Power. Proactive development of community-led solar generation may increase the resilience of the City and residents to changes in carbon pricing and energy intensity.
- **Property portfolio:** A range of high priority opportunities for transition resilience across the City of Adelaide property portfolio were identified. These included:
 - The development and management of micro generation networks on council assets. This could represent a shift in Council's role to facilitate a more distributed energy model. This initiative also links with the Carbon Neutral Adelaide action 1.2.3 – to facilitate and case manage decentralised energy generation within significant development sites.
 - Installation and roll out of batteries for buildings to drive localised energy models. The current trial at London Road Depot represents a case study for this initiative, and Council should investigate opportunities to install energy storage systems when it is cost-effective to do so. Consideration should be given to the current retail electricity contract and the potential implications of electric vehicles as mobile batteries.
 - There are a range of opportunities to mitigate potential tenancy revenue risks through the provision of highly energy efficient tenancies that are attractive to changing market demand. Under a low-carbon future, it is anticipated that customers will seek increasingly sustainable tenancies to save costs and reduce organisational carbon emissions. This opportunity links with the Carbon Neutral Adelaide action 1.5.5 – to strengthen leasing policies to include consideration of leading industry standards such as Green Star Office Interiors; NABERS Office Water and Waste and emerging carbon neutral standards.
- **Climate leadership:** Given the City of Adelaide's current progress and goals towards zero carbon, there is a clear opportunity for the city to capitalise on this current progress to export sustainability knowledge and initiatives into the Australian marketplace. Several initiatives, including webinars and industry engagement sessions, have already made progress however further development to support a business-led climate network was identified. The demonstration of leadership towards the low-carbon transition was a key priority in this assessment. By becoming carbon ready, adapting early to key transition risks and achieving carbon neutrality goals, the City of Adelaide could further cement its reputation in this space. Future opportunities include the promotion of Adelaide as a zero-carbon destination for more sustainable local and interstate tourism.

5 Key findings

5.1 Climate change governance

The City of Adelaide has a sophisticated understanding of climate change and overall has achieved a good score in the quantitative climate change governance assessment. Council's commitment to net-zero emissions sees it achieve an 'Advanced' score in the Greenhouse Gas Emissions Reduction indicator. Also, Council scored 'High' in Financial Management and Adaptation Planning and achieved an 'Intermediate' score for three other indicators (Strategic Planning, Asset Management and Land Use Planning). It is worth highlighting that four indicators did not achieve a score. These were Public Risk Disclosure, Emergency Management, Climate Risk Management and Climate Change Policy.

The key climate-related risks identified during the interviews were predominantly physical. These include risks associated with heatwaves, water availability and stormwater flood risk. Council staff had a strong recognition that, if not managed effectively, climate change has the potential to pose a significant financial strain on the organisation.

There is no doubt that the City of Adelaide has a highly skilled staff base and are well-placed to become a national leader in the identification and management of climate change risks. There is a unique opportunity to use the Smart City initiative to help analyse, monitor, and report on climate-related risks.

While some specific recommendations are presented in the report the key issues are associated with the need to formally capture climate change risk in the corporate risk management framework. It is likely if this were to occur then the scores in all the remaining indicators would also improve quickly.

5.2 Physical risk

The assessment identified 283 individual physical risks for the City of Adelaide based on independent assessment by the project team and review and refinement of the results by Council staff. Over three quarters of the risks identified in the assessment were associated with hot weather and rainfall, either the broader drying trend projected for Adelaide or the potential for more intense periods of rainfall leading to flooding.

Key risks related to the broad themes identified for this assessment by Council include the following:

- Key sites - The key sites that are considered to be at greatest risk are the Aquatic Centre, Community Centres, Rundle Mall and the Adelaide Central Market. None of these had extreme risks for 2030, but all had a combination of high and extreme risks by 2090.
- Crown land – While limited risks were identified, the major concern for Crown Land was the impact of drought and hot weather on the viability of green infrastructure into the future. This was rated as being at high risk even with adaptation measures taken into consideration.
- Buildings - Three risks to buildings were identified, however, none of these were evaluated as priority risks in this assessment. Risks to specific assets across the City of Adelaide are covered in the Key sites section.
- Parkland and open space assets - Several priority risks to these assets were identified, including the increased mortality of tree plantings on very hot days and resultant urban heat island implications, which was evaluated as an extreme risk for the far future.
- Infrastructure - One extreme risk was identified for the short term, related to the stormwater and drainage network. This category was associated with eight extreme risks in 2090. Roads were also associated with high risks at 2030 and 2090.
- Service - The services category had the highest number of individual risks across all groups, with 106 risks in total. High and extreme risks at 2030 and 2090 were common for cleansing (streets, toilets), events, community grants, homeless support, library services, horticulture, planning and building.

In summary, the risks common across all categories were:

- Impacts of heat on people and the ability to deliver Council services, the desire for people to come to the city, whether for shopping or events during periods of extreme heat, and the ability for residents and the homeless to access services.
- Impacts of heat and drier conditions on maintaining green infrastructure and trees, whether in parklands, open space areas, streetscapes, Crown Land or the golf links.
- Impact of the potential for increased rainfall intensity leading to greater localised flooding across the city, impacting buildings and service delivery.

As indicated in the governance assessment, it is important that risks are publicly disclosed in order to have effective climate change governance. The results of this risk assessment provide Council with the information need to update its corporate risk register, other corporate governance documents, and to produce a public facing summary of climate change risks.

It is common practice to ensure that extreme and high risks can have their residual risk rating reduced to moderate or lower once adaptation measures are implemented. Based on the adaptation measures identified during this risk assessment, this is possible for some but not all risks. Council needs to determine whether further identification of adaptation measures is required or whether it is willing to accept high risks in some instances.

The adaptation measures identified in this assessment should be used to develop an adaptation plan. There are two key factors to consider in this regard. First, is the “lifetime” of relevant decisions. This concept is explained in Stafford Smith et al. (2011), and suggests that for every decision there is a lead time and consequence time. Decisions with a long lifetime (e.g. over 50 years) such as building bridges, drainage and other infrastructure need to account for the long term effects of climate change in their design because even if this infrastructure is built now, it will need to continue to function under a different future climate in the latter part of the century. Second, is the timing of adaptation, noting that not all actions need to be implemented immediately, instead some adaptation measures can be implemented in the short term and others in the decades to come. This is the key underlying principle of an adaptation pathways approach.

Liability Risk

One of the five consequence areas considered in the physical risk assessment was “liability” risk. It is important to note that the risks identified as a “liability” risk in the risk assessment are general in nature. The risks have not been identified by a legal professional and are based on general liabilities that have been discussed in the literature, media and general conversations that the team had with Council staff and other local governments throughout Australia. In many cases the likelihood or consequence have not been determined as it has been deemed that further legal analysis is warranted. It should also be noted that it is reasonable to assume that any of the risks identified in the risk assessment that have a potential impact on health and safety have a heightened risk of legal risk (including risks of criminal charges).

As noted by Bell-James, Baker-Jones, & Barton (2017), when reviewing liability risks it is prudent to note that the relevant risks to local governments may materialise through the following areas:

- Administrative Law;
- Failure to adequately embed climate change into development plans;
- The release of hazard information (e.g. incorrect information);
- Not having adequate risk information; and
- Withholding hazard information.

Given the complex nature and broad range of potential legal risk associated with climate change it is difficult to assign likelihoods or possibilities as per a traditional risk management approach. Instead it is prudent that all risks and risk management options be assessed by in-house and/or independent legal professionals.

According to legal climate risk expert Mark Baker-Jones (Baker-Jones, 2014), councils are facing an increasing exposure to climate legal risk. Baker-Jones states that:

The primary concern for those charged with land use planning and development of infrastructure lies with decision making – how those assets are dealt with and how they are planned, managed and operated in light of the physical impacts. Local governments, and those involved in the development of long term infrastructure in particular, need to be able to make informed decisions about how to deal with the impacts of climate change if they are to avoid litigation.

Informed decision-making includes ensuring that governance mechanisms are designed to manage emerging risk, that risk assessments are updated on a regular basis and that councils ensure that decisions and advice come from suitably qualified people (council staff and external consultants).

As noted by Professor Justine Bell (Bell-James, 2017) councils should seek legal advice early for climate-related risks. She notes that nature of legal risk can be long-term. 'This means that councils should have a well-thought out policy that will help to back up their decisions and avoid ad hoc judgements. Ideally, any decisions will be backed by science and engineering.'

5.3 Transition risk

The transition risk assessment identified a range of important risks and opportunities related to a low-carbon economy transition. The assessment revealed a number of priority areas that should be brought into focus to increase the City of Adelaide's resilience to a range of climate futures as follows:

- Car parking - A high materiality transition risk associated with UParks was the societal transition towards increased public transport usage leading to significant impacts on UPark revenues. In the extreme, these assets may become stranded assets.
- Business model - Climate-related market changes in travel could drive the need for shifts in the city's revenue model. While this indirect risk is not within the City's direct control, there are opportunities for the city to support the diversification of less carbon intensive revenue generation in the region.
- The implications of carbon pricing - The effects of carbon pricing may have important implications across Council, from increasing the cost of waste services to changing tenant profiles at key sites. The City of Adelaide should build on current emissions reduction initiatives to focus on reducing exposure to these risks. Understanding carbon hotspots across organisational operations and the integration of carbon consideration into procurement processes allows for more targeted and effective emissions reductions initiatives that will be best place to respond to any introduction of carbon pricing. This would address exposure to reputational as well as financial risks. Importantly, carbon mitigation and risk management plans should be part of an integrated, cross Council response and not occur in isolation.
- Driving built environment resilience - Council's role in ensuring and facilitating compliance with the building code is a key opportunity to drive increased resilience, both physical and transitional, across the built environment. Council should ensure that the planning team are resourced and have the capacity to respond to and enforce increasingly stringent planning requirements to reduce Council's exposure to reputational and transition risk.
- Opportunities for climate leadership - The consideration of transition risk provides additional impetus to take bold and prudent action to reduce the social and economic implications of a low carbon transition. The City of Adelaide has already established itself as a leader through Carbon Neutral Adelaide's goals for carbon neutral operations. This assessment underscores these efforts and suggests that there are more opportunities to cement its position with broad benefit in reduced risk exposure as well as sharing knowledge across industries and geographies.

5.4 Next steps

This climate risk assessment presents one of the most comprehensive assessments of climate risk currently undertaken for a South Australian council. Despite the strong track record of the City of

Adelaide in responding to climate change, like most councils, significant work is still required to address current and emerging risks.

Priority next steps include the following actions:

- Prioritise climate change governance actions – The climate change governance assessment has identified what is required to increase or maintain each of the quantitative and qualitative governance scores. This information should be used to identify priority short term actions, which should include a focus on addressing those indicators for which there is currently no information or that received a low score i.e. public risk disclosure, emergency management and climate change policy.
- Public disclosure of risks – One of the gaps identified in the climate change governance assessment was the absence of a publicly available register or document of Council's physical and transition risks. The information contained in this report could be used to generate a public facing version of this assessment to increase awareness amongst external stakeholders and the broader of Council's current and emerging risks.
- Incorporate physical and transition risks into Council's risk register – There was limited understanding amongst staff as to the extent to which climate risk is considered in Council's corporate risk register. The results of this assessment can now be used to update the corporate risk register. This can in turn be used to help prioritise adaptation options for implementation.
- Develop an adaptation roadmap – This risk assessment identifies potential adaptation measures for a large number of risks, including those rated as medium to high. To guide implementation of these measures, and to communicate how Council is building resilience to climate change, an adaptation action plan could be developed. This would identify the highest priority adaptation measures and indicate how their implementation will be sequenced through time. This should include how adaptation will be addressed through future procurement decisions.
- Liability measures – A range of liability risks were identified during the assessment, however, in the absence of independent legal opinion the extent of the legal liability risk can not be quantified. It is recommended that Council consider obtaining legal advice regarding medium to extreme liability risks, especially in regard to the potential impacts from flooding.

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Appendix A – Governance Assessment Report

See attached report

Item 10.6 - Attachment A

Appendix B – Council staff interviewed

The following table presents a list of council staff interviewed for the physical risk assessment.

Name	Position/Name	Relevant category
Alan Beaton	Manager (People Experience)	People and HR
Angela Paleologos	Group Team Leader (Cleansing)	Cleaning services
Anna Jordan	Manager (People Service)	People and HR
Anne Rundle	Manager (Culture and Lifelong Learning)	Library services
Belinda Dohring	Senior Consultant, Sustainability	Water Features
Ben Clark	Lead Consultant (Strategic Asset Management)	Footpaths
David Carroll	Manager (Service Delivery & Operations)	Information Management & IT
Dominic Fitzsimons	Team Leader - Golf Business Operations (Golf Links)	Golf links
Emina Allegretti	Project Officer, Community Resilience (City Wellbeing)	Community grants
Garry Herdegen	Associate Director, Public Realm - Workshop Services	Workshop services
Jean-Pierre Koekemoer	Associate Director (Infrastructure)	Stormwater and Drainage Network
Johanna Williams	General Manager (Rundle Mall Management Authority)	Rundle Mall
Kristen mackintosh	Manager (Building Assessment and Compliance)	Planning and building
Kym Charnstrom	Facilities Maintenance Officer (Facilities Management)	Structural
Lauren Schliebs	Group Team Leader - Operations (Aquatic Centre)	Aquatic centre
Liz Packer	Manager (Financial Accounting)	Finance
Matt Jorgensen	Team Leader Horticulture (Citywide)	Horticulture
Paul Addle	Manager (Strategic Property)	Land
Rebecca Rutschack	Manager (Planning Assessment)	Planning
Rod Case	Manager (Procurement and Contract Management)	Finance and Procurement
Sharon Prior	Team Leader (Off-Street Parking Services)	Parking
Stacey Bateson	Manager, Business Engagement	Customer Service
Steve/Stephen Zaluski	Manager (Customer Experience)	Permits and licences
Tanya Roe	Senior Consultant, Sustainability	Sustainability
Trent Snowball	Operations Manager (ACMA)	Adelaide Central Market
Vicki Thompson	Operations Coordinator Off-Street Parking	Uparks
Vitor Martins	Manager (Waste & Cleansing & Fleet)	Depot and workshops

Appendix C – Transition risk and opportunity workshop attendees

Name of participants	Role
Bec Taylor	Sustainability Coordinator
Belinda Dohring	Senior Consultant, Sustainability
Lara Daddow	Manager, Carbon Neutral Adelaide
Maria Zotti	Manager, Sustainability
Paul Smith	Senior Consultant, Sustainability
Tanya Roe	Senior Consultant, Sustainability
William Van Ausdal	Technical Specialist (Climate Change and GHG Inventories)

CLIMATE CHANGE ADAPTATION GOVERNANCE ASSESSMENT

Climate Change Adaptation Governance Assessment Report for the City of Adelaide



Attachment A

INFORMED.CITY™

Visualisation



Prepared for:

The City of Adelaide

Date/ Version:

29 June 2020/ Version 4

Council documents downloaded on 24 February 2020

Prepared by:

Climate Planning and Edge Environment

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Caveat:

The information provided in the visualisations is the result of an analysis using Climate Planning's Informed.City™ tool, current as of 16th May 2020. This analysis has limitations based on the scope and resources allocated for this project, and therefore users should discuss these limitations with the authors before relying on the information. The method used to develop the visualisations and its results is copyright and cannot be used by any party without prior written permission from Climate Planning. The results cannot be relied upon by any third party and is not designed to (and therefore cannot be used to) support any legal, financial or insurance-based decisions without written approval from Climate Planning.

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Executive Summary

The City of Adelaide engaged Climate Planning and Edge Environment (Edge) to undertake an assessment of its climate change adaptation governance. This is one task under a broader climate risk assessment being delivered by Edge. This assessment indicates as to how well Council is incorporating climate change adaptation governance into their corporate processes and frameworks. The findings of this study include information collected from an online staff survey, results of the assessment of corporate documents, and findings from face-to-face meetings with representatives of the City of Adelaide. The report also provides a range of recommendations to assist the City of Adelaide in improving their climate change adaptation governance.

Methodology

The Project Team used Climate Planning's Informed.City™ platform to implement the project. The governance assessment for the City of Adelaide was undertaken in two stages:

- **Quantitative Assessment** - typology-based review of local government inclusion and influence of climate change in publicly available corporate documents. Also included a survey of staff members' understanding of climate change impacts, their department's capacity to adapt and their perceived barriers and enablers to improved consideration of climate change in Council decision-making. The quantitative assessment was completed on the 24th of February 2020.
- **Qualitative Assessment** - qualitative analysis of local government consideration of climate change adaptation governance based on face-to-face meetings with key council staff members. These meetings were used to glean information about barriers and enablers to mainstreaming consideration of climate change. The qualitative assessment was conducted on the (19th and 20th February 2020).

Results and Specific Recommendations

The findings of this report bring together information obtained from the above two stages, with a summary of the key insights from the governance assessment presented below.

Quantitative assessment

The Project Team conducted a governance assessment of the City of Adelaide to explore how climate change was considered in their corporate documents. The City of Adelaide was assessed against ten quantitative governance indicators, with Figure 1 displaying Council's performance.

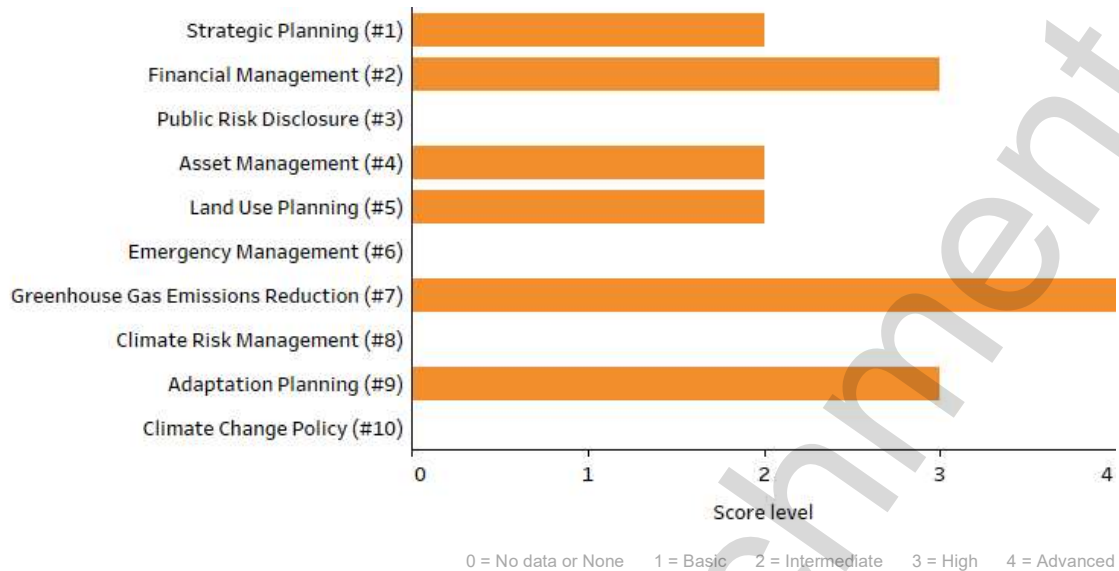


Figure 1: The City of Adelaide's quantitative scores for climate change adaptation governance

Table 1 provides the recommended 'first steps' which council should consider implementing for each indicator to improve their climate change adaptation governance scores.

Table 1: Recommended 'first steps' which the City of Adelaide should implement to improve their governance scores

Indicator Type Tag	Level	Recommendation
Strategic Planning (#1)	Intermediate	To increase the score for this indicator (to 'High') the next revision of the Strategic Management Plan requires some examples of specific climate change actions spanning more than one council department. General phrases that will support a 'High' score include: "Council will explore how climate change adaptation and mitigation can be mainstreamed into decision making. Specifically, Council will be focusing on heatwave or bushfire risk etc.". Some resources should be allocated to staff capacity (e.g. conferences and training) as well as some specific technical support which may be required for some elements. However, the majority of support able to be gained from State Government guidelines and information reports as well as gleaning information from other councils through peer-to-peer learning.
Financial Management (#2)	High	To increase the score for this indicator (to 'Advanced') requires some specific focus on the potential supporting policies (e.g. asset management, climate change policy). Council should make statements in its financial planning documents about divestment from fossil fuels, energy transition, and consideration of a price on carbon in adaptation decisions. Council should also consider issues such as insurance, effects on rateable value, asset OPEX and CAPEX issues and other direct and indirect issues associated with climate change. Financial management should also state how financial performance while responding to climate change will be implemented. However, the effect of financial management issues on other council functions (e.g. assets) are important to consider. For example, understanding whether staff capacity, capability and training needs are a barrier to understanding climate change and its financial implications in your council.

Indicator Type Tag	Level	Recommendation
Public Risk Disclosure (#3)	No data	No information was available to assess this score. Risk management is often a contentious issue and not having publicly available documents may result in community dissatisfaction (and result in political instability). Ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision-making associated with this climate change.
Asset Management (#4)	Intermediate	To achieve an improvement in this governance score (to 'High') Council should include climate change in the introduction of the asset management planning documents and/or policies as well as give some specific reference to at least two known risks or assets that may be exposed to the effects of climate change. An example of the text that would help improve consideration is: "Council recognises that climate change is likely to affect asset life and functionality. As such in future reports and analysis Council will explore how climate change will affect assets". The asset management plan should also specify a prescribed response to one of the climate change issues.
Land Use Planning (#5)	Intermediate	To increase the score for this indicator (to 'High') Council should have a detailed consideration of climate change in the Development Plan. A detailed consideration of climate change would be one that considers multiple physical climate change risks, preferably with a good consideration in the general provisions. The most suitable action is for Council to glean information from a Council with similar geography or population which has scored a minimum of 'Intermediate' in the Informed.City™ governance analysis. Council may be constrained by State policies and legislation to implement the above. If that is the case, then Council should lobby the State to enable it to have greater flexibility to incorporate climate change into its Development Plan.
Emergency Management (#6)	None	To increase the score for this indicator (to 'Basic') the Council Emergency Management Plan (or similar instrument) must be amended to ensure that, at a minimum, climate change is referred to in the introduction. An example of phrases in a Council Emergency Management Plan that will support a 'Basic' score includes: "Climate change is likely to exacerbate many of the known disaster risks and affect those already especially vulnerable to natural hazards".
Greenhouse Gas Emissions Reduction (#7)	Advanced	Council has received an 'Advanced' score for this indicator. Achieving this score sees Council in the top fraction of Australian local governments for this indicator and places it in a position to share its journey with other local governments seeking to improve their consideration of climate change. To ensure that this indicator maintains this level it will be important to monitor any new national and international targets (e.g. bringing forward carbon neutrality date). It will also be important to ensure that Council maintains sufficient staff capacity and resources to maintain their score for this indicator.
Climate Risk Management (#8)	No data	No information was available to assess this score. Council should ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision-making associated with this climate change.

Indicator Type Tag	Level	Recommendation
Adaptation Planning (#9)	High	This recommendation focusses the need for on a Council climate change adaptation strategy (or similar) as a local instrument (not just regional). A detailed local plan ensures ownership and can better align with internal governance and reporting. Ensure that a comprehensive Council adaptation strategy and/or action plan exists (for Council and the community). As a minimum include all of the following: key performance indicators, identified roles and responsibilities, the timing for delivery, linked to governance (mainstreaming), includes information from the community, and other key stakeholders. There will be an initial outlay of resources required to achieve this level of adaptation planning (e.g. undertake climate change risk assessments, quantify the number of Council assets exposed to risk, cost and prioritise adaptation actions, and assign roles and responsibilities).
Climate Change Policy (#10)	None	A climate change adaptation policy will help ensure Council's method for adapting to climate change is consistent and robust. If council is to implement a climate change policy then it should include all of the following: specific IPCC climate change scenarios it is aligning to (preferably RCP 8.5 as a minimum), identified roles and responsibilities, timing for delivery, triggers for review (e.g. within 6 months of each IPCC assessment report), activities for improving governance scores, (mainstreaming), and commitment to community and/or stakeholder engagement. The most cost-effective approach to this would be to glean information from other Councils in South Australia or Australia who have participated in an Informed.CityTM climate change adaptation governance assessment and have an advanced climate change policy.

Qualitative assessment

During the face-to-face meetings, the Project Team asked representatives of the City of Adelaide a series of questions about climate change. These questions were used in a qualitative analysis to understand the issues, barriers and enablers for considering climate change in decision making for the City of Adelaide. The results for the qualitative assessment are categorised into the seven indicators. From these results, the Project Team have devised the following specific recommendations to assist the City of Adelaide in improving their climate change adaptation governance.

Indicator 11: Climate Risk Assessments

- 11.1 Identify the process by which climate risk assessment results can feed into the Strategic Risk Register.
- 11.2 Agree on a process by which high priority projects, especially new large-scale infrastructure projects or developments, are subject to climate risk assessments prior to approval.

Indicator 12: Climate Legal Risk

- 12.1 Identify priority areas for climate legal risk advice, especially about the relative role of Council compared to residents, businesses, and the State Government.
- 12.2 Ensure that legal risks associated with climate change are included in the risk register, until well managed.

Indicator 13: Staff Capacity and Resource Allocation

- 13.1 Review opportunities to embed capacity building into existing staff training, such as new employee inductions.
- 13.2 Develop a capacity-building program to continue to raise staff awareness about climate change impacts and how they can be managed within different Council functions. This should be an ongoing program similar to how workplace health and safety training is conducted across the organisation.

Indicator 14: Community/Stakeholder Engagement

- 14.1 Develop a Climate Change Stakeholder Engagement Strategy, which identifies engagement objectives, target audiences, engagement channels, a schedule of activities, and KPIs. This should include issue-specific engagement (e.g. heatwave risks) as well as general awareness-raising.

Indicator 15: Institutional/ Intergovernmental Relationships

- 15.1 Seek to clarify the role of Council as compared with the State Government about managing climate risk.
- 15.2 Work with banks to better understand how they are considering the effects of climate change. It would be in the City's interest to identify how they identify risk and what they see determines resilience at a City level. Where possible the City of Adelaide should identify opportunities to incorporate risk definitions used by the banking sector into its risk management approach.

Indicator 16: Climate Change Information

- 16.1 Develop a register of information requirements needed to inform key decisions that will be impacted on by climate change to identify where information gaps exist. This should be done as part of implementing a monitoring and evaluation plan and directed by a Climate Change Policy.

Indicator 17: Information Systems

- 17.1 Utilise Council's Smart City initiative to collate and analyse risk information and explore the potential role of GigCity as a platform for improved information systems.
- 17.2 Sponsor GovHacks and local hackathons with the focus being solely on climate change adaptation.
- 17.3 Provide an annual publication of data collected in Council's accounting system on post extreme event/ disaster clean-up costs/ resource use. This will assist with communicating impacts to the community over time.

Conclusion

The City of Adelaide has a sophisticated understanding of climate change and overall has achieved a good score in the quantitative climate change governance assessment. Council's commitment to net-zero emissions sees it achieve an 'Advanced' score in the Greenhouse Gas Emissions Reduction

indicator. Also, Council scored 'High' in Financial Management and Adaptation Planning and achieved an 'Intermediate' score for three other indicators (Strategic Planning, Asset Management and Land Use Planning). It is worth highlighting that four indicators did not achieve a score. These were Public Risk Disclosure, Emergency Management, Climate Risk Management and Climate Change Policy.

The key climate-related risks identified during the interviews were predominantly physical. These include risks associated with heatwaves, water availability and stormwater flood risk. Council staff had a strong recognition that, if not managed effectively, climate change has the potential to pose a significant financial strain on the organisation.

There is no doubt that the City of Adelaide has a highly skilled staff base and are well-placed to become a national leader in the identification and management of climate change risks. There is a unique opportunity to use the Smart City initiative to help analyse, monitor, and report on climate-related risks.

While some specific recommendations are presented in the report the key issues are associated with the need to formally capture climate change risk in the corporate risk management framework. It is likely if this were to occur then the scores in all the remaining indicators would also improve quickly.

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List of Abbreviations

ASIC	Australian Securities and Investments Commission
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CWMS	Community Wastewater Management System
FTE	full-time equivalent
ICT	information communication technology
IPCC	Intergovernmental Panel on Climate Change
KPI	Key performance indicator
NCCARF	National Climate Change Adaptation Research Facility
QLD	Queensland
SEMP	State Emergency Management Plan
SMP	strategic management plans
TAS	Tasmania
TCFD	Task Force on Climate-related Financial Disclosures
UNFCCC	United Nations Framework Convention on Climate Change
WSUD	water-sensitive urban design
ZEMC	Zone Emergency Management Committees
ZEMP	Zone Emergency Management Plan

1 Introduction

1.1 Responding to Climate Change

Climate change is a pressing issue for local government that is already manifesting as a legal, social, economic and environmental risk. Local governments make decisions that span generations (e.g. roll-out of infrastructure, planning for future settlements) and as such need to be actively assessing and responding to the direct and indirect risks that climate change presents. However, since climate change presents a plethora of direct and indirect challenges that are likely to change over time, it will be impossible to effectively manage the issue in an ad-hoc and reactive manner.

Climate change requires a focus on both mitigation and adaptation activities. Mitigation limits the long-term contribution of greenhouse gas emissions to global environmental change and adaptation responds to the impacts that will already be locked into the climate system. The integration of mitigation and adaptation activities act as drivers for a low carbon economy, accessing economic and social opportunities.

Robust decision-making frameworks minimise future uncertainty as issues and information emerge and become important. This has been identified as the priority for Australian local governments:

Local governments will better respond to the challenges of climate change in an environment where adaptive responsibilities are clear, response and evaluation frameworks are consistent across jurisdictions, approaches to mainstreaming climate change adaptation are implemented, and decisions are made on the basis of the best data and information. (National Climate Change Adaptation Research Facility (NCCARF), 2013)

1.2 A South Australian Context

South Australia was the first jurisdiction in Australia to introduce climate change-specific legislation – the *Climate Change and Greenhouse Emissions Reduction Act 2007* (the Act). The Act promotes climate change mitigation and adaptation action within South Australia that provides consistency with national and international schemes. In response to the Act, the Local Government Climate Change Adaptation Program was developed with the support of the Local Government Association Mutual Liability Scheme. This led to the first comprehensive assessment of climate risks across councils in South Australia, which were mostly undertaken over the period 2010 to 2011.

This initial experience with climate risk planning was built on following the release in 2012 of South Australia's adaptation framework "Prospering in Changing Climate: A Climate Change Adaptation Framework for South Australia". The framework outlined a consistent approach for the development of regional adaptation plans and delivery of integrated vulnerability assessments for all parts of the State. The resulting integrated vulnerability assessments and regional plans were completed over the period 2014 to 2017 and have been progressively implemented in most regions with the support of region-wide or council specific adaptation action plans.

1.3 Assessing Climate Change Adaptation Governance

The extent to which climate change risk and adaptation is considered in a local government's core governance documents may affect the implementation of the organisation's approach to climate change adaptation.

Measuring and monitoring indicators for climate change adaptation and mitigation governance provide a platform for a consistent approach. This allows local governments the ability to monitor and improve their performance over time. Initial focus and emphasis should be on a council's adaptation governance. Unless it can be ensured that a council's internal adaptive capacity is robust, that is its ability to respond to potential climate change impacts, then there is a risk that specific adaptation actions will be ad-hoc and constrained by limited resourcing and political support.

[Climate change] governance is not about the specific measure but the system and framework that supports the decision-making process...given the complexities and rapid emergence of regulations, evolving information and market responses, implementing [climate change] governance is the only way an organisation can truly maintain an effective response (Edwards, Burton, & Baker-Jones, 2017).

Understanding climate change governance may help decision-makers to estimate the vulnerability of a system to stress and address the underlying causes of vulnerability over time. It may help to support proactive decision-making by assisting organisations to identify both the risks and possible responses in advance and develop the capacity to implement the required actions.

The need to focus on climate change governance is gaining momentum in academic literature, United Nations publications and approaches, and corporate disclosure frameworks (Clos, 2015). For example, disclosure of governance arrangements around climate-related risks and opportunities is a key component of the recommendations of the Financial Stability Board's [Task Force on Climate-related Financial Disclosures](#) (TCFD) (see Figure 2).



Figure 2: Core Elements of Recommended Climate-Related Financial Disclosures (TCFD, 2016)

2 About This Report

This report presents the methodology and results of an analysis of the extent of climate change adaptation governance for the City of Adelaide. It includes the information collected from an online staff survey, results of the governance assessment, and findings from face-to-face meetings with representatives of the City of Adelaide. The report also provides a range of recommendations to assist the City of Adelaide in improving their climate change adaptation governance.

This assessment predominantly focuses on adaptation governance. Mitigation has been considered only regarding formal greenhouse gas emissions reduction targets. A detailed greenhouse gas emissions governance assessment requires an audit of baseline emissions data and data recording protocols (e.g. emissions scope, alignment to Australian standards etc.) – which is outside the scope of this project.

3 Methodology











This project uses Climate Planning's climate change adaptation governance assessment framework to understand how effectively climate change considerations are integrated into the corporate operations and governance for the City of Adelaide. The governance assessment was undertaken in two stages:

- **Quantitative Assessment** - typology-based review of local government inclusion and influence of climate change in publicly available corporate documents. Also includes a survey of staff members' understanding of climate change impacts, their department's capacity to adapt and their perceived barriers and enablers to improved consideration of climate change in Council decision-making.
- **Qualitative Assessment** - qualitative analysis of local government consideration of climate change adaptation governance based on face-to-face meetings with key council staff members. These meetings were used to glean information about barriers and enablers to mainstreaming consideration of climate change.

3.1 Quantitative Assessment

The quantitative assessment aimed to identify publicly available corporate documents for the City of Adelaide and undertake a deeper exploration into how climate change is considered in those governance documents. These corporate documents are the key governance documents that either drive the organisational decision-making or report on the effectiveness of those processes. The documents were assessed against ten quantitative indicators for climate change adaptation governance (see Table 2).

Table 2: Justification of climate change adaptation governance indicators for the quantitative assessment

Indicator	Justification
 Strategic Planning	Strategic Planning documents direct how decision-makers in local government must discharge their responsibility under State legislation. Including considerations of climate change here will likely result in better likelihood for mainstreaming the issue in the council's operations and financial structures.
 Financial Management	If ignored, the effects of climate change are likely to have a considerable impact on a council's financial performance. This includes costs associated with asset management, service delivery, legal risk and insurance. Climate change may also affect rateable property value and therefore have the potential to affect council's primary income stream.
 Public Risk Disclosure	There is an increasing demand in the private sector for a transparent approach to addressing climate-related risk. A transparent approach means public disclosure of risks. Over time councils can expect insurers and finance providers, amongst others, to request councils to disclose how they are addressing climate-related risk.
 Asset Management	Local governments have hundreds of millions (and in some cases billions) of dollars invested in assets. Some of the assets that councils maintain have a long life expectancy and as such may be exposed to direct and indirect climate change risks. This generates a potentially unexplored or under-quantified financial risk for local governments.
 Land Use Planning	Land use planning can play a critical role in climate change adaptation. Strategic and local planning decisions can both increase or decrease the exposure of human settlements to climate change impacts. If done well effective land use planning can support climate-resilient and low energy development.
 Emergency Management	There are significant opportunities to drive climate change adaptation decision making through emergency management planning. Adaptation has numerous supporting benefits for emergency management including the implementation of risk planning for disaster mitigation and preparedness, response capacity and minimising exposure to reoccurring situations.
 Greenhouse Gas Emissions Reduction	Climate change mitigation actions allow for an exploration and promotion of resilient energy systems and passive solar design that may reduce human health-related issues as well as considerable energy savings. Furthermore, it is very likely that climate change adaptation will need to occur in a carbon-constrained economy.
 Climate Risk Management	Climate change is a complex issue that will exacerbate existing risks and present new ones. Often climate change risk management is undertaken in an ad hoc way – resulting in inconsistent approaches within an organisation. Some direction that defines how climate change risk is identified and disclosed will greatly improve council's adaptation planning.
 Adaptation Planning	Best practice adaptation plans identify the actions required to mitigate specific risks and have mechanisms in place to respond to physical, transitional and liability risks. Adaptation planning helps to set key performance indicators and establish roles and responsibilities across council and more broadly.
 Climate Change Policy	An internal Climate Change Policy (or corporate standard/ statement of intent) allows the organisation to place a climate change lens over all of council's activities and use the existing system to drive adaptation, risk minimisation and transition to a lower-carbon economy. It can allow for the agreed use of information sources and specific triggers for change.

The quantitative assessment focusses specifically on an assessment of Council's corporate document which are publicly available which means they are accessible through an online platform (e.g. Council's website). An analysis of only public documents supports the growing recognition that disclosure of climate risk is an important element in climate change management. This is reinforced by Edwards et al. (2017) who state that "it is not enough to do the right thing, one must also be seen to be doing the right thing." The Paris Agreement recognises transparency as a fundamental principle in climate change management (both in actions and in governance). There is also an increasing call for local government disclosure of risk and governance responses by those who re-

insure local government risk. Proactive disclosure aids market decisions and also increases public trust in the government (Kim & Kim, 2007).

3.1.1 Keyword Analysis

The Project Team has identified 13 publicly available corporate documents from the City of Adelaide which align with the ten quantitative indicators of climate change adaptation governance (see Table 3). The team conducted a keyword analysis to identify how many words associated with climate change were present in Council's documents. Some of the words reviewed include 'climate change', 'adaptation' and 'greenhouse gas emissions' (a complete list of words can be found in Appendix A). If any of these words were identified, the Project Team undertook a closer analysis of the context to assess the extent of how they were considered in the documents.

Table 3: The City of Adelaide's corporate documents identified for the quantitative assessment

Indicator	Document Name
Strategic Planning (#1)	<ul style="list-style-type: none"> ▪ Strategic Plan 2016-2020
Financial Management (#2)	<ul style="list-style-type: none"> ▪ Integrated Business Plan 2019-2020
Public Risk Disclosure (#3)	
Asset Management (#4)	<ul style="list-style-type: none"> ▪ Building Asset Management Plan 2016 ▪ Infrastructure Asset Management Policy 2020 ▪ Park Lands Open Space Asset Management Plan 2016 ▪ Transportation Asset Management Plan 2017 ▪ Urban Elements Asset Management Plan 2016 ▪ Water Infrastructure Asset Management Plan 2016
Land Use Planning (#5)	<ul style="list-style-type: none"> ▪ Development Plan 2020 ▪ Adelaide Design Manual 2016
Emergency Management (#6)	<ul style="list-style-type: none"> ▪ Eastern Adelaide Zone Emergency Management Plan 2018
Greenhouse Gas Emissions Reduction (#7)	<ul style="list-style-type: none"> ▪ Carbon Neutral Strategy 2015-2025
Climate Risk Management (#8)	
Adaptation Planning (#9)	<ul style="list-style-type: none"> ▪ Resilient East Regional Climate Change Adaptation Plan 2016
Climate Change Policy (#10)	

3.1.2 Evaluation Matrices

The Project Team assessed the corporate documents for each governance indicator using a scoring system developed by Climate Planning. The method is relatively simple as it uses scaled matrices with descriptions on a continuum between no consideration and an advanced consideration of climate change. The Project Team scored the corporate documents using a five-point scale which was tailored to each governance indicator in the quantitative assessment (these evaluation matrices are provided in Section 4.2).

Since the quantitative assessment relies on an analysis of the corporate documents, Council staff were not directly engaged for the quantitative indicators. Although, some findings obtained from the face-to-face meetings may inform and/ or provide context about some of the quantitative indicators and will, therefore, be presented in the results where relevant. However, they are not








given any weight in the conclusions of this report (other than limitations/ barriers to mainstreaming noted by the staff).

The findings in this report are based on a quantitative assessment of the City of Adelaide that was completed on the 24th of February 2020.

3.2 Qualitative Assessment

The purpose of the qualitative assessment was to build a more complete representation of climate change adaptation by focussing on the complex drivers which could not be understood through an assessment of public corporate documents in the quantitative assessment. These drivers are captured in seven qualitative governance indicators (see Table 4).

Table 4: Justification of climate change adaptation governance indicators for qualitative assessment

Indicator	Justification
 <p>Climate Risk Assessments</p>	Climate change risk assessments are useful for identifying and quantifying the potential effects of climate change. They provide organisations with the critical information they need to understand the impacts that climate change may present. Risk assessments also help to identify and prioritise issues that require further investigation and/ or adaptation actions.
 <p>Climate Legal Risk</p>	Climate change is emerging more and more as a climate legal risk problem that governments, organisations and the community are attempting to understand, avoid and manage. The nature of climate legal risk for local governments is a minefield that can manifest itself in many ways. There is the potential that one lawsuit could erode a council's financial resilience.
 <p>Staff Capacity and Resource Allocation</p>	Monitoring councils' resource and staffing commitment to climate change is critical to supporting ongoing climate change adaptation. If a council only relies on external consultants for adaptation research and responses, then it is doing very little to support the improved internal adaptive capacity of its organisation. The overarching goal for adaptation should be to mainstream consideration of climate change across all council activities.
 <p>Community/ Stakeholder Engagement</p>	Connecting to the community is a core component for developing a safer, more resilient community. It is a local community who will bear the brunt of climate change impacts as they directly or indirectly contribute towards adaptation efforts (e.g. through increased insurance costs, taxes, and voluntary community actions).
 <p>Institutional/ Intergovernmental Relationships</p>	Climate change is a trans-boundary issue. Adaptation action (or inaction) by one stakeholder can both improve and erode the resilience of another. Economies of scale and collectively sharing knowledge can improve adaptation governance. The actions by a range of organisations have the potential to affect councils' resilience.
 <p>Climate Change Information</p>	Understanding the impacts of climate change requires access to climate change information. Whilst institutions such as NCCARF, CSIRO, and universities freely provide valuable publications on climate change risk and adaptation, obtaining climate change projections (e.g. from climate change models) is often a time consuming and expensive task, or one that can misalign with councils' timing needs.
 <p>Information Systems</p>	As the information technology age continues to shape our society it comes as no surprise to see that information services are playing an increasing role in supporting council operations and providing a new interface with the community it serves. Information communication technology networks such as social media platforms, websites and information portals have the potential to contribute significantly to councils' climate change adaptation ambitions.

The Project Team undertook face-to-face meetings with representatives from the City of Adelaide. During the meeting conversations, representatives were asked a series of questions which the Project Team later used in a qualitative analysis to understand the issues and barriers and enablers for considering climate change in decision making for the City of Adelaide. The information was obtained through a set of consistent questions aligned to the relevant themes. The series of core questions are provided at the end of this report (see Appendix B).

The results collected through the qualitative assessment are not directly attributed to a 'score'. The findings from this assessment are used to build a better understanding of some areas of these indicators that may not become evident through a reading of the documents in isolation. While findings will not be attributed to a score, the outcome will inform any discussion or recommendations. They will also be recorded for comparative review of future assessments.

The face-to-face meetings for Council were conducted on the 19th and 20th February 2020.

4 Results and Specific Recommendations

The results focus on interesting findings of the governance assessment as well as possible links drawn from a survey of staff members. This section first provides an overview of the results for the staff governance survey. It then addresses the results and specific recommendations for the quantitative and qualitative assessment separately. Any interesting findings from the face-to-face meetings or the staff governance survey which relate to a specific governance indicator have also been integrated into the results.

4.1 Results for Staff Governance Survey

Of the 254 staff members in the City of Adelaide who participated in the staff governance survey, the highest representation work in the Customer Service department (38 staff members, 15%). This is closely followed by the Water and Waste department which had 27 staff members (11%) participate in the online survey (see Figure 3).

It is important to note that 254 respondents are considered a high response rate for an individual council's survey response. Such a large sample size provides Council with more information about their staff members understanding about climate change impacts and provides more reliable results. The City of Adelaide should be commended for their participation efforts for this survey.

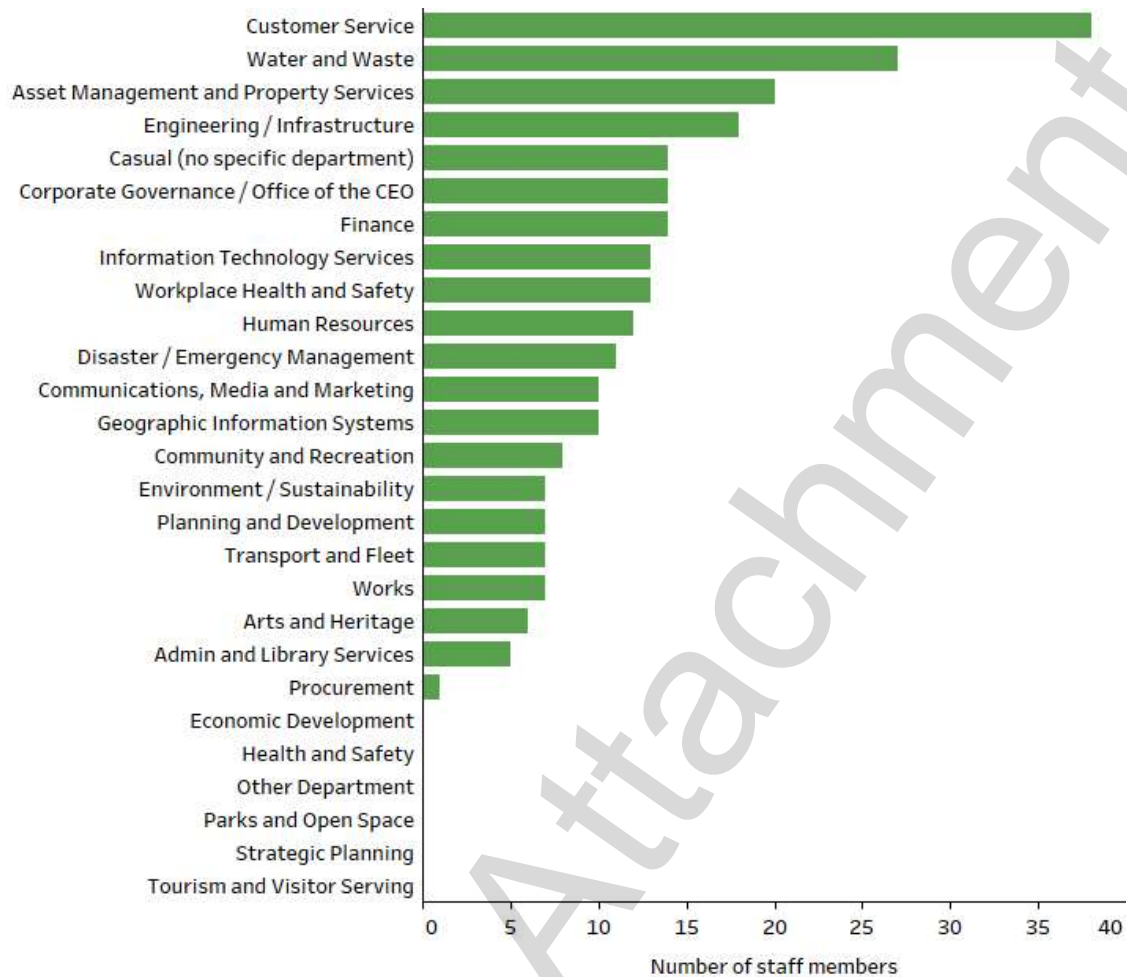


Figure 3: Number of the City of Adelaide staff members from each department who participated in the staff governance survey

The online survey found that 86% of respondents have some level of understanding of climate change impacts and adaptation. There were 123 staff members who stated that their understanding is limited, and 93 staff members who believed that they could comfortably incorporate/ consider climate change in their job (see Table 5). Furthermore, 144 respondents (64%) identified a good understanding of climate change as an enabler to Council's ability to plan for climate change.

Table 5: Understanding of climate change impacts and adaptation for the City of Adelaide staff members

	Number of staff members	% of staff members
I am not sure of my understanding	26	10%
I have no understanding	8	3%
My understanding is limited	123	49%
I could comfortably incorporate/ consider climate change adaptation	93	37%
Total	250	100%

4.2 Results and Recommendations for Quantitative Assessment

The specific results of the quantitative assessment have been divided into the ten quantitative indicators of climate change adaptation governance. This section will elaborate on the City of Adelaide's results for each governance indicator and provide specific recommendations for how council can transition to a higher score level. The analysis of each indicator will discuss the importance of the indicator, staff survey results, quantitative assessment results, and specific recommendations. Findings from the face-to-face meetings will be provided for relevant indicators.

Please note that only one recommendation has been provided for each indicator as a 'first step' for council to transition to the next score level. These recommendations are specific to each level which means that completing one recommendation will only improve Council's score by one level. For this reason, there may be a range of recommendations which Council can implement to achieve a desired indicator score. For example, there are three specific recommendations which a council can implement to transition from 'Intermediate' to 'Advanced' for a particular indicator.

4.2.1 Overview of Quantitative Assessment Results

The Project Team conducted a governance assessment of the City of Adelaide to explore how climate change was considered in their corporate documents. The City of Adelaide was assessed against ten quantitative governance indicators, with Figure 4 displaying Council's performance.



Figure 4: The City of Adelaide's quantitative scores for climate change adaptation governance

The evaluation matrix (see Table 6) provides a summary of the City of Adelaide's for each governance indicator including descriptions to explain how the indicators were assessed.

Table 6: The City of Adelaide's quantitative evaluation for climate change adaptation governance

Indicator	Level	Description
Strategic Planning (#1)	Intermediate	Prescribed responses/ guidance for one climate change issue (e.g. bushfire) AND/OR one council function (e.g. land use planning) only.
Financial Management (#2)	High	Climate change adaptation is recognised in financial planning (more than one climate change issue AND/OR council function). But the financial management documents do not guide innovative finance or investment policies.
Public Risk Disclosure (#3)	No data	No publicly available risk register OR risk disclosure documents were found.
Asset Management (#4)	Intermediate	Prescribed responses/ guidance for one climate change issue (e.g. bushfire) AND/OR one council function (e.g. land use planning) only.
Land Use Planning (#5)	Intermediate	Brief inclusion of climate change for one or more climate change issue AND/OR planning theme. Also includes objectives or desired outcomes for specific climate change considerations. May have some general strategies or suggested responses.
Emergency Management (#6)	None	No consideration of climate change (or associated keywords) in the emergency management plan/s.
Greenhouse Gas Emissions Reduction (#7)	Advanced	Climate change target and aim for carbon neutrality by or before 2050.
Climate Risk Management (#8)	No data	No publicly available risk management documents were found.
Adaptation Planning (#9)	High	Detailed responses for adaptation actions for both the Council and community. Does not have all the attributes listed in the 'Advanced' score level.
Climate Change Policy (#10)	None	No publicly available (council endorsed) climate change adaptation policy was found. There may be an environment/ sustainability policy however it does not mention climate change.

4.2.2 Indicator 1: Strategic Planning

Justification for this indicator

The strategic management plans (SMPs) are local government's core guiding documents that combine the community's aspirational vision, together with Council's commitments to actions to achieve these goals. Under Section 122 (1) of the *Local Government Act 1999*, "A council must develop and adopt plans (which may take various forms) for the management of its area, to be called collectively the strategic management plans" (Government of South Australia, 2019). These plans aim to identify the council's objectives for the area over a period of at least 4 years.

SMPs establish the vision, goals and objectives for a local government, as well as help shaped formal management processes. There is no prescribed format for Council SMPs and as such the information contained in them varies from council to council. Given the influence of the SMP, any consideration of climate change in the document/s is likely to assist local government adaptation decision-making.

Staff survey results

The online survey showed that 166 staff members (68%) believe that climate change is impacting Council's operations and procedures now and around 15% of respondents (36 staff members) believe it will be felt within the next 15 years (see Figure 5).

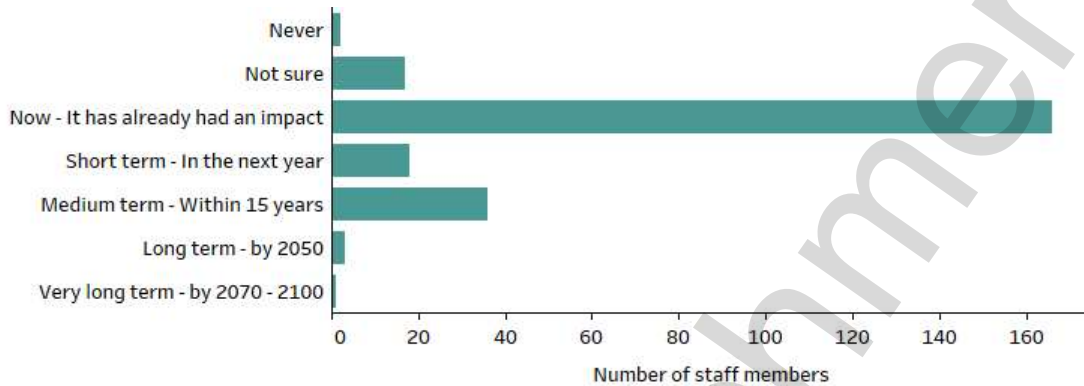


Figure 5: Impact of climate change on the City of Adelaide's operations and procedures

Quantitative assessment results

The Project Team reviewed the Strategic Plan 2016-2020 for this indicator. The plan provides objectives to assist Council in becoming a carbon neutral city with a specific focus in on reducing greenhouse gas emissions. For this reason, the City of Adelaide scored 'Intermediate' for the Strategic Planning indicator (see Table 7).

Table 7: The City of Adelaide's indicator score for Strategic Planning

Level (Score)	Indicator Description
No data	No publicly available Strategic Management Plan/s were found.
None (0)	No consideration of climate change (or associated keywords) in the Strategic Management Plan/s.
Basic (1)	General statements about climate change (e.g. in the introduction) OR includes other keywords associated with managing climate change in a general context (e.g. greenhouse gas emissions).
Intermediate (2)	Prescribed responses ¹ / guidance for one climate change issue ¹ (e.g. bushfire) AND/OR one council function ² (e.g. land use planning) only.
High (3)	Detailed inclusion of climate change, but is limited to two climate change issues (e.g. bushfire) AND/OR two council functions (e.g. land use planning).
Advanced (4)	Climate change is well-considered and includes responses to direct and indirect impacts ³ .

¹ See Appendix C for definitions of prescribed responses, climate change issues, council functions, and direct and indirect impacts

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'Intermediate' to 'High' in the Strategic Planning indicator:

To increase the score for this indicator (to 'High') the next revision of the Strategic Management Plan requires some examples of specific climate change actions spanning more than one council department. General phrases that will support a 'High' score include: "Council will explore how climate change adaptation and mitigation can be mainstreamed into decision making. Specifically, Council will be focusing on heatwave or bushfire risk etc.". Some resources should be allocated to staff capacity (e.g. conferences and training) as well as some specific technical support which may be required for some elements. However, the majority of support able to be gained from State Government guidelines and information reports as well as gleaned information from other councils through peer-to-peer learning.

Findings from the face-to-face meetings

There was high awareness that the City of Adelaide's Strategic Plan considers climate change. However, participants suggested that an even clearer strategic direction is warranted that applies to specific functions such as assets and services across Council. It was noted that if it were improved it would help further mainstream the consideration of climate change into the organisation.

4.2.3 Indicator 2: Financial Management

Justification for this indicator

Climate change is increasingly seen as a financial management issue. The cost of direct and indirect impacts will cascade through the economy and affect costs associated with a local government's activities and responsibilities. For example, at a local level, changes in the productivity of the wine sector could impact wine and tourism businesses, while homes at risk from flood and fire could lead to reduced property values in some areas. At an international level, increased extreme weather in Asia may disrupt global supply chains and affect the availability of certain goods and services for local governments, or increased litigation may affect local government insurance costs (general insurance and liability cover). The *Local Government Act 1999* requires local governments to prepare a Long-Term Financial Management Plan (s.122)(1a) and an Annual Business Plan (s. 123)(1) as part their system of financial management.

Furthermore, climate change adaptation requires initial and ongoing outlay of resources and commitment of staff time. Resource constraints and/or lack of financial commitment from local governments are often identified as a primary barrier to implementing climate change adaptation. In Climate Planning's experience, it involves minimal resourcing for a council to achieve a 'Basic' or 'Intermediate' score for Financial Management, however, to reach the upper score ranges ('High' and 'Advanced') requires a more formal and strategic commitment.

Staff survey results

In the online survey, 114 staff members (49%) identified limited assigned funding as a barrier hindering Council's ability to plan for climate change, which ranked first in the collection of barriers. On the other hand, 62% of respondents (139 staff members) acknowledged that an understanding the costs/ benefits of climate change adaptation actions is an enabler for climate change. This was a popular enabler among staff members, with it ranked second in the list of enablers (see Figure 6). Other enablers identified were external funding (64 staff members, 28%) and avoiding future unbudgeted costs (61 staff members, 27%).

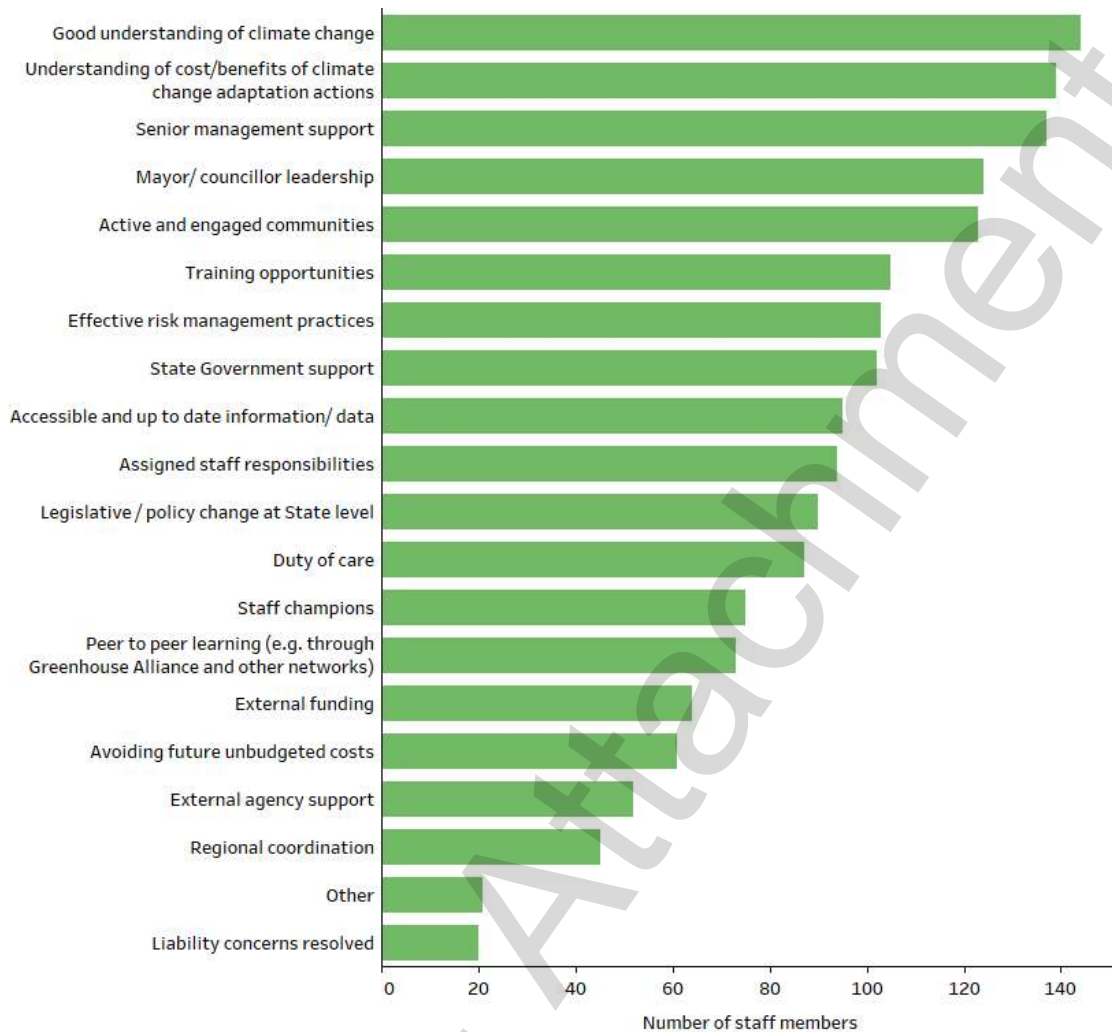


Figure 6: Enablers contributing to the City of Adelaide's ability to plan for climate change

Quantitative assessment results

The Project Team assessed the Integrated Business Plan 2019-2020 for this indicator. The plan considers climate change, specifically for the Climate Change Action Initiatives Fund. Through this fund Council seeks to:

... invest in strategic incentive programs such as \$1.6 million for the climate change initiatives including the sustainability incentives scheme, sustainability performance improvement programs, low and zero emission vehicles, Carbon Neutral Adelaide Partners Program and Building Upgrade Finance. (The City of Adelaide, 2019)

Since the initiative aims to deliver a range of projects, programs and incentives, this sees the City of Adelaide score 'High' for the Financial Management indicator (see Table 8).

Table 8: The City of Adelaide's indicator score for Financial Management

Level (Score)	Indicator Description
No data	No publicly available financial management documents ¹ were found.
None (0)	No consideration of climate change (or associated words) in the financial management documents ¹ .
Basic (1)	General statements about climate change (e.g. in the introduction) OR includes other keywords associated with managing climate change in a general context (e.g. greenhouse gas emissions).
Intermediate (2)	Prescribed responses ¹ / guidance for one climate change issue ¹ (e.g. bushfire) AND/OR one council function ¹ (e.g. land use planning) only.
High (3)	Climate change adaptation is recognised in financial planning (more than one climate change issue AND/OR council function). But the financial management documents do not guide innovative finance or investment policies.
Advanced (4)	Climate change adaptation is well-budgeted for and resources allocated for mainstreaming. Consideration for climate change in investments and/or investment policies etc. is stated. Innovated finance mechanisms may also be encouraged.

¹ See Appendix C for definitions of documents, prescribed responses, climate change issues and council functions

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'High' to 'Advanced' in the Financial Management indicator:

To increase the score for this indicator (to 'Advanced') requires some specific focus on the potential supporting policies (e.g. asset management, climate change policy). Council should make statements in its financial planning documents about divestment from fossil fuels, energy transition, and consideration of a price on carbon in adaptation decisions. Council should also consider issues such as insurance, effects on rateable value, asset OPEX and CAPEX issues and other direct and indirect issues associated with climate change. Financial management should also state how financial performance while responding to climate change will be implemented. However, the effect of financial management issues on other council functions (e.g. assets) are important to consider. For example, understanding whether staff capacity, capability and training needs are a barrier to understanding climate change and its financial implications in your council.

Findings from the face-to-face meetings

In the meetings, some financial-related issues were highlighted demonstrating widespread awareness of the potential financial implications of climate change. These included:

- Heatwave risk presents many financial challenges to Council and general local economy. For example, Council has evidence which shows hotter days can result in up to a 19% reduction in retail activity in the CBD and there are reports of a 30% decline in foot traffic in the CBD during the heatwave in the lead up to Christmas 2019. The financial ramifications for Council may include increased pressure to undertake unplanned capital expenditure to cool Rundle Mall. Without this expenditure, there may also be financial exposure due to businesses moving to a different location (affecting rateable income and/or rental income streams).

- It was noted by the staff interviewed that there is a direct link between extremely hot days and workplace productivity – especially related to outdoor staff. As temperatures increase there is a reduced opportunity for staff to work outdoors due to health and safety concerns. It was noted by one workshop participant that the financial ramification of a heatwave could be as much as \$10,000 per hour in lost productivity.
- Several staff members recognised that when access to the Torrens River water supply is constrained it results in an increase in water costs for Council (approximately \$1,500 per day).
- Bushfire and flood events result in increased clean-up costs. If climate change is likely to affect flooding and bushfire risk then there is likely to be an increased budget allocation for post-event clean-up costs (as it is not likely that Council would opt to reduce the service and not clean up after an event).
- Extreme events were noted to have a material effect on some of Council's business units. For example, an extremely hot day may see a decrease in car parking revenue and an increase in the casual visitation numbers at the aquatic centre (e.g. December 2019 numbers saw a 10% increase).
- It was noted during the meetings that if infrastructure and assets are less able to meet required service levels, or have a reduction in working life, then this could devalue the asset base for Council. This could in turn impact on Council's ability to raise capital.

Additional Recommendations Associated with Financial Management

- Consider developing an internal climate change fund to respond to climate-related risks (e.g. like the City of Onkaparinga Climate Resilient Fund)
- Plan and budget for passive cooling designs for Rundle Mall as an area that shoppers can go to during a heatwave.
- Establish a system (e.g. job code/s) that enables quantification of climate-related risks and risk management activities.
- Ensure climate change is embedded into the processes of the Strategic Risk and Internal Audit Group
- Review accountancy standards and Australian Securities and Investments Commission (ASIC) guidelines for climate-related financial risk management and reporting (e.g. AASB/IASB practice standards).

4.2.4 Indicator 3: Public Risk Disclosure

Justification for this indicator

There is considerable evidence to suggest that climate change will have a material impact on a local government's operations and as such, it would be prudent to assess the consideration of climate change in Council's public risk registers. Currently, there is no regulatory requirement to maintain a public risk register however the *Local Government Act 1999* requires councils to manage their risks. However, Section 48 (aa1) of the *Local Government Act 1999* requires each Council to have

prudential management “policies, practices and procedures” that must be applied to all Council projects, not just large ones (Government of South Australia, 2019).

There is increasing pressure for organisations to disclose their climate change related risks (e.g. Carbon Disclosure Project programs – which encourage organisations to publicly disclose climate risks). Over time councils can expect insurers and finance providers, amongst others, to request councils to disclose how they are addressing climate-related risk. Furthermore, the Paris Agreement (which Australia is a signatory to) maintains a strong focus on transparency and disclosure.

This level of transparency helps to inform businesses and the community about the emerging risks and control measures that a council is implementing (or intends to implement). Council should seek advice on which elements of climate change risk can be effectively disclosed.

Quantitative assessment results

The City of Adelaide’s website was searched for a strategic risk register, however, no publicly available risk register was found. The Project Team reviewed all corporate documents from the other governance indicators however were unable to find any risk disclosure information. As a result, the City of Adelaide scored ‘No data’ for the Public Risk Disclosure indicator (see Table 9).

Table 9: The City of Adelaide’s indicator score for Public Risk Disclosure

Level (Score)	Indicator Description
No data	No publicly available risk register OR risk disclosure documents ¹ were found.
None (0)	No consideration of climate change (or associated keywords) in the public available risk register OR risk disclosure documents.
Basic (1)	General statements about climate change (e.g. in the introduction) OR includes other keywords associated with managing climate change in a general context (e.g. greenhouse gas emissions).
Intermediate (2)	Prescribed responses ¹ / guidance for one climate change issue ¹ (e.g. bushfire) AND/OR one climate change risk ¹ (e.g. infrastructure risk) only.
High (3)	Detailed inclusion of climate change (more than one climate change issue AND/OR climate change risk), but is limited to responses to direct impacts ¹ of climate change.
Advanced (4)	Climate change is well-considered and includes responses to direct and indirect impacts ¹ .

¹ See Appendix C for definitions of documents, prescribed responses, climate change issues, climate change risks, and direct and indirect impacts

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from ‘No data’ to ‘None’ in the Public Risk Disclosure indicator:

No information was available to assess this score. Risk management is often a contentious issue and not having publicly available documents may result in community dissatisfaction (and result in political instability). Ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision-making associated with this climate change.

Findings from the face-to-face meetings

Council staff indicated that the management of the corporate risk register was compliant with legislation but that it was not available to the general public. It was also noted that climate change was not captured adequately in the risk register. In fact, some staff noted that the poor consideration of climate change in the corporate risk register was one of the drivers for this assessment.

4.2.5 Indicator 4: Asset Management

Justification for this indicator

Local governments have hundreds of millions (and in some cases billions) of dollars invested in assets. Some of the assets that councils maintain, or are likely to install and maintain, have a long life expectancy and as such may be exposed to direct and indirect climate change risks. A failure of asset management consideration generates a potentially unexplored or under-quantified financial risk for local governments. The *Local Government Act 1999* requires local governments to prepare an Infrastructure and Asset Management Plan (s.122)(1a).

In 2013, the Australian Standards released the voluntary standard AS5334-2013 Climate Change Adaptation Standard for Settlements and Infrastructure – a Risk-Based Approach. The fact that this standard has recently been developed signals that organisations are anticipating compliance requirements. Over time government agencies that provide infrastructure funding or co-funding to councils will likely require climate change to be considered in the delivery of projects. How a local government manages assets under climate change will be a key determinant in understanding a settlement's limits to adaptation.

Quantitative assessment results

The Project Team assessed the following six asset management documents for this indicator:

- Building Asset Management Plan 2016
- Infrastructure Asset Management Policy 2020
- Park Lands Open Space Asset Management Plan 2016
- Transportation Asset Management Plan 2017
- Urban Elements Asset Management Plan 2016
- Water Infrastructure Asset Management Plan 2016

All of Council's asset management plans consider climate change, with an emphasis on how these Asset Management Plans address Council's strategic planning actions to reduce carbon emissions. For this reason, the City of Adelaide scored 'Intermediate' for the Asset Management indicator (see Table 10).

Table 10: The City of Adelaide's indicator score for Asset Management

Level (Score)	Indicator Description
No data	No publicly available asset management documents ¹ were found.
None (0)	No consideration of climate change (or associated keywords) in the asset management documents.
Basic (1)	General statements about climate change (e.g. in the introduction) OR includes other keywords associated with managing climate change in a general context (e.g. greenhouse gas emissions).
Intermediate (2)	Prescribed responses ¹ / guidance for one climate change issue ¹ (e.g. bushfire) AND/OR one council function ¹ (e.g. land use planning) only.
High (3)	Detailed inclusion of climate change, but is limited to two climate change issues (e.g. bushfire) AND/OR two council functions (e.g. land use planning).
Advanced (4)	Climate change is well-considered and includes responses to direct and indirect impacts ¹ .

¹ See Appendix C for definitions of documents, prescribed responses, climate change issues, council functions, and direct and indirect impacts

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'Intermediate' to 'High' in the Asset Management indicator:

To achieve an improvement in this governance score (to 'High') Council should include climate change in the introduction of the asset management planning documents and/or policies as well as give some specific reference to at least two known risks or assets that may be exposed to the effects of climate change. An example of the text that would help improve consideration is: "Council recognises that climate change is likely to affect asset life and functionality. As such in future reports and analysis Council will explore how climate change will affect assets". The asset management plan should also specify a prescribed response to one of the climate change issues.

Findings from the face-to-face meetings

During the face-to-face meetings, staff members recognised that the asset management plans were key documents in ensuring that Council was effectively understanding and managing its climate risks. However, some of the workshop participants suggested that currently, the consideration of climate change into asset management was ad-hoc. They also noted that some of the Asset Management Plans were currently being reviewed, which provided an opportunity to have better consideration of climate change.

Specific examples of the impacts of climate change on the operation and maintenance of assets were:

- the implications of increasing impervious cover which when combined with greater rainfall intensity will lead to greater flood risk;
- the potential for drainage infrastructure to become overwhelmed with projections of increasing rainfall intensity in the future, leading to greater flood risk such as in the south-eastern corner of the CBD;

- greater demand for water-sensitive urban design (WSUD) features which could help to manage flood risk and also improved urban greening outcomes, such as have already been demonstrated in streets in the south-western part of the CBD; and
- the impact of warmer and drier conditions on trees and green space, which is relevant to the Park Lands Open Space Asset Management Plan.

It was noted that while there was broad awareness of the potential impacts of climate change on assets, it was necessary to obtain more evidence on performance under different conditions.

4.2.6 Indicator 5: Land Use Planning

Justification for this indicator

Land use planning can play a critical role in climate change adaptation. Strategic and local planning decisions can increase or decrease the exposure of human settlements to climate change impacts. Climate change is a risk multiplier for local government. The primary risk extends well beyond just sea level rise (which is conventionally exclusively considered) and can include increased riverine and urban flood risk, increased heatwaves, increased bushfire risks and the potential for increased intensity of extreme storm events to name a few. These risks can be minimised by effective land use planning.

Under South Australian legislation, “a development plan is a statutory policy document which guides the type of development that can occur within a council area” (Government of South Australia, 2018). Part 4 (s.9) of the *Planning Development and Infrastructure Act 2016* states that:

Until 1 July 2020, a Development Plan under the repealed Act (as in force at a relevant time) will have effect for the purposes of this Act as if it formed part of the Planning and Design Code (subject to the operation of this clause). (Government of South Australia)

Whilst councils’ influence on a development plan may be constrained by overarching South Australian policies and/or legislation there is still a broad array of responses that local government can implement to manage the challenges associated with climate change.

Staff survey results

In the online survey, 135 staff members (61%) believe that statutory planning support is very helpful in adapting to climate change impacts.

Quantitative assessment results

The Project Team assessed two documents for this indicator, they were Council’s Development Plan 2020 and the Adelaide Design Manual 2016. The review did not find keywords related to climate change in Development Plan. However, the Adelaide Design Manual specifically identifies the importance of street trees and plants in “preparing for the future challenges of climate change and creating a more climate resilient city” (City of Adelaide, 2016). The manual was included in this assessment as it provides strategic and technical guidance for the design and management of public spaces in the City of Adelaide. This sees the City of Adelaide score ‘Intermediate’ for the Land Use Planning indicator (see Table 11).

Table 11: The City of Adelaide's indicator score for Land Use Planning

Level (Score)	Indicator Description
No data	No publicly available Development Plan was found.
None (0)	No consideration of climate change (or associated keywords) in the Development Plan.
Basic (1)	General statements about climate change (e.g. in the introduction) OR includes other keywords associated with managing climate change in a general context (e.g. greenhouse gas emissions).
Intermediate (2)	Brief inclusion of climate change for one or more climate change issue ¹ AND/OR planning theme ¹ . Also includes objectives or desired outcomes for specific climate change considerations. May have some general strategies or suggested responses.
High (3)	Detailed inclusion of climate change for one or more climate change issue AND/OR planning theme (including detailed strategies or suggested responses). May need updating to reflect the most recent IPCC assessment report from the date of publication. May have also considered other planning instruments (e.g. guidelines).
Advanced (4)	A significant consideration is given to climate change. Importantly, the Development Plan also includes responses to indirect impacts ¹ of climate change. Must also reflect the latest science - most recent IPCC assessment report from the date of publication.

¹ See Appendix C for definitions of prescribed responses, climate change issues, planning theme, and direct and indirect impacts

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'Intermediate' to 'High' in the Land Use Planning indicator:

To increase the score for this indicator (to 'High') Council should have a detailed consideration of climate change in the Development Plan. A detailed consideration of climate change would be one that considers multiple physical climate change risks, preferably with a good consideration in the general provisions. The most suitable action is for Council to glean information from a Council with similar geography or population which has scored a minimum of 'Intermediate' in the Informed.City™ governance analysis. Council may be constrained by State policies and legislation to implement the above. If that is the case, then Council should lobby the State to enable it to have greater flexibility to incorporate climate change into its Development Plan

Findings from the face-to-face meetings

Staff noted that land use planning was a stronger driver for minimising risk – however, there was a recognition that the Government of South Australian has most of the control over how land use plans are shaped. As such it was likely that the City's role for land use planning may be better suited as one of advocacy.

Key land use planning issues identified by staff were the continued growth in high-density developments in the CBD and changing demand for transport options. These were seen as presenting both opportunities and challenges for reducing emissions (e.g. transition to new modes of transport) and managing climate risk (e.g. buildings designed to be resilient to a different future climate).

4.2.7 Indicator 6: Emergency Management

Justification for this indicator

There are some important opportunities to drive climate change adaptation decision making through local government emergency management planning. Adapting to the effects of climate change has numerous supporting benefits for emergency management including the implementation of risk planning for disaster mitigation and preparedness, building appropriate response capacity and minimising exposure to reoccurring situations. Consideration of the long-term trends of climate change is fundamental for assessing risks, while still maintaining the ability to respond to unanticipated events and ensuring that emergency management is approached from a planning and mitigation perspective rather than purely as a responsive entity.

Under Section 9 (1e) of the *Emergency Management Act 2004*, the State Emergency Management Plan (SEMP) establishes eleven Zone Emergency Management Committees (ZEMCs) which are responsible for ensuring effective emergency risk management at the zone level. A key role of the ZEMCs is to develop a Zone Emergency Management Plan (ZEMP) to address residual risk and evaluate treatment options (Government of South Australia, 2016). As well as having a ZEMP some councils also have local emergency management plans or business interruption plans. To achieve the 'Advanced' score in this assessment, a council must have a local emergency management plan (or similar) that comprehensively considers climate change.

Staff survey results

The online survey revealed that 86 staff members (35%) believe that the City of Adelaide is 'prepared' for responding to climate change impacts which is slightly more than the 76 staff members (31%) who believe that Council is not prepared (see Figure 7). Interestingly, there are another 68 staff members (28%) who were unsure of Council's level of preparedness for climate change. It should also be noted that no staff members from the Disaster/ Emergency Management department participated in the online survey.

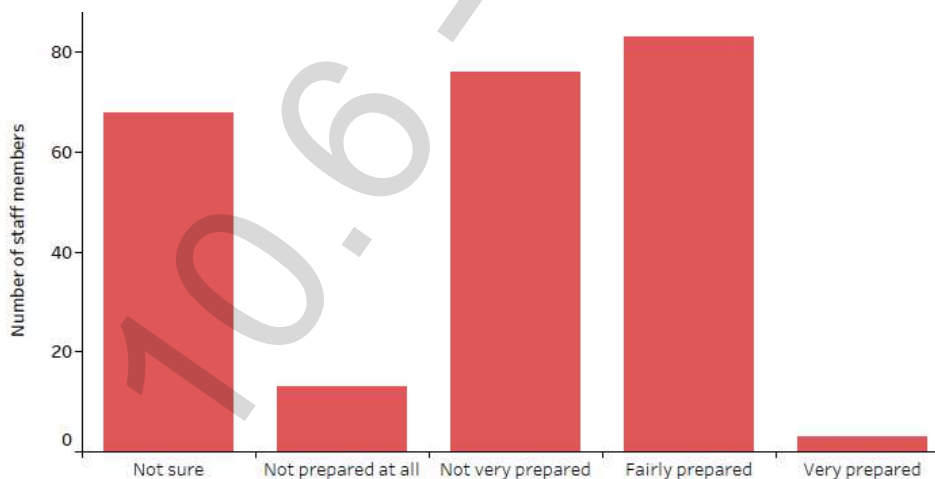


Figure 7: The City of Adelaide's level of preparedness for responding to climate change impacts

Quantitative assessment results

The Project Team assessed only the Eastern Adelaide Zone Emergency Management Plan 2018 for this indicator as a publicly available council emergency management plan was not found for the City of Adelaide. Since no consideration of climate change (or associated keywords) was found in the plan, the City of Adelaide scored 'None' for the Emergency Management indicator (see Table 12).

Table 12: The City of Adelaide's indicator score for Emergency Management

Level (Score)	Indicator Description
No data	No publicly available emergency management plan/s was found.
None (0)	No consideration of climate change (or associated keywords) in the emergency management plan/s*.
Basic (1)	General statements about climate change (e.g. in the introduction) OR includes other keywords associated with managing climate change in a general context (e.g. greenhouse gas emissions).
Intermediate (2)	Considers climate change issues ¹ in at least one element of emergency management (e.g. plan for increased heatwaves) in either a council or regional emergency management plan.
High (3)	Considers climate change issues in two or more elements of emergency management (e.g. plan for increased heatwaves) in a council emergency management plan.
Advanced (4)	A council emergency management plan exists and considers climate change issues in all elements of emergency management (e.g. provides climate scenarios, links to international and national leading standards, includes other council climate studies etc).

¹ See Appendix C for definitions of climate change issues

* If a regional document is searched then a localised adjustment is applied for coastal hazards. This may mean that a coastal council may score differently to an inland council for the same regional plan.

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'Basic' to 'Intermediate' in the Emergency Management indicator:

To increase the score for this indicator (to 'Basic') the Council Emergency Management Plan (or similar instrument) must be amended to ensure that, at a minimum, climate change is referred to in the introduction. An example of phrases in a Council Emergency Management Plan that will support a 'Basic' score includes: "Climate change is likely to exacerbate many of the known disaster risks and affect those already especially vulnerable to natural hazards".

Findings from the face-to-face meetings

Although participants generally demonstrated a strong general knowledge of potential physical climate risks such as extreme heat and flooding, and fire in regional areas surrounding Metropolitan Adelaide, face-to-face meetings identified few emergency management processes or plans that were directly considering climate change. Nevertheless, it was noted that Council has established a volunteer group of leaders who are participating in a ten-week training to help deliver the messaging of emergency management under a changing climate.

Specific observations from meetings included that:

- there is awareness that bushfires in the regions surrounding Adelaide can have a direct impact on the City, including by impacting the number of workers coming into the CBD and the number of people visiting shops and restaurants;
- the requirement for emergency services for people experiencing heat stress, such as in exposed areas like Rundle Mall, may increase under projected changes in extreme heat; and
- there is a risk assessment process but there is limited understanding of how climate-related risks relevant to emergency services feed into the risk register.

4.2.8 Indicator 7: Greenhouse Gas Emissions Reduction

Justification for this indicator

Climate change mitigation actions are listed as a core governance process for adaptation, as they allow for an exploration and promotion of resilient energy systems and passive solar design that may reduce human health-related issues (e.g. heat stress), as well as considerable energy savings. Furthermore, it is likely that all climate change adaptation will need to occur in a carbon-constrained economy.

Understanding the nexus between the two is an important element of adaptation. Many infrastructure-based adaptation actions (e.g. sea walls) are carbon-intensive and as such local governments will need to consider this in any cost-benefit analysis.

Quantitative assessment results

The Project Team searched for a climate change target in Council's greenhouse gas emissions documents, other core governance documents identified in the quantitative assessment, and on Council's website. The assessment found a consideration to reduce greenhouse gas emissions in the Carbon Neutral Strategy 2015-2025 which establishes Council's aspiration to be a carbon neutral city. The strategy sets two emissions reduction targets:

1. "The City of Adelaide has reduced its carbon emissions by 35% by 2020 (from the 2006–07 baseline year).
2. The City of Adelaide has zero net carbon emissions by 2025." (The City of Adelaide, 2015)

These targets are reflected in Council's Strategic Plan and Asset Management Plans. These results see the City of Adelaide score 'Advanced' for the Greenhouse Gas Emissions Reduction indicator (see Table 13).

Table 13: The City of Adelaide's indicator score for Greenhouse Gas Emissions Reduction

Level (Score)	Indicator Description
None (0)	No publicly available greenhouse gas emissions documents were found. Also, climate change target or consideration to reduce greenhouse gas emissions was not found in any of the core governance documents OR displayed on Council's website.
Basic (1)	A commitment or consideration to reduce greenhouse gas emissions is generally mentioned (either in greenhouse gas emissions documents, other core governance documents OR displayed on Council's website). Climate change target established to 2020* only.
Intermediate (2)	Climate change target established to 2030 (or one other single date) but minimal information on existing greenhouse gas emissions. No target for carbon neutrality.
High (3)	Climate change target established out 2050 but no target for carbon neutrality. Information on Council's current/ historical greenhouse gas emissions is provided.
Advanced (4)	Climate change target and aim for carbon neutrality by or before 2050.

* If in a future assessment the year 2020 has past, then the emissions reduction target MUST be established to 2025

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to maintain an 'Advanced' in the Greenhouse Gas Emissions Reduction indicator:

Council has received an 'Advanced' score for this indicator. Achieving this score sees Council in the top fraction of Australian local governments for this indicator and places it in a position to share its journey with other local governments seeking to improve their consideration of climate change. To ensure that this indicator maintains this level it will be important to monitor any new national and international targets (e.g. bringing forward carbon neutrality date). It will also be important to ensure that Council maintains sufficient staff capacity and resources to maintain their score for this indicator.

Findings from the face-to-face meetings

There was extensive knowledge of Carbon Neutral Adelaide across the different functions of Council. Staff noted that Council had a progressive emissions reduction target and were likely to be better at mainstreaming mitigation than adaptation.

4.2.9 Indicator 8: Climate Risk Management

Justification for this indicator

The Climate Risk Management indicator assesses the extent to which climate change is embedded into Council's traditional risk management policies or strategies. While complementary, it is different from the information captured in Indicator 3: Public Risk Disclosure by taking a more high-level approach to risk management.

Climate change is a complex issue that will exacerbate existing risks and present new ones. Some direction that mandates how climate change risk is identified and disclosed will greatly improve Council's adaptation planning. If a local government does not know what is at risk and the consequences of those risks, then they are unlikely to implement adaptation actions.

Staff survey results

In the online survey, 107 staff members (46%) believe that misunderstood risks are barriers to Council's ability to plan for climate change, which ranked second in the collection of barriers. Nevertheless, 46% of respondents (103 staff members) recognised that effective risk management practices would better enable the City of Adelaide to plan for climate change.

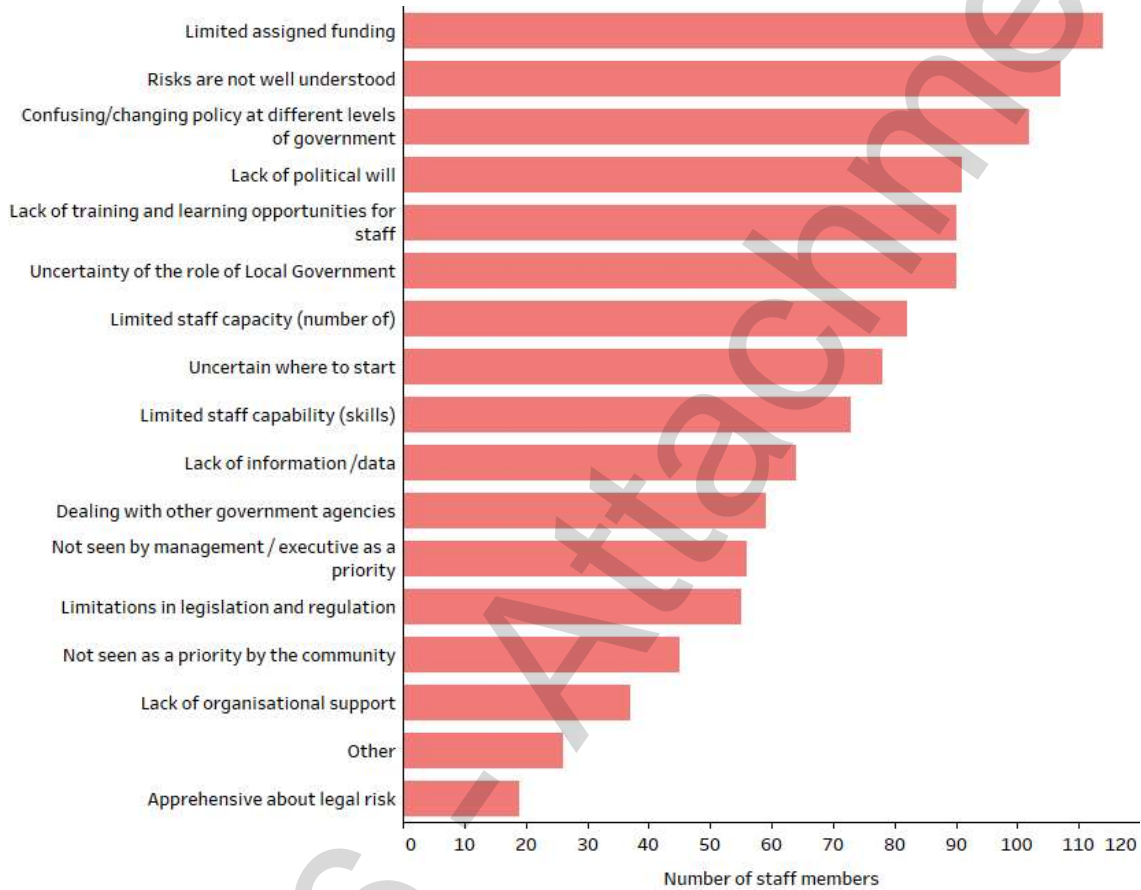


Figure 8: Barriers hindering the City of Adelaide's ability to plan for climate change

Quantitative assessment results

The City of Adelaide's website was searched for a risk management policy, strategy and/or plan. Since no publicly available risk management documents were found, the City of Adelaide scored 'No data' for the Climate Risk Management indicator (see Table 14).

Table 14: The City of Adelaide's indicator score for Climate Risk Management

Level (Score)	Indicator Description
No data	No publicly available risk management documents ¹ were found.
None (0)	No consideration of climate change (or associated keywords) in the risk management documents.
Basic (1)	General statements about climate change (e.g. in the introduction) OR includes other keywords associated with managing climate change in a general context (e.g. greenhouse gas emissions).
Intermediate (2)	Prescribed responses ¹ / guidance for one climate change issue ¹ (e.g. bushfire) AND/OR one climate change risk ¹ (e.g. infrastructure risk) only.
High (3)	Detailed inclusion of climate change (more than one climate change issue AND/OR climate change risk), but is limited to responses to direct impacts ¹ of climate change.
Advanced (4)	Climate change issues AND/OR climate change risks should be considered in all risk decision-making. Must include responses to indirect impacts ¹ of climate change.

¹ See Appendix C for definitions of documents, prescribed responses, climate change issues, climate change risks, and direct and indirect impacts

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'No data' to 'None' in the Climate Risk Management indicator:

No information was available to assess this score. Council should ensure that the relevant reports associated with this indicator are publicly available. Transparency supports community confidence in Council and enables businesses and residents to ascertain the extent of Council decision-making associated with this climate change.

Findings from the face-to-face meetings

Climate risks to assets, services and Council operations were discussed in almost all meetings. While general awareness was high about the potential for risks to arise, it was recognised that there is no standard Council-wide approach to climate risk management or for integrating climate risks across Council into the corporate risk register.

The staff interviewed were commonly of the view that Council needed to improve the consideration of climate change in its risk management system, although some teams reported that they had identified climate change as an issue to address in their area of responsibility. It was noted by some that a climate change policy may help guide strengthening of how climate risk management occurs within Council.

4.2.10 Indicator 9: Adaptation Planning

Justification for this indicator

A Climate Change Adaptation Plan helps council implement a staged process for adapting to climate change. Good practice adaptation plans also identify the actions required for specific risks

and has mechanisms in place to respond to direct and indirect climate change risks. In particular, good practice adaptation planning helps to:

- clarify roles and responsibilities,
- identify prioritised activities and focus areas,
- allocate resourcing,
- identify triggers for action or change/review,
- establish monitoring and evaluation mechanisms, and
- effectively manage any maladaptation risks.

South Australia's Strategic Plan (recently repealed) specified "the development of regional climate change adaptation plans in all State Government regions by 2016" (Government of South Australia, 2012). This was supported by South Australia's adaptation framework, 'Prospering in Changing Climate: A Climate Change Adaptation Framework for South Australia' which:

recognises that climate change and its economic, social and environmental impacts will vary across South Australia and therefore provides for the development of locally relevant adaptation responses across the 12 existing State Government regions. (Government of South Australia, 2012)

Staff survey results

In the online survey, 47 staff members acknowledged having training for climate change adaptation (21% of respondents surveyed). There was some diversity in where staff members received their adaptation training, with it being from other training (19), and a university or TAFE subject (15), a consultant (12), peak body training package (12), and a university degree in climate change adaptation (9).

Quantitative assessment results

The Project Team assessed only the Resilient East Regional Climate Change Adaptation Plan 2016 for this indicator as a publicly available council adaptation plan was not found for the City of Adelaide. This plan is Council's regional climate change adaptation plan which aims to provide a coordinated and collaborative response to climate change across the Eastern Region. The plan achieves these goals by identifying priority adaptation actions which will to respond to the challenges and opportunities presented by a changing climate (Resilient East, 2016). This sees the City of Adelaide achieve a 'High' for the Adaptation Planning indicator (see Table 15).

Table 15: The City of Adelaide's indicator score for Adaptation Planning

Level (Score)	Indicator Description
None (0)	No publicly available climate change adaptation strategy and/or action plan* (or similar council-wide strategy/ action plan that drives adaptation planning) were found.
Basic (1)	Focussed on one specific climate change issue ¹ AND/OR one council function ¹ with only summary statements for adaptation provided (not the whole of Council).
Intermediate (2)	Summary statements for more than one climate change issue AND/OR council function provided but only for Council activities (not community). Time frames for adaptation actions also allocated.
High (3)	Detailed responses for adaptation actions for both the Council and community. Does not have all the attributes listed in the 'Advanced' score level.
Advanced (4)	A council adaptation strategy and/or action plan exists. It must include ALL of the following: key performance indicators, identified roles and responsibilities, the timing for delivery, linked to governance (mainstreaming), includes information from the community, and other key stakeholders.

¹ See Appendix C for definitions of climate change issues and council functions

* If a regional document is searched then a localised adjustment is applied for coastal hazards. This may mean that a coastal council may score differently to an inland council for the same regional plan.

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'High' to 'Advanced' in the Adaptation Planning indicator:

This recommendation focusses the need for on a Council climate change adaptation strategy (or similar) as a local instrument (not just regional). A detailed local plan ensures ownership and can better align with internal governance and reporting. Ensure that a comprehensive Council adaptation strategy and/or action plan exists (for Council and the community). As a minimum include all of the following: key performance indicators, identified roles and responsibilities, the timing for delivery, linked to governance (mainstreaming), includes information from the community, and other key stakeholders. There will be an initial outlay of resources required to achieve this level of adaptation planning (e.g. undertake climate change risk assessments, quantify the number of Council assets exposed to risk, cost and prioritise adaptation actions, and assign roles and responsibilities).

Findings from the face-to-face meetings

There was a low to moderate level of awareness of the existence of the Resilient East Climate Change Adaptation Plan and the general content contained in that Plan with respect to physical risks for the Council and potential impacts. It was not clear from meetings how the actions from the Regional Plan were being translated into Council specific activities, with notable exceptions such as urban heat mapping and the use of WSUD to better manage flood risk and support urban greening.

Despite this some of the staff at the face-to-face interviews noted that there are a number of activities associated with and explicitly designed for climate change adaptation. Staff noted that there is a focus on being a "climate-ready" community in the Strategic Plan.

4.2.11 Indicator 10: Climate Change Policy

Justification for this indicator

An internal climate change policy (or corporate standard) allows the organisation to place a climate change lens over all of a council's activities and use the existing system to drive adaptation. It can allow for the consistent application of standards, agreed use of information sources and specific triggers for change. Staff members in local government have a range of viewpoints regarding the existence of climate change. Adopting a formal policy places limitations on the extent that personal viewpoints affect the professional judgments of people who may be sceptical or deny the existence of climate change.

A formal policy can also drive concerted action for staff members who are complacent regarding the effects of climate change. There is evidence to suggest that the creation of a policy has helped other local governments to affect change. This has been an effective trigger for change in other local government' such as Kingborough Council (TAS), Mackay Regional Council (QLD) and Whitsunday Regional Council (QLD).

Staff survey results

The survey shows that 164 staff members (73%) believe that internal policies which direct action on climate change (e.g. a climate change policy) are very helpful in adapting to climate change impacts.

Quantitative assessment results

The Project Team searched the City of Adelaide's website for a climate change policy (which includes adaptation) and/or an environment/ sustainability policy, however, no relevant policies were found. This sees the City of Adelaide score 'None' for the Climate Change Policy indicator (see Table 16).

Table 16: The City of Adelaide's indicator score for Climate Change Policy

Level (Score)	Indicator Description
None (0)	No publicly available (council endorsed) climate change adaptation policy was found. There may be an environment/ sustainability policy however it does not mention climate change.
Basic (1)	Climate change is considered in either a climate change policy OR environment/ sustainability policy. There are prescribed responses ¹ / guidance for one climate change issue ¹ (e.g. bushfire) AND/OR one council function ¹ (e.g. land use planning) only.
Intermediate (2)	Climate change is considered in either a climate change policy OR environment/ sustainability policy. Detailed inclusion of climate change, but is limited to two climate change issues (e.g. bushfire) AND/OR two council functions (e.g. land use planning).
High (3)	A specific climate change policy exists and considers numerous climate change issues. Must also reflect the latest science - most recent IPCC assessment report from the date of publication. Does not have all the attributes listed in the 'Advanced' score level.
Advanced (4)	A comprehensive climate change policy exists. It must include ALL of the following: key performance indicators, identified roles and responsibilities, the timing for delivery, linked to governance (mainstreaming), community and/or stakeholder engagement.

¹ See Appendix C for definitions of prescribed responses, climate change issues and council functions

Specific recommendations for quantitative assessment

The Project Team recommend the following as a first step for the City of Adelaide to transition from 'None' to 'Basic' in the Climate Change Policy indicator:

A climate change adaptation policy will help ensure Council's method for adapting to climate change is consistent and robust. If council is to implement a climate change policy then it should include all of the following: specific IPCC climate change scenarios it is aligning to (preferably RCP 8.5 as a minimum), identified roles and responsibilities, timing for delivery, triggers for review (e.g. within 6 months of each IPCC assessment report), activities for improving governance scores, (mainstreaming), and commitment to community and/or stakeholder engagement. The most cost-effective approach to this would be to glean information from other Councils in South Australia or Australia who have participated in an Informed.City™ climate change adaptation governance assessment and have an advanced climate change policy.

Findings from the face-to-face meetings

Staff noted that Council did not have a specific Council scale climate change policy. However, many staff interviewed stated that they thought a specific climate change policy would help drive consistent decision-making through the organisation.

4.3 Results and Recommendations for Qualitative Assessment

The results for the qualitative assessment focus on the seven indicators that are identified as key drivers for implementing climate change adaptation governance. The analysis of each indicator will discuss the importance of the indicator, staff survey results, qualitative assessment results, and specific recommendations.

4.3.1 Indicator 11: Climate Risk Assessments

Justification for this indicator

Climate change risk assessments provide organisations with the critical information they need to understand the impacts that climate change may present. Risk assessments take many forms, although in Australia most of them tend to follow the ISO Risk Assessment Framework AS31000.

Understanding specific risks is a complex task, and undertaking detailed risk assessments can be expensive, time-consuming and involve numerous experts and stakeholders. Because of these limitations, many local governments have opted for scoping or high-level risk assessments. Scoping risk assessments involve a smaller number of climate change scenarios and local governments are usually focussed on Council's corporate risks (as opposed to also understanding environmental, social and economic risks).

Although scoping assessments are always useful for quickly identifying general risks and areas that require further investigation, their ability to accurately reflect the level of risk is limited by the investment in time and resources that go into them.

Staff survey results

In the online survey, respondents were asked if their department uses climate change risk assessments to inform decision making (see Figure 9). The results indicate more staff members who do not use climate change risk assessments, with 41% responding 'No' (101 staff members). Also, 20 staff members (8%) stated that their department uses climate change risk assessments regularly, and another 41 staff members (17%) identified using risk assessments only sometimes. Interestingly, there are 160 staff members (72%) who believe that guidance on risk assessment and reducing risk exposure for councils would be very helpful in adapting to climate change impacts.

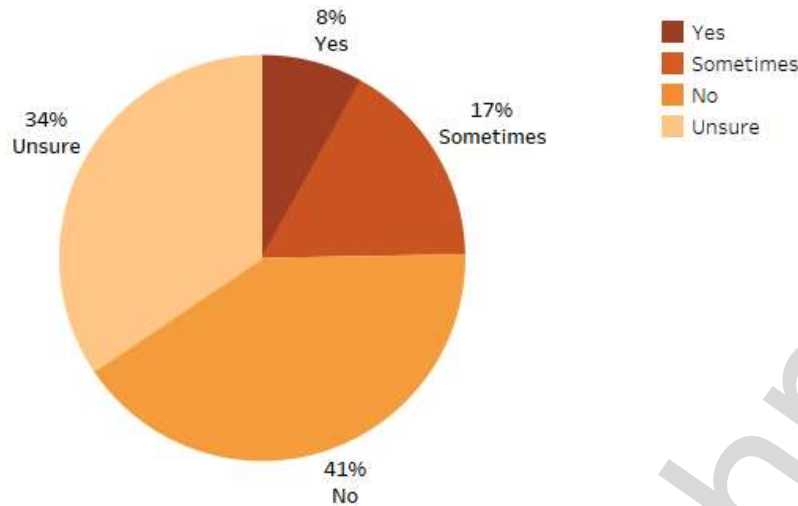


Figure 9: Use of climate change risk assessments in the City of Adelaide departments

Qualitative assessment results

A climate change risk assessment is currently being developed as part of this broader climate change project. Staff noted that some specific risk assessments have been undertaken but there is no overarching project that explores all of Council's climate change risks.

Staff discussed numerous climate-related risks during the meetings including the potential:

- impact of extreme heat on residents and retail trade, especially in parts of the city with limited shade;
- greater requirements for support for heat stress for visitors to the city of for the homeless;
- impact of extreme heat on major outdoor events;
- influence of hotter and drier conditions on greening across the City - specifically tree health;
- increased requirements for irrigation due to longer periods of hot and dry conditions, which will in turn influence operating costs;
- increased costs for operating facilities and buildings due to a greater need for cooling;
- further changes to work hours to reduce the need for staff to be outdoors during hot weather;
- devaluation of assets due to reduced performance and operating life; and
- increase in liability claims from hazards such as flooding.

Specific recommendations of the qualitative assessment

- 11.1 Identify the process by which climate risk assessment results can feed into the Strategic Risk Register.
- 11.2 Agree on a process by which high priority projects, especially new large-scale infrastructure projects or developments, are subject to climate risk assessments prior to approval.

4.3.2 Indicator 12: Climate Legal Risk

Justification for this indicator

Climate change is emerging more and more as a climate legal risk problem that governments, organisations and the community are attempting to understand, avoid and manage. The nature of climate legal risk for local governments is a minefield that can manifest itself in many ways.

There has been a marked increase in legislation associated with managing climate change, - especially in coastal regions (e.g. sea-level rise and land use planning). How a Council interprets new regulations can become a point of conflict, especially if there is the potential for legislation to affect the value of property or the rights to development.

The climate legal risk facing local governments is not just limited to land use planning decisions. The ramifications of ignoring climate legal risk can include:

- Risk of increased planning challenges and negligence. (Baker-Jones, Burton, Bell, & Chang Seng, 2013)
- Risk of criminal negligence if a person is harmed due to a council's action (or inaction).
- Risk of unplanned financial expenditure defending legal challenges. There is anecdotal evidence of councils in Australia spending millions of dollars on single lawsuits.
- Risks associated with releasing or withholding information about projected climate change risks. (Productivity Commission, 2012)

All the above have the potential to have a considerable negative impact on a council's financial sustainability. There is the very real potential that just one lawsuit could erode a council's financial resilience.

Staff survey results

In the online survey, 19 staff members (8%) stated that they see apprehension about legal risk as a barrier to implementation of climate change adaptation actions (e.g. legal risk associated with undertaking climate change adaptation). On the other hand, staff members acknowledged that a better understanding of the legal risks would help to incorporate climate change in their work, with respondents identifying 'duty of care responsibilities' (87 staff members, 39%) and 'resolved liability concerns' (20 staff members, 9%) as enablers to climate change adaptation.

Qualitative assessment results

The assessment found that Council has not sought independent legal advice for any specific climate-related risks and that the respective role of Council compared to residents and businesses in responding to climate risks is unclear.

There was a strong interest in better understanding what Council's statutory requirements are in relation to risk management. Some of the staff noted that they had attended a climate legal risk presentation and that it was an issue that was still in the embryonic stages of understanding within the organisation.

The City of Adelaide has not been required to attend court or a tribunal for any climate change planning issues (e.g. related to development applications). Furthermore, Council's insurer (the Local Government Association Mutual Liability Scheme) has not requested any specific information about how Council is managing its climate change risk.

Participants did not identify any instances where Council had refused developments based on climate change risks.

Specific recommendations of the qualitative assessment

- 12.1 Identify priority areas for climate legal risk advice, especially about the relative role of Council compared to residents, businesses, and the State Government.
- 12.2 Ensure that legal risks associated with climate change are included in the risk register, until well managed.

4.3.3 Indicator 13: Staff Capacity and Resource Allocation

Justification for this indicator

Monitoring Council's resource and staffing commitment to climate change is critical to supporting ongoing climate change adaptation. If a council only relies on external consultants for adaptation research and responses, then it is doing very little to support the improved internal adaptive capacity of its organisation. Furthermore, without a permanent adequate annual budget, a council will only be able to undertake adaptation actions in an ad hoc manner. The overarching goal for adaptation should be to mainstream consideration of climate change across all council activities.

Staff survey results

In the online survey, 90 staff members (39%) identified a lack of training and learning opportunities for staff as a barrier to the implementation of climate change adaptation actions. Other barriers identified include limited staff capacity - number of staff (82 staff members, 35%), and staff capability - skills (73 staff members, 31%). On the other hand, training opportunities were recognised as an enabler of climate change adaptation action by 105 staff members (47%). Respondents also identified other enablers including assigned staff responsibilities (94 staff members, 42%), staff champions (75 staff members, 33%), and peer-to-peer learning (73 staff members, 32%). Also, 50% of respondents (107 staff members) believe that capacity building is very helpful in adapting to climate change impacts.

Qualitative assessment results

There was a broad understanding of the importance of climate change as an issue presenting risks and opportunities for Council. This awareness was driven to a large degree by the Council's commitment to the Carbon Neutral Adelaide initiative and, to a lesser extent, the Resilient East Regional Climate Change Adaptation Plan.

Many participants indicated an understanding of climate change adaptation activities directly relevant to their functional areas, covering both services and assets.

While many staff stated they had a general understanding of climate change there was a consensus that additional tailored training would be beneficial. The staff noted that Council was supportive of professional development activities. Some staff expected that they were likely to be exposed to training from peak bodies as the issue emerged further.

Specific recommendations of the qualitative assessment

- 13.1 Review opportunities to embed capacity building into existing staff training, such as new employee inductions.
- 13.2 Develop a capacity-building program to continue to raise staff awareness about climate change impacts and how they can be managed within different Council functions. This should be an ongoing program similar to how workplace health and safety training is conducted across the organisation.

4.3.4 Indicator 14: Community/ Stakeholder Engagement

Justification for this indicator

Connecting to the community is a core component for developing a safer, more resilient community. It is the local community who will bear the brunt of climate change impacts as they directly or indirectly contribute towards adaptation efforts (e.g. through increased insurance costs, taxes, and voluntary community actions). Given the fact that climate change is a contentious issue and one that is open to misinterpretation and misinformation, there is a strong imperative for Council to ensure that the community is appropriately informed of the issue.

As well as being informed, it is also essential that the community become active participants in the climate change adaptation process. According to Gardner et al. (2009), there are several considerable benefits associated with actively including the wider community in the decision-making process. These include:

- Facilitating clear communication and exchange of information, with all parties involved developing a more thorough understanding of issues, potential solutions and alternative perspectives.
- Improving the effectiveness of decision-making processes, by gaining better insight into potential equitable outcomes, solutions to conflicts and effective planning.
- Strengthening the resources of involved groups, by increasing awareness, confidence, skills and co-operation.
- Improving the sustainability of any initiatives, by increasing the quality of decisions and their acceptance amongst stakeholders. (Gardner, Dowd, Mason, & Ashworth, 2009)

Councils need to commence a dialogue with the private sector and better understand how businesses and local governments can learn from each other's understanding of the risks and approaches to adaptation.

Staff survey results

In the online survey, 45 staff members (19%) agreed that climate change not being seen as a priority for the community is a barrier to the implementation of climate change adaptation actions. The results also highlighted the importance of the local community – with 55% of respondents (123 staff members) stating that having an active and engaged community is a core enabler for improving Council's ability to plan for climate change.

Qualitative assessment results

Community awareness about climate change has become an important driver for action within Council. This is reflected in Council's commitment to Carbon Neutral Adelaide and the declaration of a Climate Emergency.

The City has a strong community engagement focus, working proactively with residents, businesses and other organisations such as universities. Examples of past Council engagement that support climate change action include heat preparedness messaging before and during heatwave events, participation in the 'Hot Hot Hot' event, and community engagement about the value of city greening through the use of tree tags.

It was noted that there is a focus on being a 'climate-ready' community in the Strategic Plan and messaging with the community is centred on empowerment rather than a 'fear-based' approach.

Participants did not identify any instances where Council has worked with Indigenous traditional owners of the land regarding climate change issues.

Specific recommendations of the qualitative assessment

- 14.1 Develop a Climate Change Stakeholder Engagement Strategy, which identifies engagement objectives, target audiences, engagement channels, a schedule of activities, and KPIs. This should include issue-specific engagement (e.g. heatwave risks) as well as general awareness-raising.

4.3.5 Indicator 15: Institutional/ Intergovernmental Relationships

Justification for this indicator

Climate change is a trans-boundary issue. Adaptation action (or inaction) by one stakeholder can both improve and erode the resilience of another. Furthermore, economies of scale and collectively sharing knowledge can improve adaptation governance. The actions by a range of organisations have the potential to affect councils' resilience. An important part of the institutional arrangements and engagement with external stakeholders is the clarification of roles and responsibilities that are associated with climate change adaptation.

Staff survey results

In the online survey, 59 staff members (25%) recognised that dealing with other government agencies is a barrier hindering Council's ability to plan for climate change. Conversely, respondents also identified regional coordination (52 staff members, 30%) and external agency support (45 staff members, 26%) as enablers to the implementation of climate change adaptation actions. Interestingly, 137 staff members (79%) from the City of Adelaide identified senior management support as a core enabler contributing to Council's ability to plan for climate change.

Qualitative assessment results

There was a view among some participants that the relative roles and responsibilities of local government as compared with the State Government about responding to climate change was

unclear at present. It was suggested that this issue requires clarification as part of the next phase of climate change planning within Council.

Specific recommendations of the qualitative assessment

- 15.1 Seek to clarify the role of Council as compared with the State Government about managing climate risk.
- 15.2 Work with banks to better understand broader market risk and how they are considering the effects of climate change. It would be in the City's interest to identify how banks identify risk and what they see determines resilience at a City level. This may help City of Adelaide understand risk to rateable income due to property value risk. Where possible the City of Adelaide should identify opportunities to incorporate risk definitions used by the banking sector into its risk management approach.

4.3.6 Indicator 16: Climate Change Information

Justification for this indicator

Understanding the impacts of climate change requires access to climate change information. While institutions such Commonwealth Scientific and Industrial Research Organisation (CSIRO) and universities freely provide valuable publications on climate change risk and adaptation, obtaining climate change projections (e.g. from climate change models) is often a time consuming and expensive task, or one that can misalign with Council's timing needs. Council can obtain relevant climate change information from several sources including government databases, university/institutional relationships, desktop research, consultants and software (SimCLIM).

Understanding the information that goes into climate change models greatly helps the user understand the uncertainty associated with the climate modelling process. The differing greenhouse gas emissions scenarios, models chosen, downscaling and climate sensitivity can all yield differing results. This has the potential to confuse end-users at best and at worst lead to poorly informed decision making.

Staff survey results

The results also show that the City of Adelaide staff members recognise the role information can play as barriers and enablers to implementation of climate change adaptation actions. There were 64 staff members (28%) who identified a lack of information/ data as a barrier to climate change adaptation actions and 95 staff members (42%) who considered access to accessible and up-to-date information/data as an enabler. This supports respondents' preference of support tools for adapting to climate change impacts since 77% of respondents (172 staff members) believe that the provision of consistent, high-quality information, knowledge and tools about climate change is very helpful in adapting to climate change impacts. Similarly, localised climate data and information was found to be very helpful for 123 staff members (61%).

Respondents of the online survey identified the internet, traditional media, and social media as being the top three information sources commonly used by staff members to understand climate change impacts (see Figure 10). There are also a range of other information sources which Council staff members use including peak body associations, CSIRO, and someone in Council. It should be

noted that 28 staff members (12%) acknowledged that they do not look for information about climate change.

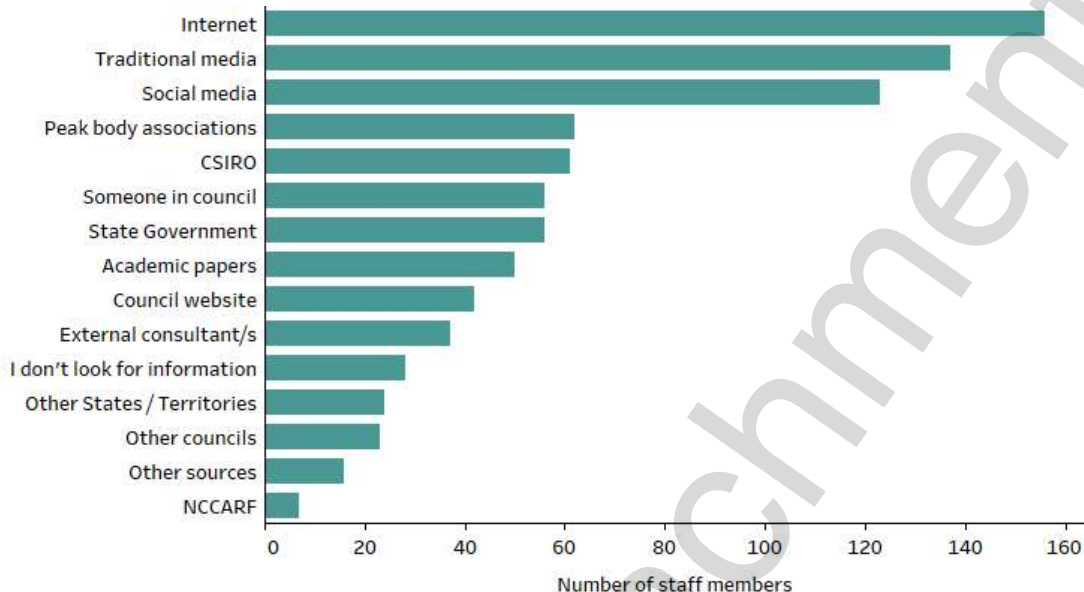


Figure 10: Information sources commonly used by the City of Adelaide staff members to understand climate change impacts

Staff members were also asked what types of information would help them to better incorporate climate change into their job. The two most popular responses were 'knowing what to actually do' (140 staff members, 63%) and knowing the 'anticipated impacts for my department' (57 staff members each, 57%). There were also 118 staff members (53%) who agreed that local climate projections/ forecasts would help in the implementation of climate change actions (see Table 17).

Table 17: Types of information which would help the City of Adelaide staff members incorporate climate change into job

	Number of staff members	% of staff members
Knowing what to actually do	140	63%
The anticipated impacts for my department	128	57%
Local climate projections / forecasts	118	53%
Knowing who to turn to for help	105	47%
Knowing who should be managing the issue in council	98	44%
Understanding what other councils are doing	97	43%
Knowing when we should start implementing adaptation actions	88	39%
Understanding the regulatory requirements	78	35%
Regional climate projections / forecasts	76	34%
Understanding potential trade-offs	71	32%
Knowing which level of government should be responsible for action	65	29%
Understanding legal implications	54	24%
Not sure	23	10%
Other	7	3%

	Number of staff members	% of staff members
None	3	1%

Qualitative assessment results

The City of Adelaide has used information about climate change from the IPCC, CSIRO, the Bureau of Meteorology, and various other scientific organisations, as presented and summarised in the Resilient East Regional Climate Change Adaptation Plan. This information is also being used as the basis of the current physical risk assessment. It was also noted that information such as the urban heat mapping has been used to build the business case for investment in greening, WSUD and inform discussion regarding materials selection.

At the face-to-face meetings, some staff stated that they were likely to have climate change information readily available but were unsure about which information they should be using. Staff members also acknowledged that a climate change policy would help direct staff to robust information sources including what type of climate projections information should be used.

Council has not made a formal whole-of-council decision regarding the sharing of information with the community or business owners regarding areas or assets that may be at higher risk due to climate change hazards.

Specific recommendations of the qualitative assessment

- 16.1 Develop a register of information requirements needed to inform key decisions that will be impacted on by climate change to identify where information gaps exist. This should be done as part of implementing a monitoring and evaluation plan and directed by a Climate Change Policy.

4.3.7 Indicator 17: Information Systems

Justification for this indicator

As the information technology age continues to shape our society it comes as no surprise to see that information services are playing an increasing role in supporting council operations and providing a new interface with the community it serves.

Information communication technology (ICT) networks such as social media platforms, websites and information portals have the potential to contribute significantly to Council's climate change adaptation ambitions. For example, ICT systems can be used for the monitoring and control of critical infrastructure and assets. According to a research report by Arup et al. (2013), 'improved monitoring and control capabilities for all infrastructure can enhance resilience by providing detailed and rapid information to utility managers and city leaders regarding operating conditions and performance'.

Furthermore, during extreme events, the ICT network are emerging as a natural agglomeration for concerned community members seeking information when disaster strikes. For example, Brisbane City Council maintains a social media hub (based on the social media aggregation site Stackla). This site became a main focal point for community engagement with Brisbane City Council and between residents who were able to upload information about the risks in real-time (Stackla, 2013).

Managing social media, however, requires constant attention as poor management of social media during extreme events can also cause confusion and do more harm than good.

Qualitative assessment results

Council's website was analysed for climate change and its integration with other information systems. The website includes working connections to six social media platforms including Facebook, Twitter, Instagram, LinkedIn, YouTube, and WeChat. Also, the website has a dedicated page for climate change which explains the projected climate trends for the City and shows projects Council are working on to respond to climate change, including the Resilient East Regional Climate Change Adaptation Plan. The City of Adelaide has also established an online community hub called 'Your Say Adelaide'. This website is a consultation hub where the community can engage with Council and have their voices heard about issues in the region.

The City of Adelaide has a Facebook account with 51,449 'likes' and 53,967 people following the page (as of February 2020). Council have also been a member of Twitter for 11 years (joined in February 2009) and in that time have gained 97,400 followers. These statistics show that Council has a high level of social media presence with considerable reach. There is a consideration of climate change in Council's posts which are focussed on awareness of climate-related hazards (i.e. heatwave) and Council's carbon emissions initiatives and targets and engagement for climate change community events. These results show that the City of Adelaide has actively communicated with the community about climate change issues. However, with such a large group of followers, there is an untapped potential for engagement which Council could utilise to improve community awareness on hazards and share information and build knowledge about climate change.

Specific recommendations of the qualitative assessment

- 17.1 Utilise Council's Smart City initiative to collate and analyse risk information and explore the potential role of GigCity as a platform for improved information systems.
- 17.2 Sponsor GovHacks and local hackathons with the focus being solely on climate change adaptation.
- 17.3 Provide an annual publication of data collected in Council's accounting system on post extreme event/ disaster clean-up costs/ resource use. This will assist with communicating impacts to the community over time.

5 Conclusions

The City of Adelaide has a sophisticated understanding of climate change and overall has achieved a good score in the quantitative climate change governance assessment. Council's commitment to net-zero emissions sees it achieve an 'Advanced' score in the Greenhouse Gas Emissions Reduction indicator. Also, Council scored 'High' in Financial Management and Adaptation Planning and achieved an 'Intermediate' score for three other indicators (Strategic Planning, Asset Management and Land Use Planning). It is worth highlighting that four indicators did not achieve a score. These were Public Risk Disclosure, Emergency Management, Climate Risk Management and Climate Change Policy.

The key climate-related risks identified during the interviews were predominantly physical. These include risks associated with heatwaves, water availability and stormwater flood risk. Council staff

had a strong recognition that, if not managed effectively, climate change has the potential to pose a significant financial strain on the organisation.

There is no doubt that the City of Adelaide has a highly skilled staff base and are well-placed to become a national leader in the identification and management of climate change risks. There is a unique opportunity to use the Smart City initiative to help analyse, monitor, and report on climate-related risks.

While some specific recommendations are presented in the report the key issues are associated with the need to formally capture climate change risk in the corporate risk management framework. It is likely if this were to occur then the scores in all the remaining indicators would also improve quickly.

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7 Appendices

Appendix A: Questionnaire from staff governance survey

Introduction

The City of Adelaide are participating in a climate change governance assessment. This will help councils determine how they best respond to, or adapt, to climate change and manage current and future climate risks.

As part of the project we have prepared a very short (7 minutes max) survey, open to all staff. By agreeing to participate in the survey we will be able to generate more results that are tailored specifically for your Council and your department. The survey is anonymous.

Thanks for your time and if you have any questions please contact me directly on the details below.

Kindest regards,

Donovan Burton

donovan@climateplanning.com.au

Respondent Information

1. Which of the following best fits with YOUR department / job description? (multiple answers can be checked)

- | | |
|---|--|
| <input type="checkbox"/> Corporate Governance / Office of the CEO | <input type="checkbox"/> Water and Waste |
| <input type="checkbox"/> Customer Service | <input type="checkbox"/> Works |
| <input type="checkbox"/> Workplace Health and Safety | <input type="checkbox"/> Environment / Sustainability |
| <input type="checkbox"/> Human Resources | <input type="checkbox"/> Disaster / Emergency Management |
| <input type="checkbox"/> Finance | <input type="checkbox"/> Community and Recreation |
| <input type="checkbox"/> Assets | <input type="checkbox"/> Arts & Heritage |
| <input type="checkbox"/> Information Technology (IT) Services | <input type="checkbox"/> Fleet |
| <input type="checkbox"/> Geographic Information Systems (GIS) | <input type="checkbox"/> Procurement |
| <input type="checkbox"/> Communications, Media and Marketing | <input type="checkbox"/> Casual (no specific department) |
| <input type="checkbox"/> Planning and Development | <input type="checkbox"/> Other (please specify) |
| <input type="checkbox"/> Engineering / Infrastructure | _____ |

2. Please rate YOUR understanding of climate change impacts and adaptation for your department/ job description (only one answer can be checked)

- I am not sure of my understanding
- I have no understanding
- My understanding is limited (I would need some support incorporating climate change adaptation into my tasks)
- I could comfortably incorporate/ consider climate change adaptation into any of my tasks

Climate Change Adaptation in your Department

3. How serious an issue do YOU think climate change is for your department? (only one answer can be checked)

- Unsure
- No issue
- Minor issue
- Somewhat - but not urgent
- Important issue that needs attention now

4. Does YOUR department use climate change risk assessments to inform decision making? (only one answer can be checked)

- Yes
- Sometimes
- No
- Unsure

Climate Change Adaptation in your Council

5. In YOUR opinion, what is your council's level of preparedness for responding to climate change impacts? (only one answer can be checked)

- Not sure
- Not prepared at all
- Not very prepared
- Fairly prepared
- Very prepared

6. When do YOU think climate change will impact your council's operations and procedures? (only one answer can be checked)

- Now - It has already had an impact
- Short term - In the next year
- Medium term - Within 15 years
- Long term - by 2050
- Very long term - by 2070 - 2100
- Never
- Not sure

Barriers to Council Adaptation

7. In your opinion, which of these BARRIERS currently hinder your council's ability to plan for climate change? (multiple answers can be checked)

- | | |
|--|--|
| <input type="checkbox"/> Limited assigned funding | <input type="checkbox"/> Lack of information /data |
| <input type="checkbox"/> Limited staff capacity (number of) | <input type="checkbox"/> Uncertain where to start |
| <input type="checkbox"/> Limited staff capability (skills) | <input type="checkbox"/> Dealing with other government agencies |
| <input type="checkbox"/> Confusing/changing policy at different levels of government | <input type="checkbox"/> Apprehensive about legal risk |
| <input type="checkbox"/> Lack of political will | <input type="checkbox"/> Lack of training and learning opportunities for staff |
| <input type="checkbox"/> Not seen as a priority by the community | <input type="checkbox"/> Not seen by management / executive as a priority |
| <input type="checkbox"/> Limitations in legislation and regulation | <input type="checkbox"/> Risks are not well understood |
| <input type="checkbox"/> Uncertainty of the role of Local Government | <input type="checkbox"/> Other (please specify) |
| <input type="checkbox"/> Lack of organisational support | _____ |

8. In your opinion, which of these ENABLERS contribute to your council's ability to plan for climate change? (multiple answers can be checked)

- | | |
|--|--|
| <input type="checkbox"/> Senior management support | <input type="checkbox"/> External agency support |
| <input type="checkbox"/> Understanding of cost/benefits of climate change adaptation actions | <input type="checkbox"/> Peer to peer learning (e.g. through Greenhouse Alliance and other networks) |
| <input type="checkbox"/> Active and engaged communities | <input type="checkbox"/> Training opportunities |
| <input type="checkbox"/> Mayor/ councillor leadership | <input type="checkbox"/> Effective risk management practices |
| <input type="checkbox"/> External funding | <input type="checkbox"/> Good understanding of climate change |
| <input type="checkbox"/> Assigned staff responsibilities | <input type="checkbox"/> Accessible and up to date information/ data |
| <input type="checkbox"/> Duty of care | <input type="checkbox"/> Legislative / policy change at State level |
| <input type="checkbox"/> Avoiding future unbudgeted costs | <input type="checkbox"/> State Government support |
| <input type="checkbox"/> Regional coordination | <input type="checkbox"/> Other (please specify) |
| <input type="checkbox"/> Liability concerns resolved | _____ |
| <input type="checkbox"/> Staff champions | |

Level of Climate Change Adaptation Support

9. How HELPFUL are the following types of support in adapting to climate change impacts?

	Not helpful	Fairly helpful	Very helpful	Not sure
Provision of consistent, high quality information, knowledge and tools about climate change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Guidance on risk assessment and reducing risk exposure for councils	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Localised climate data and information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal policies that direct action on climate change (e.g. a climate change policy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specific ongoing resource allocation for climate change projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State government statutory planning support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacity building	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Case studies in effective adaptation planning, strategies and implementation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordination with the South Australian Government effort to adapt to climate change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-statutory planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education and community engagement tools and strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public statements of leadership and action from the State Government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A climate change bridging organisation (e.g. A coordinating body for research, training, networking, guidelines etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sourcing Climate Change Information

10. Where do YOU get your information about climate change impacts? (multiple answers can be checked)

- | | |
|--|---|
| <input type="checkbox"/> I don't look for information | <input type="checkbox"/> Other councils |
| <input type="checkbox"/> Academic papers | <input type="checkbox"/> External consultant/s |
| <input type="checkbox"/> Traditional media (e.g. newspapers, news) | <input type="checkbox"/> Peak body associations |
| <input type="checkbox"/> Social media (e.g. Facebook, Twitter, LinkedIn) | <input type="checkbox"/> NCCARF |
| <input type="checkbox"/> Internet | <input type="checkbox"/> CSIRO |
| <input type="checkbox"/> Council website | <input type="checkbox"/> State Government |
| <input type="checkbox"/> Someone in council | <input type="checkbox"/> Other States / Territories |
| | <input type="checkbox"/> Other (please specify) |

11. What type of information about climate change impacts would help YOU incorporate climate change into your job? (multiple answers can be checked)

- None
- Not sure
- Local climate projections / forecasts
- Regional climate projections / forecasts
- The anticipated impacts for my department
- Knowing when we should start implementing adaptation actions
- Knowing what to actually do
- Knowing who should be managing the issue in council
- Understanding legal implications
- Understanding the regulatory requirements
- Knowing which level of government should be responsible for action
- Understanding potential trade-offs
- Knowing who to turn to for help
- Understanding what other councils are doing
- Other (please specify)

Climate Change Adaptation Training

12. Have YOU had any training for climate change adaptation? (multiple answers can be checked)

- None
- Yes - a university or TAFE subject
- Yes - a university Degree / Masters / PhD in climate adaptation
- Yes - a university diploma / certificate in climate adaptation
- Yes - from a peak body training package (e.g. Planning Institute of Australia or Engineers Australia)
- Yes - from a consultant
- Yes - from the Enhanced Local Government Service Delivery Course (Australian Centre for Excellence in Local Government)
- Other (please specify)

Questions

13. Are there any other comments you would like to make about adapting to climate change in your council?

14. Would you like to be kept informed about the progress and outcomes of this project?

- No
 Yes (please type your email address)

Appendix B: List of keywords used for quantitative assessment

Theme	Definition/ Keywords
Climate change	Council documents were searched for keywords associated with climate change. These keywords include 'climate change', 'global warming' and 'climate variability'.
Sea level rise*	Council documents were searched for keywords associated with sea level rise. These keywords include 'sea level rise' and 'sea level change'.
Adaptation	Council documents were searched for keywords associated with adaptation. These keywords include 'adapt', 'adaptation', 'adaptive' and 'adaptability'.
Greenhouse gas emissions	Council documents were searched for keywords associated with greenhouse gas emissions. These keywords include 'greenhouse gas', 'GHG', 'carbon emission', 'carbon footprint', 'carbon neutral', 'carbon neutrality', and 'net zero'.

* only relevant for coastal councils

Appendix C: Questions used in the qualitative governance assessment

Consultants asked representatives of the City of Adelaide the following questions during face-to-face meetings for the qualitative governance assessment.

Indicator 11: Climate Risk Assessments

1. What do you perceive as council's key climate change risks?
2. Is council undertaking any other climate change risk assessments?
 - a. If yes, can you elaborate?
3. Does Council have a risk register, if so can you provide us a copy?
 - a. If no, can you please search the document to check if climate change is considered and copy the relevant sections?

Indicator 12: Climate Legal Risk

4. Has council sought independent legal advice regarding specific climate change issues?
 - a. If so, for which issues?
5. Have your insurers asked you to provide any specific information about how you manage climate change risks?
6. Has council had any litigation based on climate-related hazards (either direct or indirect impacts)? For example, extreme weather causing damage and death or sea wall causing injury or death.
7. In regard to land use planning, has council refused any developments because of climate change risks?

8. In regard to land use planning, has council had to go to court or a tribunal for any climate change and planning issues (e.g. related to development applications)?

Indicator 13: Staff Capacity and Resource Allocation

9. Does council have somebody specifically responsible for climate change adaptation (e.g. climate change adaptation officer)?
 - a. If so, what is their full-time equivalent (FTE)?
10. Does council have any programs/ policies that mandate climate change training for staff?
11. Have staff have had any training in climate change adaptation?
12. Are there any instances where your staff have applied their skills to climate change adaptation activities or projects?
13. Is there a budget allocated for up-skilling staff in climate change adaptation?

Indicator 14: Community/ Stakeholder Engagement

1. Does council have a climate change communication strategy (both internally and externally)?
2. Does council have Community Plan or Strategy?
 - a. If so, is climate change considered?
3. Has council engaged the community on climate change issues?
 - a. If so, what methods of communication do you use to engage the community (e.g. project specific meetings, face-to-face, social media)?
 - b. Were the community receptive?
4. Does council have any active community or business working groups for climate change that council facilitates?

Indicator 15: Institutional/ Intergovernmental Relationships

5. Is council involved in any **local, regional and State working groups** for climate change (e.g. C-CAT, LGAQ project, Regional Organisation of Councils, local working group, utilities working group)?
 - a. How often do you meet?
 - b. What is the purpose of the working group (e.g. information sharing, political lobbying)?
 - c. Do you collaborate on projects?
 - d. Do you have MOUs and/or formal agreements?
6. Is council involved in any **federal working groups** for climate change (e.g. NCCARF)?
 - a. How often do you meet?
 - b. What is the purpose of the working group (e.g. information sharing, political lobbying)?
 - c. Do you collaborate on projects?
 - d. Do you have MOUs and/or formal agreements?

Indicator 16: Climate Change Information

7. What sources of climate change information does Council use to guide decision making on climate change?
8. What climate data do you base Council decisions on (e.g. IPCC fifth assessment report, BOM)?
9. What systems do you have in place to ensure the data is up-to-date?
10. Do you have an Open Data Strategy?
 - a. If so, is climate data considered?

Indicator 17: Information Systems

11. Does Council have an active social media presence (e.g. Facebook, Twitter)?
12. Do Council's social media posts communicate or discuss climate change issues?
13. Does Council share its data with external online databases (e.g. data.gov.au)?
 - a. If so, how many datasets are available?
14. Does Council have a formal performance management system?
15. Does Council have any key performance indicators for managing climate change?
16. Does Council measure the number of properties exposed to certain risks?
17. Does Council measure how much each disaster costs for clean up?
18. Are there any other climate-related factors which Council measure in their performance management?
19. Do council undertake any big data analytics for climate change issues (e.g. number of people tweeting about heatwaves, paying third party to analyse accommodation during heatwaves, analysing Facebook likes for climate-related postings)?
20. Has the management of climate change been included in any community projects (e.g. hack-a-thons)?
 - a. Please explain the projects and what the outcomes were?

Appendix D: Key terminology used in the quantitative assessment

Terminology	Definition
Climate change adaptation issues	Issues related to climate change adaptation. They include the following: natural disasters, extreme weather, rainfall, heatwaves, sea level rise, bush fire, flooding, cyclones, storms, storm tide, erosion, drought, earthquake and landslide. These are only issues if they are specifically in the context of climate change (e.g. increased extreme rainfall intensity). This list only represents some of the climate change adaptation issues that can arise and is for indicative purposes only.
Climate change mitigation issues	Issues related to climate change mitigation. Examples of these may include emissions reduction, greenhouse gas emissions, carbon footprint, carbon emissions, carbon neutral, carbon neutrality, carbon sequestration, carbon dioxide (CO ₂), carbon dioxide equivalent (CDE), CO ₂ e, CO ₂ eq, carbon capture and storage (CCS), energy efficiency, net zero, carbon credits, carbon price, carbon tax, Emissions Trading Scheme (ETS), Carbon Pollution Reduction Scheme (CPRS), Renewable Energy Target (RET), Representative Concentration Pathways (RCP), Emissions Reduction Unit (ERU). This list only represents some of the climate change mitigation issues that can arise and is for indicative purposes only.
Climate change risks	Types of risks associated with climate change. Examples of these may include infrastructure risk, policy risk, market and competitiveness risk, climate legal risk, environmental risk, community risk, political risk, economic risk, financial risk, insurance risk. This list only represents some of the climate change risks that can arise and is for indicative purposes only.
Direct impacts (From acute and chronic physical impacts)	Direct impacts are impacts which are directly associated with any of the climate change issues. Examples of direct climate change impacts include damage to assets from storm surge, loss of life as a result of increased heatwaves etc. This list only represents some of the direct impacts that can arise and is for indicative purposes only.
Indirect impacts (From acute and chronic physical impacts)	Indirect impacts are impacts which are an indirect result of a climate change issue. Examples of indirect climate change adaptation impacts include: changes to insurance availability and affordability, increased mortgage risk, supply chain impacts, disease and disease vector changes, food insecurity, market shift, decreased rateable value, regulatory change, decreased credit ratings. This list only represents some of the indirect impacts that can arise and is for indicative purposes only.
Documents	Documents is a collective term used to identify a group of different document types reviewed in the assessment. These documents types include, but are not limited to: policies, strategies, plans, frameworks, guidelines, and procedures. For example, the term 'financial management documents' was used to refer to the following documents which were assessed for the Financial Management indicator: <ul style="list-style-type: none"> • Financial management policy • Financial management strategy • Financial management plan
Council function	A council function is a key function which Council provides. Examples of specific council functions include: land use planning, emergency management, natural environment, biodiversity, health and wellbeing, asset management, compliance, works, waste management, sewerage, potable water, community engagement. Please note that some councils do not undertake all of these functions.

Terminology	Definition
Planning theme	A planning theme is a topic which represents the policy intent of a Council's regulatory planning document (i.e. Planning Scheme, Development Plan). Examples of planning themes include: sustainability and resilience, natural environment and landscape, strong communities, settlement patterns, natural resources, integrated transport, infrastructure, water management, coastal areas, hazards etc.
Prescribed response	A prescribed response is an authoritative guide, direction or action on a specific issue or topic. For example, a prescribed response may include a template or guideline of how climate change adaptation should be actioned (i.e. analyse, plan, allocate resources, implement and monitor, evaluate and report).

06 - Attachment A



Peace Park / Town Clerks Walk Tree Succession Plan - Redgum Park / Karrawirra (Park 12)

ITEM 10.7 08/09/2020
Council

Program Contact:
Matthew Morrissey, AD
Infrastructure 8203 7462

2018/02020
Public

Approving Officer:
Klinton Devenish, Director Place

EXECUTIVE SUMMARY

As part of the 2019/20 Integrated Business Plan, Council adopted the Peace Park/Town Clerk's Walk project.

Over the last few years, the tree condition has deteriorated due to poor soil conditions and an ageing inefficient irrigation system. This has resulted in the loss of several large trees due to tree health, age or Giant Pine Scale.

The project will improve the amenity of the park, which contains many memorials and artworks. It is an important and well used thoroughfare as well as a refuge for patients and visitors to the Memorial and Women's and Children's Hospital. This will be achieved through the renewal of the existing irrigation system, planting of 70 mature trees to re-establish the avenue of trees that existed through the site and the removal of 18 problem trees, which will result in a nett increase of 52 trees.

The works will include the removal of 18 *Lagunaria patersonia* (commonly known as Norfolk Island Hibiscus, Pyramid Tree or Itchy Pod tree), which are allergenic and can cause comfort issues in an area which is utilised for healing and reflection.

Approval is sought for the proposed works and removal and replacement of 18 trees.

Presented to The Committee on 1 September 2020.

RECOMMENDATION

THAT COUNCIL

1. Approves in its capacity as having care and control of the land, the removal of 18 *Lagunaria patersonia* (commonly known as Norfolk Island Hibiscus, Pyramid Tree or Itchy Pod tree) located in Red Gum Park / Karrawirra (Park 12) Peace Park as shown in Attachment A and Attachment B to Item 10.7 on the Agenda for the meeting of the Council held on 8 September 2020.
2. Notes that 70 new trees will be installed as part of the current project, a net increase of 52 tree assets as shown in Attachment A and Attachment B to Item 10.7 on the Agenda for the meeting of the Council held on 8 September 2020.
3. Notes the irrigation renewal, turf remediation and tree succession plan as shown in Attachment A and Attachment B to Item 10.7 on the Agenda for the meeting of the Council held on 8 September 2020.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Environmental Leadership Enhanced greening and biodiversity
Policy	The nett increase of 52 tree plantings and removal of allergenic trees and align with Council's Tree Management Framework
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Lagunaria patersonia are excluded from the definition of Development under the Development Regulations 2008, so are exempt from requiring Development Approval for their removal, regardless of size.
Opportunities	The tree removal tendered as part of the project will be cost-effective and facilitate the efficient delivery of the current project to renew the irrigation system, remediate the turf and install 70 new trees in Peace Park, for a nett increase in tree assets of 52.
20/21 Budget Allocation	FY19/20 budget of \$171,480 was carried forward to FY20/21
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Replacement tree planting will have a minimum useful life expectancy of 80 years.
20/21 Budget Reconsideration (if applicable)	\$1,020 additional cost of delaying tree removal, \$22,110 saving to not remove trees at all.
Ongoing Costs (eg maintenance cost)	The tree removal tendered as part of project V160 will be cost-effective and eliminate need to use future years operating budget to remove them
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Town Clerks Walk was given its title as it is the main path that runs from War Memorial Drive to Frome Road.
2. Peace Park has historical significance and was created and dedicated as a Peace Memorial to provide an alternate venue for the many organisations wishing to stage peace marches through the city to various monuments in the Park Lands where speeches were given to those in attendance.
3. The gardens have several memorial trees and artworks and are used as a refuge for the patients at the adjacent hospitals.
4. This project enables essential succession planting in the park as well as taking the opportunity to infill the many spaces/gaps available along the internal path in the park, created due to tree removals over many years due to natural attrition, damage and infestation.
 - 4.1. Replacement of an aged and underperforming irrigation system which will create uniform water supply for the park.
 - 4.2. Turf areas will be stripped, re-levelled & top dressed with instant turf to reset the levels and supply a flatter weed free turfed surface.
5. The 18 trees proposed for removal are *Lagunaria patersonia* (commonly known as Norfolk Island Hibiscus, Pyramid Tree or Itchy Pod tree). We propose to remove a number of *Lagunaria* as the species is one that can create severe reactions due to its seed pod containing elements that aggravate skin (hence the Itchy pod label used as a common name for this tree type). The species is one which has not been replaced with same type at many locations in the city over the last decade due to the effects to the public & our own staff when trying to work around or with the trees themselves.
6. It is intended that with 70 new 40 litre mature trees which are between 1.2 and 1.5m tall are planned to be planted which include 43 *Brachychiton populneus* (Kurrajong), 16 *Fraxinus angustifolia* "Raywood" (Claret Ash), 6 *Quercus palustris* (Pin Oak) and 6 *Quercus rubra* (Red Oak) there will be a considerable and notable improvement in the tree canopy cover, tree volume and general park amenity.
7. At completion of the project there will be a net increase in tree assets of 52.
8. In accordance with the Council Decision at its meeting on 13 April 2004 *'The removal of any significant tree, palm or group of more than 10 trees in the Park Lands or Squares or on Streets, by the administration or any other contractor appointed by the administration, be brought before Council for approval.'*
9. *Lagunaria patersonia* are excluded from the definition of Development under the Development Regulations 2008, so are exempt from requiring Development Approval for their removal, regardless of size.
10. At its meeting on 6 August 2020, the Adelaide Park Lands Authority provided support to the removal of the 18 identified *Lagunaria patersonia* (commonly known as Norfolk Island Hibiscus, Pyramid Tree or Itchy Pod tree) located in Red Gum Park / Karrawirra (Park 12) Peace Park.
11. Approval is sought for the proposed works and removal and replacement of 18 trees.

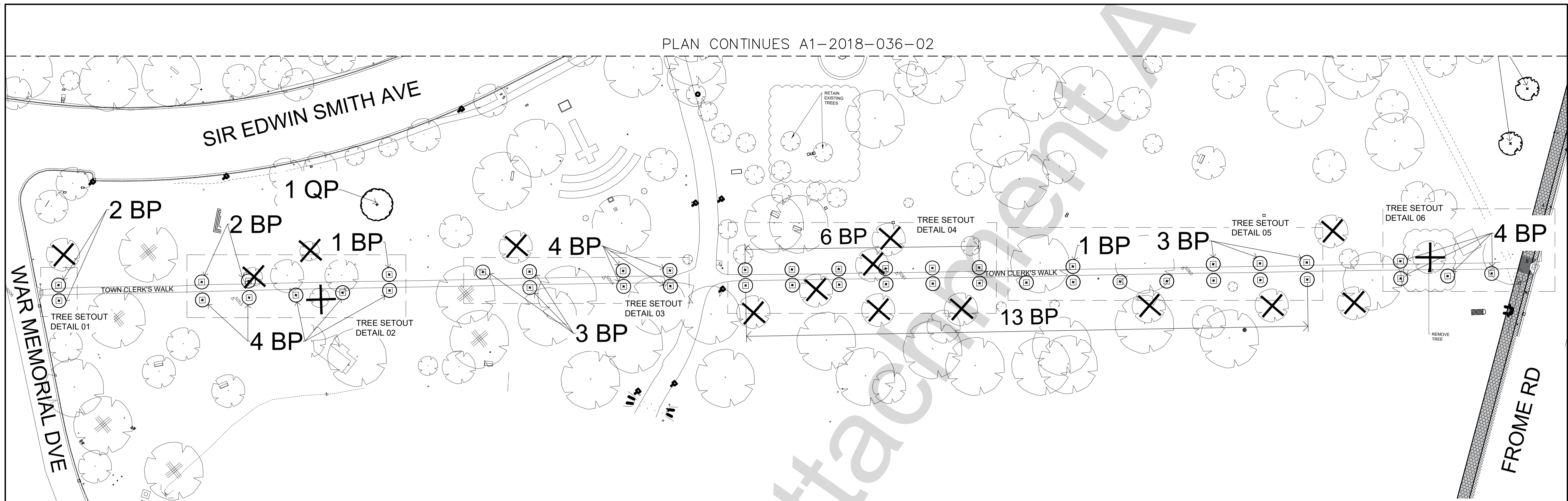
ATTACHMENTS

Attachment A – Park Plan South showing locations of demolished trees and new trees

Attachment B – Park Plan North showing locations of demolished trees and new trees

- END OF REPORT -

PLAN CONTINUES A1-2018-036-02



PLANTING SCHEDULE

TREES CODE	BOTANICAL NAME	COMMON NAME	POT SIZE (mm)	HEIGHT	CALIPER	QTY
BP	Brachychiton populneus	Kurrajong	200L	2-3m	20mm	43
FR	Fraxinus angustifolia 'Raywood'	Claret Ash	200L	2-3m	20mm	15
QP	Quercus palustris	Pin Oak	200L	2-3m	20mm	6
QR	Quercus rubra	Red Oak	200L	2-3m	20mm	6

NOTE: NUMBERS GIVEN ARE TOTAL FOR PROJECT.

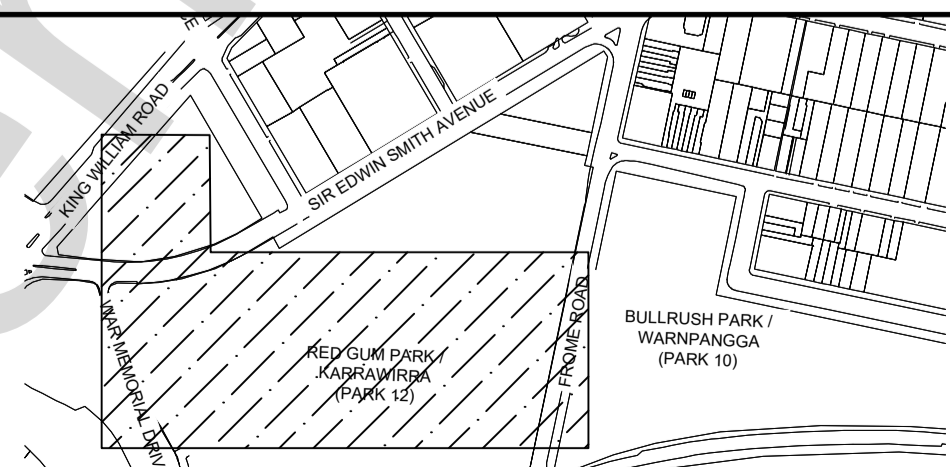
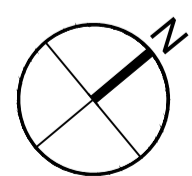
TOTAL 70

TREE SUCCESSION LEGEND

- EXISTING TREE TO BE RETAINED
- EXISTING SIGNIFICANT TREE TO BE RETAINED
- EXISTING TREE TO BE REMOVED
- NEW TREE WITH TIMBER EDGE SURROUND. REFER DETAILS 03 TO 05, SHEET 05.
- NEW FUTURE TREE PLANTING
- DETAIL SETOUT AREAS, REFER SHEETS 04 & 05.

FOR CONSTRUCTION

DESIGNED	SR	DATE	08/2019	THIS DRAWING SHALL BE READ IN CONJUNCTION WITH THE SPECIFICATION. The Contractor and his Sub-contractors shall verify all dimensions, lines, levels and existing service locations, prior to commencement on site, preparation of detail/shop drawings, and fabrication of construction/building components.
DRAWN	SR	DATE	08/2019	
CHECKED	DK	DATE	08/2019	
QUALITY ASSURED	KD	DATE	08/2019	



CONSTRUCTION COPY - CERTIFICATION	
"I, (Representative's Name) being a duly authorised representative of (Consulting firm or company) hereby: certify the information in this drawing is an accurate "design" representation of the works. certify that the "design" is in accordance with the brief and amendments thereto. accept responsibility for the "design" information contained in this drawing. acknowledge the "design" information contained in this drawing may be relied on by Council and others.	
Certification for Stage by (Signature) on (Date) for: (Company Name)	

CONSTRUCTION REVISIONS			
No.	DESCRIPTION	BY	DATE
A	ISSUED FOR CONSTRUCTION	SR	31/01/2020
B	TREE REMOVAL & PLANT QUANTITIES AMENDED	SR	19/05/2020

RED GUM PARK / KARRAWIRRA (PARK 12)	
BETWEEN SIR EDWIN SMITH AVE & FROME RD	
PATH & LANDSCAPE UPGRADES	
TREE SUCCESSION PLAN 1 OF 2	
COA USE - SIGHTED FOR CONSTRUCTION	
PROJECT ASSET MANAGER	DESIGN TEAM LEADER
PROJECT MANAGER	

COA PROJECT NUMBER	U160
SCALE	1:500
NUMBER OF SHEETS	11
ORIGINAL SHEET SIZE	A1
REVISION	B
DRAWING SET NUMBER	A1-2018-036
SHEET	02



PLAN CONTINUES A1-2018-036-01

PLANTING SCHEDULE

TREES CODE	BOTANICAL NAME	COMMON NAME	POT SIZE (mm)	HEIGHT	CALIPER	QTY
BP	Brachychiton populneus	Kurrajong	200L	2-3m	20mm	43
FR	Fraxinus angustifolia 'Raywood'	Claret Ash	200L	2-3m	20mm	15
QP	Quercus palustris	Pin Oak	200L	2-3m	20mm	6
QR	Quercus rubra	Red Oak	200L	2-3m	20mm	6

NOTE: NUMBERS GIVEN ARE TOTAL FOR PROJECT.

TOTAL 70

TREE SUCCESSION LEGEND

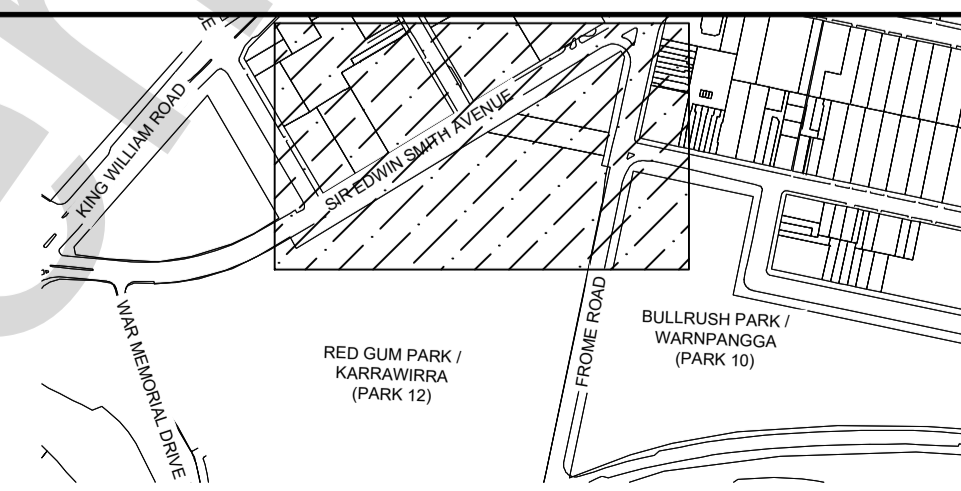
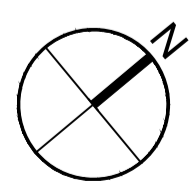
- EXISTING TREE TO BE RETAINED
- EXISTING SIGNIFICANT TREE TO BE RETAINED
- EXISTING TREE TO BE REMOVED
- NEW TREE WITH TIMBER EDGE SURROUND. REFER DETAILS 03 TO 05, SHEET 05.
- NEW FUTURE TREE PLANTING

FOR CONSTRUCTION

DESIGNED	AG	DATE	08/2019
DRAWN	AG/SR	DATE	08/2019
CHECKED	AG	DATE	08/2019
QUALITY ASSURED	QA	DATE	08/2019

THIS DRAWING SHALL BE READ IN CONJUNCTION WITH THE SPECIFICATION.

The Contractor and his Sub-contractors shall verify all dimensions, lines, levels and existing service locations, prior to commencement on site, preparation of detail/shop drawings, and fabrication of construction/building components.



CONSTRUCTION COPY - CERTIFICATION

"I, (Representative's Name) being a duly authorised representative of (Consulting firm or company) hereby: certify the information in this drawing is an accurate "design" representation of the works. certify that the "design" is in accordance with the brief and amendments thereto. accept responsibility for the "design" information contained in this drawing. acknowledge the "design" information contained in this drawing may be relied on by Council and others.

Certification for Stage by (Signature) on (Date) for: (Company Name)

CONSTRUCTION REVISIONS		BY	DATE
No.	DESCRIPTION		
A	ISSUED FOR CONSTRUCTION	SR	31/01/2020
B	TREE REMOVAL & PLANT QUANTITIES AMENDED	SR	19/05/2020

RED GUM PARK / KARRAWIRRA (PARK 12)
BETWEEN SIR EDWIN SMITH AVE & FROME RD

PATH & LANDSCAPE UPGRADES
 TURF REMEDIATION PLAN 2 OF 2

COA USE - SIGHTED FOR CONSTRUCTION

PROJECT ASSET MANAGER DESIGN TEAM LEADER PROJECT MANAGER

	CITY OF ADELAIDE
COA PROJECT NUMBER	U160
SCALE	1:500
NUMBER OF SHEETS	11
ORIGINAL SHEET SIZE	A1
REVISION	B
DRAWING SET NUMBER	A1-2018-036
SHEET	03

Asset Accounting Policy and Fixed Asset Guidelines

ITEM 10.8 08/09/2020
Council

Strategic Alignment - Enabling Priorities

2020/00273
Public

Program Contact:
Sonjoy Ghosh, AD Strategic
Finance & Procurement 8203
7655

Approving Officer:
Clare Mockler, Deputy CEO &
Director Culture

EXECUTIVE SUMMARY

Council is responsible for providing and maintaining many assets for the benefit of the community. The City of Adelaide (CoA) has a substantial asset base in excess of \$1.8 billion. In order to manage these assets in a financially responsible manner, financial information must be presented in a manner that is useful in decision making.

The Administration has developed an Asset Accounting Policy and Fixed Asset Accounting Guidelines to document the approach to be used by the CoA, when accounting for fixed assets (non-current assets), and to ensure that the accounting treatment used complies with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.

The two documents presented in **Attachment A** and **Attachment B** are the result of extensive collaboration and review by both internal and external stakeholders, including the CoA's Audit Committee and will be applicable when performing the following functions:

- Acquiring, constructing, or developing a non-current asset
- Accounting for costs incurred in maintaining a non-current asset
- Renewing, replacing, or enhancing the service potential of a non-current asset
- Revaluing non-current assets
- Disposal of non-current assets
- Accounting for the depreciation or amortisation of non-current assets
- Reporting and disclosing non-current assets
- Establishing the useful life and residual value of non-current assets
- Testing non-current assets for impairment.

Presented to The Committee on 1 September 2020.

RECOMMENDATION

THAT COUNCIL

1. Approves the adoption of the Asset Accounting Policy 2020 as per Attachment A to Item 10.8 on the Agenda for the meeting of the Council held on 8 September 2020.
2. Notes the Draft Fixed Asset Guidelines 2020 Final Version as per Attachment B to Item 10.8 on the Agenda for the meeting of the Council held on 8 September 2020.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities Robust financial management by providing guidance, clarity, and consistency with regards to the treatment of non-current assets which will provide greater understanding and accuracy of Council's capital requirements.
Policy	Not as a result of this report
Consultation	Consultation has been undertaken with internal CoA stakeholders (Executive, Associate Directors, Infrastructure Program), Audit Committee, Nexia Edwards Marshall, Local South Australian Councils and Victorian Councils of City of Melbourne and City of Yarra.
Resource	Not as a result of this report
Risk / Legal / Legislative	In the absence of an asset policy and supporting guidelines, there is a risk that asset purchases, disposals and write-offs could be incorrectly recorded or not recorded at all in the fixed asset register. This could lead to a material misstatement of the value of fixed assets in the City of Adelaide's financial statements, incorrect calculations of depreciation expense, an inability to identify assets at a later stage and decision making being based on incorrect information.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 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
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g. maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Following the 2018-2019 financial statement review, it was recommended by Audit Committee that it would be prudent for the CoA to adopt a detailed set of guidelines to establish both the asset threshold limits and the applicable accounting treatments that would be adopted by the CoA going forward. These have been detailed in the Fixed Asset Accounting Guideline.
2. On 7 February 2020, the Asset Accounting Policy was presented to Audit Committee for review and feedback. The Policy represents a high-level, summary outline of how the CoA will account for its fixed assets (also known as non-current assets) and serves as the base upon which the Fixed Asset Guidelines would be developed.
3. The Policy provides the approach to be followed by the CoA with respect to the treatment of capital expenditure, depreciation, revaluations, disposals, and acquisitions.
4. From the feedback received, the Fixed Asset Guidelines was created. This document is comprehensive providing good guidance, clarity and consistency for both Finance and the Infrastructure Programs on how expenditure on fixed assets is to be treated.
5. The accounting firm Nexia Edwards Marshall was engaged to support the Administration in finalising these guidelines and providing external review, and additional consultation was also undertaken with internal CoA stakeholders (Executive, Associate Directors, and Infrastructure), the South Australia Local Government Financial Management Group's (SALGFMG) Asset Management Working Group with representatives from fifteen metropolitan councils across South Australia, the City of Melbourne and City of Yarra.
6. On the 27 March 2020, the guidelines were presented to Audit Committee for review and feedback with Nexia Edwards Marshall in attendance to provide further advice and support if required.
7. Based on that feedback, minor amendments were made, and the guidelines were again presented to Audit Committee for a final time on the 17 April 2020 in draft format.
8. Fixed assets represent a significant capital investment for the CoA, so it is critical that the accounting treatment is considered and applied correctly in all instances to remove any ambiguity and/or inconsistent treatment particularly during end of financial year.
9. The guidelines have been tested against real CoA projects to ensure they can be easily understood and applied both consistently and accurately across all current and future CoA projects. More recently, the guidelines have also been applied during the preparation of the CoA's financial statements for 2019-2020 to further test the content of the guidelines so that any further amendments could be made if required.
10. The policy and guidelines are directly applicable to both asset custodians and employees who have asset management and asset accounting responsibilities. Both documents will be reviewed every two years from the effective date, unless there is a change in legislation, accounting standards or other relevant information.

ATTACHMENTS

Attachment A – Asset Accounting Policy 2020

Attachment B – Draft Fixed Asset Guideline 2020 Final Version

- END OF REPORT -

ASSET ACCOUNTING POLICY

1 September 2020

Legislative

PURPOSE

The purpose of this policy is to outline the approach to be used by the City of Adelaide (CoA) when accounting for non-current assets including the treatment of capital expenditure, depreciation, revaluations, disposals and acquisition and to ensure that the accounting treatment used complies with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.

STATEMENT

The City of Adelaide is committed to:

- Ensuring compliance with all Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*
- Ensuring that all assets are managed efficiently in accordance with relevant Asset Management Plans (AMP's)
- Ensuring all processes undertaken in relation to this policy are documented and defensible to external audit
- Providing guidance, clarity, and consistency with regards to the treatment of non-current assets which will provide greater understanding and accuracy of Councils capital requirements.

The City of Adelaide will adopt these principles in developing and maintaining consistent asset accounting policies and practices.

REFERENCES

Local Government Act 1999

Local Government (Financial Management) Regulations 2011

Fixed Asset Guidelines

Portable and Attractive Assets Register

Australian Accounting Standards

- AASB 13 Fair Value
- AASB 101 Presentation of Financial Statements
- AASB 116 Property, Plant & Equipment
- AASB 136 Impairment of Assets

SCOPE

This policy applies to all CoA non-current assets in relation to their treatment for financial purposes.

Council's non-current assets include:

- Land
- Buildings
- Park Land and Open Space
- Infrastructure
- Plant and Equipment

- Library Books
- Civic Collection
- Furniture and Fittings.

This policy does not apply to intangibles, receivables, leases, inventory, or investments.

ASSET RECOGNITION

Australian Accounting Standard AASB 116 states that the cost of an item of property, plant and equipment shall be recognised as an asset (and capitalised) if and only if:

- It is probable that the future economic benefits associated with the item will flow to the entity (CoA) and
- The cost of the item can be reliably measured.

All assets are to be initially recognised at cost where the cost exceeds the recognition threshold as set by Council.

Cost is determined as the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of acquisition or construction.

For assets acquired by Council at no cost or for nominal consideration, cost will be determined as the fair value as at the date of acquisition.

CAPITAL EXPENDITURE

Expenditure directly attributable to the cost of an asset will be capitalised and may comprise:

- The purchase price including import duties and any non-refundable taxes less any trade discounts or rebates
- The cost of dismantling, removing, and relocating the item and restoring the site on which it was located
- Initial delivery, insurance, and other handling costs
- Employee costs arising directly from the purchase of an asset
- Costs of site preparation
- Installation and assembly costs
- Costs of commissioning
- Professional fees
- Detailed design costs.

For assets being constructed by Council the cost will also include:

- All materials used during the construction phase
- Direct labour
- Fixed overhead allocation.

Any additional expenditure incurred after an asset has been recognised will be capitalised only when the expense results in a renewal or upgrade of the asset's underlying service potential.

NON-CAPITAL EXPENDITURE

Expenditure not directly attributable to the cost of an asset will be expensed and may comprise:

- Costs of opening a new facility
- Advertising and promotion
- Software maintenance and licence agreement charges
- General administration and overhead costs
- Feasibility and research studies
- Master plans, concept plans and other investigations to determine if a capital project will be undertaken
- Inspection costs.

Additionally, any expenditure incurred that is below the recognition threshold or that is not incidental to the acquisition of an asset will be expensed.

GROUPED ASSETS

Where Council purchases numerous units of the same item, consideration should be given to recognising and aggregating the individual units into a grouped asset. The material value of the grouped assets can then be depreciated over the estimated useful lives which better reflects the benefits being realised.

NETWORK ASSETS

Where Council purchases numerous units of differing but interconnected items, such as for a drainage or IT hardware system, consideration should be given to recognising and aggregating the individual units into a networked asset, noting that in the absence of aggregation, the removal of a network asset may mean the entire system does not function to full capacity. The material value of the network assets can then be depreciated over the estimated useful lives which better reflects the benefits being realised.

PORTABLE and ATTRACTIVE ASSETS (MINOR ASSETS)

Portable and attractive assets are tangible items with a value below the CoA's recognition threshold but are susceptible to theft or loss due to their portable nature, size and attractiveness for personal use or resale.

Examples of items that meet these criteria include:

- Laptop computers
- Tablets
- Mobile phones
- Cameras
- TV's
- DVDs
- Printers
- Power tools.

Portable and attractive assets are expensed in the financial year in which they are acquired. However, in order to identify and maintain physical control all items should be recorded on the "Portable and Attractive Assets Register" as they are acquired.

A stocktake of the register should be performed on a rolling category approach and any anomalies followed up promptly.

SPARE PARTS

Minor items of spare parts are typically carried as inventory and expensed when utilised for repairs and maintenance of an asset.

However, major spare parts will be recognised as an asset when the following criteria are met:

- Item exceeds the recognition threshold
- Benefits will be obtained for more than one year
- The spare part can only be used in connection with an asset that is already recorded in the asset register.

WORK IN PROGRESS

All the project costs incurred in realising an asset are to be accumulated and disclosed in a separate asset account known as Work in Progress or WIP.

Each project should be separately identified in the WIP account to enable costs to be easily allocated.

Once the project is completed the total costs should be transferred from WIP to the applicable asset class.

At CoA, a "Project Handover Communication Form" is required as formal evidence that the project has been completed and the capitalisation of the WIP balance can occur. Handover should take place no later than six months after practical completion has occurred.

Costs disclosed in the WIP account should be reviewed in line with the quarterly budget review process to ensure that only costs able to be capitalised are included.

MAINTENANCE, RENEWALS, and UPGRADES

After initial recognition, the condition of assets will start to deteriorate, and the level of service supported by those assets will begin to decline.

Council assets are maintained through annual capital programs and asset management plans.

This will include expenditure on:

- Maintenance: to ensure asset continues to operate at normal capacity until the end of its useful life
- Renewal: restoring an assets service potential and extending the useful life of the asset beyond that which had originally been intended
- Upgrade: existing assets are enhanced to enable a higher level of service to be achieved.

RECOGNITION (CAPITALISATION) THRESHOLD

For the CoA, assets with an economic life in excess of one year will only be capitalised where the cost of acquisition exceeds the recognition thresholds established by Council – currently \$5,000.

Items of property, plant, and equipment with a total value of less than \$5,000 will be treated as an expense in the year of acquisition unless they have been identified as belonging to a grouped or networked asset category.

REVALUATIONS

All material asset classes are to be revalued on a regular basis to ensure the carrying values are not materially different from the fair values.

If any item of an asset class is revalued, the entire class to which that item belongs must also be revalued.

Green assets (such as trees) will not be revalued. They will be depreciated until fully expensed, however remain recorded in the asset management system for maintenance purposes only.

REVALUATION PROGRAM

The CoA has a 10 year rolling revaluation program for all major asset classes.

Refer to Attachment A: 10 Year Revaluation Program

DEPRECIATION

Each asset in Council's asset register, excluding land (assumed to have an unlimited useful life), will be depreciated separately to reflect the different useful lives of each asset.

The CoA uses the straight-line depreciation method as it best reflects the uniform consumption of the service potential embodied in those assets. Under the straight-line method, the allocation of depreciation expense will be consistent over the useful life of the asset, unless the fair value, residual value or useful life of the asset is amended.

Depreciation methods, useful lives and residual values of all asset classes should be reviewed annually.

COMPONENTISATION

Assets that are made up of significant parts (components) which in turn have different useful lives must be separately depreciated.

IMPAIRMENT

Assets that are subject to depreciation are to be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may no longer be recoverable.

As per Australian Accounting Standard AASB 116 Council is required at reporting date to assess whether any assets are impaired. The indicators of impairment can include:

- Economic performance
- Obsolescence
- Significant change to the asset's original use.

An impairment loss will be recognised in the Statement of Comprehensive Income for the amount by which the assets carrying amount exceeds its recoverable amount.

DERECOGNITION

An asset is to be derecognised from CoA's asset register and recorded as a disposal whenever the following occurs:

- The asset is traded in

- The asset is scrapped
- The asset is destroyed, lost, or stolen
- The asset is retired or decommissioned
- Control over the asset is transferred to another entity.

A gain or loss on disposal will be recognised in the Financial Statements as the difference between the consideration received by Council (if any) and the carrying amount of the asset disposed.

DEFINITIONS

Item	Definition
Assets	Future economic benefit controlled by Council as a result of past transaction or other past events.
Assets – Current	Assets that are expected to be consumed, realised, sold, or disposed of within 12 months.
Assets – Non-Current	Assets that are not expected to be consumed, realised, sold, or disposed of within 12 months.
Carrying Amount	The cost of an asset less the depreciation and any impairment losses accumulated since the asset was acquired.
Depreciation	The systematic allocation of the depreciable amount of an asset over its useful life.
Fair Value	The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.
Fixed Overhead	Costs that do not change as a result of changes in activity, such as labour costs, utility service charges or rent.
Grouped Asset	A grouped asset combines homogenous assets that provide the same type of service but where individually, fall below the recognition threshold. When considered in aggregate, the grouped assets are of a material value and should be recognised as an asset.
Impairment	A decline in the service potential of an asset such that the carrying amount of an asset exceeds its recoverable amount.
Network Asset	Network assets are a chain of interconnected, but different assets that rely on each other to provide the one service, but where individually, fall below the recognition threshold. When considered in aggregate, the network assets are of a material value and should be recognised as an asset.
Recognition Threshold	The recognition threshold is the amount of expenditure below which an item is recorded as an expense rather than an asset.
Recoverable Amount	The higher of an asset's fair value less the cost to sell and its value in use.
Useful life	The period over which the asset is expected to be available for use by Council.

ADMINISTRATIVE

Roles and Responsibilities

Council is responsible for implementing this policy. However, various corporate programs will be responsible for providing data and assistance throughout the process of determining whether funds expended should be capitalised and an asset created or expensed.

All Finance and Infrastructure staff and Program Managers are responsible for familiarising themselves with the content of this policy and its application.

REVIEW

The standard review period for this policy will be every two years from the effective date, however, may occur sooner if there is a change in legislation, accounting standards or other relevant information.

The Manager Financial Accounting is responsible for the review of this policy.

Next Review

The Next review is due **September 2022**.

REVIEW HISTORY

Review	Authorising Body	Date	TRIM Ref	Description of Edits
1	Council		ACC2020/19263	New Policy

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ATTACHMENT A: 10 Year Revaluation Program

10 year Revaluation Program											
Asset Grouping	Asset Class	2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	2025 / 2026	2026 / 2027	2027 / 2028	2028 / 2029	2029 / 2030
Land	Crown land	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Land - other				Y				Y		
Buildings	Structural and other building components				Y				Y		
Park land and open space assets	Irrigation										
Infrastructure	Stormwater and drainage network				Y					Y	
	Earth Retaining Structures		Y			Y			Y		
	Bridges			Y			Y			Y	
	Footpaths		Y			Y			Y		
	Kerb and water table		Y			Y			Y		
	Lighting and electrical					Y			Y		Y
	Roads		Y			Y			Y		
	Ticket machines	Y				Y				Y	
	Traffic signals				Y				Y		
	Urban elements	Y			Y			Y			
Civic Collection	Civic Collection									Y	

FIXED ASSET ACCOUNTING GUIDELINE

Date this document was adopted

council / administration

PARENT DOCUMENT: ACC2020/19263 Asset Accounting Policy

PURPOSE

This purpose of this guideline is to provide the approach to be used by the City of Adelaide (CoA, or Council) when accounting for non-current assets including the treatment of capital expenditure, depreciation, revaluations, disposals and acquisition and to ensure that the accounting treatment used complies with the *Local Government Act 1999*, *Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards.

The City of Adelaide is committed to:

- Ensuring compliance with all Australian Accounting Standards, the *Local Government Act 1999*, and the *Local Government (Financial Management) Regulations 2011*
- Ensuring that all assets are managed efficiently in accordance with relevant Asset Management Plans (AMPs)
- Ensuring all processes undertaken in relation to this policy are documented and defensible to external audit
- Providing guidance, clarity and consistency with regards to the treatment of non-current assets which will provide greater understanding and accuracy of Council's capital requirements.

The City of Adelaide will adopt these principles in developing and maintaining consistent asset accounting policies and practices.

OTHER USEFUL DOCUMENTS

Legislation:

Local Government Act 1999

Local Government Regulations 2011

Australian Accounting Standards

- AASB 5 Non-Current Assets Held For Sale
- AASB 13 Fair Value Measurement
- AASB 101 Presentation of Financial Statements
- AASB 116 Property, Plant & Equipment
- AASB 120 Accounting for Government Grants and Disclosure of Government Assistance
- AASB 136 Impairment of Assets
- AASB 138 Intangible Assets
- AASB 140 Investment Properties
- AASB Practice Statement 2 Making Materiality Judgements

External Publications

Australian Infrastructure Financial Management Manual (Institute of Public Works Engineering Australasia)

Model Financial Statements 2019 (South Australian Local Government Financial Management Group)

Accounting for Cloud Based Software: <https://www.pwc.com.au/assurance/ifrs/assets/spotlight-accounting-for-cloud-based-software.pdf>

SCOPE

This guideline applies to the treatment of the below listed non-current assets for financial purposes:

Land	Library Books
Buildings	Civic Collection
Park Land and Open Space Assets	Furniture and Fittings
Infrastructure	Intangible Assets
Plant and Equipment	Investment Properties

The guideline does not cover leases, receivables, inventory and other non-current assets.

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1. INITIAL RECOGNITION AT ACQUISITION

1.1. TYPES OF ASSET ACQUISITION

Circumstances resulting in a non-current asset being acquired by Council include:

- Acquisition involving consideration such as purchased, commissioned or constructed assets
- Acquisition at no cost or for nominal consideration – such as gifted or contributed assets
- Asset not previously recognised but subsequently identified through revaluation, stocktakes or other processes. These assets may have been originally purchased, constructed, commissioned, contributed or donated.

1.2. RECOGNITION CRITERIA

For an asset to be financially recognised in Council's fixed asset register it must meet all of the following criteria:

1. Council has the control over the asset
2. It is probable that future economic benefits associated with the asset will flow to Council
3. The cost or fair value can be measured reliably
4. The value of the asset individually or as part of a grouped or networked asset exceeds the asset capitalisation threshold and
5. The economic benefits are expected to be received over more than one period (refer to [Section 4-Depreciation](#) for further discussion).

Definitions for the first four criteria are detailed below.

1.2.1. Council has Control Over the Asset

Council has control over an asset when it has control over the benefits that flow from the asset or has the ability to restrict the access of others to those benefits. Control usually arises from the legal right of ownership; however legal rights are not essential in determining whether Council controls the flow of the future economic benefits from the asset. Questions that can be asked to determine if Council has control over an asset:

- Does Council have the ability to use the asset to achieve its objective?
- Does Council have the ability to restrict or charge for use of the asset?
- Does Council have the authority to decide how the asset will be used?
- Is Council responsible for managing the asset's wear and tear?
- Does Council bear the risks associated with holding the asset?

Council occasionally obtains control over assets for no or nominal value. These assets are gifted or contributed assets. Refer to [1.4. Gifted / Contributed Assets](#) for discussion on when Council obtains control over these assets.

1.2.2. It is Probable that Future Economic Benefits Will Flow to Council

Future economic benefits typically arise when an asset produces goods or services that contributes to cash inflows to an entity. However, in the case of Council, where the generation of profits is not our principal objective, the future economic benefits of our assets are derived from their capacity to contribute to Council's service objectives to city ratepayers, workers and visitors.

Services that Council is responsible for include:

- Transportation – providing adequate infrastructure for residents and workers to freely access the city's facilities
- Flood protection – maintain channels, dams and bank protection to prevent flooding within the city
- Environmental – reducing CoA's carbon footprint through activities such as increasing street tree canopies
- Economic – improving technological infrastructure to enhance visitor experience and promote business development
- Leisure and culture – providing social and cultural benefits such as artworks and library services
- Recreation – providing activity areas such as sports fields, playgrounds, picnic areas and other facilities
- Public Health – ensuring adequate stormwater systems are in place and
- Corporate – maintain assets that allow CoA to provide administrative services.

1.2.3. Cost or Fair Value can be Reliably Measured

Under AASB 116.15 an item of property plant and equipment that qualifies for recognition as an asset shall be measured at cost. Under AASB 116.16 & 17 the cost comprises:

- a) its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates
- b) Any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management
- c) Initial estimate of dismantling costs
- d) Costs of employee benefits arising directly from the construction or acquisition of property, plant and equipment
- e) Costs of site preparation
- f) Initial delivery and handling costs
- g) Installation and assembly costs
- h) Costs of testing functionality
- i) Professional fees
- j) Detailed design costs
- k) Fixed overhead allocation.

In instances where costs cannot be reliably measured, the asset must not be recorded in the fixed asset register. Where an asset has been gifted or contributed to Council for nominal consideration, the asset shall be valued at its market value or depreciated replacement cost. Refer to [1.4. Gifted / Contributed Assets](#) for further information.

1.2.3.1. Distinction between project wide and operating expenditure

Expenditure may be incurred throughout the project that relates to bringing multiple assets to the condition and location necessary to be operating as intended by management. This expenditure is referred to as project wide costs and should be proportionally allocated across all capitalised assets within the project.

However, care must be taken to ensure project wide costs meet the AASB 116 recognition criteria. Refer to [Appendix A](#) for a list of project wide costs typically recognised by Council. Project wide costs shall not be allocated to non-capital items.

1.2.4. The value of the asset individually or as part of a grouped or networked asset exceeds the asset capitalisation threshold

To avoid insignificant non-current assets being recognised in the fixed asset register Council applies the following recognition thresholds:

Asset Type	Threshold
Land	\$5,000
Building	\$5,000
Park Land and Open Space Assets	\$5,000
Infrastructure	\$5,000
All Other Non-Current Assets	\$5,000

Asset acquisition or construction costs that fall below the threshold will be expensed and, as such, the asset will not be recognised in the fixed asset register. Similarly, any gifted or contributed asset valued on acquisition below the recognition threshold should not be financially recognised.

If the total value of purchased or constructed network assets exceeds the capitalisation threshold, the individual component is capitalised irrespective of whether or not it exceeds the capitalisation threshold. For a grouped asset such as bins, the assets might be below threshold on an individual basis, but, when considered as a group, is material in value and therefore should be recorded on asset register. CoA's asset management system (Assetic) keeps records for each individual component of a grouped asset on its register for repairs and maintenance purpose.

1.3. NETWORK AND GROUPED ASSETS

1.3.1. Network assets are defined as interconnected assets that rely on each other to provide a service. If a network asset were to be removed, the system may not function to full capacity. Individually these assets are below the capitalisation threshold but require recognition in the financial statements due to their collective value.

When it is applied:

Expenditure on networked assets for the purposes of procuring a new asset, upgrading the capability of the asset, extending the life or restoring the asset is classified as capital expenditure. If the total value of the networked asset exceeds the capitalisation threshold, the individual component is capitalised irrespective of whether or not it exceeds the capitalisation threshold. Only assets that form a network or part of a network are to be capitalised.

Examples of networked assets include the following:

- Roads and associated assets including kerb and water table, footpaths, cycleways and reseals or asphalt overlay of roads
- Stormwater network – including lined channels, underground culverts and pipe components
- Irrigation – underground pipe components, telemetry equipment and water meters
- Traffic lights
- Library books
- Archival collection.

1.3.2. Grouped Assets are a collection of homogenous-type assets which individually fall below Council's asset recognition threshold but when considered in combination are material in value and therefore should be recorded on the balance sheet.

This principle should be used for assets that fundamentally have the same characteristics, resulting in same assumptions around the useful life and depreciation. In determining what constitutes a grouped asset, the following criteria should be considered:

- Assets are below the recognition threshold level on an individual basis but when considered as a whole are material
- Individual items are homogenous in nature and typically purchased rather than constructed
- Useful life and consumption patterns of individual items are approximately the same.

Assets that are currently grouped include:

- BBQs
- Bike Racks
- Bins
- Bollards
- Bus Shelters
- Drinking Fountains
- Fences
- Gates
- Parking ticket machines
- Picnic Tables
- Planter Boxes
- Seats
- Signs

For Council's purpose to monitor the condition of each grouped asset for asset management or risk purposes, each asset will be individually identified, and condition assessed.

1.3.3. Distinction between Networked Assets and Grouped Assets:

Networked Asset	Grouped Assets
Items are functionally interdependent	Items are functionally independent
Items have different characteristics and function with different useful lives	Items have similar characteristics and approximately the same useful life

1.4. GIFTED / CONTRIBUTED ASSETS

Occasionally, Council may receive gifted or contributed assets from one of the following sources:

- State or other government entities
- Developers
- Bequests.

Council must first determine whether it wishes to accept the asset prior to recognising the asset in the fixed asset register. The following must be taken into consideration before accepting a gifted or contributed asset:

- What will be the ongoing costs to maintain the asset (consider both maintenance costs and resources)?
- Is the item of a specialist nature requiring a skill set unavailable within Council?
- Do we have adequate storage to hold the asset (e.g. for items donated to the civic collection)?
- What are the risks associated with holding the asset?

Once a decision has been made to accept an asset, evidence of the transfer of ownership and valuation must be obtained to recognise the asset in the fixed asset register.

1.4.1. Ownership

The majority of gifted or contributed assets shall be recognised at the point at which legal title is transferred to Council. For land, this may be a land title notification. For other types of assets, it may be a legal contract, Council decision letter or deed.

Ownership of developer contributed infrastructure assets shall be measured and recognised at the point they become "On maintenance". During the "On Maintenance" period, the assets are covered under a warranty and the developer is required to cover all costs to maintain the asset. Once Council completes the asset's final inspection, the asset will become "Off Maintenance" and all costs associated with managing and maintaining the asset are expensed by Council.

Following are examples of when ownership or control over the asset has been transferred:

Asset	Control/Ownership
Land and Buildings	When property title transferred
Contributed Infrastructure Assets	Commencement of the "On Maintenance" period
Plant and Equipment	When item is formally handed over to Council
Other Assets	Legal Title transferred

1.4.2. Valuation

Gifted or contributed assets are typically acquired for no or nominal consideration. Under these circumstances at initial recognition the item shall be recognised at fair value as at the date it is acquired.

Fair value is obtained via either:

- Market Value - for buildings, land or civic collection items that are part of an active market
- Depreciated Current Replacement Cost – applicable to all other assets.

The majority of Council's IPPE are measured at depreciated replacement cost. Therefore, in determining the fair value of gifted/contributed infrastructure asset either the most recent unit rate must be used or a recent invoice for a similar item.

1.5. SPARE PARTS INVENTORY

Occasionally excess materials will be purchased in a capital project. When excess materials have been purchased these shall be recorded as spare parts in the project asset register handover form and classified as inventory or plant and equipment in the ledger.

Spare parts and servicing equipment are normally carried as inventory under AASB 102 Inventories, however there are some instances as described below where they should be recognised under AASB 116 – Property, Plant and Equipment.

The following provides guidance for when an item should be classified as inventory or plant and equipment:

AASB 102 - Inventory	AASB 116 - Plant and Equipment
<ul style="list-style-type: none"> Are the spare parts held for sale or use in after sales, materials, consumable stores and other supplies, which would generally be consumed in a production process or in rendering services? <p>Example: Spare pavers that may be used for footpath maintenance purposes.</p>	<ul style="list-style-type: none"> Are the spare parts material in value and it is expected that they would be used over more than one period? or Can they only be used in connection with an item of infrastructure, property, plant and equipment? <p>Example: A spare engine.</p>

Project wide costs shall not be allocated to the spare parts when preparing the Project Asset Register. Project wide costs shall only be applied to the spare parts if utilised in a separate capital project.

Spare parts purchased specifically for a particular asset (or class) that could be redundant where that asset is retired, or its use discontinued, form part of the historical cost of the asset. If the spare parts can only be utilised in connection with an item of infrastructure, property, plant and equipment, it should be depreciated at the same rate as the related asset. Spare parts recorded as inventory under AASB 102 shall be reviewed annually for obsolescence.

For further information on the process surrounding spare parts inventory, refer to the attached [ProMapp Process](#).

1.6. ASSETS HELD FOR SALE

Recognition

When an asset is acquired for the purpose of resale and meets the following criteria, it should be classified as "Held for Sale" current asset in the financial statements.

Assets Held for Sale	Recognition Criteria
	<ul style="list-style-type: none"> A commitment to sale plan has been adopted by Council Marketing of the asset has been actively undertaken at a price commensurate with its fair value A sale is expected to happen in the next 12 months after the asset has been classified as Held for Sale. The timeframe can be extended due to circumstances beyond Council's control so long as there remains a commitment to the sale It is unlikely that Council's commitment to sell will be significantly changed or withdrawn.

Moreover, where an item is initially acquired for continuing operation purposes but subsequently meets the criteria above, it needs to be reclassified as "Held for Sale".

Assessment

"Held for Sale" assets need to be assessed at each reporting period by the Financial Accountant or Corporate Accountant. If the abovementioned criteria are no longer applicable due to changing circumstances, the asset must be reclassified to non-current and included within the relevant asset class.

Measurement

Council shall measure a held for sale asset at the lower of its carrying amount or fair value less costs to sell.

2. SUBSEQUENT EXPENDITURE AFTER ACQUISITION

2.1. CAPITALISATION OF WIP

2.1.1. Distinction between capital, maintenance and operating expenditure

Expenditure on infrastructure assets typically falls into two classes of expenditure being:

- Capital expenditure
- Operating expenditure.

Capital Expenditure

Capital expenditure is expenditure of which the resulting benefits are expected to be consumed over multiple years. Capital expenditure is usually made under one of the following categories:

New Assets – Expenditure on a new asset that previously did not exist or, where the footprint of an existing asset is extended, the portion of the asset that was extended.

Upgraded Assets – Expenditure which enhances the existing asset to a higher level of service, including where superior materials have been used or the service capacity has increased above that endorsed by Council's asset management plan.

Renewed Assets – Expenditure on an existing asset which increases the service potential or the expected life of the asset. Renewed assets also cover those where:

- the technology or materials are outdated and therefore a modern equivalent has been used and
- the works have been performed to ensure the asset meets legislative requirements.

Where an asset is partially renewed, its service potential increases but not up to its original service potential (refer to [Section 2.3](#) below for further discussion).

Operating Expenditure

Operating expenditure is usually classed as one of the following categories:

Maintenance Expenditure – periodic or reactive expenditure required as part of the anticipated schedule of works to ensure that the asset is able to deliver the desired service levels throughout its intended useful life. Maintenance expenditure does not significantly increase service potential or extend an assets useful life.

Operational Expenditure – periodic expenditure required to provide the regular service activities within the asset class.

Refer to [Appendix B](#) for how Council distinguishes between the different expenditure streams for each asset class.

2.2. BUDGETING PROCESS

During the budgeting process, the cost components of each capital project shall be determined. Any expenditure expected to be operating or maintenance in nature shall be identified during this process so accurate capital and expense reporting can be communicated to Council.

Capital budgets shall be reviewed and updated on a quarterly basis to ensure capital and expense components continue to accurately reflect expectations.

2.3. PARTIAL RENEWAL

Projects involving roads, kerbs and footpaths may involve minor works on asset segments which will not extend the overall useful life or improve the condition of the asset.

For these assets, Council have defined the point at which a partial capitalisation occurs to be in line with below:

Portion of Asset	Condition Rating
0-10%	No change as works are deemed maintenance on the asset.
10-90%	Condition rating adjusted per Asset Managers formula.
90-100%	Considered a full renewal. Condition of asset is reset to 0.

Refer to [Section 4.2 Useful Life](#) for how the useful life is calculated in Assetic under the above scenarios.

3. CLASSIFICATION OF ASSETS

The following table provides a classification of assets recognised in Council's fixed asset register and financial statements.

Asset Group – Financial Statements	Asset Category	Asset Component
LAND	Crown Land	Crown Land
	Land	Land
BUILDINGS	Structural	Structural
	Other Building Components	Electrical Services
		Fire Services
		Fit Out (kitchens, carpets, bathrooms etc)
		Hydraulic Services
		Mechanical Services
		Roof
PARK LAND and OPEN SPACE ASSETS	Open Space Assets	Green Assets
		Tree Grates
		Strata cells
	Water Features	Water Features (boating ponds, rock pools)
	Irrigation	Irrigation main
		Master Valve
		Back Flow Main
INFRASTRUCTURE	Roads	Wearing Course
		Base Course, Lower Sub Base, Upper Sub Base
	Bridges	Deck surface
		Super structure Main
		Sub-Structure Main
		Railing
		Culverts
		Minor Bridges
	Footpaths	Footpaths Main
		Wearing Course
		Base Course
		Access Ramps
	Kerb & Water Table	Kerb and Water Table
		Traffic Control Devices
	Stormwater and Drainage Network	Earth retaining structures
		Easements
Links		
Nodes		

Asset Group – Financial Statements	Asset Category	Asset Component
INFRASTRUCTURE (cont'd)	Stormwater and Drainage Network (cont'd)	Weir Components
	Traffic signals	Poles
		Lanterns
		Controller Main
		Conduit Pit
		Conduit
		Cable
	Lighting and Electrical	Public lighting
		Electrical switchboards
		CCTV
		Smart technology
	Urban Elements	Arts and culture (public art and memorials)
		Furniture (BBQs, bike racks, bollards, drinking fountains, picnic tables, planter boxes, seats)
		Other structures (arbours, rotundas, pergolas)
		Recreational (sports fields, playground equipment)
		Signs (custom, regulatory and street)
		Structures (bus shelters, fences, gates, boat landings, retaining walls)
		Ticket machines
		Waste (bins)
OTHER	Plant and Equipment	Plant (trucks, loaders, graders, tractors, mowers, forklifts etc)
		Light vehicles (passenger vehicles and motor bikes)
		Other Equipment (machinery, pumps and tools)
	Library Books	Library books
		Audio visual
	Civic Collection	Artwork (Portraits, paintings, prints)
		Artefacts
		Antique Furniture
		Ephemera
		Medals, Gold, Silver
		Maps
		Clocks
	Antiques	
	Office Furniture and Equipment	Furniture (desks, cabinets, partitions, cupboards)
		Office Equipment (microwaves, computers, servers, routers, printers, photocopiers, white boards)
		Software (licensed) (purchased software)

4. ACCOUNTING FOR THE DEPRECIATION, USEFUL LIFE AND RESIDUAL VALUE OF ASSETS

4.1. DEPRECIATION METHOD

Depreciation is the systematic allocation of the depreciation amount of an asset over its useful life (AASB 116.6). The straight-line depreciation method is adopted by Council to reflect patterns of consumption for all non-current assets other than land, the civic collection, public art, memorials and investment properties, which are not subject to depreciation. Straight-line depreciation results in a constant charge over the useful life if the asset's residual value does not change.

Straight- Line Formula:

$$\text{Depreciation} = (\text{Net Book Value} - \text{Residual Value}) / \text{Remaining Useful Life}$$

In doing so, due consideration is required to ensure:

- i. Where the asset has several different components with varying patterns of consumption, each major component is depreciated separately (AASB 116.43). However, Council may elect to depreciate separately parts of an item that do not have significant cost.
- ii. Depreciation is to be calculated on a systematic basis over the asset's useful life (AASB 116.50)
- iii. A residual value has been determined to ensure the depreciation is allocated against the depreciable amount.
- iv. A residual value based on salvage or scrap principles should only be allocated to an asset whenever there is some certainty on its condition at the end of its useful life. In general, this precludes the allocation of residual value to most of Council's depreciable asset types due to their long-life nature. Common exceptions are certain items of plant, equipment and fleet, which Council retains for a stipulated short-term period before being traded or disposed.

4.1.1. Date to Start Depreciating

Depreciation starts from the date of:

- Practical completion for assets capitalised as part of a capital project (this date to be provided by the authorised officer) or
- Acquisition of the asset, the date of installation or the date the asset is available for use.

When recording depreciation in Assetic, depreciation shall be calculated at the end of the day, except when the asset has been capitalised at 30 June, where it should be recorded at the start of the day. This is since asset revaluations are conducted on 30 June at the end of the day and therefore cannot have depreciation calculated at the same time.

Refer to [Appendix C](#) for the current depreciation periods for each asset class. Note these are subject to change when revaluations are performed.

4.2. USEFUL LIFE

The useful life of an asset or part of an asset is the period over which an asset is expected to be available for use by Council. Therefore, the useful life to Council may differ from the asset's potential physical life or economic life. For example, Council may renew road assets when they reach a certain condition rating, notwithstanding that they could continue to be used. Alternatively, Council may continue to use a road past the point when it would be optimum to renew it, due to resource constraints.

For most infrastructure assets the duration (the period over which an asset or component will be used) will be the appropriate basis for measuring useful life.

Financial reporting standards require the useful life of an asset to be reviewed annually, with changes in useful life for an asset class to be accounted for as a change in an accounting estimate.

The following table refers to how the useful life should be calculated in Assetic.

Project Treatment Type	Calculation Method
Acquisition – Constructed	Retrospective
Acquisition – Gifted	Retrospective
Acquisition - Purchase	Retrospective
Full Renewal	Retrospective
Partial Renewal	Prospective

How to estimate useful life

The long-lived and complex nature of infrastructure assets makes the reliable estimation of useful life difficult. Council use the historic records of the current age of existing assets and the achieved ages of assets that have been replaced. Asset condition data is required to complement historic data, or as a surrogate when historic records are not available.

Condition data can be used to determine remaining useful life (i.e. when an asset or component is likely to be replaced). It can also be used to confirm current estimates of total expected useful life, based on the expected rate of deterioration of an asset or component.

Systematically capturing condition data over a number of years on a consistent basis will also allow Council to better understand the actual rate of degradation or deterioration of their infrastructure assets. The actual rate of degradation should be compared to the expected rate to determine whether current estimates of total and remaining useful life remain valid.

Useful life by component

Where an asset, such as buildings, comprises a number of major components, it is desirable to initially establish useful lives for each component. For example, lifts, air conditioning and lights may have different useful life with buildings and may be replaced during the building's life.

4.3. RESIDUAL VALUE

AASB 116 defines residual value as the estimated amount that would be obtained today from the disposal of an asset, after deducting the estimated costs of disposal, if the asset were already of the age and condition expected at the end of its useful life. For assets expected to be traded at the end of their useful life, consideration needs to be given to the salvage or scrap value and second-hand market when estimating residual value.

The residual value of the asset is what is expected to be obtained at trade in. Due to the long-life nature of most of the Council's assets, residual value based on salvage or scrap principle should only be allocated to an asset whenever the certainty exists on its condition at the end of its useful life.

For the avoidance of doubt, residual value does not include expected cost savings from reuse of part of an asset.

Residual values are not recognised for infrastructure assets as they do not have a resale or trade-in value by their very nature and when decommissioned are generally left in place or removed at considerable cost. The cost of decommissioning will ultimately outweigh any potential scrap value of infrastructure assets.

For components of most infrastructure assets that are to be replaced, the residual value of an asset is zero and has no effect in the calculation of the depreciable amount.

Residual values of plant and fleet assets shall be 30% of the total cost for light fleet and 15% for heavy fleet.

4.4. ANNUAL REVIEW OF DEPRECIATION PARAMETERS AND USEFUL LIFE AND RESIDUAL VALUE

AASB 116 requires the residual value and the useful life of an asset to be reviewed at least at each financial year-end and, if expectations differ from previous estimates, any change shall be accounted for as a change in an accounting estimate in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

4.4.1. Impact of Climate Change on Asset Useful Lives

When undertaking the annual review, Asset Managers shall consider the potential reduction of an asset's useful life resulting from changes in the climate. Changes in climate are likely to impact useful lives through either physical damage or chemical deterioration (e.g. melting of bitumen road due to heatwaves or corrosion of concrete exposed to water and salts). When considering the impact of climate change on the useful life of an asset, refer to IPWEA Practice Statement 12.1.

5. DERECOGNITION OF IPPE

5.1. DISPOSALS (FULL AND PARTIAL)

An asset must be disposed from the asset register when one of the following occurs:

- Ownership of the asset has transferred to another party
- Significant or major works have been conducted to a portion of the asset (i.e. the asset has been partially renewed)
- The asset has been damaged and will not be replaced
- No future economic benefits are expected from the use, replacement or disposal of the asset.

Where a partial renewal has been conducted on the asset, the same portion of the asset shall be derecognised from the fixed asset register.

The date of disposal may be:

- The date ownership has been transferred to an external party
- The project completion date
- The date the decision is made that the asset will not be replaced.

5.2. ACCOUNTING FOR DISPOSAL

On derecognition of an asset, the net written down value of the asset shall be derecognised from the ledger and gain or loss on disposal recorded in profit or loss.

6. REVALUATION – INFRASTRUCTURE PROPERTY PLANT AND EQUIPMENT (IPPE)

In accordance with the Australian Accounting Standards, upon recognition of an asset Council must elect to choose the cost model or the revaluation model for subsequent measurement of the asset. Whichever method is selected shall be applied to the entire asset class of that asset.

6.1. COST MODEL

Under the cost model, assets are recognised at their cost less any accumulated depreciation or impairment. Asset classes which are measured under the cost model include:

- Open Space Assets – Water Features
- Open Space Assets – Green
- Plant and Equipment
- Office Furniture and Equipment
- Intangible assets.

The cost model has been selected for these items due to their relatively short life or the complexity involved in valuing these items. Due to the complexity of revaluing green assets and water features, Council has elected to recognise these under the cost model and depreciated over their useful life.

6.2. REVALUATION MODEL

Under the revaluation model, the asset must be recognised at fair value at the date of revaluation less any accumulated depreciation and subsequent accumulated impairment losses.

Market based evidence shall be used, where available, to value IPPE assets and, if market-based evidence is unavailable, assets shall be valued at depreciated replacement cost.

Given the majority of Council's assets are infrastructure and not a part of an active market, assets are mostly revalued at depreciated replacement cost (DRC). Table 1 illustrates the valuation approach used for each asset class:

Asset Class	Fair Value Input*	Valuation Approach
Land – Crown	3	DRC
Land – Other	2	Market Value
Land – Community	3	DRC
Open Space Assets – Irrigation	3	DRC
Buildings – Commercial	2	Market Value
Buildings – Corporate	3	DRC
Stormwater and Drainage	3	DRC
Bridges	3	DRC
Footpaths	3	DRC
Kerb and Water Table	3	DRC
Lighting and Electrical	3	DRC
Roads	3	DRC
Traffic Signals	3	DRC
Urban Elements	3	DRC
Civic Collection	2 & 3	Market or DRC

Table 1 – Valuation approach for asset classes

*Fair Value Level	Description
1	Quoted prices in an active market for identical assets of liabilities that can be accessed at the measurement date.
2	Are other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.
3	Unobservable inputs for the asset or liability

When one item of IPPE is revalued, the entire asset class of that IPPE shall be revalued. The revaluation shall be accounted for in one of two ways:

- Gross revaluation method – where the current replacement cost and accumulated depreciation is adjusted proportionately to reflect the new amount
- Net revaluation method – where the accumulated depreciation is eliminated against the current replacement cost of the asset.

Council uses the gross revaluation method across all asset classes, with the exception of buildings, land, public art, memorials and civic collection assets valued at market value, which are accounted for using the net revaluation method. The gross revaluation method is used on assets measured at DRC so that the historical cost is maintained in balance sheet with remaining useful life adjusted to reflect service capacity. As the historical cost is not relevant to assets held at market value, the net revaluation method is used for these remaining asset classes.

6.2.1. Timing of Revaluations

Comprehensive revaluations must be conducted with sufficient regularity to ensure that the carrying amount does not differ materially from the fair value at the end of the reporting period. To ensure the valuation of an asset class is materially correct, comprehensive revaluations must occur every three to five years.

Refer to [ACC2020/44047](#) for the revaluation schedule for each asset class.

Revaluations shall exclude new or renewed assets that were capitalised within the revaluation year.

6.2.2. Interim Revaluations

At each reporting period Council shall assess whether the valuation of an asset class differs materially from its carrying amount. To ensure assets are materially correct in between revaluation years, Asset Managers shall annually review the relevant price indices for infrastructure assets. If the average indices rate or unit rate for an asset class has moved $\pm 1\%$ since the last full revaluation, a desktop revaluation (being a revaluation undertaken without physical inspection of the asset) shall be conducted on all asset classes that are not undergoing a full revaluation for that financial period. Relevant price indices shall consider the effects of technology changes as well as specific or general price levels. For this reason, the consumer price index (CPI) is not an accepted price index for valuing infrastructure.

6.2.3. Treatment in Assetic

Assetic provides an option of performing the valuation at the beginning or the end of the day on the prescribed date. When processing a revaluation through Assetic, the revaluation shall be conducted at the end of the day.

6.2.4. Accounting for Revaluations

If an asset's carrying amount has increased as a result of a revaluation, the increase shall be recognised in other comprehensive income and accumulated in equity under the heading revaluation surplus. However, the revaluation increase shall be recognised in profit or loss to the extent that it reverses a revaluation decrease previously recognised in profit or loss.

If an asset's carrying amount has decreased as a result of the revaluation, the decrease shall be recognised in other comprehensive income to the extent that it offsets against any revaluation surplus previously recognised

for that asset. This in turn will reduce accumulated equity being the revaluation surplus for that asset. Any revaluation decrease that exceeds the revaluation surplus previously recognised in equity shall be recorded in profit or loss.

7. STOCKTAKES

7.1. INFRASTRUCTURE, PARK LAND AND OPEN SPACE ASSETS, LAND AND BUILDINGS

Infrastructure, Park Land and Open Space Assets, Land and Buildings are all tracked through Assetic and location mapped through GIS. Stocktakes of these assets are conducted in conjunction with the condition audits and revaluation of the asset class, every three to five years. Council considers this to be sufficient to ensure the existence and completeness of assets recorded in the register.

7.2. PLANT AND EQUIPMENT

The plant and equipment asset register is recorded in Assetic. An annual stocktake shall be conducted of the asset register to confirm assets are still held at Council's Depot.

7.3. OFFICE FURNITURE AND EQUIPMENT

The office furniture and equipment register is recorded in TechOne. An annual review of equipment older than five years shall be conducted to confirm these assets are still held by Council.

7.4. CIVIC COLLECTION

A stocktake of the civic collection is to be conducted at the time of revaluation.

7.5. PORTABLE AND ATTRACTIVE ITEMS

A stocktake shall be conducted of portable and attractive items on a rolling category approach with any anomalies followed up promptly.

A monthly review shall be performed of account 6824 – Non-Current Assets <\$5,000 with any portable or attractive items added to the *Portable and Attractive Items Register*. As part of the monthly review, any items that have been incorrectly allocated to this account shall be reclassified to the correct account.

8. IMPAIRMENT

8.1. INTRODUCTION

Under the requirements of AASB 136, Council is required to assess each financial year at reporting date if there are any indicators that an asset may be impaired.

Management need only assess assets that are considered to have a material effect on the financial statements should they be impaired. Assets that are deemed to have a material effect are those with carrying value >\$200,000.

Additionally, in the case of not-for-profit entities, AASB 136 Aus5.1 notes that assets are not primarily held for their ability to generate cash inflows and are typically held for continuing use of their service capacity. As these assets are rarely sold and costs of disposal are typically negligible, the recoverable amount is considered to be materially the same as their fair value. Any specialised assets that meet this criterion and are regularly revalued under AASB 116 may be excluded from impairment testing under AASB 136. Given Council undertake regular revaluations, it is expected any increments or decrements in the fair value of those assets are captured with sufficient frequency. However, Council must assess each reporting period whether there has been a reduction in service capacity of a specialised asset and, if required, revalue downwards (refer [Section 6 – Revaluations](#)).

8.2. ASSESSMENT

The annual assessment shall be documented regardless of whether any impairment is found. If no indicators of impairment exist, Council must document that an analysis was undertaken, and no impairment indicators were found.

1. Assessing whether an asset may be impaired

Management should consider any internal or external events that occurred during the year that may indicate an asset is impaired. Examples of such circumstances include:

Source	Information	Example
External	Reduction in Demand	A convention centre's major lessee has declined to renew its lease with the result that the facility is expected to close.
	Change in Operating Environment	Play equipment in a children's playground is made unusable and redundant by new safety legislations.
		Computer software is no longer supported by the supplier because of technological advances.

Source	Information	Example
Internal	Physical Damage or Obsolescence	Building or infrastructure assets are damaged by fire, flood, storm, cyclone or other factors.
		Load limits are placed on a bridge after an inspection reveals structural deficiencies.
	Change in Use	A sewerage ocean outfall has its use reduced to only during the wet season by the commissioning of a water reuse scheme to store treated effluent and irrigate adjacent forest land in the dry season.
	Adverse Service Performance	A sport stadium is closed due to operating costs being significantly greater than operating budgets.

If management finds that an impairment indicator exists, the recoverable amount of the asset shall be determined (refer to step 2).

If no indicators exist, no further work is performed (other than documenting the process undertaken).

2. Determining the Recoverable Amount

If an indicator of impairment exists, management must determine the recoverable amount of the asset. The recoverable amount is defined as the higher of the:

- Fair value less costs to sell or
- Value in use.

The fair value less costs for Council assets are either the market value, where a market is readily available for the asset, or the depreciated replacement cost. Refer to [Section 6](#) – Revaluations for further information.

The value-in-use refers to present value of future cash flows derived from the asset. The value in use approach is not applicable for Council, as Council's assets are not primarily used for the purpose of deriving income. Therefore, the concept of recoverable amount can be summarised as being the higher of:

- Market value where a readily available market exists or
- Depreciated current replacement cost.

If the carrying amount of an asset exceeds the recoverable amount an impairment loss is recorded.

$\text{Carrying Value} > \text{Recoverable Amount} = \text{Impairment Loss}$ $\text{Carrying Value} \leq \text{Recoverable Amount} = \text{No Impairment}$
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3. Accounting for the Impairment Loss

An impairment loss is recognised as an expense immediately in profit or loss unless that asset is carried at a revalued amount. For revalued assets, the impairment loss shall be treated as a revaluation decrease to the extent that it offsets any revaluation surplus previously recognised for that class of asset, and movement recognised in the statement of comprehensive income.

Refer to [Appendix E](#) for Impairment Testing Flow Chart.

8.3. REVERSING AN IMPAIRMENT LOSS

Each reporting period, Council shall assess whether there is any indication that an impairment loss previously recognised for an asset no longer exists or has decreased.

If Council assesses that the impairment loss no longer exists, this may indicate that the remaining useful life, depreciation or amortisation method or the residual value may need to be reassessed even if the impairment loss is not reversed.

The impairment loss shall be reversed if there has been a change in estimates used to determine the asset's recoverable amount. The increase in the asset's carrying amount shall not exceed the carrying amount had no impairment loss be previously determined.

A reversal of impairment on a revalued asset shall be recognised as other comprehensive income and an increase in the revaluation surplus. However, if the impairment loss for the same class of asset was previously recognised in profit or loss, it shall be recorded in the statement of comprehensive income to the extent the impairment was previously recorded.

When reversing the impairment loss of an (completed) asset that was impaired when the asset was WIP, the reversal is to go through the Statement of Comprehensive Income. As the reversal relates to an asset that was previously recognised at cost, the initial impairment would have been recorded through the Statement of Comprehensive Income.

9. INVESTMENT PROPERTIES

9.1. DISTINGUISHING INVESTMENT PROPERTY FROM OWNER-OCCUPIED PROPERTY

Investment properties are distinct from owner-occupied property in the way income is generated from these assets. Investment properties comprise property held by Council to generate rental income or for capital appreciation and are accounted for under AASB 140 – Investment Properties. In contrast, Council's owner-occupied property is used for administrative purposes or in the supply of goods or services, with the related cash flows attributable to the property and other assets. AASB 116 – Property, Plant and Equipment applies to owner-occupied property and AASB 16 – Leases applies to owner-occupied property held by the lessee as a right-of-use asset (not covered in this guideline).

Examples of investment properties:

- Land held for long-term capital appreciation rather than for short-term sale in the ordinary course of business
- Land held for a currently undetermined use. Under this scenario, if land is not owner-occupied or to be sold in the ordinary course of business then it is regarded as being held for capital appreciation
- A building owned by Council, or right-of-use asset leased by Council, that is being leased out under one or more operating leases (e.g. a shopping centre).
- A building that is vacant but planned to be leased out under one or more operating leases
- Property that is being constructed or developed with the future use intended to be for investment property.

Examples of property that is not investment property:

- Property held for sale in the ordinary course of business shall be treated as inventory under AASB 102 Inventories
- Owner-occupied property (e.g. property occupied with employees or used in the production of goods or services)
- Property held for strategic objectives (e.g. a building which is used to provide a social service or land strategically purchased to provide future development). Note when land has been strategically purchased for future development, any subdivisions due for sale form part of *Inventory* under *Real Estate Developments*.

9.2. RECOGNITION AND SUBSEQUENT MEASUREMENT OF INVESTMENT PROPERTIES

Investment property shall be initially recorded at cost when it meets the asset recognition criteria (refer to [Section 1.2](#) – Initial Recognition Criteria).

The cost comprises:

- (a) Purchase price, including taxes, professional fees or legal fees and other transaction costs and
- (b) Start-up costs that are required to get the property in a condition necessary for it to be capable of operating in the manner intended by management.

Expenditure that shall not be recognised in the initial cost of an investment property:

- (a) Start-up costs that **are not** necessary to bring the property to the condition necessary for it to be capable of operating in the manner intended by management
- (b) Operating losses incurred before the investment property achieves the planned level of occupancy
- (c) Abnormal amounts of wasted material, labour or other resources incurred in constructing or developing the property.

9.3. SUBSEQUENT MEASUREMENT

Council have elected to value investment properties under the fair value model. Therefore, the rental income from current leases and other assumptions market participants would use when pricing investment property shall be reflected in the fair value of the property.

To ensure Council's investment properties are materially correct, a desktop valuation must be conducted annually either internally by the rates team or externally by a qualified valuer.

9.4. ACCOUNTING FOR INVESTMENT PROPERTY

The carrying value of Council's investment properties shall be adjusted at each reporting period to reflect the fair value of the property.

The gain or loss on the fair value of the investment property shall be recognised in profit or loss in the period it is incurred.

Investment property recognised under the fair value model is not required to be depreciated.

10. INTANGIBLE ASSETS

10.1. INITIAL RECOGNITION CRITERIA

AASB 138 defines intangible assets as identifiable non-monetary assets without physical substance. In order to recognise an intangible asset, the following criteria shall be met:

1. Identifiability
2. Control over a resource
3. Existence of future economic benefits
4. Cost of the intangible asset can be reliably measured.

1. Identifiability

The definition requires an intangible asset to be identifiable to distinguish it from goodwill. Goodwill acquired in a business combination and not capable of being individually identified and separately recognised. An asset meets the identifiability criterion in the definition of an intangible asset when:

- a) It is capable of being separated or divided from Council, and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability or
- b) It arises from contractual or other legal rights, regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

Where the software is a component of an asset that has a significant physical component and the physical component could not operate without the software, the software is not separately identifiable and is classified as part of the physical asset in accordance with AASB116. Items of this nature will be classified as Office Furniture and Equipment.

2. Control

Control over an asset has been defined in "Initial Recognition at Acquisition" [Section 1.2](#) and reflects the ability of Council to access future economic benefits from the asset and restrict the access of others to those benefits. Control of an intangible asset usually arises when an entity acquires legal title for hardware and IP licences or otherwise has contractual or legal rights to a specific asset. When Council accesses cloud services (refer section [10.6](#) below), Council's right to access the software does not give rise to the ability to gain future economic benefits from the software or restrict others' access to those benefits. In this instance the cloud service provider retains control of the intangible asset.

3. Future Economic Benefits

The future economic benefits flowing from an intangible asset may include revenue from the sale of products or services, cost savings, or other benefits resulting from the use of the asset by Council. For example, the use of new system in a production process may reduce future production costs rather than increase future revenues.

4. Cost Can Be Reliably Measured

The intangible asset shall be measured initially at cost.

For intangible assets that are acquired, costs may be reliably measured by way of purchase invoice.

Complexities arise when Council undertakes projects where an intangible asset may be internally developed as the majority of expenditure arises through Council employee's salaries and wages or consultants engaged. Internally developed intangible assets have components that may be capitalisable or expensed, which employees or consultants may work on at the same time.

It is imperative that clear records are kept of when an employee or consultant works on a capitalisable activity versus an operating activity. This may include clearly documenting in a timesheet or invoice time spent on the relevant activities.

Further discussion on internally developed intangible assets can be found below under [Section 10.5](#).

As a not-for-profit entity, Council may also acquire intangible assets for a nominal amount. In these circumstances, Council shall measure the cost at its fair value as at the date of acquisition with any surplus recognised in accordance with AASB 1058 Income of Not-for-Profit Entities.

Quoted market prices in an active market provide the most reliable estimate of the fair value of an intangible asset. If no active market exists, the fair value of an intangible asset is the amount that Council would have paid at the acquisition date. In determining this amount, Council should consider the outcome of recent transactions for similar asset.

10.2. TYPES OF INTANGIBLE ASSETS

There are two types of intangible assets that Council will most commonly come across in its operations:

- Assets that have been separately acquired
- Assets that have been internally developed.

Intangible assets may also be acquired as part of a business combination, which gives rise to the recognition of goodwill. As Council doesn't typically operate in the space of acquiring businesses, this guideline will only focus on the treatment of the above listed scenarios. Should Council plan to acquire a business in future, please contact Finance to discuss recognition treatment.

The following are examples of intangible assets:

Intangible Asset	Explanation/ Examples
Licenses	Business licenses in a highly regulated industry such as banking licenses and fishing licenses.
Trademarks	Trademarks and other visual symbols of a brand such as trade dress. For example, Target's trademark has become a red bullseye, widely recognised by consumers.
Patents	Right to inventive designs and solutions such as software patents.
Copyrights	Right to creative and intellectual work such as a novel copyright.
Rights	Rights enshrined in contracts such as mortgage servicing rights.
Research and Development	Results of research and development such as internally developed software.

10.3. SEPARATE ACQUISITION

At initial recognition, the cost of a separately acquired intangible asset includes:

- Its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates and
- Any directly attributable cost of preparing the asset for its intended use.

Directly attributable costs include:

- Salaries and wages arising directly from bringing the asset to working condition
- Professional fees arising directly from bringing the asset to working condition (e.g. consultants fees)
- Costs of testing whether the asset is functioning properly.

Expenditure that shall not be capitalised as part of an intangible asset includes:

- Advertising and promotional activities
- Staff training
- Administration and other general overhead costs.

10.4. ACQUISITION BY WAY OF A GOVERNMENT GRANT

Intangible assets may be acquired free of charge, or for nominal consideration by way of a government grant. For example, the government may transfer or allocate to Council intangible assets such as licences to operate radio or television stations or the right to access restricted resources. In accordance with AASB 120, Council may choose to recognise both the intangible asset and the grant initially at fair value or recognise at a nominal amount plus any expenditure that is directly attributable to preparing the asset for its intended use.

10.5. INTERNALLY GENERATED ASSETS

To assess whether an internally generated intangible asset meets the criteria for recognition, Council should classify the generation of the asset into the:

- Research phase and
- Development phase.

All costs incurred during the research phase are expensed when they are incurred. This stage includes:

- Activities aimed at obtaining new knowledge
- The search for, evaluation and final selection of, applications of research findings or other knowledge
- The search for alternatives for materials, devices, products, processes, systems or services and
- The formulation, design, evaluation and final selection of possible alternatives for new or improved materials, devices, products, processes, systems or services.

The development phase of an internal project includes design, construction and testing prior to the asset being available for use. In the development phase, expenditure is capitalised if it meets all the requirements set out in AASB 138.57, as listed below:

- The technical feasibility of completing the intangible asset so that it will be available for use or sale
- Its intention to complete the intangible asset and use or sell it
- Its ability to use or sell the intangible asset
- How the intangible asset will generate probable future economic benefits. Among other things, the entity can demonstrate the existence of a market for the output of the intangible asset or the intangible asset itself or, if it is to be used internally, the usefulness of the intangible asset
- The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset
- Its ability to measure reliably the expenditure attributable to the intangible asset during its development.

If the above criteria are not met, development expenditure is expensed.

If an internal project cannot distinguish its research phase from the development phase, the entity treats the expenditure on that project as if it were incurred in the research phase only.

The cost of an internally developed intangible asset shall include all expenditure directly attributable to create, produce and prepare the asset to be capable in the manner intended by Council, and includes:

- (a) Costs of materials and services used or consumed in generating the intangible asset
- (b) Costs of employee benefits (as defined in AASB 119) arising from the generation of the intangible asset
- (c) Fees to register a legal right
- (d) Amortisation of patents and licences that are used to generate the intangible asset.

Expenditure that may not be capitalised includes:

- (a) Administrative costs and other general overhead expenditure
- (b) Identified inefficiencies or operating losses before the asset achieves its required performance
- (c) Staff training costs
- (d) Expenditure recognised in a previous period.

If a decision is made to terminate or materially rescope a project, any expenditure that was capital shall be expensed.

Refer to [Appendix F](#) for examples of expenditure that may be capitalised from an internally generated intangible asset.

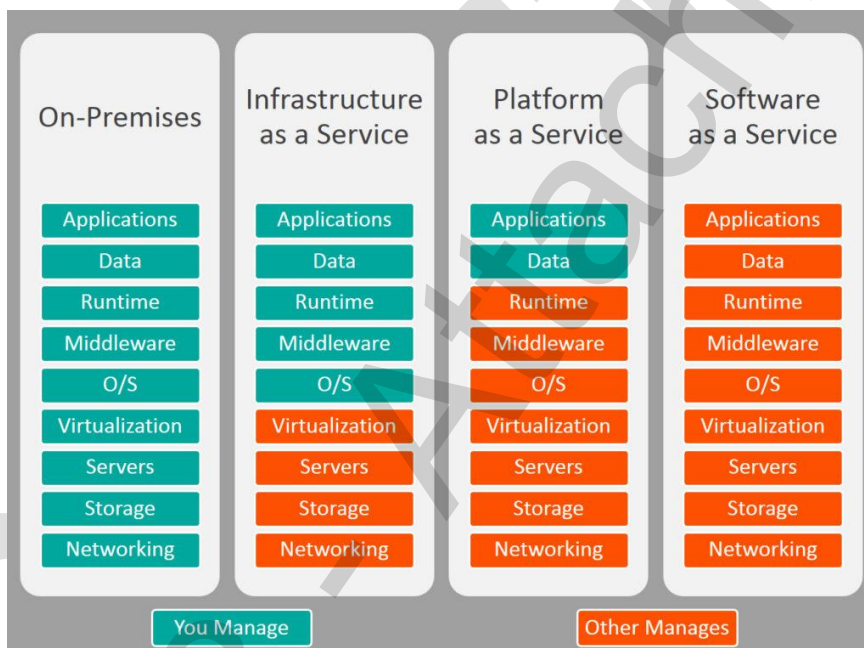
10.6. CLOUD-BASED SOFTWARE AND COUNCIL PROJECTS

There are four scenarios Council most commonly uses in its information management (IM) capital projects, with varying degrees of involvement with cloud services. Additionally, within each IM capital project Council may use a hybrid of the below scenarios.

<p>Software as a Service (SaaS)</p>	<p>Software applications are delivered over the internet, on demand and usually via subscription.</p> <p>Under these agreements a third-party provider owns and manages the software and is responsible for the maintenance. Council employees are able to connect to the application over the internet, with no requirements for downloads and installations.</p> <p>Examples of SaaS cloud solutions include Gmail, Office 365 and Asstetic.</p>
<p>Platform as a Service (PaaS)</p>	<p>PaaS cloud services supply an on-demand environment over the web that developers can use to develop, test, deliver and manage software applications.</p> <p>Under a PaaS agreement, Council are able to create web or mobile apps without the need to set up or manage the underlying infrastructure such as servers and storage.</p> <p>Examples of PaaS cloud solutions include Google App Engine and Windows Azure</p>
<p>Infrastructure as a Service (IaaS)</p>	<p>IaaS refers to the most basic group of cloud computing services.</p> <p>Under these arrangements Council pays for scalable IT infrastructure from a cloud provider on a PAYG basis. This includes servers, storage, networks and operating systems.</p>

	Examples of IaaS cloud solutions include Amazon Web Services, Microsoft Azure and Google Compute Engine.
On Premises (On-Prem)	On-Prem comprises software and technology that is located within the physical confines of Council as opposed to being run remotely through hosted services such as the cloud. Under this scenario, Council purchases and installs the software on site, can physically access, manage and secure the data, and can control the configuration. Examples of On-Prem solutions include TechOne and Pathway.

Under each of these arrangements, Council has control over intellectual property (IP) to varying degrees, as illustrated in the diagram below:



The areas highlighted red are controlled by a third party, which Council accesses via the cloud. As Council does not own or control these assets, any fees paid to access these services are expensed. Capitalisation treatments are per below:

Arrangement	Capitalisation Treatment
On-Prem	Council have 100% control over the software and physical infrastructure and therefore expenditure may be capitalised.
IaaS	Council (may) control a portion of the IP, highlighted in green. Consider the questions below to determine if capital.
PaaS	Council (may) control a portion of the IP, highlighted in green. Consider the questions below to determine if capital.
SaaS	Council does not control the core asset and therefore all related expenditure should be expensed.

When determining whether an intangible asset has arisen and can be recognised the following should be considered:

1. Can we clearly define the asset?

- a. Can the asset be separated or divided from Council, and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, asset or liability, regardless of whether Council intends to do so?
 - b. Has an asset arisen from contractual or other legal rights, regardless of whether those rights are transferable or separable from the entity or from other rights and obligations?
2. Do we control the asset?
 - a. Do we have legal title over the asset?
 - b. Can we restrict the access of external parties to the intellectual property (IP)?
 - c. Does the cloud service provider have a right to Council's IP (note – while the above diagram indicates we own the IP, the service contract may stipulate the provider is able to access our data, therefore please review the contract)?
 - d. If our cloud service provider changed or disappeared, would Council still have control of the asset or would it disappear?
 3. Does the asset provide future economic benefits in the form of:
 - a. Potential future sales of the product?
 - b. Reduction in internal production costs?
 4. Can costs be reliably measured, including:
 - a. Can development activities (e.g. time spent specifically developing code) be distinguished from research or proof of concept (POC)? (If not, then everything shall be expensed)
 - b. Have consultants provided clear records of time spent on developing the asset?
 - c. Are staff working on development activities maintaining clear timesheets?
 5. What is the expected useful life of the asset?
 - a. Due to changing technological demands will the asset likely be redundant in within one year? (If yes, then costs are expensed in the year they are incurred).

If Council is able to meet all the above requirements, then an intangible asset may be recognised. [Appendix F](#) provides examples of expenditure that may be capitalised.

Date from which Council can capitalise costs:

Council may capitalise costs from the point which the research and assessment phase is complete and the development phase has started.

What costs would be deemed maintenance or operating costs?

The following costs will always be deemed maintenance or operating:

- Subscription costs under a service arrangement
- Maintenance costs (e.g. If, under a PaaS arrangement, the supplier performs an update in the platform which prompts Council to update the coding in their application, this will be maintenance)
- Security costs, particularly any expenditure incurred to ensure software is PCI compliant
- Support costs
- Staff training
- Reusing application programming interface (API).

10.7. MEASUREMENT AFTER RECOGNITION

AASB 138 states the cost model or revaluation model should be used as measurement methodology for an intangible asset. As Council's intangible assets are expected to have a short useful life in line with technological changes or service contracts, the cost model approach shall be applied to all intangible assets after initial

recognition. Under the cost model, an intangible asset shall be carried at its cost less any accumulated amortisation and impairment.

10.8. AMORTISATION METHOD

Amortisation has been defined in AASB 138 as the systematic allocation of the depreciable amount of an intangible asset over its useful life.

Commencement date of amortisation

Amortisation shall begin when the asset is available for use, i.e. when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Cease date of amortisation

Amortisation shall cease at the earlier of the date that the asset is classified as held for sale (or included in a disposal group that is classified as held for sale) in accordance with AASB 5 and the date that the asset is derecognised.

Amortisation method

The amortisation method used shall reflect the pattern in which the asset's future economic benefits are expected to be consumed by the entity. For Council's purpose, the straight-line amortisation method has been adopted to reflect the patterns of consumption of intangible asset.

Recognition of amortisation charge

The amortisation charge for each period shall be recognised in profit or loss unless another Standard permits or requires it to be included in the carrying amount of another asset.

Estimation of Useful Life

Assets should be capitalised if the useful life is expected to be greater than one year.

When determining the useful life of an intangible asset, the following shall be considered:

- Technological redundancy
- Supportable lifestyle
- The fixed term of the contract (if applicable).

10.9. ANNUAL IMPAIRMENT AND USEFUL LIFE REVIEW

Intangible assets must be reviewed annually for impairment and reasonableness of useful life. The following will prompt an asset to be impaired:

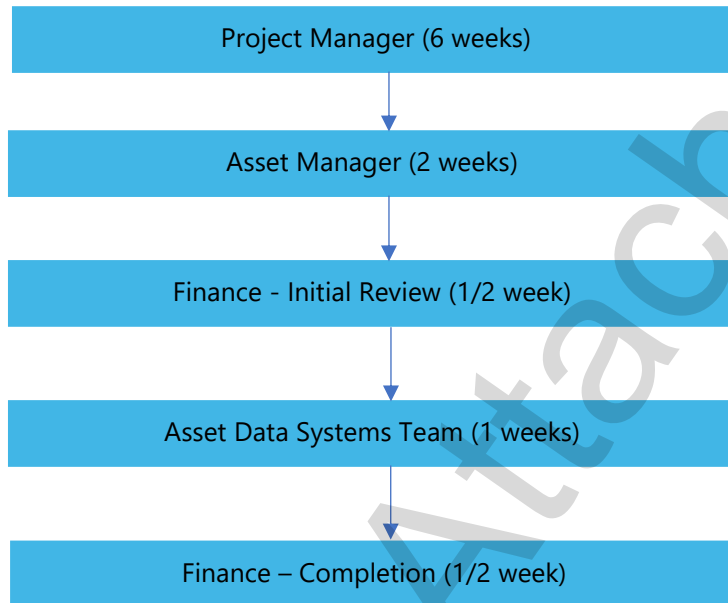
- Significant or major upgrades to the software
- Redundancy of technology.

11. WORK IN PROGRESS (WIP) PROCESS

11.1. HANDOVER TIMELINE

All capital expenditure incurred before the completion of a project must be treated as work in progress. Once the project has reached practical completion, the total expenditure shall be recognised 'At Cost' in the relevant asset class of Council's asset register.

A [Project Asset Register](#) shall be completed for each project as part of the handover process to document the financial data that supports asset capitalisation. All capital projects shall be capitalised as soon as practically possible after they've reached practical completion. A typical timeframe for project handovers is as follows:



Further information about each person's responsibilities as part of the handover process can be found [here](#).

11.2. QUARTERLY WIP REVIEW

Each quarter, a review of WIP shall be performed to ensure:

- All projects that have reached practical completion have been financially capitalised through TechOne
- Projects that are identified as non-capital have been expensed.

The Performance and Systems team from Infrastructure will be responsible for overseeing the handover process and ensuring WIP is progressing through each stage. In the lead up to the end of each quarter, all staff involved in the handover process shall ensure they are progressing the projects to the next stage as efficiently as possible.

To identify non-capital expenditure within WIP, staff will consider:

- Design projects that have not eventuated into a capital project (three years or greater) and
- Projects that typically have operating expenditure (e.g. IM projects that contain SaaS or condition audits).

As detailed under [section 2.2](#), the budgeted WIP write off shall be reviewed and updated on a quarterly basis to ensure capital and expense components reported to Council continue to accurately reflect expectations.

11.3 YEAR END WIP REVIEW

The cut off for projects to be formally handed over at year end is 10 weeks before 30 June. All projects that have reached practical completion before this date must be financially capitalised.

While 10 weeks before 30 June is the official cut off for project handovers, every effort must be made wherever possible to ensure projects completed after this date are capitalised within the financial year.

Projects that are practically complete but are not formally handed over shall be manually capitalised at the end of the financial year.

APPENDIX A – PROJECT WIDE VERSUS OPERATING COSTS

The purpose of this appendix is to provide examples of when a cost is classified as an operating expense or project wide cost in the project asset register. Project wide costs shall not be allocated to non-capital expenditure.

Operating Expense	Project Wide Cost
<p>Costs associated with:</p> <ul style="list-style-type: none"> • Advertising, marketing or promotion • Bank guarantees or other finance mechanisms • Cab charges • Car parking • Catering • Cleaning • Condition and compliance audits • Contributions and grants • Design costs not implemented • Development application fees • Insurances • Introducing a new product or service • Legal fees • Maintenance (programmed or reactive – refer to Appendix B – Capital versus Operating Expenditure for examples for each asset class) • Murals • Planning approval • Preliminaries - Costs associated with projects up to the point when Council formally decides that a capital project will be undertaken (e.g. feasibility studies, research studies, master plans, concept plans and investigations) • Relocation or reinstatement of existing assets where: <ul style="list-style-type: none"> ○ They are not material in value and ○ The asset being relocated is not being replaced, upgraded or subject to major renewal works as part of the relocation and reinstatement process • Sculpture hire and temporary art display • Security • Signs (promotional and advertising) • Stakeholder and community consultation before and during construction in excess of \$5,000. • Stationery • Tenders SA • Utility service costs. 	<p>Costs associated with:</p> <ul style="list-style-type: none"> • Adjacent tie in works (i.e. minor works considered immaterial on adjacent asset segments to transition between core works within the project footprint and adjacent asset segments – generally to improve amenity at street intersections) • Contamination testing and soil removal • Detailed design costs, where construction is planned within three years • Disposal of assets being replaced including dump fees • Earthworks, where the earthworks directly link to an asset that Council capitalises (refer Appendix D – Green Assets for instances where expenditure is non-capital) • Engineering survey fees • Legislative stakeholder and community consultation before and during construction (once project has been approved) up to \$5,000 • Levies (e.g. CITB) • Line marking (when performed as part of resurfacing the road. Periodic re-line marking is expensed) • Plant and equipment hire • Professional fees that are directly linked to the construction or commissioning of an asset (e.g. consultants' fees) • Relocation or re-connection of existing assets (e.g. stormwater pipes) controlled by a private party • Rubbish removal • Safety and compliance sign off • Salaries directly related to the construction of the asset • Signage and temporary fencing used for safety of the site • Site preparation • Traffic management • Utility fees relating to the cost of interruption of third-party services.

APPENDIX B – CAPITAL VERSUS OPERATING EXPENDITURE

This appendix provides further clarification for each asset class of what is considered operating or maintenance in nature which are expensed, versus capital renewals, new assets or upgrades which are capitalised.

B.1. BUILDINGS

Buildings are categorised into the following groups in the fixed asset register:

- Electrical Services
- Fire and Security Services
- Fit-Out and Fittings
- Hydraulic Services
- Mechanical Services
- Roof
- Structure
- Vertical Transport Services.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Cleaning • Condition audits • Security • Utility service costs. 	<ul style="list-style-type: none"> • Programmed or reactive maintenance and repair (e.g. painting, fencing, guttering) • Replacement of a building component <\$5,000 (walls, floors, roof, ceiling and windows). 	<ul style="list-style-type: none"> • Replacement of a building component ≥\$5,000 (walls, floors, roof, ceiling and windows) with the modern equivalent • Additions undertaken as part of updated legislative requirements (e.g. adding disabled facilities as required under new legislation) • Making good a property for re-leasing. 	<ul style="list-style-type: none"> • Upgrade: Enhancement of a building component (e.g. installing larger windows) • Upgrade: Repurposing a building • New structures • Leasehold improvements.

B.2. LAND (CROWN AND OTHER)

Land includes Crown land (being the Park Lands surrounding the city and squares and gardens within the City) and other land.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> Legal costs where the project did not eventuate Easements (right of access) Mowing. 			<ul style="list-style-type: none"> All new land acquisitions (excluding land under roads) Stamp duty.

B.3. INFRASTRUCTURE

Bridges

Bridges are recognised under the following components:

- Super-structure
- Sub-structure
- Deck Surface
- Railing
- Minor Footbridges.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> Condition audits Sweeping Drain clearing. 	<ul style="list-style-type: none"> Programmed or reactive maintenance activities (e.g. painting, sweeping, drain clearing, re-line marking, crack sealing) Replacement of bridge components (e.g. deck, beam, guard rails) with the modern equivalent <\$5,000. 	<ul style="list-style-type: none"> Replacement of bridge components (deck, beam, guard rails) with modern equivalent ≥\$5,000). 	<ul style="list-style-type: none"> Upgrade: Strengthening or widening bridge Upgrade: Increasing handrail height so pedestrians can look over New bridge structures.

Footpaths and Bikeways

Footpath assets are recognised at the following level and include access ramps:

- Footpaths
- Bikeways
- Access Ramps.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Road hazard / defect inspections • Condition audits • Sweeping • Grass mowing • Weed spraying. 	<ul style="list-style-type: none"> • Partial renewal of small lengths of footpaths <10% of asset • Programmed or reactive maintenance activities (e.g. resetting segmented blocks, re-gravelling, pothole repair, resetting pavers). 	<ul style="list-style-type: none"> • Partial renewal of footpath segments ≥10% • Replacement of footpath component to same standard (e.g. Resealing bitumen footpaths). 	<ul style="list-style-type: none"> • New footpaths assets ≥\$5,000 • New footpath segments part of a network asset ≥\$5,000 • Upgrade: Widening of the path • Upgrade: Replacement of footpath component to higher standard (e.g. to bluestone or a superior material).
<p>Project Wide Costs Specific to Footpaths:</p> <ul style="list-style-type: none"> • Patching - Expenditure on minor patching performed to blend a new or renewed footpath asset into the existing asset shall be recognised as a project wide cost. 			

Kerb & Water Table

Kerb and water table are recognised at the following levels:

- Kerb and Water Table
- Traffic Control Devices

While individual kerb components may fall below the asset capitalisation threshold of \$5,000, the segment is considered part of a larger asset network and therefore should be capitalised.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Condition audits • Street sweeping. 	<ul style="list-style-type: none"> • Partial replacement of kerb <10% of the asset • Programmed or reactive maintenance activities (e.g. replacing isolated section of kerbing that is not functioning or in poor condition). 	<ul style="list-style-type: none"> • Partial replacement of kerb and water table where planned replacement length exceeds 10% of total asset segment length. 	<ul style="list-style-type: none"> • Replacement of whole kerb and water table segment to a higher standard.

Lighting and Electrical

Lighting and electrical includes the following asset types:

- Public Lighting (poles, luminaires, switchboard, pits)
- Main Switchboard (switchboards, electrical conduit, cable, power bollards/outlets)
- CCTV (Camera, server equipment, equipment enclosure)
- Smart Technology.

Each asset type, is made up of key components, listed in brackets. These components are crucial to the operation of the asset and therefore part of the assets network. Expenditure on these items as part of a capital project shall be capitalised regardless of whether the component meets the capitalisation threshold. However, any planned or reactive maintenance to replace these components shall be expensed.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Condition audits • Switchboard audits (e.g. electrical compliance) • Utility costs. 	<ul style="list-style-type: none"> • Replacement of a consumable component of the asset <\$5,000 • Programmed or reactive maintenance (re-lamping of luminaires, painting). 	<ul style="list-style-type: none"> • Replacement of existing assets with the modern equivalent \geq \$5,000 • Replacing Smart Technology with modern equivalent. 	<ul style="list-style-type: none"> • New assets • Upgrade: Expansion of lighting structures • Upgrade: Changing light bulbs to LED.

Roads (Sealed and Unsealed)

Roads are recognised under the following components:

- Wearing Course
- Base Course Layer
- Sub-base Layer.

While individual road segments and components may fall below the asset capitalisation threshold, each segment is considered to be part of the larger road network and therefore should be capitalised.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Road hazard / defect inspections • Condition audits • Periodic line marking reapplication • Street sweeping. 	<ul style="list-style-type: none"> • Planned maintenance (i.e. repair works to road component(s) <10% of the area of the defined asset segment, crack sealing) • Reactive maintenance (e.g. pothole repair). 	<ul style="list-style-type: none"> • Partial renewal of road components $\geq 10\%$ of the area of the defined asset segment • Replacement or refurbishment of road component with the modern equivalent (e.g. resurfacing of wearing course, base course replacement, in-situ stabilisation). 	<ul style="list-style-type: none"> • Upgrade: Replacement of a road component to a higher standard (e.g. resealing a gravel road, paving an asphalt road) • Upgrade: Pavement widening to increase capacity • New assets.
<p>Project Wide Costs Specific to Roads:</p> <ul style="list-style-type: none"> • Minor enabling works of underlying road components - expenditure on minor works (<10% of segment area) performed in conjunction with a capital works project (e.g. repairs to the base course performed in conjunction with the resurfacing of the road) may be recognised as a project wide cost. 			

Stormwater and Drainage

Stormwater and drainage covers the stormwater and Torrens Lake infrastructure networks, and comprises the following asset types:

- Earth Retaining Structures
- Easements
- Links
- Nodes
- Weir Components.

Stormwater infrastructure is made up of a number of low value items, which are all required for the stormwater network to operate. Therefore, while components of the stormwater network may fall below the asset capitalisation threshold, if a component is renewed, newly installed or upgraded as part of an infrastructure project it will be capitalised as the component is considered part of a network asset. However, any planned or reactive maintenance to replace these components shall be expensed.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Cleaning • Condition audits. 	<ul style="list-style-type: none"> • Programmed or reactive maintenance activities (e.g. clearing blockages, pipe repair, pit lid replacement) • Repair and refurbishment of existing asset components • Replanting vegetation (basins). 	<ul style="list-style-type: none"> • Replacement of asset component to same standard • Relining pipes. 	<ul style="list-style-type: none"> • New installations • Enhancements (e.g. increasing the diameter of the pipes).

Traffic Signals

Traffic signals include the following components:

- Poles
- Lanterns
- Control System
- Conduit Pits
- Cables
- Conduits.

These assets are considered to be networked assets that are crucial for the operation of the traffic signal asset. Therefore, regardless of whether the component falls below the asset threshold, if the component has been renewed, upgraded or replaced as part of an infrastructure project it should be capitalised to the fixed asset register.

All other assets outside of these core items are considered minor and expensed as incurred.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Condition audits • Servicing / testing cabinets • Utility costs. 	<ul style="list-style-type: none"> • Reactive maintenance and repairs of traffic signal components (push buttons, audio tactile and target boards, replacement of poles or UPS arising from a car strike) • Programmed maintenance (Gridlock costs). 	<ul style="list-style-type: none"> • Individual components or components that form a network \geq\$5,000 (e.g. poles, lanterns, control system, cables, conduits). 	<ul style="list-style-type: none"> • Individual components or components that form a network \geq \$5,000 to a superior standard.

Urban Elements

Urban Elements comprise the following categories:

- Furniture (e.g. BBQs, picnic tables, seats, bike racks, drinking fountains, planter boxes, flag poles, bollards)
- Artwork (e.g. public art, statues, fountains and memorials, integrated street furniture and other elements)
- Structures (e.g. bus shelters, retaining walls, fences, gates and boat landings)
- Other Structures (e.g. pergola, rotundas, horse troughs)
- Parking Machines
- Recreational areas (e.g. sports fields, playgrounds and playground equipment)
- Signs (e.g. custom, street and regulatory)
- Waste Bins.

Urban elements contain a number of homogenous assets that can be easily grouped. If you are unsure whether an urban element should be capitalised as a grouped asset, contact Finance.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewals	New / Upgrade
<ul style="list-style-type: none"> • Assets where the valuation is <\$5,000 • Murals • Sculpture hire or temporary art display • Strategic health management audits (sports fields) • Installation and removal of Christmas Tree and decorations. 	<ul style="list-style-type: none"> • Replacement of individual item <\$5,000 that do not form a grouped asset. • Programmed or reactive maintenance (cleaning, painting, general repairs). 	<ul style="list-style-type: none"> • Individual assets or assets that can be easily grouped ≥\$5,000 with the modern equivalent. 	<ul style="list-style-type: none"> • Individual assets or assets that can be easily grouped ≥\$5,000 to a superior standard • Upgrading an asset (e.g. increasing length of fence).

B.4. PARK LAND AND OPEN SPACES

Irrigation

An irrigation system includes the reticulation pipes, controllers, water supply line and pumps.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> • Utility costs. 	<ul style="list-style-type: none"> • Replacement of component of irrigation system (e.g. sprinklers, controllers) <\$5,000. 	<ul style="list-style-type: none"> • Renewal of irrigation components ≥\$5,000 or ≥20% of the asset. 	<ul style="list-style-type: none"> • Replacement of whole irrigation asset system ≥\$5,000 • Upgrade or extension of current irrigation system or components ≥\$5,000.

Open Space Assets

Open space assets include the following:

- Street Trees
- Strata Cells
- Tree Grates.

Open space assets shall be recognised at cost and depreciated over its useful life. Where an open space asset has its own maintenance plan it will be recognised individually in the asset register, otherwise it will be recorded as a grouped asset.

Further details on open space assets can be found for under [Appendix D – Green Assets](#).

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> • Revegetation of land • Re-planting garden beds • Existing green assets that are deemed non-capital in accordance with Appendix D – Green Assets. 	<ul style="list-style-type: none"> • Programmed or reactive maintenance (e.g. pruning, mowing, mulching, weed removal, watering). 		<ul style="list-style-type: none"> • New assets ≥ \$5,000 (refer to Appendix D – Green Assets). • Establishment of new parks and extensions to existing parks.
<p>Note – existing green assets that would have met the capitalisation threshold and definition will not be brought to account on the balance sheet. This change will be recognised prospectively.</p>			

Water Features

Water features comprise the following asset types:

- Boat Ponds
- Rock Pools
- Himeji Gardens Water Feature.

The cost of the water feature includes the structure, pumps, pipes and water supply lines.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> • Cleaning • Utility costs • Water treatment. 	<ul style="list-style-type: none"> • Programmed or reactive maintenance • Assets considered to be non-capital (refer to Appendix D – Green Assets). 		<ul style="list-style-type: none"> • New assets ≥ \$5,000 (refer to Appendix D – Green Assets).

B.5. OTHER ASSETS

Office Furniture and Equipment

Office furniture and equipment comprise the following types of assets:

- Office Furniture
- Computer Equipment and Hardware
- Other Equipment.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> • IT Subscription fees. 	<ul style="list-style-type: none"> • Expenditure <\$5,000 for individual hardware/ furniture assets or assets that cannot be easily grouped. 	<ul style="list-style-type: none"> • Replacing technology with the modern equivalent \geq \$5,000, or assets that can be easily grouped. 	<ul style="list-style-type: none"> • New assets \geq \$5,000, or assets that can be easily grouped. • Upgrade: Replacing technology with a superior model \geq \$5,000.

Plant and Equipment

Plant and equipment comprises:

- Motor Vehicles
- Minor Plant and Equipment.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> • Fuels costs • Utility costs. 	<ul style="list-style-type: none"> • Programmed or reactive maintenance (e.g. servicing vehicles) • Plant and fleet assets <\$5,000. 	<ul style="list-style-type: none"> • Plant and fleet assets \geq \$5,000 where the asset has been replaced with the base model • Network assets or groups with aggregate price \geq \$5,000. 	<ul style="list-style-type: none"> • New plant and fleet assets \geq \$5,000 • Upgrade: Plant and fleet assets \geq \$5,000 where the asset has been replaced with the superior model.

Library Books

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> Magazines, newspapers, periodicals and toys. 			<ul style="list-style-type: none"> Library books, videos, DVDs, CDs and other permanent additions to the library collection.

Civic Collection

Council's Civic Collection comprises items of historical significance such as:

- Antiques
- Artworks (portraits, paintings and prints)
- Artefacts
- Ephemera
- Medals
- Gold/silver
- Maps
- Clocks.

Additionally, antique furniture is recognised in the fixed asset register under the Civic Collection.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> Assets with value <\$5,000. 	<ul style="list-style-type: none"> Programmed or reactive maintenance activities (restoration of antique furniture). 		<ul style="list-style-type: none"> New assets with value ≥\$5,000.

Investment Properties

Council owns three investment properties. These are not depreciated as they are revalued annually under AASB 140 – Investment Properties.

EXPENSE		CAPITAL	
Operating	Maintenance	Renewal	New / Enhancement
<ul style="list-style-type: none"> Costs of day to day servicing Start-up costs (costs incurred that are not required to get the property running. 	<ul style="list-style-type: none"> Programmed or reactive maintenance activities (e.g. painting, fencing, guttering). 	<ul style="list-style-type: none"> Replacement of a building component ≥\$5,000 (walls, floors, roof, ceiling and windows) with the modern equivalent. 	<ul style="list-style-type: none"> New properties with value ≥\$5,000.

APPENDIX C – DEPRECIATION RATES

The table below depicts the depreciation rates for major asset types within each asset class. These are determined by the Asset Managers as part of the revaluation process.

The below table shall be assessed and updated annually for current depreciation rates. Any changes in depreciation rates shall be disclosed in the financial statements as a change in accounting estimate in accordance with AASB 108.

Asset Class	Useful Life
<u>Buildings</u>	
Structure – other buildings	60 to 100 years
Structure – heritage buildings	300 years
Other building components	10 to 100 years
<u>Infrastructure</u>	
Roads – surface	10 to 25 years
Roads – structure	30 to 80 years
Bridges (major) components	20 to 100 years
Bridges (minor) components	25 to 75 years
Footpaths and Bikeways	20 to 70 years
Kerb and water table	60 to 120 years
Stormwater drainage networks	50 to 125 years
Culverts	80 years
Weir components	25 to 100 years
Basins	50 to 80 years
Earth retaining structures	30 to 80 years
Gross pollutant traps	80 years
Irrigation	15 to 25 years
Traffic signals	10 to 30 years
Lighting and electricals	20 to 30 years
Electrical switch boards	30 years
CCTV	10 to 20 years
Sports fields	15 to 50 years
Open space assets	10 to 80 years
Statues and Monuments	Indefinite
Urban Elements	5 to 80 years
<u>Other Assets</u>	
Office furniture and equipment	3 to 20 years
Vehicles and Road making equipment	2 to 20 years
Other Plant and Equipment	3 to 25 years
Library books	1 to 7 years
Civic Collection	Indefinite

APPENDIX D – GREEN ASSETS

Green assets are natural assets which reflect the City of Adelaide' 2020-2024 Strategic Plan commitment of environmental leadership through enhanced greening and biodiversity of the city. The determination of whether an item is capital or non-capital comes down to the consideration of the following criteria:



- Does the asset contribute to Council's service objectives to the ratepayers, workers and visitors of the CoA?
- Is the asset likely to be renewed as part of CoA's asset management plan?
- Is the asset located on land owned by CoA (i.e. all land excluding Park Lands, Squares and Gardens)?


If the answer is yes to the above three criteria, then the asset is capital in nature and should be capitalised to Park Land and Open Space Assets.

Pre-existing green assets that have not been financially recognised in Council's fixed asset register will not be brought into account.





The table below illustrates examples of green assets the City of Adelaide will encounter in their capital works program and their capitalisation treatment.




Table 2 – Green Assets





Item	Non-Capital	Capital	Reasoning
Arbours 		X	Arbours are recognised under urban elements - other structures . Any expenditure on plants form the cost of the arbour asset.
Basins (E.g. detention, sedimentation) 		X	Basins formed to assist in the flow of water and are distinct from the constructed lining and formal bank protection, which are capitalised separately under Stormwater and Drainage . Plants may be used in the construction of a basin to improve the quality of the stormwater. Therefore, basins are capital as they: <ul style="list-style-type: none"> • aid in stormwater catchment; • perform a function for Council over a number of years; and • would be renewed under an asset management plan. Note –basins are to be classed as a Stormwater and Drainage asset Plants that are used in the initial structure and renewal of the structure shall be capitalised as part of the asset, however the replacement of plants around the basin shall be expensed.

Item	Non-Capital	Capital	Reasoning
<p>Biodiversity Projects</p> 	X		<p>Council undergo biodiversity projects to revegetate various areas of the Park Lands.</p> <p>Expenditure on biodiversity projects is considered non-capital as the City of Adelaide has care and control of the Park Lands, however ownership belongs to the State Government. As such land improvements made to the Park Lands will not provide any future economic benefits through future land sales and therefore should be expensed.</p>
<p>Boulders / logs – general (aesthetic)</p> 	X		<p>Boulders or logs that are purely laid out for aesthetic purposes in the Park Lands will be treated as non-capital as they serve no function and would not be renewed under an asset management plan.</p>
<p>Boulders / logs - functional</p>  		X	<p>Boulders or logs should be capitalised where they have a functional purpose (such as seats or benches or barriers to a playground). If there is uncertainty around whether the boulder or log provides a function, the assumption should be that it's non-capital.</p> <p>Note – These are not green assets, and instead would be capitalised under Urban Elements based on their function (e.g. a log used as a seat will be capitalised under Urban Elements - Seats).</p>

Item	Non-Capital	Capital	Reasoning
Creek Channel (man-made) 		X	<p>Man-made creek channels are formations to assist in the flow of water and excludes the constructed lining and / or formal bank protection (which is capitalised separately under Stormwater and Drainage)</p> <p>Creek channels are capital as they:</p> <ul style="list-style-type: none"> • aid in stormwater catchment; • perform a function for Council over a number of years; and • would be renewed under an asset management plan. <p>Note – creek channels are to be classed as a Stormwater and Drainage asset.</p>
Garden Beds – Park Lands (including Squares and Gardens) 	X		<p>The City of Adelaide has care and control of the Park Lands, Squares and Gardens, however ownership belongs to the State Government. As such land improvements made to the Park Lands, Squares and Gardens will not provide any future economic benefits through future land sales and therefore should be expensed.</p>
Garden Beds – Streets 	X		<p>Garden beds located in the streets require annual turnover of plants and mulch. As the assets themselves have a short useful life they are considered to be non-capital.</p>
Green Wall 		X	<p>The green wall is considered an improvement to the building and provides oxygen and cooling while removing urban air pollution.</p> <p>As the green wall is an improvement to the building it will get capitalised to Buildings as a separate component.</p>

Item	Non-Capital	Capital	Reasoning
Sand Pit		X	A sandpit is a structure that forms part of the playground and therefore should be capitalised under Urban Elements .
Softfall material – Formal materials with life greater than 12 months (e.g. rubber) 		X	Formalised soft fall material, such as rubber, typically forms part of a playground and therefore should be capitalised as a cost of the playground asset under Urban Elements .
Softfall material – Informal materials (e.g. bark chips, sand) 	X		Softfall material such as sand and bark are replaced annually as part of CoA's maintenance program. Where expenditure relates to the replacement or top up of existing soft-fall material, this should be expensed.
Soil 	X		Expenditure on soil alone is considered to be maintenance in nature and therefore not capitalised, however if it forms part of the cost of a street – tree or basin then expenditure will be captured as part of the cost of the asset.
Soil Mounds (e.g. for BMX tracks, behind the archery field) 		X	Soil mounds are capitalised when they are created for a recreational activity such as the BMX tracks or the mounds in the archery fields. Note – soil mounds (e.g. BMX tracks) are of a specialised nature and shall be capitalised under Urban Elements – Sports fields .

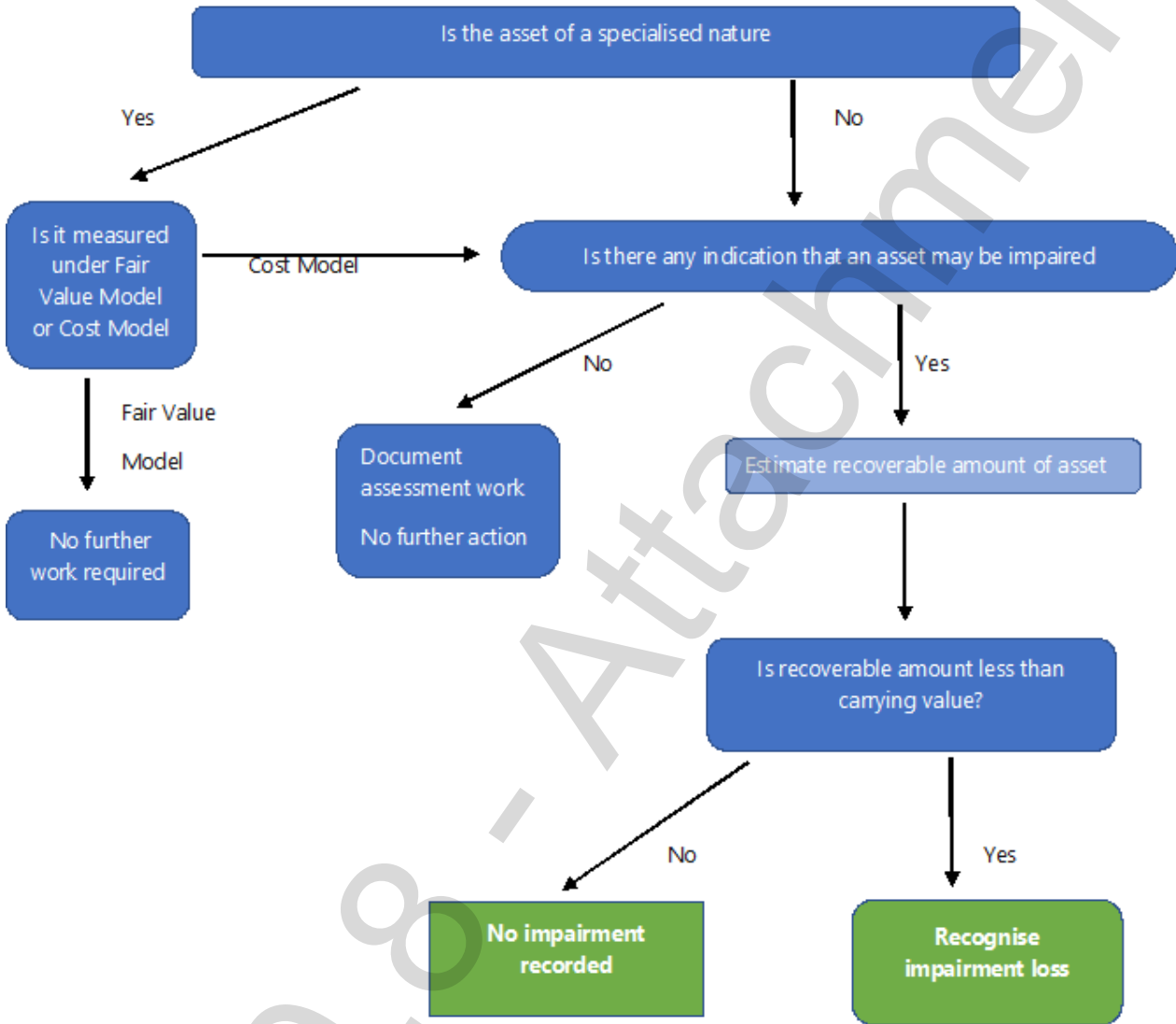
Item	Non-Capital	Capital	Reasoning
<p>Swales</p> 		X	<p>Swales are formed to assist in the flow of water and are distinct from the constructed lining and formal bank protection, which are capitalised separately under Stormwater and Drainage. Plants may be used in the construction of a swale to improve the quality of the stormwater.</p> <p>Swales are therefore capital as they:</p> <ul style="list-style-type: none"> • aid in stormwater catchment; • perform a function for Council over a number of years; and • would be renewed under an asset management plan. <p>Note – swales are to be classed as a Stormwater and Drainage asset rather than a green asset.</p> <p>Plants that are used in the initial structure and renewal of the structure shall be capitalised as part of the asset, however the replacement of plants around swale shall be expensed.</p>
<p>Trees – Park Lands, Square and Gardens</p> 	X		<p>The City of Adelaide has care and control of the Park Lands, Squares and Gardens, however ownership belongs to the State Government. As such land improvements made to the Park Lands, Squares and Gardens will not provide any future economic benefits through future land sales and therefore should be expensed.</p>
<p>Trees – Streets</p> 		X	<p>Street trees are located on the footpaths within the City of Adelaide. Their purpose is to provide screening to surrounding suburbs, oxygen, cooling and remove urban air pollution. They are considered to improve the market value of surrounding properties and therefore over time may provide a future economic benefit through increased rates income. Therefore, street trees shall be capitalised.</p> <p>Note – street-trees may only be capitalised if they are located on road reserves owned by Council. Refer to ACC2019/84203 for further details.</p>

Item	Non-Capital	Capital	Reasoning
Turf – Event Space 	X		Turf laid out in event spaces is replaced annually after the event is held. Therefore, while it may be considered capital as it relates to an area that generates income for Council, as the useful life of the asset is one year it should be expensed immediately.
Turf – General Park Lands 	X		The City of Adelaide has care and control of the Park Lands, Squares and Gardens, however ownership belongs to the State Government. As such land improvements made to the Park Lands, Squares and Gardens will not provide any future economic benefits through future land sales and therefore should be expensed.
Turf - Specialised nature (e.g. Sports fields) 		X	Turf used for sports fields are of a specialised nature and are hired out by Council to generate income, therefore related expenditure is capital in nature. Examples of these include cricket pitches. Note – turf of a specialised nature is not an open space asset and shall be capitalised under Urban Elements – Sports fields.
Water Features (e.g. Boat Ponds, Himeji Garden water feature, Veale Gardens Rock Pool) 		X	Water features perform a function of reticulating water and may be used for commercial gain (e.g. the Council may charge for the use of the boat ponds). Therefore, water features may be capitalised. Costs to be included in a water feature asset include the pumps and pipes.

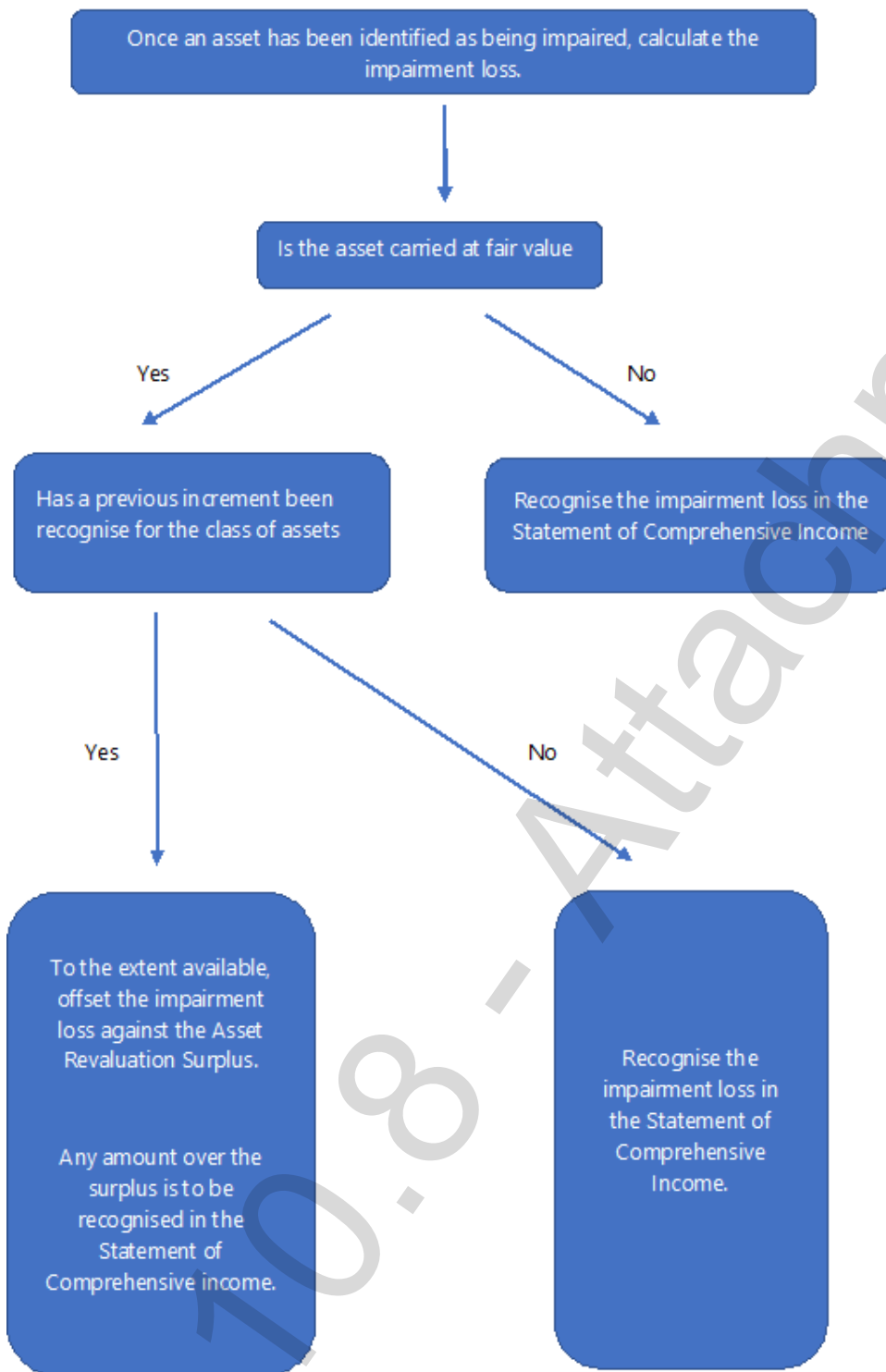
APPENDIX E – IMPAIRMENT TESTING

Decision Tree

Implementation of AASB 136 Impairment of Assets



Recognition of Impairment Loss



APPENDIX F – INTERNALLY DEVELOPED SOFTWARE CAPITALISATION TABLE

The table below illustrates what costs are typically capitalised and expensed in relation to internally developed software.

	Expensed	Capitalised
Preliminary Project Stage		
Assessment (any expenditure incurred in relation to market research, feasibility and development of the business case).	X	
Research activities: <ul style="list-style-type: none"> activities aimed at obtaining new knowledge; the search for, evaluation and final selection of, applications of research findings or other knowledge; the search for alternatives for materials, devices, products, processes, systems or services; and the formulation, design, evaluation and final selection of possible alternatives for new or improved materials, devices, products, processes, systems or services. 	X	
Installation and Implementation		
Internal and external costs incurred- modify provider offerings or develop bridging modules to existing systems or bespoke additional capability. This may include contractor or staff costs specifically spent on developing code. Any preliminary activities prior to developing the code is deemed research and is expensed .		X
Fees to access SaaS, PaaS or IaaS services.	X	
Depreciation of software & equipment specifically required to develop or test the asset.		X
Project manager costs – planning data migration and/or training.	X	
Administration cost – not directly related to development.	X	
Inefficiencies in development (sunk cost of abandoned software).	X	
Testing costs- enable final system will be capable of being used by Council.		X
Training Costs at Implementation		
Employee training costs.	X	
Development of training materials.	X	
Data Conversion Costs		
Purging or cleansing of existing data, reconciliation or balancing of old data and data in the new system, creation of new or additional data and conversion of old data to the new system.	X	
Post-implementation stage		
Post implementation- operation stage.	X	
Re-use of application programming interface (API).	X	
Maintenance costs (e.g. If, under a PaaS arrangement, the supplier performs an update in the platform which prompts Council to update the coding in their application, this will be maintenance).	X	

APPENDIX G – DEFINITIONS

Item	Definition
Amortisation	The systematic allocation of the cost of an intangible asset (less any residual value) over its useful life to reflect patterns of periodic consumption of the asset.
Assetic	The City of Adelaide's asset management system and asset register used for Infrastructure, Buildings, Land, Park Land and Open Spaces and Plant and Equipment assets.
Assets	Future economic benefit controlled by Council as a result of past transaction or other past events.
Asset Class	Grouping of non-current assets of a similar nature and the lowest level of information on non-current assets included within Council's financial statements.
Assets-Current	Assets that are expected to be consumed, realised, sold or disposed of within 12 months.
Assets Non-Current	Assets that are not expected to be consumed, realised, sold or disposed of within 12 months.
Capitalisation	A cost is included in the value of an asset and depreciated over the useful life of that asset.
Capital Expenditure	Costs that are incurred over the life of an asset that either renew, extend or upgrade the asset's underlying service potential.
Carrying Amount	The cost of an asset less the depreciation and any impairment losses accumulated since the asset was acquired.
Contributed Asset	An asset that is acquired by Council at nominal or no cost, usually by way of an agreement with property developers, through State Government arrangements or bequeathed to Council.
Cost Model	Measurement methodology for intangible asset. An intangible asset shall be carried at its cost less any accumulated amortisation and any accumulated impairment losses.
Decommissioning	Removal, demolition, or elimination of an asset's service potential, resulting from a specific management decision.
Depreciable Amount	The cost of an asset, or other amount substitute for cost, less its residual value.
Depreciated Current Replacement Cost	Current cost of replacement or reproduction of an asset, less deductions for physical deterioration of the asset.
Depreciation	The systematic allocation of the depreciable amount of an asset over its useful life.
Design Life	Expected period of time an asset can be used based on its design characteristics. The design life can be greater than the period of time Council intends to use an asset.
Desktop Revaluation	A revaluation that is undertaken without physically inspecting the asset.
Directly Attributable Cost	Cost occurred in preparing the asset for its intended use, including costs of employee benefits, professional fees and costs of testing arising from bringing the asset to its working conditions.

Economic Life	The period over which an asset is expected to be economically useful to Council. For example, a vehicle may be replaced after two years for economic reasons even though its design life may exceed 15 years.
Event Space	An area within the Park Lands, Squares or Gardens where an event is held.
Fair Value	The amount for which an asset could be exchanged between knowledgeable, willing parties in an arm's length transaction.
Fixed asset register	Repository of financially recognised non-current assets and related information used primarily for financial accounting purposes.
Full Renewal	Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally, including replacement of an existing asset. Council's policy is a full renewal covers 90-100% of an asset.
Full Revaluation	The process whereby the fair value of all assets within an asset class are updated to reflect current market value or current replacement cost as well as reassessing remaining useful life and residual value.
Future Economic Benefits	In respect to not-for-profit entities such as Council, future economic benefits refer to the ability of an asset to provide goods or services in accordance with the organisation's objectives.
Goodwill	Goodwill is an intangible asset that is associated with the purchase of one entity by another. The amount of goodwill is the cost of purchase minus fair value of tangible asset, intangible asset that can be identified, and the liabilities obtained in the purchase.
Gardens	Gardens refers to Brougham and Palmer Gardens. These are Crown land in accordance with the <i>Adelaide Park Lands Act 2005</i> .
Garden Beds	Garden beds include soil, mulch, small plants and flowers.
Green Assets	Refers to trees, shrubs, grasses, green walls and water sensitive design infrastructure such as raingardens and wetlands.
Grouped Asset	A grouped asset combines homogenous assets that provide the same type of service but individually fall below the recognition threshold. When considered in aggregate, the grouped assets are of a material value and should be recognised as an asset.
Intangible Asset	An identifiable non-monetary asset without physical substance.
Interim Revaluation	Desktop review of unit rates whereby all asset values within an asset class are adjusted by an indexation factor.
Impairment	A decline in the service potential of an asset such that the carrying amount of an asset exceeds its recoverable amount.
Infrastructure Asset	Typically, large, interconnected networks or programs of composite assets. The components of these assets may be separately maintained, renewed, replaced or disposed of, so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets, have long lives. They are fixed in place and rarely have any market value.
Maintenance Expenditure	Recurrent planned and unplanned expenditure, which is periodically or regularly required as part of Council's maintenance plan to ensure that the asset is kept in an operational state, achieves its useful life and provides the required level of service.
Market Value	The price that would be received to sell an asset in an orderly transaction between market participants, excluding transaction costs but inclusive of any transport costs.
Net Book Value	The amount at which an asset is recorded (either at cost or fair value) within the fixed asset register after deducting any accumulated depreciation and accumulated

	impairment losses. This is the same as an asset's carrying amount or written down value.
Network Asset	Network assets are a chain of interconnected but different assets that rely on each other to provide the one service, but where individually, fall below the recognition threshold. When considered in aggregate, the network assets are of a material value and should be recognised as an asset.
New Asset	Expenditure on a new asset that previously did not exist or, where the footprint of an existing asset is extended, the portion of the asset that was extended.
Nominal Cost	A price or charge that is well below the real value or cost.
Off Maintenance	Point in time that the period of "On Maintenance" applicable to contributed assets either expires or ceases and Council is responsible for the maintenance costs.
On Maintenance	Point in time that Council accepts control of an asset handed over by a property developer and assets are recognised in Council's accounts. The term "On Maintenance" refers to an effective warranty period whereby the responsibility for rectifying defects associated with the contributed assets rests with the developer.
Operating Expenditure	Encompasses all costs associated with operating an asset (i.e. electricity, fuel, staff, plant and equipment on costs and corporate overheads).
Park Lands	The region referred to as the Park Lands covers the Park Lands surrounding the central business district (CBD), Squares and Gardens (Brougham and Palmer) in accordance with the <i>Adelaide Park Lands Act (2005)</i> .
Partial Renewal	Expenditure on an asset which increases the service potential of the asset but not up to its original service potential. Council's policy is a partial renewal covers 10-90% of an asset.
Portable and Attractive Items	Minor assets up to the value of \$5,000 which do not get captured in the fixed asset register, however due to the attractiveness of the item shall be tracked via the Portable and Attractive Items Register.
Practical Completion	The point at which the assets constructed within a capital project are available for use.
Project-wide Costs	Project expenditure that has brought multiple assets to the condition and location necessary to be operating as intended by management. This expenditure shall be proportionally allocated across all capitalised assets within the project.
Prospective (Remaining Useful Life)	Depreciation calculation method used in Assetic. This is a forward-looking approach to calculating the depreciated replacement cost.
Recognition Threshold	The recognition threshold is the amount of expenditure below which an item is recorded as an expense rather than an asset.
Recoverable Amount	The higher of an asset's fair value less the cost to sell and its value in use.
Remaining Useful Life (RUL)	The remaining operational life of an asset in service, irrespective of the period an asset has been in use or its design life or initial useful life when first recognised.
Renewed Asset	Expenditure on an existing asset which increases the service potential or the expected / design life of the asset. Renewed assets also cover those where: <ul style="list-style-type: none"> • the technology or materials are outdated and therefore a modern equivalent has been used and • the works have been performed to ensure the asset meets legislative requirements.

Replacement Cost	The current cost to replace or reproduce an asset based on similar operating conditions.
Residual Value (aka Salvage Value or Scrap Value)	The estimated amount that would be obtained today by Council from the disposal of an asset, after deducting the estimated costs of disposal (where applicable), if the asset were already of the age and in condition expected at the end of its useful life.
Retrospective (Useful life)	Depreciation calculation method used in Assetic. This approach is used to calculate depreciated replacement cost if the initial asset value requires updating that will affect the depreciated value.
Service Potential	The capacity to provide goods and services in accordance with Council's objectives.
Squares	Squares located in Adelaide are Hurtle, Victoria, Hindmarsh, Light, Wellington and Whitmore Square. These form part of the Adelaide Park Lands in accordance with the <i>Adelaide Park Lands Act 2005</i> .
Sunk Cost	Costs that are incurred on the initial construction of an asset that are unlikely to be incurred again when the asset is renewed or replaced.
TechOne	City of Adelaide's accounting ledger.
Upgraded Assets	Expenditure which enhances the existing asset to a higher level of service, including where superior materials have been used or the service capacity has increased above that endorsed by Council's asset management plan.
Useful Life	The period over which the asset is expected to be available for use by Council.
Valuation Unit Rates	Asset unit rates based on replacement cost principles that exclude specific asset management costs to fully comply with accounting standards and to avoid the potential for double counting of costs.
Value in Use	The present value of the future cash flows expected to be derived from an asset or cash-generating unit.
Work In Progress (WIP)	Work In Progress is the accumulation of the construction costs of an asset that is incomplete as at the end of the financial year. The most common example is the design costs of an asset that has yet to commence construction. Every year the work in progress is reviewed and where it is not certain that the construction of the asset will commence within the following financial year the amount of work in progress shall be expensed.
Written Down Value	The amount at which an asset is recorded (either at cost or fair value) within the fixed asset register after deducting any accumulated depreciation and accumulated impairment losses. This is the same as an asset's carrying amount or net book value.

ADMINISTRATIVE

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or, when there is no such provision, a risk assessment approach is taken to guide the review timeframe.

The standard review period for this guideline will be every two years from the effective date, however, may occur sooner if there is a change in legislation, accounting standards or other relevant information.

The next review is due **September 2022**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2020/43863	Council		New Guideline

Contact:

For further information contact the Strategic Finance & Performance Program.

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Progress of Motions by Elected Members

ITEM 10.9 08/09/2020
Council

Strategic Alignment - Enabling Priorities

Program Contact:
Rudi Deco, Manager Governance
8203 7442

2018/04074
Public

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY

This report responds to the decision of Council from 12 March 2019 to report to every second Council meeting of the month on the Progress of Motions by Elected Members.

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RECOMMENDATION

THAT COUNCIL

1. Notes the report.
-

IMPLICATIONS AND FINANCIALS:

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	Not as a result of this report
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
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 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
20/21 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

1. On 12 March 2019, Council resolved that Council requests the Administration, at every second meeting of Council to report on the progress of Councillor motions with and without notice adopted by the elected body over the current and previous two terms but which have not yet been fully implemented.
2. Since the commencement of the 2018-2022 Council Term a total of 180 motions on and without notice have been carried by Council.
3. As at 2 September 2020 a total of 69 motions on or without notice remain open from the current and previous terms of Council. The current progress of these motions on and without notice is listed in Link 1 view [here](#).
4. Council Members can review progress updates on all decisions and Administration undertakings via the online Council Member portal. Council Executive can provide a verbal update on undertakings to Council Members on request.

DATA & SUPPORTING INFORMATION

Link 1 – List of open Motions on and without Notice

ATTACHMENTS

Nil

- END OF REPORT -

Reports from Council Members

ITEM 12.1 08/09/2020
Council

Strategic Alignment - Enabling Priorities

Program Contact:
Rudi Deco, Manager Governance
8203 7442

2018/04064
Public

Approving Officer:
Mark Goldstone, Chief Executive
Officer

EXECUTIVE SUMMARY:

This report is presented to:

1. Advise Council of Council Member activities and the functions that Council Members have attended on behalf of the Lord Mayor.
2. Provide a summary of Council Members' meeting attendance.

Council Members can table reports on activities undertaken on relevant external Boards and Committees where they are representing Council and these reports will be included in the Minutes of the meeting.

RECOMMENDATION:

THAT COUNCIL

1. Notes the Council Member activities and functions attended on behalf of the Lord Mayor (Attachment A to Item 12.1 on the Agenda for the meeting of the Council held on 8 September 2020).
2. Notes the summary of Council Members meeting attendance (Attachment B to Item 12.1 on the Agenda for the meeting of the Council held on 8 September 2020).
3. Notes that reports from Council Members tabled at the meeting of the Council held on 8 September 2020 be included in the Minutes of the meeting.

ATTACHMENTS

Attachment A – Council Member activities and functions attended on behalf of the Lord Mayor

Attachment B – Summary of meeting attendance

- END OF REPORT -

FUNCTIONS ATTENDED ON BEHALF OF THE LORD MAYOR: 7 August - 2 September			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
DLM Councillor Hyde	20-Aug	Reigniting Economic Growth and Entrepreneurship Leaders Forum	Attended on behalf of the Lord Mayor
Councillor Martin	7-Aug	Exhibition Launch - "I am Awe-tistic" as part of SALA	Opened the exhibition on behalf of the Lord Mayor
COUNCIL MEMBER MEETINGS AND EVENTS ATTENDED			
COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
DLM Councillor Hyde	20-Aug	Adelaide Central Market Authority	Attended as Council Representative
Councillor Couros	27-Aug	Adelaide Convention Bureau	Attended as Council Representative
Councillor Knoll	17-Aug	Rundle Mall Management Authority	Attended as Council Representative
Councillor Hou	5-Aug	StudyAdelaide	Attended as Council Representative

Meeting attendance

	The Committee 4 August 2020	The Committee - Special Meeting 5 August 2020	Adelaide Park Lands Authority 6 August 2020	Audit Committee 7 August 2020	Council 11 August 2020	Council - Special Meeting 13 August 2020	The Committee 18 August 2020	Council Assessment Panel 24 August 2020	The Committee - Special Meeting 25 August 2020	The Committee 1 September 2020	Meetings held	Meetings attended
Lord Mayor Sandy Verschoor	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	9	9
Councillor Arman Abrahamzadeh	✓	✓			✓	✓	✓	✓	✓	✓	8	6
Councillor Mary Couros	✓	✓		✓	✓	✓	✓	✓	✓	✓	8	8
Councillor Helen Donovan	✓	✓			✓	✓	✓	✓	✓	✓	7	5
Councillor Simon Hou	✓	✓			✓	✓	✓	✓	✓	✓	7	7
Councillor Alex Hyde (Deputy Lord Mayor)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	9	7
Councillor Jessy Khera	✓	✓			✓	✓	✓	✓	✓	✓	7	5
Councillor Franz Knoll	✓	✓		✓	✓	✓	✓	✓	✓	✓	7	6
Councillor Greg Mackie	✓	✓			✓	✓	✓	✓	✓	✓	7	2
Councillor Phillip Martin	✓	✓			✓	✓	✓	✓	✓	✓	7	7
Councillor Anne Moran	✓	✓			✓	✓	✓	✓	✓	✓	7	5
Councillor Robert Simms	✓	✓			✓	✓	✓	✓	✓	✓	7	5
# in Attendance	11	7	2	2	12	10	11	0	8	9		

Key:

Apology
Leave
Not a Member
Proxy Member

Lighting Strategy

ITEM 13.1 08/09/2020
Council

Council Member
Councillor Donovan

Public

Contact Officer:
Klinton Devenish, Director
Place

QUESTION ON NOTICE

Councillor Donovan will ask the following Question on Notice:

'Approximately one year ago, council was presented with the draft City of Adelaide Lighting Strategy. When can we expect to see the finalised Lighting Strategy, with actions and an implementation plan?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

City Access Strategy

ITEM 13.2 08/09/2020
Council

Council Member
Councillor Donovan

Public

Contact Officer:
Klinton Devenish, Director
Place

QUESTION ON NOTICE

Councillor Donovan will ask the following Question on Notice:

'The State Government and the City of Adelaide funded the development of a City Access Strategy, a 20-year transport strategy aimed at informing future developments, operations, and governance of transport networks within, and immediately surrounding the City of Adelaide. This was initially planned to be ready early 2020, then mid-2020. When can we expect to see the finalised City Access Strategy, and will it include priority actions and projects?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

E-Scooters

ITEM 13.3 08/09/2020
Council

Council Member
Councillor Martin

Public

Contact Officer:
Mark Goldstone, Chief
Executive Officer

QUESTION ON NOTICE

Councillor Martin will ask the following Question on Notice:

'On Sunday August 30th 2020 the Sunday Mail published an article in which it detailed a tripping incident in September 2019 in Victoria Square involving scooters licenced by the City of Adelaide and owned by Beam PL. The incident led to legal action being taken against the City of Adelaide in 2020 by a former State Government Minister who claimed he had been injured. Could the Administration advise;

1. Why the matter was not brought to the attention of elected members, particularly when the subject of scooter licences and associated issues has been raised in public and confidential meetings of Council?
2. Whether the matter was raised in the confidential "litigation" reports to the Audit Committee of Council at any or all of its March, April, June, July or August 2020 meetings and, if not, why not?
3. If it is prepared to report to elected members in either public or in confidence about all legal actions it has taken or legal actions that have been taken against Council or legal actions that have been resolved in the preceding three months?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Staffing by Service Area

ITEM 13.4 08/09/2020

Council

Council Member
Councillor Martin

Public

Contact Officer:
Clare Mockler, Deputy CEO &
Director Culture

QUESTION ON NOTICE

Councillor Martin will ask the following Question on Notice:

'In response to a Question on Notice, the Administration advised Council at its meeting on August 11th:

"Redundancies during the period 3 February 2020 and 7 August 2020 have occurred in the following service areas: People Experience, Small Business Advice and Support, Project Management, Aquatic Centre, Compliance, On Street Parking and Creative and Cultural Planning and Partnerships (Town Hall)."

Could the Administration further advise:

1. How many staff cuts have occurred in each of the areas it referred to and what have been the impacts, if any, to the provision of services to ratepayers or services to support administrative operation?
2. Have there been cuts to other areas not mentioned on August 11th and to these and other areas subsequent to August 11th and what have been the impacts, if any, to the provision of services to ratepayers or services to support administrative operations?
3. How many staff cuts have occurred since August 7th, 2020 and how many people at the City of Adelaide are there currently with advice that their positions could be made redundant or, alternatively, serving out periods of notice?

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Council Member
Councillor Martin

Contact Officer:
Mark Goldstone, Chief
Executive Officer

Public

QUESTION ON NOTICE

Councillor Martin will ask the following Question on Notice:

'At the meeting of Council on August 11th 2020, the Administration responded in writing to a question on notice about the nature of staff reductions, providing the following information:

- “1. The total number of people in permanent or fixed term contract employment at the City of Adelaide on 3 February 2020 was 831. In addition, there were 32 trainees, 217 casuals and 55 temporary employees.
2. The total number of people in permanent or fixed term contract employment at the City of Adelaide on 7 August 2020 was 783. In addition, there were 190 casuals and three temporary employees.
3. The total cost of separations between 3 February 2020 and 7 August 2020 has been \$1,082,190.50. These costs were contractual requirements in the form of payment in lieu of notice or the remainder of a fixed term contract, or redundancy entitlements (whichever was applicable).
4. Redundancies during the period 3 February 2020 and 7 August 2020 have occurred in the following service areas: People Experience, Small Business Advice and Support, Project Management, Aquatic Centre, Compliance, On Street Parking and Creative and Cultural Planning and Partnerships (Town Hall). In addition, two Associate Director roles were made redundant in this period.
5. There are 21 employees that we have recently had conversations with about proposed impacts to their role.”

Excluding the 21 staff mentioned at point 5, the number of people who have their jobs terminated since February this year totalled almost 160.

On Channel 10 only 3 days later, the Lord Mayor was reported as saying “only about 20 staff have been cut so far”. To provide clarity to elected members, to staff and to the community, could the Lord Mayor advise whether the 20 staff she referred to as having lost the jobs were part of the 159 separations since February 3rd, part of the 21 referred to at point 5 and a different and separate group of 20 staff?’

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

- END OF REPORT -

Free Cycling in the City Lessons

ITEM 15.1 08/09/2020
Council

Council Member
Councillor Simms

2018/04053
Public

Contact Officer:
Kliinton Devenish, Director
Place

MOTION ON NOTICE

Councillor Simms will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That:

the City of Adelaide temporarily offer free bike-riding lessons to encourage cycling and improve safety for new riders (similar to the Cycling in the City course offered by the City of Sydney).'

ADMINISTRATION COMMENT

1. The City of Sydney offers a range of courses and guided rides to support people who would like to learn to ride and gain confidence riding on city streets. The Cycling in City course is currently being offered each weekend until mid-November. There is a \$25 cost to participants to undertake the course.
2. As part of CoA's Recover & Reimagine initiative we are offering free bike riding lessons to city residents, workers and visitors. The course will run over two Sunday afternoons in September, with places for 12 adults who will attend both sessions. There is no cost for participants of this course. The course will be promoted to city residents, workers and visitors through the City of Adelaide's owned media channels.
3. The course will cater for people who would like to learn to ride a bike, as well as those who would like to gain confidence riding on Park Land paths and quiet city streets. It will be run by Ride-a-Bike Right, a nationally registered cycling school.
4. The cost of providing is \$1600 for the two day course, additional bike riding courses could be provided should the initiative prove successful and future budget made available.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	\$1600 required per two-day course.
Capital investment	Not applicable (within current initiative)
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

- END OF REPORT -

Free Public Transport Tickets

ITEM 15.2 08/09/2020
Council

Council Member
Councillor Simms

<INSERT TRIM CONTAINER REFERENCE>
Public

Contact Officer:
Clare Mockler, Deputy CEO &
Director Culture

MOTION ON NOTICE

Councillor Simms will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That:

Council requests that administration prepare a report with options to offer free bus, train and tram tickets to encourage visitors to the city.'

ADMINISTRATION COMMENT

To be distributed separately

- END OF REPORT -

Virtual “Café Trail”

ITEM 15.3 08/09/2020
Council

Council Member
Councillor Abrahamzadeh

2020/00604
Public

Contact Officer:
Ian Hill, Director Growth

MOTION ON NOTICE

Councillor Abrahamzadeh will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

‘That Council:

1. Notes the rich café culture that exists within the City of Adelaide and the State of South Australia;
2. As part of the #MyAdelaide campaign, works with local cafes (throughout the City of Adelaide jurisdiction) to produce a virtual “café trail” that supports local businesses.’

ADMINISTRATION COMMENT

1. Over 70 trails, 20 of which are food and drink related, are included on the City of Adelaide’s website and are being promoted through Council’s digital channels.
2. A Café Trail including an interactive map showing café spots can be included on the website. To be included on the map, individual cafés need to register their business on the Australian Tourism Data Warehouse or with Zomato and advise Council. Details such as business name, street address, payment facilities, category of business, and opening hours, can be linked to the interactive map. Details of this opportunity to digitally promote their businesses will be promoted through our business networks.
3. City of Adelaide would work with local café identities to help support promotion of the trail.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:

Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable

Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

- END OF REPORT -

Ronald McDonald House Crossing

ITEM 15.4 08/09/2020
Council

Council Member
Councillor Martin

2018/04053
Public

Contact Officer:
Klinton Devenish, Director
Place

MOTION ON NOTICE

Councillor Martin will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council:

Noting the number of children and parents traversing Melbourne Street between the separately located Ronald McDonald House buildings and to the significant number of medical consultancies, asks the Administration to provide a report to Council by December 2020 on options for providing a safe means of aiding pedestrian movements in the location.'

ADMINISTRATION COMMENT

1. In 2011 investigations were undertaken, at the request of Ronald McDonald House, to improve the crossing facilities between their two properties. Options investigated at the time included:
 - 1.1. A Pedestrian Actuated Crossing (PAC): to install this type of facility pedestrian volumes need to exceed 350 persons per hour. In consultation with Ronald McDonald House at the time, it was agreed that the pedestrian volumes being experienced in this location were well below the warrant.
 - 1.2. Pedestrian refuge: this facility allows a pedestrian to safely store in the middle of the road. However; a significant amount of on-street parking would have been removed to ensure clear line of sight and extensive civil works would have been required, hence was not progressed due to the parking demand.
 - 1.3. Kerb protuberances to improve line of sight and allow pedestrians to safely wait for passing traffic, without standing at the edge of the traffic lane, were agreed by Ronald McDonald House to be the best outcome at the time and installation occurred in 2012/13.
2. At the time of the 2011 investigation, the use of zebra crossings were not permitted on public roads in South Australia, and a wombat crossing was not considered due to Melbourne Street being a bus route. These types of crossings would form part of the investigation if the motion is carried.
3. Improving pedestrian access and safety on Melbourne Street, including at its western end, is a priority outcome of the Melbourne Street Action Plan, currently under development.
4. Should this motion be carried, options for improvement to crossing facilities will be further investigated. A report including options and costings will be presented to Council by December 2020.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Civil engineering and electrical engineering, traffic surveys, cost estimating, estimated cost \$12,000
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	The investigation could be funded from project Transportation Design within the 20/21 Infrastructure Program.
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	20 hours
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4.5 hours.

- END OF REPORT -

City Awards Online Category

ITEM 15.5 08/09/2020
Council

Council Member
Councillor Martin

2020/00235
Public

Contact Officer:
Ian Hill, Director Growth

MOTION ON NOTICE

Councillor Martin will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council:

Seeks to recognise and encourage the growing number of businesses in Adelaide moving parts or all of their operations online by establishing an award category for Best City Based Online Business.'

ADMINISTRATION COMMENT

1. Nominations have now closed for the 2020 City Awards with winners being announced on 21 October in the categories of;
 - 1.1 Best Coffee Spot
 - 1.2 Best Small Retailer
 - 1.3 Best Dining Experience
 - 1.4 Best Attraction or Experience
 - 1.5 Best Hair & Beauty
 - 1.6 Best Health and Wellbeing
 - 1.7 Best Small Bar
 - 1.8 Best New Business
 - 1.9 Hall of Fame – Rediscover old Faithfuls
 - 1.10 Best Reimagined Business
 - 1.11 Best Reconnected Business.
2. The criteria for nominations in the Best Reimagined Business and Best Reconnected Business categories seeks businesses that have been able to pivot and find new ways of operating. Digital channels will be a key focus. These categories focus on 'bricks and mortar' businesses in the city that have implemented new delivery models, including online.

3. The Best Reimagined Business and Best Reconnected Business are two new categories for this year's City Awards.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	The partnership agreement for the 2020 City Awards has been executed and business nominations have closed. A specific online business category can be considered for inclusion in any future Awards.
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

- END OF REPORT -

Masterplan for Hutt Street

ITEM 15.6 08/09/2020
Council

Council Member
Councillor Moran

Public

Contact Officer:
Klinton Devenish, Director
Place

MOTION ON NOTICE

Councillor Moran will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That:

the expensive master plan for Hutt Street be abandoned given the Deputy Lord Mayor has proposed a plan and publicly announced it.'

ADMINISTRATION COMMENT

To be distributed separately

- END OF REPORT -

Outdoor Activation Grants

ITEM 15.7 08/09/2020
Council

Council Member
Deputy Lord Mayor, Councillor
Hyde

2020/01487
Public

Contact Officer:
Ian Hill, Director Growth

MOTION ON NOTICE

Deputy Lord Mayor, Councillor Hyde will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council:

1. Notes the overwhelming interest in the Outdoor Activation Grants announced by the City of Adelaide in partnership with the State Government earlier in August.
2. Notes the program has been funded by the State Government.
3. Notes that as at 31 August the City stopped receiving applications for the scheme due to the high volume of applications.
4. Contributes \$300,000 further to the program and reopens applications, reflecting the significant interest and uptake from local small businesses.
5. Requests a report on the success and uptake of the program is provided to the next Capital City Committee meeting, including exemplars of what the investment is delivering.'

ADMINISTRATION COMMENT

To be distributed separately

- END OF REPORT -

Central Market Arcade Redevelopment

ITEM 15.8 08/09/2020
Council

Council Member
Councillor Martin

Contact Officer:
Ian Hill, Director Growth

Public

MOTION ON NOTICE

Councillor Martin will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council:

Noting the Administration advised a public Council meeting on August 11th, 2020 that;

“...the Developer has been working closely with State Commission Assessment Panel (SCAP) and Office for Design and Architecture South Australia (ODASA) through the Pre-Lodgement Phase (including ODASA design review) and has indicated that they may be in the position to submit for approval to SCAP in September 2020.”

and that the key terms of this 400 million dollar Central Market Arcade Redevelopment Project Delivery Agreement provides at;

- 2.4 Council has the right to object to the application if it considers that the application is inconsistent with the Project Design or constitutes a “Material Variation”, being a variation which:
 - 2.4.1 in the reasonable opinion of the Council substantially and adversely alters the external appearance of the Project;
 - 2.4.2 has a material adverse effect on compliance with the Council's Design Principles forming part of the Project Design;
 - 2.4.3 results in an increase to the Lettable Area of the Air Rights Development of more than 5%;
 - 2.4.4 introduces new uses to the Air Rights Development not contemplated in the PDA, or which substantially alters the areas for uses as set out in the PDA; and
 - 2.4.5 in Council's reasonable opinion has a material adverse impact on the functioning of the Returnable Works.

Requests that the Administration provides to elected members before the submission of any plans or designs to SCAP;

1. Copies of plans for the redevelopment including, but not limited to details of the “Returnable Works” showing retail and public areas, ingress and egress, traffic management arrangements during and after the development, public access points, any proposed integration with the Central Market, service areas, the relationship between the Returnable Works and the development of the air rights including the hotel and residential apartments, floor plates for all of the air rights development including public car parking and private car parking associated with the Project, incorporating written advice of any and all variations of substance to the artist's impressions and draft plans previously presented to Council.
2. Copies of the financial agreements between the City of Adelaide and the developer, including any changes to any income to be paid to the City of Adelaide in the event that there have been changes to the Project Design and/or the Air Rights.

3. A formal vote of Council to accept, to not accept or to propose changes to any aspect of the Project Design to ensure the best outcome for all stakeholders.'

ADMINISTRATION COMMENT

To be distributed separately

- END OF REPORT -

Social and Affordable Housing

ITEM 15.9 08/09/2020
Council

Council Member
Councillor Abrahamzadeh

2018/00568-2
Public

Contact Officer:
Ian Hill, Director Growth

MOTION ON NOTICE

Councillor Abrahamzadeh will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council:

1. Notes that the State Government's Housing Strategy '*Our Housing Future 2020-2030*' was delivered on 10 December 2019.
2. Notes the lack of sufficient affordable housing in the City due to the failure of the private sector delivering through the planning and development approval process.
3. Notes that Administration is currently preparing a policy on Social and Affordable Housing, identifying challenges, opportunities and Council's potential role.
4. Requests that engagement be undertaken with the property, housing and social services sectors and key Government Departments as part of the policy development process, to assist in identifying mechanisms, projects and/or incentives (economic or otherwise), that may be required to boost the delivery of affordable housing in the City.
5. Requests that the findings and Council's potential role be incorporated into the draft Policy and brought back to Council for consideration.'

ADMINISTRATION COMMENT

1. Administration is in the process of preparing a social and affordable housing policy following the delivery of the Government's *Our Housing Future 2020-2030* strategy. The policy is being developed based on background research and informal consultation with key stakeholders and staff. The policy will also include homelessness issues in line with the approach of the State Government's housing strategy.
2. The process has identified a number of key challenges associated with the delivery of affordable housing in the city by the private sector. The policy will address these challenges and identify options, opportunities and potential incentives (economic or otherwise) for Council to consider in overcoming them. Council's role may be as advocate, facilitator/partner, owner/provider or other.
3. A workshop with Council Members is proposed as part of the process, scheduled for 20 October 2020. The workshop will provide the opportunity to test Council Members' appetite for participation and in what capacity.

4. Based on feedback from Council Members, a draft Policy and Background Paper will be prepared for consultation with key stakeholders. The engagement process will be designed with Council's Engagement Team and may include one-on-one meetings, roundtables, focus groups and/or a Forum. Through this process, stakeholders will be asked to identify mechanisms, projects or incentives (economic or otherwise) that may be required to help stimulate the delivery of more affordable housing by the private sector in the City and the role of Council.
5. Feedback will be analysed and reported back to Council, together with the revised policy, for its consideration at a later date.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	A targeted engagement process will be undertaken as part of the draft Social & Affordable Housing Policy process within existing resources.
External consultant advice	Not applicable at this stage
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	The motion aligns with an existing project already underway
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4.5 hours.

- END OF REPORT -

Electronic Meetings and Standing Orders

ITEM 15.10 08/09/2020
Council

Council Member
Councillor Martin

Public

Contact Officer:
Mark Goldstone, Chief
Executive Officer

MOTION ON NOTICE

Councillor Martin will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:

'That Council;

Noting that the elected body has decided to hold electronic meetings of Committees, workshops, briefings and, on occasions this year, Council, requests the Administration investigate;

1. Any amendments to Standing Orders that may be required to determine who should manage audio/vision and how, the manner in which elected members might pose procedural and other motions without the capacity to put such motions in accordance with current standing orders, protocols for locations for participating in such meetings (including security) and periodic breaks consistent with occupational safety standards. Any recommendations should be informed by standards which have been adopted by other local government areas in South Australia or other levels of government.
2. The use of hybrid technology to allow elected members willing to attend Town Hall for electronic meetings to do so in number in the Colonel Light Room.'

ADMINISTRATION COMMENT

To be distributed separately

- END OF REPORT -