



# COUNCIL AGENDA & REPORTS

for the meeting

Tuesday 10 November 2020  
at 5.00pm

in the Council Chamber,  
Adelaide Town Hall



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

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**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 – 13/10/2020, 20/10/2020 & 3/11/2020**

That the Minutes of the meeting of the Council held on 13 October 2020 and the Special meetings of the Council held on 20 October 2020 and 3 November 2020, be taken as read and be confirmed as an accurate record of proceedings.

**7. Deputations**

Granted at time of Agenda Publication – 5/11/2020

Nil

**8. Petitions**

Nil

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

**9.1.** Advice of the Adelaide Park Lands Authority – 5/11/2020 [2018/04062]

*To be distributed separately*

**9.2.** Advice/Recommendations of the Audit Committee – 6/11/2020 [2018/04062]

*To be distributed separately*

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

**Strategic Alignment – Thriving Communities**

- 10.1.** City of Adelaide Disability Access and Inclusion Plan 2019-2022 Annual Report [2018/00440] Presented to Committee on 3/11/2020 [Page 5]
- 10.2.** Safer City Action Plan Annual Report [2019/00184] Presented to Committee on 3/11/2020 [Page 9]
- 10.3.** Adelaide Aquatic Centre - Future Options - Progress Report [VS2020/3134] Presented to Committee on 3/11/2020 [Page 13]
- 10.4.** Golden Wattle Park Community Land Management Plan [2018/00561] Presented to Committee on 3/11/2020 [Page 21]
- 10.5.** City Skate Park [2019/00435] [Page 78]

**Strategic Alignment – Strong Economies**

- 10.6.** Permit Fee Model Review [2020/00274] Presented to Committee on 3/11/2020 [Page 81]
- 10.7.** Investigation of Subsidy Program for Retail and Hospitality Businesses [VS2020/5827] Presented to Committee on 3/11/2020 [Page 91]
- 10.8.** Business Assistance [VS2020/5827] Presented to Committee on 3/11/2020 [Page 97]
- 10.9.** Quarterly Forward Procurement Report Q3 2020/2021 [2020/00150] Presented to Committee on 3/11/2020 [Page 105]

**Strategic Alignment – Dynamic City Culture**

- 10.10.** Proposed Event at Former Bus Depot Site, 111-117 Franklin Street - Mama Susan's 2020 [2020/01749] Presented to Committee on 3/11/2020 [Page 109]
- 10.11.** AUCOM Funding and Resourcing [2020/01232] Presented to Committee on 3/11/2020 [Page 115]
- 10.12.** Cultural Strategy Refresh [2019/01325] Presented to Committee on 3/11/2020 [Page 120]
- 10.13.** Tam O'Shanter Place Partial Road Closure for Tandanya's First Nations Hub 2021 [2020/01612] Presented to Committee on 3/11/2020 [Page 140]
- 10.14.** Proposed Event in the Adelaide Park Lands - Groove is in the Pod 2020 [2020/01801] Presented to Committee on 3/11/2020 [Page 145]
- 10.15.** Proposed Event in the Park Lands - Wonderland Spiegeltent 2021 – Hindmarsh Square [2020/01835] Presented to Committee on 3/11/2020 [Page 149]

**Strategic Alignment – Environmental Leadership**

- 10.16.** Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028 [2019/01444] Presented to Committee on 3/11/2020 [Page 154]

**Strategic Alignment – Enabling Priorities**

- 10.17.** Hutt Street Centre [2019/01138] Presented to Committee on 3/11/2020 [Page 278]
- 10.18.** 2020-2021 Quarter 1 Finance Report [2020/00150] Presented to Committee on 3/11/2020 [Page 291]
- 10.19.** Position of Deputy Lord Mayor [2018/04057] [Page 326]
- 10.20.** 2020 Review of Confidentiality Orders [2020/00582] [Page 330]
- 10.21.** Chair of Core Committees [2018/04071] Presented to Committee on 3/11/2020 [Page 345]
- 10.22.** Progress of Motions by Elected Members [2018/04074] [Page 349]

**Strategic Alignment – Strong Economies**

- 10.23.** Amendment to Adelaide Economic Development Agency Charter [2020/01894]

*To be distributed separately*

**11. Exclusion of the Public**

- 11.1.** Exclusion of the Public [2018/04291] [Page 352]  
For the following Report of Committees seeking consideration in confidence

**12.1.1.** Recommendations/Advice of the Audit Committee in Confidence – 6/11/2020

For the following reports for Council (Chief Executive Officer's Reports) seeking consideration in confidence

**12.2.1.** Traffic Signal Maintenance Contract Extension [s 90(3) (b)]**12.2.2.** The Stables of Victoria Park – Leasing Matter [s 90(3) (d)]**12.2.3.** Assignment of Lease [s 90(3) (b) & (d)]**12.2.4.** Capital City Committee Update [s 90(3) (j)]**12.2.5.** Appointment of Chairperson and Board Member to Adelaide Economic Development Agency [s 90(3) (a)]**12. Confidential Reports****12.1.** Confidential Report of Committees**12.1.1.** Advice/Recommendation/s of the Audit Committee in Confidence – 6/11/2020  
[2018/04062]*To be distributed separately***12.2.** Confidential Report/s for Council (Chief Executive Officer's Reports)**Strategic Alignment – Thriving Communities****12.2.1.** Traffic Signal Maintenance Contract Extension [2020/00150] Presented to Committee  
3/11/2020 [Page 358]**Strategic Alignment – Strong Economies****12.2.2.** The Stables of Victoria Park – Leasing Matter [2013/00354-2] Presented to Committee  
3/11/2020 [Page 362]**12.2.3.** Assignment of Lease [2014/03427-2] [Page 377]**Strategic Alignment – Enabling Priorities****12.2.4.** Capital City Committee Update [2013/00423] [Page 381]**Strategic Alignment – Strong Economies****12.2.5.** Appointment of Chairperson and Board Member to Adelaide Economic Development  
Agency [2020/01894]*To be distributed separately***13. Lord Mayor's Reports****14. Councillors' Reports****14.1.** Reports from Council Members [2018/04064] [Page 386]**15. Questions on Notice****15.1.** Councillor Simms – Question on Notice – Speed Limit around the Park Lands [Page 389]**15.2.** Councillor Simms – Question on Notice – Driver's Month [Page 390]**15.3.** Councillor Simms – Question on Notice – Hutt Street Centre Review [Page 391]**15.4.** Councillor Martin – Question on Notice – LeFevre Terrace Trucks [Page 392]**15.5.** Councillor Martin – Question on Notice – Parking Inspectors [Page 393]**15.6.** Councillor Martin – Question on Notice – Masterplan Budget [Page 394]**15.7.** Councillor Martin – Question on Notice – 88 O'Connell Street Development [Page 395]**15.8.** Councillor Martin – Question on Notice – Park Lands Foundation [Page 396]**15.9.** Councillor Martin – Question on Notice – Jerningham and Kingston Terrace Intersection  
[Page 397]**15.10** Deputy Lord Mayor (Councillor Hyde) - Question on Notice - Matched Grant Funding [Page 398]**16. Questions without Notice****17. Motions on Notice****17.1.** Councillor Simms – Motion on Notice – Divestment from Fossil Fuels [2020/00150] [Page 399]



- 17.2. Councillor Moran – Motion on Notice – King William Street [Page 401]
- 17.3. Councillor Martin – Motion on Notice – Barton Terrace West Landscaping [Page 402]
- 17.4. Councillor Abrahamzadeh – Motion on Notice – Partnership Opportunities [Page 403]
- 17.5. Deputy Lord Mayor (Councillor Hyde) - Motion on Notice – Rating Policy [Page 404]
- 17.6. Councillor Martin - Motion on Notice – Formula E [Page 405]
- 17.7. Deputy Lord Mayor (Councillor Hyde) – Motion on Notice - Superloop 500 Sponsorship Funding [Page 406]
- 18. Motions without Notice
- 19. Closure

# City of Adelaide Disability Access and Inclusion Plan 2019 - 2022 Annual Report

**ITEM 10.1** 10/11/2020  
**Council**

Strategic Alignment - Thriving Communities

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

2018/00440  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

In June 2018 the *Disability Inclusion Act 2018 (SA)* came into effect, requiring statutory bodies, including local government to prepare Disability Access and Inclusion Plans (DAIPs).

The City of Adelaide Disability Access and Inclusion Plan 2019-2022 (Link 1 view [here](#)) was endorsed by Council on 26 February 2019.

This report provides a summary of progress against the Disability Access and Inclusion Plan 2019-2022. It highlights a number of outcomes and demonstrates that accessibility and inclusion is a whole of Council responsibility.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the report.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes.
Policy	Not as a result of this report
Consultation	People with disability, carers, state government and community were engaged in drafting the City of Adelaide Disability Access and Inclusion Plan 2019 – 2022 and continue to be engaged in relation to its delivery.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Multiple opportunities for the City of Adelaide to demonstrate a commitment to progressing an accessible and inclusive city.
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	The City of Adelaide Disability Access and Inclusion Plan 2019 – 2022 has a lifespan of four years.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Ongoing costs will be included in individual business cases for projects and activities identified through the Disability Access and Inclusion Plan as part of future budget processes.
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. In June 2018 the *Disability Inclusion Act 2018 (SA)* came into effect, requiring statutory bodies, including local government to prepare Disability Access and Inclusion Plans (DAIP).
  - 1.1. The DAIP must set out the measures that Council intends to establish to ensure that people with a disability can access mainstream supports and services.
  - 1.2. The DAIP must be prepared in consultation with the community, must be reported on annually and must be reviewed at least once in each four-year period.
2. In February 2019 City of Adelaide endorsed the Disability Access and Inclusion Plan 2019 – 2022 (Link 1 view [here](#)), building on the work of Council’s previous Disability Access Action Plans and the Access and Inclusion Strategy 2013 – 2016.
3. The Access and Inclusion Panel (AIAP), of 12 members plus two proxy members were inducted on 27 March 2019. Member profiles are available to view via the [City of Adelaide website](#).
4. The City of Adelaide Disability Access and Inclusion Plan 2019 – 2022 has 74 actions. Each has an officer of Council who, alongside their team and leaders, co-created the action including its timing, resourcing and integrated strategic alignment and who is responsible for its delivery.
5. Quarterly monitoring of delivery progress of the 74 Disability Access and Inclusion Plan 2019 - 2022 actions is undertaken by an internal reference group made up of staff with action responsibility.
6. A range of actions have been delivered and are captured in the City of Adelaide Disability Access and Inclusion Plan 2019 – 2022 Action Progress List July 2019 - September 2020 (Link 2 view [here](#)).
  - 6.1. Progress on some actions was impacted by COVID-19 restrictions. In such cases, the update of the action will be reflected as “pending”.
7. Highlights of actions delivered this year include:
  - 7.1. Adelaide City Libraries and Customer Centre became the first South Australian local government to become Communication Access accredited and we were awarded a Community Contribution Award by Speech Pathology Australia for strategies implemented including the partnership with Scope Victoria and private speech pathology practice Two Way Street to promote inclusion and encourage participation by individuals with communication disabilities.
  - 7.2. Finalisation of the Quentin Kenihan Inclusive Play Space design with input from Quentin’s family and friends, and representatives from the CoA Access and Inclusion Panel. Construction is underway with completion anticipated in December 2020. Key elements of the design include:
    - 7.2.1. Play experiences that cater for all ages and abilities
    - 7.2.2. Provision of accessible parking and paths to the space
    - 7.2.3. Provision of fully accessible toilet facilities, including a Changing Places facility.
  - 7.3. Grant partnership with Alexandrina and Mt Gambier Councils for an Accessible Events Project to work with a disability led organisation to model opportunities and work with event organisers to make events more accessible through consultant advice and access improvements. The project is funded through the Local Government Information Linkages Funding (LGILC) and aims to improve accessibility of a minimum of 15 events at different scales across the participating councils and will potentially benefit hundreds of people with disability and their families, as well as older people who will also enjoy improved access. The project will also collaborate with State Government during the development of the Events Toolkit. Outcomes of the project will be shared with Council and with event staff across SA councils.
  - 7.4. The SALA exhibition at the City Library, ‘I am Awe-tistic’ was a collaborative exhibition giving young emerging artists on the autism spectrum a voice and creative platform to celebrate their hearts and minds in a safe, exploring subjects they are passionate about. The exhibition included a collection of artist books, zines, lino and digital prints, paintings, textiles, poetry, animation and more displayed 7 August to 27 September 2020.
  - 7.5. Promotion of our Outdoor Activation Grant initiative with local businesses to consider accessibility improvements. The Access and Inclusion Panel provided advice to members of the City Growth Team in relation to our case study ‘Business Accessibility – the Business Case’.
  - 7.6. Pedestrian crossing speed of 1.0 metre per second applied at key intersections, and further locations explored as part of a review of traffic signal optimisation.

- 7.7. 'Report an Issue' form implemented in May 2019, covering obstructions to paths of travel, potential/actual hazards, damage and cleaning maintenance issues with successful uptake from the community.
  - 7.8. Improvements to our website, the introduction of Chatbot, an increase in the number of Council documents produced in Easy English and ongoing rollout of Online Forms have complimented the overall accessibility for users online.
  - 7.9. City of Adelaide have signed a 12-month partnership agreement with JobAccess. The National Disability Recruitment Coordinator is the employer engagement service of JobAccess. It is an Australian Government funded service designed to help larger employers build their disability knowledge and skills and access the talents of people with disability.
  - 7.10. The City of Adelaide are developing a Walking Strategy to enhance the city's walkability and therefore its liveability. The Strategy will acknowledge that everyone that lives, works and plays in the city walks at some stage of their journey to, from or within the city. The Strategy will encompass all forms of walking – whether on foot or moving with the help of a mobility device such as a wheelchair.
  - 7.11. City of Adelaide Disability Awareness and Inclusion online training module developed. Currently being delivered to all staff with completion due by 31 October 2020 and will be incorporated into the induction for new staff joining the organisation.
  - 7.12. Key actions and recommendations relating to flexible work arrangements identified as part of review of the remote working trial implemented as a result of COVID-19 social distancing requirements.
8. In November 2019, the South Australian Government released its first State Disability Inclusion Plan, "Inclusive SA" for 2019-2023. Councils are required to ensure that their local Disability Access and Inclusion Plans align with Inclusive SA.
    - 8.1. Administration have conducted an internal audit of the City of Adelaide's Disability Access and Inclusion Plan and found that the already endorsed actions aligned with the actions and requirements in Inclusive SA.
    - 8.2. The City of Adelaide's Disability Access and Inclusion Plan has now been lodged with the Department of Human Services, as is required under the Disability Inclusion Act.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - City of Adelaide Disability Access and Inclusion Plan 2019-2022

**Link 2** - City of Adelaide Disability Access and Inclusion Plan 2019-20 Action Progress List

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## ATTACHMENTS

Nil

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- END OF REPORT -



# Safer City Action Plan Annual Report

**ITEM 10.2** 10/11/2020  
**Council**

Strategic Alignment - Thriving Communities

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

2019/00184  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## EXECUTIVE SUMMARY

The [Safer City Policy and Action Plan 2019-2023](#) was endorsed by Council on 11 June 2019. The action plan is the implementation framework for the Safer City Policy.

This report provides a summary of progress against the initial year of the Safer City Action Plan 2019-23. It highlights a number of outcomes and demonstrates that safety is a whole of Council responsibility.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the report.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b>
Policy	The Safer City Action Plan 2019-2023 implements the principles of the Safer City Policy 2019-23.
Consultation	Prior to endorsement in June 2019 the policy and action plan went out for public consultation via Your Say
Resource	The actions identified in the Safer City Action Plan guides annual programming of projects and activities with safety impacts across the organisation
Risk / Legal / Legislative	Not as a result of this report
Opportunities	A wide range of opportunities to increase perceptions of safety in response to the three outcomes are presented in the Action Plan annual report
20/21 Budget Allocation	\$65,000 (annual allocation over the life of the action plan)
Proposed 21/22 Budget Allocation	\$65,000
Life of Project, Service, Initiative or (Expectancy of) Asset	2019-23
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 [Safer City Policy and Action Plan 2019-2023](#) was endorsed by Council on 11 June 2019. The action plan is the implementation framework for the Safer City Policy. The Safer City Policy is underpinned by the following principles:
  - 1.1. Inclusive: all people feel comfortable and welcome in public space.
  - 1.2. Respectful: all community members have the right to feel safe and respected for who they are.
  - 1.3. Shared responsibility: working with the community encouraging residents, business, Government and key organisations to take action to support safety and wellbeing for their customers and the community.
  - 1.4. Harm-minimisation: acknowledges that some people in societies will use alcohol to excess or other drugs and therefore incorporates practices which aim to prevent or reduce related harms. This approach supports vibrancy and activity while reducing risks to the public. It acknowledges that all members of the community have the right to walk safely and easily within the City, feeling welcome, safe and free from harassment.
2. The Safer City Action Plan 2019-23 outlines three specific Outcomes, nine lead actions and 39 activities which guide annual programming of safety projects and activities.
3. The Safer City Action Plan links with other Council Policies, Guidelines and Action Plans including the Lighting Policy, the Lighting Strategy, the Public Toilet Action Plan, Adelaide Design Manual, The Adelaide Design Crime Prevention Through Environmental Design (CPTED) Resource, the CCTV MOU with SA Police, the Civil Disobedience Action Plan and the Public Art Action Plan.
4. City of Adelaide's Strategic Plan 2020-24 provides broad strategic direction for community safety work. A range of Population Measures were developed to inform on the potential impact of service delivery. Several data sets are directly related to increasing perceptions of safety and reducing crime and anti-social behaviour in the City:
  - 4.1. Resident safety is an important indicator of the success of the policy and action plan. The 2019 Resident survey provides a baseline record of the number of residents who feel safe:
    - 4.1.1. in their local neighbourhood by day 96.4%
    - 4.1.2. in their local neighbourhood in evening 61%
    - 4.1.3. in the closest main street in the evening 78%
  - 4.2. The City User Profile biennial survey provides a longitudinal record of the percentage of City users who feel safe in Adelaide. Regular City users feel very safe by day and in the evening. They feel less safe later at night:
    - 4.2.1. By day 99%, 5-8pm 88%, 8pm-1am 24%
  - 4.3. Adelaide and North Adelaide crime statistics information from SA Police's publicly available database found on [DataSA](#) (provided via the Justice Policy and Analytics area of the Attorney General's Department) demonstrates that crime rates were maintained at a similar level. The 2018/19 financial year data is the most recent complete year of crime statistics available:
    - 4.3.1. Crimes against the person (which include the various forms of assault) reduced by 21.3% over the nine years of data available to Council (2010/11 to 2018/19). Between 17/18 and 18/19 crimes against the person reduced by 7.7%.
    - 4.3.2. Between 2010/11 to 2018/19 there was a small (3.8%) increase in offences against property (which includes break ins to homes, businesses and vehicles and property damage). For the period between 17/18 and 18/19 there was a 14.8% increase in offences against property.
5. The Safer City Action Plan annual report 2019-20 (Link 1 view [here](#)) outlines the achievements made from July 2019-June 2020 against the Action Plan.
6. Highlights of the Safer City Action Plan 2019-20 include:
  - 6.1. 46 CCTV cameras were upgraded to provide higher quality vision as part of the City Safe CCTV network.
  - 6.2. A wide range of successful community partnerships and collaboration to enhance perceptions of safety in the city e.g. community participation in a series of safety audits conducted in the City.

- 6.3. A single out of hours point of contact was identified within Administration, a mechanism for SA Police to seek input and support from Council for emerging issues or emergency situations. This contact was used on four occasions during the financial year.
- 6.4. Five quarterly informal SA Police and Council Member conversations were conducted. These meetings strengthened already positive relationships between Council Members and senior SA Police. The meetings increased understanding of the SA Police versus Council's role in relation to safety and provided the opportunity to raise matters of concern to constituents and to discuss community and City safety more generally. The informal nature of the conversations enhanced opportunities for collaboration and engagement in creating safe communities.
- 6.5. The Lord Mayor's Hindley Street Round Table met on four occasions. A series of quick wins and short-term outcomes addressing traffic, parking, pedestrian movement, safe waiting spaces for late night public transport and public art have been delivered as part of the Hindley Street Improvement program. Medium term (1-3 year) improvement outcomes, including a draft concept design for Hindley Street, have been developed to improve safety and amenity, and to test a longer term (3+ year) vision for the street.
- 6.6. The Lord Mayor's Hutt Street Round Table was established in June 2020 and will use the Hindley Street Round Table model to address safety and amenity issues. An initial workshop was conducted at the June meeting and a program of quick wins is being established as a result of that workshop discussion.
- 6.7. A project plan and contract were developed in collaboration with the YWCA to identify and deliver a women's safety project which highlights 15 Champions for Change through a poster campaign and a Safety Forum. It will also provide a series of bystander intervention training sessions to community members, licensees and the business community to increase women's safety through a focus on potential perpetrators of violence against women (delayed until restriction ease).
- 6.8. Council has responded to the research of the Commissioner for Children and Young People to explore options which make young people feel safe, welcome, and connected in City spaces and places. Initial Consultation identified the elements required in such a space and highlighted the south west triangle of Tarntanyangga, Victoria Square as a suitable space in relation to its proximity to public toilets, transport and affordable food. A public art brief was distributed late in the financial year to key artists to create an artwork to be inspired by and respond to the City's youth identity. The artwork will offer an interactive experience to create shareable social media moments.
7. COVID-19 impacted the delivery of a number of key projects planned for delivery from March-June. While delayed, to date no project has been cancelled.
8. The Safer City Action Plan 2019-20 identified activities currently in progress or planned for implementation over the remaining three years that the Safer City Action Plan services to increase perceptions of and actual safety for residents and City users.
9. A second progress report will be prepared for Council in November 2021.

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## DATA AND SUPPORTING INFORMATION

[Safer City Policy and Action Plan 2019-2023](#)

**Link 1** - Safer City Action Plan 2019-20 Annual Report

[DataSA](#)

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Adelaide Aquatic Centre – Future Options Progress Report

**ITEM 10.3** 10/11/2020  
**Council**

Strategic Alignment - Thriving Communities

**Program Contact:**

Tom McCready, AD Property & Commercial 8203 7313

VS2020/3134  
Public

**Approving Officer:**

Ian Hill, Director Growth

## EXECUTIVE SUMMARY

On 16 June 2020, Administration facilitated a site visit and workshop with Council Members. The purpose of the workshop was to seek feedback from Council Members on their vision for the future provision of aquatic facilities recognising the community recreational, health and wellbeing needs now and into the future.

At the workshop, Council Members were provided facility examples based on the findings contained within the Aquatic and Leisure Centre 'Needs Analysis'.

For ease of comparison, the facility examples provided were based on the construction of a new facility on the existing site, however Council Members identified several alternate sites to consider on the basis that they were strategically better locations in terms of their connection to businesses and public transport and would also allow for continuity of service whilst a new facility was under construction.

A second workshop was facilitated with Council Members at the Committee on 20 October 2020. At this workshop Council Members were also updated on the latest progress of Federal and State Government funding submissions.

This report aims to provide further information and insights in relation to services, scale and location to assist Council Members as they consider the future provision of recreational, health and wellbeing services to meet the needs of the community now and into the future. Council's approval is also sought to undertake further Feasibility Studies on the sites identified within the recommendation.

## RECOMMENDATION

### THAT COUNCIL

1. Approves the undertaking of a detailed feasibility study for a new Regional Community Aquatic and Recreation facility that:
  - 1.1 Delivers community-based, aquatics and recreation services including lap swimming, warm water (hydrotherapy), swim school, recreational swimming, gymnasium, and other fitness programs.
  - 1.2 Can accommodate the above services at a regional scale requiring a capacity for over 1 million+ visitations.
  - 1.3 Assesses two locations within Denise Norton Park / Pardipardinyilla (Park 2):
    - 1.3.1 The existing Adelaide Aquatic Centre location.
    - 1.3.2 The South East corner (intersection of Barton Terrace West and O'Connell Street).
- 2 Approves a budget reconsideration to the value of \$90,000 as part of Council's Quarterly Budget Reconsideration process for the purpose of undertaking a detailed feasibility study (including functionality, concept plans, performance and financial modelling) on the two viable locations within Denise Norton Park / Pardipardinyilla (Park 2) being the existing Adelaide Aquatic Centre location and the South East corner (intersection of Barton Terrace West and O'Connell Street).



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> The delivery of a new Adelaide Aquatic Centre (AAC) would support the health and wellbeing of our communities and provide an inclusive, safe, and welcoming community space.
Policy	The Adelaide Park Lands Management Strategy and relevant Community Land Management Plan provide direction for the future development and use of the Park Lands. Active City Strategy sets the direction for the provision of recreation and sport opportunities that support and encourage people to be physically active in the City
Consultation	Not as a result of this report
Resource	Currently being resourced from the Property and Commercial Program operating budget
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Development of a state-of-the-art AAC will provide significant opportunity to improve ratepayers and city visitors access to aquatic facilities and provide greater social return on investment.
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)	A budget reconsideration for \$90,000 is requested for the purposes of undertaking further feasibility studies (including concept plans, detailed planning, and financial modelling) on the preferred site(s). To be undertaken as part of Council's Quarterly Budget Reconsideration.
Ongoing Costs (e.g. maintenance cost)	Not as a result of this report
Other Funding Sources	Initial submissions have been made to State and Federal Government seeking funding as a significant social Infrastructure project.

# DISCUSSION

## Background Summary

1. An independent consultant (Warren Green Consulting) was engaged in August 2019 to undertake a 'Needs Analysis' to ascertain the scale and key features that should be prioritised to best meet the current and future needs of the community if Council was to replace the existing Adelaide Aquatic Centre (AAC) with a new facility.
2. The final 'Needs Analysis' Report was received by Council at its meeting 9 June 2020.
3. Since that meeting, Administration have undertaken a review of the strategic options identified within the Aquatic and Leisure Centre Needs Analysis and in particular the long-term cost and risk implications of a renewal of the existing facility option versus the demolition and redevelopment of a new facility.
4. Further analysis of strategic options and facility designs was completed to confirm the renewal of the existing facility was not feasible and would not enable Council to consider the scale, services and location of a new aquatic and leisure facility.
5. On 16 June 2020, Administration facilitated a site visit and workshop with Council Members. The purpose of the workshop was to seek Council's vision for the future provision of Recreational, Health and Wellbeing services to meet the needs of the community now and into the future.
6. At the Workshop, Council Members were provided with several strategic options and facility examples based on the findings contained within the Aquatic and Leisure Centre 'Needs Analysis'.
7. For ease of comparison, facility examples provided were based on the construction of a new facility on the existing site.
8. Feedback within the workshop suggested renewal of the existing facility was not desirable and continuation of services whilst a new facility was constructed was preferable. In addition, several alternative sites were raised based on their perceived suitability in connection to businesses and public transport.
9. To enable administration to better understand views of Council Members, a questionnaire was subsequently developed and circulated to all Council Members after the workshop.
10. A follow up Workshop was then facilitated with Council Members at the Committee on 20 October 2020 where Council Members were also updated on the progress of Federal and State Government funding submissions.
11. Feedback provided at this workshop, in addition to previous workshops, questionnaire responses and research including the extensive community consultation conducted to finalise the 'Needs Analysis', has been used to inform this report and associated recommendations.

## Summary of Council Member Feedback

12. Feedback provided can be summarised with the following key points:
  - 12.1 Council Members value the Aquatic Centre as an important community facility that Council should continue to provide to ratepayers and the broader community.
  - 12.2 Acknowledgement that the existing facility is at the end of its useful life and the best option moving forward is to construct a new facility.
  - 12.3 Careful consideration should be given to continuing to operate the existing facility if feasible to do so during the construction of a new facility noting several of the assets within the facility have, or are, reaching the end of their asset lifecycle and significant investment may be required over the short term.
  - 12.4 Any new facility should be capable of 1 million+ visitations and the scale of services needs to address future demand given the 50-year expected life of a new facility.
  - 12.5 There is a strong preference for community access to swimming facilities that operate all year round – this can be provided by constructing an indoor / outdoor facility that incorporates a range of water spaces and dry activities.
  - 12.6 Facility components need to cater to a wide range of activities and provide formal and informal aquatic and swimming opportunities for market segments including recreation, health, wellbeing, education, and community sport (not necessarily elite level).
  - 12.7 The centre needs to be designed to operate in a socially, economically, and environmentally sustainable manner.

### Preferred Services, Scale and Location(s)

13. The comprehensive 'Needs Analysis', which included community consultation regarding the services at AAC, was received by Council on 9 June 2020. The Needs Analysis and Council Members feedback to continue to meet the aquatic and recreation needs of the community provides the foundation to progress a best practice approach to the project.
14. The subsequent body of work to be undertaken is a detailed feasibility study including preferable site comparison and centre functionality, concept plans, performance, and financial modelling.
15. To guide the detailed feasibility study for a new Community Aquatic and Recreation Centre, parameters in relation to services, scale and location need to be established. Importantly, key findings regarding services and scale define locations which are suitable for progressing with detailed feasibility.

### Services

16. The AAC currently provides a range of services to the community, schools, and community sporting organisations (not elite).
17. Demographic and social factors are changing with new drivers such as: multi-culturalism, ageing populations, higher density lifestyles, mental / brain health, and a desire to belong to a community.
18. As a result, there is demand for a new range of facilities and services including the provision of warm water pools, quality social spaces, enhanced family leisure facilities, general health services through quality health and wellness areas, enhanced universal design and diverse range of changerooms alternatives. All these areas are gaps in the current provision at AAC.
19. Community consultation undertaken as part of the 'Needs Analysis' research highlighted that amongst AAC community users the most important services were recreational swimming, the café, lap swimming, swim lessons and the spa / sauna / steam room.
20. Schools and sporting organisations highlighted the benefits of the AAC including:
  - 20.1 Its location and the range of aquatic sport facilities (eg 50m pool, spectator seating and the facilitation of water polo).
  - 20.2 Providing the broader region (outer suburban and regional locations) with services for training, club activities, competitions, and events.
21. Consultation with Council Members indicated a strong desire to continue to focus on the delivery of community-based aquatics and recreation services such as lap swimming, warm water (hydrotherapy), swim school, recreational swimming, gymnasium, and other fitness programs.
22. There was also strong feedback from Council Members to ensure current stakeholders, including Water Polo (local and school based), underwater sports and therapy, and Schools, continue to be catered for.
23. To achieve the major outcomes outlined in the Needs Analysis, the following are deemed to be key facility components (as a minimum):
  - 23.1 25m pool (large)
  - 23.2 Learn to swim
  - 23.3 Leisure water (large)
  - 23.4 Warm water pool (large)
  - 23.5 Spa, sauna and steam room
  - 23.6 Gym (large)
  - 23.7 Program rooms
  - 23.8 Creche
  - 23.9 Café
  - 23.10 Service areas
24. To achieve the Needs Analysis outcomes, future demand identified and desired outcomes of Council Members, additional or expanded features and facilities may be required over and above those listed above in paragraph 23 with the key item of note being the addition of a 50m pool.

25. The detailed feasibility study will aim to inform, in detail, the appropriate level of services to be provided. The aim being to design a facility that will deliver a balanced level of service to cater for the high demand services listed above in paragraph 23, whilst also catering for current stakeholders including community sport organisations.

### Scale

26. Scale is primarily driven by visitation to the services offered in the facility, in the case of AAC the demand analysis indicates growth over the next 20 years would reach 1.3m visitations.
27. The AAC is a very large and inefficient facility with a building size of 11,900m<sup>2</sup> catering for circa 715,000 visits.
28. By comparison, there are examples of facilities with smaller building footprints (approximately 7,200m<sup>2</sup>) achieving 1 million visitations per annum. This shows potential that a contemporary facility design with in-demand services can achieve 40% more patronage on a footprint that is 40% less than AAC.
29. The gymnasium space of 373m<sup>2</sup> is very small, contributing to significantly lower health and wellness memberships and revenue while the large amount of water space contributes to the significant operational deficit.
30. As outlined at the Workshop in June 2020, an example regional facility (Link 1 view [here](#)) capable of 1 million+ visitation could fit within a building footprint of 7,600m<sup>2</sup>, this would see a return to Park Lands at the current site of 4,300m<sup>2</sup> of building footprint.
31. Initial investigations indicate that the overall site area including car parking would still achieve a minimum of 4,300m<sup>2</sup> return to parklands.
32. The above figures are provided as estimates only with the more detailed design and scale of the facility requiring a detailed feasibility study to be completed.
33. As stated previously, there is feedback from Council Members that any new facility should be capable of 1 million+ visitations and potentially capable of expanding to hold national and / or international events.
34. Based on the recommendations of the Needs Analysis, there is strong justification to pursue a feasibility study for a facility of this scale on the current site or within the vicinity of the current site.
35. Research to date concludes the scale of a facility to deliver the services defined above in 16 to 25 and the visitation of 1 million+ per annum would require a site area of a minimum 7,600m<sup>2</sup>.

### Location

36. In 2013, SGL Consulting Group were engaged to undertake a 'Strategic Options Review' of the Adelaide Aquatic Centre.
37. At that time, six potential sites within the Park Lands were evaluated but no CBD locations were investigated.
38. It was found that no other Park Lands site was deemed to be better than the current site of the Adelaide Aquatic Centre for a major aquatic centre in the City of Adelaide.
39. At a workshop on 16 June 2020, several alternate locations were raised by the Lord Mayor and Council Members based on their perceived suitability in connection to businesses and public transport.
40. Based on initial high-level assessments, three locations have been interrogated at a more detailed level. Those locations are:
- 40.1 Existing AAC site;
- 40.2 South East corner of Denise Norton Park / Pardipardinyilla (Park 2);
- 40.3 Franklin Street Bus Depot.
41. The detailed site assessment shown within the Regional Aquatic Leisure Centre Site Assessment Review (the Review) as shown here (Link 2 view [here](#)) was completed with consideration to a regional aquatic and leisure centre providing the services referred to in section 16 to 25 and scale/visitation referred to in section 26 to 35.
42. Based on the detailed site assessment in the Review and requirements regarding services and scale, it is not recommended that the Franklin Street Bus Depot be investigated further for the following reasons:
- 42.1 The former Franklin Street bus depot site did not achieve the highest ranking when assessed against a range of criteria. Furthermore, the site has a high strategic value and, although it is yet to be tested, it is unlikely that an aquatic and recreation facility is the highest and best use for the site.

- 42.2 Should Council wish to explore a CBD location further, additional analysis (including consultation with existing users) would be required as to the scale and services that should be prioritised to best meet the current and future needs of the community as they may differ from those recommended in the 'Needs Analysis' which were based on the current site.
- 42.3 The services and scale of the facility identified cannot be accommodated effectively and economically on this site. It is anticipated a design that could accommodate a regional aquatic and recreation facility would come at considerable additional cost to accommodate the small floor plate and likely only deliver patronage of a local facility (<500k annually).
- 42.4 A facility of this nature is unlikely to be appealing to potential developers who wish to partner with Council and seek to extract the value through available air rights by developing residential properties, etc if lower level services attract the desired 1 million+ public visitation annually.
- 42.5 The demand analysis contained within the 'Needs Analysis' shows considerable patronage and demand is provided from outside of the CBD, this is particularly evident in the catchment mappings provided within the 'Needs Analysis'. The evidence indicates a CBD based centre would have a significantly different demand profile and services are likely to need to vary considerably.
- 42.6 It is unlikely the majority of current community user groups, organisations and stakeholders would continue to use the facility and instead, visitation would be gained from different user groups who are likely serviced from the existing private sector businesses within the CBD.
43. It should be noted that an advantage to this location is the removal of significant infrastructure from the Park Lands. If Council would consider a local facility with less than 500k visits this location could become more viable and potentially return 29,000m<sup>2</sup> back to publicly accessible Park Lands. It would still be unlikely to deliver highest and best use.
44. Based on the detailed site assessment in the Review, the South East corner of Denise Norton Park / Pardipardinyalla (Park 2) warrants a detailed feasibility as it received a score of 128 out of a possible 150 and is identified as the highest-ranking site.
45. Based on the site assessment in the Review, the existing site is scored 113 and should be further investigated within a feasibility study due to potential economic and site-specific benefits in development on the existing location. The key benefits that require further investigation are:
- 45.1 Reduced cost by avoiding existing site remediation and preparation costs of an alternative site
- 45.2 Limited impact on existing trees within the Park Lands.
- 45.3 No impact on the existing playing fields utilised by the community within Park 2.
- 45.4 Reduced operating losses of the existing centre during construction, noting the impact of this is discontinued services for approximately 2 years during demolition and construction.

## Next Steps

### Feasibility Study

46. It is recommended to progress with a detailed feasibility study for a new Community Aquatic and Recreation facility that:
- 46.1 Delivers community-based, aquatics and recreation **services** including lap swimming, warm water (hydrotherapy), swim school, recreational swimming, gymnasium, and other fitness programs.
- 46.2 Is capable of accommodating the above services at a regional **scale** requiring a capacity for over 1 million visitations
- 46.3 Assesses two **locations** within Denise Norton Park / Pardipardinyalla (Park 2):
- 46.3.1 The existing Adelaide Aquatic Centre Location.
- 46.3.2 The South East corner (intersection of Barton Terrace West and O'Connell Street).
47. An external consultant with relevant experience would be engaged to conduct the 'Feasibility Study' over approximately 4 months which requires a budget of \$90,000. The feasibility will include detailed information regarding services, scale, location, functionality, concept plans, performance, financial modelling, and stakeholder consultation.
48. A dedicated resource will be made available through reprioritisation to ensure delivery of the Feasibility Study.



## **Consultation**

49. Extensive market research and community consultation was undertaken as part of the Needs Analysis to assist with determining the current and future community trends, needs and expectations for aquatic facilities in the City of Adelaide. The feedback provided was incorporated into the final Needs Analysis Report that was received by Council in June 2020.
50. Based on the above, it is proposed that further consultation be undertaken with key stakeholders (current lease/ license holder, current user groups, nearby schools, community sporting clubs / associations, relevant Council Officers, Elected Members and neighbouring LGA's etc) during the Feasibility Study.
51. Following the completion of a 'Draft Feasibility Study' and Councils feedback, more detailed concept plans would be developed. Once finalised, these would be presented to Council for its endorsement to undertake community consultation on the detailed concept plan(s) and the 'Feasibility Study'.
52. Prior to commencing any consultation, a formal Community Consultation Plan would be presented to Council for endorsement.

## **Funding and Investment Strategy**

53. Several submissions for funding assistance have been made to both State and Federal Government through the funding mechanisms available to date. The submissions included high-level financial modelling which was provided to Council Members at the Workshop on 16 June 2020.
54. A summary of those submissions and status is provided below:
  - 54.1 Initial funding submission were made to the State Government in May 2020 – Currently awaiting response.
  - 54.2 A follow up letter and submission was sent from the Lord Mayor to the Premier on 28 August 2020 – Currently awaiting response.
  - 54.3 In May 2020 submissions were made to the Federal Government via Infrastructure Australia and the CCCLM Economic Stimulus Projects to include the AAC as a priority project.
  - 54.4 The AAC project was not included as an 'Asset Renewal' project in the current Infrastructure Priority List released in August 2020.
  - 54.5 Further submissions have been made as a potential 'Social Infrastructure' project – Currently awaiting response
55. Following completion of the detailed Feasibility Study, Administration will prepare more detailed funding submissions to the Federal and State Government and engage with adjoining local government areas seeking their assistance as either funding partners and/or advocates for the project.

## **Future Project Planning Process and Timelines**

56. The development of an aquatic and leisure facility by local government is a significant investment requiring the application of an appropriate planning framework to meet government requirements and ensure successful delivery.
57. The details below provide an overview of the traditional stages and indicative timeframes associated with the major infrastructure development.

<b>Project Stage</b>	<b>Indicative Timeframes</b>
Needs Analysis and Community Consultation	Complete
Feasibility Study and Community Consultation	6 months
Business Case (and procurement)	6 months
Funding and Partnership Development	12 months (varies significantly)
Project Initiation (Internal Process)	3 months
Design Team Procurement	3 – 12 months
Design and Documentation	12 – 15 months
Procure Head Contractor	3 – 6 months
Mobilisation and Construction	18 – 24 months
Commissioning and Fit Out	2 months

58. Feasibility Study, Business Case and Funding and Partnership Development are closely aligned and where possible Administration are aiming to progress all phases simultaneously.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - Example Regional Facility

**Link 2** - Regional Aquatic Leisure Centre Site Assessment Review

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Golden Wattle Park Community Land Management Plan & Building Concept

**ITEM 10.4** 10/11/2020  
**Council**

Strategic Alignment - Thriving Communities

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

2018/00561  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO & Director Culture

## EXECUTIVE SUMMARY

This report summarises key findings of the community engagement undertaken on the draft Community Land Management Plan (CLMP) for Golden Wattle Park/Mirnu Wirra (Park 21W) and seeks the approval of Council in finalising the CLMP.

As part of planning for enhancements to Park 21W, Council provided in-principle approval to replace the existing 390sqm sports building with a fit for purpose building that has a maximum ground footprint of 465sqm, is two levels and incorporates an undercroft. In response, a preliminary building concept has been developed to enable Council to provide advice on the design.

With the support of Council, the sporting lessee in Park 21W will utilise the building concept to commence sourcing funds to deliver the building. Once the lessee has secured funding, a revised building concept commensurate with their budget will be tabled with the Adelaide Park Lands Authority and Council for further consideration.

The design intent is consistent with the Adelaide Park Lands Building Design Guideline. We recommend that a revised design shows the rainwater tanks underground and not included in the footprint calculations or above ground and included within the footprint calculations. The design should also demonstrate the visual and cost differences associated with incorporating and not incorporating an undercroft.

This matter was considered and supported by the Adelaide Park Lands Authority on 3 September 2020.

## RECOMMENDATION

### THAT COUNCIL

1. Receives the community engagement findings summarised in Attachment A to Item 10.4 on the Agenda for the meeting of the Council held on 10 November 2020.
2. Adopts the Community Land Management Plan for Golden Wattle Park/Mirnu Wirra (Park 21W) as per Attachment B to Item 10.4 on the Agenda for the meeting of the Council held on 10 November 2020.
3. Notes the design intent of the preliminary building concept for Golden Wattle Park/Mirnu Wirra (Park 21W) as per Attachment C to Item 10.4 on the Agenda for the meeting of the Council held on 10 November 2020, which has been developed for the purpose of the lessee seeking external funding.
4. Notes that once funding is secured by the lessee, a revised building concept based on the design intent will be tabled with the Adelaide Park Lands Authority and Council that includes:
  - 4.1. A maximum ground footprint of 465sqm (as previously approved in principle) as defined by the Adelaide Park Lands Building Design Guideline.
  - 4.2. Undergrounded rainwater tanks or above ground rainwater tanks that are concealed and counted towards the building ground footprint.
  - 4.3. An examination of the visual and cost differences associated with incorporating and not incorporating an undercroft.
5. Approves the Lord Mayor providing a letter of support to assist the lessee in securing funding for a new building in Golden Wattle Park/Mirnu Wirra (Park 21W).

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> This report supports the Strategic Plan action of “leveraging the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences”.
Policy	The Community Land Management Plan (CLMP) aligns with the Adelaide Park Lands Management Strategy with regard to Golden Wattle Park/Mirnu Wirra (Park 21W) and boosting activity within the park by providing a range of amenities to service the adjacent sporting activities, encouraging people into the open woodlands and activating the central area of the park while protecting the park’s significant remnant vegetation. The preliminary building concept is consistent with the Park Lands Building Design Guideline, which aspires for community sports buildings that are ‘purpose-designed, safe and accessible for participation in a wide variety of sports, while also providing multi-function spaces for flexible use by the wider community’.
Consultation	Two community engagement processes undertaken in December 2018 and May-June 2020 have informed the CLMP for Park 21W.
Resource	Not as a result of this report
Risk / Legal / Legislative	The City of Adelaide is required to review its CLMP for the Adelaide Park Lands at least once every five years. This report contains a revision to the CLMP chapter for Park 21W.
Opportunities	The proposals for enhancements to Park 21W detailed in the CLMP are currently unfunded. The delivery of these proposals will be subject to consideration of project priorities across the City and Park Lands, future budget deliberations and external funding opportunities.
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	The removal and remediation of the existing building and the provision of the proposed new building including the public amenities will need to be funded by the Adelaide Lutheran Sports and Recreation Association.

## DISCUSSION

1. In August 2018, Council approved a draft Concept Plan for Golden Wattle Park/Mirnu Wirra (Park 21W) for the purpose of community engagement. At the same meeting, Council resolved that it:
  - 2. Approves in principle building Option 1, being a centralised fit for purpose community sports pavilion of two-level design, subject to the ground footprint not exceeding 465sqm and the design incorporating an undercroft lower level and landscape architecture treatments that reduce the visual impact of the building.*
  - 3. Approves in principle the establishment of a car park in Golden Wattle Park/Mirnu Wirra (Park 21W) with up to 150 vehicles and potentially starting with parking either side of an unsealed road leading to the new building, subject to the design of the parking being sensitive to the Park Lands environment with appropriate plantings and permeable surfaces.'*
2. Community engagement on the draft Concept Plan occurred in December 2018. A summary of the community engagement findings is provided at Link 1 view [here](#).
3. As a result of the community engagement, a number of changes were made to the Concept Plan including relocating the proposed new clubrooms and car park to the western edge of the park. The car park capacity was reduced from 150 to 112 spaces.
4. These changes to the Concept Plan along with other feedback captured in the community engagement process informed the development of a draft Community Land Management Plan (CLMP) for Park 21W.
5. On 11 February 2020, Council approved the Concept Plan for Park 21W. At this same meeting, Council approved the release of the draft CLMP for statutory consultation.

### **Community Engagement on Community Land Management Plan**

6. We undertook community engagement on the draft CLMP between 25 May and 18 June 2020. Engagement during this period included:
  - 6.1. 423 people visited at least one page on the engagement webpage.
  - 6.2. 256 people viewed/downloaded a document.
  - 6.3. 46 people completed the submission form (45 online).
  - 6.4. Two City resident groups and two individuals submitted feedback in letter/e-mail format.
7. Of those that responded online, three of the respondents lived in the City.
8. Key findings from the engagement were:
  - 8.1. The South West City Community Association and South-East City Residents Association both objected to the reference of permitting permanent off-street parking in Park 21W.
  - 8.2. The South West City Community Association requested a reference in the CLMP to no permanent liquor licences for facilities in Park 21W and objected to the section on 'circumstances not provided for'.
  - 8.3. The South-East City Residents Association requested more specific wording in relation to the former bitumen car entrance being replaced with a permeable path of an appropriate width.
  - 8.4. Due to the high conservation value of remnant species within the Key Biodiversity Zone, it was requested that removal of some trees and shrubs be considered in areas of high concentrations of remnant species to counter the effects of shading and competition.
  - 8.5. There were multiple references to the Wattle Grove and reinstatement of this historically significant (Gallipoli) war memorial.
  - 8.6. The majority of respondents strongly agreed (76%) or agreed (20%) with the CLMP objectives for use and management of Park 21W, while one person strongly disagreed.
  - 8.7. Most comments in relation to the CLMP objectives referred to this Plan leading to increased public/community use of Park 21W.
  - 8.8. The majority of respondents strongly agreed (73%) or agreed (20%) with the CLMP policies and proposals for use and management of Park 21W, whilst one person strongly disagreed.
  - 8.9. Most comments in relation to the CLMP policies and proposals referred to support for improved facilities.
  - 8.10. Additional comments and feedback were predominantly positive, with support expressed for improved recreation and sport facilities and safe car parking.



9. A summary of the community engagement findings is provided in **Attachment A**.

### **Community Land Management Plan**

10. In response to the community engagement findings, a final draft of the CLMP for Park 21W is provided at **Attachment B**. Amendments to the CLMP are detailed below:

<b>Comment/Topic</b>	<b>Response</b>
No permanent off-street parking	The CLMP requires off street parking to be designed in a way that is sensitive to the Park Lands and contains parking controls to prevent general commuter parking, ensuring parking only occurs when the sports fields are in use. No change to the CLMP.
No permanent liquor licence	Council's Park Lands Leasing and Licensing Policy supports lessees undertaking revenue generating activities to assist community organisations to remain financially sustainable.  The sporting lessee in Park 21W has an existing liquor licence and we are not aware of any issues arising from the holding of this licence. The existing and proposed facilities are located away from residential areas.  The CLMP identifies that the 'use of the building will be consistent with the operation of a community facility including limited sports administration duties, storage of equipment, sports related events, cultural activities, not for profit community development programs and events and operation of a small-scale café/kiosk'.  No change to the CLMP.
Don't agree with statement in Section 11 - Circumstances Not Provided For	Section 11 of the CLMP has been revised to require consideration by the Board and the Council prior to an amendment being proposed.
Remove/replace former bitumen car entrance off Greenhill Road	Section 7 of the CLMP has been revised to include 'the bitumen car entrance and associated infrastructure off Greenhill Road will be replaced with a permeable pedestrian path'.
Vegetation management within the Key Biodiversity Area	Section 7 of the CLMP has been revised to include 'undertake select removal of planted trees and shrubs in areas of high concentration of remnant species to counter the effects of shading and competition' and the Key Biodiversity Area (KBA) map amended to expand the 'protected conservation zone'. The area around the Wattle Grove site has been removed from the KBA recognising the focus on management of trees and less on ground cover and biodiversity.
Reinstatement of the Wattle Grove	The CLMP recommends to 're-establish the Wattle Grove in the north-east corner of Park 21W giving consideration to the original landscape setting including the pergola'.  To further support this, the CLMP has been revised to include a reference to the Wattle Grove in Section 6 – Objectives.
Kaurna Statements	Sections 2 and 5 of the CLMP have been revised in consultation with Kaurna people.
Miscellaneous – Dog Management	Section 7 of the CLMP has been revised by removing a reference to designating shared paths as 'dog on lead' spaces. This was removed to ensure consistency of dog management across the Park Lands.

### **Draft Building Concept**

11. Adelaide Lutheran Sports and Recreation Association (ALSARA) is the head lessee of the sports facilities in Park 21W. The facilities are used by ALSARA football, cricket and soccer clubs and Concordia College. ALSARA also has a large netball club who utilise the clubroom facilities in Park 21W and play on the courts in Park 22.

12. Through sub-leasing and casual hire, the facilities are also used by SA Flying Disc Association, Sturt Street Community School, Gaelic Football, Glenunga Football Club, Reclink Australia (sports program for vulnerable people), SAPSASA school sport, and many SANFL and AFL run programmes for juniors, women, multicultural groups and AFL 9s. ALSARA estimates that approximately 1,320 players and 34,834 people in total, including officials and supporters, visit the facilities each year.
13. The existing clubroom facility does not meet contemporary community sports requirements. An audit of the facility highlighted many of the facility's deficiencies. Structurally, the building is ageing and has several major structural issues.
14. A preliminary building concept has been developed to replace the existing building of 390sqm (see **Attachment C**).
15. The floorplan has been designed to optimise programming opportunities by the lessee for formal sporting activities and by external community groups for non-sporting community development activities. Consideration has been given to:
  - 15.1. Multiple summer sports occurring simultaneously (e.g. cricket, ultimate frisbee, netball).
  - 15.2. Multiple winter sports occurring simultaneously (e.g. Australian rules football, soccer, ultimate frisbee, netball).
  - 15.3. Storage facilities to support summer and winter sports, Sturt Street Community School/Children's Centre activities and Southwest City Petanque activities.
  - 15.4. Club development and community development activities on the upper level with change facilities to support performing arts.
  - 15.5. Providing public amenities and kiosk facilities that are externally accessible to all Park Lands users.
16. We have reviewed the preliminary building concept against the Adelaide Park Lands Building Design Guideline. The following is a summary of our review:
  - 16.1. While this building project does not achieve a consolidation of multiple buildings, it provides a new facility that can accommodate multiple user groups simultaneously and offers opportunities for non-sporting community groups to make use of the building and surrounding Park Lands.
  - 16.2. The siting of this building balances optimum solar orientation for best practice passive environmental design, with a relationship to the sporting fields that allows for premium viewing opportunities. The building is positioned towards the park edge to ensure the open nature of the park is not compromised.
  - 16.3. While the concept has a ground floor area of 465sqm, the building footprint as defined by the Guideline is approximately 500sqm. Council previously approved in-principle a ground footprint of 465sqm and it is recommended that the building footprint remain consistent with that Decision.
  - 16.4. Extensive concealed rainwater tanks, encompassing an area of approximately 66sqm, are proposed to retain water on site from the substantial roof catchment. The Guideline advocates for underground rainwater tanks and it is recommended that they either be undergrounded or counted in the building footprint calculations given they are well integrated in the design.
  - 16.5. The building has been designed to be viewed 'in the round' with no perceivable front or back and has a recessed base to give the appearance of minimal connection to the natural ground.
  - 16.6. The proposed material palette is appropriate for a building in the Park Lands, ensuring it will integrate well, be durable and is resistant to graffiti. In addition, the building's materials could be recycled at the end of its life.
  - 16.7. The building shows a comprehensive consideration of CPTED and universal access requirements, balanced with the design features that offer comfort and protection to intended building users and spectators.
  - 16.8. The design incorporates a partial undercroft. This results in a larger building envelope with retaining walls, ramps and steps required to support access to facilities on the 'ground floor' and puts the building at risk of flooding from stormwater surface flows. Raising the ground floor building level 300mm above natural ground will have the same impacts to universal access as the undercroft presents, but is likely to reduce construction costs and extend the life of the building.
  - 16.9. The flat roof assists the building to sit low in the Park Lands landscape. This is assisted further by the partial undercroft. If the undercroft was removed, the flat roof would still allow the building to be of an acceptable height in this park.
17. As the lessee, ALSARA is responsible for funding the building. The purpose of this report is to seek support for the design intent of the preliminary building concept to enable the lessee to seek external funding.

18. The estimated construction cost of this building concept is over \$5,000,000. Whilst ALSARA has not commenced sourcing funds, this estimate is not considered viable and will require a wholesale reduction in the scale of the building.
19. To understand the amount of excavation, costs and risks associated with delivering an undercroft, it is recommended that the lessee examine the visual and cost differences of incorporating and not incorporating an undercroft.
20. To assist ALSARA in securing funding for this project, it's recommended that a letter of support from the Lord Mayor be provided to the lessee.

### **Adelaide Park Lands Authority**

21. The Adelaide Park Lands Authority considered this matter on 3 September 2020. The Board was supportive of the Community Land Management Plan and the preliminary building concept design. The Board did request that we ensure the future building design remain within the previously approved building footprint of 465sqm and that the rainwater tanks be concealed.

### **Car Parking**

22. The Adelaide Park Lands accommodate regional sporting facilities that support participation by people living across the Adelaide metropolitan region. The roadways surrounding Park 21W are subject to clearways, making it difficult to utilise on street parking on weekday evenings. The safest and most reliable parking options for people utilising Park 21W at night are the 107 spaces on the north and south sides of South Terrace.
23. In recognition of the planned reduction in parking area in the adjacent park that is home to a heavily utilised regional netball facility, along with the anticipated growth in participation in Park 21W, the CLMP allows for formalised parking up to a maximum of 112 spaces on the western edge of the park. This is consistent with the Concept Plan for Park 21W that Council endorsed.
24. The CLMP proposes parking controls to prevent commuter car parking on Park 21W in the event of formalised car parking being provided.
25. The CLMP recognises the existing Deed of Agreement for The Royal Adelaide Show Parking between the City of Adelaide and Royal Agricultural and Horticultural Society of South Australia (RAHS). Assuming the RAHS exercises its right to extend the Deed for a final five year term, the Agreement will expire on 27 September 2026. This expiration date aligns with the next required review of this CLMP, being every five years.
26. In the interim, this CLMP seeks to reduce the extent of Show parking by confining it to irrigated turf areas in Park 21W, ensuring parking does not occur within the key biodiversity area.

### **Next Steps**

27. Subject to the approval of Council:
  - 27.1. The CLMP will be finalised for publication on Council's website.
  - 27.2. ALSARA will seek external funding for a new community sports building in Park 21W based on the design intent of the building concept shown in **Attachment C**.
28. Once ALSARA has secured funding for the sports building, a revised building concept commensurate with their budget will be tabled with the Board and Council for further consideration.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Park 21W Community Engagement Summary – December 2018

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## ATTACHMENTS

**Attachment A** – Park 21W CLMP Community Engagement Summary – May/June 2020

**Attachment B** – Golden Wattle Park/Mirnu Wirra (Park 21W) Community Land Management Plan

**Attachment C** – Park 21W Community Sports Building Preliminary Building Concept

# COMMUNITY ENGAGEMENT SUMMARY

Draft Community Land Management Plan – Golden Wattle Park/Mirnu Wirra  
(Park 21W)

July 2020

## DOCUMENT PROPERTIES

### Contact for enquiries and proposed changes

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

**Contact Officer:** Ray Scheuboeck

**Title:** Senior Coordinator Recreation and Sport

**Phone:** (08) 8203 7688

**Email:** r.scheuboeck@cityofadelaide.com.au

### Record Details

**HPRM Reference:** ACC2020/101343

**HPRM Container:** 2020/00346

## 1. BACKGROUND

Under the Local Government Act 1999 (SA), all Councils are required to develop management plans for community land which is under their care and control. These plans show the way in which the land is to be used.

On 4 February 2020, Council approved a Concept Plan for the enhancement of Golden Wattle Park/Mirnu Wirra (Park 21W). This Concept Plan was shaped by community feedback collected through a community engagement process conducted in late 2018/early 2019.

The existing Community Land Management Plan (CLMP) for Park 21W has been amended to reflect the Concept Plan and to ensure it is consistent with the Adelaide Park Lands Management Strategy 2015-2025 (APLMS).

On 4 February 2020, Council approved statutory consultation being undertaken on the draft CLMP for Park 21W.

### 1.1 Key Dates

Community engagement occurred between 25 May and 18 June 2020.

### 1.2 Key Numbers

<b>423</b> visits to the Your Say Adelaide engagement page
<b>256</b> people viewed/downloaded a document
<b>46</b> people completed the submission form
<b>4</b> written submissions were received from individuals and community organisations including: <ul style="list-style-type: none"> <li>• South West City Community Association</li> <li>• South-East City Residents Association</li> </ul>

### 1.3 Key Findings

**The South West City Community Association and South-East City Residents Association both objected to the reference of permitting permanent off-street parking in Park 21W.**

**The South West City Community Association requested a reference in the CLMP to no permanent liquor licences for facilities in Park 21W and objected to the section on 'circumstances not provided for'.**

**The South-East City Residents Association requested more specific wording in relation to the former bitumen car entrance being replaced with a permeable path of an appropriate width.**

**Due to the high conservation value of remnant species within the Key Biodiversity Zone, it was requested that removal of some trees and shrubs be considered in areas of high concentrations of remnant species to counter the effects of shading and competition.**

**There were multiple references to the Wattle Grove and reinstatement of this historically significant (Gallipoli) war memorial.**

**The majority of respondents strongly agreed or agreed with the CLMP objectives for use and management of Park 21W, whilst one person strongly disagreed.**

**Most comments in relation to the CLMP objectives referred to this Plan leading to increased public/community use of Park 21W.**

**The majority of respondents strongly agreed or agreed with the CLMP policies and proposals for use and management of Park 21W, whilst one person strongly disagreed.**

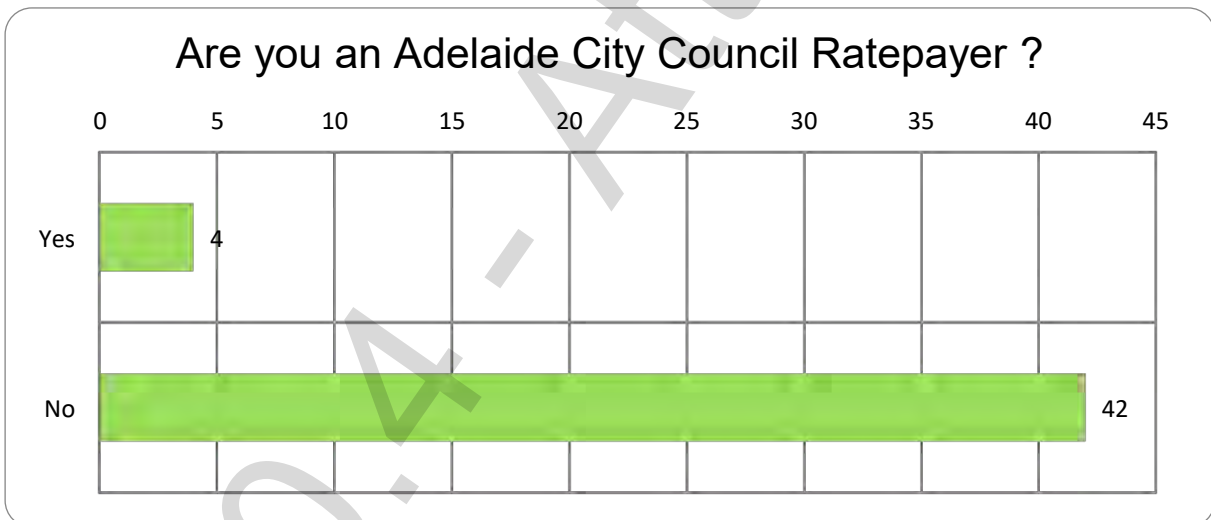
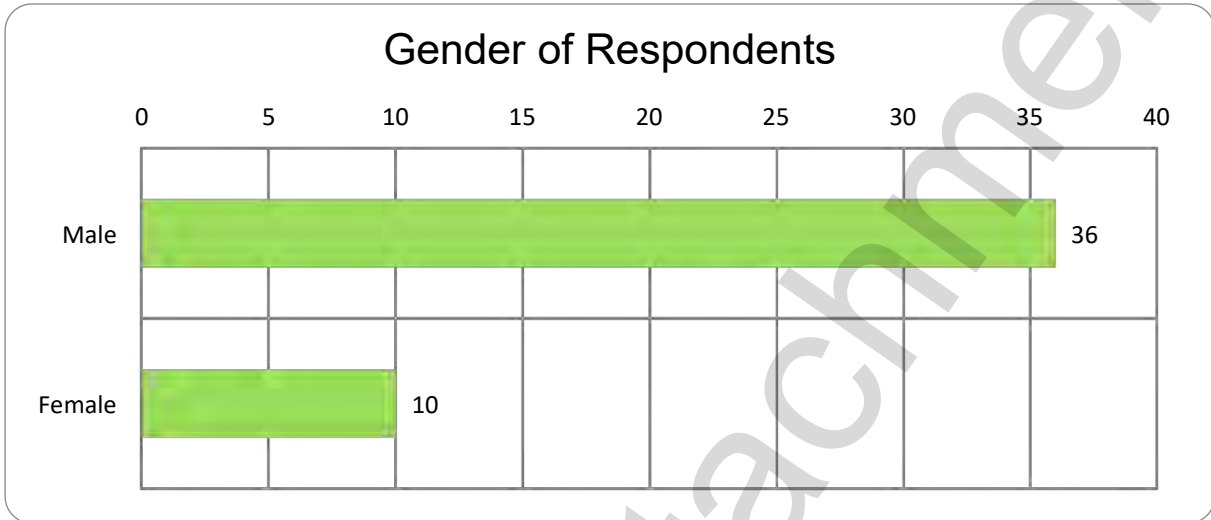
**Most comments in relation to the CLMP policies and proposals referred to support for improved facilities.**

**Additional comments and feedback were predominantly positive, with support expressed for improved recreation and sport facilities and safe car parking.**



## 2. WHO RESPONDED

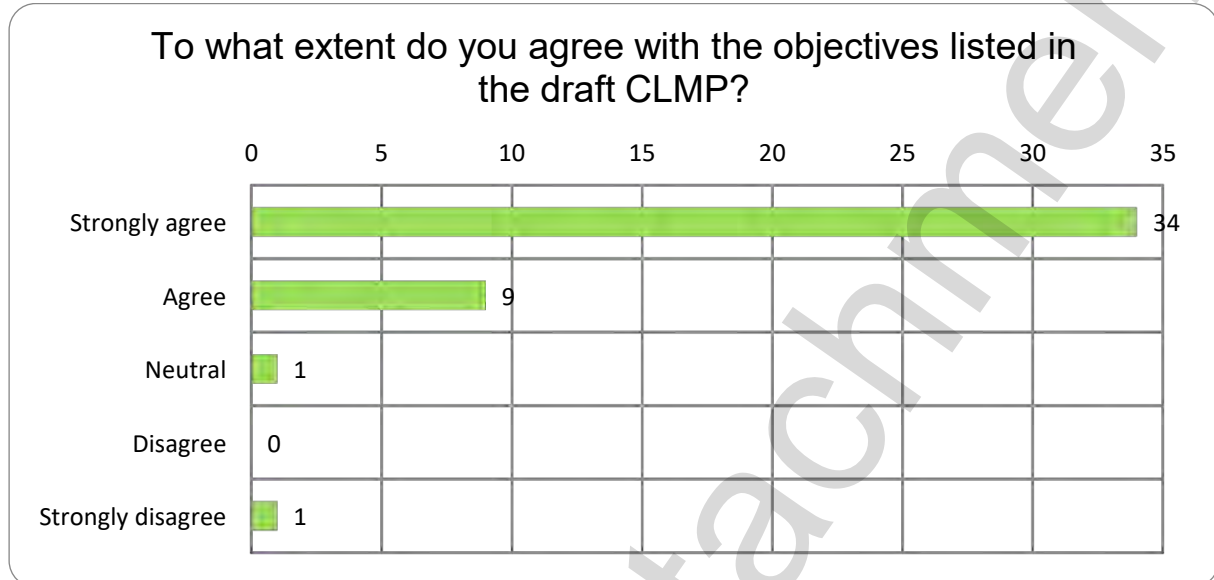
This section relates to the 46 people who completed the Your Say Adelaide online feedback form. It was not possible to include the four written submissions received from individuals and organisations as they did not include information relevant to this section. These submissions are summarised later in this report (Section 4).



### 3. SUBMISSION FORM RESPONSES

The following is a summary of the 46 submission forms received.

#### 3.1 Objectives



Response	Comments
<b>Strongly Agree</b>	<i>All current facilities Just need improving. Lots of spare space that is not used by anyone.</i>
	<i>I think it opens up the parklands to be more accessible for a wider variety of the community.</i>
	<i>The park lands are a beautiful area but the old clubrooms are a bit of an eye sore</i>
	<i>Getting people into this part of the parklands is super important. Community sport is healthy and beneficial - both physically and mentally</i>
	<i>Off street parking is an absolute must because it gets dangerous with cars being parked along Goodwood Road at times; however it's currently necessary given the lack of parking space available in the precinct. Modern clubrooms with well-lit female &amp; male bathrooms/change rooms would increase safety and comfortability of all precinct patrons.</i>
	<i>Community use of the parklands is essential. No use having parks that no one uses.</i>
	<i>Excellent inclusion of parking, new pathway, future pedestrian crossing, playspace, pentaque and mound for viewing at the oval.</i>
	<i>Strongly support the following two objectives: * Create flexible venues and spaces which are fit-for-purpose for community sport that accommodate future growth and increase the diversity of physical activity opportunities available to the community. • Manage the north-west of Park 21W as a regional activity hub for formal and informal</i>

	<p>recreation including open sports fields, Princess Elizabeth Playground, Lundie</p> <p>Gardens and associated park amenities such as playspaces, barbecues, shelters/shade structures, seats, drinking fountains, toilets, pathways, lighting, fitness loops and shade tree planting.</p> <p>Social and non-elite sport is good for individuals and the community – there is a need and support for a hub like this in Park 21W.</p> <ul style="list-style-type: none"> <li>• This part of the parklands will massively benefit from increased visitation</li> <li>• Off-street parking is really important for access and safety (juniors etc)</li> </ul>
<b>Strongly Agree</b>	<p>I Support ongoing public use of the area, particularly for the existing community sporting activities and the provision of safe and acceptable car parking facilities. Enhancing this area of the parklands with improved facilities will increase community use for different sports and activities that will include individuals, families and clubs.</p> <p>I appreciate the recognition and protection of areas with cultural heritage significance and mature vegetation.</p> <p>Sporting facilities are paramount to getting our kids active, healthy and involved in our community.</p>
<b>Agree</b>	Well outlined
<b>Neutral</b>	Necessary to negotiate with community historians & residents as to what these would mean on the ground.
<b>Strongly Disagree</b>	Council has acted ultra vires in falsely alleging any right or power to "enhance", develop, or urbanise the Adelaide Park Lands, including Park 21W, and the "Concept Plan" purportedly "approved by Council" on 4 February 2020 is illegitimate and unlawful

### 3.2 Policies and Proposals



Response	Comments
<b>Strongly Agree</b>	<p><i>Building are very old and past there use by date. Better facilities will attract more users.</i></p> <p><i>Fitness loop will be awesome, and will then be a good link with other surrounding parklands.</i></p> <p><i>Oval spaces are well used, but this looks like it allows for even greater use.</i></p> <p><i>Off street parking for safety and access is really important. Lighting is good too</i></p> <p><i>Regarding the Park 21W activity hub: I believe that non-elite and social sport provides great benefits to the community and atmosphere of the parklands and a hub such as this would be fantastic in promoting these benefits. It would provide a significant improvement on the current facilities, which would improve inclusivity for women's and junior sport and improved lighting will help safety. This would increase usage and visitation of the Parklands and increase enjoyment and usage of the Park.</i></p> <p><i>Facilities such as parking and the trail will also reduce barriers to participating in recreational activities in the parklands, further encouraging visitation and promoting enjoyment of the park.</i></p> <p><i>I like the Idea of growing the sports space and biodiversity areas. Creating new habitats and spaces sympathetic with the environment.</i></p> <p><i>Excellent proposal to upgrade sporting facilities to enable growth in participation. Women's, Men's, Girls and Boys teams will all be catered for with facilities that are fit for purpose.</i></p> <p><i>Looks inviting and practical</i></p> <p><i>There is not enough suitable facilities that exist in the parklands for women's and junior sport – this will help improve it drastically.</i></p> <p><i>I support the Policies and proposals for the Park 21W Activity Hub including the upgraded clubroom building facilities, sporting fields, lighting and cricket nets.</i></p> <p><i>The current proposed location for the community sports building is good being close to the existing facility and surrounded by a good screening of trees. The proximity to the courts on the western side of Goodwood Road will likely promote interaction and increased use of the facilities.</i></p> <p><i>The off road parking will make for a safer zone particularly in times when there are parking restrictions on the eastern side of Goodwood Road.</i></p> <p><i>The lighted crossover that is proposed to connect future walking trails should be installed asap for safer crossing of Goodwood Road, particularly when there are young children involved in junior sport crossing what is a very busy road.</i></p> <p><i>The increased planting and enhancement of the biodiversity area provides a good balance between true parklands and spaces for community use.</i></p>
<b>Agree</b>	<p><i>While I do not oppose formal sports fields and associated sports building, and it is suitable at this period of time, they must not become an enshrined feature of the parklands, for example in the future this space better used for another purpose. I do not agree with parking on the parklands in conjunction with the sporting facilities; I note that consideration has been made for environmentally sensitive parking in this area. There must be a planned transition away from car parking associated with the Royal Show.</i></p>

<b>Neutral</b>	<i>Important that ACC consult pro-actively with ALL interested Party re Gallipoli Gardens Wattle Grove, including historians &amp; residents SW quarter.</i>
	<i>Well regulated and maintained off-street parking will be of benefit for the safety of children participating in junior sports in the area.</i>
<b>Strongly Disagree</b>	<i>Council has acted ultra vires in falsely alleging any right or power to "enhance", develop, or urbanise the Adelaide Park Lands, including Park 21W, and the "Concept Plan" purportedly "approved by Council" on 4 February 2020 is illegitimate and unlawful</i>

### 3.3 Additional Comments/Feedback

<p><i>* The placement of the new community sport building (06) as marked on the concept plan is correct. The open space of Golden Wattle Park SHOULD NOT be compromised by placing buildings in central areas of the park.</i></p> <p><i>* The northwest area of Golden Wattle Park, between (03) and (24), is generally plain and featureless. It was once the landscaped area of Lundie Gardens. Reinstatement of the natural creek that runs through it would bring back its character.</i></p> <p><i>* The northeast area of Golden Wattle Park (12) has been a wasted space for many years. It could be upgraded as a smaller organised sport area - oval/soccer pitch - for children at Sturt Street School.</i></p> <p><i>* The removal of the Dardanelles Cenotaph from Golden Wattle Park after 100 years is still deplored. Re-establishment of the Wattle Grove (21) should be a priority.</i></p>
<i>Council Strategic Goal is to activate the parklands and the development of a community sporting hub is an excellent way of achieving this goal. However important to note that investment in infrastructure such as building and carpark is essential for this to be achieved.</i>
<i>Let's hope this all goes ahead sooner rather than later.</i>
<i>An elevated walkway across Goodwood Rd connecting Park 21W to the netball courts could be another safety consideration.</i>
<i>The development would significantly enhance the wider community, as it reaches people from all over the metropolitan area on every day of the week in sporting activities</i>
<i>Important to ensure ongoing long term leases for current users.</i>
<i>The ongoing development and improvements to the parklands trail is fantastic for residents and visitors</i>
<i>Mixed use facilities that provide recreational facilities is exactly what the south park lands has been requiring for a very long period.</i>
<i>Get it happening as soon as possible.</i>
<i>With limited space in Adelaide at the moment due to increased sporting activities such as Female Football etc now growing at a rapid rate finding space to train especially with a good source of lighting is near impossible. As a Country Football club we rely on space available such as at the Adelaide Lutheran Football Club. these guys have been tremendous in doing what they can to allow us to train on those parklands. with so many country lads moving to Adelaide either due to work of Uni it is important we continue the relationship we currently have. I know many others find it extremely difficult to find suitable facilities and its not getting any easier. As i mentioned with Female Football and the strong backing by the AFL with their Auskick programme more &amp; more are seeking available space. Park 21 is an incredible area so close to the city with easy access for all to meet &amp; and enjoy the physical activities they love. This must remain in my opinion a</i>



<i>viable option for all whether it be individuals or clubs to continue to have access this space and with that I fully support the re development of the parklands to be used as it has and currently does, I also fully support the lighting project which will help fulfill the needs and strong demands for this type of space anytime of the day/night. Thankyou</i>
<i>This would be a fantastic initiative to help build a community atmosphere through a multipurpose nature and sports centre.</i>
<i>Its a fantastic initiative that will benefit all stakeholders as well as improve and protect the park from an environmental perspective.</i>
<i>The draft enhances the experience significantly of the current users of the area, notably the Adelaide Lutheran Football Club, but also caters for many more potential users of the area with the excellent central pathway, exercise loop, playspace and picnic facilities. Well done.</i>
<i>I understand that the concept plan has been supported, but it does form part of the CLMP. I think the design looks good, but would function better with some of the facilities located closer to the clubrooms, such as the cricket nets and the nature play area. I think a redevelopment of this park is a great idea, but with minimalist intrusion. I support the parking, as the existing situation is dangerous, and disrupts traffic. Parking shouldn't be for the general public, as park lands should not be an area of car parking. Car parking should be of a permeable surface, to minimise change to the parklands</i>
<i>i just want the park lands to be well used by the community in an environmentally sound way. it would be great to have a big water play area like Darling harbour.</i>
<i>This has the potential to be a magnificent, sensitive upgrade to this area of the park lands, delivering substantial improvements to recreational, community and sporting users, whilst also protecting and improving cultural and environmental elements.</i>
<i>This sounds like a fantastic idea.</i>
<i>Whole heartedly support the car park design and having the club rooms further away from Goodwood road for convenience of players and to minimise vandalism.</i>
<ol style="list-style-type: none"> <li>1. Social and non-elite sport is good for individuals and the community – there is a need and support for a hub like this in Park 21W</li> <li>2. This part of the parklands will massively benefit from increased visitation</li> <li>3. Off-street parking is really important for access and safety (juniors etc)</li> <li>4. Not enough suitable facilities exist in the parklands for women's and junior sport – this will help improve</li> <li>5. Supports development of parklands trail</li> <li>6. Lighting and usage is great for safety</li> <li>7. Parking and lighting better for Royal Adelaide Show</li> </ol>
<ul style="list-style-type: none"> <li>• Supports development of parklands trail</li> <li>• Lighting and usage is great for safety</li> <li>• Parking and lighting better for Royal Adelaide Show</li> </ul>
<i>My key point in my submission to the initial consultation on the upgrade of Park 21W was that the north/south path, identified as 08 on the concept plan, should be upgraded suitable for walking and cycling because it is a well-used path by inner southern suburb residents. I am disappointed that this has not been addressed. I appreciate (but am disappointed) that the lighting will be removed to protect native fauna. However there is no mention of the resurfacing of this path, which can be done sensitively and consistent with the protection of the biodiversity objective for this area. Does 'permeable paths' on the concept plan simply mean that the current 'goat track' will be left as it is, or will the Council surface this to facilitate walking and cycling?</i>

*The concept plan looks good and shows that all parkland users have been considered within the Park 21W zone.*

*It would be good to show the potential staged construction of this area and the potential timeline for the enhancements.*

*Development and improvement of sports facilities supports an increase in sporting participation by women and children.*

*Improvements in trails for running and cycling continue to be essential throughout Adelaide City Council areas. This is of particular importance for commuters and children cycling and playing in city areas.*

*Additional sports grounds with lighting to standards to host evening and night sports matches will improve oval accessibility throughout the year, particularly winter months. This allows junior and adult sports to access facilities at different times.*

*As a regular user of Park 21, I fully support the preference for a new club room facility, sports lighting and provisions for some form of car parking*

- *Social and non-elite sport is good for individuals and the community – there is a need and support for a hub like this in Park 21W*
- *This part of the parklands will massively benefit from increased visitation*
- *Off-street parking is really important for access and safety*
- *Not enough suitable facilities exist in the parklands for women's and junior sport – this will help improve*
- *Supports development of parklands trail*
- *Lighting and usage is great for safety*
- *Parking and lighting better for Royal Adelaide Show*

## 4. E-MAIL AND LETTER SUBMISSIONS

### 4.1 South West City Community Association

**Park 21W: Submission regarding Golden Wattle Park/Mirnu Wirra – Draft Community Land Management Plan (Draft CLMP), due 5pm 18 June 2020**

As we have indicated in other prior submissions to the City of Adelaide (**Council**), South West City Community Association Inc (**SWCCA**) was formed in August 2012 to give a voice to the residents and community in the South West corner of Adelaide City. As this proposal will directly affect the South West City, we will address the overall proposal, with reference to the impact on the implications of this topic for the South West City community.

As SWCCA represents the residents and community members in the South West City with whom we remain in contact, this submission should not be viewed as one, but as many submissions from the concerned people we represent. ***However, if ACC continues to view this as one submission, we at least wish that it to be counted as 7, being the number of the Committee of Management of SWCCA.***

#### **The Your Say Process**

For some time now SWCCA has taken issue with the Your Say process and the manner in which the questions are phrased to the general public. We cite the recent issues regarding the Your Say process with the Aquatic Centre and the unsolicited bid by the Australian Football League (the Crows). Instead of asking the people of South Australia whether they wanted a football club to alienate a large portion of the Park Lands to build their exclusive headquarters, training fields and clubrooms, with the sweetener being a new aquatic centre in place of the current run-down facility, the Your Say document asked whether the Crows had complied with the Unsolicited Bid process – not whether the general public approved of the concept itself. However, if people were goaded into voting one way or the other on this proposal, it would give carte balance for the project to go ahead.

This is one of a swathe of similar curiously-worded (dare we say - biased?) Your Say proposals put to the general public over time, and if viewed from the outside, there is an argument that there exists a culture to undermine the process and result in the answer from this process that was wanted all along.

#### **The Draft CLMP**

We also note with this Your Say matter that, when viewing the documents provided for consideration by our community, the existing CLMP (**CLMP**) was not provided on the Website, so that the two documents could be compared. It is difficult for the general public to look at the matter with objectivity without referring to both documents side by side.

On reading the information available at the Your Say Adelaide site, comparing this information with the CLMP, and listening to our community we have come to the following conclusions.



Yet again we cannot answer the questions provide in the **Information Project Document (IPD)** with an agree/ disagree etc response due to the complexities involved. We understand that this will mean that, yet again, and unfortunately, our data will not be included in the graph or pie chart produced from the data provided by those using the form or survey. Again we can see this a failing of the Your Say process, but there is little we can do, as the comments from us result from our community, so do not fit neatly in the IPD.

We understand that over time the CLMPs in the various Park Lands should be considered for amendment but we note that this only seems to occur where a major development is promoted within a Park, and the relevant CLMP is adapted to allow this to occur. We despair with this process where these CLMPs are being re-written to permit previously unacceptable development to proceed in various areas. This same process has already occurred in Parks 25, 24, 22, now in Park 21W, and will soon be applied to Park 20. Each of these developments are resulting in large areas of the Park Lands being converted into sporting complexes which are of little use to the general public who visit these Parks.

The consensus from our community is that unless our community members joined the sporting clubs involved, they would not have access to new club room building on the Park and generally they felt excluded from the playing field areas. As a result, these sporting complexes have the effect of alienating people not directly involved in the various sporting pursuits.

As we have said before, large sporting hubs, car parks, ovals, tennis/netball courts, event spaces and other playing fields are no longer Park Lands. If you are not playing sport or attending an event, these large flat treeless areas are exposed and very inhospitable places that offer little amenity to the general public.

SWCCA in fact has found that the Draft CLMP is reversing the emphasis in Park 21 West from an area set aside primarily for Key Biodiversity Areas, encompassing approximately 70% of the Park, into a Park in which the bulk of the area will consist primarily of sporting and recreation facilities. Why is an area currently shown as a Key Biodiversity Area, set aside for protecting the diminishing Park Lands' remnant vegetation, allowed to be converted into an oval by expanding the existing sports licence?

If we look at the information provided in the IPD with respect to the Draft CLMP in Park 21 West and the actual result we find:-

IPD (under FAQ): *"Key Management Differences in the revised CLMP will include....*

- *"Expansion of the key biodiversity area...."* (it has actually reduced by approximately 30-40% by the proposed implementation of more playing fields)
- *"expansion of the community sports licence area..."* (this will happen under the proposal to add the third oval to the sporting complex at the expense of a Key Biodiversity Area);
- *"Re-establishment of the Wattle Grove"* (SWCCA and the SW community endorses this aspect of the draft CLMP, but we wonder how long this will take).
- *"The provision of off-street parking facilities.."* (provision of car parking anywhere in the Park Lands should not be allowed.)

Cause 2: Kauna Statement of Cultural Significance

We note the generic paragraph under this heading, and would appreciate to know if there was some input from the local Indigenous Leaders.

Clause 6 - Objectives for the use and management of Park 21W - provides:-

- *Provide safe and accessible car parking facilities for park users which are designed to meet principles of water sensitive urban design.*

In CLMP 1, the overriding document of all CLMPs, it already provides:-

*“..With the support of the beneficiary clubs and organisations, Council will seek to reduce the total area of the Park Lands used for parking ...”*

SWCCA remains opposed to permanent car parking of any kind on Park Lands.

Clause 7: Policies and Proposals for the use and Management for Park 21W; Under the sub-heading Park 21w Activity Hub reference is made to clubroom building facilities. SWCCA requests that there be provision in this paragraph to the effect that permanent liquor licensing is not permitted for any clubrooms or facilities in this Park.

Clause 11: Circumstances Not Provided For - we quote the entire item

*“This CLMP recognises that not all proposals for the management and enhancement of Park 21W 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.”*

This is a highly dangerous clause. The Park Lands are under enough danger from the State Government and others under the present system. SWCCA is opposed to this clause in its present form. This appears to allow a get-put-of-jail-free card to allow for any proposal without the need to go back to the CLMP.

This clause is indicative of the peril in which the Park Lands find themselves: that the very people charged with their protection are quite happily re-writing any of the Park Lands framework to enable further developments to proceed.

Yours Faithfully

## 4.2 South-East City Residents Association

The South East City Residents Association (SECRA) has examined the Golden Wattle Park/Mirnu Wirra (Park 21W) – Draft CLMP and has the following comments.

The area represented by SECRA is located in the south east corner of the city however SECRA has an interest in all of the Park Lands as they are provided for the enjoyment of all South Australians and are well used by our members. It is for this reason that SECRA is submitting this submission on the Park 21W CLMP.

While the proposed new Community Sports Building and the car park have been relocated from the centre of the park as originally proposed and the car park reduced from 150 to 112 parks SECRA is opposed to car parking on the Park Lands. In this particular situation SECRA is of the view that roads surrounding the Park 21W should be used for car parking instead within the Park. Persons will tend to be using the Park 21W facilities at night and on weekends when ample unrestricted parking would be available on these roads.

It is pleasing to see that the Park Lands Trail is being realigned through Park 21W. The Park lands Trail that surrounds the city has the potential to be a significant tourist attraction. Where else in the world are people able to walk or cycle around a trail surrounding a major city alongside a river, through natural woodlands, sporting and playground facilities and an historic cemetery where early settlers are buried? The section of the trail through Park 21W should therefore incorporate signage with cultural and historical information, including photographs, for the information of visitors.

Note 8 on the Concept Plan refers to “*existing permeable paths (remove existing lights)*”. This path appears to be an old bitumen road. As can be seen in the Attachment sections of bitumen remain and where the bitumen has deteriorated the sub-base aggregate remains. While the section of this path that was not bituminised could be defined as being “permeable” much of the old bitumen path could not be defined as “permeable”. SECRA questions if this path is required but if it is then all of the bitumen should be removed and replaced by a normal width permeable pathway.

SECRA acknowledges the work that has been done to improve the integration of the natural environment, history and improvements to the park.

Thank you for the opportunity to comment on the Golden Wattle Park/Mirnu Wirra (Park 21W) – Draft CLMP.

Yours sincerely



Attachment



### 4.3 Email from Individual (1)

Dear Mr Scheuboeck

Thank you for the opportunity to comment on the draft Community Land Management Plan Review for Golden Wattle Park/Mirnu Wirra (Park 21W).

I very much appreciate the attention to which the City of Adelaide gave my initial submission to this planning process and to the presence of rare original vegetation over the eastern half of Golden Wattle Park/Mirnu Wirra (Park 21W).

I note that much of the area is now proposed in the Key Biodiversity Zone as Protected Conservation Zone. Thank you and the City of Adelaide for this excellent outcome.

However, due to the high biodiversity in 2 other areas in the middle of the eastern triangle now listed as Buffer Conservation Zone, these must be allocated to the Protected Conservation Zone.

I attach a map showing the two areas which have the same or even better range of original native herbaceous species as the current Protected Conservation Zone.

I can think of no other area in the parklands that has such a high diversity of original herbaceous species in such a small area.

No additional tree and shrub planting or other modification should occur in these areas, except for the very careful judicious removal of some existing deliberately planted vegetation.

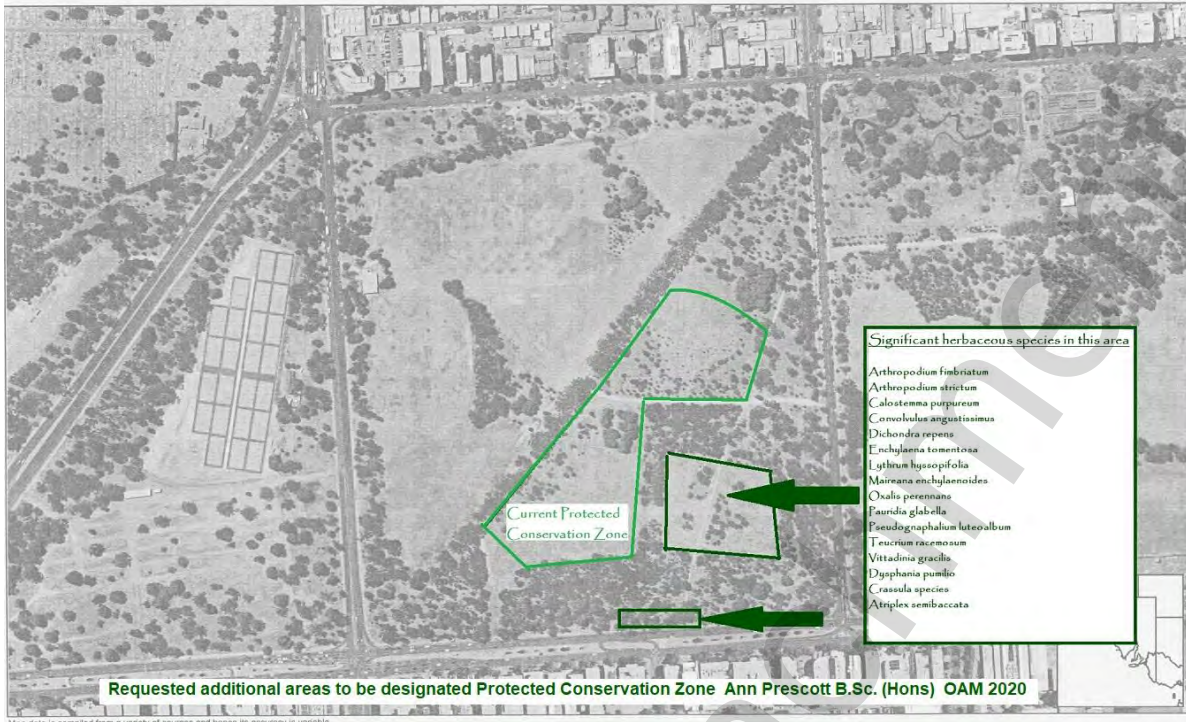
In the past, a number of the large shrubs and small trees were deliberately planted by ACC staff in this central area to protect these rare herbaceous species from mowing and other actions at a time when the valuable rare original biodiversity was less recognised.

I canvass the idea that some very careful judicious removal of some of these tree and shrub plantings must occur as the trees are now having a perverse effect of shading and competing with the rare indigenous herbaceous species.

I will also comment through the formal process but I do not expect that such process will allow for adding the attachment.

Yours sincerely

Draft Community Land Management Plan – Golden Wattle Park/Mirru Wirra (Park 21W)



Item 10.4 - Attla





## 4.4 Email from Individual (2)

The current consultation process is fundamentally flawed and fails to be unbiased, or to properly inform those being consulted. For these and other reasons enclosed below the answers to the 'consultation' questions are as follows:

Q1. To what extent do you agree with the OBJECTIVES for the use and management of Park 21W as listed in the draft CLMP?

*Strongly Disagree*

Comments *See enclosed.*

Q2. To what extent do you agree with the POLICIES AND PROPOSALS for the use and management of Park 21W as outlined in the draft CLMP?

*Strongly Disagree*

Comments *See Enclosed.*

Q3. Do you have any additional feedback on the draft CLMP for Park 21W?

Pursuant to the Local Government Act 1999 (SA) s 196 (4)(c) I have enclosed below provisions I require to be included in the Community Land Management Plan for Park 21W (and similarly for all CLMPs for the whole of the Adelaide Park Lands, along with recommendations and comments.

---

### REQUIREMENTS / COMMENTS / RECOMMENDATIONS

Council has acted *ultra vires* in falsely alleging any right or power to "enhance", develop, or urbanise the Adelaide Park Lands, including Park 21W, and the "Concept Plan" purportedly "approved by Council" on 4 February 2020 is illegitimate and unlawful.

#### *Recommendation 1:*

*The Adelaide City Council should:*

- *end/ revoke the lease of the Princess Elizabeth Childrens Playground Shelter Shed forthwith;*
- *discard the "Concept Plan";*
- *revise and correct the consultation materials, and*
- *carry out a new, unbiased consultation process that provides correct factual information.*

**Requirements Pursuant to the Local Government Act 1999 (SA) s 196 (4)(c)**

Pursuant to the Local Government Act 1999 (SA) s 196 (4)(c), I am an owner of an equitable interest in the Park Lands being a beneficiary of the Adelaide Park Lands Trust.

I require the following provisions to be included in the Community Land Management Plan for Park 21W (and similarly for all CLMPs for the whole of the Adelaide Park Lands):

**Requirement 1:**

Properly identify the legal / equitable estate (ownership) of the Adelaide Park Lands – noting that the *Adelaide Park Lands Act* did NOT change, and did not intend any change to, the ownership of the Adelaide Park Lands.

**Ownership of the Adelaide Park Lands:**

*The Owner of the bare legal interest of the Adelaide Park Lands is HM Queen Elizabeth II, in personam, as the current surviving heir and successor of HM Queen Victoria.*

*For clarity:*

*The Adelaide Park Lands are NOT owned by the Adelaide City Council, nor by any Member, employee, lessee, licensee, contractor, or agent of the Corporation.*

*The Adelaide Park Lands are NOT owned by the State Government, nor by any Minister, Department, lessee, licensee, or agent of the Crown.*

*(That is, not in right of her crown. The Adelaide Park Lands are not “Crown Land” nor waste lands of the Crown, and are NOT owned by the Adelaide City Council)*

*The equitable interest of the Adelaide Park Lands is held by the inhabitants of the City of Adelaide.*

*For clarity: The Adelaide Park Lands are NOT held upon trust for “South Australians”, or any of them, unless and until such time as they become a resident of the City of Adelaide.*

**Requirement 1a:**

Ownership within Park 21W include notification that the Gallipoli Memorial Wattle Grove was built at the entire cost of the Wattle Day League, and is not owned by Adelaide City Council nor the RSL nor the State Government.

The Gallipoli Memorial Wattle Grove comprises a purpose Trust, having been constructed with donated materials and labour, by Walter C Torode and the Wattle Day League.

Adelaide City Council’s agreement with the Wattle Day League requires the Corporation to maintain the League’s Gallipoli Memorial Wattle Grove in accordance with Walter Charles Torode’s original Plan (see attached documents; Memo from the Town Clerk to the City Gardiner 24<sup>th</sup> August 1915; City Gardener to Town Clerk Sep 8<sup>th</sup> 1915; and Torode’s Plan)

**Requirement 2:**

Properly identify the purpose for which the Adelaide Park Lands are “held”.

*The Adelaide Park Lands were purchased in fee simple absolute in the name of, on behalf of, and for the benefit of, the inhabitants of the City of Adelaide, to conserve the land as a public walk in perpetuity (that is, for passive recreation).*



*The Adelaide Park Lands comprise a purpose, charitable or constructive Trust, the land having been purchased in fee simple absolute in 1839, with the purchase completed in London in 1840.*

**Requirement 3:**

Properly identify and publish Adelaide City Council's powers being limited to maintaining the Adelaide Park Lands.

*Adelaide City Council is merely a custodian, for the meantime, required to maintain the Adelaide Park Lands, including Park 21W.*

*The Adelaide City Council has no right to alienate, 'enhance', 'develop', urbanise, nor misappropriate any portion of the Adelaide Park Lands.*

**Requirement 4:**

Provisions to ensure Council 'first do no harm'.

*A Moratorium be established forthwith on all works, including plantings, excepting only emergency repairs / essential maintenance, pending preparation of a*

- (a) a properly, fully informed, independent expert Dilapidation Study, and,*
- (b) a properly, fully informed, independent expert preparation of a Natural and Cultural Heritage Management Plan.*

*In any event, there is to be no further damage caused, suffered, or permitted, to remnant native vegetation, that is vehicles are not permitted to be driven across the Park Lands, plantings, earthworks, construction, demolition, the use of GAP water, &c, are prohibited.*

*Council is to publish forthwith a comprehensive map showing all surviving native vegetation, along with directives, whether via a By-Law or other means.*

**Requirement 5:**

Conservation of Natural and Cultural Heritage

*The Wattle Day League's 'Gallipoli Memorial Wattle Grove' is to be restored in accordance with the Australia ICOMOS Burra Charter, and as per its original approvals and plans (Walter Charles Torode) including restoration of the Dardanelles Cenotaph (currently re-purposed as a 'bookend' for an urban project known as the Anzac Centenary Walk', Kintore Avenue.*

**Requirement 6:**

Conservation of Natural and Cultural Heritage

*The Princess Elizabeth Childrens Playground, Park 21W, South Terrace is to be restored to its original layout, reinstating the original fence-line, signage, and reopening the Shelter Shed.*

**Requirement 7:**

*Park 21W, the Princess Elizabeth Childrens Playground, and the entire Gallipoli Memorial Wattle Grove site, are to be State Heritage listed.*

*The Gallipoli Memorial Wattle Grove is to be nominated for inclusion on the National Heritage List.*

**Requirement 8:**

*Sporting leases are to be wound-up, and sporting organisations removed from Park 21W, and further consultation carried out on re-purposing or demolition of existing buildings and sporting facilities.*

*Where activities require carparks on Park Lands, the activities are to be removed from the Park Lands.*

### Consultation

Council has no power to “enhance” the Adelaide Park Lands such as by converting any part of Park 21 West from remnant native vegetation to carparking or to leased or licensed facilities, including facilities for sporting organisations and their sports programmes.

To comply with legislative requirements the Council must carry out true consultation, not farcical push-polling to manufacture consent for illegitimate, unlawful outcomes pre-determined in secret or contrary to law, and which, in some instances, the Council have already implemented prior to commencing consultation (for example, the Princess Elizabeth Childrens Playground Shelter Shed lease illegitimately granted by administration in 2015);

Proper consultation requires that

- There be no prior unauthorised or illegitimate implementation which the consultation is intended to retrospectively authorise or legitimise (such as the Princess Elizabeth Childrens Playground Shelter Shed lease);
- There be no pre-determined outcomes or decisions, no push-polling, no manufacturing of consent;
- The process be independent, unbiased and not manipulated by non-disclosure, misleading or erroneous misinformation, and
- those consulted be properly and fully informed of all relevant facts with complete and correct information well in advance of any consultation deadline.

The lease of the Princess Elizabeth Children’s Playground is an illegitimate, pre-determined outcome as Council has already executed a lease with the Minister of Education in, or about 2015, and has thereby contravened mandatory requirements of the Local Government Act:

196 - —Management plans

(1) A council must prepare and adopt a management plan or management plans for its community land if—

... (b) the land is, or is to be, occupied under a lease or licence

### *Improper reliance upon Regulation 22 exemption*

to ignore/avoid mandatory requirements of the Local Government Act

The Adelaide City Council has wrongly relied upon Regulation waiving the requirement for Council to follow its public consultation policy for leases / licences to the Crown. Regardless of such waiver, other mandatory provisions of the Local Government Act apply to the Adelaide Park Lands as community land not owned by Adelaide City Council.

PARK 21 WEST, ADELAIDE PARK LANDS DRAFT COMMUNITY LAND MANAGEMENT PLAN SUBMISSION

**Trust Property, Ownership and Legal Status of Park 21 West, Adelaide Park Lands**

Park 21 West, along with the whole of the Adelaide Park Lands, comprise a purpose Trust property, or constructive Trust, set apart in perpetuity as a public walk (for informal recreation) for the inhabitants of the City of Adelaide.

The Adelaide City Council, its Members, Administration, agents and assigns are in ongoing breach of that Trust, and in ongoing breach of the Council's fiduciary duty as custodian with limited powers to *maintain* the Adelaide Park Lands.

On an ongoing basis, the Adelaide City Council has failed to inform itself, its members and staff and the government and public of the true legal status and ownership of the Adelaide Park Lands, or any portion thereof, including the area subject to the current public consultation process - Park 21 West, Adelaide Park Lands, Adelaide, bounded by South Terrace, Goodwood Road, Greenhill Road and Sir Lewis Cohen Avenue.

The Adelaide City Council has caused, suffered and permitted the Adelaide Park Lands to be laid waste, including by failing to conserve and protect the Adelaide Park Lands, by aiding and abetting alienations and destructive developments and urbanisation of the Adelaide Park Lands.

**BACKGROUND**

Council has previously been notified in writing of the actual legal status of the Adelaide Park Lands by its own legal representative(s), employees, and citizens.

1. The Adelaide Park Lands are not owned by the Adelaide City Council.  
[Similarly, the Adelaide Park Lands are not owned by the South Australian State Government.]  
Consequently the Adelaide City Council and the Park Lands are subject to specific requirements of the Local Government Act 1999 (SA) s 196 (4) – a Community Land Management Plan for land that is not owned by council *must consult with the owner of the land at the appropriate stage during the preparation of the plan and the plan must –*
  - (a) *Identify the owner of the land; and*
  - (b) *state the nature of any trust, dedication or restriction to which the land is subject apart from this Act; and*
  - (c) *(c) contain any provisions that the owner reasonably requires and identify those provisions as provisions required by the owner.*
2. Like other privately-owned property in South Australia, the lands of William Light's 'Adelaide Park' were purchased in fee simple absolute.
3. **No Crown Lands**
  - 3.1. Unlike most privately-owned property in South Australia, the purchase of Light's Adelaide Park was completed whilst there was no Crown Land, and no waste lands of the Crown, in the whole of South Australia, including the islands adjacent to the South Australian coast.
  - 3.2. All land in South Australia was required to be declared "public land" available for sale to British subjects, and with that sale conveying the whole of the land including above and below the soil with no reserve in the Crown whatsoever.

End of document

# GOLDEN WATTLE PARK MIRNU WIRRA

Park 21W

Adelaide Park Lands  
Community Land Management Plan

August 2020



## DOCUMENT PROPERTIES

### Record Details

HPRM Reference: ACC2020/103918

HPRM Container: 2020/00346

Item 10.4 - Attachment B



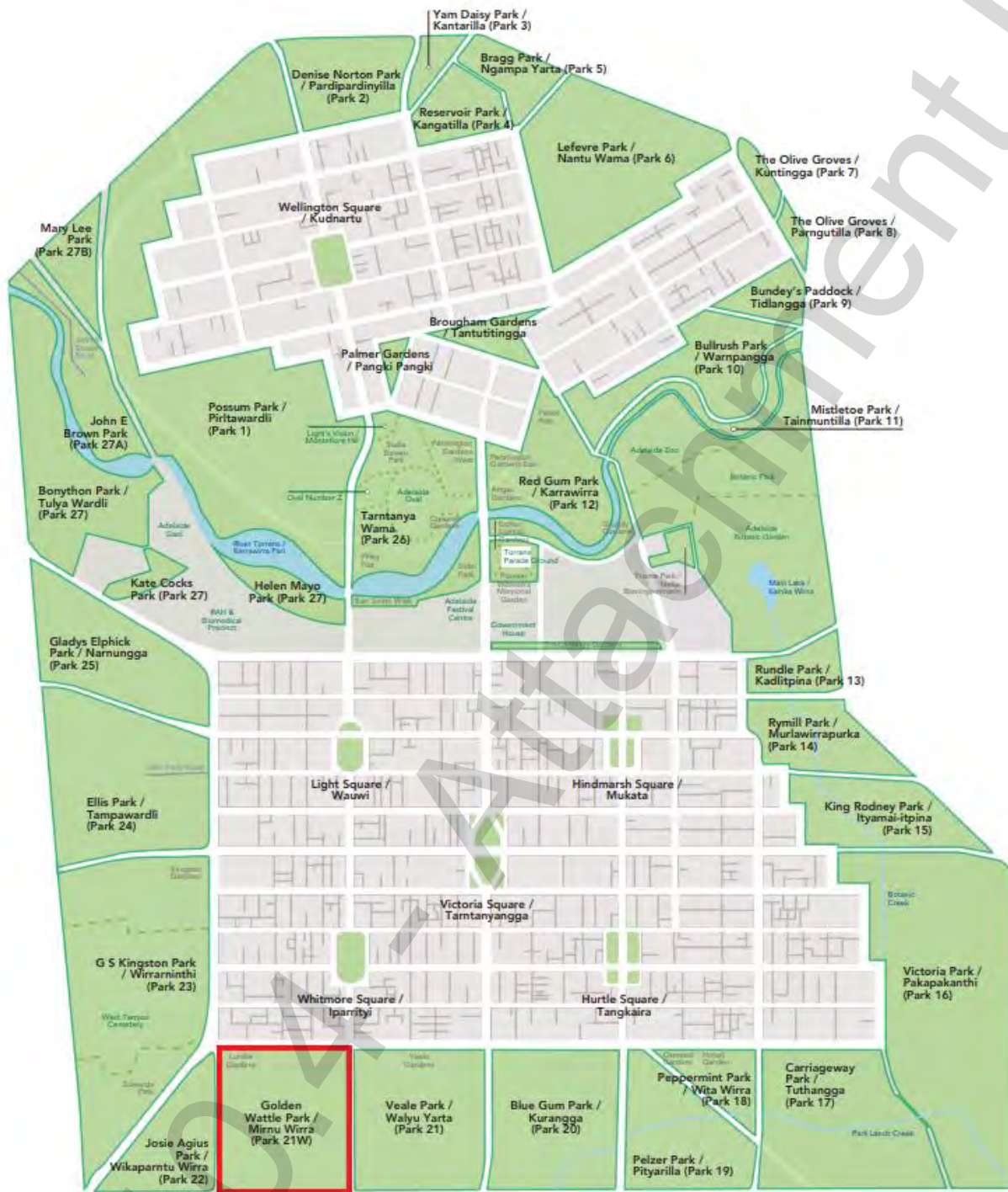
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Draft Community Land Management Plan



Adelaide Park Lands with Park 21W identified

## Draft Community Land Management Plan

### Purpose of this Community Land Management Plan

This Chapter of the Community Land Management Plan (CLMP) outlines how the City of Adelaide (CoA) will manage and develop the landscape, general recreational and sporting activities, events and facilities in Golden Wattle Park/Mirnu Wirra (Park 21 W) for the enjoyment and wellbeing of residents, workers and visitors.

This document meets the statutory requirements of section 196 of the *Local Government Act 1999* and should be read in conjunction with Chapter 1 (General Provisions) of the Adelaide Park Lands CLMP.

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.



*Park Lands Trail through the Sugar Gum Avenue*

## 1. NATIONAL HERITAGE LISTING CONTEXT

In November 2008, the Adelaide Park Lands and City Layout was included on the National Heritage List under the Commonwealth *Environmental Protection and Biodiversity Conservation Act 1999* in recognition of its planning excellence and ongoing integrity. Protecting and promoting the values associated with the National Heritage listing is imperative.

Park 21W will continue to contribute to the recognisable elements of the Park Lands and City Layout.



## 2. KAURNA STATEMENT OF CULTURAL SIGNIFICANCE

The Kaurna people have lived on the Adelaide Plains for thousands of years and continue to live here.

The South Park Lands were regularly camped on and managed by the Kaurna people.

The golden wattle tree has significance to the Kaurna people for various applications including food and medicine.

## 3. HISTORICAL CONTEXT FOR PARK 21W

### Pre-settlement cultural landscape significance

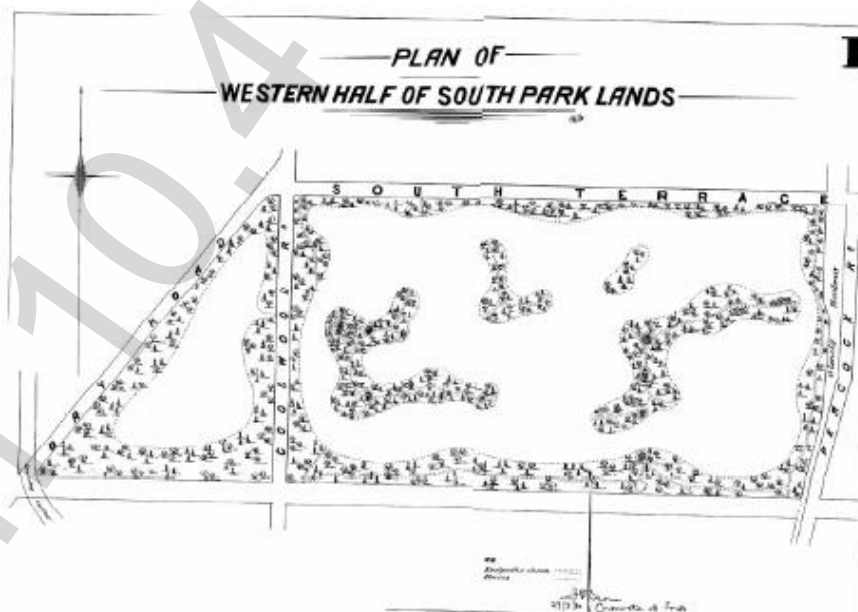
The City of Adelaide is working closely with Kaurna Elders and Kaurna community to undertake cultural mapping across the Adelaide Park Lands. The outcomes of this project will ensure that any sites of Kaurna cultural heritage significance in Mirnu Wirra are documented, recognised, promoted and understood.

### Post-settlement cultural landscape significance

Park 21 arose out of the 1837 Colonel William Light Plan for the City of Adelaide and Park Lands.

In 1906 the Park was dissected into two portions with the construction of Lewis Cohen Avenue, creating Parks 21 and 21W and substantially changing the configuration of the Park.

Park 21W has evidence of substantial tree plantings consistent with the plans of John Ednie Brown, a forest conservator who prepared the *Report on a System of Planting the Adelaide Park Lands* in 1880 (illustrated below).



Plan 1 of the South Park Lands as detailed by John Ednie Brown

## Draft Community Land Management Plan

The 'Adelaide Park Lands & Squares Cultural Landscape Assessment Study' was completed in 2007 to inform management planning for Community Land.

The assessment provides the following statement of significance for Park 21W.

*... represents an integral segment of the overall Adelaide Park Lands that possesses associative cultural significance in reflecting the spatial and planting design intent and philosophies of John Ednie Brown and August Pelzer, and hosts several contemporary facilities that have partially compromised the original intent but provide additional cultural and social significance to the place.*

The assessment identifies the former Wattle Grove precinct in the north-east corner of Park 21W as having a high level of cultural heritage significance:

- **Wattle Grove Precinct:** in 1915 the Council accepted a proposal by the Wattle Day League to establish a grove of wattle trees to commemorate the landing of Australian troops at Gallipoli. The site became known as 'Wattle Grove' and an annual Wattle Day memorial service was held with numerous wattles planted in the grove. By 1940 however the precinct had become neglected and the original pergola was removed. While the original plantings are no longer discernible, subsequent generations of Wattles and the original five White Cypress Pines remain. The latter encircled the pergola and were planted to symbolise the five allies in WW1.

The landscape assessment identified several other features in Park 21W as having medium and low cultural significance, including:

- **Sugar Gum Pedestrian Avenue** - a pedestrian avenue of Sugar Gums that dissects Park 21W running diagonally from the intersection of Greenhill and Goodwood Roads to the corner of South Terrace and Lewis Cohen Avenue, planted in c.1930.
- **Princess Elizabeth Playground** – developed in 1927 with money left over from the visit of the Duke and Duchess of York and named in honour of the Princess. The red brick shelter shed built as part of the original playground is listed on the State Heritage Register.



*Princess Elizabeth Playspace (historical image)*

- **Lundie Gardens** - developed in 1917 and originally called the 'South Terrace Gardens'. The gardens feature the Lundie Seat, a seat with a brass plaque honouring Councillor Frank Lundie for 22 years of service to the Council. Significant plantings include Blue Atlantic cedars and an early stone pine.
- **Brazilian Pepper Tree** - located on the corner of Lewis Cohen Avenue and South Terrace and possibly the only specimen of this species planted in the Park Lands, planted c.1930

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- **Moreton Bay Fig Avenue** – an avenue of young Moreton Bay Fig trees planted in the 1990s along both sides of Lewis Cohen Avenue.

The relatively flat topography of the Park has no natural significant features. The watercourse has been replaced with underground channels and pipes. The flat landscape with only few central plantations provides expansive views outwards from the Park to the City and the Adelaide Hills.

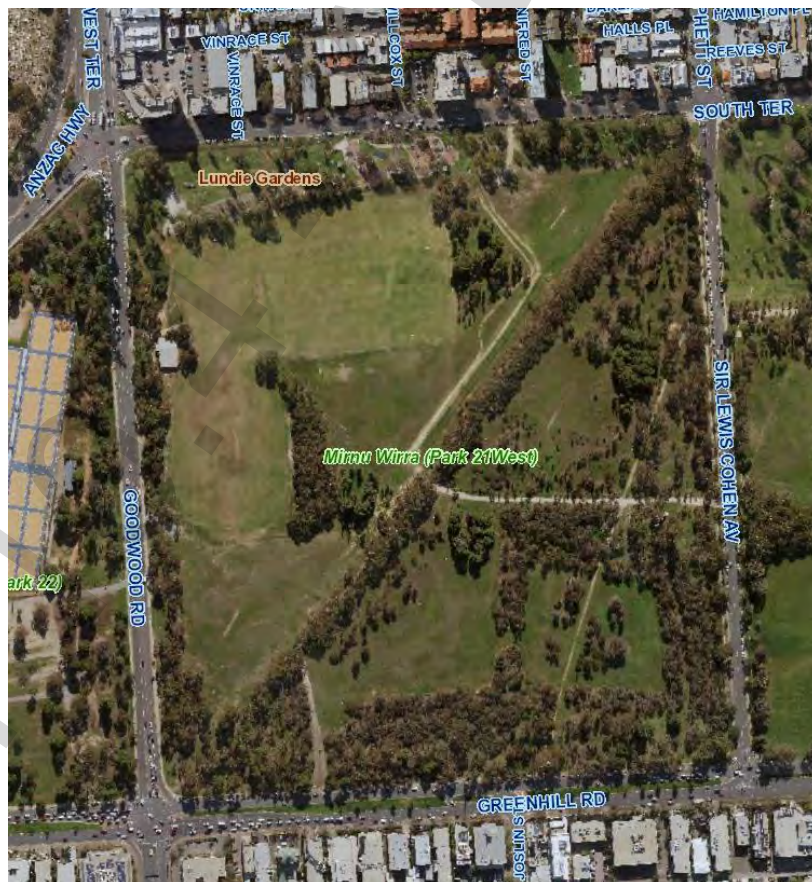
## 4. DRIVERS OF CHANGE

Situated between a strong and growing south-west city community to the north and a diverse business orientated Greenhill Rd to the south, the South-West Park Lands Precinct is in a great position to attract an array of city and suburban residents to utilise this Park further from a recreation and sport perspective.

The community's positive response to the redevelopment of the Princess Elizabeth Playspace attests to the potential benefits to be realised from improving the appearance and functionality of areas fronting South Terrace.

There is a community expectation for fit for purpose sports infrastructure incorporating sports fields and associated infrastructure facilities including car parking, lighting and buildings.

Climate change will affect the Park Lands, requiring adaptive changes which mitigate the impacts and contribute to the comfort of users.



*The current layout of Park 21W*



## 5. PURPOSE FOR WHICH PARK 21W 'IS HELD'

Park 21W is a contributory element of the Adelaide Park Lands and City Layout which were set aside as part of Colonel Light's vision to design a city encircled by public parklands for the health and recreation of the community.

The Kaurna people managed the Adelaide Park Lands for thousands of years understanding that open spaces are very important for living on the Adelaide Plains. Many Kaurna believe that Light's vision and designs were based on these understandings taken from the Kaurna and the way they had managed the Park Lands and more broadly the Adelaide Plains.

The *Adelaide Park Lands Act 2005* develops the statutory principles for the Adelaide Park Lands:

- The land comprising the Adelaide Park Lands should, as far as is reasonably appropriate, correspond to the general intentions of Colonel William Light in establishing the first Plan of Adelaide in 1837.
- The Adelaide Park Lands should be held for the public benefit of the people of South Australia and should be generally available to them for their use and enjoyment (recognising that certain uses of the Park Lands may restrict or prevent access to particular parts of the Park Lands).
- The Adelaide Park Lands reflect and support a diverse range of environmental, cultural, recreational and social values and activities that should be protected and enhanced.
- The Adelaide Park Lands provide a defining feature to the City of Adelaide and contribute to the economic and social well-being of the City in a manner that should be recognised and enhanced.
- The contribution that the Adelaide Park Lands make to the natural heritage of the Adelaide Plains should be recognised, and consideration given to the extent to which initiatives involving the Park Lands can improve the biodiversity and sustainability of the Adelaide Plains.
- The State Government, State agencies and authorities, and the Adelaide City Council, should actively seek to cooperate and collaborate with each other in order to protect and enhance the Adelaide Park Lands.
- The interests of the South Australian community in ensuring the preservation of the Adelaide Park Lands are to be recognised, and activities that may affect the Park Lands should be consistent with maintaining or enhancing the environmental, cultural, recreational and social heritage status of the Park Lands for the benefit of the State.

## 6. OBJECTIVES FOR THE USE AND MANAGEMENT OF PARK 21W

The following (in no particular order of priority) constitute the objectives for Park 21W:

- Support the ongoing public use and enjoyment of the Park.

## Draft Community Land Management Plan

- Support flexible venues and spaces which are fit-for-purpose for community sport that accommodate future growth and increase the diversity of physical activity opportunities available to the community.
- Manage the north-west of Park 21W as a regional activity hub for formal and informal recreation including open sports fields, Princess Elizabeth Playground, Lundie Gardens and associated park amenities such as playspaces, barbecues, shelters/shade structures, seats, drinking fountains, toilets, pathways, lighting, fitness loops and shade tree planting.
- Recognise, promote and protect any sites of Kaurna cultural heritage significance in the Park as outcomes of the Kaurna cultural mapping project are identified.
- Manage, protect and enable enhancements to remnant biodiversity within the Key Biodiversity Area.
- Maintain a variety of trees for shade that provide food and habitat for fauna and flower at different times of the year.
- Manage and allow for improvements to connectivity, wayfinding and useability of the Park Lands Trail and other paths to support walking and cycling for recreation and active travel.
- Conserve, protect and enable enhancements to the cultural heritage landscape, particularly the Sugar Gum avenue and Wattle Grove.
- Provide for a range of events and related activities in accordance with the Adelaide Park Lands Event Management Plan.
- Allow for good amenity and legible connections along the edges of the Park to encourage visitation and improved access.
- Promote and encourage unrestricted community access to sports fields and recreation areas outside of designated game and training times.
- Permit leases and licences as shown in the Lease and Licence Map and manage the use of the sports building (clubrooms) as a 'community sport' facility in accordance with the Adelaide Park Lands Leasing and Licensing Policy.
- Ensure that CPTED principles are taken into consideration through sightlines and vegetation management.
- Allow for safe and accessible car parking facilities for park users which are designed to meet principles of water sensitive urban design.
- Manage the use of parking to facilitate priority access for park users outside of Royal Adelaide Show times.

## 7. POLICIES AND PROPOSALS FOR THE USE AND MANAGEMENT OF PARK 21W

### Park 21W Activity Hub

The north-west of the Park will be managed as an activity hub to support community wellbeing and encourage exploration of the various elements offered across the precinct.

The hub may include a range of amenities to service users of the Park and build on the existing children's playspace, petanque piste and picnic facilities, with realignment of the

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Park Lands Trail, establishment of a recreational fitness loop and additional informal recreation spaces incorporating nature play, irrigated turf, seating, picnic facilities, shade and interpretive signage.

Enable clubroom building facilities, sporting fields, lighting and cricket nets to be upgraded to support formal sporting use and growth in participation. Allow for the existing clubroom building to be replaced with a contemporary two level facility that is fit for purpose and has a ground footprint that's no greater than 465sqm.

Use of the building will be consistent with the operation of a community facility including limited sports administration duties, storage of equipment, sports related events, cultural activities, not for profit community development programs and events and operation of a small scale cafe/kiosk that can service all park users. Incorporate public amenities within the footprint of the building.

Enable tree density to be increased around activity spaces for shade, wind protection and amenity, ensuring there is no overall net loss in trees within this north-west precinct.

### Park 21W Key Biodiversity Area

The south-east of the Park will be managed as a Key Biodiversity Area with areas of remnant vegetation and biodiversity significance protected and enhanced. Opportunities will be provided for interpretation, informal recreation and contemplation.

Vegetation within the Key Biodiversity Area will be managed so that it resembles the composition and structure of the pre-European vegetation and promote larger populations of native species by linking significant vegetation remnants. The select removal of planted trees and shrubs in areas of high concentration of remnant species will be supported to counter the effects of shading and competition.

Seek opportunities for partnerships with the community to manage the area's biodiversity, particularly with members of the Kaurna community.

Allow for the bitumen car entrance and associated infrastructure off Greenhill Road to be replaced with a permeable pedestrian path.



Key Biodiversity Area of Park 21W

## Draft Community Land Management Plan

### Car Parking

Allow for off street parking facilities for up to 112 vehicles to support ongoing use of the Park. Ensure car parks are designed in a way that are sensitive to the Park Lands environment, incorporating Water Sensitive Urban Design principles, appropriate plantings and permeable surfaces. Use parking controls to prevent general commuter car parking.

Continue to manage the car parking arrangement for the annual Royal Adelaide Show in the context of the agreement between the City of Adelaide and the Royal Agriculture and Horticultural Society of SA, noting the principle of reducing the reliance on parking in the Park Lands over the period of the agreement (see Appendix B).

Minimise the impact of car parking on the landscape during the Royal Adelaide Show by confining parking to irrigated turf areas and identified parking spaces.

### Tree Plantings and Landscaping

New trees and plantings should be selected for their amenity value, contribution to urban biodiversity and cultural and heritage significance. A diverse species selection is important to the establishment of an extensive and robust urban forest.

Biodiversity plantings within areas of ecological sensitivity should be with species found with appropriate seed provenance and in the appropriate ecological community as per the Key Biodiversity Area Management Plan.

Shade requirements, CPTED, cultural and heritage significance and safety issues should also be considered when selecting tree species for new plantings.

Minimise the removal of existing trees to facilitate fit for purpose sports facilities and overall increase the extent of tree planting around activity spaces for shade, wind protection and amenity.

### Urban Address

Allow for an increased level of amenity and attraction along frontages to both the City and inner-rim suburbs. The approved appearance and functionality will encourage and entice further exploration deeper into the Park and assist in reducing the heat island effect of adjacent roads and buildings.

### Public Art and Memorials

Enable opportunities for the development of permanent and temporary public artworks and memorials across the Park, as unique attractions that encourage exploration, quiet contemplation, reflection and creative engagement.

Allow for recognition of the former sites of the Dardanelles Cenotaph World War One memorial in Lundie Gardens and the Wattle Grove.

### Cultural Heritage and Interpretation

Conserve and where appropriate, consider enhancements to cultural heritage features of the Park including Lundie Gardens, the Shelter Shed within the Princess Elizabeth Playground and Sugar Gum Avenue.

Enable opportunities for interpretation of Kaurna and non-Kaurna cultural heritage of the Park Lands through signage and other means.



## Draft Community Land Management Plan

Enable re-establishment of the Wattle Grove in the north-east corner of Park 21W giving consideration to the original landscape setting including the pergola.



*Wattle Grove - Anzac Day 1927*

### Views

Maintain views and vistas to the skyline and the Adelaide Hills through considerate tree planting and spatial arrangements to reinforce the open and expansive character of the Open Woodland/Sports Zone.

### Park Lands Trail

Allow for improvements to the connectivity, amenity and useability of the Park Lands Trail.

Support facilities along the Park Lands Trail including drinking fountains, seating, shade, signage, landscaping and lighting.

### Event Management

The Adelaide Park Lands Event Management Plan 2016-2020 classifies Park 21W as a 'Potential Event Site'. These sites have less purpose-built infrastructure and could be suitable for medium and small events.

Events in this Park will likely be limited to sporting events given the existing sporting infrastructure. Event organisers will need to negotiate with the licence holders to work around regular sport activities.



## Draft Community Land Management Plan

### Lighting

Allow for lighting along key paths/trails, at activity hubs, sporting ovals and the urban address to encourage increased use and improve safety for park users.

Support improved lighting along the Sugar Gum Avenue and reduced lighting in areas of high biodiversity value in order to minimise impacts to native flora and fauna.

### Dog Management

Dogs and their owners are welcome in Park 21W. Dogs must be cleaned-up after at all times.

Dogs may be exercised off-leash in this Park. A person must ensure that a dog being exercised off-leash remains under their control by remaining in close proximity to the person and the person is able to see the dog at all times.

To create a safe and comfortable environment for all visitors to the Park, dogs must be on-leash at certain times:

- At all times within the playground and within five metres of any play equipment.
- At all times when organised sport is being played.

Dog on-leash means:

- The person is controlling the dog by means of a chain, cord or leash that does not exceed 2 metres in length; or
- The person is controlling the dog by tethering it to a fixed object by means of a chain, cord or leash that does not exceed 2 metres in length.

### Unmanned Aerial Vehicles

The flying of unmanned aerial vehicles (including model aircraft, radio-controlled planes and drones) is not permitted within Park 21W.

## 8. PERFORMANCE TARGETS AND MEASURES – AGAINST OBJECTIVES

### Performance Targets

The following are the performance targets taken from the management objectives which the City of Adelaide intends to measure:

- The preservation of the National Heritage Listing Values for the Adelaide Park Lands and City Layout (with Park 21W as a contributory element).
- The provision of fit for purpose recreation and sport facilities.
- Preservation and enhancement of post-settlement cultural significance.
- Protection and enhancement of remnant vegetation and habitat within the Key Biodiversity Area.

## Draft Community Land Management Plan

### Measurement

These performance targets are subject to funding allocations through the City of Adelaide's annual Integrated Business Plan process.

These performance targets will be reviewed annually through structured reports to the:

- Adelaide Park Lands Authority's Annual Community Forum – which includes an opportunity for feedback on all Park Lands matters from the Authority's Board Members and members of the public
- City of Adelaide's internal cross-divisional Park Lands Coordination Group.

## 9. PUBLIC USE AND MOVEMENT THROUGH PARK 21W

Public use and movement through Park 21W will be maintained. However, access may be temporarily restricted during sporting or other events.

## 10. POLICIES FOR THE GRANTING OF LEASES OR LICENCES

Leases and Licences may be granted only where they support outdoor recreational activity and are in accordance with the *Adelaide Park Lands Leasing and Licensing Policy*.

Event holders may be granted temporary leases and/or licences.

The areas of Park 21W subject to leases and licenses are shown on the following aerial photo.



*The areas of Park 21W subject to leases and licenses*

## 11. CIRCUMSTANCES NOT PROVIDED FOR

This CLMP recognises that not all proposals for the management and enhancement of Park 21W 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 a potential amendment to this CLMP following consideration by the Adelaide Park Lands Authority and the Council.



APPENDIX A - MASTER PLAN

# ADELAIDE SOUTHERN PARK LANDS GOLDEN WATTLE PARK/MIRNU WIRRA (PARK 21 WEST) CONCEPT PLAN



- 01. Park Lands trail with lighting (3m)
- 02. Existing building removal
- 03. Upgrade of Park Lands edge planting and urban address
- 04. Car park with permeable gravel surface, lighting, timber wheel stops and clear sight lines from car park to football ovals (proposed 112 spaces, 4 accessible spaces and coach drop-off)
- 05. Multi-purpose sports playing fields with lighting shown inductively (ovals dimensions shown)
- 06. New community sports building
- 07. Earth mounding, viewing area and potential ramp access
- 08. Existing permeable paths (remove existing lights)
- 09. Informal recreation space with a focus on nature play
- 10. Existing playspace
- 11. High biodiversity value area
- 12. Informal irrigated recreation space with shade and picnic amenities
- 13. New permeable paths
- 14. Future signalled pedestrian crossings to connect Park Lands Trail
- 15. Bush for Life site
- 16. Diagonal promenade with improved lighting (3m)
- 17. Education Hub with interpretative signage
- 18. One-way vehicle access with raised pedestrian crossings and street median to encourage left hand turn only
- 19. On-street parking (20 spaces between car park entrances)
- 20. Potential site for cultural landscape
- 21. Re-establishment of the Wattle Grove
- 22. Exercise loop with distance markers, seating, water fountain and exercise equipment
- 23. Cricket nets
- 24. Petanque pits and picnic amenities
- 25. Public art integrated with proposed nature play and education hub areas



Status: For Information  
 Issued: 06 January 2020









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- 01. Park Lands Trail with lighting (3m). ← →
- 02. Existing building removal.
- 03. Upgrade of Park Lands edge planting and urban address.
- 04. Car park with permeable gravel surface, lighting, timber wheel stops and clear sight lines from car park to football ovals (proposed 112 spaces, 4 accessible spaces and coach drop off).
- 05. Multi-purpose sports playing fields with lighting show indicatively (ovals dimensions shown).
- 06. New community sports building.
- 07. Earth mounding, viewing area and potential ramp access.
- 08. Existing permeable paths (remove existing lights).
- 09. Informal recreation space with a focus on nature play.
- 10. Existing playspace.
- 11. High biodiversity value area. — — — —
- 12. Informal irrigated recreation space with shade and picnic amenities.
- 13. New permeable paths.
- 14. Future signalised pedestrian crossings to connect Park Lands Trail.
- 15. Bitumen entrance removed.
- 16. Diagonal path with improved lighting (3m).
- 17. Education Hub with interpretative signage.
- 18. One-way vehicle access with raised pedestrian crossings and street median to encourage left hand turn only.
- 19. On-street parking (29 spaces between car park entrances)
- 20. Potential site for cultural landscape / Place of Courage.
- 21. Re-establishment of the Wattle Grove.
- 22. Exercise loop with distance markers, seating, water fountain and exercise equipment. — — — —
- 23. Cricket nets.
- 24. Petanque piste and picnic amenities.
- 25. Public art integrated with proposed nature play and education hub areas.



- Proposed trees
- Existing trees
- Car parking
- Irrigated turf
- Dry grassland
- Park Lands Trail (with lighting)
- Footpath connections 2.5m wide
- Light poles (ovals)

WAX On Status: For Information Issued: 31 October 2019

100m

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## PARK 21W SPORTS HUB

### SITE PLAN

**PROJECT ADDRESS**  
 GOLDEN WATTLE PARK / MIRNU WIRRA  
 (PARK 21 W)

**CLIENT**  
 CITY OF ADELAIDE

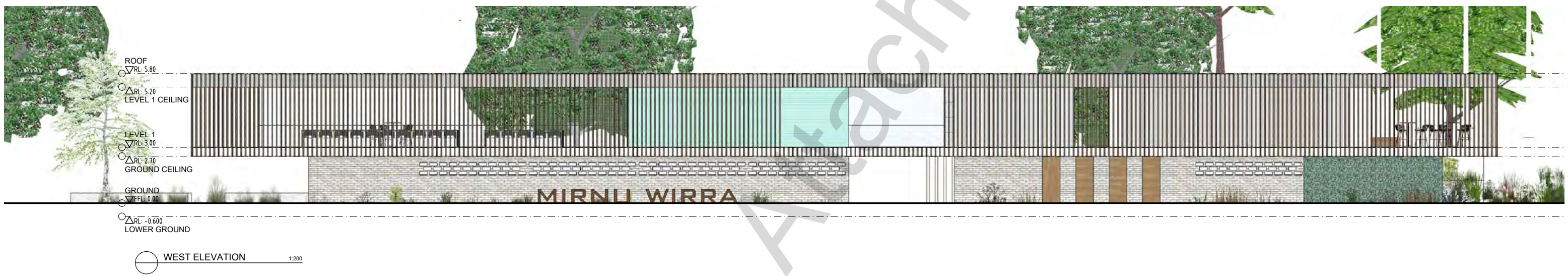
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 AS INDICATED @ A3

**ISSUE DATE**  
 05/08/20

**REVISION**  
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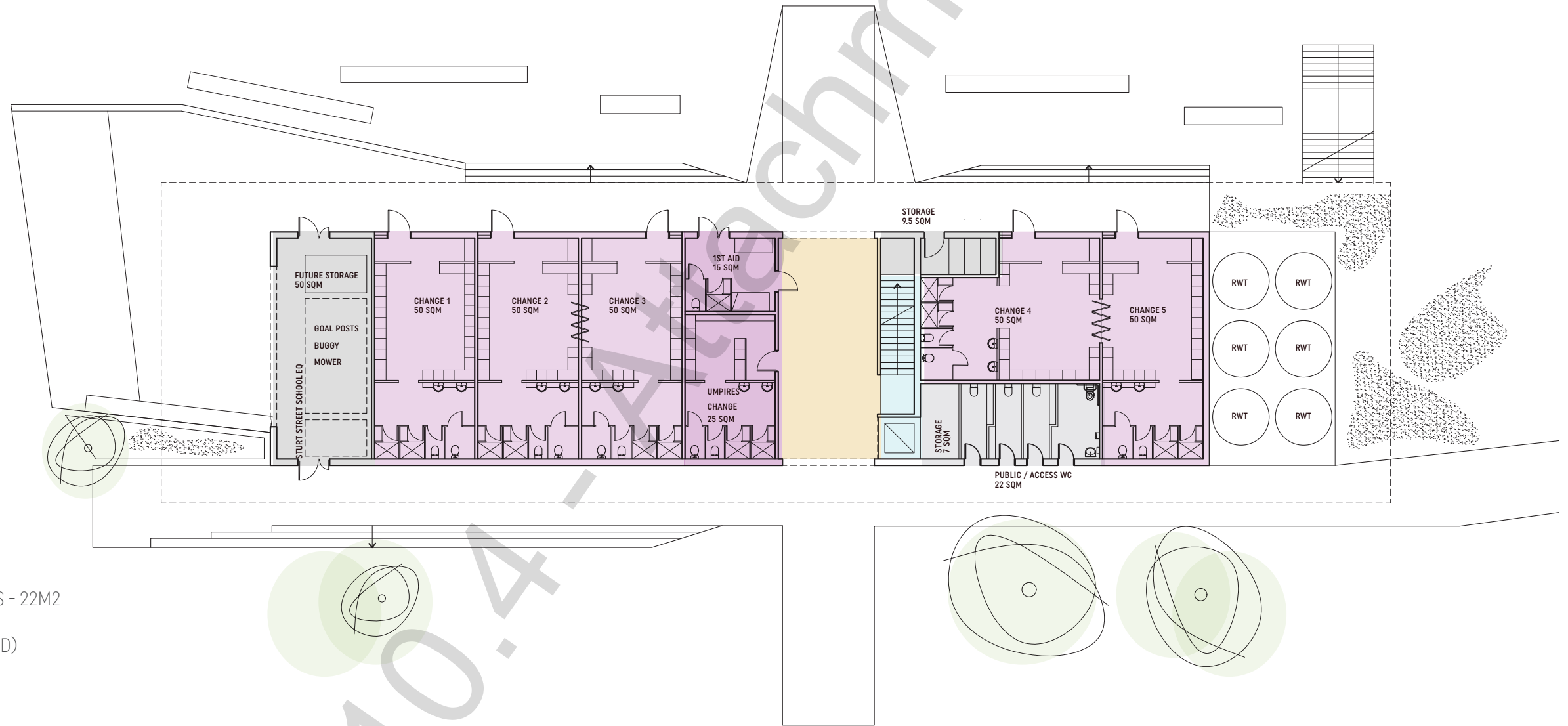
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**PARK 21W SPORTS HUB**  
ELEVATIONS

PROJECT ADDRESS  
GOLDEN WATTLE PARK / MIRNU WIRRA  
(PARK 21 W)  
CLIENT  
CITY OF ADELAIDE

SCALE  
1:200 @ A3  
ISSUE DATE  
05/08/20  
REVISION  
0





**TOTAL BUILDING FLOOR AREAS**

- CHANGEROOM - 5 X 50M2
- 1ST AID - 15M2
- UMPIRES CHANGEROOM - 29M2
- PUBLIC TOILETS - 3 X AMBULANT / 1 X ACCESS - 22M2
- STORAGE - 12 X 2M2 MIN (16.5M2 ON GROUND)
- GROUND MAINTANENCE STORAGE - 50M2
- CIRCULATION + INTERNAL WALLS- 82.5M2
- TOTAL - 465M2

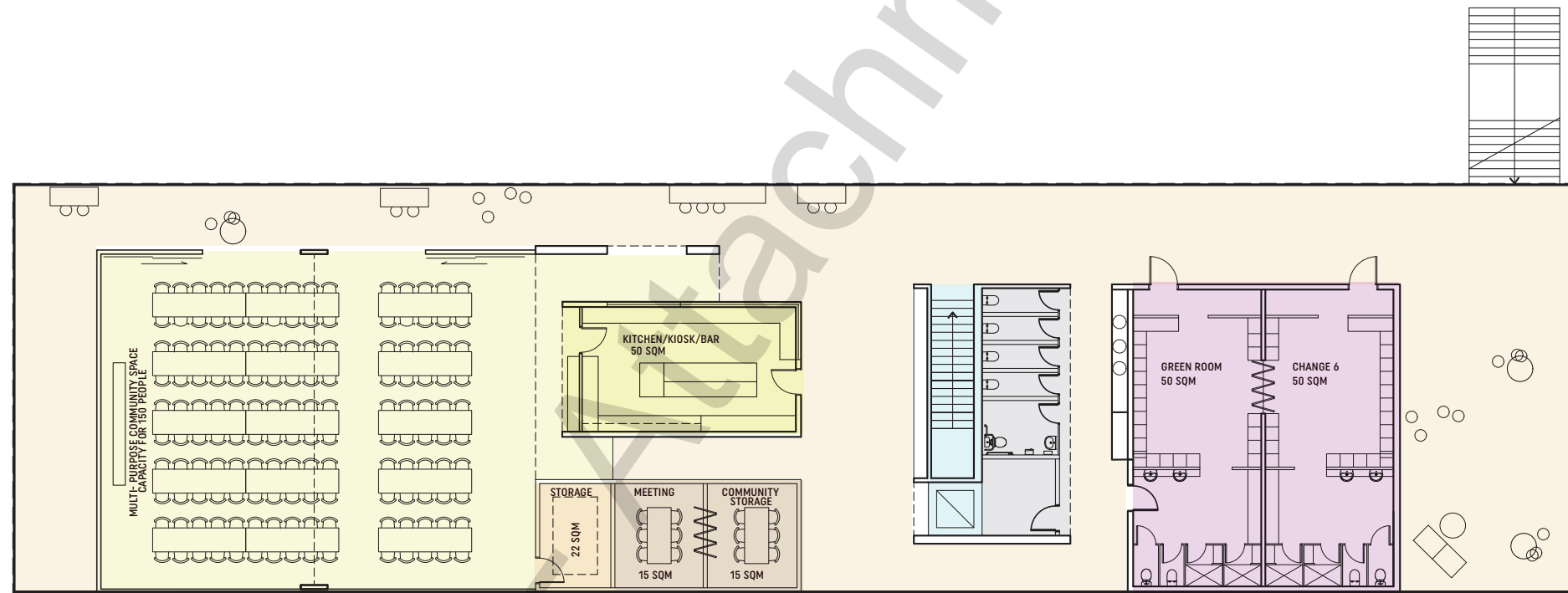
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**PARK 21W SPORTS HUB**  
**GROUND FLOOR PLAN**

**PROJECT ADDRESS**  
GOLDEN WATTLE PARK / MIRNU WIRRA  
(PARK 21 W)  
**CLIENT**  
CITY OF ADELAIDE

**SCALE**  
1:200 @ A3  
**ISSUE DATE**  
05/08/20  
**REVISION**  
0





**TOTAL BUILDING FLOOR AREAS**

- CHANGEROOM - 1X 50M2
- GREEN ROOM - 1X 50M2
- KITCHEN / KIOSK/ BAR - 50 M2
- COMMUNITY STORAGE - 15M2
- MEETING ROOM - 15M2
- STORAGE- 22M2
- MULTI - PURPOSE COMMUNITY SPACE - SEATING CAPACITY FOR 150
- TOTAL - 895M2

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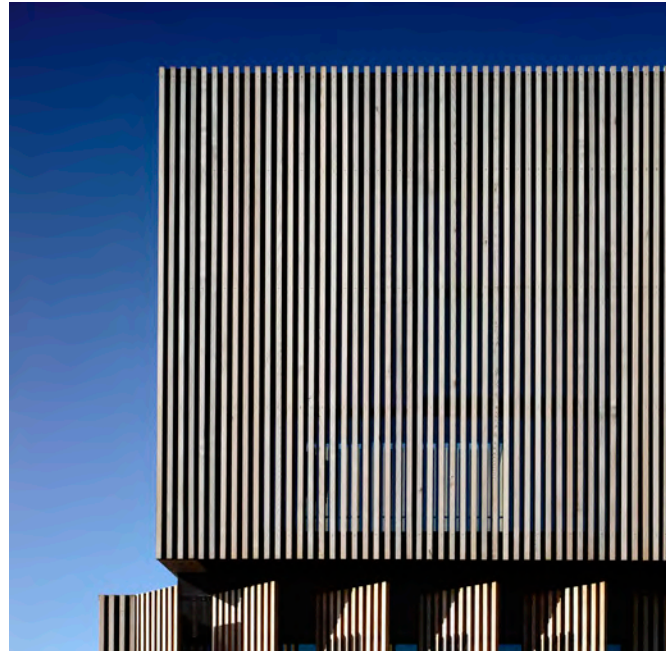
**PARK 21W SPORTS HUB**  
**LEVEL 1 PLAN**

**PROJECT ADDRESS**  
GOLDEN WATTLE PARK / MIRNU WIRRA  
(PARK 21 W)  
**CLIENT**  
CITY OF ADELAIDE

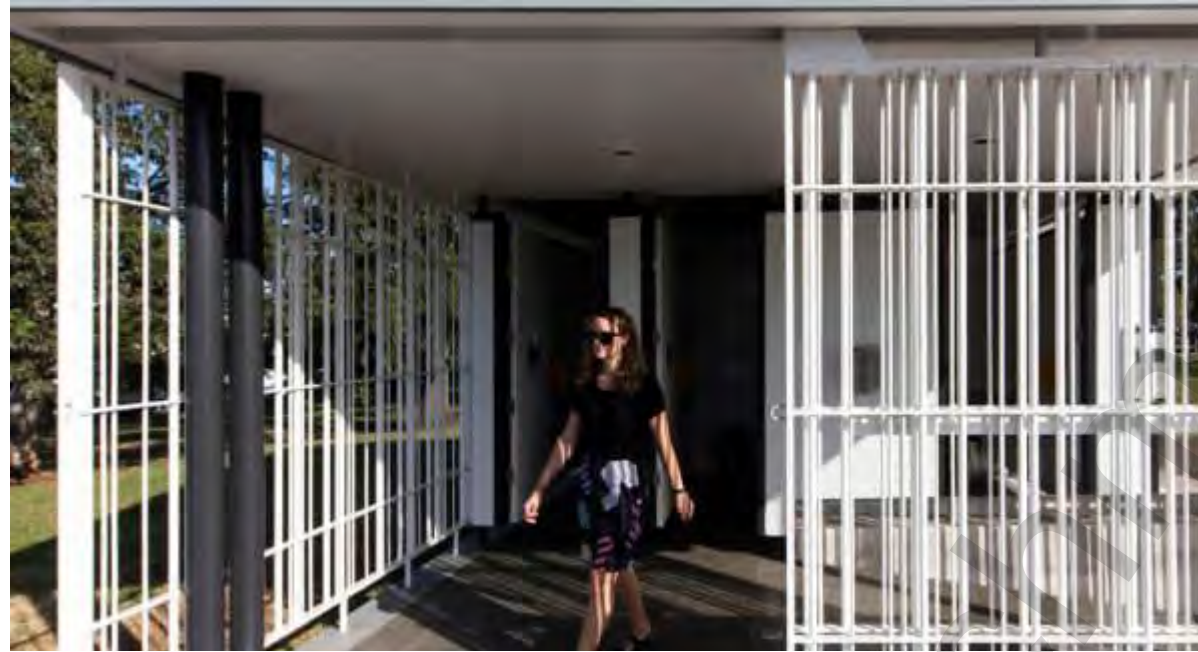
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**ISSUE DATE**  
05/08/20  
**REVISION**  
0







LOCALLY SOURCED HARDWOOD TIMBER BATTENS



POWDER COAT METAL SCREENING



BRICKWORK/BLOCKWORK



CONCEALED PHOTOVOLTAIC ROOF



TEXTURE / TILES



INTEGRATED LANDSCAPE, PAVING AND SEATING



CORTEN





**PARK 21W SPORTS HUB**  
 PERSPECTIVE 1

**PROJECT ADDRESS**  
 GOLDEN WATTLE PARK / MIRNU WIRRA  
 (PARK 21 W)  
**CLIENT**  
 CITY OF ADELAIDE

**SCALE**  
 NTS @ A3  
**ISSUE DATE**  
 05/08/20  
**REVISION**  
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## PARK 21W SPORTS HUB PERSPECTIVE 2

**PROJECT ADDRESS**  
GOLDEN WATTLE PARK / MIRNU WIRRA  
(PARK 21 W)  
**CLIENT**  
CITY OF ADELAIDE

**SCALE**  
NTS @ A3  
**ISSUE DATE**  
05/08/20  
**REVISION**  
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**PARK 21W SPORTS HUB**  
PERSPECTIVE 3

**PROJECT ADDRESS**  
GOLDEN WATTLE PARK / MIRNU WIRRA  
(PARK 21 W)  
**CLIENT**  
CITY OF ADELAIDE

**SCALE**  
NTS @ A3  
**ISSUE DATE**  
05/08/20  
**REVISION**  
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**PARK 21W SPORTS HUB**  
PERSPECTIVE 4

**PROJECT ADDRESS**  
GOLDEN WATTLE PARK / MIRNU WIRRA  
(PARK 21 W)  
**CLIENT**  
CITY OF ADELAIDE

**SCALE**  
NTS @ A3  
**ISSUE DATE**  
05/08/20  
**REVISION**  
0



GRIEVE  
GILLET  
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ARCHITECTURE  
INTERIORS  
URBAN DESIGN  
HERITAGE

Item 10.4 - Attachment C

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# City Skate Park

**ITEM 10.5** 10/11/2020  
**Council**

Strategic Alignment - Thriving Communities

**Program Contact:**  
Matthew Morrissey, AD  
Infrastructure 8203 7462

2019/00435  
Public

**Approving Officer:**  
Klinton Devenish, Director Place

---

## EXECUTIVE SUMMARY

In June 2019 the State Government committed \$3M to City of Adelaide for the design and construction of the new City Skate Park at Gladys Elphick Park/Narnungga (Park 25), West Terrace. The City of Adelaide engaged Convic to undertake the design and community consultation for the new skate facility. The concept design has been finalised incorporating feedback received through the consultation and detailed design is currently underway. It is anticipated that works will commence on site by the end of 2020 and be completed mid-2021.

The value of the construction activity will be in excess of \$1M, to comply with Council's procurement policy, Council is required to approve the award of contract. To meet the expectations of our key external stakeholders to commence on site by the end of 2020 and be completed mid-2021, it is requested that delegation be given to the CEO (or authorised representative) to award the construction contract.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes that the procurement for the City Skate Park as presented within the forward procurement report will exceed \$1M and that the open market procurement process for the project is underway.
  2. Authorises the Chief Executive Officer (or authorised representative) to approve the award of the contract and approve variations (financial and non-financial) to the contract as appropriate until the contract is concluded.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
Policy	The tender process and proposed award of contract processes complies with Council's Procurement Policy. Council approval is required for the delegation to the CEO for the awarding of the contract.
Consultation	Not as a result of this report
Resource	Internal resources will be used for the delivery of the project
Risk / Legal / Legislative	The Council Members may delegate the approval for the expenditure of money for Goods and Services as per section 44 of the Local Government Act 1999 (SA)
Opportunities	The Adelaide city skate park will be inviting, family friendly and celebrate the unique context of Adelaide. It will cater for all disciplines and skill levels and be a standout destination within south Australia's skate park network
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	Once constructed the skate park asset is expected to have a 40 years useful life.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	It is expected that on-going costs will be managed through existing operational budgets
Other Funding Sources	State Government provided \$3M through the Places for People Grant program in 2019

## DISCUSSION

1. In June 2019 the State Government committed \$3M to City of Adelaide for the design and construction of the new City Skate Park at Gladly Elphick Park/Narnungga (Park 25), West Terrace
2. Following open market tender for design service in 2019 the City of Adelaide engaged Convic to undertake the design and consultation for the new skate facility.
3. Extensive consultation was undertaken through 2019 and into early 2020 by Convic and City of Adelaide, this included Establishment of the City Skate Advisory Group, On-site engagement at Park 25, key stakeholder meetings, 3 x interactive workshops.
4. The concept design has been finalised incorporating feedback received through the consultation. Key stakeholder engagement is on-going to refine specific elements.
5. Detailed design has commenced, and it is anticipated that works will commence on site by the end of 2020 and be completed mid-2021.
6. An open market procurement approach for the engagement of a construction contractor has been released to the open market and will close on 10 November 2020.
7. The value of the engagement of the contract will be in excess of \$1M, in accordance with the Procurement Policy, Council is required to approve the award of contract. To meet the expectations of our key external stakeholders to commence on site by the end of 2020, approval is sought for the CEO (or authorised representative) to be delegated authority to approve the award of contract for the construction works.

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## ATTACHMENTS

Nil

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- END OF REPORT -



# Permit Fee Model Review

**ITEM 10.6** 10/11/2020  
**Council**

Strategic Alignment – Strong Economies

**Program Contact:**  
Vanessa Godden, AD Customer &  
People 8203 7156

2020/00274  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

In 2017 the City of Adelaide embarked on a Customer Experience improvement journey, and we are listening to our customers who have told us that applying for permits can be confusing, time consuming and burdened with red tape.

We continue to drive improvements to the customer experience for permits because of the many touch points we have with our customers over the life of a single permit. We also acknowledge the impact that those experiences with us can have on our business community. We have simplified our policy framework with the establishment of the Temporary Use of Public Space Policy and implemented a range of digital service enhancements.

As part of this journey, we are proposing a new fee model which is more equitable and simpler for our customers and will make it even easier to do business with the City of Adelaide. By simplifying our fees, we can reduce 42 current fees to eight fees, with an opportunity to further reduce fees in the future.

The proposed fee model delivers on Council's direction and its Strategic Plan Community Outcome: Strong Economies, aligns with Council's Temporary Use of Public Space Policy guiding principles and aims to support businesses on the path from recovery to growth following the impacts of COVID-19.

This report seeks Council's approval for a new fee model for temporary use of public space permits for the 2021-2022 Fees and Charges. It is proposed that the new fees will be effective from 1 July 2021, enabling us to work with key stakeholders and manage the transition effectively.

## RECOMMENDATION

### THAT COUNCIL

1. Notes the progress made to date in simplifying our permit processes and reducing red tape for our customers by streamlining our Policy framework and providing digital enhancements to our services.
2. Approves the new fees and charges as at Attachment A to Item 10.6 on the Agenda for the meeting of the Council held on 10 November 2020, to be effective from 1 July 2021, and as a result rescinds the current permit fees and charges as at Attachment B to Item 10.6 on the Agenda for the meeting of the Council held on 10 November 2020 from 30 June 2021.
3. Notes an engagement plan will be developed to ensure key stakeholders are aware of any impacts and prepared for the new fees as of 1 July 2021.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a> 2.5 Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city.
Policy	The proposed permit fee model aligns to the Temporary Use of Public Space Policy.
Consultation	Not as a result of this report. A consultant was engaged to provide independent research and advice to inform the basis of the proposed fee model costing \$11k.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	To improve the customer experience and remove unnecessary red tape in managing temporary use of public spaces.
19/20 Budget Allocation	Not as a result of this report
Proposed 20/21 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
19/20 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

## Background

1. This report is in response to the 12 March 2019 decision of Council – *Ongoing measures to cut red tape and the cost of doing business in the City of Adelaide*, specifically point 1.1:  
*That Council:*
  - 1.1. *Investigates opportunities to consolidate permits and application processes for businesses.*
  - 1.2. *Removes the outdoor dining fees for complying businesses as part of the 2019-2020 budget consideration process.*
  - 1.3. *Investigates other cost reduction measures including waste management services & trades parking permits.*
2. On the 21 May 2019, a workshop was conducted with The Committee to seek feedback on three aspects relevant to the simplification of permits:
  - 2.1. Simplification of the current policy and guideline framework.
  - 2.2. Simplify the fee model.
  - 2.3. Simplify permit categories and increase our flexibility and customer centric approach.
3. At its 10 March 2020 meeting, Council endorsed the [Temporary Use of Public Space policy](#), rescinding the Objects on Footpath and Street Permit Policies. This was a significant step in simplifying the current policy framework and the simplification of guidelines is underway.
4. On the 15 September 2020, a workshop (Link 1 view [here](#)) was presented to seek The Committee's feedback for a proposed new fee model, along with the supporting rationale, principles and transition and implementation plan.
5. This report now presents the proposed fee model and implementation approach for Council's approval to be effective from 1 July 2021 as part of the 2021-2022 Fees and Charges.

## Current Environment and Drivers for Change

6. We acknowledge that the proposed fee model presents a degree of change at a time when city businesses, including the City of Adelaide, are dealing with the impacts of COVID-19 and the uncertainty that comes with the current environment.
7. However, by providing a more equitable, streamlined fee model, we will make it easier to do business with the City of Adelaide, and assist our business community on the path from recovery to growth.
8. The current permit fee structure is confusing for customers and difficult to govern administratively and financially.
9. Permit fee rates have been developed on a case-by-case basis per activity over time, without the guidance of a core set of principles to govern why, how and who we charge for the use of public space.
10. Fees are currently charged in a variety of different ways including: the physical space occupied, the activity, the duration (daily, weekly, monthly, annually), applicant type (charity/small business/large business) and no charge at all (fee waived)
11. The amount of variation in permit criteria and fee types creates inconsistencies in the way they are applied and makes developing a fee for innovation or new activation quite difficult.

## Feedback and Considerations

12. To ensure that a new fee model addresses the challenges our current fee structure presents, a consultant was engaged to assist with national research and benchmarking providing insights into comparable fee models that could be implemented in our local context. Full findings of the research can be found at Link 2 view [here](#).
13. The proposed fee model is based on principles aligned with the guiding principles in the Temporary Use of Public Space Policy and which have been informed by Council's feedback as well as the research and benchmarking findings. The principles are:
  - 13.1. Public space should be accessible for everyone, and exclusive use should be temporary.
  - 13.2. We support our local business community and encourage activation of public spaces that helps their business to thrive and contribute to the culture of our City.

- 13.3. We encourage our customers to consider the impact of their activity to local stakeholders and reduce that impact wherever possible.
- 13.4. Commercial entities should pay commercial rates.
- 13.5. Charities and Not-for-Profit organisations will be eligible for discounts.
- 13.6. Fees should not be a disincentive to safety.
- 14. The proposed fee model also aligns with the guiding principles within The Temporary Use of Public Space Policy.

#### **Development of a New Fee Model Rationale**

- 15. Taking into consideration the opportunity a new fee model presents, the objectives we are trying to achieve and based on the research and supporting information contained in the external consultant report , the recommended approach is to charge for temporary use of public space, on the square meter of space occupied.
- 16. The benefits of this rationale are:
  - 16.1. A clear valuation of public space allows us to apply a fee system across a broad range of permits and activity types.
  - 16.2. It allows for a more transparent and equitable fee model that encourages a more considered approach to use of public space.
  - 16.3. Customers have a degree of influence over the fee their activity attracts because the model requires consideration of the amount of public space occupied.
  - 16.4. Customers are incentivised to minimise their footprint when occupying public space for exclusive and commercial purposes.
- 17. The fee model rationale also supports the Temporary Use of Public Space Policy guiding principles by recognising that public space should be used for public good, is a highly sought-after commodity which supports economic growth and sustainability of many businesses, remains a public asset, should be accessible to everyone, should be used and maintained in line with local area characteristics and should be safe.

#### **Proposed Valuation of Temporary Use of Public Space**

- 18. An occupation of space fee model works by setting a rate of value for public space. The value is then used as the basis for calculating fees.
- 19. Based on the research, national benchmarking and the advice provided in the external consultant report a valuation of \$600 per m2 per annum is proposed as a suitable rate for the purpose of charging for temporary use of public space. This translates to a daily rate of \$1.60m2 per day.
- 20. Because of our diverse customer base and the variety of uses and benefits of public space activations, a range of adjustments in the fee model are being proposed in line with the proposed principles.
- 21. The proposed model maintains Council's ability to adjust rates for long term or minor impact use, discount rates for charitable or not-for-profit uses, and incentivise activities or provide fee waivers.
- 22. The proposed fees for inclusion in the 2021-2022 Fees and Charges are provided in **Attachment A**.

#### **Proposed Fee Model Benefits**

- 23. The proposed fee model gives Council a long-term strategy for setting fees and enables a strategic and consistent approach.
- 24. The proposed fee model can be applied to people based, object based and complex activities, which means it has the capacity to be applied to a broad range of permits and activities in the future.
- 25. Reviewing the relevant fees and charges will be simpler to administer by only having to review the base valuation of public space rather than individual activity fees.
- 26. The proposed fee model reduces the amount of guesswork and effort required by our customers in determining what they may be required to pay for a permit.
- 27. An innovative idea or a complex application is more likely to fit into one of the 3 categories and can be allocated a consistent fee (subject to approval and conditions).
- 28. By calculating fees based on the space occupied, customers have a degree of influence over their business-related expenses.

### Current Fee Model Exclusions

29. There are several permitted activities that we considered for inclusion into the proposed fee model, however for various reasons we are proposing to defer or exclude these from the model. These include:
- 29.1. Shared Mobility (e-scooters, bike share, car share) these will be considered as part of the 2022-2023 Fees and Charges.
  - 29.2. Mobile Food Vending which is subject to a fee cap per the *Local Government (General) Regulations 2013* is excluded the proposed fee model.

### Additional Feedback and Considerations

30. During the 15 September 2020 workshop, Committee Members provided positive feedback for the proposed fee model and the principles which underpin it, and provided additional feedback on several matters for us to consider, including a review and evaluation of the new fees after implementation, and ensuring that any waived fees remain listed on the Fees and Charges schedule.
31. Other feedback for consideration was whether application fees should be reinstated or introduced (where appropriate) alongside permit fees. This is currently being reviewed and any proposed changes will be presented for Council's consideration as part of the 2021-2022 Fees and Charges.

### Summary

32. The proposed new permit fees represent a significant shift in how we have administered permit fees in the past and we are confident that the alignment between the Temporary Use of Public Space Policy and the proposed fees will ensure a high level of consistency and simplification for our customers and our organisation.

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## DATA & SUPPORTING INFORMATION

### [Temporary Use of Public Space Policy](#)

**Link 1** – Permit Fee Model Review 15 September Committee Workshop

**Link 2** - Savills Consultant Report – National Research and Benchmarking

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## ATTACHMENTS

**Attachment A** – Proposed Fees for Council Approval for 2021-2022 Fees and Charges

**Attachment B** – Proposed Fees for Council Rescission 2021-2022 Fees and Charges

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- END OF REPORT -



### Attachment A – Proposed Fees for Council approval for 2021-2022 Fees and Charges

Fee ID	Fee Description	Program Name	Fee Group Name	Fee Type	Fee Units	Fee GST	Fee Authority	Legislation	Fee (2021-22)
New	City Works	Customer and People	Temporary Use of Public Space	City Works	Per m2 per day	GST Exempt	Council	Local Govt Act Section 221 -224	\$1.60
New	Hoarding	Customer and People	Temporary Use of Public Space	Hoarding	Per m2 per day	GST Exempt	Council	Local Govt Act Section 221 -224	\$0.35
New	Business Activation	Customer and People	Temporary Use of Public Space	Business Activation	Per m2 per day	GST Exempt	Council	Local Govt Act Section 221 -224	\$1.60
New	Community Activation (Daily)	Customer and People	Temporary Use of Public Space	Community Activation	Per m2 per day	GST Exempt	Council	Local Govt Act Section 221 -224	\$0.60
New	Community Activation (Annual)	Customer and People	Temporary Use of Public Space	Community Activation	Per m2 per annum	GST Exempt	Council	Local Govt Act Section 221 -224	\$60.00
New	Community Activation (Annual) – Outdoor Dining	Customer and People	Temporary Use of Public Space	Community Activation	Per m2 annum	GST Exempt	Council	Local Govt Act Section 221 -224	\$0.00
New	Community Activation (Student)	Customer and People	Temporary Use of Public Space	Community Activation	Per m2 per day	GST Exempt	Council	Local Govt Act Section 221 -224	\$0.00
New	Community Activation (Big Issue)	Customer and People	Temporary Use of Public Space	Community Activation	Per m2 per day	GST Exempt	Council	Local Govt Act Section 221 -224	\$0.00
0897 (Edit)	Busking - Monthly	Customer & People	Temporary Use of Public Space	Busking	Per m2 per month	GST Exempt	Council	By-Law 11 Pedestrian Malls	\$0.00

### Attachment B – Proposed Fees for Rescission 2021-2022 Fees and Charges

Fee ID	Fee Description	Program Name	Fee Group Name	Fee Type	Fee Units	Fee GST	Fee Authority	Legislation	Fee (2020-21)	Proposed Change 21-22
0035	Hoarding in excess of 2.5m from site per square metre/per week (other than Rundle Mall)	Customer & People	Hoarding Fees	Hoarding Fees	per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$5.70	Hoarding
0291	Hoarding >2.5 m from site building alignment per square metre/per week (Rundle Mall)	Customer & People	Hoarding Fees	Hoarding Fees	per application	GST Exempt	Council	Local Govt Act Section 221 - 224	\$6.30	Hoarding
0293	Hoarding up to and include 2.5m from site per sq.m/per week (Rundle Mall)	Customer & People	Hoarding Fees	Hoarding Fees	per application	GST Exempt	Council	Local Govt Act Section 221 - 224	\$2.85	Hoarding
0294	Hoarding up to and including 2.5 m from site per sq.m/ per week (other than Rundle Mall)	Customer & People	Hoarding Fees	Hoarding Fees	per application	GST Exempt	Council	Local Govt Act Section 221 - 224	\$2.25	Hoarding
0583	Hoarding or Compound Long Term Projects(>8 weeks) other than Rundle Mall	Customer & People	Hoarding Fees	Hoarding Fees	per sq metre per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$2.45	Hoarding
0584	Hoarding or Compound Long Term Projects(>8 weeks) Rundle Mall	Customer & People	Hoarding Fees	Hoarding Fees	per sq metre per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$2.85	Hoarding
0036	Excavating or Trenching Fee	Customer & People	Hoarding Fees	Hoarding Fees	per sq metre per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$2.25	City Works
0201	Cranes Cat 1 (over 50 tonnes)	Customer & People	Hoarding Fees	Hoarding Fees	per day	GST Exempt	Council	Local Govt Act Section 221 - 224	\$169.00	City Works
0202	Cranes Cat 2 (under 50 tonnes)	Customer & People	Hoarding Fees	Hoarding Fees	per day	GST Exempt	Council	Local Govt Act Section 221 - 224	\$135.00	City Works
0203	Cranes Cat 3 (tractor cranes, crane trucks, elevated work platforms)	Customer & People	Hoarding Fees	Hoarding Fees	per day	GST Exempt	Council	Local Govt Act Section 221 - 224	\$108.00	City Works

<b>0548</b>	Industrial Bin / Shipping Containers per week or part thereof	Customer & People	Hoarding Fees	Hoarding Fees	per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$104.00	City Works
<b>0561</b>	Ladders / Footpath Permits (Annual)	Customer & People	Hoarding Fees	Hoarding Fees	per annum	GST Exempt	Council	Local Govt Act Section 221 - 224	\$167.00	City Works
<b>0562</b>	Ladders / Footpath Permits (Casual)	Customer & People	Hoarding Fees	Hoarding Fees	per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$60.00	City Works
<b>0625</b>	Mini Skip - per week	Customer & People	Hoarding Fees	Hoarding Fees	per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$67.00	City Works
<b>0688</b>	Operation of Concrete Pump	Customer & People	Hoarding Fees	Hoarding Fees	per day	GST Exempt	Council	Local Govt Act Section 221 - 224	\$104.00	City Works
<b>0711</b>	Park Lands per annum per square metre	Customer & People	Hoarding Fees	Hoarding Fees	per annum	GST Exempt	Council	Local Govt Act Section 221 - 224	\$55.00	City Works
<b>0888</b>	Road and Footpath Occupation (Works)	Customer & People	Hoarding Fees	Hoarding Fees	per annum	GST Exempt	Council	Local Govt Act Section 221 - 224	\$499.00	City Works
<b>0889</b>	Road and Footpath Occupation (Works)	Customer & People	Hoarding Fees	Hoarding Fees	per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$64.00	City Works
<b>0915</b>	Scissor Lift / Mobile Scaffolds (Elevating Work Platforms)	Customer & People	Hoarding Fees	Hoarding Fees	per day	GST Exempt	Council	Local Govt Act Section 221 - 224	\$61.00	City Works
<b>1524</b>	Occupation of area (non promotion) per week or part of week	Customer & People	Hoarding Fees	Hoarding Fees	per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$61.00	City Works
<b>1526</b>	Scaffold Fee (Charged as Hoarding)	Customer & People	Hoarding Fees	Hoarding Fees	per week	GST Exempt	Council	Local Govt Act Section 221 - 224	\$0.00	Hoarding
<b>1608</b>	Administration Fee for extensions to permit	Customer & People	Hoarding Fees	Hoarding Fees	per request	GST Exempt	Council		\$54.00	Delete – not used

<b>0497</b>	Helicopter Landings max 6 per year	Customer & People	Local Government	Other Fees	each	GST Exempt	Council	Local Government Act S222	\$102.00	Business Activation
<b>0079</b>	Badge Days	Customer & People	Local Government	Permit/ Licence Fees	per event	GST Exempt	Council	Local Government Act S222	\$24.00	Community Activation
<b>0084</b>	Big Issue Permit	Customer & People	Local Government	Permit/ Licence Fees	per licence	GST Exempt	Council	Local Government Act S222	\$0.00	Community Activation – Big Issue
<b>0156</b>	Collection of Monies / Pledges	Customer & People	Local Government	Permit/ Licence Fees	per day	GST Exempt	Council	Local Government Act S222	\$24.00	Community Activation
<b>0300</b>	Distribution of Pamphlets	Customer & People	Local Government	Permit/ Licence Fees	per day	GST Exempt	Council	Local Government Act S222	\$43.00	Community Activation
<b>0675</b>	Objects on Footpath Other than A Frames	Customer & People	Local Government	Permit/ Licence Fees	per annum	GST Exempt	Council	Local Government Act S222	\$142.00	Community Activation (annual)
<b>0677</b>	Objects on Footpath Trestle Tables per table	Customer & People	Local Government	Permit/ Licence Fees	per annum	GST Exempt	Council	Local Government Act S222	\$142.00	Community Activation (annual)
<b>0738</b>	Pedestrian carrying and displaying advertising material	Customer & People	Local Government	Permit/ Licence Fees	per permit per day	GST Exempt	Council	Local Government Act S222	\$61.00	Business Activation
<b>0799</b>	Preaching Permits	Customer & People	Local Government	Permit/ Licence Fees	per permit per day	GST Exempt	Council	Local Government Act S222	\$2.20	Community Activation
<b>1523</b>	Preachers Permits	Customer & People	Local Government	Permit/ Licence Fees	per permit per month	GST Exempt	Council	Local Government Act S222	\$22.00	Community Activation
<b>1040</b>	Surveys / Petitions	Customer & People	Local Government	Permit/ Licence Fees	per permit per day	GST Exempt	Council	Local Government Act S222	\$48.50	Community Activation
<b>1785</b>	Small Business Promotion (cap at 3 hours per day)	Customer & People	Local Government	Permit/ Licence Fees	per day	GST Exempt	Council	Local Government Act S222	\$117.00	Business Activation

<b>0109</b>	Large Business Promotion	Customer & People	Local Government	Permit/ Licence Fees	per day	GST Exempt	Council	Local Government Act S222	\$235.00	Business Activation
<b>1786</b>	Large Business Promotion	Customer & People	Local Government	Permit/ Licence Fees	per week	GST Exempt	Council	Local Government Act S222	\$1,530.00	Business Activation
<b>0695</b>	Planters small < 450 mm square (No Fee Charged)	Customer & People	Outdoor Cafes	Permit/ Licence Fees	per licence	GST Exempt	Council	Local Government Act S222	\$0.00	Community Activation (Annual) – Outdoor Dining
<b>0696</b>	Planters small > 450 mm square (No Fee Charged)	Customer & People	Outdoor Cafes	Permit/ Licence Fees	per licence	GST Exempt	Council	Local Government Act S222	\$0.00	Community Activation (Annual) – Outdoor Dining
<b>0697</b>	Outdoor Cafes PVC Blinds per linear metre	Customer & People	Outdoor Cafes	Permit/ Licence Fees	per annum per licence	GST Exempt	Council	Local Government Act S222	\$0.00	Community Activation (Annual) – Outdoor Dining
<b>0698</b>	Outdoor Cafes Screens per linear metre	Customer & People	Outdoor Cafes	Permit/ Licence Fees	per annum per licence	GST Exempt	Council	Local Government Act S222	\$0.00	Community Activation (Annual) – Outdoor Dining
<b>1604</b>	Outdoor Dining per square metre - Central Activities and Main Streets	Customer & People	Outdoor Cafes	Permit/ Licence Fees	per annum	GST Exempt	Council	Local Government Act S222	\$0.00	Community Activation (Annual) – Outdoor Dining
<b>1605</b>	Outdoor Dining per square metre - Other areas	Customer & People	Outdoor Cafes	Permit/ Licence Fees	per annum	GST Exempt	Council	Local Government Act S222	\$0.00	Community Activation (Annual) – Outdoor Dining



# Investigation of subsidy program for retail and hospitality businesses

**ITEM 10.7** 10/11/2020  
**Council**

Strategic Alignment - Strong Economies

**Program Contact:**  
Michelle English, AD Economic  
Development & Sustainability  
8203 7687

VS2020/5827  
Public

**Approving Officer:**  
Ian Hill, Director Growth

## EXECUTIVE SUMMARY

This report responds to Council's request to investigate the implementation of a program similar to myDarwin within the City of Adelaide in order to stimulate the local economy and drive customers to local businesses.

The City of Darwin (CoD) introduced myDarwin as a consumer subsidy program where the CoD provided rebates via a website application for consumer purchases made at participating businesses within the City of Darwin local government area. The CoD provided \$650,000 plus set up costs and internal staffing resources to operate the program.

On June 30, 2020, Council approved the City of Adelaide's Recovery Principles:

- Our rates, fees and charges approach is fair and equitable
- Financial borrowings adjusted to stimulate growth
- Proceeds from selling assets will build a 'future fund'
- Asset renewals will be prioritised based on audit condition and risk
- Asset enhancements will be delivered through partnerships
- We will seek Government funding for new infrastructure
- Our service delivery will reflect the needs of the community
- Investment is prioritised to support recovery.

Since the introduction of restrictions arising from the COVID-19 pandemic, Council has provided over \$11.2 million of support to small businesses in the city and North Adelaide. This has occurred through a range of measures, including the \$4M City Support Package, rate relief, UPark Plus, waiving of fees, new and expanded grants, rebates and incentives, city activation and installations, specialised business advice and support services, as well as the #MyAdelaide marketing campaign to encourage people to return to the city.

The City of Adelaide's economic recovery response has been targeted to support small businesses and the two sectors (Accommodation & Food Services and Arts & Recreation Services) that have been most significantly impacted by COVID-19.

The easing of physical distancing requirements since June has seen a corresponding rebound in the city's economy and visitation rates as city workers, students and visitors return.

## RECOMMENDATION

That Council:

1. Notes the advice that implementation of a consumer subsidy program, similar to the myDarwin initiative, within the City of Adelaide is not a cost-effective option to support small and medium businesses in the city and North Adelaide.
2. Notes that the initiative is not funded within the 2020-21 Business Plan and Budget adopted by Council.
3. Notes that the initiative, if implemented, will have a material impact (over \$1M) on the financial position of the City of Adelaide.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a>
Policy	Approved Recovery Principles for the City of Adelaide 2020 – 2021 Business Plan and Budget
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Financial impacts are material and not in line with the long-term financial management plan.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Funding to implement a similar initiative to the myDarwin program in the City of Adelaide is not provided within current budget provisions.
Proposed 21/22 Budget Allocation	If the initiative were to be supported, it would need to be funded through increased borrowings. Allowance would need to be made in the 2021-2022 Business Plan and Budget for interest and repayments against these borrowings.
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. Council at its meeting on 11 August 2020 resolved:

*“That Council:*

1. *Notes that the City of Adelaide is currently reviewing ways to innovate and support all businesses in the CBD and North Adelaide with a priority to bring customers back to the city and support the local economy.*
2. *Notes that the City of Darwin have created an innovative way to stimulate the local economy and drive customers to local businesses*
3. *Requests administration investigate the City of Darwin my.Darwin program with a view to implementing the same technology using #MyAdelaide as a web application that offer discounts to participating merchant outlets and assist with small business and create a circular economy within the City of Adelaide.”*

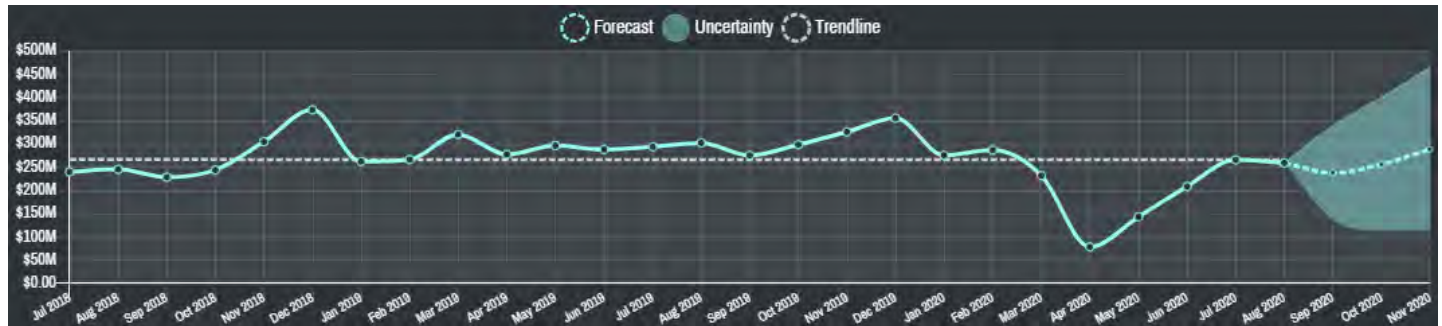
### **City of Darwin - myDarwin Program**

2. The City of Darwin (CoD) covers 112km<sup>2</sup>, incorporating the CBD and two thirds of metropolitan Darwin. It has a population of approximately 83,000 residents and contains 766 retail, accommodation, and food businesses.
3. myDarwin is a financial subsidy, web-based program, developed by the (CoD) to provide rebates for consumer purchases made at participating businesses within the CoD’s boundaries. The program was initiated by the CoD during June and July to support retail, hospitality and tourism businesses that were impacted by COVID-19.
4. The program provided an immediate 25% discount with a minimum spend to the consumer at the point of sale, with that discount being redeemed by the merchant at a determined interval. The merchant was reimbursed weekly by the CoD.
5. Consumers registering with the myDarwin program were assigned unique discount codes. They were then able to browse through different categories of participating merchants and present their discount code at the point of sale. Consumers were allocated \$40 worth of discounts each day and continued to enjoy a discount on their daily purchases until the funding for the program was depleted.
6. Merchants registered via the platform and (once processed and eligibility was confirmed) were able to redeem vouchers presented by consumers. The functionality of the platform enabled merchants to view transactions for previously redeemed discount codes.
7. The CoD developed myDarwin with an initial \$300,000 to fund discounts. Due to the success of the program, additional funding of \$350,000 was provided bringing the total contribution from the CoD to \$650,000 (excluding program administration costs).
8. The program was taken up by 49% of businesses (377 out of 766 businesses), with 31,425 registered users and 18,000 active users. Each active user received discounts from approximately three different businesses during the period.
9. The program was promoted via television, radio and digital advertisements and through social media channels.
10. A survey undertaken by the CoD found that 61% of consumers using the myDarwin program did not increase the value of their planned expenditure or undertake additional unplanned expenditure.

### **City of Adelaide – COVID-19 economic impacts**

11. The City of Adelaide (CoA) covers 16km<sup>2</sup> and has a population of approximately 25,500. There are 1,338 retail, accommodation and food business within the CBD and North Adelaide (1.7 times more than the CoD).
12. Accommodation & Food Services and Arts & Recreation Services sectors have been the most impacted by COVID-19 within the City and North Adelaide.
13. The city and North Adelaide experienced its most significant decline in total spend in April 2020 (down 72% compared to April 2019) with spend increasing over May, June and July 2020.
14. By August 2020, total spend had significantly recovered, however remained 14.5% lower than August 2019. This is shown in Graph 1 below:

Graph 1



Source: Spendmapp.com.au (2020)

15. The spend data is reflected in pedestrian traffic data within Rundle Mall, being at its lowest during April 2020 (approx. 20% of 2019) and bouncing back to 85% of pre-pandemic levels by September 2020.
16. Anecdotal evidence suggests that regional and suburban Adelaide centres have not been impacted as significantly as the CBD as a result of city workers working remotely and shopping locally.
17. Ongoing border restrictions have also impacted the number of international and interstate tourists and students in the City.
18. Compared to international circumstances where second and third waves of COVID-19 infections have occurred, Adelaide, South Australia and Australia (with the exception of Victoria) have so far avoided the most significant health and economic impacts associated with the pandemic.
19. Considering the current global context and the uncertainties surrounding the future of the pandemic, it would be prudent to ensure that the City of Adelaide is able to provide further support for city businesses and residents should any outbreak (with the consequent physical distancing measures be reintroduced) occur over the next 6-12 months.

#### City of Adelaide Economic Recovery Response

20. The \$11.2M support provided by the CoA to aid in the City and North Adelaide's economic recovery has targeted small to medium businesses, with a specific focus on the most impacted sectors.
21. A summary of support measures provided by the CoA are provided in the table below.

City Support Package	\$4,000,000
Rate relief (freezing general rate in dollar for all ratepayers and 10% special discretionary rate)	\$2,730,000
Waiving of fees* (UPark, outdoor dining fees, fees & charges at 19/20 levels)	\$2,700,000
Grants, rebates and incentives (Christmas and Outdoor Activation)	\$1,125,000
Events and Festivals, Splash activations	\$ 297,000
Marketing campaigns (inc #MyAdelaide Staycation, Rundle Mall Win it All! Campaign**)	\$ 185,000
Recover and Reimagine projects	\$ 100,000
Frozen rent increases	\$ 77,000
<b>Total</b>	<b>\$11,214,000</b>

\*Foregone revenue through implementing capped price UPark Plus charges between April to September compared to revenue from early bird rates.

\*\*This campaign is funded through the Rundle Mall Differential Separate Rate.

22. The \$4M City Support Package included 100% rent free for tenants, community and Park Lands leases/licence fees, Adelaide Central Market tenants, Rundle Mall levy for a period of three months, with a further 50% rent deferral for three months.
23. The Small Business Task Force has provided advice to city business and has been in direct contact with over 950 businesses. In addition, over 160 businesses have registered for the City Business Support Package, which will continue to provide specialised advice and support services to City and North Adelaide businesses until June 2022, including:

- 23.1. Access to a business advice hotline
- 23.2. Accounting, statutory and compliance information
- 23.3. Tenants' landlord advisory service
- 23.4. Mental health support services
- 23.5. Digital capability coaching
- 23.6. Grants and tenders support
- 23.7. Learning webinars, seminars and virtual conferences
- 23.8. Access to the Business SA resource library.
- 24. Delivery of community led Recover + Reimagine activations and initiatives, including:
  - 24.1. Live music in city streets
  - 24.2. 140 outdoor heaters for city hospitality businesses
  - 24.3. Extensions to outdoor dining in Leigh Street, Peel Street and Gilbert Place
  - 24.4. Festival lighting and potted colour (Melbourne, O'Connell and Hutt Streets, Hindmarsh Square)
  - 24.5. City activations to bring the community into the city (eg art trail, school holiday activities, cycling lessons, community mural)
- 25. Outdoor Activation Grants of \$1.15M (CoA \$850k, State Government \$300k) have assisted 172 small businesses to better utilise outdoor areas and improve streetscapes.
- 26. New UPark Plus membership program (over 15,000 members) providing touch-free parking options and \$8 all day parking from April to June.
- 27. Funding of up to \$10k to assist events and festivals to meet physical distancing requirements as a result of COVID-19.
- 28. Delivery of the #MyAdelaide and the #MyAdelaide Staycation campaigns to draw people back into the city. City and North Adelaide based tourism and accommodation providers were invited to participate in the #MyAdelaide Staycation campaign by offering discounted rates or value-added services promoted by CoA. The campaign has already (August and September) delivered over 220 bed nights and \$46k in bookings for participating businesses.
- 29. Rundle Mall "WIN it all" campaign drawing shoppers back into the city and delivering an increase in average spend per entry to \$279, compared to normal average spend of \$98.
- 30. Adelaide Central Market offering phone/email orders and in-car pick up, voluntary Sunday trading and a new "Your Local" campaign to drive visitation.
- 31. Delivery of a Christmas Incentive Scheme providing funding of \$2-20k to support city businesses, artists, performers and communities celebrate Adelaide's diverse community and dynamic city culture during the Christmas period (eg window art, live music and performances, community events and small festivals and markets).
- 32. Further details of the CoA's Economic Recovery Response are shown at Link 1 view [here](#).

#### **Analysis of myDarwin concept for the City of Adelaide**

- 33. The myDarwin Program is based on the city council providing a direct subsidy for consumer purchases at city retail, accommodation, and food businesses.
- 34. The cost to access the web-based program is approximately \$20k, comprising an initial purchase cost of \$7k as well as an annual licence of \$5k and an annual hosting fee of \$7.2k.
- 35. CoA would need to provide funding of approximately \$1.1M (\$650k x 1.7) to deliver an equivalent level of support to city and North Adelaide businesses. Based on the CoD experience this is likely to be fully expended within two months.
- 36. There is no guarantee that a \$1.1M investment would drive significant additional spending in the city or North Adelaide, given the results of the CoD's survey indicated that the myDarwin Program did not drive additional expenditure beyond what would have been spent without the intervention in over 60% of consumer purchases.
- 37. Implementation of the program is not consistent with the following CoA's Recovery Principles endorsed by Council:



- 37.1. Our rates, fees and charges approach is fair and equitable
  - 37.2. Financial borrowings adjusted to stimulate growth
  - 37.3. Proceeds from selling assets will build a 'future fund'
  - 37.4. Asset renewals will be prioritised based on audit condition and risk
  - 37.5. Asset enhancements will be delivered through partnerships
  - 37.6. We will seek Government funding for new infrastructure
  - 37.7. Our service delivery will reflect the needs of the community
  - 37.8. Investment is prioritised to support recovery.
- 38. It is considered that the targeted support delivered by the #MyAdelaide Staycation and Rundle Mall "WIN it all" campaigns are more cost-effective methods of enticing tourists and shoppers to come into the city, stay and increase city spending.
  - 39. To date, the #MyAdelaide Staycation has delivered \$46.3k in bookings and 223 bed nights. The Rundle Mall "WIN it all" campaign with a \$50 minimum consumer spend, and a \$28k total prize pool has delivered an average spend per entry of \$279, compared to normal average spend of \$98.
  - 40. In addition, UPark Plus offers partnership opportunities for city businesses. As part of the UPark Plus Rewards program, city businesses can offer discounts and special deals to 15,000 UPark Plus members. Customers can redeem rewards by simply showing their UPark Plus card to participating businesses.

#### **Implementation of myDarwin concept in City of Adelaide**

- 41. While implementation of myDarwin concept is not recommended for the CoA, if Council were to support this initiative, it would be important to ensure businesses understand how the program would work (eg how to redeem and receive payments). This could be achieved by a combination of on-line and face-to-face delivery to accommodate as many of the 1,338 retail, accommodation and food businesses as possible.
- 42. CoA staff resources would be required to deliver the training, set up processing of business and consumer registrations, answer support questions via email, telephone and in person, and to process payments. This would require a redirection of staff away from existing program delivery.
- 43. The initiative would also require marketing campaigns targeted at businesses and consumers. Launch of the initiative could occur through #MyAdelaide and be promoted through CoA's existing direct email and social media channels. Funding for the marketing campaign would need to be allocated to drive awareness of the initiative.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - City of Adelaide Economic Recovery Response

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## ATTACHMENTS

Nil

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- END OF REPORT -

## Business Assistance

**ITEM 10.8** 10/11/2020  
**Council**

Strategic Alignment - Strong Economies

VS2020/5827  
Public

**Program Contact:**  
Michelle English, AD Economic  
Development & Sustainability  
8203 7687

**Approving Officer:**  
Ian Hill, Director Growth

## EXECUTIVE SUMMARY

This report responds to Council's request for opportunities to support small and medium businesses within the City of Adelaide through a framework for a cash reimbursement where businesses could apply for financial assistance equivalent to 50% of the commercial rates payable for quarter 2 of the 2020-21 financial year.

In acknowledging the challenges many of the city's small and medium businesses have faced arising from the COVID-19 pandemic, Council has responded with a range of assistance measures.

As at 11 October 2020, 80% of 2020-21 Quarter 1 total rates (commercial and residential) had been paid (leaving 20% unpaid). Of the 20% unpaid rates, approximately 4% (\$1.046 million) of rates were under a hardship arrangement, leaving 12% (\$4.848 million) as remaining unpaid and the ratepayer not having applied for hardship. The commercial rates component of the unpaid, non-hardship group is 71% (\$3.5 million).

Funding for additional support initiatives, such as a cash reimbursement for businesses, is currently not included in the 2020-21 Business Plan and Budget adopted by Council. If further support initiatives are to be provided, Council's direction will be required to determine how the initiative will be funded, noting the operating deficit is currently forecast to be \$39 million. In addition, a \$20 million reduction in operating expenditure is reflected in the 2020-21 budget and in the Long-Term Financial Plan, which is yet to be realised.

This report is presented to Council for noting and it is not recommended that the cash reimbursement framework is approved at this time.

## RECOMMENDATION

### THAT COUNCIL

1. Notes the assistance valued at over \$11.2 million that has been provided to small and medium businesses within the City of Adelaide by Council in response to the COVID-19 pandemic since March 2020 and the support initiatives available for businesses from the Australian Government, especially through the 2020-21 Federal Budget.
2. Notes the potential cash reimbursement framework, the number of businesses the cash reimbursement would apply to, the costs, sample application form, Attachment A to Item 10.8 on the Agenda for the meeting of the Council held on 10 November 2020, and the approval process as detailed in the report.
3. Notes the approximate cost of \$3.077 million associated with the cash reimbursement initiative that would apply to approximately 4,416 small and medium businesses within the City of Adelaide if the initiative as proposed was introduced.
4. Notes such an initiative would require additional loan funding or an adjustment to current budgeted works to progress.
5. Notes the City of Adelaide's current forecast operating deficit is \$39 million and such an initiative, if approved, will result in an increased deficit of at least \$42.0 million. Increasing operating deficits via a cash reimbursement of rates is not a sustainable financial support instrument and is not recommended by Administration.
6. Notes that a cash reimbursement initiative, if progressed will have a material impact on the financial position of Council.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a>
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	Financial impacts are material and not in line with the long-term financial management plan.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Funding for this initiative is not provided within current budget provisions.
Proposed 21/22 Budget Allocation	If the initiative is supported, it will need to be funded through increased borrowings. Allowance will need to be made in the 2021-22 budget for interest and repayments against these borrowings.
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. Council at its meeting on 11 August 2020 resolved:

*“That Council:*

1. *Prepares the framework for a cash injection to be provided to small and medium sized businesses within the City of Adelaide, whereby businesses could apply for a cash injection that is equivalent to fifty per cent of the commercial rates payable for Q2 of the 2020-21 Financial Year on the property their business occupies.*
  2. *Pursuant to the above, Administration produces clear criteria upon which an application for which a cash rebate may be assessed, including, but not limited to:*
    - 2.1 *Size of the business*
    - 2.2 *Proof of address*
    - 2.3 *PAYG tax records*
    - 2.4 *Business Activity Statements*
  3. *Requests that the framework, the number of businesses the cash injection will apply to, the costs and the application form and process come back to council for approval at a Special Council Meeting to be held as soon as possible at a time determined by the CEO.”*
2. The following is a summary of support currently provided to small and medium businesses within the City of Adelaide:

### **Government of South Australia**

3. Further to the advice to Council on 9 June 2020 on State Government Support, the Government of South Australia has announced a further six month extension of the land tax relief scheme which supports landlords providing significant rent reductions for resident and commercial SME tenants impacted by COVID-19 restrictions.
4. The State Government is funding a \$4m Great State voucher system as part of a tourism stimulus package. The Great State vouchers provide a \$100 off per booking for accommodation with participating hotels in the city and North Adelaide for travel between 15 October to 11 December 2020 inclusive, excluding Saturday night stays. A number of hotels within the City of Adelaide have registered to participate in this program and the initiative is expected to have flow on economic benefits for a range of City businesses.
5. The arts and cultural sector in South Australia has been supported by the South Australian government with the most recent announcement of \$10.2 million to support:
  - 5.1. Collaboration and partnerships: supporting collaboration and partnerships between artists and arts organisations to create jobs and foster the evolution of arts practice in a COVID-safe environment.
  - 5.2. Theatre and festival recovery: enabling theatres and festivals to re-open by supporting the creation, development and presentation of work in a COVID-safe environment, to create jobs for artists and arts workers, and technical and production crew.
  - 5.3. Digital innovation: generating digital innovation by supporting the development and curation of new digital content, building sector skills and capability, and investing in technology and digital expertise.
  - 5.4. Mentorship: supporting strategy and business development for arts organisations through mentorships to increase their capacity.
6. Further support initiatives are anticipated to be contained within the State Government’s budget due to be handed down on 10 November 2020.

### **Australian Government**

7. Further to the advice to Council at its meetings on 9 June 2020 and 14 July 2020 on support provided to small and medium businesses by the Australian Government, the JobKeeper Payment has been adjusted and extended and will be available to eligible businesses and not-for-profits until 28 March 2021.
8. The City of Adelaide (CoA) continues to comply with the Federal Government’s National Cabinet Mandatory Code of Conduct – SME Commercial Leasing Principles During COVID-19. In accordance with the Code, for 2020-21, Council has frozen rent increases for commercial tenants, and additionally, has decided not to apply a CPI increase, at an estimated cost of \$77,000.
9. Measures in the Federal Budget will support city ratepayers and businesses, providing a much-needed economic boost to the city and community in COVID-19 recovery, through accelerated tax relief, business stimulus and concessions, and wage subsidies.

10. City businesses will benefit from the COVID-19 response and new measures including:
- 10.1.1. Structured Finance Support Fund to support continued access to funding markets for small and medium enterprises (SMEs) impacted by the pandemic
  - 10.1.2. Global Business and Talent Attraction Taskforce - \$29.8m over 2 years
  - 10.1.3. Up to \$40bn of new loans supported through the Coronavirus SME Guarantee Scheme, up to 50% of new loans to be guaranteed by the Government
  - 10.1.4. Tax free cash flow boosts between \$20,000 and \$100,000 to eligible small and medium businesses and not for profits that employ people
  - 10.1.5. Increased small business entity turnover threshold from \$10m to \$50m
  - 10.1.6. Instant asset write-off expanded for businesses <\$5bn turnover
  - 10.1.7. Temporary full expensing and loss carry-back
  - 10.1.8. \$6.9m over 2 years from 2019-20 to increase support for all businesses through the business.gov.au Contact Centre
  - 10.1.9. \$5m over 2 years for a campaign to encourage support for local businesses
  - 10.1.10. \$50m to support businesses participating in business events and trade shows.
11. Further details of support provided through the 2020-21 Federal Budget are shown at Link 1 view [here](#).

### City of Adelaide

12. To date, the CoA has provided \$11.2M in to aid in the City and North Adelaide's economic recovery.
13. A summary of support measures provided by the CoA are provided in the table below.

**Table 1**

City Support Package	\$4,000,000
Rate relief (freezing general rate in dollar for all ratepayers and 10% special discretionary rate)	\$2,730,000
Waiving of fees* (UPark, outdoor dining fees, fees & charges at 19/20 levels)	\$2,700,000
Grants, rebates and incentives (eg Christmas and Outdoor Activation)	\$1,125,000
Events and Festivals, Splash activations	\$ 297,000
Marketing campaigns (inc #MyAdelaide Staycation, Rundle Mall Win it All! Campaign**)	\$ 185,000
Recover and Reimagine projects	\$ 100,000
Frozen rent increases	\$ 77,000
<b>Total</b>	<b>\$11,214,000</b>

\*Foregone revenue through implementing capped price UPark Plus charges between April to September compared to revenue from early bird rates.

\*\*This campaign is funded through the Rundle Mall Differential Separate Rate.

14. Further details of the CoA's Economic Recovery Response are shown at Link 2 view [here](#).

### Business Assistance – Cash Reimbursement Framework

15. There are approximately 7,416 rate assessments in the CoA within the \$0 to \$10,000 annual rate payments range. Some businesses may receive more than one rate assessment linked to their business. If all rate assessments in this range receive the cash reimbursement this would cost approximately \$3.077 million.
16. There are approximately 5,000 businesses within CoA of which 4,416 (City of Adelaide Land Use Survey and Employment Census 2016 [the Census]) are small enterprises. The Census defines a "micro business" as one with five or fewer employees and a "small business" as one with 6 to 19 employees.
17. For the purposes of the cash reimbursement framework an assumption has been made that the provision of a cash reimbursement would apply to small and medium sized businesses of up to 20 employees, that pay up to \$10,000 in council rates per annum.
18. Is it proposed that the cash reimbursement framework would target micro and small businesses within the City of Adelaide that:

- 18.1. employ between 1 - 20 employees; and
- 18.2. occupy non-residential properties; and
- 18.3. contribute between \$0 to \$10,000 in council rates annually for the space they occupy.
- 19. Eligible businesses would be able to apply for a cash reimbursement equivalent to 50% of the second quarter 2020-21 financial year rate.
- 20. A sample application form is shown in **Attachment A**.

### **Eligibility**

- 21. For micro and small businesses to be eligible to receive a cash reimbursement from Council, the following criteria are proposed:
  - 21.1. The business must have a physical presence i.e. be a 'bricks and mortar' business located within the City of Adelaide local government area.
  - 21.2. The business must have been physically located within a non-residential premise in the City of Adelaide local government area for a period of at least six months.
  - 21.3. The business must employ between 1-20 employees.
  - 21.4. As a tenant, the business pays rates between \$0 - \$10,000.
  - 21.5. The business must not be a government entity, organisation or subsidiary.
  - 21.6. Only one assessment application per business will be accepted.
  - 21.7. Businesses that are tenants of the City of Adelaide are not eligible for the cash reimbursement.
  - 21.8. Assessments that currently receive 100% rebate under the *Local Government Act 1999 (SA)* including Churches, Mosques and Chapels, the Adelaide Zoo, community services, etc are not eligible.

### **Application process**

- 22. In applying for the cash reimbursement the business must complete an application form (either online or in hard copy) and provide the following details:
  - 22.1. Proof of address to ensure the business is located within the City of Adelaide.
  - 22.2. Proof that the business has been operating within the City of Adelaide for at least six months.
  - 22.3. Proof of employee numbers through PAYG Australian Taxation records.
  - 22.4. Bank account details for the business to enable a direct transfer to be made.
  - 22.5. Advice of rates assessment number. This can be provided via a copy of the rates notice or written proof from the landlord confirming the proportion of rates per annum that the business is responsible for.
- 23. Administration would verify the information in the application to confirm eligibility and value of the reimbursement due, prior to authorising payment.

### **Cost of cash reimbursement grant**

- 24. The approximate cost of the initiative is in the order of \$3.077 million.
- 25. Additional administrative costs will be in the order of \$203,000. This is calculated at a rate of \$46/hour to confirm eligibility and process the cash reimbursement, with an assumption of 1 hour processing time for up to 4,416 eligible applications.
- 26. Based on the proposed criteria, eligible businesses could receive up to a maximum of \$1,250, with the actual amount dependent on the applicable total annual rate for the 2020-21 financial year.

### **Promotion of the cash reimbursement grant**

- 27. The availability of the cash reimbursement grant would be promoted via CoA's digital channels and through existing email databases.
- 28. A CoA representative could also visit potential businesses to promote and provide advice in relation to the grant. The cost for this service would be in the order of \$115,000, based on \$90/hour for a temporary resource visiting approximately 28 businesses per day. It is proposed that eight temporary resources would be employed to deliver this service within a month.
- 29. Apart from the potential cost for this cash reimbursement, which is unbudgeted, Table 2 outlines the Advantages and Disadvantages of implementing a cash reimbursement initiative.



### Cash reimbursement grant – Advantages and Disadvantages

30. The table below provides a high level summary of the advantages and disadvantages of implementing the cash reimbursement framework within the CoA as an economic recovery response.

**Table 2**

<b>Advantages</b>
<ul style="list-style-type: none"> <li>• Targets over 4,000 micro and small businesses within the CoA that employ staff.</li> <li>• The \$10,000 annual rate limit minimises the financial impact on the CoA to \$3M.</li> </ul>
<b>Disadvantages</b>
<ul style="list-style-type: none"> <li>• Businesses will need to prove their annual rate is less than \$10,000 per annum. Depending on an individual's lease, rates may not be specified in outgoings. This may create transaction costs for the business and the landlord to define tenants' proportion.</li> <li>• Landlords may not support the proposal for a rate reimbursement to their tenants, if they have already provided a range of support for their tenants and/or are suffering their own hardship.</li> <li>• In some cases, tenants may be on payment plans and may not have paid the full amount of the rates component in their outgoings.</li> <li>• It provides a support opportunity to all businesses paying \$0-\$10,000 in annual rates irrespective of whether they have been financially impacted by COVID-19 restrictions.</li> <li>• A number of small businesses that pay over \$10,000 per annum in rates will be ineligible.</li> <li>• The \$3M cost to deliver the cash reimbursement will deliver minimal economic output for the CoA.</li> </ul>

31. Noting the advantages of implementing the cash reimbursement framework are outweighed by the disadvantages and the material impact such an initiative would have on the financial position of Council due to the increase in operating deficit, the implementation of this initiative is not recommended by Administration.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – What the 2020-21 Federal budget means for Adelaide

**Link 2** – City of Adelaide Economic Recovery Response

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## ATTACHMENTS

**Attachment A** - Application Form: Cash Reimbursement Framework

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- END OF REPORT -

# SMALL BUSINESS CASH REIMBURSEMENT

## ELIGIBILITY FOR THE SMALL BUSINESS REBATE

For small and medium businesses to receive a cash injection grant from Council, the following criteria must be met:

- The business must have a physical presence i.e. be a 'bricks and mortar' business located within the City of Adelaide local government area.
- The business must be physically located within a non-residential premise for a period of at least six months.
- The business must employ between 1-20 employees.
- As a tenant the business pays rates between \$0 - \$10,000.
- The business must not be a government entity or organisation.
- Only one assessment application per business will be accepted.
- Businesses that are tenants of the City of Adelaide are not eligible for the cash reimbursement.
- Assessments that currently receive 100% rebate under the Local Government Act 1999 (SA) including Churches, Mosques and Chapels, the Adelaide Zoo, community services etc are not eligible.

## APPLICATION PROCESS

To apply for the rate reimbursement, applicants must complete an application form (either online or in hard copy) and provide the following detail:

- Proof of address to ensure the business is located within the City of Adelaide
- Proof that the business has been operating within the City of Adelaide for at least six months
- Proof of employee numbers through PAYG Australian Taxation records
- Bank account details for a direct transfer to be made
- Advice of rates assessment number – can be provided via a copy of rates notice or proof of proportion of rates per annum that the business is responsible for is between \$0 - \$10,000.

## WHO TO CONTACT FOR ASSISTANCE?

If you have questions or require assistance with the completion of this form, then please contact us via:

**Telephone:** (08) 8203 7203

**Email:** [customer@cityofadelaide.com.au](mailto:customer@cityofadelaide.com.au)

**In-person** at our Customer Centre, 25 Pirie Street, Adelaide  
(open Monday to Friday from 8:30 am to 5:00 pm)

**By post** at The City of Adelaide, GPO Box 2252, Adelaide, SA, 5001

# SMALL BUSINESS CASH REIMBURSEMENT

## PLEASE COMPLETE THE SMALL BUSINESS CASH REIMBURSEMENT APPLICATION FORM

Send your completed form, Proof of employee numbers through PAYG Australian Taxation records, proof of address, rates notice or proof of proportion of rates and proof that the business has been operating within the City of Adelaide for at least six months to:

Mail: The City of Adelaide, GPO Box 2252, Adelaide, SA, 5001

Email: [customer@cityofadelaide.com.au](mailto:customer@cityofadelaide.com.au)

## SECTION 1. BUSINESS AND PAYMENT DETAILS

Business owner name

Trading name

Registered business (trading) name (if applicable)

Number of workers

ABN:



Daytime contact number

Mobile number

Email

**\*BUSINESS ADDRESS (MUST NOT BE A PO BOX)**

Unit number/Street number/Property number  
(include Lot or DP number if applicable)

Street name

Suburb

State

Postcode

## PAYMENT DETAILS

Account Name

BSB

Business account number

Business account name

Has your business been operating in the City of Adelaide for longer than 6 months?

Yes  No



# Quarterly Forward Procurement Report

## Q3 2020/2021

**ITEM 10.9** 10/11/2020  
**Council**

Strategic Alignment - Strong Economies

2020/00150  
Public

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

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## 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 3 for the 2020/2021 financial year.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the Procurements set out in Attachment A to Item 10.9 on the Agenda for the meeting of the Council held on 10 November 2020 which will be released to the market during Quarter 3 of the 2020/2021 financial year.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a> 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 in 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 1999 (SA)</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	Not as a result of this report

## DISCUSSION

1. The purpose of the Quarterly Forward Procurement Report 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, adopted 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 Quarterly 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; and
  - 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 3 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. 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 Purchasing Co-Operative Contractual arrangement, in which case approval of Contract Award is by the Chief Executive Officer.
9. As such, a Quarterly 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; and
  - 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 3 of the 2020/2021 financial year.

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## ATTACHMENTS

### Attachment A – Quarter 3 2020-21 Forward Procurement Report

- END OF REPORT -



## ATTACHMENT A

### Attachment A – Quarter 3 2020/21 Forward Procurement Report

Program	Description	Proposed Procurement Approach	Anticipated Spend	Tier	Expected Qtr at Market	Comments
Finance	Transactional Banking	Open Tender	>\$1m	3	Q3	Proposed 3+1+1 contract
Public Realm	Physical Security	Open Tender	>\$1m	3	Q3	2+2+2 contract including scheduled services spend and ad hoc services as required.

# Proposed Event at Former Bus Depot Site, 111-117 Franklin Street – Mama Susan’s 2020

Strategic Alignment - Dynamic City Culture

**ITEM 10.10** 10/11/2020  
**Council**

**Program Contact:**

Christie Anthoney, AD  
Community & Culture 8203 7444

2020/01749  
Public

**Approving Officer:**

Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

An application has been received from Momentarily Pty Ltd to hold an event, Mama Susan’s 2020, at the former bus depot site, 111-117 Franklin Street, Adelaide. The event will run from Thursday 10 December 2020 to Sunday 10 January 2021, with the event bumping in from Monday 30 November 2020 and bumped out by Monday 18 January 2021.

As part of this event licensing, the applicant will be required to produce a noise management plan, ensuring the appropriate notification is distributed to all key stakeholders and noise management procedures are in place.

Council approval is sought for this activation of City of Adelaide owned property. The event will be assessed and approved through a licence agreement, similar to the Events in the Park Lands Event Licence Agreement.

## RECOMMENDATION

### THAT COUNCIL

1. Authorises the Chief Executive Officer to grant an event licence to Momentarily Pty Ltd for the Mama Susan’s 2020 event to operate from Thursday 10 December 2020 to Sunday 10 January 2021, occupying the site from Monday 30 November 2020 to Monday 18 January 2021, in a portion of the former bus depot site 111-117 Franklin Street, Adelaide.
2. Approves the Mama Susan’s 2020 event to operate between the following hours during the event period of Thursday 10 December 2020 to Sunday 10 January 2021:
  - 2.1. 4:00pm to 10:00pm on Sunday, Monday, Tuesday, Wednesday and Thursday nights.
  - 2.2. 4:00pm to 12:00am (midnight) on Friday, Saturday and nights with a public holiday proceeding.
  - 2.3. 2:00pm 31 December 2020 to 2:00am 1 January 2021 on New Year’s Eve.
3. Authorises the Chief Executive Officer to approve ad-hoc corporate or private functions to operate on site earlier than the above public opening hours (daytime events) as they arise, subject to the conditions of the Event Licence.
4. Authorises 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	<b>Strategic Alignment – Dynamic City Culture</b> Celebration of diverse community, culture and creativity
Policy	If supported by Council to proceed, the event would be subject to all relevant policies, plans and procedures. Temporary activation of the site will take into consideration the requirements of the Development Plan and will require a Development Approval.
Consultation	A 14 day consultation will be conducted on the City of Adelaide Your Say website, with a targeted letterbox drop conducted to the surrounding area encouraging feedback to be provided through the website.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	This event will be utilising and activating an unused parcel of City of Adelaide owned land.
20/21 Budget Allocation	Momentarily Pty Ltd will be charged a site fee of \$10,000 (plus GST) for the duration of their occupation of the site.
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 Momentarily Pty Ltd to hold an event, Mama Susan's 2020, in a portion of the former bus depot site 111-117 Franklin Street, Adelaide, shown in Link 1 view [here](#). The event that will operate as a pop-up food festival to create a unique and vibrant space of local food and beverage, South Australian artisan produce market stalls as well as art, music and immersive performance which will support the arts and cultural sector.

### Event Description

2. The venue will:
  - 2.1. Have a 1,500-person capacity at any one time.
  - 2.2. Apply for a liquor licence and provide food and beverage offerings.
3. The proposed event:
  - 3.1. Will utilise a portion of the vacant former bus depot site at 111-117 Franklin Street, Adelaide between 10 December 2020 to 10 January 2021.
  - 3.2. Aims to create a unique atmosphere and location by transforming a portion 111-117 Franklin Street, Adelaide into a pop-up food festival taking inspiration from food hubs around the world, mixing industrial, recycled, reclaimed and repurposed materials to create a unique space of vibrant atmosphere, delicious food, local produce, entertainment and festival cheer.
  - 3.3. Will have a strong focus on showcasing South Australian food, beverage, artists, musicians and artisans by providing:
    - 3.3.1. culinary cuisine with a unique semi-permanent food and beverage offering
    - 3.3.2. aesthetically artistic site design curated by locals
    - 3.3.3. local South Australian musicians creating an atmosphere linking the art, community and food offering
    - 3.3.4. South Australian artisan producers' markets offering gifts, crafts and home wares
    - 3.3.5. immersive performance that will be engaging and spontaneous to compliment the musical program.
  - 3.4. During the week of 22-26 December 2020, the site will have a Christmas themed focus.

### Trading Hours

4. The applicant has proposed the following operating hours:
  - 4.1. Thursday 10 December 2020 - 4:00pm to 10:00pm
  - 4.2. Friday 11 December 2020 – 4:00pm to 12:00am (midnight)
  - 4.3. Saturday 12 December 2020 – 4:00pm to 12:00am (midnight)
  - 4.4. Sunday 13 December 2020 - 4:00pm to 10:00pm
  - 4.5. Thursday 17 December 2020 - 4:00pm to 10:00pm
  - 4.6. Friday 18 December 2020 – 4:00pm to 12:00am (midnight)
  - 4.7. Saturday 19 December 2020 – 4:00pm to 12:00am (midnight)
  - 4.8. Sunday 20 December 2020 - 4:00pm to 10:00pm
  - 4.9. Monday 21 December 2020 – 4:00pm to 10:00pm
  - 4.10. Tuesday 22 December 2020 – 4:00pm to 10:00pm
  - 4.11. Wednesday 23 December 2020 – 4:00pm to 10:00pm
  - 4.12. Thursday 24 December 2020 – 4:00pm to 10:00pm
  - 4.13. Saturday 26 December 2020 – 4:00pm to 12:00am (midnight)
  - 4.14. Sunday 27 December 2020 - 4:00pm to 10:00pm
  - 4.15. Monday 28 December 2020 – 4:00pm to 10:00pm
  - 4.16. Tuesday 29 December 2020 – 4:00pm to 10:00pm
  - 4.17. Wednesday 30 December 2020 – 4:00pm to 10:00pm

- 4.18. Thursday 31 December 2020 – 2:00pm to Friday 1 January 2021 2:00am
- 4.19. Friday 1 January 2021 - 4:00pm to 12:00am (midnight)
- 4.20. Saturday 2 January 2021 - 4:00pm to 12:00am (midnight)
- 4.21. Sunday 3 January 2021 - 4:00pm to 10:00pm
- 4.22. Thursday 7 January 2021 – 4:00pm to 10:00pm
- 4.23. Friday 8 January 2021 – 4:00pm to 12:00am (midnight)
- 4.24. Saturday 9 January 2021 – 4:00pm to 12:00am (midnight)
- 4.25. Sunday 10 January 2021 – 4:00pm to 10:00pm
- 5. The following dates will be down days where the site will be closed to the public:
  - 5.1. Monday 14 December 2020 – Wednesday 16 December 2020
  - 5.2. Friday 25 December 2020
  - 5.3. Monday 7 December 2021 – Wednesday 6 December 2021

### **Admission**

- 6. Access to the event site will be free with no admission charge, except for New Year's Eve on 31 December 2020 when there will likely be a ticketed entry fee for the special event and to manage numbers.
- 7. The event will be an all ages event, except for New Year's Eve on 31 December 2020 when the special event will have an 18+ age restriction.

### **Access to and through the Event Site**

- 8. Access to the event site will be via the closed section of Bowen Street off Franklin Street, also accessible via Grote Street.
- 9. The event site will occupy a portion of the former bus depot site at 111-117 Franklin Street, Adelaide and a portion of the permanently closed section of Bowen Street shown in Link 1 view [here](#).
- 10. Vehicle access to the rear of the Conservation Council SA building will remain unobstructed via Tennant Court.
- 11. The electric vehicle charging stations on Bowen Street will remain accessible and are located outside of the event site.
- 12. The event organisers will address access and egress public safety in their Risk Management Plan.

### **Care of Site**

- 13. 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.

### **Consultation**

- 14. A targeted fourteen (14) day consultation was carried out on the City of Adelaide Your Say website between 12 October 2020 to 25 October 2020.
- 15. A letter box mailout was conducted in the surrounding area of the site advising residents and businesses of the open consultation and encouraging feedback be submitted on the event proposal.
- 16. The dates proposed in the consultation was the event running from 3 December 2020 to 3 January 2021, however due to the tight timeframes from Council approval, the event organiser has since proposed pushing their whole schedule back one week.
- 17. A copy of the feedback received can be seen in Link 2 view [here](#).

### **Engagement with Key Stakeholders**

- 18. The event organisers will liaise with current lease holders of the site, including the Conservation Council SA and operators of the electric vehicle charging stations in their planning to ensure the needs of these lease holders are considered.
- 19. The event organisers will consult with Housing Choices South Australia who own the apartments above the Adelaide Central Bus Station, adjacent to the event site to ensure the impacts on any residents are minimised.

20. The event organisers will be required to conduct a letter box drop to the surrounding area advising all residents and businesses of the upcoming event including details of operating hours and event hotline number for all issues, concerns or complaints to be received.
21. We will liaise directly with the current lease holders of the site and Housing Choices South Australia to gauge any feedback or concerns prior to issuing the temporary event licence. Any special conditions arising out of the feedback received will be included in the temporary event licence agreement.
22. We engaged with the Adelaide Central Market, who provided the following feedback on the proposed event:
  - 22.1. *Additional customers may utilise the UPark Central Market for attending the event, which will reduce the parking available for Market shoppers (in particular Fridays from 4pm).*
  - 22.2. *Opportunity for Mama Susan's to consider opening earlier on Sundays to support voluntary Sunday trading at Adelaide Central Market (8am – 3pm) and the Market precinct.*

### **Noise Levels**

23. The event organisers will be required to develop a Noise Management Plan which will describe how noise emission will be managed for the event. We are basing the noise levels on the event being categorised as a Road Event Venue under the [CoA Event Amplified Sound Management Guidelines](#), with a requirement to monitor the event following the same guidelines as a Temporary Multi-Day Venue. However, there may be merit in developing site-specific criteria for 111-117 Flinders Street, Adelaide based on acoustic engineer modelling of the site.
24. 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.
25. It is a requirement of the CoA Event Amplified Sound Management Guidelines for events to provide an event hotline telephone number that is manned for the duration of the event. Any concerns with noise or the event can be reported and addressed in real-time.
26. A complaint procedure will be developed as part of the Noise Management Plan, addressing how all feedback or complaints received through the event hotline number will be assessed, mitigated and actions reported back to the member of the public.

### **Liquor Licence**

27. The event organiser will apply for a temporary liquor licence for this event.
28. 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.

### **Development Approval**

29. The event organiser will submit a Development Application for a temporary Change of Use Development Approval to carry out the event on the site.
30. The Development Approval will ensure all requirements of the Development Plan for the site will be considered.

### **Site Fees**

31. The event organisers will be charged a fee of \$10,000 (plus GST) for the duration of their occupation of the site. This will be invoiced and paid prior to site handover.
32. The site fee is based on previous lease fees applied for use of the land (Department of Planning, Transport and Infrastructure (DPTI) Bus Storage Depot) and apportioned based on the area now required, including rounding.

### **COVID-19 Considerations**

33. 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.
34. At the time of writing this report South Australia is in STEP 3 of the [South Australian Roadmap for Easing COVID-19 Restrictions](#).
35. 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).
36. 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.



37. The event organisers of Mama Susan'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 a liquor licenced venue.
38. As a condition of the Event Licence Agreement, 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 City of Adelaide land in the delivery of the event.
39. Further variations to the Mama Susan'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**

40. If approved by Council, we will proceed with granting a temporary event licence to Momentarily Pty Ltd for the delivery of Mama Susan's 2020 at the former bus depot site at 111-117 Franklin Street, Adelaide, for the dates and times specified in this report.

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## DATA & SUPPORTING INFORMATION

**Link 1** – Proposed Event Site – Mama Susan's 2020

**Link 2** – Public Consultation Summary – Mama Susan's 2020

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## ATTACHMENTS

Nil

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- END OF REPORT -

# AUCOM Funding and Resourcing

**ITEM 10.11** 10/11/2020  
**Council**

Strategic Alignment - Dynamic City Culture

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

2020/01232  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

In 2015 Adelaide was designated as the first and only United Nations Educational, Scientific and Cultural Organisation (UNESCO) City of Music in Australia joining the UNESCO Creative Cities Network, a global alliance of 246 cities that have identified creativity as a strategic tool for sustainable urban development, economic growth, tourism and innovation. City of Adelaide has been a key driver of the designation and as the Capital City has a leadership role to promote and proudly celebrate our UNESCO status.

In response to Council's resolution at its meeting on 11 September 2018, a report was commissioned by City of Adelaide in 2019 to enable Council to consider how to amplify the activity and awareness of Adelaide UNESCO City of Music. The report *Amplifying the Adelaide UNESCO City of Music Designation* highlighted that the designation has the potential to be one of the most strategic tools for local, national and international leadership by the City and the State.

Since this report was shared with Council in 2019, the City of Adelaide worked with the Adelaide UNESCO City of Music (AUCOM) Executive Committee to explore sustainable governance models that will strengthen the designation and the opportunities for the City and the State.

In the context of a post-COVID-19 environment, more than ever, the designation should be leveraged as a key driver for increased City visitation and economic spend from local, intrastate and interstate markets, to support City recovery. To achieve these outcomes, the designation requires an appropriate governance model, funding stability, clear strategic plan and resources.

By supporting the operation of an independent AUCOM Office, which could be co-located with City of Adelaide services at a City of Adelaide owned building, Council will protect its investment, capitalise on opportunities for creative and economic activity in the City and highlight its commitment and international leadership as a City of Music.

## RECOMMENDATION

### That Council:

1. Approves up to \$50,000 in kind contribution for two years initially if the independent Adelaide UNESCO City of Music Office is relocated to a City of Adelaide building.
2. Notes \$60,000 funding from existing operating budget will be allocated per annum for two years to match State Government funding as a contribution towards the operation of the independent Adelaide UNESCO City of Music Office.
3. Notes that a report seeking appointment to the Adelaide UNESCO City of Music Office Board will be brought back to Committee when the new Adelaide UNESCO City of Music governance model is finalised in early 2021.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Dynamic City Culture:</b> The UNESCO City of Music designation enhances Adelaide’s global reputation as a ‘magnet city’ and delivers on Council’s aspirational vision for Adelaide to be the world’s most liveable City.
Policy	Enabling and showcasing the UNESCO City of Music designation is a key focus of the City of Adelaide Cultural Strategy 2017-2020 and is also a key deliverable of the <i>Adelaide City of Music: Live Music Action Plan 2017-2020</i> : Goal 1: The City of Adelaide is a leading Global City of Music.
Consultation	AUCOM Executive Committee. Discussions with City Experiences and Property about the co-location of the independent Adelaide UNESCO City of Music at a City of Adelaide owned building. Risk and Governance in respect to the proposed governance model of AUCOM.
Resource	AD and Manager representation on AUCOM Executive Committee
Risk / Legal / Legislative	City of Adelaide is a key leader of the UNESCO City of Music designation as the Capital City. There is a reputational risk if continuing support is not provided to a key deliverable in the City of Adelaide Strategic Plan 2020-2024. Without additional support from City of Adelaide there is a risk that the work of the designation will not continue and that the Office will cease to function. The change in governance model for the AUCOM office will support the sustainability and longevity of the AUCOM designation.
Opportunities	In the context of a post-COVID-19 environment, the designation should be leveraged as a key driver for increased City visitation and economic spend from local, intrastate and interstate markets, to support City recovery. Providing a long-term sustainable model for the office, potentially co-located at City of Adelaide owned building, will enhance City of Adelaide’s International and National reputation as a global creative City, promoting Adelaide as a tourism destination and the economic and wellbeing benefits of music.
20/21 Budget Allocation	\$25,000 is allocated in the Live Music Action Plan operational budget for the activities associated with amplifying the AUCOM brand, with the balance of \$35,000 being redirected from the Cultural and Recreational Hub – Hutt Street Activation budget.
Proposed 21/22 Budget Allocation	\$60,000 allocated in the Culture Portfolio operational budget.
Life of Project, Service, Initiative or (Expectancy of) Asset	The AUCOM Designation is ongoing. Funding commitment is requested for two financial years 2020-2021 and 2021-2022.
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	Total annual running costs for the office will be \$135,000 plus up to \$50,000 of in-kind support if the independent Adelaide UNESCO City of Music Office is relocated to a City of Adelaide building. The operation of the independent AUCOM office will be co-funded by key partners who will be represented on the Board, including: Adelaide Festival Centre Trust - \$35,000 per annum as a key industry contributor Arts South Australia - \$20,000 for two years and up to four years subject to funding Music Development Office - up to \$20,000 for two years, and additional contribution for future years subject to funding.



## DISCUSSION

1. The UNESCO Creative Cities Network (UCCN) was created in 2004 to promote cooperation with cities and regions that have identified creativity as a strategic and essential factor for sustainable urban development, economic, growth and innovation. This is global alliance made up of 246 cities, of which 47 cities across 36 countries are music cities. The creative city designation is a prestigious award and cities across the world participate in a highly competitive process to become a UNESCO Creative City in the areas of crafts and folk art, design, film, gastronomy, literature, media arts and music.
2. In December 2015 Adelaide was designated as the first and only UNESCO City of Music in Australia joining the joining the UNESCO UCCN. Membership acknowledges Adelaide's long and rich musical history, commitment to best practice, and active contribution to national and international partnerships that promote creativity and strengthen participation in cultural life. Other Australian cities in the network include Sydney (Film), Melbourne (Literature) and Geelong (Design).
3. There is a growing recognition of the value of music, not only in the cultural sense, but also as a social and economic driver for cities. An EconSearch analysis report commissioned by the Music Development Office in 2017 estimated that \$233 million was generated by the Adelaide's live music and music business activities, leading to important economic impacts including job creation, music and festival tourism spending.
4. The 2019 Live Music Census conducted by Music SA reports that across the state there were 1623 gigs across 309 venues in May 2019, a 68% increase in live music since 2015 which is, "a strong testament to Adelaide's designation as an UNESCO City of Music".
5. In the context of a post-COVID-19 environment, more than ever, the Adelaide UNESCO City of Music (AUCOM) designation should be leveraged as a key driver for increased City visitation and economic spend from local, intrastate and interstate markets, to support City recovery.
6. The UNESCO City of Music designation:
  - 6.1. Strengthens Adelaide's reputation as a global Creative City. The UNESCO Creative Cities brand is recognised around the world and has the potential to further raise the national and international profile of our City as an epicentre for music culture, innovation and creativity. A strong and vibrant music ecosystem contributes to a dynamic and diverse city culture, amplifying Adelaide's reputation as a magnet city and supporting our ability to attract and retain talented people, businesses and residents.
  - 6.2. Is a tool to promote Adelaide as an international and national tourism destination. For cities looking to generate economic benefits from live music, tourist spending is a key part of the equation. Tourist spending represents new money to the City and generates additional spending beyond music. When tourists come to Adelaide to experience our live music venues, events and festivals they spend in hotels, restaurants, bars and other local attractions.
  - 6.3. Provides global connections, collaborations and partnerships amongst cities that have identified creativity as a strategic factor for sustainable development. The designation also acts as a gateway for local musicians, creatives, arts organisations and venues to access national and international opportunities and new markets. The rise of digital streaming provides new opportunities for audience engagement across the world as well as international collaborations.
  - 6.4. Enables music education, participation and wellbeing benefits of music. The UNESCO City of Music designation is an opportunity to foster a lifelong engagement with music across Adelaide's communities.
7. Council has a strong commitment to the AUCOM Designation:
  - 7.1. The City of Adelaide Strategic Plan 2020-2024 highlights our commitment to expanding Adelaide's global reputation as a magnet City through world class events, festivals and activations.
  - 7.2. Enabling and showcasing the UNESCO City of Music designation is one of the key focus areas of the City of Adelaide Cultural Strategy 2017-2023. One of the key deliverables of the *Adelaide: City of Music Live Music Action Plan (LMAP) 2017-2020* is Adelaide's commitment to the designation and our proactive role seeking opportunities to encourage exchange of talent and knowledge, support for UNESCO City of Music events and experiences through regional, national and global partnerships. Hosting musicians at Civic receptions and highlighting the designation through visible branding and promotion in the Adelaide Town Hall and Council buildings is a key LMAP deliverable.

8. AUCOM is currently a three-way partnership between the City of Adelaide (CoA), State Government through the Music Development Office (MDO), and the Adelaide Festival Centre Trust (AFCT). The AUCOM office was administrated by AFCT from its inception up to 30 June 2020 which included funding a part-time Director to manage the office, based at the Adelaide Festival Centre. The Executive Committee comprises the three funding partners and extended membership which currently includes the Elder Conservatorium University of Adelaide (Chair), SA Tourism Corporation, Local Government Association of South Australia, Music SA, Adelaide Symphony Orchestra and the Adelaide String Quartet. Membership is reflective of the diversity and strengths of live music in Adelaide including contemporary, classic, musicals, education and festivals.
9. City of Adelaide has been a key driver of the AUCOM designation through policy, partnerships, promotion and funding support. The designation has successfully enabled new connections throughout education, industry, tourism and community music sectors as detailed in *Adelaide UNESCO City of Music 2018/2019 Activity Report* (Link 1 view [here](#)).
10. In September 2018, Council requested a report on the designation to assist in decision-making on the level of investment required to strengthen the activity and awareness of AUCOM in line with the learnings from other strong UCCN Cities of Music. The 2019 *Amplifying the Adelaide UNESCO City of Music Designation* report (Link 2 view [here](#)) was authored by Justyna Jochym, a highly regarded leader with international experience including her role as Chair of the UNESCO Cities of Literature. The report emphasises the AUCOM designation as one of the most strategic tools currently in the possession of the City and the State for local, national and international leadership, learning, and development.
11. The report was presented to Council members in 2019 via E-News and tabled at the AUCOM Executive Strategic Planning session on Friday 17 May 2019. It highlights that the designation must be adequately supported to maximise and realise its intentions. It points to the opportunity for City of Adelaide to work together with the AUCOM partners to articulate a five to ten-year vision for the office and program. The report identified the need for an appropriate governance model, funding stability and appropriate capacity tied to a strategic plan to ensure the longevity and sustainability of the designation.
12. As of 30 June 2020, AFCT is no longer in a position to fully fund the AUCOM Director and a new funding model is required. Current and new partners (Arts SA) have committed to co-fund AUCOM. The AFCT will contribute \$35,000 per annum, Arts SA \$20,000 per annum (for two years, and up to four years subject to funding), and the MDO up to \$20,000 per annum (for two years, and contribution for future years subject to funding). The CoA will allocate \$60,000 per annum over the next two years.
13. Up to \$50,000 of in-kind support is requested from the CoA should the City of Music Office relocate to a City of Adelaide building. This would make CoA the key funding body for AUCOM. The new Board will commit to diversifying additional future funding sources.
14. The Executive Committee is currently exploring sustainable governance options in response to the *Amplifying the Adelaide UNESCO City of Music Designation* report findings. By supporting additional capacity of the AUCOM office, CoA will reflect its commitment towards the City of Music designation and afford it the chance to realise its vision to position Adelaide as a world-leading creative city.
  - 14.1. The current draft of the new governance model of the AUCOM Office prepared by Minter Ellison lawyers recommends a Company Limited by Guarantee (CLG), with not-for-profit status, to replace the current informal unincorporated status. A CLG will enable an independent AUCOM Office to engage, make representations, and enter contracts under a robust governance framework that aligns with CoA's strategic directions. This new model, currently proposed to be implemented by early 2021, has already been agreed by the existing AUCOM Executive Committee and will enable further interstate and international visibility and access to new markets and partnerships. The CLG will obtain an ABN, have tax exemption, and establish a 'public fund' within its Constitution, and apply to the Federal 'Office for the Arts' to have that public fund included in the Register of Cultural Organisations (ROCO), to secure Deductible Gift Recipient (DGR) Status.
  - 14.2. The CLG will be governed by a Board comprising up to nine Directors representing the key funding partners and other aligned areas of expertise. It is proposed that one Director is nominated by each of the funding partners, including State Government, CoA and AFCT, and Council Governance has requested that this representation is set out in the constitution. The CoA Board member may be a member of the Council or Council staff and must be appointed by resolution of the Council.
  - 14.3. The Board will be responsible for appointing the CEO/General Manager of the new CLG who will also act as Secretary and Public Officer of the CLG. The intention is that an Advisory Panel will be established to provide expert advice and support to the Board.
15. It has been proposed to the existing AUCOM Committee that the independent AUCOM office be located at a CoA building. Discussions are underway regarding the potential relocation of the Office at either the Adelaide Town Hall or Eagle Chambers. This would provide the following benefits:

- 15.1. Demonstration of Council's local, national and global leadership in driving music activity for cultural and economic benefit, and sustainable urban development.
  - 15.2. Better integration of the designation within the City, making it more visible and accessible to the sector and City communities.
  - 15.3. A hub for advice, promotion, networking, development and referral to resources and services.
  - 15.4. Potential for the AUCOM Office to become a place where the musicians, the music ecosystems and visitors learn about the designation, Adelaide's music history, current/upcoming events, how they can benefit from the CoA's Live Music Action Plan, and be engaged in Council's musical programming.
  - 15.5. A place to host engagement and collaborations with representatives from local government, other capital cities and international delegations.
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## DATA AND SUPPORTING INFORMATION

**Link 1** - Adelaide UNESCO City of Music 2018/2019 Activity Report

**Link 2** - Amplifying the Adelaide UNESCO City of Music Designation report

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## ATTACHMENTS

Nil

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- END OF REPORT -



# Cultural Strategy Refresh

**ITEM 10.12** 10/11/2020  
**Council**

Strategic Alignment - Dynamic City Culture

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

2019/01325  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

The Cultural Strategy 2017-2023 outlines how the City of Adelaide maximises the cultural vitality of the City by providing rich and rewarding experiences that will draw people to Adelaide to live, study, work and play.

The development of the City of Adelaide 2017-2023 Cultural Strategy currently provides the framework for the delivery of the approved Live Music Action Plan 2017-2020, Public Art Action Plan 2019-2022 and annual Adelaide Libraries Action Plan.

A refresh of the Cultural Strategy is considered timely in response to COVID-19 and to bring it into alignment with the release of Council's new 2020-2024 Strategic Plan. The focus will be on four key areas of delivery to showcase and enable:

- Artists and Artisans
- Festivals
- Public Art
- And Adelaide as a UNESCO Creative City of Music.

Arts and culture are essential enablers of diversity, creativity, healthy and resilient communities, environmental leadership, strong economies and technological advancement. Artists and artisans are intrinsic and fundamental to a creative city. Adelaide is designed for creativity, this strategy will help make Adelaide one of the most liveable cities in the world.

## RECOMMENDATION

### That Council:

1. Approves the City of Adelaide Cultural Strategy 2017-2023 Refresh, as set out in Attachment A to Item 10.12 on the Agenda for the meeting of the Council held on 10 November 2020.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Dynamic City Culture</b> The City of Adelaide Cultural Strategy 2017-2023 Refresh dated November 2020 delivers on Council's aspirational vision for Adelaide to be the world's most liveable city. It is strongly linked to Council's key community outcome 'Dynamic City Culture' and its objective, a "Celebration of our diverse community, culture and creativity". Its delivery adds cultural value to the objectives across all four community outcomes.
Policy	Not as a result of this report
Consultation	Consultation was central to the development of the Cultural Strategy 2017-2023 with engagement undertaken with Councillors, artists, makers and creative practitioners, cultural sector representatives, community and staff. This refresh is informed by internal review, grants and partnership acquittals, feedback from cultural strategic partners, connection with the UNESCO City of Music Executive Committee, and engagement with the wider community through the Lord Mayors Think Tanks, Culture Clubs, and community forums for the development of the Public Art Action Plan 2019-2022 and the 2020-2024 Strategic Plan.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The Cultural Strategy 2017-2023 has been successful in facilitating connection and collaboration with stakeholders across the city leading to activities that add cultural value to Council's objectives and support Adelaide's reputation as a city of creative culture. The uptake and ongoing demand for shared cultural strategic partnerships through the Cultural Strategy Refresh remains strong.
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	The Cultural Strategy 2017-2023 is a six year document with this refresh undertaken at its mid-point. It will be further reviewed, refined and an updated strategy brought to Council for consideration at end of its life in 2023.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Any new projects or programs identified across the remaining life of the Cultural Strategy 2017-2023 will be brought to Council on a case-by-case basis.
Other Funding Sources	The Cultural Strategy 2017-2023 Refresh will continue to facilitate the development of partnerships that will bring resources and funding to shared cultural priorities. A total of 74 partnership projects with 50 partners are active and further will be identified and pursued throughout the remaining years of implementation to 2023. The opportunity to establish shared arts and cultural grants funding and assessment panels with the State Government are progressing, with a priority focus on addressing the need to support Aboriginal and Torres Strait Islander creative practice in the City.

## DISCUSSION

1. The development of the City of Adelaide 2017-2023 Cultural Strategy was a key action in the City of Adelaide 2016-2020 Strategic Plan. It was approved by Council at its meeting on 26 September 2017.
2. The Cultural Strategy 2017-2023 outlines how the City of Adelaide maximises the cultural vitality of the City. It celebrates the strengths and dynamism of Adelaide's cultural landscape and recognises that a thriving creative cultural city is an essential driver of social, environmental and economic development that will draw people to Adelaide to live, study, work and play.
3. The Cultural Strategy identifies five key cultural drivers for the City, that reflect our shared goals and an intention to work together towards their achievement. It clearly identifies where cultural value can be added to Council's strategic objectives and invites the arts sector, creative industries, makers, festivals and local business to work collaboratively to share resources and deliver bold and exciting outcomes. The key drivers are:
  - 3.1 Fostering and strengthening Adelaide's unique and renowned cultural identity
  - 3.2 Robust and sustainable cultural economy
  - 3.3 Engaged and connected cultural community
  - 3.4 Leadership as a cultural incubator
  - 3.5 Authentic vibrant and diverse cultural experiences
4. Our key goals will be showcasing and enabling:
  - 4.1. Artists and Artisans (Creative Industries)
  - 4.2. Festivals
  - 4.3. Public Art
  - 4.4. Adelaide UNESCO Creative City of Music
5. The Cultural Strategy is a six-year living document that has been well received by the local arts, festivals and creative community with a strong demand for connection, engagement and delivery of cultural strategic partnerships. It has also received positive feedback through the Capital Cities Arts and Culture Network. A refresh is considered timely at its current mid-point of delivery to bring it into alignment with the release of Council's new 2020-2024 Strategic Plan and to identify the priority areas for the remaining three years, including in response to COVID-19.
6. The past six months has seen a significant negative impact on arts and culture in the City, resulting in the cancellation of festivals and events, delays in programming, lost income for artists, makers and musicians, and a reduction in creative and social experiences for people in the City. The Cultural Strategy Refresh will guide Council's ongoing engagement with and support for the local arts and creative industries.
7. The proposed Cultural Strategy 2017-2023 Refresh, dated November 2020, has been updated to deliver on Council's aspirational vision for Adelaide to be the world's most liveable city. As outlined in **Attachment A**, it is strongly linked to Council's key community outcome 'Dynamic City Culture' and its objective, a "Celebration of our diverse community, culture and creativity". Its delivery adds cultural value to the objectives across all four community outcomes.
8. The development and delivery of the Cultural Strategy is informed by the City of Adelaide's Recover + Reimagine project, Stretch Reconciliation Action Plan 2018-2021, Disability Access and Inclusion Plan 2019-2022, Wellbeing Dashboard, Development Plan 2020, Adelaide Park Lands Management Strategy 2016-2020, Adelaide Park Lands Events Management Plan 2015-2025, Events and Festivals Sponsorship Program Guidelines, Procurement Policy and Asset Management Plans.
9. It also provides the framework for the delivery of the Live Music Action Plan 2017-2020, Public Art Action Plan 2019-2022, the annual Adelaide City Libraries Action Plan, and a new Festivals Action Plan to be developed in 2021.
10. The original Cultural Strategy 2017-2023 was developed as direct result of comprehensive engagement with Councillors, artists, makers and creative practitioners, representatives of the cultural sector, the community and internal Council programs. A number of engagement mechanisms were utilised, including a Council workshop, community cultural forum, Your Say Adelaide campaign and staff feedback.
11. The review of activities achieved to date was undertaken by the Creative City team, with the priority areas informed by feedback received from across Council programs and the arts and creative sector via connection with the Adelaide UNESCO City of Music Executive Committee, our cultural strategic partners, as well as acquittals from the Arts and Cultural grants program.

12. In 2019-2020 the Creative City team worked closely with 50 strategic partners to enable 74 individual programs and projects. It is further informed by the engagement with the wider community through three Lord Mayor Think Tanks, quarterly Culture Clubs and the community forums undertaken to develop the Public Art Action Plan 2019-2022 and the City of Adelaide's Strategic Plan 2020-2024.
  13. The first three years of delivery of the Cultural Strategy 2017-2023 have enabled us to make a positive shift to embed the key cultural drivers into everything that we do. Achievements of note to date include:
    - 13.1. Delivery of the Live Music Action Plan, review and development of a new Public Art Action Plan; and an extensive annual program of residencies, workshops, exhibitions and presentations delivered across Adelaide City Libraries.
    - 13.2. Expansion of the Arts and Cultural grants program to include new categories for Live Music Enterprise, Cultural Promotion and Quick Response grants.
    - 13.3. The introduction of key creative programs that activate the City and provide opportunities for artists and makers to thrive, such as Local Buzz venue funding, Music in the Square, Art in the Streets mural program, and the Business of Being Creative entrepreneurship program.
    - 13.4. Strategic cultural partnerships developed across the creative ecosystem with demand now exceeding capacity supporting the co-funding and amplification of social, creative and economic outcomes for the City.
    - 13.5. Lord Mayors Cultural Think Tanks and Community Forums established to engage with artists, makers and the creative industries in dynamic dialogue and to explore wicked problems, new ideas and possibilities; and the establishment of an Arts and Culture working group to support the work of the Council of Capital Cities Lord Mayors.
    - 13.6. Creation of the Dynamic City: Arts and Cultural Dashboard to showcase and share the essential contributions arts and culture make locally to cultural, economic, environmental social and wellbeing outcomes.
  14. The Cultural Strategy 2017-2023 Refresh continues to emphasise the value of leading collaboration, partnership and shared resources to bring the City's dynamic, creative and diverse culture to life. It has a focus on showcasing and enabling Artists and Artisans (Creative Industries), Festivals, Public Art and Adelaide as a UNESCO Creative City of Music. Key priorities for the remaining three years of implementation, that will stimulate the life of the City in response to COVID19 will be:
    - 14.1. Delivery and review of the Live Music Action Plan 2017-2020 and development of a new Action Plan.
    - 14.2. Amplify and develop a sustainable model for the UNESCO Creative Cities Network working with the Adelaide UNESCO City of Music partners.
    - 14.3. Delivery and review of the Public Art Action Plan 2019-2023 including the convening of the Public Art Round Table.
    - 14.4. Delivery and review of the Adelaide City Libraries annual Action Plan.
    - 14.5. Development and delivery of a Festivals Action Plan.
    - 14.6. Delivery of the Arts and Cultural grants program, including review of the guidelines.
    - 14.7. Working closely with State Government and Capital City colleagues to align approaches.
    - 14.8. Shared and amplified creative outcomes and city activation through Cultural Strategic partnerships.
    - 14.9. Development of a City of Adelaide led co-working makers and studio space via the Hutt Street Creative Arts and Recreational Hub.
    - 14.10. Partnerships and programming to expand the Wellbeing benefits of Arts and Culture.
    - 14.11. Incubation, skills development and opportunities for emerging and established makers and enterprises to thrive.
  15. No new funding is requested for the delivery of the Cultural Strategy refresh. Partnership projects will continue to enable co-funded outcomes. As required, the case for the delivery of any further new projects partnerships and initiatives will be brought as separate reports to Council for consideration.
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## DATA AND SUPPORTING INFORMATION

[City of Adelaide Cultural Strategy 2017-2023](#)  
[Dynamic City: Arts and Culture Dashboard](#)

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## ATTACHMENTS

**Attachment A** – City of Adelaide Cultural Strategy 2017-2023, Refresh, dated November 2020

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- END OF REPORT -



**2020–2023**

# Cultural Strategy Refresh

A City Designed  
for Creativity

(NB: draft images, text and layout)



## Kaurna Acknowledgement

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

Parnako yailtya, parnuko tappa purruna,  
parnuko yerta ngadlu tampendi. Yellaka  
Kaurna meyunna itto yailtya, tappa purruna,  
yerta kuma burro martendi, burro  
warriappendi, burro tangka martulyaiendi.  
Kumarta yaitya miyurna iyangka yalaka  
ngadlu tampinhi.

City of Adelaide acknowledges the  
traditional Country of the Kaurna people of the  
Adelaide Plains and pays respect to Elders  
past and present.

We recognise and respect their cultural  
heritage, beliefs and relationship with the  
land. We acknowledge that they are of  
continuing importance to the Kaurna people  
living today.

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







## Lord Mayor's Welcome

Marni Naa Pudni

Ngadlu tampintheta ngadlu Kurna yartangka tikanthi.

Welcome to you all.

I acknowledge that we live on traditional Country of the Kurna people.

As a world-renowned city of artists, makers and festivals, Adelaide's rich cultural diversity enables us to experience and tell stories that reflect our contemporary and inclusive communities. Artists, music, public art and festivals shape the experience of the city and are an intrinsic part of our daily lives. They are what we value and celebrate, and what makes us unique. Adelaide's designation as a member of the UNESCO Creative City Network in 2015, as a City of Music, is testament to our global reputation as a 'magnet city' with world class events, live music and festivals.

The City of Adelaide Cultural Strategy is a comprehensive six-year plan and, as we have now reached the mid-way point of its delivery, Council has undertaken a refresh of the document in light of the successes we've had and the ever-evolving nature of our city.

The first three years of delivery of the Cultural Strategy has enabled us to embed arts and culture into everything that we do at the City of Adelaide. Stronger connections and new collaborations have been built with artists, artisans, cultural makers and arts organisations. This has supported cultural tourism, with increased employment in arts and culture, which in turn has made the City a more attractive place to work, live, visit, study and play. There is also strong evidence that arts and culture vastly improve health, resilience, wellbeing and economic outcomes.

Through our artists and makers, Adelaide's unique culture helps make Adelaide one of the most liveable cities in the world. Our city's cultural ecosystem and the artists and makers within it are energised, globally connected and collaborative, creating enormous economic value and extraordinary experiences that underpin a dynamic city culture. I applaud and encourage the recognition and positive response of our artists and makers to our evolving and changing landscape, most recently as a result of the COVID-19 pandemic. It is a reminder of the need to continually reimagine our City, to innovate and be courageous. Bold leadership and strong strategic partnerships will help us to meet the challenges and take on the resultant opportunities. There is a buzz in the air with people coming to the City to experience music, art and performance in Adelaide. The City's Live Music and Public Art programs and activities together with our arts and cultural grants drive opportunities for artists and businesses to bring these experiences to life.

Our focus going forward will be to amplify our arts and cultural reputation by curating a city in which artists, enterprises and audiences flourish. This will include the celebration of Aboriginal and Torres Strait Islander creative cultures, our festivals, public art, and live music. Arts and creativity will be evident everywhere in the City of Adelaide, inside and out, day and night. Council will support creativity and strong strategic partnerships that will help the culture sectors to innovate, be courageous in meeting challenges and to capitalise on new opportunities.





# Adelaide.

## A City Designed For Creativity

### Vision

The City of Adelaide 2020-2024 Strategic Plan outlines a vision for a Creative City. Adelaide will be the world's most liveable city with a Dynamic City Culture, a city that celebrates diverse community, culture, and creativity.

The Cultural Strategy celebrates the strengths and dynamism of Adelaide's creative cultural landscape. It recognises the City of Adelaide as a driver of our vibrant creative and making environment.

The Cultural Strategy celebrates the creative traditions and living culture of Aboriginal and Torres Strait Islander peoples, showcases, enables and connects opportunities for cultural expression. It articulates how we will have a leading role in bringing people together, leveraging talent and nurturing opportunities to see Adelaide's creative economy grow.

Arts and culture are essential enablers of diversity, creativity, healthy and resilient communities, environmental leadership, strong economies, and technological advancement. Artists and artisans are intrinsic and fundamental to a creative city. A creative environment attracts people, businesses and organisations to the City and Park Lands to invest, create, connect and participate. Enterprises and attendance at events and festivals will grow, as the number of visitors increases and they choose to stay longer.

The Cultural Strategy leverages ongoing consultation with the community; businesses; the arts, making and cultural sector; festivals; creative industries; Councillors and Council staff.

Consultation identified five key drivers that reflect our shared goals, and an intention to work together towards their achievement by:

#### Fostering and strengthening Adelaide's

- Unique and renowned cultural identity
- Robust and sustainable cultural economy
- Engaged and connected cultural community
- Leadership as a cultural incubator
- Authentic vibrant and diverse cultural experiences

**Our key goals will showcase, enable and connect opportunities for creative expression with:**

- **Artists and Artisans**
- **Festivals**
- **Public Art**
- **Adelaide UNESCO Creative City of Music**



## Strategic Planning Context

### City of Adelaide Strategic Plan 2020 – 2024

Adelaide: the most liveable city in the world

### City of Adelaide Cultural Strategy 2020 – 2023

Adelaide has a dynamic city culture that celebrates its diverse community culture and creativity

### Cultural Plans that Deliver the Cultural Strategy

Festivals Action Plan 2021-2024 (to be developed)

Public Art Action Plan 2019-2022

Live Music Action Plan 2017-2020

Live Music Action Plan 2021 – 2024 (to be developed)

Adelaide City Libraries Action Plan (annual)

### Aligned Policy Documents

Adelaide Park Lands Management Strategy 2015-2025

Adelaide Park Lands Events Management Plan 2016-2020

Stretch Reconciliation Action Plan 2018-2021

Disability Access and Inclusion Plan 2019-2022

Adelaide UNESCO Creative City of Music Designation

## Strategic Challenges and our response

The Cultural Strategy was developed in the pre- COVID-19 environment in September 2017.

The impacts of the COVID-19 pandemic have reinforced the need for the City of Adelaide to make the very best of the available resources and expertise. Adelaide is renowned for its authentic, vibrant, and diverse cultural experiences. The challenge is to keep our collaborative and knowledgeable arts sector and arts practitioners engaged as we rebuild and strengthen the cultural economy.

*‘Creating space for expansive exploration of ideas and creative expression is vital for artistic excellence. It makes our city more intriguing, interesting and connected for the benefit of all. The City of Adelaide’s support for the inaugural Guildhouse Collections Project, with the Adelaide Symphony Orchestra and Adelaide Festival Centre, is a scintillating case in point as a cross-disciplinary cultural program that invites visual artists and musicians to explore and respond to each other, resulting in new work for diverse audiences to enjoy. Such a project presents an experience that is uniquely Adelaide, drawing people to our creative, interconnected City and contributing to the cultural economy.’*

*Emma Fey, Chief Executive Officer, Guildhouse*





## Adelaide's CULTURAL IDENTITY is unique, and our creative reputation is acclaimed

*'Working together [on artwork for the Gawler Place upgrade] has been a great opportunity to explore the unique terrain and stories of Tarntanya Adelaide. We look forward to seeing more artworks by Aboriginal and Torres Strait Islander peoples. The future cultural fabric of the city lies in acknowledging our history and going forward together.'*

Laura Wills and Carly Tarkari Dodd, visual artists

### What we want to achieve together:

**Artists and Artisans** are celebrated and ignite the creative energy of our City to make Adelaide one of the most livable cities in the world.

**Festivals** showcase our unique heritage, multicultural diversity and creative cultures and are an integral part of Adelaide's identity as a festival city designed for life.

**Public Art** makes Adelaide a must visit destination acclaimed for its playful, thought provoking, unexpected and globally unique experiences.

**Adelaide UNESCO Creative City of Music** expands Adelaide's global reputation as a 'magnet city' for musicians and music lovers.

### How we will do it:

- Create opportunities for Aboriginal and Torres Strait Islander peoples and cultures to be strongly represented in the creative life of the City.
- Showcase creative industries through screen culture and festivals through the development of a Festivals Action Plan 2021- 2024.
- Expand Public Art throughout the City in collaboration with private investment.
- Develop a sustainable governance model for Adelaide UNESCO City of Music and deliver on the objects of the designation.





## Adelaide's CULTURAL ECONOMY is robust, sustainable and easy to navigate

*'In 2019/20, with strategic funding from the City of Adelaide, State Theatre Company South Australia developed and conducted a pilot apprentice program based at our Thebarton workshop and rehearsal space. The pilot gave paid, on-the-job industry training in the highly specialised area of set construction for two TAFE Live Production and Technical Services students. Participants developed new skills and importantly reported a growth in professional confidence. The project outcomes are being used to assist in the development of a robust, long-term and financially sustainable program that will help ensure State Theatre Company South Australia plays a leading role in skills and career development of the state's future theatre makers.'*

Julian Hobba, Executive Director, State Theatre of South Australia

### What we want to achieve together:

**Artists, Artisans and Cultural Enterprises** thrive and create economic value for the City.

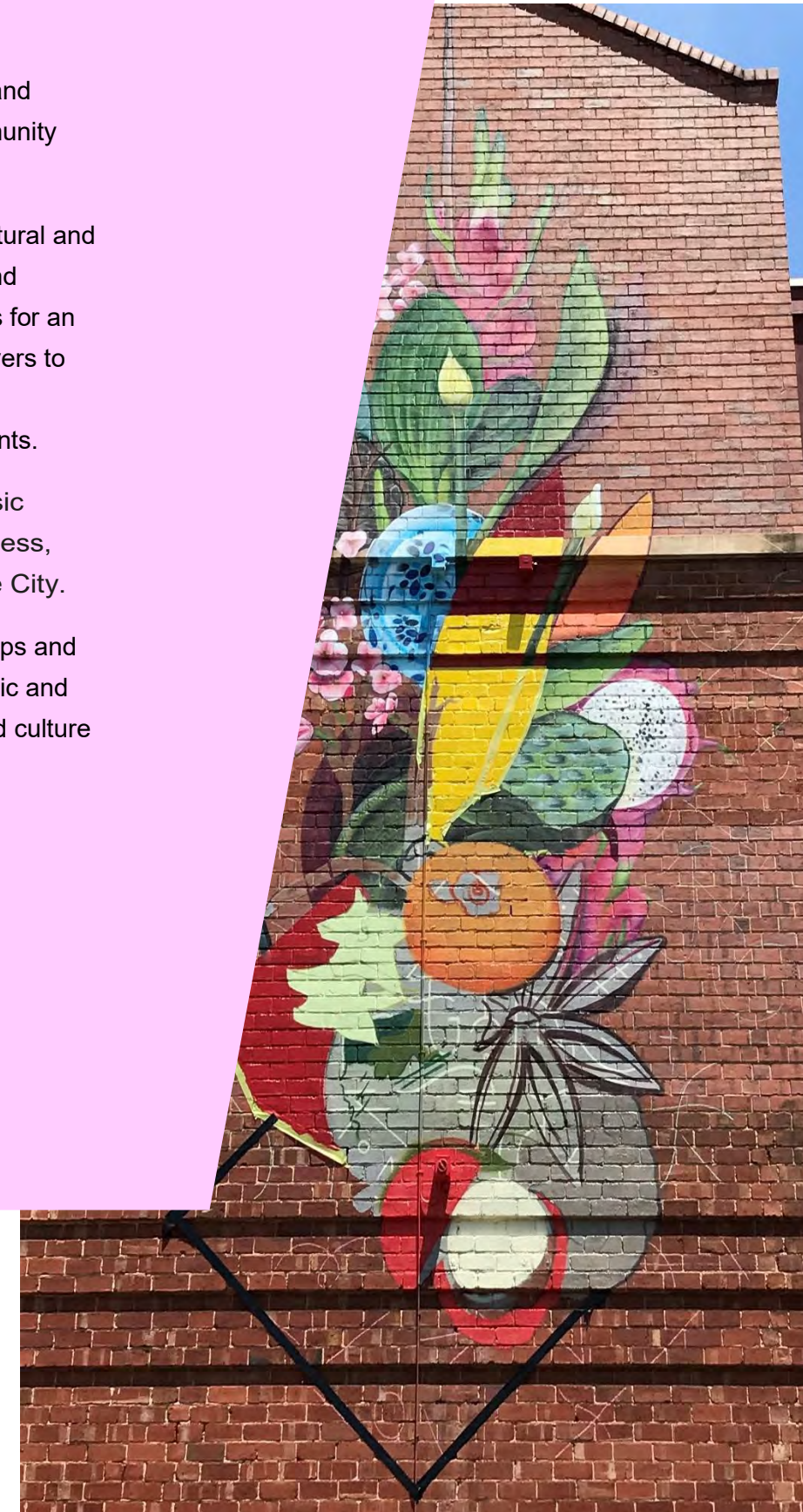
**Festivals** grow cultural tourism and stimulate local economic growth. Venues, mainstreets, laneways and Park Lands are activated.

**Public Art** is a catalyst for growth in a culturally active city that attracts individuals and businesses.

**Adelaide UNESCO Creative City of Music** positions us as a globally and national recognized epicenter for music which generates economic benefits for the City.

### How we will do it:

- Develop and facilitate studio spaces for artists and artisans and enable cultural enterprises to thrive through streamlined processes and case management support for cultural activities.
- Attract and encourage festivals and connect them with diverse community groups and businesses.
- Support development of new cultural and civic infrastructure for the City and explore partnership opportunities for an incentive scheme or planning levers to increase public art and cultural expression in private developments.
- Use the UNESCO City of Music brand to attract tourists, business, and skilled practitioners to the City.
- Through seed funding partnerships and advocacy encourage philanthropic and private investment in the arts and culture sector.





## Adelaide has an engaged, collaborative, knowledgeable and CONNECTED CULTURAL COMMUNITY

*'Adelaide Festival's partnership with the City of Adelaide was joyous because together we were able to bring Japanese artist Tatzu Nishi's A Doll's House to Rundle Mall, the centre of Adelaide's civic life. Some 30,000 people of all ages and backgrounds together shared the chance to explore Nishi's life-sized, three-storeyed installation, making public art a tangible, accessible and unforgettable community experience. Events like this humanise the built environment, inject unexpected humour into everyday city life and reaffirm Adelaide in March as Australia's cultural capital.'*

Rachel Healy and Neil Armfield, Joint Artistic Directors, Adelaide Festival

### What we want to achieve together:

**Artists & Artisans** are energised, globally connected and collaborate within our City's cultural ecosystem.

**Festivals** connect culture makers and audiences with creative opportunities, places, and spaces to foster community engagement and participation in the cultural life of the city.

**Public Art** in the City encompasses the efforts, passion, and creativity of our community.

**Adelaide UNESCO Creative City of Music** promotes collaboration, excellence, diversity and sustainability in all aspects of music making in the City.

### How we will do it:

- Connect culture makers and audiences with creative cultural activities, spaces, and venues and build global collaborations and connections.
- Develop and facilitate strategic partnerships that deliver extraordinary and diverse creative experiences.
- Engage and work with partners to build opportunities to maximise the Wellbeing Benefits of Arts and Culture.
- Facilitate Lord Mayor Cultural Think Tanks and Culture Clubs.
- Actively participate in the Council of Capital Cities Lord Mayors Culture and Arts working group to develop and deliver a collaborative three-year action plan.





**Adelaide is recognised as a CULTURAL INCUBATOR where people, enterprises and audiences flourish**

*'It has been a joy working with the City of Adelaide, as our cultural values are closely aligned. Together we focus on providing opportunities for artists and creatives that support incubation of ideas and processes and creative enterprises, in turn developing a flourishing arts sector in Adelaide.'*

Katrina Lazaroff, Director, The Mill

**What we want to achieve together:**

**Artists & Artisans** are valued, respected and have opportunities to thrive. New, emerging and developing artists are supported and their work is visible.

**Festivals** are vital incubators of the creative arts in the city as platforms that enable cultural practitioners, businesses and artists to innovate and facilitate cultural engagement and audience development.

**Public Art** opportunities in the city enable artists to confidently establish their arts practice in the public realm.

**Adelaide UNESCO Creative City of Music** fosters a lifelong love for, and engagement with, music within our entire community through performance, education and participation.

**How we will do it:**

- Activate venues, mainstreets and city laneways with arts and cultural experiences through Arts and Cultural Grants and Festivals and Events Sponsorship Programs.
- Partner with the State and Federal Government to support culture, artists, makers and creative enterprises, including shared grant making.
- Support arts and culture residencies and partnerships and volunteer programs across Council venues, places and spaces.
- Deliver creative entrepreneurship programs to support artists, artisans and creatives to grow and improve their business and entrepreneurial skills.
- Entice audiences to participate in arts and cultural experiences through creative storytelling and activation of public spaces and venues.





## Adelaide is famous for its authentic, vibrant, and diverse CULTURAL EXPERIENCES

*'Working with the City of Adelaide has enabled the Helpmann Academy to offer South Australian emerging creatives with valuable opportunities to contribute to the creative culture of the city. Through public art commissions, curatorial mentorships and more, artists have received critical support and authentic experiences, helping them to build sustainable careers and share their diverse creative skills with Adelaide.'*

Jane McFarlane, CEO, Helpmann Academy

*'SA Power Networks has a number of highly visible assets scattered throughout the City of Adelaide's council area. We are pleased to be collaborating with Council on projects like the artwork on our Hindley St substation, to make the façade an aesthetic highlight in the precinct.'*

Jess Vonthethoff, General Manager Customer and Community, SA Power Networks.

### What we want to achieve together:

**Artists & Artisans** live, work, study, play and gravitate to the City, the arts hub of South Australia brimming with culturally diverse experiences.

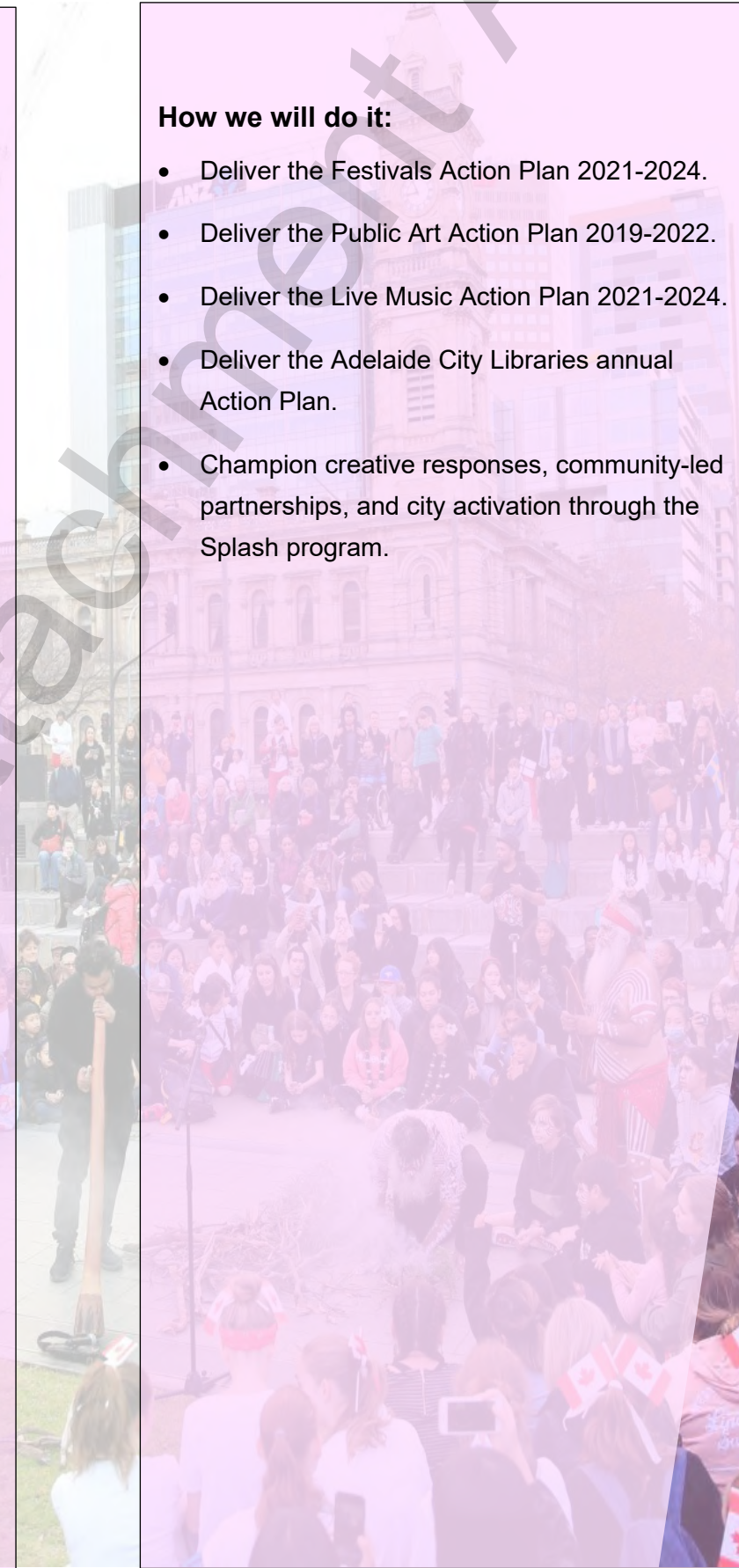
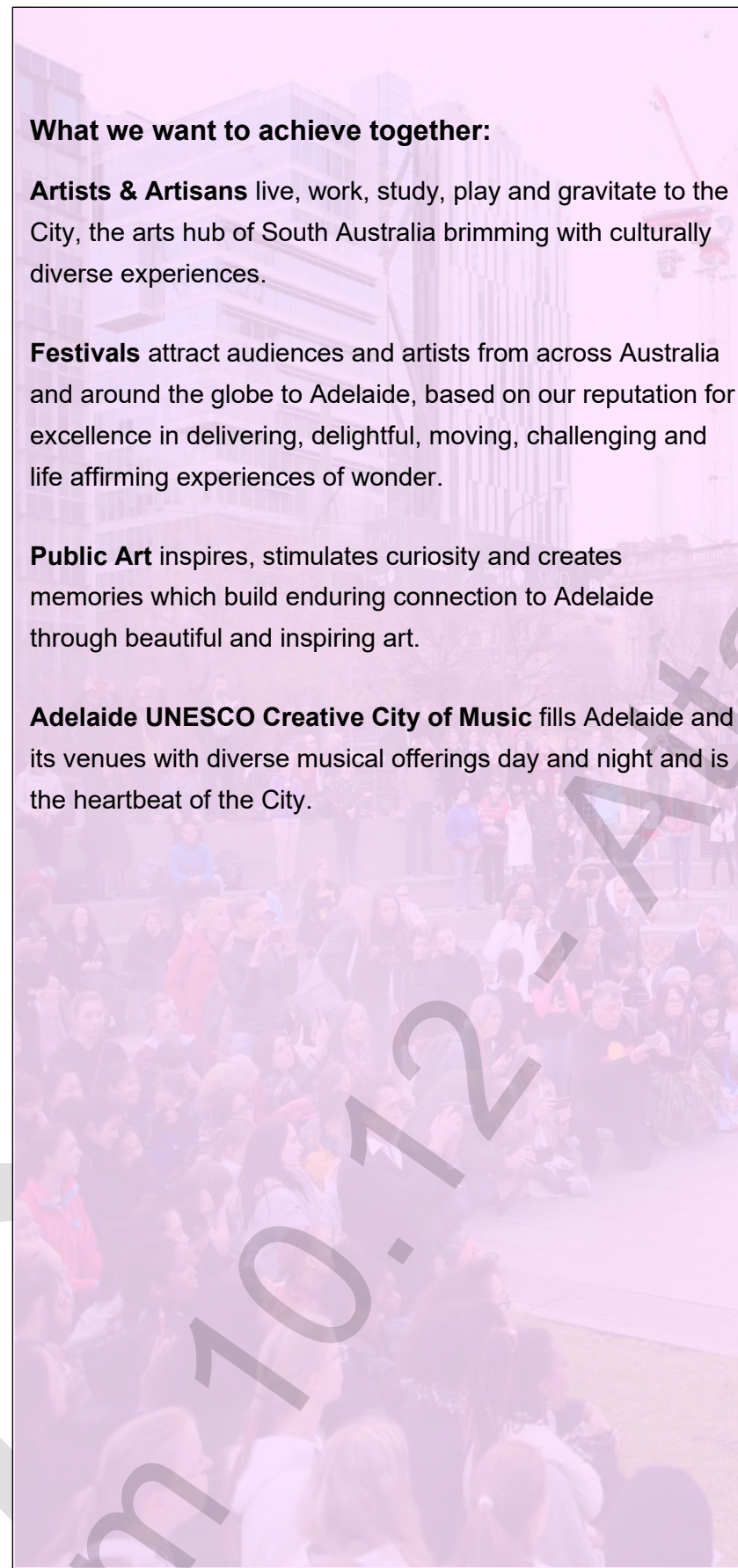
**Festivals** attract audiences and artists from across Australia and around the globe to Adelaide, based on our reputation for excellence in delivering, delightful, moving, challenging and life affirming experiences of wonder.

**Public Art** inspires, stimulates curiosity and creates memories which build enduring connection to Adelaide through beautiful and inspiring art.

**Adelaide UNESCO Creative City of Music** fills Adelaide and its venues with diverse musical offerings day and night and is the heartbeat of the City.

### How we will do it:

- Deliver the Festivals Action Plan 2021-2024.
- Deliver the Public Art Action Plan 2019-2022.
- Deliver the Live Music Action Plan 2021-2024.
- Deliver the Adelaide City Libraries annual Action Plan.
- Champion creative responses, community-led partnerships, and city activation through the Splash program.





# Measuring Success

The City's collective achievements are communicated through the Dynamic City: Arts and Culture Dashboard.

This highlights how arts and creativity drives positive cultural, economic, environmental, social and wellbeing outcomes.

The Dashboard includes Council led, facilitated and financially supported activity, alongside information drawn from published external sources.

Together these measures provide a comprehensive baseline for cultural vitality in the City and show the progression of outcomes over time.

Creative culture is pivotal for a dynamic city designed for life and the people who live and experience it.





## ACHIEVEMENTS TO DATE

- Delivery of the Live Music Action Plan 2017-2020
- UNESCO City of Music collaboration for the delivery of the Asia Pacific Creative Cities Conference 2019
- Introduction of key creative programs that activate the City and provide opportunities for artists and makers to thrive, including Local Buzz venue funding, Music in the Square and the Art in the Streets mural program
- Strategic cultural partnerships developed across the creative eco system with demand now exceeding capacity
- Delivery of creative and cultural aspects of the Stretch Reconciliation Action Plan 2018-2021, including *Cultural Marker* stage 2, *The Riverbank is a Kaurua Market* public artwork, Gawler Place *Tracking Connections* creative wraps, partnerships with the National Museum and National Portrait Gallery that celebrate and showcase Aboriginal culture through virtual tours, and partner to Tarnanthi Festival of Contemporary Aboriginal and Torres Strait Islander Art
- Review and delivery of the Arts and Cultural Grants program with new grant categories created to support live music enterprise, cultural promotion and expansion of the quick response grants
- Introduction of a City of Adelaide internal Advisory Panel for the assessment of arts and cultural grants
- Arts and Cultural Case Management services established.
- Implementation of a multi-year licences for major events in the Park Lands
- Wide ranging cultural promotion and showcasing of art experiences, including the update of the Art in Adelaide website and the creation of City Curator digital maps connecting people with artists, makers, cultural activity, places and spaces. "What's On" web page reviewed and webpage developed to promote city-wide creative cultural activities and opportunities
- Delivery of the Public Art Action Plan 2014-2019
- Public Art Action Plan 2019-2022 developed, including review, refinement and separation of the Guidelines for Public Art and Memorials
- Review of the Public Art Round Table, development of contemporary terms of reference and refreshed membership
- Delivery of public art and cultural infrastructure (such as plug and play) in major capital projects and public spaces, including Market to Riverbank and Gawler Place
- Work with State Government to align the cultural agenda, initiatives and facilitate the delivery of major events
- Lord Mayors Cultural Think Tanks and Community Forums delivered to engage with artists, makers and the creative industries in dynamic dialogue and to explore wicked problems, new ideas and possibilities
- Establishment of a Culture and Arts working group to support the work of the Council of Capital Cities Lord Mayors
- Creation of the Dynamic City: Arts and Culture Dashboard to showcase and share the essential contributions arts and culture make locally to cultural, economic, environmental social and wellbeing outcomes
- The Business of Being Creative entrepreneurship program developed and delivered with partners
- Emerging Curator Program reviewed and expanded across City of Adelaide spaces in collaboration with a series of partners
- Delivery of the annual Libraries Action Plan including extensive annual program of residencies, workshops, exhibitions and presentations delivered across Adelaide City Libraries with creative and cultural partners

ACC2020/148266





## BRINGING THE CULTURAL STRATEGY TO LIFE

The Cultural Strategy is a living document, refreshed in July 2020 to align with Council's 2020-2024 Strategic Plan and prioritises future actions.

2020 has seen a significant negative impact on arts and culture across Australia, South Australia and in the City as a result of the COVID-19 pandemic. This has led to the cancellation of festivals and events, delays in programming, lost income, and a reduction in creative and social experiences. Bold leadership, strong strategic partnerships, positive relationships and engagement with artists and makers will help us to meet the ongoing challenges. The response of our artists and makers to this evolving and changing landscape is acknowledged and is a reminder of the need to continually reimagine our City, to innovate and be courageous.

When we refer to the arts and cultural sector, we include individuals, groups, business and organisations who contribute to creative cultural activity in the City. Council is one of these organisations. Within the arts and cultural sector, we make reference to:

**State Government:** Government departments, functions and projects that support cultural activity in the City.

**Artists/Artisans and Culture makers:** People and organisations who create and foster the cultural life of the City. People who make creative culture happen. They are the creative people who make art, create festivals and events, shoot films, design sets, light performances, make costumes, write stories, generate music, perform, design buildings and public spaces, make games, and fashion clothes, jewellery and objects.

**Curators and Cultivators:** People who create opportunities for diverse creative stories to be seen, heard, experienced and shared. The people who support creativity and cultural activity, enable funding and training, lead cultural institutions, curate exhibitions, collect art and objects, research history and present shows, festivals and events.

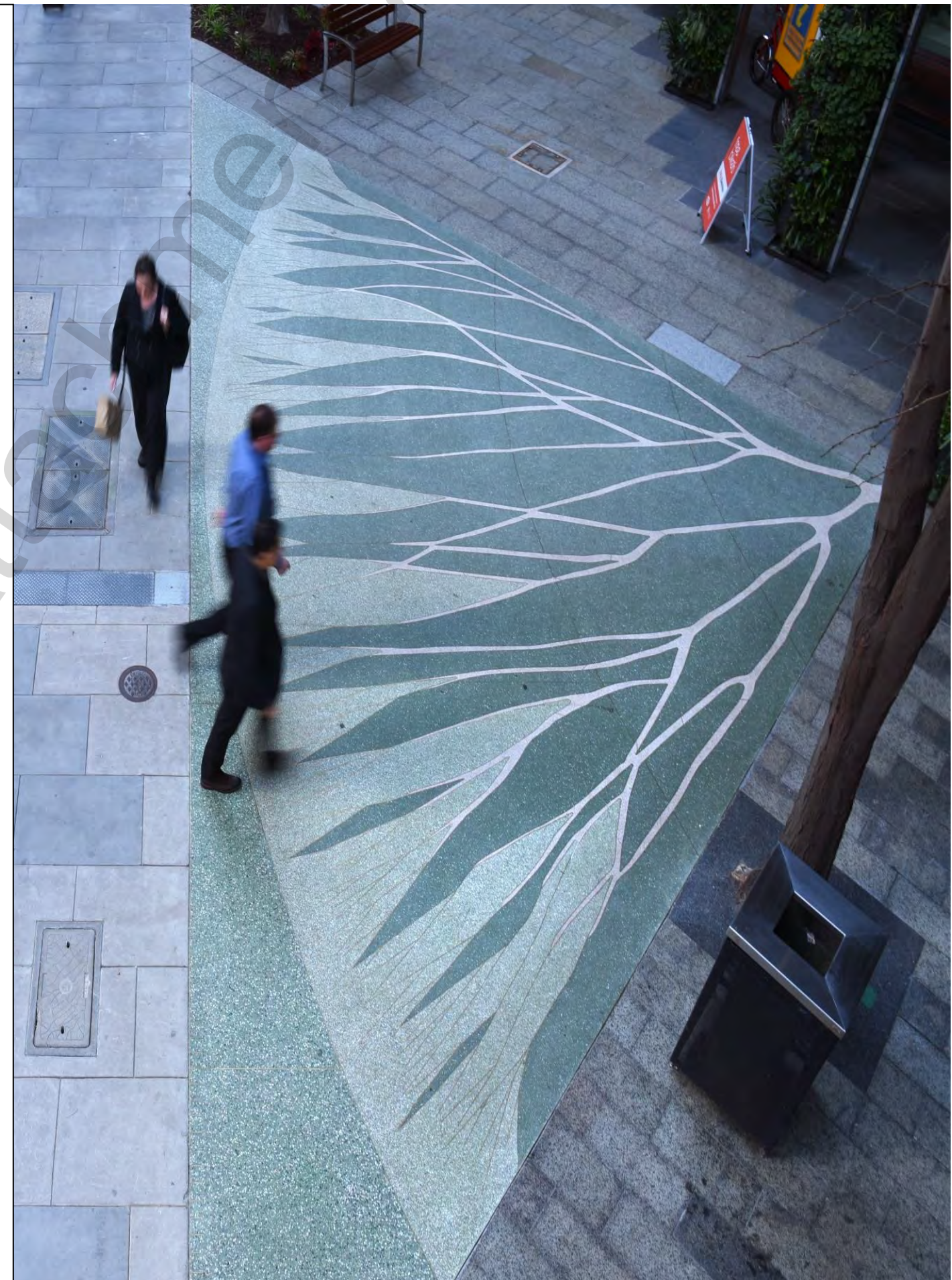
**Creative industries:** The creative industries are also culture makers. They are often specifically referred to as people, businesses and enterprises working in the fields of festival and event management, music industry, architecture, design, fashion, digital technologies, gaming, craft, film, television and radio.

**Art and Creative incubators:** Organisations that provide professional development and opportunities for creative careers across a variety of forms, including visual art, film making, writing, music, performing, production, designing buildings and public spaces, and making games, clothes, jewellery and objects.

**Emerging artists, makers and creatives:** Individuals at the beginning of their creative career.

**Art and Cultural enterprises:** Business or collectives with a cultural or creative focus.

We will also work together with the wider **Community**, including City residents, workers, students and businesses.





**Featured creatives**

To be confirmed as part of marketing & design once Cultural Strategy Refresh has been approved.

CITY OF  
ADELAIDE

**City of Adelaide**

25 Pirie Street  
Adelaide SA 50



# Tam O'Shanter Place partial road closure for Tandanya's First Nations Hub 2021

**ITEM 10.13** 10/11/2020  
**Council**

Strategic Alignment - Dynamic City Culture

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

2020/01612  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO & Director Culture

## EXECUTIVE SUMMARY

We have received an application from Tandanya National Aboriginal Cultural Institute to close a portion of Tam O'Shanter Place to support the delivery of the Tandanya First Nations Hub 2021 during the Adelaide Fringe Festival 2021. The proposal is to close a section of Tam O'Shanter Place from Grenfell Street to a point approximately 40m south, adjacent the Tandanya building, from 7:00am on Thursday, 18 February 2021 to 5:00pm on Monday, 22 March 2021.

The primary reason for the partial closure is to maximise the safe queuing space for socially distanced patrons accessing the doorway at the western side of the Tandanya building which does not have an adjoining footpath.

During the Adelaide Fringe Festival opening night (Friday, 19 February 2021), the venue will also program music in the street including semi-acoustic and DJ sets to enhance the experience for Tandanya patrons.

## RECOMMENDATION

### THAT COUNCIL

1. Approves the Tandanya National Aboriginal Cultural Institute's proposal to close a portion of Tam O'Shanter Place to support the delivery of Tandanya's First Nations Hub 2021 during the Adelaide Fringe Festival 2021 from 7:00am on Thursday, 18 February 2021 to 5:00pm on Monday, 22 March 2021.
2. Authorises the Chief Executive Officer to take all necessary steps to implement the required road closure as set out in Paragraph 3 to Item 10.13 on the Agenda for the meeting of the Council held on 10 November 2020 under Section 33 of the *Road Traffic Act 1961*.
3. Authorises the Chief Executive Officer or his delegate to take all necessary steps to prepare and execute a permit to enable Tandanya National Aboriginal Cultural Institute to utilise the relevant portion of Tam O'Shanter Place as set out in Paragraph 3 to Item 10.13 on the Agenda for the meeting of the Council held on 10 November 2020 for a business purpose under Section 222 of the *Local Government Act 1999 (SA)*.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Dynamic City Culture</b> The proposals outlined in this report align with Key Action 3.11: <i>Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals and activation</i>
Policy	All events proposed for a road are assessed against the <a href="#">Adelaide Park Lands Event Management Plan 2016-2020</a> (APLEMP) and <a href="#">Guidelines for Events on SA Roads</a> in line with the <a href="#">Road Traffic Act 1961 (SA)</a> through the application process. The application meets the relevant requirements of each.  The music presentation on the Adelaide Fringe Festival opening night (Friday, 19 February 2021) will be required to comply with the <a href="#">City of Adelaide Event Amplified Sound Management Guidelines</a> .
Consultation	Under Section 223 of the <i>Local Government Act 1999 (SA)</i> , public consultation must be undertaken before a permit is granted for an application to close a road for an event that may impede the passage of traffic.  In Accordance with the APLEMP, public consultation and a decision of Council is required where an event is seeking a road closure of more than 24 hours.  Public consultation was administered from 21 September to 12 October 2020. There were 12 individuals who visited the Your Say Adelaide page and 1 person lodged a submission.  The consultation was promoted via Public Notice and the following key stakeholders were also directly informed of the public consultation: <ul style="list-style-type: none"> <li>• ElectraNet</li> <li>• South Australian Power Networks</li> <li>• The Producers Hotel property owner</li> </ul>
Resource	Not as a result of this report
Risk / Legal / Legislative	If the proposed use of the road and associated closure is approved by Council, the Chief Executive Officer has delegated authority to implement the closure under the <i>Road Traffic Act 1961(SA)</i> . The Chief Executive Officer, or delegate, also have the authority to prepare and execute a permit under the <i>Local Government Act 1999 (SA)</i> .
Opportunities	The programming that will be taking place in Tandanya is taking a First Nations approach with all performing artists being First Nations people. This provides an opportunity for us to support and celebrate the cultural expression of local, State and National Aboriginal and Torres Strait Islander people. Furthermore, Tam O’Shanter Place is in an area that is not ordinarily highly utilised. The closure and associated activation would be a way of bringing energy and vibrancy to this underutilised area.
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	The requested road closure is from 7:00am on Thursday 18 February 2021 to 5:00pm on Monday 22 March 2021
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. As part of the Adelaide Fringe Festival 2021, Tandanya will establish their venue as First Nations Hub 2021, hosting a range of performances and activations all featuring First Nations Artists.
2. To support the safe activation of the venue during the Festival, Tandanya is requesting a temporary, partial road closure of Tam O'Shanter Place from 7:00am on Thursday, 18 February 2021 to 5:00pm on Monday, 22 March 2021 from Grenfell St to a point approximately 40m South, adjacent the Tandanya building.
3. The section of Tam O'Shanter Place being proposed for closure is denoted in the image below.

*Image 1 – Proposed section of Tam O'Shanter Place for closure*



4. Tam O'Shanter Place is a two-way road with a speed of 50km per hour. It mostly serves to service surrounding businesses and services. Adjacent to this road closure are the following businesses and services:
  - 4.1. ElectraNet – an electricity transmission company.
  - 4.2. Producers Hotel - currently unoccupied and up for lease.
  - 4.3. Tandanya National Aboriginal Cultural Institute.
5. To facilitate safe management of the road closure, the following would be implemented:
  - 5.1. Tandanya would fund the engagement of a traffic management company to install all of the required traffic control devices used to enact the road closure.
  - 5.2. Access to all private car parks through the road closure would still be maintained.
  - 5.3. Fencing and scrim used to delineate the closure would be attractive with branding used to respect the cultural focus of Tandanya and the events taking place within the building.
  - 5.4. Four on-street car parks within the closure would be removed to accommodate the closure request. These car parks are currently one hour parking Monday to Friday from 8.00am to 6.00pm and Saturday from 8.00am until 12noon.



- 5.5. Two carparks on the southern side of Tam O'Shanter lane would be marked no parking between 6:00am and 6:00pm to provide additional space for large vehicles to exit the ElectraNet slide gate as the closure will restrict the usual turn space. These car parks are currently one hour parking Monday to Friday from 8.00am to 6.00pm and Saturday from 8.00am until 12noon.
- 5.6. Security personnel would be present within the closure at peak times.
- 5.7. General pedestrian access through the closure would be maintained at all times.
- 5.8. Emergency egress from neighbouring premises would not be impacted.
6. Access has been considered regarding this closure and the following would be maintained during the proposed closure:
  - 6.1. All access to businesses and services including ElectraNet and The Producers-Old Exchange Hotel (currently not under lease). This includes access to their private car parks, loading zones and their waste bins for collection service. The nature of Tam O'Shanter Place which provides two – way access through the area means that access to these businesses and services can still be maintained.
  - 6.2. At any given time, the temporary fencing could be opened to allow for emergency services access or any other access deemed required through the closure.
  - 6.3. Access to the permanent road service plates would be maintained.
7. Tandanya previously delivered this same road closure during the 2020 Adelaide Fringe Festival which enabled the venue to open the same additional entrance/ exit at the western side of the building that would otherwise be unsafe to use as it adjoins directly to the roadway.
8. We did not receive any complaints in response to the 2020 closure.
9. The venue has identified that the partial road closure is increasingly important in 2021 to maximise the number of entrances/ exits into the building and also to increase the space for safe, socially distanced patrons to queue in line with planning to deliver a COVID Safe event.
10. On the Adelaide Fringe Festival opening night (Friday, 19 February 2021) the venue will also program music in the street including semi-acoustic and DJ sets to enhance the experience for Tandanya patrons.
11. The music presentation will be required to comply with the [City of Adelaide Event Amplified Sound Management Guidelines](#).
12. Under Section 223 of the *Local Government Act 1999 (SA)* and the Adelaide Park Lands Events Management Plan 2016-2020, formal consultation on this request is required.
13. Consultation occurred via the *Your Say Adelaide* website between 21 September and 12 October 2020. An advert appeared in the Advertiser to advise of this consultation. In addition, the following key stakeholders in Tam O'Shanter Place were directly notified:
  - 13.1. ElectraNet
  - 13.2. South Australian Power Networks
  - 13.3. The Producers Hotel
14. Below provides a summary of the results.
  - 14.1. 12 people visited the website.
  - 14.2. 1 person lodged feedback via the *Your Say Adelaide* website which was supportive of the proposal and reads as follows:
    - 14.2.1. As a nearby resident, I support the proposal of Tandanya and deeply value the presence of the institute and all the work they do and all they bring and offer to the community (respondent's name: Carmel Daher).

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## DATA AND SUPPORTING INFORMATION

[Adelaide Park Lands Event Management Plan 2016-2020](#)

[Guidelines for Events on SA Roads](#)

[City of Adelaide Event Amplified Sound Management Guidelines](#).

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Proposed Event in the Park Lands – Groove Is In The Pod

**ITEM 10.14** 10/11/2020  
**Council**

Strategic Alignment - Dynamic City Culture

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

2020/01801  
Public

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

An application has been received from local promoter, Groove is in the Park Pty Ltd, to deliver 'Groove is in the Pod', South Australia's first, purpose built, socially distanced boutique 'pod venue' which will host a variety of events in Bonython Park/ Tulya Wardli between 18 December 2020 and 10 January 2021. As part of this activation, the event is proposing to hold a New Year's Eve concert that would run from 5pm on Thursday, 31 December 2020 until 1am on Friday, 1 January 2021.

The event application has been assessed against the [Adelaide Park Lands Event Management Plan \(APLEMP\)](#) and meets the Bonython Park/ Tulya Wardli event site criteria, except for the New Year's Eve operating hours which state that events held on a Thursday close at 11:59pm and Council approval will be required for any new event application for the use of the site which proposes to operate beyond midnight. The purpose of this report is therefore to seek Council approval for the component of the New Year's Eve event occurring from 12midnight – 1:00am on Friday, 1 January 2021.

The applicant will abide by the APLEMP and the [City of Adelaide Event Amplified Sound Management Guidelines](#) for Concerts, ensuring the appropriate notification is distributed to all key stakeholders and noise management procedures are in place.

## RECOMMENDATION

### That Council:

1. Approves the Groove is in the Pod New Year's Eve event to operate beyond 12midnight until 1.00am on 1 January 2021 in Bonython Park/ Tulya Wardli.



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Dynamic City Culture</b> The proposal outlined in this report aligns with Key Action 3.11: <i>Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals and activation.</i>
Policy	This event application has been assessed against the requirements of the APLEMP. If supported by Council to proceed beyond 12midnight until 1:00am on New Year’s Eve, 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	The event will be held at South Australia’s first, purpose built, socially distanced boutique ‘pod venue’. The site will facilitate the return of medium concert style events and entertainment to Adelaide’s Park Lands with individual pods for four to six people. The event will support the arts, cultural and hospitality sectors and employ 160 local staff plus artists in the delivery of the event. Where possible, the event will provide a platform to showcase local artists.
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 application has been received from local promoter, Groove is in the Park Pty Ltd, to build a new boutique, socially distanced venue at the Circus Event Site in Bonython Park/ Tulya Wardli called Groove is in the Pod.
2. Groove is in the Park Pty Ltd is an events business run by Daniel Michael, an event promoter of more than 25 years' experience. Daniel Michael is co-director of the Adelaide Fringe arts hub Gluttony in Rymill Park/ Murlawirrapurka and also delivers Lucky Dumpling in Elder Park. He has built and overseen other sites and bars for audiences of up to 25,000 including Summerdayze, Future Music Festival and Wine Machine.
3. Groove is in the Pod will be South Australia's first, purpose built, socially distanced boutique 'pod venue', hosting a variety of events over the period 18 December 2020 to 10 January 2021 including Orchestras, Fringe acts and other live music performances.
4. The venue will feature individual pods for four to six patrons with a total capacity of 2,120 and includes a south facing stage and food and beverage offerings at the site.
5. Up to 15 events will be delivered at the Groove is in the Pod site between 18 December 2020 and 10 January 2021.
6. The event footprint is contained to the Circus Event Site in Bonython Park and access to pedestrian and cyclist pathways in Bonython Park/ Tulya Wardli will be maintained at all times.
7. The venue will support the arts, cultural and hospitality sectors employing approximately 160 local staff plus artists and will showcase the unique natural and built heritage of Bonython Park/ Tulya Wardli to a broad demographic anticipated to be predominantly 20-60 years of age.
8. The event application has been assessed against the APLEMP and meets the Bonython Park/ Tulya Wardli event site criteria, except for the operating hours requested for the New Year's Eve event which are proposed to be from 5pm on Thursday 31 December 2020 until 1:00am on Friday 1 January 2021.
9. The APLEMP specifies that the operating hours for Bonython Park/ Tulya Wardli are until 11:59pm on Sundays to Thursdays and until 3:00am the following day on Fridays and Saturdays.
10. The APLEMP also specifies that Council approval will be required for any new event application for the use of the site which proposes to operate beyond midnight.
11. This report is therefore seeking Council approval for the component of the New Year's Eve event occurring on Friday 1 January 2021 from 12midnight to 1:00am.
12. The New Year's Eve event will be a ticketed, single stage pop music concert, including NOVA and Triple J featured artists plus food and beverage offerings and would be required to comply with the City of Adelaide Event Amplified Sound Management Guidelines for Concerts.
13. The New Year's Eve site activity from 12midnight to 1:00am would include:
  - 13.1. Stage music presentation with countdown at 12midnight.
  - 13.2. Music volume reduces from 12:30am to encourage gradual departure.
  - 13.3. Event closes at 1:00am.
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. We will work with the event organisers on strategies and approaches to minimise impact on the site during the event bump-in and out.

### **COVID-19 Considerations**

16. 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.
17. At the time of writing this report South Australia is in STEP 3 of the [South Australian Roadmap for Easing COVID-19 Restrictions](#).
18. 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 or COVID Management Plan approved by SA Health according to the event details.
19. A COVID Management Plan for Groove is in the Pod has been submitted to SA Health for approval.

20. As a condition of hire, all events are required to submit the relevant COVID Safe and/or COVID 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.

**Next steps**

21. The applicant has been offered a single year Event Licence to deliver Groove is in the Pod events from 18 December 2020 to 10 January 2021, excluding the New Year's Eve event. If approved by Council, an Addendum will be issued to include the New Year's Eve event to run from 5pm on Thursday 31 December 2020 until 1:00am on 1 January 2021.

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## DATA AND SUPPORTING INFORMATION

[Adelaide Park Lands Event Management Plan \(APLEMP\)](#)

[City of Adelaide Event Amplified Sound Management Guidelines](#)

[South Australian Roadmap for Easing COVID-19 Restrictions](#)

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## ATTACHMENTS

Nil

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- END OF REPORT -



# Proposed Event in the Park Lands Wonderland Spiegeltent 2021 – Hindmarsh Square

Strategic Alignment - Dynamic City Culture

2020/01835  
Public

**ITEM 10.15** 10/11/2020  
**Council**

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

**Approving Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

An application has been received from The Trustee for WEL Trust, trading as Wonderland Entertainment and Leisure Pty Ltd to hold an event, Wonderland Spiegeltent 2021, at Hindmarsh Square / Mukata. The event will run from Friday 19 February 2021 to Sunday 21 March 2021, with the event bumping in from Friday, 12 February 2021 and bumping out by Thursday, 25 March 2021.

The event application has been assessed against the [Adelaide Park Lands Event Management Plan \(APLEMP\)](#) and meets the criteria for Hindmarsh Square / Mukata. However, Council approval is required under the APLEMP as it is an event that will occupy a significant portion of a park for more than four weeks (including bump in and out).

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## RECOMMENDATION

### THAT COUNCIL

1. Approves the Wonderland Spiegeltent 2021 event to operate from Friday 19 February 2021 to Sunday 21 March 2021 in a portion of Hindmarsh Square / Mukata, occupying the site from Friday 12 February 2021 and bumping out by Thursday 25 March 2021.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Dynamic City Culture</b> Celebration of diverse community, culture and creativity
Policy	If supported by Council to proceed, the event would be subject to all relevant policies, plans and procedures.
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 and activating an unused parcel of City of Adelaide owned land.
20/21 Budget Allocation	The Trustee for WEL Trust, trading as Wonderland Entertainment and Leisure Pty Ltd will be charged a site fee of \$6,831 for the duration of their occupation of the site.
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 2021 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 The Trustee for WEL Trust, trading as Wonderland Entertainment and Leisure Pty Ltd to hold an event, Wonderland Spiegelent 2021, in a portion of Hindmarsh Square / Mukata, shown in Link 1 view [here](#). The event will occupy the site currently licenced to L & W Entertainment Productions Pty Ltd under a multi-year event licence who run the Cirque Africa event. Cirque Africa will not be operating during the 2021 Adelaide Fringe due to COVID-19 impacts. Wonderland Spiegelent 2021 will have a similar event set up to Cirque Africa and will only operate on this site for one year in 2021 during Cirque Africa's absence.

### Event Description

2. The proposed event:
  - 2.1. Will utilise a portion of the south-eastern quadrant of Hindmarsh Square / Mukata between Friday 19 February 2021 to Sunday 21 March 2021.
  - 2.2. Will be an Adelaide Fringe 2021 registered venue incorporating a spiegelent programmed with circus, comedy and cabaret style acts, including family-friendly circus show.
  - 2.3. Will have a small outdoor garden to create a welcoming atmosphere for the spiegelent, offering a small selection of food and beverage.
3. The venue will:
  - 3.1. Have an 800-person capacity at any one time.
  - 3.2. Apply for a liquor licence and provide limited food and beverage offerings for attendees at the performances.

### Trading Hours

4. The applicant has proposed the following operating hours between 19 February 2021 to 21 March 2021:
  - 4.1. Mondays – Closed (except for the public holiday on Monday 8 March 2021)
  - 4.2. Monday 8 March 2021 – 11:00am to 10:00pm
  - 4.3. Tuesdays – 4:00pm to 10:00pm
  - 4.4. Wednesdays – 4:00pm to 10:00pm
  - 4.5. Thursdays – 4:00pm to 10:00pm
  - 4.6. Fridays – 4:00pm to 11:00pm
  - 4.7. Saturdays – 11:00am to 11:00pm
  - 4.8. Sundays – 11:00am to 10:00pm (except for the Sunday 7 March 2021, proceeding the public holiday)
  - 4.9. Sunday 7 March 2021 – 7:00pm to 11:00pm
5. The proposed operating hours are within the operating hour criteria for Hindmarsh Square / Mukata in the [Adelaide Park Lands Events Management Plan 2016-2020](#).

### Admission

6. The cabaret shows at the Wonderland Spiegelent will be ticketed with prices varying depending on the show.

### Access to and through the Event Site

7. The event site will occupy a portion of the south-eastern quadrant of Hindmarsh Square / Mukata shown in Link 1 view [here](#).
8. Access to the event site will be via the Grenfell Street frontage of the south-eastern quadrant of Hindmarsh Square / Mukata.
9. The two diagonal footpaths through the south-eastern quadrant of Hindmarsh Square / Mukata will be obstructed by the event site, however the footpaths surrounding the quadrant will remain open.
10. The event organisers will address access and egress public safety in their Risk Management Plan.

### Care of Site

11. 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.



### **Notification of Event**

12. The event organisers will be required to conduct a letter box drop to the surrounding area advising all residents and businesses of the upcoming event including details of operating hours and event hotline number for all issues, concerns or complaints to be received.

### **Noise Levels**

13. The event organisers will be required to develop a Noise Management Plan which will describe how noise emission will be managed for the event. The event is categorised as a Temporary Multi-Day Venue under the [CoA Event Amplified Sound Management Guidelines](#).
14. 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.
15. It is a requirement of the CoA Event Amplified Sound Management Guidelines for events to provide an event hotline telephone number that is manned for the duration of the event. Any concerns with noise or the event can be reported and addressed in real-time.
16. A complaint procedure will be developed as part of the Noise Management Plan, addressing how feedback or complaints received through the event hotline number will be assessed, mitigated and actions reported back to the complainant.

### **Liquor Licence**

17. The event organiser will apply for a temporary liquor licence for this event.
18. The event organiser will be seeking a liquor licence capacity of 800 people, 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.

### **Development Approval**

19. The event organiser will submit a Development Application for a Development Approval to carry out the event on the site due to the site being occupied for over 31 days as per the Development Plan.

### **Site Fees**

20. The event organisers will be charged a fee of \$6,831 for the duration of their occupation of the site. This will be invoiced and paid prior to site handover.

### **COVID-19 Considerations**

21. 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.
22. At the time of writing this report South Australia is in STEP 3 of the [South Australian Roadmap for Easing COVID-19 Restrictions](#).
23. 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).
24. 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.
25. The event organisers of Wonderland Spiegel tent 2021 will prepare a COVID Safe Plan and COVID Management Plan for approval by SA Health prior to opening to the public.
26. As a condition of the Event Licence Agreement, 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 City of Adelaide land in the delivery of the event.
27. Further variations to the Wonderland Spiegel tent 2021 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**

28. If approved by Council, we will proceed with granting a temporary event licence to The Trustee for WEL Trust, trading as Wonderland Entertainment and Leisure Pty Ltd for the delivery of Wonderland Spiegel tent 2021 at Hindmarsh Square / Mukata, for the dates and times specified in this report.

## DATA AND SUPPORTING INFORMATION

[Adelaide Park Lands Event Management Plan \(APLEMP\)](#)

[City of Adelaide Event Amplified Sound Management Guidelines](#)

[South Australian Roadmap for Easing COVID-19 Restrictions.](#)

**Link 1** – Proposed event site – Wonderland Spiegeltent 2021

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Resource Recovery (Organics, Recycling and Waste) Strategy & Action Plan 2020–2028

Strategic Alignment - Environmental Leadership

2019/01444  
Public

**ITEM 10.16** 10/11/2020  
**Council**

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

**Approving Officer:**  
Ian Hill, Director Growth

## EXECUTIVE SUMMARY

Administration has prepared the *Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028* and the *Resource Recovery (Organics, Recycling and Waste) Action Plan 2020-2028* (the Strategy and Action Plan).

The Strategy and Action Plan provides an 8-year framework to redefine the concept of waste, recover more resources, and build a circular economy in the City of Adelaide. The Strategy and Action Plan aligns to the City of Adelaide's sustainability goals, targets improve waste management, and supports the Council-endorsed motion of becoming the first 'zero-waste' city in Australia.

The development of the Strategy and Action Plan included internal reviews on services, a city-wide waste audit, engagement with key stakeholders, consideration of related local/national/global strategy/policy, best practices etc. and a Council-endorsed community consultation, which was recently completed. The results of the consultation indicated strong support for the directions proposed in the draft Strategy and Action Plan.

Funding of \$1M to commence development and implementation of programs and initiatives supporting the delivery of the Resource Recovery Strategy has been included within the 2020-2021 Business Plan and Budget. Funding for future years to deliver the Strategy and Action Plan will be considered as part of the annual Business Plan and Budget processes.

Council adoption is sought for both the *Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028* and the *Resource Recovery (Organics, Recycling and Waste) Action Plan 2020-2028*.

## RECOMMENDATION

### THAT COUNCIL

1. Notes the Community Consultation Report for the *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028* as shown in Attachment A to Item 10.16 on the Agenda for the meeting of the Council held on 10 November 2020 for public consultation.
2. Adopts the *Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028* as shown in Attachment B to Item 10.16 on the Agenda for the meeting of the Council held on 10 November 2020.
3. Adopts the *Resource Recovery (Organics, Recycling and Waste) Action Plan 2020-2028* as shown in Attachment C to Item 10.16 on the Agenda for the meeting of the Council held on 10 November 2020.



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p><b>Strategic Alignment – Environmental Leadership</b></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 climate change</p> <p>4.7 Support all CBD businesses to be green accredited</p>
Policy	<p>This Strategy and Action Plan will replace the City of Adelaide <i>Waste Management Action Plan 2012-2016</i>.</p> <p>Other policies, guidelines and documents which are influenced by or have been considered in the development of this Strategy include:</p> <ul style="list-style-type: none"> <li>• Waste and Recycling Services Policy</li> <li>• Waste and Recycling Services Operating Guidelines</li> <li>• Design Guide for Residential Recycling</li> <li>• Carbon Neutral Strategy 2015-2025</li> <li>• Carbon Neutral Adelaide Action Plan 2016-2020</li> <li>• Sustainable Event Guidelines.</li> <li>• Waste Management By-Law 2018</li> </ul>
Consultation	<p>In the preparation of the Strategy and Action Plan:</p> <ul style="list-style-type: none"> <li>• Feedback and recommendations were received by key program staff across the City of Adelaide.</li> <li>• Advice was received from the consultancy who conducted the City of Adelaide's waste audits in 2019.</li> <li>• Initial discussions on the draft Strategy and Action Plan were held with representatives from Green Industries SA to ensure alignment with respective strategies.</li> <li>• Council-endorsed consultation with the community occurred via the Your Say platform and included feedback from residents, businesses, the public, Green Industries SA and the Environment Protection Authority.</li> <li>• A separate consultation with all City of Adelaide staff occurred via the Your Say platform.</li> </ul> <p>Feedback received through consultations above was used to inform appropriate amendments to the Strategy and Action Plan.</p>
Resource	<p>Resourcing of \$1M to deliver the Strategy and Action Plan has been included within the 2020-2021 Business Plan and Budget.</p>
Risk / Legal / Legislative	<p>Under the <i>South Australia Environment Protection (Waste to Resources) Policy 2010</i> under the <i>Environment Protection Act 1993</i>, Part 3 — General waste management obligations, Division 1—Unlawful disposal of waste 10 (2) metropolitan councils (including the City of Adelaide) are required to provide 'a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter) in respect of residential premises within its area.'</p> <p>The State Government's <i>Solid Waste Levy</i> fee which is passed on to councils was increased to \$110/tonne in July 2019, \$140/tonne in January 2020 and \$143/tonne in July 2020.</p> <p>The South Australian Government has enacted the <i>Single-use and Other Plastic Products (Waste Avoidance) Bill 2020</i>, which will see changes to types of waste materials, particularly in public spaces in 2021.</p>

	The Council of Australian Governments (COAG) has implemented new waste export bans for certain waste plastic, paper, glass and tyres. This will drive responsibility of Australia's own waste, and spark innovation, jobs and deliver strong environmental outcomes.
Opportunities	Opportunities to reduce exposure to the Solid Waste Levy and achieve the City of Adelaide's long-term sustainability goals.
20/21 Budget Allocation	\$1M has been approved in the 2020-2021 Business Plan and Budget which will see the development and implementation of programs and initiatives supporting the delivery of the Resource Recovery Strategy.
Proposed 21/22 Budget Allocation	\$1M will be proposed for consideration by Council within the draft 2021-2022 Business Plan and Budget to continue delivery of programs initiated in 20/21 and grow and develop additional programs and initiatives supporting the Resource Recovery Strategy.
Life of Project, Service, Initiative or (Expectancy of) Asset	8-year strategy
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Ongoing investment would be required for the life of the Strategy and Action Plan.
Other Funding Sources	Grants and partnerships will be explored including with Green Industries SA and the Fight Food Waste Cooperative Research Centre.

# DISCUSSION

## Overview

1. The City of Adelaide (CoA) provides a range of waste and recycling services to keep the city's streets and communities clean and safe and to pursue its strategic outcomes of achieving Council's endorsed motion of becoming the first 'zero waste' city in Australia.
2. To inform these services and strategic outcomes, Administration has prepared the *Resource Recovery (Organics, Recycling and Waste) Strategy (Attachment A)* and the *Resource Recovery (Organics, Recycling and Waste) Action Plan 2020–2028 (Attachment B)* (the Strategy and Action Plan) which provide an 8-year framework to redefine the concept of waste, recover more resources, and build a circular economy in the CoA.
3. This Strategy and Action Plan will replace the outdated CoA Waste Management Action Plan 2012-2016 (Link 1 view [here](#)).

## Waste & Recycling Background

4. City of Adelaide Waste Management
  - 4.1. Approximately 10,000 residential and 4,500 non-residential premises are serviced for waste and recycling by the CoA. An estimated 300,000 users visit the city daily contributing to the need for public space waste management.
  - 4.2. Waste services for public spaces and the CoA's own facilities/businesses are provided by the CoA's cleansing team and by a contractor. Kerbside collection is contracted through a joint-council contract (with the City of Marion, City of Port Adelaide Enfield and City of Charles Sturt) which commenced July 2020.
  - 4.3. In August 2019, a comprehensive waste audit was conducted on the CoA's internal and external waste services. This provided a benchmark to measure future progress against and identified several areas for improvement. This information and intended direction of the Strategy was presented to The Committee in a workshop in November 2019.
  - 4.4. The Waste Audit Results & Waste and Recycling Management Strategy Direction workshop document can be accessed at Link 2 view [here](#).
    - 4.4.1. The estimated amount of solid waste generated within the boundaries of the CoA (including internal operations) for 2019/2020 was 8,600 tonnes, with kerbside serviced households on average producing approximately 650 kilograms of waste per annum.
    - 4.4.2. CoA's kerbside serviced residents diverted only 54 per cent of material from landfill. Approximately 43 per cent of the red waste bin contained food scraps, garden organics and compostable material which could have been placed directly into the green organics bin. As outlined in their new draft Waste Strategy 2020-2025, the State Government target for household bin systems is set to increase to 70 per cent.
    - 4.4.3. CoA serviced multi-unit dwellings had approximately 75 per cent unrecovered resources in their shared bulk red waste bin. About 50 per cent of this was organics and 25 per cent was recyclable material.
    - 4.4.4. Approximately 40 per cent of CoA serviced businesses were observed to have overfull bins and about 73 per cent of the red waste bin was considered unrecovered resources. Over half of the red waste bin contained food waste that could be diverted from landfill however, at present, green organics collection is only available to residents.
    - 4.4.5. CoA owned operations, public spaces and Park Lands also demonstrated good opportunity for increased diversion of recoverable materials.
  - 4.5. Overall, our community continues to demonstrate expectations for sustainable waste management services.
  - 4.6. There has been a significant increase in interest and queries from Council Members over recent years, demonstrating an appetite for improvement in waste management. Recent decisions have been integrated into the Strategy, where applicable and are listed at Link 3 view [here](#).
  - 4.7. Resource recovery is economically beneficial. For every 10,000 tonnes of waste recycled, 9.2 jobs are created, compared to 2.8 jobs associated with waste to landfill. In addition, each year \$2.9 billion is raised through sales of recovered materials. In a time where job disruptions are high, employment through the resource recovery sector can be capitalised.



## 5. Global, National and State Waste Context

- 5.1. Numerous influencing events involving the waste and recycling industries have occurred throughout the last several years and during the development of this Strategy:
  - 5.1.1. The implementation of China's 'National Sword' policy placed stringent regulations on recyclable materials imported into China and resulted in severe market disruptions for the global recycling industry.
  - 5.1.2. The South Australian Government increased the Solid Waste Levy to \$110/tonne in July 2019, \$140/tonne in January 2020 and \$143/tonne in July 2020 making waste-to-landfill the most expensive of the three kerbside collection streams (waste, recycling and organics) to process.
  - 5.1.3. The South Australian Government has enacted *the Single-use and Other Plastic Products (Waste Avoidance) Bill 2020*, which will see changes to types of waste materials, particularly in public spaces starting in 2021.
  - 5.1.4. The Council of Australian Governments (COAG) has implemented new waste export bans for certain waste plastic, paper, glass and tyres. This is intended to drive responsibility of Australia's own waste, and spark innovation, jobs and deliver strong environmental outcomes.
  - 5.1.5. Climate change is expected to continue to deliver unexpected challenges to our communities such as the 2019/2020 bushfires which impacted well-established systems and resulted in significant clean-up and waste disposal efforts led by State Government.
  - 5.1.6. The impact of the COVID-19 pandemic on our communities has resulted in an increase of waste generation through increased demand on single-use products.
  - 5.1.7. Waste and recycling have been extensively covered by the media and TV programming, for example the Australian documentary series, 'War on Waste' and 'Fight for Planet A'. These programs highlight the environmental impact of consumerism and reinforced community expectations for sustainable waste management practices.

### Development of the Strategy and Action Plan

6. Development of the draft Strategy and Action Plan was informed by:
  - 6.1. An internal review of services provided.
  - 6.2. A comprehensive, city-wide waste audit of the existing services and their effectiveness to assess success and identify opportunities for improvement.
  - 6.3. Engagement with internal staff and external stakeholders via a pre-consultation draft.
  - 6.4. Consideration of South Australian and Australian government strategic and policy positions.
  - 6.5. Consideration and review of local, national and international best practices, policies and case studies.
  - 6.6. Council-endorsed community consultation which occurred for 21 days commencing on 14 September 2020 and concluding on 5 October 2020.

### Results of the Council-endorsed community consultation

7. A total of 82 submissions were received. This includes, 78 public Your Say surveys, two email submissions from members of the public and two written submissions were received from South Australian Government agencies: Green Industries SA (GISA) and the Environment Protection Authority (EPA). A summary of the consultation and corresponding report can be found in **Attachment C** the *Resource Recovery Strategy and Action Plan - Community Engagement Report*.
8. Overall feedback indicated strong support for the directions proposed in the draft Strategy and Action Plan.
  - 8.1. The level of support was very high with over 80% of respondents 'strongly agreeing' or 'agreeing' with every goal, Priority Area and Target Area. Many of those who 'disagreed' believed that the ambition was too low or expressed opposition to the CoA 'policing rubbish'.
  - 8.2. The following seven themes were mentioned by respondents across all questions:
    - 8.2.1. Education (64 mentions): The desire to improve personal waste management outcomes and the need for support around 'what goes in which bin?' was raised. Frustration was communicated when others contaminate bins, either through lack of knowledge or disinterest.

- 8.2.2. Organics diversion from landfill (43 mentions): Respondents had a high level of awareness that organics are being ‘wasted’ by going to landfill and strongly supported ‘capturing and sending for processing organic waste from all businesses and residences in the CoA’.
- 8.2.3. Suitability of service (24 mentions): The suitability of the current CoA services was raised, which included challenges experienced with size of bins, amenity and access impacts on properties and streets. Comments also included effectiveness and practicality of bulk bin systems in multi-unit dwellings and with getting recyclables and kitchen scraps to bins.
- 8.2.4. Support for further diversion (17 mentions): The desire to have support and convenient options to divert materials from landfill which cannot be placed in the yellow or green bins (like soft plastics) was communicated.
- 8.2.5. Public space recycling (12 mentions): Improved recycling and organics collection options in public places was considered important to support behaviour change and reputation.
- 8.2.6. Collection frequency (11 mentions): The frequency of collection of different bin types was raised with challenges surrounding the infrequency of organics collection and the over-frequent collection of red waste bins from those who are successfully diverting most of their waste from landfill.
- 8.2.7. Enforcement (10 mentions): Enforcement as a tool to improve recycling outcomes and the correct use of bin was raised and included suggestions for penalties, fines and suspension of service for non-compliance
9. In accordance with the resolution of Council from 11 August 2020 which approved the consultation respondents were asked the following question:
- Council currently provides kerbside waste services (1x 240L red waste bin weekly and 1x 240L yellow recycling bin fortnightly) to businesses that generate similar volumes of waste as residents.*
- Do you think that Council should consider providing businesses that generate more than 1x 240L red waste bin weekly and 1x 240L yellow recycling bin fortnightly worth of waste with a Council waste service, noting that current servicing would need to be altered and additional costs may incur?*
- 9.1. Only 25% of respondents responded favourably to this question, 31% said ‘No’, and 44% said ‘Don’t know’.
- 9.2. Comments were provided by 34 respondents and these are summarised as follows:
- 9.2.1. Focus on encouraging and assisting businesses to reduce waste.
- 9.2.2. Waste management should be a cost of doing business.
- 9.2.3. Consider only providing a yellow (recycling) bin.
- 9.2.4. Businesses may also need a green (organics) bin to improve their waste diversion.
- 9.2.5. Could consider charging businesses, possibly by weight collected.
- 9.2.6. A benefit of providing a service is that CoA has better control and understanding of the waste in the city.
- 9.3. Of the four business respondents, three selected ‘No’ and one selected ‘Don’t know’, none selected ‘yes’.
- 9.3.1. Two comments were received from business respondents, one that ‘this is a contradiction of the plan and goals’ and the other that CoA should ‘prioritise adding green bins’.
10. Submissions from government agencies including GISA and the EPA were both supportive of the direction and general alignment of the draft Strategy and Action Plan with the legislative and regulatory framework. Detailed suggestions were included and actioned where appropriate.
11. Across the survey, there was a small number of negative responses including one respondent who considered the Strategy and Action Plan to be ‘written poorly, ... rushed and not well thought out’, the consultation to not be meaningful and the survey to have leading questions. Another respondent selected ‘Disagree strongly’ for each of the goals, Priority Areas and Target Areas and wrote three times that ‘there were more pressing issues ... than policing rubbish’.

### **Amendments to the Strategy and Action Plan resulting from consultation**

12. Following consultation and a final review, amendments were made and include the following:

- 12.1. The language surrounding 'zero-waste' for the CoA has been amended following Green Industries SA's recommendation. Amendment to the language will ensure that Council's goals are consistent with the overarching state target and it provides important legislative qualifying definitions, which is vital with a bold target. The Strategy and Action Plan now states:
- The CoA's Resource Recovery Vision is to be the first city in Australia to achieve 'zero avoidable waste to landfill' ('zero-waste'). Aligning with the State Government's target, this equates to:
- 'the diversion of all waste from landfill where it is technologically, environmentally and economically practicable to do so. 'Unavoidable' waste therefore refers to wastes for which no other current treatment is available including (but not limited to) asbestos, toxic and quarantine waste.'*
- 12.2. The title of 'Key Performance Indicator (KPI)' has been modified to 'Resource Recovery Vision'
- 12.3. A new metric has been added under the Resource Recovery Vision. The 'waste management hierarchy' refers to the National Waste Policy Action Plan 2019:
- #6. Apply the waste management hierarchy in all actions and consider material safety.*
- 12.4. Clarified the language under #1, #4 and #5 to specify 'kerbside' collections which removes ambiguity surrounding scope of goal.
- 12.5. Modifications made to better align with the Key Objectives under the *Environment Protection Act 1993*. Language updated to reflect the current Environment Protection (Waste to Resources) Policy 2010.
- 12.6. Overall language refinement, proof-reading and editing completed.
13. Specific suggestions and detailed feedback from community consultation including the concerns and suggestions provided by four CoA staff have been noted. These responses will be incorporated where applicable in the development of programs supporting the Strategy and Action Plan (for example, support for diversion from landfill for particularly hard-to-recycle products).

### **Final Strategy and Action Plan Overview**

14. The CoA's Resource Recovery Vision is to be the first city in Australia to achieve 'zero avoidable waste to landfill' ('zero-waste').
15. It is measured by the following, which have been established based on feasibility within the Strategy's timeframe associated with financial limitations, industry limitations and available infrastructure in Australia. Where applicable, they have been aligned to State and Federal Government strategies.
- 15.1. Divert 75 per cent of residential kerbside collected waste from landfill.
- 15.2. Divert 90 per cent of waste from City of Adelaide activities and events from landfill.
- 15.3. Reduce waste generation by 5 per cent per capita.
- 15.4. Reduce contamination to below 10 per cent in kerbside collected yellow comingled recycling.
- 15.5. Reduce food waste in the kerbside collected waste bin by 50 per cent.
- 15.6. Apply the waste management hierarchy in all actions and consider material safety.
16. There are five Priority Items that are critical to the achievement of the draft Strategy. They are woven into every program created to deliver the draft Strategy and Action Plan, as follows:
- 16.1. Priority Item 1: Eliminate food waste  
Reduce food waste generation and increase diversion of food scraps from landfill by 50%.
- 16.2. Priority Item 2: Engage, educate, and inspire  
Drive robust waste management education to all residents, businesses and users of our city.
- 16.3. Priority Item 3: Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the Resource Recovery Vision.
- 16.4. Priority Item 4: Prioritise and centralise resource recovery  
Support methods to establish waste avoidance, reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.
- 16.5. Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy  
Work internally and externally with different levels of government to drive long-term change in consumption and waste management.



17. There are five Target Areas which reflect the major sectors or stakeholders within the city. These sectors and stakeholders have varying needs and requirements and as a result, require tailor-made approaches for best outcomes regarding resource recovery.
  - 17.1. Target Area 1: Residents & the community  
Support residents and the community using the residential kerbside collection to achieve zero-waste at home.
  - 17.2. Target Area 2: Residents in multi-unit dwellings  
Tailor supportive services to residential multi-unit dwellings (including apartments, low-rises and high rises) in development and occupancy phases.
  - 17.3. Target Area 3: Businesses  
Expand support for businesses eligible for kerbside collection.
  - 17.4. Target Area 4: Public spaces  
Establish public space such as streets and Park Lands as conduits for resource recovery.
  - 17.5. Target Area 5: City of Adelaide operations  
Establish the City of Adelaide's operations, businesses, facilities and events as a visible leader in exceptional waste avoidance and management
18. Key Actions have been developed to support the five Target Areas in achieving the Priority Items. A summary of all of the Key Actions is found on page 12 of the Strategy.

#### **Next Steps**

19. This final *Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028* and *Resource Recovery (Organics, Recycling and Waste) Action Plan 2020-2028* is presented to Council for adoption.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – *Waste Management Action Plan 2012-2016*

**Link 2** – City of Adelaide Council Committee Workshop - Waste Audit Results & Waste and Recycling Management Strategy Direction

**Link 3** – City of Adelaide - Motions on Notice - Waste and Recycling

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## ATTACHMENTS

**Attachment A** – Community Consultation Report - Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028

**Attachment B** – Resource Recovery (Organics, Recycling and Waste) Strategy 2020-2028

**Attachment C** – Resource Recovery (Organics, Recycling and Waste) Action Plan 2020-2028

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- END OF REPORT -

# COMMUNITY ENGAGEMENT SUMMARY

Draft Resource Recovery (Organic, Recycling, Waste) Strategy and Action  
Plan 2020–2028

October 2020

## Community Engagement Summary

### DOCUMENT PROPERTIES

#### Contact for enquiries and proposed changes

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

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#### Record Details

**HPRM Reference:**

**HPRM Container:**

#### Version History

Version	Revision Date	Revised By	Revision Description
0.1	9/10/20	A. Stokes	Outline for discussion
0.2	12/10/20	A. Stokes	Initial draft for discussion
1.0	13/10/20	A. Stokes	First draft for review by CoA staff
2.0	14/10/20	A. Stokes	Second draft incorporating comments from A. Johnson, T. Roe and R. Short
Final	14/10/20	A. Stokes	Final report incorporating additional comments from A. Johnson



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## Community Engagement Summary

# 1. EXECUTIVE SUMMARY

The City of Adelaide (CoA) has prepared a draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020–2028* (the Strategy and Action Plan) and has sought feedback from the community via Council-endorsed consultation.

Community consultation is the final major step in development of the draft Strategy and Action Plan, which has included internal reviews and investigations, a comprehensive waste audit, internal and external engagement with key stakeholders via a pre-consultation draft, consideration of the broader strategic and policy settings, and consideration of other jurisdictions' best practices.

### **Overview of the draft Strategy and Action Plan**

The draft Strategy and Action Plan propose to fulfill the Council-endorsed motion of becoming 'a zero-waste city by 2030 and sets the goal of becoming the first zero-waste city in Australia'.

The City of Adelaide's vision of 'zero-waste by 2030' is measured by five KPIs. These will be achieved through five Priority Items, which are tailored to five Target Areas to ensure that programs and systems support these key user groups.

### **Engagement purpose and approach**

The purpose of the engagement included: to communicate the benefits of waste reduction and resource recovery; to communicate how CoA and the community is doing with waste management; to communicate CoA's new direction to further support the city in waste reduction and resource recovery; to determine whether the direction aligns with community expectations; and to obtain further feedback from the community.

The primary means of engagement was through the Your Say Adelaide online platform. Feedback on the draft Strategy and Action Plan could be provided via an online survey, using a hard-copy survey feedback form, via email, or as a written submission.

Engagement occurred over a 21-day period, commencing on 14 September 2020 and concluding on 5 October 2020.

The engagement was promoted extensively through a variety of channels.

### **Participants in engagement**

A total of 82 submissions were received, comprising 78 Your Say surveys, two email submissions and two written submissions from South Australian government agencies (Green Industries SA and the Environment Protection Authority).

### **Level of support for goals, Priority Items and Target Areas**

The overall level of support for the goals, Priority Areas and Target Areas was very high. This high level of support was consistent, with over 80% of respondents 'strongly agreeing' or 'agreeing' with every goal, Priority Area and Target Area. Many of those who 'disagreed' believed that the ambition was too low (only one respondent expressed strong opposition, citing 'more pressing issues than policing rubbish').

### **Themes of feedback**

Written feedback was invited on challenges, opportunities, unintended consequences of the draft Strategy and Action Plan, and other comments. The following themes were mentioned at least ten times by respondents across all questions (in order from the most frequently mentioned):

- The importance of **education** for improving recycling and resource recovery outcomes, especially to improve understanding and practice of ‘what goes in which bin’
- The diversion and collection of **organics** from the waste stream, and the opportunities if organic waste from all businesses and residences was diverted from landfill
- The suitability of the **current CoA services** in some settings, including storage and impacts of bins in small single dwellings and multi-unit dwellings, amenity and access impacts of bins on collection days, and the lack of provision of green bins to businesses/workplaces
- The importance of providing support to reduce and divert **other materials** from the waste stream, especially soft plastics
- Improved recycling and organics collection in **public places**, for the city’s ‘clean and green reputation’ and to reinforce behaviours that are encouraged elsewhere
- The **frequency of collection** of different bin types, to address issues such as smelly bins that are collected fortnightly and under-utilised bins that are collected weekly
- Desire for **enforcement** for improving recycling and resource recovery outcomes, in the form of penalties, fines or suspension of waste services.

### **Services to businesses**

In accordance with a resolution of Council, respondents were asked whether CoA should consider providing a waste service to businesses that generate more waste than the current standard collection volume (1 x 240L red waste bin weekly and 1 x 240L yellow recycling bin fortnightly). The level of support for this was low: 25% of respondents replied ‘Yes’, whereas 31% replied ‘No’ and 44% replied ‘Don’t know’. Among other comments on this question, CoA was encouraged to focus on assisting businesses to reduce waste.

### **Submissions from government agencies**

The submissions received from GISA and the EPA were both supportive of the direction and general alignment of the draft Strategy and Action Plan with the legislative and regulatory framework. Some specific changes are suggested by those agencies to further improve strategic alignment.

### **Next steps**

The findings from this community engagement will now be used to inform appropriate amendments to the draft Strategy and Action Plan. An amended Strategy and Action Plan will then be presented to Council for consideration to seek adoption.



## Community Engagement Summary

## 2. BACKGROUND

The City of Adelaide (CoA) provides a range of waste and recycling services to keep the city's streets and communities clean and safe and to pursue its strategic outcomes of recovering more resources and becoming the first 'zero waste' city in Australia.

To inform these services and strategic outcomes, CoA has prepared a draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020–2028* (the Strategy and Action Plan) for public consultation.

### 2.1 Approach to development of the Strategy and Action Plan

Development of the draft Strategy and Action Plan was informed by:

- An internal review of services provided
- A comprehensive waste audit of the existing services and their effectiveness to assess what was going well and what could be improved
- Additional investigations into opportunities for service improvement
- Engagement with internal staff and external stakeholders via a pre-consultation draft
- Consideration of South Australian and Australian government strategic and policy positions
- Consideration and review of other jurisdictions' best practices, nationally and internationally.

Public consultation is the final major step in this development process. Engagement submissions will be considered in detail and resultant changes made to the draft Strategy and Action Plan, which will then be presented to Council for consideration to seek adoption.

### 2.2 Overview of the draft Strategy and Action Plan

The draft Strategy and Action Plan proposes to fulfill the Council-endorsed motion of becoming 'a zero-waste city by 2030 and sets the goal of becoming the first zero-waste city in Australia'.

This is proposed to be achieved by recycling and composting more, reducing the amount of waste we produce, reducing the amount of contamination in recycling and green organics bins, and diverting food waste from the red waste bin and into the green organics bin.

The goal of zero waste is supported by the following five KPIs or goals:

- Divert 75 per cent of residential waste from landfill
- Divert 90 per cent of waste from City of Adelaide 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.

We plan to achieve this through the following five Priority Items:

1. Eliminate food waste: Reduce food waste generation and keep food scraps out of landfill
2. Engage, educate, and inspire: Provide waste and recycling education for all residents, businesses, and users of our city
3. Foster innovation, new technologies, and data collection: Collaborate to develop innovative solutions and data collection methods so that we can make long-lasting improvements

4. Prioritise and centralise resource recovery: Consider the impacts of waste in all the decision-making at Council, including development applications, building plans, product choices, manufacturing, and waste systems design
5. Advocate and align policies, guidelines and practices to the circular economy: Work internally and externally to drive long-term fundamental change in consumption and waste management.

The Priority Items listed above will target a range of target stakeholders to ensure that programs and systems implemented are tailored to these users. The five proposed Target Areas are:

1. Residents and the community
2. Residents in multi-unit dwellings
3. Businesses
4. Public spaces
5. City of Adelaide's own operations.

### 3. COMMUNITY ENGAGEMENT

An engagement plan was developed by CoA Administration to inform the engagement process.

Although there is no legislative requirement to engage, engagement was undertaken because:

- The provision of waste services by Council is legislated under the South Australian *Environment Protection (Waste to Resources) Policy 2010* (W2R EPP) under the *Environment Protection Act 1993* (EP Act)
- The kerbside waste collection service is one of the primary points of relationship between ratepayers and the Council and is a highly visible service.

#### 3.1 Purpose of engagement

The purpose of the engagement was to:

1. Communicate the benefits of waste reduction, the circular economy and the value of resource recovery initiatives
2. Communicate how the city is doing with regard to reducing waste to landfill and identify areas of improvement
3. Communicate how Council will address these opportunities (through a Strategy and Action Plan) and further support the city in waste reduction and resource recovery
4. Explain how the proposed direction responds to our city and community needs
5. Confirm if our direction, Priority Items and Target Areas align with our community expectations and provide an opportunity to provide comment/feedback/suggestions
6. Build knowledge, networks and channels about waste systems and future changes.

#### 3.2 Engagement approach

The primary means of engagement was through the Your Say Adelaide online platform, from which the draft Strategy and Action Plan and associated material could be downloaded. The 'Draft Resource Recovery Strategy Information Pack' that was available is attached to this report (Appendix 2).

## Community Engagement Summary

The community and other stakeholders were able to provide feedback on the draft Strategy and Action Plan via the following platforms:

- Online survey at [yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au)
- Hard-copy survey feedback form included as part of the Information Pack
- Email at [yoursay@cityofadelaide.com.au](mailto:yoursay@cityofadelaide.com.au)
- Written submission.

The online and hard-copy surveys provided an opportunity to respond to a series of fixed questions regarding waste and recycling and the draft Strategy and Action Plan (see Appendix 2), including questions around challenges and opportunities and the level of support for the draft goals, Priority Items and Target Areas.

Engagement occurred over a 21-day period, commencing on 14 September 2020 and concluding on 5 October 2020.

### 3.3 Promotion of engagement

The engagement was promoted in the following ways:

Channel	Date	Reach
Community centres/library staff via email	14/09/20	Email to the CoA staff for: Community Centres, Adelaide South West Community Centre, Tynte St Library, North Adelaide Community Centre, Box Factory Community Centre, Hutt Street Library, City Library Internal, City of Adelaide, Customer Centre Communication, Media Relations Team
E-news to elected members	14/9/20	Elected members
Your Say subscribers via email newsletter	18/9/20	8247 recipients, 34% open rate
Your Community newsletter database	24/9/20	6075 people, 26.7% open, 17 clicks on the Your Say link
Business - Carbon Neutral Adelaide Partners and business subscribers	22/9/20	775 recipients, 30% open rate
Business - City Business News (enews)	23/9/20	7800 recipients (open rate 22.5%, click through rate to strategy 36 clicks)
Carbon Neutral Adelaide community news subscriber list	1/10/20	1327 recipients
Sustainability Policy team list of teachers and educators	18/9/20	90 recipients
Community Leaders / Living Smart previous participants	18/9/20	70 recipients
South West community newsletter.	18/9/20	100+
Stakeholder list of strata companies, and peak bodies (e.g. hostel and restaurant associations)	21/9/20	40 organisations to share with their clients and customers.
Internal - The Next Edition	16/09/20 30/9/20	800 staff



Channel	Date	Reach
Key stakeholders	17/09/20 22/09/20 23/09/20	Various networks
<b>Social Media</b>		
CoA Facebook	15/09/20 24/09/20 29/09/20 04/10/20	Post Impressions: 9.1K Post Engagement rates: 1.19% Post Reactions: 41 Post Clicks: 20 Top Post (reaction): 21 reactions
CoA LinkedIn	15/09/20 21/09/20 25/9/20 28/9/20 02/10/20	Post Impressions: 5.5K Post Engagement rates: 1.45% Post Reactions: 57 Post Clicks:43 Top Post (reaction): 34 reactions
CoA Twitter	Various dates	Post Impressions 11.9K Post Likes: 29 Top Tweet: 12 likes
Total social media impressions: 26.5K		

### 3.4 Participants in engagement

A total of 82 submissions were received.

#### 3.4.1 Your Say engagement platform

There were 678 visits by members of the public to the Your Say website. Engagement documents were downloaded 88 times and the Frequently Asked Questions (FAQ) page was visited 44 times.

In total 78 public Your Say surveys were completed.

#### 3.4.2 Email

Two submissions were received via email from members of the public. These did not address the questions in the engagement questionnaire; therefore, they are not included in the numerical analysis below but are considered in the discussions of themes.

#### 3.4.3 Hard copy

Two written submissions were received from South Australian government agencies: Green Industries SA (GISA) and the Environment Protection Authority (EPA). These did not address the questions in the engagement questionnaire; therefore, they are not included in the numerical analysis below. However, they raise specific suggestions regarding the draft Strategy and Action Plan, and these are discussed separately in this report.

## Community Engagement Summary

### 4. KEY FINDINGS

#### 4.1 Profiles of respondents

Several introductory questions collected information on the role of respondents in the city and their interaction with the CoA waste and recycling service. This information enables deeper analysis and detection of patterns in responses. An overview of this background information is provided below.

Of the 78 public respondents via the Your Say website, 46 (59%) identified as female, 30 (38%) identified as male and 2 (3%) identified as other or did not answer.

#### ***Are you answering primarily as a resident / business etc? (Question 1)***

Respondents were asked to indicate their role in the city. The results are shown in Figure 1. Note that some respondents selected more than one of the possible categories, therefore the number of responses (95) to this question exceeds the number of survey respondents (78).

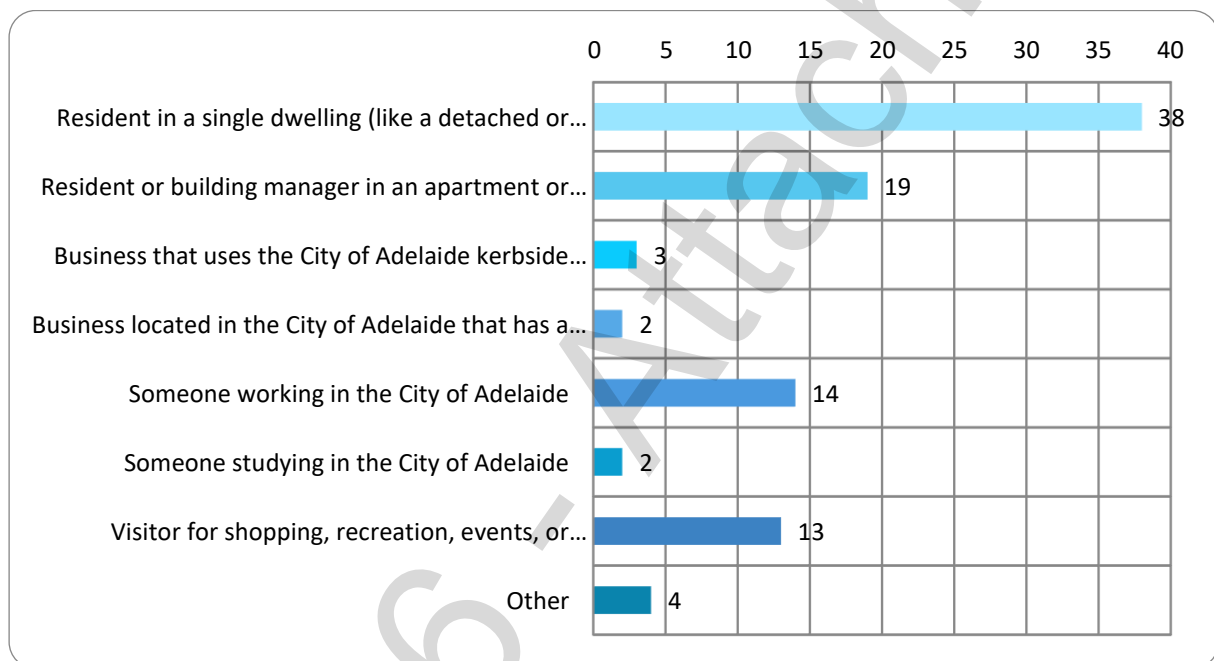


Figure 1: Distribution of responses to Question 1 ('Are you responding primarily as a ...?')

Of the 78 public respondents via the Your Say website:

- 57 identified as a resident and five identified as a business in the CoA
- 53 (68%) are located in CoA, the remainder are located outside the CoA boundary
- 33 (42%) are CoA ratepayers, 44 (56%) are not CoA ratepayers, and one did not answer.

#### ***Which City of Adelaide ward are you located in? (Question 2)***

Residents and business owners who responded were located in CoA wards as follows:

Ward	Respondents
North	20 (25%)
Central	14 (18%)
South	25 (31%)
Not applicable	21 (26%)

### **Do you have a City of Adelaide kerbside service bin? (Question 3)**

Of the 78 respondents, 51 (65%) had a kerbside bin; of the 57 respondents who identified as a resident, 49 (86%) had a kerbside bin.

### **What day is your kerbside collection? (Question 4)**

Table A1 in Appendix 1 presents the responses to this question.

### **Which waste and recycling services do you have? (Question 5)**

Figure A1 in Appendix 1 presents the responses to this question.

## **4.2 Level of support for goals, Priority Items and Target Areas**

Respondents were asked to indicate their level of support for or agreement with the draft goals (also referred to as Key Performance Indicators (KPIs) in the Strategy), Priority Items and Target Areas, and to provide additional comments regarding these. This section shows the levels of support and identifies common themes from the comments.

### **Please select your level of support for our goals (Question 8)**

Figure 2 shows the level of support averaged across the responses for the five goals. Of the 78 Your Say submissions, the mean number of 'Strongly agree' responses was 70.2 (82%), the mean number of 'Agree' responses was 6.4 (8%), and the mean number of 'Strongly disagree' and 'Disagree' responses combined was only 2.8 (4%). This is a very high level of support for the draft goals.

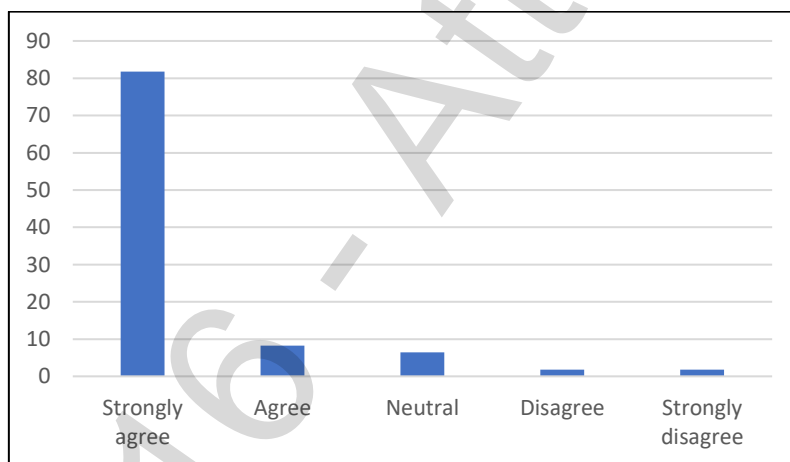


Figure 2: Mean level of support across the five goals (percentage of responses)

The responses to each of the five goals are summarised in Table 1, which shows the percentage of responses for each goal in three categories: agree or strongly agree, neutral, and disagree or strongly disagree. A high level of support is apparent for each goal.

Table 1: Support for the five goals: percentage of responses in three categories

Goal	% agree or strongly agree	% neutral	% disagree or strongly disagree
Divert 75 per cent of residential waste from landfill	91	5	4
Divert 90 per cent of waste from City of Adelaide activities and events from landfill	91	6	3
Reduce waste generation by 5 per cent per capita	85	10	5
Reduce contamination to below 10 per cent in yellow comingled recycling	95	4	1
Reduce food waste in the kerbside residential waste bin by 50 per cent	89	6	5



## Community Engagement Summary

From analysing the comments made by respondents regarding the goals, the following observations are made.

- Of those that agreed:
  - many expressed enthusiasm for the goals
  - four suggested the goals could be more ambitious
  - some indicated that the goals were 'fine' but would not be achieved without education, better recycling behaviour, and greater diversion of organics.
- Of those that disagreed:
  - two disagreed because they considered the goal(s) too low.

### Are our Priority Items correct? (Question 9)

Figure 3 shows the level of support averaged across the responses for the five Priority Items. Of the 78 Your Say submissions, the mean number of 'Strongly agree' responses was 56.8 (73%), the mean number of 'Agree' responses was 10.8 (14%), and the mean number of 'Strongly disagree' and 'Disagree' responses combined was only 2.6 (3%). This is a very high level of support for the draft Priority Items.

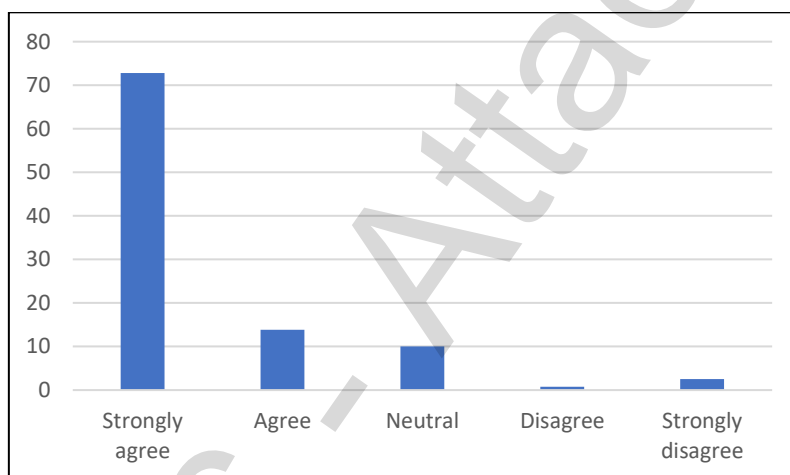


Figure 3: Mean level of support across the five Priority Items (percentage of responses)

The responses to each of the five Priority Items are summarised in Table 2, which shows the percentage of responses for each Priority Item in three categories: agree or strongly agree, neutral, and disagree or strongly disagree. A high level of support is apparent for each Priority Item.

Table 2: Support for the five Priority Items: percentage of responses in three categories

Goal	% agree or strongly agree	% neutral	% disagree or strongly disagree
Eliminate food waste	90	6	4
Engage, educate, & inspire	88	8	4
Foster innovation, new technologies, and data collection	86	12	2
Prioritise and centralise resource recovery	83	14	3
Advocate for and align policies, guidelines and practices to the circular economy	86	10	4

From analysing the comments made by respondents regarding the Priority Items, the following observations are made.

- Of those that agreed:
  - CoA was urged to lead by example in recycling and the circular economy, to collaborate with city-based businesses, and to ‘provide social proof to residents and workers’ by demonstrating the use or promotion of products made with recycled content
  - CoA was encouraged to ‘Do what you need to do to get it happening!’
  - education was considered important, including making it ‘in your face’, such as with stickers on green bins.
- Of those that disagreed:
  - two found some or all of the Priority Items ‘vague’ or ‘fluffy’
  - one believed that the proposed directions would lead to increased illegal dumping.
- One respondent who selected ‘Neutral’ for all Priority Items questioned the effectiveness of education and suggested that ‘policy and service settings’, ‘moral pressure’ and ‘cost pressure’ are more important.

#### **Are our Target Areas correct? (Question 10)**

Figure 4 shows the level of support averaged across the responses for the five Target Areas. Of the 78 Your Say submissions, the mean number of ‘Strongly agree’ responses was 57.6 (74%), the mean number of ‘Agree’ responses was 8.6 (11%), and the mean number of ‘Strongly disagree’ and ‘Disagree’ responses combined was only 2.2 (3%). This is a very high level of support for the draft Target Areas.

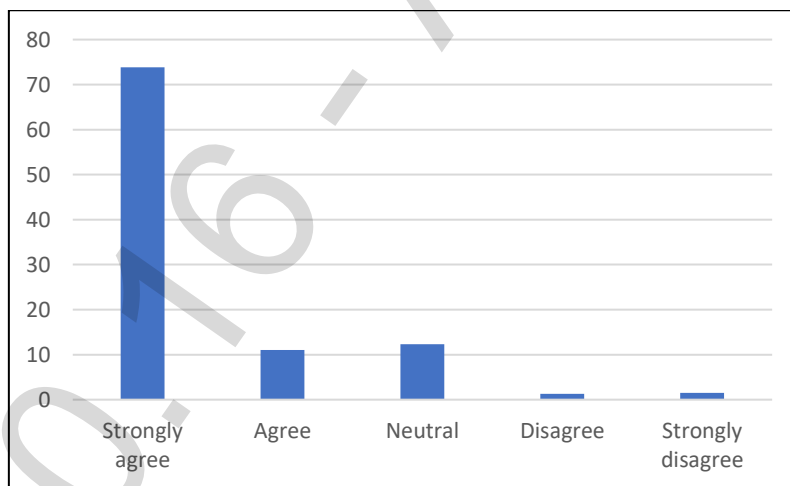


Figure 4: Mean level of support across the five Target Areas (percentage of responses)

The responses to each of the five Target Areas are summarised in Table 3, which shows the number of responses for each Target Area in three categories: agree or strongly agree, neutral, and disagree or strongly disagree. A high level of support is apparent for each Target Area.

## Community Engagement Summary

Table 3: Support for the five Target Areas: percentage of responses in three categories

Goal	% agree or strongly agree	% neutral	% disagree or strongly disagree
Target Area 1: Residents and the community	87	10	3
Target Area 2: Residents living in multi-unit dwellings	85	11	4
Target Area 3: Businesses	88	9	3
Target Area 4: Public Spaces	81	15	4
Target Area 5: City of Adelaide own operations	83	15	1

From analysing the comments made by respondents regarding the Target Areas, the following observations are made.

- Of those that agreed:
  - it was suggested that all Target Areas should be of equal priority rather than in an order of importance
  - various suggestions were made regarding how to achieve better waste management by businesses, including incentives and assistance, and CoA providing green bins
  - observations were made about frequent poor recycling outcomes by businesses and negative impacts by businesses on public place amenity and access (e.g. presentation of cardboard for collection)
  - public place recycling and organics collection was considered important for a 'clean and green reputation' and to reinforce behaviours that are being encouraged elsewhere
  - events were identified as a 'valuable engagement opportunity for relationship building and education for multiple diverse stakeholders and reflect Council values and commitment'.
- Of those that disagreed:
  - one respondent supported the Target Areas but considered that businesses should have been higher in the priority order (rather than being Target Area 3) because they can 'lead the way for residents and the bigger community'.

### 4.3 Key themes from comments and suggestions

Text responses from respondents for Questions 6, 7, 12 and 13 were analysed using the Text Analysis tool in the Your Say software. Each comment was assessed and 'tagged' with one or more tags to capture themes within the comments. The comments could then be filtered and sorted to assist with the identification of patterns and recurring themes.

Table A2 in Appendix 1 provides lists of all 'tags' for these four questions, sorted from the most to least commonly occurring. Table A2 also shows the most frequently occurring themes across all of these four questions.

This section presents the results of the analysis of recurring themes and important messages.

#### ***What is the biggest challenge that you experience with waste/recycling in your home/businesses/event, etc.? Any suggestions or solutions? (Question 6)***

The four most common themes mentioned by respondents with regard to challenges are presented below (with the number of 'mentions' by different respondents in parentheses).



- The importance of **education** for improving recycling and resource recovery outcomes (30 mentions)
  - seeking more information and resources on what goes in which bin
  - frustration at others contaminating bins either through lack of knowledge or disinterest
  - communicating effectively with culturally and linguistically diverse communities
  - specific suggestions regarding how education could be delivered included that it should be proactive and ongoing, multi-faceted, with multiple accessible resources, in-person initiatives, tours, challenges, and via an app.
- The diversion and collection of **organics** from the waste stream (21 mentions)
  - organics are being 'wasted' and going to landfill; many respondents, especially residents in apartments or units and people who work in the city, said that they do not have access to a green bin
  - multi-unit dwellings: 'huge amount of green waste generated in our apartment block that goes into the red bin because green bins are not easy for apartment residents to arrange'
  - suggestions include central location or community garden for green waste collection, and shared bins in multi-unit dwellings/townhouses.
- The suitability of the **current CoA services** (14 mentions)
  - three bins not suitable in some small single dwellings due to limited storage space (includes amenity impacts on properties and streets); two respondents suggested that smaller bins would help
  - impacts on amenity, access and safety when bins are presented and collected on streets and in other areas
  - issues with effectiveness and practicality of bulk bin systems in multi-unit dwellings and with getting recyclables and kitchen scraps to bins.
- Support to **divert other materials** from the waste stream (10 mentions)
  - respondents wanted support with 'getting rid of waste that doesn't belong in either of the red, yellow and green bin'
  - soft plastics was mentioned six times and the lack of a collection point in the city was noted
  - other materials mentioned included batteries, coffee pods, paint, chemicals, light bulbs, e-waste, and large volumes of cardboard (residential – consider kerbside collection?)
  - many expressed the wish for a more convenient collection option for these.

Other challenges of importance that were raised (see Table A2) included:

- The **frequency of collection** of different bin types (discussed further in Section 4.6)
- **Enforcement** for improving recycling and resource recovery outcomes (discussed further in Section 4.6)
- Limited options available for avoiding or disposing responsibly of **non-recyclable packaging**
- Improved recycling and organics collection in **public places** (discussed further under Questions 7, 10, 12 and 13).

## Community Engagement Summary

When analysing the responses by respondents in different categories, the following observations can be made:

- Residential: there is some frustration about the suitability of CoA's current services in small single dwellings and in multi-storey multi-unit dwellings
- Business: there is frustration about the lack of green bins for businesses, at workplaces and at food outlets
  - respondents described taking green waste from the office kitchen to their home green bins.

### ***What do you think is the single biggest issue or opportunity for waste management in the City of Adelaide? (Question 7)***

The four most common themes mentioned by respondents with regard to opportunities are presented below.

- The importance of **education** for improving recycling and resource recovery outcomes (21 mentions)
  - one respondent believes that CoA needs to 'transform the communication/messaging' because there is widespread indifference, especially in businesses
  - 'hearts and minds – it always is. If we can have more context around our rubbish as is laid out in the plan – costs, benefits, extra costs, effect on council rates'.
- The diversion and collection of **organics** from the waste stream (18 mentions)
  - 'capturing and sending for processing organic waste from all businesses and residences in the City of Adelaide'
  - 'encouraging more people to use kitchen caddies and green bins for composting – we are the only house on our street who has this collected'
  - 'recycling and green waste solutions for apartment buildings. Green kitchen caddies should be given to all residents – leave them on their doorstep in a once off drop'.
- The suitability of the **current CoA services** (8 mentions)
  - improved recycling and waste diversion outcomes from improved services, especially in small single dwellings and multi-unit dwellings.
- Improved recycling and organics collection in **public places** (5 mentions)
  - more recycled bins in the streets (waste, organics etc)
  - recycling on Rundle Mall was mentioned twice.

When analysing the responses by respondents in different categories, the following observations can be made:

- Residential: overall there was a high level of support for education and improved organics diversion to improve outcomes
- Business: three comments were provided, each of which encouraged greater organics diversion.

### ***Are there any unintended consequences from our Strategy and Action Plan? (Question 12) and Please provide any further comments on the draft Strategy and Action Plan (Question 13)***

The four most common themes mentioned by respondents with regard to these two questions are presented below.

- The importance of **education** for improving recycling and resource recovery outcomes (13 mentions)
  - education will be essential to achieving the plan's goals: 'I think the action plan will need to be backed up with good education strategies'
  - 'convey your action plan in non-technical terms'.
- Improved recycling and organics collection in **public places** (4 mentions)
  - 'I believe that Target 4 [Public Spaces] is essential to deliver asap to minimise recycling bin contamination and avoid valuable organic/food/compostable items to go to landfill'.
- Improved organics and recycling **services for businesses** (5 mentions)
  - 'in 2009, San Francisco made recycling and composting a requirement for all businesses and I believe Adelaide could do the same'.
- Improved food diversion at **food outlet facilities** (3 mentions)
  - opportunities for diversion of very large amounts of food waste from landfill.

When analysing the responses by respondents in different categories, the following observations can be made:

- Residents
  - other suggested unintended consequences of the Strategy and Action Plan included increased cost, increased illegal dumping, and doubts about the equity of ratepayers paying for business services.
- Business
  - 'the sooner we can get green waste collection accessible in the CBD the more impact we can have on landfill and climate change!'.

### **Services to businesses (Question 11)**

In accordance with a resolution of Council, respondents were asked the following question:

*Council currently provides kerbside waste services (1x 240L red waste bin weekly and 1x 240L yellow recycling bin fortnightly) to businesses that generate similar volumes of waste as residents.*

***Do you think that Council should consider providing businesses that generate more than 1x 240L red waste bin weekly and 1x 240L yellow recycling bin fortnightly worth of waste with a Council waste service, noting that current servicing would need to be altered and additional costs may incur?***

The responses to this question are as follows:

Response	Respondents
Yes	20 (25%)
No	24 (31%)
Don't know	34 (44%)

Only 25% of respondents responded favourably. Comments were provided by 34 respondents and these are summarised as follows:

- Should instead focus on encouraging and assisting businesses to reduce waste



## Community Engagement Summary

- Waste management should be a cost of doing business
- Could consider only providing a yellow (recycling) bin
- They may also need a green (organics) bin to improve their waste diversion
- Could consider charging businesses, possibly by weight collected
- A benefit of providing a service is that CoA has better control and understanding of the waste in the city.

When analysing the responses by respondents in different categories, the following observations can be made:

- Of residents, 17 selected 'Yes', 17 selected 'No', and 23 selected 'Don't know'
- Of the four business respondents, three selected 'No' and one selected 'Don't know'; none selected 'yes'
  - Two comments were received from business respondents, one that 'this is a contradiction of the plan and goals' and the other that CoA should 'prioritise adding green bins'.

### 4.4 Negative responses

Across the survey, there was a small number of consistently negative responses:

- One respondent selected 'Disagree strongly' for each of the goals, Priority Areas and Target Areas and wrote three times that 'there were more pressing issues ... than policing rubbish'
- One respondent considered the Strategy and Action Plan to be 'written poorly, ... rushed and not well thought out', the consultation to not be meaningful and the survey to have leading questions.

### 4.5 Submissions from government agencies

#### **Green Industries SA (GISA)**

The submission by GISA is provided in Appendix 3. In its submission, GISA:

- Commends CoA on its 'ambitious actions' in regard to food waste and identified Priority Items to guide community and business action
- Supports the alignment of the draft Strategy and Action Plan to the targets and objectives in the draft *South Australia's Waste Strategy 2020–2025*
- Notes the importance of actions to increase household organics collection and support education to achieving kerbside diversion and food waste targets
- Recommends that, for consistency with the draft *South Australia's Waste Strategy 2020–2025*, CoA adopts the statewide target of 'zero avoidable waste to landfill by 2030' rather than 'zero waste by 2028'
  - detailed information is provided to support this recommendation, including the following definition: 'Zero avoidable waste to landfill equates to the diversion of all waste from landfill where it is technologically, environmentally and economically practicable to do so. "Unavoidable" waste therefore refers to wastes for which no other current treatment is available including (but not limited to) asbestos, toxic and quarantine waste'
- Supports CoA's proposed Zero Waste KPIs but suggests that the language be modified (perhaps to refer to them as 'Strategic KPIs') to further improve alignment to the statewide target

- Supports food waste being included as a Priority Item and provides detailed further information on this and associated actions
- Provides detailed information and suggestions regarding the other Priority Items and some associated actions
- Supports CoA aligning practices and policies to the circular economy.

### **Environment Protection Authority (EPA)**

The submission by the EPA is provided in Appendix 4. In its submission, the EPA:

- Welcomes the alignment with the state's legislative and regulatory framework (specifically the EP Act and W2R EPP)
- Supports the five priorities, particularly that relating to reducing food waste
- Suggests rewording the action 'provide weekly putrescible waste collections' to 'provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter)', to be consistent with the W2R EPP
- Requests that some statements regarding the EP Act and W2R EPP be corrected to improve accuracy
- Suggests some additions to the lists in the Strategy sections 'Influences and regulations' and 'How does this apply to our everyday consumer life?'.

## **4.6 Final summary**

### **Support**

The overall level of support for the goals, Priority Areas and Target Areas was very high. This high level of support was consistent, with over 80% of respondents 'strongly agreeing' or 'agreeing' with every goal, Priority Area and Target Area. Many of those who 'disagreed' believed that the ambition was too low or expressed opposition to CoA 'policing rubbish'.

In summary, the support was strong for the directions proposed in the draft Strategy and Action Plan.

### **Themes of feedback**

Written feedback covered a wide variety of themes, as summarised in Table A2. The following themes were mentioned at least ten times by respondents across all questions (in order from the most frequently mentioned, with the total number of 'mentions' by different respondents in parentheses).

- The importance of **education** for improving recycling and resource recovery outcomes (64 mentions)
  - the most common theme was the need for education around 'what goes in which bin?'
  - this included both the wish to improve personal waste management outcomes and frustration at others contaminating bins either through lack of knowledge or disinterest.
- The diversion and collection of **organics** from the waste stream (43 mentions)
  - there was a high level of awareness among respondents that organics are being 'wasted' and going to landfill
  - strong support for 'capturing and sending for processing organic waste from all businesses and residences in the City of Adelaide'.

## Community Engagement Summary

- The suitability of the **current CoA services** (24 mentions)
  - three bins not always suitable in small single dwellings (includes amenity and access impacts on properties and streets)
  - issues with effectiveness and practicality of bulk bin systems in multi-unit dwellings and with getting recyclables and kitchen scraps to bins.
- Support to divert **other materials** from the waste stream (17 mentions)
  - many respondents wanted help 'getting rid of waste that doesn't belong in either of the red, yellow and green bin' and noted the lack of convenient collection options in the city for these
  - soft plastics was the most frequently mentioned 'other material'.
- Improved recycling and organics collection in **public places** (12 mentions)
  - this was considered important for a 'clean and green reputation' and to reinforce behaviours that are encouraged elsewhere
  - several respondents wanted more recycling and organics bins in public places.
- The **frequency of collection** of different bin types (11 mentions)
  - several respondents raised issues with the frequency of collection of different bin types, especially the fact that organics bins are collected fortnightly and can become smelly during that time (especially during summer) and that the red (waste) bin is collected weekly, which is too frequent for those who are successfully diverting most of their waste from landfill.
- **Enforcement** for improving recycling and resource recovery outcomes (10 mentions)
  - some respondents considered some form of enforcement should be used to try to achieve higher rates of compliance with waste management, especially around the correct use of bins
  - suggestions for penalties included fines and suspension of waste services.

### **Submissions from government agencies**

The submissions received from GISA and the EPA were both supportive of the direction and general alignment of the draft Strategy and Action Plan with the legislative and regulatory framework. CoA should consider the specific changes suggested by those agencies to further improve strategic alignment.

### **Value of the consultation**

This consultation has yielded useful information to inform the final stages of development of the Strategy and Action Plan. The combination of quantitative information on support for the goals, Priority Items and Target Areas and qualitative information that enabled respondents to write free text to communicate their ideas has resulted in a rich evidence base for informing policy and service development.

### **Next steps**

The findings from this community engagement will now be used to inform appropriate amendments to the draft Strategy and Action Plan. An amended Strategy and Action Plan will then be presented to Council for consideration and adoption.

This report will be made available on the Your Say Adelaide website.



*The City of Adelaide thanks all those who responded to this engagement for their generosity in spending time contributing to this survey. Every submission has made a valuable contribution to our aims to provide high-quality services and achieve our goal of becoming the first zero-waste city in Australia.*

Item 10.16 - Attachment A



## APPENDIX 1: ADDITIONAL FIGURES AND TABLES

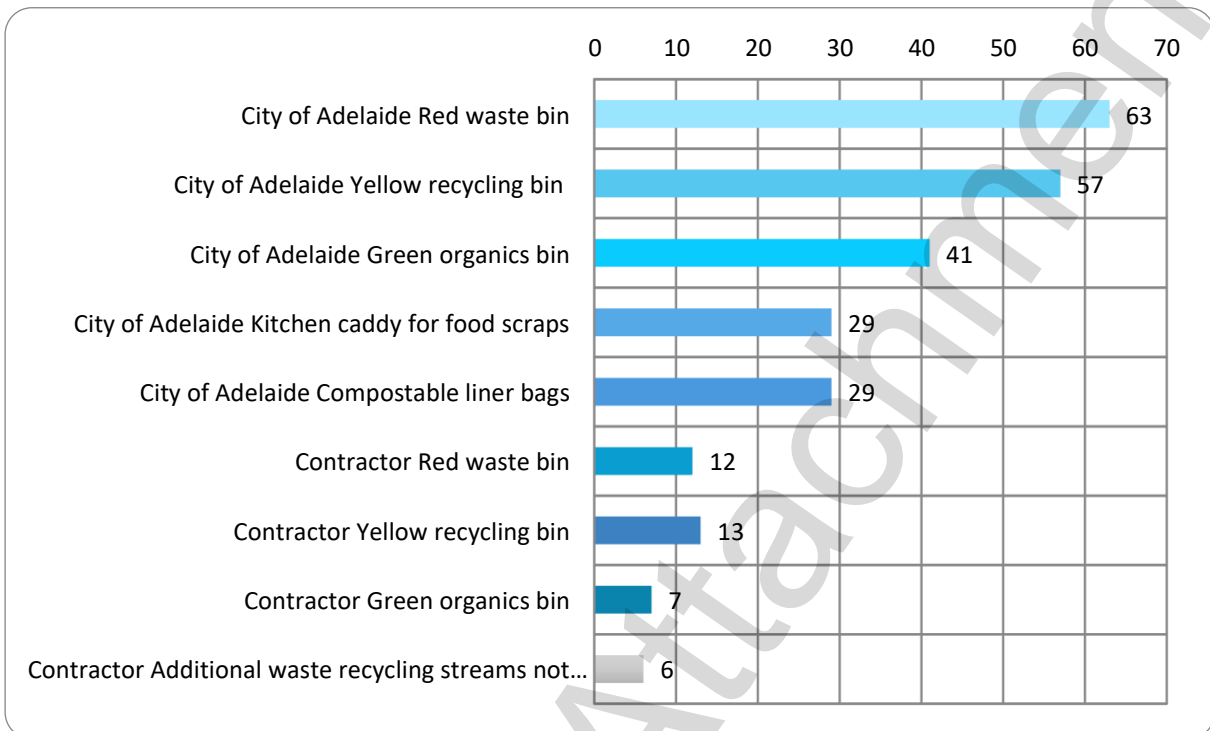


Figure A1: Responses to Question 5 ('Please select all the waste and recycling services you currently have')

Table A1: Responses to Question 4 ('What day is your kerbside service collected on?')

Collection day	Respondents
Monday	20 (29%)
Tuesday	19 (27%)
Wednesday	5 (7%)
Thursday	14 (20%)
Friday	12 (17%)

Table A2: Themes in question responses and the number of mentions in submissions

Theme	Mentions
<i>Question 6: What is the biggest challenge that you experience with waste/recycling in your home/businesses/event, etc.?</i>	
The importance of education for improving recycling and resource recovery outcomes	30
The diversion and collection of organics from the waste stream	21
The suitability of the current CoA services	14
Support to divert other materials from the waste stream	10
The frequency of collection of different bin types	9
Enforcement for improving recycling and resource recovery outcomes	4
Issues with storage of bins	4
Issues with non-recyclable packaging	3
Improved recycling and organics collection in public places	3
Improving diversion at food outlet facilities	3
CoA's business waste and recycling service	3
Promotion of 'zero-waste products'	1
Separation of waste streams	1
Scavenging of refundable items from bins	1
Incentives for improving recycling and resource recovery outcomes	1
Coordination between businesses of waste management on a premises	1
Low CoA support for waste and recycling	1
Disposable coffee cups	1
Differential bin pricing	1
Advocacy for laws	1
<i>Question 7: What do you think is the single biggest issue or opportunity for waste management in the City of Adelaide?</i>	
The importance of education for improving recycling and resource recovery outcomes	21
The diversion and collection of organics from the waste stream	18
The suitability of the current CoA services	8
Improved recycling and organics collection in public places	5
Support to divert other materials from the waste stream	5
Incineration/waste to energy	4
Issues with single-use plastics	3
Low CoA support for waste and recycling	3
Incentives for improving recycling and resource recovery outcomes	3
Issues with non-recyclable packaging	2
Impacts on access from bins and other waste being presented for collection	2
Enforcement for improving recycling and resource recovery outcomes	2
Transparency regarding the actual outcomes of recycling	2
Issues with storage of bins	2
Importance of separation of waste streams in premises	2
Promotion of 'zero-waste products'	1
Illegal dumping	1



## Community Engagement Summary

Theme	Mentions
Product recovery from waste	1
CoA's hard waste service	1
The need for a city recycling facility	1
Disposable coffee cups	1
Improving diversion at food outlet facilities	1
CoA's business waste and recycling service	1
The frequency of collection of different bin types	1
<i>Question 12: Are there any unintended consequences from our Strategy and Action Plan?</i>	
The importance of education for improving recycling and resource recovery outcomes	6
Doubts about plan and implementation	3
Increased waste management costs for CoA	2
Enforcement for improving recycling and resource recovery outcomes	2
The diversion and collection of organics from the waste stream	2
Emissions from providing waste management service	1
Issues with non-recyclable packaging	1
Illegal dumping	1
Impacts on access from bins and other waste being presented for collection	1
The suitability of the current CoA services	1
Issues with storage of bins	1
Inequity in service provision	1
Product recovery from waste	1
CoA's business waste and recycling service	1
Collaboration with other bodies	1
<i>Question 13: Please provide any further comments on the Strategy and Action Plan</i>	
The importance of education for improving recycling and resource recovery outcomes	7
Improved recycling and organics collection in public places	4
Improved waste and recycling services for businesses	4
Improving diversion at food outlet facilities	3
Enforcement for improving recycling and resource recovery outcomes	2
Issues with non-recyclable packaging	2
Other waste streams	2
Incineration/waste to energy	2
The diversion and collection of organics from the waste stream	2
Considering waste management during planning and design	2
Issues with single-use plastics	1
Incentives for improving recycling and resource recovery outcomes	1
Renewable energy	1
Negative amenity impacts	1
The frequency of collection of different bin types	1
Decline incorrectly filled bins	1
Advanced waste processing	1
The suitability of the current CoA services	1

Theme	Mentions
Scavenging of refundable items from bins	1
Issues with storage of bins	1
Pay as you throw	1
Importance of separation of waste streams in premises	1
Mandatory recycling and recovery	1
<i>Themes mentioned more than ten times across Questions 6, 7, 12 and 13</i>	
The importance of education for improving recycling and resource recovery outcomes	64
The diversion and collection of organics from the waste stream	43
The suitability of the current CoA services	24
Support to divert other materials from the waste stream	17
Improved recycling and organics collection in public places	12
The frequency of collection of different bin types	11
Enforcement for improving recycling and resource recovery outcomes	10

## APPENDIX 2: ENGAGEMENT INFORMATION PACK



**DRAFT RESOURCE RECOVERY STRATEGY**

Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

Consultation closes **11:59pm on Monday 5 October 2020**

### PROJECT INFORMATION

**Have your say on the future of resource recovery and waste management in the city of Adelaide.**

Waste is something that we all interact with. Whether we are out at the shops, in our streets, at our favourite café, at work or at home, waste is something that needs to be managed.

Council provides a range of waste and recycling services to keep the city of Adelaide streets and communities clean and safe.

Council is developing a new resource recovery and waste strategy to support our community in reducing waste, recovering more resources and helping to reach our goal of becoming the first zero-waste city in Australia.

We are asking for feedback from our community to ensure that we haven't missed anything and that our services and programs meet our community's expectations.

#### Background

##### Current Services

Council provides several waste and recycling services. Residents and some eligible businesses are provided with a regular kerbside collection. Multi-unit dwellings can use a contractor, the Council kerbside collection or if eligible, can be provided with Council bulk bins that are shared by the residents. Waste and recycling bins are placed in public spaces for the convenience of users and to ensure our beautiful city remains clean and safe.

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## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

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### Why Waste Matters

- Waste is expensive to collect and dispose of. Councils are charged \$143 per tonne of waste that is sent to the landfill. Therefore, it makes financial sense to reduce our waste and recycle as much as we can.
- Waste is a resource when separated into similar materials and processed for recycling. Worldwide, there is a growing movement to capture more waste and turn it into products, so we can reduce reliance on raw materials. When fully considered this is called the circular economy.
- Waste, such as plastics materials that are sent to landfill does not go away. It remains in the environment for hundreds of years.
- Resource recovery is good for our economy. For example, for every 10,000 tonnes of waste recycled, we create 9.2 jobs, compared to only 2.8 jobs when waste is sent to landfill. Programs targeting resource recovery, like composting, will also continue to demonstrate Council's leadership in sustainability by gaining better value from our resources.
- Organic materials in the landfill creates methane – a powerful greenhouse gas that contributes to climate change. Diverting organic material like garden waste and food scraps from the landfill helps to reduce our greenhouse gas emissions and is good for our soil.

### How We Are Doing:

A comprehensive waste audit was conducted on City of Adelaide's waste services in August 2019 so that we could better understand how we are doing and develop programs to better support our community.

### What we do well

- Council provides a regular three-stream collection service for residents. Council also provides a regular two-stream collection service and cardboard collection service for businesses;
- Council sends collected green organic material to a local composting facility;
- Residents are effective at separating some recyclable materials like glass and cardboard from waste;
- People who use the green bin, kitchen caddy and compostable liner bags for food scraps demonstrated low contamination rates. The green bin is well-used for garden clippings.

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## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

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### What we could improve

- More of the materials that we put in the red waste bins could be recovered and reused by placing them into the green organics bin or yellow recycling bin;
- There is opportunity to improve resource recovery in public places;
- There is room for improvement in knowing how to recycle correctly so that we reduce the level of contamination in the recycling and organics streams;
- There is low up-take of the residential green organics bin. Those that do use the green organics bin could divert more materials by placing their food scraps into this bin. Likewise, many businesses do not have a contracted organics collection. Increasing these services would result in more material diverted from landfill.
- Single-use packaging is a problem for our environment. There is plenty of opportunity to replace plastic packaging with reusable packaging or compostable options.

Further details about our service offering and our audit results are found in [Attachment A](#).

### Strategy Overview:

The draft *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028* proposes to fulfill the Council-endorsed motion of becoming 'a zero waste City by 2030 and sets the goal of becoming the first zero waste city in Australia'.

This is proposed to be achieved by recycling and composting more, reducing the amount of waste we produce, reducing the amount of waste materials that should not go in the recycling or compost streams and diverting food waste from the red waste bin and into the compost bin. The City of Adelaide's 'Zero-Waste Key Performance Indicators' (KPIs) are:

- Divert 75 per cent of residential waste from landfill;
- Divert 90 per cent of waste from City of Adelaide 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.

### We plan on achieving this through 5 Priority Items including:

1. Strive to eliminate food waste and keep food scraps out of landfill.
2. Provide waste and recycling education for all residents, businesses, and users of our city.
3. Foster innovation, new technologies, and data collection so that we can make long-lasting improvements.

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## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

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4. Consider the impacts of waste in all the decision-making at Council, including development applications, building plans, product choices, manufacturing, and waste systems design.
5. Advocate for circular economy practices and align our own policies towards this long-term change.

The 'Priority Items' listed above will target a range of target stakeholders to ensure that programs and systems implemented are tailored to these users. Our proposed 'Target Areas' include:

### Target Area 1: Residents & the Community

Support residents and the community using the residential kerbside collection to achieve zero-waste at home.

### Target Area 2: Residents in Multi-Unit Dwellings

Tailor supportive services to residential multi-unit dwellings (including apartments, low-rises, high rises) in development through to occupancy.

### Target Area 3: Businesses

Expand support for businesses eligible for kerbside collection.

### Target Area 4: Public Spaces

#### What are we considering?

- Making it easier to divert food waste from the landfill;
- Providing an extensive and multi-lingual education program to help reduce waste and recycle more, including information about waste management best practices specially for apartments and building managers;
- Improving our data collection, and communicating the cost of waste;
- Improving waste management in new developments in both the building and occupancy phases;
- Supporting communities and event organisers with more tools and resources for waste-free events.

#### What are we considering?

- Investigating the provision of green organics collection service to City of Adelaide serviced businesses;
- Developing information tailored for businesses and business owners and staff;
- Encouraging waste reduction and resource sharing to support a circular economy;
- Establishing robust resource management plans as part of business-as-usual.

#### What are we considering?

- Investigating improving resource recovery in public places;

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Establish public space like streets and Park Lands as conduits for resource recovery.

- Ensuring that the systems we do implement make it easy for people to divert materials from landfill;
- Investigating technological innovation that can help us capture more resources;
- Considering the long-term waste effect from our decisions when designing new infrastructure like street upgrades, or street furniture.

### Target Area 5: City of Adelaide Operations

Establish the City of Adelaide's operations, businesses, facilities and events as visible leaders in exceptional waste avoidance and management

What are we considering?

- Mandating diversion of food waste and supporting tenants and staff to do this;
- Making resource recovery part of the workplace culture in all buildings, and leased facilities and establishing resource recovery ambassadors to help drive this;
- Collecting more detailed data about waste generation and resource recovery so we can see how we are doing over time;
- Reviewing how we are doing every year, and allocating funding to support our KPI's;
- Driving programs and initiatives that position the City of Adelaide as a leader in resource recovery;
- Advocating for improvement in relevant policy and legislation to support reducing waste, recycling more and developing a circular economy.

See the proposed strategy matrix in [Attachment B](#).

You may also wish to read the full [Draft Resource Recovery Strategy \(Organics, Recycling and Waste\) 2020-2028 by clicking here](#) and the [Draft Resource Recovery Action Plan \(Organics, Recycling and Waste\) 2020-2028 by clicking here](#).

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## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

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### Timeline

Community consultation for the Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028 will open on Monday 14 September 2020 and will close at 11:59pm on Monday 5 October 2020.

To have your say, please ensure your submission is received by the closing time.

### Frequently Asked Questions

*What is best practice waste management?*

This is a term used in the waste industry to describe how waste will be dealt with for the best of outcomes for our community and environment. It is generally accepted that this means minimising the amount of waste that is sent to landfill and maximising the amount that is sent for composting and recycling.

*Will it cost more?*

A part of the strategy includes investigation to examine financial implications, efficiency/efficacy of service and overall value of the proposed programs.

*Why the focus on food?*

- Food waste is expensive for residents and businesses, costs council and ratepayers to dispose of and harms the environment when it is sent to landfill.
- Food scraps make up the highest proportion of material that could be recovered from the red bin and kept out of landfill.
- When food scraps (and other organic wastes) are put in the green organics bin they are collected and then composted by a local South Australian company. This helps to stimulate our local economy, create local jobs, and build a product that can be used to grow food and other plants in our backyards and farms.

*Where does my food and garden waste (put in the green organics bin) end up?*

When food scraps (and other organic waste like garden clippings, and compostable packaging) are put in the green organics bin they are collected and then composted by Jeffries, a local South Australian company. This helps to stimulate our local economy, create local jobs, and build a product that can be used to grow food and other plants in our backyards and farms.

*Where does my recycling placed in the yellow recycling bin end up?*

The City of Adelaide sends its recycling to Northern Adelaide Waste Management Authority (NAWMA)'s material recovery facility where it is sorted, processed and baled. It is collected by our new contractor Cleanaway (new contract commenced 1 July 2020).

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## Community Engagement Summary

### Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

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*Will you be emptying my bin(s) more, or less, often?*

- There are currently no changes to bin collection days or frequency.
- We will be working with our community to improve messaging to help users put more of the correct items in the green organics and recycling bins. These items can then be treated as resource for composting and recycling companies and become a new usable product such as garden compost or a glass jar.

*How will waste services to businesses change?*

At this stage they will not change but we will be working with our business community to improve messaging to help users put more of the correct items in the correct bins.

*Will there be recycling bins in public places, like parks and streets?*

Our waste audit data shows that these bins are being used but unfortunately there is a lot of contamination, meaning, the materials are not recyclable, or they become damaged by liquids and food and cannot be recycled.

The proposed strategy will investigate the best way to divert more materials from the landfill. We are considering what types of recycling we encourage in public places, if this could include food waste for composting, and how we best explain to our community what goes into these bins.

*How are apartment buildings doing with waste?*

Our waste audit shows that there is opportunity for improvement in resource recovery in apartments and multi-unit dwellings.

*How can I contribute to better waste management and resource recovery?*

You can do your part by reducing the amount of waste you throw in the red waste bin (which goes to landfill) by recycling more, like putting food scraps in the green organics bin. If you would like more information please visit our [website](#) for helpful tips, or visit [Whichbin.sa.gov.au](http://Whichbin.sa.gov.au) to find out which bin to put your waste and recycling in!

Customer Centre - 25 Pirie Street, Adelaide – (08) 8203 7203  
[yoursay.cityofadelaide.com.au](http://yoursay.cityofadelaide.com.au)





## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

Your Say  
Adelaide

### How do I provide my feedback?

There are several ways in which you can provide feedback:

**Feedback Form** (attached to this information pack)

#### Online

[yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au)

Contribute your feedback via the [Online Survey](#).

**Email** your comments to [yoursay@cityofadelaide.com.au](mailto:yoursay@cityofadelaide.com.au).

#### Written Submissions

All written submissions must be received by 11:59pm on Monday 5 October 2020 and should be addressed to:

Community Consultation  
**Resource Recovery Strategy**  
GPO Box 2252, Adelaide SA 5001

### What happens next?

Feedback provided will help to inform the final Strategy and Action Plan. Feedback will also be consolidated into a report and this will be shared in an upcoming Council Committee meeting followed by a Council meeting where the decision to adopt the final strategy will be made.

This report will also be made available on [yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au).

### For enquires please contact:

#### Amandine Johnson

Waste Project Manager

T: (08) 8203 7009

E: [a.johnson@cityofadelaide.com.au](mailto:a.johnson@cityofadelaide.com.au)

Or visit [yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au)

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CITY OF  
ADELAIDE

## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

Your Say  
Adelaide

### FEEDBACK FORM

Feedback closes at **11:59pm on Monday 5 October 2020**.

This form can also be completed online at [yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au).

#### Q1. Are you answering primarily as a (please select all which apply):

- a)  Resident in a single dwelling (like a detached or semi-detached house, town house, terrace home) located in the City of Adelaide
- b)  Resident or building manager in an apartment or unit located in the City of Adelaide
- c)  Business that uses the City of Adelaide kerbside collection system
- d)  Business located in the City of Adelaide that has a private waste contractor
- e)  Someone working in the City of Adelaide
- f)  Someone studying in the City of Adelaide
- g)  Visitor for shopping, recreation, events, or appointments, etc.
- h)  Other, please specify:

#### Q2. If you are a resident or a business owner, which City of Adelaide ward are you located in? (Please select all which apply)

- a)  North Ward
- b)  Central Ward
- c)  South Ward
- d)  Not applicable

#### Q3. If you are a resident or a business owner, do you have a City of Adelaide kerbside service bin?

- a)  Yes
- b)  No
- c)  Not applicable

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[yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au)



CITY OF  
ADELAIDE

## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028

Your Say  
Adelaide

**Q4. If you do have City of Adelaide kerbside service, what day is it collected on? (Please select all which apply)**

- a)  Monday
- b)  Tuesday
- c)  Wednesday
- d)  Thursday
- e)  Friday
- f)  Not applicable

**Q5. Please select all the waste and recycling services you currently have (please select all which apply):**

- a)  **City of Adelaide** Red waste bin
- b)  **City of Adelaide** Yellow recycling bin
- c)  **City of Adelaide** Green organics bin
- d)  **City of Adelaide** Kitchen caddy for food scraps
- e)  **City of Adelaide** Compostable liner bags
- f)  **Contractor** Red waste bin
- g)  **Contractor** Yellow recycling bin
- h)  **Contractor** Green organics bin
- i)  **Contractor** Additional waste recycling streams not listed above. Please specify:

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yoursay.cityofadelaide.com.au



CITY OF  
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Draft Resource Recovery Strategy and Action Plan  
(Organics, Recycling and Waste) 2020-2028

Your Say  
Adelaide

**Q6. What is the biggest challenge that you experience with waste/recycling in your home/businesses/event, etc.? Do you have any suggestions or solutions?**

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**Q7. What do you think is the single biggest issue or opportunity for waste management in the city of Adelaide?**

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**Q8. Please select your level of support for our goals (please circle):**

**Divert 75 per cent of residential waste from landfill:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Divert 90 per cent of waste from City of Adelaide activities and events from landfill:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Reduce waste generation by 5 per cent per capita:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Reduce contamination to below 10 per cent in yellow comingled recycling:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Reduce food waste in the kerbside residential waste bin by 50 per cent:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

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yoursay.cityofadelaide.com.au



Draft Resource Recovery Strategy and Action Plan  
(Organics, Recycling and Waste) 2020-2028

Your Say  
Adelaide

Comments

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**Q9. Are our Priority Items correct? (Please circle)**

**Eliminate food waste:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Engage, Educate, & Inspire:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Foster innovation, new technologies, and data collection:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Prioritise resource recovery for proactive results:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

**Advocate for and align policies, guidelines and practices to the circular economy:**

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

Comments

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yoursay.cityofadelaide.com.au



## Community Engagement Summary

## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028



Your Say  
Adelaide

### Q10. Are our Target Areas correct? (Please circle)

#### Target Area 1: Residents and the community:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

#### Target Area 2: Residents living in multi-unit dwellings:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

#### Target Area 3: Businesses:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

#### Target Area 4: Public Spaces:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

#### Target Area 5: City of Adelaide own operations:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

#### Comments

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### Q11. Council currently provides kerbside waste services (1x 240L red waste bin weekly and 1x 240L yellow recycling bin fortnightly) to businesses that generate similar volumes of waste as residents.

Do you think that Council should consider providing businesses that generate more than 1x 240L red waste bin weekly and 1x 240L yellow recycling bin fortnightly worth of waste with a Council waste service, noting that current servicing would need to be altered and additional costs may incur?

- a)  Yes
- b)  No
- c)  Don't know

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## Community Engagement Summary

## Draft Resource Recovery Strategy and Action Plan (Organics, Recycling and Waste) 2020-2028



Your Say  
Adelaide

Providing contact details in a feedback form is optional. However, we ask for this information because we want to know a little more about who you are and how you use the City to ensure we get a higher quality of data to go along with your feedback. The data will help us analyse feedback from specific groups (e.g. age, gender, City users), which in-turn will provide a richer and more valuable response to help Council make decisions.

<b>First Name:</b>		<b>Last Name:</b>	
<b>Email Address:</b>			
<b>Address:</b>			
<b>Business/Organisation Name (if applicable):</b>			
<b>Gender:</b>	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other Identity	<b>Year of Birth:</b>	
<b>Are you a City of Adelaide Ratepayer?</b>		<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Please tell us how you participate in city life (tick all that apply):</b>			
<input type="checkbox"/> Work	<input type="checkbox"/> Live	<input type="checkbox"/> Shop	<input type="checkbox"/> Play <i>(e.g. leisure, recreation, entertainment, dining)</i>
<input type="checkbox"/> Study	<input type="checkbox"/> Tourist	<input type="checkbox"/> Own a Business	
<b>Please indicate your main areas of interest (tick all that apply):</b>			
<input type="checkbox"/> Council Services & Programs	<input type="checkbox"/> Open Space & Recreation	<input type="checkbox"/> City Design, Planning & Development	<input type="checkbox"/> New & Future Projects
<input type="checkbox"/> Social & Community Issues	<input type="checkbox"/> Policy, Budget and Management Plans	<input type="checkbox"/> Environmental Issues	<input type="checkbox"/> Arts & Events in the City
<b>Please indicate the locations that are of interest to you (tick all that apply):</b>			
<input type="checkbox"/> North Ward	<input type="checkbox"/> Central Ward	<input type="checkbox"/> South Ward	

[Your Say Adelaide](#) is Council's online consultation website. It is your chance to be kept up-to-date and provide feedback on areas of the City that interest you. Would you like to be signed up to Your Say Adelaide online and be emailed when there is an opportunity to have your say on areas that are of interest to you?

Yes  No

**Please Note:** If you've ticked Yes, you will receive an email to your nominated e-mail address above to confirm your new account.

Customer Centre - 25 Pirie Street, Adelaide – (08) 8203 7203  
yoursay.cityofadelaide.com.au





## APPENDIX 3: GREEN INDUSTRIES SA SUBMISSION



Government of South Australia  
Green Industries SA

our ref: 79/1609  
DLM: Public

Community Consultation  
**Resource Recovery Strategy**  
**The City of Adelaide**  
GPO Box 2252  
ADELAIDE SA 5001

Via email: [A.Johnson@cityofadelaide.com.au](mailto:A.Johnson@cityofadelaide.com.au)

ABN 76 149388 126

Level 4  
81-95 Wymouth Street  
Adelaide SA 5001

GPO Box 2247  
Adelaide SA 5001

Tel +61 8 8204 2051  
Fax +61 8 204 1911

[www.greenindustries.sa.gov.au](http://www.greenindustries.sa.gov.au)

Dear Ms Johnson,

**Re: City of Adelaide's Consultation Draft Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028**

Thank you for the opportunity to provide formal feedback on the City of Adelaide's *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028*.

Green Industries SA (GISA) commends The City of Adelaide's ambitious actions in regard to food waste and identified priority items to guide community and business action to achieve waste management objectives. GISA has reviewed the documents and provides feedback for your consideration at **Attachment 1**.

Central to GISA's response are the two State-wide strategies recently released for consultation: the draft *South Australia's Waste Strategy 2020-2025* and draft *Food Waste Strategy, Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste*, which GISA notes are two influencing strategies for City of Adelaide's Strategy and Action Plan. As identified in both of the draft strategies, coordination and support for their implementation is shared across governments, business, industry and the community.

Overall, GISA supports the alignment of the draft Strategy and Action Plan to the proposed South Australian Government targets and objectives in the draft *South Australia's Waste Strategy 2020-2025*. We note that progressing actions to increase delivery of organics collection systems to households and supporting education will be important to achieve City of Adelaide's residential kerbside diversion and food waste reduction targets.

Should City of Adelaide have any queries regarding the information provided or would like to discuss GISA's feedback further, please do not hesitate to contact Jessica Wundke, Principal Adviser, Policy and Projects at [jessica.wundke@sa.gov.au](mailto:jessica.wundke@sa.gov.au).

I wish you well in finalising the *Strategy and Action Plan* and GISA looks forward to continuing to work with City of Adelaide to further develop the resource recovery area of the circular economy.

Yours sincerely

  
Vaughan Levitzke  
Chief Executive  
Green Industries SA

Date: 8 October 2020



## Community Engagement Summary

### Attachment 1

#### Resource Recovery Strategy (Organics, Recycling and Waste) 2020-2028

##### *Our vision for resource recovery and Key Performance Indicators. Appendix C: 'Zero-Waste' in other organisations and cities*

GISA notes the Key Performance Indicators for measuring the City of Adelaide's vision of 'zero-waste' by 2028 are comparable to the draft *South Australia's Waste Strategy 2020-2025*.

GISA recommends that rather than adopting a new policy of this nature, that The City of Adelaide adopts the state-wide zero avoidable waste to landfill 2030 target as detailed within the draft *South Australia's Waste Strategy 2020-2025*. This will ensure that council's goals are consistent with the overarching state target and does not duplicate this. It is important to note that in the draft Strategy's target, that the following will underpin the target. Providing these important legislative qualifying definitions are considered vital when proposing such a bold target.

*Zero avoidable waste to landfill equates to the diversion of all waste from landfill where it is technologically, environmentally and economically practicable to do so. 'Unavoidable' waste therefore refers to wastes for which no other current treatment is available including (but not limited to) asbestos, toxic and quarantine waste.*

*This target aims to stimulate action towards a circular economy. In meeting this target, principles and requirements of the Green Industries SA Act 2004, the Environment Protection Act 1993 and its subordinate legislation, including the Environment Protection (Waste to Resources) Policy 2010 should be upheld, including:*

- *The **waste management hierarchy**, ensuring that materials are separated as close as possible to their point of generation and safely used for their highest order purpose. Some materials, including asbestos, certain toxic and quarantine waste, once generated, should be removed from circulation as soon as possible, noting that some of these wastes may be suitable for processes that are higher than landfill on the waste management hierarchy, such as energy from waste.*
- *Ensuring that principles of **ecologically sustainable development** and avoiding environmental harm are upheld as new mechanisms for design, use and recovery are promoted and pursued.*
- *Ensuring that the use of **waste-derived materials** is beneficial and genuine, not posing a risk of environmental harm or undermining resource recovery markets.*
- *Ensuring efforts to reduce impacts of **greenhouse gas emissions**.*

To support achieving the overarching target, The City of Adelaide's proposed KPIs are supported however, GISA cautions referring to these as '**Zero Waste** Key Performance Indicators'. It is suggested that language be modified (perhaps simply refer to them as Strategy KPIs) to indicate that these seek to take progressive action towards the overarching state target.

**Priority Item 1: Eliminate Food Waste**

GISA supports food waste being included as a Priority Item in alignment with the draft *South Australia's Waste Strategy 2020-2025* and the draft *Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste*.

**Actions 1.1 and 1.2**

Effective segregated collection systems are critical to support diversion of organic waste from landfill to enable this material to be used at its highest level.

It is understood that only 20% of serviced premises in The City of Adelaide currently have a green organics bin (Resource Recovery Strategy, page 30), with a smaller percentage of these premises using a kitchen caddy. Access to a kerbside organics bin is required to enable households to divert food and other organic waste, including paper towels, compostable single-use service ware, cut flowers etc.

Increasing provision of green organics bins to residents alongside provision of food waste systems (ventilated kitchen caddy, compostable bags and education materials) will be essential to achieving Priority Action 1 and Key Performance Indicators, in particular, 'Divert 75% of residential waste from landfill' and 'Reduce food waste in the kerbside residential waste bin by 50%'.

The housing density in City of Adelaide may require alternative bin service offerings for not only MUDs, but where small land sizes do not accommodate the current standard bins provided (140L general waste, 240L comingled recycling, 140/240L organics).

Actions to improve waste and recycling systems for multi-unit dwellings through tailored collections and education is noted and supported. In *Valuing our Food Waste* Green Industries SA has proposed an action to pilot and evaluate models of alternative bin and collection systems for high-density dwellings where little or no garden waste is generated and would invite City of Adelaide to discuss opportunities to partner on projects to progress this.

Providing a kitchen caddy, compostable bags and education materials to all households with access to an organics bin service area-wide overcomes simple barriers to participation and supports increased recovery of organics thereby reducing volumes in the residual waste bin. Funding support to roll out area-wide food waste diversion systems is available through GISA.

**Action 1.3**

Businesses that currently utilise Council kerbside collected comingled recycling and general waste services will generally have increased waste and recycling costs if a commercial organics service is put in place as there is no opportunity to balance the cost of a privately serviced organic waste collection through reduced general waste service costs. For smaller businesses that are using Council kerbside collection services, the introduction of an organics service in this offering will provide the opportunity to divert food, compostable service ware and other organic material for sites that may not otherwise separately contract these services.

Investigating opportunities for organics waste diversion from businesses, such as precinct servicing options, is supported, with consideration needed as to how this may impact on existing commercial waste and recycling service arrangements.

**Action 1.4**

Green Industries SA has provided financial support for the development of the City of Adelaide *Sustainable Event Guide*. In 2021, GISA will be releasing an updated *Waste Management Guide for Events and Venues* promoting segregated three-bin systems, particularly for events and venues providing food and drink service, and use of reusable and compostable service ware.

## Community Engagement Summary

With City of Adelaide's involvement in the Plastic Free SA program through the Adelaide Central Market and Adelaide Central Market Arcade, there is likely to be a higher proportion of compostable food service ware disposed in these areas. Installing and trialling organics bins co-located with recycling and general waste bins with comprehensive signage is an option which may be considered.

### **Priority Item 2: Engage, Educate and Inspire**

#### **Actions 2.1 and 2.2**

GISA strongly recommends that the *Which Bin?* branding is used across all residential education and communications campaigns to encourage consistent, cohesive education. *Which Bin?* has achieved quantifiable reach and impact and City of Adelaide can leverage off the significant investment in *Which Bin?* branding and delivery.

GISA works with Councils to customise *Which Bin?* resources, including translation to other languages or for specific applications such as multi-unit dwellings.

A statewide brand provides an easy to understand set of messages and brand assets, which are robustly tested and measured independently for their engagement with householders and for likability and cut through.

The Strategy identifies opportunity to support repair cafes and lending libraries. This is supported and GISA suggests that there is an existing opportunity to further engage with the community and business sector through the Makerspace located in the City of Adelaide in Franklin Street. Green Industries SA has provided \$300,000 over two years under its 'Shared Fabrication Spaces' grant program to support the establishment of this unique community facility as it builds its membership and support base, as the first of its kind in South Australia. City of Adelaide could support development of this facility through a range of approaches, including rate reductions, direct funding via grants or corporate sponsorship, and by becoming a customer of the space through commissioning work or purchasing memberships. Makerspace Adelaide intends to both run a city based repair café (previously hosted by the Adelaide Sustainability Centre) and establish a tool library, as it has received donations of tools worth over \$10,000.

#### **Action 2.4**

GISA supports provision of consistent segregated bin systems and infrastructure for households and the community to support recycling and diversion of organic materials. This extends to other sites used by the community such as events, venues and public areas.

The waste audits conducted by City of Adelaide on public space bins in streets and parklands provide informative data on the level of recoverable waste disposed in these locations. While there are recognised challenges with managing contamination in public place recycling bins, the level of recoverable material, particularly organics, disposed in public areas suggests that a trial of co-located bins with suitable signage have merit in some locations.

Any trial of co-located organics bins in the parklands to capture the 51.6% of organic material disposed needs to be accompanied with provision of compostable bags for pet waste given the significant amount disposed in these locations. It is suggested that a trial include consideration to appropriate bin infrastructure and collection frequencies alongside clear messaging and auditing of contamination.

### **Priority Item 3: Foster innovation, new technologies, and data collection**

#### **Action 3.4**

As a destination for residents from across the metropolitan area for business and recreation, City of Adelaide is in a unique position to engage with both its residents and the wider community. There are



opportunities to promote systems and its vision for resource recovery to a wider audience, highlighting progress in event waste management, Plastic Free SA precincts and other collaborative partnerships and extend into circular economy actions, such as lending libraries and maker spaces.

As other states have introduced container deposit legislation, automated container deposit technology as an alternative to depots have been installed. These systems are not common in South Australia, however there is currently no container deposit depot or return system within City of Adelaide. Consideration to an automated reverse vending machine in a high profile location such as Rundle Mall or a Container Deposit depot location within the City of Adelaide would support promotion of South Australia's leading recycling systems to residents, the visiting community and also tourists.

**Priority Item 4: Resource recovery is central and proactive.**

In the final version, consistency in wording of Priority Action 4 is recommended as there are currently minor variations in the Strategy and Action Plan.

**Action 4.1**

GISA recognises the central role of reliable data and an evidence base to shape waste management and the importance for councils to publicly report on their waste management performance.

GISA collects data to monitor kerbside waste and recycling quantities and services which helps to guide activities and programs, and monitor the progress of South Australia against metropolitan waste targets in the Waste Strategy. This data has been highly useful to examine waste streams collected in municipal kerbside bins (specifically residual waste, recycling and organics) in more detail, to enable issues to be addressed through community education and to ensure that the quality of the end resources are maintained.

**Action 4.2**

Ensuring that waste and recycling collection systems are addressed and included during design, development and phases, is central to achieving desired outcomes when the site is occupied and GISA welcomes the inclusion of this Action.

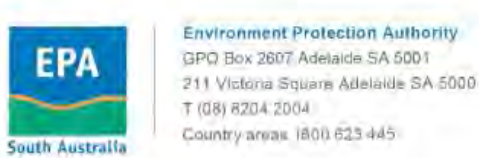
For new developments, requiring sufficient area to store and access minimum three-bin segregated waste and recycling systems to be included as part of planning and development approvals supports improved waste management outcomes for the site.

*Valuing our Food Waste* also proposes to update the 2014 *Better Practice Guide for Waste Management in Residential and Mixed Use Developments* in consultation with state government agencies and local government to provide guidance for planning and development applications to incorporate segregated waste management systems, and sufficient and safe access for collection vehicles in these types of developments.

**Priority Item 5: Advocate and align policies, guidelines and practices to the Circular Economy**

Transitioning to a circular economy is a priority action in the draft *South Australia's Waste Strategy 2020-2025* and a guiding principle of GISA policy and programs. GISA supports City of Adelaide including alignment of practices and policies to the circular economy as a Priority Item across all target areas in the draft Strategy and Action Plan.

## APPENDIX 4: ENVIRONMENT PROTECTION AUTHORITY SUBMISSION



Community Consultation  
 Resource Recovery Strategy  
 GPO Box 2252, Adelaide SA 5001  
 Via email: [yoursay.cityofadelaide.com.au](mailto:yoursay.cityofadelaide.com.au)

To Whom It May Concern

Thank you for the opportunity to provide feedback on the Adelaide City Council's (ACC's) *Draft Resource Recovery Strategy (Organics, Recycling and Waste) 2020-2028* (the strategy).

The Environment Protection Authority (EPA) is South Australia's primary regulator for waste and polluting activities. The EPA plays a key role in administering the *Environment Protection Act 1993* (EP Act) and *Environment Protection (Waste to Resources) Policy 2010* (W2R EPP), and in providing the right regulatory settings for their successful implementation.

The EPA acknowledges that strategy recognises the EPA Act (such as in the *Priority Item 5 Overview and Appendix B Strategic and policy context*) and W2R EPP (in *Influences and regulations*) and welcomes the strategy's alignment with both the Objects of the EP Act and the W2R EPP.

Key Objects of the EP Act include to:

- Protect, restore and enhance the environment
- Promote the principles of ecologically sustainable development
- Promote the circulation of materials through the waste management process
- Promote the waste management hierarchy
- Support a strong market for recovered resources

The W2R EPP promotes the implementation of the waste management hierarchy, improved resource recovery and reduced waste going to landfill.

The EP Act and the W2R EPP, in addition to the *Green Industries SA Act 2004*, provides the regulatory underpinning for *South Australia's Waste Strategy* and *South Australia's Food Waste Strategy – Valuing our Food Waste*. The EPA is a partner agency to Green Industries South Australia (GISA) for implementing these strategies.

The EPA therefore also supports the strategy's five priorities working within the state and national framework, including the *National Food Waste Strategy* (2017), *National Waste Policy* (2018) and *National Waste Policy Action Plan* (2019), with the first priority to 'reduce food waste generation and increase diversion of food scraps from landfill by 50%'.

The strategy raises the potential for regulatory changes namely under Priority 5

the City of Adelaide is required to provide weekly putrescible waste collections for its residents under the *South Australia Environment Protection (Waste to Resources) Policy 2010* under the Environment

*Protection Act 1993. While this policy addresses health and sanitation, it also prioritises collection of waste to landfill versus any other form of material recovery. Without flexibility of servicing, transformation change is limited.*

and the key action relating to businesses is

*5.3 Advocate for improvements in policy and legislation related to business and industry which support the circular economy.*

The term *putrescible waste* is not consistent with the W2R EPP, rather clause 10(2) requires that

*a metropolitan council must provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter) in respect of residential premises within its area.*

The EPA suggests changing *provide weekly putrescible waste collections to provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter)*

Secondly, as highlighted in the above paragraphs, the Objects of the Act, the W2R EPP as well as the state waste strategies all promote a circular economy and resource recovery in accordance with the waste management hierarchy

Clause 11(3) of the W2R EPP states

*A person must not dispose of waste to which this clause applies at a landfill depot unless the waste results from, or has been subject to, resource recovery processes carried out.*

The W2R EPP also recognises that the kerbside waste collection services of council that include a separate kerbside waste collection services for recyclable waste and vegetative matter. Is to support sustainable waste management by applying the waste management hierarchy consistent with the principles of ecologically sustainable development, as set out in section 10 of the Act.

The EPA therefore requests that any statements that the EP Act or the W2R EPP *prioritise the collection of waste to landfill versus any other form of material recovery* should be corrected.

In light of the South Australian regulatory framework described above and in the strategy, the following are additional suggested modifications:

1. On page 7, under the heading *Influences and regulations* add the following:
  - *Environment Protection Act 1993*
  - *Green Industries SA Act 2004*
  - *South Australian Waste Strategy*
  - *South Australia's Food Waste Strategy – Valuing our Food Waste*
2. On page 47 under the heading *'How does this apply to our everyday consumer life?'* include the South Australian regulatory regime which requires the promotion of the waste hierarchy:
  - *Environment Protection Act 1993*
  - *State Waste Strategy*
  - *Green Industries SA Act 2004*

I look forward to the AGC implementing the actions to further a circular economy for South Australia.



**Community Engagement Summary**

For further information on the regulatory framework and the EPA's role in regulating waste and promoting resource recovery within a circular economy please contact me at [steven.sergi@sa.gov.au](mailto:steven.sergi@sa.gov.au).

Yours sincerely



**STEVEN SERGI**  
**MANAGER REGULATORY REFORM PROJECTS**  
**ENVIRONMENT PROTECTION AUTHORITY**

Date: 2 October 2020

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[www.epa.sa.gov.au](http://www.epa.sa.gov.au)



# Resource Recovery Strategy

(Organics, Recycling and Waste)

2020–2028









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# Kurna acknowledgment

City of Adelaide tampinhi, ngadlu Kurna yartangka panpapanpalyarninhi (inparrinhi). Kurna miyurna yaitya mathanya Wama Tarntanyaku. Parnaku yailtya, parnaku tapa purruna, parnaku yarta ngadlu tampinhi. Yalaka Kurna miyurna itu yailtya, tapa purruna, yarta kuma puru martinhi, puru warri-pinhi, puru tangka martulayinhi.

City of Adelaide acknowledges the traditional Country of the Kurna People of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge that they are of continuing importance to the Kurna People living today.



## Lord Mayor's message



As an environmental leader, the City of Adelaide has a long and proud history of investing in helping our community live sustainably.

Over the past year, Council has reviewed and assessed how we manage and reduce our waste, recycling and organic materials. Through this process we have discovered areas of

opportunity and have set our sights on making significant improvement.

With this, I am excited to present our new way forward through our new Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020–2028, based on extensive stakeholder engagement and valuable feedback from our community.

Through this strategy, the City of Adelaide is embarking on a journey with new approaches and ambitious targets endorsed by Council.

Council has already implemented new waste contracts as a major step forward in achieving the goals of this plan, and we will implement new roles to help lead us to where we envision our city to be.

Together we can change our perspective with waste, recover these resources and build toward a more circular economic and sustainable future.

Together we are creating a city, designed for life.

A blue ink handwritten signature of Sandy Verschoor, consisting of a stylized, circular scribble followed by a long horizontal line.

**Sandy Verschoor**

Lord Mayor, City of Adelaide





## A new way forward

### This document

The purpose of the City of Adelaide's new Resource Recovery (Organics, Recycling and Waste) Strategy 2020–2028 (the Strategy) is to provide a solid framework to redefine the concept of waste, improve resource recovery and build a circular economy in the City of Adelaide. Drawing on some of the targets established in the City of Adelaide's Waste Management Action Plan 2012–2016, the Strategy forges a new pathway through the development and delivery of forward-thinking, evidence-based programs and exceptional and timely service.

This document outlines the City of Adelaide's long-term Resource Recovery Vision and the high-level strategy to achieve it. The related Resource Recovery (Organics, Recycling and Waste) Action Plan 2020–2028, identifies the detailed steps we will take in order to achieve our Resource Recovery Vision.

### Where we are today

Numerous influencing events have occurred over the last several years and during the development of this Strategy, shifting the way we interact with waste.

The waste and recycling industry has been placed under the spotlight due to China's 'National Sword' policy, which placed new, stringent regulations on recyclable materials imported into China. This resulted in severe market disruptions for the global recycling industry.

In addition, the Council of Australian Governments (COAG) has also implemented new waste export bans for certain waste plastic, paper, glass and tyres. This will drive responsibility of Australia's own waste, and spark innovation, jobs and deliver strong environmental outcomes.

The state government increased, once again, the Solid Waste Levy to \$110/tonne and in July 2019, to \$140/tonne in January 2020 and again to \$143/tonne in July 2020, making sending waste to the landfill the most expensive of the three kerbside collection streams (waste, recycling and organics) to process.

Climate change is expected to continue to deliver unexpected challenges to our communities, such as the 2019–2020 bushfires which impacted well-established systems and resulted in significant clean-up and disposal efforts led by the state government.

The COVID-19 pandemic has resulted in an increase in waste generation through increased demand for single-use products.

Waste, recycling and related disruptions to the industry have been extensively covered by the Australian media, such as the documentary series *'War on Waste'* and *'Fight for Planet A: Our Climate Challenge'*. This has highlighted the impact of consumerism and reinforced community expectations for sustainable waste management practices.

### Adelaide and South Australia

The City of Adelaide is responsible for sanitation of the city. It drives a rigorous waste management and cleansing program, ensuring its public parks, streets and waterways are kept clean of litter and graffiti and rate payers are offered high-quality services to meet their needs.

Approximately 10,000 residential, and 4,500 non-residential premises are serviced for waste and recycling by the City of Adelaide. An estimated 300,000 users visit the city daily, contributing to the need for public space waste management. Waste services are provided by City of Adelaide operations and through a joint-council contract (with the cities of Marion, Port Adelaide Enfield and Charles Sturt) for kerbside collection, which commenced in July 2020.

In August 2019, a comprehensive waste audit was conducted throughout the city, including the City of Adelaide's own operations. This provided a benchmark to measure against and identified several areas for improvement.

The estimated amount of solid waste generated within the boundaries of the City of Adelaide (including internal operations) for 2019–2020 is 8,600 tonnes, with kerbside serviced households each producing on average 650kg of waste per annum.

City of Adelaide's kerbside-serviced residents diverted approximately 54 percent of material from landfill.

1 Further details of alignment with the City of Adelaide's Strategic Plan 2020–2024 are shown on page 39.

2 The 30-Year Plan for Greater Adelaide, 2017.

3 Employment In Waste Management And Recycling. The Department of the Environment, Water, Heritage and the Arts.

4 National Waste Policy Action Plan, Australian Government, 2019.

Approximately 43 percent of the red waste bin was food scraps, garden organics and compostable material, which could have been placed directly into the green organics bin. With methods in place to recover these materials, this represents a significant loss of valuable resources and indicates a gap in service uptake.

### Influences and regulations

The City of Adelaide recognises the significant efforts made by several organisations and different levels of government to create meaningful change and believes the coordination and collaboration is key in achieving widespread sustainability.

The City of Adelaide is regulated by the federal and state governments, directed by its own Strategic Plan 2020–2024, and is guided by national and international case-studies and best practices. Consultation with the community was conducted to ensure the proposed Strategy and Action Plan met community expectations. These influencing factors have been thoroughly considered in the development of this Strategy. A comprehensive list of influences and context is in Appendix B.

### The opportunity

The waste audit revealed that there is opportunity to achieve an overall improvement of waste management and to better support our residents, local businesses and the City of Adelaide's internal operations in our collective efforts for resource recovery.

This is especially important as our South Australian communities are expected to grow as set out in 2010 in the state government's 30-Year Plan for Greater Adelaide. The population growth scenario estimates that Greater Adelaide will increase by up to 545,000 people by 2045<sup>2</sup>, resulting in an increased demand on waste management.

Resource recovery is economically beneficial. For every 10,000 tonnes of waste recycled, 9.2 jobs are created, compared with only 2.8 jobs when waste is sent to landfill.<sup>3</sup> In addition, \$2.9 billion is raised through sales of recovered materials each year.<sup>4</sup> In a time where job disruptions are high, employment through the resource recovery sector can be capitalised.

The City of Adelaide has an opportunity to create a dynamic, equitable and responsive approach to become more resilient to future events and continue to serve our growing community.

This Strategy and Action Plan will serve as a key link in responding to this opportunity. Through community consultation, we have heard from our residents, businesses, the general public and our own staff to obtain feedback on priorities and opportunities for resource recovery in the city, and to ensure that our direction meets community expectations.

### **Our vision for resource recovery**

In our modern society, waste affects us all. Waste is something we interact with in our homes, our businesses, workplaces, malls, restaurants, cafés, public spaces and even in our parks. It is also something that together we can improve.

The City of Adelaide's Resource Recovery Vision is to be the first city in Australia to achieve 'zero avoidable waste to landfill' ('zero-waste'). Aligning with the State Government's target, this equates to: 'the diversion of all waste from landfill where it is technologically, environmentally and economically practicable to do so. 'Unavoidable' waste therefore refers to wastes for which no other current treatment is available including (but not limited to) asbestos, toxic and quarantine waste.'<sup>1</sup>

This Resource Recovery Vision will guide the City of Adelaide through to 2028 and will promote a circular economy through reducing waste, increasing resource recovery and delivering exceptional customer service that is:

#### **Customer-centric**

Customer-centric programs that support our residents, businesses, public space users and our internal city operations to transition to a 'zero-waste' city.

#### **Responsive/equitable**

A high-functioning, timely and equitable resource recovery system.

#### **Evidence-based**

Objective decision making based on evidence and supported by data.

#### **Collaborative**

Collaboration and partnerships between neighbouring councils, industries and different levels of government to drive ground-shifting change.

#### **Innovative**

Initiatives that consider the whole cycle of consumption and prioritise reduction of waste generation to ensure the long-term protection of human and ecological health.

This vision for a system centred on resource recovery is guided by a strong strategic framework and action plan that is funded by an adequate budget. Achieving this Resource Recovery Vision will establish the City of Adelaide as a world-class resource recovery leader by redefining what waste is, establishing an integrated system of recovery, and building the supporting networks to deliver a circular economy and a 'zero-waste' city.

The City of Adelaide's Resource Recovery Vision of 'zero-waste' is measured by the following:

- Divert 75 percent of residential kerbside collected waste from landfill
- Divert 90 percent of waste from City of Adelaide activities and events from landfill
- Reduce waste generation by 5 percent per capita
- Reduce contamination to below 10 percent in kerbside collected yellow co-mingled recycling
- Reduce food waste in the kerbside collected waste bin by 50 percent
- Apply the waste management hierarchy in all actions and consider material safety.

<sup>1</sup> A Vision for A Circular Economy Waste Strategy 2020–2025 Consultation Draft, Green Industries SA, 2020.





## The Strategy



**Resource Recovery Vision:** where we see the City of Adelaide's future of resource recovery.

**Priority Items:** items that are critical to the achievement of the resource recovery vision. These are woven into every program created in support of this strategy.

**Target Areas:** the major sectors or stakeholders within the city for which programs will be created. These sectors and stakeholders have different needs and requirements and require a tailor-made approach for best resource recovery outcomes.

**Key Actions:** a set of tasks and projects that are specific to the five target areas and that integrate the goals set out in the Priority Items.

## Key actions

	<b>Priority Item 1: Eliminate food waste</b>  Reduce food waste generation and increase diversion of food scraps going to landfill by 50%.	<b>Priority Item 2: Engage, educate and inspire</b>  Drive robust waste management education to all residents, businesses and users of our city.	<b>Priority Item 3: Foster innovation, new technologies, and data collection</b>  Collaborate with industry, academia and entrepreneurs to develop innovative solution and data collection methods to reach the Resource Recovery Vision.	<b>Priority Item 4: Prioritise and centralise resource recovery</b>  Support methods to establish waste avoidance, reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.	<b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b>  Work internally and externally with different levels of government to drive long term fundamental change in consumption and waste management.
<b>Target Area 1: Residents and the community</b>  Support residents and the community using the residential kerbside collection to achieve zero-waste at home.	1.1 Provide residents, community members and community event organisers with the tools and services to eliminate food from the waste stream.	2.1 Develop and provide a multi-faceted, multi-lingual suite of educational resources for residents, community and community events organisers to reduce waste generation and increase resource recovery.	3.1 Establish data collection methods for resource recovery and cost signalling mechanisms linked to waste disposal.	4.1 Increase visibility of the associated cost and volume of residential waste, and of the benefits of adopting the circular economy.	5.1 Drive initiatives and advocacy in our local communities to position the City of Adelaide as a leader in resource recovery.
<b>Target Area 2: Residents in multi-unit dwellings</b>  Tailor supportive services to residential multi-unit dwellings (including apartments, low-rises, high rises) in development through to occupancy.	1.2 Provide multi-unit dwelling building owners, managers and residents with tailored waste management solutions that targets elimination of food from the waste stream.	2.2 Develop and provide a multi-lingual waste management education tool-kit for building managers and residents.	3.2 Establish behaviour feedback mechanisms through data collection methods specific to multi-unit dwellings.	4.2 Centralise best practice waste management decisions at development phase, during build and in occupancy phases.	5.2 Drive initiatives and advocacy for improvements to waste management for multi-unit dwellings to enable the city to be a vehicle for resource recovery.
<b>Target Area 3: Businesses</b>  Expand support for businesses eligible for kerbside collection.	1.3 Investigate and provide green organics collection service and tools to businesses with a City of Adelaide kerbside collection service.	2.3 Develop and provide multi-lingual information targeting waste management best practices for business	3.3 Partner with circular economy businesses to encourage waste reduction and resource sharing for business.	4.3 Establish protocols that stipulate robust resource management plans must be approved and contingent to a business opening.	5.3 Advocate for improvements in policy and legislation which support the circular economy.
<b>Target Area 4: Public spaces</b>  Establish public space like streets and Park Lands as conduits for resource recovery.	1.4 Investigate the collection of organic materials in public spaces.	2.4 Create a consumer-centric public space waste management systems that is consistent with the three-stream system.	3.4 Leverage opportunities in public spaces to drive resource recovery through life-cycle thinking and technological innovation.	4.4 Centralise waste management decisions in assets and infrastructure projects.	5.4 Drive the circular economy through collaboration.
<b>Target Area 5: City of Adelaide own operations</b>  Establish the City of Adelaide's own operations, businesses, facilities and events as visible leaders in exceptional waste management.	1.5 Mandate diversion of all food waste in the City of Adelaide's own operations, building and tenants and provide support and services to achieve this.	2.5 Establish resource recovery as part of workplace culture in City of Adelaide properties, rentals, leases, and facilities.	3.5 Establish data collection methods and ensure data is linked to key roles for sustained resource recovery.	4.5 Review resource recovery program annually and establish adequate funding and resources to support strategy goals.	5.5 Review internal policies and guidelines to ensure alignment to this strategy and long-term vision.

## Priority Items

Priority Items address challenges and opportunities which have been identified throughout the whole city. They will result in the biggest impact and transformational change across all Target Areas.

<p><b>Priority Item 1: Eliminate food waste</b> Reduce food waste generation and increase diversion of food scraps from landfill by 50%.</p>	<p><b>Why?</b> Food waste is expensive for residents and businesses, has high disposal costs for council and ratepayers, and harms the environment when it is sent to landfill.</p>
<p><b>Priority Item 2: Engage, educate, and inspire</b> Drive robust waste management education to all residents, businesses and users of our city.</p>	<p><b>Why?</b> Sometimes the community need some extra information and help to do their best to reduce their environmental impact.</p>
<p><b>Priority Item 3: Foster innovation, new technologies, and data collection</b> Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the Resource Recovery Vision.</p>	<p><b>Why?</b> There are new ways of doing things and there are lots of opportunities to partner with others so we can do things better.</p>
<p><b>Priority Item 4: Prioritise and centralise resource recovery</b> Support methods to establish waste avoidance, reduction, and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.</p>	<p><b>Why?</b> Thinking about waste and recycling first instead as an afterthought means better outcomes.</p>
<p><b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b> Work internally and externally with different levels of government to drive long-term fundamental change in consumption and waste management.</p>	<p><b>Why?</b> Moving towards a circular economy will reduce our risk and make our city more resilient.</p>







## Overview

Food waste and its corresponding waste management system is a problem that affects all areas of our city including suppliers, distributors, residents, businesses, food retailers and the waste management industry.

Over seven million tonnes of food is wasted in Australia every year, which costs the economy approximately \$20 billion<sup>1</sup>.

Food waste costs businesses through food loss (production and investment), and food waste management (rates used for collection and processing). It also costs a typical family household up to \$3,800 annually<sup>2</sup> in lost or uneaten food.

Factors contributing to food waste includes:

- Individuals being unaware of the amount of food waste they produce
- Over-buying/stockpiling
- Serving sizes
- Understanding of food labelling ('best before' vs 'use by')
- Lost or forgotten food in the fridge
- Excessive leftovers/pre-made fast food
- Waste management system under-servicing/ under-utilised or not available
- Collection system that prioritises waste collection over diversion
- Waste often considered after generation, not before.

Food waste is heavy and collecting it in the kerbside red waste bin is the most expensive option due to the \$143/tonne Solid Waste Levy.

Additionally, food waste should not be sent to landfill as it contributes to greenhouse gas emissions via methane production from anaerobic decomposition. In fact, every year in Australia 5.25 million metric tonnes of CO<sub>2</sub>-e is created from food waste going to landfill, which is equivalent to the Australian iron and steel manufacturing industries combined.<sup>3</sup>

The City of Adelaide provides residents with kerbside green organics collection or bulk-bin collection services and complimentary tools like kitchen caddies

and compostable liner bags (available from 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 green organics collection system. Approximately 43 percent 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, whole fruit and vegetables that were still edible.

This is a significant problem, as 5 percent of the Australian population has experienced some form of food insecurity, and even more alarmingly, 40 percent of those at a severe level.<sup>4</sup>

An issue that is associated with food waste is food packaging waste. Food packaging is designed to extend the shelf life of foods, but can result in a significant amount of waste, especially at home. Diversion of materials is becoming increasingly difficult with packaging being made of different materials that can be difficult to identify.

The South Australian government has passed the Single-use and Other Plastic Products (Waste Avoidance) Bill 2020, which will regulate some single use plastics.

## Opportunity

With systems in place for diversion of residential food waste from landfill, we can increase the adoption of green organics collection (and/or at-home or community composting) by removing barriers to uptake.

Currently, the green organics bin service is not offered to businesses. Opportunities to better support our business community to reduce the impacts of food waste (especially with the economic impacts of COVID-19) and increase diversion of food scraps from landfill should be investigated.

Measures to reduce the generation of food waste in the first instance can also be implemented city-wide. For example, address the unconscious behaviours and habits that contribute to food waste, from purchasing to cooking and disposal.

Advocacy for regulation of food waste generation and food scraps in landfill should be prioritised to address systemic changes.

1 Turning Australia's Food Waste Into Profit, Department of Primary Industries and Regions, Government of South Australia, 2019.

2 National Food Waste Strategy, Halving Australia's Food Waste by 2030, 2017.

3 Wasting Away, RMIT University, 2015.

4 Food Insecurity in Australia, Australian Institute of Family Studies, 2011.

## Key actions

### Priority Item 1: Eliminate food waste

#### Target Area 1: Residents and the community

1.1 Provide residents, community members and community event organisers with the tools and services to eliminate food from the waste stream.

#### Target Area 2: Residents in multi-unit dwellings

1.2 Provide multi-unit dwelling building owners, managers and residents with tailored waste management solutions that targets elimination of food from the waste stream.

#### Target Area 3: Businesses

1.3 Investigate and provide a green organics collection service and tools to businesses with a city of Adelaide kerbside collection service.

#### Target Area 4: Public spaces

1.4 Investigate the collection of organic materials in public spaces.

#### Target Area 5: City of Adelaide own operations

1.5 Mandate diversion of all food waste and compostable products from the City of Adelaide's own operations, building and tenants and provide support and services to achieve this.

## Outcomes

An increase in the uptake of the green organics service and an overall reduction of food waste sent to landfill is expected as a result of these actions. Although this may affect service costs, it is also expected to reduce the Solid Waste Levy cost (which is risk to Council) by offering value-added services to our customers, reducing greenhouse gas, and aligning to Carbon Neutral Adelaide goals.







# Priority Item 2: Engage, educate and inspire

Drive robust waste management education to all residents, businesses and users of our city.



## Overview

Our city is multicultural, premises vary, land-uses differ, and our community is culturally and linguistically diverse which provides a spectacular community environment in which to live, work and play.

Our typical consumer lifestyles result in the generation of waste, and the amount of waste we generate and how we dispose of it – including through recycling or composting – has an impact on the environment and the health of our communities.

Overall, our community expectations demonstrate awareness of the environmental impacts of waste and support for resource recovery initiatives such as kerbside recycling, green organics collection and litter reduction programs. During consultation, the importance of education for improving recycling and resource recovery outcomes was the most frequently mentioned issue.

The comprehensive waste audits conducted in August 2019 provide evidence that our community and local businesses would benefit from further engagement and education surrounding the circular economy and waste management.

The varying needs of our community contribute to challenges with resource recovery and waste management. Residents in single dwelling homes, residents in multi-unit developments, business properties and public spaces all experience waste management differently. For example:

- Stakeholders have varying types of waste management systems based on the premises (homes, multi-unit developments, businesses etc.)
- Stakeholders may be accustomed to different waste management systems and/or may be multi-lingual
- Stakeholders encounter different types of waste
- Materials that are recyclable may be difficult to identify
- Stakeholders have different priorities.

With population growth, waste reduction and resource recovery education are critical.

## Opportunity

To meet these challenges, a coordinated approach to waste and resource recovery education with a linked delivery program for each Target Area will be devised. This includes:

- A consumer-centric approach where resource recovery systems are replicated at home, work and in public spaces throughout the city would create conditions for high-quality source separation
- The provision of an inclusive, tailored, multi-faceted, multi-lingual suite of educational resources for each Target Area. This could include printed material, visual signage, bin stickers, in-person information sessions, online training and more
- Investigation into behaviour change programs that makes doing the right thing, the easiest thing to do
- Investigation of opportunity to leverage the great work seen in our community centres and libraries to disseminate information and provide more tailored assistance for resource recovery; for example, implementing or supporting repair cafés or lending libraries.

This will be completed by working together with neighbouring Councils and state government to ensure consistent and clear approaches.

## Key actions

### Priority Item 2: Engage, educate, and inspire

#### Target Area 1: Residents and the community

2.1 Develop and provide a multi-faceted, multi-lingual suite of educational resources for residents, community and community event organisers to reduce waste generation and increase resource recovery.

#### Target Area 2: Residents in multi-unit dwellings

2.2 Develop and provide multi-lingual waste management education toolkit for City of Adelaide serviced multi-unit dwelling residents and building personnel.



### Target Area 3: Businesses

2.3 Develop and provide multi-lingual information targeting waste management best practices for business.

### Target Area 4: Public spaces

2.4 Create a consumer-centric public space waste management system that is consistent with the three-stream system.

### Target Area 5: City of Adelaide own operations

2.5 Establish a resource recovery as part of workplace culture in City of Adelaide properties, rentals, leases and facilities.

## Outcomes

Outcomes of the waste education and outreach program includes stakeholders:

- Having greater clarity around their roles and how they contribute to waste reduction
- Understanding how behaviours, habits and actions at home, at work and in public spaces impact the whole waste management system
- Realising the value of resource recovery and material value for recycling
- Being well informed and taking practical action to reduce waste and divert more from landfill

Projects will contribute to:

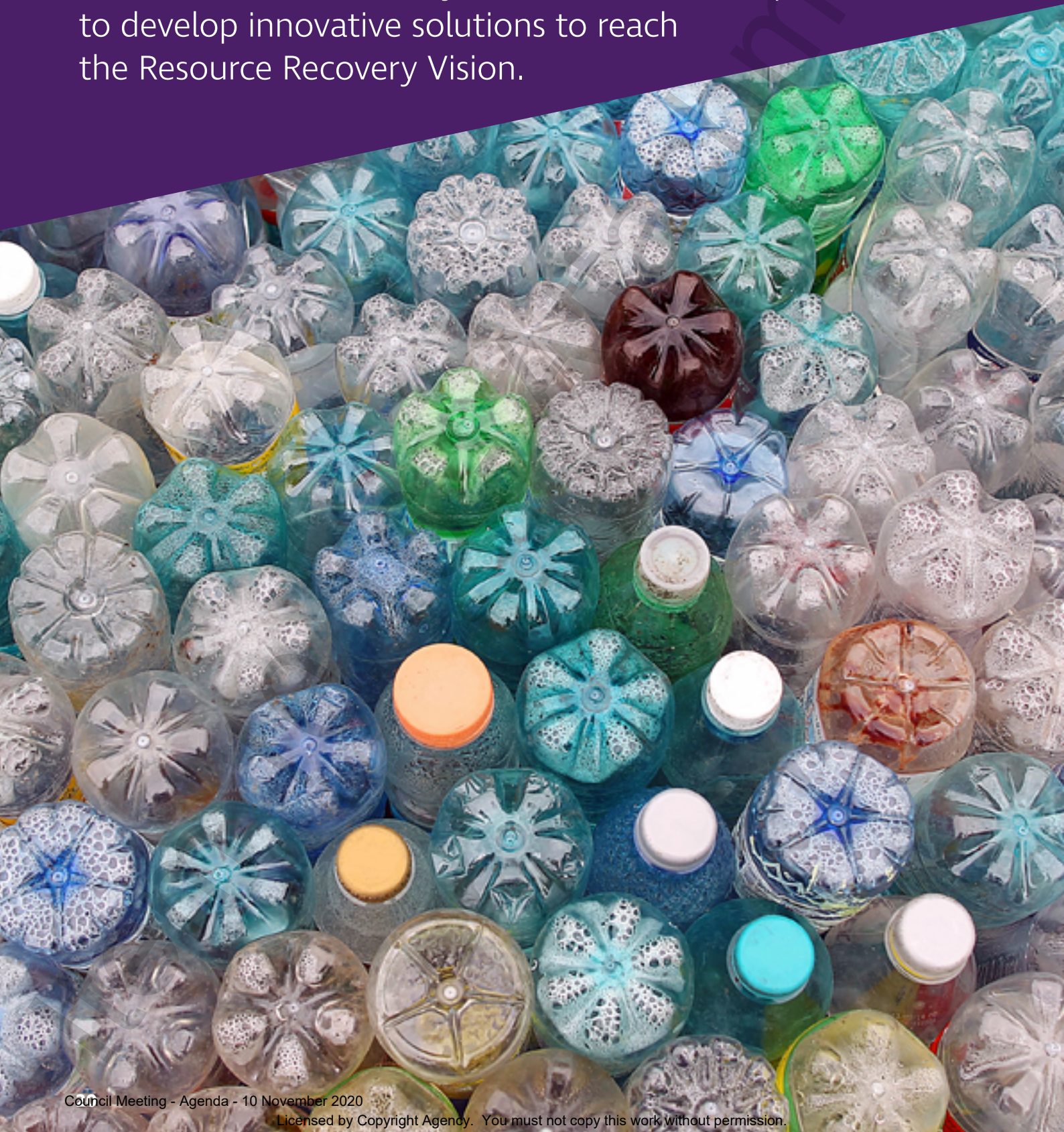
- Better understanding of the three bin and hard waste system
- Understanding and implementing other forms of diversion
- Reduction of litter and illegal dumping
- Reduction of food waste generation and increased diversion from landfill
- Reduction in contamination of recovery streams
- Advocacy for the circular economy.





# Priority Item 3: Foster innovation, new technologies and data collection

Collaborate with industry, academia and entrepreneurs to develop innovative solutions to reach the Resource Recovery Vision.





## Overview

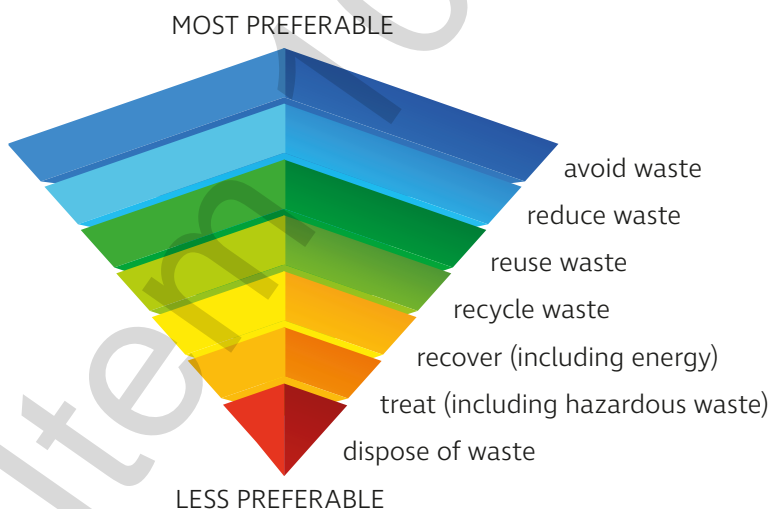
A city's waste management program serves to ensure sanitation for health and safety of the community. With significant widespread disruptions in the waste and recycling industries, and the economy, it is time to build a more robust, innovative and localised system to move toward the circular economy. Additionally, a growing population will place increased demand for a robust resource recovery system.

With an ambitious target of becoming the first 'zero-waste' city in Australia, 'business as usual' with regard to waste management will not drive the transformational change this vision requires. Therefore, new ways of thinking and new cutting-edge technology to drive evidence-based decisions must be generated.

The waste system is designed for a manufacturing, consumption and disposal model, sometimes referred to as a 'take-make-waste model', and this is generally reactive. A proactive system that addresses materials and products before they become waste is necessary.

The City of Adelaide has a history of implementing cutting edge technology and supporting sustainability goals. From recycled roads to electric vehicle charging stations and solar waste bins, the City of Adelaide has invested in new technologies. By continuing to embrace and support technology, innovation and data collection we can improve diversion of waste from landfill while addressing the challenges experienced with waste (such as impacts on amenity, health and safety when collecting waste and recycling from the kerb).

## THE WASTE HIERACHY



## Opportunity

South Australia is a state with exceptional entrepreneurial spirit. Working with industry, academia, advocacy groups and various levels of government, the City of Adelaide will collaborate, support and promote activities that will help us reach our Resource Recovery Vision of 'zero-waste'.

There are significant opportunities to drive the collection of useful and accurate data, develop methods to automate this data collection, and innovate based on the findings and opportunities that arise through these collaborations.

More specifically, opportunities include:

- Innovation that targets all areas of the waste hierarchy, and the cycle of consumption (design development, manufacturing, distribution, consumption, disposal, collection and redevelopment)
- Innovation in new technology to process hard-to-recycle materials and/or manage residual waste.
- Developing projects that are customer centric and that can be integrated into the current system and improve amenity
- Data collection that generate meaningful data (i.e. using big data) to provide evidence-based decision-making with cross-disciplinary benefits (e.g. Carbon Neutral Adelaide and greenhouse gas emissions inventory projects)
- Centralised data platforms to create feedback loops to track our progress, monitor environmental impacts and clearly see results on implemented initiatives. This will allow a dynamic system that can be adapted as needed in order to reach our goal, and will support the development of the jobs of tomorrow.

## Key actions

### Priority Item 3: Foster innovation, new technologies and data collection

#### Target Area 1: Residents and the community

3.1 Establish data collection methods for resource recovery and cost signalling mechanisms linked to waste disposal.

#### Target Area 2: Residents in multi-unit dwellings

3.2 Establish behaviour feedback mechanisms through data collection methods specific to multi-unit dwellings.

#### Target Area 3: Businesses

3.3 Partner with circular economy businesses to encourage waste reduction and resource sharing for businesses.

#### Target Area 4: Public spaces

3.4 Leverage opportunities in public spaces to drive resource recovery through lifecycle thinking and technological innovation.

#### Target Area 5: City of Adelaide own operations

3.5 Establish data collection methods and ensure data is linked to key roles for sustained resource recovery.

## Outcomes

This Priority Item will support projects, collaborations and partnerships that lead to a circular economy.

It will help to design the future of resource recovery today, and invigorate outdated thinking surrounding 'waste'. It will question our infrastructure and our recovery and collection systems to drive transformational, meaningful and sustainable change.







# Priority Item 4: Prioritise and centralise resource recovery

Support methods to establish waste avoidance and reduction, and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.



## Overview

Waste is often only thought of when it accumulates, or becomes a problem. When products are considered 'waste' or 'garbage' they become somebody else's problem. It is usually only when waste systems fail us that we begin to ask questions, such as, when our bins are 'too small' and overflowing or when we find plastic pieces at our local beach.

As much as 80 percent of the environmental impact of a product is determined during the design phase.<sup>1</sup>

If resource recovery and waste management plans are not considered for their environmental merit before business decisions are made, or building plans are finalised, it can be much more difficult and costly to retrofit or adjust retrospectively.

Prioritising waste management decisions in all Target Areas including businesses, residential multi-unit developments and the City of Adelaide's operations, will take a considered perspective on waste management, bring the true cost of waste to the forefront, and ensure that key waste management decisions are made early on so that resource recovery is centralised.

Projects, prompts and policies will be positioned to bring resource management plans to the forefront of various situations.

## Opportunity

Implementing the circular economy (which was also highlighted in the consultation process), includes:

- Establishing an understanding of the true cost of waste management
- Supporting businesses in resource recovery through waste management planning
- Providing ongoing waste management feedback for multi-unit dwellings
- Leading by example in the City of Adelaide's own operations.

This approach also offers an opportunity to support our local businesses. Such support might include investigations into shared, precinct-based resource recovery systems and support in developing Resource Recovery Plans.

These Resource Recovery Plans will identify actions necessary to avoid, reduce and divert waste from landfill in multi-unit developments and businesses, including in the City of Adelaide's own operations and tenancies.

## Key actions

### Priority Item 4: Prioritise and centralise resource recovery

#### Target Area 1: Residents and the community

4.1 Increase visibility of the associated cost and volume of residential waste, and of the benefits of adopting the circular economy.

#### Target Area 2: Residents in multi-unit dwellings

4.2 Centralise best practice waste management decisions at development phase, during build and in occupancy phases.

#### Target Area 3: Businesses

4.3 Establish protocols that stipulate robust resource management plans must be approved and contingent to a business opening.

#### Target Area 4: Public spaces

4.4 Centralise waste management decisions in assets and infrastructure projects.

#### Target Area 5: City of Adelaide own operations

4.5 Review resource recovery programs annually and establish adequate funding and resources to support strategy goals.

## Outcomes

Prioritising and centralising resource recovery ensures that circular economy principles are considered, offering an opportunity to eliminate or reduce the generation of waste.

<sup>1</sup> Sustainable Product Policy – EU Science Hub – European Commission, n.d.



# Priority Item 5: Advocate and align practices and policies to the circular economy

Work internally and externally with different levels of government to drive long-term fundamental change in consumption and waste management.





## Overview

Moving to a circular economy will reduce the City of Adelaide's exposure to risk. For example, within the waste management supply chain, a more robust waste diversion program will reduce the exposure and financial risk resulting from the Solid Waste Levy. It has the capacity to provide an exceptional customer experienced, if designed properly. With high community expectations for responsible handling of waste materials and a new generation of customers that demonstrates high value on 'access' over 'ownership' of goods, the opportunity for sustainable change is now.

Alignment of guidelines, regulations and policies to support a circular economy is key to driving long-term change.

The Objectives of the South Australia Environment Protection (Waste to Resources) Policy 2010 under the *Environment Protection Act 1993* supports resource recovery. However, under subclause (1) (b) metropolitan councils 'must provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter) in respect of residential premises within its area'.

As collection service models may affect diversion of materials, flexibility of service could further support transformational change.

The City of Adelaide has made some internal progress in this space, for example, through the Carbon Neutral Adelaide goal. As waste contributes to greenhouse gas emissions, measures to reduce carbon emissions work in synergy with measures to reduce waste.

Continued efforts to realign policy and regulation internally and externally is necessary.

## Opportunity

Shifting to a circular economy will require the active collaboration of internal programs, all levels of government, industry, and consumers. Advocate for internal and external policies, regulation and guidelines will help shift our 'take, make, waste' society into a more sustainable, circular economic model where we value our resources and reuse them again and again. Instigate other levers to help reduce waste generation at source.

During consultation, there was support for a move to a circular economy and for the collaboration required to achieve this.

## Key actions

### Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy

#### Target Area 1: Residents and the community

5.1 Drive initiatives and advocacy in our local communities to position the City of Adelaide as a leader in resource recovery.

#### Target Area 2: Residents in multi-unit dwellings

5.2 Drive initiatives and advocacy for improvements to waste management for multi-unit dwellings to enable the city to be a vehicle resource recovery.

#### Target Area 3: Businesses

5.3 Advocate for improvements in policy and legislation related to business and industry which support the circular economy.

#### Target Area 4: Public spaces

5.4 Drive the circular economy through collaboration.

#### Target Area 5: City of Adelaide own operations

5.5 Review internal City of Adelaide policies and guidelines to ensure alignment to this strategy and long-term vision.

## Outcomes

By advocating for a methodological, policy and regulatory changes, key actions under this Priority Item will target systemic change in waste recovery.

## Target areas

The City of Adelaide is a wonderful patchwork of diversity and this is one of our strongest assets. We have a beautiful combination of historic premises, mixed-use premises and modern high-density spaces. As in many other cities, with this range of diversity comes waste management challenges. Different premises are equipped with varying available storage space and approaches for waste management. A diversity of linguistic and cultural backgrounds may mean that residents are accustomed to different waste management practices than those offered in our city. Therefore, different approaches must be taken to ensure successful outcomes.

There are five Target Areas, each of which focuses on a group of stakeholders within our city. They are grouped in this way to best address their different needs and provide a tailored waste management support system. The Key Actions are dynamic and are expected to shift over time. As a result, they will be closely monitored and should be reviewed annually for efficacy and direction.



### Area 1: Residents and the community

Support residents and the community using the residential kerbside collection to achieve zero-waste at home.

**Why?** City of Adelaide residents are provided with three bins for kerbside collection. Nearly half of the material that is being placed in the general waste could go in the green organics bin, demonstrating a need for ongoing educational support.



### Area 2: Residents in multi-unit dwellings

Tailor supportive services to residential multi-unit dwellings (including apartments, low-rises and high-rises) in development through to occupancy.

**Why?** The City of Adelaide provides a bulk-bin service to eligible multi-unit dwelling households. These residents have very different needs to those in single unit dwellings (such as houses) and this is evident through the audit figures in which up to 75 percent of the contents of red waste bins was found to be unrecovered resources.



### Area 3: Businesses

Expand support for businesses eligible for kerbside collection.

**Why?** Businesses that generate about the same volume as a residential premise may be eligible for a City of Adelaide kerbside bin service. There are significant unrecovered resources in these bins and systemic challenges with location and space for bin, storage and amenity impacts.



### Area 4: Public spaces

Establish public space such as streets and Park Lands as conduits for resource recovery.

**Why?** Public bins are provided across the city. They are highly visible and can be highly contaminated. This bin system can be improved and be leveraged to engage residents, businesses and visitors.



### Area 5: City of Adelaide own operations

Establish the City of Adelaide's own operations, businesses, facilities and events as visible leaders in exceptional waste management.

**Why?** The City of Adelaide has a variety of facilities and businesses. We have the opportunity to lead by example to demonstrate to residents and businesses what is expected.





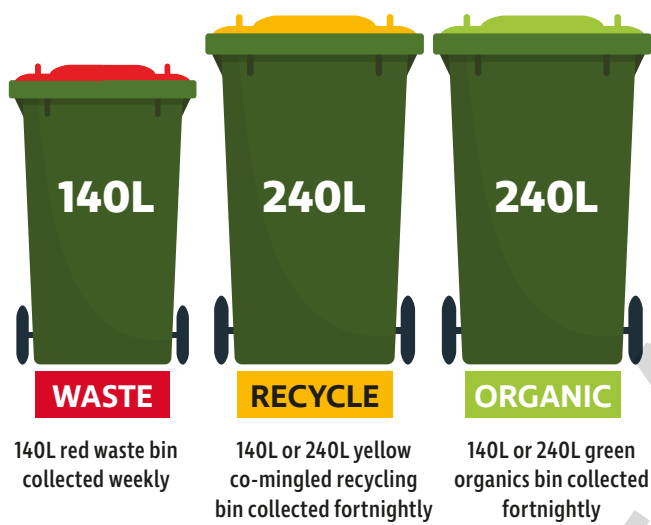
# Target Area 1: Residents and the community



**Support residents and the community using the residential kerbside collection to achieve zero-waste at home.**

Stakeholders: residents, students, community centres and organisations/groups

The City of Adelaide provides residents with the following kerbside collection services:



2.5m<sup>3</sup> hard waste – two collections annually

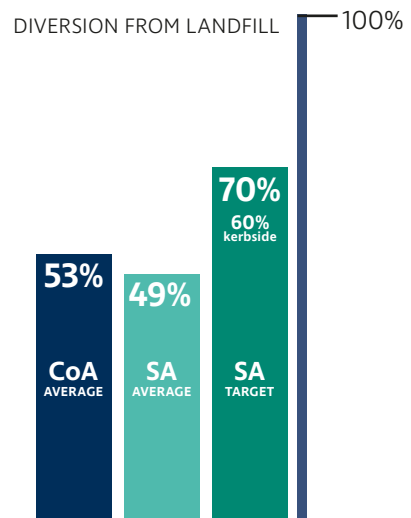
Kitchen caddies and compostable liner bags are also provided on demand to residents through the customer centre, community centres and libraries throughout the city.

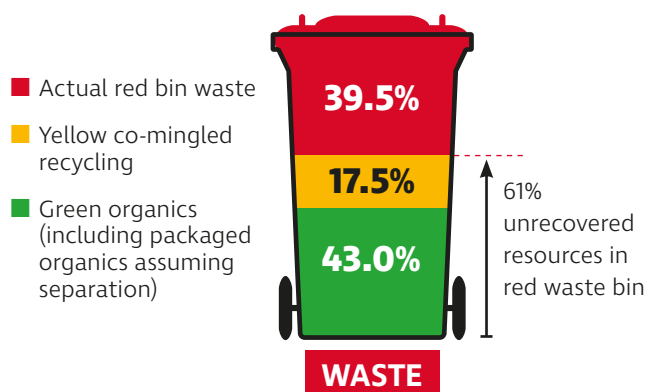
Compared with recycling and waste collections, there is relatively low uptake of the green organics bin. In fact, only about 20 percent of serviced premises have a green bin kerbside collection service. While our recent waste audit indicated that those who employ the kitchen caddy and the compostable liner bag understand the system well, there are gaps in data regarding distribution and use of kitchen caddies and liner bags, which could be improved.

The high volume of materials found in the red waste bin that could have been recycled or composted indicates that this bin is often considered the 'catch-all' solution. Approximately half of the materials (53 percent) that kerbside residents generate are successfully diverted away from landfill using the green organics bin and yellow recycling bin. This indicates that the City of Adelaide is performing better than the state average (49 percent) but lower than the state kerbside target (70 percent as listed in the consultation draft of the new waste strategy).

Materials that do not belong in the recycling bin or the organics bin are considered contamination, although, organics and recycling placed in the red waste bin are not usually labelled in this way. The red waste bin should be considered the last resort; therefore, we need to shift the dialogue to identify recoverable materials found in the red waste bin as contamination.

This could be achieved through various initiatives, for example the dissemination of information and supportive programs through our community centres, libraries and community-run events. Resources the City of Adelaide Sustainable Event Guidelines have been developed and are provided to event organisers via the City of Adelaide's website. This continues to be an important body of work to assist in resource recovery for both the events industry, event participants, organisers and the wider community.





#### Red waste bin:

- Approximately 650kg of waste is generated annually per residential kerbside serviced premise.
- Approximately 61 percent of the materials could be recovered by using either the green organics bin (43 percent) or yellow co-mingled recycling bin (17.5 percent).

#### Yellow co-mingled recycling bin:

- Kerbside residents have successfully adopted the yellow co-mingled recycling collection service and generally place glass and paper/cardboard in the correct bin; however, there is confusion regarding metals and hard plastics.
- On average, 21 percent of yellow co-mingled recycling bins had some form of visible contamination such as garden organics, recycling contained in plastic bags, and general waste (e.g. textiles and soft plastics).

#### Green organics bin:

- Kerbside residential organics collection is an opt-in service. Those who adopt the service understand the system well, which is demonstrated through low contamination rates (0.25 percent).
- The majority of the materials in the green organics bin are garden organics. Only 7.5 percent of the organics bin was food. Food was present in the red waste bin (over 30 percent) and yellow co-mingled bin (less than 1 percent).

#### Influencing challenges

- Premises come in different sizes. The physical space available to hold three bins is variable, for examples there are limitations in row houses.
- The current, large volume of waste bin does not encourage reduction of waste and more diversion from landfill.
- Limited support in the form of education is currently provided for residents.
- High Solid Waste Levy fees is a financial risk to Council.

To address the challenges identified above and achieve our goal of 'zero-waste', significant support for our residents is needed.

# Target Area 2: Residents in multi-unit dwellings



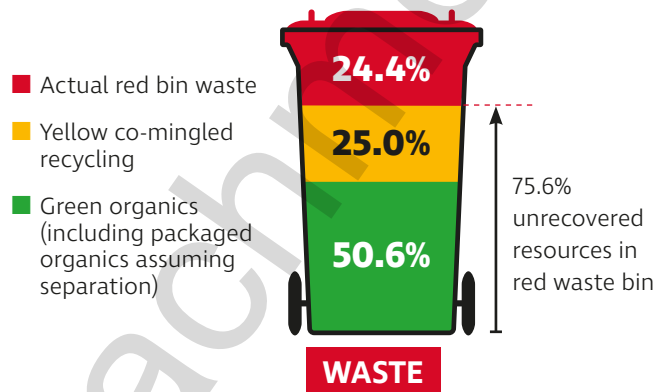
**Tailor supportive services to residential multi-unit dwellings (including apartments, low-rises and high rises) in development through to occupancy.**

Stakeholders: residents, students, building managers, strata managers

The City of Adelaide has just over 600 strata and community title buildings, containing over 10,000 multi-unit dwelling households. The City of Adelaide provides multi-unit developments with either the standard residential kerbside service or a shared three-stream service (organics, co-mingled recycling, waste and hard waste service using 660L bulk-bins serviced weekly) if the premise is suitable for servicing. These services include shared 660L general waste, 660L co-mingled recycling and 240L organics recycling bins.



While these bulk services are efficient, these premises have been shown to have high contamination rates in all streams and a very low diversion from landfill rate of only 26 percent. This is significantly lower than the State's target of 70 percent of municipal solid waste diversion from landfill.



**Red waste bin:**

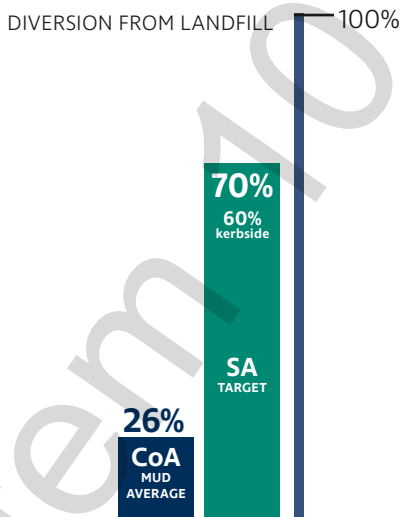
Unrecovered resources made up approximately 75 percent of the general waste bin with 50 percent of this being organics and 25 percent recycling material that could have been diverted. This means only a quarter of what is in the red waste bin is material that should actually go in the red waste bin.

**Yellow co-mingled recycling bin:**

- Contamination in the yellow co-mingled recycling bin (such as textiles and plastic bags) was high at 25 percent.

**Green organics bin:**

- No compostable caddy liner bags were found in either the red waste bin or the yellow co-mingled recycling bin. This demonstrates that, as with kerbside residents, multi-unit development residents likely link compostable caddy liners supplied by Council to the green organics bin.
- Contamination such as glass and plastics was high at 30 percent.





## Influencing challenges

Waste diversion in multi-unit developments is complex. For example:

- The residents can be multi-lingual, more transient and may be accustomed to different waste and recycling systems, which means a consistent and ongoing support system is needed.
- Each building is unique, especially the waste management area, therefore a 'one size fit all' approach is not effective in these buildings. High contamination can be due to a number of factors including bins types and sizes, bin location, signage, language, building configuration and user knowledge of the waste system.

Onsite observation at various sites indicates that infrastructure, building design, systems and education need to be addressed to see improvements. Multi-unit dwellings must be addressed from the development through to occupancy for improved waste management.

It is anticipated that significant improvements could be made if hands-on support is provided by the City of Adelaide. Given the growth of multi-unit residential developments in the city, this sector is a key focus area for improvement.

# Target Area 3: Businesses



## Expand support for businesses eligible for kerbside collection.

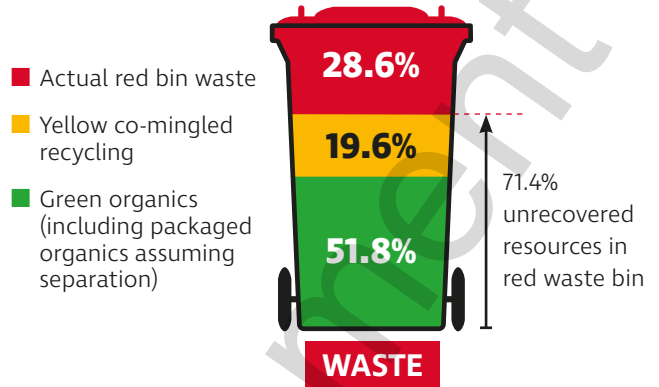
Stakeholders: business owners, business organisations, permanent employees, contract workers, precinct groups.

Businesses in the City of Adelaide that generate a small amount of waste, similar to a residential premise, may be eligible for a Council general waste and co-mingled recycling service.



Businesses that use the city kerbside waste services make use of it and rely on it heavily.

Approximately 40 percent of business bins are overfull. Overfull bins could mean that the size does not suit the need, and/or there is opportunity for waste reduction or diversion from landfill. Feedback loops providing information on diversion could be beneficial and employed if technology was implemented, for example radio frequency identification (RFID).



### Red waste bin:

- About 71 percent of the red waste bin was unrecovered resources like organics, glass bottles, cardboard and hard plastics.
- 19.6 percent was recyclable materials that could have been diverted from landfill by using the yellow co-mingled recycling bin service, which is currently available to businesses. 51.8 percent was food waste that could be diverted from landfill; however, at present, green organics collection is only available to residents.

This demonstrates a significant opportunity for improved services.

### Yellow co-mingled recycling bin:

- The yellow co-mingled recycling bin was highly contaminated. The audit revealed that over 20 percent of this bin contains non-recyclable materials such as building materials, compostable paper, recycling contained in plastic bags (recycling should be loose and not in bags), and general waste.

## Influencing challenges

- Businesses have fluctuations in waste and recycling generation depending on delivery dates, day of the week and type of business.
- Businesses are likely to generate different waste materials and volumes than residential properties in the City of Adelaide. Therefore, residential education resources are not suitable for businesses even if the collection system is similar.
- To improve waste diversion from landfill it is important to provide services and education that is relevant to businesses.

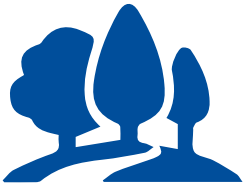
In order to make the biggest impact, three-stream waste collection services should be mandatory for all businesses including those serviced by Council and those who use contracted services. Best practices should be designed in a way that compost and recycling is the simplest to do, and supportive services are provided for sustained improvements. An example program currently in place is the Sustainability Incentive Scheme (SIS), which could be leveraged as part of implementation.

Space is a premium in many of the city's businesses, particularly in food premises. Bins for waste, recycling and organics, both those provided by the City of Adelaide or by private contractors, are often stored in the public realm. Storage of bins on the kerb and in the street are a health and safety risk and contribute to reduced amenity. This can cause a reduction in foot traffic and vehicle access and can impact businesses. Bins systems should be considered in the development application process and prioritised in business decisions.

Advocacy to regulate diversion of food waste and other compostable materials would support City of Adelaide and business efforts in diversion and result in significant improvement.



## Target Area 4: Public spaces



### Establish public space such as streets and the Park Lands as conduits for resource recovery.

Stakeholders: residents, students, visitors, workers, tourists

The City of Adelaide provides waste collection and some recycling services through a variety of bin receptacles along public streets and in pedestrian areas. Innovative trials using solar powered compactor bins and solar powered sensor bins have offered insight into our city's habits.

In the Park Lands, the city offers waste collection via waste bins.



Unsurprisingly, the red waste bins on city streets contained a high percentage of materials that should be recoverable. Approximately 62 percent unrecovered resources, with co-mingled recyclables comprising 13 percent of the contents and compostable items 49 percent.

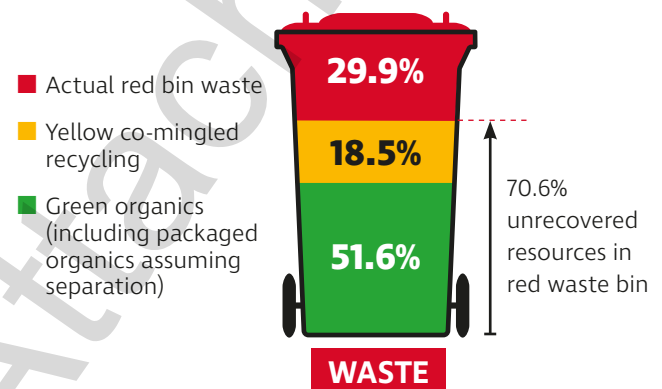
Red waste bins in the Park Lands also had a large proportion of unrecovered resources (70 percent), comprising 51 percent of compostable material and 19 percent co-mingled recyclables.

Waste management and resource recovery in the public space is known to be difficult, with a number of factors contributing to low diversion rates, such as users being accustomed to different systems.

Consistent resource recovery systems in residential homes, workplaces, and public spaces is one approach that can increase diversion. This approach eases the confusion of source separation by making users and customers central in the system, and therefore making doing the right thing easy.

The Key Actions address a range of challenges known in public space waste management and build on that knowledge for long-term sustainable change.

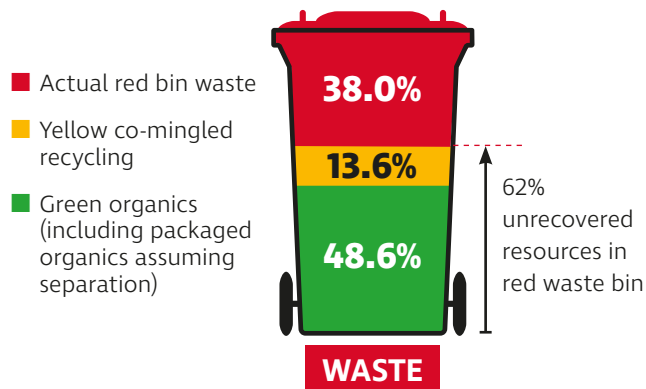
#### Park Lands – Red waste bin:



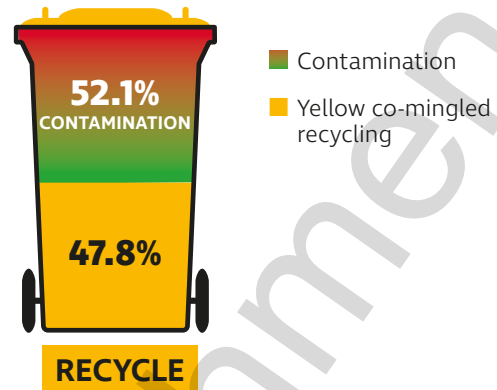
- Only red waste bins are available in the Park Lands. Around 70 percent of materials in the red waste bin has the potential to be diverted from landfill.
- Over 50 percent of the red waste bin could be placed in a green organics bin (if available), and 19 percent could be placed in a yellow co-mingled recycling (if both were co-located).
- Specific contents vary by location. For example, in some locations, over 10 percent of the Park Lands red waste bins was animal waste in plastic bags.

### Streets – Red waste bin:

- Over 60 percent of the red waste bin is unrecovered resources that could easily be diverted from landfill if appropriate services were offered.
- Over 48 percent could be placed in a green organics bin (if available), and 13 percent could be placed in a yellow co-mingled recycling bin (if both were co-located).



### Streets – Yellow Co-mingled Recycling Bin:



- Over 50 percent of the yellow co-mingled recycling bin was contaminated with items such as coffee cups, drinks in containers, food organics and other waste. Highly contaminated recycling results in the entire contents of the yellow recycling bin being rejected by the recycling facility and sent to landfill.

### Influencing challenges

- A large proportion of waste collected in public spaces within the City of Adelaide are illegally dumped. This includes a variety of waste types such as white goods, furniture, electronic and hazardous waste.
- There are known challenges with public place recycling bins and their level of efficacy. Often bins are highly contaminated with materials unsuitable for recycling (such as coffee cups and soiled paper), or the valuable materials (such as glass containers accepted in the Container Deposit Scheme) are removed from bins by informal recyclers.
- The contents of the red waste bins differ significantly by location and the surrounding land uses. There is opportunity for further investigation to better understand the nuances of waste generation patterns and service requirements for our streets and the Park Lands.

## Target Area 5: City of Adelaide own operations



**Establish the City of Adelaide's own operations, businesses, facilities and events as visible leaders in exceptional waste management.**

Stakeholders: City of Adelaide employees, customers, visitors, tourists

The City of Adelaide has a variety of facilities and businesses that serve the greater Adelaide community. Facilities and businesses include: Colonel Light Centre and Eagle Chambers, London Road Depot, North Adelaide Golf Links, Adelaide Aquatic Centre, UParks and community centres and libraries.

The City of Adelaide also provides a range of tenancies, leases and rental space for property, retail and Park Lands spaces.

In order to benchmark the city, a waste audit was conducted on the four major City of Adelaide: Colonel Light Centre and Eagle Chambers, London Road Depot, North Adelaide Golf Links and Adelaide Aquatic Centre.

Depending on the facility, the City of Adelaide manages its waste and recycling through a combination of internal staff and external contractors, which revealed waste management inconsistencies across the City of Adelaide's own operations, facilities and businesses. This can cause confusion and contamination, especially if staff and customers frequent several of these facilities. As mentioned in Target Area 4: Public Spaces, for successful resource recovery, it is important to create a customer-centric approach where the resource recovery system is consistent at work, at home and in public spaces.

The waste audit also revealed opportunities for improvements in all spaces, particularly in contamination of the yellow co-mingled recycling bin and diversion of organics. The red waste bin was a good indicator of the opportunities available at each site and are documented next.

Along with infrastructure change, support is needed in the form of education for customers and training for our employees. Procurement policies should include circular economy principles.

### Colonel Light Centre/Eagle Chambers

Approximately 79 percent of the materials in the red waste bin were unrecovered resources. Despite having a green organics service, over 44 percent of the material collected in the red waste bin could be placed directly in the green organics bin. Over 28 percent could have been placed in the yellow co-mingled recycling bin.

### London Road Depot (Offices Only)

Over 77 percent of the materials collected in the red waste bin could be diverted from landfill. Of this, more than 50 percent could be placed directly into the green organics bin and over 22 percent could be recycled into the yellow co-mingled recycling bin.

### North Adelaide Golf Links

There is significant opportunity for diversion at this facility. Over 87 percent of the waste that was placed in the red waste bin could be diverted from landfill. Approximately 25 percent of this material could have been placed directly in the yellow co-mingled recycling bin. Over 59 percent of the red waste bin could be directly diverted from landfill immediately if a green organics bin collection system was implemented. A further 8.3 percent could be recovered if visitors and staff separated food scraps from containers.

### Adelaide Aquatic Centre

Approximately 50 tonnes of waste per annum is generated onsite at this facility, which includes a combination of food and packaging purchased at the café, as well as food, packaging, and textiles (clothing and towels) brought in by customers and disposed of on-site. The audit revealed that the diversion from landfill rate for this facility is very low at only 28 percent.



Close to 66 percent of the materials generated in the red waste bin were unrecovered resources. Over 42 percent of the material collected in the red waste bin could be placed directly in the green organics bin, and over 23 percent could be placed in the yellow co-mingled bin.

### Influencing challenges

- Each facility is managed by different staff.
- Buildings vary significantly.
- Significant fluctuations of the number of visitors throughout the year.
- Illegal dumping occurs at most sites and contribute to overall waste.

With the City of Adelaide's Resource Recovery Vision of becoming the first city in Australia to be 'zero-waste', we must demonstrate leadership and improve our internal waste management operations to reflect the change we want to see in our communities.

## Next steps

The Resource Recovery (Organics, Recycling and Waste) Strategy 2020–2028 provides the framework for change.

Linked to this document is the Resource Recovery (Organics, Recycling and Waste) Action Plan 2020–2028, which outlines further details regarding the Key Actions necessary to reach the Resource Recovery Vision.



## Glossary

**Bulk bin/shared bulk bin:** a larger bin, usually on four wheels, that collects waste, recycling or organics, depending on the lid colour. These bins are often used for multi-unit dwellings, large office buildings or commercial complexes that share a collection service.

**Circular economy:** a methodology to use resources in a cyclical manner, effectively removing the concept of 'waste'.

**Co-mingled recycling:** a collection of recyclable materials like glass, tin cans and paper that are taken to a material recovery facility for sorting and recycling.

**Food organics:** Food scraps and waste collected for composting.

**Green organics bin:** a bin used to collect food waste and garden organic materials to be processed into composting. (also FOGO: Food Organics, Garden Organics) is also a frequently used term to describe food and garden waste in a green organics kerbside system).

**Hard-to-recycle:** products that are recyclable, however should not be placed in the kerbside co-mingled recycling stream. These products are made of several materials and need to be dismantled before recycling can occur.

**Key actions:** a set of tasks and projects specific to the five Target Areas.

**Recycling:** the process of converting 'waste' materials like plastic containers, metals and paper into reusable materials.

**Red waste bin:** a bin used to collect residual waste, garbage or rubbish. Often used as the 'catch-all' bin, where many materials can be recycled or composted.

**Resource Recovery Vision:** The City of Adelaide's long-term aim.

**Priority Items:** initiatives that are critical to the achievement of the Resource Recovery Vision. They are woven into every program created in support of this Strategy.

**Target Areas:** the major sectors or stakeholders within the city which programs and projects will be directed.

**Waste avoidance:** avoiding consumption that results in the production of waste.

**Waste diversion:** recovering materials that can be recycled so that they do not end up in landfill.

**Waste generation:** the process of making waste.

**Waste management/resource recovery system:** the actions needed to manage waste from generation to disposal; a waste management system that prioritises recycling and reuse of materials, rather than sending to landfill.

**Yellow co-mingled recycling bin:** a bin used to collect co-mingled recycling (see co-mingled recycling definition).

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# APPENDICES



Ends of fluorescent lighting tubes sorted for recycling.



## Appendix A: Link to City of Adelaide's Strategic Plan 2020–2024

The new City of Adelaide Strategic Plan 2020–2024 specified improvements in waste and resource recovery and the circular economy.

The following is an excerpt from the City of Adelaide's Strategic 'Plan on a Page' document. The underlined areas call for specific improvements in waste systems.

### Outcome 4 Environmental Leadership

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.

<sup>1</sup> Goal 12 Sustainable Development Knowledge Platform, Progress of Goal in 2019.

## Appendix B: Strategic and policy context

The City of Adelaide is influenced by several different internal and external regulations, policies and guidelines. These have been considered in the development of this Strategy and have shaped it accordingly. The list below is a summary for greater context.

### Global context and influences

#### Sustainable Development Goals: 12 Responsible Consumption and Production

On 25 September 2015, all United Nations Member States in 2015, including Australia, established a set of goals to end poverty and protect the planet through a sustainable development agenda. Relevant to the City of Adelaide's Resource Recovery (Organics, Recycling and Waste) Strategy is Sustainable Development Goal 12 Responsible Consumption and Production. This goal specifically focuses on responsible consumption and production patterns, calls for urgent action addressing current material demands and policies that improve resource efficiency, reduce waste and mainstream sustainability practices across all sectors of the economy. Of particular relevance to the Strategy includes the following two goals:

- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse and,
- By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses<sup>1</sup>

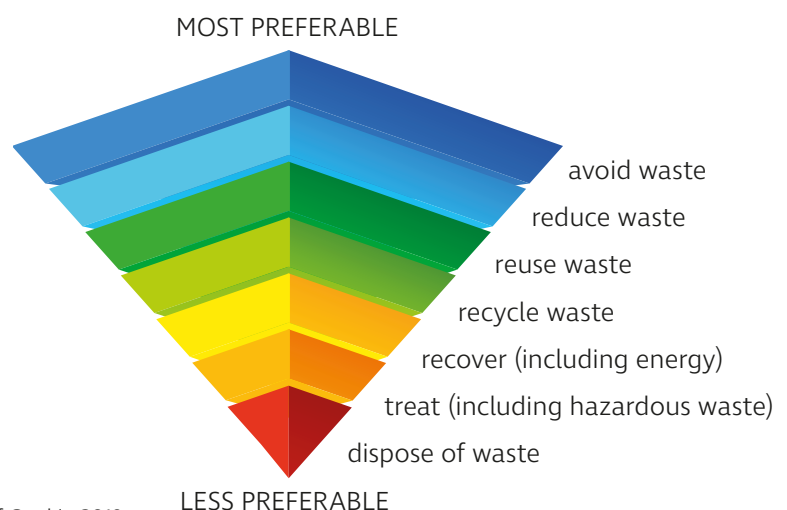
This strategy aligns to the SDG to ensure our efforts are a part of the global collective goal for peace and prosperity and a sustainable future.

### National context and influences

The National Waste Policy includes the waste hierarchy which sets out the preferences for waste management solutions: prioritising waste avoidance and minimisation and seeking to recover the highest value from materials.

- Avoid waste:
  - Prioritise waste avoidance, encourage efficient use, reuse and repair.
  - Design products so waste is minimised, they are made to last and we can more easily recover materials.
- Improve resource recovery:
  - Improve material collection systems and processes for recycling.
  - Improve the quality of recycled material we produce.
- Increase use of recycled material and build demand and markets for recycled products.
- Better manage material flows to benefit human health, the environment and the economy.
- Improve information to support innovation, guide investment and enable informed consumer decisions.

### THE WASTE HIERACHY



<sup>1</sup> Goal 12 Sustainable Development Knowledge Platform, Progress of Goal in 2019.



The National Waste Policy Action Plan 2019 presents targets and actions to implement the 2018 National Waste Policy.

The National Food Waste Strategy which aims to halve Australia's food waste by 2030.

The Commonwealth's *Product Stewardship Act 2011* provides the framework to effectively manage the environmental, health, safety and disposal impacts of products

### State context and influences

- South Australia *Environment Protection Act 1993*.
- South Australia Environment Protection (Waste to Resources) Policy 2010. Under this policy the City of Adelaide is required to provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter) in respect of residential premises within its area.
- *Green Industries SA Act 2004*
- A Vision for a Circular Economy, Waste Strategy 2020–2025 Consultation Draft
- Valuing our Food Waste. Food Waste Strategy 2020–2025 Consultation Draft
- *Beverage Container Act 1975*
- *Plastic Shopping Bags (Waste Avoidance Act) 2008*
- Single-use and Other Plastic Products (Waste Avoidance) Bill 2020
- South Australia Better Practice Guide for Residential and Mixed-Use Developments Guidelines for Waste Management. This document (created with feedback from the City of Adelaide) is referenced in development approval assessments.

Alignment to the efforts made by the state government's Green Industries SA will ensure consistent messaging across programs.

### Local and other influences

- City of Adelaide Strategic Plan 2020–2024
- City of Adelaide Waste Management Action Plan 2012–2016. This Strategy will replace supersede this Plan
- Waste and Recycling Services Policy. The current Policy will be reviewed following adoption of this strategy by Council.
- Waste and Recycling Services Operating Guidelines. The current Guidelines will be reviewed following adoption of this strategy by Council.
- Design Guide for Residential Recycling. The current Guide will be reviewed following adoption of this strategy by Council.
- Carbon Neutral Adelaide Strategy 2015–2025 and Carbon Neutral Adelaide Action Plan. This strategy and action plan establishes ambitious targets of carbon neutrality for the City of Adelaide operations by 2020 and the broader community by 2025. It lists reduction of emissions associated with resource use and maximising recycling as a priority to achieving a carbon neutral Council.
- Sustainable Event Guidelines. This document provides guidance on how to deliver more environmentally sustainable events across six activity areas including waste reduction and recycling.
- City of Adelaide 2019 Waste Audits. Comprehensive waste audits were conducted in August 2019 and helped to inform the development of this Strategy.
- Fight Food Waste CRC. Organisations such as the Fight Food Waste CRC dedicate resources to address food waste challenges. Therefore, partnerships with such organisations can support our collective goals.

## Appendix C: 'Zero-waste' in other organisations and cities

Although the goal of 'zero-waste' in other organisations and jurisdictions is similarly aligned with the underlying premise of resource recovery, there are several different applications and interpretations. The following organisations and cities provide the City of Adelaide with precedence and direction.

### Zero Waste International Alliance

According to Zero Waste International Alliance, zero-waste is 'the conservation of all resources by means of responsible production, consumption, reuse and recovery of products, packaging and materials without burning, and with no discharges to land, water or air that threaten the environment or human health.'<sup>1</sup>

### Austin, Texas, USA

Adelaide's US sister-city Austin, Texas, defines zero-waste as: 'an ambitious goal to divert 90% of waste from landfills and incinerators by 2040 using a "whole system" approach to evaluate and manage the flow of resources and waste created by our communities.'<sup>2</sup> The City Council established three goals for achieving zero-waste:

- 20 percent per capita reduction of solid waste disposed to landfills by 2012
- 75 percent diversion of solid waste from landfills and incinerators by 2020
- 90 percent diversion of solid waste from landfills and incinerators by 2040

### Sydney, New South Wales, Australia

'The long-term goal of the City of Sydney is to reduce all waste for maximum resource recovery, so materials aren't just used once and then disposed of. Zero-waste targets in other cities are defined as greater than 90 percent of waste diverted from landfill. The following are their targets for June 2030.

- Operations: To divert 90 percent of waste from City parks, streets, public places, City-managed properties, construction and demolition generated and managed by City operations, from landfill.
- Residents: To divert 90 percent of waste (with a minimum of 35 percent as source-separated recycling) from landfill.
- Businesses: To divert 90 percent of waste from operating businesses in the local government area, and from construction and demolition activities in the local government area from landfill.<sup>3</sup>

### Melbourne, Victoria, Australia

The City of Melbourne have also set an ambitious goal towards zero-waste, aiming for a 90 percent recovery rate. They aim to;

- avoid waste and reduce household waste generation by 20 percent
- improve how waste and recycling is separated, stored and collected in order to reduce noise, odour and congestion and improve the beauty of the city
- capture and recycle organic waste
- recover all valuable material if viable, with minimal waste going to landfill<sup>4</sup>

<sup>1</sup> Zero Waste Definition - Zero Waste International Alliance, 2018

<sup>2</sup> Austin Resource Recovery Master Plan, City of Austin, 2011

<sup>3</sup> Leave Nothing to Waste, Managing resources in the City of Sydney Area,

<sup>4</sup> Waste Strategy and Action Plan 2017 – 2030, Waste and Resource Recovery Strategy 2030, City of Melbourne 2019

## Appendix D: The circular economy principle

### What does a circular economy look like?

Waste as we currently know it, is often the last thought. Once a material has been deemed 'waste', or 'garbage', it becomes 'somebody else's problem'<sup>1</sup>. It is usually only when waste systems fails that we begin to ask questions, for example, when our bins are overflowing, or we find plastic on our local beaches.

In nature, biological systems consider 'waste' as a resource, feeding the next set of organisms and so on. Effectively, there is no 'waste' like in our typical consumer lives. The circular economy, much like natural systems, uses resources in a cyclical manner, and 'waste' becomes food for the next system. It employs design principles to effectively remove the concept of 'waste' entirely, treating it as an input for the next system. Applying this type of thinking to materials, manufacturing and consumption reduces the amount of new resources required in manufacturing and reduces the amount of materials ending up in landfill.

If we consider waste as a valuable resource, we can gain back much of what it took to make the product for example, the materials, the embodied energy and water.

This takes a different type of thinking from that which has been employed since the time of the industrial revolution.

Some of the essential elements necessary for a circular economy include:

- design and manufacture products that are made from recycled materials (rather than new resources), that can be repaired and/or recycled back into the system
- establish repair centres as part of this design and manufacture process, so that items can be repaired
- establish collection systems so that items unable to be repaired are collected, rather than disposed of in landfill

- ensure that there is adequate and appropriate recycling facility infrastructure in place, taking into account location and sorting capacity
- encourage manufacturers to purchase recycled materials, thereby closing the production loop.<sup>2</sup>

Designing for reuse, repair, remanufacture and effective recycling are some circular economy principles that redefine products and manufacturing approaches to design out waste.

### How does this apply to our everyday consumer life?

Following the National Waste Hierarchy<sup>3</sup> and other governing bodies, reduction of consumption is the most effective action we can take. By reducing overall consumption of products, we reduce demand both up the supply chain, where products are made, and down the supply chain where products' fate in the waste system is decided.

Another way to reduce consumption and the resulting waste can be done by choosing the right products. For example, products that are designed to have long and useful lives, are designed to be repaired using standard tools, and are designed to be disassembled and made by companies that have extended producer responsibility policies in place, who will support the consumer in responsible end-of-product-life disposal.

Products for example, would be designed in a way that could feed into a viable recycling system – for example the yellow co-mingled recycling bin in a standard municipal kerbside system. Packaging would be minimal, made with recycled and recyclable materials, and only used to protect the product. Importantly, labelling regulations should be made to support the consumer in identifying responsible disposal.

<sup>1</sup> Somebody Else's Problem, Robert Crocker, 2016

<sup>2</sup> The Circular Economy, An explainer, Department of Parliamentary Services, Parliament of Victoria 2018

<sup>3</sup> See page 44 for further details on the National Waste Hierarchy



## What does a well operating circular economy system look like?

- An overall reduction of materials entering the waste system through measures like avoidance, reuse or repair.
- Manufacturers design for a circular economy.
- Labelling of packaging enforced to assist in recycling.
- Consumers practice avoidance, reduction, reuse and recycling and know what to do with all materials at time of disposal.
- All recyclable materials like cardboard/paper, plastic, metal and glass are placed in the correct bin and are separated and processed accordingly for recycling and remanufacturing.
- A localised and resilient waste and recycling system is in place.
- Businesses and residents are supported in good waste management practices.

## How can the City of Adelaide support a circular economy?

- Advocate to state and federal governments for policies supporting a circular economy. For example, support the expansion of the extended producer responsibility policy, suggest implementing guidelines or policies for more sustainable material choice, and support and advocate for sustainable packaging and labelling on packaging.
- Provide assistance to businesses in choosing more sustainable materials and products.
- Educate our community and residents on choosing products that have minimal packaging and long useful lives and that can be reused or repaired. Encourage purchasing from companies that have extended producer responsibility, or product stewardship policies in place to support customers in end of product life options.
- Investigate how repair cafés, and lending libraries can be implemented in our communities.
- Advocate and support localised infrastructure to support local recycling and diversion of waste.
- Develop a strong Resource Recovery Strategy and Action Plan that weaves in circular economy principles.
- Lead by example via procurement and services.

By understanding what we want our economy and resource recovery to look like, we can shape the programs to support this goal and achieve our Resource Recovery Vision of 'zero-waste'.

## Appendix E: Waste audits 2019



Waste Auditor conducting a waste audit in 2019 for the City of Adelaide.

In August 2019, the City of Adelaide conducted a series of comprehensive waste audits to benchmark our progress and gain a better understanding of current challenges and wins.

The audit was conducted on external waste services provided by City of Adelaide and included kerbside residential, kerbside business, multi-unit developments, and public spaces collections.

Internal operations and facilities such as the Colonel Light Centre/Eagle Chambers, London Road Depot, North Adelaide Golf Links and the Aquatic Centre were also audited. This multi-audit approach gave a comprehensive baseline for the City of Adelaide.

The purpose of the waste audits was to:

- establish a baseline of data to assess the efficacy and efficiency of the City of Adelaide's waste approach and programs
- understand material generation and verify waste pathways and associated costs
- understand user behaviour within each site and service
- identify waste reduction, diversion and efficiency opportunities.

The audits provided information on:

- high-level waste generation data
- composition and contamination of bins
- recycling rate and diversion of materials
- bin fullness
- adoption of compostable liner bags for organics kitchen caddy.

The audit revealed good areas of opportunities, some of which can be achieved with quick wins, and others which require more substantial changes.







**Publishing notes:**

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Designed for Life.**

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# Resource Recovery Action Plan

(Organics, Recycling and Waste)  
2020–2028









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The purpose of the City of Adelaide's new Resource Recovery (Organics, Recycling and Waste) Strategy 2020–2028 is to provide a solid framework to redefine the concept of waste, improve resource recovery and build a circular economy in the City of Adelaide.

This document is the related Action Plan, which establishes how the Resource Recovery Vision will be achieved.

It outlines programs, projects and initiatives that will be developed over the next eight years. As the waste and recycling industry is dynamic, it is intended that this Action Plan will be reviewed annually for relevance and applicability.

## Our vision for resource recovery – an overview

**The City of Adelaide's Resource Recovery Vision is to be the first city in Australia to achieve 'zero avoidable waste to landfill' ('zero-waste').**

Aligning with the State Government's target, this equates to: 'the diversion of all waste from landfill where it is technologically, environmentally and economically practicable to do so. 'Unavoidable' waste therefore refers to wastes for which no other current treatment is available including (but not limited to) asbestos, toxic and quarantine waste.'<sup>1</sup>

This vision will guide the City of Adelaide through to 2028 and will promote a circular economy through reducing waste, increasing resource recovery and delivering exceptional customer service that is:

**Customer-centric**

**Responsive**

**Evidence-based**

**Collaborative**

**Equitable**

**Innovative**

This vision for a system that is centred on resource recovery centric system is guided by a strong strategic framework and action plan that is funded by an adequate budget. Achieving the vision will establish the City of Adelaide as a world-class resource recovery leader by redefining what waste is, establishing an integrated system of recovery, and building the supporting networks to deliver a circular economy and a 'zero-waste' city.

The City of Adelaide's Resource Recovery Vision of 'zero-waste' is measured by the following:

- Divert 75 percent of residential kerbside waste from landfill
- Divert 90 percent of waste from City of Adelaide activities and events from landfill
- Reduce waste generation by 5 percent per capita
- Reduce contamination to below 10 percent in kerbside collected yellow co-mingled recycling
- Reduce food waste in the kerbside residential waste bin by 50 percent
- Apply the waste management hierarchy in all actions, and consider material safety.

<sup>1</sup> A Vision for A Circular Economy Waste Strategy 2020-2025 Consultation Draft, Green Industries SA, 2020. P 47



# The Strategy



## Resource Recovery

**Vision:** where we see the City of Adelaide's future of resource recovery.

**Priority Items:** items that are critical to the achievement of the resource recovery vision are woven into every program created in support of this strategy.

**Target Areas:** the major sectors or stakeholders within the city for which programs will be created. These sectors and stakeholders have varying needs and requirements and require a tailor-made approach for best resource recovery outcomes.

**Key Actions:** a set of tasks and projects that are specific to the five Target Areas and that integrate the goals set out in the Priority Items.



## Key Actions Matrix

This matrix includes the high-level and sub-actions to be executed over the duration of the strategy and will be reviewed annually.

	Priority Item 1: Eliminate food waste	Priority Item 2: Engage, educate and inspire
<b>Target Area 1: Residents and the community</b> Support residents and the community using the residential kerbside collection to achieve zero-waste at home.	<b>1.1 Provide residents, community members and community event organisers with the tools and services to eliminate food from the waste stream.</b> 1.1.1 Investigate and remove the barriers to adopting the green organics service. 1.1.2 Increase accessibility to green organics bins, kitchen caddies, certified compostable liner bags, education and other tools that support reduction of food waste. 1.1.3 Develop, implement and fund projects and campaigns targeting the items that do not belong in the red waste bin (such as food waste), to increase recovery of these materials.	<b>2.1 Develop and provide a multi-faceted, multi-lingual suite of educational resources for residents, community and community events organisers to reduce waste generation and increase resource recovery.</b> 2.1.1 Develop a new information and education program for residents using the three bin kerbside system. Include collateral, signage and information sessions. 2.1.2 Develop partnerships and collaboration with other councils, organisations, industry, academia and different levels of government to deliver unique programs, strengthen and unite waste reduction initiatives, and recognise high achievers in waste diversion. 2.1.3 Offer regular outreach, education events, information sessions and recycling tours for residents and elected members. 2.1.4 Support and implement community programs targeting waste avoidance, reduction and reuse (e.g. repair cafés, lending libraries, ambassador programs).
<b>Target Area 2: Residents in multi-unit dwellings</b> Tailor supportive services to residential multi-unit dwellings (including apartments, low-rises and high rises) in development and through to occupancy.	<b>1.2 Provide multi-unit dwelling building owners, managers and residents with tailored waste management solutions that target elimination of food from the waste stream.</b> 1.2.1 Identify the challenges associated with food waste diversion in multi-unit-dwellings, and tailor programs to address these challenges. 1.2.2 Increase accessibility to murfes (small recycling bins), kitchen caddies, certified compostable liner bags, education and other tools specific to multi-unit dwellings. 1.2.3 Develop and implement projects and campaigns targeting items that do not belong in the shared bulk red waste bin (such as food waste) to increase recovery of these materials.	<b>2.2 Develop and provide a multi-lingual waste management education toolkit for building managers and residents.</b> 2.2.1 Develop and deliver multi-lingual education toolkits and printable materials accessible on the City of Adelaide's website for residents and building personnel. 2.2.2 Support residents with at-home waste management through education information sessions for residents and building personnel. 2.2.3 Develop an ambassadors program, build relationships and recognise high achievers in waste reduction and diversion.
<b>Target Area 3: Businesses</b> Expand support for businesses eligible for kerbside collection.	<b>1.3 Investigate and provide green organics collection service and tools to businesses with a City of Adelaide kerbside collection service.</b> 1.3.1 Explore and implement innovative solutions for green waste diversion for commercial enterprises (e.g. precinct based collection). 1.3.2 Support businesses to operate more sustainably, including transitioning from single use plastics to reusable containers or compostable serve-ware, and implementing a green organics service.	<b>2.3 Develop and provide multi-lingual targeting waste management best practices for business</b> 2.3.1 Consider and develop methods for incentivisation for reduction and diversion of waste. 2.3.2 Offer regular information meetings for businesses to assist them in establishing or maintaining good waste management practises. Consider links to existing programs such as the Sustainability Incentives Scheme (SIS). 2.3.3. Recognise high achievers in waste reduction and diversion.
<b>Target Area 4: Public spaces</b> Establish public space such as streets and Park Lands as conduits for resource recovery.	<b>1.4 Investigate the collection of organic materials in public spaces.</b> 1.4.1 Investigate and facilitate collection of food waste and compostable products (green organics) and dog waste in the public space. 1.4.2 Facilitate the distribution of Australian certified compostable dog waste bags in the public space.	<b>2.4 Create a consumer-centric public space waste management systems that is consistent with the three stream system.</b> 2.4.1 Increase visibility and consistency of signage relating to waste, recycling and organics bins. 2.4.2 Facilitate unique engagement and events to support public place waste education.
<b>Target Area 5: City of Adelaide own operations</b> Establish the City of Adelaide's own operations, businesses, facilities and events as visible leaders in exceptional waste management.	<b>1.5 Mandate diversion of all food waste and compostable products from the City of Adelaide's own operations, buildings and tenants and provide support and services to achieve this.</b> 1.5.1 Facilitate and mandate diversion of all food waste from City of Adelaide's own operations, buildings and tenants. 1.5.2 Ban the use of single-use plastic serve-ware and replace with alternatives such as reusable containers and Australian certified compostable serve-ware. 1.5.3 Measure, audit and assess food waste generation for food waste reduction opportunities.	<b>Establish resource recovery as part of workplace culture in City of Adelaide properties, rentals, leases, and facilities.</b> 2.5.1 Create an education program (including onboarding, ongoing training, program execution and maintenance) to support employees and visitors to improve waste avoidance, reduction and diversion. 2.5.2 Install visible and consistent bin signage on public place and event bins and internally in City of Adelaide operations and community centres. 2.5.3 Establish waste management program (modelling from the Workplace Safety Program).

<b>Priority Item 3: Foster innovation, new technologies, and data collection</b>	<b>Priority Item 4: Prioritise and centralise resource recovery</b>	<b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b>
<p>Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the Resource Recovery Vision.</p>	<p>Support methods to establish waste avoidance and reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.</p>	<p>Work internally and externally with different levels of government to drive long term fundamental change in consumption and waste management.</p>
<p><b>3.1 Establish data collection methods for resource recovery and cost signalling mechanisms linked to waste disposal</b></p> <p>3.1.1 Support and implement innovative technology and behaviour change to deliver improved municipal resource recovery systems and infrastructure (for example investigate kerbside bin options).</p> <p>3.1.2 Investigate methods to install data collection methods (for example, radio-frequency identification (RFID) tags on all City of Adelaide kerbside bins) to provide ongoing feedback and improve service outcomes, communicate feedback to residents and target resource recovery behaviours.</p> <p>3.1.3 Conduct regular comprehensive waste audits and report publicly on results. (Data should be collected in a way that is useful cross-program for example the Carbon Neutral Adelaide program).</p> <p>3.1.4 Facilitate additional collection locations for hard-to-recycle items for residents to access (for example within City of Adelaide facilities and community centres).</p>	<p><b>4.1 Increase visibility of the associated cost and volume of residential waste, and of the benefits of adopting the circular economy</b></p> <p>4.1.1 Investigate decoupling waste fees from rates for clarity of cost.</p> <p>4.1.2 Establish incentives programs, or financial models to encourage reduction of waste generation. For example, financial incentives, alternative collection service frequencies, bin sizes, service cost models and other behaviour-change tactics that encourage waste reduction and source separation.</p> <p>4.1.3 Target and clarify misinformation and provide clarity regarding resource recovery.</p> <p>4.1.4 Provide resources for at-home waste avoidance, reduction and management.</p>	<p><b>5.1 Drive initiatives and advocacy in our local communities to position the City of Adelaide as a leader in resource recovery.</b></p> <p>5.1.1 Advocate for the development and improvement of policies, and guidelines that support the consumer enact the circular economy, product stewardship, and waste avoidance/reduction/diversion.</p> <p>5.1.2 Advocate for changes to legislation that prioritises material recovery services over waste services.</p> <p>5.1.3 Develop new City of Adelaide policy and guidelines for kerbside collection that align to this strategy.</p>
<p><b>3.2 Establish behaviour feedback mechanisms through data collection methods specific to multi-unit dwellings.</b></p> <p>3.2.1 Facilitate regular assessments and audits of multi-unit dwellings to ensure measurable and verifiable improvements to waste management. Report progress to residents, building management and other associated stakeholders.</p> <p>3.2.2 Investigate ongoing data collection methods (for example, radio-frequency identification (RFID) tags on bulk bins) to improve service outcomes, communicate feedback and resident behaviours.</p>	<p><b>4.2 Centralise best practice waste management decisions at development phase, during build and in occupancy phases.</b></p> <p>4.2.1 Facilitate and provide guidance in the form of a resource on waste management best practises for all new development applications so that waste management is prioritised early on in development, during build, and during occupation.</p> <p>4.2.2 Provide assistance for existing developments to access waste management best practises to enhance or support existing or new waste management systems.</p> <p>4.2.3 Transition multi-unit buildings to a shared three bin system, where appropriate.</p>	<p><b>5.2 Drive initiatives and advocacy for multi-unit dwellings to enable the city to be a vehicle resource recovery.</b></p> <p>5.2.1 Advocate for policies and guidelines that prioritise waste avoidance and diversion and associated user behaviour in building design, occupancy and building management.</p> <p>5.2.2 Develop new City of Adelaide policies and guidelines for waste management that align to this strategy for City of Adelaide serviced multi-unit dwellings.</p>
<p><b>3.3 Partner with circular economy businesses to encourage waste reduction and resource sharing for businesses.</b></p> <p>3.3.1 Investigate and implement innovative technology and data collection methods to improve service outcomes, communicate feedback to businesses (i.e. RFID, precinct-based waste management, high performers recognition programs).</p> <p>3.3.2 Consider collaboration with organisations (for example, Carbon Neutral Partners and City Switch programs) to drive unique and innovative solutions to resource recovery challenges.</p>	<p><b>4.3 Establish protocols that stipulate robust resource management plans must be approved and contingent to a business opening.</b></p> <p>4.3.1 Position Council as an ally that businesses can rely on for waste management best practices.</p> <p>4.3.2 Establish protocols to evaluate businesses on their resource recovery practises based on their resource recovery plans.</p> <p>4.3.3 Work with businesses across the city to improve waste and waste bin amenity.</p>	<p><b>5.3 Advocate for improvements in policy and legislation that support the circular economy.</b></p> <p>5.3.1 Work with and advocate for commercial contractors to provide more support for businesses that use their services.</p> <p>5.3.2 Advocate for improvements in legislation surrounding accountability in material use/design, lifecycle which support the circular economy.</p> <p>5.3.3 Develop new policy and guidelines for waste management for kerbside collection for businesses that align to this strategy.</p>
<p><b>3.4 Leverage opportunities in public spaces to drive resource recovery through life-cycle thinking and technological innovation.</b></p> <p>3.4.1 Investigate innovations in public places such as streets and the Park Lands and including City of Adelaide hire, lease, and rental spaces (i.e. pet waste, club, sporting organisation waste) through collaborations with industry and academia.</p> <p>3.4.2 Execute regular data collection and auditing to measure ongoing progress. Report progress publicly.</p>	<p><b>4.4 Centralise waste management decisions in assets and infrastructure projects.</b></p> <p>4.4.1 Investigate building a consistent resource recovery system (residential, workplaces, public spaces etc.) to support a consumer centric approach.</p> <p>4.4.2 Prioritise projects and materials that utilise recycled content (for example, recycled roads).</p>	<p><b>5.4 Drive the circular economy through collaboration.</b></p> <p>5.4.1 Facilitate collaboration with other councils to develop a consistent methodology for waste particularly in the public realm.</p> <p>5.4.2 Investigate place-based waste generation to assist with reduction at touch point (i.e. link between cafés and nearby public bins).</p>
<p><b>3.5 Establish data collection methods and ensure data is linked to key roles for sustained resource recovery.</b></p> <p>3.5.1 Investigate and implement innovative solutions for hard waste and illegal dumping.</p> <p>3.5.2 Facilitate additional collection points hard-to-recycle products non commercial users.</p>	<p><b>4.5 Review resource recovery programs annually and establish adequate funding and resources to support strategy goals.</b></p> <p>4.5.1 Develop protocols for City of Adelaide undertakings (internal operations, assets, infrastructure projects, capital projects, and procurement) to consider the effects of waste in all activities.</p> <p>4.5.2 Execute regular data collection and auditing to measure ongoing progress. Report progress to internal staff.</p> <p>4.5.3 Review Action Plan annually and budget for sustainability and continuity.</p>	<p><b>5.5 Review internal policies and guidelines to ensure alignment to this strategy and long-term vision.</b></p> <p>5.5.1 Consolidate similar services for efficiency and best value and ensure that contracts require data collection. Review contracts regularly for fit for purpose.</p> <p>5.5.2 Develop a new City of Adelaide internal waste management policy and by-laws.</p> <p>5.5.3 Develop protocols to ensure procurement avoids waste, is made with sustainably, can be reused, recycled or composted at end of life. Favour companies that have product stewardship or extended producer responsibility policies in place.</p>



# Key actions over time

## Target Area 1: Residents and the community

Support residents and the community using the residential kerbside collection to achieve zero-waste at home.

		Quick Win	2020–2022	2023–2025	2026–2028
<b>Priority Item 1: Eliminate food waste</b> Reduce food waste generation and increase diversion of food scraps going to landfill by 50 percent.	<b>1.1 Provide residents, community members and community event organisers with the tools and services to eliminate food from the waste stream.</b>	●	●	●	●
	1.1.1 Investigate and remove the barriers to adopting the green organics service.	●	●		
	1.1.2 Increase accessibility to green organics bins, kitchen caddies, certified compostable liner bags, education and other tools that support reduction of food waste.		●		
	1.1.3 Develop, implement and fund projects and campaigns targeting the items that do not belong in the red waste bin (such as food waste), to increase recovery of these materials.		●	●	
<b>Priority Item 2: Engage, educate, and inspire</b> Drive robust waste management education to all residents, businesses and users of our city.	<b>2.1 Develop and provide a multi-faceted, multi-lingual suite of educational resources for residents, community and community event organisers to reduce waste generation and increase resource recovery.</b>	●	●	●	●
	2.1.1 Develop a new information and education program for residents using the three bin kerbside system. Include collateral, signage and information sessions.	●	●		
	2.1.2 Develop partnerships and collaborations with other councils, organisations, industry, academia and varying levels of government to deliver unique programs, strengthen and unite waste reduction initiatives, and recognise high waste diversion achievers.	●	●	●	●
	2.1.3 Offer regular outreach, education events and information sessions and recycling tours for residents and elected members.	●	●	●	●
	2.1.4 Support and implement community programs targeting waste avoidance, reduction and reuse (e.g. repair cafés and lending libraries, ambassador programs).	●	●	●	●
<b>Priority Item 3: Foster innovation, new technologies, and data collection</b> Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the resource recovery vision.	<b>3.1 Establish data collection methods for resource recovery and cost signalling mechanisms linked to waste disposal.</b>	●	●	●	●
	3.1.1 Support and implement innovative technology and behaviour change to deliver improved municipal resource recovery systems and infrastructure (for example, investigate kerbside bin size options).			●	●
	3.1.2 Investigate methods to install data collection methods (for example, radio-frequency identification (RFID) tags on all City of Adelaide kerbside bins) to provide ongoing feedback and improve service outcomes, communicate feedback to residents and target resource recovery behaviours.		●	●	
	3.1.3 Conduct regular comprehensive waste audits and report publicly on results. (Data should be collected in a way that is useful cross-program for example the Carbon Neutral Adelaide program).		●	●	●
	3.1.4 Facilitate additional collection locations for hard-to-recycle items for residents to access (for example within City of Adelaide facilities and community centres).		●	●	●
<b>Priority Item 4: Prioritise and centralise resource recovery</b> Support methods to establish waste avoidance and reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.	<b>4.1 Increase visibility of the associated cost and volume of residential waste and of the benefits of adopting the circular economy.</b>	●	●	●	●
	4.1.1 Investigate decoupling waste fees from rates for clarity of cost.			●	
	4.1.2 Establish incentives programs, or financial models to encourage reduction of waste generation. For example, financial incentives, alternative collection service frequencies, bin sizes, service cost models and other behaviour-change tactics that encourage waste reduction and source separation.		●	●	
	4.1.3 Target and clarify misinformation and provide clarity regarding resource recovery.	●	●		
	4.1.4 Provide resources for at-home waste avoidance, reduction and management.		●	●	
<b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b> Work internally and externally with different levels of government to drive long term fundamental change in consumption and waste management.	<b>5.1 Drive initiatives and advocacy in our local communities to position the City of Adelaide as a leader in resource recovery.</b>	●	●	●	●
	5.1.1 Advocate for the development and improvement of policies, and guidelines that support the consumer enact the circular economy, product stewardship, and waste avoidance/reduction/diversion.	●	●	●	●
	5.1.2 Advocate for changes to legislation that prioritises material recovery services over waste services.	●	●	●	●
	5.1.3 Develop new City of Adelaide policy and guidelines for kerbside collection that align to this strategy.		●	●	

## Target Area 2: Residents in multi-unit dwellings

Tailor supportive services to residential multi-unit dwellings (including apartments, low-rises and high rises) in development through to occupancy.

		Quick Win	2020–2022	2023–2025	2026–2028
<b>Priority Item 1: Eliminate food waste</b> Reduce food waste generation and increase diversion of food scraps going to landfill by 50 percent.	<b>1.2 Provide multi-unit dwelling building owners, managers and residents with tailored waste management solutions that target elimination of food from the waste stream.</b>	●	●	●	●
	1.2.1 Identify the challenges associated with food waste diversion in multi-unit dwellings, and tailor programs to address these challenges.		●		
	1.2.2 Increase accessibility to murfes (small recycling bins), kitchen caddies, certified compostable liner bags, education and other tools specific to multi-unit dwellings.		●		
	1.2.3 Develop and implement projects and campaigns targeting items that do not belong in the shared bulk red waste bin (such as food waste) to increase recovery of these materials.		●	●	
<b>Priority Item 2: Engage, educate, and inspire</b> Drive robust waste management education to all residents, businesses and users of our city.	<b>2.2 Develop and provide a multi-lingual waste management education toolkit for building managers and residents.</b>	●	●	●	●
	2.2.1 Develop and deliver multi-lingual education toolkits and printable materials accessible on the City of Adelaide's website for residents and building personnel.	●	●		
	2.2.2 Support residents with at-home waste management through education information sessions for residents and building personnel.		●		
	2.2.3 Develop an ambassadors program, build relationships and recognise high achievers in waste reduction and diversion.		●	●	
<b>Priority Item 3: Foster innovation, new technologies, and data collection</b> Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the resource recovery vision.	<b>3.2 Establish behaviour feedback mechanisms through data collection methods specific to multi-unit dwellings.</b>	●	●	●	●
	3.2.1 Facilitate regular assessments and audits of multi-unit dwellings to ensure measurable and verifiable improvements to waste management. Report progress to residents, building management and other associated stakeholders.			●	
	3.2.2 Investigate ongoing data collection methods (for example, radio-frequency identification (RFID) tags on bulk bins) to improve service outcomes, communicate feedback and resident behaviours.		●	●	
<b>Priority Item 4: Prioritise and centralise resource recovery</b> Support methods to establish waste avoidance and reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.	<b>4.2 Centralise best practice waste management decisions at development phase, during build and in occupancy phases.</b>	●	●	●	●
	4.2.1 Facilitate and provide guidance in the form of a resource on waste management best practises for all new development applications so that waste management is prioritised early on in development, during build, and during occupation.		●	●	●
	4.2.2 Provide assistance for existing developments to access waste management best practises to enhance or support existing or new waste management systems.			●	●
	4.2.3 Transition multi-unit buildings to a shared three bin system, where appropriate.		●	●	●
<b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b> Work internally and externally with different levels of government to drive long term fundamental change in consumption and waste management.	<b>5.2 Drive initiatives and advocacy for improvements to waste management for multi-unit dwellings to enable the city to be a vehicle for resource recovery.</b>	●	●	●	●
	5.2.1 Advocate for policies and guidelines that prioritise waste avoidance and diversion and associated user behaviour in building design, occupancy and building management.	●	●	●	●
	5.2.2 Develop new City of Adelaide policies and guidelines for waste management that align to this strategy for City of Adelaide serviced multi-unit dwellings.	●	●	●	●

## Target Area 3: Business

Expand support for businesses eligible for kerbside collection.

		Quick Win	2020–2022	2023–2025	2026–2028
<b>Priority Item 1: Eliminate food waste</b> Reduce food waste generation and increase diversion of food scraps going to landfill by 50 percent.	<b>1.3 Investigate and provide a green organics collection service and tools to businesses with a City of Adelaide kerbside collection service.</b>	●	●	●	●
	1.3.1 Explore and implement innovative solutions for green waste diversion for commercial enterprises (e.g. precinct based collection).		●	●	
	1.3.2 Support businesses to operate more sustainably, including transitioning from single use plastics to reusable containers or compostable serve-ware, and implementing a green organics service.		●	●	
<b>Priority Item 2: Engage, educate, and inspire</b> Drive robust waste management education to all residents, businesses and users of our city.	<b>2.3 Develop and provide multi-lingual information targeting waste management best practices for business.</b>	●	●	●	●
	2.3.1 Consider and develop methods for incentivisation for reduction and diversion of waste.		●	●	●
	2.3.2 Offer regular information meetings for businesses to assist them in establishing or maintaining good waste management practises. Consider links to existing programs such as the Sustainability Incentives Scheme (SIS).		●	●	
	2.3.3 Recognise high achievers in waste reduction and diversion.		●	●	●
<b>Priority Item 3: Foster innovation, new technologies, and data collection</b> Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the resource recovery vision.	<b>3.3 Partner with circular economy businesses to encourage waste reduction and resource sharing for businesses.</b>	●	●	●	●
	3.3.1 Investigate and implement innovative technology and data collection methods to improve service outcomes, communicate feedback to businesses (i.e. RFID, precinct-based waste management, high performers recognition programs).			●	●
	3.3.2 Consider collaboration with organisations and other innovative programs (for example, Carbon Neutral Partners and City Switch programs) to drive unique and innovative solutions to resource recovery challenges.		●	●	●
<b>Priority Item 4: Prioritise and centralise resource recovery</b> Support methods to establish waste avoidance and reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.	<b>4.3 Establish protocols that stipulate robust resource management plans must be approved and contingent to a business opening.</b>	●	●	●	●
	4.3.1 Position Council as an ally that businesses can rely on for waste management best practices.			●	●
	4.3.2 Establish protocols to evaluate businesses on their resource recovery practises based on their resource recovery plans.			●	●
	4.3.3 Work with businesses across the city to improve waste and waste bin amenity.		●	●	●
<b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b> Work internally and externally with different levels of government to drive long term fundamental change in consumption and waste management.	<b>5.3 Advocate for improvements in policy and legislation related to business and industry that support the circular economy.</b>	●	●	●	●
	5.3.1 Work with and advocate for improvements to the waste system and infrastructure.	●	●	●	●
	5.3.2 Advocate for improvements in legislation surrounding accountability in material use/design, lifecycle which support the circular economy.	●	●	●	●
	5.3.3 Develop new policy and guidelines for waste management for kerbside collection for businesses that align to this strategy.		●	●	



## Target Area 4: Public spaces

Establish public space like streets and Park Lands as conduits for resource recovery.

		Quick Win	2020–2022	2023–2025	2026–2028
<b>Priority Item 1: Eliminate food waste</b> Reduce food waste generation and increase diversion of food scraps going to landfill by 50 percent.	<b>1.4 Investigate the collection of organic materials in public spaces.</b>	●	●	●	●
	1.4.1 Investigate and facilitate collection of food waste and compostable products (green organics) and dog waste in the public space.			●	●
	1.4.2 Facilitate the distribution of Australian certified compostable dog waste bags in the public space.		●	●	●
<b>Priority Item 2: Engage, educate, and inspire</b> Drive robust waste management education to all residents, businesses and users of our city.	<b>2.4 Create a consumer-centric public space waste management system that is consistent with the three-stream system.</b>	●	●	●	●
	2.4.1 Increase visibility and consistency of signage relating to waste, recycling, organics bins.		●	●	
	2.4.2 Facilitate unique engagement and events to support public place waste education.		●	●	
<b>Priority Item 3: Foster innovation, new technologies, and data collection</b> Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the resource recovery vision.	<b>3.4 Leverage opportunities in public spaces to drive resource recovery through lifecycle thinking and technological innovation.</b>	●	●	●	●
	3.4.1 Investigate innovations in public places such as streets and the Park Lands and including City of Adelaide hire, lease, and rental spaces ( i.e. pet waste, club, sporting organisation waste) through collaborations with industry and academia.			●	●
	3.4.2 Execute regular data collection and auditing of innovation implementation to measure ongoing progress. Report progress publicly.			●	●
<b>Priority Item 4: Prioritise and centralise resource recovery</b> Support methods to establish waste avoidance and reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.	<b>4.4 Centralise waste management decisions in assets and infrastructure projects.</b>	●	●	●	●
	4.4.1 Investigate building a consistent resource recovery system (residential, workplaces, public spaces etc..) to support a consumer centric approach.			●	●
	4.4.2 Prioritise projects and materials that utilise recycled content (for example, recycled roads).			●	●
<b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b> Work internally and externally with different levels of government to drive long term fundamental change in consumption and waste management.	<b>5.4 Drive the circular economy through collaboration.</b>	●	●	●	●
	5.4.1 Facilitate collaboration with other councils to develop a consistent methodology for waste particularly in the public realm.	●	●	●	●
	5.4.2 Investigate place-based waste generation to assist with reduction at touch point (i.e. link between cafés and nearby public bins).			●	

## Target Area 5: City of Adelaide own operations

Establish the City of Adelaide's own operations, businesses and facilities as a visible leader in exceptional waste management.

		Quick Win	2020–2022	2023–2025	2026–2028
<b>Priority Item 1: Eliminate food waste</b> Reduce food waste generation and increase diversion of food scraps going to landfill by 50 percent.	<b>1.5 Mandate diversion of all food waste and compostable products from the City of Adelaide's own operations, buildings and tenants and provide support and services to achieve this.</b>	●	●	●	●
	1.5.1 Facilitate and mandate diversion of all food waste from City of Adelaide's own operations, buildings and tenants.		●	●	●
	1.5.2 Ban the use of single-use plastic serve-ware and replace with alternatives such as reusable containers and Australian certified compostable serve-ware.		●	●	●
	1.5.3 Measure, audit and assess food waste generation for food waste reduction opportunities.		●	●	
<b>Priority Item 2: Engage, educate, and inspire</b> Drive robust waste management education to all residents, businesses and users of our city.	<b>2.5 Establish a resource recovery as part of workplace culture in City of Adelaide properties, rentals, leases, and facilities.</b>	●	●	●	●
	2.5.1 Create an education program (including onboarding, ongoing training, program execution and maintenance) to support employees and visitors to improve waste avoidance, reduction and diversion.	●	●		
	2.5.2 Install visible and consistent bins and bin signage on public place and event bins and internally in City of Adelaide operations and community centres.		●	●	
	2.5.3 Establish a waste management program and resource recovery plan for each City of Adelaide site and facility. (Modelling from the Workplace Safety Program.)	●	●	●	
<b>Priority Item 3: Foster innovation, new technologies, and data collection</b> Collaborate with industry, academia and entrepreneurs to develop innovative solutions and data collection methods to reach the vision.	<b>3.5 Establish data collection methods and ensure data is linked to key roles for sustained resource recovery.</b>			●	●
	3.5.1 Investigate and implement innovative solutions for hard waste and illegal dumping.			●	●
	3.5.2 Facilitate additional collection points for hard-to-recycle products for non commercial users to access.		●	●	●
<b>Priority Item 4: Prioritise and centralise resource recovery</b> Support methods to establish waste avoidance and reduction and improved resource recovery as central in business decision making, development applications, building plans, product design, manufacturing and waste systems design.	<b>4.5 Review resource recovery programs annually and establish adequate funding and resources to support strategy goals.</b>	●	●	●	●
	4.5.1 Develop protocols for City of Adelaide undertakings (internal operations, assets, infrastructure projects, capital projects, and procurement) to consider the effects of waste in all activities.			●	●
	4.5.2 Execute regular data collection and auditing to measure ongoing progress. Report progress to internal staff.		●	●	●
	4.5.3 Review Action Plan annually and budget for sustainability and continuity.		●	●	●
<b>Priority Item 5: Advocate and align policies, guidelines and practices to the circular economy</b> Work internally and externally with different levels of government to drive long term fundamental change in consumption and waste management.	<b>5.5 Review internal City of Adelaide policies and guidelines to ensure alignment to this strategy and long-term vision.</b>	●	●	●	●
	5.5.1 Consolidate similar services for efficiency and best value and ensure that contracts require data collection. Review contracts regularly for fit for purpose.	●	●	●	●
	5.5.2 Review City of Adelaide internal waste management guidelines, policies and by-laws.		●	●	
	5.5.3 Develop protocols to ensure procurement avoids waste, is made with sustainably, can be reused, recycled or composted at end of life. Favour companies that have product stewardship or extended producer responsibility policies in place.	●	●	●	●

# Glossary

**Bulk bin/shared bulk bin:** a larger bin, usually on four wheels, that collects waste, recycling or organics, depending on the lid colour. These bins are often used for multi-unit dwellings, large office buildings or commercial complexes that share a collection service.

**Circular economy:** a methodology to use resources in a cyclical manner, effectively removing the concept of 'waste'.

**Co-mingled recycling:** a collection of recyclable materials like glass, tin cans and paper that are taken to a material recovery facility for sorting and recycling.

**Food organics:** Food scraps and waste collected for composting.

**Green organics bin:** a bin used to collect food waste and garden organic materials to be processed into composting. (also FOGO: Food Organics, Garden Organics, is also a frequently used term to describe food and garden waste in a green organics kerbside system).

**Hard-to-recycle:** products that are recyclable, however should not be placed in the kerbside co-mingled recycling stream. These products are made of several materials and need to be dismantled before recycling can occur.

**Key actions:** a set of tasks and projects specific to the five Target Areas.

**Recycling:** the process of converting 'waste' materials like plastic containers, metals and paper into reusable materials.

**Red waste bin:** a bin used to collect residual waste, garbage or rubbish. Often used as the 'catch-all' bin, where many materials can be recycled or composted.

**Resource Recovery Vision:** The City of Adelaide's long-term aim.

**Priority Items:** initiatives that are critical to the achievement of the Resource Recovery Vision. They are woven into every program created in support of this Strategy.

**Target Areas:** the major sectors or stakeholders within the city which programs and projects will be directed.

**Waste avoidance:** avoiding consumption that results in the production of waste.

**Waste diversion:** recovering materials that can be recycled so that they do not end up in landfill.

**Waste generation:** the process of making waste.

**Waste management/resource recovery system:** the actions needed to manage waste from generation to disposal; a waste management system that prioritises recycling and reuse of materials, rather than sending to landfill.

**Yellow co-mingled recycling bin:** a bin used to collect co-mingled recycling (see co-mingled recycling definition).











**Publishing notes:**

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# Hutt Street Centre

**ITEM 10.17** 10/11/2020  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

2019/01138  
Public

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

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## EXECUTIVE SUMMARY

On 12 May 2020, Council resolved to commission a comprehensive and independent legal review in respect of three planning law topics concerning the Hutt Street Centre.

The Administration commissioned Norman Waterhouse Lawyers to facilitate the engagement of Dr Nicholas A Manetta (Counsel and Barrister) to provide a legal opinion.

The purpose of this report is to provide the legal opinion to Council for public noting in accordance with the Council resolution.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the legal opinion set out in Attachment A to Item 10.17 on the Agenda for the meeting of the Council held on 10 November 2020.
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## 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	<p>At the time of report writing the cost estimate for the Hutt Street Centre legal review (including Barrister's disbursements) is \$41,086.00 (exclusive GST).</p> <p>The above cost estimate includes the independent review by Dr Manetta and engagement of Norman Waterhouse Lawyers involving liaising with administration, reviewing Council's historical planning, property and building files, collating a brief for counsel, researching historical planning controls/legislative history, coordinating the inspection of Council files by lawyers for the Hutt St Traders, engaging Dr Manetta, liaising, conferring with and briefing Dr Manetta by phone and in meetings, reviewing the draft findings of Dr Manetta, briefing Council staff including the CEO, liaising with the lawyers/consultants for the Hutt St Traders and Hutt St Centre and coordinating, arranging and attending a submissions hearing at the Town Hall, considering further documents provided by the Traders &amp; their further requests, reviewing draft opinions of Dr Manetta, providing feedback and conferring and meeting with Council staff.</p>
Risk / Legal / Legislative	The Council resolution requires the legal opinion be brought to Council for noting in the public agenda, in acknowledgement of the public's right to know the lawfulness of the land use. It is accepted that at times public interest considerations may outweigh the preservation of legal professional privilege. Irrespective of the contents or basis upon or purposes for which any legal advice is being released (i.e. public interest), the release will waive Council's legal privilege.
Opportunities	Not as a result of this report
20/21 Budget Allocation	The cost of this legal file matter has been allocated to the Governance legal operating budget.
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 27 April 2020, the Council's Assessment Panel (CAP) granted approval to the Hutt Street Centre for a Development Application for building work.
2. At the CAP meeting questions as to the current and historical compliance of the Hutt Street Centre's approved land use were raised by objectors and their representors.
3. Following the CAP meeting, on 20 May 2020, Council resolved to require the Administration to commission an independent and comprehensive legal review of:
  - 3.1. The current and historical development approvals, particularly the intensity of the land use, of the Hutt Street Centre.
  - 3.2. The impact of the land use on surrounding businesses and residents and council's responsibility in regulating that impact.
  - 3.3. Whether an increase in the intensity of the land use has extinguished historical existing use rights under previous approvals.
4. The Council resolution further requested the legal review:
  - 4.1. Is undertaken by experienced planning law experts.
  - 4.2. Is completely independent and is conducted at arms' length from the Council staff who made or had influence on the recommendation that went to CAP, from the objectors and from the Centre (including any of their corporate or private supporters).
5. The Administration engaged Norman Waterhouse, who sourced and facilitated the engagement of an independent Barrister with extensive planning law experience.
6. The process has been undertaken at arm's length and the legal opinion is provided at **Attachment A**.
7. In summary, the legal opinion concludes that the CAP decision was appropriately assessed as one of building work only, and that the Hutt Street Centre is operating in accordance with authorised uses on the land.

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## ATTACHMENTS

### **Attachment A** – Hutt Street Centre Legal Opinion

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- END OF REPORT -



**Dr Nicholas A Manetta** BA, LLB (Hons) (Adel), PhD (Cantab)

**Counsel and Barrister**

ABN 86324576580

Mr Gavin Leydon  
Principal  
Norman Waterhouse

14 October 2020

Dear Gavin,

**Hutt Street Centre**

1. I refer to your instructions on behalf of the Adelaide City Council to provide an opinion in respect of three topics contained in a Motion on Notice (dated 20 May 2020) concerning the Hutt Street Centre. I thank you and the Council for your instructions.
2. I confirm that I received from your firm a folder of relevant materials, including select historical materials extracted from the Council's files. I recently chaired a meeting at the Council's request to hear representations on behalf of the Hutt Street traders and on behalf of the Hutt Street Centre. This forum was not originally anticipated in the Motion on Notice, but was suggested to me in response to requests from interested community members. I have also perused the recent submissions made to the Council's Assessment Panel, and I viewed a video-recording of the same Panel's meeting held on 27 April 2020.
3. I appreciate the desirability, from the Council's perspective, of maintaining an appearance of strict impartiality at all times during my review. In conformity with the explicit instructions contained in the Motion, I have not had any interaction with Council staff, nor have I spoken with the Hutt Street traders or residents, nor have I had any contact with the Hutt Street Centre or its staff. This limitation has meant, however, that my conclusions are necessarily based on the written material that has been provided to me.

**First question: current and historical approvals and the intensity of land use**

4. I now turn to consider the questions posed in the Motion on Notice. I am first asked to review the current and historical development approvals in respect of the Hutt Street Centre's operations and particularly the intensity of the land use.

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(i) 1954

5. The historical material suggests that the Centre began its activities in 1954 after three cottages were acquired on behalf of the Catholic Church. The cottages were located at 254-260 Hutt Street. They had been used as dwellings. The proposed conversion of the dwellings is detailed in a letter dated 5 January 1953 from Mr E A Keal, architect, to the Council's building surveyor. The most northerly cottage was to be converted to a chapel for the use of a religious order (the Daughters of Charity); the centre cottage was to remain a dwelling and house the order's members; and it was anticipated that the most southerly cottage would be converted into "rooms for sewing and the preparation of foodstuffs for distribution to the needy".
6. At this time, planning controls, such as they might have been, were imposed through bylaws enacted by the Council. The *Town Planning Act, 1929*, which was then in force, did not impose the zoning controls we recognise today in development plans. This is why the historical file material provided to me refers to the Council's bylaws rather than development plan controls.
7. The Council approved the development. A memo from the Town Clerk to the Building Surveyor dated 26 January 1954 notes that the Council "has waived the provisions of the zoning bylaw to permit the [Daughters of Charity] to use [the] premises" for the purpose of "ministering to the needs of elderly people".
8. I note that the Council of the day approved the conversion of the dwellings even though their proposed use on conversion was not necessarily consistent with neighbouring commercial and residential uses of land. One unintended consequence of the approval of the new use of the cottages was to establish a potential for incompatibility with other land uses in the area. Incompatible land uses frequently lead to tension over time.
9. I also note that the questions of the scale and operating hours of the most southerly cottage were not addressed in any conditions. All conditions and requirements were directed to technical building issues.

(ii) 1960

10. In 1960, an application was made for the construction of a community room or shelter. The proposal was described as one primarily for the

"shelter of the distressed and needy, off the streets, while being fed breakfast and dinner, by the Daughters of Charity. There is no shelter for these persons at present and during these times, they congregate and sit in the open spaces between the buildings, along the footpath kerb in Hutt Street, and in the lane at the rear of the property."

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11. This proposal involved a store, a servery, and a dining room capable of seating approximately 40 people.<sup>1</sup> This proposal was approved by the Council. Again, no limitation was imposed in respect of the number of people that might be sheltered or accommodated for a meal in the premises, or how many meals might be provided, or operating hours.
12. The proposal implies that the preparation and serving of meals to the needy had been occurring on site before 1960. The community dining space was proposed merely to further, rather than to commence, this activity by bringing people into a purpose-built facility and away from open spaces including the public footpaths.
13. I note that the Council on this occasion, as on earlier occasions, was fully aware of the intended use of the buildings, and its approval of the building work may be taken to be an approval of the associated land use. The use was acknowledged as one not anticipated in that area and a so-called "special approval" was given.

(iii) 1976

14. Between 1960 and 1976, there does not appear to have been any further application made to the Council.
15. In 1976, the *City of Adelaide Development Control Act* was passed.<sup>2</sup> This Act envisaged the imposition of planning controls.<sup>3</sup> Section 42 of the Act is of some significance. It provided as follows:

"Nothing in this Act shall be construed as preventing the continued use of any land within the municipality for the purposes for which the land was being lawfully used on the Appointed Day."

The *Appointed Day* was 1 March 1977.<sup>4</sup>

16. The exact limits of this provision are not crystal clear, but it is a protective provision and will be interpreted generously in favour of the preservation of existing use rights.<sup>5</sup>
17. At the very least, section 42 sanctioned for the benefit of the Daughters of Charity all existing lawful activities conducted on their premises on 1 March 1977. As of 1960 these were in the terms I have described above. These activities would have been taken to form part of a "continued use" of the land for the existing purposes for which the land was being lawfully used on 1 March 1977.

<sup>1</sup> I note that a plan in the folder of materials (albeit marked "superseded") provides indicatively for seating for 48 people.

<sup>2</sup> It came into effect on 23 December 1976 (*Gazette*, 23/12/76 at p 2320).

<sup>3</sup> The earlier *Planning and Development Act 1966* (as amended in 1972) had provided for the City of Adelaide Development Committee, which was empowered to restrict or prohibit building work or any change in the use of land in the City of Adelaide for a period while research was undertaken into the appropriate development of the land, and to provide for zones in the City.

<sup>4</sup> See *Gozette*, 24/2/1977 at p 492.

<sup>5</sup> I note that a similarly worded provision in the *Planning Act 1982* was the subject of a High Court decision in 1984: see *Dorrestijn v SA Planning Commission* (1984) 59 ALJR 105, especially at 108.



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18. Importantly, section 42 deliberately protected existing “use” rights. “Use” has a wider meaning than “activity” in planning law. After 1 March 1977, any new activities on the site at 254-260 Hutt Street that formed part of the continued use of the land for its lawful purposes (as at 1 March 1977) were also permitted by section 42 without the need for any further approval from the Council.
19. This gives rise to the question of what those “purposes” were. The land at 254-260 Hutt Street was clearly being used on 1 March 1977 for the specific purposes, amongst others, of providing a shelter, a dining facility, a work-space and community room, together with ancillary facilities. Not long thereafter, in 1980, the premises were described as being used at that time as follows: North Wing- Chapel; Centre Section- living and sleeping quarters for the sisters; South Wing- Hall, Workspace and a community room with adjacent kitchen facilities.
20. Even on 1 March 1977, it is clear in my opinion that the premises were not limited in their outreach to the serving of meals. Wider activities were taking place. In my opinion, part of the Hutt Street facilities at that time effectively operated as a form of community welfare centre for the homeless and other needy people. This can be said to be a “purpose” for which the land was being lawfully used on 1 March 1977, and which section 42 sanctioned.

(iv) 1980

21. I would also note that in 1980 an average of 40 people were catered for at breakfast and 90 at lunch. In my opinion, any increase from approximately 40 people in 1960 to 90 people in 1980 would have been permitted by section 42 of the *City of Adelaide Development Control Act, 1976*, which, as I have said, specifically allowed the continued use of the land for its lawful purposes.

(v) 1993-1994

22. In 1993, the *Development Act 1993* was passed.<sup>6</sup> This Act regulated and controlled development in the city of Adelaide from this time on. The *City of Adelaide Development Control Act 1976* was specifically repealed at that time by section 5 of the *Statutes Repeal and Amendment (Development) Act 1993*. Section 24(8) of this latter Act provided, however, that accrued rights under the *City of Adelaide Development Control Act 1976* were not affected by the repeal. In my opinion, these “accrued rights” included the right given by section 42 of the 1976 Act to continue to use land for the purposes for which it was being lawfully used on 1 March 1977 without further approval.<sup>7</sup>

23. I note that in 1994, approval was sought for the demolition and rebuilding of an adjacent former doctor’s surgery located at 262-268 Hutt Street. It had been acquired by the Catholic Church and was proposed to be used as a further facility.

<sup>6</sup> And was effective from 15 January 1994: see *Gazette*, 27/10/1993 at p 1888.

<sup>7</sup> In any event, only a “change of use”, as defined, as opposed to any continuation of an existing use, required development approval.

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24. In 1994, a letter in support of the application indicated a range of services and facilities were proposed; namely, services provided by the RDNS, podiatry services, counselling services, and recreation facilities. Improved and expanded shower and toilet facilities were also proposed for the new premises. The plans supplied with the development application indicate the following rooms: a TV lounge, resources room, pool room, counselling room, two further lounges, a quiet room and a women's room. Approval was given by the Council to this proposed development.
25. It is clear in my opinion that this range of activities for the adjacent site reinforced the community-welfare-centre purpose of the Centre's operations.
26. I note that the report to Council assessed the proposal as being a minor intensification only of an existing use.
27. Importantly, at this time, the proposal was objected to strongly by the owners of many neighbouring properties. Such was the controversy surrounding the proposal that a meeting was convened on 23 June 1994 in the Colonel Light Room at the Adelaide City Council. Many complaints were expressed at that time about undesirable street activities in the vicinity of the Hutt Street Centre. I note one suggestion was that a working party be established to address these concerns.
28. The tenor of the complaints may be grouped under the following headings: intimidation and verbal abuse; assault; break-ins; disturbances; theft; drug-dealing; uninvited use of toilets; inappropriate behaviour in public spaces involving urination and defecation; alcohol consumption in the street; trespass upon private premises; fear experienced by the clientele of local businesses; theft of property subsequently found at the Hutt Street Centre; and damage to private property.
29. Some of these complaints link an increase in undesirable behaviour to the growing demand for the Centre's welfare services. Some representors expressly acknowledged the value of the charitable work undertaken by the Daughters of Charity, and appear balanced in their views. I note that the same complaint is frequently made by a number of different people.
30. Although it must be the case that not all complaints were fully justified, there was in my opinion little doubt that there was some considerable local community concern in 1994 over undesirable behaviour. The concern centred upon what was perceived to be an increasing level of undesirable behaviour perpetrated by some of those frequenting the Centre.
31. In 1994, the application for the expansion of the centre to the former doctor's surgery was approved. The activities explicitly suggested and approved over the entirety of all allotments, that were now proposed to function as one integrated site, may be described as follows: chapel, residential premises for the Daughters of Charity, meal provision and dining facilities, facilities for the provision of nursing and podiatry

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services, recreational facilities, quiet and dedicated women's rooms, toilets and showers, and ancillary rooms/facilities.

32. I note that no planning conditions governing the operation of the new development were imposed at that time.

(vi) 1999

33. In 1999, approval was given to a minor single-story addition to the rear of the site to accommodate an office for the RDNS. The rear office was 18 m<sup>2</sup> and it was noted that the service was already provided at the Centre at 262-268 Hutt Street.

(vii) 2000

34. In 2000, approval was given to erect a veranda at the front of the existing community centre. Nothing needs to be said about this development.

(viii) 2004

35. In 2004, approval was given to internal alterations to add an upper story addition of offices. The accompanying plans indicate room designations reflective of a broad range of services being offered.

(ix) 2020

36. In April 2020, the City of Adelaide issued development-plan consent in respect of a further development proposal. To the extent that the proposal simply involved a change to the built environment, it was not apparently controversial in the local community.

37. What has proved controversial for some members of the local community is the re-arrangement of the floor plan and associated service delivery over substantial portions of the site. The premises at 262-268 Hutt Street, known as the Care and Services Facility, were said<sup>8</sup> to offer the following unauthorised services: consulting rooms for the provision of various medical services; consulting rooms for lifestyle and activities programs; the provision of offices; the provision of key professional services including legal aid, education, JP service and hairdresser; the sale and provision of meals at the Centre; drug and alcohol counselling; employment and training activities. My understanding is that many of these services are offered by appointment on an *ad hoc* basis.

38. There was some concern expressed on behalf of residents at the Council's Panel Assessment meeting in respect of the uses that are taken to be approved when building work is approved. When a development authority considers an application for approval of building work to facilitate a particular activity, approval of that building work implicitly entails approval of the proposed activity. If, for example, the construction of a dwelling is approved in an area zoned "industrial", the residential use of the land is taken to be approved. To the extent, therefore, that an application

<sup>8</sup> See letter from Botten Levinson dated 13/12/2019.



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signals an activity for a proposed building (or proposed reconstruction of an existing building), any approval of that building or reconstruction work implicitly involves an approval of the activities proposed to be undertaken and identified in the application. In the planning report that was prepared for the Council, it was decided that no “change of use” was implied in the proposed building works. As I have indicated, this has proved contentious in the local community.

39. The *Development Act 1993* makes a “change of use” of land a form of development that requires development approval: see definition of “development” in section 4(1). The Act provides that the addition of a new use or uses to an existing lawful use of land is taken to involve a “change of use” of that land: section 6(1).

*Development Act: “use” versus “activity”*

40. I note that not every change of activity on land involves a change of use of the land. So, to give a simple example, if specialist medical rooms did not have, say, a specialist ENT surgery on site, the addition of that surgery to the site, whilst representing a new activity, would not entail a new *use* of the land requiring development approval.
41. The legal difficulty in this area has always been to identify the line when the addition of an activity on site to, or in substitution for, an existing use of land amounts to a change of use of land for the purposes of the Act. The test that has been applied in SA is whether the proposed activity represents a change in the “essential nature of the existing use”: see *City of Mitcham v. Fusco* [2002] SASC 423 at [27]-[28]. The question is said by Courts to be one of “fact and degree”, which implies that the answer in any given case depends very much on the facts and that reasonable minds may differ over the conclusion in a case that is not clear-cut.
42. In my opinion, on the basis of the material I have considered, since 1994 the Centre, considered as a whole, has provided a wide range of welfare services to the homeless and others in Adelaide. These have been provided at premises operating in effect as a community welfare centre. That is, the Centre, as of 1994, was in effect operating in my opinion as a community welfare centre for homeless people and others in need, and not merely as a meals facility.
43. On the material I have reviewed, the services indicated in the letter in support of the development application in 2020 were not new, but had been offered by the Centre for some time. It was submitted on behalf of the Hutt Street traders that they have never been authorised and they do not fall within any existing approved use or uses on the land.
44. I have concluded, however, that these activities do not constitute the addition of a new use (nor do they involve the substitution of a new use for an existing use of the land). The essential nature of the existing use of the land as a community welfare centre<sup>9</sup> was preserved and not altered. Nor do I believe that the rearrangement of

<sup>9</sup> Leaving aside the residential quarters and chapel.

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the premises to provide for offices involved any change of use of the land. Implicit in the provision of any service to the public is a need to provide an appropriate working environment for service delivery. This includes, in my opinion, rooms and offices that are appropriate to the delivery of the service.

#### Intensification of use

45. A submission has been made that an intensification of the delivery of a service can amount to a change of use of land. I agree that in some circumstances an intensification of an activity will signify a new use for the land requiring planning approval. This most often occurs when a minor activity of a private or domestic nature changes to a wide-scale activity (frequently with a commercial element). Intensification of an activity can lead in these circumstances to a new use of the land in certain circumstances.
46. Where, however, a service is already being offered to the public at large, an increase in demand from the public, coupled with an increase in supply by the provider, does not involve any change of use.<sup>10</sup>
47. In order to ensure that a public-services provider does not exceed reasonable bounds, development authorities frequently impose controls limiting the delivery of the service (including operating hours) at the commencement of the operation. As I have indicated, no conditions were imposed on the Centre's operation at the outset in 1954, or in 1960, or in 1994.
48. I do not offer any observation as to whether such controls would have been desirable; it remains the fact, however, that no such controls were imposed.

#### Overall conclusion

49. On the material before me, no additional use of land was proposed in the 2020 application, which was appropriately assessed as one for building work only. I have not identified any unauthorised uses on the land and any increase in intensity in demand for the Centre's services does not alter my conclusion in that regard.

#### **Third question: Increase in intensity of land use and historical land rights**

50. It is convenient to turn to the third question before answering the second. The Motion asks whether an increase in the intensity of the land use has extinguished historical existing use rights under previous approvals.
51. No doubt at different times demand for the services provided by the Centre has waxed or waned. I note that in the past (for example, in 1994) the Centre's clients were perceived to be causing an undesirable impact on neighbouring businesses.
52. I have already indicated that an intensification of service delivery consequent upon increased demand does not constitute a new use of land in this case.

<sup>10</sup> *Norman v Shire of Gosford* [1975] HCA 15, 132 CLR 83, at 86; *City of Adelaide v EPA* [2005] SASC 221 at [38].

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53. The extinguishment of existing use rights is dealt with in the *Development Act, 1993*. Rights are taken to be extinguished under section 6 when the use of the land ceases for a period of two years and is not recommenced. There is no suggestion that any activities on the land have ceased for any period of time since the entry into force of the *Development Act*.
54. I note further that section 42 of the *City of Adelaide Development Control Act, 1976* sanctioned the continued use of the land at 254-260 Hutt Street for the purposes for which the land was being lawfully used on 1 March 1977. This right to pursue the continued use of the land without further approval was an accrued right, in my opinion, protected by virtue of section 24(8) of the *Statute Repeal and Amendment (Development) Act 1993*.
55. In addition, in 1994 approval was given to the establishment of a range of services and activities on the adjacent site. In my opinion, none of the historical uses across the entire site has been unauthorised, or has ceased to be authorised in law by virtue of a period of non-use, or has been prevented in law by intervening statutory provisions.

**Second question: Impact on neighbouring properties and Council's responsibility**

56. The second question I have been asked to consider is the impact of the land use on surrounding businesses and to undertake an analysis of Council's responsibility in regulating that impact.
57. As I have indicated above, in 1994 the proposal put forward at that time elicited a strong local community response against the Centre's proposed expansion of operations. Equally, I am aware from my consideration of the submissions in response to the 2020 application, that some local community members hold very strong concerns in respect of the impact of the Centre's operations upon properties in the vicinity.
58. It is not possible for me to evaluate these concerns given my instructions not to speak with the Hutt Street Centre's staff or with any of the owners or residents of neighbouring properties. I can say, however, that the number of complaints and the common theme through many of them, coupled with a common sense approach, would suggest that the presence of increased numbers of homeless and disadvantaged people in the area has no doubt led to some increase in antisocial activity. This point can be made without stigmatising the homeless or denigrating the value to the Adelaide community, and to the homeless themselves, of the charitable services offered by the Hutt Street Centre.
59. This point can also be made without attributing responsibility to the Hutt Street Centre. The staff of the Centre have no legal right to exercise coercive authority over any person outside their premises. In that regard, they have no greater right than any member of the public to intervene in antisocial behaviour occurring in public spaces. Moreover, I conceive that there would be difficulties from an occupational, health and

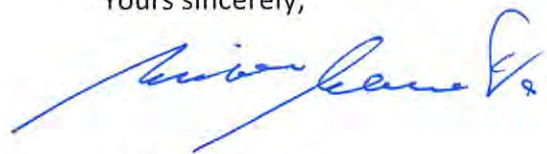


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safety perspective in expecting employees at the Centre to become involved in regulating antisocial behaviour in public areas outside the Centre.

60. The regulation of antisocial behaviour in public areas is squarely a police responsibility. Council has no general responsibility as such for regulating anti-social behaviour in public areas. If Council is satisfied that premises are operating in accordance with the law, including in accordance with all applicable planning conditions, it has no further responsibility or general authority to seek to confine the operations on the premises in question.
61. At the meeting I was recently asked to chair at the Adelaide City Council, I was referred to evidence given to a Parliamentary Committee by SA Police. That evidence suggests the problems in the vicinity of Hutt Street are relatively infrequent. I cannot comment on that evidence as I have not interviewed the officers involved.
62. Clearly enough, however, it should be assumed that many incidents will take place where victims will not think it worthwhile to report the matter to police, particularly if it is felt- rightly or wrongly- that there will be very little change in terms of a police presence in the vicinity of the Centre to intervene as and when undesirable behaviour occurs. However that may be, it is clear that the police are responsible for enforcing public order in the vicinity of the Hutt Street Centre.
63. In this regard, I would note that I have not reviewed in detail any Council bylaws that might govern disorderly conduct in public areas. Assuming a council bylaw were breached by a homeless client of the Centre, I note that it would not be practical for the Council to initiate a prosecution in respect of the alleged breach for obvious reasons (that is, given the personal circumstances of the offender).
64. I trust the foregoing is of assistance. The meeting that was recently arranged (where representations were made on behalf of the Centre and the Hutt Street traders) appears to have been well received by the participants. It may be that consideration could be given to a similar forum in which a positive plan may emerge to address antisocial behaviour in the area. I suggest SA Police would need to play an active and leading role in any such forum. I note a working party involving all interested participants was suggested at the time the development proposal dating from 1994 was under consideration.
65. I take this opportunity to thank you and the Council once again for your instructions. I am happy to assist further in any way, if required. I would wish here to acknowledge expressly your assistance in collating the brief and your other assistance.

Yours sincerely,



Dr N A Manetta

# 2020-2021 Quarter 1 Finance Report

**ITEM 10.18** 10/11/2020  
**Council**

Strategic Alignment - Enabling Priorities

2020/00150

Public

**Program Contact:**

Sonjoy Ghosh, AD Strategic  
Finance & Performance 8203  
7655

**Approving Officer:**

Clare Mockler, Deputy CEO &  
Director Culture

## EXECUTIVE SUMMARY

The 2020-21 Quarter 1 Finance Report summarises:

- The year to date financial performance for the quarter ended 30 September 2020.
- Proposed adjustments to the 2020-21 Budget to fund emerging priorities and adjust income and expenditure in line with the 2020-21 Quarter 1 Revised Forecast.

The 2020-21 Business Plan and Budget was developed on the basis of best projections of the anticipated impact of COVID-19. It reflects Council's decision that the CEO identify \$20 million in permanent operating expenditure savings this financial year. The Quarter 1 Finance Report incorporates the permanent savings of \$2.576 million identified (post the enactment of our COVID-19 Business Continuity Plan) as an initial contribution to the \$20 million operational expenditure savings target set by Council (Phase 1), as reported to Council on 13 August 2020. Further savings that have either been achieved or identified as part of Reshaping Our Organisation will be shared with Council in November 2020.

Since the adoption of the 2020-21 Business Plan and Budget, additional initiatives and projects have been resolved by Council such as the purchase of a new property for the Southwest Community Centre and additional support to small and medium size businesses that has increased our operating deficit by \$0.85 million and our borrowings by \$2.4 million.

The impact of these **net** adjustments in the Quarter 1 reforecast to the end of year position are:

- an increase to Council's forecasted Operating Deficit for 2020-21 from (\$36.4) million to (\$39.0) million,
- increase to borrowings from (\$90.1) million to (\$92.8) million.

This projected level of borrowing as at 30 June 2021 is within our existing Prudential Borrowing Limits.

A workshop on the 2021-22 Business Plan and Budget will be facilitated with Council in November, which will build the context in which the budget is being set and provide Council the opportunity to discuss their strategic priorities to assist in prioritising work packages for the upcoming financial year. The workshop will also include a Rating Policy review to ensure a rating structure that has regard to the equity, benefit, ability-to-pay, efficiency and simplicity principles of taxation.

## RECOMMENDATION

### THAT COUNCIL

1. Adopts the 2020-21 Quarter 1 Finance Report, including the proposed 2020-21 Quarter 1 Revised Forecast as summarised in Attachment A to Item 10.18 on the Agenda for the meeting of the Council held on 10 November 2020.
2. Notes the 2020-21 Quarter 1 Finance Report includes adjustments of (\$0.85) million of increased operating costs and (\$1.5) million of increased borrowings as a result of Council decisions in Quarter 1.
3. Notes the updated Long Term Financial Plan, shown in Attachment A to Item 10.18 on the Agenda for the meeting of the Council held on 10 November 2020.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> The deliverables and objectives set out in the Quarter 1 Revised Forecast (QF1) document are directly aligned to the delivery of year 1 of the 2020-2024 City of Adelaide Strategic Plan.
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	The financial indicators have been included in <b>Attachment A</b> to support Council's strategic decision making by comparing the financial sustainability, asset sustainability, liquidity and capacity to respond in the context of the Long Term Financial Plan.
Opportunities	The quarterly review meets Council's obligations under the <i>Local Government Act 1999</i> and <i>Local Government (Financial Management) Regulations 2011</i> .
20/21 Budget Allocation	Adjustments to the 2020-21 Budget are detailed throughout the Report and Attachment A
Proposed 21/22 Budget Allocation	Proposed re-timings from 2020-21 of \$150,000 for projects and infrastructure works
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	Adjustments to the 2020-21 Budget are detailed throughout the Report and Attachment A.
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report



# DISCUSSION

## 2020-21 Quarter 1 Financial Result

1. The year to date financial position for the quarter ended 30 September 2020 is an operating surplus of \$3.3 million which is \$7.8 million favourable compared to budget of (\$4.5) million. This is primarily due to:
  - 1.1. Lower than forecast expenditure driven by Contractual Services including Temporary Labour and Consultants and Materials including Water.
  - 1.2. Better than forecast fees and charges income from UPark, On Street Parking and Expiations. However, revenues are still \$2.2 million lower than the same time in 2019-20.
  - 1.3. Employee costs are higher than forecast due to the timing of operating savings including Phase 1 implementation, offset by our approach to managing vacancies.
2. Opportunities and Risks for the rest of the financial year include:
  - 2.1. UPark are downgrading future quarter expectations as Superloop Adelaide 500 has been cancelled and the Pageant is expected to draw a reduced crowd due to this year's COVID-19 safe format. Festivals will also be impacted across the peak period of February and March – with reduced numbers of participants – both artists and audiences.
  - 2.2. Town Hall has reduced its estimates of income from future events as COVID-19 restrictions continue to impact bookings.
  - 2.3. The Aquatic Centre is open and Swim School enrolments are better than forecast, however the overall forecast for the Aquatic Centre remains at a loss of (\$2.6) million before depreciation.

## Cash flow from Rates Income

3. Rates notices were distributed later than in prior years and rate payers had until 30 September to make payment.
  - 3.1. As at 13 October, 80% of payments have been received and there have been 84 applications for hardship (4% of Q1 rates notices).

## Improvements to financial reporting of Capital Projects

4. The Administration has committed to further improve our processes in the financial reporting of infrastructure projects by:
  - 4.1. Reviewing and refining the budgeting and forecasting capitalisation and write-off expense per project and review and resolve variances quarterly.
  - 4.2. Reviewing and refining the capital project overhead expenses allocation and adjust quarterly to reflect any changes to the infrastructure program overall.
  - 4.3. Process improvements have already been implemented to provide more accurate estimates of capital write-off expenses.

## Proposed adjustments

5. An increase in the electricity budget of (\$1.2) million. While the PPA has resulted in a significant reduction in the cost of electricity consumption, there has been a 5.5% increase in volume (from 19.5GWh to 20.5GWh) and an increase in pass-through regulatory charges (including a 10% increase of SAPN network tariff). Some mandatory regulated charges and the 9.5% transmission and distribution loss factors (included in all electricity contracts, whether standard or PPA) were omitted from the original budget calculations.
6. Town Hall increase in deficit of (\$0.2) million which includes a reduction in forecast income of (\$0.3) million partially offset by a reduction in expenditure of \$0.1 million.
7. On Street Parking and Expiations fees and charges income increase of \$2.5 million.
8. Reduction in deficit of \$0.2 million for Aquatic Centre and \$0.2 million for Golf.

## Infrastructure and Capital Projects Adjustments

9. Re-timing adjustments of \$150,000 for projects and infrastructure works from 2020-21 are proposed as detailed in **Attachment A**.
10. The Work in Progress (WIP) write-off has been adjusted by (\$2.1) million and is now forecasted to be (\$6.6) million as the projects further clarify the required elements being delivered for each project. This increase also includes projects that were re-timed at preliminary year end and would not have been included in the initial budget estimate.

11. Additionally, two projects have moved from capital to operating totalling \$670,000.

#### **Additional adjustments as requested by Council**

12. An allocation of (\$1.5) million to purchase the South West Community Centre by 31 December 2021.
13. Increase of (\$0.9) million to extend the Outdoor Activation Grants initially funded by a grant of \$0.3 million from State Government. A further contribution from State Government of \$375,000 will be sought.

#### **Proposed Revised Quarter 1 Forecast**

14. The revised forecast of the Operating Deficit at the end of the 2020-21 financial year is projected to increase by \$2.6 million, from (\$36.4) million to (\$39.0) million.
15. Council's borrowings (debt) as at 30 June 2021 is forecasted to increase by \$2.7 million from \$90.1 million to \$92.8 million.
16. The Revised Financial Statements are included as an Appendix to **Attachment A**.

#### **Treasury Report**

17. As per the requirements set out in the Treasury and Cash Investment Policy, the borrowing and cash investment performance for year to date as at 30 September 2020 is reported below.
18. Borrowings as at 30 September 2020 were \$53.1 million.

Borrowings Facility	Available	Interest Type	Interest Rate	Borrowing(s) Amount as at 30 September 2020	Change since previous report	Maturity Date	CAD Interest Rate
LGFA CAD* 554	\$30m	Variable	1.50%	\$30m	\$0.0m	16/12/2023	1.50%
LGFA CAD* 555	\$70m	Variable	1.50%	\$23.1m	\$1.5m	15/06/2033	1.50%

\* The Local Government Finance Authority (LGFA) cash advance debenture (CAD) facilities are flexible and allows Council to convert all or part of it into a fixed rate interest only loan for a maximum of 5 years.

19. The Prudential Limits as at 30 September 2020 based on actual borrowings of \$53.1 million are below:

Prudential Limit Ratio	Comments	Limits	YTD Actual to September 2020
Interest Expense Ratio	Number of times annual General Rates Revenue (less Landscape Levy) can service the annual interest expense	Maximum 10%	1.5%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy)	Max 1.5 years	0.5
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Max 25%	15%

20. Interest Income / (Expenditure) against the Quarter 1 budget is a net favourable year to date variance of \$0.2 million.

Interest	Quarter Jul-Sep		Sep YTD		Annual	Administration Comments
	Actual	Budget	Actual	Budget	Budget	
Revenue	\$3,070	\$8,800	\$3,070	\$8,800	\$35,200	Interest revenue consists of interest earned on operating monies held in the NAB operating account.
Expense	(\$232,570)	(\$433,273)	(\$232,570)	(\$433,273)	(\$1,733,093)	Interest expense consists of LGFA CAD facility.

#### **Forecast Financial Statements and Long Term Financial Plan**

21. Council's Long Term Financial Plan has been updated to reflect the re-timing adjustments for projects and infrastructure works from the 2020-21 financial year, along with revised estimates for interest expense and borrowings.
22. Financial statements and the Long Term Financial Plan are provided in the appendices to **Attachment A**. These show the forecast operating surplus/(deficit), funding requirement and borrowings in 2020-21 and future years based on the proposed re-timing adjustments.

23. The financial indicators have been included in **Attachment A** to support Council's strategic decision making by comparing the financial sustainability, asset sustainability, liquidity and capacity to respond in the context of the Long Term Financial Plan.
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## ATTACHMENTS

**Attachment A** – 2020-21 Quarter 1 Finance Report

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- END OF REPORT -



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# City of Adelaide 2020-21 Quarter 1 Finance Report

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## September 2020

Prepared for the City of Adelaide  
by Strategic Finance and Performance

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Financial Dashboard

Risks and Opportunities

Operational Summary

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2. Long Term Financial Plan

## Glossary

**Asset Sustainability Ratio:** Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans

**Asset Test Ratio:** Borrowings as a percentage of total saleable property assets

**Debt Service Coverage:** Number of times the funding surplus from Operations can fund annual debt (principle and interest) repayments

**Leverage Test Ratio:** Total borrowings relative to rates revenue (less NRM levy)

**Interest Expense Ratio:** Proportion of Council's general rate income that is being used to service debt (interest)

**Liquidity:** Measure of the Council's ability to cover its immediate and short-term debts and obligations

**Net Financial Liabilities:** Financial liabilities as a percentage of operating surplus

**Operating Surplus Ratio:** Operating surplus as a percentage of operating revenue

**Uniform Presentation of Finances:** Annual funding requirement to cover spend on operations and capital

**Vacancy Management:** Centralisation of vacancies across operations against an annual target of \$1.5m

**Work in Progress (WIP):** An unfinished project that has not yet been capitalised to our asset register

**WIP write off:** A portion of an unfinished project which cannot be capitalised and will be expensed once the project is capitalised

# Executive Summary

## Quarterly Update

Council's year to date financial position is an improvement to forecast budget, driven by greater than expected income and lower expenditure.

With people gradually starting to return to the City post-COVID-19, there has been some improvement to revenue, especially in parking. UPark are anticipating future income may be lower than budget as major events are cancelled, delayed or downsized. Town Hall has reduced its estimates of income from future events as COVID-19 restrictions continue to impact bookings.

The above has been considered and reflected in the Quarter 1 forecast.

Cash flow from Quarter 1 rates notices was due on 30 September. Currently 80% has been paid with 84 applications for hardship amounting to 4% of rates.

Expenditure is lower than budget year to date, however there are requests for funds in the Quarter 1 forecast for electricity and capital project write-offs. Savings have been identified to partially offset these requests.

Additional adjustments are required as a result of Council decisions estimated to cost \$2.4 million, for the purchase of a property for the South West Community Centre, and the extension of the Outdoor Activation Grant.

Although Adelaide Central Market Authority have seen a strong quarter on car park income, they are forecasting to remain on budget as rental income has been impacted by the extension of incentives into 2020-21. The next quarter will see the start of the Sunday trading trial leading up to Christmas.

## Quarter 1 Operating Position

Council's quarter 1 financial position is an operating surplus of \$3.3 million which is \$7.8 million favourable compared to our COVID-19 Recovery budget of (\$4.5) million. This is primarily due to:

- Lower than forecast expenditure driven by savings across Temporary labour, Apprentices, Consultant fees, External Contractors and Water
- Better than forecast revenue from UPark, On Street Parking and Expiations, noting revenue is (\$2.2) million below quarter 1 2019-20.

## End of Year Operating Position

The revised forecast of our Operating Deficit at the end of the 2020-21 financial year is projected to increase by (\$2.6) million, from (\$36.4) million to (\$39.0) million.

## Borrowings

Council's borrowings at 30 September 2020 were \$53.1 million. This is within prudential limits.

The forecast end of year position has increased by \$2.7 million to \$92.8 million



# Risk & Opportunities

## Income Expectations

User Charges revenues are 19% higher than budget year to date although still (\$2.2) million lower than the same time in 2019-20.

The 2020-21 COVID-19 recovery budget was built assuming a gradual recovery of revenue. As we move into the second half of the year, the actual and budget income will be more closely aligned and there is a possibility budget may not be achieved in quarters 2 and 3 due to:

- Superloop Adelaide 500 has been cancelled and the Pageant is expected to draw a reduced crowd due to this year's COVID-19 safe format.
- Festivals will also be impacted across the peak period of February and March – with reduced numbers of participants – both artists and audiences.

Town Hall has also reduced its estimates of income from future events as COVID-19 restrictions continue to impact bookings.

## Work in Progress write off

The revised Operating Position includes an increase to the Work in Progress (WIP) write off of (\$2.1) million.

There is an element of revision leading to a variance to forecast as project scopes are refined throughout the delivery of capital projects, however improvements have been made to the budgeting process for capital projects to reduce the variance in future years.

# Financial Indicators

## Explanation

The table below provides information about the key indicators of the Council's financial performance and financial position. A range of financial indicators have been included to support Council's strategic decision making by comparing the financial sustainability, asset sustainability, liquidity and capacity to respond in the context of the Long Term Financial Plan. These are analysed on pages 16 to 19.

Financial Indicator	Explanation	Target	September Year to Date		Revised Forecast	
			2020-21 Actuals	2020-21 Budget	2020-21 Adopted Budget	Proposed 2020-21 Budget (QF1)
<b>Operating Surplus Ratio</b>	Operating surplus as a percentage of operating revenue	0%-20%	7%	(9%)	(20%)	(21%)
<b>Net Financial Liabilities</b>	Financial liabilities and a percentage of operating revenue	Less than 80%	N/A	N/A	67%	63%
<b>Asset Sustainability Ratio</b>	Asset renewal expenditure as a percentage of required expenditure forecast in the asset management plans	90%-110%	N/A	N/A	73%	74%
<b>Asset Test Ratio</b>	Borrowings as a percentage of total saleable property assets	Maximum 50%	15%	16%	26%	27%
<b>Interest Expense Ratio</b>	Number of times General Rates Revenue (less landscape Levy) can service the annual interest expense	Maximum 10%	1.6%	2.0%	1.3%	1.3%
<b>Leverage Test Ratio</b>	Total borrowings relative to General Rates Revenue (Less landscape Levy)	Maximum 1.5 years	N/A	N/A	0.8	0.8
<b>Borrowings (\$'m)</b>	Total borrowings	Within Prudential Limits	53.1	54.6	90.1	92.8
<b>Operating Surplus (\$'m)</b>	Operating Income less Expenditure	\$2m - \$10m	3.2	(4.5)	(36.4)	(39.0)

The year to date financial indicators are in line with the targets, and borrowings are within the prudential limits. The net financial liabilities and leverage test are marked as not applicable because they are based on annual rate income rather than year to date.

The asset sustainability ratio is also not applicable because it reflects the annual infrastructure renewal program spend against the asset management plan

# Operating Summary

## Explanation

The Operating Summary provides a breakdown of the key variances in operational income and expenditure between the year to date actuals and adopted budget.

This summary is presented in a format consistent with the Statement of Comprehensive Income.

\$'000s	Year to Date			Revised Forecast		
	2020-21 YTD Actuals	2020-21 YTD Budget	Variance	Full Year 2020-21 Budget (Adopted)	Proposed 2020-21 Budget (QF1)	Variance
<b>Income</b>						
Rates Revenues	32,206	32,429	(224)	118,455	118,454	(1)
Statutory Charges	2,675	2,193	481	8,900	9,369	469
User Charges	14,037	11,734	2,303	53,435	53,879	444
Grants, Subsidies and Contributions	878	1,058	(180)	4,510	5,469	958
Investment Income	4	9	(4)	35	35	-
Reimbursements	70	173	(103)	691	691	-
Other Income	109	(30)	138	299	349	50
<b>Total Income</b>	<b>49,978</b>	<b>47,566</b>	<b>2,412</b>	<b>186,326</b>	<b>188,247</b>	<b>1,921</b>
<b>Expenses</b>						
Employee Costs	18,609	18,134	(475)	78,274	78,130	143
Materials, Contracts & Other Expenses	14,331	19,869	5,539	88,296	93,076	(4,780)
Depreciation, Amortisation & Impairment	13,263	13,436	173	53,744	53,638	107
Finance Costs	517	640	123	2,423	2,412	11
<b>Total Expenses</b>	<b>46,720</b>	<b>52,080</b>	<b>5,360</b>	<b>222,737</b>	<b>227,256</b>	<b>(4,519)</b>
<b>Operating Surplus / (Deficit)</b>	<b>3,258</b>	<b>(4,514)</b>	<b>7,772</b>	<b>(36,411)</b>	<b>(39,009)</b>	<b>(2,599)</b>
Asset Disposal & Fair Value Adjustments	99	10	89	(300)	491	(791)
Amounts Received Specifically for New or Upgraded Assets	1,515	1,390	126	3,429	7,853	4,425
<b>Net Surplus / (Deficit)</b>	<b>4,872</b>	<b>(3,114)</b>	<b>7,986</b>	<b>(33,282)</b>	<b>(30,665)</b>	<b>1,035</b>
<b>Total Comprehensive Income</b>	<b>4,872</b>	<b>(3,114)</b>	<b>7,986</b>	<b>(33,282)</b>	<b>(30,665)</b>	<b>1,035</b>



# Operating Summary

## Year to Date

**Rates Revenue (\$0.2) million** due to corrections to original rating assumptions

**Statutory Fees and Charges \$0.5 million** Increased expiations and associated revenue

### User Fees and Charges \$2.3 million

- UPark \$947k favourable. UPark Plus has assisted with a better than anticipated recovery post-COVID-19
- Aquatic Centre opened one month ahead of budget assumptions resulting in an additional \$206k revenue, \$301k YTD
- Golf \$267k favourable due to increased rounds across all courses and associated secondary spends
- On Street Parking fees and charges revenue increase \$650k as COVID-19 restrictions ease

### Grants, Subsidies & Contributions (\$0.2) million

Delay in recognition of grants as this is matched with delayed expenditure

**Reimbursements (\$0.1) million** Reduced level of private works completed by Public Realm.

**Other Income \$0.1 million** Funding received to complete Building Audits \$90k

## Expenditure

**Employee Costs (\$0.5) million** Employee costs are higher than forecast due to the timing of operating savings including Phase 1 implementation, offset by our approach to managing vacancies.

### Materials, Contracts & Other Expenses \$5.5 million

- Driven by savings made across Temporary labour \$831k, Apprentices \$710k, Consultant fees \$664k, External Contractors \$734k
- Water \$188k, partly due to favourable position to 2019-20 accrued expenditure

### Depreciation, Amortisation & Impairments \$0.2 million

lower depreciation due to the impairment of Right of Use Assets in 2019-20, that are adjusted in QF1

**Finance Costs \$0.1 million** Due to lower debt balance and impairment of Right of Use Assets.

## End of Year Forecast

### Statutory Fees and Charges \$0.5 million

Recognition of year to date favourable variance

### User Charges \$0.4 million

- Aquatic Centre opened one month ahead of budget assumptions \$0.3 million
- Golf \$0.2 million due to increased rounds across all courses and associated secondary spends in quarter one
- On-Street Parking \$0.6 million in recognition of year to date favourable variance
- Town Hall (\$0.3) million reduced income from future events as restrictions have not lifted as soon as expected
- Offset partially by a reduction in revenue assumptions for Adshel and recognition of no rent increase for Central Market tenants made during budget review (\$0.4) million

### Grants, Subsidies & Contributions \$1.0 million

Grants received for asset renewals, predominantly roads

## Expenditure

**Employee Costs \$0.1 million** Includes a resource to continue the review of cladding funded by a grant

### Materials, Contracts & Other Expenses (\$4.8) million

- Increase to electricity budget (\$1.2) million. 5.5% increase in volume (from 19.5GWh to 20.5GWh) and an increase in pass-through regulatory charges. Some mandatory regulated charges and the 9.5% transmission and distribution loss factors were omitted from the original budget calculations.
- Council Decision to extend the Outdoor Activation Grant (\$0.85) million
- Capital works write off (\$2.1) million, see slide 14
- Recognition of contribution to Brown Hill Keswick Creek and Digital Wayfinding as an expense (\$0.7) million
- Reduction in costs in Town Hall and Aquatic Centre \$0.2 million

### Depreciation, Amortisation & Impairments \$0.1 million

Adjustment to AASB16 Leases following the finalisation of the 2019-20 Financial Statements

# Uniform Presentation of Finances

## Explanation

Uniform Presentation of Finances provides a breakdown of the key variances in operations, net outlays on existing assets and net outlays on new and upgraded assets between the year to date Actuals and Original Budget.

\$'000s	September Year to Date			Revised Forecast		
	2020-21 Actuals	2020-21 Budget	Variance	Full Year 2020-21 Budget (Adopted)	Proposed 2020-21 Budget (QF1)	Variance
Income	49,978	47,566	2,412	186,289	188,247	1,958
less Expenses	(46,720)	(52,080)	5,360	(223,118)	(227,256)	(4,138)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>3,258</b>	<b>(4,514)</b>	<b>7,772</b>	<b>(36,829)</b>	<b>(39,009)</b>	<b>(2,181)</b>
<b>Outlays on Existing Assets</b>						
Capital Expenditure on Renewal & Replacement of Existing Assets	(6,878)	(10,250)	3,372	(41,885)	(32,613)	9,273
add back Depreciation, Amortisation and Impairment	13,263	13,436	(173)	53,744	53,638	(107)
add back Amounts received specifically for Existing Assets	-	-	-	864	-	(864)
add back Proceeds from Sale of Replaced Assets	-	-	-	-	751	751
<b>Net Outlays on Existing Assets</b>	<b>6,385</b>	<b>3,186</b>	<b>3,199</b>	<b>12,724</b>	<b>21,776</b>	<b>9,052</b>
<b>Outlays on New and Upgraded Assets</b>						
Capital Expenditure on New and Upgraded Assets	(2,605)	(3,075)	470	(25,999)	(31,817)	(5,818)
add back Amounts received specifically for New and Upgraded Assets	1,515	1,390	126	14,650	4,953	(9,697)
<b>Net Outlays on New and Upgraded Assets</b>	<b>(1,090)</b>	<b>(1,686)</b>	<b>596</b>	<b>(11,349)</b>	<b>(26,864)</b>	<b>(15,515)</b>
<b>Net Lending / (Borrowing) for the Financial Year</b>	<b>8,554</b>	<b>(3,013)</b>	<b>11,566</b>	<b>(35,454)</b>	<b>(44,097)</b>	<b>(8,643)</b>

# Uniform Presentation of Finances

## Year to Date

The year to date Net Lending / (borrowing) position of \$8.6 million is \$11.6 million favourable to the budget of (\$3.0) million. This is largely due to the favourable operating surplus position of \$7.8 million (refer to Page 6), and the timing of expenditure on the renewal and replacement of assets, and new and upgraded assets of \$3.8 million.

## Renewal & Replacement of Existing Assets

### Capital Expenditure \$3.4 million

- Rundle UPark building works \$230k, dilapidation to car park deck and drainage system halted works
- Grote St \$572k, contractor had resource constraints, second crew now on site
- Prospect Road \$210k, project finalised and final costs to be reconciled with Park 2 project
- Brownhill Keswick Creek \$210k, awaiting invoice, to be transferred to operating project in QF1
- Hazardous Material Removal Program \$126k, expected completion in October
- Linear Park \$125k, surface failure at Albert Bridge resolved, with expected completion in November
- Plant, Fleet & Equipment \$1,294k, favourable, major plant being procured

**Depreciation, Amortisation & Impairments \$0.2 million** lower depreciation due to the impairment of Right of Use Assets in 2019-20. Budget adjusted in QF1

## New and Upgraded Assets

### Capital Expenditure \$0.5 million

- Market to Riverbank (Bentham Street) \$656k, delayed start, finalising contract negotiations.
- Park 2 (\$202k), works completed ahead of budget forecast
- Quentin Kenihan Inclusive Playspace (\$308k), works completed ahead of budget forecast
- Gawler Place Upgrade \$125k - Awaiting installation of art piece in November

### Amounts received (\$0.2) million

Timing, mainly due to Park 2 \$202k, Quentin Kenihan Inclusive Playspace \$303k, and Market to Riverbank (Bentham Street) (\$328k)

## End of Year Forecast

The revised Net Lending / (Borrowing) position is (\$44.1) million, an increase of (\$8.6) million from the adopted budget, largely driven by the net outlays on assets as detailed below. A correction to the Operating Deficit was required following a review of methodology. The Uniform Presentation of Finances and Operating Statements are now aligned.

## Renewal & Replacement of Existing Assets

### Capital Expenditure \$9.3 million

- Transfer of delivery resources \$2.4 million, ACMA capital \$2.7 million, and other projects \$1.0 million to New Assets following the finalisation of project scope and review of capitalisation treatment.
- Correction to the Statement to accurately record the WIP write-off of \$0.5 million. An increase of (\$0.9) million for renewals following the review of capitalisation treatment, and a transfer of \$2.9 million to New and Upgrade.
- Net adjustment of (\$0.8) million due to additional Transport renewals of (\$1.3) million funded by grants and contributions, and transfer of Brownhill Keswick Creek to Operating Projects \$0.5 million

**Amounts received specifically for Existing Assets (\$0.9) million** due to the correction of methodology. This is now incorporated within Grants, Subsidies & Contributions and Proceeds from the disposal of Plant and Fleet below.

**Proceeds from the Sale of Replaced Assets \$0.8 million** Disposal of Plant and Fleet.

## New and Upgraded Assets

### Capital Expenditure (\$5.8) million

- Transfer of expenditure (\$6.1) million previously recorded in renewals, refer above.
- Correction of the Statement to accurately record the WIP write-off \$2.9 million.
- Purchase of South West Community Centre (\$1.5) million
- Roads (\$0.8) million of grant funded projects

### Amounts received (\$9.8) million

Correction of methodology to reflect the cash flow of amounts received in previous years (\$10.5) million, offset by \$0.8 million additional grants received for Black Spot



# Projects

## Adjustments and re-timed

Project Explanation	Budget \$'000	Adjustment \$'000	Re-timed \$'000
<b>Outdoor Activation Grant Program</b>			
Council Decision to provide additional grant funding to businesses from Council funds	-	(850)	
<b>Digital Wayfinding</b>			
Movement of existing project from capital to operating to reflect scope	-	(125)	
<b>Brown Hill Keswick Creek</b>			
Movement of existing project from capital to operating to reflect scope	-	(545)	
<b>ADM Technical Specification</b>			
Movement of existing project from capital to operating to reflect scope	-	(3)	
<b>Christmas Festival 2021</b>			
Funds will be committed in this financial year but spent in 2021-22	(200)		150
<b>South West Community Centre</b>			
Council Decision to purchase a property for the South West Community Centre		(1,500)	
<b>Total</b>		<b>(3,023)</b>	<b>150</b>

### Summary of Adjustments

The adjustments on the left reflect changes since Budget 2020-21 to the existing funding allocated to projects. The changes include:

- Movement of funds from capital to operating to reflect the nature of the expenditure
- Council Decision to extend the Outdoor Activation Grants initially funded by a grant of \$0.3 million from State Government.
- Council Decision to purchase a property for the South West Community Centre by December 2021. \$1 million is an indicative, conservative estimate for this project.

The net value of these adjustments (\$3.0) million have been funded from a combination of operational savings and borrowings.

### Summary of Re-timed Projects

Re-time of funding for Christmas Festival 2021 to reflect the fact the funds need to be committed in this financial year, but the expenditure will be incurred in the 2021-22 financial year.

# Infrastructure Program

## Adjustments and re-timed

Project Explanation	Budget \$'000	Adjustment \$'000	Retimed \$'000
<b>New/Significant upgrades</b>			
<b>Peace Park/Town Clerk's Walk</b> Scope increase to complete the removal of Paramatta grass (weed).	(261)	(53)	-
<b>Bank St granite plinth</b> New project to install a granite plinth in Bank Street to protect an existing tree.	-	(14)	-
<b>Total</b>		<b>(67)</b>	
<b>Transport</b>			
<b>Chesser/Coromandel Street</b> Funding received from Local Roads and Community Infrastructure grant to complete the capital works required to facilitate a shared use zone.	-	Expense (84)  Income 84	-
<b>Sussex Street</b> Funding Received from the Local Roads and Community Infrastructure Program to fund the resurfacing of Sussex Street.	-	Expense (33)  Income 33	-
<b>Transport Program 20-21</b> * Receipt of Financial Assistance Grant-Roads \$256k, Roads to Recovery grant \$256k and Supplementary Roads grant \$595k and converted to expense budget (net \$0), * Receipt of contributions for additional works in Grote Street \$64k and Winifred Street \$5k and converted to expense budget (net \$0), * Small overspend in Caldwell Lane.	(6,075)	Expense (1,191)  Income 1,183	-
<b>Total</b>		<b>(8)</b>	
<b>Traffic Signals</b>			
<b>Renewal of Traffic Lanterns &amp; Signal Controllers</b> Unrequired stock returned to contractor, small savings released.	(249)	8	-
<b>Total</b>		<b>8</b>	
<b>Water Infrastructure</b>			
<b>Water Infrastructure</b> Brownhill Keswick Creek contributions re-classified as operating project as not capital spend \$545k.	(1,960)	545	-
<b>Total</b>		<b>545</b>	
<b>Urban Elements</b>			
<b>Urban Elements Program</b> Scope reduced to release funds for the new Bank Street granite plinth project.	(346)	14	-
<b>Total</b>		<b>14</b>	

### Summary of Adjustments

- Increase of \$0.1m to New/Significant Upgrade projects, to complete additional scope to the program.
- Grants received from the Local Roads and Community Infrastructure program resulting in an increase of \$0.1m
- Savings of \$8k released from the Traffic Signals Program to fund overspent in the Transport Program.
- Transfer of \$0.5m from Water Infrastructure to Operating projects for non-capital expenditure on Brown Hill Keswick Creek.
- Scope reduction of the Urban Elements program resulting in transfer of \$14k to the Bank Street Plinth project.

# Infrastructure Program

## Adjustments and re-timed

Project Explanation	Budget \$'000	Adjustment \$'000	Retimed \$'000
<b>Park Lands and Open Spaces</b>			
<b>Park Lands Renewals</b>			
Scope reduce to release funding for additional scope on Town Clerk's Walk/Peace Park.	(150)	17	-
<b>Streetscape Renewals</b>			
Scope reduce to release funding for additional scope on Town Clerk's Walk/Peace Park.	(296)	36	-
<b>Total</b>		<b>53</b>	
<b>Buildings</b>			
<b>Buildings Program</b>			
Receipt of a Changing Places grant \$150k for Rymill Park Public Convenience renewal.	(234)	Expense (150)	-
		Income 150	
<b>Total</b>			<b>-</b>

### Summary of Adjustments:

- Scope reduction in the Park Lands and Streetscape Renewal programs releasing \$56k to fund additional scope required in Town Clerk's Walk project.
- Funding Received from DHS for Changing Places Facility in Rymill Park.
- Additional essential scope added to the Buildings Design Program \$150k.



# Major Projects

## Adjustments and re-timed

Project Explanation	Budget \$'000	Adjustment \$'000	Retimed \$'000
<b>Major Projects</b>			
<b>Smart City Connectivity - Wayfinding</b> Movement of existing project from capital to operating to reflect scope	(125)	125	-
<b>Blackspot - Hindley Street/Gray Street Intersection</b> Receipt of Blackspot Funding from Federal Government.	-	Expense (555) Income 555	-
<b>Halifax Street Footpath project</b> Funding received from Local Roads and Community Infrastructure Program.	-	Expense (220) Income 220	-
<b>Total</b>		<b>125</b>	

### Summary of Adjustments

- Transfer of \$0.1m to Operating Projects for Non-Capital project.
- Funds Received from Federal Government for Blackspot Funding.
- Funding Received from Federal Government for Local Roads and Community Infrastructure Program and transferred to projects:
  - Chesser, Coromandel and French shared used zone
  - Halifax Street Footpath Project
  - Sussex Street Road Reseal

# Capital Works Write-off Adjustments

Project Explanation	Budget \$'000	Adjustment \$'000
<b>Capital Projects</b>		
Rundle Mall Wayfinding and People Counting - RMMA	-	(50)
Terrance Plowright Sculpture Installation	(9)	(45)
Public Art Program	(46)	(113)
Gawler UPark Facade	(1,911)	(53)
Christmas Festival	-	(37)
<b>Total</b>		<b>(297)</b>
<b>Major Project</b>		
Denise Norton Park/Pardipardinyilla (Park 2) East Enhancement	-	(121)
City Skate Park	(283)	(8)
Market to Riverbank	(70)	(33)
Moonta Street	(212)	(8)
Black Spot – Hindley Street/Gray Street intersection	-	(56)
<b>Total</b>		<b>(225)</b>
<b>New/Significant Upgrades</b>		
Turning Gray Street Green – Arbour	-	(54)
City Greening	(64)	(1)
Tavistock Lane	-	(150)
Peace Park/Town Clerk's Walk	-	(249)
Wattle Grove War Memorial	(20)	20
City Dirt Masterplan	(10)	(30)
Kingstone Terrace Stormwater	-	(6)
<b>Total</b>		<b>(470)</b>
<b>Renewals</b>		
Plant, Fleet and Equipment	-	(25)
Transport Program	(275)	(376)
Bridge Program	-	(8)
Lighting and Electrical Program	(800)	(177)
Water Infrastructure Program	(479)	444
Urban Elements Program	(9)	(83)
Park Lands and Open Spaces Program	-	(78)
Buildings Program	(35)	(4)
CITB Levy	-	(51)
<b>Total</b>		<b>(358)</b>
<b>Delivery Costs</b>		
Project Delivery Costs	-	(725)
<b>Total Changes Capital to Expense</b>		<b>(2,074)</b>

## Expense Adjustments

- All capital project budgets are split between capital and non-capital when they are created in the finance system, this allows administration to forecast the expected non-capital (expense) value for the year.
- The 2020-21 capital program was loaded as above, however the carry forwards from Q4 were not loaded at the same time which represents \$1.1m of the variance. A process improvement to ensure all projects are loaded in the same way at the beginning of the year has been identified to rectify this in future.
- A process improvement was identified to forecast the expense value relating to overheads per project to ensure budgeted capitalised wages closely align with actual, this has resulted in \$0.7m increase however is now embedded in the process to consider at the beginning of the year.
- Further refinement of project scope has identified a further expense forecast of \$0.2m.
- Through the above process improvements we endeavour to have more accurate estimates in future budgets and future variances should be a result of scope refinement.

# Infrastructure Update

## Project Status

Project Explanation	Status
<b>Quarter 1 Practical Completion</b>	
<b>Brownhill Keswick Creek (19/20 Contribution)</b> The City of Adelaide is part of regional subsidiary that is responsible for the development and delivery of the Brown Hill Keswick Creek project which aims to mitigate significant flooding risk to properties in metropolitan Adelaide.	Delivered
<b>CITB Levy</b> Annual payment to CITB based on total construction value. Paid in September.	Delivered
<b>Denise Norton Park / Pardipardinyilla (Park 2) East Enhancement</b> Enhancements to meet the recreation and open space needs of the existing and growing communities in North Adelaide and surrounds.	Delivered
<b>Cardwell Lane</b> Continuation of renewal works on Cardwell Lane.	Delivered
<b>Sussex St Road Resurfacing</b> Road resurfacing Sussex Street.	Delivered
<b>Prospect Road Kerb and Water Table Renewal</b> Kerb and water table reconstruction between Fitzroy Terrace and O'Connell Street.	Delivered

Project Explanation	Status
<b>Quarter 2 Planned Practical Completions</b>	
<b>Quentin Kenihan Inclusive Playspace (QKIP)</b> Opportunity to create an exemplary regional playspace in Rymill Park / Murlawirrapurka (Park 14). Provision of social, active, cognitive and creative play and recreation opportunities for all ages, abilities and cultures serviced by the wider park facilities and amenities for the local and surrounding areas. 100% funded by the State Government.	Planned
<b>Peace Park / Town Clerk's Walk</b> Peace Park irrigation, turf management and tree succession planting. Infill tree planting along Town Clerks Walk.	Planned
<b>Playground Renewals for QKIP</b> Renewal of Playground located within Rymill Park / Murlawirrapurka (Park 14). Enhancements to meet the recreation and open space needs of the existing and growing communities in North Adelaide and surrounds.	Planned
<b>Rymill Park Public Convenience Renewal</b> Renewal of the east toilet block including change room facilities (Inc \$150k Changing Places Grant Funding).	Planned
<b>Park 11 - Torrens Path (Albert Bridge to Behind Zoo)</b> Construct new concrete footpath and retaining structures adjacent Torrens.	Planned
<b>North Terrace (King William Road to Kintore Avenue)</b> Continuation of footpath renewal works on North Terrace (King William Road to Kintore Avenue).	Planned
<b>Pelzer Park/ Pityarilla (Park 19) Enhancement</b> Final stage of Pityarilla / Pelzer Park (Park 19) upgrade.	Planned
<b>Torrens Lake Weir 1</b> Gate seals replacement.	Planned
<b>Torrens Lake Weir – Component Renewals</b> Gate control system renewal.	Planned

### Project Status

- In the first quarter six projects were delivered. Delivered refers to the construction phase projects being completed, the projects now move in to the close phase which includes handover and financial capitalisation.
- Three of these projects are part of the renewal program and one is Essential Works.
- The CITB Levy is an annual contribution for training for the construction industry.
- Denise Norton Park/ Pardipardinyilla (Park 2) East Enhancement is a Major Project funded by a grant contribution



# Quarter Performance

## financial indicators and performance

### Dashboard

The table below provides information about the key indicators of the Council's financial performance and financial position. A range of financial indicators have been included to support Council's strategic decision making by comparing the financial sustainability, asset sustainability, liquidity and capacity to respond in the context of the Long Term Financial Plan (which is provided as Appendix B)

2020-21 Adopted Budget	2020-21 Q1 Forecast	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Borrowings (\$'m)</b> (Total borrowings)										
Target: Prudential Limits										
90.1	92.9	89.8	114.2	100.5	80.4	76.1	68.9	60.2	86.9	126.7
<b>Operating Surplus (\$'m)</b> (Funding surplus/(deficit))										
Target: Financial sustainability										
(36.4)	(39.1)	(4.7)	(4.9)	(4.4)	3.1	3.0	9.6	7.9	12.1	6.0
<b>Operating Surplus Ratio</b> (Operating surplus as a percentage of operating revenue)										
Target: 0%-20%										
(20%)	(21%)	(2%)	(2%)	(2%)	1%	1%	4%	3%	5%	2%
<b>Net Financial Liabilities</b> (Financial liabilities and a percentage of operating revenue)										
Target: Less than 80%										
67%	63%	60%	70%	62%	46%	43%	39%	35%	44%	59%
<b>Asset Sustainability Ratio</b> (Expenditure on asset renewals as a % of forecast required expenditure in the asset management plans)										
Target: 90%-110%										
73%	74%	67%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Asset Test Ratio</b> (Borrowings as a percentage of total saleable property assets)										
Target: Maximum 50%										
26%	27%	25%	31%	26%	21%	20%	18%	15%	21%	31%
<b>Interest Expense Ratio</b> (Number of times General Rates Revenue (less NRM Levy) can service the annual interest expense)										
Target: Maximum 10%										
1.3%	1.3%	1.4%	1.5%	1.5%	1.2%	1.0%	0.9%	0.7%	0.8%	1.2%
<b>Leverage Test Ratio</b> (Total borrowings relative to General Rates Revenue (Less NRM Levy))										
Target: Maximum 1.5 years										
0.8	0.8	0.7	0.9	0.8	0.6	0.6	0.5	0.4	0.6	0.8

# Quarter Performance

## financial indicators and performance

### Local Government Indicators

These Financial Indicators have been calculated in accordance with *Information paper 9 - Local Government Financial Indicators* prepared as part of the LGA Financial Sustainability Program for the Local Government Association of South Australia

### Operating Surplus Ratio (Operating surplus as a percentage of operating revenue)

Target: 0%-20%

(20%)	(21%)	(2%)	(2%)	(2%)	1%	1%	4%	3%	5%	2%
2020-21 Adopted Budget	2020-21 Q1 Forecast	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30

This indicator represents the percentage by which the major controllable revenue source varies from day to day operating expenses. Financial sustainability is indicated where a council consistently achieves operating surpluses and has soundly based projections showing it can continue to do so in the future, having regard to asset management and the service level needs of its community.

**Target:** The Local Government Act target is to achieve an average operating surplus ratio between 0% and 15% over any five-year period. However, as a capital city council, the City of Adelaide has significant responsibilities in improving its public realm, and as such considers that an average operating surplus ratio between 0% and 20%, over any five-year period, is a more appropriate target.

**Analysis:** The 2020-21 through to 2023-24 financial years are forecasted to fall outside the target range, as a result of anticipated reduction of income from COVID-19. Council's response to remediate is to reduce operating expenditure by \$20m in the 2020-21 Financial Year. This ongoing saving improves the ratio, and overtime operating surpluses are generated to reduce borrowings and reinvest from 2024-25.

### Net Financial Liabilities (Financial liabilities and a percentage of operating surplus)

Target: Less than 80%

67%	63%	60%	70%	62%	46%	43%	39%	35%	44%	59%
2020-21 Adopted Budget	2020-21 Q1 Forecast	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30

This indicator represents the significance of the net amount owed compared with operating revenue. It measures the extent to which Council is managing its debt and highlights that borrowings are often an effective means of financial sustainability, rather than trying to fund all assets and services from operating income. A steady ratio means council is balancing the need to borrow against their affordability of debt. An excessive ratio means Council is borrowing beyond their means and cannot generate the income required to service assets and operations.

**Target:** The target for Net Financial Liabilities should normally be greater than zero. If not, then it implies that a council is willing to place a higher priority on accumulated financial assets than applying funds generated from ratepayers to the provision of services and/or infrastructure renewal. The target set by City of Adelaide is that liabilities as a percentage of total operating revenue will not exceed 80%.

**Analysis:** City of Adelaide's net financial liabilities are within the prescribed target.

# Quarter Performance

## financial indicators and performance

**Asset Sustainability Ratio** (Expenditure on asset renewals as a % of forecast required expenditure in the asset management plans)

Target: 90%-110%

73%	74%	67%	100%	100%	100%	100%	100%	100%	100%	100%
2020-21 Adopted Budget	2020-21 Q1 Forecast	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30

This indicator expresses expenditure on asset renewals as a percentage of the projected funding required for asset renewal. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Asset Management Plans (AMPs).

**Target:** A ratio lower than 100% suggests that Council is not maintaining assets and infrastructure in order to optimise asset lives. A ratio higher than 100% suggests that Council is replacing assets earlier than needed. Adoption of a target ratio between 90% and 110%, is in line with the *Local Government Act 1999*.

**Analysis:** The Infrastructure and Asset Management Plans (AMPs) are currently being reviewed and updated including asset levels of service, taking into account community needs, population density/growth impacts and asset management principles.

Impacts of reducing the Infrastructure Program in 2020-21 will increase the renewal funding required over the longer term (to enable the renewal backlog to be undertaken), reducing capacity to deliver new and significant upgrade projects, major projects and emerging priorities in the short to medium term.

As a result of the sustainability ratio falling below the target range for 2020-21 and 2021-22, consideration will need to be made for the Long Term Financial Plan funding to take a longer term view on asset replacement to ensure it does not interfere with renewals over the life of the plan.



# Quarter Performance

## financial indicators and performance

### Treasury Report indicators

The Treasury and Cash Investment Policy sets the risk appetite of Council and the amount of borrowing it can sustain as defined by the Prudential Borrowing Limits, as calculated in the following 3 ratios

#### Asset Test Ratio (Borrowings as a percentage of total saleable property assets)

Target: Maximum 50%

26%	27%	25%	31%	26%	21%	20%	18%	15%	21%	31%
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#### Interest Expense Ratio (Number of times General Rates Revenue (less NRM Levy) can service the annual interest expense)

Target: Maximum 10%

1.3%	1.3%	1.4%	1.5%	1.5%	1.2%	1.0%	0.9%	0.7%	0.8%	1.2%
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#### Leverage Test Ratio (Total borrowings relative to General Rates Revenue (Less NRM Levy))

Target: Maximum 1.5 years

0.8	0.8	0.7	0.9	0.8	0.6	0.6	0.5	0.4	0.6	0.8
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

2020-21 Adopted Budget	2020-21 Q1 Forecast	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
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The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a physical monetary limit on the level of borrowings, and upper limit is determined through its financial indicators. When borrowing, Council will consider these indicators.

**Target:** The Prudential limits set within the Policy are:

Asset Test Ratio Maximum of 50%

Interest Expense Ratio Maximum of 10%

Leverage Test Ratio Maximum 1.5 Years

Prudential limits are breached when one of the ratios fall outside of the targets stipulated in the Treasury and Cash Investment Policy. The breach must be reported with remediation actions to the CEO immediately and reported quarterly within the borrowing and cash investment performance report.

**Analysis:** City of Adelaide's borrowings are within the prescribed targets across the Long Term Financial Plan

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# Appendix

A – Budgeted Financial Statements

B - Long Term Financial Plan

Item 10.18 - Attachment A

# Appendix A

## Budgeted Financial Statements

Statement of Comprehensive Income		
\$'000s	Consolidated 2020-21 Adopted Budget*	Consolidated 2020-21 Quarter 1 Forecast
<b>Income</b>		
Rates Revenues	118,455	118,454
Statutory Charges	8,900	9,369
User Charges	53,435	53,879
Grants, Subsidies and Contributions	4,510	5,469
Investment Income	35	35
Reimbursements	691	691
Other Income	299	349
<b>Total Income</b>	<b>186,326</b>	<b>188,247</b>
<b>Expenses</b>		
Employee Costs	78,274	78,130
Materials, Contracts & Other Expenses	88,296	93,076
Depreciation, Amortisation & Impairment	53,744	53,638
Finance Costs	2,423	2,412
<b>Total Expenses</b>	<b>222,737</b>	<b>227,256</b>
<b>Operating Surplus / (Deficit)</b>	<b>(36,411)</b>	<b>(39,009)</b>
Asset Disposal & Fair Value Adjustments	(300)	491
Amounts Received Specifically for New or Upgraded Assets	3,429	7,853
<b>Net Surplus / (Deficit)</b>	<b>(33,282)</b>	<b>(30,665)</b>
<b>Total Comprehensive Income</b>	<b>(33,282)</b>	<b>(30,665)</b>



# Appendix A

## Budgeted Financial Statements

Statement of Financial Position		
\$'000s	Consolidated 2020-21 Adopted Budget*	Consolidated 2020-21 Quarter 1 Forecast
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	14,789	13,340
Other Financial Assets	129	46
Inventories	707	576
<b>Total Current Assets</b>	<b>16,424</b>	<b>14,762</b>
<b>Non-Current Assets</b>		
Financial Assets	225	277
Equity Accounted Investments in Council Businesses	629	672
Investment Property	2,894	2,889
Infrastructure, Property, Plant & Equipment	1,867,041	1,871,426
Other Non-Current Assets	1,264	2,161
<b>Total Non-Current Assets</b>	<b>1,872,053</b>	<b>1,877,425</b>
<b>TOTAL ASSETS</b>	<b>1,888,477</b>	<b>1,892,187</b>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Trade & Other Payables	37,195	25,136
Provisions	11,320	12,064
Other Current Liabilities	3,290	3,290
<b>Total Current Liabilities</b>	<b>48,515</b>	<b>40,490</b>
<b>Non-Current Liabilities</b>		
Trade & Other Payables	1,000	1,293
Borrowings	90,125	92,754
Provisions	1,585	1,584
Other Non-Current Liabilities	33,745	33,745
<b>Total Non-Current Liabilities</b>	<b>126,454</b>	<b>129,376</b>
<b>TOTAL LIABILITIES</b>	<b>178,259</b>	<b>169,866</b>
<b>Net Assets</b>	<b>1,710,219</b>	<b>1,722,321</b>
<b>EQUITY</b>		
Accumulated Surplus	790,205	786,699
Asset Revaluation Reserves	918,355	934,010
Other Reserves	1,659	1,612
<b>Total Council Equity</b>	<b>1,710,219</b>	<b>1,722,321</b>

# Appendix A

## Budgeted Financial Statements

Statement of Changes in Equity		
\$'000s	Consolidated 2020-21 Adopted Budget*	Consolidated 2020-21 Quarter 1 Forecast
<b>Balance at the end of previous reporting period</b>	1,743,501	1,752,986
a. Net Surplus / (Deficit) for Year	(33,282)	(30,665)
b. Other Comprehensive Income	-	-
Total Comprehensive Income	(33,282)	(30,665)
<b>Balance at the end of period</b>	1,710,219	1,722,321

# Appendix A

## Budgeted Financial Statements

Statement of Cash flows			
\$'000s	Consolidated 2020-21 Adopted Budget*	Consolidated 2020-21 Quarter 1 Forecast	
<b>Cash Flows from Operating Activities</b>			
<u>Receipts</u>			
Operating Receipts	188,261	188,197	
<u>Payments</u>			
Operating Payments to Suppliers and Employees	(158,805)	(166,950)	
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>29,456</b>	<b>21,247</b>	
<b>Cash Flows from Investing Activities</b>			
<u>Receipts</u>			
Amounts Received Specifically for New/Upgraded Assets	3,429	4,953	
Proceeds from Surplus Assets	1,000	1,000	
Sale of Replaced Assets		751	
<u>Payments</u>			
Expenditure on Renewal/Replacement of Assets	(41,885)	(32,613)	
Expenditure on New/Upgraded Assets	(25,999)	(31,817)	
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(63,456)</b>	<b>(57,725)</b>	
<b>Cash Flows from Financing Activities</b>			
<u>Receipts</u>			
Proceeds from Borrowings	38,525	41,154	
<u>Payments</u>			
Repayment from Borrowings	-	0	
Repayment of Principal portion of lease liability	(4,853)	(4,820)	
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>33,672</b>	<b>36,334</b>	
<b>Net Increase (Decrease) in Cash Held</b>	<b>(328)</b>	<b>(145)</b>	
plus: Cash & Cash Equivalents at beginning of period	1,128	945	
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>	



# Appendix A

## Budgeted Financial Statements

Uniform Presentation of Finances			
\$'000s	Consolidated 2020-21 Adopted Budget*	Consolidated 2020-21 Quarter 1 Forecast	Variance (Current Qtr)
Income	186,289	188,247	1,958
less Expenses	(223,118)	(227,256)	(4,138)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>(36,829)</b>	<b>(39,009)</b>	<b>(2,181)</b>
<b>less Net Outlays on Existing Assets</b>			
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(41,885)	(32,613)	9,273
less Depreciation, Amortisation and Impairment	53,744	53,638	(107)
less Amounts received specifically for Existing Assets	864	-	(864)
less Proceeds from Sale of Replaced Assets	-	751	751
<b>Net Outlays on Existing Assets</b>	<b>12,724</b>	<b>21,776</b>	<b>9,052</b>
<b>less Net Outlays on New and Upgraded Assets</b>			
Net Capital Expenditure on New and Upgraded Assets	(25,999)	(31,817)	(5,818)
less Amounts received specifically for New and Upgraded Assets	14,650	4,953	(9,697)
less Proceeds from Sale of Assets	-	-	-
<b>Net Outlays on New and Upgraded Assets</b>	<b>(11,349)</b>	<b>(26,864)</b>	<b>(15,515)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(35,454)</b>	<b>(44,097)</b>	<b>(8,643)</b>

# Appendix B

## Long Term Financial Plan

Statement of Comprehensive Income											
\$'000s	2020-21 Final Budget	2020-21 Quarter 1 Forecast	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
<b>Income</b>											
Rates Revenues	118,455	118,454	123,325	127,025	130,799	135,773	140,104	144,140	148,256	152,454	156,736
Statutory Charges	8,900	9,369	11,973	12,153	12,389	12,630	12,875	13,125	13,380	13,640	13,904
User Charges	53,435	53,879	61,470	63,055	64,377	72,280	73,743	75,208	76,700	78,220	79,771
Grants, Subsidies and Contributions	4,510	5,469	3,051	3,112	3,174	3,238	3,302	3,369	3,436	3,505	3,575
Investment Income	35	35	26	26	27	27	28	28	29	29	30
Reimbursements	691	691	705	719	733	748	763	778	794	809	826
Other Income	299	349	305	311	318	324	330	337	344	351	358
<b>Total Income</b>	<b>186,326</b>	<b>188,247</b>	<b>200,855</b>	<b>206,402</b>	<b>211,817</b>	<b>225,020</b>	<b>231,145</b>	<b>236,985</b>	<b>242,937</b>	<b>249,008</b>	<b>255,200</b>
<b>Expenses</b>											
Employee Costs	78,274	78,130	71,712	73,212	74,743	76,306	77,903	79,492	81,114	82,769	84,458
Materials, Contracts & Other Expenses	88,296	93,076	78,487	82,547	84,775	88,661	89,968	91,904	95,070	100,803	104,849
Depreciation, Amortisation & Impairment	53,744	53,638	52,834	52,527	53,757	54,412	58,196	54,149	57,255	51,722	57,690
Finance Costs	2,423	2,412	2,504	3,007	2,965	2,494	2,115	1,854	1,561	1,638	2,164
Net loss - Equity Accounted Council Businesses	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>222,737</b>	<b>227,256</b>	<b>205,537</b>	<b>211,292</b>	<b>216,240</b>	<b>221,873</b>	<b>228,142</b>	<b>227,399</b>	<b>235,000</b>	<b>236,932</b>	<b>249,161</b>
<b>Operating Surplus / (Deficit)</b>	<b>(36,411)</b>	<b>(39,009)</b>	<b>(4,682)</b>	<b>(4,890)</b>	<b>(4,423)</b>	<b>3,146</b>	<b>3,004</b>	<b>9,585</b>	<b>7,937</b>	<b>12,076</b>	<b>6,039</b>
Asset Disposal & Fair Value Adjustments	(300)	491	-	-	3,590	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	3,429	7,853	-	-	-	-	-	-	-	-	-
Operating Result of Discontinued Operation	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>(33,282)</b>	<b>(30,665)</b>	<b>(4,682)</b>	<b>(4,890)</b>	<b>(833)</b>	<b>3,146</b>	<b>3,004</b>	<b>9,585</b>	<b>7,937</b>	<b>12,076</b>	<b>6,039</b>
Changes in Revaluation Surplus - I,PP&E	-	-	-	-	-	-	-	-	-	-	-
Net Actuarial Gains/(Loss) on Defined Benefit Plan	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>(33,282)</b>	<b>(30,665)</b>	<b>(4,682)</b>	<b>(4,890)</b>	<b>(833)</b>	<b>3,146</b>	<b>3,004</b>	<b>9,585</b>	<b>7,937</b>	<b>12,076</b>	<b>6,039</b>

# Appendix B

## Long Term Financial Plan

## Statement of Financial Position

\$'000s	2020-21 Budget	2020-21 Quarter 1 Forecast	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash and Cash Equivalents	800	800	800	800	800	800	800	800	800	800	800
Trade & Other Receivables	14,789	13,340	13,315	13,359	13,621	14,437	14,826	15,199	15,580	15,969	16,366
Other Financial Assets	129	46	41	37	33	30	27	24	22	20	18
Inventories	707	576	576	576	576	576	576	576	576	576	576
<b>Total Current Assets</b>	<b>16,424</b>	<b>14,762</b>	<b>14,732</b>	<b>14,772</b>	<b>15,030</b>	<b>15,843</b>	<b>16,229</b>	<b>16,600</b>	<b>16,978</b>	<b>17,365</b>	<b>17,759</b>
<b>Non-Current Assets</b>											
Financial Assets	225	277	249	225	202	182	164	147	133	119	107
Equity Accounted Investments in Council Businesses	629	672	672	672	672	672	672	672	672	672	672
Investment Property	2,894	2,889	2,917	2,947	2,976	3,006	3,036	3,066	3,097	3,128	3,159
Infrastructure, Property, Plant & Equipment	1,867,041	1,871,426	1,883,174	1,897,937	1,921,304	1,892,168	1,885,398	1,882,307	1,877,040	1,911,212	1,952,930
Other Non-Current Assets	1,264	2,161	2,161	2,161	2,161	2,161	2,161	2,161	2,161	2,161	2,161
<b>Total Non-Current Assets</b>	<b>1,872,053</b>	<b>1,877,425</b>	<b>1,889,174</b>	<b>1,903,941</b>	<b>1,927,315</b>	<b>1,898,188</b>	<b>1,891,431</b>	<b>1,888,353</b>	<b>1,883,103</b>	<b>1,917,293</b>	<b>1,959,030</b>
<b>TOTAL ASSETS</b>	<b>1,888,477</b>	<b>1,892,187</b>	<b>1,903,906</b>	<b>1,918,713</b>	<b>1,942,345</b>	<b>1,914,031</b>	<b>1,907,660</b>	<b>1,904,953</b>	<b>1,900,081</b>	<b>1,934,657</b>	<b>1,976,789</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Trade & Other Payables	37,195	25,136	23,583	23,705	30,823	24,422	24,532	24,618	24,706	23,464	23,560
Provisions	11,320	12,064	12,305	12,551	12,802	13,058	13,320	13,586	13,858	14,135	14,418
Other Current Liabilities	3,290	3,290	5,093	5,140	5,276	5,434	5,504	4,513	3,291	4,144	3,473
<b>Total Current Liabilities</b>	<b>51,805</b>	<b>40,490</b>	<b>40,982</b>	<b>41,397</b>	<b>48,902</b>	<b>42,914</b>	<b>43,356</b>	<b>42,716</b>	<b>41,855</b>	<b>41,743</b>	<b>41,450</b>
<b>Non-Current Liabilities</b>											
Trade & Other Payables	1,000	1,293	7,293	7,293	293	293	293	293	293	293	293
Borrowings	90,125	92,754	89,593	113,983	100,314	80,242	75,895	68,720	60,028	86,747	126,569
Provisions	1,585	1,584	1,616	1,648	1,681	1,715	1,749	1,784	1,820	1,856	1,893
Other Non-Current Liabilities	33,745	33,745	46,782	41,642	36,366	30,932	25,428	20,915	17,624	13,480	10,007
<b>Total Non-Current Liabilities</b>	<b>126,454</b>	<b>129,376</b>	<b>145,285</b>	<b>164,566</b>	<b>138,654</b>	<b>113,181</b>	<b>103,365</b>	<b>91,713</b>	<b>79,765</b>	<b>102,377</b>	<b>138,763</b>
<b>TOTAL LIABILITIES</b>	<b>178,259</b>	<b>169,866</b>	<b>186,267</b>	<b>205,964</b>	<b>187,556</b>	<b>156,096</b>	<b>146,720</b>	<b>134,429</b>	<b>121,619</b>	<b>144,120</b>	<b>180,213</b>
<b>Net Assets</b>	<b>1,710,219</b>	<b>1,722,321</b>	<b>1,717,639</b>	<b>1,712,749</b>	<b>1,754,789</b>	<b>1,757,935</b>	<b>1,760,939</b>	<b>1,770,524</b>	<b>1,778,461</b>	<b>1,790,537</b>	<b>1,796,576</b>
<b>EQUITY</b>											
Accumulated Surplus	790,205	786,699	782,017	777,127	776,294	779,440	782,444	792,029	799,966	812,042	818,081
Asset Revaluation Reserves	918,355	934,010	934,010	934,010	976,883	976,883	976,883	976,883	976,883	976,883	976,883
Other Reserves	1,659	1,612	1,612	1,612	1,612	1,612	1,612	1,612	1,612	1,612	1,612
<b>Total Council Equity</b>	<b>1,710,219</b>	<b>1,722,321</b>	<b>1,717,639</b>	<b>1,712,749</b>	<b>1,754,789</b>	<b>1,757,935</b>	<b>1,760,939</b>	<b>1,770,524</b>	<b>1,778,461</b>	<b>1,790,537</b>	<b>1,796,576</b>



# Appendix B

## Long Term Financial Plan

### Statement of Changes in Equity

\$'000s	2020-21 Budget	2020-21 Quarter 1 Forecast	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
Balance at the end of previous reporting period	1,743,501	1,752,986	1,722,321	1,717,639	1,712,749	1,754,789	1,757,935	1,760,939	1,770,524	1,778,461	1,790,537
a. Net Surplus / (Deficit) for Year	(33,282)	(30,665)	(4,682)	(4,890)	(833)	3,146	3,004	9,585	7,937	12,076	6,039
b. Other Comprehensive Income											
Total Comprehensive Income	(33,282)	(30,665)	(4,682)	(4,890)	(833)	3,146	3,004	9,585	7,937	12,076	6,039
Gain (Loss) on Revaluation of I, PP&E					42,873						
Balance at the end of period	1,710,219	1,722,321	1,717,639	1,712,749	1,754,789	1,757,935	1,760,939	1,770,524	1,778,461	1,790,537	1,796,576

# Appendix B

## Long Term Financial Plan

Statement of Cash flows											
\$'000s	2020-21 Budget	2020-21 Quarter 1 Forecast	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
<b>Cash Flows from Operating Activities</b>											
<i>Receipts</i>											
Operating Receipts	188,261	188,197	200,881	206,358	211,555	224,203	230,756	236,611	242,556	248,619	254,803
<i>Payments</i>											
Operating Payments to Suppliers and Employees	(158,805)	(166,950)	(152,214)	(158,405)	(162,043)	(166,579)	(169,589)	(172,875)	(177,363)	(184,820)	(191,073)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>29,456</b>	<b>21,247</b>	<b>48,667</b>	<b>47,953</b>	<b>49,512</b>	<b>57,624</b>	<b>61,168</b>	<b>63,736</b>	<b>65,193</b>	<b>63,799</b>	<b>63,730</b>
<b>Cash Flows from Investing Activities</b>											
<i>Receipts</i>											
Amounts Received Specifically for New/Upgraded Assets	3,429	4,953	-	-	-	-	-	-	-	-	-
Proceeds from Surplus Assets	1,000	1,000	6,000	-	25,000	18,500	-	-	-	-	-
Sale of Replaced Assets	-	751	-	-	-	-	-	-	-	-	-
<i>Payments</i>											
Expenditure on Renewal/Replacement of Assets	(41,885)	(32,613)	(27,611)	(53,101)	(55,661)	(50,776)	(51,387)	(51,058)	(51,988)	(85,894)	(99,408)
Expenditure on New/Upgraded Assets	(25,999)	(31,817)	(18,840)	(14,188)	-	-	-	-	-	-	-
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(63,456)</b>	<b>(57,725)</b>	<b>(40,451)</b>	<b>(67,289)</b>	<b>(30,661)</b>	<b>(32,276)</b>	<b>(51,387)</b>	<b>(51,058)</b>	<b>(51,988)</b>	<b>(85,894)</b>	<b>(99,408)</b>
<b>Cash Flows from Financing Activities</b>											
<i>Receipts</i>											
Proceeds from Borrowings	38,525	41,154	-	24,390	-	-	-	-	-	26,720	39,822
<i>Payments</i>											
Repayment from Borrowings	-	-	(3,160)	-	(13,669)	(20,072)	(4,347)	(7,174)	(8,693)	-	-
Repayment of Lease Liabilities	(4,853)	(4,820)	(5,055)	(5,053)	(5,181)	(5,276)	(5,434)	(5,504)	(4,513)	(4,625)	(4,144)
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>33,672</b>	<b>36,334</b>	<b>(8,216)</b>	<b>19,337</b>	<b>(18,850)</b>	<b>(25,348)</b>	<b>(9,781)</b>	<b>(12,679)</b>	<b>(13,205)</b>	<b>22,095</b>	<b>35,678</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(328)</b>	<b>(145)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
plus: Cash & Cash Equivalents at beginning of period	1,128	945	800	800	800	800	800	800	800	800	800
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>

# Appendix B

## Long Term Financial Plan

Uniform Presentation of Finances											
\$'000s	2020-21 Final Budget	2020-21 Quarter 1 Forecast	2021-22 Plan	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan
Income	186,289	188,247	200,855	206,402	211,817	225,020	231,145	236,985	242,937	249,008	255,200
less Expenses	(223,118)	(227,256)	(205,537)	(211,292)	(216,240)	(221,873)	(228,142)	(227,399)	(235,000)	(236,932)	(249,161)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>(36,829)</b>	<b>(39,009)</b>	<b>(4,682)</b>	<b>(4,890)</b>	<b>(4,423)</b>	<b>3,146</b>	<b>3,004</b>	<b>9,585</b>	<b>7,937</b>	<b>12,076</b>	<b>6,039</b>
<b>Net Outlays on Existing Assets</b>											
Capital Expenditure on Renewal & Replacement of Existing Assets	(41,885)	(32,613)	(27,611)	(53,101)	(55,661)	(50,776)	(51,387)	(51,058)	(51,988)	(85,894)	(99,408)
add back Depreciation, Amortisation and Impairment	53,744	53,638	52,834	52,527	53,757	54,412	58,156	54,149	57,255	51,722	57,690
add back Amounts received specifically for Existing Assets	864	-	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Replaced Assets	-	751	-	-	-	-	-	-	-	-	-
<b>Net Outlays on Existing Assets</b>	<b>12,724</b>	<b>21,776</b>	<b>25,222</b>	<b>(574)</b>	<b>(1,904)</b>	<b>3,636</b>	<b>6,769</b>	<b>3,091</b>	<b>5,267</b>	<b>(34,172)</b>	<b>(41,718)</b>
<b>Net Outlays on New and Upgraded Assets</b>											
Capital Expenditure on New and Upgraded Assets	(25,999)	(31,817)	(18,840)	(14,188)	-	-	-	-	-	-	-
add back Amounts received specifically for New and Upgraded Assets	14,650	4,953	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets	-	-	-	-	25,000	25,500	-	-	-	-	-
<b>Net Outlays on New and Upgraded Assets</b>	<b>(11,349)</b>	<b>(26,864)</b>	<b>(18,840)</b>	<b>(14,188)</b>	<b>25,000</b>	<b>25,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(35,454)</b>	<b>(44,097)</b>	<b>1,701</b>	<b>(19,652)</b>	<b>18,673</b>	<b>32,282</b>	<b>9,773</b>	<b>12,677</b>	<b>13,204</b>	<b>(22,096)</b>	<b>(35,679)</b>



# Position of Deputy Lord Mayor

**ITEM 10.19** 10/11/2020  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

2018/04057  
Public

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

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## EXECUTIVE SUMMARY

At its meeting held on 27 November 2018, Council approved the appointment of a Deputy Lord Mayor for the 2018-2022 term of office.

Council appointed former Councillor Abiad to the position of Deputy Lord Mayor for the period commencing 27 November 2018 until 30 November 2019.

Council then appointed Councillor Hyde to the position of Deputy Lord Mayor for the period commencing 1 December 2019 until 30 November 2020.

This report seeks Council to appoint a Council member to the position of Deputy Lord Mayor for the period 1 December 2020 until 30 November 2021.

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## RECOMMENDATION

### THAT COUNCIL

1. Appoints a Council member to the Position of Deputy Lord Mayor for the period 1 December 2020 to 30 November 2021.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> The selection of a Councillor to the position of Deputy Lord Mayor will support the Office of the Lord Mayor and the Council.
Policy	The role of the Deputy Lord Mayor is provided for under section 20 of the <i>City of Adelaide Act 1998 (SA)</i> and the role is detailed in Section 13 of the Standing Orders
Consultation	Not as a result of this report
Resource	Provision of administrative support by the Council Liaison Officer
Risk / Legal / Legislative	If a Council Member is nominated for the position, and upon subsequent acceptance of the nomination by this Member, this particular Council Member will have to declare a material conflict of interest and vacate the Chamber before the matter is discussed and voted on. This is because the nominated Member would receive an additional allowance depending on the outcome of the consideration of the matter.
Opportunities	Not as a result of this report
20/21 Budget Allocation	The annual allowance for the position of Deputy Lord Mayor results in an increase of the Council member allowance from \$27,175 to \$40,763 per annum
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The appointment is for the period 1 December 2020 until 30 November 2021
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 civic activities of a Council are an important part of community leadership and the development of community identity. The selection of a Councillor to the position of Deputy Lord Mayor will support the Office of the Lord Mayor and the Council.
2. At its meeting held on 27 November 2018 Council approved the appointment of a Deputy Lord Mayor for the 2018-2022 term of office.
3. Former Councillor Abiad was appointed to the position of Deputy Lord Mayor for the period 27 November 2018 until 30 November 2020.
4. Councillor Hyde was appointed to the position of Deputy Lord Mayor for the period 1 December 2019 to 30 November 2020.
5. The position of the Deputy Lord Mayor is provided for in section 20(4) of the *City of Adelaide Act 1998 (SA)* and Council's Standing Order 13 states the role of the Deputy Lord Mayor is to:
  - 5.1. Represent the Lord Mayor if the Lord Mayor is unavailable to attend official duties from time to time, where appropriate, and subject to the availability of the Deputy Lord Mayor.
  - 5.2. Act in the role of Lord Mayor as Acting Lord Mayor, when the Lord Mayor:
    - 5.2.1 Has taken an official leave of absence from Council
    - 5.2.2 Formally delegates in writing his or her responsibilities to the Deputy Lord Mayor
    - 5.2.3 Is overseas or interstate for an extended period of time with Lord Mayor approval
    - 5.2.4 Is unable to discharge his or her duties due to illness or for any other reason, subject to Council approval.
  - 5.3. Be the spokesperson of Council in the absence or unavailability of the Lord Mayor.
  - 5.4. Discuss the progress of Council decisions with the Chief Executive Officer to support the implementation of these decisions, in the absence or unavailability of the Lord Mayor.
  - 5.5. Preside at ordinary and special meetings of Council in the absence of the Lord Mayor and exercise any other functions as Council may determine from time to time.
6. Standing Orders 14-16 also state the following:
  - 6.1. The Council Member who holds the office of Deputy Lord Mayor shall be known and addressed as Deputy Lord Mayor at all times.
  - 6.2. To support an effective working relationship with the Lord Mayor, the Deputy Lord Mayor will be the Chair of all core committees (committees of the whole) for the term of the appointment as Deputy Lord Mayor.
  - 6.3. Council may appoint an Acting Deputy Lord Mayor with respect to any extended period of absence of the Lord Mayor, when the Deputy Lord Mayor is Acting Lord Mayor.
7. With respect to point 6.2 above, there is a report being presented to the Council on 10 November 2020 to remove the requirement that the Deputy Lord Mayor be the Chair of the core committees.
8. In August 2018, the Remuneration Tribunal of South Australia determined the allowances payable for members of the City of Adelaide effective at the commencement of the 2018-2022 term of office as follows:
  - 8.1. Councillors - \$25,930 per annum
  - 8.2. Deputy Lord Mayor - \$34,413 per annum (1.5 times the annual allowances for Councillors of the City of Adelaide)
9. Allowances are adjusted to reflect changes in the Consumer Price Index. As a result, the Deputy Lord Mayor allowance for the new period of appointment will be \$40,763.
10. The level of allowances for the Deputy Lord Mayor recognises the additional role and function the Deputy Lord Mayor will play in supporting the Lord Mayor and acting in the position when the Lord Mayor is on leave. It is subject to adjustment under the *Local Government (Members Allowances and Benefits) Regulations 2010 (SA)*.
11. In accordance with the Standing Orders 168-170 and 172-174:
  - 11.1. If one Council Member is nominated for the position, a resolution of the Council will be required to confirm the outcome of the election process.



- 11.2. Unless determined otherwise by Council, in the event of there being more nominations than required, an election by voting ballot of all Council Members present, will be undertaken to select a nominee.
  - 11.3. The nominee with the highest number of votes will be the preferred Council nominee.
  - 11.4. In the selection of a Deputy Lord Mayor, if the votes for two or more candidates for the office are equal, lots must be drawn to determine which candidate or candidates will be excluded [s 51 of the *Local Government Act 1999 (SA)*].
  - 11.5. In the event lots are drawn, the candidate, or candidates, remaining, will be identified as the preferred Council nominee.
  - 11.6. At the conclusion of a voting ballot or drawing of lots, a resolution of the Council will be required to confirm the outcome of the election process.
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## ATTACHMENTS

Nil

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- END OF REPORT -

# 2020 Review of Confidentiality Orders

**ITEM 10.20** 10/11/2020  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

2020/00582  
Public

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

## EXECUTIVE SUMMARY

This report presents the outcome of the 2020 review of confidentiality orders in accordance with section 91(9) of the *Local Government Act 1999 (SA)* (the Act), which requires a document or part of a document which is under a confidentiality order for a period exceeding 12 months to be reviewed at least once every year.

As part of the 2020 annual review, 661 confidential orders were reviewed, and 85 orders will be released in part or in full during December 2020. There are 102 orders which are recommended for extension, as the grounds and basis for confidentiality are still relevant.

To provide better transparency, the City of Adelaide conducts an additional mid-year confidentiality order review, thereby going over and beyond the annual review required under the Act. During 2020, 106 orders have been released through this mid-year process. We continue to work on ways to improve transparency of Council's decision making and to minimise the number of matters discussed and held in confidence where appropriate.

## RECOMMENDATION

### That Council:

1. Notes the active confidentiality orders (July 2003 to October 2020) have been reviewed in accordance with Section 91(9) of the *Local Government Act 1999 (SA)*.
2. Approves to extend the operation of 102 confidentiality orders as identified in Attachment A to Item 10.20 on the Agenda for the meeting of the Council held on 10 November 2020.
3. Notes that 85 active confidentiality orders will be released in part or full and published on the City of Adelaide website during December 2020.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> The role of the City of Adelaide is to uphold the values of integrity and accountability. To ensure that the Council delivers services to the community as a leader, advocate, and facilitator by maintaining a transparent decision-making process.
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	Section 91(9) of the <i>Local Government Act 1999 (SA)</i> requires a document or part of a document which is under a confidentiality order for a period exceeding 12 months to be reviewed at least once every year.
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

### Meeting to be held in public except in special circumstances

1. Section 90(2) of the Act enables a meeting of the Council or a Committee to determine an order that the public be excluded from attendance to receive, discuss or consider in confidence any information or matter as prescribed in Section 90(3) of the Act.
2. On every occasion that the provision to exclude within Section 90(2) of the Act was exercised, details of the order proceedings must be made in the minutes, specifying the grounds on which the order was made.

### Release of Documents

3. Section 91(9) of the Act specifies requirements [duration or order, review date and delegation to review/revoke all or part/report] to be included within the order
4. Section 91(9) of the Act also instructs that a Council or a Committee order to keep a document or part of a document confidential for a period exceeding 12 months must be reviewed at least once every year.

### Summary of 2020 Annual Review of Orders for Confidentiality

5. The 2020 review of confidentiality orders examined all 661 active orders from July 2003 to October 2020. These orders were reviewed in consultation with the relevant Associate Director. Currently of the 661 active confidentiality orders:
  - 5.1. 102 orders will expire in December, and require an extension to retain in confidence (Attachment A); and
  - 5.2. 85 orders will be released by the Chief Executive Officer in part or full, during December.
6. The 102 orders that will expire in December and are recommended for extension relate to the following grounds (note: some orders applied multiple grounds):

Section 90 of the <i>Local Government Act 1999</i> (SA)	Times applied for order
(a) personal affairs	1
(b) commercial advantage / position	76
(d) commercial information	78
(h) legal advice	16
(i) litigation	11
(j) information provided in confidence	6
(m) development plan	5

7. To provide better transparency, the City of Adelaide conducts an additional mid-year confidentiality order review, thereby going over and beyond the annual review required under the Act. During 2020, 106 orders have been released through this process. This process was implemented during the 2018 calendar year and a consistent approach has been applied since. The table below demonstrates the past three (3) years review:

	2020 review	2019 review	2018 review
Number of orders reviewed	661	729	891
Number of orders extended	102	33	145
Number of orders released in part or in full as part of current annual review	85	68	165
Number of orders released in part or in full during the calendar year as part of the rolling review	106	176	210
Total number of orders released in part or in full	191	244	375

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## ATTACHMENTS

**Attachment A** – Confidentiality Orders Extension

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- END OF REPORT -

**Expiring Confidentiality Orders [July 2003 to December 2020]  
Confidentiality Order [CO] Extension Sought**

CO	Subject Matter	Section 90(3) & Extension
<b>2003/2004 Financial Year</b>		
CO6	Register of Interest Process - Balfours / Bus Station	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022 - release in part, recommended December 2020
<b>2004/2005 Financial Year</b>		
CO84	Property Lease Rundle Mall	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
<b>2005/2006 Financial Year</b>		
CO93	UPark Business Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022 - release in part, recommended December 2020
CO94	UPark Business Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022 - release in part, recommended December 2020
CO108	Status of Projected Capital Works Program	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
<b>2006/2007 Financial Year</b>		
CO155	Bus Shelter Agreement	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022



CO	Subject Matter	Section 90(3) & Extension
CO183	Granting a New Lease	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
CO193	Ashel - Agreement re Bus Shelters in the City	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022
CO203	Property Lease	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
<b>2007/2008 Financial Year</b>		
CO208	Lease Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO228	Legal Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022
CO232	Lease Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
<b>2008/2009 Financial Year</b>		
CO274	Galwer Place Car Park - Validation Booth Underlease	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) Legal Advice 90(3)(i) Litigation Extend to December 2022
CO285	Legal Matter	90(3)(a) Personal affairs 90(3)(h) Legal Advice 90(3)(i) Litigation Extend to December 2022

CO	Subject Matter	Section 90(3) & Extension
CO315	Galwer Place Car Park - Validation Booth Underlease	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) Legal Advice 90(3)(i) Litigation Extend to December 2022
CO335	Leasing of Grote Street Retail Tenancy	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO346	City Heritage and Character	90(3)(m) Development Plan under the Development Act 1993 Extend to December 2025
CO360	Leasing of Grote Street Retail Tenancy , Adelaide Central Bus Station	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO379	City Heritage and Character	90(3)(m) Development Plan under the Development Act 1993 Extend to December 2025
<b>2009/2010 Financial Year</b>		
CO400	SAC redevelopment lease and deed negotiations	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022
CO409	City Heritage and Character	90(3)(m) Development Plan under the Development Act 1993 Extend to December 2025
CO412	Review of Tenancy Mix - Adelaide Central Market	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022
CO426	Confidential Business Report - Granting New Lease to the Office of Pirie	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
CO427	Memorial Drive Next Generation Clubs Australia - Information Report on Lease Arrangements	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025

CO	Subject Matter	Section 90(3) & Extension
CO439	Whitmore Square Eco Housing Development	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022
<b>2010/2011 Financial Year</b>		
CO512	India Pty Ltd - Legal Dispute	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) Legal advice 90(3)(i) Litigation Extend to December 2022
CO526	Strategic Property Matter - Gawler Place	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) Legal advice 90(3)(i) Litigation Extend to December 2022
CO548	India Pty Ltd - Legal Dispute	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) Legal advice 90(3)(i) Litigation Extend to December 2022
CO554	India Pty Ltd - Legal Dispute	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) Legal advice 90(3)(i) Litigation Extend to December 2022
CO571	India Pty Ltd - Legal Dispute	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) Legal advice 90(3)(i) Litigation Extend to December 2022
CO577	Adelaide Oval Redevelopment	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025



CO	Subject Matter	Section 90(3) & Extension
<b>2011/2012 Financial Year</b>		
CO607	Balfours Bus Station Redevelopment Project Progress Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO614	Adelaide Central Bus Station	90(3)(i) Litigation Extend to December 2025
CO620	Adelaide Central Bus Station	90(3)(i) Litigation Extend to December 2025
CO644	Le Cornu Report	90(3) (b) commercial advantage/position Extend to December 2022
CO651	Le Cornu Report	90(3) (b) commercial advantage/position Extend to December 2022
CO656	Balfours Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO660	Balfours Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO672	Balfours Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO696	Structure Planning & Development Policy	90(3) (j) information provided in confidence Extend to December 2025
CO716	Development Policy Considerations	90(3) (m) amendment to development plan Extend to December 2025
CO719	Waste Management Services Obligations	90(3) (h) legal advice Extend to December 2025
CO725	Community Services, Events & Facilities Committee Meeting Recommendation - Waste Management Services Obligations	90(3) (h) legal advice Extend to December 2025

CO	Subject Matter	Section 90(3) & Extension
CO732	Shop WR7 - Adelaide Central Market	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO741	Balfours / Bus Station Site Update - Re-presented from City Development & Sustainability Committee 5 June 2012	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
<b>2012/2013 Financial Year</b>		
CO750	Leasing Matters of the Park Lands	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO752	Leasing Matters of the Park Lands	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO796	Sturt Street Development Scheme Variation	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2022 - release in part, recommended December 2020
CO817	Sturt Street Progress Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO821	Sturt Street Progress Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO841	To close and transfer Fenn Place to University of South Australia and to close the northern portion of Fenn Place to traffic	90(3)(h) legal Extend to December 2025
CO842	East End Separate Rate Council Workshop	90(3)(d) information of a confidential nature Extend to December 2021
CO846	To close and transfer Fenn Place to University of South Australia and to close the northern portion of Fenn Place to traffic	90(3)(b) commercial advantage position 90(3)(h) legal Extend to December 2025
<b>2013/2014 Financial Year</b>		

CO	Subject Matter	Section 90(3) & Extension
CO954	Connector Bus Service	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2021
CO957	Removal of Statutory Referral to Council for Development Applications over \$10M	90(3)(h) Legal advice Extend to December 2025
CO959	Connector Bus Service	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2021
CO961	Planning Matters	90(3)(i) Litigation Extend to December 2025
CO967	Lease Agreement for 165-171 Rundle Street, Adelaide	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO969	Lease Agreement for 165-171 Rundle Street, Adelaide	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO972	Adelaide Aquatic Centre Works	90(3)(d) commercial information Extend to December 2022 - release in part, recommended December 2020
CO973	Adelaide Aquatic Centre Works Prudential Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO975	Planning Matters	90(3)(m) Amendment to Development Plan Extend to December 2025
CO984	Tennis SA Lease	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO985	Contractual Matter - 116-122 Waymouth Street, Adelaide	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025



CO	Subject Matter	Section 90(3) & Extension
CO987	Contractual Matter - 116-122 Waymouth Street, Adelaide	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO993	Assignment of Lease 86 Grote Street, Adelaide	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
CO994	Leasing Arrangements - 235 Hutt Street, Adelaide - Hutt Street Library	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
CO995	Tennis SA - Leasing Matters	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
CO998	Childcare Facilities in the City	90(3)(j) Information provided in confidence Extend to December 2022 - release in part, recommended December 2020
CO1009	Waymouth Street Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1014	Capital City Committee	90(3)(j) Information provided in confidence Extend to December 2021
CO1018	Capital City Committee	90(3)(j) Information provided in confidence Extend to December 2021
CO1020	Lease Agreement for a Stall in the Adelaide Central Market	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1024	Lease Processing, Adelaide Central Market	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025

CO	Subject Matter	Section 90(3) & Extension
CO1025	Capital City Committee	90(3)(j) Information provided in confidence Extend to December 2021
CO1027	Lease Processing, Adelaide Central Market	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1034	Commercial Impact of the Proposed Transport Development Levy on Council's Parking Operations	90(3)(d) Commercial information Extend to December 2025
CO1036	Councillor Henningsen - Motion without Notice - Planning Matter	90(3)(h) Legal advice Extend to December 2025
CO1039	Planning Matters	90(3)(h) Legal advice Extend to December 2025
<b>2014/2015 Financial Year</b>		
CO1043	Property Investigation	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1046	Franklin Street Site Activation	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1047	Victoria Park / Pakapakanthi (Park 16) - Expressions of Interest - Leasing of Building	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1048	Tennis SA - Park Lands Lease	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1053	Confidential Report - Capital City Committee Update	90(3)(j) Information provided in confidence Extend to December 2021
CO1055	Balfours Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1056	Ergo - Stage 3 Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025

CO	Subject Matter	Section 90(3) & Extension
CO1057	Property Matter 116 - 122 Waymouth Street	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1061	Balfours Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1062	Ergo - Stage 3 Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1065	Lease Agreement for 110 Pirie Street, Adelaide	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025 - release in part, recommended December 2020
CO1073	Property Investigation	90(3)(d) commercial information Extend to December 2025
CO1077	Property Investigation - Dunn Street Car Park Investigation	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1079	Out of Session Information Papers to Note - Attachment 1 - Legal Advice - Clipsal and trade during event	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2021
CO1084	Construction of the Convention Centre - Stage 2 - lease for works compount	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1086	Construction of the Convention Centre - Stage 2 - lease for works compount	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
CO1089	Out of Session Information Papers to Note - Education Adelaide - Lease Proposal	90(3)(d) commercial information Extend to December 2025
CO1148	Property lease Registers	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025



CO	Subject Matter	Section 90(3) & Extension
<b>2015/2016 Financial Year</b>		
CO1168	Lounders Boathouse - Lease Agreement	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025
<b>2016/2017 Financial Year</b>		
CO1306	Helipad Request for Expression of Interest Outcomes	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2023
CO1552	Prudential and Award of Contract Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature 90(3)(h) legal advice Extend to December 2021
CO1639	Strategic Procurement Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2023
CO1641	Strategic Procurement Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2023

## Chair of Core Committees

**ITEM 10.21** 10/11/2020  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

2018/04071  
Public

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

## EXECUTIVE SUMMARY

At its 11 June 2019 meeting, Council adopted the Standing Orders which included the additional role provided to the Deputy Lord Mayor position with the chairing of all core committees. Standing Order 15 states: *'To support an effective working relationship with the Lord Mayor, the Deputy Lord Mayor will be the Chair of all core committees (committees of the whole) for the term of the appointment as Deputy Lord Mayor'*.

Feedback from Council Members has been that there is value in rotating the Chair position of the core committees of Council (currently The Committee and the Strategic Planning and Policy Development Committee) beyond the position of Deputy Lord Mayor only. Rotation provides an opportunity for sharing presiding duties, enhancing working relationships and the further development of leadership experience.

Standing Order 288 states that 'Any proposal to abolish any of the Standing Orders, or to adopt any new Standing order, shall be considered and determined by Council'. Therefore, to reintroduce the option for the Chair of the core committees to be a Council Member other than the Deputy Lord Mayor, this report seeks Council approval for the removal of Standing Order 15.

The report also seeks appointment of the Chair for both The Committee and the Strategic Planning and Policy Development Committee for the period 1 January 2021 to 30 June 2021 and then 1 July 2021 to 31 December 2021.

These periods align with the appointments to the position of Deputy Chair for The Committee made by Council at its meeting on 9 June 2020 namely:

*That Council appoints Councillor Couros as Deputy Chair of The Committee for the period of 1 July 2020 to 31 December 2020 and Councillor Simms as Deputy Chair of The Committee for the period of 1 January 2021 to 30 June 2021.*

Noting the decision on the appointment of the position of Deputy Lord Mayor will be made by Council at the meeting on 10 November and the new Chair of The Committee will not commence until 1 January 2021, it is recommended that the current Deputy Lord Mayor, Councillor Alexander Hyde, continue as Chair of the core committees until 31 December 2020.

## RECOMMENDATION

### THAT COUNCIL

1. Approves the removal of Standing Order 15 which states:  
'To support an effective working relationship with the Lord Mayor, the Deputy Lord Mayor will be the Chair of all core committees (committees of the whole) for the term of the appointment as Deputy Lord Mayor'
2. Appoints a Council Member to the position of Chair for both The Committee and Strategic Planning and Policy Development Committee for the period 1 January 2021 to 30 June 2021 and 1 July 2021 to 31 December 2021.
3. Approves the continued appointment of Councillor Alexander Hyde, the current Deputy Lord Mayor, as Chair of the core committees until 31 December 2020.

4. Approves, contingent upon recommendation 1 and 2, a budget reconsideration to the value of \$3,500 as part of Council's Quarterly Budget Reconsideration process for the purpose of payment of the increased allowance to the Council Member(s) appointed to the position of Chair of the core committees of Council in accordance with the instruction of the Remuneration Tribunal, and notes an annual budget of \$7,000 will be sought through the 2021-2022 Business Plan and Budget process.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	The Standing Orders provide the policy framework for Council Members
Consultation	Not as a result of this report
Resource	The annual allowance for a councillor (other than the Deputy Lord Mayor) who is the presiding member of a prescribed committee, or more than one prescribed committee, will be equal to one and a quarter (1.25) times the annual allowance for councillors (current standard annual allowance for a member who is not the Lord Mayor or Deputy Lord Mayor is \$26,893 per annum, the Chair would therefore receive a monthly payment equivalent to \$33,616 per annum, subject to imminent CPI increase).
Risk / Legal / Legislative	Council and its Committees will conduct business in accordance with the relevant provisions of the <i>Local Government (Procedures at Meetings) Regulations 2013 (SA)</i> and the Corporation of the City of Adelaide Standing Orders.  Pursuant to section 73 of the <i>Local Government Act 1999 (SA)</i> , Council Members nominated for a presiding member role where there is remuneration applicable must declare a material conflict of interest and vacate the room for the deliberations and voting on this matter, considering the allowance set by the Remuneration Tribunal and payable to the presiding member.
Opportunities	Not as a result of this report
20/21 Budget Allocation	No budget had been allocated in 2020-2021 to fund the additional allowance to a Council Member who has not also been appointed to the position of Deputy Lord Mayor.
Proposed 21/22 Budget Allocation	A budget allocation of approximately \$7,000 for the 2021-2022 FY will be required to fund the additional allowance to any Council Member appointed to Chair of the core committees if that Member is also not appointed to the position of Deputy Lord Mayor.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	A budget allocation of \$3,500 will be required to fund the additional allowance payable to the Council Member(s) appointed as Chair of the core committees for the period 1 January 2021 to 30 June 2021, if that Member is also not appointed as the Deputy Lord Mayor.
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. At its meeting on 11 December 2018 Council established two core committees of Council (Committees of the whole) being The Committee and the Strategic Planning and Policy Development Committee (SPDP).
2. The City of Adelaide Standing Orders adopted by Council on 11 June 2019 provide a consolidated governance and policy framework for Council Members. Incorporated with the Standing Orders was an additional role provided to the Deputy Lord Mayor position being the chairing of all core committees. This is stated in Standing Order 15: *'To support an effective working relationship with the Lord Mayor, the Deputy Lord Mayor will be the Chair of all core committees (committees of the whole) for the term of the appointment as Deputy Lord Mayor'*
3. Feedback from Council Members has been that there is value in rotating the Chair position of the core committees of Council (currently The Committee and the Strategic Planning and Policy Development Committee) beyond the position of Deputy Lord Mayor only. Rotation provides an opportunity for sharing presiding duties, enhancing working relationships and the further development of leadership experience.
4. Standing Order 288 states that 'Any proposal to abolish any of the Standing Orders, or to adopt any new Standing order, shall be considered and determined by Council'. Therefore, this report has been prepared with the recommendation to remove Standing Order 15 and through appointment, reintroduce the option for the Chair of the core committees to be a Council Member who is not necessarily the Deputy Lord Mayor.
5. It is recommended that Council appoints a Chair for both of the core committees for a term which aligns with the appointments to the position of Deputy Chair for The Committee (decision made by Council at the meeting on 9 June 2020). A report will be brought to Council in due course to seek the appointment of Council Members for the subsequent terms.
6. At the meeting on 9 June 2020, Council appointed Councillor Couros as Deputy Chair of The Committee for the period of 1 July 2020 to 31 December 2020 and Councillor Simms as Deputy Chair of The Committee for the period of 1 January 2021 to 30 June 2021.
7. It has not been recommended to appoint a Deputy Chair for the SPDP as it will not be required once Section 101A of the *Development Act 1993 (SA)* ceases to apply, likely to be the case in early 2021. If a meeting of the SPDP were to be convened prior to this time and the Chair was not able to preside then the meeting can decide who would preside at that time.
8. Noting the position of Deputy Lord Mayor will be made by Council at the meeting on 10 November 2020 and it is recommended that the new Chair of the core committees will not commence until 1 January 2021, it is further recommended that the current Deputy Lord Mayor, Councillor Alexander Hyde, continue as Chair of the core committees until 31 December 2020.
9. In recognition of the workload associated with undertaking the role of Chair, the Independent Remuneration Tribunal resolved in August 2018 that the annual allowance for a Councillor (other than the Deputy Lord Mayor) who is the presiding member of a prescribed committee, or more than one prescribed committee, established by the Council would be equal to one and a quarter (1.25) times the annual allowance for Councillors. The current allowance is 26,893 per annum, the Chair would therefore receive a monthly payment equivalent to \$33,616 per annum, subject to imminent CPI increase.

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Progress of Motions by Elected Members

**ITEM 10.22** 10/11/2020  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Rudi Deco, Manager Governance  
8203 7442

2018/04074  
Public

**Approving Officer:**  
Mark Goldstone, Chief Executive  
Officer

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## 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 195 motions on and without notice have been carried by Council.
3. As at 4 November 2020 a total of 56 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.

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## DATA & SUPPORTING INFORMATION

**Link 1** – List of open Motions on and without Notice

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## ATTACHMENTS

Nil

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– END OF REPORT –

## Exclusion of the Public

**ITEM 11.1** 10/11/2020  
**Council**

**Program Contact:**  
Rudi Deco, Manager  
Governance 8203 7442

2018/04291  
Public

**Approving Officer:**  
Mark Goldstone, Chief  
Executive Officer

## EXECUTIVE SUMMARY

It is the recommendation of the Chief Executive Officer that the public be excluded from this Council meeting for the consideration of information and matters contained in the Agenda.

For the following Report of Committees seeking consideration in confidence

- 12.1.1.** Recommendations/Advice of the Audit Committee in Confidence – 6/11/2020  
*To be distributed separately*

For the following reports for Council (Chief Executive Officer's Reports) seeking consideration in confidence

- 12.2.1.** Traffic Signal Maintenance Contract Extension [s 90(3) (b)]  
**12.2.2** The Stables of Victoria Park – Leasing Matter [s 90(3) (d)]  
**12.2.3** Assignment of Lease [s 90(3) (b) & (d)]  
**12.2.4** Capital City Committee Update [s 90(3) (j)]  
**12.2.5** Appointment of Chairperson and Board Member to Adelaide Economic Development Agency [s 90(3) (a)]

The Order to Exclude for Items 12.1.1, 12.2.1, 12.2.2, 12.2.3, 12.2.4 & 12.2.5:

1. Identifies the information and matters (grounds) from s 90(3) of the *Local Government Act 1999 (SA)* utilised to request consideration in confidence;
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public; and
3. In addition identifies for the following grounds – s 90(3) (b), (d) or (j) - how information open to the public would be contrary to the public interest.

## ORDER TO EXCLUDE FOR ITEM 12.1.1

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (k) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1.1 [Advice/Recommendation of the Audit Committee – 6/11/2020] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

### Grounds and Basis

The confidential information in this Report contains information that could prejudice the commercial position of the Council in respect of its procurement process. Information released prior could compromise the outcome of the process.



The Audit Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information relates to a tender for the supply of external audit services.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.1.1 [Advice/Recommendation of the Audit Committee – 6/11/2020] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (k) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.2.1

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (b) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.2.1 [Traffic Signal Maintenance Contract Extension] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

The confidential information in this Report contains information that could prejudice the commercial position of the Council in respect of its intended procurement activities.

#### Public Interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed because it may prejudice Council's ability to undertake a competitive procurement process and achieve value for money for its ratepayers.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.2.1 [Traffic Signal Maintenance Contract Extension] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (b) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.2.2

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.2.2 [The Stables of Victoria Park – Leasing Matter] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

This Item contains commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information and confer a commercial advantage on a third party.

#### Public Interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information may result in release of information prior to the finalisation of 'commercial in confidence' negotiations between the proponent and their suppliers and may materially and adversely affect the financial viability of the proponent in relation to contract negotiations which on balance would be contrary to the public interest.

- Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.2.2 [The Stables of Victoria Park – Leasing Matter] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (d) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.2.3

### THAT COUNCIL:

- Having taken into account the relevant consideration contained in s 90(3) (b) & (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.2.3 [Assignment of Lease] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

This Item contains certain information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting business, prejudice the commercial position of the Council and prejudice the commercial position of the person who supplied the information and confer a commercial advantage to a third party.

More specifically, the disclosure of certain information in this report could reasonably prejudice the commercial position of the Council including its future commercial dealings given that it contains financial information and leasing details of a commercial leasing asset of Council.

#### Public Interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances given that the information in this report, including certain financial information and further direction, may prejudice its future commercial dealings within regard to its assets and strategic land holdings. On this basis, the disclosure of such information may severely prejudice the City of Adelaide's ability to negotiate a commercial leasing outcome for this specific premises.

- Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.2.3 [Assignment of Lease] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (b) & (d) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.2.4

### THAT COUNCIL:

- Having taken into account the relevant consideration contained in s 90(3) (j) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.2.4 [Capital City Committee Update] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

The disclosure of information in this report would breach 'Cabinet in confidence' information presented to the Capital City Committee established under the *City of Adelaide Act 1998* which has provided for a State/Capital City inter-governmental forum (the Capital City Committee) to operate and the associated duty of confidence and duty as a member of the inter-governmental forum.

#### Public Interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information would divulge information provided on a confidential basis and could undermine the Capital City Committee's operations and prejudice the position of the State Government and/or Council in relation to current/future proposals prior to State Government and/or City of Adelaide evaluation and deliberation.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.2.4 [Capital City Committee Update] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (j) of the Act.

## ORDER TO EXCLUDE FOR ITEM 12.2.5

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in s 90(3) (a) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.2.5 [Appointment of Chairperson and Board Member to Adelaide Economic Development Agency] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

This Item contains confidential information that must be considered in confidence in order to protect the personal affairs of the nominee.

Public discussion and disclosure of information in this report prior to a resolution being determined by Council may potentially implicate the nominee's reputation in the business community.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 10 November 2020 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.2.5 [Appointment of Chairperson and Board Member to Adelaide Economic Development Agency] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (a) of the Act.



## DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* '(the Act)', directs that a meeting of Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may:
  - 4.1 Cause embarrassment to the council or council committee concerned, or to members or employees of the council.
  - 4.2 Cause a loss of confidence in the council or council committee.
  - 4.3 Involve discussion of a matter that is controversial within the council area.
  - 4.4 Make the council susceptible to adverse criticism.
5. Section 90(7) of the Act requires that an order to exclude the public:
  - 5.1 Identify the information and matters (grounds) from s 90(3) of the *Local Government Act 1999 (SA)* utilised to request consideration in confidence.
  - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
  - 5.3 In addition identify for the following grounds – s 90(3) (b), (d) or (j) - how information open to the public would be contrary to the public interest.
6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 12.1.1 - Recommendations/Advice of the Audit Committee in Confidence – 6/11/2020
    - 6.1.1 Is subject to an Existing Confidentiality Order dated 6/11/2020.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (k) of the Act  
*(k) tenders for the supply of goods, the provision of services or the carrying out of works.*
  - 6.2 Information contained in Item 12.2.1 - Traffic Signal Maintenance Contract Extension
    - 6.2.1 Is subject to an Existing Confidentiality Order dated 3/11/2020.
    - 6.2.2 The grounds utilised to request consideration in confidence is section 90(3) (b) of the Act  
*(b) information the disclosure of which—*
      - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
      - (ii) would, on balance, be contrary to the public interest.*
  - 6.3 Information contained in Item 12.2.2 – The Stables of Victoria Park – Leasing Matter
    - 6.3.1 Is subject to an Existing Confidentiality Order dated 3/11/2020.
    - 6.3.2 The grounds utilised to request consideration in confidence is section 90(3) (d) of the Act  
*(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—*
      - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
      - (ii) would, on balance, be contrary to the public interest.*
  - 6.4 Information contained in Item 12.2.3 - Assignment of Lease
    - 6.4.1 Is not subject to an Existing Confidentiality Order.

- 6.4.2 The grounds utilised to request consideration in confidence is section 90(3) (b) & (d) of the Act
- (b) *information the disclosure of which—*
    - (i) *could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and*
    - (ii) *would, on balance, be contrary to the public interest*
  - (d) *commercial information of a confidential nature (not being a trade secret) the disclosure of which—*
    - (i) *could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and*
    - (ii) *would, on balance, be contrary to the public interest.*
- 6.5 Information contained in Item 12.2.4 - Capital City Committee Update
- 6.5.1 Is not subject to an Existing Confidentiality Order.
- 6.5.2 The grounds utilised to request consideration in confidence is section 90(3) (j) of the Act
- (j) *information the disclosure of which—*
    - (i) *would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and*
    - (ii) *would, on balance, be contrary to the public interest.*
- 6.6 Information contained in Item 12.2.5 - Appointment of Chairperson and Board Member to Adelaide Economic Development Agency
- 6.6.1 Is not subject to an Existing Confidentiality Order.
- 6.6.2 The grounds utilised to request consideration in confidence is section 90(3) (a) of the Act
- (a) *information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

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## ATTACHMENTS

Nil

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- END OF REPORT -

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Confidential Item 12.2.1

Traffic Signal Maintenance Contract Extension  
Section 90 (3) (b) of the *Local Government Act 1999 (SA)*  
Pages 358 to 361

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Confidential Item 12.2.2

The Stables of Victoria Park – Leasing Matter  
Section 90 (3) (d) of the *Local Government Act 1999(SA)*  
Pages 362 to 376

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Confidential Item 12.2.3

Assignment of Lease  
Section 90 (3) (b) & (d) of the *Local Government Act 1999(SA)*  
Pages 377 to 380

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Confidential Item 12.2.4

Capital City Committee Update  
Section 90 (3) (j) of the *Local Government Act 1999(SA)*  
Pages 381 to 385

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# Reports from Council Members

**ITEM 14.1** 10/11/2020  
**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 14.1 on the Agenda for the meeting of the Council held on 10 November 2020).
2. Notes the summary of Council Members meeting attendance (Attachment B to Item 14.1 on the Agenda for the meeting of the Council held on 10 November 2020).
3. Notes that reports from Council Members tabled at the meeting of the Council held on 10 November 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: 3 September - 7 October 2020**

<b>COUNCIL MEMBER</b>	<b>DATE</b>	<b>EVENT TITLE</b>	<b>EVENT DETAILS</b>
Councillor Hyde (Deputy Lord Mayor)	16-Oct	Port Adelaide vs Richmond	Preliminary final held at Adelaide Oval
Councillor Knoll	2-Nov	Launch of Youth Poster Exhibition	Australian Migrant Resource Centre Launch of the 2020 Youth Poster Exhibition & Presentation of Awards
Councillor Donovan	15-Oct	Strata Community Association Women in Strata Luncheon	Keynote speaker at the Women in Strata Luncheon
Councillor Donovan	25-Oct	The Walk for Motor Neurone Disease	Provided a welcome speech at the Walk to D'Feet for Motor Neurone Disease held at Pinky Flat followed by the walk
Councillor Abrahamzadeh	16-Oct	UDIA Awards	Attended the UDIA Awards for Excellence Gala Dinner
Councillor Abrahamzadeh	30-Oct	AIB Building Awards	Attended the Australian Institute of Building Professional Excellence in Building Awards
Councillor Khera	27-Oct	Organ Concert	Welcomed attendees back to the Town Hall to attend the first live Organ Concert since COVID

**COUNCIL MEMBER MEETINGS AND EVENTS ATTENDED:**

<b>COUNCIL MEMBER</b>	<b>DATE</b>	<b>EVENT TITLE</b>	<b>EVENT DETAILS</b>
Councillor Hyde (Deputy Lord Mayor)	22-Oct	ACMA Board meeting	attended as Council representative
Councillor Hyde (Deputy Lord Mayor)	30-Oct	ACMA Board Strategy Session	attended as Council representative
Councillor Knoll	19-Oct	RMMA Board Meeting	attended as Council representative
Councillor Knoll	30-Oct	RMMA Board Meeting	attended as Council representative
Councillor Hou	14-Oct	ADCSA Board Meeting	attended as Council representative
Councillor Hou	21-Oct	ADCSA AGM and Board Meeting	attended as Council representative
Councillor Couros	27-Oct	LGA AGM and AGM Local Government Finance Authority of SA	attended as Council representative

## Meeting attendance

	Audit Committee 9 October 2020	Council 13 October 2020	Council - Special Meeting 20 October 2020	The Committee 20 October 2020	The Committee - Special Meeting 2 November 2020	Council - Special Meeting 3 November 2020	The Committee 3 November 2020	Meetings held	Meetings attended
Lord Mayor Sandy Verschoor	✓	✓	✓	✓	✓	✓	✓	7	7
Councillor Arman Abrahamzadeh		✓				✓	✓	6	4
Councillor Mary Couros		✓	✓	✓	✓	✓	✓	6	6
Councillor Helen Donovan		✓	✓	✓	✓	✓	✓	6	6
Councillor Simon Hou		✓	✓	✓		✓	✓	6	5
Councillor Alex Hyde (Deputy Lord Mayor)	✓	✓			✓	✓	✓	7	5
Councillor Jessy Khera		✓	✓	✓		✓	✓	6	5
Councillor Franz Knoll		✓	✓	✓	✓	✓	✓	6	6
Councillor Greg Mackie		✓	✓	✓	✓	✓	✓	6	6
Councillor Phillip Martin		✓	✓	✓	✓	✓	✓	6	6
Councillor Anne Moran		✓	✓	✓				6	3
Councillor Robert Simms		✓	✓	✓	✓	✓	✓	6	6
# in Attendance	2	12	10	10	9	11	11		

Key:

	Apology
	Leave
	Not a Member
	Proxy Member



## Speed Limit around the Park Lands

**ITEM 15.1** 10/11/2020  
**Council**

**Council Member**  
Councillor Simms

2018/04053  
Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## QUESTION ON NOTICE

**Councillor Simms will ask the following Question on Notice:**

'What is the status of the request made by a majority of Council of the State Government to implement a speed limit of 60 km/hr around the Park Lands?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -

## Driver's Month

**ITEM 15.2** 10/11/2020  
**Council**

**Council Member**  
Councillor Simms

Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## QUESTION ON NOTICE

**Councillor Simms will ask the following Question on Notice:**

'Can administration please advise what actions will be taken during November to promote the Driver's Month initiative and the costs and staff resources associated with each of these?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -

# Hutt Street Centre Review

**ITEM 15.3** 10/11/2020  
**Council**

**Council Member**  
Councillor Simms

Public

**Contact Officer:**  
Mark Goldstone, Chief  
Executive Officer

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## QUESTION ON NOTICE

**Councillor Simms will ask the following Question on Notice:**

'In addition to the \$41,086.00 legal costs associated with the Hutt Street Centre Review, can administration please advise of other costs incurred by the City of Adelaide in administering this review (including but not limited to staff time, use of Town Hall facilities and any other resources)?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -



# LeFevre Terrace Trucks

**ITEM 15.4** 10/11/2020

**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could the Administration advise:

1. why the transit of trucks from the North to the South of LeFevre Terrace and from the South to the North of LeFevre Terrace has been permitted, according to residents, when a sign on the northern side of the intersection of Melbourne and Brougham Streets prohibits trucks, but there is no similar sign at the Northern entrance, and
2. the advice of SAPOL on whether infringement notices have been issued in the area in the past year (and, if not, why) and the steps the City of Adelaide can take to assist truck drivers to comply?

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -

## Parking Inspectors

**ITEM 15.5** 10/11/2020

**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could the Administration advise:

1. The number of parking inspectors, or Parking Information Officers, directly employed by the City of Adelaide as at July 1st, 2020 and the number directly employed at November 1st, 2020;
2. Whether, and at which times of the day and week, private contractors have been engaged this year to expiate the owners of vehicles for parking infringements on street in the City;
3. If private contractors have been engaged, have they or their agents been paid a commission on each infringement or any fee other than an hourly rate; and
4. If private contractors have been engaged, what training has been directly provided by the City of Adelaide in respect to the elected body's previously stated desire to educate rather than to expiate and to exercise leniency wherever possible?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -

# Masterplan Budget

**ITEM 15.6** 10/11/2020

**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Council approved in 2019, shortly after the beginning of their term of Council, a budget for Masterplans to be developed for the O'Connell, Melbourne Street and Hutt Street Precincts. Could the Administration advise;

1. The 2019/20 approved budget allocation for the Masterplans;
2. Any funds allocated from the Masterplans budget to other initiatives, the nature, location and quantum of any such expenditure;
3. The balance available to complete each Masterplan;
4. The date or dates on which the Administration expects to deliver the three Masterplans?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -



# 88 O'Connell Street Development

**ITEM 15.7** 10/11/2020  
**Council**

**Council Member**  
Councillor Martin

**Contact Officer:**  
Ian Hill, Director Growth

Public

## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'On 18 December 2019 the Lord Mayor letterboxed ratepayers in North Adelaide, pledging that Council was "working hard to finalise negotiations so that we [Council] can share the concepts with the community early in the [2020] new year. Details did not follow. On 1 July 2020 the Lord Mayor again letterboxed ratepayers, this time pledging to "finalise the terms and conditions of the agreement [with a developer] including the final design outcome with the selected developer in the coming months". Details did not follow. However, a 16 October *InDaily* report stated that ratepayers cannot now be briefed until early 2021.

Advisory documents given to elected members in late 2017 (before the land sale) and publicly released in April 2018 (months after the sale) noted if development certainty could not be established within two years of the \$24m purchase, that is, by January 2020, then an 'exit strategy' would need to be triggered.

Could the Administration provide answers to the following questions that arise;

1. What is that "exit strategy" which should have been triggered at the beginning of this year and when will it be implemented;
2. What have been the total payments for the site to end October 2020 (interest and principal) on the land purchase, pre and post State Government contributions;
3. The *InDaily* article of 16 October 2020 noted that "the council has so far spent \$728,000 on progressing the development of the site". What is the nature and detail of this spending;
4. When were elected members informed of these payments or were they delegated to the CEO;
5. The *InDaily* article claimed that "a further \$396,000 [has been spent] on temporary activations, including car parking, public art installations and events, while the plot has remained vacant". What are the amounts that constitute the total, the dates of expenditure and the items on which this money was spent;
6. What has council budgeted for the remainder of 2020-21 to be spent on "progressing the development of the site" or on "activation" of the site?'

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 -

# Park Lands Foundation

**ITEM 15.8** 10/11/2020

**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'In light of the Lord Mayor's request to the Administration and Council's agreement to establish a Park Lands "foundation" for philanthropic donations, it has come to light that on State Parliament passing the Park Lands Act around 2007, the organisation that came to be known as the Adelaide Park Lands Preservation Association donated to the Adelaide City Council ... in good faith ... the sum of \$1,000 "specifically for the establishment of a Park Lands fund for projects within the Park Lands". Were these funds expended or have they been retained and, if so, where are they and what will happen to them?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -

## Jerningham and Kingston Terrace Intersection

**ITEM 15.9** 10/11/2020  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'On September 15th, the Administration reported to elected members via the internal E-News system that ...

"At the meeting of Council on 10 March 2020 a decision was made to undertake a review of the traffic management arrangements at the junction of Jerningham Street and Kingston Terrace, North Adelaide.

The Administration's Traffic & Transport Department has completed a review, which included an assessment of current traffic arrangements, traffic volumes and crash history at the junction. The review concluded that no significant traffic or safety issues are considered to exist at the junction. There has been one recorded crash at the junction in the five-year period from 2015-2019. The crash was a single vehicle collision in 2019 caused by driver inattention. There were no casualties recorded. The crash rate is therefore deemed low compared to junctions with similar traffic volumes. Given the nature of the crash, it is unlikely that additional physical control measures would have prevented that incident."

Putting to one side that the report did not mention a car mounted the kerb and destroyed a traffic warning sign the night before the report was issued, the Administration response did not specifically address the second part of the March decision of Council which asked also for an assessment of the safety of pedestrians.

Could the Administration advise if, in its opinion, there is any risk posed to pedestrians by the current configuration of the crossings and, if so, how it proposes to deal with such risks?

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -

## Matched Grant Funding

**ITEM 15.10** 10/11/2020  
**Council**

**Council Member**  
Deputy Lord Mayor, Councillor  
Hyde

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## QUESTION ON NOTICE

**Deputy Lord Mayor, Councillor Hyde will ask the following Question on Notice:**

'Given the recent budget announcement that the South Australian Government will be offering to South Australian Councils, allocated matched grant funding of \$100 million for 'shovel ready' projects, could Administration please provide Members a list of all projects that we would be able to deliver in the following time frames:

- Up to six months (ready to go)
- Six to 12 months (design done, detailed design and able to deliver within a 12 months time frame)
- Larger projects that could be staged over one or more financial years?

Could the Administration also specifically highlight those shovel ready projects that are on Hindley Street, Hutt Street, O'Connell Street and Melbourne Street?'

The Lord Mayor will provide a reply at the meeting, the reply and question will be included in the Minutes of the meeting.

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- END OF REPORT -



# Divestment from Fossil Fuels

**ITEM 17.1** 10/11/2020  
**Council**

**Council Member**  
Councillor Simms

2020/00150  
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's Treasury Policy be revised to include the following:

'Subject to compliance with legislation, Treasury Policy objectives and parameters; and a competitive return, the City of Adelaide will preference investment securities and financial institutions which do not invest in the fossil fuel industry.'

## ADMINISTRATION COMMENT

1. The City of Adelaide sources its funding primarily through the Local Government Finance Authority (LGFA).
2. The LGFA primarily borrows funds from two sources; deposits made by councils who have surplus funds; and from the State Government via the South Australian Government Financing Authority (SAFA) in the form of bonds.
3. The current position of the LGFA is that they do not invest in fossil fuel related companies or equities.
4. As per the Treasury Policy, cash investments are limited to approved institutions such as LGFA, Banks and State/Commonwealth Government Bonds.
5. As the City of Adelaide is forecasted to be a net borrower, any surplus funds achieved by the City of Adelaide would be used to repay borrowings in the first instance.
6. However, if approved, the Administration will make the required changes to the Treasury Policy to ensure that any future cash investments in the institutions above are divested from the fossil fuel industry.

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 4.5 hours.

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- END OF REPORT -

## King William Street

**ITEM 17.2** 10/11/2020  
**Council**

**Council Member**  
Councillor Moran

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## 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 Council:

1. Undertakes, in a timely manner, repairs to the Mintaro slate paving on our premier ceremonial street King William Street from Victoria Square to North Terrace;
2. replaces cracked and unstable pavers and black bitumen "temporary" repairs with slate pavers, not necessarily sourced from Mintaro but preferably local;
3. improves the cleaning regime as the street is constantly filthy.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

# Barton Terrace West Landscaping

**ITEM 17.3** 10/11/2020  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Klinton Devenish, Director  
Place

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## 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 it conducted a public consultation with engagement sessions onsite and subsequently allocated funds as part of its 2016 -2020 Strategic Plan to green the City "to landscape the previously unkempt areas between Barton Terrace (West) and the Golf Course, promising through artists illustrations and words to :

1. Plant turf either side of the Park Lands Trail to the edge of the Golf Course to help create "a spectacular area of Park Lands" and install an irrigation structure for the turf to enhance vistas
2. Create understorey plantings, including at the northern edge of Barton Terrace West
3. Renew the kerb along the north side of the street;

Asks the Administration to report to Council's January 2021 meeting which parts of the project have not yet been completed in accordance with the images and written descriptions provided at the time of the public consultation, why any elements were not delivered, when residents can expect the project to be completed and what funds would be required.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -



## Partnership Opportunities

**ITEM 17.4** 10/11/2020  
**Council**

**Council Member**  
Councillor Abrahamzadeh

**Contact Officer:**  
Ian Hill, Director Growth

Public

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## 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 negative financial impact COVID-19 has brought about for many sectors, including the Local Government sector;
2. Notes City of Adelaide's good working relationship with neighbouring Councils and other regional Councils;
3. Requests administration to advise Council of all current partnerships with South Australian Councils;
4. Explore partnership opportunities with all 7 neighbouring Councils; and
5. Report back to Council with identified opportunities and associated resourcing and financial implications by March 2021.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

## Rating Policy

**ITEM 17.5** 10/11/2020  
**Council**

**Council Member**  
Deputy Lord Mayor (Councillor  
Hyde)

Public

**Contact Officer:**  
Clare Mockler, Deputy CEO &  
Director Culture

## 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. Requests that at the Tuesday, 24 November 2020 Committee Workshop, administration bring forth for consideration:
  - 1.1. Aspects of the rating policy which apply to residential and non-residential developments that are under construction, and
  - 1.2. Information on those organisations and their properties that receive both the default and discretionary rate rebate from the City of Adelaide, and
  - 1.3. Information on those organisations and their properties which are entirely exempt from paying rates to the City of Adelaide.
2. Requests that the feedback from this workshop, as it relates to part 1.1, be crafted into a recommendation and brought back to Council for decision in December 2020.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

## Formula E

**ITEM 17.6** 10/11/2020  
**Council**

**Council Member**  
Councillor Martin

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:

1. Noting its previous support for investigations into the viability of an electric car race through our streets, consistent with our commitment to reduce carbon emissions, and concerns about the economic impact on the City of the recent decision to end the Adelaide 500, agrees to;
  - 1.1 Ask the Lord Mayor to write to the Premier of South Australia to encourage his Government to reach an agreement for Adelaide to join the 10 cities around the world including Beijing, Monte Carlo, Berlin and Moscow hosting, as soon as possible, a Formula E race and;
  - 1.2 Signal its strong support for the inaugural race by waiving all fees and charges associated with street closures/public realm management and a commitment to allocate sponsorship funding for the inaugural event.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

# Superloop 500 Sponsorship Funding

**ITEM 17.7** 10/11/2020  
**Council**

**Council Member**  
Deputy Lord Mayor (Councillor  
Hyde)

**Contact Officer:**  
Ian Hill, Director Growth

Public

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## 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:

Asks the Lord Mayor to write to the Premier requesting the State Government guarantee that the value of their previous sponsorship of the SuperLoop 500 be provided to events within the City of Adelaide to support the City's economic recovery from the COVID-19 recession.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -