



# COUNCIL AGENDA & REPORTS

for the meeting

Tuesday 13 April 2021  
at 5.30pm

in the Council Chamber,  
Adelaide Town Hall



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

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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 – 9/3/2021 & 23/3/2021

That the Minutes of the meeting of the Council held on 9 March 2021 and the Special meeting of the Council held on 23 March 2021, be taken as read and be confirmed as an accurate record of proceedings.

## 7. Deputations

Granted at time of Agenda Publication – 9/4/2021

Nil

## 8. Petitions

**8.1** Petition – Sturt Street and Russell Street Safety Issues [2018/04073] [Page 4]

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

**9.1.** Advice of the Adelaide Park Lands Authority – 25/3/2021 [2018/04062] [Page 7]

Advice 1 North Terrace Trunk Main Replacement

Advice 2 Adelaide Oval Precinct Draft Community Land Management Plan

**9.2.** Advice/Recommendations of the Audit Committee – 19/3/2021 [2018/04062] [Page 9]



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

### Strategic Alignment – Thriving Communities

- 10.1. Draft Homelessness, Social and Affordable Housing Policy [2021/00082] Presented to Committee on 6/4/2021 [Page 11]
- 10.2. Homelessness Services Coordination Feasibility Study and Aboriginal Mobility Data Report [2021/00083] Presented to Committee on 6/4/2021 [Page 29]
- 10.3. Seeking variation of the Encroachment Policy – Hurtle Square [2021/00136] Presented to Committee on 6/4/2021 [Page 121]

### Strategic Alignment – Strong Economies

- 10.4. Waive Land Management Agreement [DA/516/2020] Presented to Committee on 6/4/2021 [Page 144]

### Strategic Alignment – Dynamic City Culture

- 10.5. Proposal for Adelaide Cabaret Festival's 'The Famous Spiegel-tent' [2021/33569] Presented to Committee on 6/4/2021 [Page 228]
- 10.6. Increase in Contract Award Value - Events Infrastructure Upgrade [2018/04441] Presented to Committee on 6/4/2021 [Page 234]
- 10.7. Increase in Contract Award Value - Quentin Kenihan Inclusive Playspace [2020/00478] Presented to Committee on 6/4/2021 [Page 237]

### Strategic Alignment – Environmental Leadership

- 10.8. Adelaide Oval Precinct Draft Community Land Management Plan [2011/02224] Presented to Committee on 6/4/2021 [Page 240]
- 10.9. Draft Community Land Management Plan: General Provisions [2019/01693] Presented to Committee on 6/4/2021 [Page 326]

### Strategic Alignment – Enabling Priorities

- 10.10. SA Water Trunk Main Replacement [2021/00622] Presented to Committee on 6/4/2021 [Page 354]
- 10.11. Draft 2021-2022 Business Plan & Budget and Long Term Financial Plan for Public Consultation [2021/45891] Presented to Committee on 6/4/2021 [Page 391]
- 10.12. Progress of Motions by Elected Members [2018/04074] [Page 518]
- 10.13. Cultural Investigation Report – Delivering on the Acting Chief Executive Officer Initial Actions [2013/01266] [Page 521]

## 11. Exclusion of the Public

- 11.1. Exclusion of the Public [2018/04291] [Page 530]  
For the following reports for Council (Chief Executive Officer's Reports) seeking consideration in confidence
  - 12.1.1. Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) [s 90(3) (b)]

## 12. Confidential Reports

- 12.1. Confidential Report/s for Council (Chief Executive Officer's Reports)
  - Strategic Alignment – Thriving Communities
    - 12.1.1. Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) [2020/01797] Presented to Committee on 6/4/2021 [Page 533]

## 13. Lord Mayor's Reports

## 14. Councillors' Reports

- 14.1 Reports from Council Members [2018/04064] [Page 540]

## 15. Questions on Notice

- 15.1. Councillor Hyde – Question on Notice – By-election costs [Page 543]
- 15.2. Councillor Hyde – Question on Notice – Financial Viability [Page 544]
- 15.3. Councillor Hyde – Question on Notice – Infrastructure: Budgets vs Actuals [Page 545]

- 15.4. Councillor Martin - Question on Notice – Marketing 88 O’Connell [Page 546]
- 15.5. Councillor Martin - Question on Notice - Homelessness Support Service Funding [Page 547]
- 15.6. Councillor Martin - Question on Notice - Rental Income Central Market Arcade [Page 548]
- 15.7. Councillor Martin - Question on Notice - Central Market Arcade Redevelopment [Page 549]
- 15.8. Councillor Martin - Question on Notice - City of Adelaide Consultations [Page 550]
- 15.9. Councillor Martin - Question on Notice - North Adelaide Door Knocking [Page 551]
- 15.10. Councillor Hyde - Question on Notice - Stormwater Drainage Network [Page 552]
- 15.11. Councillor Hyde – Question on Notice – Historic Asset Sales [Page 553]
- 16. Questions without Notice
- 17. Motions on Notice
  - 17.1. Councillor Moran – Motion on Notice - Parking Fines [2021/00600] [Page 554]
  - 17.2. Deputy Lord Mayor, Councillor Couros – Motion on Notice – Expanding Events [2020/01167] [Page 556]
  - 17.3. Deputy Lord Mayor, Councillor Couros – Motion on Notice – Funding for News Year’s Eve and Christmas [2020/01167] [Page 558]
  - 17.4. Councillor Moran – Motion on Notice - Deputations [2018/04053] [Page 560]
  - 17.5. Councillor Mackie – Motion on Notice - Parking as Demand Driver Stimulus for City Business [2021/00710] [Page 562]
  - 17.6. Councillor Moran – Motion on Notice – Gender Quotas [2018/04053] [Page 564]
  - 17.7. Councillor Abrahamzadeh – Motion on Notice – Toy Library [2020/01167] [Page 566]
  - 17.8. Councillor Abrahamzadeh – Motion on Notice – Diversity & Gender Equity [2021/00600] [Page 568]
  - 17.9. Councillor Hou – Motion on Notice – Moonta Street [2018/04053] [Page 569]
  - 17.10. Councillor Mackie – Motion on Notice - City Access Strategy [2018/04053] [Page 571]
  - 17.11. Councillor Hou – Motion on Notice - Night Markets [2020/01167] [Page 573]
  - 17.12. Councillor Hou – Motion on Notice – Central Market Car Park [2021/00710] [Page 575]
  - 17.13. Councillor Hyde – Motion on Notice – City Shaping Project Funding [Page 577]
  - 17.14. Councillor Hyde – Motion on Notice – Adelaide Aquatic Centre Capital Works [2021/00600] [Page 578]
  - 17.15. Councillor Hyde – Motion on Notice – Strategic Investment [2017/04450] [Page 579]
  - 17.16. Councillor Hyde – Motion on Notice – Living within our means [2021/00600] [Page 581]
  - 17.17. Councillor Hyde – Motion on Notice – Increasing Transparency [2021/00600] [Page 582]
  - 17.18. Councillor Hyde – Motion on Notice – Revenue Generation [2017/04450] [Page 583]
  - 17.19. Councillor Martin – Motion on Notice – Aquatic Centre [Page 585]
  - 17.20. Councillor Martin – Motion on Notice – Financial Advice [2017/04450] [Page 586]
  - 17.21. Councillor Martin – Motion on Notice – Interest Rate Sensitivities [2021/00600] [Page 588]
- 18. Motions without Notice
- 19. Closure

# Petition – Sturt Street and Russell Street Safety Issues

**ITEM 8.1** 13/04/2021  
**Council**

Strategic Alignment - Enabling Priorities

2018/04073  
Public

**Program Contact:**  
Kerry Loughhead, Manager  
Governance 8203 7014

**Approving Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

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## EXECUTIVE SUMMARY

This report presents a petition to Council which has been submitted by residents on and nearby Sturt Street and Russell Street, Adelaide stating the area has serious safety issues and requesting the set up of powerful cameras on Sturt Street and Russell Street.

There are 18 signatories to the petition.

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## RECOMMENDATION

### THAT COUNCIL

1. Receives the petition containing 18 signatories, distributed as a separate document to Item 8.1 on the Agenda for the meeting of the Council held on 13 April 2021, which states that the Sturt Street and Russell Street, Adelaide area has serious safety issues and requests that Council sets up powerful cameras on Sturt Street and Russell Street.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> Presentation of petitions align with the Strategic Plan objective that community consultation underpins everything we do.
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	Petition presented for receipt in accordance with City of Adelaide Standing Orders and the <i>Local Government (Procedures at Meetings) Regulations 2013 (SA)</i> .
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. A petition has been received which states '*We are residents on/nearby Sturt Street and Russell Street, Adelaide CBD. This area has serious safety issues. To protect us, we want City Council to set up powerful cameras on Sturt Street and Russell Street.*'
2. If a petition is received the Chief Executive Officer must ensure the petition is placed on the agenda for the next ordinary meeting of Council. The original petition will be distributed to all Council Members separately. Members of the public may seek a copy of the original petition upon written request to the Chief Executive Officer.
3. To determine that a document presented is a petition pursuant to regulation 10 of the *Local Government (Procedures at Meetings) Regulations 2013 (SA)* (the Regulations), the following matters in conjunction with the requirements of the City of Adelaide Standing Orders, are assessed prior to the presentation of a petition to the Council:
  - 3.1. What is a Petition?  
A 'petition' is commonly defined as 'a formal document which seeks the taking of specified action by the person or body to whom it is addressed' or 'a written statement setting out facts upon which the petitioner bases a prayer for remedy or relief'.
  - 3.2. Does the Petition contain original signatures or endorsements, accompanied by an address?  
A petition being a document of a formal nature must contain original signatures or endorsements (not copies) and those signatures, or endorsements, must be accompanied by an address.
  - 3.3. Does each page of the Petition identify what the signature is for?  
Each signature must be on a true page of the petition which sets out the prayer for relief as part of that page - a sheet which contains signatures but not the prayer cannot be accepted as valid as there is no evidence as to what the signatories were attesting to.
  - 3.4. Language in the Petition?  
The request must be written in temperate language and not contain material that may, objectively, be regarded as defamatory or offensive in content.
4. Regulation 10 states that a petition to Council must:
  - 4.1. be legibly written or typed or printed
  - 4.2. clearly set out the request or submission of the petitioners
  - 4.3. include the name and address of each person who signed or endorsed the petition
  - 4.4. be addressed to the Council and delivered to the principal office of the Council.
5. This petition listing 18 signatories meets the requirements of the Regulations and is presented for Council to receive.

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## ATTACHMENTS

Petition distributed separately to Lord Mayor and Councillors

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- END OF REPORT -



# Advice of the Adelaide Park Lands Authority – 25 March 2021

**ITEM 9.1** 13/04/2021

**Council**

**Program Contact:**

Kerry Loughhead, Acting Manager  
Governance 8203 7014

**Approving Officer:**

Justin Lynch, Chief Operating  
Officer – Corporate Services

2018/04062  
Public

## EXECUTIVE SUMMARY

The Adelaide Park Lands Authority (APLA) is the principal advisor to both the Council and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands.

Future reports to Council on matters considered by APLA will include APLA's advice.

The Board of the Adelaide Park Lands Authority met (see Agenda document [here](#)) on Thursday 25 March 2021.

A deliberation of the Board in relation to:

- North Terrace Trunk Main Replacement
- Adelaide Oval Precinct Draft Community Land Management Plan

resulted in advice from the Board presented below for Council to note.

These subject matters were presented in a separate report to The Committee on 6 April 2021 & Council for consideration and determination on 13 April 2020:

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## APLA ADVICE TO NOTE

THAT COUNCIL NOTES THE FOLLOWING ADVICE OF THE ADELAIDE PARK LANDS AUTHORITY:

**1. Advice 1 – North Terrace Trunk Main Replacement**

THAT THE ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:

That the Adelaide Park Lands Authority:

1. Notes the preferred SA Water option 2 in the Options Endorsement Submission outlined in Attachment A to Item 5.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 25 March 2021, noting the recommended option will result in the section of pipeline along Botanic Road to be decommissioned and replaced with a new pipeline approximately 450 metres along Rundle Road, through the eastern end of the east Park Lands to connect into the existing trunk main at the Botanic Road/Hackney Road intersection.
2. Supports the removal of 12 unregulated trees and the replacement strategy as identified in Attachment B to Item 5.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 25 March 2021.
3. Supports the proposed Tree Protection Measures of a further 5 trees, for trees to be retained adjacent to the construction corridor under the supervision of the Project Arborist (including 3 regulated trees and 1 regulated tree that is exempt).

**2. Advice 2 – Adelaide Oval Precinct Draft Community Land Management Plan****THAT THE ADELAIDE PARK LANDS AUTHORITY ADVISES COUNCIL:**

That the Adelaide Park Lands Authority:

1. Notes the community engagement findings summarised in the Community Engagement Summary for the draft Community Land Management Plan for the Adelaide Oval Precinct Part of Tarntanya Wama (Park 26), included as Attachment A to Item 5.2 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 25 March 2021.
2. Supports the draft Community Land Management Plan for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) which, based on community engagement findings, includes reducing the number of single-day community, cultural or music events permitted on Oval No. 2 each calendar year to six, and included as Attachment B to Item 5.2 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 25 March 2021.

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- END OF REPORT -

# Audit Committee Report – 19 March 2021

ITEM 9.2 13/04/2021  
Council

Strategic Alignment - Enabling Priorities

2018/04062  
Public

**Program Contact:**  
Kerry Loughhead, Manager  
Governance 8203 7014

**Approving Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

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## EXECUTIVE SUMMARY

The Audit Committee plays a critical role supporting the Council and Chief Executive Officer in the financial reporting framework of Council, by overseeing and monitoring the participation of management and external auditors in the financial reporting process. It also addresses issues such as the approach being adopted by Council and management to address business risks, corporate and financial governance responsibilities and legal compliance.

The Audit Committee held a meeting on Friday, 19 March 2021 and is required to report to Council after every meeting to identify and present advice and recommendations.

A precis of the matters considered by the Audit Committee is presented within this report.

The Recommendation below is in response to the deliberation of the Audit Committee on 2020-2021 Quarter 2 Finance Report.

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## RECOMMENDATION

### 1. Report of the Audit Committee – 19 March 2021

#### THAT COUNCIL

1. Notes the report of the meeting of the Audit Committee held on 19 March 2021.
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## DISCUSSION

1. The Audit Committee met on Friday, 19 March 2021. The Agenda with Reports for the public component of the meeting can be viewed [here](#).
2. The following matters were subject of deliberations:

### **2.1. Financial Indicators and 2021/22 Budget Update**

#### THAT THE AUDIT COMMITTEE

1. Notes the report and provides feedback on the 2021-22 Business Plan & Budget information contained in Attachment A to Item 4.1 on the Agenda for the meeting of the Audit Committee held on 19 March 2021.
2. Provides feedback on the following options for investigation:
  - 2.1 Rates – considering valuations
  - 2.2 Continue to review services and identify opportunities for further operating budget expenditure reduction through contestability
  - 2.3 Review workplan for the year in terms of renewals and projects and look at opportunities to eliminate carry forwards where practicable
  - 2.4 Include condition ratings in renewal reporting
  - 2.5 Opportunities to grow revenue streams including through new commercial operations, delivered by the future fund, and through incentivising rates uplift through development

### **2.2. Long Term Financial Plan Update**

#### THAT THE AUDIT COMMITTEE

1. Notes the report and provides feedback on the Draft Long Term Financial Plan 2021-22 to 2030-31 as contained in Attachment A to Item 4.2 on the Agenda for the meeting of the Audit Committee held 19 March 2021.
2. Provides feedback as follows:
  - 2.1 provide explanation for amber and red items in the key performance indication section.
  - 2.2 provide an explanation of capital expenditure in the later years of the Long Term Financial Plan and the assumptions that relate to it.

### **2.3. Financial Capitalisation Update**

#### THAT THE AUDIT COMMITTEE

1. Notes the report.

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- END OF REPORT -

# Draft Homelessness, Social and Affordable Housing Policy

**ITEM 10.1** 13/04/2021  
**Council**

Strategic Alignment - Thriving Communities

**Program Contact:**

Michelle English, Associate Director, Park Lands, Policy & Sustainability 8203 7687

2021/00082

Public

**Approving Officer:**

Tom McCready, Acting Director City Shaping

## EXECUTIVE SUMMARY

This policy has been drafted in response to a resolution of Council requesting administration prepare a policy on social and affordable housing after the delivery of the State Government's Homelessness and Housing Strategy. *Our Housing Future 2020-2040* was delivered in December 2019.

The topic was workshopped with Council Members on 20 October 2020 which has informed the approach.

The scope of this draft policy has been broadened to encapsulate homelessness, aligning with the approach taken by the State Government. This approach acknowledges that homelessness is inter-connected with the housing spectrum.

The purpose of the draft policy is to clarify the City of Adelaide's role in relation to homelessness, social housing (public and community) and affordable housing. For the purposes of completeness, it also outlines the City of Adelaide's role in relation to private housing as the City of Adelaide can influence this sector through its approach to rating policy.

In this regard, the policy has been drafted to align with the proposed criteria for the Home Buyers Rate Remission Scheme being considered by Council on 11 May 2021. It is proposed that the criteria for admissibility into the scheme be based on income and asset testing to attract and support low to moderate income earners (including but not limited to key workers).

The policy will also provide a clear framework for decision making for this complex and important area of public policy, particularly in light of the impacts arising from the Covid-19 pandemic.

The policy supports the City of Adelaide's vision of becoming the most liveable city in the world. Appropriate and affordable housing is a key component of liveability. It also supports the City of Adelaide's aspirations to achieve well planned and inclusive residential population growth, functional zero homelessness and improved health and housing outcomes for vulnerable people and young people.

## RECOMMENDATION

### THAT COUNCIL

1. Approves the draft Homelessness, Social and Affordable Housing Policy (Attachment A to Item 10.1 on the Agenda for the meeting of the Council held on 13 April 2021) and Background Paper: Homelessness, Social and Affordable Housing (Attachment B to Item 10.1 on the Agenda for the meeting of the Council held on 13 April 2021) for targeted stakeholder engagement.
2. Notes that the final Homelessness, Social and Affordable Housing Policy will be presented to Council upon the completion of the stakeholder engagement and consideration of submissions, for endorsement at a later date.
3. Notes the Background Paper: Homelessness, Social and Affordable Housing (Attachment B to Item 10.1 on the Agenda for the meeting of the Council held on 13 April 2021) will be updated following the decision of Council on the Home Buyer's Rate Remission Scheme (to be presented at the meeting of the Council held on 11 May 2021).



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> Outcome – Well planned and inclusive population growth Outcome – Functional Zero homelessness
Policy	This Report proposes the approval of a new draft Homelessness, Social and Affordable Housing policy, for targeted stakeholder engagement. The policy will be presented to Council for final endorsement at a later date.
Consultation	If approved, the draft Homelessness, Social and Affordable Housing policy will undergo targeted engagement with key stakeholders including the State Government, community housing providers, homelessness service providers and peak bodies.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Adoption of this policy will provide clarity of Council's role and activities in this area.
20/21 Budget Allocation	See <a href="#">Link 2</a> for details of budget implications
Proposed 21/22 Budget Allocation	See <a href="#">Link 2</a> for details of budget implications
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

## Background

1. Council resolved on 22 October 2019 to prepare a policy on social and affordable housing upon the delivery of the State Government's Housing, Homelessness and Support Strategy.
2. The State Government's strategy, known as *Our Housing Future 2020-2030*, was released in December 2019. This document can be viewed at Link 1 view [here](#). Its purpose is to reshape the homelessness and housing sectors, both in the public and private domains, to deliver improved homelessness services and affordable housing solutions to people in need across the whole housing spectrum.
3. The majority of the strategy's 33 actions are identified as the responsibility of the State and Federal Governments, community housing and homeless service sectors in partnership with others.
4. Two key actions are identified for local government involvement:
  - 4.1. Establishing leadership and governance mechanisms to coordinate housing policy across local, state and federal governments (together with the State and Federal Governments).
  - 4.2. Developing local/regional housing plans to respond to specific conditions and local government.
5. These actions have been incorporated into the Draft Homelessness, Social and Affordable Housing Policy ('the draft Policy').

## Policy Scope and Approach

6. The draft Policy (**Attachment A**) and Background Paper (**Attachment B**) have been prepared in consultation with key internal and external stakeholders (including community housing providers and peak bodies) and responds to the emerging impacts of the Covid-19 pandemic.
7. Feedback from Council Members via a workshop in October 2020 has assisted in shaping the policy direction. Examples of Council's role across the housing spectrum were presented during the workshop (Link 3 view [here](#)).
8. Outcomes from this workshop, in relation to the scope and the City of Adelaide's role, are summarised as follows:
  - 8.1. Homelessness should be incorporated into the policy scope, aligning with the approach taken by the State Government.
  - 8.2. Council's primary role in relation to homelessness is advocacy and facilitation.
  - 8.3. Council's primary role in relation to social housing is advocacy and facilitation.
  - 8.4. Council's primary role in relation to affordable rental housing is advocacy.
  - 8.5. Council's primary role in relation to affordable purchase housing is advocacy, via mandatory inclusionary zoning and facilitation via development agreements on Council owned land.
9. The draft Policy pulls together existing and committed projects and initiatives across the housing spectrum and proposes one new project, a local housing plan in accordance with the expectations of the State Government.
10. It also proposes to tailor the proposed Home Buyer's Rate Remission Scheme criteria to low to moderate income earners. The details of this proposal will be presented for Council's Members for adoption at the meeting of the Council held on 11 May 2021.

## Financial Implications

11. In terms of financial implications, the draft policy can largely be implemented through existing resources and budget commitments with the exception of the preparation of the Local Housing Plan and the proposed Home Buyers Rate Remission Scheme that will be presented to Council in May. A summary of the proposed actions with estimated costings can be viewed at Link 2 view [here](#).

## Next Steps

12. Following targeted external stakeholder consultation, feedback will be reviewed and the draft Policy amended if appropriate. The draft Policy will then be presented to Council for adoption.

## DATA AND SUPPORTING INFORMATION

The following information requested at The Committee on 6 April 2021 can be found at Link 4 view [here](#)

**Link 1** – Our Housing Future 2020-2030 (State Government)

**Link 2** – Budget Implications Summary

**Link 3** – Housing Spectrum

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## ATTACHMENTS

**Attachment A** – Draft Homelessness, Social and Affordable Housing Policy

**Attachment B** – Background Paper – Homelessness, Social and Affordable Housing

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- END OF REPORT -

# DRAFT HOMELESSNESS, SOCIAL & AFFORDABLE HOUSING POLICY 2021-2024

*Date this document was adopted*

*non-legislative*

## PURPOSE

The purpose of this policy is to clarify the City of Adelaide's (CoA) role in relation to homelessness, social housing (public and community) and affordable housing. It is also intended to provide a clear framework for decision making in this important area of public policy.

The policy responds to the CoA's overarching vision for Adelaide to become the most liveable city in the world. Appropriate and affordable housing is a key component of liveability. It also supports the aspiration to achieve residential population growth in a well planned and inclusive manner, functional zero homelessness and improved health and housing outcomes for vulnerable people and young people.

The CoA believes that encouraging more people to make the City of Adelaide their home is core to the continued economic and social growth of the city. Diverse housing stock that meets a range of needs and lifestyles, including the most vulnerable, will ensure the city is a welcoming and inclusive place that attracts more people to live here.

Appropriate housing, subsidies and support systems enable people to live better lives, with enhanced health and wellbeing outcomes. It provides the scaffolding for job seeking and retention and allows for greater participation in community life. It also provides a stable environment to live safely and independently. Ensuring the availability of housing that is appropriately sized, priced and located is key to economic growth. Housing supports population growth and the retention of talented people in the city and state. These are integral components of sustained economic growth and continued prosperity, particularly in light of Covid-19 and the increase in people working from home.

The policy responds to the expectations of the state government as laid out in *Our Housing Future 2020-2040*.

It also responds to the strategic direction and life cycle of the *City of Adelaide Strategic Plan 2020-2024* by setting out the CoA's role in supporting homelessness, social and affordable housing over the next three years.

## OVERARCHING POLICY STATEMENTS

The CoA supports the State and Federal Governments as having the primary responsibility for the funding of homelessness services, crisis accommodation, social housing (public and community) and affordable housing.

The CoA supports the State Government's vision outlined in *Our Housing Future 2020-2030* that all South Australians have access to appropriate and affordable housing that contributes to social inclusion and economic participation.

The CoA supports the State Government's position, outlined in *Our Housing Future 2020-2030*, that local government can influence outcomes as a **regulator**, through statutory planning, development processes, building approvals, rates, charges and land use planning and **partner**, through leadership and governance mechanisms.

However, the CoA will in addition, support the homelessness, social housing and affordable housing sectors, through the role of **facilitator and advocate**, as outlined in this policy.

The CoA does not have a role in the provision (direct delivery) of homelessness services, crisis accommodation, social housing or affordable housing.

## Application of this document

### 1.0 GENERAL

In response to the actions identified for local government in the State Government's *Our Housing Future 2020-2030*, the CoA will:

- **Partner** with the State and Federal governments to support the establishment of leadership and governance mechanisms to coordinate housing policy across local, state and federal governments.
- **Partner** with the state government to develop a local housing plan, to help identify the specific needs of the local community in relation to both supply and demand.
- **Regulate** and **facilitate** the delivery of homelessness accommodation and support services, social housing and affordable housing through development assessment, building approvals, rates, fees and charges and land use planning processes, where applicable.

In response to issues across the whole housing spectrum, the CoA will:

- **Facilitate** improved health and housing outcomes for vulnerable people and young people by providing in-kind staff support and/or funding to key stakeholders (subject to eligibility), to deliver programs and initiatives and to assist in the investigation of new approaches to current and emerging issues.

### 2.0 HOMELESSNESS

In relation to **homelessness**, the CoA's role is **facilitator** and **advocate**.

The CoA will:

- **Facilitate** improved governance of the homelessness sector with the aim of achieving functional zero homelessness, through participation in the Adelaide Zero Project and other initiatives, including in-kind staff support and/or grant funding, as appropriate.



- **Facilitate** capacity building of specialist homeless service providers through the provision of community development grants for programs and events that engage the community, promote social inclusion and increase independence.
- **Facilitate** the delivery of specialist homelessness services by city based charitable organisations by providing up to 100% rate rebates (subject to eligibility).
- **Facilitate** improved outcomes for both rough sleepers and city users by effectively managing the public realm and Park Lands to ensure safety, accessibility and amenity is maintained, in accordance with Council By-Laws, by assisting police and homelessness service providers in providing referrals to relevant services.
- **Advocate** to the State and Federal Governments for increased funding for the homelessness sector.

### 3.0 SOCIAL HOUSING (PUBLIC AND COMMUNITY)

In relation to **public housing** the CoA's role is **advocate**.

The CoA will:

- **Advocate** to the State and Federal governments for increased funding for public housing.

In relation to **community housing**, the CoA's role is **facilitator** and **advocate**.

The CoA will:

- **Facilitate** the delivery of community housing by city based community housing providers by providing up to 100% rate rebates (subject to eligibility).
- **Facilitate** the delivery of community housing via CoA owned land identified for divestment, subject to feasibility.

### 4.0 AFFORDABLE HOUSING (NRAS AND FIXED PRICE PURCHASE)

In relation to **National Rental Affordability Scheme (NRAS) housing** the CoA's role is **advocate**.

The CoA will:

- **Advocate** to the State and Federal governments for increased funding to deliver more subsidised rental accommodation in light of the cessation of the NRAS program and/or request that further consideration be given to extend the program in light of Covid-19.

In relation to **fixed price purchase housing** the CoA's role is **facilitator** and **advocate**.

The CoA will:

- **Facilitate** the delivery of affordable housing via development agreements with the private sector, as part of mixed use developments on CoA owned land, where applicable.

- **Advocate** to the State and Federal Governments for a national approach to mandatory inclusionary zoning for affordable housing, including a change in state based planning legislation to enable its staged implementation.

## 5.0 PRIVATE HOUSING

In relation to private housing, the CoA's role is **facilitator** and **advocate**.

The CoA will:

- **Facilitate** home ownership for low to moderate income earners, who may wish to transition to home ownership, through targeted rate rebates (subject to State Government support and complementary financial incentives).
- **Advocate** to the State Government for financial incentives that assist in the delivery of more affordable housing outcomes for low to moderate income earners, including targeted stamp duty concessions and waiving the foreign buyers surcharge.
- **Advocate** to the State Government for changes to the *Residential Tenancies Act* to improve conditions for renters.

## OTHER USEFUL DOCUMENTS

### Related documents

- *City of Adelaide Strategic Plan 2020-2024 (relevant policy statements)*
  - Vision: Adelaide: the most liveable city in the world
  - Outcome: Well planned and inclusive residential population growth
  - Outcome: Functional Zero homelessness
    - Action: Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness (Action 1.3)
    - Action: Support health and housing for vulnerable people and young people (Action 1.5)
- *Our Housing Future 2020-2030 (relevant policy statements)*
  - All South Australians have access to appropriate and affordable housing that contributes to social inclusion and economic participation (Vision)
  - Regulate statutory planning, development processes, building approvals, rates and charges and land use planning (Partners and Responsibilities – Local Government).
  - Establishing leadership and governance mechanisms to coordinate housing policy across local, state and federal governments. Focus on long-term planning and delivery to support diverse and quality housing, sustainable communities, demand and supply, efficient investment, incentives for innovation. Led by local, state and federal government (Action 1.3).
  - Developing local/regional housing plans to respond to specific conditions and local demand. Harness local knowledge and insights to help markets address the specific needs of communities. Led by local government (Action 1.4).

### Relevant legislation

- N/A

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**GLOSSARY**

Throughout this document, the below terms have been used and are defined as:

**affordable housing:** is typically defined as housing where households on low to moderate incomes are paying no more than 30% of their gross household income on housing costs (purchase or rent).

**community housing:** social housing delivered by community housing providers.

**functional zero homelessness:** when the number of people who are experiencing homelessness on any given night is no greater than the housing available.

**homelessness:** people who are rough sleeping or living in crisis accommodation, supported accommodation, boarding house accommodation, severely crowded accommodation, caravans or couch surfing.

**housing affordability:** Housing that is typically defined as housing costs being no more than 30% of the gross household income. This term can also be used to refer to housing across major cities, states or nationally, where housing affordability is measured using the proportion of households in a given area in housing stress.

**housing stress:** where households in the bottom 40% of household incomes are spending more than 30% of their income on housing costs.

**NRAS:** National Rental Affordability Scheme.

**public housing:** social housing delivered by the state government.

**social housing:** Rental housing that is provided and/or managed by government or non-government organisations, including public and community housing.

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**ADMINISTRATIVE**

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed for currency at least annually as part of the review of delegations. Those requiring detailed consideration are flagged in the current forward Council Policy Program.

The policy is executed through the Strategic Property Review implementation, the Public Health Plan and the Adelaide Zero Project.

**Review history:**

ACC2021/6922: Draft Endorsed by Council for stakeholder engagement on 6 April 2021, **Decision ID#**

**Contact:**

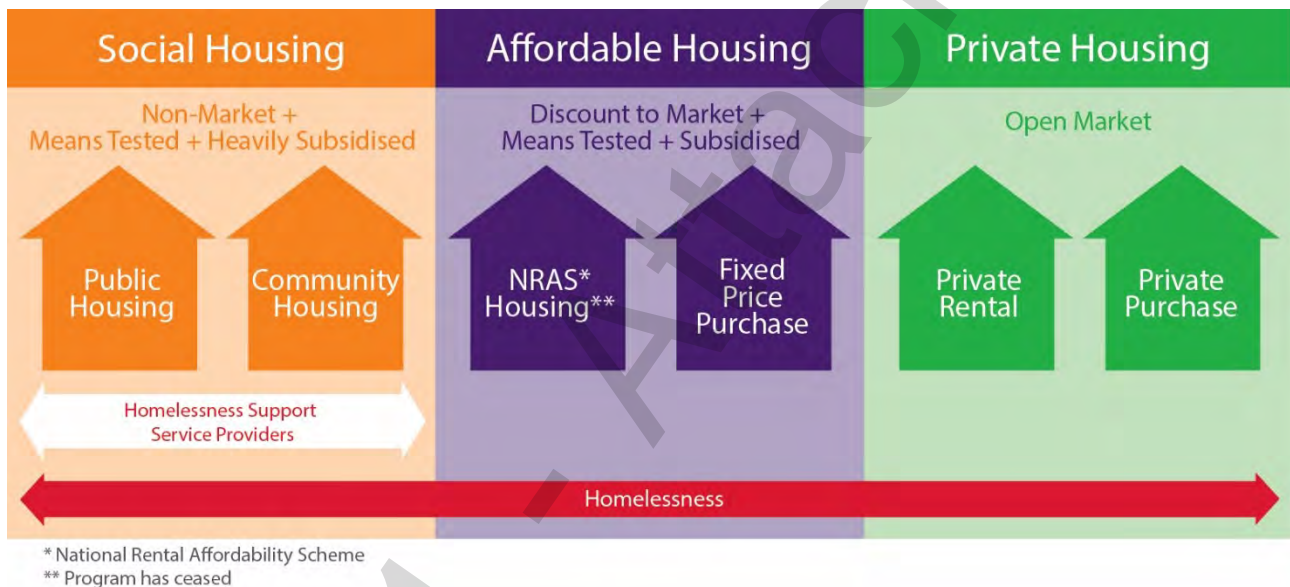
For further information contact the Park Lands, Policy and Sustainability Program.  
City of Adelaide  
25 Pirie St, Adelaide, SA  
GPO Box 2252 ADELAIDE SA 5001  
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city@cityofadelaide.com.au

# BACKGROUND PAPER : HOMELESSNESS, SOCIAL & AFFORDABLE HOUSING

## 1.0 The Housing Spectrum

Homelessness, social housing, affordable housing and private housing are inter-connected and form part of a whole housing spectrum. People are either participants or non-participants of this spectrum. Homelessness can affect anyone across the whole housing spectrum at any time. The provision of affordable housing across the entire housing spectrum helps to improve liveability, create diverse and inclusive communities, while also contributing to population growth.

**Figure 1.1:** The Housing Spectrum



Source: City of Adelaide, 2021

A key difference between social and affordable housing and housing provided through the private sector, is subsidy. Social housing has a higher level of subsidy than affordable housing. The private housing market offers no subsidy.

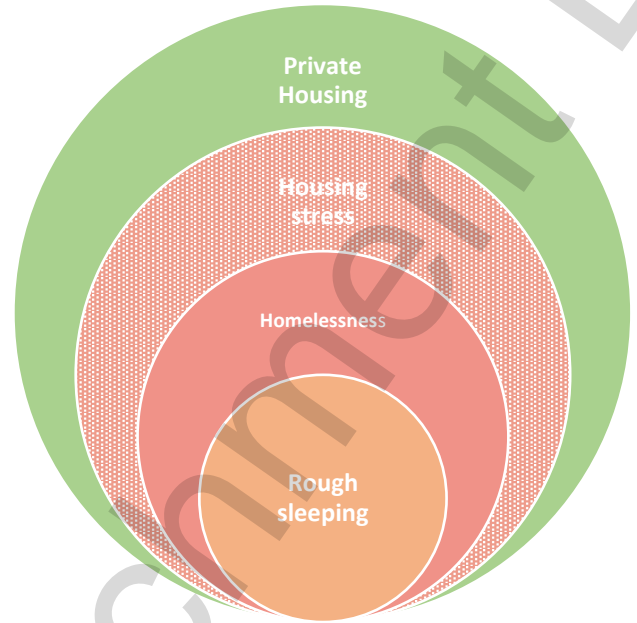
Government incentives such as the First Home Buyers Grant, the HomeBuilder Grant, stamp duty concessions and rate rebates apply to housing in the private housing market and contribute to lowering the upfront and post purchase costs of buying a home, thus making it more affordable. However affordable housing is technically discounted to market housing, by offering subsidised rent or fixed price housing to eligible households (low to moderate income earners).



**2.0 Housing Stress**

Where market failure exists in the private housing sector, such as a lack of appropriately priced and located housing, people will begin to experience housing stress. Housing stress is a key concern for people on lower incomes and particularly those who are renting and have limited options. Once people are in housing stress they are at greater risk of falling into homelessness particularly if a crisis event occurs such as job loss, significant reduction in hours, marriage breakdown or serious health issue. This may begin with staying with friends or temporary accommodation, but over time could result in someone being at risk of rough sleeping.

Social and affordable housing addresses this market failure and reduces the number of people at risk of cascading into other parts of the housing spectrum.

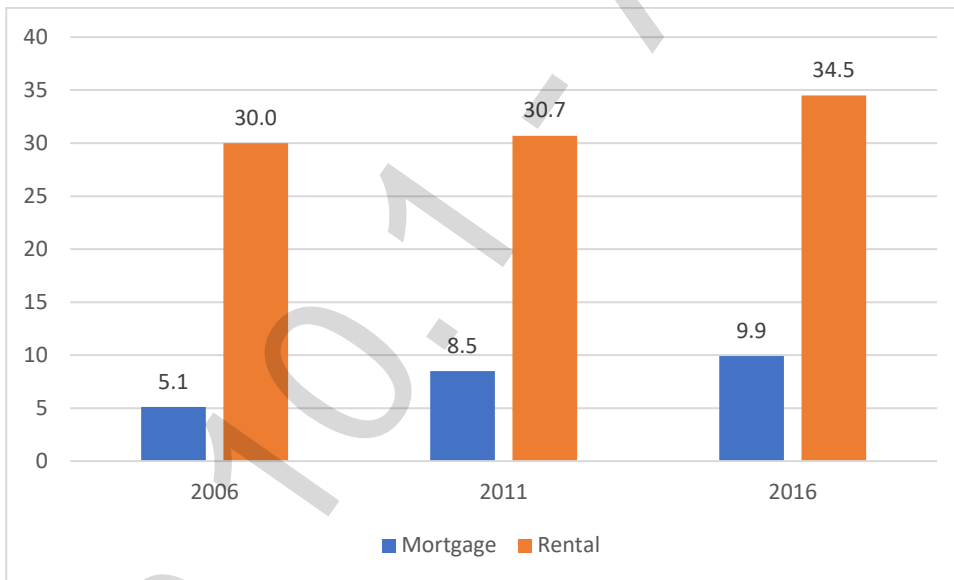


**Figure 2.1:** The Cascading Effect of Housing Market Failure

Source: City of Adelaide, 2021

The City of Adelaide has a relatively high level of low income households experiencing rental stress and the rate has increased over the past 10 years. In the city this equates to 1,800 households experiencing rental stress.

**Figure 2.2:** Low Income Households in Housing Stress (%)



Source: Profile id

According to National Rental Affordability Index (RAI), as at December 2020, all dwellings in Post Code 5000 were rated 'unaffordable' for medium income households earning \$65,000 per year (the median household income). The rating increased to 'severely unaffordable' for 3 bedroom dwellings.

This upward trend in rental stress is consistent across South Australia and the nation as a whole.

### 3.0 Homelessness

At the end of December 2020, there were 206 people actively homeless in the inner city of which 121 were rough sleepers.

Assisting people who are homeless or at risk of homelessness, including rough sleepers, has been a focus of the CoA for a number of years. The CoA has played an active role in delivering the Adelaide Zero Project in partnership with the Don Dunstan Foundation, with the primary goal of achieving functional zero homelessness. Funding is granted by the CoA for specific projects and research through an application process on an annual basis.

The CoA also plays an active role in assisting the SA Police and service providers with managing the streets and Park Lands to ensure vulnerable people are appropriately supported and the community feels safe.

The CoA also supports homelessness service providers through rate relief (up to 100%) to charitable organisations, costing the CoA approximately \$280,000 per year in foregone revenue. Additional financial support is currently provided to a range of service support organisations through community development grants to assist with the delivery of programs and events that increase community capacity, connection and cohesion. This amount varies from year to year and is currently under review for the 2021/22 financial year, but is generally around \$500,000 per year.

Despite this involvement and many successes, including housing over 300 rough sleepers during Covid-19 in 2020, homelessness continues to be a challenge for the city and inner ring suburbs and requires ongoing attention, support and government funding.

#### Proposed Policy Response for Homelessness

The CoA will:

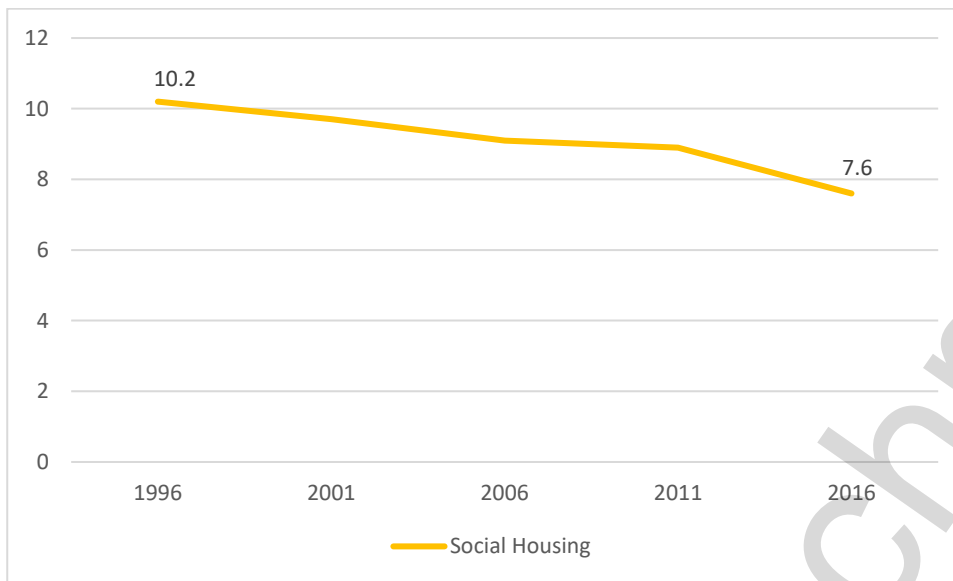
- **Facilitate** improved governance of the homelessness sector with the aim of achieving functional zero homelessness, through participation in the Adelaide Zero Project and other initiatives, including in-kind staff support and/or grant funding, as appropriate.
- **Facilitate** capacity building of specialist homeless service providers through the provision of community development grants for programs and events that engage the community, promote social inclusion and increase independence.
- **Facilitate** the delivery of specialist homelessness services by city based charitable organisations by providing up to 100% rate rebates (subject to eligibility).
- **Facilitate** improved outcomes for both rough sleepers and city users by effectively managing the public realm and Park Lands to ensure safety, accessibility and amenity is maintained, in accordance with Council By-Laws, by assisting police and homelessness service providers in providing referrals to relevant services.
- **Advocate** to the State and Federal Governments for increased funding for the homelessness sector.

### 4.0 Social Housing (Public and Community)

While there has been increasing pressure on housing affordability in the city, there has also been a decline in the amount of public social housing provision over the past 20 years. Despite the State and Federal Governments actively facilitating the growth of the community housing sector to replace and/or supplement public social housing, there has been an overall net reduction in public social housing in South Australia by 5,600 dwellings over the past 25 years.

The number of people in need of social housing exceeds the amount of housing available with long waiting lists for those actively seeking both public and community housing.

**Figure 4.1:** Decline in social (public) housing in the city (%)



Source: Profile id

While community housing providers are interested in delivering more community housing in the city, they still face a funding gap to purchase new housing and are reliant on alternative funding streams that are difficult to obtain.

It is not the CoA's role to deliver social housing, however it can play a role in advocating for additional funding provision for both public and community housing.

The CoA can also assist community housing providers by continuing to provide up to 100% rate relief for properties that contain community housing. This currently costs the CoA around \$600,000 per year in foregone revenue.

The CoA may also consider facilitating the delivery of more community housing through development agreements when considering land identified for divestment, subject to feasibility.

**Proposed Policy Response for Social Housing (Public and Community)**

The CoA will:

- **Advocate** to the State and Federal governments for increased funding for public housing.
- **Facilitate** the delivery of community housing by city based community housing providers by providing up to 100% rate rebates (subject to eligibility).
- **Facilitate** the delivery of community housing via CoA owned land identified for divestment, subject to feasibility.

**5.0 Affordable Rental Housing (NRAS)**

The National Rental Affordability Scheme (NRAS), funded jointly by the Federal and State Governments was introduced over a decade ago to provide rental subsidies for low income earners for a 10 year period.

Approximately 35,000 allocations were granted across Australia with over 100 private allocations within the city. A further 200 allocations were made to city based community housing providers.

The allocation process has now ended and privately owned NRAS dwellings will gradually return to market rate rents over coming years as their 10 year subsidy expires. There is no proposed replacement for this program offering subsidised rentals through the private market, despite rental stress increasing and Covid-19 creating further stress on low income households.

The CoA could advocate to the State and Federal Governments to investigate alternative subsidy streams for renters and/or seek an extension of the NRAS program in light of the impacts of Covid-19.

The CoA could also join forces with peak organisations to improve the conditions of renters in the city, enabling longer term leases and advocating to remove the no cause eviction regulations, providing greater security of tenure for these vulnerable, low income households.

#### **Proposed Policy Response for Affordable Housing (NRAS)**

The CoA will:

- **Advocate** to the State and Federal governments for increased funding to deliver more subsidised rental accommodation in light of the cessation of the NRAS program and/or request that further consideration be given to extend the program in light of Covid-19.
- **Advocate** to the State Government for changes to the *Residential Tenancies Act 1995* to improve conditions for renters.

#### **6.0 Affordable Housing (Fixed price purchase)**

Around a decade ago, the State Government introduced non-mandatory inclusionary zoning whereby developers building private developments (apartments or mixed use buildings) of greater than 20 dwellings should include 15% affordable housing. The dwellings delivered could be sold exclusively to eligible buyers (means tested) at a fixed 'affordable' price, or sold to a community housing provider through the Affordable Homes Program.

This delivery process of affordable housing by the private sector through this mechanism however, has been unsuccessful in the city. It has been unattractive to developers due to its non-mandatory nature and the additional time and cost it adds to their development. It has also been unattractive to buyers for a range of reasons including dwelling type, size and cost, contract type (off-the-plan) and post purchase costs such as strata fees in addition to rates.

As a result, there been a lack of affordable fixed price purchase housing delivered in the city over the past 10 years.

There is growing interest among capital city local governments and peak social housing bodies to introduce mandatory inclusionary zoning at a national level to accelerate the delivery of affordable housing through this mechanism and to create a level playing field for the development industry across Australia. The CoA will continue to support this approach and advocate for change when a national framework has been developed.

The CoA has in the past delivered both affordable rental and fixed price purchase housing, and has recently committed to delivering a new supply of affordable housing in a mixed use development via a development agreement with the proponents of the Central Market Arcade redevelopment and the 88 O'Connell Street development.

**Proposed Policy Response for Affordable fixed price purchase housing**

The CoA will:

- **Facilitate** the delivery of affordable housing via development agreements with the private sector, as part of mixed use developments on CoA owned land, where applicable.
- **Advocate** to the State and Federal Governments for a national approach to mandatory inclusionary zoning for affordable housing, including a change in state based planning legislation to enable its staged implementation.

**7.0 Private Housing**

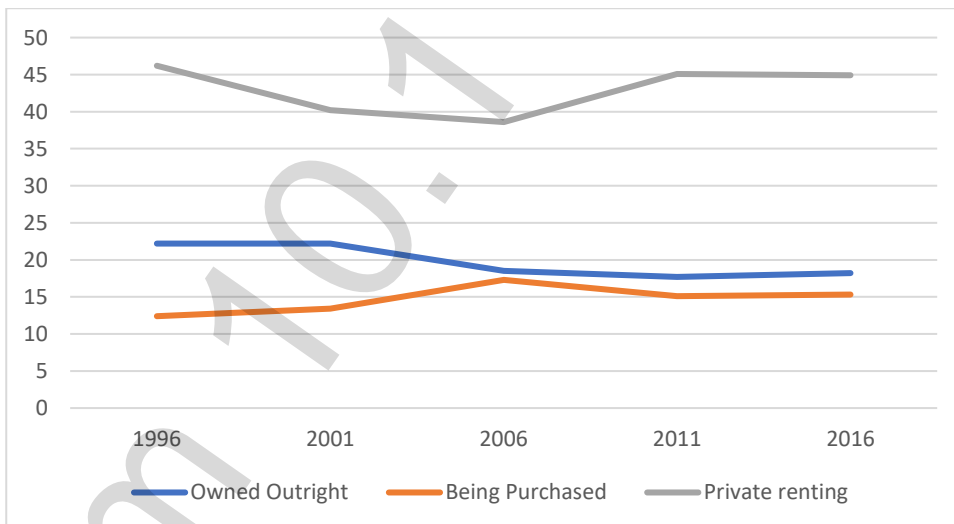
While the city has a much lower level of households experiencing mortgage stress compared to rental stress, the rate has doubled over a 10 year period (Figure 2.2). There has also been a drop in the proportion of households owning their homes outright and a slight increase in the number of households in the process of purchasing their home.

The city continues to have a high proportion of private rental households, although this has generally remained stable over the past 5 years. While the city has a large number of students renting, the trend of lowered levels of home ownership combined with a high proportion of people renting is another consistent trend across Australia and speaks to the overall decline in housing affordability.

In the past, the CoA has introduced rate rebates as an incentive to home ownership in the city, acknowledging that the CoA has few financial levers to access. This has been combined with complementary financial measures from the State Government (including stamp duty concessions and a pre-construction grant) to strengthen their impact.

The CoA has committed to introducing a new Home Buyer’s Rates Remission Scheme, targeting low to moderate income earners, to assist with post purchase costs of home ownership. This initiative is subject to complementary financial measures being introduced by the State Government to strengthen the impact.

**Figure 7.1:** Housing tenure trends in the city (%)



Source: Profile id

### Proposed Policy Response for Private Housing

The CoA will:

- **Facilitate** home ownership for low to moderate income earners, who may wish to transition to home ownership, through targeted rate rebates (subject to State Government support and complementary financial incentives).
- **Advocate** to the State Government for financial incentives that assist in the delivery of more affordable housing outcomes for low to moderate income earners, including targeted stamp duty concessions and waiving the foreign buyers surcharge.

## 8.0 The Whole Housing Spectrum

The State Government's 10 year housing strategy *Our Housing Future 2020-2030* outlines a roadmap for transforming the housing, homelessness and support services sectors. The strategy acknowledges that the primary responsibility for leading this reform rests with the State Government, Federal Government and the housing, homelessness and support services sectors.

However, it identifies a role for local government in playing a part in governance, leadership and policy coordination, including the provision of housing insights and needs of its local community through the preparation of local or regional housing plans. The CoA is interested in preparing a local housing plan and will liaise with the State Government to define its scope and clarify its purpose.

It also acknowledges CoA's role in regulating the sectors through planning, building and related functions.

The CoA supports this approach and will continue to partner and cooperate with the State Government in delivering its long term transformational aspirations.

The CoA will continue to support programs and initiatives by key stakeholders, either through in-kind support or funding, on a case by case basis, where they are designed to support the health and housing outcomes of vulnerable people and young people. This includes investigating new approaches to current and emerging issues.

### Proposed Policy Response for the Whole Housing Spectrum

The CoA will:

- **Partner** with the State and Federal governments to support the establishment of leadership and governance mechanisms to coordinate housing policy across local, state and federal governments.
- **Partner** with the State government to develop a local housing plan, to help identify the specific needs of the local community in relation to both supply and demand.
- **Regulate** and **facilitate** the delivery of homelessness accommodation and support services, social housing and affordable housing through development assessment, building approvals, rates, fees and charges and land use planning processes, where applicable.
- **Facilitate** improved health and housing outcomes for vulnerable people and young people by providing in-kind staff support and/or funding to key stakeholders (subject to eligibility), to deliver programs and initiatives and to assist in the investigation of new approaches to current and emerging issues.

## REFERENCES

Profile id, City of Adelaide [Home | City of Adelaide | Community profile](#)

South Australian Government, *Our Housing Future 2020-2030*, 2020 [Our Housing Future 2020-2030 | SA Housing Authority](#)

South Australian Government, *Towards a Housing, Homelessness and Support Strategy – Strategic Intent, Taskforce Report to the Minister for Human Services*, June 2019 [Towards a Housing Homelessness and Support Strategy, Strategic Intent Taskforce Report to the Minister for Human Services June 2019](#)

South Australian Government, *Audit of South Australia's current housing assets and mapping of future demand*, AHURI, March 2019 [AHURI - Audit of South Australia's current housing assets and mapping of future demand](#)

Australian Institute of Health and Welfare, *Housing Data Dashboard – National Rental Affordability Index*, [AIHW Housing Data Dashboard | Housing data](#)

# Homelessness Services Coordination Feasibility Study and Aboriginal Mobility Data Report

Strategic Alignment - Thriving Communities

2021/00083  
Public

**ITEM 10.2** 13/04/2021  
**Council**

**Program Contact:**

Michelle English, Associate  
Director, Park Lands, Policy &  
Sustainability 8203 7687

**Approving Officer:**

Tom McCready, Acting Director  
City Shaping

## EXECUTIVE SUMMARY

To support the recommendations of the Institute of Global Homelessness report by Dame Louise Casey into Adelaide's homelessness service system, the City of Adelaide provided \$200,000 in 2019, contingent on the State Government funding the remaining recommendations. Council identified two projects to allocate funding through the Adelaide Zero Project:

1. A feasibility study into the co-location of essential frontline services (\$45,000)
2. Responses to Aboriginal Mobility and Rough Sleeping (\$60,000).

This report outlines the recommendations for these two projects, next steps for the City of Adelaide to work with government and non-government partners, as well as opportunities to utilise the remaining \$95,000 to progress these recommendations, and respond to the immediate need of coordinated responses to remote visitors in the city.

## RECOMMENDATION

### THAT COUNCIL

1. Notes the receipt of final reports, 'Ending homelessness in the Inner City through service coordination: feasibility study' and 'Aboriginal Mobility Data Project' as per Attachment A and Attachment B to Item 10.2 on the Agenda for the meeting of the Council held on 13 April 2021, delivered by The Australian Alliance for Social Enterprise (TAASE) and funded by the City of Adelaide through the Adelaide Zero Project.
2. Approves the utilisation of the unspent \$95,000 allocated towards the recommendations of the Institute of Global Homelessness Report to facilitate the implementation of recommendations from the Aboriginal Mobility Data Project and quick, coordinated responses to the current need of remote visitors in the city in partnership with Government and non-government services.



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> 1.3: Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness. 1.5: Support health and housing for vulnerable people and young people.
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	Opportunity for partnerships with Local and State Government and non-government agencies for collaborative responses to complex social issues.
20/21 Budget Allocation	\$95,000
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	June 2021
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	Potential for partnerships with Local and State Government and non-government agencies

## DISCUSSION

1. In March 2019, the City of Adelaide committed \$200,000 to the Adelaide Zero Project (AZP) towards the implementation of the recommendations made by Dame Louise Casey from the Institute of Global Homelessness (IGH). This funding was contingent on the State Government funding the remaining amount required to implement those recommendations.
2. The Government subsequently agreed to match funding with the City of Adelaide to progress one of those recommendations of the IGH: *Co-location of essential frontline services*. The State Government and City of Adelaide each contributed \$45,000.
3. In November 2019, Council resolved, to further allocate \$60,000 of the previously endorsed \$200,000 to the AZP for the purposes of fast tracking the work on Aboriginal Mobility and Rough Sleeping.
4. In May 2020, Council resolved to allocate the unspent portion of the \$200,000 (\$95,000) to the 20/21 budget with the same requirement for Government commitment to the IGH recommendations. While the State Government has not explicitly committed to implementing the remaining recommendations as outlined in the IGH report, the current reform of the Specialist Homelessness Sector has drawn learnings from the AZP and consulted with Dame Louise Casey.
5. The AZP engaged The Australian Alliance for Social Enterprise (TAASE) at the University of South Australia to undertake the two pieces of work. This report details the outcomes of these projects and opportunities for next steps.

### Ending homelessness in the inner city through service coordination: feasibility study

6. The report, *Ending homelessness in the inner city through service coordination: feasibility study (Attachment A)* set out to answer a core question:
  - 6.1. *What is the most appropriate/feasible model (and elements) for an inner city services collaborative network?*
7. The final report makes 26 recommendations. The first three are highlighted as urgent relating to the ongoing work of the Adelaide Zero Project during a time of Government reform of the homelessness sector. The remaining 23 recommendations are grouped into 4 themes:
  - 7.1. Improving current service coordination
  - 7.2. Improving service delivery
  - 7.3. Improving access to housing
  - 7.4. Sustaining the effort to reduce homelessness
8. In responding to the business case for a hub of co-located services, the report found that those with lived experience of homelessness preferred choice in where they access services. The desire from those with lived experience and homelessness service providers was for greater outreach services and greater integration/co-location of these outreach services, for example housing and health services.
9. Many of the recommendations require commitment and resourcing from a range of Government funded services. The current reform of the homelessness service system will implement a new model of Alliances between non-government organisations and will improve the coordination and delivery of support to people experiencing homelessness.
10. The implementation of recommendations from the *Ending homelessness in the inner city through service coordination: feasibility study* will need to be considered after the South Australian Housing Authority (SAHA) has completed their procurement process and implemented the Alliance model from 1 July 2021. The City of Adelaide will continue to support service coordination through the AZP and the new homelessness Alliance system in its role as a **Partner, Facilitator** and **Advocate** as described in the *draft Homelessness, Social and Affordable Housing Policy 2021-2024*.

### Aboriginal Mobility Data Project

11. The *Aboriginal Mobility Data Project (Attachment B)* sought to understand the needs of Aboriginal people visiting Adelaide from remote communities and how to better support these communities while in Adelaide. The project found that there are three pathways that need to be improved or created to better understand and meet the needs of a highly vulnerable group of people:
  - 11.1. A Housing First Pathway
  - 11.2. A Support First Pathway

### 11.3. A Cultural Engagement Pathway

12. The report identifies 28 systemic and service recommendations to enable the above pathways. The 28 recommendations are themed into two key recommendations:
  - 12.1. Adopt a Cultural Engagement Framework
  - 12.2. Drive implementation through an action plan
13. Three of these recommendations have identified a role for the City of Adelaide in relation to the management of public space. It is important to note that a commitment from a range of government and non-government organisations to a range of actions and coordination of services is required, rather than any one action implemented in isolation.

### Current support and responses for people who are visiting from remote communities

14. There is an ongoing concern around people who are visiting from remote communities who remain in the Park Lands and public spaces of the city with a lack of appropriate accommodation options and support. This is often coupled with excessive alcohol consumption and related anti-social behaviour, which may put this vulnerable group at risk, and impacts on the amenity and perceptions of safety of the broader community.
15. To progress further coordination and respond to the current need of remote visitors in the city, the City of Adelaide has been participating in weekly meetings with Government and non-government agencies. This operational group has identified two key areas for action to address the immediate needs of vulnerable people and the broader community:
  - 15.1. *Work with Aboriginal Community organisations from remote communities on an engagement program to better support remote visitors while in Adelaide.* The Department of Premier and Cabinet (DPC) through the Aboriginal Affairs and Reconciliation Division (AARD) have been leading the development of a cultural engagement program with Anangu Pitjantjatjara Yankunytjatjara (APY) communities and Northern Territory communities who frequent Adelaide. DPC are currently seeking a partnership approach to implement this program.
  - 15.2. *Advocate for transitional accommodation that meet the needs of remote Aboriginal communities who need to come to Adelaide for various reasons (including health care, arts and culture and family).* This can be progressed through the implementation of the Aboriginal Mobility Data Report, particularly a commitment across Government to develop an action plan.
16. The Lord Mayor has recently written to the Premier seeking his support for urgent attention to the needs of people visiting Adelaide from remote communities. In response, the Premier has established a high-level taskforce to implement urgent resources and the City of Adelaide has been invited as member of this taskforce.
17. Through the implementation of recommendations from the Aboriginal Mobility Data Project, the City of Adelaide has an opportunity to work closely with a range of agencies to respond to the immediate need with some short term actions, while continuing to work with Government on longer term recommendations.
18. Council's approval is sought to expend the unspent portion of \$95,000 from Dame Louise Casey's Service Review of Adelaide to partner with Government and non-government agencies to facilitate quick and responsive outcomes.
19. The most immediate opportunity to use a portion of this funding is for City of Adelaide staff to work with Aboriginal Affairs and Reconciliation within DPC and other partners to implement the cultural engagement program as soon as possible, so that current remote visitors are supported to return to Country or have better access to support in Adelaide.
20. Administration will continue to work with Government partners including SAPOL, Aboriginal Affairs and Reconciliation, SA Health, SA Housing Authority and non-government services to identify and implement appropriate responses to this complex issue.

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## ATTACHMENTS

**Attachment A:** Ending homelessness in the inner city through service coordination: feasibility study

**Attachment B:** Aboriginal Mobility Data Project

Ending homelessness in the inner city  
through service coordination:  
feasibility study  
Final report



Mr David Pearson  
Dr Debbie Faulkner  
Dr Selina Tually  
Professor Ian Goodwin-Smith

January 2021

A research report prepared by the  
The Australian Alliance for Social Enterprise  
and The Australian Alliance to End Homelessness  
for the Adelaide Zero Project (on behalf of  
the City of Adelaide and the South Australian Housing Authority)

## Acknowledgements

We acknowledge the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the land on which we conducted this research. We pay our respects to ancestors and Elders, past, present and future. We wish to make clear our commitment to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

The authors wish to acknowledge the people with a lived experience of homelessness who generously shared their stories and experiences with the people and organisations involved in the development of this report. We are greatly appreciative. We also wish to acknowledge the unknown number of people who die on the streets of our community every year.

The authors would like to acknowledge and thank the organisations and individuals who assisted with this study. We extend our gratitude to David Holmes from the South Australian Housing Authority and Lauren Grant from the City of Adelaide for their guidance and support. We also extend thanks to the Adelaide Zero Project partners and the Don Dunstan Foundation as the backbone organisation for the Adelaide Zero Project for partnering with us to produce this work. We are especially grateful to staff who volunteered their time to contribute to this project.

### For further information

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### The Australian Alliance for Social Enterprise

The Australian Alliance for Social Enterprise (TAASE) is a research concentration within the University of South Australia. The purpose of TAASE is to engage with people and communities, and to partner with the organisations which serve them, in order to produce research which enables evidence-led change for the social service sector and people in need of social support. TAASE works with marginalised communities and vulnerable people who are experts in their own lives. This work helps to ensure that decisions affecting people's lives draw on their stories, their strengths, and their capacity to realise their potential.

### The Australian Alliance to End Homelessness

The Australian Alliance to End Homelessness (AAEH) is an independent champion for preventing and ending homelessness in Australia. AAEH supports Australian communities to individually and collectively end homelessness. Specifically, AAEH works with local communities at all levels to ensure everyone has access to safe and sustainable housing services and that any incidents of homelessness that do occur are rare, brief and a one-time thing. Our membership includes individuals and organisations who are social service and policy leaders from across Australia who share our commitment to the vision of preventing and ending homelessness. The AAEH provides a range of training and advisory supports and our contribution to this report was on that basis.

### Picture on front cover

Photo: David Pearson, 26 September 2020, Grenfell Street, Adelaide. Taken with consent. Acknowledgement: Similar versions of this photo have been taken in the past, including by the Adelaide Advertiser's SA Weekend on the 8-9 August 2020, pp 10-11.

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**‘Housing won’t end homelessness, only community will.’**

– Person with lived experience

**‘Collaboration moves at the speed of trust.’**

– Adelaide Zero Project Partner

**‘To end rough sleeping homelessness requires long term, sustained and focused effort, but it is eminently achievable.’**

– Rosanne Haggerty, Founder of Community Solutions

**‘We must be mindful to build the ship whilst we are sailing it. It is essential that the important work focused on strategy and policy changes does not interfere with the progress towards**

**Functional Zero street homelessness.’**

– Baroness Louise Casey, Institute of Global Homelessness

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## Acronyms

AAEH	Australian Alliance to End Homelessness
AZP	Adelaide Zero Project
CAEH	Canadian Alliance to End Homelessness
CALHN	Central Adelaide Local Health Network
CAS	Coordinated Access System
CCP	Coordinated Care Panel
CoC	Continuum of Care
ENU	Exceptional Needs Unit
ICCoP	Inner City Community of Practice
IGH	Institute of Global Homelessness
NAEH	National Alliance to End Homelessness (US)
PSG	Project Steering Group (Adelaide Zero Project)
SAHA	South Australian Housing Authority
TAASE	The Australian Alliance for Social Enterprise (University of South Australia)
VI-SPDAT	Vulnerability Index – Service Prioritisation Decision Assistance Tool



## Executive Summary

Ending rough sleeping in Adelaide's inner city is possible. We have been close in the past and more and more communities around the world are demonstrating that it can be done. Numerous world leading experts have set out what we need to do in Adelaide to achieve this goal. These change agents have all highlighted how service coordination can, has and must play a major role in efforts to end homelessness.

If there is one key finding of this feasibility study, it is this: goodwill and collective intent alone cannot solve the complex and multilayered problem that is rough sleeping. Commitments must come from across the government and non-government sectors, and commitments must be matched by investment from all levels of government. Such investments cannot be just at a point in time, but over time.

Efforts in South Australia in the past have demonstrated that progress can be made. Significant progress has been made in recent times both through the Adelaide Zero Project and through the response to the COVID-19 pandemic. However, inner city service coordination is at an inflection point, where progress made could dissipate (as it has in the past) as the changes facing the broader homelessness sector (a reform landscape) and other systems (because of the fallout of the pandemic, and beyond) become the focus.

This project was commissioned to assess the feasibility of establishing an inner city service coordination network in Adelaide, including opportunities for co-location of services and for service coordination. The study was commissioned in the context of the Adelaide Zero Project. Since commissioning however, the landscape around the Adelaide Zero Project has changed considerably, impacting the scope and focus of the feasibility study. Developments that have impacted on the study include:

- the length of time between the recommendation from the Institute of Global Homelessness (IGH) being made for this feasibility study (February 2019) and the project being commissioned (mid 2020);
- the SA Housing Authority homelessness reform process and associated uncertainty relating to the inner city and the role and place of the Adelaide Zero Project;
- the withdrawal of the Don Dunstan Foundation as the backbone support organisation for the Adelaide Zero Project from 1 January 2021 and evolution of transition backbone arrangements; and,
- the COVID-19 pandemic which considerably limited the consultation processes for this study.

In undertaking this work, we felt it essential to not start with a blank sheet of paper, but to build on the existing consultations, reviews and collaborative efforts of services and government agencies in the inner city, exemplified in the Adelaide Zero Project. We have listened to a comprehensive range of stakeholders and individuals involved with inner city services delivery, in homelessness and more broadly. We have considered the views of people with lived experience as best we could given COVID-19 related restrictions throughout the project consultation period. This study has also drawn extensively on the work to implement the lessons from a range of national and international partners of the Adelaide Zero Project including, but not limited to the Australian Alliance to End Homelessness (AAEH), Community Solutions International, the IGH and the Canadian Alliance to End Homelessness (CAEH).

The study also incorporates and builds upon the lessons and recommendations set out in key reports for the evolution of the Adelaide Zero Project – the 2019 visit support report by Dame (now Baroness) Louise Casey and Dr Nonie Brennan (Casey and Brennan 2019) and Dr Nonie Brennan's 2020 Thinker in Residence report (Rowley et al. 2020), as well as Roseanne Haggerty's 2007 Thinker in Residence

report which was the basis for targeted actions to reduce rough sleeping homelessness in Adelaide over a decade ago (Haggerty 2007).

Building on this existing work and seeking to be as adaptable as possible in a rapidly changing environment, we have sought to make this project as useful as we can to as broad an audience as possible. We released an Interim Report to solicit feedback and to help inform the work being done by the SA Housing Authority and alliance consortia as part of the homelessness reforms underway in early 2021, as well as the efforts of the City of Adelaide in continuing to support inner city service coordination.

This document presents what we consider to be a feasible plan for the successful integration of inner city services, enabling the delivery of the Adelaide Zero Project's goal of Functional Zero rough sleeping in the inner city, and the SA Housing Authority's stated goal of Functional Zero rough sleeping for all South Australia (SA Housing Authority 2020a).

Key recommendations from the engagement and evidence review undertaken for this project are set out below.

## Summary of recommendations

### Urgent recommendations

1. Retain the Adelaide Zero Project whilst alliances are forming
2. The Adelaide Zero Project Steering Group should urgently consider threshold questions
3. Alliances should consider adopting the Adelaide Zero Project approach

### Further recommendations

#### *Improving coordination*

4. Alliances should prioritise whole of government integration
5. Prioritise transition to a Coordinated Care Panel
6. Establish a Most Vulnerable Persons Framework
7. Fund a Rough Sleeper Coordinator
8. Consider coordinated and shared training

#### *Improving services*

9. Develop a shared understanding of available services
10. Coordinated support package allocation
11. Document an Outreach Coordination Framework
12. Consider the Aboriginal Mobility Data Project report
13. Promote better access to mental health services
14. Speed up and connect prevention work

#### *Improving access to housing*

15. Develop a shared understanding of available housing
16. Nominate a Housing Access Worker
17. Increase access to public housing
18. Listen to what the data are telling us
19. Improve housing allocation timeframes
20. Trial improved access to community housing
21. Invest in more supportive housing
22. Undertake a share housing review
23. Develop a Housing First statement of intent
24. Invest in private rental options

#### *Sustaining effort*

25. Develop and implement a Coordinated Systems Checklist
26. Consider a Homelessness Prevention Act.

## Introduction

Inspired by activities in the US, in particular the 100,000 Homes and Built for Zero Campaigns to end homelessness (Community Solutions 2020), the Adelaide Zero Project was launched in August 2017 as a focused initiative to end a particular form of homelessness – street homelessness or rough sleeping – in a defined area, the Adelaide inner city area (Tually et al. 2017, 2018, Adelaide Zero Project 2018). The project adopted the Functional Zero approach to achieve this end; a model for ending homelessness developed in the US by Community Solutions (Community Solutions 2016, 2018) and now adopted in other jurisdictions in Australia, as well as across the US and Canada. The approach began in the US as a challenge to end veterans and chronic homelessness, but in Adelaide agreement was reached on an initial focus on rough sleepers in the inner city to prove the efficacy of the model with a highly vulnerable population. Adelaide's inner city has long been the capture point for rough sleepers in SA and is the site of concentration of many of the services funded and designed to meet their needs.

In September 2018, and as part of the recognition of Adelaide as a Vanguard City by the IGH, Dame Louise Casey and Dr Nonie Brennan visited Adelaide to review progress in the city's push to reduce and ultimately end rough sleeping.<sup>1</sup> In February 2019, a report was released detailing six key recommendations to improve homelessness services in the inner city.<sup>2</sup> One of these six recommendations identified the need for service and system level innovation, particularly the coordination of key inner city homelessness and outreach services (Casey and Brennan 2019):

*Co-location of essential frontline services – develop a business case for a centralised hub of essential services for people sleeping rough which includes inner city homelessness and housing services, outreach services, and primary healthcare services such as CALHN's Hospital Avoidance Team and Drug & Alcohol Services SA (DASSA). (Casey and Brennan 2019, 9)*

To explore the feasibility and potential way forward in meeting this recommendation, the City of Adelaide and South Australian Housing Authority (SAHA), agreed to jointly fund this project, through the Adelaide Zero Project collaboration. The Australian Alliance for Social Enterprise (TAASE) at the University of South Australia, in partnership with the Australian Alliance to End Homelessness (AAEH), were commissioned to co-design and deliver the project, which set out to answer one core question:

*What is the most appropriate/feasible model (and elements) for an inner city services collaborative network?*

Notably, since commissioning this work the landscape around the Adelaide Zero Project has changed considerably, impacting the scope and focus of the study. Developments that have impacted on the study include:

- the length of time between the recommendation from the IGH being made for a feasibility study (February 2019) and this project being commissioned (mid 2020);
- the SA Housing Authority homelessness reform process and associated uncertainty relating to the inner city and the role and place of the Adelaide Zero Project;
- the withdrawal of the Don Dunstan Foundation as the backbone support organisation for the Adelaide Zero Project from 1 January 2021 and evolution of transition backbone arrangements; and,

<sup>1</sup> At the time of the visit Dame Louise Casey was the Advisory Committee Chair of the IGH and Dr Nonie Brennan, Chief Executive Officers of All Chicago, an agency committed to ending homelessness in Chicago.

<sup>2</sup> For further context a summary of the implementation of the recommendations in the IGH report (Casey and Brennan 2019) can be found at Appendix 7.

- the COVID-19 pandemic which considerably limited the consultation process.

The report begins with a discussion of what is meant by service coordination from an international perspective and how this fits within the methodology being adopted through the Adelaide Zero Project, and, more broadly, through the evolving Australian Advance to Zero methodology. Such discussion is followed by insights into the changing landscape of homelessness policy and reform in the state and the role and place of the Adelaide Zero Project within this landscape. Finally, there is consideration of the expansion of the Adelaide Zero methodology across the state before we discuss the importance of system integration as a key means for driving real progress in addressing homelessness in South Australia.

## Method

This project builds on the existing consultations, reviews and collaborative efforts of services and government agencies in the inner city, exemplified in the Adelaide Zero Project. Through a workshop and a large number of individual consultations, the project has sought input from a comprehensive range of stakeholders involved with the Adelaide Zero Project and agencies/sectors interfacing with homelessness. Such agencies/sectors include participants in the relevant forums of the Adelaide Zero Project, key personnel from non-government organisations, frontline workers, government agencies and others not at all involved with the Adelaide Zero Project or at arm's length from it. The project has been conducted in accordance with the rigorous requirements of the University of South Australia's Human Research Ethics Committee (protocol number 203373).

The intention of this project was always to include consultations with people with lived experience of homelessness, incorporating both current lived experience and lived experience of recovery from crisis (where possible). This element was included within the project to garner people's views on how the system supports or hinders their pathways, navigability and how a more collaborative networked system should meet/reflect people's needs. For reasons outlined above, and particularly because of COVID-19 restrictions in place through much of 2020, such consultations were not able to be undertaken as planned. However, we have been able to draw on recent consultations with people who have a lived experience of rough sleeping undertaken by others, for government and the non-government sector (Pearson 2020; TACSI 2019a, 2019b).

This study has also drawn extensively on the work to implement the lessons from a range of national and international partners of the Adelaide Zero Project including, but not limited to the AAEH, Community Solutions International, OrgCode, the IGH and the CAEH. Further, it incorporates and builds upon the lessons and recommendations set out in key reports for the evolution of the Adelaide Zero Project – the 2019 support visit report by Dame Louise Casey and Dr Nonie Brennan (Casey and Brennan 2019) and Dr Nonie Brennan's 2020 Thinker in Residence report (Rowley et al. 2020), as well as Roseanne Haggerty's 2007 Thinker in Residence report which was the basis for a considerable range of successful actions to reduce rough sleeping homelessness in Adelaide (Haggerty 2007).

A small project advisory group has overseen the project, involving the project team members from TAASE and the AAEH as well as representatives from the City of Adelaide and SAHA. In line with the co-design and co-production principles underpinning the Adelaide Zero Project, the project team has worked closely with the various forums of the Adelaide Zero Project to advance this work (particularly the Inner City Community of Practice (ICCoP)), and consulted with, and reported on progress through, the Adelaide Zero Project Steering Group (PSG).

## Background: a coordinated services network to end homelessness

Homelessness has been, and remains, a persistent and pervasive challenge in many communities across Australia, the US, Europe and Canada. And, while many approaches have been trialled to address homelessness in all its 'types' and 'forms', few approaches have shown consistent results in helping end homelessness. This reality is especially the case in terms of chronic homelessness,

homelessness that is cyclical or recurrent and which is often the pattern of homelessness seen among people sleeping rough.

Housing First has proven to be one such approach for ending chronic homelessness which has seen results locally and, more so, further afield. The approach prioritises placing people in housing as the first step and wrapping necessary supports around them as needed and for the duration of their need (AHURI 2018). Such an approach works best where systems are joined-up, with agencies working together to ensure peoples' needs are met and people are at the centre of efforts to support their own wellbeing.

International experience shows service coordination to be a key ingredient in systems reducing homelessness, especially those where chronic homelessness is truly being ended, rather than 'managed'. And, while discussions and practice around coordinated, integrated or joined-up 'networks' of service delivery for homeless people are not new, the value of a coordinated service system is being increasingly recognised globally as the way forward in service delivery, as evidenced in the remainder of this section.

## International experience

### United States

In the US the *HEARTH (Homeless Emergency Assistance and Rapid Transition to Housing) Act* of 2009 was an initiative to 'transform homeless services into crisis response systems that prevent and end homelessness and rapidly return people who experience homelessness to stable housing' (Lindsay 2018). The purpose of the HEARTH Act has been to consolidate homelessness assistance programs, to codify the continuum of care (CoC; local homelessness support network) planning process; and establish a goal of permanently housing people within 30 days (Rural Supportive Housing Initiative 2018). This approach has, over time, changed the way US communities respond to homelessness, and in five major ways:

- accelerating the shift from shelter approaches and thinking to that of Housing First;
- creating a Federal Strategic Plan to end homelessness;
- expanding the definition of homelessness and chronic homelessness;
- creating systems performance measures; and,
- establishing coordinated entry (Leopold 2019).

This latter point is key in terms of this report, as coordinated entry systems is the language used in the US to describe service coordination, a point also reinforced by Leopold (2019, para. 14):

*HEARTH committed CoCs to establish coordinated entry systems, creating a standard process for assessing people's housing and service needs and connecting them to available resources.*

Such coordination of efforts, Leopold notes, 'received little attention when HEARTH was passed, [but] marks a major shift in how communities address homelessness.'

Since 2012 a coordinated entry system has been a requirement of homeless program funding for all CoCs in the US. And, while there has been some criticism of the system in some places, overall the service integration/coordination approach has been seen to:

- make the homelessness service system more efficient;
- reduce racial and ethnic disparities in who receives assistance; and,
- improve coordination around homelessness assistance.

Moreover, where the prioritisation aspect of the system has worked well, service coordination/coordinated systems for homeless people has enabled communities to save money through reduced use of crisis service (Leopold 2019).

In discussing the US approach around service coordination, it is important to note the federal context supports this way of responding to homelessness. Federally, the US Interagency Council on Homelessness plays an important role in coordinating programs and action across 19 federal agencies and departments and with partners in the public and private sectors to improve outcomes for people experiencing or at risk of homelessness. Through regional coordinators the USICH is able to facilitate the use of federal resources across agencies to 'implement best practices and meet locally determined needs' (NAEH, n.d.).

Further detail about coordinated entry/service systems in the US is provided below.

#### Canada

Canada's homelessness strategy – *Reaching Home 2019* – is a community based program with the goal of preventing and reducing homelessness across Canada. The strategy reinforces the specific goal of the National Housing Strategy 'to support the most vulnerable Canadians in maintaining safe, stable and affordable housing and to reduce chronic homelessness nationally by 50% by fiscal year 2027 to 2028' (Employment and Social Development Canada 2020).

*Reaching Home* comprises several key components:

- an outcomes-based approach;
- a coordinated access system;
- a homeless individuals and families information system;
- increasing the understanding of homelessness;
- addressing Indigenous homelessness;
- addressing homelessness in the Territories;
- addressing homelessness in rural and remote areas; and,
- expanding the program's reach – to six new designated communities. (Employment and Social Development Canada 2020).

The strategy specifies that all designated communities are required to have a CAS in place by 31 March 2022 (Employment and Social Development Canada 2019). Communities in Canada participating in this Reaching Home priority are to work towards four outcome goals:

- a reduction in chronic homelessness
- homelessness generally in the community is reduced and particularly for priority populations such as for Indigenous groups;
- there is a reduction in the inflows into homelessness; and,
- people returning to homelessness decrease (Employment and Social Development Canada 2019).

What defines a CAS in the Canadian context is described in more detail following a brief description of the policy context in the EU and UK.

#### EU and the UK

The campaign to end street homelessness in Europe began in 2014 when World Habitat organised a visit of senior practitioners working in the homelessness sector from around the world to visit the 100,000 Homes Campaign in Los Angeles, USA. As has been the case in Adelaide, this visit inspired the European participants to develop similar projects. Beginning with six cities the movement has now



grown to 13 cities across Europe and the UK. Unlike in Canada where ending homelessness has become a focus of government policy, this is not the case universally in the EU and UK, with the European campaign instead driven by the desire of communities to end homelessness rather than just manage it.

The European campaign demonstrates 'how communities with different challenges – cities without high-levels of government commitment, access to specialist funding or easy access to land or homes – can start to end street homelessness' (World Habitat 2019, 3). With no additional funding campaign cities have used a range of activities – 'setting up new partnerships, overcoming historic distrust of partnership working, engaging and mobilising local communities, gaining local municipality or government support, finding secure affordable housing, and creating or significantly developing local systems to map housing and the street homelessness population – to activate and progress their campaigns (World Habitat 2019, 7). Sitting around such activities in many communities is a coordinated system, ensuring consistency in approaches, understandings and actions.

### What is a coordinated access/coordinated entry system?

In the US and Canada (and increasingly in Australia) the broad methodology of approaching the goal of ending rough sleeping (or any form of homelessness) has included and/or focused on a process called coordinated entry or coordinated access. In fact, in both the US and Canada, a coordinated entry or coordinated access system (CAS) has been mandated as a necessity for communities to receive funding under the latest homelessness strategies.

There are various definitions of a CAS but essentially a CAS has specific processes and outcomes.

In the US, coordinated entry (HUD Exchange 2015, 1) is seen as processes to:

*...help communities prioritize assistance based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely manner. Coordinated entry processes also provide information about service needs and gaps to help communities plan their assistance and identify needed resources.*

The Rural Supportive Housing Initiative (2018, 3) in the US further defines coordinated entry as:

*A way to coordinate and manage the crisis response system: reorient service provision, creating a more client-focused environment; identify which strategies are best for each household based on knowledge of and access to a full array of available services; improves system efficiency; fosters more collaboration among providers.*

The Canadian Government's definition of a coordinated access system in *Reaching Home* (Employment and Social Development Canada 2020, section 4) emphasises:

*...the process by which individuals and families who are experiencing homelessness or at-risk of homelessness are directed to community-level access points where trained workers use a common assessment tool to evaluate the individual or family's depth of need, prioritize them for housing support services and then help to match them to available housing focused interventions.*

While the Built for Zero (2020a) campaign in Canada defines coordinated access as:

*a way for communities to bring consistency to the process by which people experiencing or at risk of homelessness access housing and related services within a geographic area.*

And, the CAEH (2018, para. 3) states that CASs are designed to:

*...connect people to the right housing and supports as efficiently as possible based on their preferences and level of need. This ensures communities get the most out of limited resources and we can more rapidly and effectively prevent and end homelessness for those in greatest need.*

In its simplest form Built for Zero (2020b, slide 4) defines coordinated access as the ‘process of coordinating people experiencing homelessness to available housing + supports as a **system**’ (emphasis added). A coordinated entry system teamed with a coordinated exit system is the result of a coordinated access system. It is about wrapping **all** the key services someone who is experiencing homelessness needs for as long as that person needs them. In short, it is about creating an integrated system.

The fundamental principle of a CAS then is a person-centred and not a program centred approach to service delivery/support. A CAS is a means of streamlining the path from homelessness to housing. Each CAS has a set of core or guiding principles generally underpinned by a rights based *and* a strengths based approach. Examples of foundational guiding principles are collaboration, confidentiality, integrity, Housing First, and a solutions focus.

CAS have several shared features and a specified pathway for homeless individuals:

- **Access:** the point(s) where individuals or families experiencing homelessness first engage with the system. These access points can be:
  - (1) centralised (one entry location physically or by telephone). This one point can be for all population groups or there may be separate access points for different groups such as youth. This access point can act as a service hub offering access, assessment of needs, intake, referral and matching to a housing program;
  - (2) decentralised which uses multiple coordinated locations (physical, virtual or both) representing a ‘no wrong door’ approach; or,
  - (3) a hybrid model using elements of both the centralised and decentralised model for example a phone number as a first point of entry to screen potential clients and then a referral to a lead agency from here.
- **Assessment:** using a common tool, assessment is undertaken to understand people’s needs and risks. This assessment can occur through one or multiple engagements and it can be conducted in an interview or conversation-like manner, with the latter approach likely preferred by some people and more culturally appropriate.
- **Prioritisation:** this is decided by a range of factors, including scoring domains in a common assessment tool. To manage this aspect of a CAS, communities need to create a referral and prioritisation list based on a set of agreed upon criteria.
- **Matching and referral:** based on prioritisation guidelines, referrals to housing services and options are made considering available supply and clients’ needs. An important aspect of referral is that it must ‘remain person-centred allowing participants self-determination and choice without repercussions or consequences, other than the natural consequences that occur with choice.’ (Government of Canada 2020, section 4).

Helpfully, communities that have had a CAS in place for some time now have developed resources to support the establishment and maintenance of their CASs. This has been achieved through the development (or refinement) and deployment of a CAS ‘scorecard’, customisable to suit individual community circumstances and place on their journey to a sustained end to homelessness (chronic homelessness in the case of Canadian communities) (CAEH 2020a). Fundamentally, a CAS scorecard is a practical tool for communities to assess and monitor progress, considering the strength of their infrastructure (common processes, policies, resources) and how this links to their community end



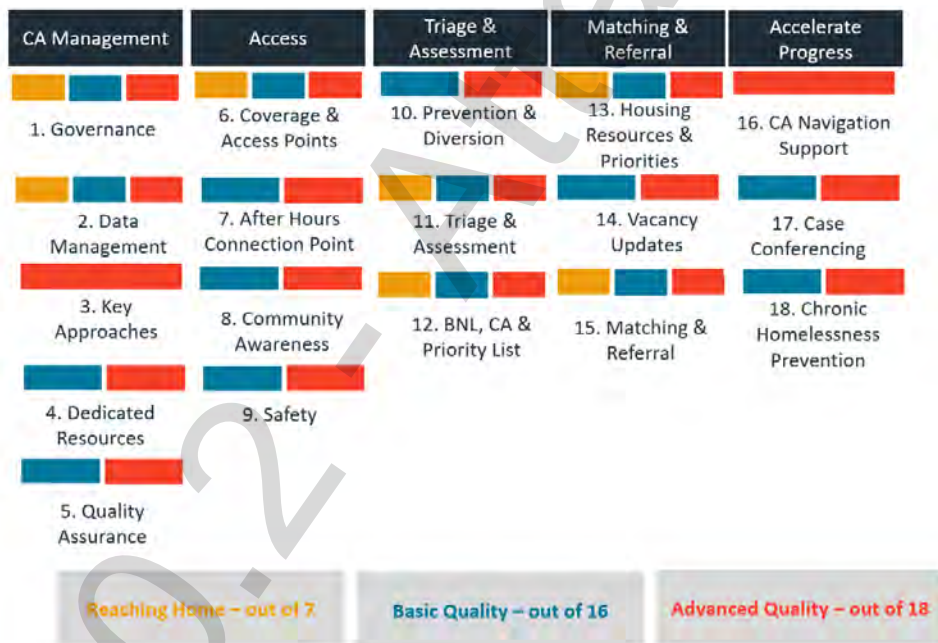
homelessness goal. We propose that such a tool, perhaps constituted as a checklist rather than a scorecard, be developed and adopted to support service coordination here.

Figure 1 provides an example of a CAS scorecard, outlining the framework underpinning the CAEH Coordinated Access Scorecard. This Scorecard is arguably the most comprehensive of such tools available currently and should serve as an exemplar. The Scorecard comprises a series of ‘buckets’ – coordinated access management, access, triage and assessment, matching and referral and accelerating progress. The buckets comprise sub-domains summarising activity areas for communities, and within which there are a series of questions for communities to record, assess and monitor their progress for system integration and orientation to their shared end homelessness goal.

The Canadian Coordinated Access Scorecard has been through three iterations now, providing a sophisticated tool that integrates with other scorecards, such as the By-Name List Scorecard (CAEH 2020b, 3) that many communities are familiar with for assessing the quality of their project/system data.

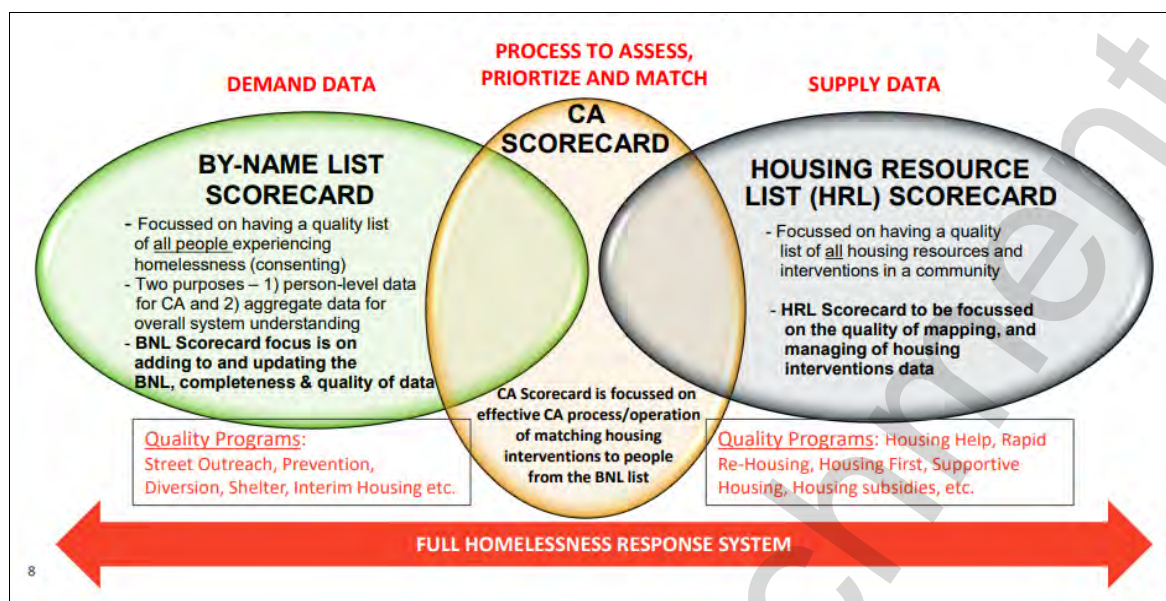
In some communities, the Canadian Coordinated Access Scorecard is also integrated with a housing resource list scorecard (Figure 2). This third less common scorecard enables communities to monitor their housing resources, especially vacancies (ideally in real time) to assist with more efficient and effective housing allocations.

Figure 1: The Canadian Alliance to End Homelessness’s Coordinated Access Scorecard



Source: CAEH 2020a.

Figure 2: Diagram of connections between the Canadian Access Scorecard, other (often integrated) scorecards, programs and the homeless response system



Source: Morrison 2019, 8.

### Australian lessons

The Australian landscape around coordinated access is an emerging one. Recognising the value in the work outlined above, the AAHE have enacted some recent work on what they have decided to refer to as ‘coordinated systems’. This framing of CASs supports the idea that coordinated systems are more than coordinating *entry* (i.e. access) into a system. Equally, they are about coordinating people’s *exits* and their *movements through* systems too, ensuring that the support people need from homeless and non-homeless specific services sits alongside housing where and when needed.

Whilst the AAHE has developed an Australian Quality By-Name List Scorecard, which has been essential to the Adelaide Zero Project’s efforts to build quality and useful project data, a coordinated systems scorecard has not been developed or adopted in Australia. Coordinated systems, however, is an element within the evolving methodology of the AAHE’s Advance to Zero campaign (Figure 3) (AAHE 2020a). This campaign uses the Advance to Zero homelessness approach which has been developed from review of what is working in the organisations and campaigns associated with the AAHE in Australia, as well as what is working around the world, as supported through Community Solutions International, the IGH, OrgCode and the CAHE. The method is adapted for Australian circumstances (AAHE 2020b).

As outlined in the *Advance to Zero Campaign Briefing* (AAHE 2020a) the methodology is a ‘structured, supported and data-driven approach...optimizing local homeless systems, accelerating the adoption of proven practice and driving continuous improvement.’ It is a campaign with a shared vision – to end all homelessness, starting with rough sleeping, but ensuring that when homelessness does occur it is a rare, brief and a one-time occurrence. Recognising the inherent complexity in this task, the Advance to Zero methodology focuses on taking a number of different approaches to the challenge of homelessness, at the same time as implementing the eight proven solutions that have been identified as being crucial to efforts to end homelessness.

The guiding approaches in the methodology, as outlined in Figure 3, are:

- Housing First;
- person-centred and strengths-based;

- evidence based systems change; and,
- a place based collective impact approach to collaboration.

The eight solutions that the AAEH have identified as being essential to efforts to end homelessness, include coordinated systems (also Figure 3):

- **Assertive outreach** – street outreach efforts are essential to helping to identify and support people who feel unsafe or otherwise unable to come into traditional services – including through the use of Connections (or Registry) Weeks.
- **Common assessment** - supporting these efforts is a common assessment tool (i.e., VI-SDAT) that enables the collection of data on an individual's needs so that they can be assessed and recommended for support in a consistent, evidence-informed way.
- **A real time quality by-name list** – of people experiencing homelessness and their individual needs, provides a shared understanding, or quality data, to inform who needs support, whether efforts are working, how to best target resources, and how to improve the service system as a whole. It enables scarce housing and support to be triaged according to local priorities and it enables a prevention focus, better advocacy and the implementation of the Housing First approach.
- **Coordinated systems** – a community wide coordinated approach to delivering services, supports and housing that is strategic and data driven to allocate resources and deliver services equitably, efficiently, and effectively. This includes having structures, and documented practices, for housing allocation, case conferencing and system-level troubleshooting.
- **Continuous improvement** – is about building problem solving capability across a system through an ongoing process of learning, testing and adopting new ideas and ways that build on the successful efforts to drive reductions in homelessness through cycles of improvement.
- **Data driven prevention** – the use of data and continuous improvement practices to reduce the 'inflow' of people entering rough sleeping through a range of prevention and early intervention measures.
- **Data informed system advocacy** – using data to lobby for changes in policies and practices of government and organisations and of the attitudes and behaviours within the community to effect broaden based calls for social change that are needed to prevent and end all homelessness.
- **More of the right housing and support** – using the real time data from the by-name list to support better systems planning and advocacy to get access to more of the right housing and support needed to support people existing homelessness to sustain their tenancy – particularly supportive housing for those with the most acute needs and chronic experiences of rough sleeping.

Figure 3: The Advance to Zero methodology (adopted for use in Australia)

A Shared Vision			
To end all homelessness in Australia, starting with rough sleeping, by ensuring that when it does occur it is rare, brief one-time.			
Four Approaches to Ending Homelessness			
A Housing First approach.	A person-centered, strengths based approach.	An evidence based systems change approach.	A place-based Collective Impact approach to collaboration.
Eight Proven Solutions			
Assertive Outreach		Continuous Improvement	
Common Assessment		Data-Driven Prevention	
A Real-Time By-Name List		Data-Informed System Advocacy	
Coordinated Systems		More of the Right Housing & Support	

Source: <https://aah.org.au/atoz>

The Advance to Zero approaches and solutions are reflected in the Adelaide Zero Project's principles and core components, in large part because the Advance to Zero methodology has been heavily influenced by the lessons from Adelaide Zero Project. The five principles underpin the Adelaide Zero Project and they are:

1. **Person-centred and inclusive** – A commitment to ensure the needs and experiences of people with lived experience of homelessness and culturally diverse groups are represented within the Adelaide Zero Project;
2. **Housing First approach** – Commitment to provide immediate access to housing with no housing readiness requirements, whilst simultaneously working with people to promote recovery and wellbeing;
3. **'No wrong door'** – Commitment to support people sleeping rough either by direct service provision or providing support to access services from a more suitable agency regardless of whether someone is in the key target group for that agency;
4. **Continuous improvement** - Commitment to learn what works quickly in an evidence-based and data-driven manner and to build on successful strategies and actions; and,
5. **Collective action** - Commitment to work together in a coordinated way and to hold each other accountable to reach our shared goal of ending street homelessness.

The Adelaide Zero Project also has eight core components provide the architecture of the Adelaide Zero Project, and, in addition, to the core components of a Housing First approach and continuous improvement, include:

1. **A coalition of stakeholders** – working together to make the greatest difference for people sleeping rough;
2. **Engagement with the community** – in finding and providing the solutions for ending homelessness and providing opportunities for people to play a meaningful part in helping to find such solutions;
3. **Governance** – Involving the right people to drive progress, ensure accountability and address

challenges and systems barriers to support the Adelaide Zero Project achieve its goals;

4. **By-name data** – to collect data through street outreach to know the names and needs of every person sleeping rough in the city;
5. **Shared goals** – in consistently collecting person-specific data to accurately track progress toward achieving the Adelaide Zero Project goal; and,
6. **Systems integration** – to build coordinated housing and support systems that are simple to navigate, while efficiently targeting resources to those who need them most.

In large measure the work of the Inner City Community of Practice (ICCoP) and its various working groups represents the Adelaide Zero Project's efforts to establish a coordinated system. (Appendix 1 details the full Adelaide Zero Project governance structure, including the place of the ICCoP).

## Findings and recommendations

### Project findings

The research undertaken for this project resulted in a significant number of insights and findings which we have grouped together under the following themes and sub-themes. Recommendations have been drawn from these findings.

*(Please note: Findings are numbered and identified by an introductory sentence/heading in blue. Recommendations are also numbered sequentially, but presented as red text to distinguish them from the numbered findings. The recommendations follow at the end of the findings sections to which they relate).*

#### Adelaide Zero Project findings

##### 1. Sustain the focus of inner city service coordination

In considering what an inner city service coordination network may look like, there was a broad-based view among stakeholders that we already have such a network in the form of the Adelaide Zero Project. There was an equally shared view that inner city service coordination has been significantly improved through the establishment of the Adelaide Zero Project, due to the willingness of the many and varied partners to increase their efforts and to do so in a coordinated way.

A strength of the Adelaide Zero Project is that it has held the focus of attention on a place and cohort: the inner city and rough sleeping. A key lesson from previous efforts in South Australia and elsewhere is that sustaining focus is one of the biggest challenges. This is because homelessness is not a point in time problem, it is a dynamic and ever-changing problem which requires *dynamic* and *sustained* responses.

##### 2. Address the principal challenges

Since its inception, the Adelaide Zero Project has faced a range of challenges which continue to the present day. Three principal challenges identified through this project that future inner city service coordination efforts need to address are:

- the lack of resources for implementation and sustainment of the project's backbone efforts;
- a lack of integration into the broader homelessness system, beyond rough sleeping and the inner city; and,
- a lack of available and appropriate housing and support.

##### 3. Don't lose the implementation planning work

Significant work has been undertaken by many organisations in the development of the *Adelaide Zero Project Implementation Plan 2.1* (Adelaide Zero Project 2020). Although the plan needs to be updated to reflect recent changes to the backbone organisation and functions, many of the partners in the Adelaide Zero Project have committed to continue to lead the work set out in this plan. In fact, there



is anxiety among some Adelaide Zero Project partners that the next steps and improvements in the project set out in the *Implementation Plan 2.1* will be lost or deprioritised in the current uncertain (reform) environment. Anxiety here extended to include *Implementation Plan 2.1* recommendations related to the future of inner city service coordination and recommendations from the Nonie Brennan Thinker in Residence report generally (Rowley et al. 2020).

#### 4. Housing First still not understood

There is a broader understanding that Housing First is the approach that most, if not all, agencies and staff are seeking to implement in relation to efforts to end homelessness. There is not, however, a shared understanding of what Housing First is, or how to approach it, as identified in Brennan's Thinker in Residence report (Rowley et al. 2020). There is no doubt, as some stakeholders indicated, that it is hard to implement Housing First without the housing *first*. It was also pointed out in our consultations (and the literature) that concepts such as 'housing readiness' are still pervasive and have a detrimental impact not only on people seeking support, but also on the operations of the system as a whole.

#### 5. Retain the Adelaide Zero Project whilst alliances are forming

It is difficult to consider what the future of inner city service coordination and potential service co-location should look like without being clear on the future of the Adelaide Zero Project. Determining how the Adelaide Zero Project, and, more broadly, its methodology, can be integrated into the work of the alliances needs further consideration as the reform and procurement process rolls out. All options should be considered regarding the future of the Adelaide Zero Project as the alliances and the inner city subcommittee are established. However, the Adelaide Zero Project model should be retained whilst these are established and detailed alliance service delivery and outcomes frameworks are developed.<sup>3</sup> Doing this will ensure that the good work of the project regarding person-centred outcomes continues and important momentum, infrastructure and capabilities are not lost.

#### 6. Future of the Adelaide Zero Project – threshold questions for the Project Steering Group

The Adelaide Zero Project Steering Group needs to urgently answer a series of threshold questions about the future of the project, to provide guidance to the City of Adelaide, SA Housing Authority and other interested parties. These questions are whether the Adelaide Zero Project wants to maintain:

- a) the project overall, including the community run by-name list?
- b) its Collective Impact approach generally?
- c) its Collective Impact governance structures (i.e., Project Steering Group, Strategic Advisory Group, communications, media and community engagement), but with necessary changes to integrate with alliance structures?
- d) its independent backbone (and if required, is that the Southern Metro Alliance, one of the agencies in the Southern Metro Alliance, or an agency outside these structures?)?
- e) the Adelaide Zero Project brand, or is a fresh start required?

#### Recommendations

1. Retain the Adelaide Zero Project whilst alliances are forming
2. The Adelaide Zero Project Steering Group should urgently consider threshold questions

#### Reform and alliances findings

#### 7. Alliances are an opportunity for integration

The alliances, and associated coordination forums are a significant reform effort to better integrate all forms of homelessness service delivery across the whole state. The Adelaide Zero Project is a service coordination initiative focused on a specific place and a specific cohort. The Adelaide Zero Project and

<sup>3</sup> Attention should also be paid to the Adelaide Zero Project Monitoring, Evaluation and Reporting Framework (Tually and Goodwin-Smith 2020b) for some guidance around Adelaide Zero Project and alliance outcomes.

alliances are highly complementary, but not the same thing, at least not in the short term. The alliances do, however, offer a significant opportunity to address some of the principal challenges the Adelaide Zero Project has faced, particularly integration across the broader homelessness service system. Appropriately structured and connected, the alliances can further opportunity for integration beyond the homelessness sector, with interfacing sectors/systems such as health, mental health etc., ensuring the truly joined-up systems we need to end people's homelessness and ensure positive life and wellbeing outcomes (see also finding 14; recommendation 4).

### 8. Integrate the Adelaide Zero Project and Southern Metro Alliance

A way forward for the Adelaide Zero Project is integration within the Southern Metro Alliance to the greatest extent possible. This could mean one of the Southern Metro Alliance members taking over the backbone functions of the project, it could mean subsuming the project in its entirety, or a range of other options. There is too much unknown at the moment to simply roll the Adelaide Zero Project into the alliance structures either now or even in mid-2021 when they are scheduled to mobilise. Alliances are going to take some time to establish. In the meantime, the work of the Adelaide Zero Project needs to continue.

However, as the Adelaide Zero Project, its structures and learnings are integrated into the alliances landscape, careful consideration needs to be given to transition and branding. A broad cross section of stakeholders identified the significant value in the Adelaide Zero Project brand, which they noted has helped rally support, including from the community and media, as well as national and international sources. Such recognition has been in a way not previously experienced. Careful consideration should thus be given to any decision to move away from the brand, including from the perspective of people with lived experience, as this means another change in system structures.

Appendix 2 outlines a range of potential governance options that were raised and discussed throughout the consultations for this project.

### 9. Adelaide Zero Project approach adopted by all alliances

Ultimately, an inner city service network cannot be successful in the long term if other regions of South Australia do not adopt a similar methodology. In fact, one of the principal challenges the Adelaide Zero Project has faced is that it is not sufficiently integrated into the broader homelessness system. It is recommended that attention be given to common methods across alliances, including common assessment, establishment of by-name lists, coordinated housing and support allocation based on vulnerability, and continuous improvement efforts to drive reductions. The nature of the commissioning process the SA Housing Authority is rolling out necessitates that this is a choice that each alliance must make for themselves. If all alliances were to adopt these methodological elements, this would put South Australia at the forefront of national efforts to end homelessness and would position South Australia as potentially the first sub-national jurisdiction in the world to establish a state-wide live by-name list (or coverage that could be aggregated to state level with the agreement of alliances). State-wide adoption of the methodology would support a truly 'no wrong door' approach to service delivery, ensuring scarce housing and support resources are allocated to the most vulnerable, and that prevention activities are focused on those most at risk of homelessness. State-wide by-name data would serve to ensure alliances know the names and needs of all people sleeping rough and people experiencing other types/forms of homelessness.

The country alliances should consider how they can adopt the Advance to Zero methodology, given the high levels of rough sleeping in the regions compared with the city, according to Australian Bureau of Statistics (see Appendix 3).

### Recommendation

#### 3. Alliances should consider adopting the Adelaide Zero Project approach

## Coordination and co-location findings

### 10. Mixed views on co-location in service delivery

We found that people sleeping rough want choice in where they access services, not necessarily co-location. The most important thing people with lived experience want is access to safe, stable and affordable housing with the support to maintain it. It was not seen as desirable, from a lived experience perspective, for all or even a greater proportion of homelessness services to be co-located. There was a desire for greater outreach, i.e., services coming to *where homeless people are* rather than expecting people experiencing homelessness to move to service delivery locations or hubs. Such desire for outreach was noted as being driven by several factors:

- the complex health needs of people with lived experience and limited capacity to attend services when unwell: this was particularly seen to be the case among people with more severe and complex mental health issues;
- reluctance to attend places where there are large numbers of other highly vulnerable people, especially where other people may prey on them; and/or,
- simply, some people sleeping rough having 'given up' on engaging with homelessness services usually because they can't provide one of the key things people want and need: housing.

All of this said, there was a desire expressed by some people with lived experience and many specialist homelessness service providers for the greater integration/co-location of outreach services (housing and health), like the service offerings of the Hutt Street Wellbeing Centre and the WestCare Centre.

### 11. Co-location of service coordination

There is much that can be done to advance existing efforts to improve service coordination. Co-location could assist, but pursuing co-location whilst alliances are forming and transition arrangements are being put in place for the Adelaide Zero Project was seen as something on which most in the sector could provide no meaningful feedback at this point in time.

Experiences in other service systems in South Australia demonstrate that co-location can have value, but that it only works if there are sufficient resources to enable it. Experiences internationally in relation to coordination of services for people sleeping rough and/or who are chronically homeless again demonstrate value, but it is effective service coordination that is most important.

Ultimately, given the breadth of issues and service systems that rough sleeping touches upon, it is unlikely that such a vast number of agencies will ever be able to be pulled into one single service coordination hub. Additionally, COVID-19-related implications have forced the embrace of online meeting platforms in a way that has improved the effectiveness of multi-agency service coordination practices, as well as rates of participation by agencies. Such practices are seen and accepted across the Adelaide Zero Project and in other service coordination efforts around Australia.

Co-location of service coordination efforts, particularly outreach for people sleeping rough, should be encouraged in the alliances but, ultimately, it is highly functioning service coordination efforts that are what is most needed to deliver improved person-centred and system outcomes.

### 12. Service coordination requires resourcing

Service coordination cannot occur on the basis of just goodwill among very busy people working within service systems that are already stretched. Service coordination needs to be resourced. To follow up action items and drive accountability, to provide induction to new members, to troubleshoot system level issues and escalate them, all requires resourcing. Many other service systems, such as the Multi-Agency Protection Service in the family and domestic violence sector and the Interagency Therapeutic Needs Panel for the child protection system (Appendix 6) have well resourced and well-functioning cross-government coordination mechanisms. The achievement of a system change outcome like Functional Zero rough sleeping requires highly effective service



coordination, and this requires more than just goodwill. It requires time, structure, accountability and, ultimately, sufficient resourcing. A suggested resourcing framework for greater and more streamlined service coordination is provided in Appendix 4.

### 13. Greater inreach needed

There is a desire from people sleeping rough for greater access to services that are not directly related to housing and homelessness like Centrelink, dental and employment services. Such services could be made accessible through existing homelessness service hubs like the wellbeing/day centres and street to home hub. The provision of such 'inreach services' has reportedly improved in recent times, however, there remains a need to build upon these advances, particularly in terms of how such services are coordinated and accessed.

### 14. Alliances should prioritise whole of government integration

Rough sleeping homelessness is not just a housing issue. There needs to be greater focus on the integration of non-housing and homelessness services with the new alliances. Housing and homelessness service integration has been vastly improved by both the Adelaide Zero Project and the COVID-19 Emergency Accommodation for Rough Sleepers (CEARS) response. Both approaches have demonstrated that rough sleeping is not just a housing issue and cannot just be the responsibility of the SA Housing Authority. Adelaide Zero Project data from October 2020 shows that 84% of people on the by-name list had mental health issues, 84% had substance use issues, 58% had physical health issues, and 54% reported a combination of all three issues (trimorbidity). The reform process provides an opportunity to address this complex array of needs through service integration, but only if such integrated approaches are prioritised in and alongside the alliance structures. The SA Housing Authority and Alliance System Steering Group need to prioritise across-government service coordination once the alliances are established. Such action must include engagement with the various state government agencies already involved, but also Commonwealth government service systems and agencies such as the National Disability Insurance Agency, aged care, Primary Health Networks, Centrelink and the Department of Veterans Affairs. One of the most urgent reasons this broader systems integration is needed is to provide a pathway for the escalation of issues, systemic and individual. Additionally, the agencies identified above, and those who sit around the Adelaide Zero Project and CEARS case coordination and strategic governance tables, link opportunities to reduce inflows into homelessness (prevention work), as well as establishing exit points from homelessness (see also Tually and Goodwin-Smith 2020a for their examination of acuity and inflow data from the Adelaide Zero Project).

### 15. Transition to a Coordinated Care Panel

It is recommended that the Adelaide Zero Project Coordinated Care Group be transitioned into a Coordinated Care Panel with chairing responsibilities to be taken over by a new Rough Sleeper Coordinator role (see the following two findings) employed within the Exceptional Needs Unit (ENU), Department of Human Services (see Appendix 5 for more information about the ENU). The successful case conferencing of people sleeping rough is an essential interagency, interdisciplinary task whose function sits better with an agency like the ENU, which has the relevant remit and capabilities for complex case management. This recommendation requires a shift in chairing arrangements for Coordinated Care, away from chairing by the SA Housing Authority. In making this suggestion, however, it remains essential that the SA Housing Authority are connected and committed to the delivery of the Coordinated Care Panel's work.

### 16. Establish a Most Vulnerable Persons Framework

A whole of government Most Vulnerable Persons Framework, or what has otherwise been called a 'golden ticket' model, should be developed and implemented through the proposed Coordinated Care Panel. Modelled on the Department of Health and Department of Child Protection's Interagency Therapeutic Needs Panel (ITNP) (see Appendix 6 for more information), the Most Vulnerable Persons Framework's development and implementation should be led by the Inner City Community of Practice

(ICCoP), with the assistance of a new Rough Sleeper Coordinator (finding 17; recommendation 7). The Most Vulnerable Persons Framework should enable participants in the Coordinated Care Panel from various agencies to bypass normal business rules and facilitate a rapid provision of services to the most vulnerable people on the by-name list. The Most Vulnerable Persons Framework should be an update of the previous VPF (Vulnerable Persons Framework), taking more of an aspirational approach. Such an approach would ensure a focus not only on making sure vulnerable people do not die or be exposed to unacceptable risk whilst sleeping rough, but also consider what is needed to help these most vulnerable through a Housing First lens.

#### 17. Fund a Rough Sleeper Coordinator

As recommended in the report by Dame Louise Casey and Nonie Brennan (2019), a Rough Sleeper Coordinator is needed and could be funded jointly by a range of relevant agencies such as the SA Housing Authority (potentially from the Prevention Fund), Department of Human Services and the City of Adelaide, and employed within the ENU. Employing this person within the Exceptional Needs Unit will enable the Coordinator to be trained and supported by an agency whose purpose is coordinating assistance for highly vulnerable people. The core functions of the role should include:

- supporting the operations of the Inner City Community of Practice (ICCoP) and associated forums.
- supporting implementation of the Most Vulnerable Persons Framework through the Coordinated Care Panel.
- working with the AZP Project Coordinator to update the proposed Coordinated Systems Checklist.
- driving prevention activities through measures that reduce the inflow of people onto the by-name list from other service systems.
- supporting the documentation and review of a system wide coordinated outreach framework.
- mapping and creating a directory of housing and support options/pathways and their eligibility criteria.

#### 18. Coordinated and shared training needed

Training was consistently raised as something staff both wanted and needed, particularly in relation to the use of the VI-SPDAT (common assessment tool) and the Housing First approach. It was also raised in relation to the methodology that the Adelaide Zero Project is trying to implement.

Need for training or induction in the structures and forums of the Adelaide Zero Project was also identified by stakeholders who were less knowledgeable about the project and its aim – particularly in agencies and organisations where there is a high turnover of personnel generally or of people in particular roles.

The Inner City Community of Practice (ICCoP) should establish and maintain a training register, including, but not limited to, agencies and staff who have been trained in the use of the VI-SPDAT, Housing First and other elements of the Advance to Zero methodology that the Adelaide Zero Project is based upon. Key agencies involved in inner city service delivery, including senior staff within the SA Housing Authority, should also consider how they can strengthen the access to training for their staff.

#### Recommendations

4. Alliances should prioritise whole of government integration
5. Prioritise transition to a Coordinated Care Panel
6. Establish a Most Vulnerable Persons Framework
7. Fund a Rough Sleeper Coordinator
8. Consider coordinated and shared training

## Improved service findings

### 19. Shared understanding of available services

There is a vast number of services that a person sleeping rough may need to move on from rough sleeping, to sustain their housing once an offer has been made or to prevent them falling into homelessness in the first place. The availability and eligibility of these services is constantly changing. There is a need to better map these services, and their eligibility requirements. Best practice suggests this should be done in a dynamic, near to real time way to help people sleeping rough and case managers to understand service offerings and access requirements. Technology and services like Ask Izzy<sup>4</sup> and the SA Directory of Community Services<sup>5</sup> could play a greater role, but should include components where services/information are tailored specifically to the needs of people sleeping rough.

The SA Housing Authority and the alliances should consider a greater role for technology in service responses to homelessness and how they can support greater knowledge sharing and resources across agencies. Greater transparency of this information was a key desire expressed by people with lived experience of homelessness. The City of Adelaide could consider expanding the existing guide to homelessness services<sup>6</sup> to include all services relevant to people sleeping rough in the inner city, including services that require a referral. The City of Adelaide should also consider engaging its 'Innovation Lab' to explore ways in which technology can be better used to make this guide more accessible, improving information about ways to find, map and support access to relevant services.

### 20. Coordinated support package allocation

As recommended by Dame Louise Casey, the SA Housing Authority should consider allocating a number of Supportive Housing Program<sup>7</sup> packages to the Adelaide Zero Project/inner city service coordination efforts for prioritising those most in need. The new Coordinated Care Panel should allocate these properties, utilising the same processes that are used for the allocation of the ten properties per month the Adelaide Zero Project receives from the Housing Authority. By-name list data must be used to support decisions around allocation of properties, ensuring they are prioritised to people most vulnerable and in need.

### 21. Document an Outreach Coordination Framework

Significant efforts have been made to improve the coordination of outreach services in recent times. These efforts should be documented in an agreed Outreach Coordination Framework and shared not just with the inner city services and stakeholders, but in an accessible way with people sleeping rough. The alliances could also prioritise increasing the outreach components of all homelessness service delivery in the inner city. The Rough Sleeper Coordinator should take responsibility for ensuring stakeholder (including lived experience) agreement with the Outreach Coordination Framework and publicising activities and outcomes, including with other alliances.

### 22. Consider the Aboriginal Mobility Data Project report

Ending homelessness in the inner city is not possible without ending homelessness for Aboriginal people. It is well known that the service system does not currently meet the needs of Aboriginal people sleeping rough. In fact, whilst the by-name list has enabled a sophisticated understanding of the needs of most people sleeping rough, to date it has not sufficiently captured the needs of Aboriginal people sleeping out (people who have housing, but for various reasons are sleeping in the parklands) or sleeping rough (people who do not have housing). The Aboriginal Mobility Data Project conducted by TAASE and the AAEH sets out a range of findings and recommendations that aim to help

<sup>4</sup> <https://askizzy.org.au/>

<sup>5</sup> <https://sacommunity.org/>

<sup>6</sup> <https://d31atr86jnqrq2.cloudfront.net/docs/homelessness-support-adelaide.pdf?mtime=20200629152930&focal=none>

<sup>7</sup> <https://www.housing.sa.gov.au/about-us/our-partnerships/homelessness-service-providers/supportive-housing-program>

address the issues associated with Aboriginal mobility and homelessness that must also be considered in the context of inner city (and alliances) service coordination (see also Appendix A2, Figure 6).

### 23. Better access to mental health services

Access to mental health services was repeatedly raised as a key issue. People shared how they were unable to access mental health care either for themselves or for their clients, in many cases, simply because the person seeking help had no fixed address. There is a need for more mental health services for people sleeping rough, but particularly for a more streamlined and less traumatic way for people to access such services. Consideration should be given to the Central Adelaide Local Health Network re-establishing the 'Mental Health – Homelessness Specific Triage Team' with a tightly defined scope to support those identified as in need (by the Coordinate Care Panel and potentially as part of the Most Vulnerable Persons Framework). It is understood that the Central Adelaide Local Health Network Mental Health – Homelessness Specific Triage Team was wound up because it was providing a city-wide service which was outside the scope of the Central Adelaide Local Health Network's role.

### 24. Speed up and connect prevention work

Prevention work is currently a missing piece in the inner city services landscape. The lack of such work is recognised in the various Housing Authority reform documents and key motivator of reform (SA Housing Authority 2020b).

The SA Housing Authority should expedite the implementation of the Homeless Prevention Fund and ensure efforts are connected to inner city coordination mechanisms (i.e., the structures/proposed structures within the Adelaide Zero Project). Such efforts must also be focused on driving reductions in inflow to the by-name list.

The inner city area needs to be a priority focus area if the goal of Functional Zero is to be reached, and to free up resources in the homelessness and broader service systems to address other challenges. The Aspire program and other research have demonstrated that preventing the most chronic forms of rough sleeping homelessness is what saves the most public resources. In fact, we know that it is cheaper to provide supportive housing than it is to leave people in chronic homelessness, as is currently occurring in the inner city.<sup>8</sup>

#### Recommendations

9. Develop a shared understanding of available services
10. Coordinated support package allocation
11. Document an Outreach Coordination Framework
12. Consider the Aboriginal Mobility Data Project report
13. Promote better access to mental health services
14. Speed up and connect prevention work

#### Access to housing findings

### 25. Develop a shared understanding of available housing

Access to appropriate housing remains a key challenge for efforts to end homelessness in Adelaide. Stakeholders around the Housing Allocations Meeting table – the engine room of allocations for people sleeping rough in the inner city – are conclusive in their assessment that stock often does not meet people's needs and options other than public housing need to be considered/offered for some people, with access to appropriate support a further challenge and defining element of a successful tenancy.

Despite these acknowledged challenges, no one has yet developed a directory of housing and support service options and their eligibility criteria that the Housing Allocations Meeting could use. This is a

<sup>8</sup> <https://theconversation.com/supportive-housing-is-cheaper-than-chronic-homelessness-67539> see earlier comment

result of an insufficiently coordinated and resourced system: finding housing for people sleeping rough is everyone's job but doing so in a systemic way is no one's responsibility currently. The Rough Sleeper Coordinator should work with the Inner City Community of Practice (ICCoP) to develop a directory of all the housing options and support service eligibility criteria relevant to people exiting rough sleeping.

#### 26. Nominate a Housing Access Worker

To improve both access to and the success of tenancies in public housing, the SA Housing Authority should consider nominating a Housing Access Worker whose job it is within the Authority to enable more flexibility in the way housing allocations are made. Such an appointment would ensure that highly vulnerable people who may have had long experiences of sleeping rough are not unreasonably expected to comply with requirements that set them up to fail. A simple example of where the Housing Access Worker can assist with access to housing is as follows: they ask and support tenancy officers to visit the possible tenant (outreach) rather than expecting the potential client to attend a set appointment time in a Housing SA office. This approach recognises that recovering from chronic rough sleeping takes time and sometimes a different way of working/engaging, and government service systems are not always compatible with where people are at in their recovery journey.

#### 27. Increase access to public housing

At the direction of the Minister for Human Services, the SA Housing Authority have sought to allocate ten public houses per month to people on the by-name list. Housing Authority employees have worked extraordinarily hard to deliver on this goal, and by-and-large have done so. The challenge is that these ten houses per month have not been enough to meet the need for appropriate housing. The Housing Authority should seek to increase the number of appropriate housing options allocated through this process (including supportive housing), based on what project data shows is needed. The Authority should also utilise the by-name list to inform planning its investment for the type of modifications, upgrades and new stock it prioritises.

#### 28. Listen to what the data are telling us

As greater certainty about the future of inner city service coordination and the future of the Adelaide Zero Project in a reform landscape emerges, a priority focus should be to implement the recommendations and learn from the lessons set out in the *Better Understanding the People on the Adelaide Zero Project's By-Name List* report (Tually and Goodwin-Smith 2020a). This deep dive into the Adelaide Zero Project data points to a range of housing and support options for people on the by-name list from sources such as the aged care system, the National Disability Insurance Scheme and veterans support agencies.

#### 29. Improve housing allocation timeframes

The Housing Allocations Meeting and the Housing Access Worker should consider how to reduce the length of time it takes to house someone from the by-name list. Reducing the time taken to support a housing allocation is important, not just to support people to exit their homelessness as soon as possible, but also because the longer it takes between housing being identified and an allocation being made the harder it is for Community Housing Providers to meet their contractual and regulatory requirements.

#### 30. Trial improved access to community housing

To enable Community Housing Providers to allocate more housing to the Adelaide Zero Project (per the recommendation by Casey and Brennan (2019), the SA Housing Authority should work with the provider with the most housing in the inner city, Housing Choices, to conduct a trial removing any contractual obligations preventing it from prioritising a set number of their vacancies for people exiting the by-name list. These properties should be allocated via the Housing Allocations Meeting.

### 31. Invest in more Supportive Housing

There is a shortage of permanent supportive housing in inner Adelaide, as well as metropolitan Adelaide and South Australia generally, and what limited supportive housing is available is not always prioritised for those with the most vulnerability according to the VI-SPDAT (common assessment tool). Further investment is needed in supportive housing to reduce rough sleeping in the inner city, particularly among the core group of people on the by-name list who are chronic rough sleepers (those who have slept rough on and off for the longest periods of time) and among those with the most acute needs (are the most vulnerable according to the Care Coordination Group/Panels' assessment). Investment in more supportive housing must be recurrent, ensuring an increasing stock of options is built, and specifically targeted to the group of people who need it most.

### 32. A share housing review

The SA Housing Authority should commission a review on how share housing can be utilised more frequently as an option for people moving on from rough sleeping specifically, but also for people moving on from all types of homelessness. The review needs to consider the challenges faced by people seeking to enter into or sustain share housing arrangements/tenancies and look at what can be done to improve support for those seeking to do so. The views of people with lived experience of rough sleeping must form a central part of the review.

### 33. Develop a Housing First statement of intent

There is a need to develop a greater understanding of the principle of Housing First amongst the housing and homelessness sector in the inner city and beyond (including among all the alliances). There is an associated need to conceptualise the role and nature of crisis accommodation within a Housing First system where there is a shortage of available housing. We suggest that the appropriate role of crisis accommodation is one of 'supported throughput' to housing as soon as possible, as distinct from being part of a housing readiness system. The development of a Housing First statement of intent may assist with a better understating of, adherence to and evolution of the principle of Housing First, including the role and design of crisis accommodation services.

### 34. Invest in private rental options

Data from the by-name list has shown that the private rental market is a pathway out of rough sleeping for some people. In line with the recommendation in the 2019 report by Dame Louise Casey and Dr Nonie Brennan, and the report from the Neami convened Private Rental Action Lab (Pearson 2020), the South Australian Government should support the implementation of a step down (time-limited) private rental subsidy program specifically for private rental tenancies. Such an initiative should be designed to end homelessness for people with acute and chronic health conditions. The Doorways Model by Wellways (Victoria)<sup>9</sup> is one option that has been demonstrated to work with people with lived experience of homelessness (including rough sleeping), delivering health resource savings (especially hospital presentations) by ending chronic cycles of rough sleeping. Given the demonstrated savings to health from such a time-limited intervention, SA Health could be approached to fund it. Similarly, as the program prevents clients cycling through chronic homelessness, resources could be redirected to such an initiative from the Homelessness Prevention Fund.

#### Recommendations

15. Develop a shared understanding of available housing
16. Nominate a Housing Access Worker
17. Increase access to public housing
18. Listen to what the data are telling us
19. Improve housing allocation timeframes

<sup>9</sup> <https://www.wellways.org/our-services/doorway>



- 20. Trial improved access to community housing
- 21. Invest in more Supportive Housing
- 22. Undertake a share housing review
- 23. Develop a Housing First statement of intent, including the role of supported throughout
- 24. Invest in private rental options

#### Sustaining effort

#### 35. Develop and implement a Coordinated Systems Checklist

Significant reductions in rough sleeping have been undertaken in the inner city of Adelaide in the past, and then effort has dissipated over time. Responses to Roseanne Haggerty's Thinkers in Residence report (Haggerty 2007) and a range of other efforts led to rough sleeping declining in the inner city to a recorded 40 people in 2009.<sup>10</sup> At the same time, homelessness declined in South Australia overall. Notably, this was at a time when homelessness increased across the rest of the country. To ensure that service coordination in the inner city does not weaken over time again, a Coordinated Systems Checklist should be established and used as the basis of a comprehensive service coordination framework (see Appendix 7 and discussions in early sections of this report about Coordinated Access Scorecards). The Coordinated Systems Checklist will indicate the quality and extent of service coordination for an effort or community and is intended to be displayed publicly, via a dashboard or similar progress platform (the Adelaide Zero Project dashboard or an alliance dashboard, for example). In this way it would act as an accountability mechanism for all the service systems involved, including local, state and federal government, philanthropic and community services and other institutions, such as universities.

#### 36. Consider a Homelessness Prevention Act

The South Australian Government should consider developing a Homelessness Prevention Act to provide a legislative underpinning for long term, whole of government service integration and accountability, similar to efforts in Wales and Canada.<sup>11</sup> The Act could require the development of a whole of government 'no discharge into rough sleeping' homelessness policy or framework, similar to the one the New South Wales Government has recently developed<sup>12</sup> as part of their Premier's priority on reducing rough sleeping homelessness.<sup>13</sup>

#### Recommendations

- 25. Develop and implement a Coordinated Systems Checklist
- 26. Consider a Homelessness Prevention Act

## Conclusion

This project was commissioned to assess the feasibility of establishing an inner city service coordination network in Adelaide, including opportunities for co-location of service delivery and/or service coordination in the context of the Adelaide Zero Project. Since commissioning, the landscape around the Adelaide Zero Project has changed considerably, impacting the scope and focus of the feasibility study. The project final report, and its recommendations, provide a feasible plan for the successful integration of inner city services oriented to the delivery of the Adelaide Zero Project's goal of Functional Zero rough sleeping in the inner city. The focus on inner city service coordination supports the SA Housing Authority's stated goal of Functional Zero rough sleeping for *all* South Australia (SA Housing Authority 2020a). A significant amount of focused and sustained work is required to meet the recommendations of the report, to better integrate efforts and ensure the most

<sup>10</sup> See Adelaide Zero Project dashboard: <https://www.dunstan.org.au/adelaide-zero-project/dashboard/>

<sup>11</sup> <https://www.abc.net.au/news/2019-08-08/homelessness-plan-to-compel-government-to-find-social-housing/11386610>

<sup>12</sup> <https://www.facs.nsw.gov.au/about/reforms/homelessness/prevention-and-early-intervention/no-exits-from-government-services-into-homelessness-a-framework-for-multi-agency-action>

<sup>13</sup> <https://www.facs.nsw.gov.au/about/reforms/homelessness/premiers-priority-to-reduce-street-homelessness>



efficient use of scarce resources. As indicated throughout this final project report, there is a need for data informed targeted investment. Goodwill and collective intent alone cannot solve the complex and multilayered problem that is rough sleeping.

Item 10.2 - Attachment A

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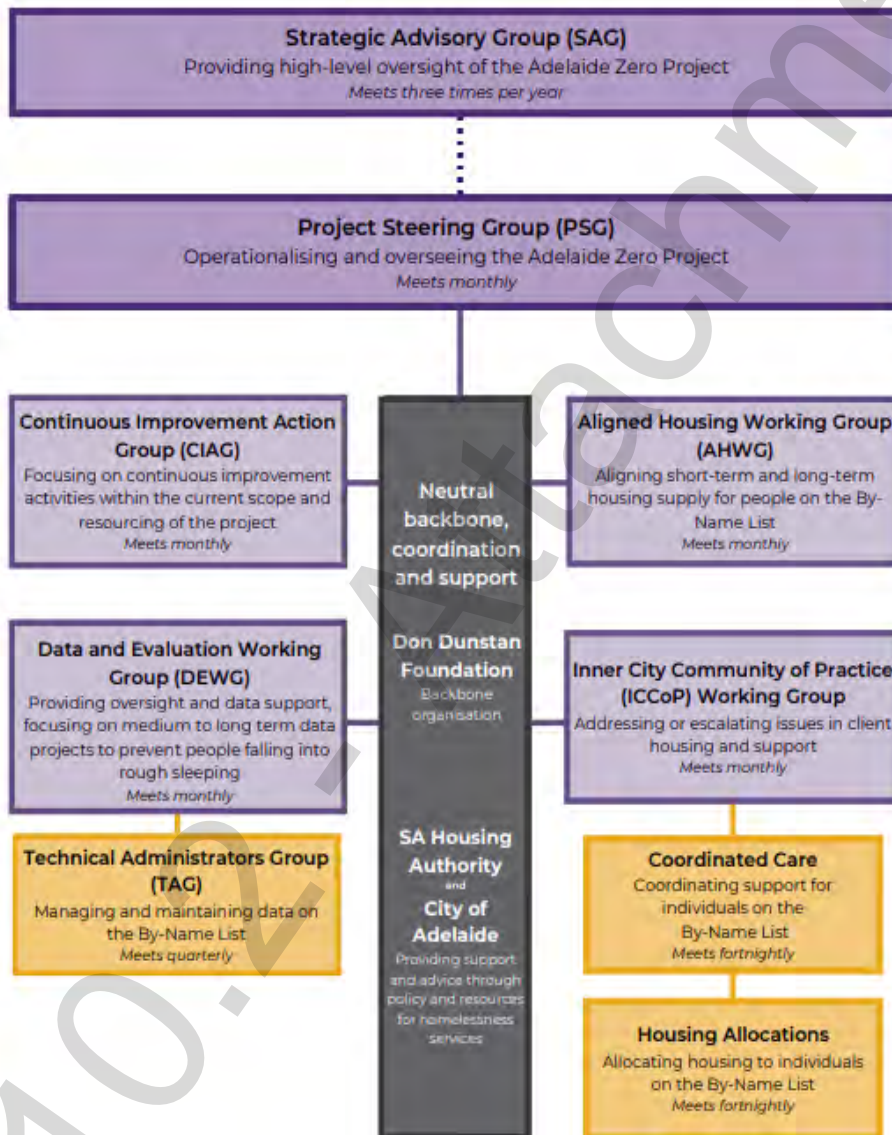
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## Appendices

### Appendix 1: Governance structure, Adelaide Zero Project, phase two

# Adelaide Zero Project Governance Structure Phase Two



Current as at April 2020

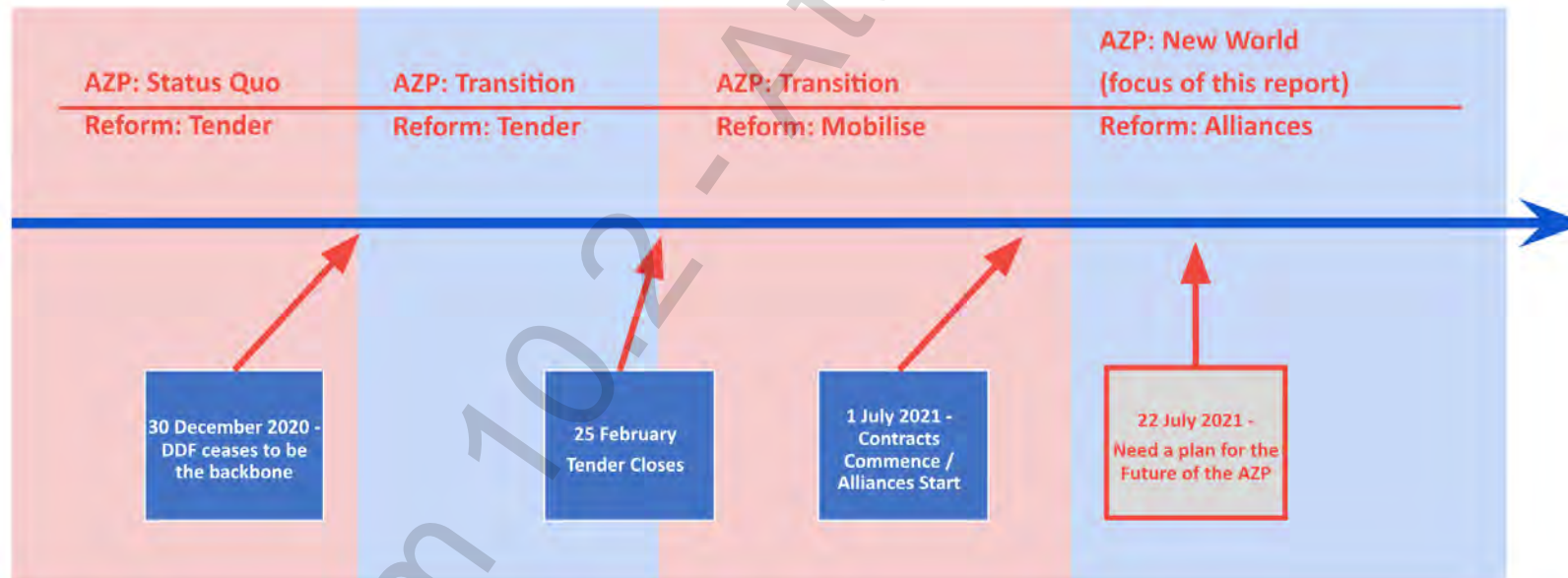
## Appendix 2: Timelines and governance options

This appendix (A2) provides a range of governance options put forward for the consideration of stakeholders in the Adelaide Zero Project and the evolving homelessness reform landscape. These options were developed as part of this project because of the significant uncertainty about the future of inner city service coordination generally, and the future of the Adelaide Zero Project specifically (. They have been presented to key stakeholders in the Adelaide Zero Project and beyond to start conversations around the 'new world' of alliances in the homelessness sector, as well as the emerging 'new world' for outcomes-oriented homelessness service delivery, which may or may not include the/an Adelaide Zero Project.

Figure 1, below, details the timeline against which the new world conceptual thinking needs to be considered.

Further figures in this appendix detail current and transition backbone arrangements for the Adelaide Zero project (during reform), a quick reference table outlining the core elements of the governance options developed/considered (A2 Figure 3), how the backbone for an Adelaide Zero Project/alternative initiative and alliances can interact and a specific model related to governance and inner city service coordination in the context of Aboriginal homelessness, especially mobility related homelessness.

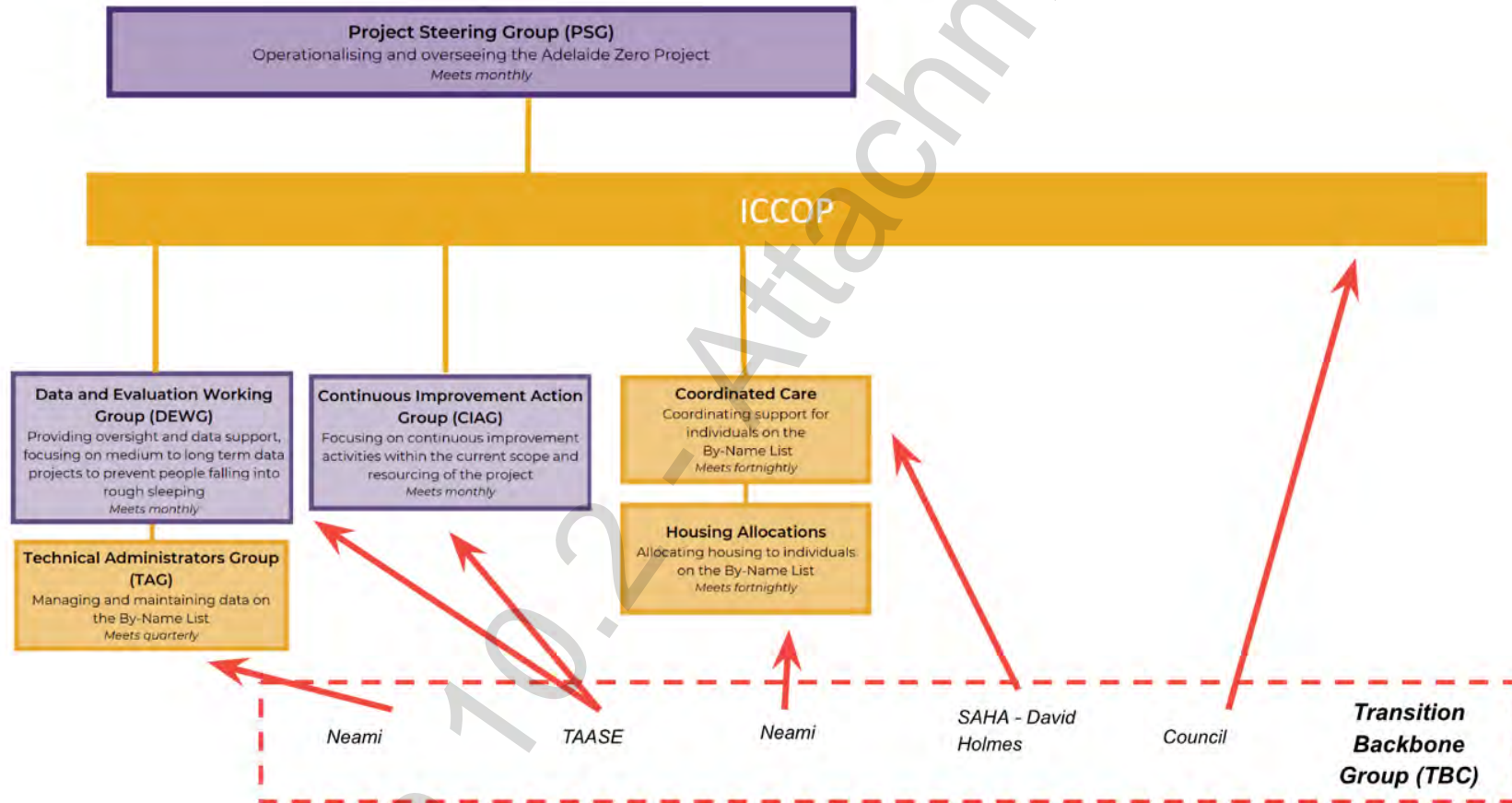
**A2 Figure 1: Timeline and focus of this report**





A2 Figure 2: Transitional governance arrangements, Adelaide Zero Project

With the Don Dunstan Foundation deciding to step away from providing the backbone functions for the Adelaide Zero Project, transition backbone arrangements have been put in place for the Adelaide Zero Project. The Figure below captures what was known about such transitional governance arrangements for the Adelaide Zero Project as at December 2020.





### A2 Figure 3: Governance options re inner city service coordination

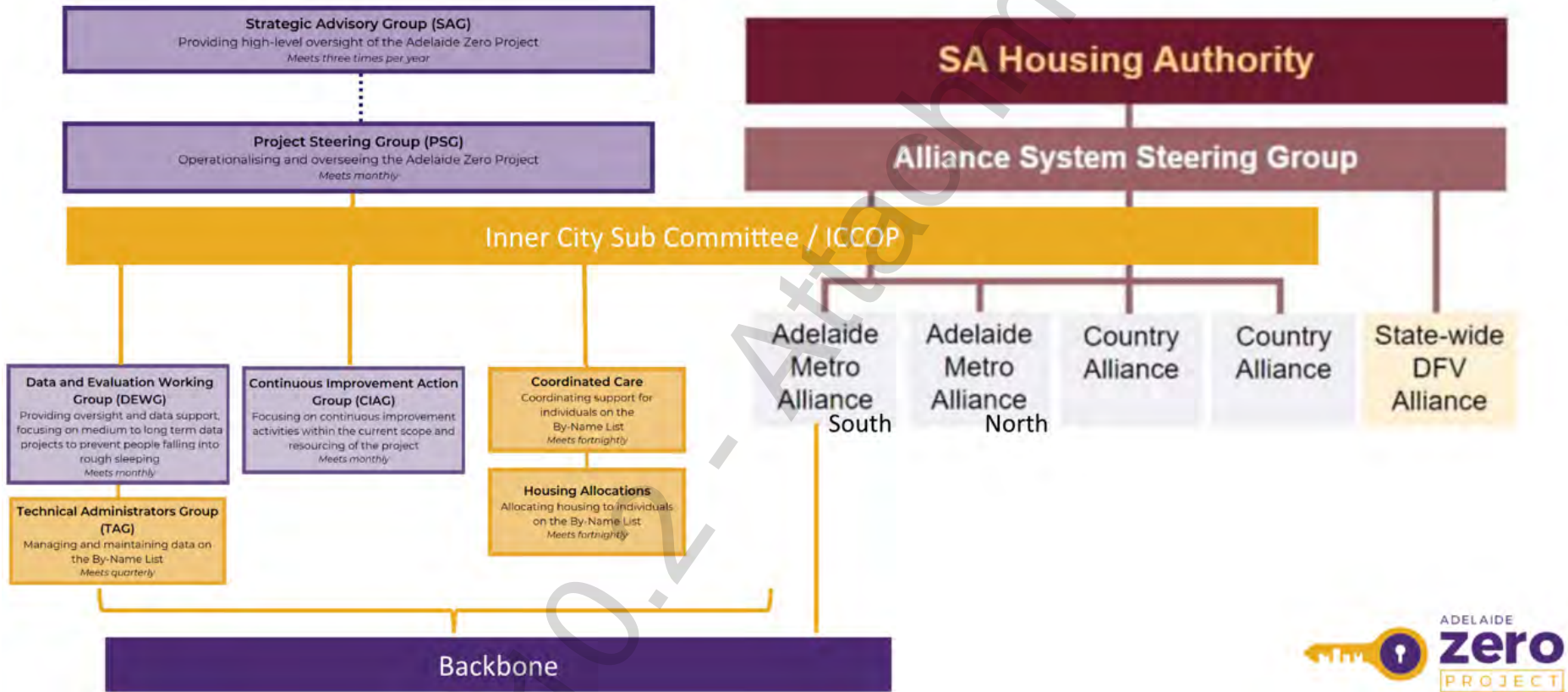
The table below provides a summary of the core elements of the governance options developed/considered as part of this project for inner city service coordination in the homeless sector reform landscape. Diagrams representing the four options follow.

	Collective Impact Governance*	Backbone	Branding Retained	Community BNL Retained
1) Retain AZP (with tweaks)	Yes	Yes	Yes	Yes
2) AZP but no backbone	No	No	Yes	??
3) Fresh start	No	No	No	Yes
4) Independent fresh start + expand scope	Yes	Yes	No	Yes

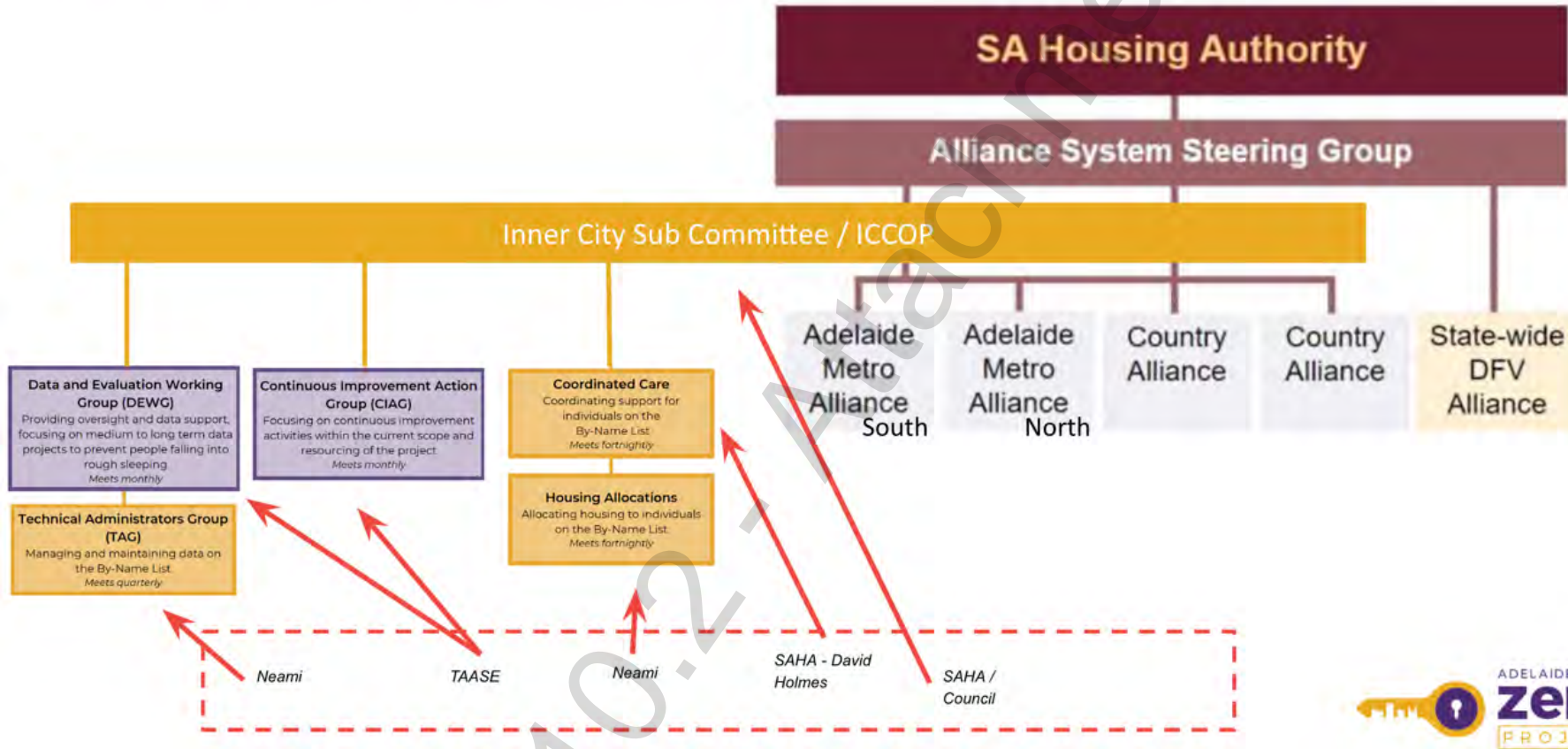
\* Collective Impact in this context means a combination of: data being community owned, backbone organisation, collective (non-contractual) governance, broad community buy-in. Available structural information about alliances released through in tender documents does not describe this type of Collective Impact and therefore make it difficult to see the alliances as Collective Impact structures.

Option 1: Retain Adelaide Zero Project (with tweaks)

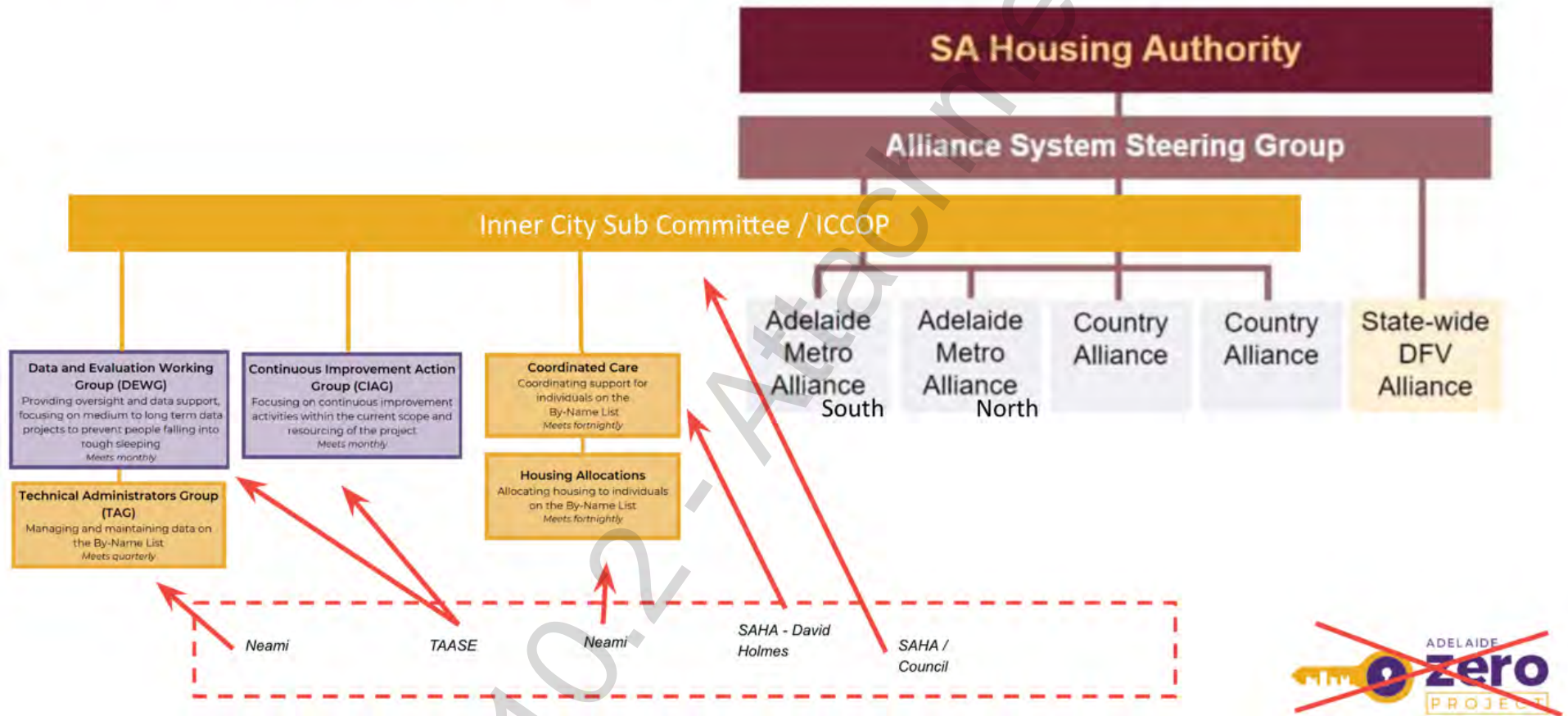
Note: This option was generally regarded as the preferred one of the four presented, but with a key consideration being how this would be resourced in the new world (reform and mobilisation landscape).



Option 2: Retain Adelaide Zero Project (no backbone)

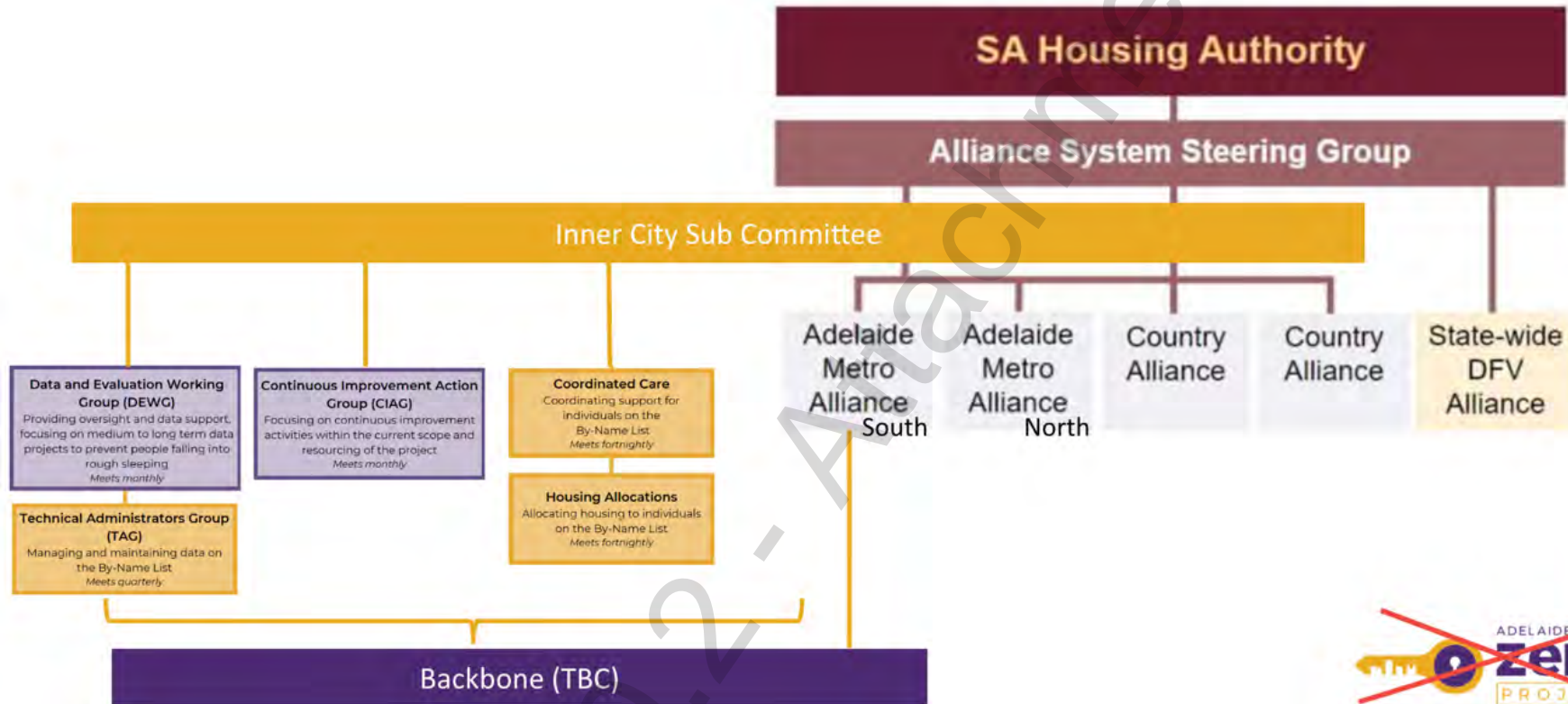


Option 3: Fresh start (no backbone and no Adelaide Zero Project branding)





Option 4: Fresh start (backbone but no Adelaide Zero Project branding)

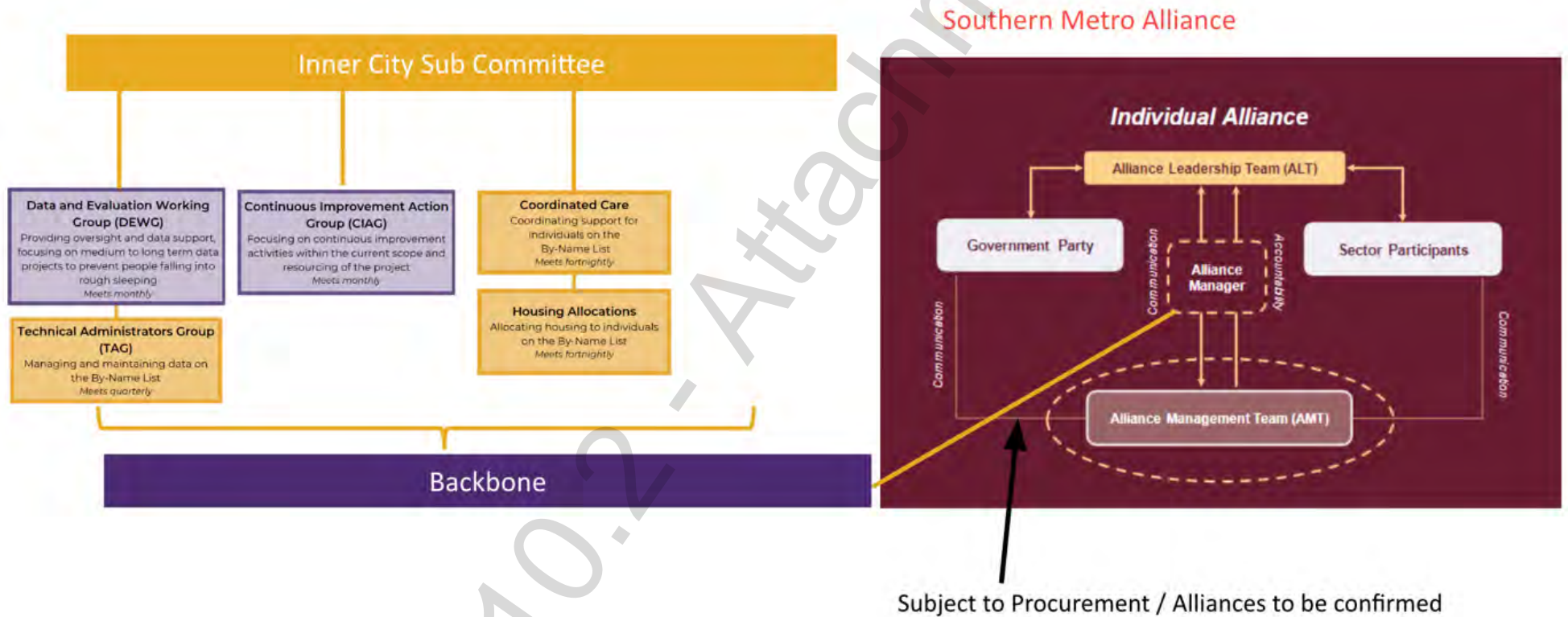


A2 Figure 4: Other governance options

Option	Sector thoughts
1. AZP Shared by the two metro alliances - AZP becomes metro-wide with focus retained on rough sleeping	Potentially a good option, could happen in the future, but subject to what the alliances look like.
2. Shared by metro alliances – the Adelaide Zero Project becomes metro-wide with focus expanded to other cohorts	Unlikely to fit.
3. AZP Shared by all alliances – South Australian Model	Could happen in the future, but subject to what the alliances look like.
4. New Zero Projects under each alliance	Could happen in the future, but subject to what the alliances look like.
5. Scrap the AZP and model	Seen as a backwards step/undesirable by most stakeholders.
6. Other options?	

A2 Figure 5: Backbone and alliances interaction

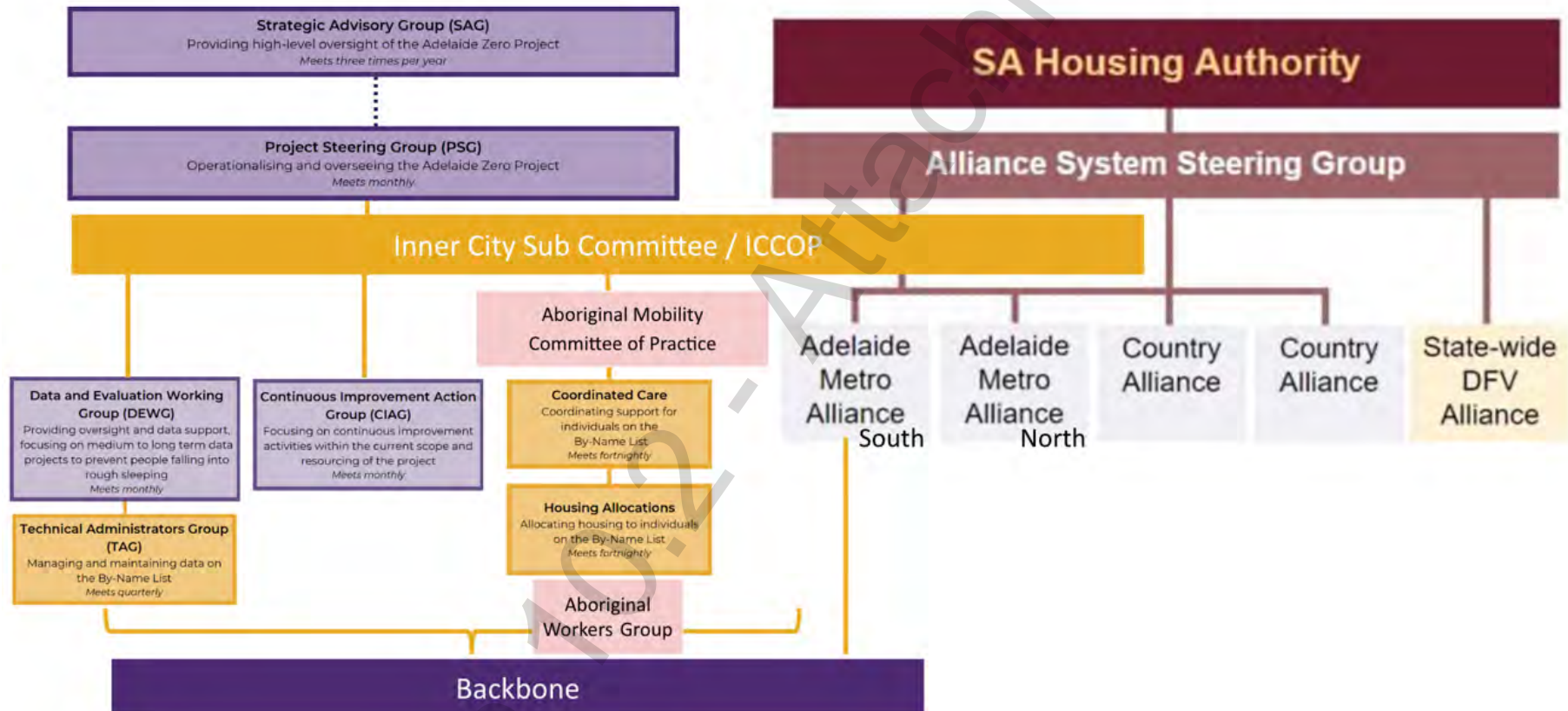
The figure below provides the best assumptions of how inner city service coordination backbone functions could be integrated into an alliance structure, given the alliance procurement process was underway when consultations for this project were undertaken and this report was written.





A2 Figure 6: Aboriginal Mobility Data Project governance changes

At the same time as this project was developed, a parallel piece of work was being undertaken by researchers from TAASE and the AAEH on Aboriginal homelessness and mobility in the Adelaide Park Lands: the Aboriginal Mobility Data Project. The final report of that project recommends some new inner city coordination/governance structures that should be integrated with existing inner city homelessness service coordination. The figure below sets out how such report recommendations *could* be integrated into the governance options outlines previously.



## Appendix 3: ABS Census statistics on rough sleeping homelessness in SA

Local Government Area (LGA)	Persons	Country	Metropolitan
Adelaide (C)	121		121
Berri and Barmera (DC)	38	38	
Port Augusta (C)	17	17	
Onkaparinga (C)	16		16
Renmark Paringa (DC)	15	15	
Whyalla (C)	14	14	
Ceduna (DC)	13	13	
Murray Bridge (RC)	9	9	
West Torrens (C)	9		9
Loxton Waikerie (DC)	8	8	
Port Lincoln (C)	8	8	
Barossa (DC)	7	7	
Port Adelaide Enfield (C)	7		7
Mid Murray (DC)	6	6	
Charles Sturt (C)	5		5
Holdfast Bay (C)	5		5
Clare and Gilbert Valleys (DC)	4	4	
Goyder (DC)	4	4	
Port Pirie City and Districts (M)	4	4	
Salisbury (C)	4		4
Tatiara (DC)	4	4	
Alexandrina (DC)	3	3	
Grant (DC)	3	3	
Kangaroo Island (DC)	3	3	
Kimba (DC)	3	3	
Lower Eyre Peninsula (DC)	3	3	
Mallala (DC)	3	3	
Marion (C)	3		3
Mount Barker (DC)	3	3	
Mount Gambier (C)	3	3	
Norwood Payneham St Peters (C)	3		3
<b>All</b>	<b>348</b>	<b>178</b>	<b>173</b>

Note: The figures are presented to give an idea of the scale of rough sleeping homelessness in country (red cells) and metropolitan areas (white cells). There are widely acknowledged limitations with the ABS Census, particularly as it is an estimate and figures below at least 5 are unreliable. Hence the importance of the Adelaide Zero Project model with the arcuate and real time data collection. Notwithstanding the above, what is inescapable is that there is clearly a big challenge in addressing rough sleeping in the regions of South Australia as much as there is in the inner city of Adelaide.

## Appendix 4: Resourcing

The following has been identified as being needed in terms of minimum resourcing for the ongoing backbone function for inner city service coordination.

Resource	Functions		Funded By	Employed By	Based At
Project Coordinator (1.0 FTE)	Overall Project coordination, fidelity to the model, collective impact management, PSG and SAG management, Comms management, project troubleshooting and development.	Previously	DDF from sector & philanthropy	DDF	DDF
		Transition	DDF from sector & philanthropy	Anglicare	TAASE
		Future	Combination of SAHA, Sector & Alliances	Backbone/Alliance	Backbone/Alliance
Rough Sleeper Coordinator (1.0 FTE)* <i>IGH Recommendation</i>	Management of the ICCoP, Housing Allocations and Coordinated Care meetings. Escalation of system issues, policy/cohort issues as well as from time to time individual issues.	Previously	City of Adelaide (0.6 FTE)	City of Adelaide	DDF
		Transition	City of Adelaide (0.6 FTE)	City of Adelaide	City of Adelaide
		Future	½ City of Adelaide & ½ SAHA	Exceptional Needs Unit (ENU)	ENU + Backbone/Alliance
Data & Improvement Project Officer (1.0 FTE)**	Drives system innovation and try, test and learn efforts. Leads data quality efforts, continuous improvement work, and data analysis work. Support data working group and updating public dashboard.	Previously	SAHA	SAHA	DDF
		Transition	SAHA	SAHA	TAASE
		Future	SAHA	SAHA	TAASE
Administration and Communications (1.0 FTE)	Calling meetings, Website updates, events, reporting, executive support for various governance structures and general administration and communications.	Previously	DDF	DDF	DDF
		Transition	Already lost & never a full FTE	Already lost	Already lost
		Future	Combination of SAHA, Sector & Alliances	Backbone	Backbone/Alliance

\*Position was previously funded by the City of Adelaide as part of a strategic partnership with the Don Dunstan Foundation in a part time capacity to support the ICCoP functions of the Adelaide Zero Project. \*\* Over time this role could morph into a supporting role for any initiatives by alliances seeking to utilise the Advance to Zero methodology that the Adelaide Zero Project is based on.

## Appendix 5: Exceptional Needs Unit (ENU)

As outlined in the ENU factsheet:

The Exceptional Needs Unit (ENU) is a team within the Department of Human Services that works to help navigate systems to assist individuals and families who may be stuck, facing complex responses or are confronted by barriers in accessing appropriate supports. The ENU works with systems, services and eligible families and individuals with exceptional needs, risks, responsivity factors and circumstances to improve purposeful engagement within the community, reduce risk and improve service delivery. ENU provides individualised, time limited responses to meet needs and reduce risk. Referrals are made through organisations.

Exceptional needs clients must have all of the following:

- **multiple complex needs across multiple life domains that are not being met by mainstream services**, these usually include mental or physical health needs, homelessness, offending histories, family challenges, social isolation, disability etc.
- **exceptional Risks** – to self, others and community
- **exceptional Responsivity factors** – services and interventions have been attempted, and aren't working, helping or appropriate or are not coordinating and working together

The ENU works across the state of South Australia and across the lifespan.

To be eligible, a person and/or their family needs to be at risk or be at risk to others, and mainstream services need to have been attempted, and aren't working, helping or appropriate, or are not coordinating and working together and internal escalation strategies have been unsuccessful.

The ENU provides a range of services as outlined below.



Source: Department of Human Services 2020.

## Appendix 6: The Interagency Therapeutic Needs Panel (ITNP)

**Background:** a pilot program in 2015 based on the Evolve Model inter-agency program in Qld for children in care. Pilot program recommended and endorsed by Royal Commission into Child Protection SA.

**Purpose:** to provide a high level, interagency response to children and young people under guardianship who are presenting with severe and complex needs across a range of life domains, and who require therapeutic intervention.

**Composition:** a number of people holding senior positions who are able to effect change. Panel is co-chaired by a Department of Child Protection Lead and CAMHS Psychiatry, with Education, Mental Health and Child Protection represented as panel members, and an ITNP coordinator (0.6). Panel consists of a core group and others invited to join as required. Membership of the panel is mandatory but seen as an opportunity to try a new approach.

**Accountability:** accountability falls with lead agency and have representatives that have bought into panel idea in high enough senior positions to effect change as much as they can – need to be creative about resolving difficulties.

**Operations:** there are a number of criteria for referral. Once a child is identified the process is as follows:

- referral request are emailed to the panel Coordinator;
- the coordinator reviews the referral and if appropriate schedules a panel meeting, generally fortnightly;
- Coordinator develops a set of anticipated goals and gathers together the documentation on each child and sends to panel members so panel attendees immediately understand what needs to be discussed. There needs to be a clear plan for every referral – every child – and a shared understanding of why the child was referred;
- all people leave the meeting with tasks and understand their responsibility;
- no minutes of meetings – letters of recommendations: this is the team, reason for referral to panel, recommendations for each child in each domain of life – cultural needs, case management, mental health, physical health, allied health – makes things clear and people accountable;
- Coordinator meets with everyone involved in the pathway designed for the child after three months to check on progress and ongoing if needed and,
- Coordinator surveys services every 6 months and concerns followed up as to what can done better.

**Coordinator's assessment of panel outcomes:** Feedback has been positive, things are moving, things are happening, not getting blockages, people are thinking about they how can provide solutions. Prior to this panel everything was siloed, people only talked to the people involved, they didn't talk to anyone else who might be affected. Has raised awareness of issues with other agencies and they are now more understanding and sympathetic. Appears to be saving resources as it is freeing up services as a much more targeted approach rather than a shot gun approach.

Cases are viewed more positively. It is about moving forward – what are we going to do, acknowledging that this child has had a really tough time. Often what happens is never an intent it is just life's circumstances. Empathic in the way we present, change our language to be positive and organisations are respectful of what's possible. Don't have KPIs but person-specific goals, which can be small but are achievable and can be life changing for the person. Have noticed a learning and acceptance (among stakeholders) that everyone does things differently and wrong at times but they are real people. Experiences of trauma and grief not linear.

It is all about how do we give the person the scaffolding that they need to move forward. It is not about moving back and forwards. It is about the person and what they need or why they don't fit. We need to be creative with solutions: just don't stop at first rejection by a service to offer a service to a person. We need to keep trying, to be supportive – do not accept no as an answer.

Source: Interagency Therapeutic Needs Panel Fact Sheet; pers. comm ITNP Coordinator, 2020.

## Appendix 7: Progress in implementing the Casey report recommendations

As at: November 2020

### Recommendations Summary

Status	Number
Implemented	6
In Progress	4
Partially Implemented	6
Not Implemented	6
<b>Total</b>	<b>22</b>

Recommendation	Priority	Status
<p><b>1. Increase the supply of shelter and housing options</b></p> <p><i>There is an obvious and urgent need for an increased supply of both shelter and permanent housing solutions to safely and quickly move more people off the streets in Adelaide. Increasing supply requires these measures as soon as possible:</i></p>	<p>Establish a short-term low-barrier shelter which people with complex needs can access, even including those with pets and people who are intoxicated. The shelter should be considered a temporary 'Code Zero' response as part of the Adelaide Zero Project.</p>	<p>Not implemented.</p> <p>Progress made with addition of Weymouth Street additional temporary accommodation.</p>
	<p>Community Housing Providers to allocate more stock for individuals on the By-Name List.</p>	<p>Partially implemented.</p> <p>Between May 2018 and October 2020 – 57 properties from Community Housing Providers were available to house people off the by-name list through the housing allocations process.</p>
	<p>SA Housing Authority (SAHA) to allocate more stock to individuals on the by-name list.</p>	<p>Implemented.</p> <p>SAHA committed 10 houses per month, generally has been met. The challenge has been the stock often doesn't match need, support not matched, and not enough stock available.</p>

	The Minister & Lord Mayor of Adelaide to host a <i>Housing Pledge Event</i> whereby housing providers (from a range of housing options) can commit to providing housing stock for individuals on the by-name list.	Not implemented.  Housing providers felt there were not enough vacancies to hold a pledging event. We have requested they report on vacancies internally while we investigate ways to create movement in the system.
	Funding more supported housing properties as part of inner city system reform.	Not implemented.
<p><b>2. Increase the investment in Adelaide Zero Project's backbone work</b></p> <p><i>Investing in the 'backbone' work is critical to drive innovation and collective action towards solutions on the street. To ensure this, as a matter of urgency there is a need for the following resources:</i></p>	<p>A <i>Rough Sleeper Coordinator</i>, ideally from the SA Housing Authority, who can collaborate with the backbone organisation and homelessness services but have the authority and autonomy to influence greater responsiveness for people on the by-name list.</p>	Not implemented.
	<p>A <i>Systems Innovation Coordinator</i>, ideally from the backbone organisation or community sector, who has the skills and resources to coordinate, test and learn from system innovations to reduce rough sleeping. This position would collaborate with and work alongside the Rough Sleeper Coordinator.</p>	<p>Implemented.</p> <p>SAHA funded and seconded this position to the Adelaide Zero Project Backbone as the Data and Improvement Advisor.</p>
<p><b>3. A Greater Focus on targets and data</b></p> <p><i>Firm targets should be informed by the data to identify measurable reductions in the</i></p>	<p>An urgent deep dive into cases on the by-name list to proactively inform rapid responses for people currently sleeping rough and understand the main drivers.</p>	<p>Implemented.</p> <p>Monthly data analysis is undertaken by both Neami and Hutt Street Centre, with Anglicare funding research to support this.</p>



<p><i>number of people sleeping rough. This requires:</i></p>	<p>The Minister for Human Services &amp; Lord Mayor of Adelaide to announce a firm target to achieve Functional Zero street homelessness in the inner city that is informed by data and includes interim reduction milestones</p>	<p>Partially implemented.</p> <p>The South Australian Government is committed to achieving Functional Zero for rough sleepers, as identified as a key performance measure within SA Housing Authority's Strategic Plan.</p> <p>No Interim reduction milestones have yet been agreed.</p>
	<p>The <i>South Australian Housing and Homelessness Strategy</i> to incorporate data on inflows and outflows of the state-wide system, with set targets to achieve measurable reductions</p>	<p>Partially implemented.</p> <p>SAHA have set homelessness prevention as a priority and further work has been committed to through an Outcomes Framework.</p>
	<p>Investment is needed to transition the interim by-name list platform to a better functioning and accessible database.</p>	<p>Implemented.</p> <p>Data has been transitioned to the AAEH national Advance to Zero database.</p>
	<p>A long-term consideration to transfer the state's H2H database from government to backbone oversight to ensure data is community owned, accessed and governed.</p>	<p>In progress.</p> <p>Priority is given to rolling out the national A-Z database. SAHA considering H2H future post Alliances.</p>
<p><b>4. Invest In early intervention work</b></p> <p><i>High quality data should inform where to invest efforts to have the biggest impact on prevention and early intervention and divert people who are at risk of falling into homelessness. This includes investment in:</i></p>	<p>Establishment of a <i>flexible prevention fund</i> (approved by the Project Steering Group) that provides various types of financial supports to move individuals into housing and private rental, based on successful interstate and international schemes</p>	<p>Partially implemented.</p> <p>Partial support from philanthropy.</p> <p>SAHA established prevention fund, but no connection to the by-name list.</p>
	<p>The City of Adelaide to review how their <i>Community Development Grant</i> funding is currently distributed among homeless sector organisations, in order to free up funds that can be managed by the Adelaide Zero Project's Steering Group to distribute to identified priorities</p>	<p>In progress.</p> <p>City of Adelaide have committed to reviewing the Community Development Major Grant program before applications open for 2020/21.</p>

	Central Adelaide Local Health Network (CALHN) to consider establishing a mental health housing and support program modelled on the successful Victorian Doorways program as a hospital avoidance measure	Not implemented.  Neami have done significant work on this but no state government investment has been forthcoming.
<p><b>5. Strengthen and leverage the current governance arrangements</b></p> <p><i>Whilst the Adelaide Zero Project's governance structure is strong, there are opportunities to leverage the Project Steering Group to participate in broader reform. It is recommended that:</i></p>	As part of the new Housing Authority's <i>Housing and Homelessness Strategy</i> , ensure AZP's Project Steering Group participates in system reform and allocation of the state's \$11 million inner city funding. Any new funding or resources from local or state government should be co-designed with, and commissioned by, the Project Steering Group.	In progress.
	Refine the current governance structure to increase efficiency	Implemented.  Further improvements were made with the release of the Implementation Plan 2.1.
	The Chief Executive of the SA Housing Authority join and be actively involved with AZP's Project Steering Group	Partially implemented.
	Begin pre-planning and discussion for the expansion of Adelaide Zero Project into a <i>South Australian Alliance to End Homelessness</i>	Not implemented.
<p><b>6. Service and system level innovations</b></p> <p><i>Increased innovation in services and system responses is needed to improve the sector's efficiency and impact. This includes:</i></p>	Developing a business case for the co-location of key inner city homelessness and outreach services in a centralised service hub	Implemented.
	Urgent integration of culturally appropriate responses for Aboriginal people sleeping rough	In progress.  Aboriginal Mobility Data Project has been commissioned.

	<p>Expanding access to primary healthcare for people on the By-Name List, particularly through CAHLN's Hospital Avoidance Team and Adelaide Primary Health Network</p>	<p>Partially implemented.</p> <p>Hospital Avoidance Team links in with Street To Home outreach have been improved.</p> <p>Baptist Care SA has also led significant work on this.</p>
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Item 10.2 - Attachment A

# Aboriginal mobility data project Final report



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Dr Selina Tually  
Dr Debbie Faulkner  
Professor Ian Goodwin-Smith

January 2021

A research report prepared by  
The Australian Alliance for Social Enterprise and  
The Australian Alliance to End Homelessness  
for the Adelaide Zero Project (on behalf of the City of Adelaide)

## Acknowledgements

The authors would like to acknowledge and thank the many organisations and people who assisted with this project. We are particularly grateful to the co-chairs of the Senior Aboriginal Homelessness Reference Group (SAHRG) that lead the development of this project, Commissioner for Aboriginal Engagement Dr Roger Thomas and Olive Bennell Head of Homelessness Services Anglicare SA for their guidance and support. We also extend thanks to the Adelaide Zero Project partners and the Don Dunstan Foundation as the backbone organisation for partnering with us to produce this work. We are especially grateful to staff who volunteered their time to contribute to this project.

### Acknowledgement of Country

We acknowledge the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the Kurna people as the traditional custodians of the land on which we conducted this research. We pay our respects to ancestors and Elders, past, present and future. We wish to make clear our commitment, in our work, to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas and their rich contribution to society.

### Acknowledgement of Lived Experience

The authors wish to acknowledge the people with a lived experience of homelessness who shared their stories and experiences with us, we are greatly appreciative. We also wish to express our deepest sympathy to the unknown number of people who die on our streets of our community every year.

### For further information

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### The Australian Alliance for Social Enterprise

The Australian Alliance for Social Enterprise (TAASE) is a research concentration within the University of South Australia. The purpose of TAASE is to engage with people and communities, and to partner with the organisations which serve them, in order to produce research which enables evidence-led change for the social service sector and people in need of social support. TAASE works with marginalised communities and vulnerable people who are experts in their own lives. This work helps to ensure that decisions affecting people's lives draw on their stories, their strengths, and their capacity to realise their potential.

### The Australian Alliance to End Homelessness

The Australian Alliance to End Homelessness (AAEH) is an independent champion for preventing and ending homelessness in Australia. AAEH supports Australian communities to individually and collectively end homelessness. Specifically, we work with local communities at all levels to ensure everyone has access to safe and sustainable housing services and that any incidents of homelessness that do occur are rare, brief and a one-time thing. Our membership includes individuals and organisations who are social service and policy leaders from across Australia who share our commitment to the vision of preventing and ending homelessness. We provide a range of training and advisory supports and our contribution to this Report was on that basis.

### Picture on front cover

Photo: Section of Adelaide Park Lands burnt by an encampment fire, taken by David Pearson Jan 2021.

### Suggested citation

Pearson D., Tually S., Faulkner D., and Goodwin-Smith I. (2021) *Aboriginal mobility data project*, The Australian Alliance for Social Enterprise. University of South Australia. Adelaide.

It is my belief that long-term, sustainable change for Aboriginal people can only be achieved through self-determination that is achieved by having Aboriginal people at the heart of decisions that concern them and their lives. It is about Aboriginal leadership and the three tenets of the Uluru Statement from the Heart: Voice, Treaty and Truth.

*– Dr Roger Thomas, Commissioner for Aboriginal Engagement,  
November 2020*

The system is not sophisticated enough for Aboriginal people...our research indicated that 15 Aboriginal people had over 800 interactions with Housing SA and yet they died in the Park Lands.

*– Aboriginal Homelessness Expert,  
September 2020*



## Terminology

This report respectfully uses the term Aboriginal rather than Indigenous to refer to people who identify as Aboriginal, Torres Strait Islander or both. We use the term Aboriginal recognising that Aboriginal people are the original and ongoing inhabitants of Australia. In using the term Aboriginal throughout this report we recognise Aboriginal peoples and Torres Strait Islander peoples as two distinct groups, comprised of many and diverse nations and communities, and that there are a number of people with Torres Strait Islander heritage living in South Australia. The term Aboriginal is used with full recognition of the complexity and diversity among the nations and communities of South Australia (and Australia), each of which has their own traditional, long standing, beliefs and practices.

## Acronyms

AAEH	Australian Alliance to End Homelessness
AARD	Aboriginal Affairs and Reconciliation Division ()
AMCEF	Aboriginal Mobility Cultural Engagement Framework
AMCoP	Aboriginal Mobility Community of Practice
AMG	Aboriginal Managers Group
AML	Aboriginal Mobility List
AZP	Adelaide Zero Project
AWG	Aboriginal Workers Group
BNL	By-Name list
CALHN	Central Adelaide Local Health Network
CCP	Coordinated Care Panel
CEF	Cultural Engagement Framework
CEP	Cultural Engagement Protocol
HA	Housing Allocations (Meeting) (Adelaide Zero Project)
ICCoP	Inner City Community of Practice
IDN	Indigenous Data Network
IGH	Institute of Global Homelessness
SAHA	South Australian Housing Authority
SPDAT	Service Prioritisation Decision Assistance Tool
TAASE	The Australian Alliance for Social Enterprise (University of South Australia)
VI-SPDAT	Vulnerability Index – Service Prioritisation Decision Assistance Tool

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## Executive Summary

Each day and every night Aboriginal people gather in the Park Lands of the City of Adelaide. Some gather to spend time with friends and family, some gather to drink, some seek support while others do not. Some people already have housing, some seek housing and others do not. Some people come to the Park Lands from the greater Adelaide region, others come to the Park Lands as a meeting place from further afield, with a well-known ebb and flow of people from the Anangu, Pitjantjatjara Yankunytjatjara Lands (APY), otherwise described as remote visitation or Aboriginal mobility. On the whole though, not enough is known about these diverse and constantly changing groups of people. Not enough is known about their needs and not enough is done to coordinate efforts to meet those needs.

What is known, however, is that the status quo is unacceptable to almost all stakeholders and without focused action we will see more of what has already occurred: Aboriginal leaders and sector workers, outreach services and South Australia Police frustrated with the little they can do but ‘manage’ the symptoms of broader problems; homelessness service providers frustrated with a lack of appropriate housing options; and residents and ratepayers frustrated by witnessing highly vulnerable people with unmet needs and frequent incidents of anti-social or illegal behaviour. Without changes what we will see is continued severe health and safety consequences for Aboriginal people gathering in the Park Lands. Tragically, this includes a significant but unknown number of Aboriginal people dying prematurely in the heart of the City of Adelaide.

This project was commissioned by the South Australian Premier, through the Commissioner for Aboriginal Engagement, and funded by the City of Adelaide, through the Adelaide Zero Project, to understand how to better address the aforementioned issues.

At its core this project has found that there are three pathways that need to be improved or created to better understand and meet the needs of a highly vulnerable group of Australians (see Figure 1, later in this report):

- The **Housing First pathway** that has been created through the Adelaide Zero Project needs to be improved through a range of measures to provide a more culturally appropriate response to the housing and support needs of Aboriginal people sleeping rough.
- A **Support First pathway** needs to be created to better coordinate the non-housing needs of people gathering and sometimes sleeping in the Park Lands. Elements of this pathway currently exist, but are disjointed, underfunded and ad hoc. A systemic, coordinated and proactive approach is needed.
- A **Cultural Engagement pathway** needs to be created to recognise that many Aboriginal people visiting the Park Lands are just going about their everyday lives, and are not in need of support or housing, but where coordinated cultural engagement strategies for welcoming, supporting and setting expectations for visitors on Kaurna land would be broadly beneficial.

To enable improvement or creation of these pathways this report sets out a number of recommendations relating to new tools, new data collection efforts, new service coordination mechanisms and new services (informed by the data). These elements sit together as a framework – a Cultural Engagement Framework – that we think could and should be the basis for an improved services system for Aboriginal people visiting Adelaide’s Park Lands. The framework, and report recommendations, are based on the findings of a rapid review research project, which has included consultation and engagement with key stakeholders and groups. The project was undertaken at a time of significant change in the homelessness sector and with constraints in terms of the extent stakeholder engagement given the project timeline and COVID-19 related restrictions.

In discussing project findings, it must be noted here that there are diverse views on what the actual Aboriginal homelessness/Aboriginal mobility ‘problem’ is. This said, there is clear consensus that there are

groups of Aboriginal people who sleep out in Adelaide's Park Lands: these groups are highly vulnerable and many people within them are in need of culturally appropriate, coordinated service responses. The services currently offered to people in the Park Lands are provided by a broad range of (mostly government funded) agencies and, accordingly, no one agency, part or level of government can address the issues alone. It is only through each agency taking responsibility for their part of the complex challenges in the Park Lands that culturally appropriate responses can be meaningfully and sustainably provided.

It is also important to note here that the issue of Aboriginal mobility is a complex one and therefore any response to Aboriginal mobility needs to recognise that complexity. As such, a combination of systemic and service responses is recommended in the framework. Systemic responses are what is required to create change in the way service systems operate to better address the root causes of the problems being manifest in the Park Lands, with program responses designed to support broader systemic efforts and meet immediate needs.

To facilitate the required systems change, the data driven and service coordination approaches that the Adelaide Zero Project (AZP) has pioneered offer a model that can be built upon to better meet the needs of Aboriginal people in the Park Lands; for those among the groups who are seeking housing and for those who only seek support. Strengthening the Housing First pathway offered through the Adelaide Zero Project is one way forward. However, this must be advanced alongside building the Service First and Cultural Engagement pathways described above. And, in line with the clear lessons from the Adelaide Zero Project to date, robust and real time data must drive all decision making and continuous improvement of the pathways proposed.

A range of options is set out in this report in relation to the structure, governance and coordination of each of the pathways described. Government investment will be needed to activate the pathways and the overall Cultural Engagement Framework. Such investment is needed immediately and in an ongoing way. This investment must recognise, support and build Aboriginal community capacity and cultural capability in addressing the issues associated with Aboriginal mobility. It should also explicitly build a stronger and larger Aboriginal health and human services workforce.

There are no silver bullets or single program responses that can be rolled out here. There is, however, clear need and appetite for investment in Aboriginal community-led responses and organisations to ensure the principle of 'nothing about us without us' is upheld. Such approaches will help to break down some of the racism many people in the Park Lands feel and experience every day, so that everyone shares in community wellbeing and inclusion. Pleasingly, as was clear from the consultations undertaken for this project, there is significant desire on the part of the staff of government agencies and community service organisations to walk alongside Aboriginal people and Aboriginal Community Controlled Organisations in the task of meeting the needs associated with Aboriginal mobility.

The authors of this report are sincerely grateful to Commissioner for Aboriginal Engagement Roger Thomas and Ms Olive Bennell, Head of Homelessness Services Anglicare SA, the co-chairs of the Senior Aboriginal Homelessness Reference Group (SAHRG) that led the development of this project, as well as to everyone who was able to take the time to share their insights with us during what has been a difficult period. This report sets out, frankly, what is and isn't working. The descriptions of what isn't working should not be taken as criticism of staff, service providers or agencies (whether government or non-government) who are clearly doing their best to deal with complex issues in a challenging environment. We hope that the report is a helpful contribution to the ongoing efforts of many to improve understanding of and responses for Aboriginal people sleeping out in the Park Lands of the City of Adelaide, and contexts/places beyond.



## Summary of finding and recommendations

The below sets out the key findings and recommendations as well as the range of specific systemic and service level recommendations for strengthening and creating the various pathways outlined in the proposed Cultural Engagement Framework. Further information about each of the findings and recommendations is provided in later sections of this report.

Findings			
1) Self-determination and consultation key		6) A national issue with a local response	
2) No clear understanding of the problem		7) System-level service coordination needed	
3) Too little known		8) Greater access to culturally appropriate housing	
4) Recognise complexity in responses		9) Further alcohol restrictions, not the solution	
5) Government collaboration and investment essential		10) Recognise current Park Lands use	
Key recommendations			
1) Adopt a Cultural Engagement Framework		2) Drive implementation through an action plan	
Systemic recommendations	Who	Service recommendations	Who
1) Develop a Cultural Engagement Protocol	Various	1) Urgently improve Park Lands amenity	City of Adelaide
2) Establish an Aboriginal Mobility List	Various	2) Increase the return to country service budget and introduce fees	SA Government
3) Over time, alliances should establish a state-wide Aboriginal Mobility List	SA Housing Authority/alliances	3) Drug and Alcohol Services South Australia review to consider integration options	Drug and Alcohol Services South Australia
4) Consider the Inner City Service Coordination Network report	Various	4) Consider decriminalising public drunkenness	SA Government
5) Fund an Aboriginal Mobility Coordinator	AARD/City of Adelaide	5) Fund more Aboriginal health workers	Central Adelaide Local Health Network
6) Utilise the Care Coordination Group	Various	6) Hold an arts and mobility forum	AARD/Arts SA
Systemic recommendations	Who	Service recommendations	Who
7) Create an Aboriginal Mobility Community of Practice	Various	7) Pursue tenancy reform to support more culturally appropriate housing	SA Government

8) Use data to improve coordination with remote health services	Aboriginal Mobility Community of Practice/Data and Evaluation Working Group	8) Invest in safe spaces and transitional accommodation options	SA Government
9) Consideration of data ownership required	Aboriginal Mobility Community of Practice	9) Support small scale innovations to enable more culturally appropriate housing	SA Housing Authority
10) Improve data practices on deaths and consent	Aboriginal Mobility Community of Practice	10) Use data to inform <i>Aboriginal Housing Strategy</i> investments	SA Housing Authority
11) Document an Outreach Coordination Framework	Aboriginal Mobility Community of Practice and Inner City Community of Practice	11) Grow the Aboriginal Controlled community housing sector	SA Housing Authority
12) Establish a Cultural Engagement Outreach Coordinator and fund	Various	12) Enhance flexibility and service coordination with Aboriginal hostels	Various
13) Create an Aboriginal Mobility and Homelessness Workforce Group	Various	13) Trial allowing sleeping out in the Park Lands	City of Adelaide
14) Enable coordinated and shared training	Various		
15) Establish an Aboriginal mobility research scholarship	SA Housing Authority		

## Introduction

Indigenous populations across the world are increasingly becoming urbanised (ABS 2017; Synder and Wilson 2015) and this is associated with increasing mobility between urban, regional and rural areas, and within such areas. Mobility has two facets, that which arises out of cultural and social organisation and that which can be seen as 'itinerant' (Birdsall-Jones and Shaw 2008). Indigenous mobility often results in what the non-Indigenous worldview would see as homelessness. Research indicates that such mobility raises a number of issues impacting on individual, family and community wellbeing, creating challenges for adequate service provision and access (Synder and Wilson 2015).

Aboriginal people sleeping in the Park Lands of the inner city of Adelaide has been identified as a 'problem' for quite some time. A number of suggestions about how to provide a better service response to Aboriginal visitors to Adelaide who sleep out or sleep rough have been made, however, there is limited knowledge across the sector about which community groups are represented among the remote visitors, their reasons for traveling to Adelaide, as well as their immediate and long-term needs. Without such information it is difficult to provide solutions that respect the rights of all in the community, both at a point in time and over time.

The need for culturally appropriate service responses has been identified in both service reviews conducted by the Institute of Global Homelessness (IGH) on behalf of the Adelaide Zero Project, first with Dame Louise Casey and Dr Nonie Brennan's review (Casey and Brennan 2019) and second with the review undertaken by Dr Nonie Brennan as part of the Thinkers in Residence program (Rowley et al. 2020). In her report Dr Brennan outlined how Aboriginal people are over-represented as actively homeless on the By-Name List and 'Adelaide needs an urgent response to eradicate barriers that exist throughout the housing and homelessness system which impact on the outcomes for Aboriginal people' (Rowley et al. 2020, 8). Further, she stated 'Adelaide has a transient population of people from remote Aboriginal communities who stay in the inner-city on a temporary basis', and, 'Thinking about housing in a non-traditional sense has the opportunity to create sustainable housing outcomes for all people on the By-Name List, including those who identify as Aboriginal...[by] developing culturally appropriate responses to Aboriginal mobility' (p. 9). Casey and Brennan's report (2019, 4 & 9) also raised these points, identifying that 'urgent integration of culturally appropriate responses for Aboriginal people sleeping rough' are needed and 'as part of AZP urgent work is required to better integrate a culturally appropriate response for Aboriginal people who are sleeping rough, as well as meet the cultural needs of those who are vulnerable visitors to the inner city Park Lands.'

Such realities and expert observations provide a clear mandate for refocused attention and action on remote visitors, homelessness and mobility. Moreover, there is a further mandate for this work given the ongoing commitment of the City of Adelaide, who funded this work, as well as the high level support of the Commissioner for Aboriginal Engagement.

### Project method

As noted, this project set out to see what advances could be made in addressing Aboriginal people visiting and sleeping out in the Adelaide Park Lands. To understand the issues and provide insight into developing culturally appropriate responses to this group consultation and engagement was conducted through a series of workshops and one on one interviews with a broad range of service providers and their staff. As part of the series of workshops we held a workshop specifically with the small number of front line Aboriginal workers in the homelessness and interfacing sectors, which was illuminating in terms of the specific concerns they hold and challenges they face.

## Aboriginal mobility and rough sleeping homelessness

### Defining Indigenous homelessness

Internationally there is no standard definition of homelessness and definitions reflect differing interests and varying purposes. As outlined in Murphy and Tobin (2013), based on the work of Burt et al. (2001):

From the perspective of immediate action, definitions identify who is eligible to receive whatever assistance is available specifically for homeless people. From a research perspective, definitions identify who should be counted and described. And from a policy perspective, definitions identify who should be planned for and what policies will be most relevant to the type of assistance needed.

In Australia definitions of homelessness tend to relate to data collection processes and two main definitions are used: that of the Australian Bureau of Statistics and also the Specialist Homelessness Services Collection, which relates to people who access and utilise homelessness services. Both these data collections provide estimates of the number of people homeless and the circumstances of their homelessness.

Globally homelessness is disproportionately experienced by Indigenous peoples and this reality is no different for Australia (Allen and Clarke Policy and Regulatory Specialists Ltd 2018; Anderson and Collins 2014). While Aboriginal people are over-represented in urban homelessness as measured by conventional definitions of homelessness, defining 'homelessness' in Indigenous populations poses difficulties because of the cultural meanings of 'house', 'home', 'place' (i.e., the concept of 'usual place of residence' per the Census is challenging) and the term 'homelessness' itself (Memmott 2015; Zufferey and Parkes 2019).

In Canada there is a specific definition of homelessness for Indigenous communities (Thistle 2017, 6):

Indigenous homelessness is a human condition that describes First Nations, Métis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include: individuals, families and communities isolated from their relationships to land, water, place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally or physically reconnect with their Indigeneity or lost relationships (Aboriginal Standing Committee on Housing and Homelessness, 2012).

This definition intersects with the four typologies of homelessness in the Canadian Definition of Homelessness: unsheltered, emergency sheltered, provisionally accommodated and at risk of homelessness. The definition is further considered in line with 12 dimensions articulated by Indigenous people across Canada (presented in Table 1).

In considering this comprehensive definition, however, it is notable that in a recent meeting of Indigenous peoples in Canada there was still dispute over the relevance of the definitions outlined above and in Table 1. While some people felt these articulations to be informative and 'an important educational tool for non-Indigenous people to learn about the ways that Indigenous people experience homelessness', such articulations of Indigenous homelessness were not thought to be practical and expressed a need for a definition that is 'functional' for Indigenous communities (Canadian Observatory on Homelessness 2019, 18). Some participants at the meeting also took umbrage with the to the ideal of ending homelessness. This they felt again was a westernised approach and 'incompatible to an Indigenous worldview that encompasses a cycle for all things, rather than a linear or static end point.' (Canadian Observatory on Homelessness 2019, 4).

Table 1: Twelve dimensions of Indigenous homelessness articulated by Indigenous peoples across Canada

Type	Descriptor
<b>Historical displacement homelessness</b>	Indigenous communities and Nations made historically homeless after being displaced from pre-colonial Indigenous lands
<b>Contemporary geographic separation homelessness</b>	An Indigenous individual's or community's separation from Indigenous lands, after colonial control
<b>Spiritual disconnection homelessness</b>	An Indigenous individual's or community's separation from Indigenous world views or connection to the Creator or equivalent deity
<b>Mental disruption and loss homelessness</b>	Mental homelessness, described as an imbalance of mental faculties, experienced by Indigenous individuals and communities caused by colonization's entrenched social and economic marginalisation of Indigenous Peoples
<b>Cultural disintegration and loss homelessness</b>	Homelessness that totally dislocates or alienates Indigenous individuals and communities from their culture and from the relationship web of Indigenous society known as "All My Relations."
<b>Overcrowding homelessness</b>	The number of people per dwelling in urban and rural indigenous households that exceeds the national Canadian housing average, thus contributing to and creating unsafe, unhealthy and overcrowded living spaces, in turn causing homelessness
<b>Relocation and mobility homelessness</b>	Mobile Indigenous homeless people travelling over geographic distances between urban and rural spaces for access to work, health, education, recreation, legal and childcare services, to attend spiritual events and ceremonies, have access to affordable housing, and to see family, friends and community members.
<b>Going home homelessness</b>	An Indigenous individual or family who has grown up or lived outside their home community for a period of time, and on returning 'home' are often seen as outsiders, making them unable to secure a physical structure in which to live, due to federal, provincial, territorial or municipal bureaucratic barriers, uncooperative band or community councils, hostile community and kin members, lateral violence and cultural dislocation.
<b>Nowhere to go homelessness</b>	A complete lack of access to stable shelter, housing, accommodation, shelter services or relationships; literally having nowhere to go.
<b>Escaping or evading harm Homelessness</b>	Indigenous persons fleeing, leaving or vacating unstable, unsafe, unhealthy or overcrowded households or homes to obtain a measure of safety or to survive. Young people, women, and LGBTQ2S people are particularly vulnerable.
<b>Emergency crisis homelessness</b>	Natural disasters, large-scale environmental manipulation and acts of human mischief and destruction, along with bureaucratic red tape, combining to cause Indigenous people to lose their homes because the system is not ready or willing to cope with an immediate demand for housing
<b>Climate refugee homelessness</b>	Indigenous peoples whose lifestyle, subsistence patterns and food sources, relationship to animals, and connection to land and water have been greatly altered by drastic and cumulative weather shifts due to climate change. These shifts have made individuals and entire Indigenous communities homeless.

Source: Thistle 2017, 10-12.

In Australia Memmott et al. advanced understandings around Aboriginal homelessness significantly from the early 2000s, using the term 'public place dwellers' to describe Aboriginal people transient in urban areas. Their comprehensive review of existing literature and empirical research (Memmott et al. 2003a,

2003b) classified Aboriginal people 'living' in public spaces into several categories to assist understandings around why people congregate in urban spaces:

- short term, intermittent and temporary – people who experience 'temporary, intermittent and often cyclical patterns of homelessness due to transient and mobile lifestyles, living in temporary arrangements without secure tenure (e.g. staying with friends or relatives, living in squats, improvised dwellings or boarding houses and at times moving into parks and public places). These people do not have a strong sense of attachment to the urban public space and intend to return home.'
- medium term, voluntary – living in a public space becomes the norm and while they have a place of residence in a home community they do not know if and when they will return.
- long term, voluntary – people who live permanently a public place dwelling lifestyle. These people are isolated from their communities having severed ties.
- reluctant, necessitated by circumstances – this category covers two circumstances: those individuals who need to be in an urban area for access to services or supports like a hospital but have no access to stable accommodation; or they wish to return home but lack the means to get home (Memcott et al. 2003a, 2003b).

Notably, they also warned that such categorisation may influence and restrict the responses considered necessary to 'manage' such mobility and homelessness (from the non-Indigenous worldview).

In addition to those people categorised as 'public place dwellers' are those Aboriginal people who are *at risk of homelessness* who Memcott et al. identified as:

- living in insecure housing or substandard housing or crowded housing.
- 'dysfunctional mobile persons' who are in a state of 'continual or intermittent residential mobility including temporary residents (e.g., crisis accommodation) that is the result of personal and/or social problems (e.g., violence, alcohol, substance abuse, lack of safety or security in a social sense, personality or 'identity crisis', lack of emotional support and security.
- women and children escaping unsafe and unstable family circumstances.

The final identified category encompassed spiritual forms of homelessness; homelessness occurring because of:

- separation from traditional lands;
- separation from family and kinship groups; and/or,
- a crisis of personal identity wherein one's understanding or knowledge of how one relates to country, family and Aboriginal identity systems is confused. (Memcott et al. 2003).

Such categorisations of 'homelessness' and mobility must all be considered in the context of the history of settlement and its impact on Australia's First Nations Peoples. This fact is clearly articulated in terms of the Adelaide Park Lands by Browne-Yung et al. (2016: 7).

The importance of connections to cultural identity as part of the shared habitus of Aboriginal people was revealed in the significance of the city squares and Park Lands as Aboriginal places. The Adelaide Park Lands and city squares were created upon the Kaurua land of the Tandanyunga (place of the Red Kangaroo Dreaming) and hold special cultural significance for Aboriginal people (Hall 2004). From post-colonisation to the present day the public squares, Park Lands and adjacent cemetery have been frequented as meeting places to 'yarn' and to experience a connection with dispossessed land for Aboriginal people (Hall 2004): 'The Park Lands, I believe that's Aboriginal land. And they should be handed back over so we can build our housing on it...'



## Experiences of Aboriginal people in urban parks

As noted above there are few studies that capture the experiences of Aboriginal people who 'reside' in city parks. Appendix 3 sets out one case study of the feedback received through the consultation for this report. One recent example of such work is that of Martin et al. (2019) in Western Australia. To provide better outcomes for park dwelling Aboriginal people, Martin and colleagues conducted a participatory research project that gave voice to the people in parks – in Perth and in Fremantle. The areas studied have historical and current significance for the traditional custodians of these lands, the Noongar people.

This study identified not only the lack of voice of the Aboriginal people but also the lack of voice of the service providers with government:

Although there was general consensus among service providers about the reasons for people being in both the Perth and Fremantle parks, both Aboriginal and non-Aboriginal agencies reported that their knowledge was not considered credible evidence by policy makers and funders. Furthermore, these agencies asserted that academic research stood a greater chance of being categorized as legitimate. (p. 162).

Methodologically data was collected by teams of 2-3 outreach workers, both Aboriginal and non-Aboriginal and the interview schedule was co-designed. The topics covered were: how people came to be in the parks, housing and homelessness, safety, health and wellbeing, how time was spent while in the parks and messages for other people about life in the parks. Opinions were also sought about their knowledge and experiences of a particular service that was being evaluated at the time of the study. The interview approach was described by the researchers as conversational, relying on 'yarning'. Participants were offered gift vouchers. Both the academic researchers and the outreach workers analysed and interpreted the data collected.

Overall, the study concluded:

Participants experienced disconnection from kin and country, serious risk to personal safety, homelessness, and problematic health; all related to, and intersecting with, time spent in the parks. The participants' narratives highlight the enduring impacts of colonization, dispossession, and racism. These lived experiences are situated within contexts of rising moral panic from politicians, residents and mass media, and siloed policy and service delivery responses.

Such observations have strong resonance with the findings in this research, as will be shown throughout the rest of this report and in the recommendations developed.

## Addressing the prevalence of vulnerable Aboriginal people in public spaces in the city

In Australia explorations of how to respond from a national perspective reaches back to at least to the start of this century with Memmott and colleagues conducting a *National Analysis of Strategies Used to Respond to Indigenous Itinerants and Public Place Dwellers* for the Commonwealth's *National Homelessness Strategy* in 2003 (Memmott et al. 2003a). In this study they reviewed a wide range of strategies and responses targeted specifically at Aboriginal people:

- combined legislative and police approaches.
- patrols and outreach services.
- diversionary strategies.
- addressing anti-social behaviour.
- philosophies and methods of client interaction and social development.
- alcohol strategies.
- regional strategies.
- accommodation options.

- dedicated service centres and gathering places.
- the physical design of public spaces.
- education strategies.
- Phone-in Services.
- Skills and Training for those Working with Indigenous Public Place Dwellers.
- Partnerships.
- Holistic Approaches.

From this study, they concluded that:

Above all, those designing response strategies for Indigenous homelessness and public place dwelling situations should be guided by local analysis and a thorough consultation with all stakeholder groups. ...Finding an approach to Indigenous public place dwelling that respects the human rights of all those who use public places necessitates a careful balance between the reactive and proactive approaches. Too often in the past, some local authorities and police have emphasised the reactive approach and ignored the proactive approach. The end result needs to be a 'win-win', not a 'lose-lose' (2003a, 71).

There are lessons in Memmott's work for understanding Aboriginal people 'living' in Adelaide's Park Lands. We see from such work a multifaceted approach is required, including short and long term actions to address people's immediate needs and broader/systemic issues. Moreover, as Memmott indicates, in any approach it must be acknowledged that Aboriginal people may not necessarily be looking for a home in the urban area in a 'conventional' non-Indigenous worldview sense:

For those who have abandoned mainstream housing options and connected themselves and their daily activities to certain public spaces, the condition of being homelessness is about having no control over, or legitimacy in, the places they have chosen to call home.

Approaches, which fail to recognise that these public place dwellers do not want to be readily reintegrated into the mainstream, can have little real success in improving their quality of life. (Memmott et al. 2003a, iii).

Approaches such as 'reactive policing' – moving people on from sleeping rough, usually as a direct response to 'sustained objections by residents, businesses, and politicians about the perceived disruptive behaviours and impact on community and business' (Martin et al. 2019, 159) – while often the default response to Aboriginal homelessness does not deal with the complexity of issues at play. Nor does it recognise cultural norms and practices. It also often compounds the issues that rough sleepers face – poor health, social exclusion and racism, with impacts on social and cultural wellbeing.

In Adelaide efforts to support Aboriginal mobility and reduce Aboriginal homelessness in public places has generally been through program responses. Beck and Shard (2010) acknowledge these approaches have not necessarily been successful in 'addressing the complexities and sensitivities surrounding this population' and therefore appropriately addressing the needs of groups of Aboriginal people 'living' in public places. The establishment of an *Aboriginal Community Leadership and Engagement Strategy* over a decade ago was hoped to influence greater progress by connecting service providers to Aboriginal community leaders, advisors or person of cultural authority and influences. The key elements of the Strategy as outlined by Beck and Shard (2010, p 26) were:

- to improve profiling of individuals and their circumstances to enable a more holistic, personalised service response;
- collaborative case management;
- development of protocols for language groups, to be developed by people from the language groups themselves; and,
- development of information sharing protocols and client consent to be obtained.

Clearly, however, such efforts have not resulted in the desired outcomes, raising questions about why, how we can do better, what we know about what people want, who is accountable and how outcomes can be sustained that ensure cultural respect and support positive life and wellbeing outcomes.

Item 10.2 - Attachment B

## Key findings

The research undertaken for this project resulted in a significant insights and findings which we have grouped together under the following themes. The recommendations outlined in this report are drawn from these findings, woven together with consideration of the academic and practice evidence considered.

### Self-determination and consultation key

The loudest message heard in this project is that Aboriginal people, workers in the sector and Aboriginal Controlled Community Organisations need to be central to any efforts to better meet the needs of mobile/visiting Aboriginal populations. The challenge recognised here is that this requires capacity and resources and that there needs to be support for Aboriginal people and organisations to participate in policy conversations, service coordination and cultural outreach. Such opportunities are often not present or obvious.

Additionally, there also needs to be greater support for Aboriginal workers in the sector, and for bolstered efforts to grow the Aboriginal workforce in the homelessness and housing sectors in particular. Alongside this, attention must be given to increasing partnerships and connections between Aboriginal workers within the housing and homelessness sectors (as the workers/agencies/sectors often supporting people gathering and/or sleeping in the Park Lands), other sectors supporting their social and cultural needs (i.e. the health, mental health, drug and alcohol services, for example) and the sectors 'dealing' with community concerns about people in the Park Lands such as justice, corrections and local government.

### No clear understanding of the problem

There are diverse views on what the actual problem is. All stakeholders agreed that there are frequently groups of Aboriginal people who sleep out in the Adelaide Park Lands who are highly vulnerable and need culturally appropriate, coordinated government services – of which housing and homelessness services form only a part (albeit a significant part).

### Too little known

There is simply not enough known about the needs of Aboriginal people visiting or sleeping rough in the Park Lands. As such more and better data collection efforts are required on the needs of people gathering in the Park Lands particularly in the context of personal and cultural safety. The pre-screening/common assessment tool used by the Adelaide Zero Project (the VI-SPDAT; Vulnerability Index – Service Prioritisation Decision Assistance Tool) provides a way to do this, but improvements to ensure its use is culturally appropriate are required.

Importantly, data collected on the needs of Aboriginal people who are visiting Adelaide/mobile needs to be collected in a dynamic way, i.e., there shouldn't just be a round of reforms and efforts now, based on what a one off deep dive into the data tells us, but rather an ongoing effort to continue to respond to the changing needs of Aboriginal people visiting the City of Adelaide. We know the group changes in size and composition, frequently, seasonally and around the time of significant cultural events. System and service responses need to understand such changes dynamically and be able to respond flexibly and quickly, and preferably in advance where data and evidence suggests emerging/changing needs.

### Recognise complexity in responses

Aboriginal mobility and homelessness are complex social problems, which have no simple linear solution. There are no silver bullets or single program responses that will solve the many problems that drive the service needs of mobile Aboriginal groups. Given the many reasons for mobility and the often complex needs of people gathering and sleeping out in the Park Lands (health-related needs for example), systemic and service responses need to be developed to recognise and match complexity. (These two categories of response are used to group the recommendations developed from this research).

### Government collaboration and investment essential

There was broad recognition that no one agency, part or level of government can address the issues alone. It is only through each agency taking responsibility for their part of the challenges being experienced in the Park Lands that positive and sustainable changes can be made.

There is also recognition that new government investment is needed in both service coordination and the services responses/capacities required (i.e. the service offerings needed and ability to meet fluctuation in demands). Investments in these service requirements must be driven by data about exactly what people's needs are and how effective any current and future interventions are in addressing those needs, both at a point in time and over time.

### A national issue, with a local focus

The issue of Aboriginal mobility is not just something that affects the City of Adelaide. It is genuinely a state-wide issue. It is also a national (cross-borders) issue. That said, there seemed to be a recognition that given the complexity of Aboriginal mobility/homelessness, the impending development of a *South Australian Aboriginal Housing Strategy* and the evolving nature of the state-wide homelessness alliances being established by the SA Housing Authority, the focus of activity around mobility should initially be on the inner city. This focus can be expanded over time.

### System-level service coordination need

There is a need for better coordination of services provided or needed to support people sleeping out in the Park Lands. Such services must include culturally appropriate outreach, alongside housing and health services, the provision of basic public amenities (like gardening, rubbish collection) and other services/responses as expressed by people visiting in the Park Lands. There are many services that are trying to do their best in a service system that is at best uncoordinated and at worst broken. This is having an impact on the effectiveness of the services, and in some cases is having consequences in terms of workload, safety, staff morale, burnout and turnover, including for the Aboriginal Sobriety Group's Mobile Assistance Patrol (transport service), the City of Adelaide's Park Lands workers, the Street to Home outreach workers, South Australia Police, the Central Adelaide Health Network Hospital Avoidance Team, the Sobering Up Unit and others.

### Greater access to culturally appropriate housing

There is no doubt that one of the biggest contributors to Aboriginal people sleeping rough in the Park Lands is a lack of access to culturally appropriate housing. There is a need for a range of different housing and shelter options for Aboriginal people visiting Adelaide generally, and for people sleeping in the Park Lands in particular. Not enough is currently known about the precise housing needs of every person, particularly what is working and what is needed. We know there are many people that are seeking housing and support but can't access it. We also know that there are many who have access to housing but have struggled to sustain it. And, finally we know there are people sleeping in the Park Lands who do not want housing but need access to culturally appropriate temporary shelter or shelter-like services whilst visiting – and can't access it. Overcrowding in existing tenancies is the biggest issue that leads to Aboriginal people being evicted and then sleeping rough. The SA Housing Authority have recently established a Wali Wiru team to support the success of remote visitor tenancies and this team is widely respected and felt to be doing a good job in what are seen as trying circumstances, mostly because they simply don't have access to housing, shelter or transitional accommodation that is culturally appropriate.

### Further alcohol restrictions, not the solution

It is generally recognised that one of the many reasons that Aboriginal people visit the Adelaide Park Lands is because the alcohol regulations are not as restrictive as in other places, particularly as is the case now in many communities in the Northern Territory. The Liquor Licencing Commission and South Australia Police do their best to manage this situation, but the reality is we are never going to make the alcohol restrictions

in South Australia as strict as they are in the Northern Territory. It is accepted by most stakeholders that heavy handed and/or discriminatory alcohol restrictions do not address the issues people staying in the Park Lands have. Such restrictions just move drinking related issues to other locations. Hence the need for a more systemic and proactive response.

#### Recognise current Park Lands use

Most stakeholders consulted agree that there needs to be an acceptance that varying levels of visiting and sleeping out in the Park Lands exists and this has been a part of Aboriginal culture for many generations. The challenge of mobility is more specifically what behaviours and environmental use is acceptable to different stakeholders – including various Aboriginal cultural groups, Aboriginal and non-Aboriginal residents and ratepayers in the City of Adelaide, as well as policy makers and frontline workers. The reality is there are groups of people who sleep in the Park Lands every night. To 'stop' this would need draconian and/or discriminatory action that would not have broad community support, nor meet the international obligations set out in the *United Nations Declaration on the Rights of Indigenous Peoples* – to which Australia is a signatory. There is therefore no agreement on what should be done; a situation that many stakeholders reminded us has been the case for some time. Hence there is a need for a level of acceptance of sleeping out and social and cultural uses of the Park Lands. Such uses of the Park Lands need to be supported through an agreed multiagency/multidisciplinary framework for meeting service needs and seeking to address the layers of systemic issues Aboriginal people face, in a long-term, evidence-driven way.



## Recommendations

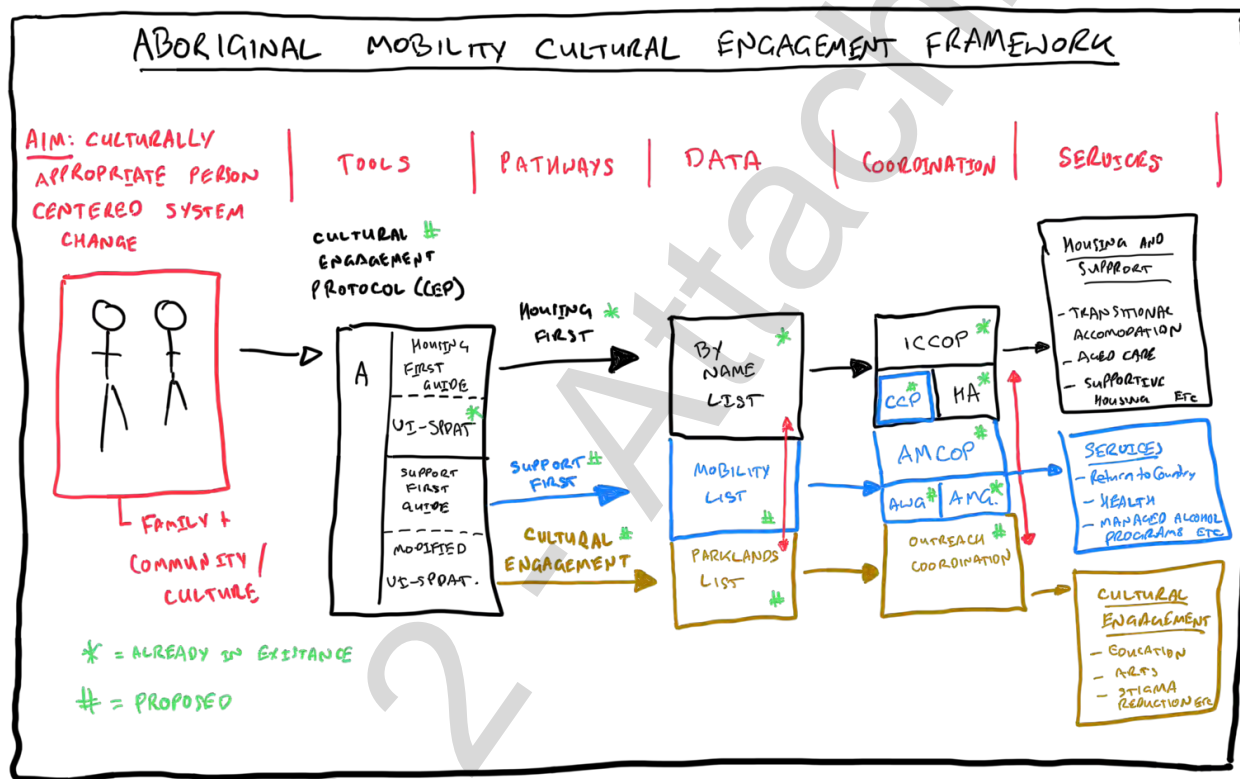
The following recommendations are drawn from conversations with key stakeholders and are a reflection on that expertise as expressed throughout the above findings, added to by the lessons drawn from the literature in the background section to this report.

### Key recommendations

#### Adopt a Cultural Engagement Framework

The following Aboriginal Mobility Cultural Engagement Framework (AMCEF) (Figure 1) should be adopted to support the culturally appropriate person-centred system change required to make meaningful progress in addressing the multiple issues being seen and experienced in the Park Lands as a result of Aboriginal mobility.

Figure 1: Aboriginal Mobility Cultural Engagement Framework (AMCEF)



Source: Authors in collaboration with stakeholders, December 2020.

#### Drive implementation through an action plan

In considering this report, it is recommended that the City of Adelaide and the State Government, through the Aboriginal Affairs and Reconciliation Division, lead a collaborative, whole-of-government effort to develop a joint Aboriginal Mobility and Park Lands Action Plan. Such a plan should consider the following recommendations, agree actions, next steps and implement the above Cultural Engagement Framework.

### Systemic recommendations

#### Develop a Cultural Engagement Protocol

A Cultural Engagement Protocol needs to be developed to improve the data collected in relation to Aboriginal mobility in the inner city, which over time could be expanded for use in other areas. The Cultural Engagement Protocol could be used by any government agency or service provider, including outreach

services, and would start with a simple question, what do you need to be safe and well? The information garnered in the Cultural Engagement Protocol (within the Cultural Engagement Framework) would enable decisions to be made about what level of engagement or service response is needed, if any. It would apply to people with different needs in the following ways:

- For those seeking housing – there needs to be a Housing First guide (as part of the cultural engagement protocol) to ensure the VI-SPDAT is used in a culturally appropriate way.
- For those in need of services – a Support First guide and a modified/cut down VI-SPDAT needs to be developed to enable the collection of information on the needs of this group systematically and in real time. Something that does not currently occur.
- For those not in need of services or housing – there may be a need for some level of cultural engagement. What this looks like and what level of data collection should occur for this pathway requires to be the subject of further consultation and design directed by Aboriginal people.

Further information about the VI-SPDAT or Vulnerability Index – Service Prioritisation Decision Assistance Tool and how it is used to collect (limited) data specific to remote visitors is provided in Appendix 2, alongside useful information about efforts in Canada to improve the cultural appropriateness of the tool.

#### Establish an Aboriginal Mobility List

An Aboriginal Mobility List should be created to enable triage of services to those most vulnerable; to improve service coordination; and to drive service integration and system planning. Just as the By-Name List does for those people sleeping rough in the inner city seeking housing, the mobility list should be founded on a similar tool suited to capturing the needs of those who don't seek housing, but who require other supports. An Aboriginal Mobility List can relatively easily be nested within the Adelaide Zero Project's By-Name List, and utilise its existing data infrastructure, consent policies and data quality assurance processes. The benefits of establishing an Aboriginal Mobility List are that rather than having responses driven by either no data or static, aggregated and often nameless data, responses can be informed by comprehensive, real time, individual, family and/or community-level data that can be used for improved problem solving, service integration and system planning/advocacy.

#### Over time, alliances should establish a state-wide Aboriginal Mobility List

Establishing a list focused not just on the inner city, as is the case for the Adelaide Zero Project currently, but state-wide is both possible and desirable, but it will take time, commitment and resources. It is recommended that an Aboriginal Mobility List be created for the City of Adelaide to start with, and over time, as it demonstrates its value and utility, and as the new homelessness alliances are formed (as part of the current homelessness sector reform process), stakeholders can consider how the list can be expanded through the alliances for state-wide and cross-border (i.e., Aboriginal community-wide) reach and relevance.

#### Consider the Inner City Service Coordination Network report

In order to better meet the housing needs of Aboriginal people sleeping out in the Park Lands, the structures created through the Adelaide Zero Project need to be maintained throughout the period of transition to the new homelessness alliances (including through the alliances mobilisation phase). Further recommendations on this can be found in the Inner City Service Coordination Network Feasibility Study report (Pearson et al. 2021).

#### Fund an Aboriginal Mobility Coordinator

The Aboriginal Affairs and Reconciliation Division and the City of Adelaide should jointly fund a full time Aboriginal Mobility Coordinator to help lead the development of the Cultural Engagement Protocol and the Aboriginal Mobility List.

### Utilise the Care Coordination Group

Currently the Adelaide Zero Project has a Care Coordination Group whose role is to coordinate support for those on the By-Name List through case conferencing. The group currently meets fortnightly. It is recommended that this same group, which includes representatives of agencies from across government, meet weekly with a dedicated section on their targeted meeting agenda to case conference the support needs of Aboriginal people who are sleeping out, are seeking housing (and on the By-Name List), and those who are just seeking services (and on the Aboriginal Mobility List).

### Create an Aboriginal Mobility Community of Practice

From time to time the Park Lands Group has met to coordinate responses to issues of concern in the Park Lands, largely as a result of Aboriginal mobility issues. This forum has largely been reactive, with the frequency of meetings and intensity of their focus waxing and waning over time.

Modelled on the Adelaide Zero Project's Inner City Committee of Practice, we propose that the Park Lands Group should be transitioned to an Aboriginal Mobility Community of Practice with representation from a broad cross section of stakeholders, including the Aboriginal Mobility Coordinator. The Aboriginal Mobility Community of Practice should be primarily responsible for troubleshooting and addressing individual, family and community issues related to mobility, as well as the system challenges raised in and by the Adelaide Zero Project's Coordinated Care Group. The Aboriginal Mobility Community of Practice should be chaired by a senior Aboriginal public servant or community sector leader (or both, in a co-chairing arrangement).

### Use data to improve coordination with remote health services

A lack of access to healthcare in remote Aboriginal communities is often a driver of Aboriginal mobility, and that of supporting family and community members. Some of these needs are well understood, such as the need for dialysis in Adelaide, while others are not. The proposed Aboriginal Mobility Community of Practice and the Adelaide Zero Project's Data and Evaluation Working Group should analyse the data from the By-Name List and the Aboriginal Mobility List once established, to better understand and advocate for identified health-related needs to be better met. These findings should be used to improve coordination and planning with remote health services in a targeted way.

### Consideration of data ownership required

Further consideration must be given to the governance of data within the confines of the Cultural Engagement Framework to ensure cultural ownership. This was identified as an issue throughout the consultations for this project, but sufficient consideration of options was beyond the scope of this project. Consideration of this important governance process should be led by Aboriginal members of the proposed Aboriginal Mobility Community of Practice.

### Improve data practices on deaths and consent

The Adelaide Zero Project needs to review its consent and data management practices to improve their cultural appropriateness. In relation to data management specifically, a mechanism should be put in place to remove the names of deceased Aboriginal persons from the Advance to Zero Database where the Adelaide Zero Project By-Name List is housed. Front line Aboriginal workers must be consulted and involved in this process, with respect for cultural obligations and sensitivities.

### Document an Outreach Coordination Framework

Significant efforts have been made to improve the coordination of outreach services in recent times. Such efforts must be better documented in an agreed framework and shared broadly among inner city services interfacing with Aboriginal people who are rough sleeping or sleeping out. The framework should be 'owned' by the Aboriginal Mobility Community of Practice and the Adelaide Zero Project Inner City Community of Practice and reviewed regularly. This recommendation is the same proposal as put forward in the Inner-City Services Network report (Pearson 2021, recommendation 11, finding 21). This framework should consider how to:

- support Aboriginal people's desires for engagement in language. Groups of staff from various agencies coordinating their outreach and doing it at the same time ensures a greater chance of engagement in language, as well as a range of other benefits.
- minimise risks to staff engaging in outreach in the Park Lands is important, and cannot be compromised. At the same time risk should not be a barrier to the provision of services for highly vulnerable people. Coordinated outreach is important to bridge these competing priorities, because it enables a sharing and minimisation of risk through multi-service and multi-disciplinary outreach.
- maximise the use of the proposed higher amenity locations in the Park Lands as a consistent and logical place for joint outreach, including the delivery of clinical outreach.
- influence the alliance models, especially the Southern Metro Alliance (which covers the City of Adelaide), to ensure that outreach is the dominant mode of service delivery aimed at supporting Aboriginal people in the Park Lands. This approach will ensure people are met where they are at, rather than expecting people to navigate the system and service locations (i.e., visiting physical premises).

#### Establish a Cultural Engagement Outreach Coordinator and fund

The Aboriginal Affairs and Reconciliation Division and/or the SA Housing Authority should hire an Aboriginal Cultural Engagement Outreach Coordinator to support the operational roll out of elements of the Cultural Engagement Framework. This person should be based out of one of the existing outreach services to support maximum operational coordination. Key functions of the role should be to support the creation of the cultural engagement pathway and support the culturally appropriate development, implementation and operations of the outreach coordination framework.

Creating the cultural engagement pathway could potentially involve the Cultural Engagement Outreach Coordinator bringing together Kurna Elders to set expectations of behaviour on Kurna Land or engaging groups like the Iwiri Aboriginal Corporation to engage with people from the APY Lands, for example. A diversity of cultural engagement responses will be needed to match the diversity of the cultural groups visiting the Park Lands.

A Cultural Engagement Outreach Fund should be established to enable the Cultural Engagement Outreach Coordinator to trial such approaches, but importantly to remunerate Kurna Elders or organisations like the Iwiri Aboriginal Corporation for their time. Such a fund could be established with relatively modest contributions from any or all of the following agencies: SA Housing Authority, Aboriginal Affairs and Reconciliation Division, Drug and Alcohol Services South Australia, Central Adelaide Local Health Network and the City of Adelaide.

#### Create an Aboriginal Mobility and Homelessness Workforce Group

Focussed consideration must be given to Aboriginal workforce capacity in the further development, implementation and sustainment of the Cultural Engagement Framework response as evolved from this project.

Our engagement with the relatively small number of Aboriginal workers interfacing with the Aboriginal mobility issue in the Park Lands specifically, and homelessness generally, identified a range of difficulties they face every day in working with highly vulnerable Aboriginal people. These difficulties were exacerbated when the cultural context in which this work was occurring was not understood or sufficiently supported by their employers, or both.

It is recommended that an Aboriginal Mobility and Homelessness Workforce Group (of Aboriginal workers only) be created to provide a space for peer-to-peer support, sharing of best practice, and to develop advice and recommendations on ways to grow and better support the Aboriginal workforce within the housing, homelessness and other related sectors.

### Enable coordinated and shared training

Training was consistently raised by workers as something they wanted and needed in relation to the use of the VI-SPDAT generally, but also using it in a culturally appropriate way. The Aboriginal Mobility Community of Practice should establish and maintain a training register, including but not limited to, agencies and staff that have been trained in the use of the VI-SPDAT and the Cultural Engagement Protocol once developed. Key agencies involved in inner city service provision should also consider how they can strengthen access to training for their staff in relation to the VI-SPDAT specifically, but also the intent of the various service coordination forums and the overall system change approach being attempted through the Adelaide Zero Project and the Aboriginal Mobility Cultural Engagement Framework.

### Establish an Aboriginal mobility research scholarship

There is a lack of understanding and focus on the issues of Aboriginal mobility as well as a need to better support the career development of Aboriginal students and workers with an interest in these matters. The SA Housing Authority and one or more of the state's universities should provide a scholarship or scholarships for Aboriginal students to do a PhD or postgraduate research on the issue of Aboriginal mobility and rough sleeping homelessness.

## Service recommendations

### Urgently improve Park Lands amenity

The City of Adelaide needs to urgently improve the basic amenities available in the places where Aboriginal people regularly congregate in the Park Lands to ensure they are both safe and sanitary. Such basic amenities should include: toilets, running water, bins, watered grass, access to electricity and fire pits. These are all amenities that are available to other users of the Park Lands and in the case of fire pits in the city for other, generally, non-Aboriginal uses. (The image on the front page of this report serves as a reminder of the importance of fire pits, to minimise the risk of bushfire in the Park Lands, particularly in the warmer months in Adelaide).

### Increase the return to country service budget and introduce fees

The State Government should increase the return to country service's budget, but also consider introducing a user pays component/contribution towards service costs. This could be enacted by using the Centrepay deductions option available through Centrelink, as is done in the Northern Territory. The increase in budget should also enable the return to country service to provide additional outreach to non-homelessness specific services such as health, child protection and corrections.

### Drug and Alcohol Services South Australia review should consider integration options

The review currently being undertaken by Drug and Alcohol Services South Australia should consider how the Sobering Up Unit can be better integrated with temporary and permanent housing options and how the Aboriginal Sobriety Group's Mobile Assistance Patrol service can be supported to broaden the focus of its transport service to provide more outreach and better integrate its service into the wider service system.

### Consider decriminalising public drunkenness

The New South Wales Government recently announced a \$16m investment to commence implementation of a health-based approach to public intoxication. This funding includes expanding Aboriginal Community Controlled Organisations capacity to provide a culturally safe response to both Aboriginal and non-Aboriginal people. The South Australian Government should consider a similar response.

### Fund more Aboriginal health workers

There was a consistent view that there is a need for more Aboriginal health workers conducting outreach in the Park Lands and that the coordination of this outreach would be significantly improved if the workers



were still employed by the Central Adelaide Health Network but seconded to a relevant inner city service provider conducting outreach.

#### Hold an arts and mobility forum

An arts, culture and Aboriginal mobility forum should be convened to ensure a proactive response to managing the service needs and issues (perceived and real) that arise from larger groups of Aboriginal people from remote communities visiting Adelaide for arts and cultural events. The Aboriginal Affairs and Reconciliation Division and/or Arts SA should support the chair(s) of the Aboriginal Mobility Community of Practice to host this event.

#### Pursue tenancy reform to support more culturally appropriate housing

There was evidence from stakeholders that current tenancy laws need review to ensure that they support understanding and provision of housing that meets the needs of Aboriginal people, including the cultural obligations placed on some people when family and community visit. A review of tenancy laws with both cultural appropriateness and prevention lenses may help address some of the challenges around overcrowding and who landlords should connect with when circumstances are becoming of concern, ultimately building understanding of people's housing needs, preserving tenancies and reducing the number of Aboriginal tenants appearing before the SA Civil and Administrative Tribunal.

#### Invest in safe spaces and transitional accommodation options

There is a need for a number of safe spaces that don't look like traditional housing, where Aboriginal people can gather, sleep and, at least in some of these spaces, drink. Such accommodation options need to be in a range of places across South Australia, and there is a need for some of these safe spaces to be established (over time) in the Park Lands or vicinity.

Multiple sites and options are needed because we know that there are multiple groups of Aboriginal people, from different communities, in Adelaide at any given time. There are models around the country that are working for such groups, including the Jimaylya Topsy Harry Centre (Mount Isa) and Yumba-Meta service (Townsville). Uniting Communities in Adelaide also runs the Kurlana Tampawardli 24-hour short-term crisis accommodation service at Hendon. As part of the *Aboriginal Housing Strategy* development the SA Housing Authority should consider investing in the establishment/expansion of services like these. Local agencies such as Anglicare and Baptist Care have also conducted significant consultation on potential adaptation of these models in South Australia which serve as resources to draw upon for further action/investment.

#### Support small scale innovations to enable more culturally appropriate housing

Similar to how the SA Housing Authority allocates ten houses a month for rough sleepers exiting the By-Name List process for the Adelaide Zero Project, the SA Housing Authority should similarly identify a set number of properties to support people who want housing and are staying in the Park Lands. These properties should be allocated on a prioritised basis through the Aboriginal Mobility Community of Practice/Coordinated Care Group.

To support increased capacity in culturally appropriate housing the SA Housing Authority should also consider establishing an innovation team to use continuous improvement methodologies (as are used within the Adelaide Zero Project) to trial small innovations that could have larger and lasting impacts. With improved data on why visitors are arriving, this innovation team could also inform more small tests of change involving the health system, which is often the driver of Aboriginal mobility/visiting.

#### Grow the Aboriginal Controlled community housing sector

The State Government needs to support the growth and development of the Aboriginal Controlled community housing sector in South Australia. The *Aboriginal Housing Strategy* should consider how best to do this.

### Use data to inform *Aboriginal Housing Strategy* investments

There remains a shortage of culturally appropriate housing. Data collected via the Adelaide Zero Project By-Name List and the proposed Aboriginal Mobility List can provide dynamic evidence of exactly what the housing needs of remote visitors and others sleeping in the Park Lands are, in near to real time and at different time points in the year (seasons, cultural events etc.). All relevant government agencies should consider how they can utilize this data to inform service planning and investment decisions, including the SA Housing Authority in the development of the state's *Aboriginal Housing Strategy*.

### Enhance flexibility and support coordination with Aboriginal hostels

It was identified that whilst there are a few Aboriginal Hostels in Adelaide, these accommodation options are often not taken up by remote Aboriginal visitors. There are a variety of reasons for this including strict policies in relation to drinking, smoking, etc., and because of high costs. With greater flexibility in the hostel service models, Aboriginal people, including remote visitors, might take up these opportunities, increasing the range of accommodation options available. Flexibility in the service models for hostels should therefore be considered alongside better connection to the wrap around supports people may need, with these supports determined and coordinated through the case conferring/system coordination elements of the proposed Aboriginal Mobility Community of Practice. A voucher scheme could also be trialed to make these hostels more affordable for Aboriginal people visiting from remote communities, although only where they are deemed an appropriate option and based on the advice of the Aboriginal Mobility Community of Practice.

### Trial allowing sleeping out in the Park Lands

Most stakeholders consulted for this project felt a strong need for community (and system) acceptance of a level of visiting, gathering and sleeping out in Adelaide's Park Lands. Such practices ebb and flow depending on a range of events, climatic conditions and other factors. They have been part of Aboriginal culture for many generations. The challenge here, of course, is ensuing people in the Park Lands meet local Aboriginal peoples' expectations, as well as general community, council and police expectations in terms of acceptable behaviours. Given this, the City of Adelaide should consider, over time, changes to their current by-laws to enable sleeping in the Park Lands.

As noted throughout this report, people sleeping out in the Park Lands must also be supported with rapid connection to housing where that is sought, coordinated access to support and via the provision of cultural engagement services where someone does not want/need either housing or support responses. The City of Adelaide cannot act alone here. A collective and coordinated response is required to support positive outcomes for individuals, groups and the community. Any proposed changes to Council by-laws should therefore happen in a staged way. Changes could initially be trialed in relation to meeting the needs of remote visitors during key arts and cultural events, and certainly only once the other recommendations about support coordination have been established.

This recommendation needs cross-government and cross-sector collaboration. The City of Adelaide independently moving to allow (under certain conditions) sleeping out in the Park Lands without a well-functioning system of support coordination for responding to the needs of the highly vulnerable people would simply not be appropriate. Changes to current approaches by either the City of Adelaide or the various State Government agencies involved needs to be done in a joined-up way. The proposed joint Council and State Government Aboriginal Mobility and Park Lands Action Plan provides a mechanism for this.

## Conclusion

Establishing the means for a greater understanding of the groups of Aboriginal people who congregate in the Park Lands, why they are there, for how long and what they need to be safe and well were the major objectives of this project. Mobility has been a way of life for literally thousands of years for Aboriginal



people. The issues here are lack of understanding of cultural norms, traditional cultural practices and the needs of Aboriginal people visiting on Kurna Lands, including the need for basic amenities and infrastructure, which could otherwise be seen as basic human rights.

The rapid review of the specific evidence on Aboriginal people sleeping out in urban parks finds a range of issues related to defining and understanding their needs, recognising that mobility and transience in living circumstances is part of culture and community. It also finds that past efforts have not provided or sustained positive outcomes for Aboriginal people. To learn these lessons, it is clear that we need a better understanding of the needs of people gathering and sleeping in the Park Lands. Core questions to be answered here are: why do people come to Adelaide? Why do they gather and sleep out in the Park Lands? What short and long term supports (including infrastructure) are needed while people are visiting on Kurna Land? Tools such as a more culturally appropriate VI-SPDAT in the form of the proposed Cultural Engagement Protocol provides a means for garnering greater insights into needs and for ultimately providing robust data to support meaningful outcomes for Aboriginal people and communities. These need to be developed and considered alongside tools being used elsewhere in similar situations, such as those being used by the Racial Equity Network in the US and the Indigenous Data Network in Melbourne (see Appendix 1)

As noted throughout this report, if Aboriginal mobility is understood in a housing, services and cultural context, then a housing pathway is not always the answer to the 'problem' of Aboriginal mobility/homelessness in Adelaide's Park Lands. A much more sophisticated and nuanced approach is needed to support people gathering and sleeping out in the Park Lands. The status quo will continue to result in an unacceptable number of premature deaths in the Park Lands each year. This should never be acceptable and should be evidence alone of the need for urgent action to make positive changes. We all have a role to play in the solutions – federal, state and local governments, service providers, specialist homelessness services, the Aboriginal and non-Aboriginal community – it is about our willingness to come together again, to prioritise this work, to commit the resources needed to recognise our duty to provide decent life and living conditions for all citizens.

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## Appendices

### Appendix 1: Indigenous Data Network

The Indigenous Data Network (IDN) assists Indigenous communities in developing the technical capability and resources to enable them to manage their data for community advancement. By strengthening communities' agency in their data, the network empowers them to make informed decisions about their own development.

Bringing together community, university, government, non-government and private sector partners, the IDN creates an ongoing community of practice to address a range of shared concerns related to: data collection, management, discovery, and access; capability development; negotiation with government and non-government organisations; and educational programs.

The Data Network is led by a Steering Committee. A secretariat and administrative hub are based at the University of Melbourne, which is well-positioned in this space given its breadth of experience in Indigenous scholarship and in digital social sciences and humanities for more than two decades.

The Network has a number of shared concerns/foci:

- identifying best practice in community data collection, management and access.
- assisting Indigenous communities to apply best practice in data management by providing technical and educational resources.
- developing specific strategies and approaches to make better use of data over which Aboriginal and Torres Strait islander people have ownership.
- creating a directory of databases to increase awareness of existing data sets and how to access them.
- integrating and archiving Indigenous datasets and preventing the orphaning of important datasets which would be detrimental to communities.
- negotiating with government and non-government organisations to ensure data activities are aligned with Indigenous priorities, and that data collected is available for sharing under appropriate conditions.
- working with the Indigenous Research Exchange to develop guidelines and best practice case studies for research and data analysis in evaluation to improve Indigenous outcomes.
- coordinating educational programs to ensure the development of a critical mass of Aboriginal and Torres Strait Islander people with expertise in data sciences.
- developing panels of experts who can provide advice and assistance on data issues.

Source: Melbourne School of Population and Global Health, see <https://mspgh.unimelb.edu.au/centres-institutes/centre-for-health-equity/research-group/indigenous-data-network>

## Appendix 2: Counting the homeless

Allen and Clarke Policy and Regulatory Specialists Ltd (2018) identify four methods of counting the homeless population including By-Name List approaches. Their work indicates that no matter which method is used to count the homeless, the count should be designed and conducted in collaboration with Indigenous populations – as service providers, researchers, volunteers, community leaders and people with lived experience. In addition, the non-Indigenous workforce need to be trained in the cultural protocols of the community to ensure cultural sensitivity.

The Adelaide Zero Project uses the VI-SPDAT to count rough sleepers. The VI-SPDAT or Vulnerability Index – Service Prioritization Decision Assistance Tool is a screening tool used by practitioners to support collaborative decision-making within and across agencies to provide the assistance required to house and support people who are homeless or at risk of homelessness.

This tool has been customised for local Australian conditions by the Australian Alliance to End Homelessness (AAEH) and communities using the tool. And, based on the needs and experiences of the Adelaide Zero Project, the Australian version of the tool now includes the Adelaide Zero Project's questions specifically for remote visitors. Figure 2 outlines the questions in the VI-SPDAT that are asked specifically of remote visitors. In addition to these questions the VI-SPDAT collects a range of questions on demographic characteristics, history of housing and homelessness, risks ( e.g., contact with hospital services, police, at risk of DV etc), socialisation and daily functioning, wellness, caring responsibilities, services connected to/with, preferences for housing.

Figure 2: Adelaide Zero Project VI-SPDAT questions specifically for remote visitors

Remote visitor questions	
Do you come from a remote community? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If answered <b>yes</b> to Aboriginal and Torres Strait Islander Community and <b>yes</b> to the remote community question please ask the questions below.	
If <b>no</b> to either or both, please continue to <b>Section B</b> .	
Which community do you come from?	Community:
Do you have somewhere to live back in your community or where you have kinship connections?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Do you have somewhere to live here?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Do you need help to get home? (Note: Yes response may mean survey should not be continued)	<input type="checkbox"/> YES <input type="checkbox"/> NO
Do you want to permanently relocate to Adelaide?	<input type="checkbox"/> YES <input type="checkbox"/> NO
How often are you sleeping rough at present?	Always <input type="checkbox"/> Sometimes <input type="checkbox"/> Never <input type="checkbox"/>
Whereabouts do you usually sleep rough?	Location:
For what reason did you come to Adelaide?	
<input type="checkbox"/> Visiting family	<input type="checkbox"/> Bailed to Adelaide
<input type="checkbox"/> I had to go to hospital	<input type="checkbox"/> Education
<input type="checkbox"/> Visiting/accompanying someone going to hospital	<input type="checkbox"/> Employment
<input type="checkbox"/> I want to move to Adelaide	<input type="checkbox"/> Prefer not to say
<input type="checkbox"/> Holiday or respite	<input type="checkbox"/> Other reason: _____
How long do you plan to stay?	

Source: Adelaide Zero Project VI-SPDAT.

OrgCode (2020) in Canada, who developed the VI-SPDAT, recognise that it is impossible to develop a tool that can meet the needs of all populations, so they have provided guidelines on how it can be implemented with Indigenous populations to enhance its cultural appropriateness. Of importance here is familiarity with local settings and the utilisation of the tool at the *right time*, in the *right place*, and by the *right person*. These attributes are defined as:

- Right time – is after allowing individual opportunity to resolve own housing crisis with minimal assistance from service provider agency
- Right place – is defined by participant with their safety and that of worker at forefront
- Right person – in most cases, someone who reflects community they are supporting – Indigenous workers and agencies should be gathering information to inform the VI-SPDAT

OrgCode suggests a number of topics that all staff should undertake as part of a training exercise so that the tool can be implemented in culturally appropriate manner and in enhancing the sharing of results and case conferencing with agencies in providing services and supports. The suggested training modules are:

- Indigenous cultural sensitivity/awareness
- knowledge of local Indigenous people and history
- trauma informed care
- understanding of the Definition of Indigenous Homelessness
- SPDAT training

The guidelines indicate the conditions under which the tool is administered can be influential in gathering as much information as possible. It assumes that the location of interview/administration is an office of some kind. It lists a number of questions that agencies collecting the information should consider:

- ‘Do participants see themselves reflected in the staff and décor?’
- Are participants treated like relatives or clients?
- Are participants offered coffee, tea, etc and are various medicines available?
- Is there the opportunity to smudge – before, after and/or during – the engagement (when culturally appropriate)?
- Is time provided to debrief with participants so that they are not expected to carry emotional, spiritual and mental pain out the door with them?
- Is information about where other supports can be accessed freely provided?’

In addition the guidelines indicate there are a number of key points to be kept in mind when using the VI-SDATA/SPDAT that can assist with applying the tools to Indigenous populations. These suggestions intend to make the tools more user friendly and turn the application into more of a discussion with a person rather than an interview. The key points highlighted are:

- The tool can be conducted over a number of sittings;
- The questions do not have to be asked in the order that they are presented. It is suggested grouping together all the physical questions, emotional questions, spiritual questions and mental health questions. Each question needs to be assessed and considered in the context of the specific person being interviewed. From the Canadian examples the following questions were highlighted:
  - In relation to the question ‘In the past three years, how many times have you been homeless?’ it may be more instructive to ask the question differently for those people who

are experiencing chronic homelessness. The question has been rephrased to 'Where are you staying now, and before that...and before that...'. This approach provides greater insight into tracking incidences of homelessness and the assistance they may have received along the way.

- The question about harming yourself also may cause stress and so it is suggested 'Regardless of the significance of self-harm as an indicator of vulnerability in the journey back to housing stability, this may be a question connected to shame and therefore participants may not want to talk about it. Within your community/agency, it will be important to talk about this in light of local teachings on how to address this question.'
- Given the placement of the question related to recent or past trauma or abuse provides the interviewer/assessor with the opportunity to demonstrate they have been listening to the participant's story but summarising what has been spoken about already. For example *...so I heard you say you were taken from your family in your home community at 8, brought to the city for foster care and ran away because they were mean to you, people started to abuse you and you started using drugs/drinking at age 9 and have lived on the street since then. Would it be fair to say your homelessness was caused by trauma in your life?'*
- Reframing the questions for clarity as long as the intent of the question remains true.
- The definition of Indigenous Homelessness should be known when working with a person who self identifies as Indigenous. In the Canadian experience this is the (comprehensive) Twelve Dimensions of Homelessness (Table 1). The dimensions of homelessness however defined for different Indigenous communities are important in questions related to trauma and the history of housing and homelessness.
- Including stories of families and communities can be important during the assessment process.

Guidelines similar to those developed by OrgCode in Canada needs to be developed in Australia, forming the foundation of guidance and understanding in the recommended Cultural Engagement Protocol, within the Cultural Engagement Framework (Figure 1).

See: <https://docplayer.net/201452832-Spdad-suite-of-tools-its-application-with-indigenous-persons-guidance.html>



### Appendix 3: Case Study of Park Land living

*The following is a summary of the views of an experienced Aboriginal practitioner in Adelaide documented through an oral history interview undertaken in late 2020. The oral history account appears with the approval of the Aboriginal practitioner.*

Homelessness and rough sleeping in the Adelaide City Park Lands has been present for more than a decade. While mobility is a way of life for Aboriginal people, culturally it is about trade routes, song lines and safe tracks through the community.

There are a range of reasons why Aboriginal people from the APY Lands and Western Australia and the Northern Territory come to the City of Adelaide. These reasons include the need to visit the city for health needs and a lack of accommodation – short stay or long stay; kinship reasons; cultural reasons, the policies of the Housing Authority, liquor licensing rules in other places; and our lack of appropriate responses and understanding particularly with the loss and trauma and grief in the community.

As a community our responses have been to deal with the immediate issues rather than provide a safe haven approach as the first approach. This lack of considered responses meant that 15 Aboriginal people, long term sleepers [out] in the Park Lands, who did not want traditional housing but just to feel safe, have slowly passed away without the benefit of a supported quality of life, to end of life. Research indicates **these 15 people had over 800 interactions with Housing SA and yet they died in the Park Lands.**

There are a range of examples of how to cater to the needs of Aboriginal people see for example Yumba-Meta in Townsville and for South Australia the proposed Anglicare Healing Centre. The lack of action in South Australia (including the impact of the loss of the Aboriginal Housing Authority) to improve the conditions of people meeting in the Park Lands and at times sleeping in the Park Lands highlights the lack of sophistication that still exists politically and collectively in South Australia.

# Seeking variation of the Encroachment Policy – Hurtle Square

**ITEM 10.3** 13/04/2021  
**Council**

Strategic Alignment - Thriving Communities

**Program Contact:**  
Stephen Zaluski, Associate  
Director, Regulatory Services  
8203 7641

2021/00136  
Public

**Approving Officer:**  
Klinton Devenish, Director  
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## EXECUTIVE SUMMARY

This report seeks Council approval to waive compliance with the Encroachment Policy and Operating Guidelines for a development at 62-66 Hurtle Square. The encroachment relates to balconies on levels 1 to 7 of the 9-storey apartment building. The development received planning consent from the Council Assessment Panel (CAP). At that time the extent of balcony encroachment conformed to the requirements of the Encroachment Policy, therefore consent was approved under delegation by Administration.

The applicant now seeks a variation to the current authorisation which increases the balcony encroachment beyond that which is supported in the Policy. Application of Council's Encroachment Policy would result in a recommendation to refuse the proposed enlarged balconies, however as there is some merit in this proposal, it is recommended that Council supports a variation to its policy given the particulars of this development.

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## RECOMMENDATION

### THAT COUNCIL

1. Approves the waiving of compliance with the Encroachment Policy and Operating Guidelines for the canopy to Hurtle Square as shown in Attachment A to Item 10.3 on the Agenda for the meeting of the Council held on 13 April 2021.

## IMPLICATIONS AND FINANCIALS

Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> Through the delivery of additional residential development that supports population growth in the City.
Policy	Variation to <a href="#">Encroachment Policy and Operating Guidelines</a> . Subject to Council approval, any future permit will be subject to the standard conditions and requirements as set out in the Operating Guidelines. Council's Encroachment Policy has been a useful guide since its last substantive review in November 2020.
Consultation	Development proposals at variance with the Encroachment Policy are not required to undertake public consultation.
Resource	Not as a result of this report
Risk / Legal / Legislative	Any approval would be subject to and conditional on Section 221(5) of the <i>Local Government Act 1999</i> which states that Council is not liable for injury, damage or loss resulting from an approval granted under the authority of an authorisation granted under Section 221(2)(b), the property owner must indemnify the Council against any liability, loss, claim or proceedings arising under any statute or common law in respect of any personal injury, death or loss or damage to property, real or personal, owned by a third party, including the Council, where the injury, death, loss or damage arises out of the existence of the proposed encroachment located at 62-66 Hurtle Square, Adelaide.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g. maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. A proposal to demolish existing structures and construct a seven storey apartment building comprising 32 apartments, office tenancy at ground level, car parking, landscaping and site works at 62-66 Hurtle Square received planning consent from the City of Adelaide Assessment Panel (CAP) on 24 August 2020 (Link 1 view [here](#)).
2. Subsequently, the applicant has sought and gained planning consent from the CAP for an amendment to the original consent which included the addition of two (2) building levels and various alterations including reconfiguring the floor plan and façade changes, increasing the total number of apartments from 32 to 34 apartments (23 November 2020) (Link 2 view [here](#)).
3. The extent of balcony encroachments included in the abovementioned planning consents met the requirements of the Encroachment Policy, however the applicant is now seeking to incorporate wider balconies fronting Hurtle Square. The proposed balconies will encroach over public land under the care and control of Council.
4. Under the *Local Government Act 1999 (SA)*, approval from Council, as Landlord, is required for any encroachment.
5. The developer has provided plans indicating the extent of the proposed encroachment (**Attachment A**).
6. The applicant has also provided a Statement of Support from their planning consultant, Masterplan, which discusses the reasons the encroachment variation is being sought, what they hope to achieve in the revised design, and how it links to the Policy (Link 3 view [here](#)).
7. Council's [Encroachment Policy and Operating Guidelines](#) sets out the requirements for Administration to use in granting approval under delegation.
8. The proposed encroachment is at odds with the Policy. However, as it is considered to have sufficient merit, the decision to grant Landlord consent is now brought before Council for determination.
9. The proposed encroachment is in the form of 14 balconies located on the northern (Hurtle Square) facade of the building.
10. Council's Encroachment Policy states that balconies should:
  - 10.1 Be no greater than 30% of the street frontage on every level of the building.
  - 10.2 Have no more than 50% of each balcony area encroaching over the public realm.
  - 10.3 Have a maximum encroachment projection of 1 metre.
  - 10.4 Be designed to be open in form and appearance rather than enclosed.
  - 10.5 Be free of service infrastructure such as air conditioning units.
  - 10.6 Have a minimum setback of 600mm from the kerb edge and 1 metre from a street tree, traffic signal, light pole or street furniture element (or greater for traffic movement/safety requirements).
11. The proposal is at variance with the Encroachment Policy because the balconies comprise 66% of the street frontage on Levels 1 to 7 of the building, instead of 30%.
12. The applicant sought preliminary advice from Administration with regards to the balcony encroachment.
13. Administration advised the proposed variation could be given favourable consideration, however raised concerns regarding the darkness of the balustrade tint being of a shade that would not be suitably clear to permit surveillance, create sense of depth and provide visual interest.
14. The applicant has provided a sample of the proposed balustrade glazing and updated images that depict the expected development's appearance from Hurtle Square.
15. Section 4.1 of the Encroachment Policy sets out the Public Benefit Criteria for non-compliant encroachments. All new encroachments must:
  - 15.1 Maintain public safety.
  - 15.2 Maintain and/or improve public amenity, including the appearance of development.
  - 15.3 Facilitate anticipated development that would not otherwise be possible.
16. Administration's architectural assessment of the amended building design is that it is an improvement over the approved development, and satisfies Section 4.1 of the Encroachment Policy as follows:

- 16.1 The amended façade design is well-articulated and results in a better quality design than the approved application.
  - 16.2 The revised design introduces a stronger architectural expression to the northern façade, befitting its prominent siting on Hurtle Square. The architectural composition is now clear cut with strongly expressed vertical and horizontal elements. The corners of the façade are reconfigured into a pair of slender, vertically proportioned elements which frame the whole façade. Glazed balustrading stretching between the two masonry frames counterbalances the vertical geometry. Windows to the projecting corner elements of the building have been enlarged, which provides a more consistent look on the façade and improves the light and ventilation to the rooms. The extended balconies will also provide some sun shading benefit to the corner rooms on Levels 1 – 6.
  - 16.3 The proposed balcony balustrading is tinted grey glass, similar to the apartment developments on the eastern side of Hurtle Square. The grey glazing provides good horizontal definition to the façade whilst allowing for some visual privacy for apartment residents.
  - 16.4 In addition to the architectural benefit of increasing the balcony width, amenity is also increased, with more open space and easier façade cleaning and maintenance for apartment residents.
  17. It is considered that there is merit in the proposal to seek balconies outside of Council's adopted policy position based upon the architectural merits.
  18. Therefore, it is recommended that Council approves waiving compliance with the Encroachment Policy and Operating Guidelines for those elements described above.
  19. Should the encroachment be approved, the application will be presented to CAP for a determination of the planning merits.
- 

## DATA AND SUPPORTING INFORMATION

**Link 1** - Approved Plans DA/295/2020

**Link 2** - Approved Plans DA/295/2020/A

**Link 3** - Statement of Support

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## ATTACHMENTS

**Attachment A** – Encroachment Plans

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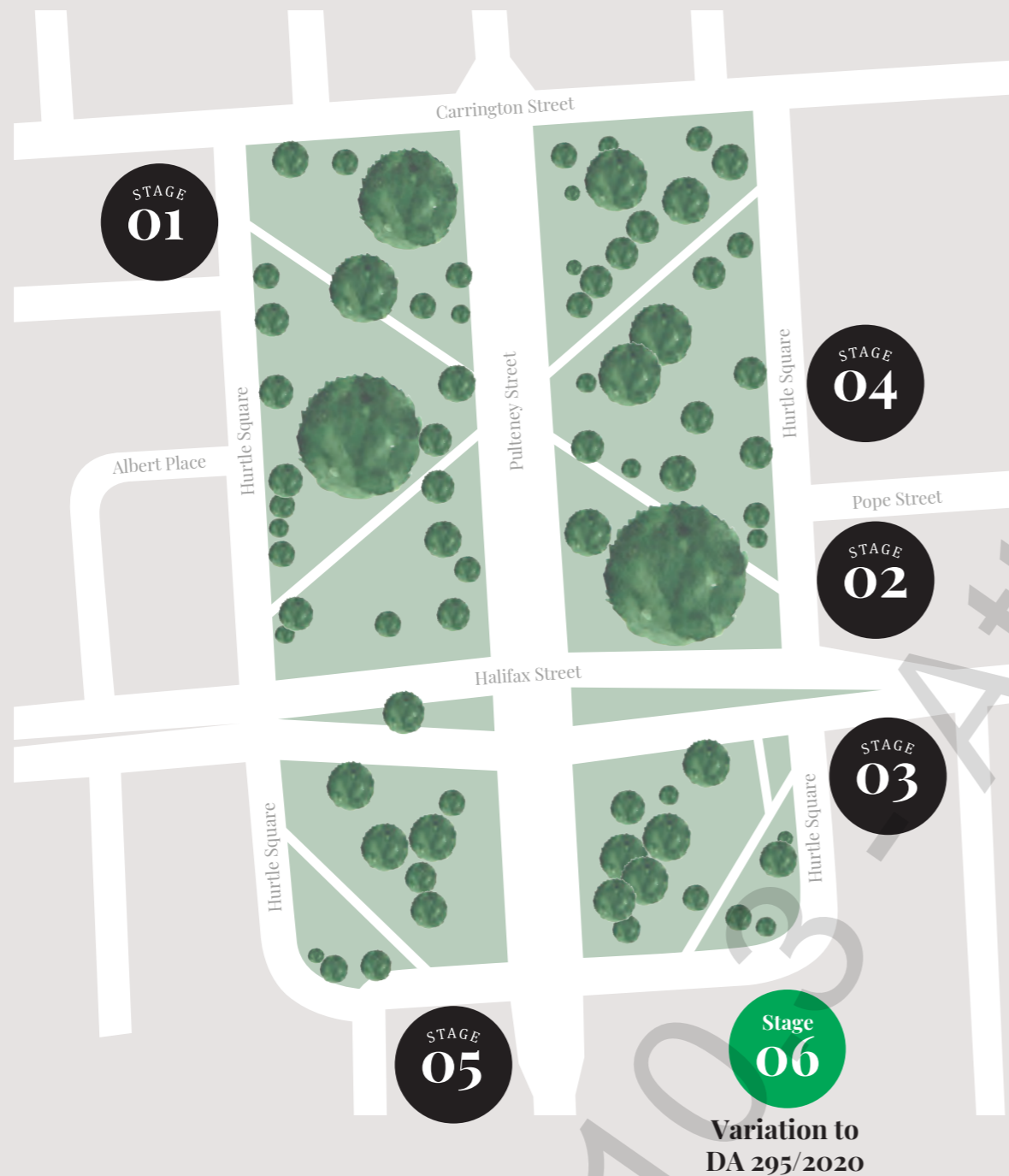
- END OF REPORT -

**Beautifully  
crafted luxury  
apartments on  
Hurtle Square.  
A collaboration  
between  
Formeproject  
and Locus  
Architecture**

The logo for Hurtle & Co. is a white circle containing the text "Hurtle & Co." in a white, serif font. The text is centered within the circle.

**Hurtle  
& Co.**

# location plan



- STAGE 01** Completed
- STAGE 02** Completed
- STAGE 03** Nearing completion
- STAGE 04** Under construction
- STAGE 05** Commencing soon
- STAGE 06** Variation to DA 295/2020





**auto gates note**

developer to upgrade the automation of exg. gates to high cycle heavy duty equipment to cater to the traffic volumes anticipated following construction of the proposed building





**forme projex** 

**Locus Architecture** 

Scale-- nts DPC.003 v1.6 @ 2021.02.04





# context



looking south / east - across Hurtle Square, from Pulteny Street



looking south / east, across Hurtle Square - junction of Pulteny & Halifax Streets



looking north / east - at intersection of Gilles & Pulteny Streets

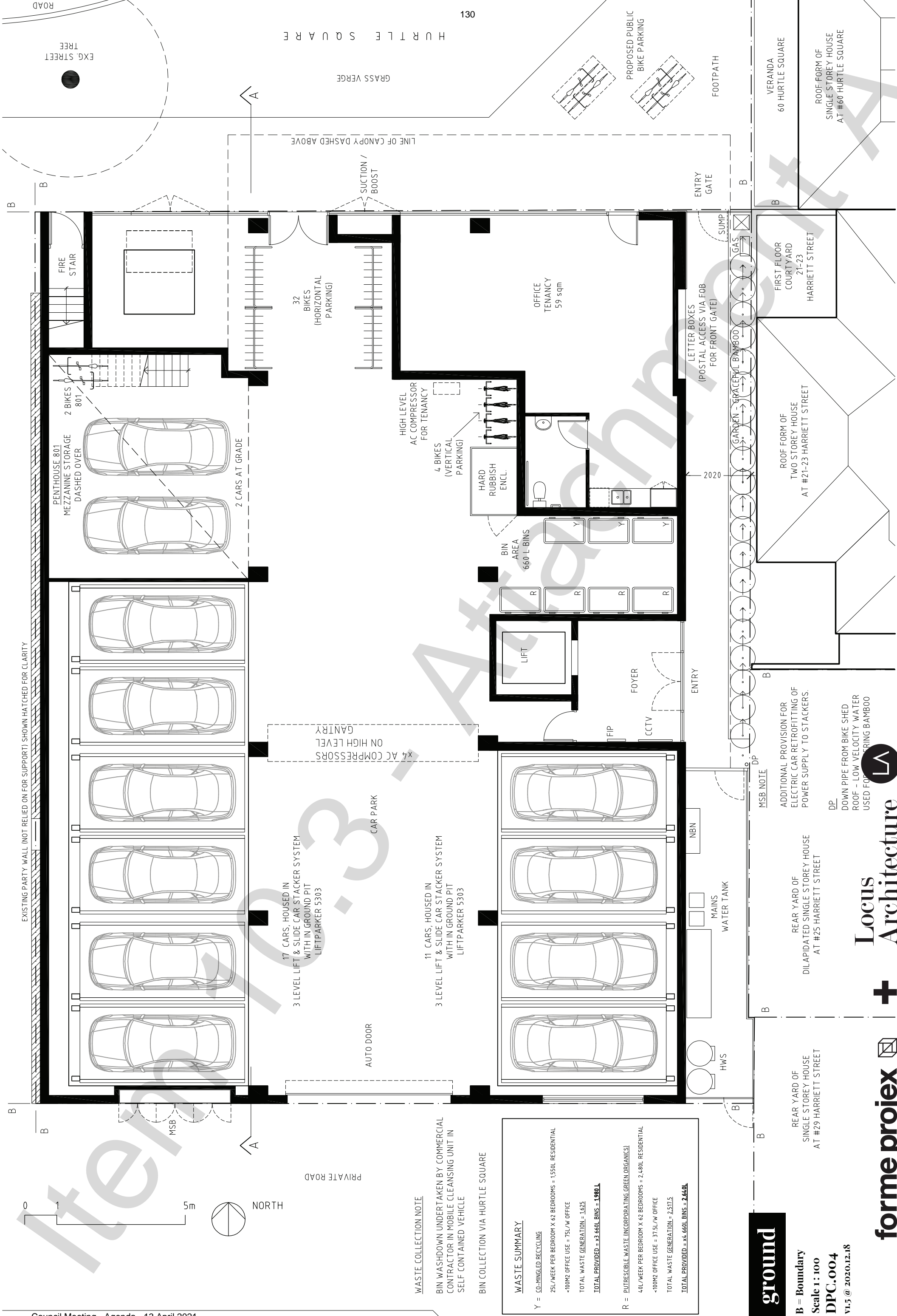


looking north / west - Gilles Street



looking north / west - Harriett Street





**WASTE COLLECTION NOTE**  
 BIN WASHDOWN UNDERTAKEN BY COMMERCIAL CONTRACTOR IN MOBILE CLEANSING UNIT IN SELF CONTAINED VEHICLE  
 BIN COLLECTION VIA HURTTLE SQUARE

WASTE SUMMARY	
Y = CO-MINGLED RECYCLING	
25L/WEEK PER BEDROOM X 62 BEDROOMS = 1550L RESIDENTIAL	
~100M2 OFFICE USE = 75L/W OFFICE	
TOTAL WASTE GENERATION = 1625	
TOTAL PROVIDED = 4x 660L BINS = 2640L	
R = PUTRESCIBLE WASTE (INCORPORATING GREEN ORGANICS)	
40L/WEEK PER BEDROOM X 62 BEDROOMS = 2,480L RESIDENTIAL	
~100M2 OFFICE USE = 37.5L/W OFFICE	
TOTAL WASTE GENERATION = 2,517.5	
TOTAL PROVIDED = 4x 660L BINS = 2,640L	

**ground**

B = Boundary  
 Scale 1:100  
 DPC.004  
 V1.5 @ 2020.12.18

REAR YARD OF SINGLE STOREY HOUSE AT #29 HARRIETT STREET

DILAPIDATED SINGLE STOREY HOUSE AT #25 HARRIETT STREET

REAR YARD OF DILAPIDATED SINGLE STOREY HOUSE AT #25 HARRIETT STREET

ADDITIONAL PROVISION FOR ELECTRIC CAR RETROFITTING OF POWER SUPPLY TO STACKERS.

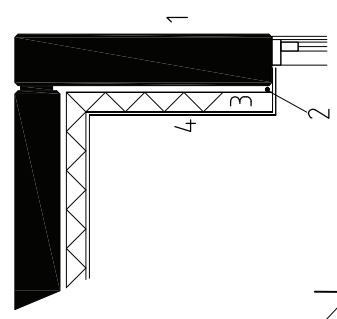
DP. DOWN PIPE FROM BIKE SHED ROOF - LOW VELOCITY WATER USED FOR WATERING BAMBOO

**Locus Architecture**



**forme projex**

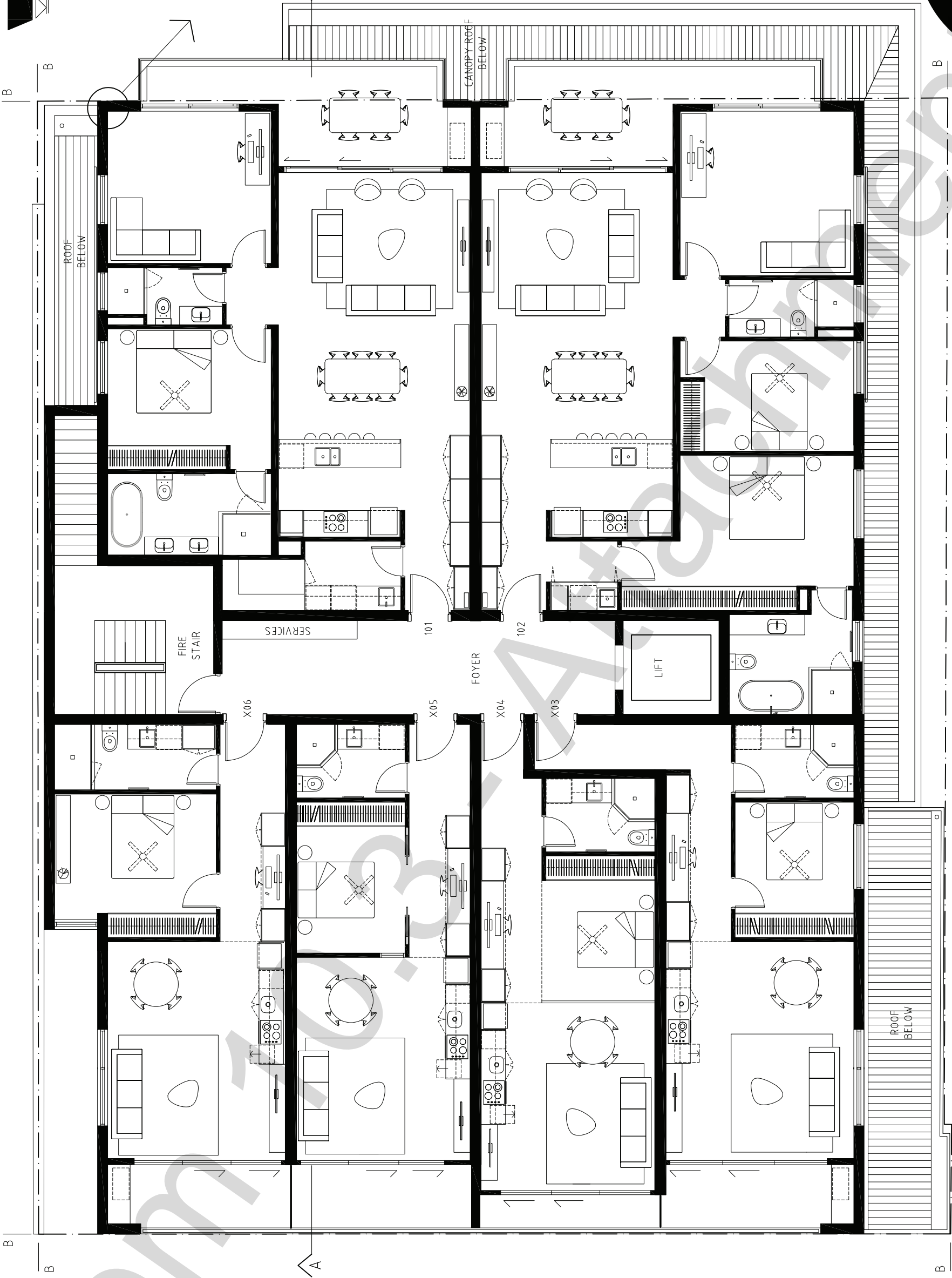




- 1. PRECAST TYP. 200 THICK - R0.3
- 2. AIR GAP TYP. 20mm - R0.9
- 3. R3.0 WALL BATT IN STUD WALL
- 4. 13mm PLASTERBOARD - R.05

TOTAL EXTERNAL WALL R VALUE = R4.7

TYPICAL EXTERNAL WALL CONSTRUCTION



B = Boundary

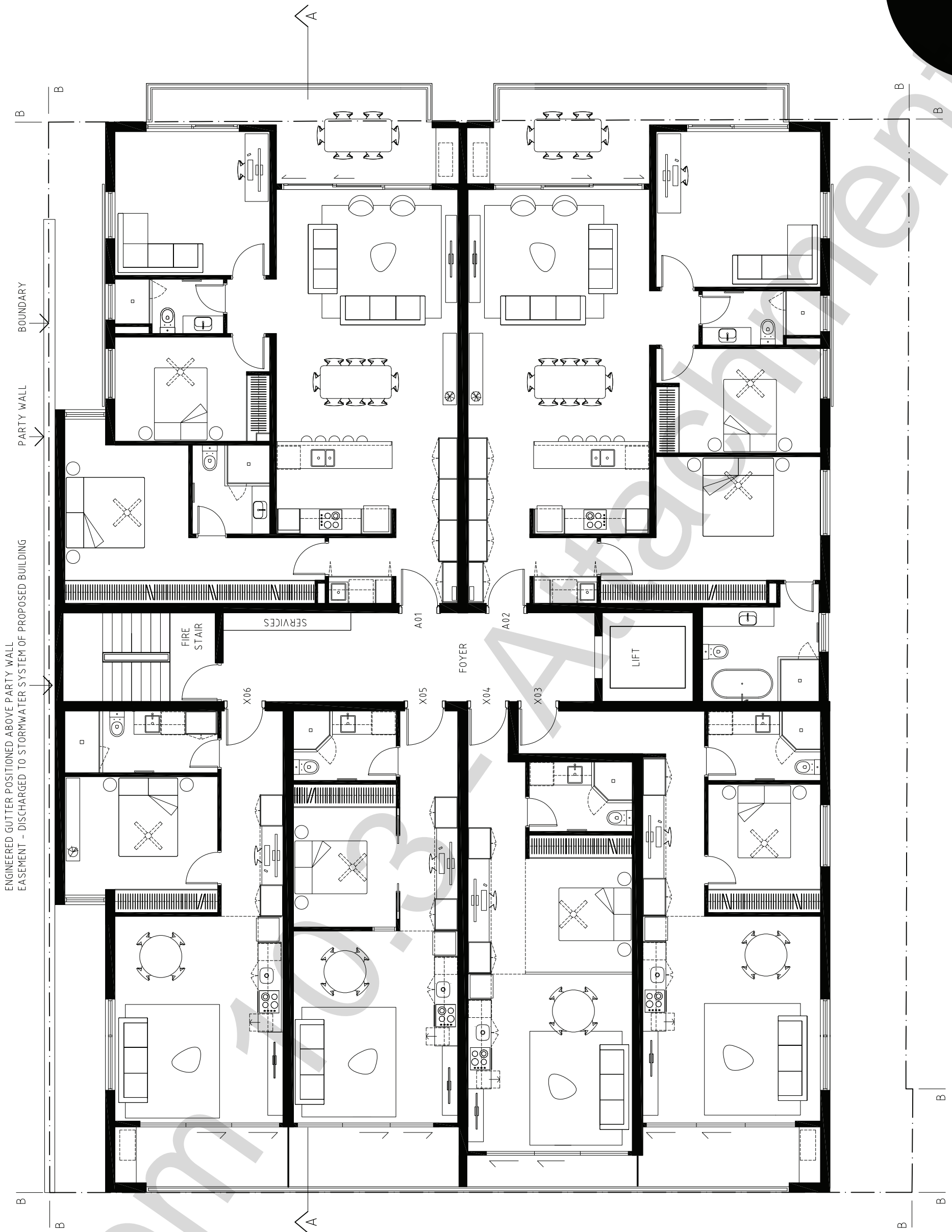


level - 01

Locus  
 Architecture

forme projex

Scale 1:100 DPC.005 VI.5@ 2020.12.18



ENGINEERED GUTTER POSITIONED ABOVE PARTY WALL EASEMENT - DISCHARGED TO STORMWATER SYSTEM OF PROPOSED BUILDING

Scale 1:100 DPC.006 v1.5@ 2020.12.18

level - 02

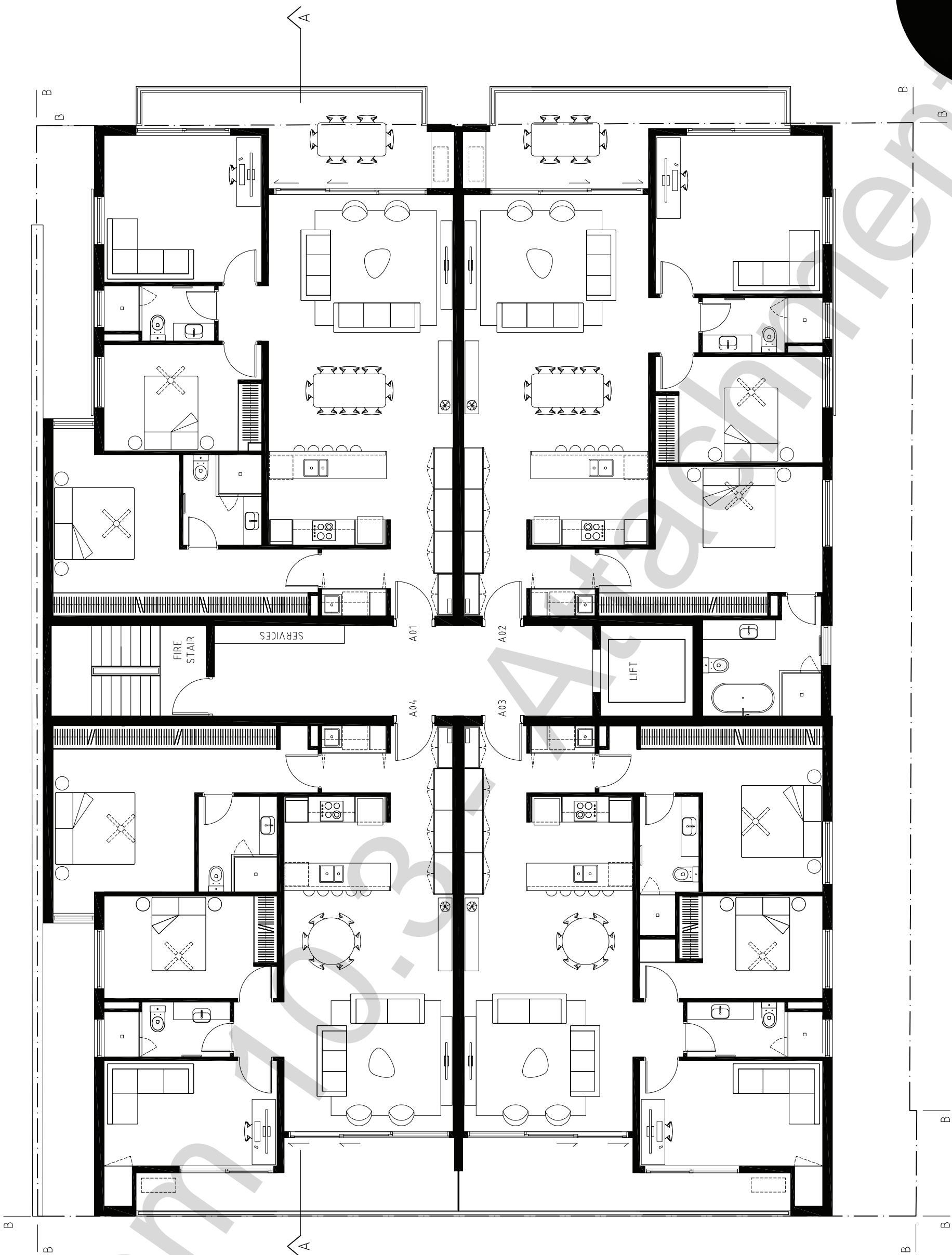
Locus Architecture



forme projex



B = Boundary



Scale 1:100 DPC.007 vl.5@2020.12.18

levels 03-07

Locus Architecture



forme projex

B = Boundary







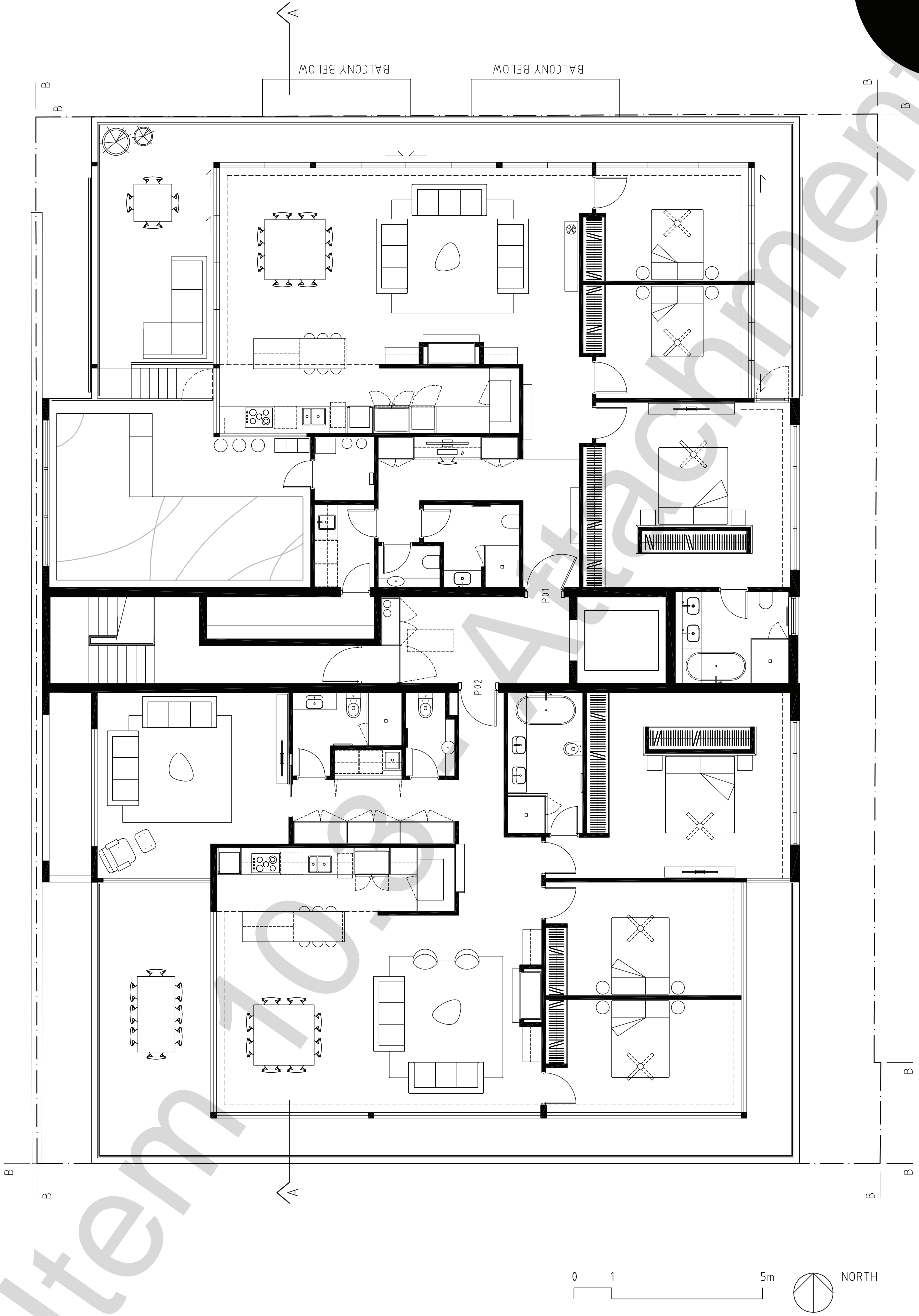
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level - 08

Locus Architecture



forme projex



B = Boundary

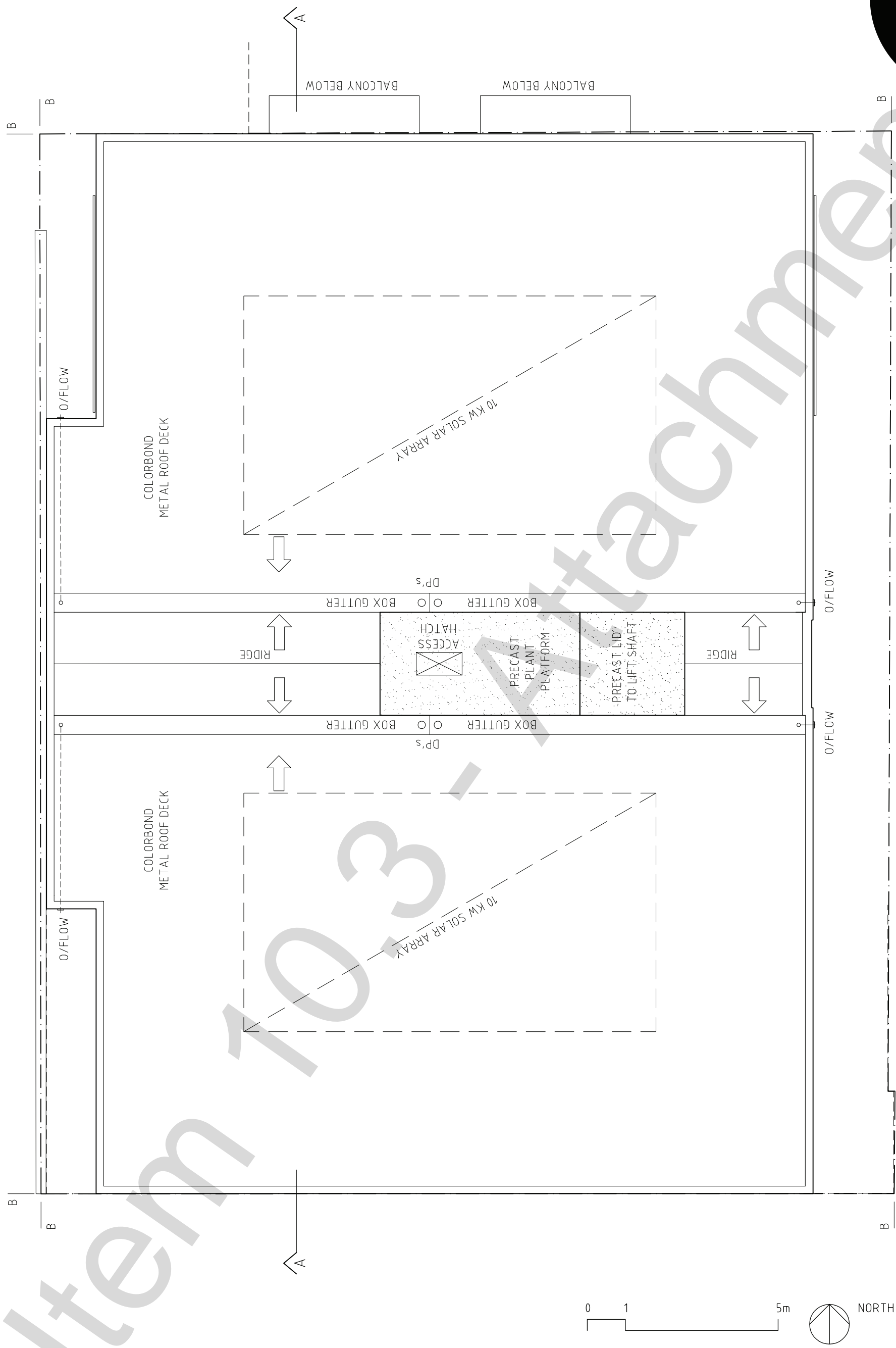


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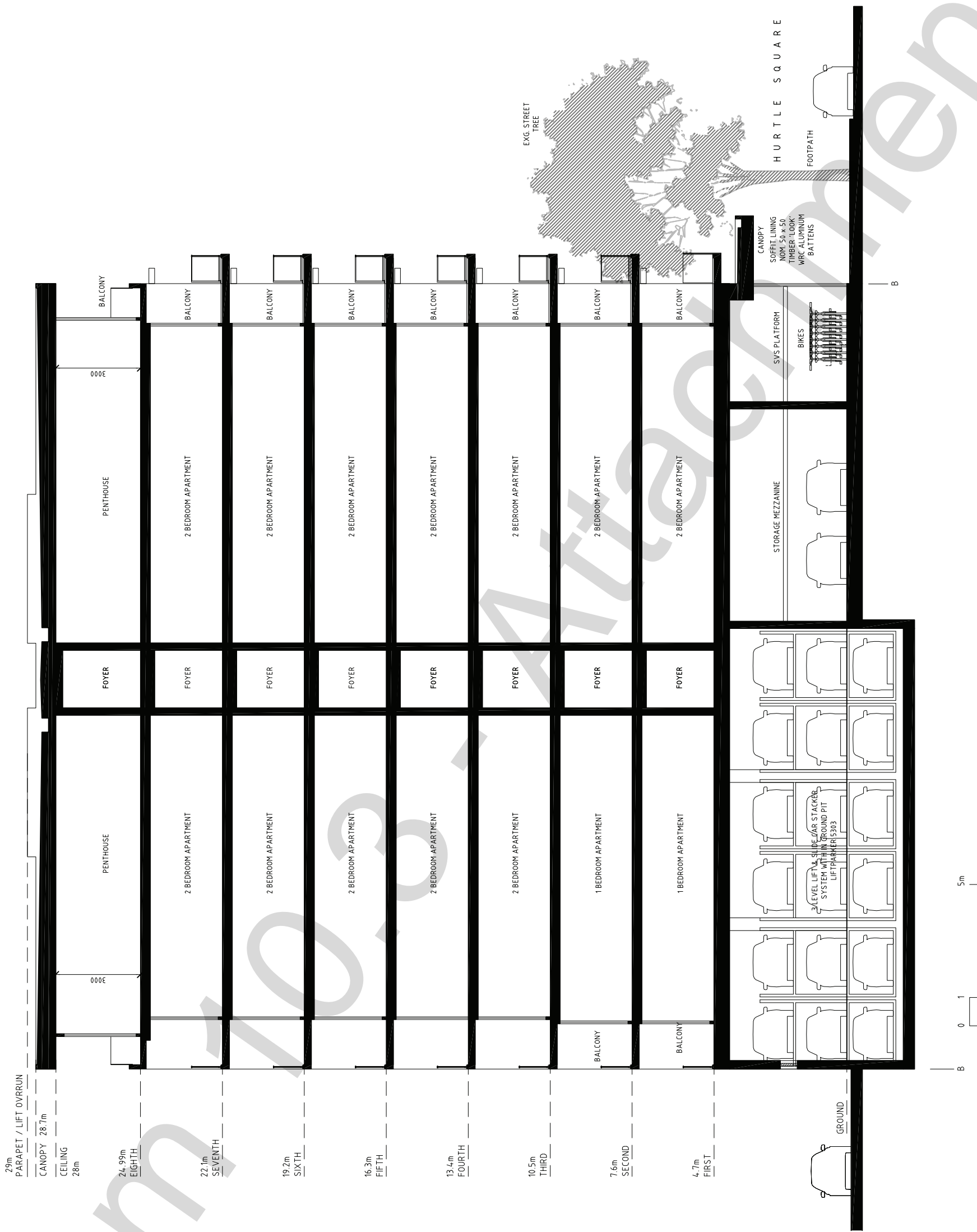
roof plan

Locus Architecture

forme projex



B = Boundary



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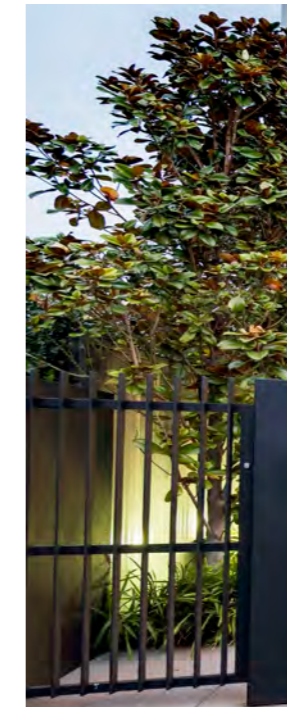
section





**legend**

- b1** black aluminum framed glass baustrade - grey toned clear glass
- b2** frameless glass baustrade - grey toned clear glass
- g** black aluminum framed doors & windows - grey toned clear glass
- i** black aluminum louvers
- w1** precast 'sandstone' - off-form
- w2** precast 'sandstone' - acid etch
- w3** precast 'sandstone' - honed
- w4** precast - Dulux 'night sky' finished in Dulux AcraShield
- c** canopy finished in solid 3mm thick folded 'black' mondo clad
- gd** garage door - black powdercoat finish
- eg** entry fence & gate - vertical aluminum slats



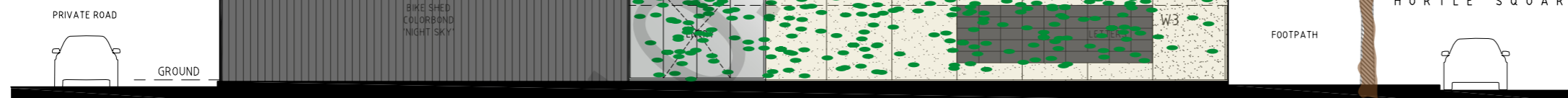
open slatted aluminium entry gate



29m PARAPET / LIFT OVRRUN  
 CANOPY 28.7m  
 CEILING 28m  
 24.99m EIGHTH  
 22.1m SEVENTH  
 19.2m SIXTH  
 16.3m FIFTH  
 13.4m FOURTH  
 10.5m THIRD  
 7.6m SECOND  
 4.7m FIRST

legend

- b1 black aluminum framed glass baustrade - grey toned clear glass
- b2 frameless glass baustrade - grey toned clear glass
- g black aluminum framed doors & windows - grey toned clear glass
- l black aluminum louvers
- w1 precast 'sandstone' - off-form
- w2 precast 'sandstone' - acid etch
- w3 precast 'sandstone' - honed
- w4 precast - Dulux 'night sky' finished in Dulux AcraShield
- c canopy finished in solid 3mm thick folded 'black' mondo clad
- gd garage door - black powdercoat finish
- eg entry fence & gate - vertical aluminum slats



east  
 B = Boundary







**legend**

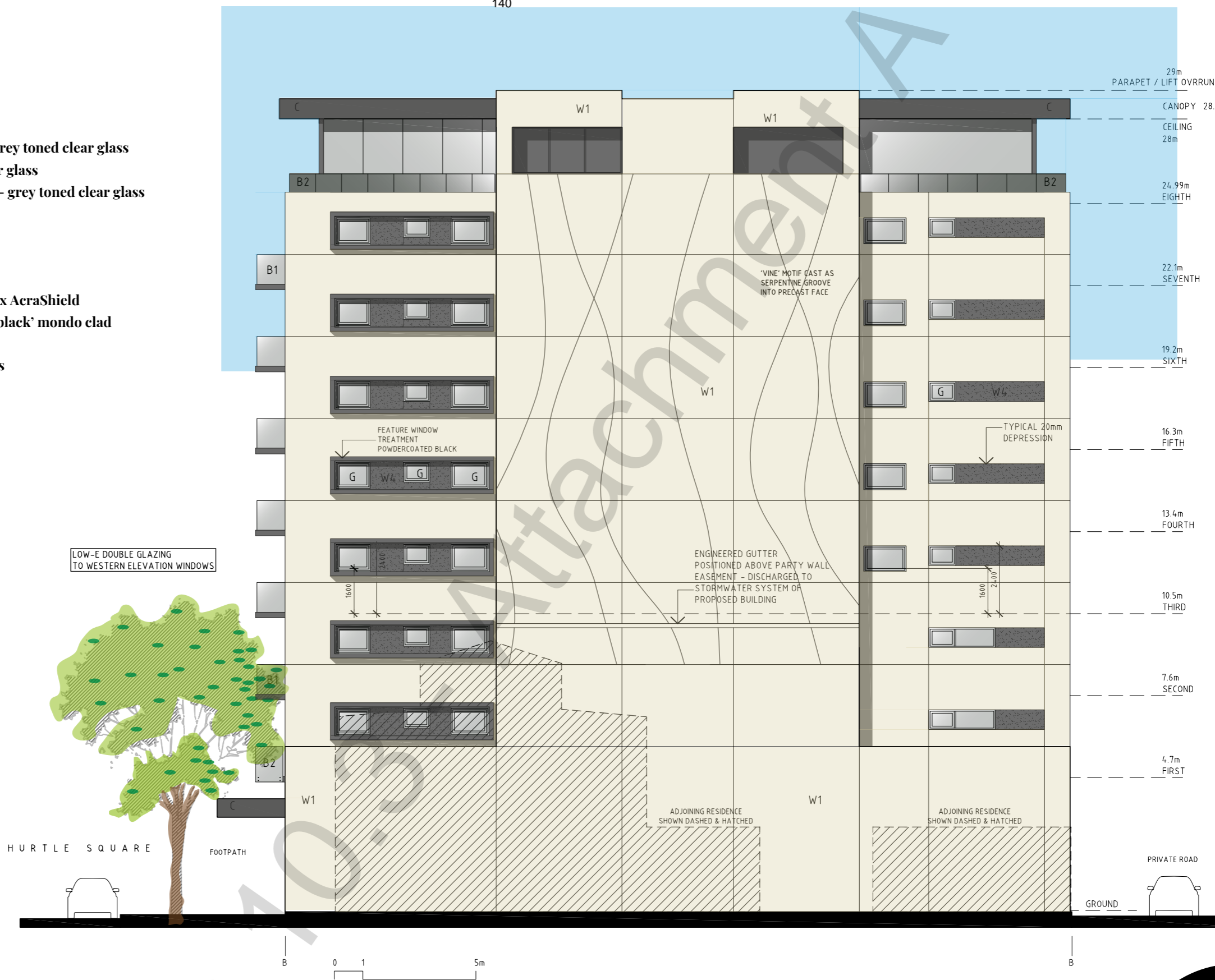
- b1** black aluminum framed glass baustrade - grey toned clear glass
- b2** frameless glass baustrade - grey toned clear glass
- g** black aluminum framed doors & windows - grey toned clear glass
- l** black aluminum louvers
- w1** precast 'sandstone' - off-form
- w2** precast 'sandstone' - acid etch
- w3** precast 'sandstone' - honed
- w4** precast - Dulux 'night sky' finished in Dulux AcraShield
- c** canopy finished in solid 3mm thick folded 'black' mondo clad
- gd** garage door - black powdercoat finish
- eg** entry fence & gate - vertical aluminum slats





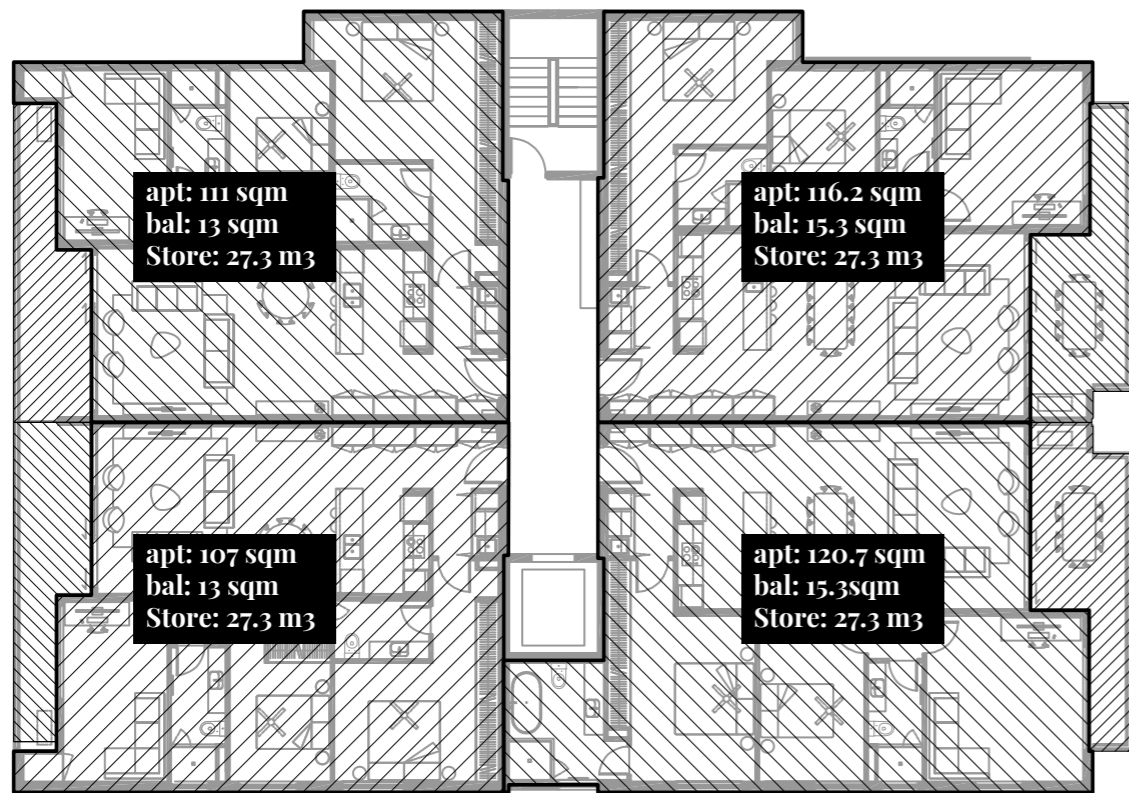
**legend**

- b1** black aluminum framed glass baustrade - grey toned clear glass
- b2** frameless glass baustrade - grey toned clear glass
- g** black aluminum framed doors & windows - grey toned clear glass
- l** black aluminum louvers
- w1** precast 'sandstone' - off-form
- w2** precast 'sandstone' - acid etch
- w3** precast 'sandstone' - honed
- w4** precast - Dulux 'night sky' finished in Dulux AeraShield
- c** canopy finished in solid 3mm thick folded 'black' mondo clad
- gd** garage door - black powdercoat finish
- eg** entry fence & gate - vertical aluminum slats



west  
B = Boundary





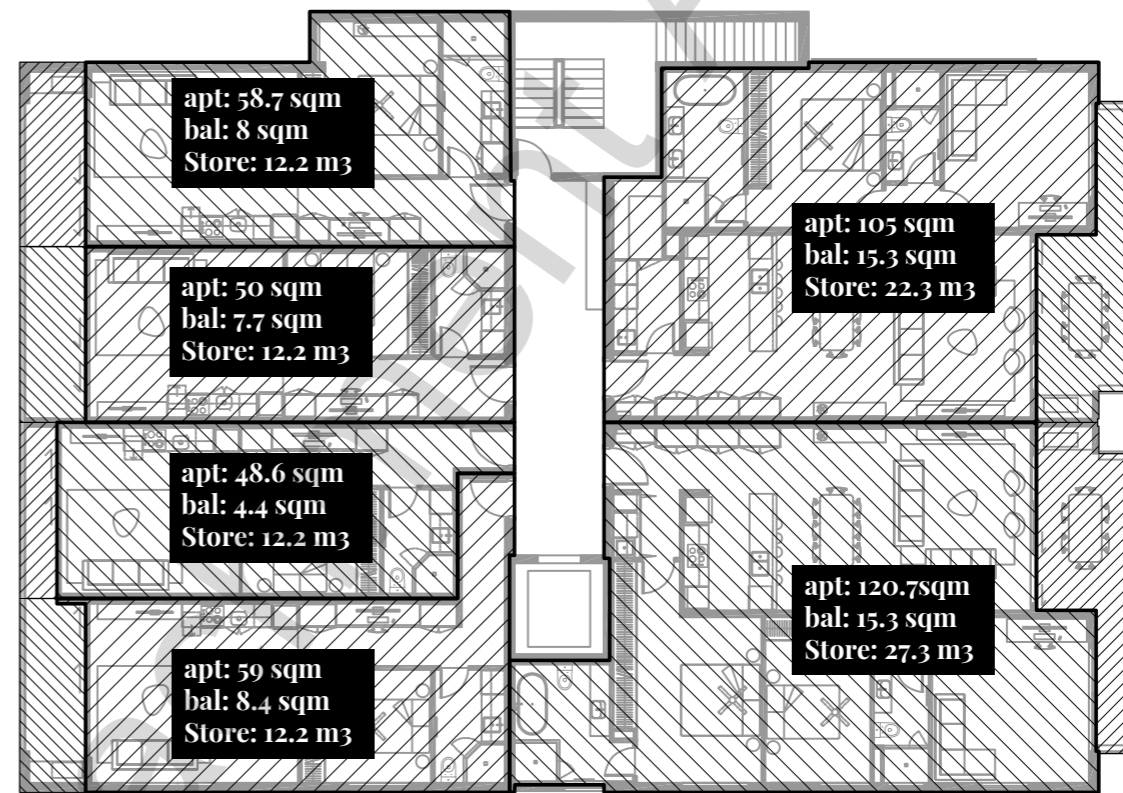
apt: 111 sqm  
bal: 13 sqm  
Store: 27.3 m3

apt: 116.2 sqm  
bal: 15.3 sqm  
Store: 27.3 m3

apt: 107 sqm  
bal: 13 sqm  
Store: 27.3 m3

apt: 120.7 sqm  
bal: 15.3sqm  
Store: 27.3 m3

levels - 3 - 7



apt: 58.7 sqm  
bal: 8 sqm  
Store: 12.2 m3

apt: 105 sqm  
bal: 15.3 sqm  
Store: 22.3 m3

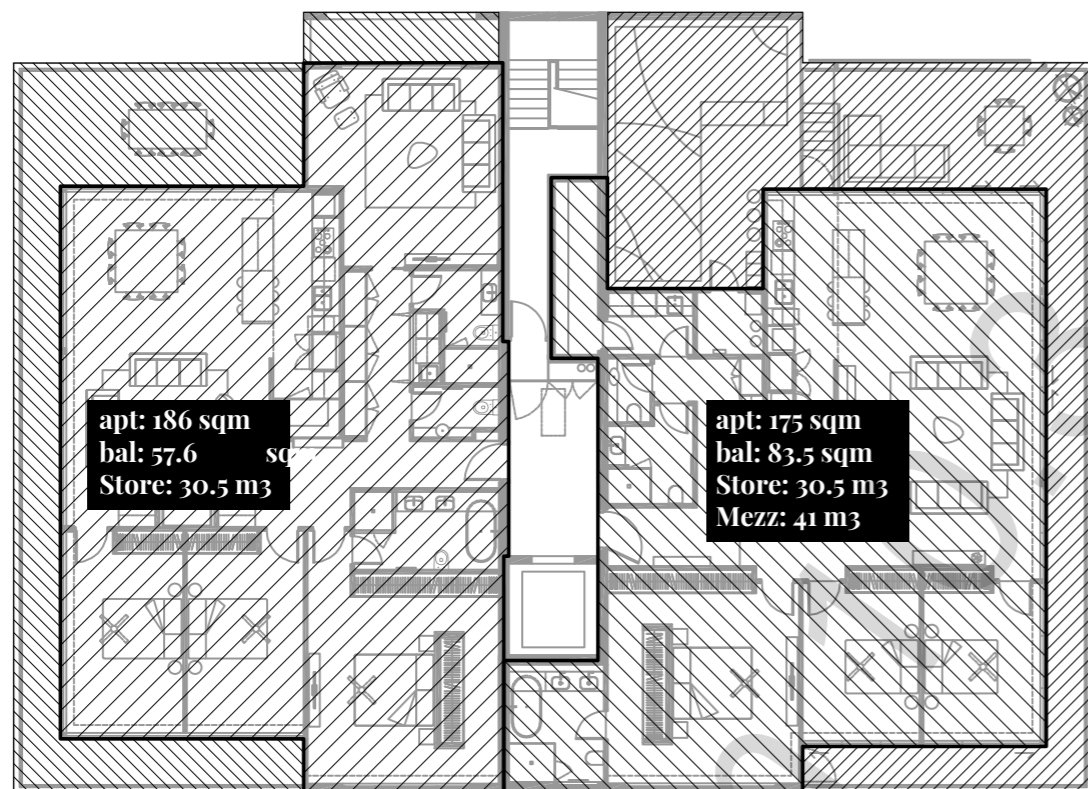
apt: 50 sqm  
bal: 7.7 sqm  
Store: 12.2 m3

apt: 48.6 sqm  
bal: 4.4 sqm  
Store: 12.2 m3

apt: 120.7sqm  
bal: 15.3 sqm  
Store: 27.3 m3

apt: 59 sqm  
bal: 8.4 sqm  
Store: 12.2 m3

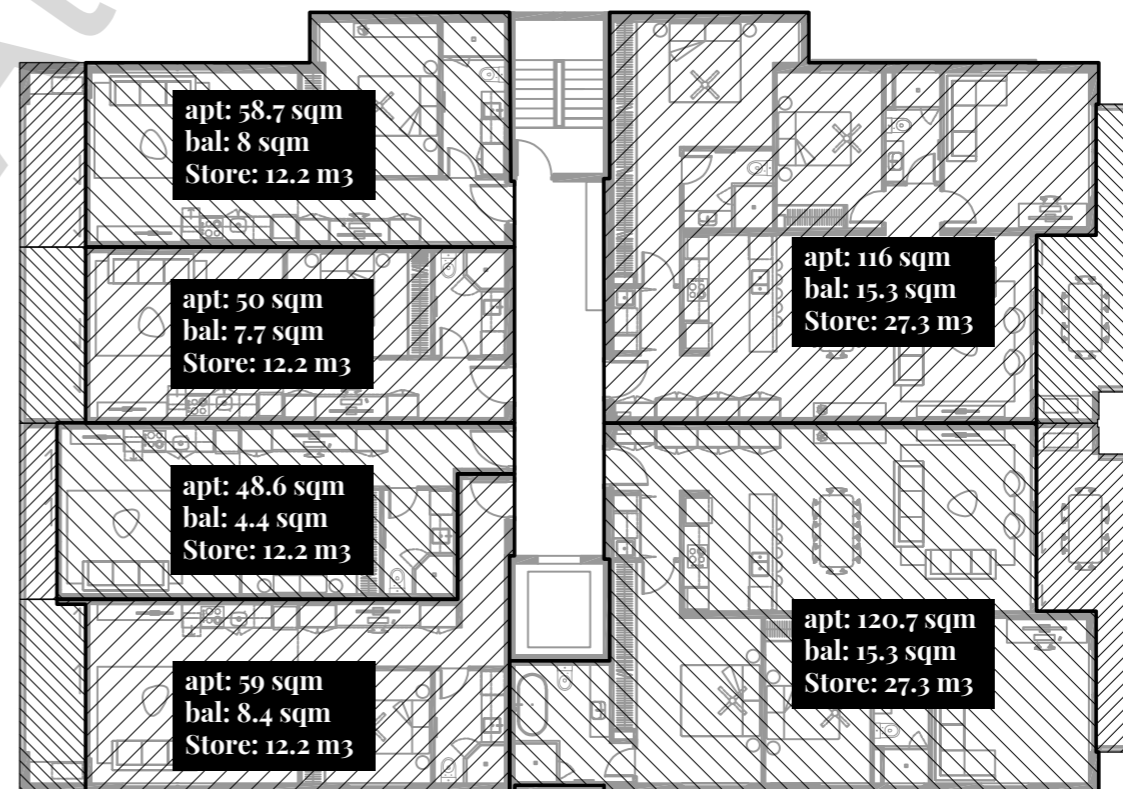
level - 1



apt: 186 sqm  
bal: 57.6 sqm  
Store: 30.5 m3

apt: 175 sqm  
bal: 83.5 sqm  
Store: 30.5 m3  
Mezz: 41 m3

level -8



apt: 58.7 sqm  
bal: 8 sqm  
Store: 12.2 m3

apt: 116 sqm  
bal: 15.3 sqm  
Store: 27.3 m3

apt: 50 sqm  
bal: 7.7 sqm  
Store: 12.2 m3

apt: 48.6 sqm  
bal: 4.4 sqm  
Store: 12.2 m3

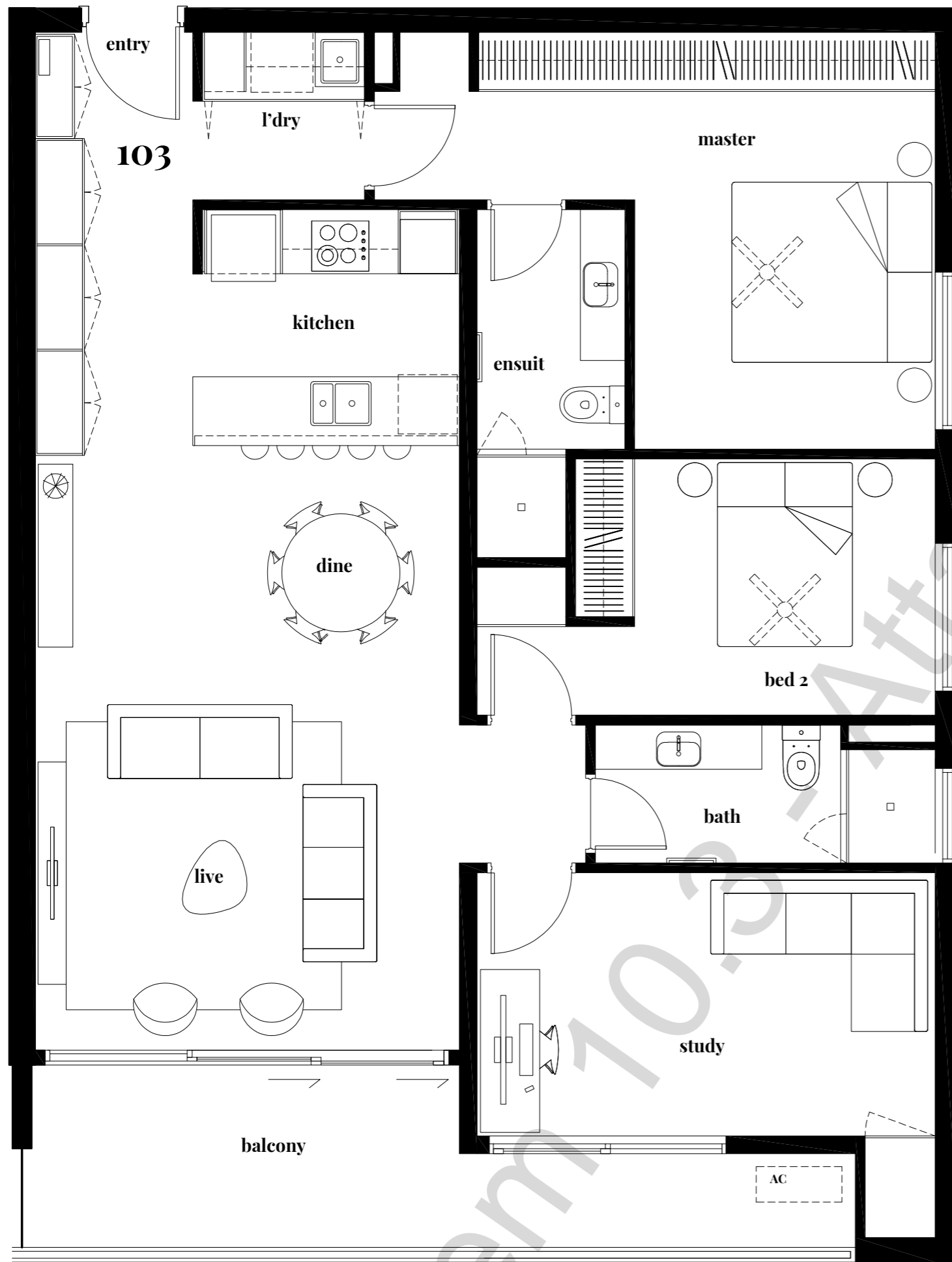
apt: 120.7 sqm  
bal: 15.3 sqm  
Store: 27.3 m3

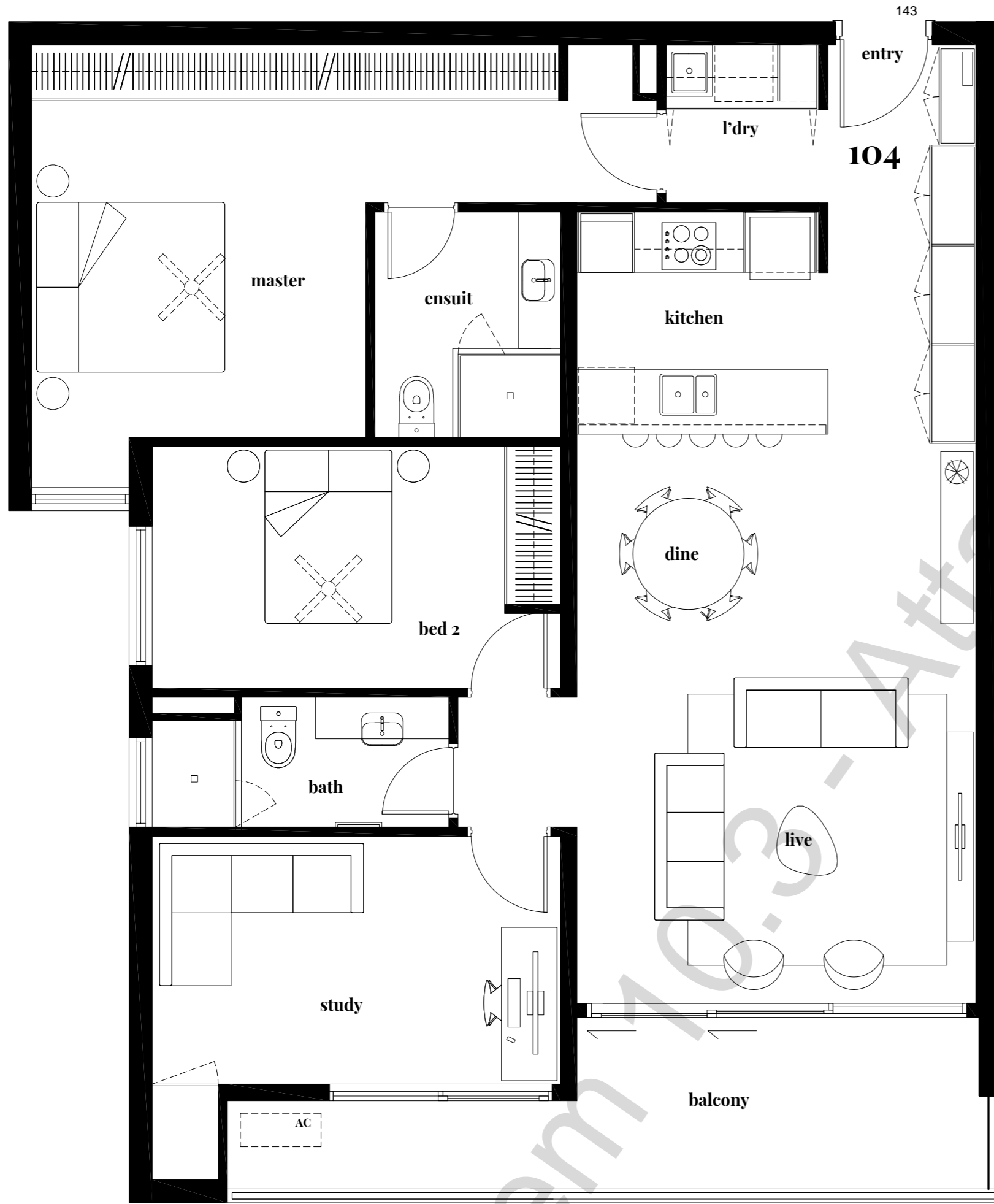
apt: 59 sqm  
bal: 8.4 sqm  
Store: 12.2 m3

level - 2









forme projex



Locus  
Architecture



south 2 bedroom

Scale 1: 50 DPC.033 v1.5 @ 2020.12.18



# Waive Land Management Agreement

**ITEM 10.4** 13/04/2021  
**Council**

Strategic Alignment - Strong Economies

DA/516/2020  
Public

**Program Contact:**

Stephen Zaluski, Associate  
Director, Regulatory Services

**Approving Officer:**

Klinton Devenish, Director  
Services, Infrastructure &  
Operations

## EXECUTIVE SUMMARY

On 9 November 2009, Council agreed to enter into a Land Management Agreement (LMA) with Marl SA Pty Ltd to ensure the land known as 125-135 MacKinnon Parade and 73-95 Finniss Street, North Adelaide would be developed in accordance with the plans granted Development Approval (DA/358/2008).

This report provides an overview of the history of this LMA, subsequent development on the site and outlines how the current Development Application is not in accordance with the LMA. The applicant has requested Council waive the requirements of the LMA.

At the meeting held on 28 January 2021, Council did not support the recommendation to waive the LMA. Upon request of the applicant this updated report has been prepared which provides a greater level of detail on the LMA and aspects that would be waived.

While the decision for Council is related to waiving of the LMA, not on the development application itself, it was noted that discussion at the meeting on the 28 January 2021 included the nature of the development and the building proposed to be demolished. Additional information is included in this report to provide additional context.

The purpose of this report is to seek a Council decision (allowed by Clause 3 of the LMA) to waive compliance with the LMA to facilitate the proposed development being considered by the Council Assessment Panel (CAP).

## RECOMMENDATION

### THAT COUNCIL

1. Notes that Development Application DA/516/2020 as shown in Attachment A to Item 10.4 on the Agenda for the meeting of the Council held on 13 April 2021 is not substantially in accordance with the original Development Plan Consent (in regard to the proposed height, roof deck, streetscape presentation, roof form, setbacks and fencing) that forms part of the LMA affecting the subject site (Lot 9 MacKinnon Parade, North Adelaide).
2. Approves waiving compliance with the LMA as shown in Attachment B to Item 10.4 on the Agenda for the meeting of the Council held on 13 April 2021 for those elements identified in recommendation 1 above, notwithstanding the merits of the Development Application are to be assessed as part of the development assessment process
3. Notes the planning merits of the Development Application will be assessed through the City of Adelaide Council Assessment Panel (CAP).



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a> Reduce red tape and streamline processes
Policy	The Development Application will be assessed against the relevant provisions of the Adelaide (City) Development Plan
Consultation	The Development Application will be subject to Category 2 public notification as part of the planning assessment process
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 9 November 2009, Council agreed to enter into a Land Management Agreement (LMA) with Marl SA Pty Ltd to ensure the land known as 125-135 MacKinnon Parade and 73-95 Finniss Street, North Adelaide would be developed in accordance with DA/358/2008.
2. The primary purpose of the LMA was to allow a land division to occur with the assurance the land be developed in a coordinated manner and in accordance with particular built form outcomes as approved in DA/358/2008 (notwithstanding other built form outcomes may be considered appropriate on the land).
3. In particular, the LMA was entered into by Council to ensure the Finniss Street allotments (which were approved at a smaller size than would otherwise be supported under the Development Plan), were designed and developed in a holistic and integrated manner. All allotments, apart from Lot 9 (135 MacKinnon Parade) which fronts MacKinnon Parade, have been developed.
4. Council previously agreed to waive the LMA for three other dwellings. This occurred in May 2010, November 2013 (one waiver for two development applications) and January 2017. The variations were as follows:
  - 4.1. In 2010 for a roof deck and shade structure.
  - 4.2. In 2013 for plot ratio, height, setbacks, streetscape presentation and roof deck.
  - 4.3. In 2017 for height, setbacks, materials and roof deck.
5. A previous request to waive the LMA in relation to an application (DA/516/2020) (**Attachment A**) proposed on Lot 9 (subject to the LMA) for a two storey detached dwelling with a roof deck (proposal plans - was declined by Council at its meeting held on 28 January 2021.
6. Upon request of the applicant, an updated report has been prepared which provides a greater level of detail on the LMA and aspects that would be waived. The report also provides further information regarding the condition of the formerly listed building located at 137 MacKinnon Parade.
7. The development is proposed to be constructed on Lot 9 and the adjacent allotment to the west at 137 MacKinnon Parade which is not subject to the LMA. This adjacent property was previously listed as a Local Heritage Place however, it was delisted, due to loss of integrity, when the Adelaide (City) Development Plan was consolidated on 30 May 2017.
8. DA/516/2020 does not satisfy the LMA in terms of the proposed height, roof deck, streetscape presentation, roof form, setbacks and fencing which is similar to previous waivers. Consequently, Council has received a request to waive the LMA (Link 1 view [here](#)). The LMA (**Attachment B**) is registered on the relevant Certificate of Titles and prevents an owner from breaching any obligations of the LMA, except with written consent of Council.
9. DA/358/2008, which is referred to in the LMA, allows for a two storey detached dwelling on Lot 9 with height, setback and other requirements. The proposal is generally in accordance the requirements however it proposes a dwelling to be constructed over both Lot 9 and the adjacent property at 137 MacKinnon Parade. This form of development was never anticipated in the LMA and it is impossible to satisfy the LMA when a building is proposed over both allotments.
10. The higher density and undersized frontage widths were reasons the LMA was required in 2009. Building over two allotments improves the original shortfalls and satisfies the Development Plan as follows:
  - 10.1. Increases allotment area to 813m<sup>2</sup> when a minimum of 600m<sup>2</sup> is required.
  - 10.2. Increases the MacKinnon Parade frontage width to 25 metres when a minimum of 14 metres is required.
11. Despite, the building at 137 MacKinnon Parade having previously been a Local Heritage Place, it does not form part of this Council decision regarding the LMA which only applies to Lot 9. A decision to demolish the building at 137 MacKinnon Parade will ultimately be made by the Council Assessment Panel (CAP).
12. The applicant has provided further information regarding the condition of the building at 137 MacKinnon Parade, in the form of a dilapidation report and heritage advice (Link 2 view [here](#)). This confirms the building is in a low state of integrity, a poor example of Victorian Symmetrical cottage in the City of Adelaide and makes a low contribution towards any remnant historic character
13. Council's Heritage Architect has confirmed the extensive changes to the front façade including removal of the front verandah, extensive modifications to the window openings and alterations to the rendered quoins and trim have resulted in loss of integrity.

14. The purpose of this report is to seek a Council decision (allowed by Clause 3 of the LMA) to waive compliance with the LMA to facilitate the proposed development.
15. Should Council approve waiving the LMA, the proposal will be assessed and a decision whether to approve or refuse the application will ultimately be made by the CAP. If Council does not approve waiving the LMA, DA/516/2020 would need to be amended, withdrawn or refused.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - Request to waive LMA

**Link 2** - Dilapidation Report and Preliminary Heritage Advice

---

## ATTACHMENTS

**Attachment A** - Proposal Plans for DA/516/2020

**Attachment B** – LMA

**Williams Burton  
Leopardi —**

135-137 MacKinnon Parade  
North Adelaide

Item 10.4 Attachment A

APPLICATION FOR DEVELOPMENT APPROVAL / DECEMBER 2020



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1. EXISTING CONDITIONS
  - 1.1 Location Plan
  - 1.2 Location Plan Detail
  - 1.3 Location Description
  - 1.4 Existing Site Plan
  - 1.5 Existing Street Elevation
  
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  - 2.1 Policy Area Desired Character, Objectives and Principles of Development Control
  - 2.2 A Response to Site, Surroundings and the Town Planning Objectives
  - 2.3 Summary Table of Relevant Council Wide Objectives
  
3. DESIGN APPROACH
  - 3.1 Design Narrative - A New Home within the City
  - 3.2 Design Narrative - A New Home on this Street
  - 3.3 Design Narrative - A New Home for this Family
  
4. PROPOSAL
  - 4.1 Site Plan
  - 4.2 Street Elevation
  - 4.3 Materiality
  - 4.4 Ground Floor Plan
    - First Floor Plan
    - Roof Terrace Plan
    - Basement Plan
  - 4.5 Front Facade View 1
    - Front Facade View 2
    - Front Facade View 3
  - 4.6 North and South Elevations
    - East and West Elevations
  - 4.7 Area Plans
  
5. IMPACTS
  - 5.1 Daylight/Overshadowing
  - 5.2 Overlooking Approach - First Floor
  - 5.3 Overlooking Approach - Roof Terrace
  - 5.4 Stormwater Drainage

APPLICATION FOR DEVELOPMENT APPROVAL / DECEMBER 2020

CITY OF ADELAIDE  
ADDITIONAL DOCUMENTS RECEIVED

DA/516/2020

14/12/2020

1. EXISTING CONDITIONS

Item 10.4 - Attachment A

CITY OF ADELAIDE  
ADDITIONAL DOCUMENTS RECEIVED  
DA/516/2020  
14/12/2020



1.1 Location Plan NTS



UPPER NORTH  
ADELAIDE

LOWER NORTH  
ADELAIDE

MELBOURNE  
STREET

SITE

WOMEN'S &  
CHILDREN'S HOSPITAL

CATHEDRAL AREA OF  
NORTH ADELAIDE

ADELAIDE ZOO



MACKINNON PARADE (EAST)



MACKINNON PARADE (EAST)



MACKINNON PARADE (WEST)



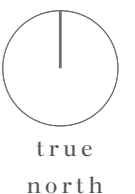
UNIVERSITY SPORTS FIELDS

SATELLITE AND STREET VIEW IMAGES  
VIA GOOGLE MAPS

**CITY OF ADELAIDE  
ADDITIONAL DOCUMENTS RECEIVED**

**DA/516/2020**

**14/12/2020**





1.2 Location Plan (Detail) NTS



NEIGHBOURING  
DEVELOPMENTS WITHIN  
THE LAND MANAGEMENT  
AGREEMENT  
(TWO OF THOSE  
BUILT NOT SHOWN IN  
SATELLITE IMAGE)

SITE



129 & 131 MACKINNON PDE



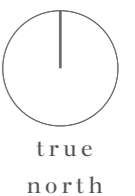
133 MACKINNON PDE



139 MACKINNON PDE

Google  
SATELLITE AND STREET VIEW IMAGES  
VIA GOOGLE MAPS

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## APPLICATION FOR DEVELOPMENT APPROVAL

## 1.3 Location Description

## EXISTING CONDITIONS

135/137 MacKinnon Parade, an amalgamated site bordered by existing two storey homes. The site is opposite, and has views over, the Adelaide University Sportfields. A small stone cottage currently exists on the more Western site with some shrubbery. The remainder of the total site is empty. The Eastern site is situated within a Land Management Agreement, which guides heights, setbacks and building style. Homes to the East of the site are within the same LMA.

The home to the West of the site (139 MacKinnon Parade) is a modern home built in a style and with detailing, to replicate an older terrace home. It's major form is a 8m high wall, with a parapet top. It is set back approximately 3.8m from the street, with a two storey verandah/balcony set back 2.2m from the street. The side of the building facing the proposed site is a two storey brick wall. A 2.5m wide easement separates this site and the proposed site. Materiality for the home includes painted masonry (cream colour), painted timber verandah and lacy (cream colour), sandstone tiled cladding (to front facade) and red brick (to side walls). The front fence is brush.

Buildings directly to the west of 139 MacKinnon Parade are all modern homes, built to a similar height and setback, and of various styles - some contemporary and some built to replicate older terraces. Site widths generally are between 7 and 8m.

The home to the East of the site (133 MacKinnon Parade) is a modern two storey home built in a contemporary style. Its major form is set back 6m from the street, with a one storey portico protruding in front, set back 2.6m from the street. Materiality for the site includes a sandstone and timber front fence, painted steel with concrete panelling to the front portico, painted rendered walls with glass balustrades and black window/door frames to the further set back upper storey. The home is topped by a lightweight steel shade to the roof terrace.

Buildings directly to the East of 133 MacKinnon Parade are all modern homes, built to a similar height and setback and all in a contemporary style. Site widths are between 12 and 13m.

A significantly altered stone cottage, formerly a legal office is located on the more western site (137 MacKinnon). It is in poor condition and much of the original fabric has been removed, including the roof, internal timber and plaster details and front windows and doors. The building has obvious signs of salt damp and flooding with the original floor height being situated lower than the external natural ground level. A more recent lightweight lean-to/addition to the rear is poorly built.

The cottage is not on the heritage registry and is in the context of the prevailing development of the precinct, and outlying relic. This application seeks its demolition.

A service lane is situated to the rear of the property and is accessed by all surrounding properties for garaging.



UNIVERSITY SPORTFIELDS



139 MACKINNON PDE



SITE: 135/137 MACKINNON PDE



133 MACKINNON PDE

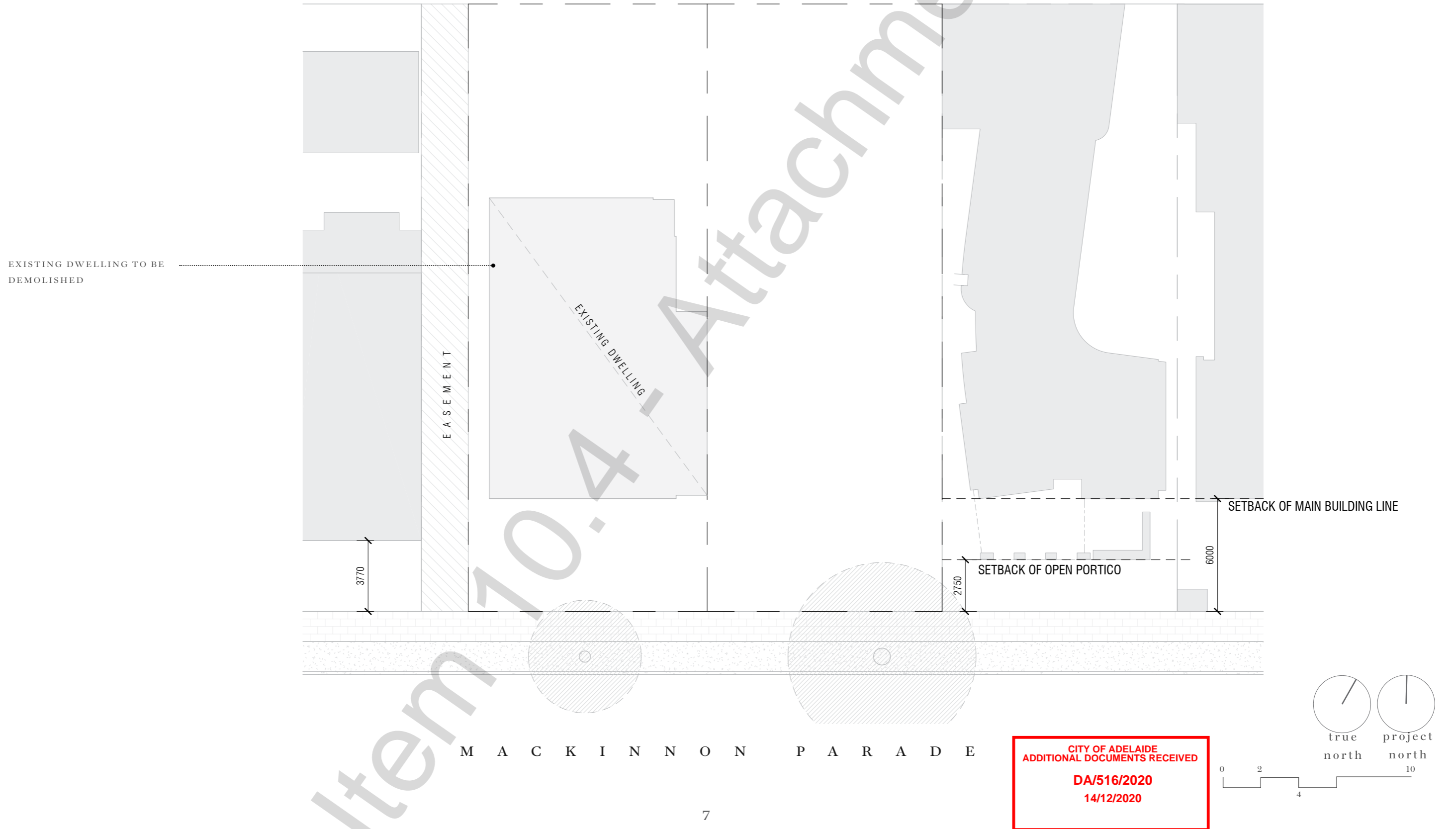
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STREET VIEW IMAGES VIA GOOGLE MAPS

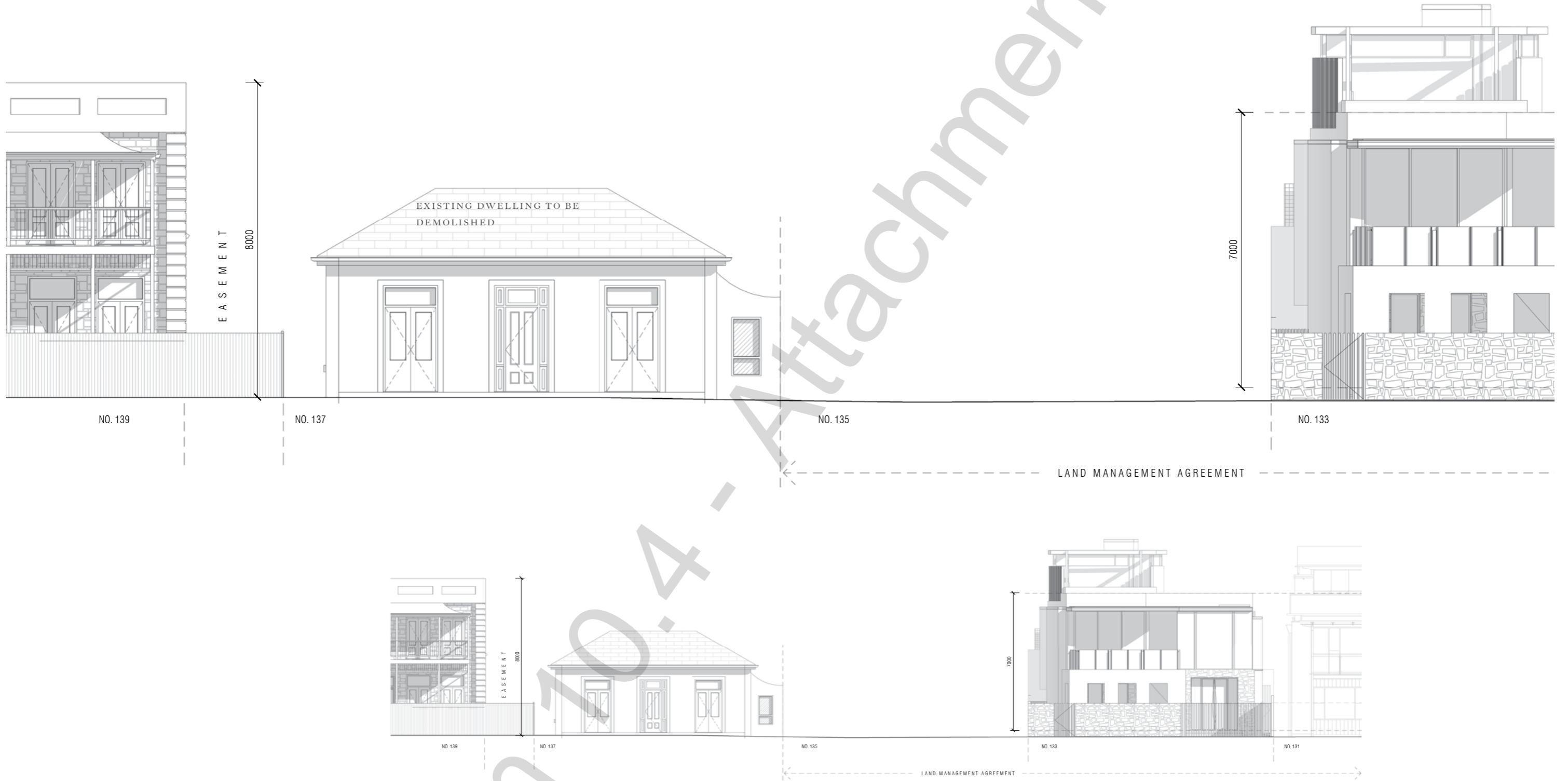
APPLICATION FOR DEVELOPMENT APPROVAL

1.4 Existing Site Plan\_ 1:200 @ A3



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1.5 Existing Street Elevation\_ 1:100 & 1:200 @ A3



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2. TOWN PLANNING

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## APPLICATION FOR DEVELOPMENT APPROVAL

## 2.1 Policy Area Desired Character, Objectives and Principles of Development Control

(As per the Adelaide City Development Plan)

SITE ADDRESS: 135/137 MACKINNON PARADE, NORTH ADELAIDE  
 ZONE: North Adelaide Historic (Conservation) Zone  
 POLICY AREA: Finnis Policy Area 12

### DESIRED CHARACTER

The Finnis Policy Area creates a distinctive built form edge between the Park Lands and Lower North Adelaide. The predominantly low scale residential character of the Policy Area will be maintained by new residential development which complements the predominantly one and two storey buildings.

The heritage value of the area should be retained by the conservation of Heritage Places and sensitively designed infill development.

New development should respect the low scale, environmental quality, character and historic value of the Policy Area, incorporating high standards of design, materials and landscaping.

Kathleen Lumley College will provide student accommodation and educational activities. Development should meet the community needs and future requirements whilst reinforcing the heritage value of the Policy Area.

The landscape qualities of private open space, the adjacent Park Lands and the established avenue planting in Finnis Street and MacKinnon Parade should remain important elements in the Policy Area's character.

Pedestrian safety and accessibility within the Policy Area and to the adjacent Park Lands.

MacKinnon Parade:

New development should comprise contemporary residential buildings that reflect the shape and form of traditional buildings styles, with particular reference to roofpitch, verandahs, eaves, materials, setbacks and fencing. Facades should be constructed with a high solid to void ratio.

New residential buildings should comprise detached and semi-detached dwellings of one or two storeys, with the exception of existing large amalgamated sites of no heritage value,

where the introduction of residential flat buildings may be appropriate provided such development is designed to reinforce the traditional siting pattern of individual detached dwellings.

Development adjacent the street frontage should not take references from buildings of two or more storeys that are seriously at conflict with the historic character of the Policy Area.

Development should retain the visual prominence of the State Heritage Place of Kathleen Lumley College.

### OBJECTIVES

Objective 1: Development that strengthens, achieves and is consistent with the desired character for the Policy Area.

Objective 2: Development primarily for residential purposes at low densities providing a distinctively lower scale built form edge to the Park Lands frontages.

Objective 3: The maintenance of residential amenity by restricting the introduction, expansion or intensification of non-residential uses.

### PRINCIPLES OF DEVELOPMENT CONTROL

1. Development should strengthen, achieve and be consistent with the desired character for the Policy Area.

2. Residential development in the form of detached, semi-detached or group dwellings, residential flat buildings, or alterations and additions to existing buildings. New residential buildings in the form of row dwellings should not be developed.

3. Development should not exceed 2 building levels or locate a ceiling more than 6 metres

above the median natural or finished ground level at any point or any part of a building (except for land identified as the Kathleen Lumley College site on Fig F/1).

Buildings may be allowed up to the maximum height or number of levels where such buildings are compatible with adjacent buildings and their settings in respect of their scale and siting, and where there is no adverse impact on established residential amenity.

4. The bulk and density of development should not exceed the following:

- (a) Basic and maximum plot ratio: 0.8, and
- (b) Dwelling Unit Factor: (i) 600 square metres - detached dwelling and group dwelling;

5. NA (Only applicable where the above is not achieved.)

6 The land for a dwelling should have a primary street frontage not less than the following (other than in the case of a hammerhead allotment, where the frontage to a public road should be no less than five metres): (a) Detached dwelling: 14 metres.

7. A minimum of 40 percent of the total site should be provided for landscaped open space on the site of development. Each dwelling in a development should provide as part of the landscaped open space, a private open space area in accordance with the Council Wide principles of development control.

8. NA (Objective for development along Brougham Place.)

9. Development should preserve and, where possible, reinstate a strong residential built-form edge to the Park Lands through the regular siting and pattern of single storey buildings addressing the primary street frontage.

10. NA (Objective for non-residential development)

11. NA (Objective for Kathleen Lumley College Development)

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## 2.2 A Response to Site, Surroundings and the Town Planning Objectives

### A RESPONSIVE DEVELOPMENT - TO SITE, SURROUNDINGS AND TOWN PLANNING OBJECTIVES

The development within the amalgamated site at 135/137 MacKinnon Parade holds an important position in its ability to support and reinstate the distinctive built form edge between the Park Lands and Lower North Adelaide. Specifically the development seeks to support and strengthen the edge of the Park Lands between the taller apartments of Kathleen Lumley College and the lower historic corner to the street, at the MacKinnon Parade Children's Centre.

Two patterns of development currently exist along the street between the two opposing sites of MacKinnon Parade Children's Centre and Kathleen Lumley College. Slimmer, attached and proportionally taller homes are to the West, from 139 MacKinnon Parade through to the Children's Centre. Wider, detached and further set back homes are to the East, from 133 MacKinnon Parade through to the three storey apartments of the College.

The amalgamated site at no 135/137 sits between these two differing patterns of development and seeks to soften the competing differences and reinforce, compliment and improve the overall pattern of development along MacKinnon Parade, providing a calm, consistent backdrop to the Park Lands and the overall built form of North Adelaide.

The built form of the homes between the College and the Children Centre are of varying styles, but the consistent pattern is a two storey home, with parapet heights between 6m and 8m. Homes are modern and the majority are of a contemporary style. Roofs are flat, and/or hidden behind parapet walls. Homes to the West are set further forward and being attached, provide a closeknit townhouse-like appearance. Their major bulk and form is of a solid two storey building with no setbacks for upper storeys. Homes to the East are set further back and being detached provide a more varying solid/void, built form/landscape appearance. Upper storeys are predominantly set back further or have the appearance of being set back further from the lower floors/porticos.

The proposal for 135/137 MacKinnon Parade seeks to follow the major pattern of development of the detached homes to the East of the Site with a contemporary two storey detached dwelling. It is designed to follow the set backs, form and major heights of its Eastern neighbours and in doing so, the guidelines of the Land Management Agreement, while complimenting and balancing the heights, forms and materials of the Western Neighbours.

The proposal for 135/137 MacKinnon Parade seeks to increase and promote the greenery of its location. The proposal focuses on providing abundant private open and green space for its inhabitants on each level, and visually surrounding the building in greenery.

The position of the new home calls for high standards in design, materiality and landscaping, not only for the immediate surroundings, but for the precinct and area in general. The proposal is designed to reinforce the overall high standards of North Adelaide and the high quality materials of the area's original building stock, and seeks to not only compliment, but improve the overall quality of development within the street and North Adelaide.

#### PRINCIPLES OF DEVELOPMENT CONTROL: Finnis Policy Area 12

1. *Development should strengthen, achieve and be consistent with the desired character for the Policy Area.*

WBL: The contemporary home at 135/137 MacKinnon Parade seeks to strengthen the desired character of the Policy Area, through its continuation, support and connection of the surrounding patterns of development. It seeks to promote the high quality building stock of North Adelaide and the use of high quality natural building materials. It seeks to strengthen the built edge to the Park Lands and promote the importance of greenery within the built up areas of North Adelaide.

2. *Residential development in the form of detached, semi-detached or group dwellings, residential flat buildings, or alterations and additions to existing buildings. New residential buildings in the form of row dwellings should not be developed.*

WBL: The new development at 135/137 MacKinnon Parade is a detached residence.

3. *Development should not exceed 2 building levels or locate a ceiling more than 6 metres above the median natural or finished ground level at any point or any part of a building (except for land identified as the Kathleen Lumley College site on Fig F/1).*

*Buildings may be allowed up to the maximum height or number of levels where such buildings are compatible with adjacent buildings and their settings in respect of their scale and siting, and where there is no adverse impact on established residential amenity.*

WBL: The new development at 135/137 MacKinnon Parade does not exceed the 2 building levels, with only a roof terrace to the second floor. Building heights are designed to compliment and balance the surrounding developments.

4. *The bulk and density of development should not exceed the following:*

- (a) *Basic and maximum plot ratio: 0.8, and*
- (b) *Dwelling Unit Factor: (i) 600 square metres - detached dwelling and group dwelling;*

WBL:

- a) *The plot ratio of the development is 0.72 with 590 square metres of Building Floor Area and a site area of 814 square metres, less than the maximum 0.8.*
- b) *The total Building Floor Area is 590 square metres, less than the maximum 600.*

5. *NA (Only applicable where the above is not achieved.)*

6 *The land for a dwelling should have a primary street frontage not less than the following (other than in the case of a hammerhead allotment, where the frontage to a public road should be no less than five metres): (a) Detached dwelling: 14 metres.*

WBL: The new development at 135/137 MacKinnon Parade is a detached residence with a street frontage of 25.2m.

7. *A minimum of 40 percent of the total site should be provided for landscaped open space on the site of development. Each dwelling in a development should provide as part of the landscaped open space, a private open space area in accordance with the Council Wide principles of development control.*

WBL: The proposal for 135/137 MacKinnon Parade dedicates 42.7% of the site to Landscaped open space with 347.5 square metres of garden on the Ground Floor. It is also notable that upper floors also dedicate large portions of area to landscaping, including numerous well sized upper floor planters.

9. *Development should preserve and, where possible, reinstate a strong residential built-form edge to the Park Lands through the regular siting and pattern of single storey buildings addressing the primary street frontage.*

WBL: The proposal for 135/137 MacKinnon Parade preserves, supports and reinstates the strong residential edge to the Park Lands and promotes the pattern of residential development along MacKinnon Parade.

10. *NA (Objective for non-residential development)*

11. *NA (Objective for Kathleen Lumley College Development)*



### 2.3 Summary Table of Relevant Council Wide Objectives

Objective No.	Objective Description	Level Achieved
Objective 11	Low scale residential development designed to be attractive, visually compatible with surrounding development and consistent with the desired character of the Zone and Policy Area.	● ● ●
Objective 12	Development that enhances the public environment.	● ● ●
Objective 13	Building set-backs that complement the prevailing set-backs in the street.	● ● ●
Objective 14	Low scale residential development sited to: a) protect and maintain the desired character of the relevant Zone or Policy Area; b) ensure adequate daylight to dwellings and sunlight to private open space and ; c) protect neighbouring amenity	● ● ●
Objective 15	The protection of access to daylight and sunlight and the amenity of neighbouring residential premises.	● ● ●
Objective 16	Private open space to meet the requirements of occupants of low scale residential development for outdoor activities.	● ● ●
Objective 17	Low scale residential development sited and designed to protect visual and acoustic privacy for the occupants of the dwelling and nearby residents.	● ● ●
Objective 18	Car accommodation and fencing that enhances pedestrian amenity and the desired character and appearance of the streetscape.	● ● ●
Objective 19	Car accommodation that does not dominate views of the associated dwelling from the street.	● ● ●
Objective 20	Accessible on-site parking provided to meet the needs of residents and visitors	● ● ●
Objective 21	Low scale residential development that provides sufficient on-site storage facilities and makes adequate provision for the storage and collection of refuse.	● ● ●
Objective 30	Development which is compatible with the long term sustainability of the environment, minimises consumption of non-renewable resources and utilises alternative energy generation systems.	● ● ●
Objective 33	Buildings which are designed and sited to be energy efficient and to minimise micro-climatic and solar access impacts on land or other buildings.	● ● ●
Objective 35	Development which maximises the use of stormwater	● ● ●
Objective 47	Buildings should be designed to: a) reinforce the desired character of the area as contemplated by the minimum and maximum building heights in the Zone and Policy Area provisions; b) maintain a sense of openness to the sky and daylight to public spaces, open space areas and existing buildings; c) contribute to pedestrian safety and comfort; and d) provide for a transition of building heights between Zone and Policy Areas where building height guidelines differ	● ● ●
Objective 48	Development which incorporates a high level of design excellence in terms of scale, bulk, massing, materials, finishes, colours and architectural treatment.	● ● ●
Objective 49	Innovative and interesting skylines which contribute to the overall design and performance of the building.	● ● ●
Objective 50	Development that enhances the public environment and, where appropriate provides activity and interest at street level, reinforcing a locality's desired character.	● ● ●
Objective 51	Development designed to promote pedestrian activity and provide a high quality experience for City residents, workers and visitors by: (a) enlivening building edges; (b) creating welcoming, safe and vibrant spaces; (c) improving perceptions of public safety through passive surveillance; and (d) creating interesting and lively pedestrian environments.	● ● ●
Objective 53	Where demolition of an existing building is proposed, the replacement building is designed and sited to achieve the purposes of the relevant Zone and Policy Area and to provide for quality urban design	● ● ●
Objective 55	Water conserving landscaping that enhances the local landscape character and creates a pleasant, safe and attractive living environment.	● ● ●

3. DESIGN APPROACH

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## 3.1 Design Narrative - A New Home within this City

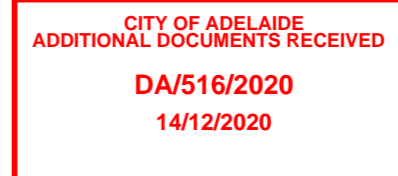
*A home that celebrates its position within the 'village' of North Adelaide.*

*A home that sits within its locality with ease, supporting the adjacent buildings in its position, scale and setback and reinforcing the high quality building stock within the North Adelaide precinct.*

*An innovative and contemporary home.*

*A home that celebrates and promotes the garden, nestling itself into and surrounding itself in greenery.*

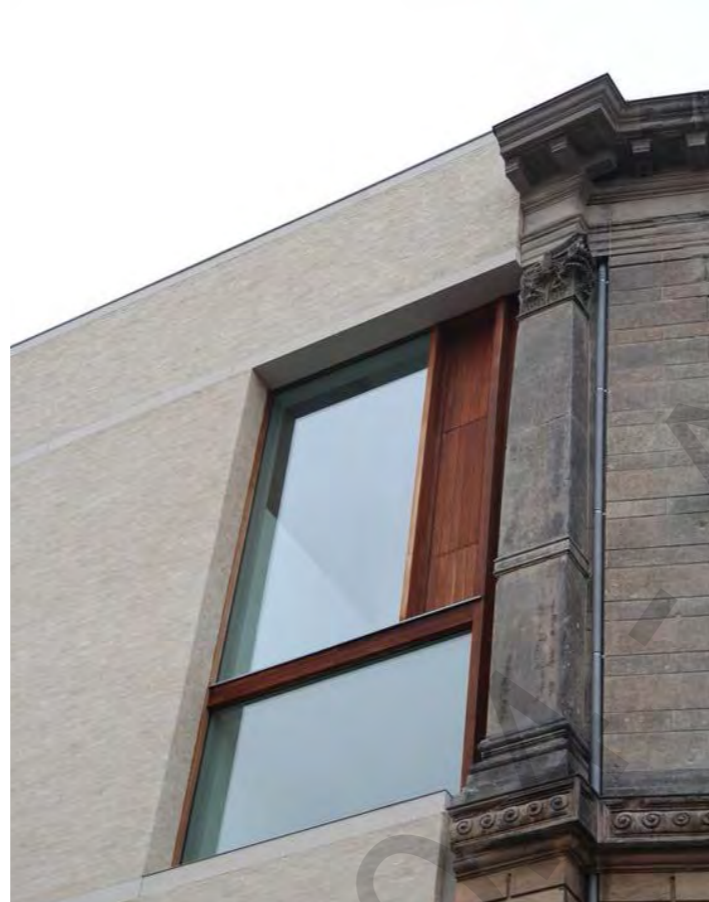
*A home of interest, of texture and shadow and of high quality natural materials - reinterpreting those prevalent throughout the precinct.*





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3.2 Design Narrative - A New Home on this Street



BRIDGING THE GAP

A dwelling that sits within a specific section of MacKinnon Parade - linking, balancing and supporting two differing patterns of development.



CELEBRATING THE PARK LANDS

A home that celebrates its proximity to and view over the Park Lands through a promotion of plentiful greenery.

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### 3.3 Design Narrative - A New Home for this Family



#### PURPOSEFUL CONNECTIONS

A home that embraces, connects with and flows into its surrounding 'village' of North Adelaide.  
 A home that is layered with spaces that allow both connection and separation.



#### RETREAT AND RESTORE

A home in which you are restored, with spaces in which you can retreat to on your own, as a couple or family and where you can host your most treasured guests.

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4. PROPOSAL

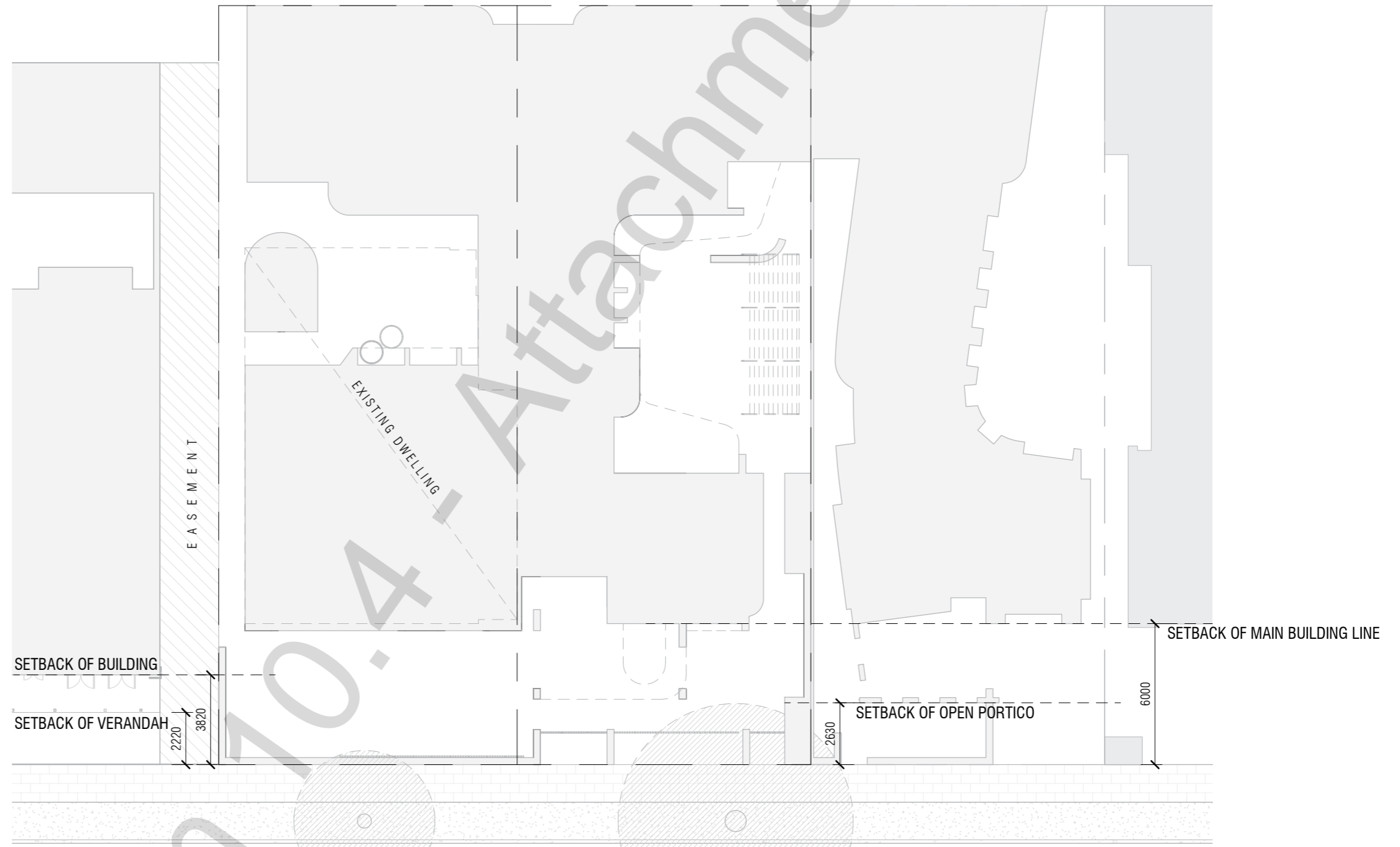
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4.1 Site Plan\_1:200 @ A3

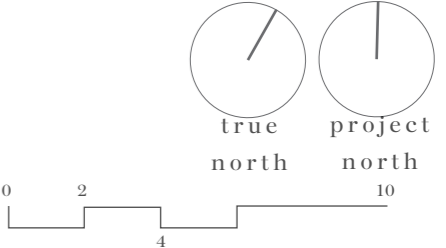
*Building setbacks mimic those to the East, within the Land Management Agreement.*

*A street frontage that reinforces the pattern of setbacks along the street, and with the demolished cottage.*



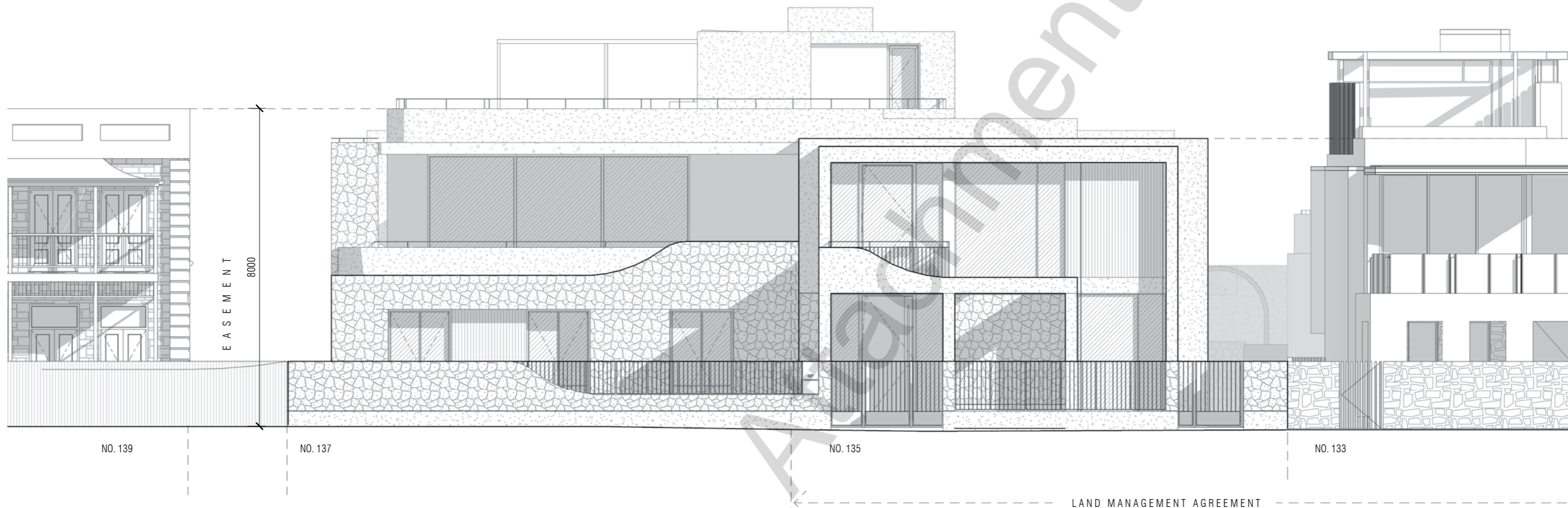
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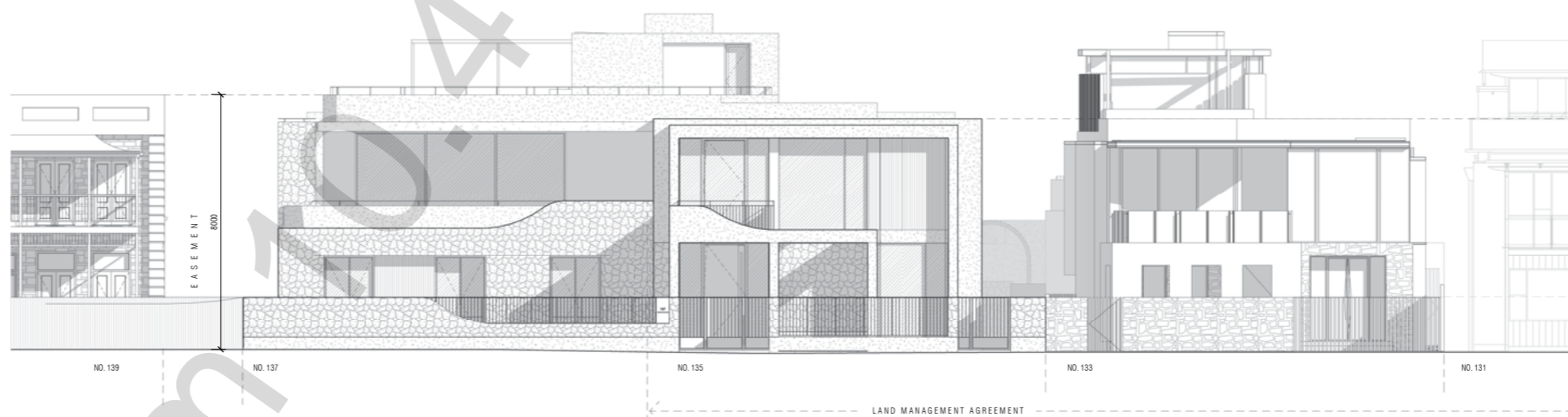


4.2 Street Elevation\_1:100 and 1:200 @ A3



*Building heights that mimic and balance those to the West and East, supporting and reinforcing the built edge to North Adelaide and providing a calm, consistent backdrop to the Park Lands.*

*An articulated frontage designed to celebrate texture and shadow and the high quality natural materials prevalent throughout the precinct.*

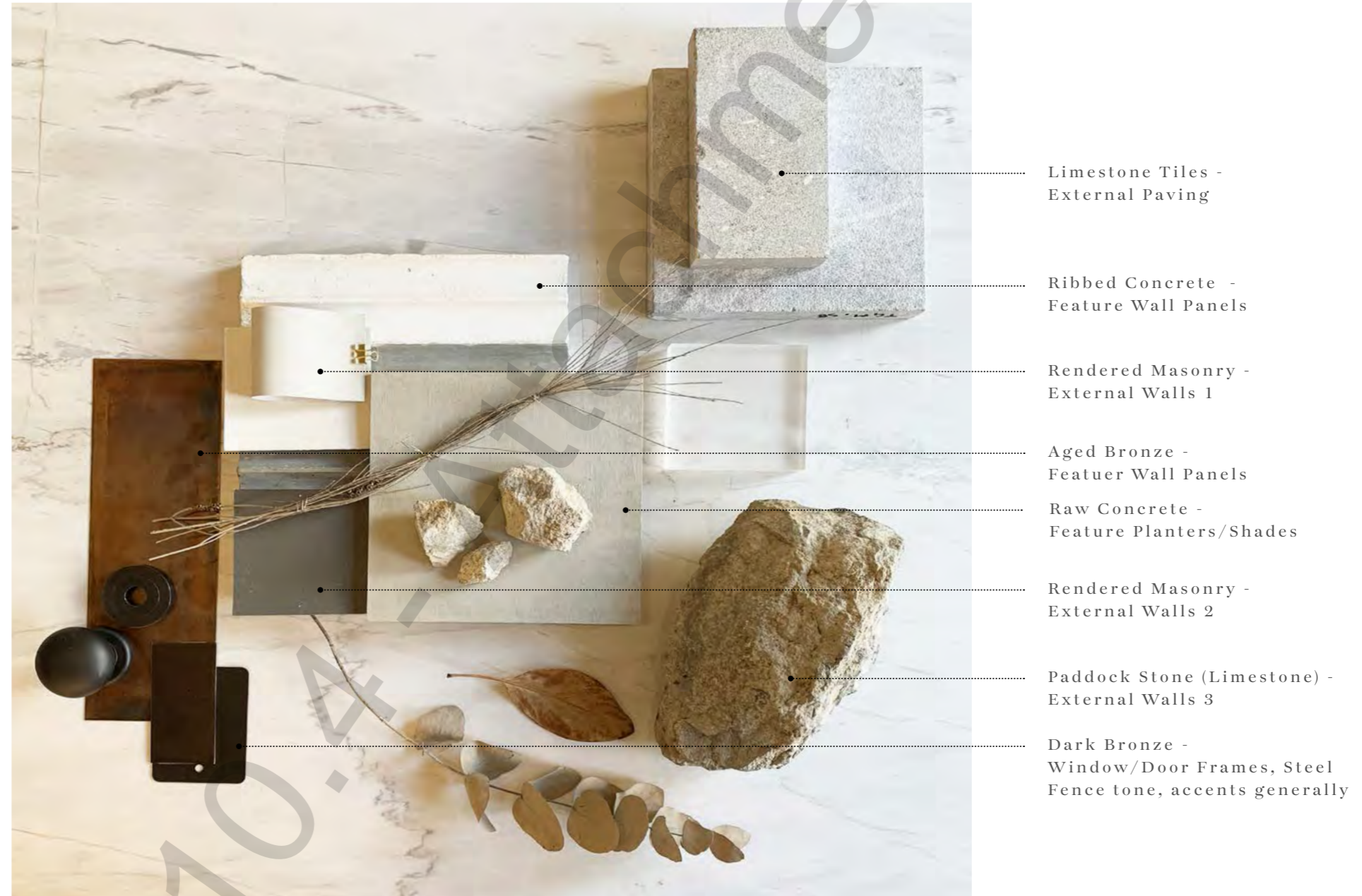


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4.3 Materiality

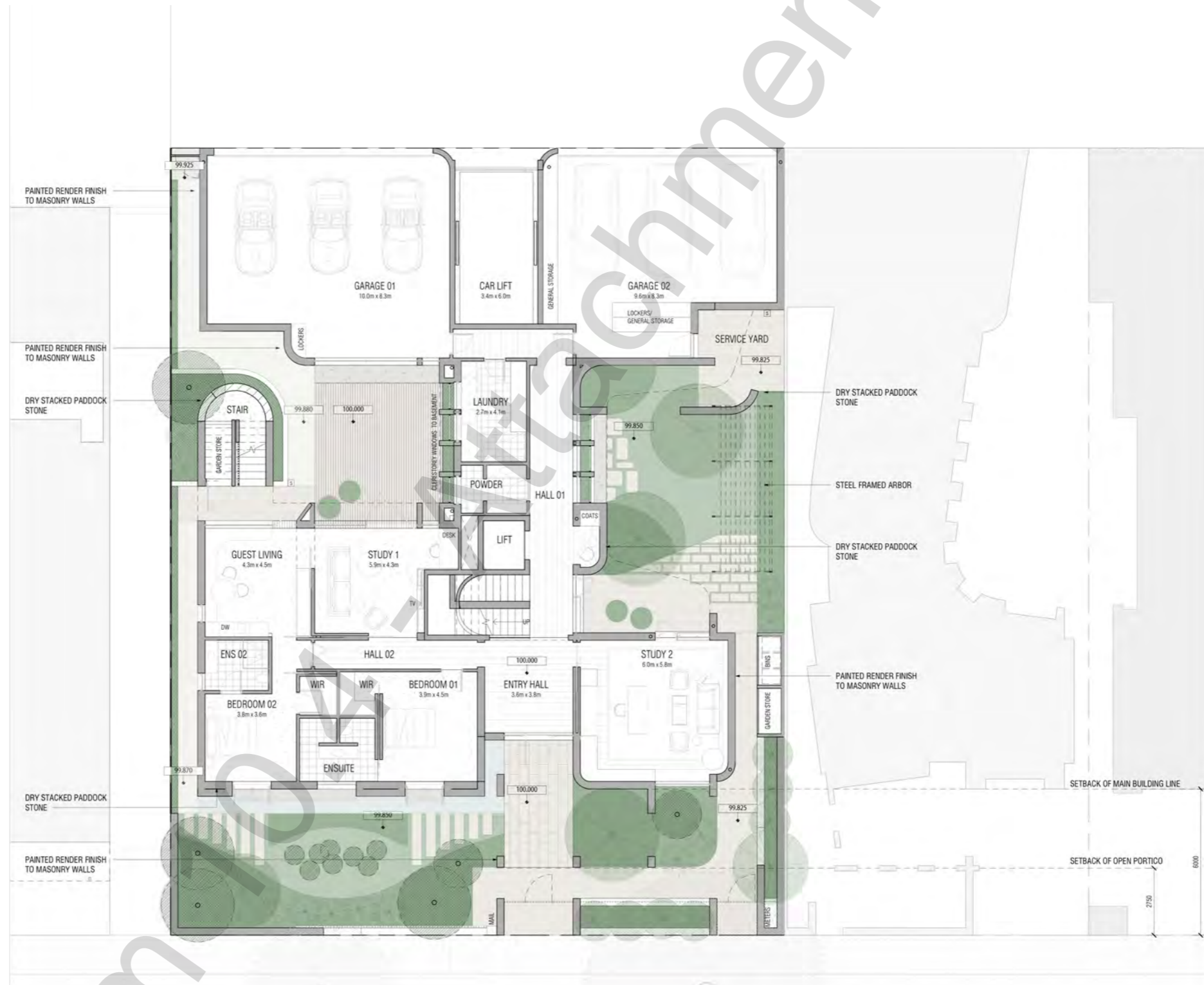


*A collection of high quality natural materials prevalent to the area - allowing the more contemporary home to sit within its surroundings with ease and celebrate its history.*

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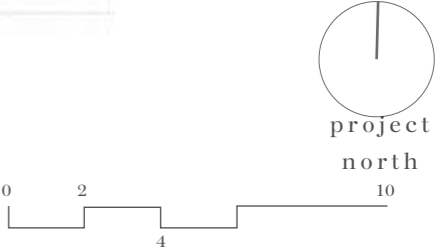
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4.4 Ground Floor Plan\_1:200 @ A3



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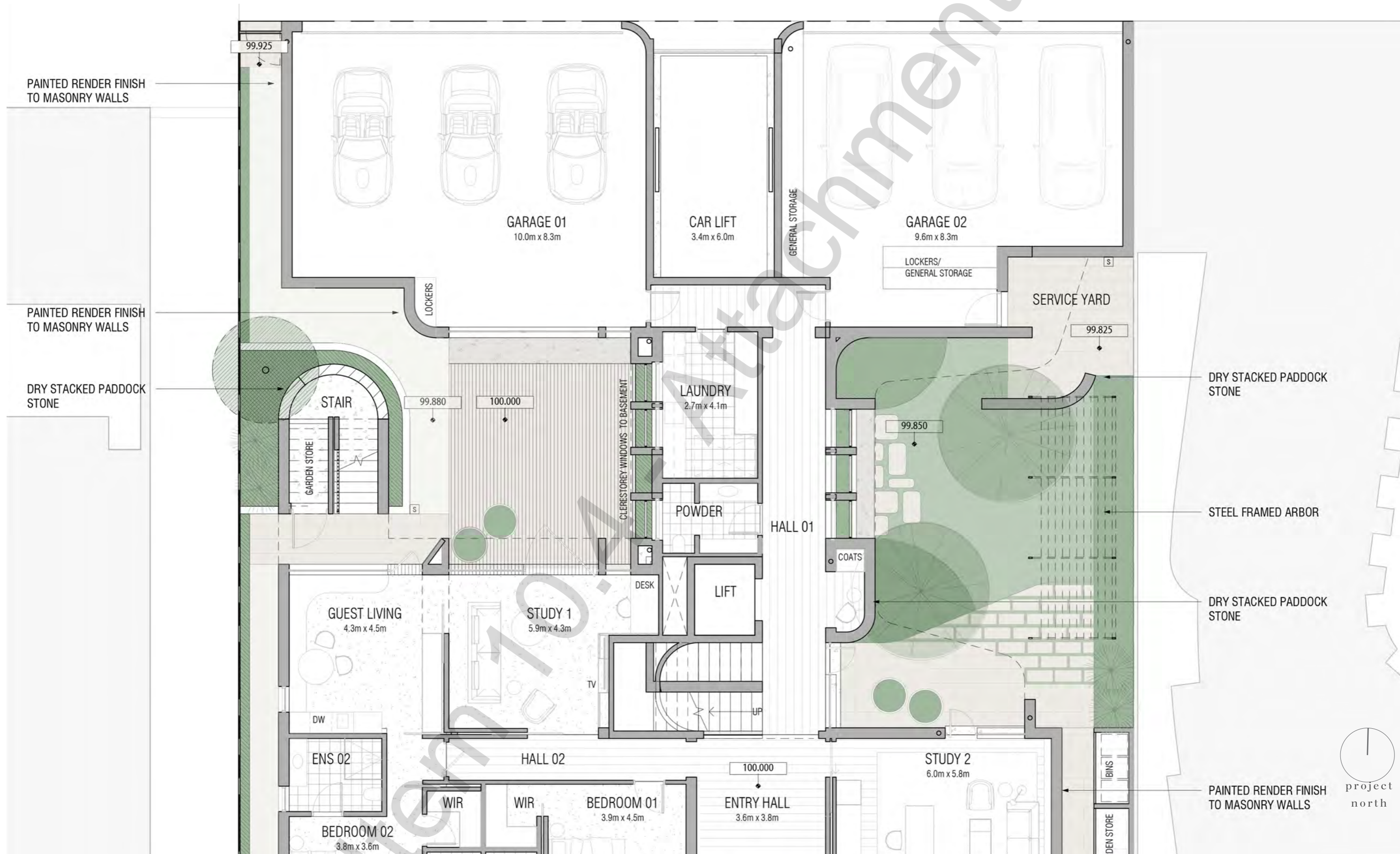
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4.4 Ground Floor Plan Detail \_1:100 @A3



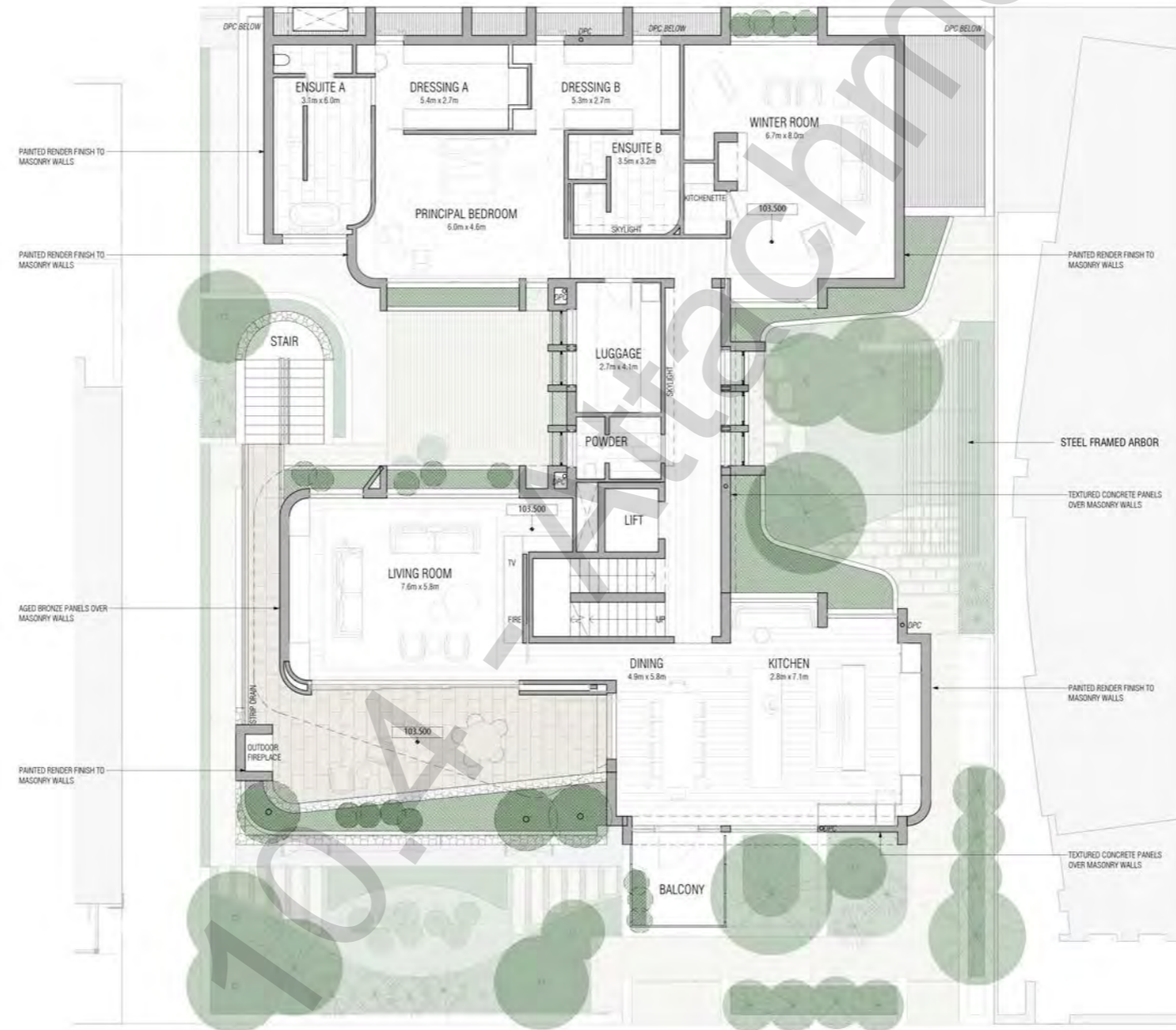


4.4 Ground Floor Plan Detail \_1:100 @A3



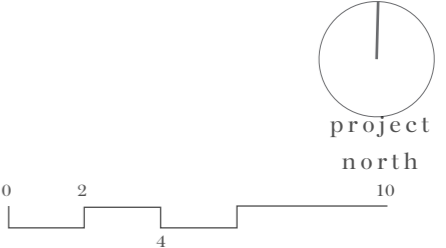


4.4 First Floor Plan\_ 1:200 @ A3



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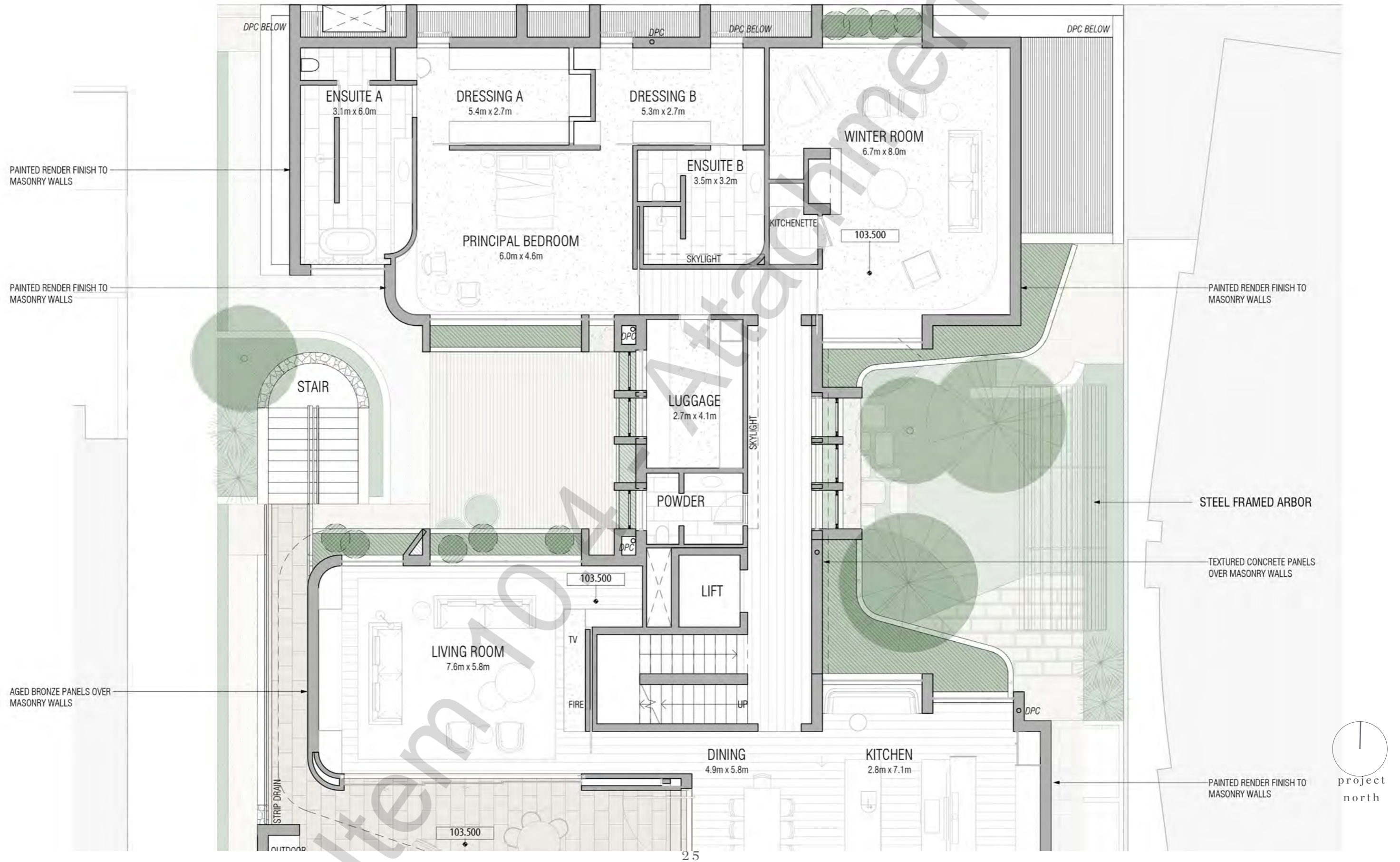
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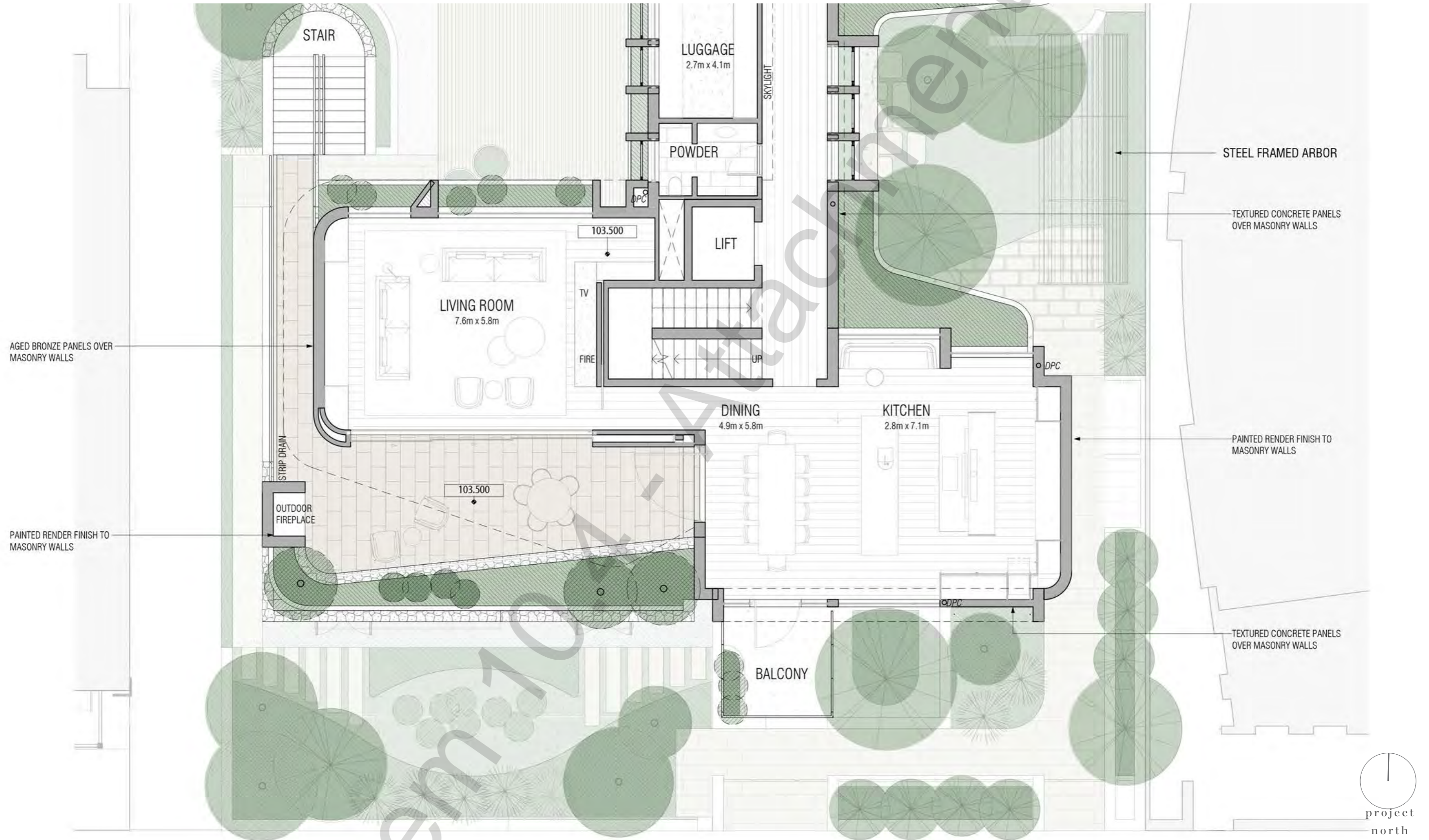
4.4 First Floor Plan Detail\_1:100 @ A3





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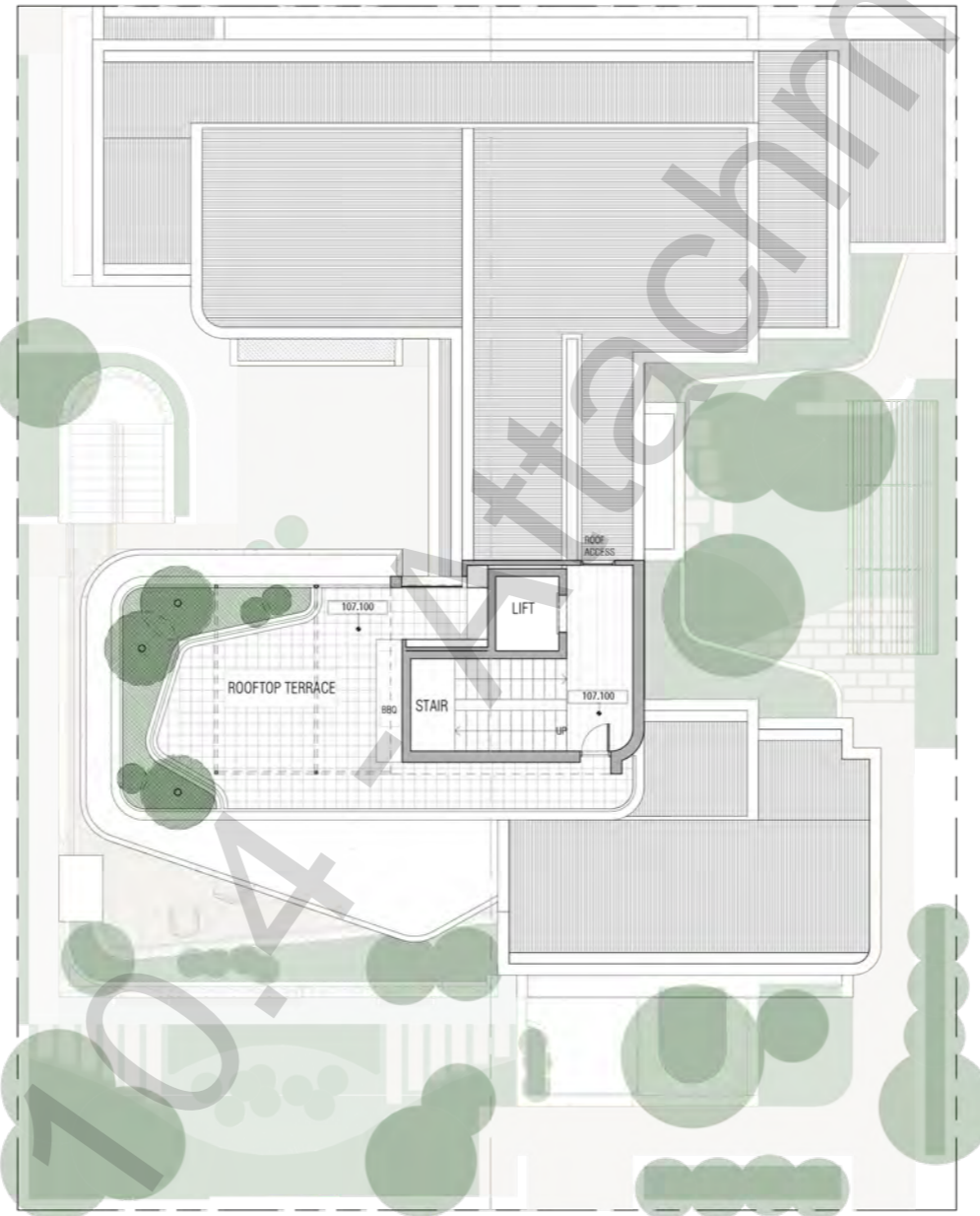
4.4 First Floor Plan Detail\_1:100 @ A3



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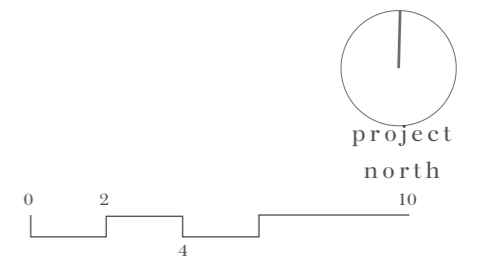
4.4 Roof Terrace Plan\_ 1:200 @ A3



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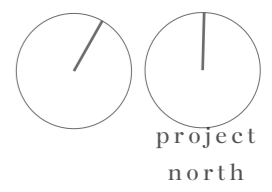
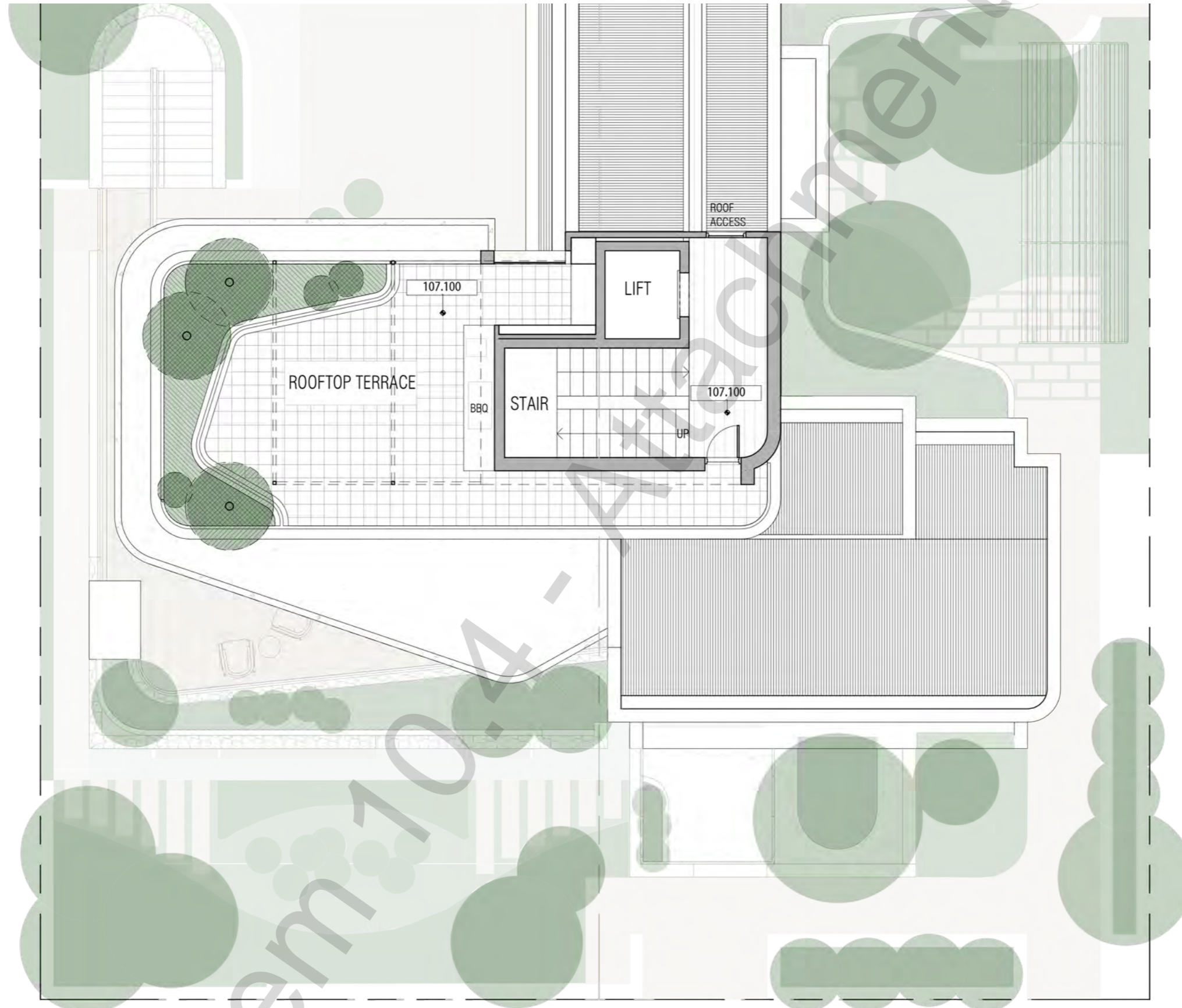
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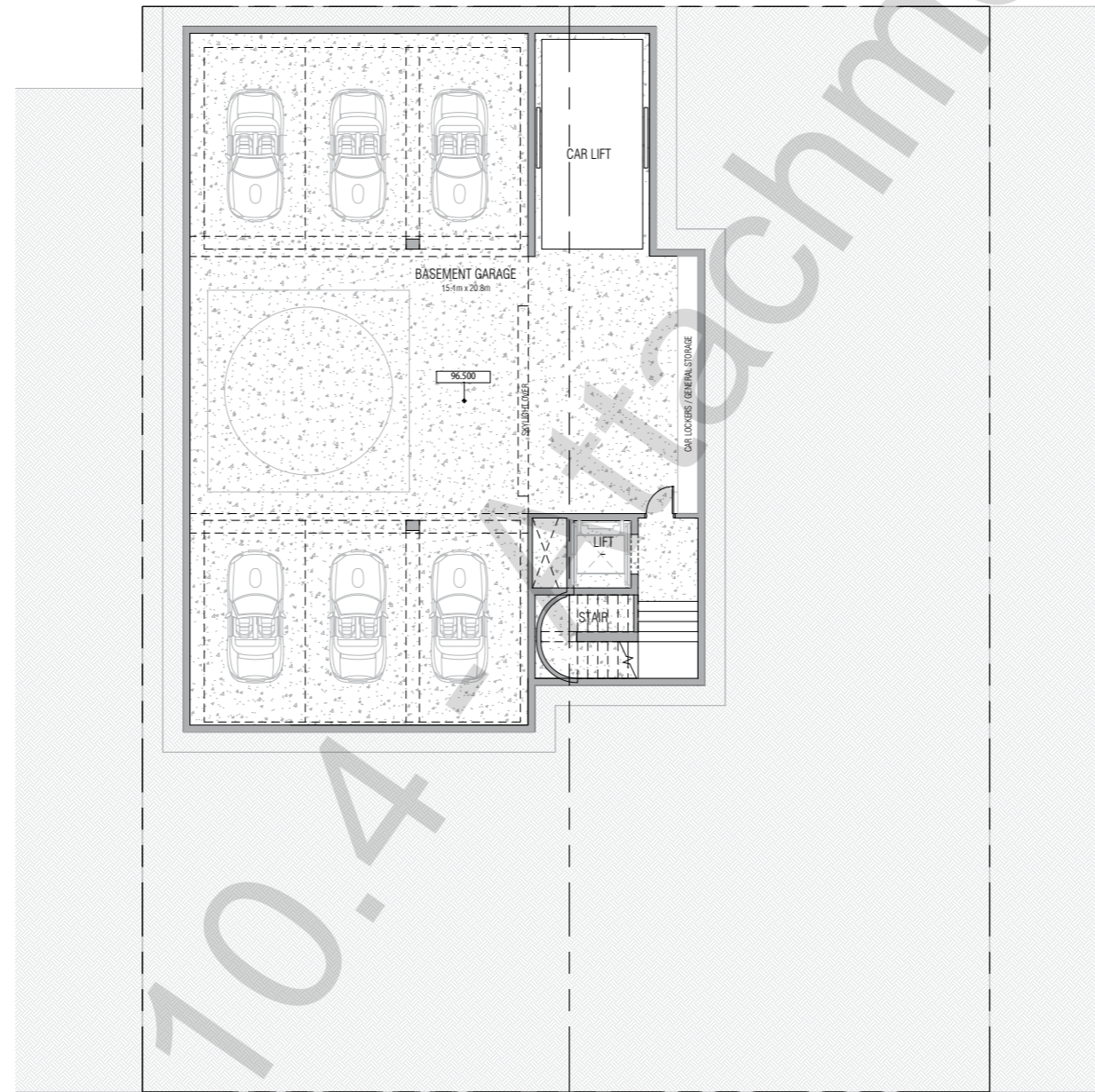
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4.4 Roof Terrace Plan Detail\_ 1:100 @ A3



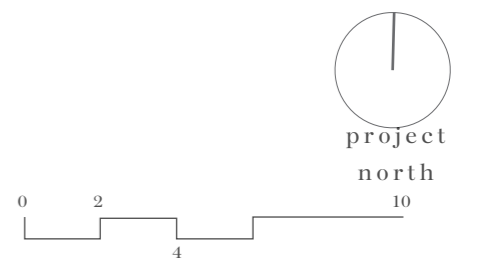
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4.4 Basement Plan\_1:200



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4.5 Front Facade View 1



RIBBED CONCRETE

DRY STACKED PADDOCK STONE

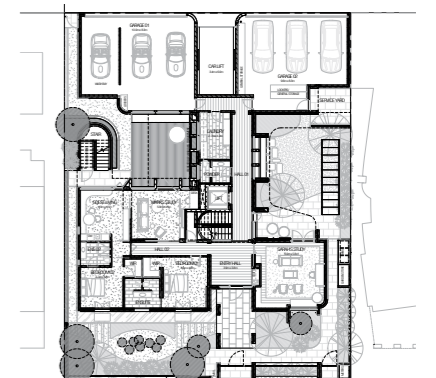
RENDERED MASONRY

STEEL FENCE PANELS

AGED BRONZE WALL PANELS

RIBBED CONCRETE

*A home that celebrates the garden, nestling itself into and surrounding itself in greenery.*



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4.5 Front Facade View 2



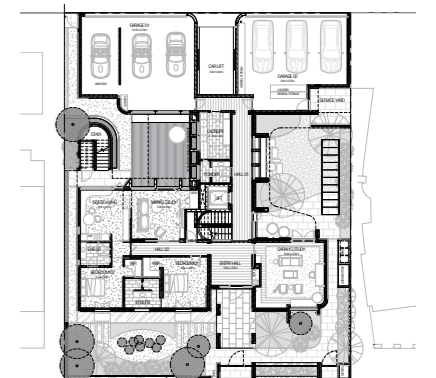
RENDERED MASONRY

RENDERED MASONRY

RIBBED CONCRETE

DRY STACKED PADDOCK STONE WALLS

NEIGHBOUR'S STONE FENCE



*An articulated frontage designed to celebrate texture and shadow and the high quality natural materials prevalent throughout North Adelaide.*

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4.5 Front Facade View 3



AGED BRONZE WALL PANELS

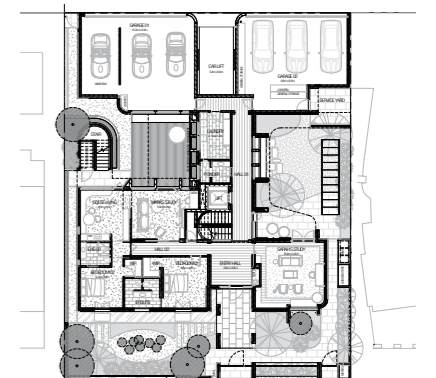
RENDERED MASONRY

RIBBED CONCRETE

RENDERED MASONRY

DRY STACKED PADDOCK STONE WALLS

DRY STACKED PADDOCK STONE WALLS



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 14/12/2020

4.6 North & South Elevation\_1:100 @ A3



SOUTH ELEVATION

NO. 137

NO. 135



NORTH ELEVATION

NO. 133

NO. 135

NO. 137



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4.6 East & West Elevation\_1:100 @ A3



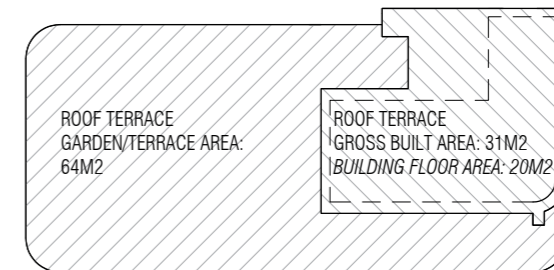
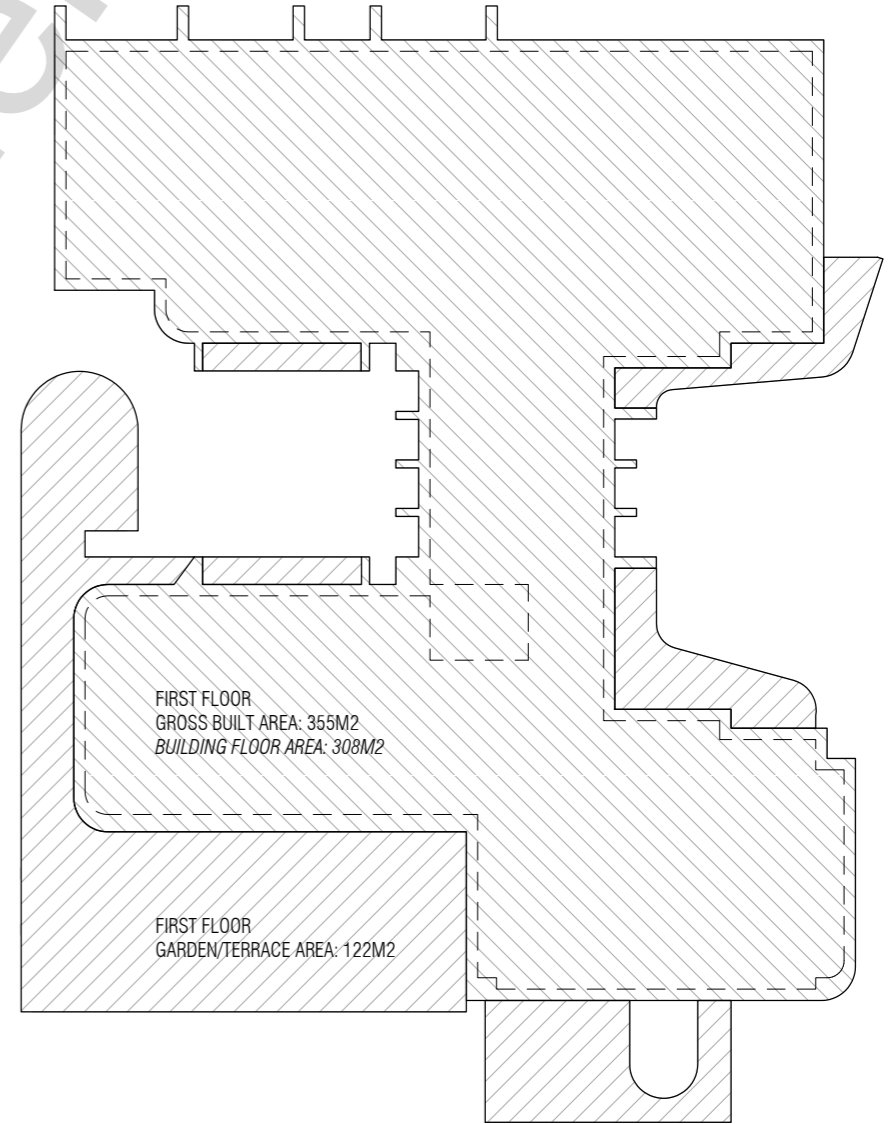
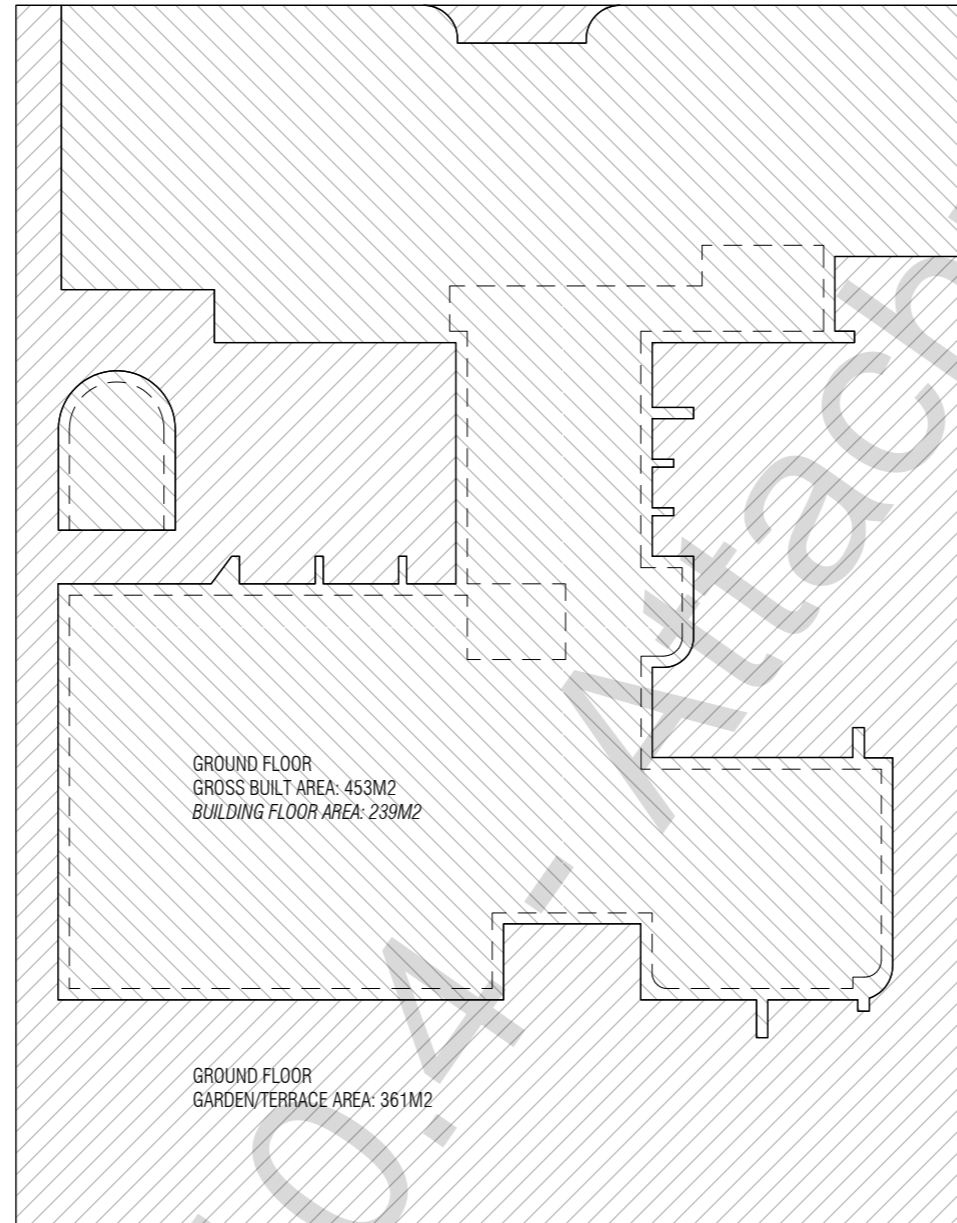
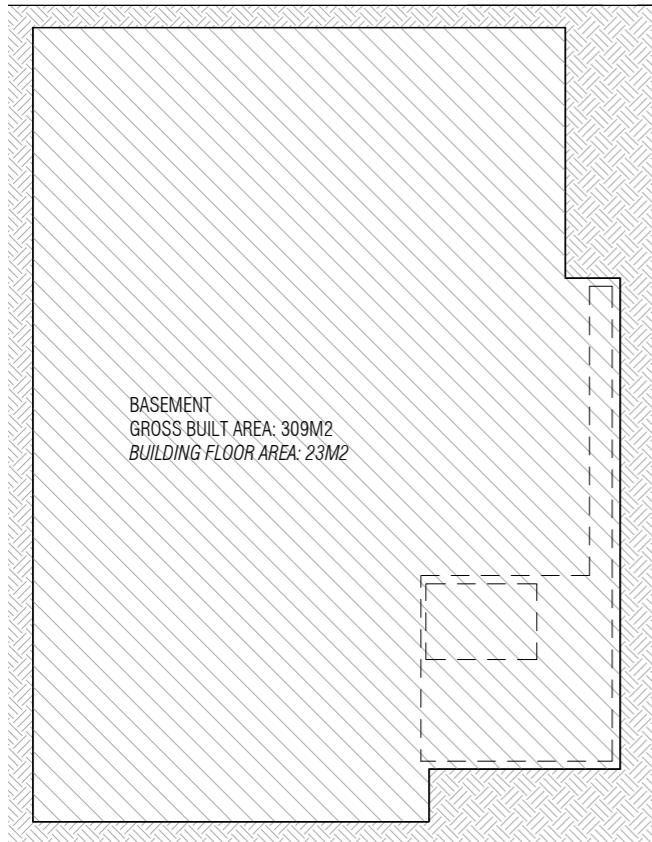
EAST ELEVATION



WEST ELEVATION



4.7 Area Plans \_1:200 @ A3



AREA SCHEDULE

Site:  
815.5m<sup>2</sup>

Total Building Floor Area: 590m<sup>2</sup>  
Plot Ratio: 0.72

Total Ground Floor Landscaped Area: 361m<sup>2</sup>  
Site Ratio: 44%

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**14/12/2020**

5. IMPACTS

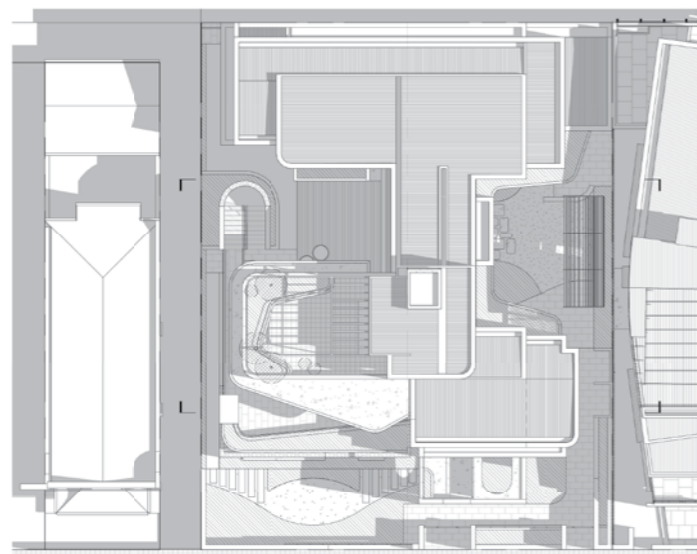
Item 10.4 - Attachment A

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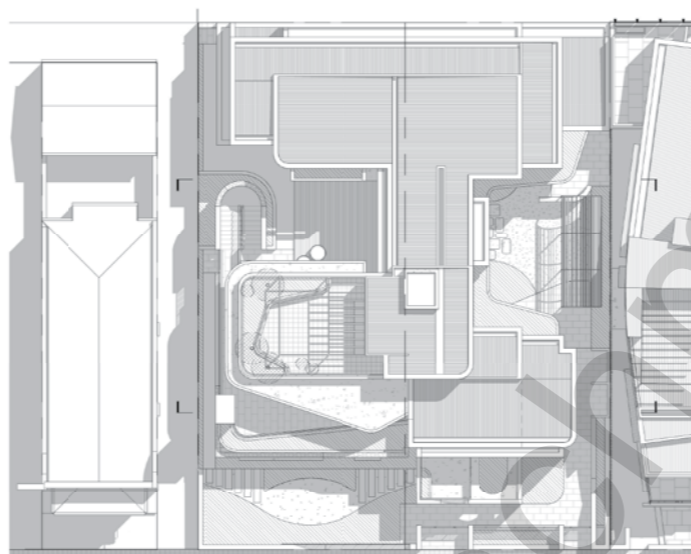
CITY OF ADELAIDE  
ADDITIONAL DOCUMENTS RECEIVED  
DA/516/2020  
14/12/2020

### 5.1 Daylight / Overshadowing

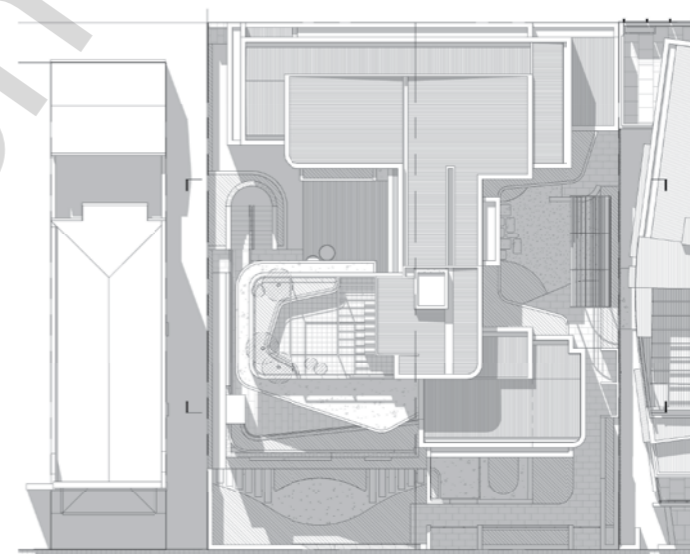
EQUINOX  
March 21st / September 22nd



9am

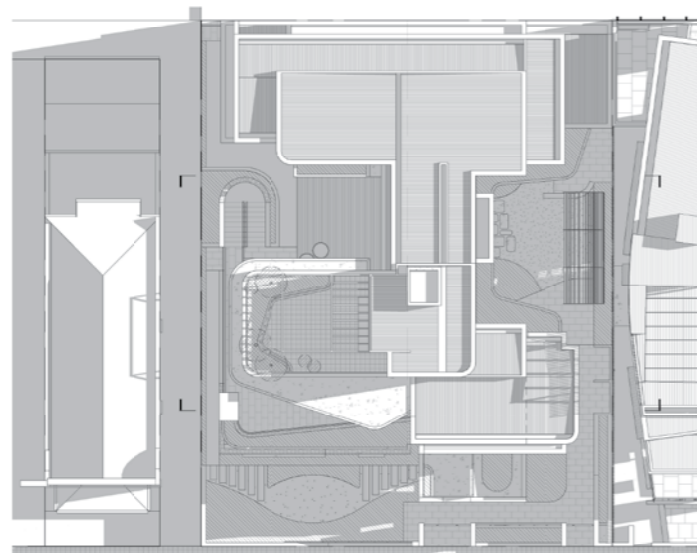


12pm

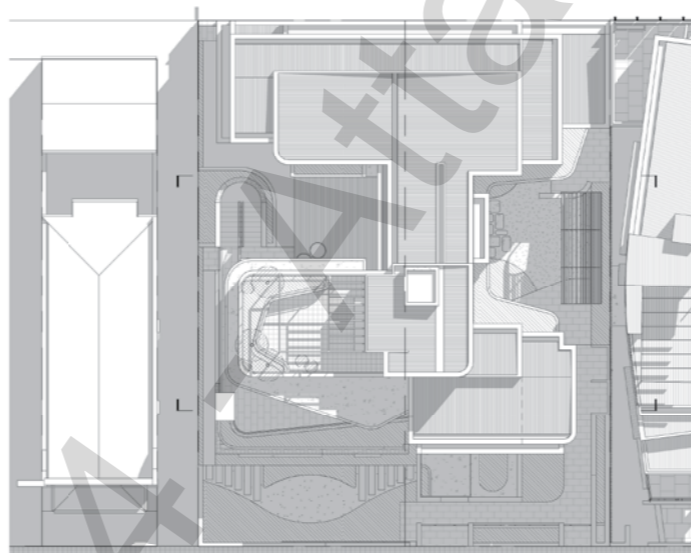


3pm

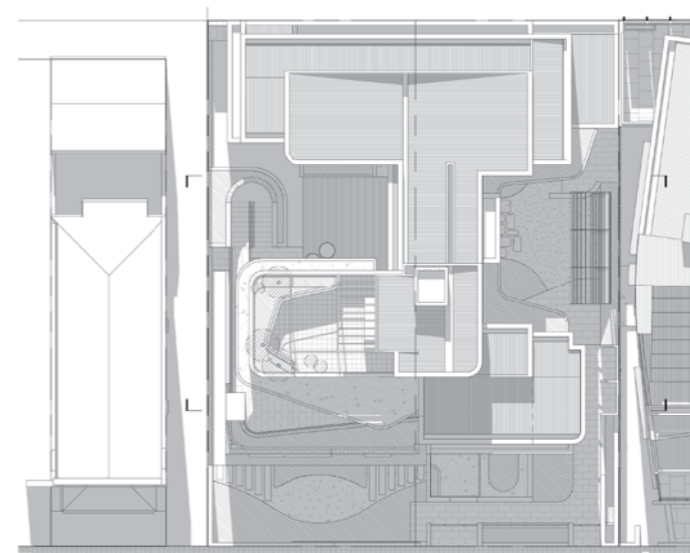
WINTER SOLSTICE  
June 21st



9am

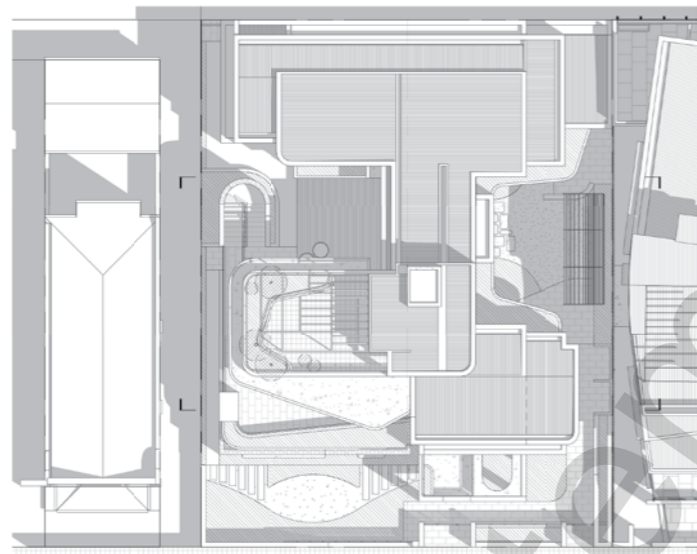


12pm

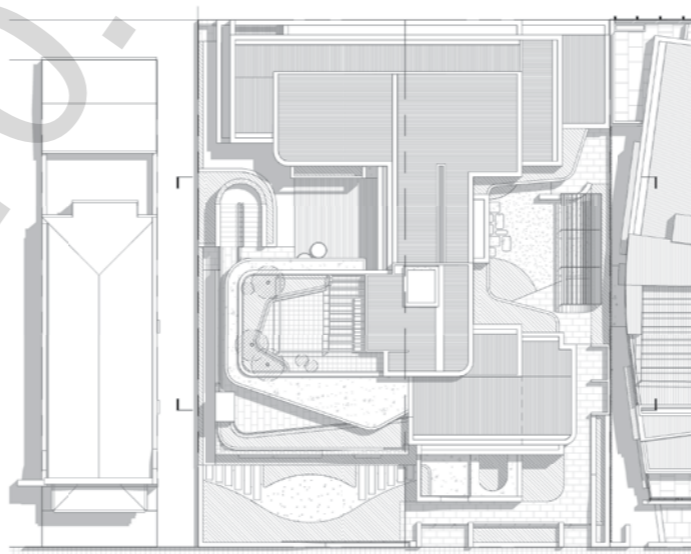


3pm

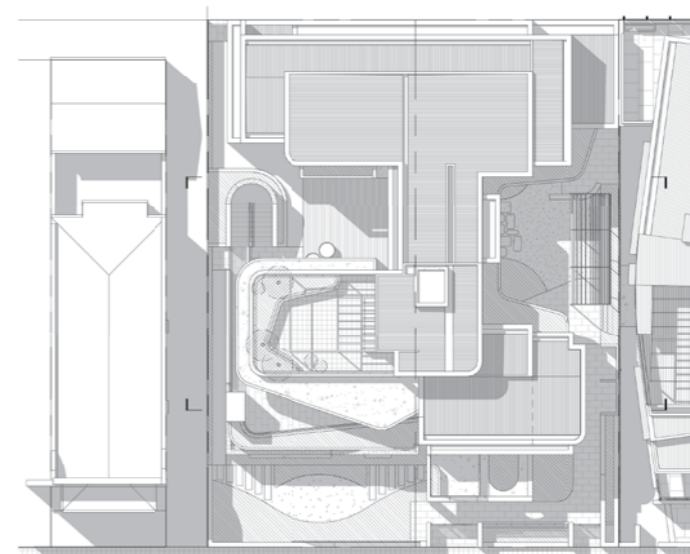
SUMMER SOLSTICE  
December 22nd



9am



12pm



3pm



### 5.2 Overlooking Approach\_First Floor

Opaque glazing to 1700mm above FFL

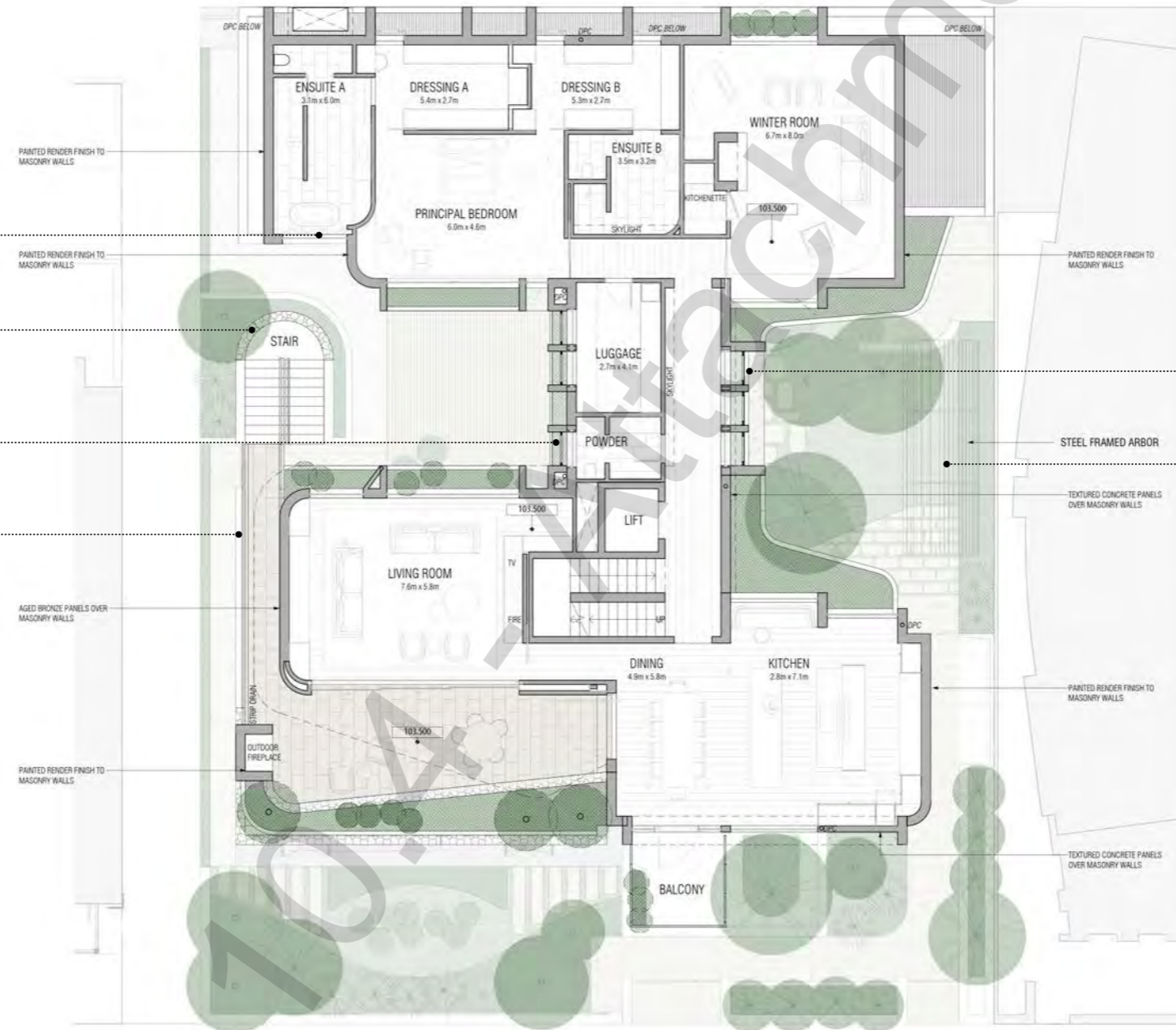
Masonry Wall to 1700mm above FFL

Metal Screens/Opaque Glazing to 1700mm above FFL with max 25% openings

Metal Screen to 1700mm above FFL with max 25% openings

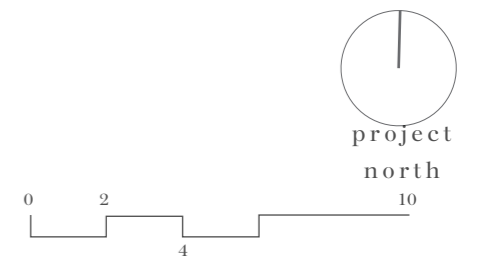
Metal Screen to 1700mm above FFL with max 25% openings

Metal screen arbor to protect view to neighbouring Private Outdoor Space



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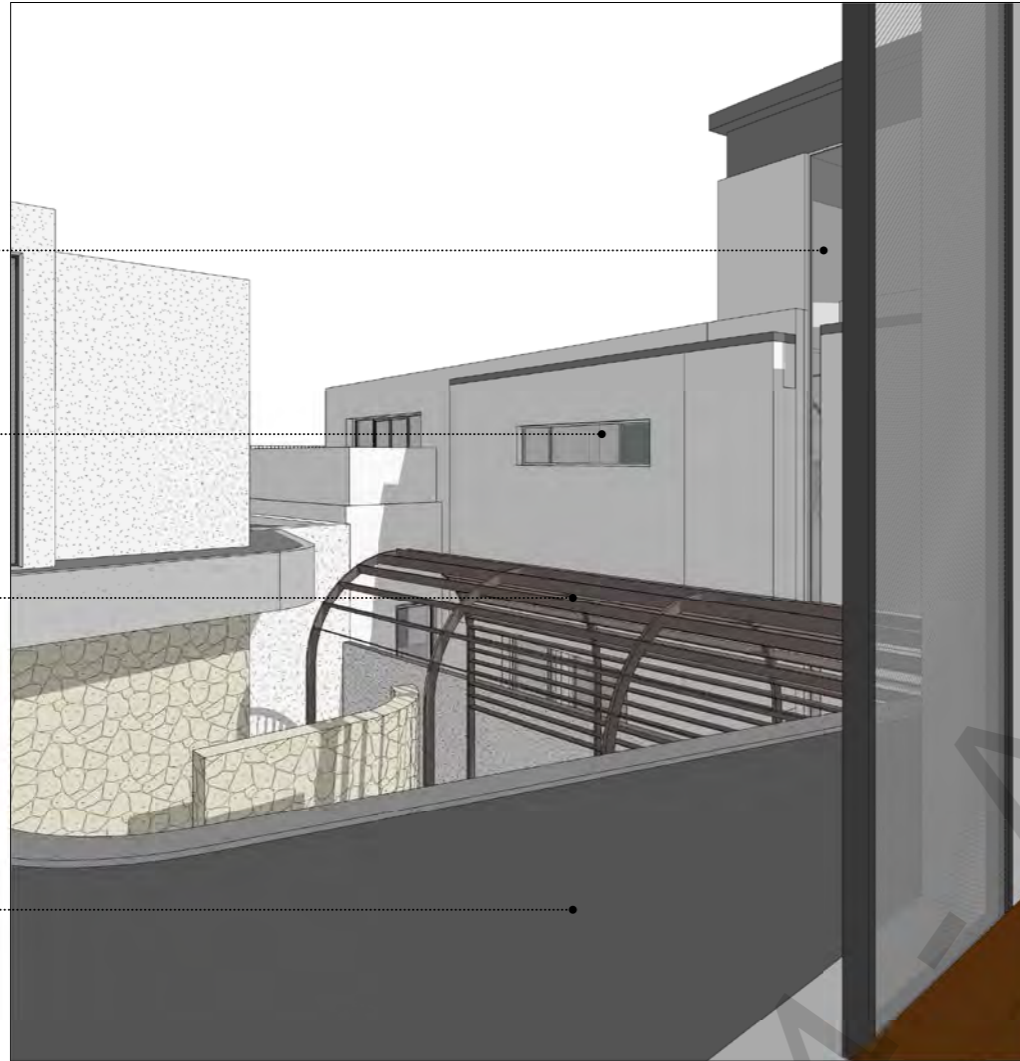
### 5.2 Overlooking Approach\_First Floor Views

Full height neighbouring window with opaque glazing.

Neighbouring window with sill at 1600mm above FFL.

Steel Arbour with climbers growing over (plants not shown), to block out a minimum of 75% of the view through to neighbouring yard/windows.

Planter bed below window with shrubbery (not shown) to further block views

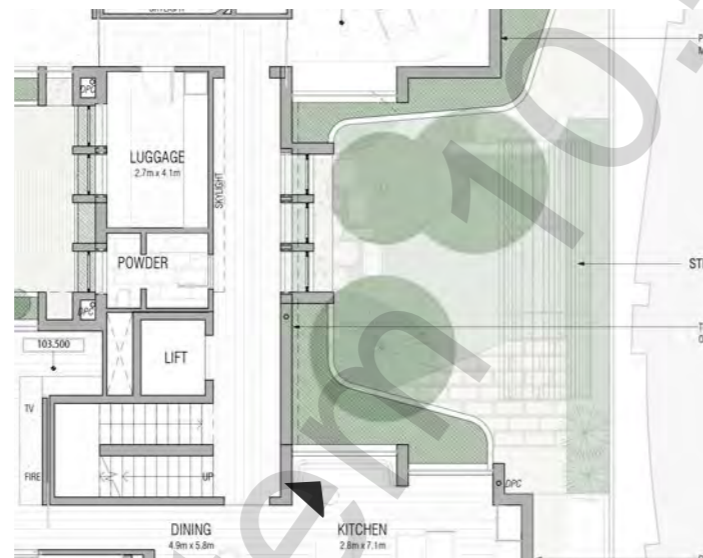


Full height neighbouring window with opaque glazing.

Neighbouring window with sill at 1600mm above FFL.

Steel Arbour with climbers growing over (plants not shown), to block out a minimum of 75% of the view through to neighbouring yard/windows.

Planter bed below window with shrubbery (not shown) to further block views

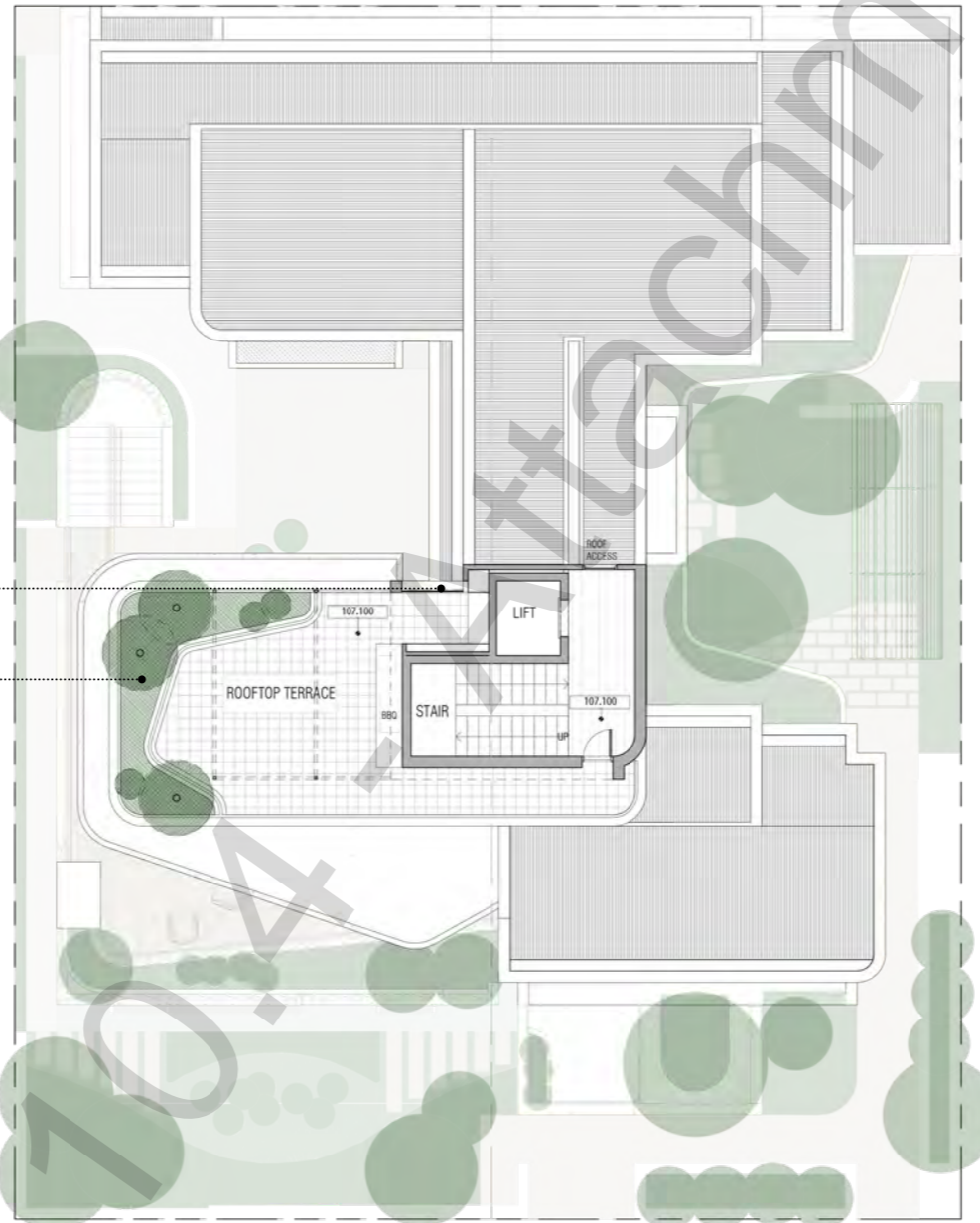


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14/12/2020**

5.3 Overlooking Approach\_Roof Terrace

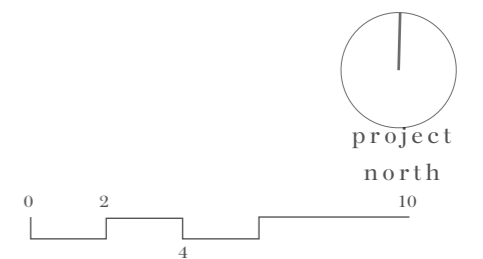
Metal Screens/Opaque Glazing to 1700mm above FFL

View to Neighbouring Private Outdoor Space not possible from Roof Terrace due to raised garden bed



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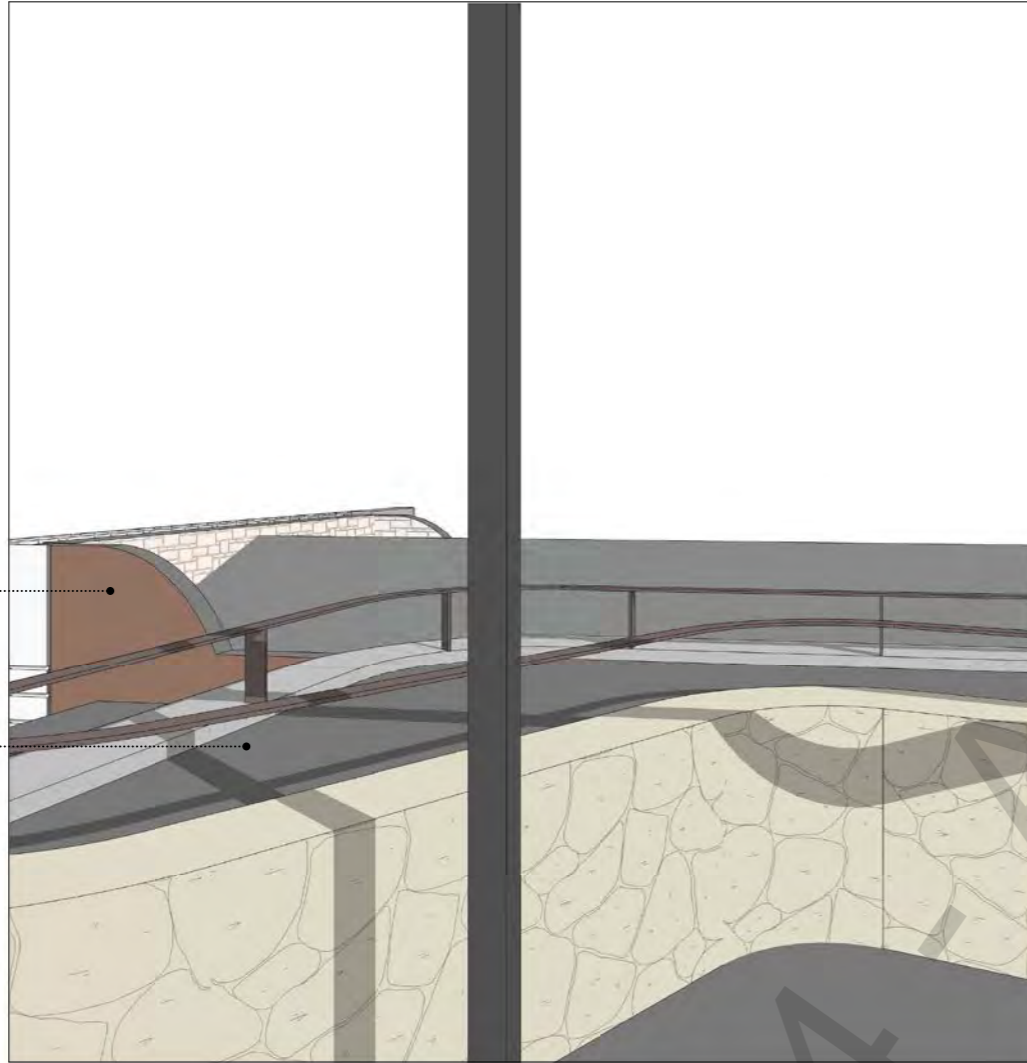




5.3 Overlooking Approach\_RoofTerrace Views

Neighbouring wall

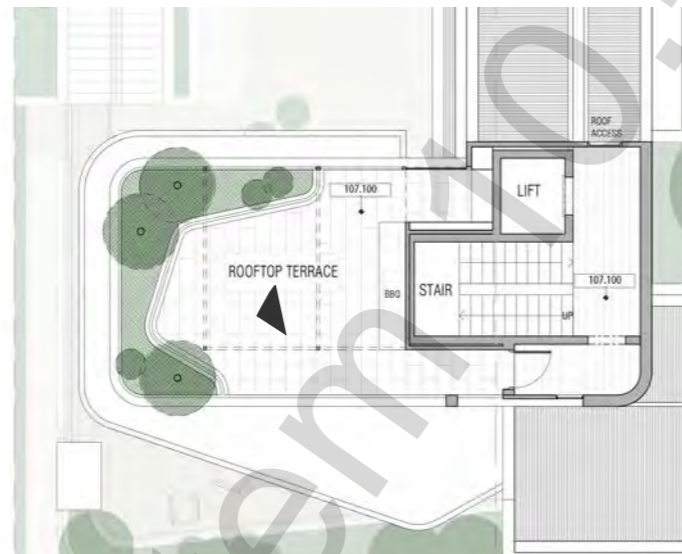
Planter bed to edge of terrace with shrubbery to further block views



Planter bed to edge of terrace with shrubbery to further block views

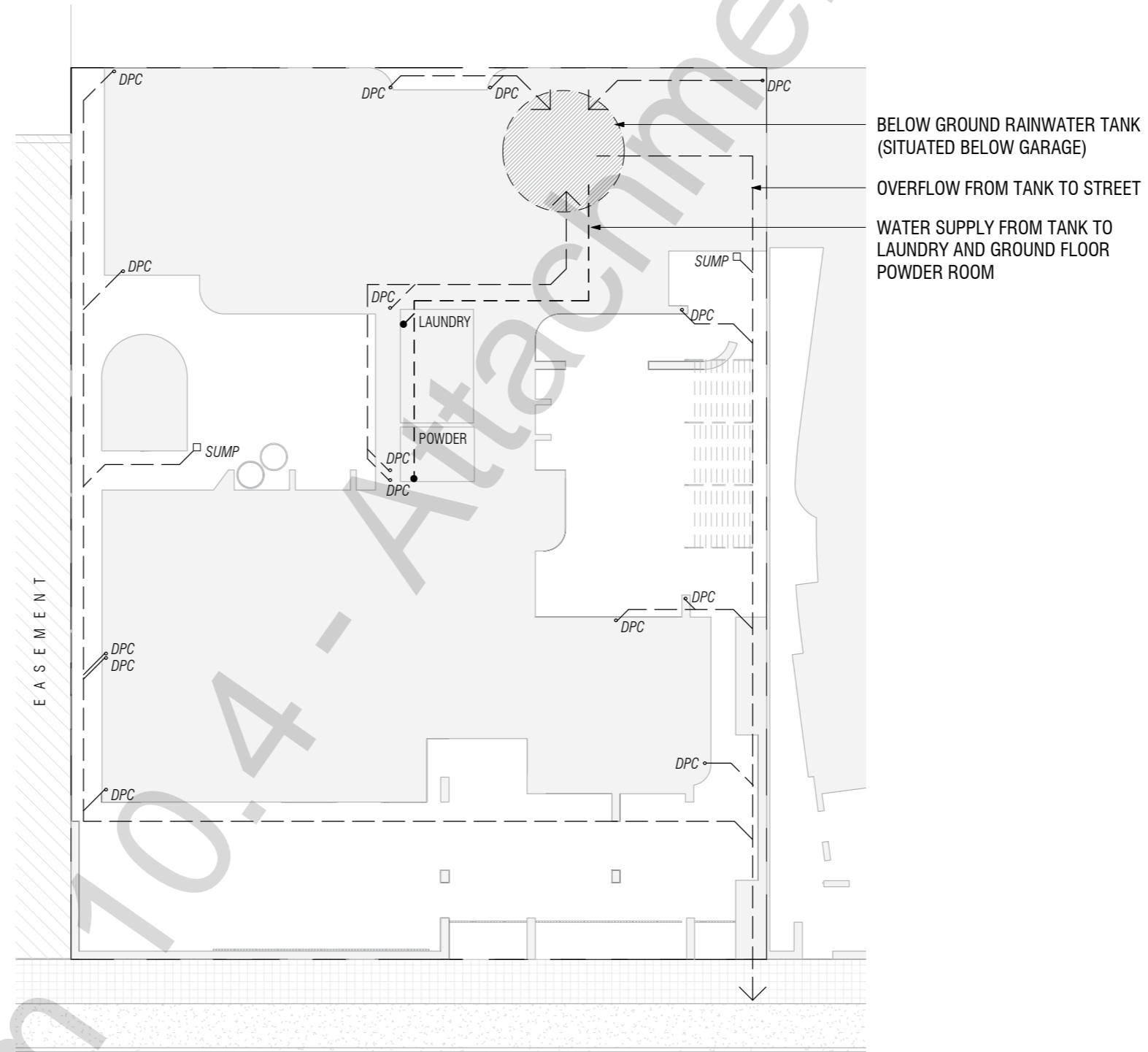
Wall of Ensuite 1

Wall of neighbouring garage



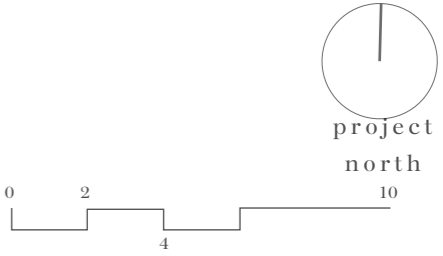
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5.4 Stormwater Drainage\_1:200 @ A3



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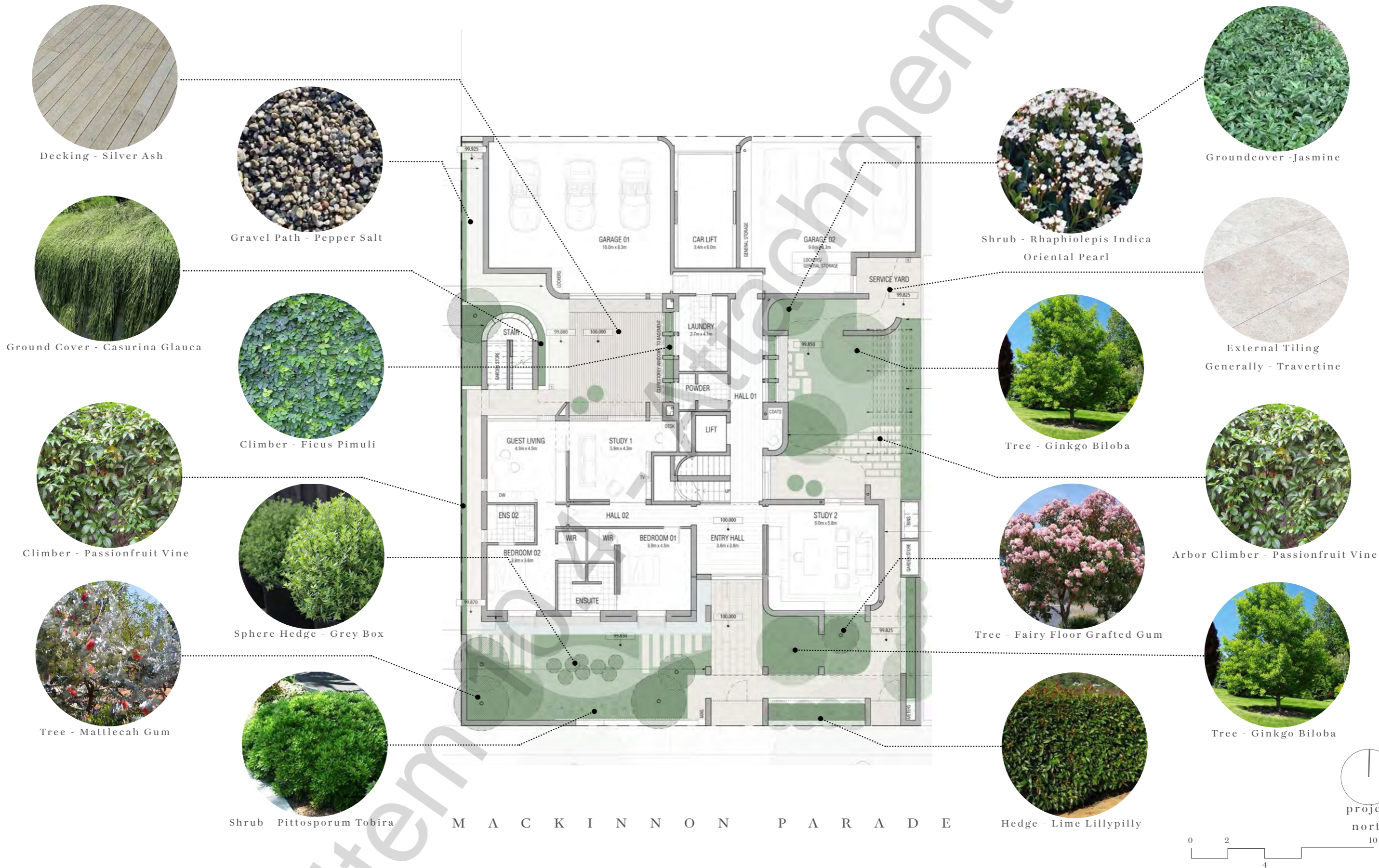
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14/12/2020

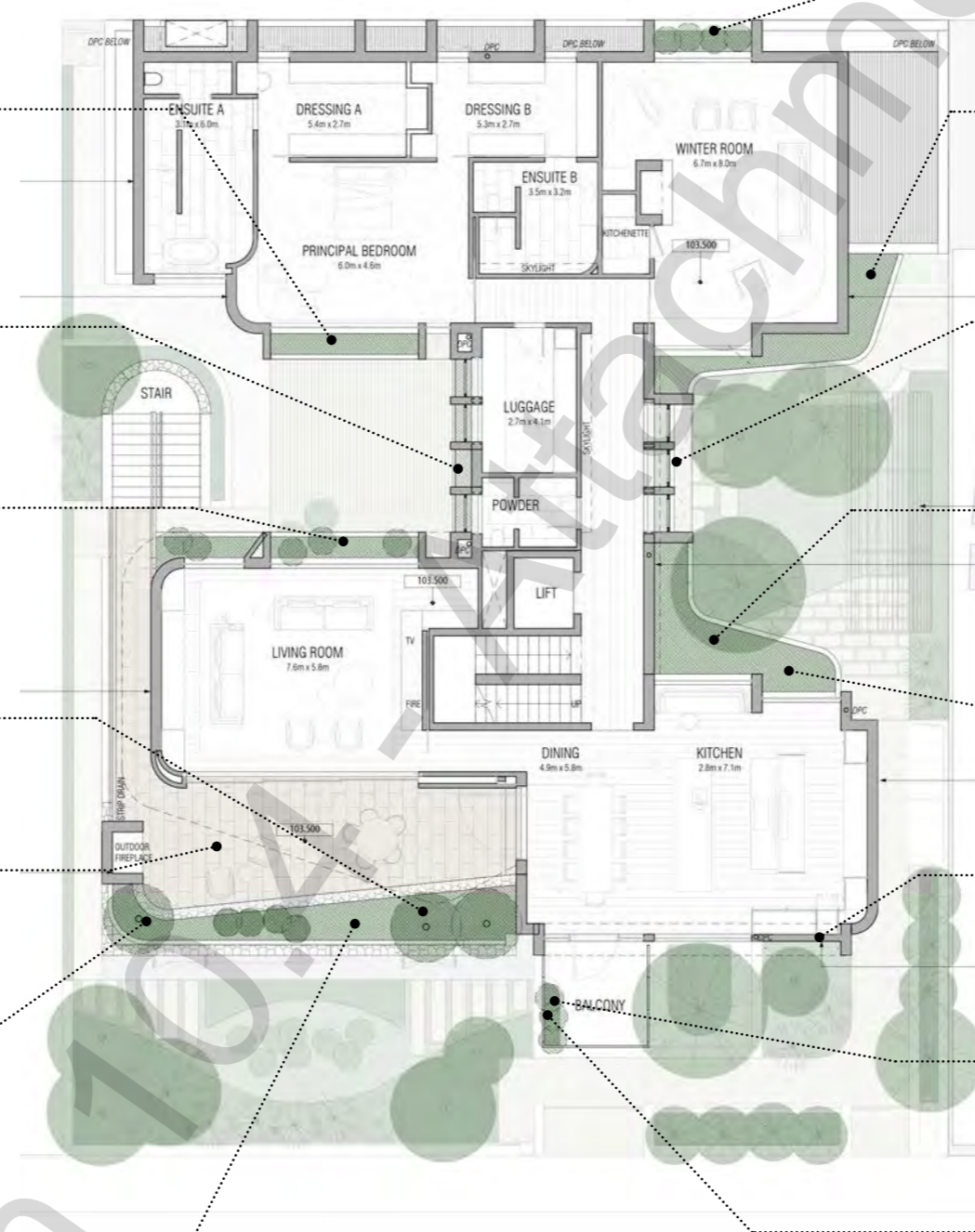
5.5 Ground Floor Landscape Plan\_ 1:200 @ A3





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5.5 First Floor Landscape Plan\_ 1:200 @ A3



Spilling Shrub - Casurina Glauca



Climber - Ficus Pimuli



Spilling Shrub - Pittosporum Tobira



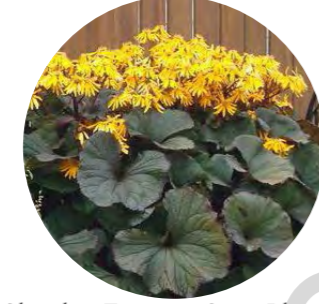
Tree - Rubber Plant



External Tiling  
Generally - Travertine



Shallow Rooted Tree - Crepe Myrtle



Shrub - Tractor Seat Plant



Shrub - Raphiolepis Indica  
Oriental Pearl



Shallow Rooted Tree - Evergreen  
Magnolia



Climber - Ficus Pimuli



Spilling Groundcover - Jasmine



Sphere Hedge - Grey Box



Climber - Ficus Pimuli

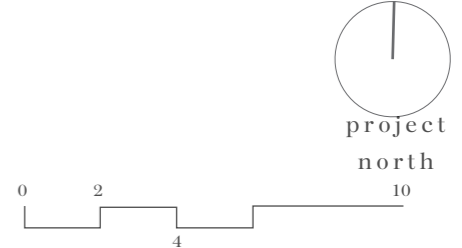


Shrub - Casurina Glauca



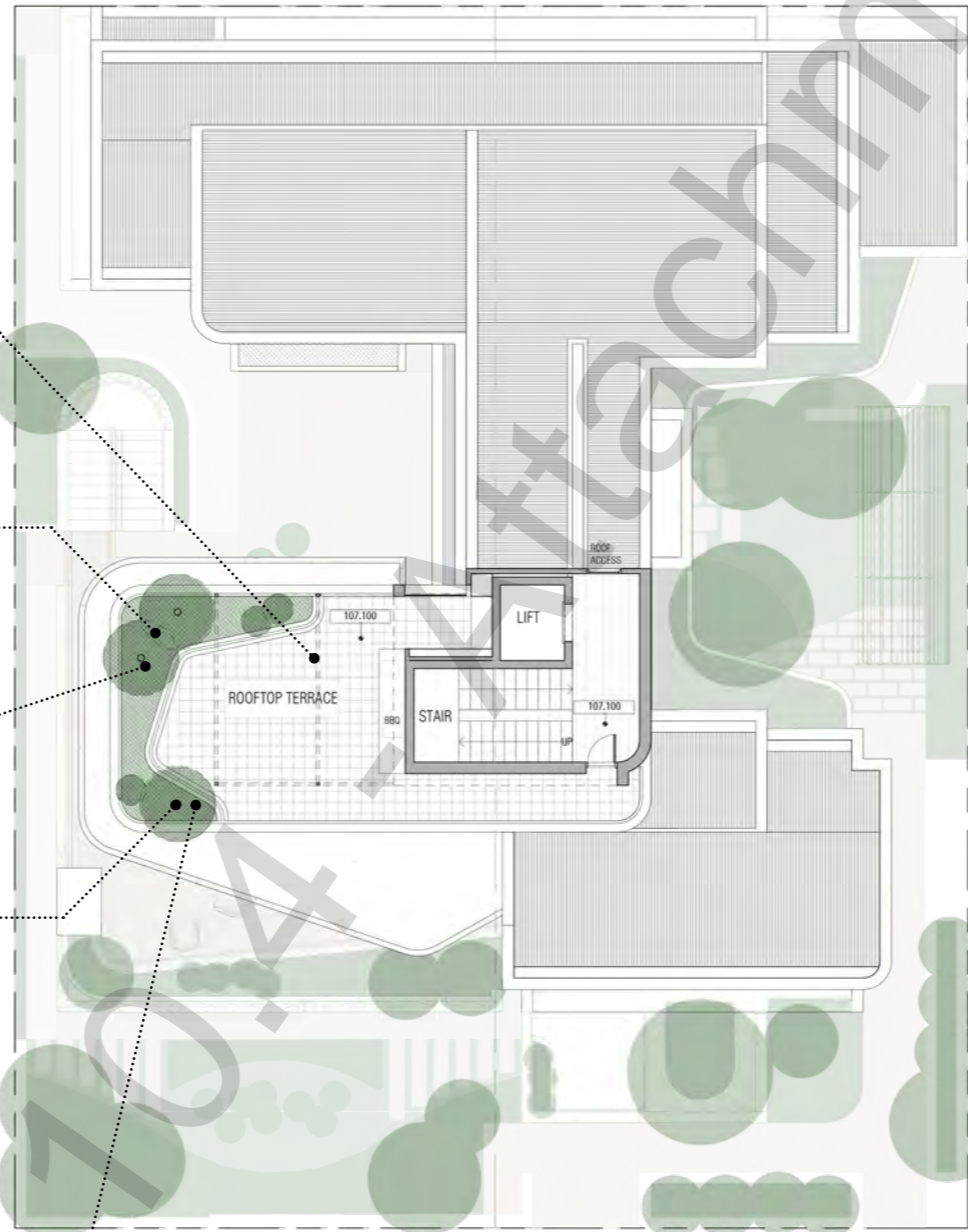
Tree - Patio Lemon

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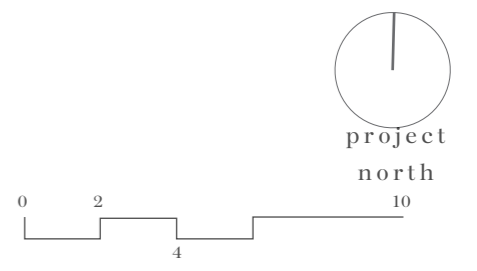


5.5 Roof Terrace Landscape Plan\_1:200 @A3



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 DA/516/2020  
 14/12/2020



\* Please note subject site highlighted in red

**LAND MANAGEMENT AGREEMENT  
BY DEED**

ADELAIDE CITY COUNCIL

MARL SA PTY LTD

**Norman  
Waterhouse**  
LAWYERS

Level 15, 45 Pirie Street  
Adelaide SA 5000  
Telephone + 61 8 8210 1200  
Fax + 61 8 8210 1234  
[www.normans.com.au](http://www.normans.com.au)



DATE 23 December 2009

## PARTIES

**ADELAIDE CITY COUNCIL** of 25 PIRIE STREET, ADELAIDE SA 5000 (**Council**)

**MARL SA PTY LTD** ACN 126 747 966 of 210 FRANKLIN STREET, ADELAIDE, SA 5000 (**Owner**)

## BACKGROUND

- A. The Owner is the proprietor of an estate in fee simple in the Land.
- B. By Development Application numbered DA/358/2008 the Owner obtained from the Council Development Plan consent pursuant to the Act to develop the Land by demolishing the existing buildings on the Land and the construction of seventeen (17) dwellings with vehicular access from Finniss Street more particularly comprised of: eight (8) part single/part two storey dwellings (four (4) pairs of semi-detached dwellings) fronting Finniss Street, four (4), two storey detached dwellings fronting McKinnon Parade, a three storey residential flat building containing five (5) dwellings fronting McKinnon Parade with associated car parking and landscaping and the removal of one significant tree, subject to fourteen (14) conditions (**Land Use Approval**).
- C. By Development Application numbered DA/358/2008/1/A the Owner obtained from the Council development approval pursuant to the Act for a variation of the Land Use Approval in the nature of the variation of condition 12 of the Land Use Approval and Stage 1 comprising the demolition of certain existing buildings located on the Land.
- D. By Development Application numbered LD/6/2009 the Owner has sought from the Council Development Plan consent, land division consent and development approval pursuant to the Act to develop the Land by way of a conventional land division creating an additional nine (9) allotments resulting in thirteen (13) allotments in total on the Land.
- E. The Council is concerned that in the event it grants Development Plan consent, land division consent and development approval pursuant to the Act to the Land Division Application, the Land will not be developed in accordance with or substantially in accordance with the Land Use Approval.
- F. Accordingly, if the Council grants Development Plan consent, land division consent and development approval pursuant to the Act to the Land Division Application, the Owner will only be permitted to develop the land in accordance with or substantially in accordance with the Land Use Approval as described in the Land Use Approval Plans.
- G. The Council and the Owner agree that the obligations under this deed are intended to be complied with by all occupiers and persons having enjoyment from time to time of the Land and that it is the Owner's responsibility to ensure that all such persons comply with the terms of this deed.
- H. Pursuant to section 57(2) of the Act the Owner has agreed with the Council to enter into this deed relating to the development, management, preservation or conservation of the Land.

## AGREED TERMS

### 1. DEFINITIONS AND INTERPRETATION

#### 1.1 Definitions

In this deed:

**Act** means the *Development Act 1993 (SA)*.

**Land Use Approval Plans** mean the plans the subject of DA/358/2008 which have been granted Development Plan consent by the Council, and includes any subsequent minor variations to the Land Use Approval Plans provided the essential nature of the Land Use Approval is not changed, which are contained in Schedule 1 to this deed.

**Business Day** means a day that is not a Saturday, Sunday or public holiday in South Australia.

**Land** means the whole of the land comprised in Certificates of Title Volume 5695 Folio 915, Volume 5845 Folio 863, Volume 5884 Folio 784 and Volume 5892 Folio 350 and includes any part or parts of it.

**Land Division Application** means the land division application numbered LD/6/2009 being an application to divide the Land by way of a conventional land division creating an additional nine (9) allotments resulting in thirteen (13) allotments in total on the Land as set out in the Plan of Division.

**Land Use Approval** means the Development Plan consent granted by the Council in respect of development application number DA/358/2008 being a consent to develop the Land by demolishing the existing buildings on the Land and the construction of seventeen (17) dwellings with vehicular access from Finnis Street more particularly comprised of: eight (8) part single/part two storey dwellings (four (4) pairs of semi-detached type dwellings) fronting Finnis Street, four (4), two storey detached dwellings fronting McKinnon Parade, a three storey residential flat building containing five (5) dwellings fronting McKinnon Parade with associated car parking and landscaping and the removal of one significant tree as set out in the Land Use Approval Plans and includes any subsequent minor variations to the Land Use Approval provided the essential nature of the Land Use Approval is not changed.

**Plan of Division** means the plan the subject of the Land Division Application which is contained in Schedule 2 to this deed.

#### 1.2 Interpretation

In this deed, unless the context otherwise requires:

- 1.2.1 headings do not affect interpretation;
- 1.2.2 singular includes plural and plural includes singular;
- 1.2.3 words of one gender include any gender;

- 1.2.4 a reference to a party includes its executors, administrators, successors and permitted assigns;
- 1.2.5 a reference to the Owner includes each person registered or entitled to be registered as a proprietor of an estate in fee simple of the Land;
- 1.2.6 a reference to a person includes a partnership, corporation, association, government body and any other entity;
- 1.2.7 an agreement, representation, warranty or indemnity by two or more parties (including where two or more persons are included in the same defined term) binds them jointly and severally;
- 1.2.8 an agreement, representation, warranty or indemnity in favour of two or more parties (including where two or more persons are included in the same defined term) is for the benefit of them jointly and severally;
- 1.2.9 a reference to legislation includes any amendment to it, any legislation substituted for it, and any subordinate legislation made under it;
- 1.2.10 a provision is not construed against a party only because that party drafted it;
- 1.2.11 an unenforceable provision or part of a provision may be severed, and the remainder of this deed continues in force, unless this would materially change the intended effect of this deed;
- 1.2.12 the meaning of general words is not limited by specific examples introduced by 'including', 'for example' or similar expressions;
- 1.2.13 an expression defined in the Act has the meaning given by the Act at the date of this deed.

### 1.3 **Background**

The Background forms part of this deed and is correct at the date of this deed.

### 1.4 **Legislation**

The requirements of this deed are to be construed as additional to the requirements of the Act and any other legislation affecting the Land.

## 2. **OWNER'S OBLIGATIONS**

The Owner must:

- 2.1 not cause, suffer or permit the development of the Land save and except development in accordance with the Land Use Approval that is in accordance with the Land Use Approval Plans.
- 2.2 subject to clause 2.3 herein, not transfer, sell or otherwise dispose of any portion of the Land until the Land Use Approval has been substantially commenced in accordance with the Land Use Approval Plans.
- 2.3 ensure that prior to transferring, selling or otherwise disposing of any portion of the Land, that the Owner:

- 2.3.1 provides a copy of this deed to any future transferee or purchaser and obtains a written acknowledgment from the said transferee or purchaser that they:
- 2.3.1.1 have read the terms of this deed and
- 2.3.1.2 acknowledge that the relevant portion of the Land the subject of the transfer or sale may not be developed other than in accordance with the Land Use Approval and the Land Use Approval Plans and
- 2.3.2 provides to the Council a copy of the written acknowledgment referred in clause 2.3.1.2 herein prior to the transfer, sale or disposal of any portion of the Land.
- 2.4 provide a copy of this deed to any person commencing occupation of the Land before commencement of that occupation.

### 3. RESTRICTION ON LEASING AND OTHER DEALINGS

The Owner must not grant any lease licence easement or other right which may give any person the right to possession or control of or entry on to the Land which right would enable such person to breach any of the obligations imposed on the Owner by this deed unless such grant:

- 3.1 is expressed in writing;
- 3.2 is made with the previous written consent of the Council; and
- 3.3 contains as an essential term a covenant by the grantee not to do or omit to do (or suffer or permit any other person to do or omit to do) any act matter or thing which would constitute a breach by the Owner of the Owner's obligations under this deed.

### 4. COUNCIL'S POWERS OF ENTRY

- 4.1 The Council and any employee or agent of the Council authorised by the Council may at any reasonable time enter the Land for the purpose of:
- 4.1.1 inspecting the Land and any building or structure on the Land;
- 4.1.2 exercising any other powers of the Council under this deed or pursuant to law.
- 4.2 If the Owner is in breach of any provision of this deed, the Council may, by notice served on the Owner, specify the nature of the breach and require the Owner to remedy the breach within such time as may be nominated by the Council in the notice (being at least 28 days from the date of service of the notice). If the Owner fails so to remedy the breach, the Council or its servants or agents may carry out the requirements of the notice and in doing so may enter and perform any necessary works upon the Land and recover any costs thereby incurred from the Owner.
- 4.3 If in a notice referred to in clause 4.2 the Council requires the removal of the building or structure from the Land, the Council and its servants or agents are



authorised and empowered by the Owner to enter and remove the building or structure from the Land and to dispose of it in any manner determined by the Council provided that if the building or structure has any monetary value then the Council must use its best endeavours to realise that monetary value and must after the disposal account to the Owner and pay to the Owner the realised value less all expenses incurred.

4.4 The Council may delegate any of its powers under this deed to any person.

## 5. NOTATION OF THIS DEED

Each party must do and execute all acts documents and things necessary to ensure that as soon as possible after the execution of this deed by all necessary parties this deed is noted by the Registrar-General on the Certificate of Title for the Land pursuant to section 57(5) of the Act.

## 6. OPERATION OF THIS DEED

In the event the Council grants Development Plan consent, land division consent and development approval to the Land Division Application and the Land Division Application lapses pursuant to regulation 48 of the Development Regulations 2008, then, in that case, the Council will at the request of the Owner do and execute all such acts, things, documents as may be required to register the rescission of this agreement upon the relevant certificates of title for the Land.

## 7. MISCELLANEOUS

### 7.1 Alteration

This deed may be altered only by a supplementary deed signed by the Council and the Owner.

### 7.2 Approvals and consents

Unless otherwise provided, a party may in its discretion give (conditionally or unconditionally) or withhold any approval or consent under this deed.

### 7.3 Entire agreement

This deed:

- 7.3.1 constitutes the entire agreement between the parties about its subject matter;
- 7.3.2 supersedes any prior understanding, agreement, condition, warranty, indemnity or representation about its subject matter.

### 7.4 Waiver

A waiver of a provision of or right under this deed:

- 7.4.1 must be in writing signed by the party giving the waiver;
- 7.4.2 is effective only to the extent set out in the written waiver.

**7.5 Exercise of power**

- 7.5.1 The failure, delay, relaxation or indulgence by a party in exercising a power or right under this deed is not a waiver of that power or right.
- 7.5.2 An exercise of a power or right under this deed does not preclude a further exercise of it or the exercise of another right or power.

**7.6 Survival**

Each indemnity, obligation of confidence and other term capable of taking effect after the expiration or termination of this deed, remains in force after the expiration or termination of this deed.

**7.7 Governing law**

- 7.7.1 This deed is governed by the law in South Australia.
- 7.7.2 The parties irrevocably submit to the non-exclusive jurisdiction of the courts in South Australia.

**8. NOTICES**

8.1 A notice, demand, consent, approval or communication under this deed (**Notice**) must be:

- 8.1.1 in writing, in English and signed by a person authorised by the sender; and
- 8.1.2 hand delivered or sent by pre paid post or facsimile to the recipient's address or facsimile number specified below, as varied by any Notice given by the recipient to the sender, or affixed in a prominent position on the Land.

8.2 At the date of this deed, the address and facsimile number for Notices to the Owner are:

Address: MARL SA PTY LTD  
210 FRANKLIN STREET, ADELAIDE, SA 5000

8.3 A Notice is deemed to be received:

- 8.3.1 if hand delivered or affixed in a prominent position on the Land, on delivery or affixing;
- 8.3.2 if sent by prepaid mail, two Business Days after posting (or seven Business Days after posting if posting to or from a place outside Australia);
- 8.3.3 if sent by facsimile, at the time and on the day shown in the sender's transmission report, if it shows that the entire Notice was sent to the recipient's facsimile number last Notified by the recipient to the sender.

However if the Notice is deemed to be received on a day that is not a Business Day or after 5:00pm, the Notice is deemed to be received at 9:00am on the next Business Day.

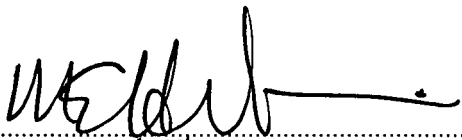
8.4 If two or more persons comprise a party, Notice to one is effective Notice to all.

9. COSTS

The Owner must pay to the Council on demand the Council's costs and expenses (including legal costs and expenses) of preparing, stamping and noting this deed.

EXECUTED as a deed

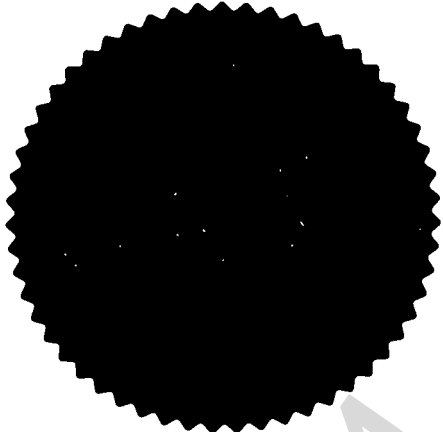
The common seal of ADELAIDE CITY COUNCIL was affixed in the presence of:

  
.....  
Signature of Mayor


Michael Harbison  
.....  
Name of Mayor (print)

  
.....  
Signature of Chief Executive Officer/City Manager/Town Clerk  
(Please delete as applicable)

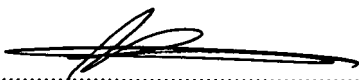
Peter Smith  
.....  
Name of Chief Executive Officer/City Manager/Town Clerk (print)



**Executed by MARL SA PTY LTD**  
pursuant to section 127 of the  
*Corporations Act 2001*

  
.....  
Signature of Director

MATTHEW COOPER  
.....  
Name of Director (print)  
or

  
.....  
Signature of Director/Company Secretary  
(Please delete as applicable)

ANTHONY CARROCCI  
.....  
Name of Director/Company Secretary (print)

.....  
Signature of Sole Director and Sole Company Secretary

.....  
Name of Sole Director and Sole Company Secretary (print)

Item 10.4 - Attachment B



**ST GEORGE BANK LTD** being a person with a legal interest in the Land by registered mortgage 10854742 consents to the Owner entering into this deed.

St. George Bank Limited  
Of 97 King William St Adelaide

ACN 055 513 070

By its Attorney

**PAUL SAWCZENKO**

**who certifies that he is the  
Commerical Securities Officer  
of the Bank**

*[Signature]*  
Power of Attorney No. 8459031

*[Signature]*  
Signature of Witness

**Rian Leslie London**

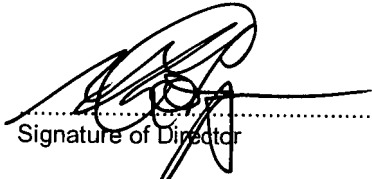
Full Name of Witness  
97 King William Street, Adelaide  
Address

8424 5642  
Telephone No.

Item 10.4 - Attachment B

The Owner certifies pursuant to section 57(4) of the Act that no other person has a legal interest in the Land.

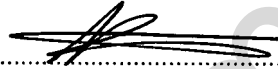
**Executed by MARL SA PTY LTD**  
pursuant to section 127 of the  
*Corporations Act 2001*



.....  
Signature of Director

**MATTHEW COOPER**

.....  
Name of Director (print)  
or



.....  
Signature of Director/Company Secretary  
(Please delete as applicable)

**ANTHONY CARROCCI**

.....  
Name of Director/Company Secretary (print)

.....  
Signature of Sole Director and Sole Company Secretary

.....  
Name of Sole Director and Sole Company Secretary (print)

---

**SCHEDULE 1**

Item 10.4 - Attachment B

# RESIDENTIAL DEVELOPMENT FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE

## ARCHITECTURAL DRAWINGS

DRAWING No.	TITLE	REV.
07216 DA3 0.01	DRAWING REGISTER	b
07216 DA3 1.01	SITE PLAN	b
07216 DA3 1.02	DEMOLITION PLAN	b
07216 DA3 2.01	MACKINNON PARADE FLOOR PLANS APARTMENTS 13 - 17	b
07216 DA3 3.01	FINNISS - STREET ELEVATIONS RESIDENCES 1 - 8	b
07216 DA3 3.02	MACKINNON - STREET ELEVATIONS RESIDENCES 9 - 17	b
07216 DA3 3.03	MACKINNON PARADE ELEVATIONS APARTMENTS 13 - 17	b
07216 DA3 4.01	FINNISS STREET FLOOR PLANS & ELEVATIONS RESIDENCES 1 & 2	b
07216 DA3 4.02	FINNISS STREET FLOOR PLANS & ELEVATIONS RESIDENCES 3 & 4	b
07216 DA3 4.03	FINNISS STREET FLOOR PLANS & ELEVATIONS RESIDENCES 5 & 6	b
07216 DA3 4.04	FINNISS STREET FLOOR PLANS & ELEVATIONS RESIDENCES 7 & 8	b
07216 DA3 4.05	MACKINNON PARADE FLOOR PLANS & ELEVATIONS RESIDENCE 9	b
07216 DA3 4.06	MACKINNON PARADE FLOOR PLANS & ELEVATIONS RESIDENCE 10	b
07216 DA3 4.07	MACKINNON PARADE FLOOR PLANS & ELEVATIONS RESIDENCE 11	b
07216 DA3 4.08	MACKINNON PARADE FLOOR PLANS & ELEVATIONS RESIDENCE 12	b
07216 DA3 5.01	EXISTING SUN SHADING DIAGRAMS	b
07216 DA3 5.02	PROPOSED SUN SHADING DIAGRAMS	b
07216 DA3 5.03	DETAILED SUN SHADING DRAWING	b
804.135.01	LANDSCAPE CONCEPT PLAN (by HERKE ASSOCIATES)	C
0804132-C1	CIVIL PLAN (by TMK CONSULTING ENGINEERS)	PC

Drawing name: 2 - Architectural Drawings - Mackinnon Parade - North Adelaide - Residential Development - DWG - 07216 DA3 0.01 B - DRAWING REGISTER.dwg PLOT DATE: 04/12/2021 11:46am

b - issued for planning 177026 10  
 e - issued for planning 282026 10  
 Letter:  Revision:  Date:  By:

### ARCHITECTS INK

ADELAIDE STUDIO  
 Level 1, 77 King William Street, Kent Town, SA 5007  
 PO Box 2442 Kent Town, SA 5071  
 Telephone 08 8202 4244, Facsimile 08 8202 4250  
 Email: info@architects-ink.com.au  
 ARCHITECTS INC. PTY LTD. ACN 891 883 819  
 info@architects-ink.com.au

OBSERVATIONS ARE IN RED LETTERS UNLESS OTHERWISE STATED  
 VERIFY ALL LINES AND DIMENSIONS ON SITE BEFORE THE COMMENCEMENT OF ANY WORK OR BEFORE  
 DO NOT SCALE OFF DIMENSIONS  
 DIMENSIONS SHALL BE IN CONFORMANCE WITH DIMENSIONS AND GROUP CONSTRUCTION SPECIFICATIONS AND DETAILS  
 ALL DIMENSIONS ARE TO BE REFERRED TO ARCHITECTS INC. DIMENSIONS UNLESS OTHERWISE NOTED WITH PARTNER REPORT

Project: RESIDENTIAL DEVELOPMENT  
 Address: FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE

ADELAIDE CITY COUNCIL  
 DEVELOPMENT ACT 1993  
 DEVELOPMENT PLANNING DIVISION ONLY  
 00 DEC 2020  
 WORKING WITH THE LOCAL GOVERNMENT  
 DEVELOPMENT APPROVAL HAS BEEN GRANTED  
 (Date of Decision Modification Form by Council)

Drawing: DRAWING REGISTER

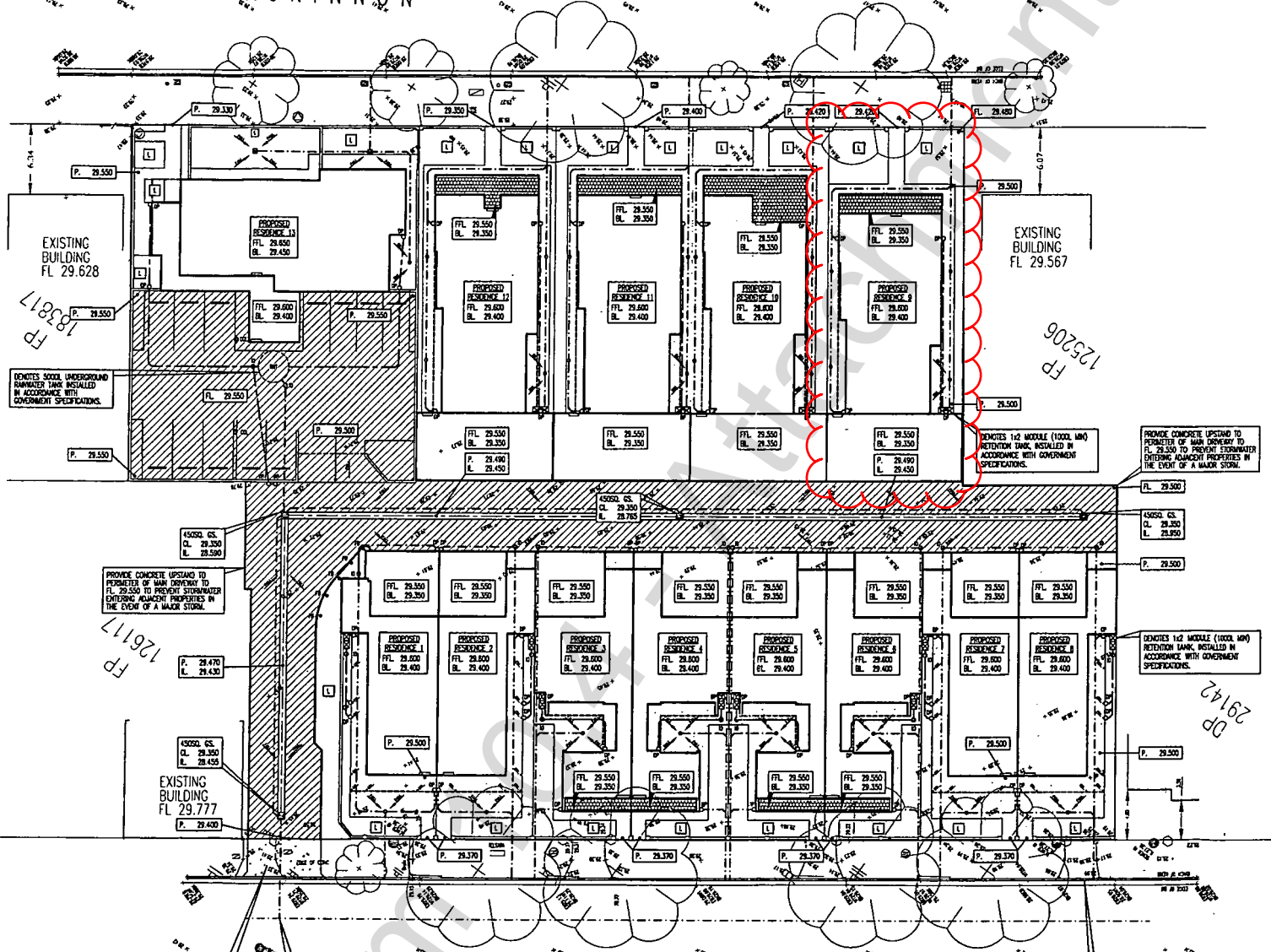
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Revised: -	
Date: January 2008	
Revised to: 01 of 20	
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	Section: <input type="checkbox"/>
	Detail: <input type="checkbox"/>
	January: <input type="checkbox"/>
	Other: <input type="checkbox"/>





MACKINNON

PARADE



- LEGEND**
- ASPHALT PAVEMENT
  - SELECTED TILE FINISH
  - SELECTED PAVEMENT
  - CONCRETE PAVEMENT
  - LANDSCAPING / GRASSED AREA
  - EXISTING SPOT LEVEL
  - EXISTING CONTOUR
  - 600 WIDE CONCRETE SPOON DRAIN
  - 100 HIGH CONCRETE KERB & GUTTER
  - 100 HIGH CONCRETE KERB
  - STORMWATER PIPE @ 0.5% MIN (400)
  - STORMWATER PIPE (SCALE)
  - FIXED BOLLARD
  - SELECTED DOWNPIPE
  - SURFACE INSPECTION OPENING
  - (OPT) #30 GRADED INLET PI
  - (CS) 300SD. GRADED SUMP (400)
  - (CS) 450SD. GRADED SUMP (400)
  - DESIGN LEVEL
  - TOP OF KERB
  - WATER TABLE
  - PAVEMENT
  - COVER LEVEL
  - FINISH LEVEL
  - FINISHED FLOOR LEVEL
  - BENCH LEVEL

EXISTING BUILDING FL 29.628

EXISTING BUILDING FL 29.567

INDICATES 4000 UNDERGROUND DRAINAGE TANKS INSTALLED IN ACCORDANCE WITH GOVERNMENT SPECIFICATIONS.

INDICATES 1/2 MIDDLE (1000 MM) RETENTION TANK, INSTALLED IN ACCORDANCE WITH GOVERNMENT SPECIFICATIONS.

PROMOTE CONCRETE UPSTAIR TO PERIMETER OF MAIN DOWNPIPE TO FL. 29.550 TO PREVENT STORMWATER ENTERING ADJACENT PROPERTIES IN THE EVENT OF A MAJOR STORM.

PROMOTE CONCRETE UPSTAIR TO PERIMETER OF MAIN DOWNPIPE TO FL. 29.550 TO PREVENT STORMWATER ENTERING ADJACENT PROPERTIES IN THE EVENT OF A MAJOR STORM.

INDICATES 1/2 MIDDLE (1000 MM) RETENTION TANK, INSTALLED IN ACCORDANCE WITH GOVERNMENT SPECIFICATIONS.

DRIVEWAY CROSSOVER TO BE CONSTRUCTED AS PER COUNCIL SPECIFICATIONS.

CONNECT INTO EXISTING STORMWATERPIPE @ L29.410. CHECK DEPTH OF EXISTING PIPE BEFORE THE COMMENCEMENT ANY CIVIL WORKS.

SNIP OUT AND REMOVE EXISTING CROSSWALK. REINSTATE WITH NEW KERB & GUTTER TO MATCH EXISTING PROFILE AND LEVELS. IN ACCORDANCE WITH COUNCIL REQUIREMENTS.

AIR LAKE CITY ENGINEERING  
DEVELOPMENT & PLANNING ONLY  
00 DEC 2009

No.	REVISION	DRAWN	CHECKED	DATE
PC	REVISED LAYOUT FOR PLANNING APPROVAL	JSE	HW	22.10.08
PL	REVISED LAYOUT FOR PLANNING APPROVAL	JSE	HW	25.08.08
PA	FOR PLANNING APPROVAL ONLY	JSE	HW	28.04.08

PROJECT  
**PROPOSED RESIDENCE**  
AT: FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE  
FOR: BUILD-TEC SERVICES PTY LTD

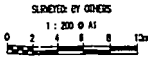
DRAWING TITLE  
**CIVIL PLAN**

Civil - Environmental  
Structural - Geotechnical  
Mechanical - Electrical  
Fire - Security  
Lifts - Hydraulics  
100 Remains Street  
Adelaide SA 5000  
Telephone 08 8238 4180  
Facsimile 08 8238 4185  
08 823 98 88 / 08 823 98 84

SCALE: 1:200

DESIGNED BY: OTHERS  
DRAWN: JSE  
DATE: APR 09  
ENGINEER: HW  
CHECKED: JSE

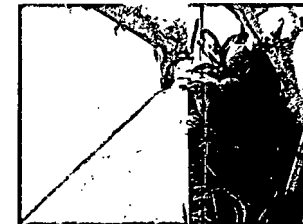
© COPYRIGHT RESERVED  
DRAWING No. 0804132-C1/PC.



PLANTING CONCEPT IMAGERY



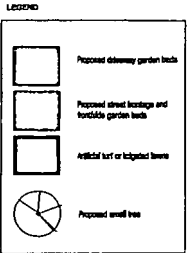
**1 STREET FACING GARDENS**  
These gardens will be a combination of layered planting with one small tree - either deciduous or a lemon tree. Refer to Plant Schedule for sample selections



**2 SIDE PASSAGE**  
Side passage gardens will be a combination of simple layered plantings as shown in the above image with pebble mulch. Refer to Plant Schedule for sample selections



**3 PLANTERS IN PRIVATE COURTYARDS**  
Various climate-suitable bamboo species are proposed for private court raised planters. This image illustrates massed groupings of bamboo.



NOTES

- All dimensions and levels shall be verified on site prior to commencement of work.
- Do not scale from Drawings.
- All signs and underground services shall be located prior to commencement of work.
- This is a concept plan only and should not be used for construction purposes.
- Refer to architectural plans for further details concerning proposed development and details.
- This is not a landscape planting plan but is an indicative concept plan of proposed landscape treatment.
- If in doubt, contact the Landscape Architect.

C	Finalised development layout	22/10/20
B	Finalised development layout	24/09/20
NA	Finalised/submit	Date

Prepared by:

**herkes**  
associates  
landscape architects  
po box 302 roperon rd 8352  
ph: 08 834 2228 fax: 08 834 2229  
email: herkes@herkes.com.au

CONTRACTOR AND SUBCONTRACTOR TO BE DETERMINED BY THE CLIENT

REFER ALL LETTERS AND DOCUMENTS ON THIS PROJECT TO THE CONTRACTOR OR SUBCONTRACTOR AS APPLICABLE

DO NOT SCALE OFF DRAWINGS

DESIGNER SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY APPROVALS AND PERMITS

ALL DIMENSIONS ARE TO BE REFERRED TO ARCHITECTURE UNLESS OTHERWISE SPECIFIED

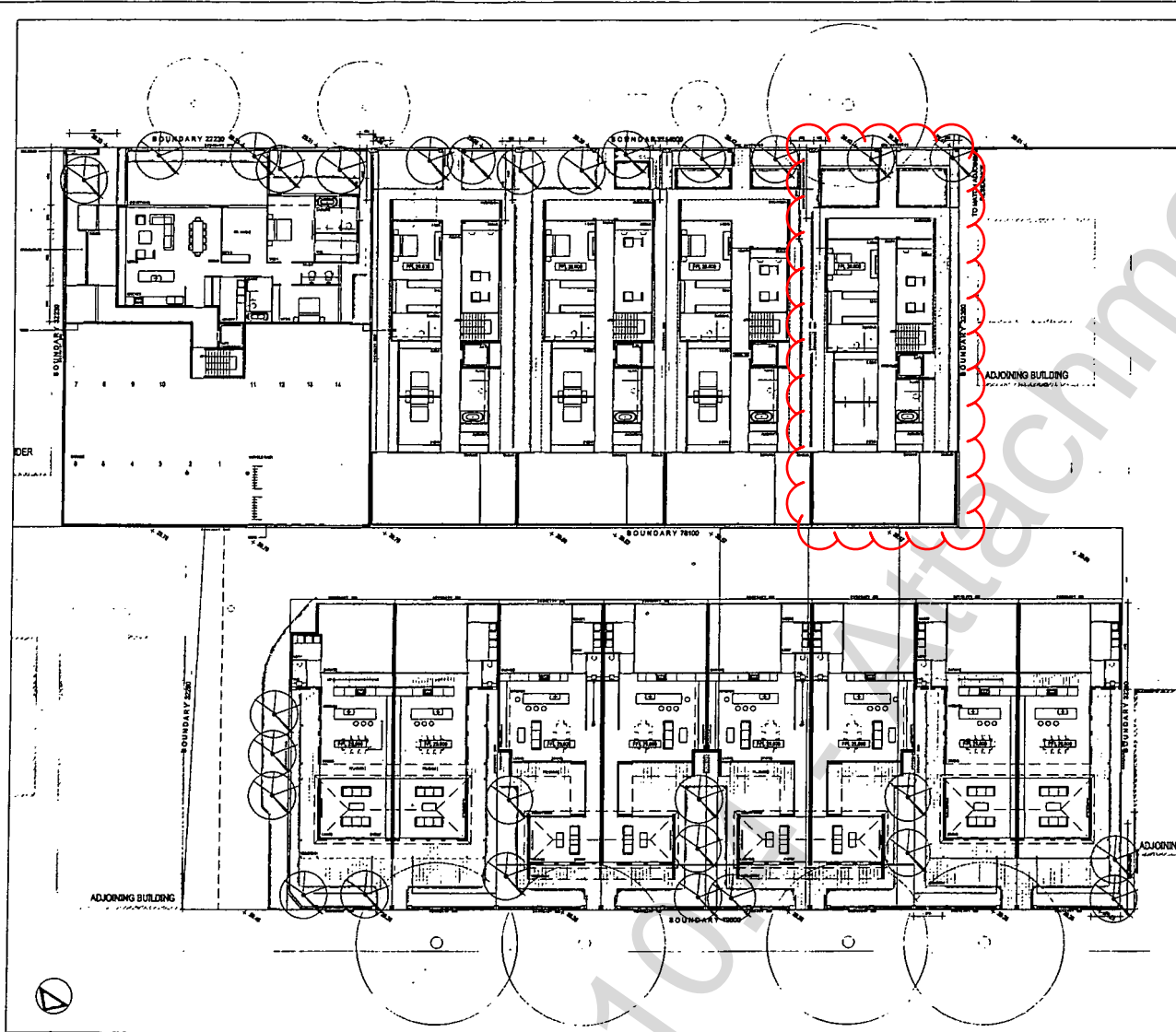
RESIDENTIAL DEVELOPMENT

FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE

LANDSCAPE CONCEPT PLAN

ADRIAN CITY COUNCIL DEVELOPMENT ACT 1993	CH	Sheet no.
08 DEC 2020	AS NOTED	A1
22 OCTOBER 2020		
REVISED APPROVALS		
REVISED APPROVALS		

804.135.01 c



LANDSCAPE CONCEPT PLAN

LANDSCAPE CONCEPT

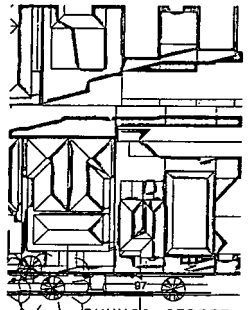
The landscape theme is lush, green and reflective of gardens found along Finnis Street and Mackinnon Parade in North Adelaide. Small deciduous and lemon trees are proposed for front gardens due to space availability and context of competition for light and sun with existing street trees. The landscape is contemporary in structure and will feature singular massed groupings of plants with accent and will feature accent plants for visual interest and amenity as illustrated by the photographs attached. All plants will be selected for special requirements and required climatic responses to light, dark and minimum irrigation requirements. Some garden will have a lawn space that is either artificial or irrigated turf.

Cast Iron Plant and Black Bamboo

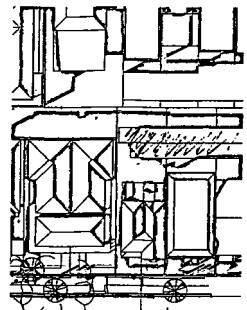


Giant Peace Lily (below)

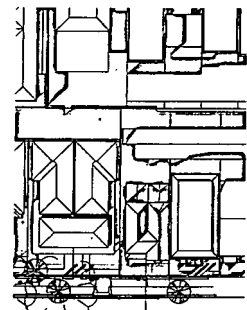




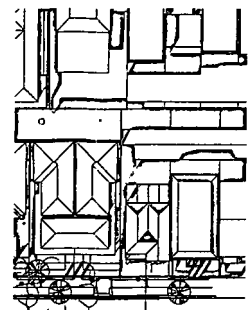
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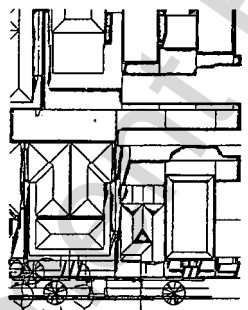
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SHADOW DIAGRAM 22nd JUNE 11.00am  
1:500



SHADOW DIAGRAM 22nd JUNE 12.00pm  
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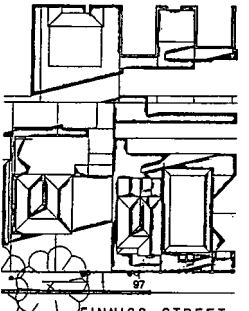
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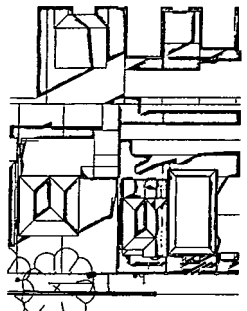
SHADOW DIAGRAM 22nd JUNE 2.00pm  
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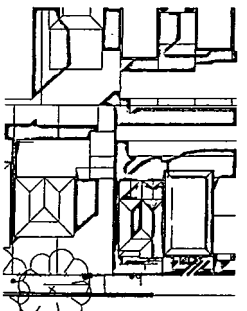
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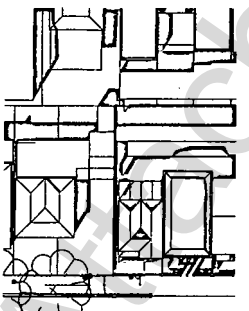
FINNISS STREET  
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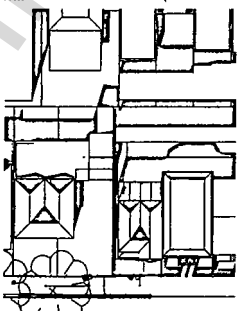
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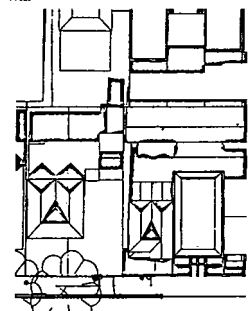
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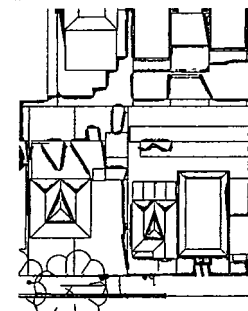
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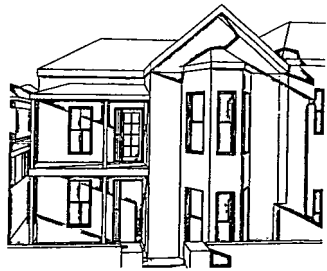
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EXISTING SHADOW DIAGRAM  
22nd JUNE 2.00pm  
1:500



EXISTING SHADOW DIAGRAM  
22nd JUNE 3.00pm  
1:500



SUN SHADING TO 97 FINNISS STREET  
AT 22nd JUNE 9.00am



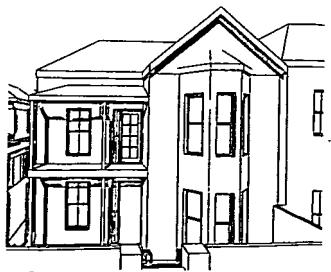
SUN SHADING TO 97 FINNISS STREET  
AT 10.00am



SUN SHADING TO 97 FINNISS STREET  
AT 22nd JUNE 11.00am



SUN SHADING TO 97 FINNISS STREET  
AT 22nd JUNE 12.00pm



SUN SHADING TO 97 FINNISS STREET  
AT 22nd JUNE 1.00pm



SUN SHADING TO 97 FINNISS STREET  
AT 22nd JUNE 2.00pm



SUN SHADING TO 97 FINNISS STREET  
AT 22nd JUNE 3.00pm

N.B. SUN SHADING TO 97 FINNISS STREET  
FRONT ELEVATION IS NOT AFFECTED  
BY THE PROPOSED DEVELOPMENT

ADelaide CITY COUNCIL  
DEVELOPMENT ACT 1993  
00 DEC 2008  
DEVELOPMENT PLAN CONSENT ONLY

AR  
CHI  
TEC  
TS  
INK

ARCHELATOR STREET  
Level 1, 77 King William Street, Kent Town, SA 5087  
PO Box 2417 King Town, SA 5021  
Telephone 08 8241 4244, Facsimile 08 8241 4253  
Email info@architects.ink.com.au  
architects@ink.com.au  
architects@ink.com.au

Drawings are in millimeters unless otherwise stated  
All work shall be in accordance with the City of Adelaide  
The Council of Architects (C.A.A.) of South Australia  
COUNCIL SHALL BE HELD IN COMPLIANCE WITH THE ACT AND  
ALL DOCUMENTS AND TO BE REFERRED TO ARCHITECTS  
FOR CLARIFICATION BEFORE PROCEEDING WITH  
PRACTICE

Project  
RESIDENTIAL DEVELOPMENT

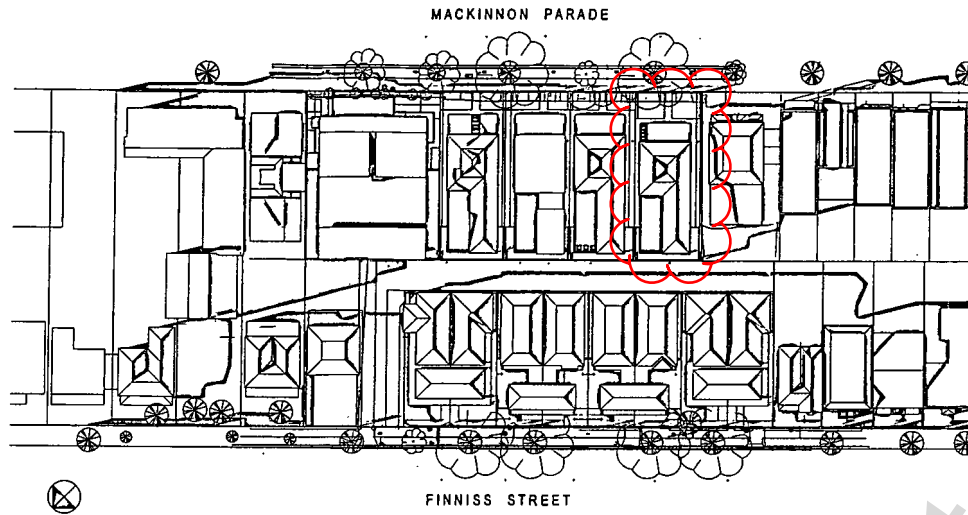
Address  
FINNISS STREET & MACKINNON  
PARADE NORTH ADELAIDE

Drawing  
DETAILED SUN SHADING  
DRAWINGS

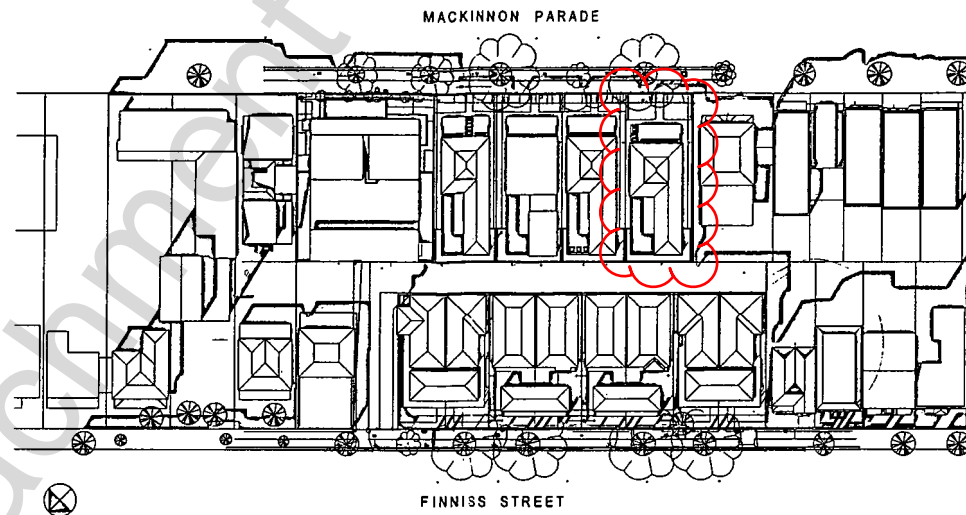
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Date		
Sheet	18 of 20	

Project Number  
Location  
Designer  
Drawing  
Checker  
Date

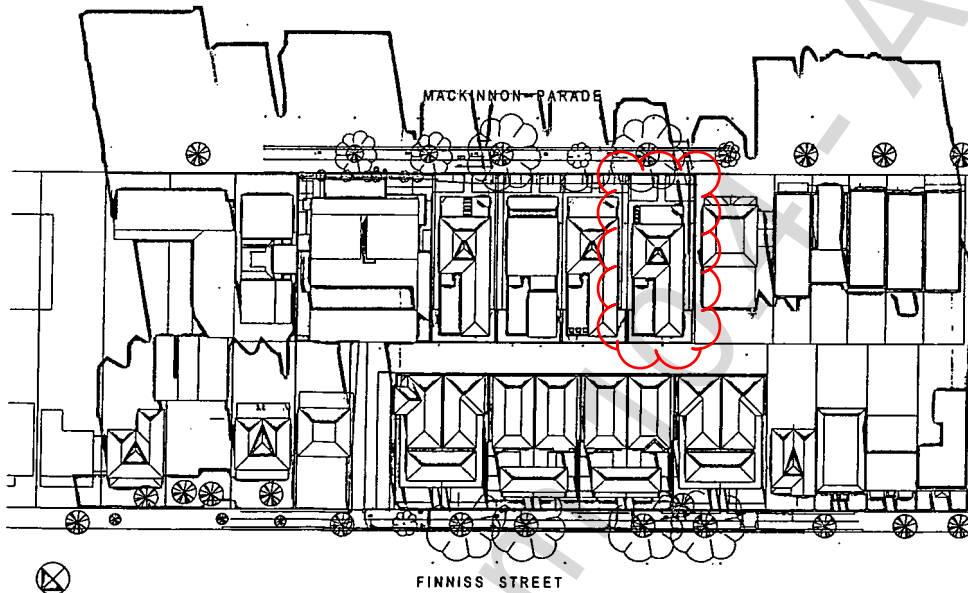
07216 DA3 5.03b



PROPOSED SHADOW DIAGRAM 22nd JUNE 9.00am  
1:100



PROPOSED SHADOW DIAGRAM 22nd JUNE 12.00pm  
1:100



PROPOSED SHADOW DIAGRAM 22nd JUNE 3.00pm  
1:100

1	added to plan	17/08
2	added to plan	20/08
3	added to plan	20/08
4	added to plan	20/08

**ARCHITECTS INK**

ADELAIDE STUDIO  
Level 1.77 King William Street, Kent Town, SA 50  
PO Box 3442 Kent Town, SA 50  
Telephone 08 8253 2344. Facsimile 08 8253 42  
Email adelaide@architects.ink.com.au  
ARCHITECTS INC PTY LTD. ACN 884 881  
www.architects.ink.com

DISBURSERS ARE TO BE HELD RESPONSIBLE UNLESS OTHERWISE STATED  
FOR ALL LEVELS AND CONDITIONS OF ANY WORK OR OF ANY OTHER  
THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE WORK OF ANY OTHER  
DO NOT SCALE OFF DRAWING  
DRAWINGS SHALL BE READ IN CONJUNCTION WITH SPECIFICATIONS  
AND OTHER DOCUMENTS SPECIFICATIONS AND DETAILS  
AND INSTRUMENTS ARE TO BE REFERRED TO SPECIFICALLY  
FOR CLARIFICATION WHERE NECESSARY IN CONNECTION WITH  
PERFORMANCE

Project  
**RESIDENTIAL DEVELOPMENT**

Address  
**FINNISS STREET & MACKINNON PARADE NORTH ADELAIDE**

Drawing  
**PROPOSED SUN SHADING DIAGRAMS**

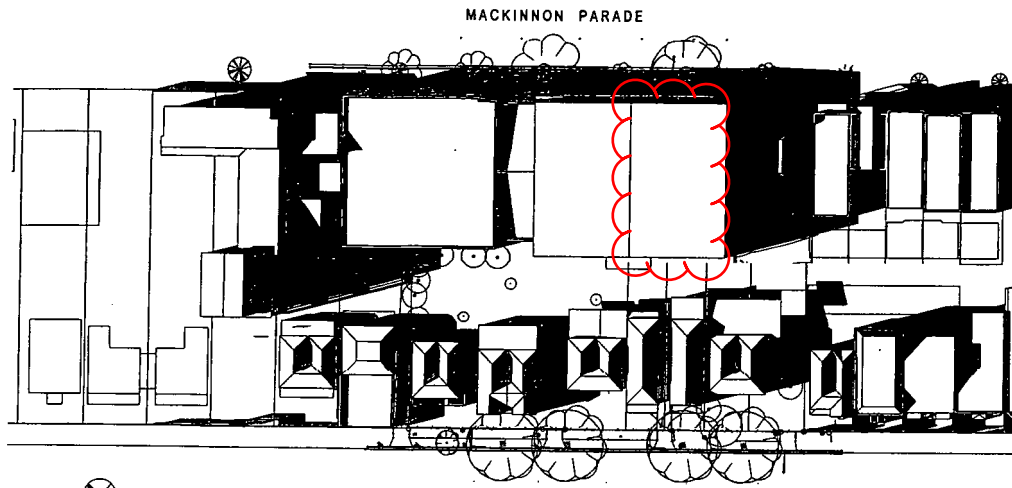
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Project Number

00 DEC 2009  
JANUARY 2008

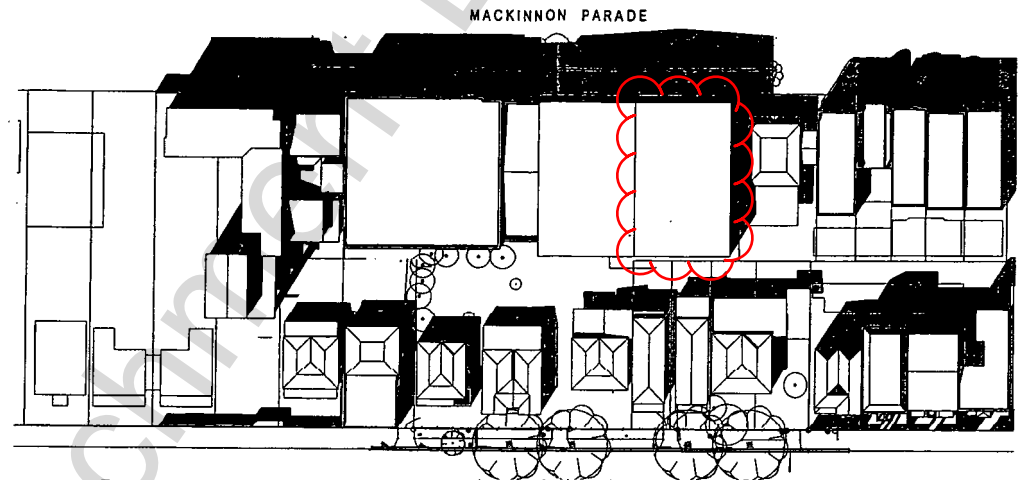
07216 DA3 5.02b

ADD ADELAIDE CITY COUNCIL  
CIVILS DEPARTMENT ACT 1783  
DEVELOPMENT PLAN CONSENT ONLY  
00 DEC 2009  
WITH ADELAIDE CITY COUNCIL  
DEVELOPMENT PLAN ACT 1783  
DRAWN BY: [Name]

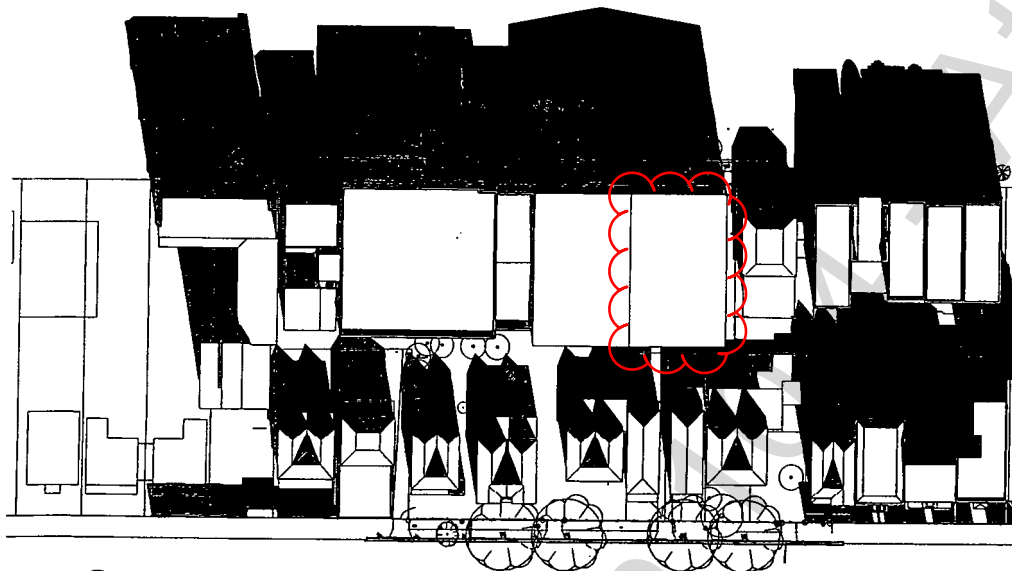




EXISTING SHADOW DIAGRAM 22nd JUNE 9.00am  
1:100



EXISTING SHADOW DIAGRAM 22nd JUNE 12.00pm  
1:100



EXISTING SHADOW DIAGRAM 22nd JUNE 3.00pm  
1:100

1	Applied Date for Planning	07/2008
2	Applied Date for Planning	28/08/08
3	Revised/Amended	Date

**ARCHITECTS**  
INK

ADELAIDE OFFICE  
Level 1, 77 King William Street, Adelaide, SA 5000  
PO Box 2442, North Adelaide, SA 5006  
Telephone 08 8234 5244, Facsimile 08 8243 12  
Email ad@inkarchitects.com.au  
ARCHITECTS INC PTY LTD ACN 624 080  
www.inkarchitects.com.au

DIMENSIONS ARE IN MILLIMETERS UNLESS OTHERWISE NOTED  
VERIFY ALL LEVELS AND DIMENSIONS ON SITE AND  
THE CORRESPONDING SURVEY DATA AND DRAWINGS  
DO NOT SCALE OFF DRAWINGS  
INCORPORATE ALL RELEVANT REGULATORY REQUIREMENTS  
AND OTHER CONSULTANTS SPECIFICATIONS AND NOTES  
ANY DIMENSIONS ARE TO BE REFERRED TO THE  
FOR CLARIFICATION BEFORE PROCEEDING TO  
FURTHER WORK

Project  
**RESIDENTIAL DEVELOPMENT IN -  
FINNISS STREET & MACKINNON  
PARADE NORTH ADELAIDE**

Address  
**FINNISS STREET &  
MACKINNON PARADE  
NORTH ADELAIDE**

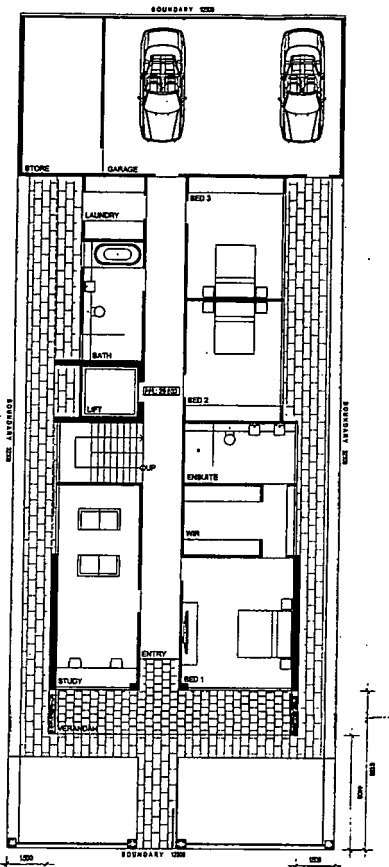
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EXISTING**

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Scale	AS SHOWN	
Date	JANUARY 2008	
Sheets in set	15 of 20	

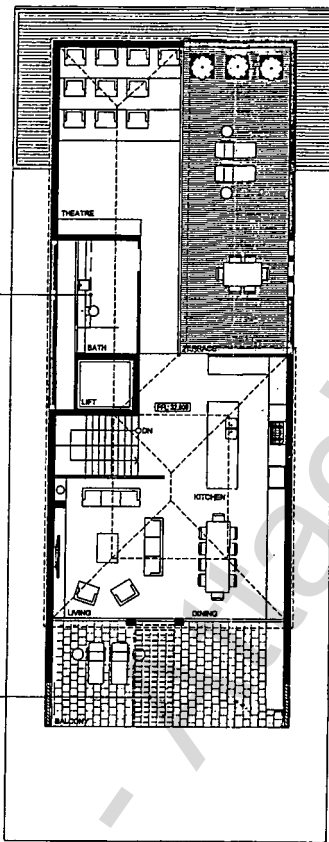
Project Number  
**07216 DA3 5.01b**

Prepared  
Checked  
January 2008

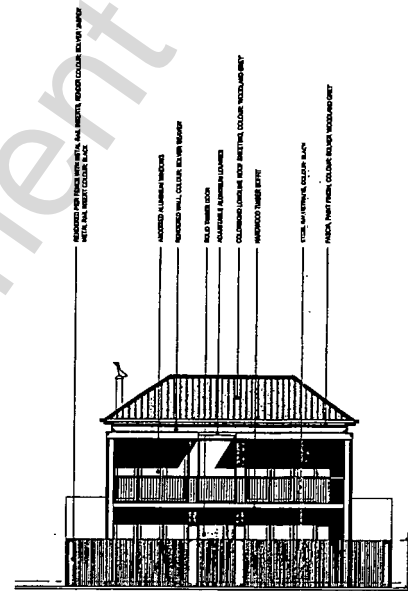
ADELAIDE CITY COUNCIL  
DEVELOPMENT ACT 1993  
DEVELOPMENT PLAN CONSENT ONLY  
00 DEC 2008  
WORKSHEET No. 2 COMPLIANCE LIMITS  
CHECK (PLANNING APPROVAL HAS BEEN OBTAINED)  
(Refer Practice Notification Form for Conditions)



GROUND FLOOR PLAN RESIDENCE 12



FIRST FLOOR PLAN RESIDENCE 12



SOUTH ELEVATION RESIDENCE 12

RESIDENCE 12	m <sup>2</sup>
SITE AREA	403.75
BUILDING FLOOR AREA	282.20
PRIVATE OPEN SPACE	104.80

1	Revised basis for planning	17/10/20	MS
2	Revised basis for planning	25/08/20	MS
Letter	Plan/Description	Date	By

**ARCHITECTS INK**

ADELAIDE FEENEY  
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PO Box 8427 Kent Town, SA 5007  
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Email [adelaide@architects.ink.com.au](mailto:adelaide@architects.ink.com.au)  
www.architects.ink.com.au

INDICATORS ARE IN ALL CAPS UNLESS OTHERWISE NOTED  
UNLESS AS NOTED ALL DIMENSIONS ON THIS DRAWING ARE TO FACE UNLESS OTHERWISE NOTED  
NO WORK SHALL BE DONE WITHOUT THE APPROVAL OF ANY LOCAL GOVERNMENT  
DIMENSIONS SHALL BE TAKEN IN CONFORMANCE WITH DIMENSIONS AND DIMENSIONAL SPECIFICATIONS UNLESS OTHERWISE NOTED  
ALL DIMENSIONS ARE TO BE TAKEN TO THE CENTRE OF THE DIMENSION LINE UNLESS OTHERWISE NOTED

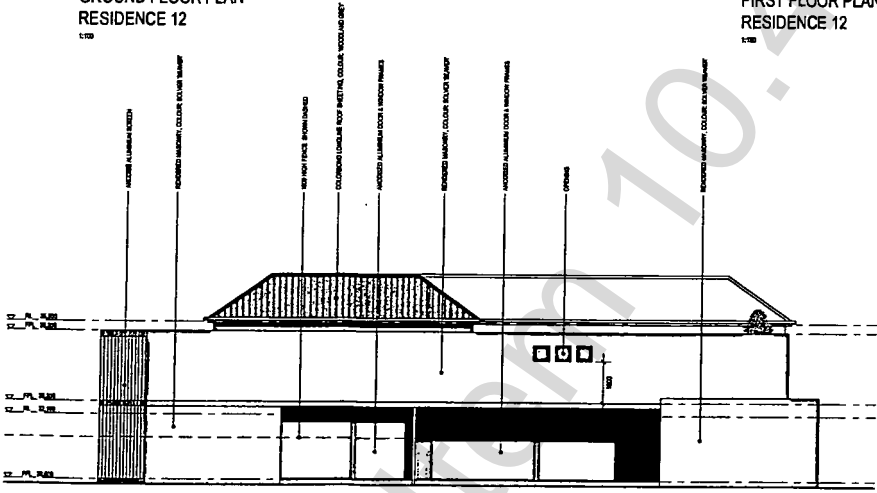
Project RESIDENTIAL DEVELOPMENT

Address FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE

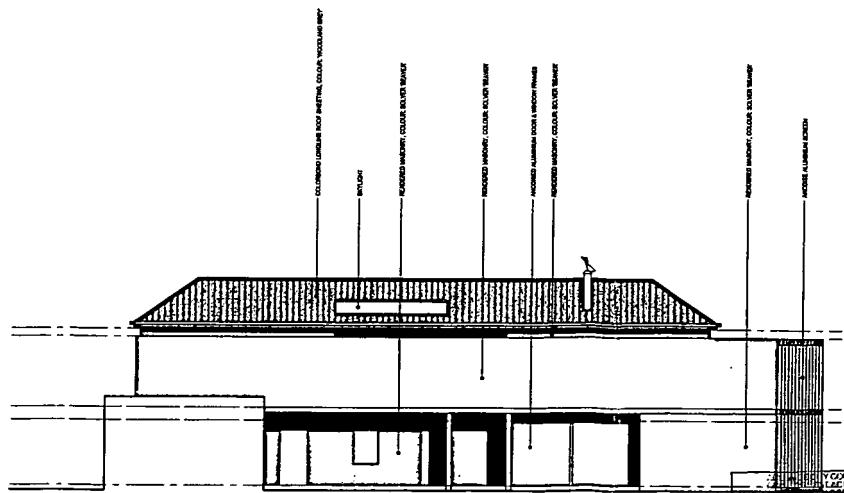
Drawing MACKINNON PARADE ELEVATIONS RESIDENCE 12

Client	JS	Sheet No.	A1
Issue	08 FEBRU 2020	Scale	AS SHOWN
Date	JANUARY 2020	Project Number	07126 DA3 4.08b
Drawn by	15.01.20	Issue	08 FEBRU 2020

07126 DA3 4.08b



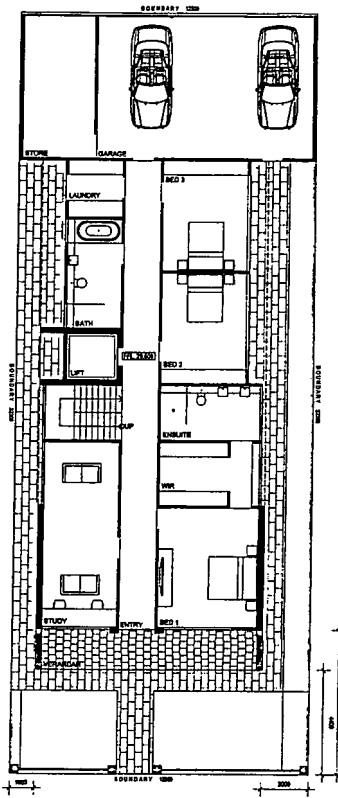
EAST ELEVATION RESIDENCE 12



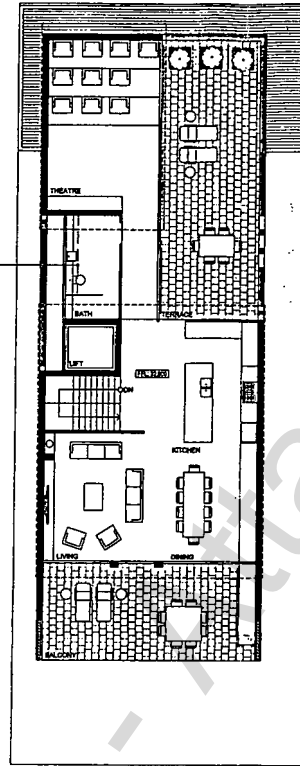
WEST ELEVATION RESIDENCE 12

08 DEC 2020  
THE SOUTH AUSTRALIAN GOVERNMENT  
DEPARTMENT OF INFRASTRUCTURE AND TRANSPORT  
0845 134 4000 for more information

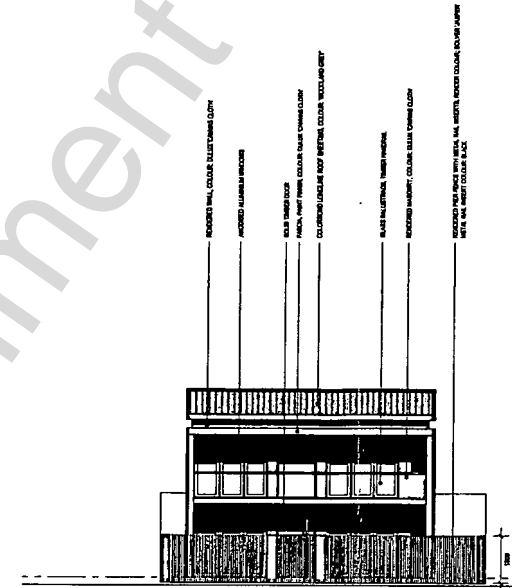
Drawing Name: 07126 DA3 4.08b Project/Manoeuvre/Address: Mackinnon Parade/Residential Development/07126 DA3 4.08b B Mackinnon Parade Plans & Elevations/Residence 12/Job Date: 04.12.2019 2:00pm  
Council Meeting Agenda - 13 April 2021



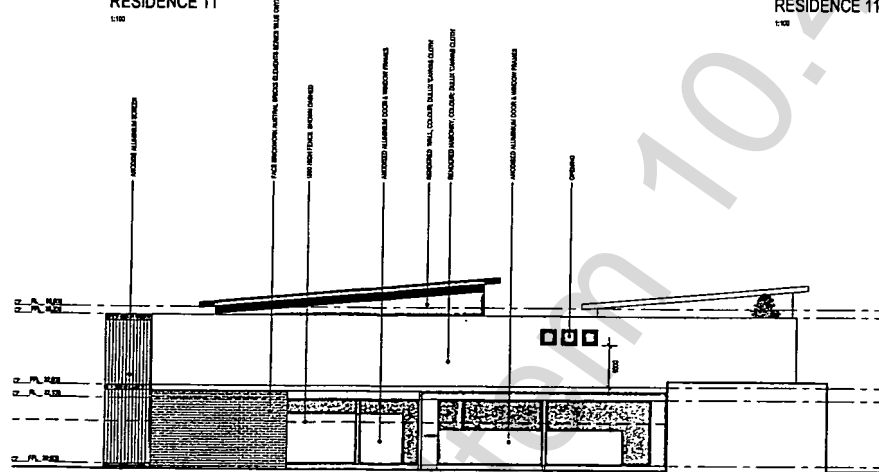
GROUND FLOOR PLAN  
RESIDENCE 11  
1:10



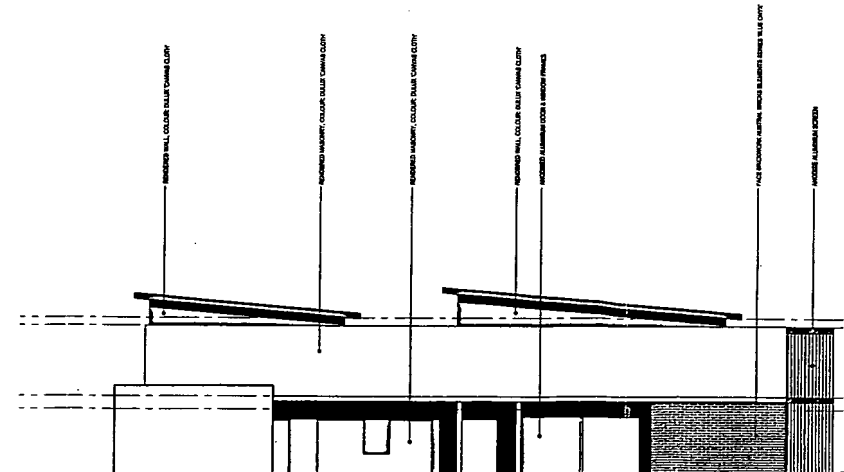
FIRST FLOOR PLAN  
RESIDENCE 11  
1:10



SOUTH ELEVATION RESIDENCE 11  
1:10



EAST ELEVATION RESIDENCE 11  
1:10



WEST ELEVATION RESIDENCE 11  
1:10

RESIDENCE 11	m <sup>2</sup>
SITE AREA	451.78
BUILDING FLOOR AREA	393.00
PRIVATE OPEN SPACE	108.68

Approved Date for planning	17/10/08	10
Approved Date for planning	28/03/09	10
Author	Project/Designer	Date

**ARCHITECTS INK**

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PO Box 2067 Kent Town, SA 5015  
Telephone 08 8232 1244, Facsimile 08 8232 4234  
Email [adelaide@architects.ink.com.au](mailto:adelaide@architects.ink.com.au)  
ARCHITECTS INK PTY LTD, ACN 99 88 88 88  
5/17 Northcote Rd, Adelaide

MEMORANDUM AND 2-D DRAWINGS ARE PRELIMINARY AND NOT TO BE USED FOR CONSTRUCTION OR ANY OTHER PURPOSES WITHOUT THE CONSENT OF ARCHITECTS INK PTY LTD. ANY CHANGES TO THE DRAWINGS SHALL BE MADE BY ARCHITECTS INK PTY LTD. IN WRITING. ANY CHANGES TO THE DRAWINGS SHALL BE MADE BY ARCHITECTS INK PTY LTD. IN WRITING.

Project: RESIDENTIAL DEVELOPMENT

Address: FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE

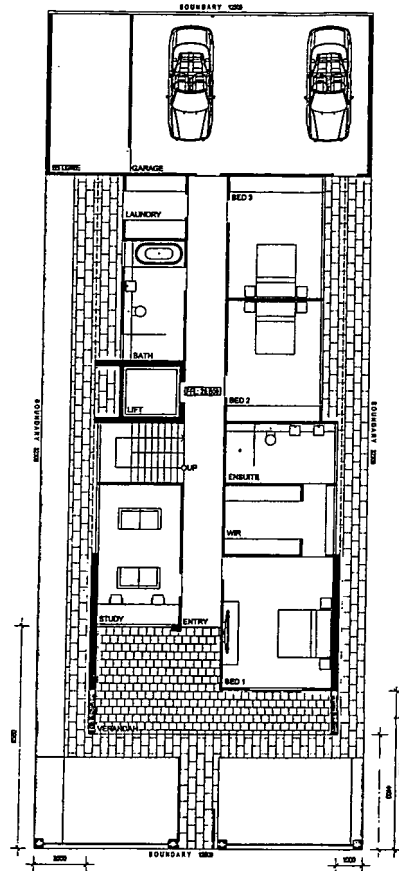
Drawing: MACKINNON PARADE ELEVATIONS RESIDENCE 11

Client	25	Sheet	14 of 20
Author	BB FINNISS	Scale	A1
Date	January 2008		

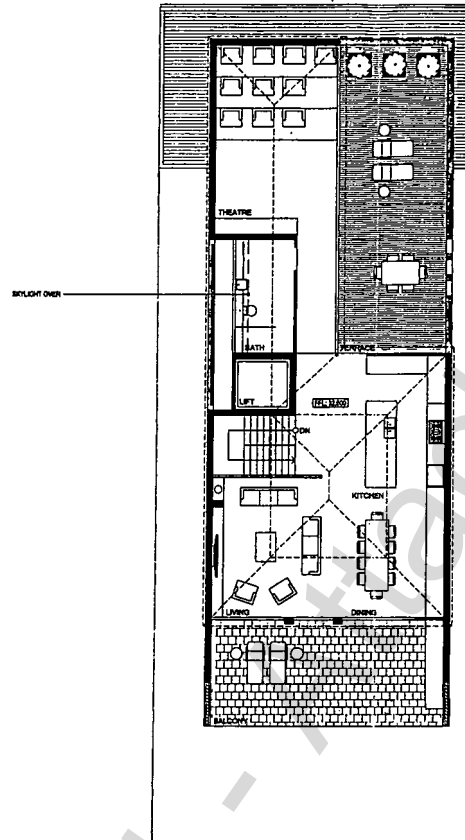
07216 DA3 4.07b

09 DEC 2008  
DEVELOPMENT PLAN CONSENT ONLY  
NOT VALID FOR CONSTRUCTION  
DEVELOPMENT PLAN CONSENT ONLY

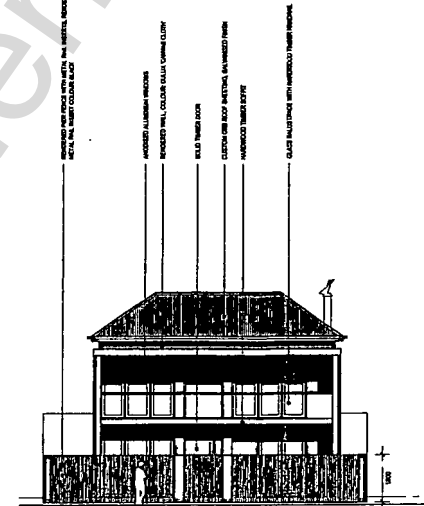
Council Meeting Agenda - 13 April 2021



GROUND FLOOR PLAN  
RESIDENCE 10



FIRST FLOOR PLAN  
RESIDENCE 10



SOUTH ELEVATION RESIDENCE 10

RESIDENCE 10	m <sup>2</sup>
SITE AREA	423.76
BUILDING FLOOR AREA	272.00
PRIVATE OPEN SPACE	156.48

1	noted issue for planning	17/05/03	MS
2	noted issue for planning	28/06/03	MS

Letter: Revised/Amendments Date: By

**ARCHITECTS INK**

ADELAIDE, PERTH  
Level 1, 77 King William Street, Rundle Mall, Adelaide, SA 5000  
PO Box 5487, Kent Town, SA 5071  
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Email arch@architects.ink.com.au  
ARCHITECTS INC PTY LTD, A/CN 50/501  
architects.ink.com.au

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ISSUED AS A GUIDE ONLY AND DOES NOT CONSTITUTE A CONTRACT.  
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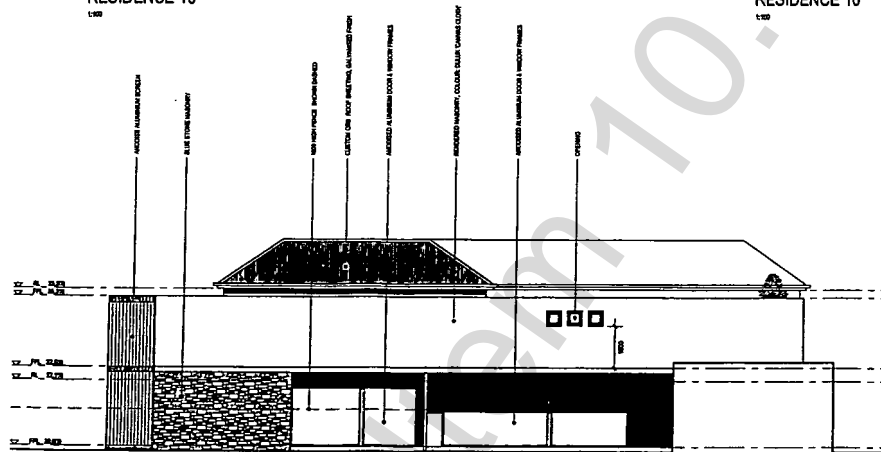
Project: **RESIDENTIAL DEVELOPMENT**

Address: **FINNIS STREET & HACKINNON PARADE, NORTH ADELAIDE**

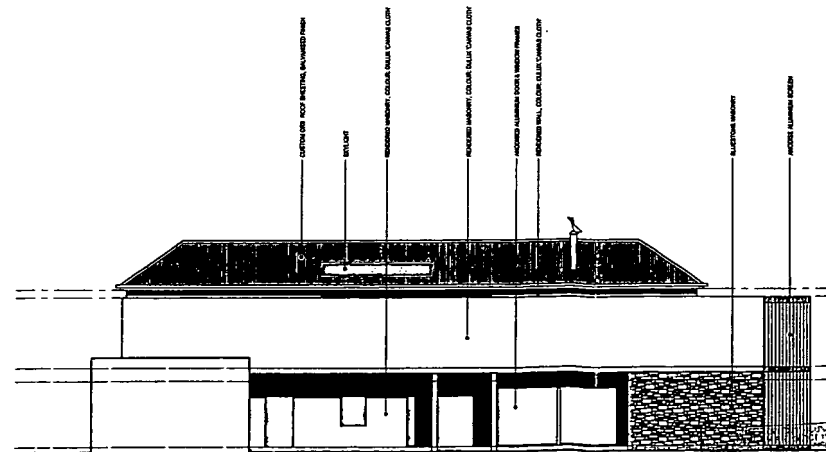
Client: **HACKINNON PARADE ELEVATIONS RESIDENCE 10**

Drawn by	JS	Sheet size	A1
Scale	AS NOTED	Project number	07216 DA3 4.06b
Date	January 2008	Issue	13 of 20
Drawn by	13 of 20	Project number	07216 DA3 4.06b

07216 DA3 4.06b



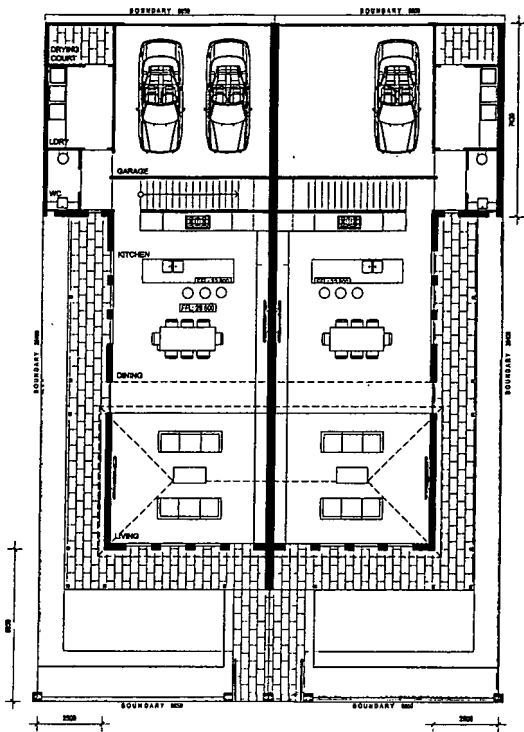
WEST ELEVATION RESIDENCE 10



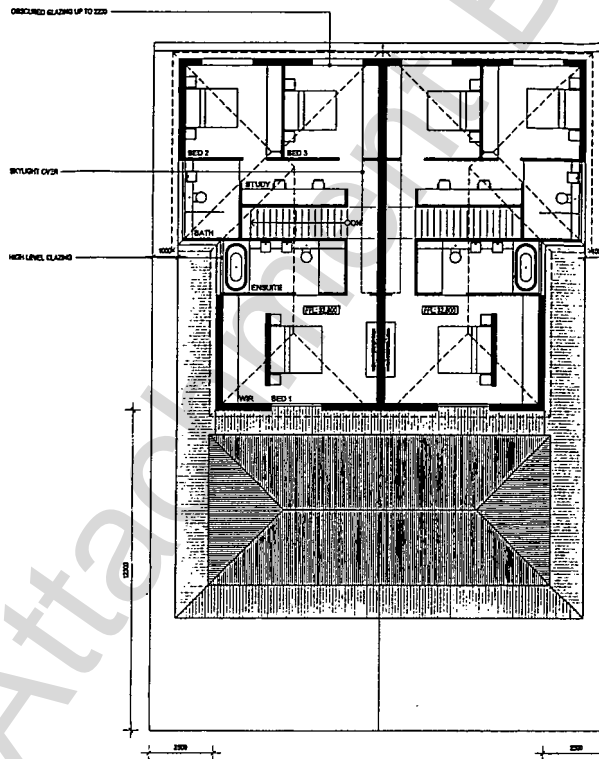
WEST ELEVATION RESIDENCE 10





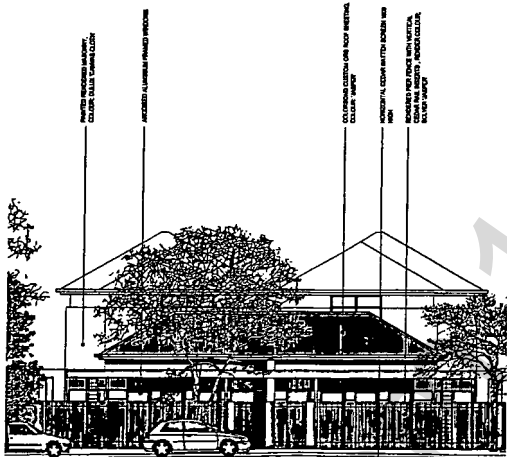


GROUND FLOOR PLAN RESIDENCES 7 & 8

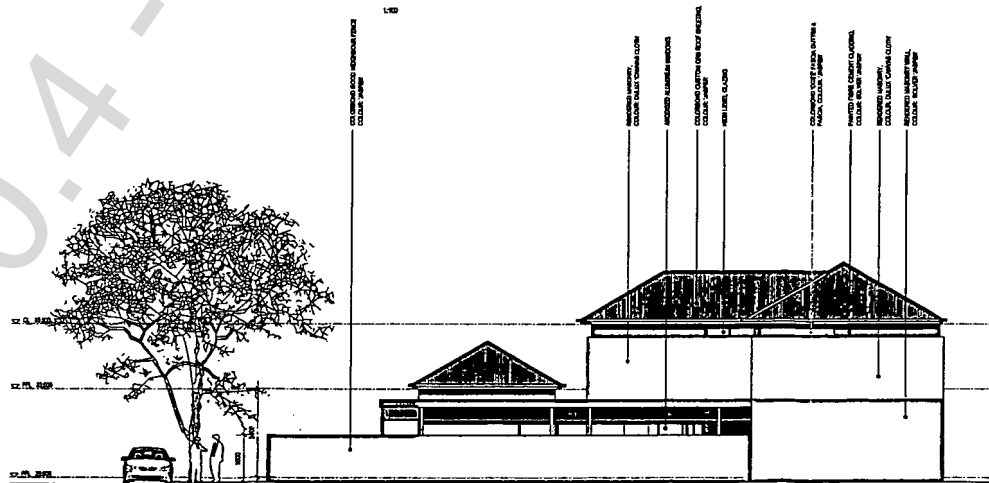


FIRST FLOOR PLAN RESIDENCES 7 & 8

<b>RESIDENCE 7</b>	m <sup>2</sup>
SITE AREA	230.00
BUILDING FLOOR AREA	178.00
PRIVATE OPEN SPACE	64.00
<b>RESIDENCE 8</b>	m <sup>2</sup>
SITE AREA	230.00
BUILDING FLOOR AREA	178.00
PRIVATE OPEN SPACE	64.00



NORTH ELEVATION RESIDENCES 7 & 8



WEST ELEVATION RESIDENCE 8

1	revised based on planning	17/10/08	AS
2	revised based on planning	28/08/08	AS
Letter	Revised/Amendment	Date	By

**ARCHITECTS  
INK**

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Email: [info@architects.ink.com.au](mailto:info@architects.ink.com.au)  
WEBSITE: [www.architects.ink.com.au](http://www.architects.ink.com.au)

CONTRACTS ARE IN FULL PAYMENT UNLESS OTHERWISE STATED  
NOTIFY ALL PARTIES AND CONTRACTORS OF ANY WORKING TIME  
COMPLETION OF WORK PRIOR TO EACH PAYMENT  
DO NOT SCALE OFF DRAWINGS

DRAWINGS SHALL BE DONE IN ACCORDANCE WITH STANDARDS AND  
OTHER CODES OF PRACTICE, REGULATIONS AND OTHER  
NOT SPECIFICALLY REFERRED TO IN THIS CONTRACT FOR  
SUPPORTING WORKS PROVIDED WITH THESE DRAWINGS

Project  
**RESIDENTIAL DEVELOPMENT**

Address  
**FINNISS STREET & MACKINNON  
PARADE, NORTH ADELAIDE**

Drawing  
**FLOOR PLANS & ELEVATIONS  
FINNISS STREET RESIDENCES 7 & 8**

Drawn	JIS	Sheet No.	
Scale	as noted	Scale	A1
Date	January 2008		
Drawn by	11 of 20		

Project Number  
**07216 DA3 4.04b**

ALL TALK CITY COUNCIL  
DEVELOPER'S PLAN NO. 11111  
08 DEC 2008  
DEVELOPER'S PLAN NO. 11111  
PLAN FOR USE IN A ZONE FOR DEVELOPMENT

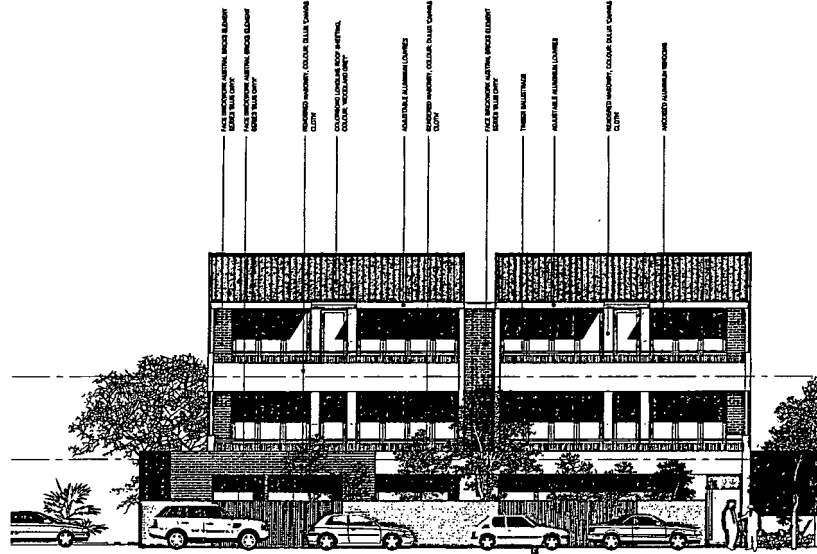




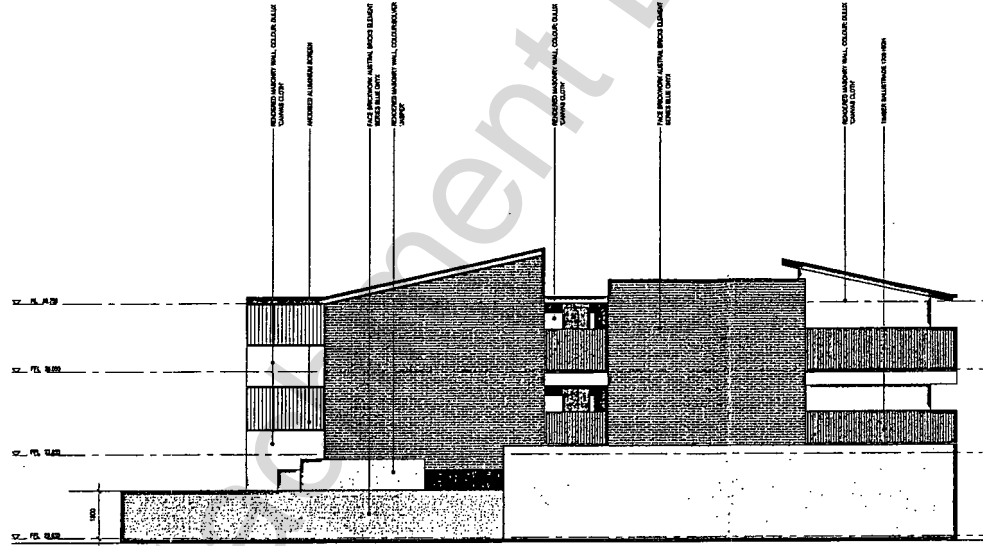




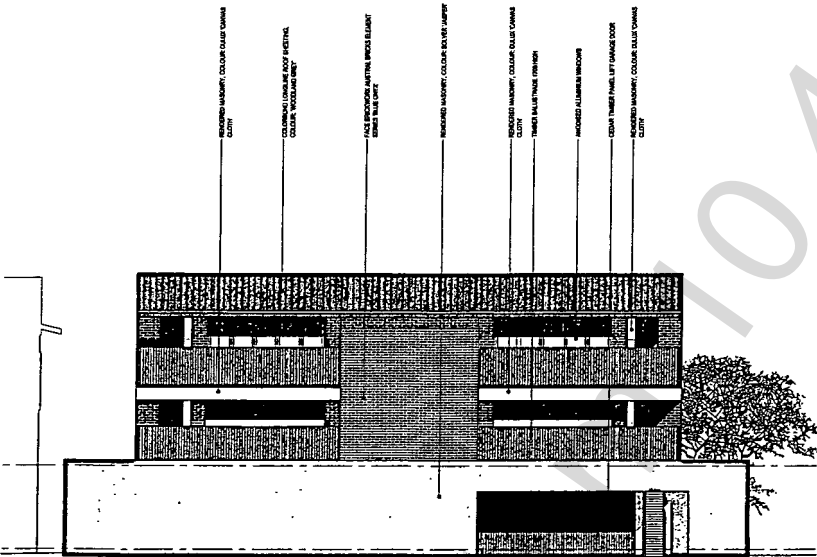




SOUTH ELEVATION APARTMENT RESIDENCES 13 -17  
1:50



EAST ELEVATION APARTMENT RESIDENCES 13 -17  
1:50



NORTH ELEVATION APARTMENT RESIDENCES 13 -17  
1:50

Drawing name: 07216 DA3 3.03B MACKINNON PARADE ELEVATIONS APARTMENT RES 13-17.dwg PLOT DATE: 04/22/2020 4:04pm

is	revised issue for planning	17/1/2020	MS
is	revised issue for planning	25/04/20	MS
Author	Revit/Arch/Revit	Date	By

**ARCHITECTS INK**

ADELAIDE STUDENT  
Level 1, 17 King William Street, Kent Town, SA 5097  
PO Box 2462 Kent Town, SA 5071  
Telephone 08 8263 4244, Facsimile 08 8262 4288  
Email [architects@architects-ink.com.au](mailto:architects@architects-ink.com.au)  
architects-ink Pty Ltd, ACN 96 868 881  
[www.architects-ink.com.au](http://www.architects-ink.com.au)

CONSULTING ARCHITECTS (SOUTH AUSTRALIA) ACTING AS ARCHITECTS  
WE warrant all drawings and documents to be true and correct and to be the work of our firm or our employees.  
DO NOT SCALE OFF DRAWINGS  
DRAWINGS SHALL BE MADE IN CONFORMANCE WITH THE BUILDING ACT 2010 AND THE BUILDING REGULATIONS 2010.  
ANY DISCREPANCIES AND NO LIABILITY TO UNDERTAKE FOR CONSTRUCTION OF ANY WORK SHALL BE THE RESPONSIBILITY OF THE CLIENT.

Project: RESIDENTIAL DEVELOPMENT

Address: FINNIS STREET & MACKINNON PARADE, NORTH ADELAIDE

Drawing: MACKINNON PARADE ELEVATIONS APARTMENT RESIDENCES 13 - 17

APR 2020 CITY COUNCIL DEVELOPMENT ACT 1991 DEVELOPER'S CERTIFICATE ONLY	08 DEC 2020	Sheet 03	Sheet 01
Scale: AS 1:50	Date: January 2020	Project Number: 07 of 20	Issue: 01

07216 DA3 3.03b



MACKINNON PARADE ELEVATION (EXISTING)



MACKINNON PARADE ELEVATION

9 10 11 12 13-17



NORTH ELEVATION

1	revised based on planning	17/10/08	MS
2	revised based on planning	25/02/09	MS
Latest	Revised/Issue	Date	By

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Email [adelaide@architects-ink.com.au](mailto:adelaide@architects-ink.com.au)  
ARCHITECTS INC PTY LTD, ACN 088 888 888  
[www.architects-ink.com.au](http://www.architects-ink.com.au)

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VERIFY ALL DIMENSIONS AND DIMENSIONS ON AND BEFORE THE COMMENCEMENT OF ANY WORK OR CONSTRUCTION  
DO NOT SCALE OFF DIMENSIONS  
DRAWINGS SHALL BE MADE IN CONFORMANCE WITH DIMENSIONS AND OTHER CONDITIONS SPECIFIED IN THE CONTRACT  
ANY DIMENSIONS ARE TO BE REFERRED TO ARCHITECTS FOR ALL NECESSARY RECORD PROCEEDINGS WITH ANY WORK

Project  
**RESIDENTIAL DEVELOPMENT**

Address  
**FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE**

Drawing  
**MACKINNON PARADE ELEVATIONS RESIDENCES 09 - 17**

Drawn	JS	Sheet size	A1
Revised	as noted		
Date	January 2009		
Plotted by	JS	Scale	1:1
Project Number	08 of 20		

07216 DA3 3.02b

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08 DEC 2008

Drawing name: Y:\Projects\Residential\DA3\0716 DA3.02b Mackinnon - Street Elevations\Residences 09 - 17.dwg PLOT DATE: 08/12/2008 1:05pm

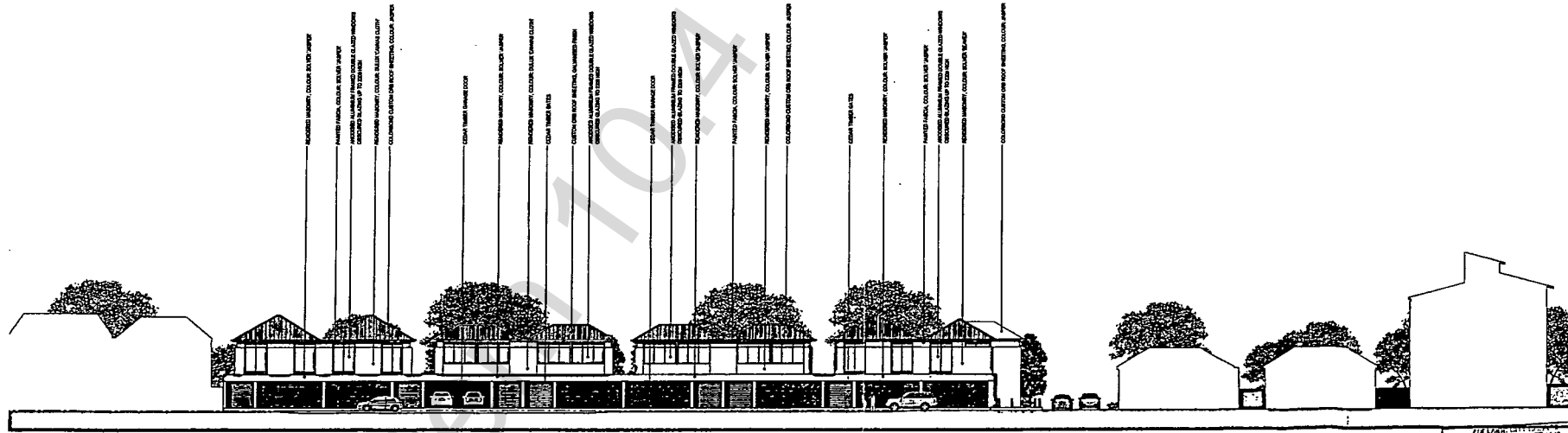




FINNISS STREET ELEVATION

1/20  
 NB: FOR ACTUAL COLOURS & FINISHES REFER TO NOTES.

Drawing made by: Victorian Planning Authority, 1/20 FINNISS - STREET ELEVATIONS 1 - Any PLOT DATE: Oct 22, 2008 - 1:00pm



SOUTH ELEVATION

1	1/20	17/10/08	NS
2	1/20	22/02/08	NS
Author	Project/Phase	Date	By

**ARCHITECTS  
 INK**

ADDELAIDE STREET  
 Level 1, 77 King William Street, East Town, SA 5027  
 PO Box 2847, East Town, SA 5027  
 Telephone 08 8362 4344, Facsimile 08 8362 4322  
 Email [adelaide@architects.ink.com.au](mailto:adelaide@architects.ink.com.au)  
 ARCHITECTS INC PTY LTD. ABN 69 061 061 061

Drawings are in accordance with the Australian Standards  
 unless otherwise stated. All dimensions are in millimetres unless otherwise stated.  
 All sizes are in millimetres unless otherwise stated.  
 All dimensions are to be interpreted in accordance with the Australian Standards unless otherwise stated.

Project: RESIDENTIAL DEVELOPMENT

Address: FINNISS STREET & MACKINNON PARADE, NORTH ADELAIDE

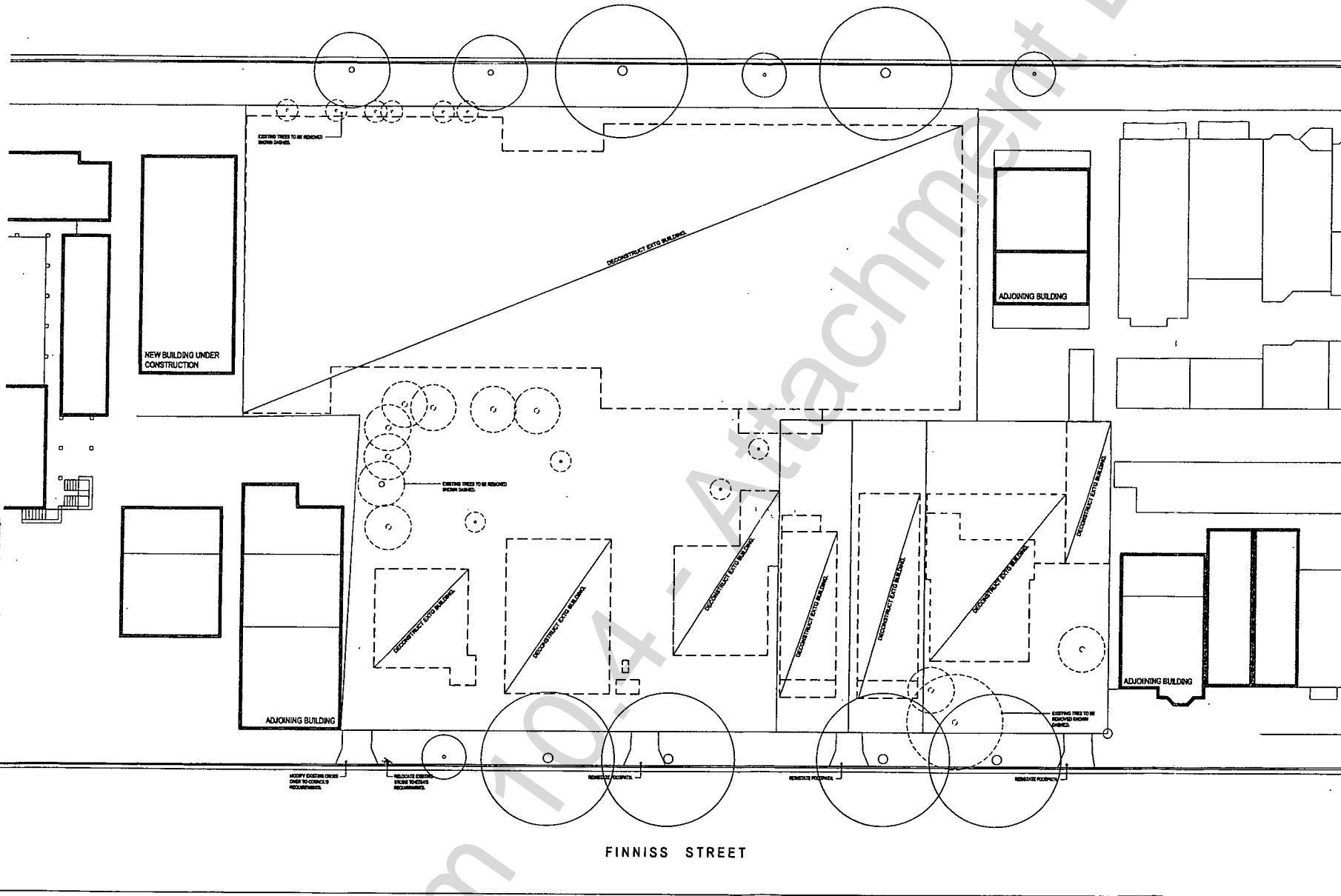
Drawing: FINNISS STREET ELEVATIONS RESIDENCES 1 - B

DATE OF PREPARATION: 08 DEC 2008  
 DEVELOPER: J.S. MORGAN - EBIT ONLY  
 08 DEC 2008  
 REVISION: 1/20  
 DRAWN BY: J.S. MORGAN  
 CHECKED BY: J.S. MORGAN  
 PLOT DATE: 08 DEC 2008

Client	JS	Drawn by	
Scale	as noted	Checked by	A1
Date	January 2008		
Revised by	JS		
Project Number	08-01-20		

07216 DA3 3.01b





Drawing name: 7\Workshop\Projects\demolition\0718 DA3 1.02b DEMOLITION PLAN.dwg PLOT DATE: 04/12/2008 12:58pm

 DEMOLITION PLAN

AD 1 NEW CITY CODE OF  
 DEVELOPMENT ACT 1993  
 DEVELOPMENT PERMIT ONLY  
 08 DEC 2008  
 10/10/08  
 10/10/08  
 10/10/08

Project No	177000
Client	180000
Author	
Check	
Date	

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 PO Box 2007, Kangaroo Island, SA 5207  
 Telephone 08 8263 4244, Facsimile 08 8263 4253  
 Email arch@architects.ink.com.au  
 www.architects.ink.com.au  
 architects and Pty Ltd, 1/44 St Georges  
 architects.com.au

CONTRACTOR HAS TO OBTAIN ALL NECESSARY CONSENTS BEFORE  
 VERIFY ALL WORK AND MATERIALS ON ONE SPECIAL USE  
 COMPLIANCE OF THE ACT AND ON EACH DEVELOPMENT  
 CONTRACTOR SHALL BE KEPT IN CONTACT WITH THE ARCHITECT AND  
 OTHER CONSULTANTS THROUGHOUT THE PROJECT AND  
 ANY VARIATIONS ARE TO BE REPORTED TO ARCHITECT AS SOON AS  
 IDENTIFIED BEFORE PROCEEDING WITH FURTHER WORK

Project: RESIDENTIAL DEVELOPMENT

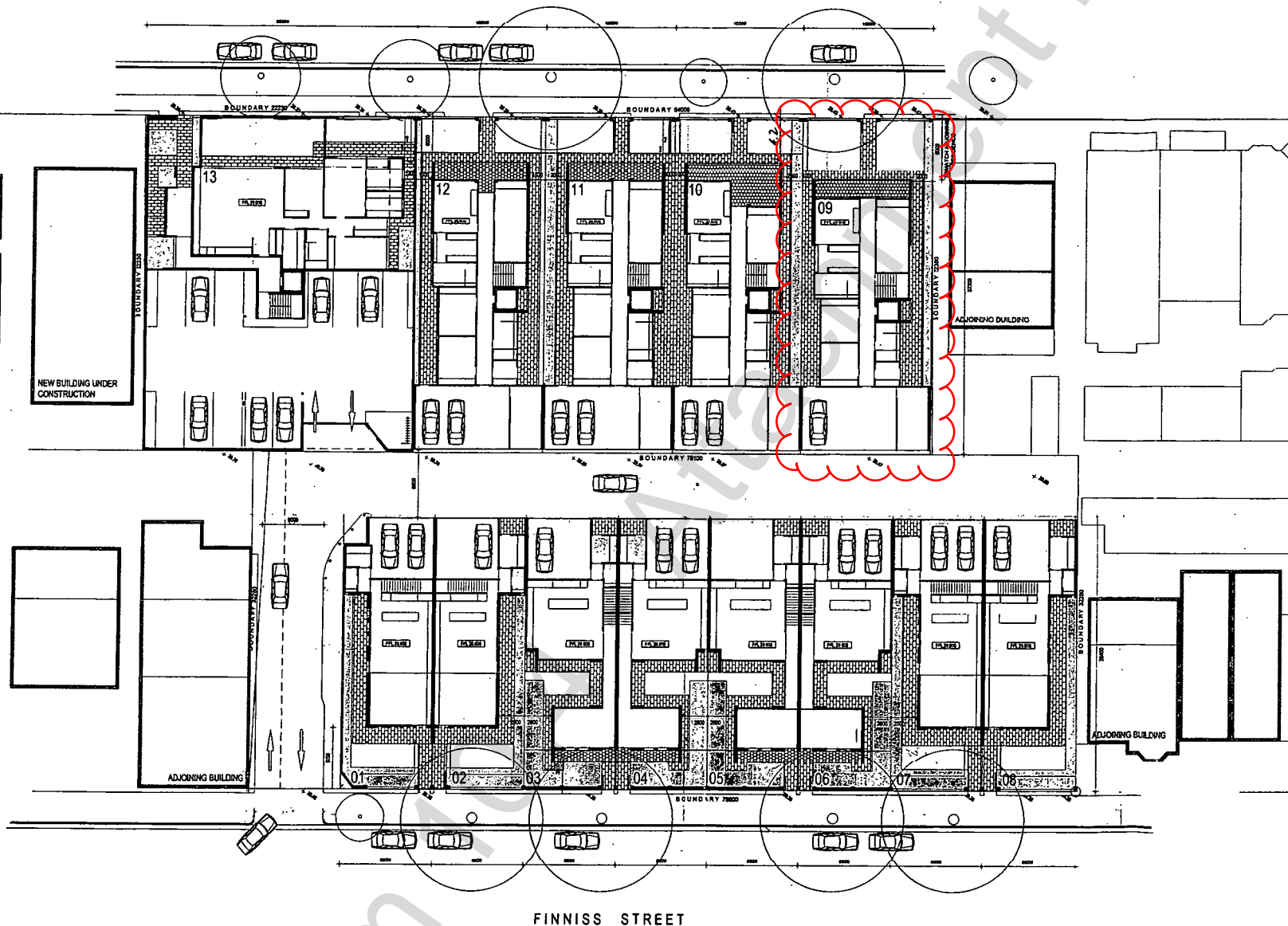
Address: FINNIS STREET & MACKINNON PARADE, NORTH ADELAIDE

Drawing: DEMOLITION PLAN

Drawn	JS	Sheet No	
Scale	as noted	Plan	A1
Date	January 2008	Project No	
Drawn by	03 of 20	Project Name	
Project Number		Plan	
		Sheet	
		Drawn	
		Check	
		Issue	
		07216 DA3 1.02b	

MACKINNON PARADE

AREA m<sup>2</sup>  
TOTAL SITE AREA 8017.30



SITE PLAN

ADELAIDE CITY COUNCIL  
 DEVELOPMENT SERVICES  
 08 DEC 2009  
 DEVELOPMENT SERVICES UNIT  
 DEVELOPMENT SERVICES UNIT  
 DEVELOPMENT SERVICES UNIT

AR  
CHI  
TEC  
TS  
INK

ADELAIDE SYDNEY  
 Level 1, 77 King William Street, North Adelaide, SA 5007  
 PO Box 8007, North Adelaide, SA 5007  
 Telephone 08 8363 4344, Facsimile 08 8363 4235  
 Email [archie@architectsinc.com.au](mailto:archie@architectsinc.com.au)  
 ARCHITECTS INC PTY LTD, ACN 884 884 884  
[www.architectsinc.com.au](http://www.architectsinc.com.au)

CONTRACTORS ARE TO BE CONSULTED FOR ALL CONSTRUCTION WORK  
 VERIFY ALL LEVELS AND DIMENSIONS ON SITE BEFORE THE  
 COMMENCEMENT OF ANY WORK OR BEFORE COMMENCING  
 ANY CONSTRUCTION WORK  
 CONTRACTORS SHALL BE RESPONSIBLE FOR OBTAINING ALL NECESSARY  
 APPROVALS AND PERMITS FROM THE RELEVANT AUTHORITIES  
 BEFORE COMMENCING ANY CONSTRUCTION WORK

Project  
 RESIDENTIAL DEVELOPMENT

Address  
 FINNISS STREET & MACKINNON  
 PARADE, NORTH ADELAIDE

Drawing  
 SITE PLAN

Drawn	JS	Sheet size	
Scale	AS NOTED	Orientation	A1
Date	January 2008	Project Number	07216 DA3 I.01b
Sheet no. of	02 of 20	Plan	
		Section	
		Detail	
		Other	

Drawn: js, X:\Projects\Projects\Architectural\07216 DA3 I.01b SITE PLAN.dwg, PLOT DATE: 04/12/2008, 11:58am



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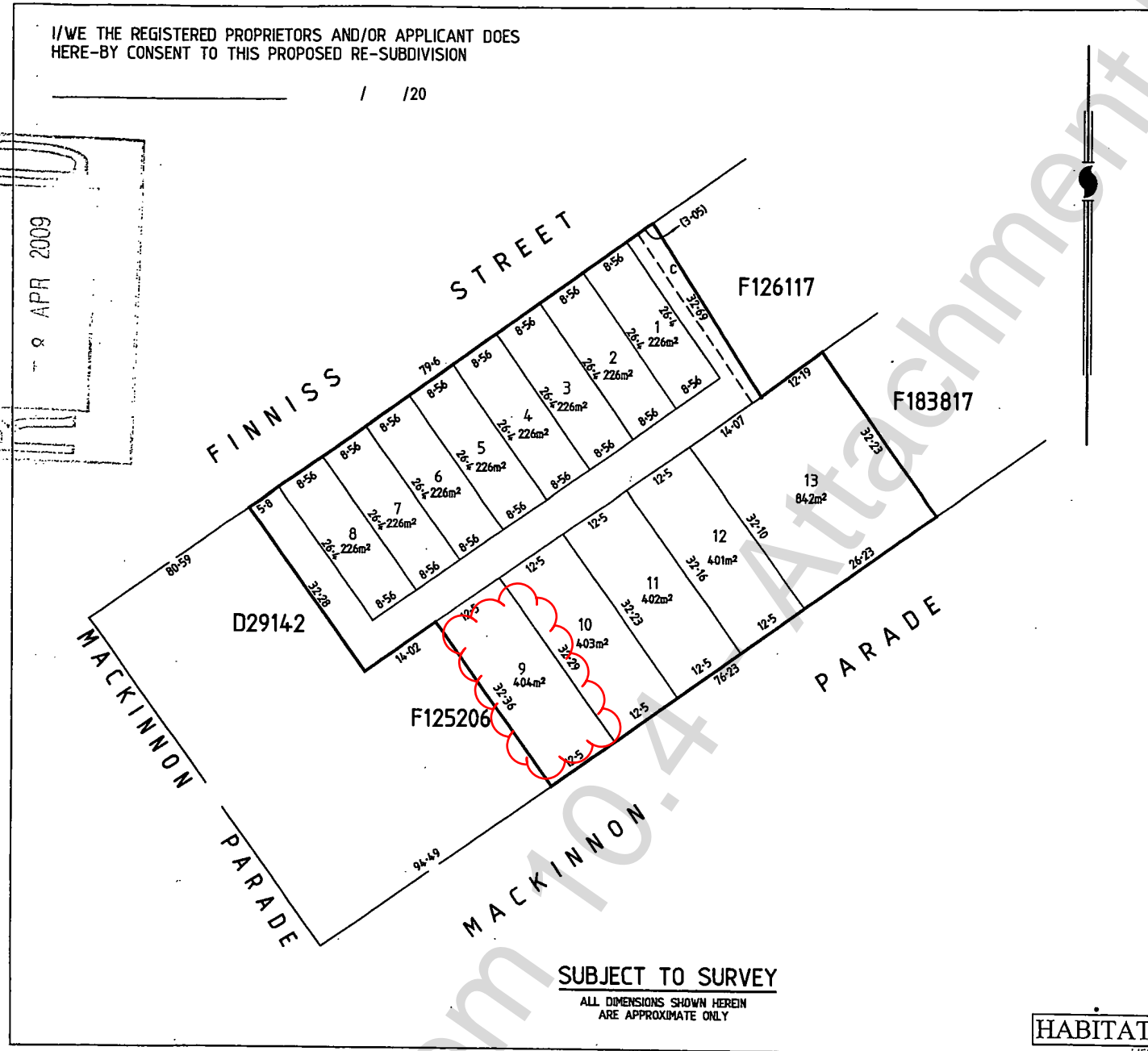
**SCHEDULE 2**

Item 10.4 - Attachment B

I/WE THE REGISTERED PROPRIETORS AND/OR APPLICANT DOES  
HERE-BY CONSENT TO THIS PROPOSED RE-SUBDIVISION

/ /20

8 APR 2009



**SUBJECT TO SURVEY**

ALL DIMENSIONS SHOWN HEREIN  
ARE APPROXIMATE ONLY

**HABITAT**

PLAN NUMBER			
DEPOSITED / /20			
ACCEPTED FOR FILING		PRO REGISTRAR GENERAL	
MAP REF		DEV No	
TITLE SYSTEM REAL PROPERTY ACT			
TITLE REFERENCE C.s.T 5695/915,5845/863,5892/350,5884/784			
OB / LAST PLAN REF		TOTAL AREA 5019m <sup>2</sup>	
DOCKET No			
FIELD BOOK No			
CLOSURE CHECKED	PLAN EXAMINED	PLAN APPROVED	PMS APPROVED
IRRIGATION AREA		DIVISION	
HUNDRED ADELAIDE			
AREA NORTH ADELAIDE			
COUNCIL CITY OF ADELAIDE			
PLAN OF DIVISION			
ALLOTMENT 542 in FP 183814 & ALLOTMENT 541 in FP 183813 & ALLOTMENT 534 in FP 183806 & ALLOTMENT 532 in FP 183804			
SCALE			
0	10	20	30 40 50 METRES
STATEMENTS CONCERNING EASEMENTS ANNOTATIONS AND AMENDMENTS			
FOR EASEMENT DETAILS SEE CT 5845/863			
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# Proposal for Adelaide Cabaret Festival's 'The Famous Spiegel-tent'

Strategic Alignment - Dynamic City Culture

**ITEM 10.5** 13/04/2021  
**Council**

**Program Contact:**

Christie Anthoney, AD  
Community & Culture 8203 7444

2021/33569  
Public

**Approving Officer:**

Tom McCready, Acting Director  
City Shaping

## EXECUTIVE SUMMARY

An application has been received from Adelaide Festival Centre to hold an event as part of the Adelaide Cabaret Festival in Elder Park/ Tantanya Wama (Park 26). The event will run from Friday 11 June until Saturday 26 June 2021. The event bump-in would begin on Monday 31 May 2021 from 7:00am and the bump-out will be completed by Friday 2 July 2021 5:00pm.

In 2019, Adelaide Festival Centre held the same event in Elder Park/Tantanya Wama (Park 26) as part of Adelaide Cabaret Festival. This event ran successfully without any complaint, which has enabled Adelaide Festival Centre to expand their event offerings and experiences for 2021.

In accordance with the [Adelaide Park Lands Event Management Plan \(APLEMP\)](#), Council approval is required for the event application as the event is proposing to operate beyond 12 midnight on Thursday, Friday, Saturdays and Sunday of the long weekend.

## RECOMMENDATION

### THAT COUNCIL

1. Approves the Adelaide Festival Centre to operate the Adelaide Cabaret Festival's 'The Famous Spiegel-tent' from Monday 31 May until Friday 2 July 2021.
2. Approves the 'Adelaide Cabaret Festival 2021' event to operate beyond 12 midnight and until 2:00am on Thursday nights, 3:00am on Fridays, Saturday and the Sunday night of the long weekend during the event period as per the event management approach in Attachment A to Item 10.5 on the Agenda for the meeting of the Council held on 13 April 2021.
3. 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.

## IMPLICATIONS AND FINANCIALS:

City of Adelaide 2020-2024 Strategic Plan	This proposal aligns with Council's Community Outcome, Dynamic City Culture, in the City of Adelaide (CoA) Strategic Plan 2020-2024.
Policy	This event application has been assessed against the requirements of the APLEMP. If supported by Council to proceed, the event would be subject to all relevant policies, plans and procedures including the APLEMP and <a href="#">CoA Event Amplified Sound Management Guidelines</a>
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 Adelaide Cabaret Festival is sponsored by the City of Adelaide for \$40,000. The use of Elder Park/Tantanya Wama (Park 26) provides an additional location for the Adelaide Cabaret Festival to expand their event and presents an opportunity for further patronage of the Cabaret Festival and usage of the Adelaide Riverbank area and Park Lands.
20/21 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	If supported by Council, the event organiser will be issued a single year (2021) event licence.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g. maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report



## DISCUSSION

1. An event application has been received from Adelaide Festival Corporation to hold an event in Elder Park/Tantanya Wama (Park 26). The additional venue, as part of the Adelaide Cabaret Festival, will run from Friday 11 June 2021 through until Saturday 26 June 2021. The venue will contain a purpose-built theatre space venue which will activate the Riverbank precinct and surrounds.
2. As outlined in the Adelaide Park Lands Event Management Plan (APLEMP), the application requires Council approval as it is a new event application proposing to operate beyond midnight in Elder Park/Tantanya Wama (Park 26).

### Event Description and Aim

3. The additional venue for the 'Adelaide Cabaret Festival' is proposed to be situated within Elder Park/Tantanya Wama (Park 26) with a proposed capacity of 350 people at any one time.
4. Now in its 19th year and the biggest festival of its kind, Adelaide Cabaret Festival continues to attract artists from around the country and the world.
5. The event aims to create a unique atmosphere and location for Cabaret by transforming Elder Park/Tantanya Wama (Park 26) into an event space with the construction of 'The Famous Spiegel-tent'.
6. The proposed event aims to showcase what Adelaide can offer and invigorate the Adelaide Park Lands and Riverbank during the winter months in Adelaide.

### Trading Hours

7. The applicant has proposed the following operating hours which are beyond 12 midnight;
  - 7.1. Friday 11 June 6:30pm to 3:00am
  - 7.2. Saturday 12 June 2:30pm to 3:00am
  - 7.3. Sunday 13 June (long weekend) 12:30pm to 3:00am
  - 7.4. Thursday 17 June 6:00pm to 2:00am
  - 7.5. Friday 18 June 5:30pm to 3:00am
  - 7.6. Saturday 19 June 3:30pm to 3:00am
  - 7.7. Thursday 24 June 6:00pm to 2:00am
  - 7.8. Friday 25 June 5:30pm to 3:00am
  - 7.9. Saturday 26 June 10:00am to 3:00am
8. All hours above are in line with the APLEMP, with the exception of the Thursday nights whereby they wish to operate until 2:00am. Given their past history, with no previous complaints received we do not foresee any issues in allowing the event to operate until 2:00am on the Thursday night/Friday morning. In 2019, the Adelaide Festival Centre were approved by Council to operate until 1:00am on the Thursday nights.
9. The venue will open approximately 30 minutes prior to the first performance time for access to the internal bar. It is predicted that patrons will arrive to the general area an hour beforehand, dependent on weather, which has been considered in the above times.
10. Two security guards will be rostered during times of operation to ensure easy accessibility and clearing the venue at the end of the night. The public will be directed along the Northern Promenade of the Adelaide Festival Centre to carparking and King William Road for other transport to ensure minimal disturbance to the surrounding businesses and residents.

### Admission

11. The event is a free event with ticketed elements.

### Access throughout Elder Park and pathways

12. Access to Elder Park/Tantanya Wama (Park 26) pathways will be maintained for pedestrians and cyclists for the event duration and bump in and out of the site.
13. Where access is unable to be maintained in Elder Park/Tantanya Wama (Park 26) within the proposed event site area, appropriate directional signage will be used to ensure pedestrian and cyclist safety is maintained and alternative options are provided via the other pathways.

### Care of Park Lands

14. As a premium site, there is a high expectation that Elder Park/Tantanya Wama (Park 26) is maintained to a very high standard and that event organisers must cover all costs associated with remediating the site back to its original condition after an event. This has been communicated to the event organisers and would be a condition of the 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.

### Noise Levels

16. The proposed event will be required to develop a Sound Management Plan which will describe how the event will manage its sound transmission. This event has been categorised as “Events and Festivals with a Music Component” under the CoA Event Amplified Sound Management Guidelines.

### Use of Local Contractors / Suppliers

17. The event organiser has advised that local Adelaide businesses and organisations will be engaged to provide products and services for the event.

### Liquor Licence

18. The event organiser would apply for a liquor licence for this event.
19. The event organiser would be seeking a liquor licence capacity of 400 people, but this is subject to final approval from Consumer and Business Services. The event organisers would be required to comply with the liquor licence conditions as set by Consumer and Business Services.

### COVID-19 Considerations

20. 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.
21. At the time of writing this report all events in South Australia require a COVID Safe Plan or a COVID Management Plan (if attendance is in excess of 1,000 people or a liquor licenced venue with dancing) approved by SA Health.
22. 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 and are subject to the South Australian Directions or restrictions that apply at the time of the event.
23. As a condition of hire, all events are required to submit the relevant COVID Safe and/or Management plans to the City of Adelaide for review and approval of those elements that affect occupancy of the Park Lands in the delivery of the event.
24. Further variations to the ‘Adelaide Cabaret Festival’ 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.
25. With a capacity of 400 people, the event will be seeking a COVID Safe Plan Approval through SA Health for the Spiegel-tent.

### Next Steps

26. If approved by Council, we will proceed with granting an event licence to Adelaide Festival Centre for the delivery of the Adelaide Cabaret Festival in Elder Park/Tantanya Wama (Park 26).

## DATA AND SUPPORTING INFORMATION

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

[CoA Event Amplified Sound Management Guidelines](#)

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## ATTACHMENTS

**Attachment A** – Event Management Approach

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- END OF REPORT -

## Attachment A- Event Management Approaches

Event	
<p><b>Adelaide Cabaret Festival</b> Elder Park/Tantanya Wama (Park 26)</p> <p>Licence period : 1 year (2021)</p> <p><b>Bump in:</b> 31 May – 10 Jun 2021 <b>Event:</b> 11 Jun – 26 Jun 2021 <b>Bump out:</b> 27 Jun – 2 Jul 2021</p> <p><b>Hours of operation</b></p> <ul style="list-style-type: none"> <li>- 6.00pm to 3am Friday 11 June</li> <li>- 3pm to 3am Saturday 12 June</li> <li>- 3pm to 3am Sunday 13 June</li> <li>- 2pm-8pm Monday 14 June</li> <li>- 12.30pm to 2am Thursday 17 June</li> <li>- 1pm to 3am Friday 18 June</li> <li>- 3pm to 3am Saturday 19 June</li> <li>- 3pm – 9.15pm Sunday 20 June</li> <li>- 12.30pm-7pm Wednesday 23 June</li> <li>- 6pm to 2am Thursday 24 June</li> <li>- 6pm to 3am Friday 25 June</li> <li>- 2pm to 3am Saturday 26 June</li> </ul> <p>The Adelaide Cabaret Festival is an event sponsored by City of Adelaide. It is now in its 21<sup>st</sup> year and the biggest festival of its kind, Adelaide Festival Centre's Adelaide Cabaret Festival continues to attract truly outstanding artists from around the country and the world. The festival not only highlights the big names but makes them, too. After the success of their event last year in the same location, Adelaide Cabaret Festival Winter Garden, Adelaide Festival Centre, aims to activate the Adelaide Riverbank Precinct with the construction of the theatre space 'The Famous Spiegel tent' from 11 June – 26 June 2021.</p> <p>Entry into the theatre venue will be free and accessible, with the Cabaret Festival's Talks and Workshops being ticketed. The proposed capacity for the venue is 350 persons at any time (dependent on Consumer &amp; Business services) with an anticipated attendance of 11,000 over the event duration (Pending SA Health Approval).</p> <p>See map below which denotes the positioning of their proposed event site on Council land. The majority of the structure is on Adelaide Festival Centre's land.</p> 	
Event Planning Considerations	Event Management Approach
<p>The Adelaide Cabaret Festival is an event sponsored by City of Adelaide. It is now in its 21<sup>st</sup> year and the biggest festival of its kind, the Adelaide Cabaret Festival continues to attract truly outstanding artists from around the country and the world. After the success of their in 2019 in the same location, Adelaide Festival Centre, aims to activate the Adelaide Riverbank Precinct with the construction of the theatre space 'The Famous Spiegel tent' from 11 June – 26 June 2021.</p>	<p>The event organisers will:</p> <ul style="list-style-type: none"> <li>• Provide a welcoming, inclusive and safe environment for event patrons and staff, adhering to national standards and legislative requirements.</li> <li>• Manage their noise outputs in line with Council's Event Amplified Sound Management Guidelines ('the SOPs') including satisfactorily notifying and engaging within notification areas as specified in the SOPs. With consideration to noise sensitive locations associated with the proposed site.</li> <li>• Undertake practices that limit the amount of damage to the event site, and take responsibility for restoring the site to the pre-event condition through the remediation process.</li> <li>• Ensure proper pedestrian and cyclist management on the pathway within the proposed event site area, ensuring appropriate directional signage for users to utilise the other pathways.</li> <li>• Consult with surrounding stakeholders as part of their event planning.</li> </ul>



# Increase in Contract Award Value – Events Infrastructure Upgrade

**ITEM 10.6** 13/04/2021  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Matthew Morrissey, Associate  
Director, Infrastructure 8203 7462

2018/04441  
Public

**Approving Officer:**  
Klinton Devenish, Director  
Services, Infrastructure &  
Operations

## EXECUTIVE SUMMARY

The City of Adelaide's Procurement Policy and the Chief Executive Officer Delegation of Authority requires that Council approves the award of contract (inclusive of variations) valued at \$1,000,000 (ex GST) and above.

The Events Infrastructure Upgrade is the construction of new hydraulic and electrical infrastructure to Rundle Park Kadlitpina (Park 13). The new infrastructure will allow for better functionality to reduce the need for events to have mobile power generation. It also includes increased capacity and supply-points for drinking water and equalisation of pressure and flow rates, together with a reduction in the need for overland wastewater pipes into sewer and an increased capacity and supply points for recycled (GAP) water.

The Council engaged Gridlock Electrical in October 2020 for approximately \$950,000 for the construction of the Upgrade. Variations and additional scope to meet the final scope of works will see an increase in the contract sum to approximately \$1,193,582.50, which in line with the Procurement Policy and Delegation of Authority requires Council's approval.

## RECOMMENDATION

### THAT COUNCIL

- 1 Approves increasing the contract sum to over \$1,000,000 in accordance with the Procurement Policy and Chief Executive Officer Delegations of Authority.
- 2 Authorises the Chief Executive Officer to approve any variations (financial and non-financial) to the contract going forward to meet the scope of the project.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	The increase to contract award complies with CoA's Procurement Policy
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	\$1,366,520
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)	Ongoing maintenance only to be performed by CoA's City Operations team or if required, an externally engaged contractor
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. The City of Adelaide awarded a contract to Gridlock Electrical in October 2020 for the construction of new hydraulic and electrical infrastructure to Rundle Park Kadlitpina (Park 13).
2. The original contract sum was \$954,160.
3. Project Contingency and separate provisional sums were held outside of the contract in line with the current procurement process. The items include:
  - 3.1. Latent Conditions
  - 3.2. Scope of grass remediation
  - 3.3. Temporary Road
  - 3.4. Temporary Water Washers
  - 3.5. Water Meter Upgrades
4. Throughout the life of the project, variations have been submitted in line with the above items which has seen an increase to the contract sum.
5. Separate to this contract, SA Power Networks were paid an amount of \$328,262.00 for modifying an existing electricity supply connection in Rundle Park Kadlitpina (Park 13). This connection was required for the event infrastructure electricity supply requirements and also triggered an upgrade of SA Power Networks old infrastructure to enable the supply.
6. The total budget for the works is \$1,660,000 and is a combination of the original Budget and additional funding \$560,000 allocated in QF2 endorsed by Council on 9 February 2021.
7. This report recommends increasing the contractors contract sum to finalise the project and approving the Chief Executive Officer be delegated authority to approve any variation (financial and non-financial) within the approved budget, to the contract going forward.
8. CoA's current procurement policy and associated delegations requires Council approval for contracts awarded in excess of \$1M (excluding GST). The original contract sum was under the \$1 million threshold, now that variations have been submitted the contract value has increased and needs to be varied.
9. A review of the processes and guidelines that support the delivery of Councils procurement policy is being undertaken. This review will ensure Council approval is sought at the appropriate time and will consider the contract value in the context of full delivery of the project within approved budgets.

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Increase in Contract Award Value – Quentin Kenihan Inclusive Playspace

**ITEM 10.7** 13/04/2021  
**Council**

Strategic Alignment - Dynamic City Culture

**Program Contact:**  
Matthew Morrissey, Associate  
Director, Infrastructure 8203 7462

2020/00478  
Public

**Approving Officer:**  
Klinton Devenish, Director  
Services, Infrastructure &  
Operations

## EXECUTIVE SUMMARY

The City of Adelaide's Procurement Policy and the Chief Executive Officer Delegation of Authority requires that Council approves the award of contract (inclusive of variations) valued at \$1,000,000 (ex GST) and above.

The Quentin Kenihan Inclusive Play Space is the construction of a new play space at Rymill Park / Murlawirrapurka (Park 14) named "the Quentin Kenihan Inclusive Play Space". It is a partnership project between the SA Government and City of Adelaide. The inclusive play space will offer a range of engaging experiences through social, active, cognitive and creative play and recreation for people of all ages, abilities and cultures.

The Council engaged Landscape Construction Services in August 2020 for approx. \$900,000 for the construction of the inclusive play space. Variations and additional scope to meet DDA compliance and overall community and key stakeholder expectations will see an increase to the contract sum to \$1,090,026, which in line with the Procurement Policy and Delegation of Authority requires Council's approval.

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## RECOMMENDATION

### THAT COUNCIL

1. Approves increasing the contract sum to over \$1,000,000 in accordance with the Procurement Policy and Chief Executive Officer Delegations of Authority.
2. Authorises the Chief Executive Officer to approve any variation (financial and non-financial) to the contract going forward to meet the scope of the project.



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Dynamic City Culture</b> Strategic Plan Key Action - 3.07 Deliver diverse parks and play spaces
Policy	The increase to contract award complies with CoA's Procurement Policy
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	\$1,000,000 State Government Funded \$270,000 (playground asset renewals) Deliver new and diverse play spaces, undertake further planning to guide future works and complete improvements to existing activity spaces <i>This project was funded by the 19/20 Budget Allocation</i>
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)	Ongoing maintenance only to be performed by Council's Public Realm team or if required, an externally engaged contractor
Other Funding Sources	SA Government contribution of \$1,000,000 (19/20 Budget Allocation)

## DISCUSSION

1. The City of Adelaide awarded a contract in August 2020 for the construction of the Quentin Kenihan Inclusive Play Space.
2. Variations and additional scope to meet DDA compliance and overall community and key stakeholder expectations will see an increase to the contract sum.
3. The total approved budget for the works is \$1,270,000 and is a combination of playground asset renewals (\$270,000) and external State Government funding (\$1,000,000). The funds have been allocated for the design and delivery of the new play space within Rymill Park replacing the former play space and creating an inclusive environment for children of all abilities. The extension to the contract will allow for enhancements to the path network within the park improving DDA compliance and providing dedicated DDA car parks on Rundle Road.
4. The Council engaged Landscape Construction Services in August 2020 for approx. \$900,000 for the construction of the inclusive play space. Variations and additional scope to meet DDA compliance and overall community and key stakeholder expectations will see an increase to the contract sum to \$1,090,026,
5. This report recommends increasing the contractors contract sum to finalise the project and approving the Chief Executive Officer be delegated authority to approve any variation (financial and non-financial) within the approved budget, to the contract going forward.
6. Council's current procurement policy and associated delegations requires Council approval for contracts awarded in excess of \$1M (excluding GST). The original contract sum was under the \$1 million threshold, now that variations have been submitted the contract value has increased and needs to be varied.
7. A review of the processes and guidelines that support the delivery of Councils procurement policy is being undertaken. This review will ensure Council approval is sought at the appropriate time and will consider the contract value in the context of full delivery of the project within approved budgets.

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## ATTACHMENTS

Nil

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- END OF REPORT -

# Adelaide Oval Precinct Draft Community Land Management Plan

ITEM 10.8 13/04/2021  
Council

Strategic Alignment - Environmental Leadership

**Program Contact:**

Michelle English, Associate  
Director, Park Lands, Policy &  
Sustainability 8203 7687

2011/02224  
Public

**Approving Officer:**

Tom McCready, Acting Director  
City Shaping

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## EXECUTIVE SUMMARY

This report summarises key findings of the community engagement undertaken on the draft Community Land Management Plan (CLMP) for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) and seeks Council's adoption of the draft CLMP subject to the agreement of the Minister as required under section 7(11) of the *Adelaide Oval Redevelopment and Management Act, 2011*.

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## RECOMMENDATION

### THAT COUNCIL

1. Notes the community engagement findings summarised in the Community Engagement Summary for the draft Community Land Management Plan for the Adelaide Oval Precinct Part of Tarntanya Wama (Park 26), included as Attachment A to Item 10.8 on the Agenda for the meeting of the Council held on 13 April 2021.
  2. Adopts the draft Community Land Management Plan for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) which includes setting the number of single-day community, cultural or music events permitted on Oval No 2 each calendar year to six, and included as Attachment B to Item 10.8 on the Agenda for meeting of the Council held on 13 April 2021 subject to the agreement of the Minister as required under section 7(11) of the *Adelaide Oval Redevelopment and Management Act, 2011*.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p><b>Strategic Alignment – Environmental Leadership</b></p> <p>The Adelaide Park Lands Community Land Management Plan (CLMP) will help Council respond to climate change by protecting and conserving the Park Lands, enhancing their biodiversity, and connecting the community to nature.</p>
Policy	<p>The Community Land Management Plan (CLMP) for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) aligns with the Adelaide Park Lands Management Strategy (APLMS) by reinforcing the role of the Adelaide Oval as a large hub that draws people in and encourages greater use of this northern park setting.</p> <p>Under the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the ‘Adelaide Oval Core Area’ is exempt from the provisions of both the APLMS and the CLMP.</p>
Consultation	The draft CLMP was released for community and stakeholder engagement for an extended period from 19 November 2020 until 25 January 2021.
Resource	Not as a result of this report
Risk / Legal / Legislative	Legal review has been undertaken of components of the draft CLMP for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) including the proposed objectives, targets, and measures to ensure alignment with legislative requirements.
Opportunities	Broadening opportunities for the activation of the area around Adelaide Oval for other activities and events will serve the City of Adelaide and Stadium Management Authority well. Events of this nature assist CBD based businesses particularly in the hospitality and tourism sectors.
20/21 Budget Allocation	Approximately \$4,500 was spent on community engagement. This comprised public notices in the Adelaide Advertiser and Government Gazette, on-site signage, posters displayed at city community centres and libraries, social media posts and delivery of approximately 3600 postcards promoting the engagement to North Adelaide residential and business properties.
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	This CLMP will be due for review in five years as required by the <i>Adelaide Park Lands Act 2005</i> .
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 8 September 2020, Council approved the release of the draft Community Land Management Plan (CLMP) for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) for statutory consultation, subject to the required legislative approvals.
2. The purpose of this report is to provide a summary of the feedback from the community, advise of any subsequent amendments to the draft document and to seek adoption of the final CLMP subject to the agreement of the Minister as required under section 7(11) of the *Adelaide Oval Redevelopment and Management Act, 2011*.

### Community Consultation

3. Council requested a minimum community consultation period of 42 days, twice the statutory requirement of 21 days. This was conducted from 19 November 2020 to 25 January 2021, representing a total of 67 days to allow for the Christmas/ New Year break.
4. Submissions were invited via:
  - 4.1. Public notices in the Adelaide Advertiser, the South Australian Government Gazette, and the City of Adelaide (CoA) Public Notices webpage.
  - 4.2. Your Say Adelaide webpage.
  - 4.3. Emails to key stakeholders in the immediate vicinity of the Adelaide Oval.
  - 4.4. Postcards delivered to approximately 3600 residential and business properties in North Adelaide.
  - 4.5. On-site signage and posters in community centres and libraries.
  - 4.6. Social media posts and digital screen in the Customer Centre.
5. This resulted in:
  - 5.1. 740 people visiting the Your Say Adelaide webpage.
  - 5.2. 260 people who viewed/downloaded at least one document.
  - 5.3. 31 people completing the online submission form (29 of whom live in North Adelaide).
  - 5.4. Three organisations and five individuals submitting feedback via letter, e-mail or telephone.
  - 5.5. One late written submission was received in the last week of February.
6. All feedback is provided in full in **Attachment A**. We have provided comment on the feedback for purposes of clarification or in order to correct particular statements.

### Objectives, Targets and Measures

7. Of the 31 online submissions, 17 (55%) of the respondents either 'disagreed' or 'strongly disagreed' with the proposed objectives, targets and measures, while 8 (26%) 'agreed' or 'strongly agreed' and a further 6 (19%) were 'neutral'. The North Adelaide Society expressed strong disagreement with this aspect of the draft CLMP.
8. Feedback from respondents who disagreed included the following comments:
  - 8.1. The proposed targets lack the rigour of those of the existing (2009) CLMP and are open to administrative abuse.
  - 8.2. The targets are inconsistent with the objectives.
  - 8.3. The measures measure neither the targets nor the objectives.
  - 8.4. The objectives, targets and measures are less definitive than the current CLMP and will allow wider commercialisation of these Park Lands to the detriment of the public.
  - 8.5. The proposals for the use and management of the Adelaide Oval precinct are at odds with the stated objectives and performance targets.
9. The Adelaide Oval Stadium Management Authority (AOSMA) submitted that its actions regarding the Park Lands will continue to be consistent with the objectives, targets and measures as set out in the draft CLMP.
10. Legal advice was provided as part of the development of the objectives, targets and measures for Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) draft CLMP and we advise that no amendments are deemed necessary.

## Policies and Proposals

### Creswell Garden and Pennington Gardens West, Stella Bowen Park and Light's Vision

11. There was significant disagreement on the policies and proposals for Creswell Garden, Pennington Gardens West, Stella Bowen Park and Light's Vision.
12. A total of 18 (58%) of the online respondents, as well as the North Adelaide Society, disagreed with the use of Creswell Garden (a maximum attendance of 1,000) and Pennington Gardens West (5,000) for small daytime community and cultural events.
13. We recommend that no changes be made in relation to the size of events permitted in either Creswell Garden or Pennington Gardens West given:
  - 13.1. These arrangements are consistent with the Adelaide Park Lands Events Management Plan 2016-2020 (APLEMP).
  - 13.2. The CoA Events Team reports that Creswell Garden and Pennington Gardens West are currently used infrequently for events, and those which have been staged at these locations have not led to any noise issues or complaints.
14. A total of 15 (48%) of the online respondents, as well as the North Adelaide Society, disagreed with the use of Light's Vision for small gatherings or social functions, which the APLEMP identifies as a potential event space. Proposals to use this space for small gatherings will be assessed on a case by case basis by the CoA Events Team. We recommend that no changes be made to this aspect of the draft CLMP.
15. A total of 19 (61%) of online respondents, as well as the North Adelaide Society, objected to the proposed use of Stella Bowen Park for events of up to 1,500 in attendance, highlighting the proximity to residential properties and the potential noise impacts.
16. The draft CLMP has been amended to confirm that applications for such gatherings would be considered by the CoA Events Team and to highlight:
  - 16.1. That the Adelaide Oval Licence provides the AOSMA with first rights for events and activities in this space.
  - 16.2. It is appropriate that the general public should be able to gather for small events in this area (i.e. weddings and small community and cultural events) at all other times (when not being used by AOSMA), given it is public Park Lands and not the sole domain of the AOSMA.

### Oval No 2

17. The proposals for Oval No 2 drew a strong response with 21 (68%) of the 31 online submissions and all of the written submissions disagreeing with the proposed use of the space for up to eight standalone events a year. Those objecting highlighted a range of concerns including:
  - 17.1. The perception that the AOSMA has too much power and influence and that it is gradually taking over land within the precinct.
  - 17.2. That it represents commercialisation of the Park Lands with benefit exclusively to the AOSMA.
  - 17.3. Use of the oval for events alienates the space, blocking access to general use.
  - 17.4. The potential impact of increased noise (particularly amplified noise) on residential areas nearby.
  - 17.5. Potential disruption to access and parking in the area.
  - 17.6. The number of events proposed per year is excessive.
  - 17.7. Delegating the final approval to the CoA CEO lacks transparency.
18. The Board of the Botanic Garden and State Herbarium submitted that allowing events on Oval No 2 will create direct competition for music events offered in Botanic Park, potentially saturating a specialised market in SA.
19. St Peter's Cathedral suggested that there is the potential to disrupt access and parking for Cathedral users and that the associated noise (even if in compliance with the CoA's Event Amplified Sound Management Guidelines) may have a significant effect on the Cathedral and Deanery on Pennington Terrace.
20. The North Adelaide Society submitted that it 'strongly disagrees' with the proposals for Oval No 2 on a number of grounds, including that they are inconsistent with the APLMS; they will detract from other private or existing venues; and are anti-competitive. Further, it strongly disagrees with decisions being delegated to the CEO.

21. The submission by the AOSMA highlighted the significant economic benefits associated with hosting events on Oval No 2 for the Adelaide economy with as much as \$13.7 million added to the annual GDP and up to 106 new jobs. Their submission also referred to the manner in which the site is a natural amphitheatre that restricts noise impacts to the north of the precinct, as well as the AOSMA's access to existing 'back of house' infrastructure at Adelaide Oval that that will both help to maintain the aesthetic of the area and assist in the timely set up and pack down of events.
22. A total of 7 (23%) of the online respondents supported the proposals for Oval No 2, noting the opportunity it provides to revitalise North Adelaide.
23. Since the draft CLMP was prepared, Tennis SA has announced plans to enhance facilities at the Memorial Drive Tennis Centre that would allow them to hold cultural events and concerts as well as major tennis tournaments for audiences of up to 6,500. These works, which are expected to be completed early in 2022, will create a venue for events similar to those anticipated for Oval No 2.
24. We recommend that the number of single-day events permitted on Oval No 2 each calendar year be set to six in view of:
  - 24.1. The community and stakeholder objections to the staging of events at this location, including concerns about noise, parking and reduced access for general use.
  - 24.2. The existing venues in the immediate vicinity, namely Botanic Park and the future enhancement of the Tennis SA facilities.

#### Peripheral Areas

25. There was disagreement with the proposal to develop a landscape plan for the edges of the Adelaide Oval Precinct (15 (48%) of the 31 online submissions) with questions about what is meant by a "wide, formal path" and whether it might result in an incursion into Park Land areas. The design and position of the pathway would be determined by the landscape plan. We recommend no changes be made to this section.

#### Parking

26. A total of 20 (65%) of the 31 online respondents 'disagreed' or 'strongly disagreed' with the proposals relating to parking, particularly the parking currently permitted under Licence to the SMA in association with events held at Adelaide Oval or Oval No 2. The feedback noted:
  - 26.1. Potential damage to grassed areas and tree root systems.
  - 26.2. It does not help with the ambition to be a carbon neutral, environmentally conscious city.
  - 26.3. That adequate public transport or parking be made available elsewhere.
27. As car parking in conjunction with events held at either the Adelaide Oval or Oval No 2 forms part of the conditions of the existing licence between the Minister and the AOSMA, we recommend no changes.

#### Dog Management

28. Respondents were generally either in agreement or neutral on the proposal that dogs be kept on a leash at all times within the precinct.

#### Advice of APLA

29. APLA supports the draft Community Land Management Plan for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) which, based on community engagement findings, includes reducing the number of single-day community, cultural or music events permitted on Oval No 2 each calendar year to six.

#### **Community Land Management Plan**

30. A final draft of the CLMP for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) is provided in **Attachment B**. This includes the recommended amendment regarding Oval No 2, reducing the number of single-day community, cultural or music events permitted each calendar year from eight to six (page 14).
31. A small number of edits have also been made for the purposes of clarification. These relate to:
  - 31.1. Figures 3 and 4 (pages 5 and 6).
  - 31.2. Events in Creswell Garden, Pennington Gardens West and Stella Bowen Park (page 13).
  - 31.3. The event parking permitted within the Adelaide Oval Licence Area (page 16).

#### **Next Steps**

32. Once adopted by Council, the CLMP will be finalised for CoA's website.

## DATA AND SUPPORTING INFORMATION

The following information requested at The Committee on 6 April 2021 can be found in the links below:

Responses to matters raised at The Committee on 6 April 2021 can be found at Link1 view [here](#)

Proposed changes to the Draft Adelaide Oval Precinct / Part of Tarntanya Wama Community Land Management Plan subsequent to The Committee on 6 April 2021 can be found at Link 2 view [here](#)

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## ATTACHMENTS

**Attachment A** - Community Engagement Summary: Adelaide Oval Precinct draft Community Land Management Plan

**Attachment B** - Draft Adelaide Oval Precinct / Part of Tarntanya Wama Community Land Management Plan

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- END OF REPORT -

# COMMUNITY ENGAGEMENT SUMMARY

ADELAIDE OVAL PRECINCT  
Part of Tarntanya Wama (Park 26)  
Draft Community Land Management Plan

March 2021





## DOCUMENT PROPERTIES

### Contact

**Contact Officer:** Michele Williams

**Title:** Senior Park Lands Planner

**Phone:** (08) 8203 7968

**Email:** m.williams@cityofadelaide.com.au

### Record Details

**HPRM Reference:** ACC2021/27367

**HPRM Container:** 2011/02224

## Community Engagement Summary – Draft CLMP

### 1. BACKGROUND

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

On 8 September 2020, Council approved the release of the draft Community Land Management Plan (CLMP) for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) for statutory consultation, subject to the required legislative approvals.

#### 1.1 Key Dates

Council requested a minimum consultation period of 42 days, twice the statutory requirement of 21 days. Public notices appeared in the Adelaide Advertiser, the South Australian Government Gazette and the City of Adelaide Public Notices webpage on 19 November 2020.

Community consultation then occurred between 19 November 2020 and 25 January 2021, representing a total of 67 days allowing for the Christmas / New Year period.

Submissions were invited via the Your Say Adelaide webpage, emails to key stakeholders and the delivery of postcards to approximately 3600 North Adelaide residents and businesses. The consultation was further promoted through on-site signage, posters in community centres and libraries, social media posts and a digital screen in the City of Adelaide's (CoA) Customer Centre.

#### 1.2 Key Numbers

<b>740</b>	visits to the Your Say Adelaide engagement page
<b>260</b>	people viewed/downloaded a document
<b>31</b>	people completed the online submission form
<b>7</b>	written submissions were received from individuals and community organisations including: <ul style="list-style-type: none"> <li>• Board of the Botanic Gardens and State Herbarium</li> <li>• St Peter's Cathedral</li> <li>• North Adelaide Society</li> </ul>
<b>1</b>	verbal submission via telephone
<b>1</b>	late written submission

## Community Engagement Summary – Draft CLMP

### 1.3 Key Findings

Much of the feedback focussed on the proposal to allow events on Oval No 2 and the role of the Adelaide Oval Stadium Management Authority (AOSMA). Key themes and issues raised in the responses are highlighted below.

**The proposal to allow events on Oval No 2 represents commercialisation of the Park Lands, alienating this space from general use/ access.**

**The perception that the AOSMA has too much power and influence and that it is gradually taking over land within the precinct.**

**Concerns about the potential impacts of increased noise, particularly amplified noise, on nearby residential areas.**

**Oval No 2 is a natural amphitheatre that restricts noise impacts to the north of the precinct, noting that no complaints were made in relation to the 2017 Midnight Oil concert at this location.**

**The proposal for Oval No 2 will create direct competition for music events offered in Botanic Park, potentially saturating a specialised market in SA.**

**The significant economic benefits associated with hosting events on Oval No 2 for the Adelaide economy, in terms of increased annual GDP and job creation.**

**Objections to the car parking currently permitted within the Licence Area.**

**The potential for events proposed for Oval No 2 to disrupt access and parking for Cathedral users.**

**Allowing up to 8 events a year on Oval No 2 is excessive.**

**The size of events currently permitted in Pennington Gardens West, Creswell Garden, Stella Bowen Park and Light's Vision are considered inappropriate.**

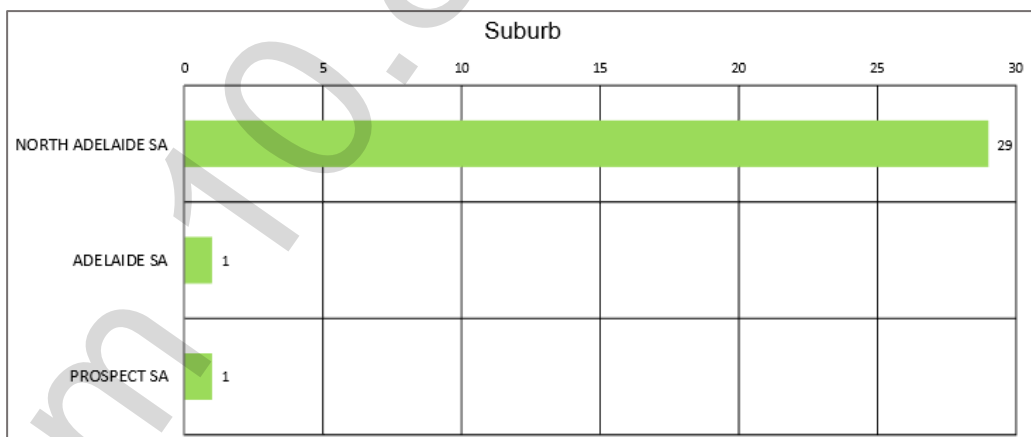
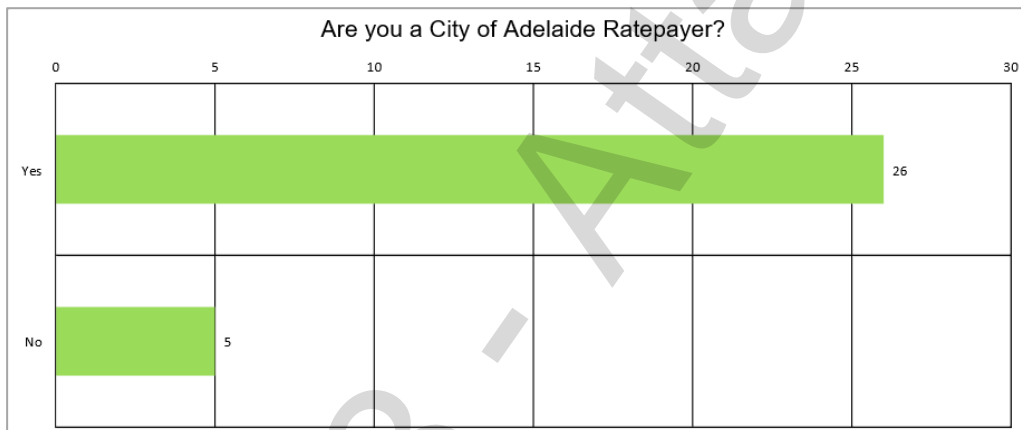
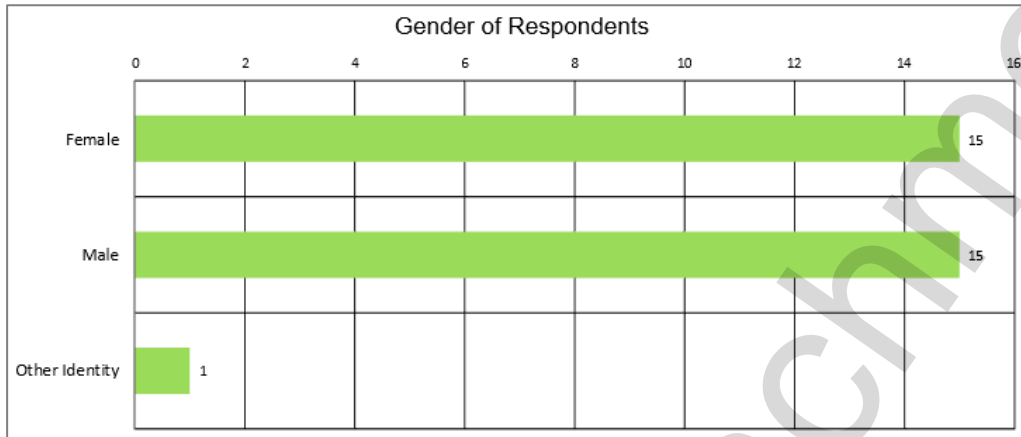
**Positive feedback included the appeal of culture or music events on Oval No 2 and the opportunity provided by the proposals to revitalise North Adelaide.**

**Delegating the final approval for events on Oval No 2 to the City of Adelaide CEO lacks transparency.**

## Community Engagement Summary – Draft CLMP

### 2. RESPONDENTS

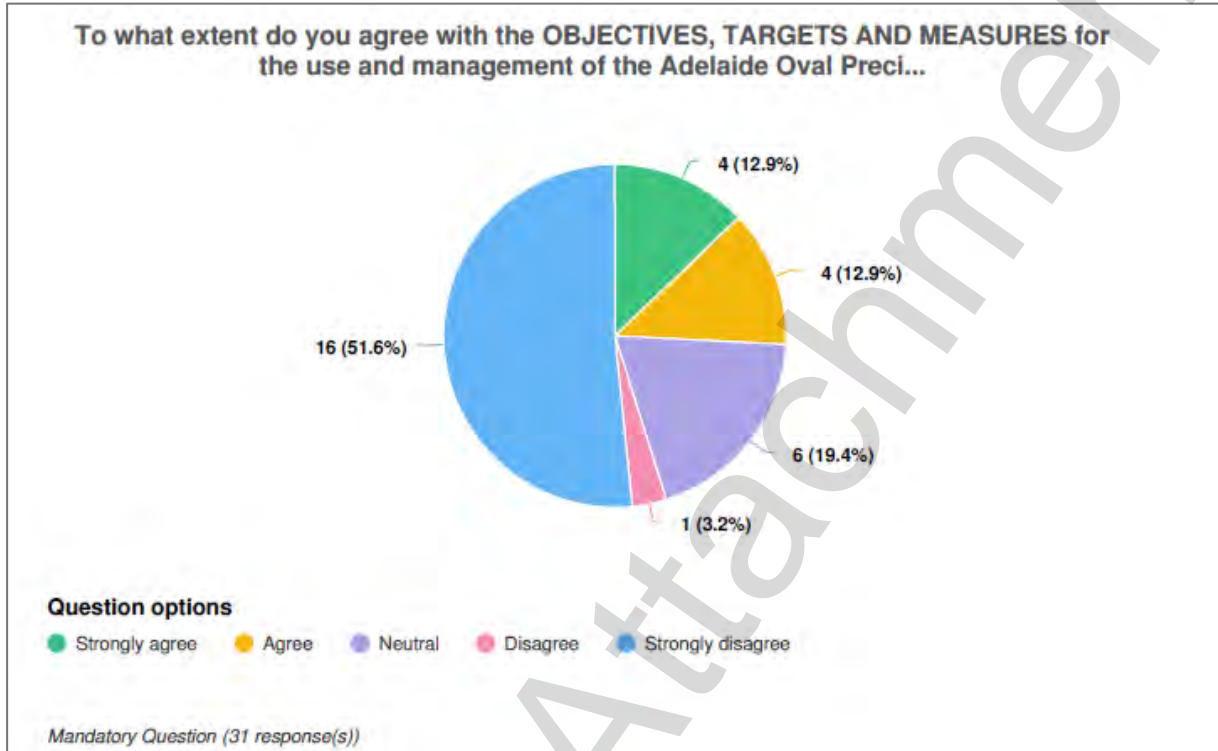
This section summarises information about the 31 people who completed the Your Say Adelaide online submission form. The majority of those who responded are CoA ratepayers (84%) who reside in North Adelaide (94%).



### 3. SUBMISSION FORM RESPONSES

The following is a summary of the 31 submission forms received online.

#### 3.1 Objectives, Targets & Measures





## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<b>‘Strongly Agree’</b>	
<i>I fully agree with the Park lands being "a place of quiet respite", that it is "freely and publicly accessible open space with minimal built form", that it "retain free and open access to all", and "events of a commercial nature are not appropriate", I totally agree that we should "protect the National heritage value of the Adelaide Park lands.</i>	Noted.
<i>The Adelaide Oval Stadium Management Authority (AOSMA) supports the CLMP. AOSMA’s actions regarding the parklands have been, and will continue to be, consistent with the objectives, targets and measures laid out in this Draft Community Land Management Plan. In addition to the maintenance and development of the Adelaide Oval core area, AOSMA has responsibility, at its cost, for the care and maintenance of around 60,000m2 of Adelaide Parklands which comprise the Licence Area and which extend from the Memorial Drive Tennis Centre to the Pennington Gardens. The maintenance and presentation of this area of parklands is overseen by internationally recognised Adelaide Oval curator, Damian Hough, and is outstanding. The current annual cost for the care and maintenance of the Adelaide Parklands Licence Area: Stella Bowen Park (referred to as “Northern Hill Parklands” in the map below) and Adelaide Oval No 2 is in the order of \$135,000. AOSMA acknowledges the importance of the parklands to Adelaide Oval and to the wider community, and as such continues to take a proactive approach to their ongoing care and protection.</i>	Noted.
<i>I note these include 'place of quiet respite', 'as freely and publicly accessible open space' and events on a 'temporary basis for a period not exceeding 1 month'.</i>	Noted.
<b>‘Agree’</b>	
<i>The areas outside the core area should not be used for parking at any time as it damages the parkland and prevents public use. There should be adequate public transport or parking elsewhere. Stella Bowen Park</i>	The Adelaide Oval Redevelopment and Management Act 2011 and the Adelaide Oval Licence Area Licence provides for car parking within the Licence Area. The CLMP is consistent with this.

## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<i>(the area around Col Light's statue) should NEVER be fenced off or closed to the public as it was for the Christmas pageant in 2020.</i>	
<i>Seating to be with least possible built imprint.</i>	The proposal is for a modest seating arrangement for no more than 100 people.
<b>'Neutral'</b>	
<i>"To ensure a balance of environmental, cultural, recreational and social uses of the Park Lands" should not be measured by whether there is a reduction from the status quo. It instead should be developed in consultation and partnership with local residents.</i>	Noted.
<i>Allow for progress in the future.</i>	Noted.
<i>There are some areas that I am concerned about. I agree with most of it but there are a couple of areas that I am a bit concerned about.</i>	Noted.
<b>'Disagree'</b>	
<i>I have no problems with some of the proposals but strongly disagree with others. I think that the proposal is trying to cover items by stealth.</i>	Noted.
<b>'Strongly Disagree'</b>	
<i>The AOSMA has too much power and the city council needs to take back control of the parklands we don't need more car parking in that area concerts music and all other use should be stopped more than enough goes on there as it is the parklands should be open space that space looks good at the moment leave it all alone.</i>	Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the <i>Adelaide Park Lands Act 2005</i> , and the <i>Local Government Act 1999</i> .
<i>Every time there is an update on the Stadium and it's surrounds, the AOSMA is given more access to the land around the oval which should be available to all ratepayers and the general community, and not be available for a private organisation to have private events on public land. Large events on Oval 2 and Stella Bowen park impact on residential areas in the vicinity in terms of noise, particularly amplified noise, parking and lack of public access to the parklands. The ACC</i>	Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the <i>Adelaide Park Lands Act 2005</i> , and the <i>Local Government Act 1999</i> .

## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<p><i>should take a strong and consistent stand on the area around the stadium and limit the activities of the AOSMA to the stadium area and the designated parking lot. This creeping takeover of the area bounded by Pennington Tce, Montefiore Rd, War Memorial Drv and King William St is relentless and the Council should put a stop to it NOW.</i></p>	
<p><i>The Parklands exist for the benefit and enjoyment of Adelaide residents and visitors. They were not created to become “business opportunities” for special interest groups or commercial enterprises.</i></p>	<p>Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the <i>Adelaide Park Lands Act 2005</i>, and the <i>Local Government Act 1999</i>.</p>
<p><i>In light of this first question, some broader matters first need to be addressed in detail. They are key to this entire consultation; critical to the proposal to amend a CLMP, but the restricted (and sometimes misleading) nature of YourSay information delivered to respondents makes it difficult to assure elected members that respondents had had access to sufficient detailed background in the consultation period, which closed on 25 January 2021. This constituted a major consultation package flaw and will bias the result.</i></p> <p><b>The key themes:</b></p> <p>1. <i>Council is at error in writing this new CLMP. A Community Land Management Plan (CLMP) is not the instrument used for the recording of explicit events criteria. That is commonly the purpose of the (non-statutory) Adelaide Park Lands Events Management Plan, including the determinations of those who manage events in the park lands. That plan takes its cue from the CLMP, which provides broad philosophical direction, but it must be complemented by, and consistent with, the Adelaide Park Lands Management Strategy, which delivers action plans for the park lands. This consultation fails to explain to respondents the fundamental and linked roles of the two statutory instruments for park lands management under the Adelaide Park Lands Act 2005. This highlights a fundamental flaw in presentation of objective information</i></p>	<p>CLMPs are a requirement of the <i>Local Government Act 1999</i>, addressing how community land is used. CLMPs must be consistent with the Adelaide Park Lands Management Strategy (APLMS), an aspirational document for the Park Lands as a whole, which is a requirement of the <i>Adelaide Park Lands Act 2005</i>. Documents such as the Adelaide Park Lands Event Management Plan (APLEMP) are detailed, derivative policies dealing with specific issues. Normally event details are dealt with at the APLEMP level. However, because of the added, specific complexities of the <i>Adelaide Oval Redevelopment and Management Act 2011</i> and the Adelaide Oval Licence Area Licence it is more appropriate to manage event provisions in this situation through the CLMP which has a higher public profile and legal status.</p>

## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<p>regarding the proposed revision of this CLMP for the Adelaide Oval Precinct.</p> <p>2. <i>The contents of the YourSay consultation proforma (paper and online versions) do not mention that the proposed revision of the 2009 CLMP is occurring only because the licence holder, the Adelaide Oval Stadium Management Authority, is prevailing on the City of Adelaide to urgently change land-use arrangements to confer commercial advantage exclusively to the AOSMA, especially with regard to the use of Oval No 2, and other car parking sites within the sub-licence area. The land-use arrangements are events-related and highly specific. This silence is of concern.</i></p> <p>3. <i>There is no provision in this consultation of the existing 2009 CLMP to allow respondents to compare and contrast the proposed changes with the proposed new draft during the public consultation period in November/December 2020 and January 2021. This especially relates to targets, indicators and measures. This is a failure of procedure.</i></p> <p>4. <i>Text in the proposed draft CLMP relating to Cresswell Gardens, Light's vision, and Oval No 2 is very clearly events/action plan related – explicit policy statements that would ordinarily be crafted only when a party sought council permission from City of Adelaide park lands' events managers to hold certain types of events in the park lands. Council administrators are using this CLMP to embed explicit events-related endorsements for activities in it, contrary to the proper, legislated purpose of CLMPs.</i></p> <p>5. <i>In relation to one events site, Oval No 2, proposed draft text explicitly defines a future procedure – also contrary to CLMP convention. For example, one proposed procedure is the delegation of responsibility for approval and management of future AOSMA events outside the oval to one person – the council's CEO, with no elected member or public reporting mechanism and no accountability to anyone but himself. This is a non-transparent mechanism about land-use</i></p>	<p>Following the 2009 CLMP, the Adelaide Oval redevelopment was facilitated through the <i>Adelaide Oval Redevelopment and Management Act 2011</i> and was not completed until 2014. Subsequently, the AOSMA made a number of proposals for physical and landscape changes to Oval No 2 to meet the needs of first-class cricket (such as oval enlargement, pathway changes and tree removals). These proposals also had to be considered by the elected Council. These further changes, over a number of years, made it difficult to finalise the CLMP until recently.</p> <p>Following the redevelopment of the Oval, the precinct and its use has changed profoundly. The 2009 CLMP also covered Elder Park and Pinky Flat. The physical changes, changes of use and the legal complexities introduced by the provisions of the <i>Adelaide Oval Redevelopment and Management Act 2011</i> make a comparison with the 2009 CLMP complex and meaningless.</p> <p>CLMPs are a legal requirement of the <i>Local Government Act 1999</i> to provide for the use of community land. Event management is one such form of use. Given the legal complexities of the Precinct (brought about by the legal interaction between the <i>Adelaide Park Lands Act 2005</i> and the <i>Adelaide Oval Redevelopment and Management Act 2011</i>) it is more appropriate to deal with such matters in the CLMP, which has a higher public profile and legal status.</p> <p>Delegations are a matter for Council to approve. The intention is to provide clarity and transparency in relation to the potential for the delegation to the CEO for this process.</p>



## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<p><i>arrangements or amendments to those arrangements. These arrangements would have the effect of blocking public (non-paying) access to the site for periods only determined under delegated approval by the CEO. (The length of periods is not stated in this CLMP amendment, which highlights the unlimited discretion to be extended under the CEO's delegated authority, to be embedded in this revision) to the benefit of one commercial party: the AOSMA.) This is unacceptable. More discussion on this theme follows below, with recommendations for a more thorough and transparent council procedure.</i></p> <p>6. <i>The City of Adelaide's proposal for this draft CLMP is at odds with the provisions of the Adelaide Park Lands Act 2005 (detail appears immediately below).</i></p> <p><b>1. Legalities</b></p> <p>a) <i>The proposal at this time to revise the 2009 CLMP for Park 26 is based on a bluff.</i></p> <p><i>The current version (2016; current as at January 2021) of the Adelaide Park Lands Management Strategy does not contemplate what City of Adelaide administrators are proposing to include in the revised CLMP, particularly with regard to Oval No 2. It is not consistent with the Strategy.</i></p> <p><i>The requirement for consistency between the two statutory instruments was carried over from the Local Government Act 1999 to the new Adelaide Park Lands Act 2005. This Act states: "Div 2, s19 (1): "The Adelaide City Council must ensure that its management plan for community land within the Adelaide Park Lands ... is consistent with the Adelaide Park Lands Management Strategy." That sequence of words is critical.</i></p> <p><i>Council's administrators, who are required to 'review' the four-year-old Strategy very soon under the 2005 Park Lands legislation, plan to do this in 2021. In this way, it will aim to subsequently reintroduce this</i></p>	<p>There is a legal requirement in the <i>Adelaide Park Lands Act</i> to review the CLMP at least once in every five years. The review of the 2009 CLMP began in 2013, however the finalisation was delayed by the redevelopment of the Oval, completed in 2014, and then by further proposed changes to Oval No 2 over the subsequent four years. It was decided to wait until the changes had been considered by the elected Council and settled before finalising the review.</p> <p>The proposal is not inconsistent with the APLMS.</p> <p>The proposal is not inconsistent with the APLMS.</p>



## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<p><i>'consistency', by making minor but critical amendments in relation to Park 26 'activation plans' in the Strategy. But while the existing (2016) Strategy remains in place, as the valid statutory instrument, any bid to revise the CLMP such that revisions trigger inconsistency with the current version is contrary the Adelaide Park Lands Act 2005.</i></p> <p><i>The fact that administrators are silent about this matter in the YourSay consultation package misleads the public. Of the references to the Strategy in the draft CLMP one appears in Figure 3, stating that the Strategy 'does not apply to Core/Leased area'. This is likely to mislead many uninformed respondents, because many would not understand the legal distinction between the leased area inside the oval compared to the sub-licensed area outside the oval. The draft wording in that Figure implies that the Strategy does not apply to the area in focus in this consultation (outside the oval, including Oval No 2), which is false. The key focus of this consultation is on land outside the oval's core area.</i></p> <p><i>The key facts are (a) The (existing) 2009 CLMP states that Oval No 2 is 'a cricket oval licensed for formal sporting use.' This is clear.</i></p>	<p>Comment accepted. The figure will be modified to clarify what areas the CLMP and APLMS applies to.</p> <p>It is true that in 2009, the purpose of Oval No 2 was for the playing of cricket. This review tests the proposal of the AOSMA to broaden that use to include events. While the <i>Adelaide Oval Redevelopment and Management Act 2011</i> (AORM Act) sets out certain uses for Oval No 2, the purpose of Oval No 2 is provided for in the CLMP, as required by the <i>Local Government Act 1999</i>. Section 7 (10) in the AORM Act confirms that any use of the land held under Licence is subject to the provisions of the CLMP.</p>

## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<p><i>(b) The 2016 version of the Adelaide Park Lands Management Strategy lists Oval No 2 as ‘an events space’ to reflect that intended formal sporting use.</i></p> <p><i>b) Since the 2011 Adelaide Oval legislation was brought into operation, a ministerial sub-licence has applied to land outside the core area of the Adelaide oval (park lands, north and west). However, the City of Adelaide still has landlord land-use jurisdiction over this site and determines land-use allowances through the broad management principles in the CLMP, which it must create and maintain under the provisions of the Local Government Act 1999. Less clear, however, is where ministerial direction and control ceases and where the CLMP specifics under the 1999 Act apply.</i></p> <p><i>In the November/December 2020 YourSay consultation explanatory draft, under section 6, (a subsection heading “Adelaide Oval Redevelopment and Management Act 2011: additional relevant provisions”) there is brief discussion about this, referring to section 7 (sub-sections 10–14). It explains that the minister has certain powers, but they are limited. While he has the power to approve a CLMP, he does not have the power to dictate to council its contents. He may have reviewed (by another party) an ‘unreasonable’ provision by another party; and he has the power to “carry out works on land subject to the licence (including by undertaking excavations, changing the form of any land, and forming paths or access roads)”. But Section 7 (10) makes clear that: “Any use of, or any associated works on, the Licence Area will be subject to the provisions of Council’s management plan (ie, this CLMP) that relate to the Adelaide Oval [sub]Licence Area...” The words ‘use of’ are key to this discussion, but there remains ambiguity, and the ambiguity is not made clear to YourSay respondents.</i></p>	<p>There was a 2010 APLMS and the current 2018 APLMS, both discuss Adelaide Oval in terms of being a major or world class sporting hub, not in terms of events. Neither specifically mentions Oval No 2. Adelaide Oval itself (the Core Area) is exempt from the provisions of the APLMS and CLMP. However, both of these documents apply to the surrounding areas, including the Licence Area.</p> <p>Land use provisions have been detailed in the CLMP to provide better transparency and clarity.</p> <p>The wording in the AORM Act is that the Minister is ‘to agree’.</p> <p>The CLMP has been revised to provide increased transparency and clarity. The use of the Licence Area is subject to the provisions of the CLMP developed by the CoA however the revised CLMP will not take effect until the Minister agrees to it.</p> <p>This was explained in the public report to Council. The complexities of the interrelationship between the <i>AORM Act</i>, the <i>Local Government Act 1999</i> and the <i>Adelaide Park Lands Act 2005</i> have been explained as clearly as possible in reports to the elected Council. The use of the Licence Area is</p>

## Community Engagement Summary – Draft CLMP

Comments on the Proposed Objectives, Targets & Measures	Administration Response
<p>Moreover, given that one underlying motivation behind the proposal to amend the CLMP is to remove this ambiguity to the exclusive benefit of one commercial party (AOSMA), it was important that such explanation be provided.</p> <p>Its absence is a flaw in the consultation, and could bias the result.</p> <p><b>2. December 2020 CLMP YourSay consultation package</b></p> <p>(A) This package contains a number of doubtful claims of fact, which have potential to mislead respondents.</p> <p>1. The question is posed: ‘Why aren’t Elder Park and Pinky Flat included in this CLMP?’ The curious answer appears to merely state ‘because they’re not’. The real reason is that this November 2020–January 2021 bid is a highly selective and unusual procedure, deviating from normal park lands policy practice, aimed at conferring commercial advantage to one party occupying one section of the whole of Park 26 (the AOSMA). It is experiencing severe revenue shortfalls. This is the principal trigger for council’s bid to amend the CLMP.</p> <p>This procedure is also highly unusual in council documentation convention. CLMPs traditionally cover whole precincts, and often bundles of them (ie, multiple parks sharing boundaries). They should be updated in their entirety accordingly, in the same way as has occurred in the past. In 2012–13 all other park lands’ CLMPs were amended in this way. This CLMP was the only exception at the time. Its 2009 iteration (the ‘current’ version) remains the original version.</p> <p>2. The question is posed: ‘Why has it been so long between reviews?’ The answer provided by administrators stated that ‘the CLMP was not updated in 2013’, but this is false. It was updated, but the then minister never signed off on it. The final draft, created around 2013/2014, exists in council’s archives. The subsequent statement ‘As the CLMP has not been reviewed since 2009...’ is similarly false. This updated version also ought to have been linked to the consultation to allow respondents to see changes proposed in 2013. They are not the same as the</p>	<p>subject to the provisions of the CLMP developed by the CoA however the revised CLMP will not take effect until the Minister agrees to it.</p> <p>The reason for the CLMP revision is the requirement in <i>the Adelaide Park Lands Act 2005</i> to review the CLMP at least once in every five years, plus the broad changes brought to the precinct by the AORM Act.</p> <p>Pinky Flat and Elder Park will be dealt with as part of a separate fit-for-purpose CLMP.</p> <p>This is because the area that is included in the Adelaide Oval Precinct is subject to complex legal (AORM Act, Lease and Licences) and land use provisions and is best dealt with as a single area under a single CLMP.</p> <p>Under the provisions of the <i>Local Government Act 1999</i>, the City of Adelaide is only required to have one community land management plan for the Adelaide Park Lands. Council has elected to have more than one CLMP due to the different values, uses and complexities of each park or group of parks.</p> <p>The 2013 review was not finalised, and became redundant, because, following the CoA review, and before it was sent to the Minister for consideration, the AOSMA proposed further changes to Oval No 2. These changes involved an expansion in the size of Oval No 2 and a reconfiguration</p>

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<p><i>proposed new draft. They do not confer commercial advantage on the AOSMA in the same way as does the current draft.</i></p> <p><i>3. Information about car parking policy is similarly misleading. The car parking policy for Oval No 2 is claimed to relate to, and gain legitimacy from, events occurring within the core area of Adelaide oval (sometimes justified by using the wording: “ancillary to the use of the oval” or “in association with...”). This is routinely demonstrated when events have been held in the core area of the oval (ie, inside the walls), and Oval No 2 becomes a high-density car park for attendees at that event. However, the policy has long been ambiguous. The 2011 ministerial sub-license for the land comprising Oval No 2 is not sufficient policy basis when there are no events occurring in the oval’s core area, and policy makers seeking clarification also need to refer to the 2009 (existing version of the) CLMP, which does not designate this site as a car park for 1350 cars, and most certainly does not provide for “car parking, as approved by the Stadium Management Authority...”, as the draft CLMP seeks to endorse now. If a car parking demand planned for Oval No 2 has no association with an AOSMA event within the core area of the oval, or ancillary to it, car parking of this density is not endorsed under the existing (2009) CLMP. This appears to be unsatisfactory to the AOSMA, which is why this draft CLMP seeks to have endorsed a new clause to remove any ambiguity, and to confer on AOSMA some new right to determine car parking approvals.</i></p> <p><i>4. Further to point 3, the YourSay package misleads respondents by stating “As car parking in association with events at either Adelaide</i></p>	<p>of adjacent paths. This was followed by the use of Oval No 2 for the Midnight Oil concert in 2017. A decision was made at the time to hold off on the review until these further proposals had been considered by the elected Council. Now that these proposals and changes have settled, we have completed the review.</p> <p>The AORM Act and the Adelaide Oval Licence Area Licence provides for car parking within the Licence Area. The CLMP is consistent with this.</p> <p>The quote from the Your Say package mentioned is correct. Some of the parking provisions of the CLMP relate to parking around the Tennis Centre – i.e. they are not solely related to the Adelaide Oval.</p>

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<p><i>Oval or Adelaide Oval No 2 forms part of the conditions under the existing licence between the minister and the AOSMA, they are not included in the consultation.” This is misleading because the new draft CLMP (page 15: heading ‘Parking’) proposes a policy statement with regard to car parking, which is not linked to the ‘ancillary’ condition, and seeks to have it endorsed as new policy: “Event car parking, as approved by the SMA, may occur within any part of the License Area, which accommodates approximately 1350 cars.” This is deceitful – for these reasons.</i></p> <p><i>(a) It is, in fact, included in this consultation in the form of a clear proposal on page 15.</i></p> <p><i>(b) The statement is inconsistent with the Community Land Management Plan’s park-lands-wide statements, one of which endorses car parking on land adjacent to the Adelaide park lands, but “only where there is a demonstrated need and there is no reasonable alternative, consistent with the Adelaide Park Lands Management Strategy to reduce car parking on the park lands by 5% by 2025.” These qualifications do not have any procedural tests in place (they never have had them; the determination by APLA or the council has always been made on an ad hoc basis.) Moreover, in relation to the land west and north of the Adelaide oval, there is no ‘demonstrated need’ (it is merely a desired need) and there is not evidence of any attempt to explore the factors relating to that need.</i></p> <p><i>(c) Secondly, there is a ‘reasonable alternative’ – a wide choice of high capacity car parking alternatives in multiple city council and private car parking stations within walking distance of the oval site.</i></p> <p><i>(d) Thirdly, the prospect of ongoing car parking capacity for 1350 cars on park lands, which will significantly increase the total number of car parking spaces, obviously contradicts the Strategy’s 5% reduction vision.</i></p>	<p>The proposed wording regarding parking in the Licence Area is in relation to events.</p> <p>Agreed that this wording should be clarified in the CLMP by including the words “in association with events either at Adelaide Oval or Oval No 2”.</p> <p>The car parking is provided for in the AORM Act. The CLMP is consistent with the Act.</p>



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<p>(e) <i>The AOSMA is not (and never was) a land-use authority that can “approve” car parking in areas outside the oval core area.</i></p> <p>(f) <i>Respondents may not fully comprehend that “the License Area” comprises land north and west of the oval, and includes Oval No 2, and the draft proposed CLMP does nothing to improve that comprehension.</i></p> <p>(f) <i>The use of the words “which accommodates approximately 1350 cars” is written into the proposed statement in the new draft simply to remove all future ambiguity about the Oval No 2 capacity, by inserting into the revised CLMP the precise number of cars that will henceforth be approved to park there. To repeat: the consultation package’s statement is grossly misleading when it says: “As car parking in association with events at either Adelaide Oval or Adelaide Oval No 2 forms part of the conditions under the existing licence between the minister and the AOSMA, they are not included in the consultation.” On the contrary, it is most certainly a matter “that is included in the consultation” because the YourSay package asks the question: “To what extent do you agree with the policies and proposals as outlined on pages 12–17 of the draft CLMP?” This is disingenuous consultation procedure and will mislead some respondents, and bias the result.</i></p> <p><i>6. The YourSay advisory package answer to the statement ‘Will the general community be able to use Oval No 2 for casual recreation?’ is also highly misleading. (The answer was stated as: “The community will have access to Oval No 2 when it is not being used for organised sport or the proposed single-day events.”) This is demonstrably false. AOSMA’s board includes SACA board members, and SACA maintains a tight daily control on public access to Oval No 2. The public very rarely get access to the site even when events are not occurring because SACA now routinely surrounds the oval with a picket-fence. There are no obvious gates for the public to access the site. When functions and other events are planned for the site, the oval is often also temporarily fenced well ahead of time by use of a high steel fence (ie, a second perimeter fence), and its gates are padlocked. There is no</i></p>	<p>The car parking is provided for in the AORM Act. The CLMP is consistent with the Act.</p> <p>The definition of the Licence Area is set out and explained in the CLMP.</p> <p>This consultation request for comment relates to the parking around the Tennis facility as shown in Figure 8 of the draft CLMP.</p> <p>Outside of the permitted use of Oval No 2 provided for in the Adelaide Oval legislation and Licence (i.e. car parking and events ancillary to the use of Adelaide Oval itself), Oval No 2 is not fully fenced (by the picket fence) and public access is permitted, as provided for in s 13 of the AORM Act which states:</p> <p>13—Status of land as park lands</p> <p>Except to the extent that is reasonably required in connection with the operation of Part 2 and Part 3, the Minister should, in managing any part of the Adelaide Oval Licence Area, seek to protect and enhance the area as park lands for the use and enjoyment of members of the public.</p> <p>(Parts 2 and 3 refer to the provisions for the Core Area and Licence Area)</p>

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<p><i>public notification placed on-site in advance of these functions, and there is never indication of how long that temporary fencing will endure. The AOSMA music concert held at the site in 2017 featured steel fencing surrounding the site, erected well ahead of the event, and which remained in place for days afterwards. Recent (October/November/December 2020) cricket-related events held by SACA at Oval No 2 saw the same arrangements – steel fencing remaining in place for weeks, both ahead of the function, and weeks afterwards. Even when the site was clearly not being used, there was no access feasible. The gates were padlocked. The YourSay assurance about access is grossly misleading.</i></p> <p><b>3. Lack of cross-referencing material</b></p> <p><i>This draft CLMP is, in parts, a profound revision of the 2009 (existing) CLMP and the fact that the consultation package – paper version – contained no link to the original 2009 CLMP illustrates that city administrators do not wish to make it easy for the responding public to have an opportunity to compare and contrast the two. This would strongly inform respondents of the extent of change proposed. This is a flaw in the consultation procedure and will bias the result.</i></p> <p><b>Comments re: CLMP draft text content, pp 8–9.</b></p> <p><i>Because respondents' exposure to the original 2009 version is not easily enabled, most respondents will be unaware of the significant ambiguity contained in the proposed replacement document. This especially relates to targets, indicators and measures. Discussion follows.</i></p> <p><b>1. Substantial changes noted</b></p> <ul style="list-style-type: none"> <li><i>The existing version (signed off by council: – Minutes, Council, 10 August 2009, pp 13915-916) contained eight Key Performance Targets (KPT) and three Key Performance Indicators. The critical KP Target in relation to this 2020 consultation is 'Accessibility', because the revised proposal seeks for the CLMP's new provisions to frustrate</i></li> </ul>	<p>The erection of fencing “necessary for, or incidental to, any of the permitted purposes” by the Licensee is provided for in the Licence.</p> <p>Following the redevelopment of the Oval, the precinct and its use has changed profoundly. The 2009 CLMP also covered Elder Park and Pinky Flat. The physical changes, changes of use and the legal complexities introduced by the provisions of the <i>Adelaide Oval Redevelopment and Management Act 2011</i> make a comparison with the 2009 CLMP complex and meaningless.</p>

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<p><i>‘freely available’ access to (or ‘use of’) the park lands outside the Adelaide Oval’s core area. In essence, the council on behalf of AOSMA is pursuing allowance for a significantly increased number of AOSMA commercial events activity, for revenue reasons, at cost to ordinary user site accessibility. Further, it seeks the least possible inspection rigour to be applied to its future exercise of these allowances. This is unacceptable and should be rejected.</i></p> <ul style="list-style-type: none"> <li><i>• A comparison of the existing (2009) version and the proposed (2020) version appears in the paragraphs that follow.</i></li> <li><i>• The KPIs in the 2009 (existing) version demonstrated an intention to conduct close monitoring of management of this park lands site. However, the proposed new text (2020; new draft) features replacement KPIs. These are now described as ‘Measures’. Each is almost comical in their superficiality and ambiguity.</i></li> <li><i>• For example, under the original Objective 1, KPI (2009) number 1 (‘No impact on National Heritage Values’): ‘Monitoring program by city and park lands planning unit’ – states: “Implement a management matrix and distribute to relevant business units. Conduct an annual audit to ensure targets are achieved.” (Emphasis added). But the 2020 measure now reads: “As assessed by an expert inspection by Council and reported at least every three years in the State of the Park Lands Report.” This is essentially an ad-hoc audit via an ambiguous mechanism [‘expert inspection’] with an extraordinary generous timeline, in the absence of guidelines or criteria, and done by in-house staff, in relation to matters that could have occurred up to three years previously! What a joke!</i></li> <li><i>• The original KPI number 2 (of 2009, ‘No loss in the spatial extent of the park lands’) – “Community feedback” – states: “Monitor results from existing ACC Customer Satisfaction Monitoring surveys. Develop a mechanism to systematically record and implement ongoing community feedback.” But the 2020 replacement ‘Measure’ now reads: “As reported annually in the State of the Park Lands Report.” This is as</i></li> </ul>	<p>The potential to increase events on Oval No 2 will decrease the time during which the public can access the site. It is proposed to reduce the proposed number of events per year that may be held on Oval No 2 from 8 to 6 events.</p> <p>The CoA has sought legal advice to develop meaningful measures to enable objectives to be met in an efficient manner within resource availability.</p> <p>Noted.</p> <p>Noted.</p>

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<p><i>clear as mud. It is not, and never could be, a Key Performance Indicator presenting any rigour. Again, it is a staff-reporting-on-staff function. Opportunity for self-editing will encourage ambiguity, or worse, highly selective reporting.</i></p> <ul style="list-style-type: none"> <li>• <i>Other relevant material appears under Objectives 2 and 3 of the 2009 CLMP. Objective 2 (2009): “To hold the park lands for public benefit, freely available to the people of SA for their use and enjoyment”. The original 2009 KPI (“Accessibility”) stated: “Monitor results from existing ACC Customer Satisfaction Monitoring Surveys. Develop a mechanism to systematically record and implement ongoing community feedback.” By comparison, however, the new (2020) “Target” reads: Retain free and open access to all (with the exception of areas for which access restrictions are in place in accordance with this CLMP and legislation)”. [Emphasis added]. The new Measure proposed is: “As assessed using an agreed methodology and reported at least every three years in the State of the Park Lands Report”. Not only is the Target text worthless humbug, with its clause 2 (in italics) invalidating its clause 1 and allowing any exception at any time (a colossal loophole), but also there is no provision of any information about what the “agreed methodology” is to be. What sort of methodology? Agreed among whom? Reporting to whom? The draft (2020) CLMP text is silent. Moreover, a three-year reporting function is a toothless audit done by in-house staff and ultimately operationally useless because it is an ‘in-retrospect’ audit, reporting on events, and events management, that could have occurred up to three years previously!</i></li> <li>• <i>Objective 3 in the 2009 CLMP (existing version) aimed to apply rigour: “Establishment of a structured inspection and management program”, with the KPI reading: “Ensure that current asset management inspections comply with the CLMPs and that actions are implemented.” However, by comparison, the new proposed (2020) Objective 3 reads: “Ensure a balance of environmental, cultural, recreational and social uses for the park lands”. The 2020 draft Target is a desire that there be</i></li> </ul>	<p>Noted.</p> <p>Noted.</p>



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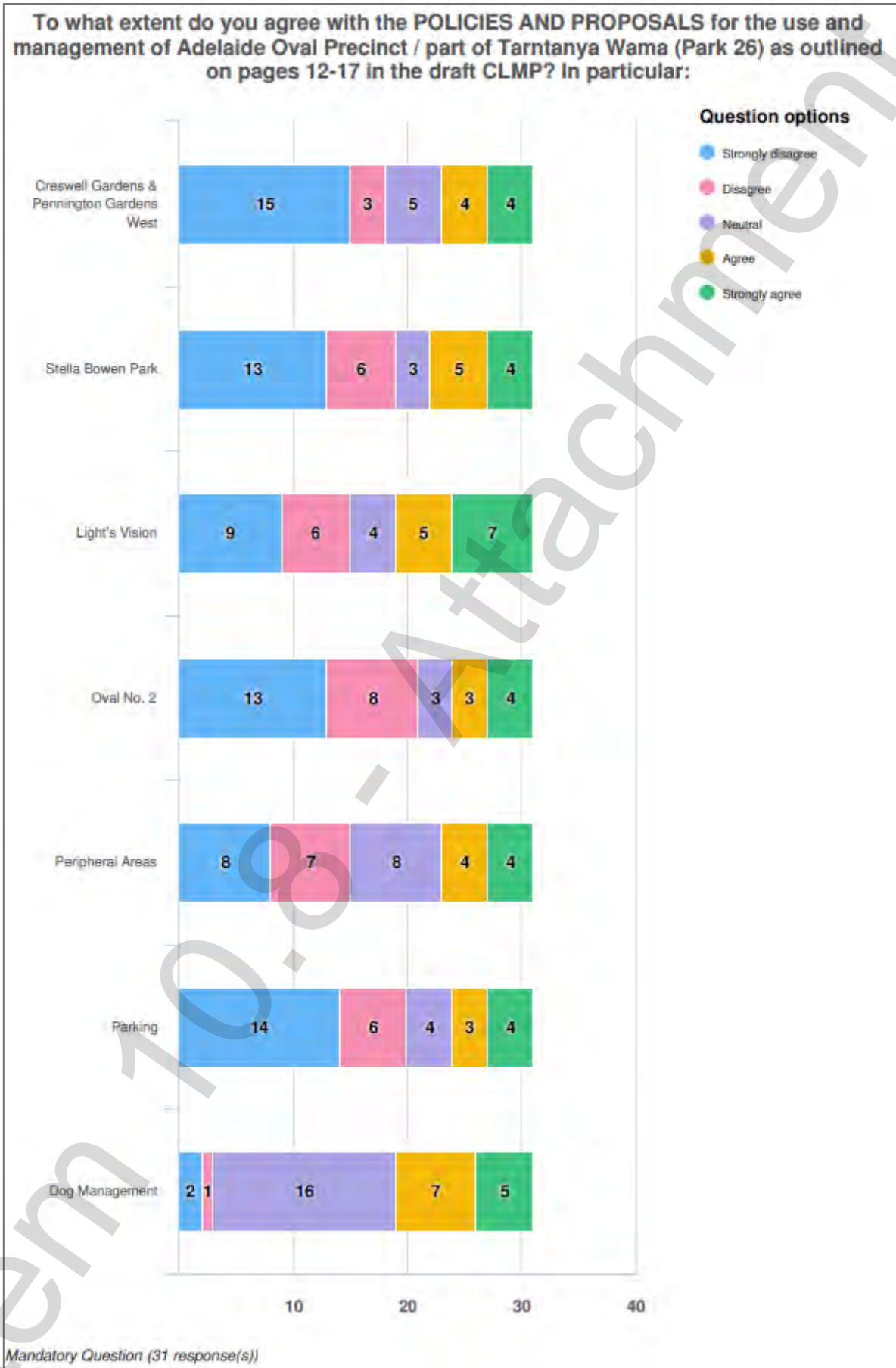
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<p><i>“no decrease in the diversity” of these aspects. There are two flaws. 1. No-one can be clear what “a balance” means (and there is no methodology proposed to measure it); moreover, no-one can be clear what those “uses” really are. 2. Subsequently, the Target doesn’t refer to “a balance” but to “a diversity”, which, again, is meaningless. The author’s ambiguity should never have been endorsed by council’s elected members, but it is of great convenience to its administrators. The ambiguity is of great manipulative value because it means whatever the administrators deem it to mean. The 2020 draft ‘Measure’ reads: “Changes to the diversity of uses will be monitored and reported at every three years...” Again, there is no reference to this ambiguous thing called “balance” or this ambiguous thing called “diversity”, and the reporting occurs only every three years, reporting on events and events management up to three years previously!</i></p> <ul style="list-style-type: none"> <li><i>In summary, the draft 2020 performance targets not only ignore the rigour of the originals (in the 2009 existing version), and are farcical in their content and meaning, but are also wide open to administrative abuse. They lack any rigour and are rejected.</i></li> </ul>	
<p><i>The CLMP as presented does not protect that parklands as parklands nor their historic character. The parklands were created for the benefit at all and their character as parklands continues to be eroded.</i></p>	<p>The intent is to recognise and reinforce the landscape heritage of the Adelaide Oval Precinct as outlined on pages 12-13 of the draft CLMP.</p>
<p><i>They are less definitive than the current CLMP and will allow wider commercialisation of these Park Lands to the detriment of the public. Target 3 enables "access restrictions" in contradiction to its Objective 2, which is for Park Lands to be "freely available". Target 4 is inconsistent with its Objective 3. Objective 3 is to "ensure a balance" as between various uses. Target 4 speaks of "no decrease in the diversity of ... activities". "Diversity" has nothing to do with "balance". Further, the use of "balance" in the objectives is a subjective notion for which the proposed M4 measure provides no measure; and is a significant diminution when compared with the current CLMP. Target 5 relates to Objective 4. Target 5 says "no negative impacts on cultural heritage</i></p>	<p>Legal advice was obtained in the development of the proposed objectives, targets and measures. No further changes proposed.</p>



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<i>sites", whereas it ought to be a positive target whereby a proposed activity or use ought to contribute or support - one ought to rightly presume that "negative impacts" is so obviously not consistent with Objective 4 that it is an unproductive aspiration for a "target".</i>	
<i>It's a land grab!</i>	Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the <i>Adelaide Park Lands Act 2005</i> , and the <i>Local Government Act 1999</i> .
<i>No events, no permanent stand , no fences</i>	Noted.
<i>The Targets are inconsistent with the Objectives and the Measures measure neither the targets or the objectives.</i>	Legal advice was obtained in the development of the proposed objectives, targets and measures. No further changes proposed.
<i>The KPIs of the original 2009 version should be maintained</i>	Noted
<i>Having 5,000 people in the area labelled Pennington Gardens West with a liquor licence is NOT a small event. Even the upper limit of 1,000 is too many in my view. There must be no impact upon worship or access to worship at the Cathedral. Ditto 1,500 in Stella Bowen Park. Such large crowds will have a deleterious effect on the quality of life of residents.</i>	The maximum number of attendees specified in the draft CLMP are consistent with the Adelaide Park Lands Events Management Plan 2016-2020. The CoA Events Team reports that Creswell Garden and Pennington Garden West are used infrequently for events, and those which have been staged at these locations have not led to any noise complaints. All events are required to comply with the City of Adelaide's 'Event Amplified Sound Management Guidelines'.
<i>See The North Adelaide Society and John Bridgland's comments, with which I do agree.</i>	Noted.

3.2 Policies and Proposals



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<i>Leave it alone don't let Adelaide and it's council be ruled by the AOSMA</i>	Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the <i>Adelaide Park Lands Act 2005</i> , and the <i>Local Government Act 1999</i> .
<i>Permitting up to 8 events per year is far too many for Adelaide Oval No 2. This is supposed to be a sporting field; there are plenty of other under-utilised venues all over the parklands that do not have such an impact on residents. R.e. Car parking, this does not help with the ambition to be a carbon neutral, environmentally conscious city. If the council isn't putting pressure on the oval to encourage people to take public transport to events, nobody will.</i>	It is recommended that the number of events permitted be reduced from 8 to 6 events per calendar year. It is currently proposed that 6 events per year may be held on Oval No 2.  The <i>Adelaide Oval Redevelopment and Management Act 2011</i> and the Adelaide Oval Licence Area Licence provides for car parking within the Licence Area. The CLMP is consistent with this.
<i>Use of the grassed areas for parking, particular during Winter, should be reduced.</i>	The CLMP indicates that parking on the grassed areas must be managed in a sustainable manner. It is in the interests of the Adelaide Oval Stadium Management Authority to maintain these areas to a high standard.
<i>I have no objection to free concerts on parkland as long as they are well policed and liquor is not sold at such concerts from bars in the parkland area. For nearby residents - like myself - the noise levels also need to be monitored and kept to a reasonable level.</i>	All such events are required to comply with the City of Adelaide's 'Event Amplified Sound Management Guidelines'.
<i>As above, the parklands must not be alienated from their purpose as green space for the general public at all times (and historically and aesthetically important to Adelaide's reputation as a city, including for visitors and tourists) in order to prop up the Stadium Management Authority that is already privileged with massive taxpayer subsidy.</i>	Under the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the Adelaide Oval Licence Area (Oval No 2 and Stella Bowen Park) is to generally remain publicly accessible Park Lands.
<i>In relation to references to Creswell Gardens/Pennington Gardens West: the words 'small daytime community events' are not clear and are thus subject to approvals abuse. Moreover, number allowances of 1000 and 5000 make clear that they would not be 'small' and no-one does head-counts at these events, so the words are meaningless. As previously noted, a CLMP is not a vehicle for the management of</i>	CLMPs are a requirement of the <i>Local Government Act 1999</i> , addressing how community land is used. CLMPs must be consistent with the Adelaide Park Lands Management Strategy, an aspirational document for the Park Lands as a whole, which is a requirement of the <i>Adelaide Park Lands Act 2005</i> . Documents such as the Adelaide Park Lands Event Management Plan (APLEMP) are detailed, derivative policies

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<p><i>events; it is not the place for the recording of explicit events management criteria.</i></p> <p><i>That is reserved for the Adelaide Park Lands Events Management Plan and determinations made by administration staff in relation to that policy document. It takes its cue from the CLMP for broader philosophical direction, complemented by the Adelaide Park Lands Management Strategy, which delivers action plans for the five-year period of its legal shelf life. Recommended action: Strike out all reference to these sites in the CLMP and these related contemplations.</i></p> <p><i>Stella Bowen Park: Recommended action: Strike out all reference to 'Weddings and small community and cultural events with attendance of up to 1500 people during daylight hours'.</i></p> <p><i>Light's vision: The statement in the second paragraph (of 2) is too vague. On the one hand it says "Generally, events are not appropriate..." but on the other it allows 'Weddings, gatherings and small social functions' ("may be acceptable"). The qualifying sentence is worse, and illustrates clearly that the CLMP is attempting to define an approvals procedure that belongs not to a CLMP document, but to the council's Adelaide Park Lands Events Management Plan and determination by events personnel. As it says: "However, small events such as weddings, gatherings and small social functions may be acceptable, with proposals being assessed by the City of Adelaide's events team". This embeds ambiguity. The team look first to the CLMP for clear, broad policy themes. Yes or No? This wording says 'may be', but doesn't explain the ambiguity. Recommended action: Rephrase this paragraph and remove any ambiguity. Suggest: "This small site is not</i></p>	<p>dealing with specific issues. Normally event details are dealt with at the APLEMP level. However, because of the added, specific complexities of the <i>Adelaide Oval Redevelopment and Management Act 2011</i> and the Adelaide Oval Licence Area Licence it is more appropriate to manage event provisions in this situation through the CLMP which has a higher public profile and legal status.</p> <p>A broad philosophical direction can be misinterpreted; it is preferable to be as clear and transparent where possible.</p> <p>It is appropriate that the general public should be able to gather for small events in this area (Stella Bowen Park and Light's Vision).</p> <p>CLMPs are a requirement of the <i>Local Government Act 1999</i>, addressing how community land is used. CLMPs must be consistent with the Adelaide Park Lands Management Strategy (APLMS), an aspirational document for the Park Lands as a whole, which is a requirement of the <i>Adelaide Park Lands Act 2005</i>. Documents such as the Adelaide Park Lands Event Management Plan (APLEMP) are detailed, derivative policies dealing with specific issues. Normally event details are dealt with at the APLEMP level. However, because of the added, specific complexities of the <i>Adelaide Oval Redevelopment and Management Act 2011</i> and the Adelaide Oval Licence Area Licence it is more appropriate to manage event provisions in this situation through the CLMP which has a higher public profile and legal status.</p>



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<p><i>appropriate for community or cultural events, at any time, because they may frustrate free and open access to the site by the public at all times.”</i></p> <p><i>Oval No 2: This is the most egregious section of this proposed draft CLMP. It is appropriate that some wording notes that there be “the absence of built form” at this site, but this sentence is immediately contradicted by the next sentence: “The optional inclusion of modest scaled seating to accommodate up to 100 people, which may be covered for shade and rain protection but must be unenclosed.” This must be struck out. Fact: At the 1 September 2020 council meeting during which this was discussed, the council planner confirmed to elected members that this concept would manifest as a permanent structure at this site, had already been agreed in principle with AOSMA, and was no mere speculative topic; it was a specific infrastructure request of AOSMA, seeking long-term legitimacy via approval of the revision of the CLMP wording. But it is in contradiction to the Adelaide Park Lands Management Strategy, which does not contemplate it. (Please note the important legal point appearing earlier in this response relating to the need for consistency between Strategy and CLMP...)</i></p> <p><i>The following statements are rejected by this respondent and should be struck out from the CLMP:</i></p> <ul style="list-style-type: none"> <li>• <i>“In addition to this licensed ancillary use, Oval No 2 is permitted to be used for standalone events subject to the following conditions.”</i></li> <li>• <i>“No more than eight community, cultural or music events per calendar year.”</i></li> <li>• <i>“No more than 15,000 people in attendance/event tickets.”</i></li> </ul> <p><i>The remainder of the sentences are of no great significance if these earlier sentences are struck out, except for the last sentence: “Approval</i></p>	<p>Event management is complex and while the CLMP can provide some guidance in this respect, detailed judgements are best left to the professional and experienced CoA events management team in accordance with the APLEMP.</p> <p>The absence of consideration of the provision of sheltered seating for the watching of sport on Oval No 2 in the APLMS does not mean it is ‘inappropriate and prohibited’. Such an un-enclosed facility is in keeping with a ‘major sporting hub’, which is how the Adelaide Oval is described by the APLMS. It is not unreasonable for a sporting field which accommodates first class cricket to have a modest, sheltered (but un-enclosed) seating facility for spectators. In addition, the Licence provides for ‘facilities for the playing and watching of sport’.</p> <p>This wording regarding the type and number of events provide clarity and transparency and better enables the CoA to be able to manage future requests for events on Oval No 2.</p>



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Comments on the Policies & Proposals	Administration Response
<p><i>from the CoA CEO”, which also must be struck out. (This matter of delegation and single-person discretion is discussed above.)</i></p> <p><i>Following is more discussion: Delegated approval is strongly opposed. It is acknowledged that council needs to put in place an approvals mechanism and legally legitimate authorising entity, but this should not manifest as a delegation to a single senior management person to determine a ‘use of’ park lands’ matter (sub-licence notwithstanding) in the absence of board member and elected member participation. Authorisation should occur via the transparent means of an agenda and minutes never subject to a s90 ‘in confidence’ order, and thus always accessible on the public record. The ‘approvals’ function ought to follow the traditional stages, without exception: APLA, The Committee, The Council. Moreover, at the APLA stage, public consultation should be an automated follow-up procedure, without exception. The results should be recorded in the APLA minutes, and subsequently the agendas of The Committee, and then the Council.</i></p> <p><i>Peripheral Areas: A proposal appears (‘a plan should be developed’) in the YourSay package for a landscape plan for the corner of Montefiore Road and War Memorial Drive. But there is no contemplation in the proposed revised CLMP for this project, and if it is contemplated under the 2016 Adelaide Park Lands Management Strategy, there is no reference to it. Why is it subject to a question in the YourSay package?</i></p> <p><i>Parking: This is already briefly discussed above, under section 2, (a), points 3 and 4. The sentence about car parking is of major concern and should be struck out: “Event car parking, as approved by the AOSMA, may occur within any part of the Licence Area, which accommodates approximately 1350 cars.” (Source: Page 15 of the draft CLMP).</i></p> <p><i>Issues: Firstly, there is no reference by the YourSay team to the original 2009 CLMP, which does not refer to some apparently new power to approve by the AOSMA (in reality non-existent), or to a capacity of 1350 cars. Recommended action: delete this sentence from the draft CLMP.</i></p>	<p>This is a matter for APLA to advise on and Council to decide.</p> <p>The landscape plan is discussed on page 16 of the draft CLMP.</p> <p>Parking in the Licence Area (Oval No 2 and Stella Bowen Park) is provided for in the AORM Act and in the Adelaide Oval Licence Area Licence Agreement.</p>

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Comments on the Policies & Proposals	Administration Response
<p><i>The areas are well maintained and pleasant to visit and I enjoy walking around the Oval, the lighting is good and makes me feel safe, I like to option of culture or music events on Oval Number 2.</i></p>	<p>Noted.</p>
<p><i>Again there is not enough information available on how often, the numbers allowed, the time of finish of the event.</i></p>	<p>It is currently proposed that 6 events per year may be held on Oval No 2 with no more than 15,000 people in attendance.</p>
<p><i>As Light's Vision is close to accommodation and sloping I would like further information on what is planned for this area.</i></p>	<p>There are currently no specific plans for this area. Light's Vision is identified as a potential event space in the Adelaide Park Lands Events Management Plan 2016-2020. Any proposals for an event at this location are assessed by the CoA's event management team in accordance with the APLEMP.</p>
<p><i>Stella Bowen Park I strongly support " large, shady trees". Could someone explain how the AOSM can remove 5 small trees to allow cars to access the area during cricket games? I strongly support " events of a commercial nature are not appropriate" and " large events are not appropriate".</i></p> <p><i>Oval 2, I strongly support planting large, shady, ornamental trees but have seen no evidence of the AOSM doing this. I strongly agree it should be " free of built form" and retain the picket fence.</i></p> <p><i>Light's Vision, I totally agree " events of a commercial nature are not appropriate".</i></p> <p><i>Parking, I strongly agree that robust grass species should be used, there should be adequate resting of areas and there should be tree protection zones to protect root systems. BUT these are NOT happening. The trees in the parking are DO NOT have tree protection zones and people supervising car parking do not stop cars from parking on root systems. One area of parking is now a dry, dirt roadway. The grasses are badly damaged during football seasons. Who is responsible for checking that the AOSM is fulfilling their obligations?</i></p>	<p>Noted.</p> <p>The CLMP indicates that parking on the grassed areas must be managed in a sustainable manner. It is in the interests of the Adelaide Oval Stadium Management Authority to maintain these areas to a high standard.</p>

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Comments on the Policies & Proposals	Administration Response
<p><i>The policies and proposals outlined for the use and management of Oval No 2 reflect its standing as the most effective option for live music in the City of Adelaide, while retaining the original character of the area. AOSMA knows the area to be beneficial and successful as a venue for community, cultural or music events, due to previous success with events such as the Midnight Oil concert in October 2017. Major benefits include: The significant economic benefits associated with hosting events on Oval No 2 for the Adelaide Economy, as reported by Torrens University Australia in report Economic Contribution of the Village Green, Adelaide Oval March 2019. • The report estimated that additions to annual GDP could be as much as \$13.7 million, while the number of new jobs created by the events could be as many as 106 jobs, with a base value of 25 jobs. • Report excerpt: ‘Our analysis concludes that allowing Village Green to host stand-alone events is likely to yield significant positive windfalls for the Adelaide economy.’ Existing relationships between AOSMA and live music promoters, resulting in more events attracted to Adelaide (e.g. Midnight Oil). The area is a natural amphitheatre that restricts noise impacts to the north of the precinct. This was measured at the Midnight Oil concert, and detailed in a report commissioned by Adelaide City Council and conducted by AECOM. Additionally, AOSMA were advised by Adelaide City Council that not one complaint was raised regarding noise impact of the Midnight Oil concert. AOSMA timeliness and ability to set up and pack down events and utilise existing infrastructure at Adelaide Oval, including toilets, catering and back of house areas, maximise public access to the area. The aesthetic of the area – no temporary, unkempt back of house areas required as with events held in other parts of the parklands. Final approval for use remains at the discretion of Adelaide City Council, via its delegated authority to the ACC CEO. This allows for both parties to continue to work together to ensure best practice.</i></p>	<p>Noted.</p>
<p><i>I do not support the CLMP in the strongest terms.</i></p>	<p>Noted.</p>

## Community Engagement Summary – Draft CLMP

Comments on the Policies & Proposals	Administration Response
<p><i>Creswell (strongly disagree) The maximum attendance of 1,000 (weddings) and 5,000 (community/cultural events) is a gross and undue expansion of the current CLMP; is wholly inconsistent with small scale and expressed notion of "small ... events"; does not address issues of frequency; and is inconsistent with the proposed objectives. They also detract from the viability of privately operated 'fit for purpose' facilities into which small business operators have invested and this change in the CLMP is anti-competitive (it is doubtful that hiring of this land will not reflect the cost of private land ownership nor its maintenance). Stella Bowen Park (strongly disagree) While a lower scale use of this area is contemplated, attendances of up to 1,500 people remains significant and there is nothing said as to frequency. Again, the contemplated scale of use is inconsistent with the applicable Objectives; the current CLMP and, again, is anti-competitive. Light's Vision Agree, subject to what is meant by "small", given use of that expression re Creswell and Stella Bowen. Oval No2 (strongly disagree) The use of "village green" is a gross misnomer; the park has nothing to do with any "village" per se. The proposed uses are not "ancillary"; are a gross expansion of the current CLMP to uses not contemplated; are inconsistent with current CLMP "Strategy" and proposed Objectives; go well beyond use for sports, sports events or competitive or social sports; contemplates completely new uses and activities of a size and impact will outside of what has previously been contemplated; delegates decisions of such gross uses to the CoA CEO (or presumably delegate thereof); are not in the scope of the notion of a "village green" ; detract from other private or other existing venues for the contemplated "standalone events"; and again are anti-competitive. Peripheral Areas Agree subject to what is meant by "wide, formal path" and that not detracting or resulting in an incursion of landscaped area, given that usually WM Drive is closed to through traffic when large crowds are contemplated. Parking (strongly disagree) To the extent that parking is proposed to be expanded beyond the current CLMP, objection is taken. Any additional instances,</i></p>	<p>The proposed maximum attendance is 1,000 for both weddings and community/ cultural events in Creswell Garden and 5,000 for both types of events in Pennington Gardens West. The text in the CLMP has been modified to reflect this more clearly.</p>

## Community Engagement Summary – Draft CLMP

Comments on the Policies & Proposals	Administration Response
<i>or any expansion, of parking on grassed areas is objectionable and inconsistent with the current CLMP and proposed Objectives. Dog management Neutral, subject to supporting public safety and appropriate dog management and exercise of discretion.</i>	
<i>This is parkland that belongs to the public.</i>	All of the Adelaide Oval Precinct remains public Park Lands under the care and control of the CoA. However, parts of this area are subject to lease and licence arrangements under the <i>Adelaide Oval Redevelopment and Management Act 2011</i> .
<i>SMA to have no further access to use our parklands for any reason at all.</i>	Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the <i>Adelaide Park Lands Act 2005</i> , and the <i>Local Government Act 1999</i> .
<i>The commercial uses proposed and the extent of useage of the localities are way beyond what is contemplated in the Park Lands Management Strategy and the legislation. It is unbelievable that the city council would even contemplate these daft policies and proposals. Please reject them.</i>	The proposal is not inconsistent with the Adelaide Park Lands Management Strategy which identifies the Adelaide Oval as part of a 'core entertainment precinct'.
<i>It seems to me that The Stadium Authority wants to increase its use and commercialisation of Park Lands. The Stadium wants: • Permission for up to eight concerts annually on Oval No 2 adjacent to Montefiore Rd (west of the stadium), for audiences up to 15,000 each event and no changes for car parking. • Fencing at those events. • Approval via the CLMP to construct a permanent spectator stand at Oval No 2 with up to 100 seats. • Event car parking: up to 1,350 cars on Oval No 2. • Approval for 'film nights and 'cultural events' for up to 5,000 people in Pennington Gardens and Creswell Gardens (adjacent to King William Rd). I do not agree with any of the above. The parklands must not be commercialised any further. Adelaide is fortunate that it has Parklands - let us not bastardise it any further especially when we are in a climate crisis.</i>	Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the <i>Adelaide Park Lands Act 2005</i> , and the <i>Local Government Act 1999</i>



## Community Engagement Summary – Draft CLMP

Comments on the Policies & Proposals	Administration Response
<i>These areas including Adelaide Oval No 2 should not be used in anyway for Commercial activities including concerts to prop up the Excessive Management structure and gross ineptitude of the SMA.</i>	Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i> , the <i>Adelaide Park Lands Act 2005</i> , and the <i>Local Government Act 1999</i>
<i>The statement that Moreton Bay figs will be protected BUT if an application to cut down is made it will not be unreasonably refused is a recipe for the death of these magnificent trees. It MUST NOT happen. No exceptions and never removed.</i>	The proposed landscape plan would help to create an environment that enhances the health of the Moreton Bay fig on the corner of Montefiore road and War Memorial Drive. There are no plans to remove this tree.
<i>See The North Adelaide Society and John Bridgland's comments, with which I do agree.</i>	Noted.
<i>Latest proposals are at odds with the stated purposes &amp; performance targets for the land surrounding the Oval core area, esp. the permanent stand to Oval 2.</i>	Noted.

### 3.3 Additional Comments/Feedback

Additional Comments	Administration Response
<i>It would be great to see this CLMP considering the interface with a future tram line extension and the proposed redevelopment of St Peter's Cathedral as these will have a significant impact on the functioning of these spaces.</i>	Noted.
<i>The open areas should not be fenced off for functions or events for any longer than necessary to allow pedestrian and cycle access. These should remain public places, not corporate.</i>	Under the <i>Adelaide Oval Redevelopment and Management 2011</i> the Licence Area (comprising Oval No 2 and Stella Bowen Park) are to generally remain publicly accessible Park Lands.
<i>It goes against all previous understandings and agreements concerning this space and must be vigorously challenged. As a City of Adelaide ratepayer and regular user of this space I am deeply concerned.</i>	Noted.

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Additional Comments	Administration Response
<p><b>Extract: The Adelaide Review, October 2020, by this author:</b></p> <p><i>This bid is yet another case study illustrating a city council trend of writing policy to fit proposals and development concepts for the commercial benefit of park lands' lessees and licence holders. After the 2006 enactment of the Adelaide Park Lands Act 2005, proposals only tended to get consideration if they clearly conformed with park-specific land-use themes, most relevantly, in two key statutory policy documents. There was never an intention, as is proposed for this particular Community Land Management Plan (CLMP), to urgently 'write in' project-specific descriptions for explicit schedules of events at explicit sites within a park that would have potential to permanently compromise future council land-use deliberations for those sites.</i></p> <p><i>In recent years lessees or licence holders of park lands have been quietly submitting proposals to council but the public only found out about them when the council (or its subsidiary, the Adelaide Park Lands Authority) determined to endorse them.</i></p> <p><i>This would trigger a need for public feedback, as mandated under law. If that law didn't exist, such deals could be done without even informing the public. Adapting policy to suit commercial proposals is wide open to political manipulation and can imply fresh lessor allowances not specified in the original lease or licence.</i></p> <p><i>The concept of a Community Land Management Plan arose from changes in 1999 to the Local Government Act. CLMPs are 'foundation', statutory park lands documents. They existed before Adelaide's green belt became subject to the Adelaide Park Lands Act 2005, which formally required an additional statutory 'rule book', the Adelaide Park Lands Management Strategy. This contains park lands "activation" action plans. The current Strategy (2016) does not contemplate the Oval Number 2 concert venue concept, nor the permanent construction of new infrastructure there, such as grandstands. Neither does the current version of the CLMP.</i></p>	<p>Any significant proposal that may have merit but that is not considered by a current CLMP is always presented for the consideration of APLA and Council.</p> <p>It is not possible for legislation and policies to foresee all proposals for, and changes in, the Adelaide Park Lands. Likewise, event sites in the Park Lands and management of those sites change and evolve over time. The use of an area in Victoria Park as a COVID testing station is an example. The regular reviews of CLMPs enables consideration of those changes and proposals. It is reasonable to expect changes and proposals and to allow for consideration of such matters by APLA and Council.</p> <p>Proposals may be endorsed initially, but only for the purpose of public consultation. The results of that consultation may then be presented back to APLA and Council as part of the final decision-making process.</p> <p>The absence of consideration of the provision of sheltered seating for the watching of sport on Oval No 2 in the APLMS does not mean it is 'inappropriate and prohibited'. Such an un-enclosed facility is in keeping with a 'major sporting hub', which is how the Adelaide Oval is described by the Adelaide Park Lands Management Strategy. It is not unreasonable for a sporting field which accommodates first class cricket to have a modest, sheltered (but un-enclosed) seating facility for</p>

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Additional Comments	Administration Response
<p><i>Its 'vision' for that park does not contemplate the proposed revenue-raising functions for which AOSMA now seeks urgent approval outside the stadium's walls. Importantly, council would not have amended this CLMP (as a draft) unless it already had received clear indication from a government minister that he would sign off on the changes. His encouragement is a behind-the-scenes response to the AOSMA's desperate financial plight. But tweaking park lands policy merely on the basis of financial desperation of licence holders is deeply flawed, likely to deliver enclaves of commercial opportunism, significantly at odds with cautiously considered, time-tested, whole-of-park-lands management policy. It's also fundamentally at odds with what South Australians expect of this site – year-round, open-space access to public park lands outside the oval's 'core area', the stadium.</i></p>	<p>spectators. In addition, the Licence provides for <i>'facilities for the playing and watching of sport'</i>.</p>
<p><i>I know Pinky Flat is not included but the area needs attention</i></p>	<p>Noted. Pinky Flat and Elder Park area will be addressed in a future stage of the CLMP review by Council.</p>
<p><i>I have no problems with concerts on oval No 2 except I suggest a maximum of 6 per year. I am strongly opposed to the carpark proposal for 1350 cars. This is a money grab and will ruin the overall feel and look of the area. I am totally opposed to the use of the term "... any other activity.." in any of these proposals as it is a license to have open slather. I am opposed to events that would go beyond midnight.</i></p>	<p>It is currently proposed that 6 events per year may be held on Oval No 2.</p> <p>The <i>Adelaide Oval Redevelopment and Management Act 2011</i> (AORM Act) and the Adelaide Oval Licence Area licence provides for car parking within the Licence Area. The CLMP is consistent with this.</p>
<p><i>While I agree that there could be more concerts (maybe 6) I am concerned that the finishing time does not exceed midnight. The rule that includes "any other activity" is also of concern. I am happy with the current arrangements of parking on Oval 2 for events but if it is intended as a car park at other occasions I am totally against it.</i></p>	<p>It is currently proposed that 6 events per year may be held on Oval No 2. Any events held here would be required to comply with the City of Adelaide's 'Event Amplified Sound Management Guidelines'.</p>
<p><i>Very happy to see continued and future use of these areas. These proposals are essential to the revitalisation of North Adelaide. The area has suffered greatly over recent years and there are too many vacant leases in the O'Connell St and Melbourne St precincts - most of these pre-date COVID. Construction at 88 O'Connell, the proposed</i></p>	<p>Noted.</p>

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Additional Comments	Administration Response
<p><i>improvements to the oval and surrounds, plus the extension of the tram service to O'Connell St must proceed to help promote the regrowth of North Adelaide. The Council only needs to look at Prospect Rd to see what O'Connell St and Melbourne St should become (or return to!). We need to bring the people back to these areas and proposals like this are a good step. And please speak to the landlords of the vacant leases - their greed is killing the suburb!</i></p>	
<p><i>The Oval has NO NEED to use Oval 2 for concerts. Surely the Oval itself is more than sufficient for this purpose. If a smaller venue is desired fence off an area within the Oval. The proposed fencing along the road to the west of Oval 2 is unsightly and unnecessary.</i></p>	<p>The existing picket fence to the west Oval No 2 has been in place for some. No further fencing is proposed.</p>
<p><i>The Adelaide Oval Stadium Management should not be allowed to expand further into the Parklands. The Adelaide Oval Stadium Management Authority do not look after the Park lands already in their care. Rubbish is not removed in a speedy manner after events. Eg There has been a bag of rubbish under a very visible tree along a walkway since before Christmas &amp; a bit of old blanket in a very visible spot for over 2 months. It is not uncommon for barbeque refuse to be left in the parking areas after football games for many days. The area outside the hotel has a drainage channel lined with cigarette butts &amp; the bollards just outside the entry are often littered with cigarette butts. There is a distinct difference in the way the area of Pennington Gardens West managed by the Adelaide City Council and the area managed by the Adelaide Oval Stadium Management are looked after. Rubbish is quickly removed from the council area, the gardens are well cared for, lawn are edged, new plantings happen, trees have protection. The same standard of care is not given by AOSM to the areas in their care.</i></p>	<p>The CLMP requires that the existing extent and spatial arrangements of gardens, trees, paths and grassed areas within the Adelaide Oval precinct be maintained to a high standard as a park setting.</p>
<p><i>AOSMA believes this Community Land Management Plan will secure outstanding outcomes for both the preservation of the character and heritage of the parklands, as well as for the economy and vibrancy of the City of Adelaide. The economic importance of Oval No 2 as an event space cannot be understated. It is truly the most effective outdoor</i></p>	<p>Noted.</p>



## Community Engagement Summary – Draft CLMP

Additional Comments	Administration Response
<p><i>venue for community, cultural and music events in the parklands, given its proximity to Adelaide Oval and its ability to leverage existing infrastructure and expertise. The ability to host a small number of events in this area each year will bring numerous benefits to the Riverbank precinct, City of Adelaide and wider South Australia. Adelaide Oval will continue to care for, maintain and protect this area, as well as Stella Bowen Park and the wider precinct, in a manner that reflects the cultural, historical and environmental significance of the Adelaide Parklands.</i></p>	
<p><i>It is deeply regrettable that commercial interests (which seem to be ever expanding) continue to be presented in the guise of protecting and enhancing the parklands and heritage rather than eroding this historic legacy. The planning of Colonel Light created a city in which significant parklands (open green space) were integral to the character of the city. Adelaide is unique in this regard in Australia and around the world. The integrity of what is left of the parklands must be protected for the physical and mental well-being of future generations.</i></p>	<p>Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the <i>Adelaide Park Lands Act 2005</i>, and the <i>Local Government Act 1999</i>.</p>
<p><i>The contemplated changes to the current CLMP will result in an extraordinary, unnecessary and wholly objectionable expansion of the Stadium Management Authority's uses and beyond the Core, beyond ancillary uses, and beyond what is contemplated by the Adelaide Oval Redevelopment and Management Act 2011 and beyond what is contemplated for the appropriate use and management of Adelaide's signature Park Lands. The proposed draft CLMP is not in the public interest and will only serve the private commercial interests of the Stadium Management Authority at the expense of the public interest in the free and unhindered access and use of Park Lands and at the expense of private sector commercial pursuits (and is anti-competitive). The existing CLMP do not allow or contemplate the sorts or frequency of the contemplated private uses, activities or events of the sort proposed in the draft CLMP, nor the construction of the contemplated 100 seat grandstand at Oval 2 on Park 26. The language, expansive and undefined expressions and lack of detail or prescription in the draft</i></p>	<p>Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the <i>Adelaide Park Lands Act 2005</i>, and the <i>Local Government Act 1999</i>.</p>



## Community Engagement Summary – Draft CLMP

Additional Comments	Administration Response
<p><i>CLMP will simply support carte blanche decision making and exercise of very wide discretions irrespective of any assessment of 'public interest' and so called proposed "Objectives", targets and undefined measures.; or even any assessment as to impacts on commercial pursuits outside of the Park Lands or on nearby residential, hotel, hospital or religious uses; or even the movement of the public through the Park Lands and the support of the natural environment and its quiet enjoyment (and this is even as the ACC and CoA espouses Adelaide as a green and liveable city: a city designed for living and life). The draft CLMP is without merit. The draft CLMP is inconsistent with the statutory principles specified in the Adelaide Park Lands Act 2005. In preparing the draft CLMP, the ACC and CoA have not had regard, or alternatively insufficient regard, and have not applied the said statutory principles. The draft CLMP ought to be rejected. The current CLMP ought to be re-adopted.</i></p>	
<p><i>This cannot be allowed to go ahead. A blatant land grab!</i></p>	<p>Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the <i>Adelaide Park Lands Act 2005</i>, and the <i>Local Government Act 1999</i>.</p>
<p><i>Organised events of any size inappropriate use of Lights Vision.</i></p>	<p>Light's Vision is identified as a potential event space in the Adelaide Park Lands Events Management Plan 2016-2020. Any proposals for an event at this location are assessed by the CoA's event management team.</p>
<p><i>This draft CLMP is completely at odds with the community use of Park Lands and does not comply with the Adelaide Park Lands legislation or the Adelaide Park Lands Management Strategy. it is surely a joke to call Oval No 2 a "village green"; it is green and open, so please leave it that way. The draft will in effect hand over these areas of the Park Lands to commercial uses and the private interests of the Stadium Management Authority when they should remain freely accessible to the community for public and community uses.</i></p>	<p>Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the <i>Adelaide Park Lands Act 2005</i>, and the <i>Local Government Act 1999</i>.</p>

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Additional Comments	Administration Response
<p><i>This article supports my views</i>  <a href="https://www.adelaidereview.com.au/latest/news/2020/09/29/adelaide-oval-gambles-on-nonsport-rescue-plan/">https://www.adelaidereview.com.au/latest/news/2020/09/29/adelaide-oval-gambles-on-nonsport-rescue-plan/</a></p>	<p>Noted.</p>
<p><i>The draft CLMP for Adelaide oval precinct etc is inappropriate as it unduly interferes with the general public's access to the park lands. The plan overall represents a further erosion of these amenities in the interests of private commercial interests.</i></p>	<p>Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the <i>Adelaide Park Lands Act 2005</i>, and the <i>Local Government Act 1999</i>.</p>
<p><i>The draft 2020 performance targets ignore the rigour of the originals (in the 2009 existing version) and are farcical in their content and meaning but are wide open to administrative abuse. They lack any rigour and are rejected.</i></p>	
<p><i>The statement that Moreton Bay figs will be protected BUT if an application to cut down is made it will not be unreasonably refused is a recipe for the death of these magnificent trees. It MUST NOT happen. No exceptions and never removed.</i></p>	<p>The proposed landscape plan would help to create an environment that enhances the health of the Moreton Bay fig on the corner of Montefiore road and War Memorial Drive. There are no plans to remove this tree.</p>
<p><i>The draft CLMP should be rejected.</i></p>	<p>Noted.</p>
<p><i>SMA has already extended its licenced area, and added a hotel since opening. Previous entertainment at Pinky Flat could be clearly heard past Wellington Sq. Do NOT agree to any further increase of activities or events by SMA beyond what is possible currently (village green etc). Why can't they hold their events inside the oval, (that would help control sound) it is not used all the time?</i></p>	<p>Governance of the Adelaide Oval Precinct is managed through the relationships between the <i>Adelaide Oval Redevelopment and Management Act 2011</i>, the <i>Adelaide Park Lands Act 2005</i>, and the <i>Local Government Act 1999</i>.</p>

## E-MAIL AND LETTER SUBMISSIONS

### 4.1 Board of the Botanic Gardens and State Herbarium

On behalf of the Board of the Botanic Gardens and State Herbarium (the Board), please accept this submission on the *Draft Adelaide Oval Precinct – Part of Tarntanya Wama (Park 26) Community Land Management Plan (CLMP)*, which opened for public comment on 19 November 2020.

The proposal for Adelaide Oval 2 will create direct competition for the music events being offered in the Botanic Park Lands and potentially saturate a specialised market in South Australia. The Board generates revenue from these commercial music events and these essential funds support the maintenance of this important state asset, which is enjoyed by South Australians and provides overall benefits to the state (*Adelaide Park Lands Act (2005) Principle 4-1g*).

Over recent years, concerts in Botanic Park by world-renowned artists have included Elton John, Lionel Ritchie, James Taylor, Yusuf Cat Stevens and Florence and the Machine. These events have created a national and international recognised brand for Botanic Park. The Park hosts up to six medium to major music events between September and April each year (attracting patronage of 7,000-20,000 per concert), and in addition it hosts WOMAD.

The statutory principles in the *Adelaide Park Lands Act (2005)* highlight that state government, agencies and authorities and the Adelaide City Council should co-operate and collaborate to protect and enhance the Park Lands (Principle 4-1f). In addition, a key function of the Authority is to '...support other activities that...enhance the Adelaide Park Lands' (Function 9-i), and support respectful co-existence between events (*Adelaide Park Lands Event Management Plan 2016-2020*, p.2).

In consideration of these principles and functions, the Board expresses its concerns with the proposed amendments to the policies and use outlined in the CLMP in respect to the Adelaide Oval No 2 and the Village Green.

The Board undertakes its responsibilities under the *Adelaide Park Lands Act (2005)* and the *Botanic Gardens and State Herbarium Act (1978)* to ensure the preservation of the Adelaide Park Lands and enhance the benefits for South Australians and its visitors.

It is of the view that these CLMP amendments in respect to the use of Oval No 2 will contradict core aspects of the *Adelaide Park Lands Act (2005)*. The Board therefore urges the City of Adelaide to reject the proposal for the use of Oval 2 for music concerts. The Board is also requesting a deputation when the matter is being considered by Council.

Please contact Dr Lucy Sutherland, Director Botanic Gardens and State Herbarium, (email: [Lucy.Sutherland@sa.gov.au](mailto:Lucy.Sutherland@sa.gov.au)) for questions or to arrange the deputation.



## Community Engagement Summary – Draft CLMP

### 4.2 St Peter's Cathedral

I am responding to the Draft Community Land Management Plan for the Adelaide Oval Precinct on behalf of St Peter's Cathedral Council. We are concerned that increased use of the precinct for events will have an impact on the Cathedral congregation and other Cathedral users: the Cathedral is used for events and receives visitors throughout the week and at varying times of day, not just for Sunday services.

#### Events Proposed for Oval No 2

We note that while the events proposed for Oval No 2 are not as large as those at the Adelaide Oval, there will still be significant potential for disruption to access and parking for Cathedral users. We would suggest by way of mitigation that the scope of the Event Parking regulations be extended so that some or all of the parking restrictions apply to a broader range of events held in the Adelaide Oval Licence Area.

We also note that while all sound delivery equipment must face southwards, and events will need to comply with the COA's Event Amplified Sound Management Guidelines, noise from such events may still have a significant effect on the Cathedral and the Deanery in Pennington Terrace.

#### Creswell Gardens and Pennington Gardens West

We strongly agree that major events and events of a commercial nature are not appropriate for Creswell Gardens and Pennington Gardens West.

#### Liquor Licensing

We strongly endorse the position set out on page 22 of the draft CLMP document that "due to the potential impact on adjacent residents and businesses of serving liquor in areas external to the stadium, no further extension of the liquor licence areas should be considered."

Should you require any further input from the Cathedral Council, please do not hesitate to contact me.

### 4.3 North Adelaide Society

#### SUBMISSION – Draft CLMP Consultation

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

Please accept this letter and the *attached* as the submission of The North Adelaide Society Inc. (TNAS) concerning Draft Community Land Management Plan (D-CLMP) for the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26), being community lands within the Adelaide Park Lands.

TNAS notes that:

- The "review is being undertaken to ensure it is consistent with the Adelaide Park Lands Land Management Strategy 2015-2025 (APLMS) and to take account of the policies and plans, relevant Council decisions and legislation adopted" since the current CLMP was adopted in 2013.
- The ACC webpage dealing with this review includes: "The current CLMP [external hyperlink] which covers all of the Adelaide Park Lands was adopted in 2013", yet the relevant part of the current CLMP applicable to the relevant area was adopted in August 2009 (amendments in Sept and Dec. 2009).
- While the APLMS is available, there is no reference to what "policies and plans, relevant Council decisions and legislation" have informed the D-CLMP.



## Community Engagement Summary – Draft CLMP

- The APLMS does not identify for this part of the Park Lands any of the commercial activities, uses and proposals identified in the draft for Stella Bowen Park; Oval No. 2; Creswell Gardens and Pennington Gardens West; and Light's Vision.
- The commercial activities, uses and proposals identified in the draft for Stella Bowen Park; Oval No. 2; Creswell Gardens and Pennington Gardens West; and Light's Vision are the antithesis of the APLMS "*Vision Inspiring growing numbers of residents, workers and visitors, the Park Lands will continue to provide a myriad of recreational and sporting opportunities and events for everyone to enjoy, enhancing physical and mental well-being and cementing Adelaide's place as one of the planet's most liveable cities. ...*".
- The policies and proposals in the D-CLMP are a 'world away' from the City of Adelaide's representations and promotion of the Adelaide Park Lands, which nowhere refer or contemplate the D-CLMP policies and proposals, quite the opposite. For example: "*Designed in balance with nature, to nurture. The Adelaide Park Lands are the largest inner urban park system in Australia. Nationally Heritage listed for their unique design which cocoons the city and creates the world's only 'city in a Park', they are the city's lungs, backyard, playground, meeting space and more. A big backyard. Spanning over 760 hectares, the Adelaide Park Lands provide a space where residents and visitors alike can enjoy healthy and balanced living through sport and exercise, recreation and relaxation. A total of 29 Parks and 6 city squares all with an array of different features, facilities and biodiverse ecosystems combine to form the people's Park Lands.*"
- The current D-CLMP cannot be adopted. It provides no evidence or rational basis for the adoption of the draft policies and proposals. Crucially, it is inconsistent with both the APLMS and the Adelaide Park Lands Act, both in respect of the statutory principles therein and the statutory requirement in section 19(1): "*The Adelaide City Council must ensure that its management plan for community land within the Adelaide Park Lands ... is consistent with the Adelaide Park Lands Management Strategy.*"

The *attachment* forms part of this submission and adopts the approach and framework in the ACC-YourSay "Submission Form".

TNAS acknowledges that the City of Adelaide has generally previously acknowledged the jewel that is the Adelaide Park Lands and each of its parks. However, to adopt this D-CLMP would be to trammel the rich history and courage of previous city councils in their support and defence of the Park Lands and each park therein. To not extend that support and defence to Park Lands adjacent to the Stadium Management Authority would be to 'sell out' these Park Lands to the commercial use of that Authority or any other private commercial purpose. That would diminish the council and the intrinsic value of Park Lands, including Park 26, for community and public use.

TNAS trusts that this Adelaide City Council has the strength of courage and conviction of previous city councils to reject this regressive and objectionable "Draft Community Land Management Plan".

Thank you for the opportunity to comment.

Your sincerely,

*The North Adelaide Society Inc. (est. 1970)*  
[electronic signature]



**Attachment**

24 January 2021

City of Adelaide – Draft CLMP Consultation  
Park Lands – Adelaide Oval Precinct / part of  
Tarntanya Wama (Park 26)

## Submission (contd) – YourSay Questions &amp; Comments

## Question:

*To what extent do you agree with the OBJECTIVES, TARGETS AND MEASURES for the use and management of the Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) as listed on pages 8-9 in the draft CLMP?*

Response: Strongly disagree

## Comments:

- They are less definitive than the current CLMP and will allow commercialisation of these Park Lands to the detriment of the public.
- There are vagaries and inconsistencies.
  - Target 3 enables "access restrictions" in contradiction to its Objective 2, which is for Park Lands to be "freely available".
  - Target 4 is inconsistent with its Objective 3. Objective 3 is to "ensure a balance" as between various uses. Target 4 speaks of "no decrease in the diversity of ... activities". "Diversity" has nothing to do with "balance". Further, the use of "balance" in the objectives is a subjective notion for which the proposed M4 measure provides no measure; and is a significant diminution when compared with the current CLMP.
- Target 5 relates to Objective 4. Target 5 says "no negative impacts on cultural heritage sites", whereas it ought to be a positive target whereby a proposed activity or use ought to contribute or support. Presumably "negative impacts" is so obviously not consistent with Objective 4 that it is an unproductive aspiration for a "target".

## Question:

*To what extent do you agree with the POLICIES AND PROPOSALS for the use and management of Adelaide Oval Precinct / part of Tarntanya Wama (Park 26) as outlined on pages 12-17 in the draft CLMP? In particular:*

Topic	Response
Creswell Gardens & Pennington Gardens West	Strongly disagree
Stella Bowen Park	Strongly disagree
Light's Vision	Disagree
Oval No. 2	Strongly disagree
Peripheral Areas	Disagree
Parking	Strongly disagree
Dog Management	Neutral

## Community Engagement Summary – Draft CLMP

### Comments:

#### Creswell (strongly disagree)

- The maximum attendance of 1,000 (weddings) and 5,000 (community/cultural events) is a gross and undue expansion of the current CLMP.
  - It is inconsistent with small scale and expressed notion of "small ... events".
  - It does not address issues of frequency; and is inconsistent with the proposed objectives.
  - It will detract from the viability of privately operated 'fit for purpose' facilities into which small business operators have invested.
  - This change in the CLMP is anti-competitive (it is doubtful that hiring of this land will reflect the cost of private land ownership or the full cost of its maintenance).

#### Stella Bowen Park (strongly disagree)

- While a lower scale use of this area is contemplated, attendances of up to 1,500 people remains significant.
- There is nothing said as to frequency.
- The contemplated scale of use is inconsistent with the applicable Objectives; the current CLMP and, again, is anti-competitive.

#### Light's Vision (Disagree)

- Given the use of the expression "small" concerning Creswell and Stella Bowen, that is ambiguous and uncertain as to its meaning. It is one thing for use for taking wedding photos of a wedding party with proposals assessed by the City of Adelaide events management personnel; it is quite another for the area to host a "small" party or event with tens or hundreds of participants, a use that is inappropriate and demeaning to "Light's Vision".
- In any case, the site area and purpose make it not appropriate for community or cultural events in other than perhaps the most exceptional of circumstances.
- It would be inappropriate to limit free and open public access given its purpose and location.

#### Oval No.2 (strongly disagree)

- The use of "village green" is fanciful and puffery; the park has nothing to do with any "village" *per se*.
- The proposed uses are not "ancillary".
- The proposed policies and uses are a gross expansion of the current CLMP to uses not previously contemplated or supported during the extensive public consultation process that led to the APLMS. They are inconsistent with current CLMP "Strategy" and proposed Objectives; and go well beyond use for sports, sports events or competitive or social sports. They contemplate completely new uses and activities of a size and impact well outside of what has previously been contemplated. It delegates decisions about such gross uses to the City of Adelaide CEO (or presumably delegate thereof). They are not even in the scope



## Community Engagement Summary – Draft CLMP

of the notion of a "village green"; will detract from other private or other existing commercial venues for the contemplated "standalone events"; and are anti-competitive.

### Peripheral Areas (disagree)

- The reference to creating a "wide, formal path" is undefined and is suggestive of using park land area rather than using the delineated roadway or "carriageway", which also contemplated providing for pedestrian movement.
- While not detracting from safe footpaths and pedestrian movement, "wide, formal path" remains undefined, and thus cannot be supported to the extent that it may detract from or result in an incursion into landscaped areas. In any event, War Memorial Drive is usually and properly closed to vehicular traffic when large crowds are contemplated.

### Parking (strongly disagree)

- The extent of current parking is problematic.
- Parking and demand for parking, ought not be expanded to any extent.
- An increase in the number of occasions on which existing parking areas are to be used, especially on grassed areas, is objectionable and inconsistent with the current CLMP, the APLMS and the Adelaide Park Lands Act and the proposed Objectives of the D-CLMP.

### Dog management (neutral)

- Neutral, subject to appropriate dog management and clean-up, public safety, and reasonable exercise of discretion.

### Question:

*Do you have any additional feedback on the draft CLMP for Adelaide Oval Precinct / part of Tamtanya Wama (Park 26)?*

- The changes to the current CLMP are extraordinary, unnecessary, and wholly objectionable.
- The changes will enable the expansion of the Stadium Management Authority's uses beyond the Core, beyond ancillary uses, beyond what is contemplated by the Adelaide Oval Redevelopment and Management Act 2011, and beyond what is contemplated for the appropriate use and management of Adelaide's unique Nationally Heritage listed Park Lands.
- The terms of the D-CLMP will only serve the private commercial interests of the Stadium Management Authority. That will be at the expense of the public and community interests in the free and unhindered access and use of Park Lands. It will also be at the expense of private sector commercial pursuits (anti-competitive).
- The D-CLMP is not in the public interest.
- The terms of the D-CLMP are not evidence based, indeed they are *contra* the APLMS and the terms by which the City of Adelaide promotes the Park Lands and parks therein.

## Community Engagement Summary – Draft CLMP

- The existing CLMP does not allow or contemplate the sorts or frequency of the contemplated private uses, activities or events of the sort proposed in the draft CLMP. Other than in this D-CLMP, there is no reference to any contemplated construction of the proposed 100 seat grandstand at Oval 2 on Park 26.
- The expression used are expansive, undefined and lack detail or sufficient guidance or prescription.
- The language will support carte blanche decision making and very wide discretions.
- There is no requirement for any assessment of 'public interest', adverse impacts or relationship with the so called proposed "Objectives", targets, and undefined measures.
- There is no requirement for any assessment as to impacts on commercial pursuits outside of the Park Lands or on nearby residential, hotel, hospital, or religious uses; the movement of the public through the Park Lands; or the impacts on the natural environment and its quiet enjoyment.
- The ACC and City of Adelaide espouse Adelaide as a green and liveable city: a city designed for living and life, yet this D-CLMP is to the contrary.
- The draft CLMP is wholly without merit.
- The draft CLMP is inconsistent with the statutory principles specified in the Adelaide Park Lands Act 2005.
- In preparing the draft CLMP, the ACC and City of Adelaide have not had any or any sufficient regard to the statutory principles in the Adelaide Park Lands Act, nor to the statutory requirement that *"The Adelaide City Council must ensure that its management plan for community land within the Adelaide Park Lands ... is consistent with the Adelaide Park Lands Management Strategy."* (s 19(1)).
- The draft CLMP ought to be rejected.

*The North Adelaide Society Inc*  
(est. 1970)

24 January 2021

### 4.4 Email from Individual (1)

Dear ACC,

I refer to the proposals being put forward by the AO Stadium Management Authority to further alienate the Adelaide Parklands.

This organization is like a rapacious beast intent on dominating and destroying Adelaide.

Not content with its hotel, which competes with the private sector, it now finds that its economic model is still a failure.

Is this the only vision which the City of Adelaide has?

This organization, and those of their ilk, should just be told to "go away".

It is a further example of why OUR parklands need permanent protection, promised so often and yet NEVER delivered.

I am totally and utterly opposed to every aspect of this latest outrage.

Yours sincerely,



## Community Engagement Summary – Draft CLMP

### 4. FURTHER COMMENTS

It is a requirement of the CoA's Community Consultation Policy that submissions for consultations required under legislation include the participants name and residential address.

The following comments were submitted with incomplete contact information.

#### 5.1 Email from Individual (2)

Dear City of Adelaide

We are deeply concerned to learn of plans by the Adelaide Stadium Management Authority to expand concerts and events outside the stadium by amending the Community Land Management Plan (CLMP). None of the proposed uses are contemplated in the existing CLMP. They will only benefit those seeking to boost their own pecuniary interests, giving no thought to the common use of the land and the concerns of locals.

More events will bring more people, more noise, more rubbish, more traffic and more inconvenience for local residents.

This is Community Land and any proposed changes to the CLMP must be canvassed transparently and involve all stakeholders. Where and when will you be arranging public discussions on this issue?

Thank you for registering our concerns.

#### 5.2 Email from Individual (3)

I object to the proposed changes to the Adelaide Oval Precinct CLMP.

The Council is in ongoing breach of legislative requirements with regard to the Adelaide Park Lands and the proposed further commercialisation is unlawful, illegitimate and ultra vires. It places relies upon misinformation and unfactual material and other illegitimate actions that are an unconscionable basis for management of land held upon Trust such as Adelaide's Park Lands.

I will provide further details after I have had a chance to read council's engagement pack which was provided to me just before the library closed today, by printing it, as it had not been on public display.

Please have my name added to the list of Adelaide Park Lands stakeholders so that I receive prompt and direct notification of any consultation being undertaken re the Park Lands or City Squares as I received no notice until this afternoon of the Adelaide Oval draft CLMP because it was not displayed at the Council's Hutt Street Library, and the South West Community centre was closed by Council last year and has only reopened in the last few days.

The Adelaide Council's 'consultation' on the important matter of the Adelaide Oval has therefore been very inequitable, and biased towards favouring some residents and ratepayers over others.

In any event years of submissions have requested that such consultations not be held over Christmas /New Year holidays.



## Community Engagement Summary – Draft CLMP

### 5.3 Phone call to Customer Centre (18/1/21)

*The following notes were provided by a CoA Customer Service Representative.*

Anne is completely against this proposal and feels the Adelaide Oval went against the public feedback that was given about the hotel and they have gone ahead and built the hotel anyway. Anne feels the Adelaide Oval is being super greedy and demanding more and more space and encroaching on the parklands and taking the space away from the public to enjoy.

Anne's objections to the proposal are, this isn't desirable for the residents living in the area due to the noise that will be coming from this area, there will be lots of people coming and going and there will be a lot of drunk people in this vicinity, as they go to the pub and get drunk and then come back to the Adelaide Oval where the event was being held. Anna advised that currently people urinate in their gardens and this is only going to get worse with this proposal. Anne also advised that a whole bunch of trees were cut down in the area and she does not want any more loss of trees in the area as they are a part of the parklands and deserve to stay.

There is also going to be an increase to noise and pollution. People currently drop their rubbish all across this area and then the poor residents are left with cleaning this up, as it starts to go onto their property, there are also glass bottles that get smashed in the area, which is a hazard. People also ring the resident's doorbells as they are walking past and find this hilarious and its not nice for the residents, as they get woken up and a lot of them are elderly.

Anne does not want the parklands to be taken away just for a business to make a quick buck and they are only going to get greedier and want more public space if this is passed. Our Government continue to say that we pride ourselves on our Parklands and the greenery of South Australia, if this proposal is passed, the parklands are going to be taken away for the public to enjoy, There were lots of weddings that took place in Pennington Gardens, but due to the Adelaide Oval demanding more and more space, this is dwindling.

Anne is profoundly upset and she believes that once this is taken away we will never get it back and where does it stop, she doesn't want our parklands taken away from us to enjoy just for some corporation to make a quick buck.

### 5.4 Comment submitted via Q&A

The following comment was provided via the 'Question & Answer' section of the Your Say page:

*Just keep the Adelaide Football Club and their Headquarters well away from the Adelaide Oval.*

**Community Engagement Summary – Draft CLMP****5.5 Late submission**

The following letter although dated prior to the 25 January 2021 closing date, was hand delivered in late February.

Dear Mayor and Councillors,

**OBJECTION TO THE PROPOSED EXTENTION OF COMMERICAL USE BY THE ADELAIDE OVAL STATION MANAGEMENT AUTHORITY.**

The new proposals as outlined in a recent flyer put into my North Adelaide letterbox to extend the commercial activities far beyond the existing licenses for commercial gain is totally unacceptable.

Our precious parklands are not designated spaces for commercial venues and must be protected to ensure the existing flora and fauna, grasslands and quiet, peaceful parkland ambience remain. It is not acceptable to have temporary stands for large numbers of attendees at events to be erected there for private, commercial activities that deny the usual access and enjoyment to those who merely wish to enjoy the parklands in their natural state. Parking is also a major problem.

**These are protected, heritage sites and must be treated with the respect they deserve not only for today's locals but also for future generations.**

**PLEASE DO NOT ALLOW ANY FURTHER COMMERCIAL INCURSIONS ONTO OUR PARKLANDS TO PROCEED AS YOU HAVE BEEN ELECTED TO PRESERVE THE PARKLANDS FOR FUTURE GENERATIONS.**

I ask that my letter be formally tabled and read at the next Adelaide City Council meeting and a full and frank public discussion about this whole proposal be arranged as most local residents I think were unaware of this new development proposal until last week. I certainly was!

I look forward to your response and hopefully genuine resolve to not allow further commercial inclusions onto our parklands.

Yours Sincerely,

# ADELAIDE OVAL PRECINCT

Part of Tarntanya Wama (Park 26)

DRAFT

Part of the Adelaide Park Lands  
Community Land Management Plan

March 2021



## DOCUMENT PROPERTIES

### Contact for enquiries

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

**Contact Officer:**

**Title:** Senior Park Lands Planner  
**Program:** Planning, Design & Development  
**Phone:** (08) 8203 7203  
**Email:** P.Lands@cityofadelaide.com.au

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



## About this part of the Community Land Management Plan

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

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

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



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

# 1. ADELAIDE OVAL PRECINCT GOVERNANCE

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

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

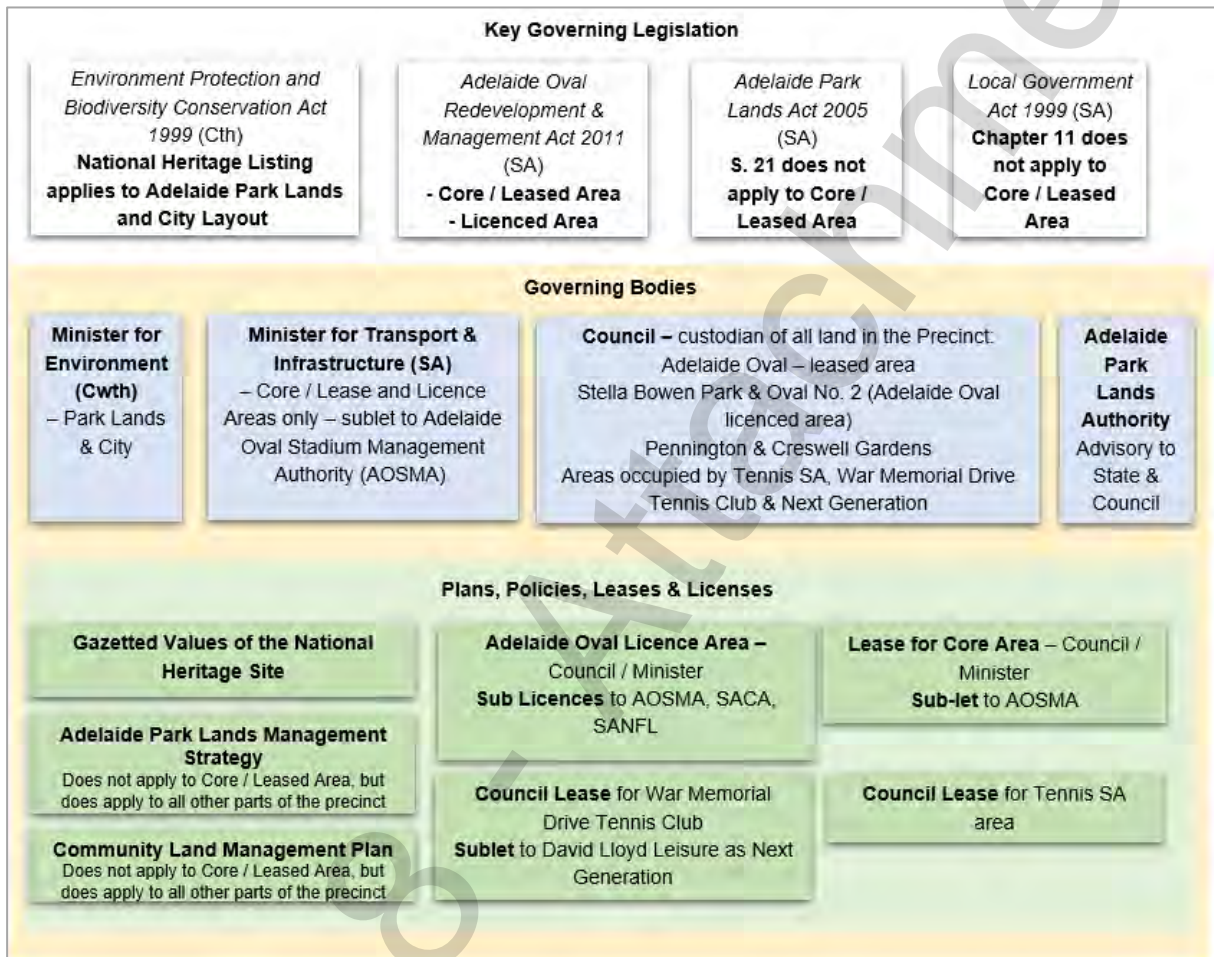


Figure 3: Governance summary for Adelaide Oval precinct

## Precinct components

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

The precinct comprises the following components (Figure 3):

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



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

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

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

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

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



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

## Status of land as Park Lands

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

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

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

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

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

## Custodianship

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

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

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

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

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

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

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

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

## National Heritage Listing context

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

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

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

## CLMP objectives for management of the Adelaide Park Lands

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

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

## Performance targets and measures

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

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



4. To recognise, protect, enhance and interpret cultural heritage sites of Kurna and European significance.	T5. No negative impacts on cultural heritage sites of Kurna and European significance.	M5. Maintenance of sites of cultural heritage significance as assessed by an expert inspection by CoA (and which includes a Kurna Cultural Monitor) and reported annually in the State of the Park Lands Report.
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## 2. KAURNA STATEMENT OF CULTURAL SIGNIFICANCE

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

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

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

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

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

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

While Native Title over the Adelaide Oval Precinct has been extinguished, the Australian Federal Court determined on 21 March 2018 that the Kurna people are the Traditional Owners of the Adelaide Plains region (including the Adelaide Oval Precinct). Further, the rights of the Kurna through the Aboriginal Heritage Act 1988 remain in place.

## 3. HISTORICAL CONTEXT

### Pre-settlement cultural significance

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

### Post-settlement cultural significance

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



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

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

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

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

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

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

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

#### **War Memorial Oak (State heritage place)**

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

#### **Statue of Hercules (State heritage place)**

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

#### **Memorial to Captain Ross Smith (State heritage place)**

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

#### **Pennington Gardens West and Creswell Garden**

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

#### **Pennington Gardens Fountain (previously known as the Creswell Garden Fountain)**

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

### Remnant White Cedar Pathway

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

### Creswell Garden sign

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

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

### Sir Donald Bradman Statue

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

### Other memorials and plaques

Other memorials and plaques present in the precinct are:

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

### Recent changes

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

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

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

## 4. DRIVERS OF CHANGE

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

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

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

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

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

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

### General

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

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

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

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

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

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

The landscape heritage will be recognised and reinforced.

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

Monuments should be retained in their current locations.

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

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

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

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

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

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

Periodic turf review should be conducted with CoA staff.

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

### **Creswell Garden and Pennington Gardens West**

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

The Creswell Garden sign will be retained.

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

### **Stella Bowen Park**

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

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

To facilitate the use of this area by the public, when the SMA is not using the Park:

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

All proposals would be assessed by the CoA's events team.

### **Light's Vision**

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

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

Events of a commercial nature are not appropriate.



## Oval No 2

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

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

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

- No more than six single-day community, cultural or music events per calendar year.
- No more than 15,000 people in attendance / event tickets.
- All sound delivery equipment facing southwards / towards the city.
- Demonstrated compliance with the COA’s [Event Amplified Sound Management Guidelines](#).
- Provision of a copy of the proposed traffic management plan.
- Effective scheduling to ensure there is no conflict with other city events, activities or projects and to minimise disruption to the daily life of the city.
- Compliance with the [Adelaide Park Lands Events Management Plan \(APLEMP\)](#)
- Approval from the CoA Chief Executive Officer.

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



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



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

## Peripheral areas

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

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

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

## Parking

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

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

Event car parking, in association with events either at Adelaide Oval or Oval No 2, as approved by the SMA, may occur within any part of the Licence Area, which accommodates approximately 1,350 cars.

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

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



Figure 7: Permanent car parking permitted north of Adelaide Oval





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

## Dog management

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

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

## 6. PUBLIC USE AND MOVEMENT THROUGH PARK 26

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

### Adelaide Oval Licence Area

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

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

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

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





Figure 9: Pedestrian and cycling routes shown in blue

### Adelaide Oval Core Area

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

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

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

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

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

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

### Adelaide Oval Core Area Lease

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

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

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

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

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

### Relevant provisions of the Core Area Lease

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

- The Adelaide Oval Core Area must continue to be named Adelaide Oval.
- The Adelaide Oval scoreboard must be maintained in good condition where it stands on the commencement of this Act.
- At least 1,200 square metres of grassed open space must be kept at the northern end of Adelaide Oval (between the scoreboard and the western stands). However, this does not prevent the placing of a building or other structure on that open space:
  - on a temporary basis for a period not exceeding 1 month, or
  - on a temporary basis for the purposes of a special event or activity prescribed by the regulations for the purposes of this paragraph.
- The Minister (or any other person) must not remove or substantially alter any Moreton Bay fig tree (*Ficus macrophylla*) located within the Adelaide Oval Core Area without the approval of the Council (which approval must not be unreasonably withheld).
- Except to the extent of these specific provisions, the Minister is authorised to manage any part of the Adelaide Oval Core Area that is subject to a lease under this section in such manner as the Minister thinks fit.
- The Lessee acknowledges that the Adelaide Oval Core Area is, and is situated within, Park Lands (as defined in the APL Act).
- As a consequence, the Lessee shall use its best endeavours to appropriately activate and integrate the use of the Outer Core Area with the surrounding Park Lands, where:
  - Outer Core Area means the land within the Adelaide Oval Core Area other than Adelaide Oval
  - Adelaide Oval means the land on which the stadium within the Adelaide Oval Core Area is situated.

## Sublease to the SMA

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

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

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

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

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

## Adelaide Oval Licence Area Licence

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

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

The licence must:

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

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

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

## Adelaide Oval Sub-licences

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

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

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

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

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



## Licensed uses for the Adelaide Oval Licence Area

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

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

There are currently no regulations in place for the Act.

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

### **Adelaide Oval Redevelopment and Management Act 2011: Additional relevant provisions**

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

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

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

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

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

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

There are currently no regulations in place for the Act.



## Adelaide Oval No 2

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

## Adelaide Oval liquor licensing

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

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

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

## Tennis SA lease

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

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

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

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

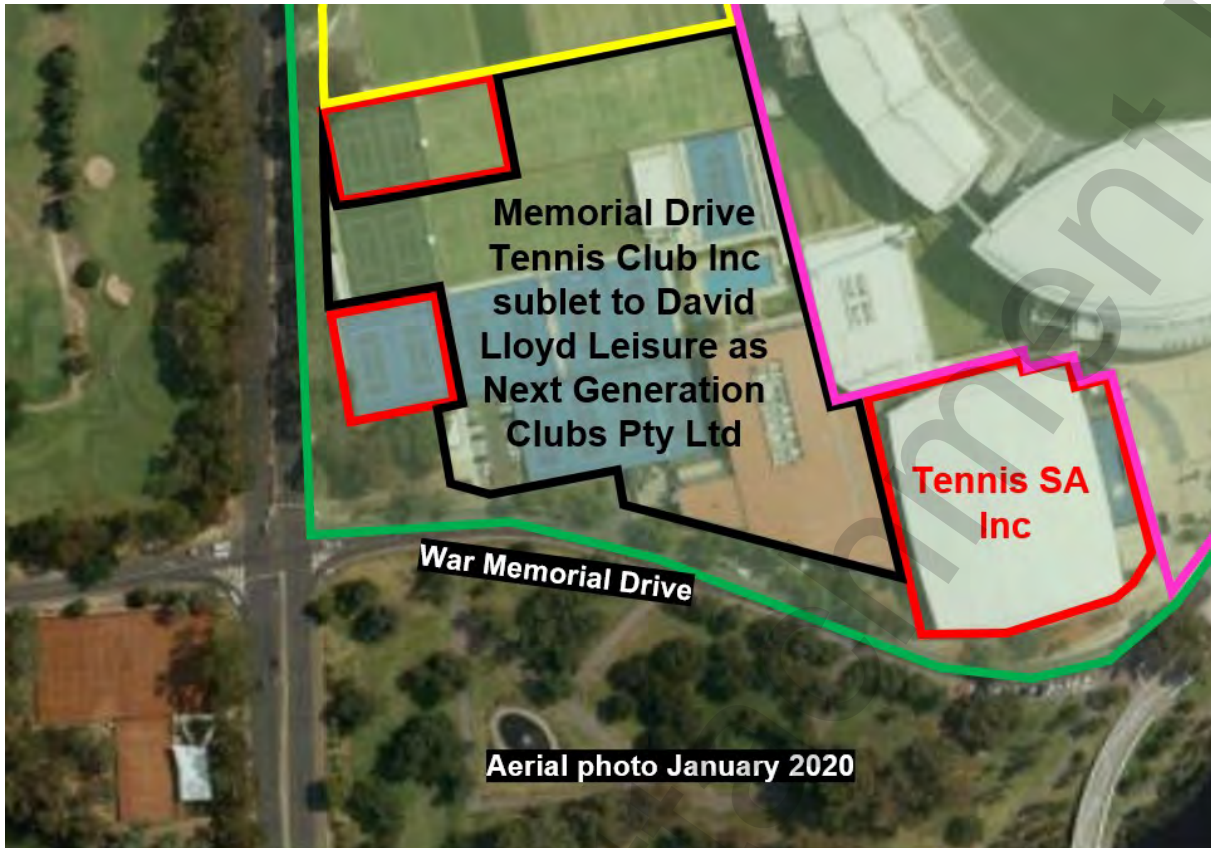


Figure 10: Tennis SA Lease (red) and Memorial Drive Tennis Club lease / Next Generation sublease (black)

### Memorial Drive Tennis Club lease / Next Generation sublease

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

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

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

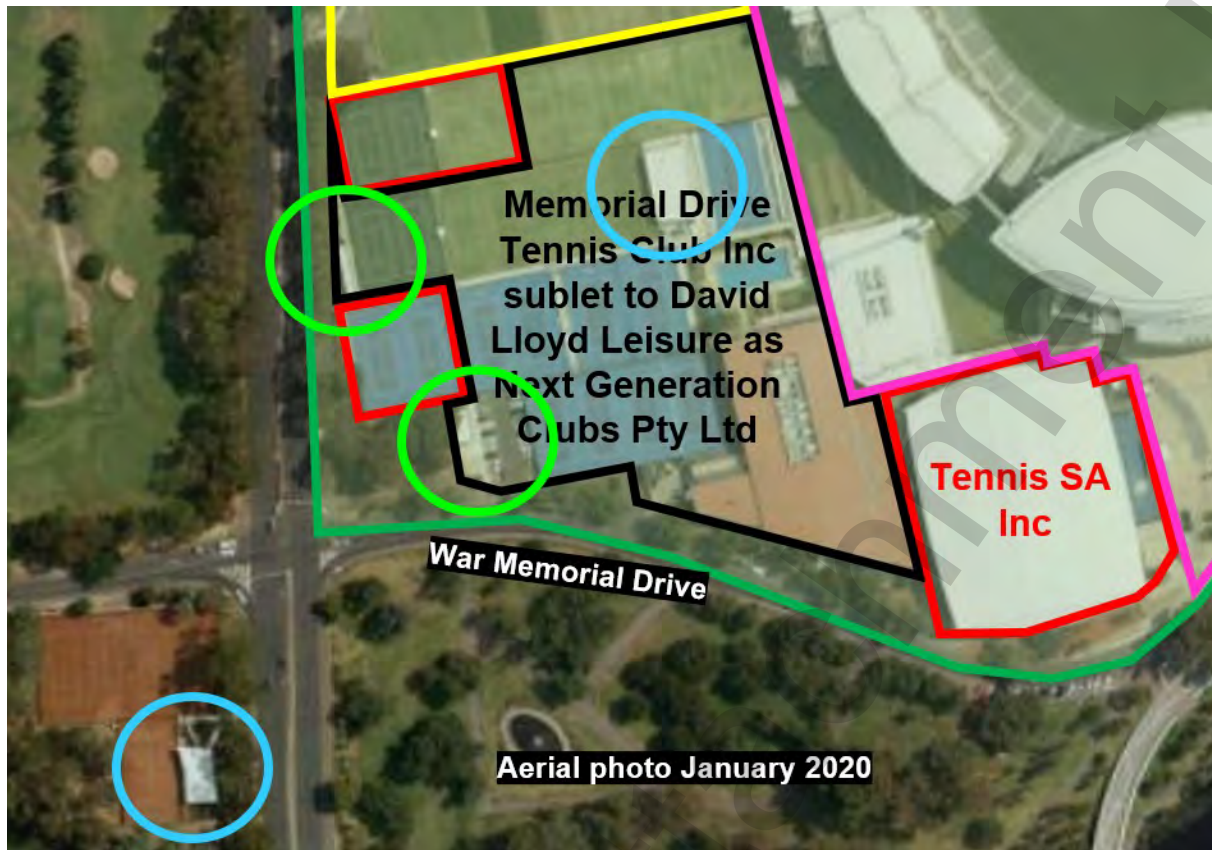


Figure 11: Approved pavilions (blue) and structures (green)

### Other leases or licences

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

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

## 8. CIRCUMSTANCES NOT PROVIDED FOR

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



## 9. MASTER PLAN

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

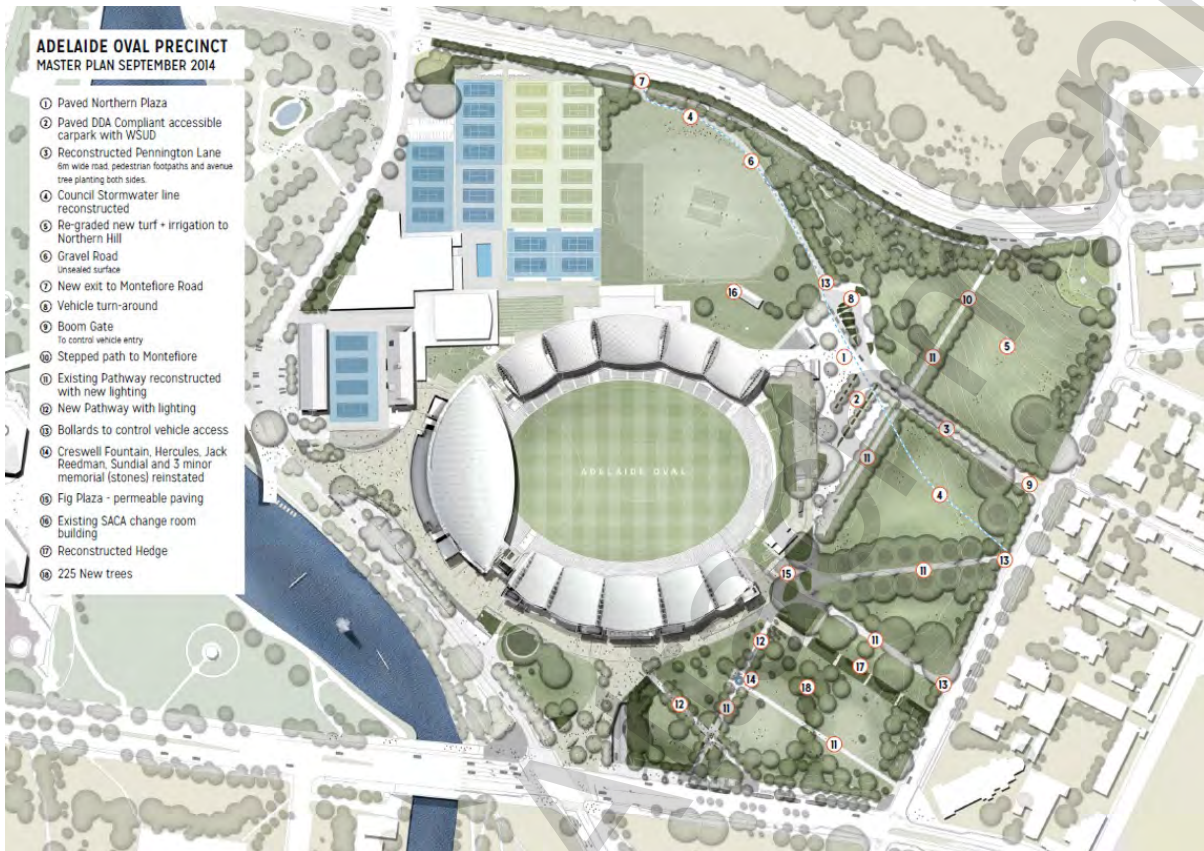


Figure 12: Adelaide Oval Precinct Master Plan 2014



## APPENDIX A: HISTORICAL TIMELINE FOR ADELAIDE OVAL

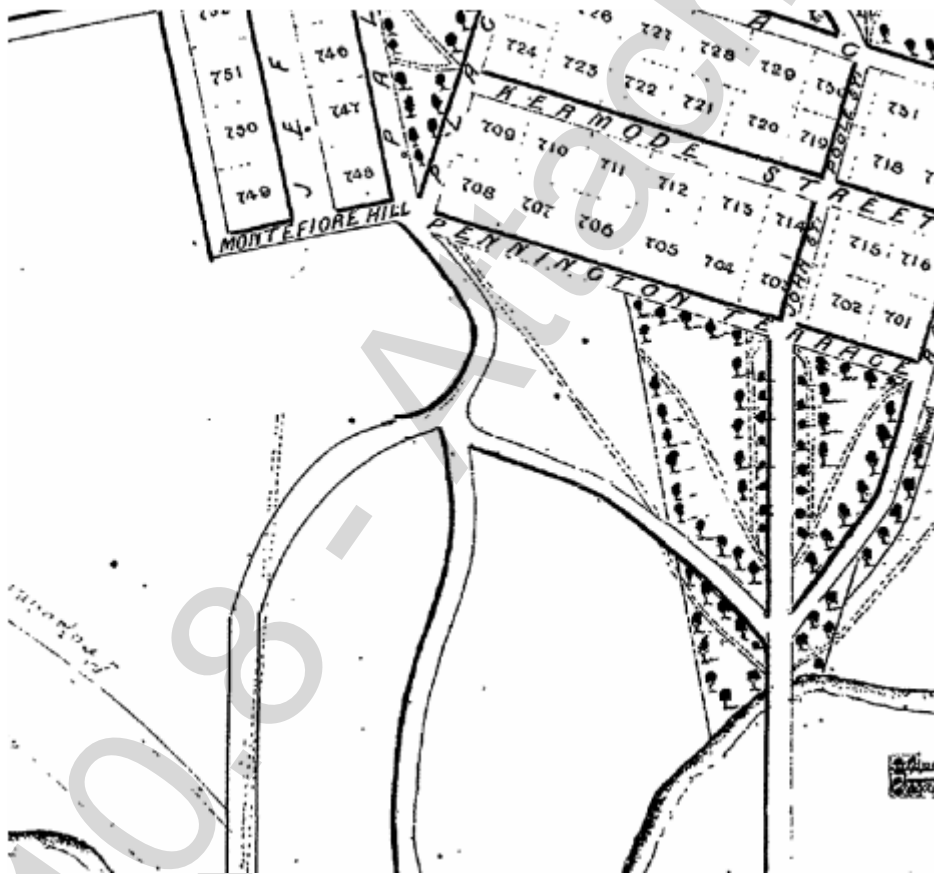
- 1843–47 Newspaper reports of Aboriginal ceremonies and camps on the northern side of the river.
- 1854 King William Road (the northern extension of King William Street) formalised by the Governor.
- 1865 Plantation of trees (probably olives) established either side of King William Road between the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

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

## APPENDIX B: HISTORICAL PHOTOGRAPHS AND PLANS



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



1865 - City Surveyor's Plan





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

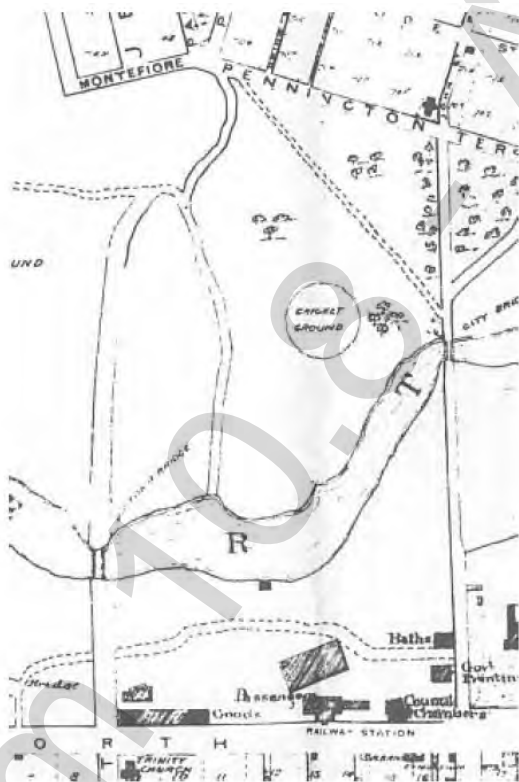


Figure  
Extract of a 'Plan of Adelaide' contained in *Boothby's Almanack* (1871) that depicts buildings and works extant in 'Tandanya Womana Pata 26'. Note the position of a roadway along the southern bank of the River Torrens/Karrarrara Pata, an unidentified structure at the site of the former River Torrens/Karrarrara Pata ford, the 'Victoria Bridge' and 'City Bridge', the 'Baths', the 'Cricket Ground' of Adelaide Oval, and various pathways and roadways to the north and north-west of the Adelaide Oval 'Cricket Ground'. Source: *Boothby's Almanack* (1871).



Figure  
Extract from a plan in *Worrop's History of the City of Adelaide*, from the foundation of the province of South Australia in 1836, to the end of the municipal year 1877 (1876) that depicts the position of the original River Torrens/Karrarrara Pata ford and road route leading to the 'Old Ford'. Included is also the more recent Adelaide Bridge and Victoria Bridge, together with the 'Baths', 'The Oval', and the sweeping bend of Montefiore Road as it leads up the Hill to Palmer Place. Source: *Worrop, History of the City of Adelaide*, from the foundation of the province of South Australia in 1836, to the end of the municipal year 1877, map ends.





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

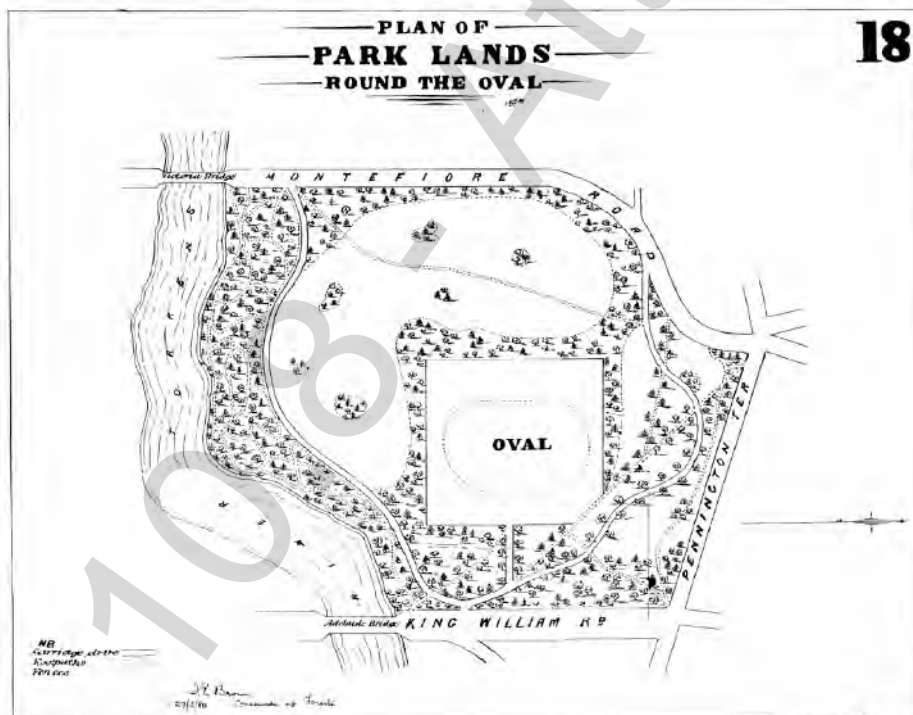
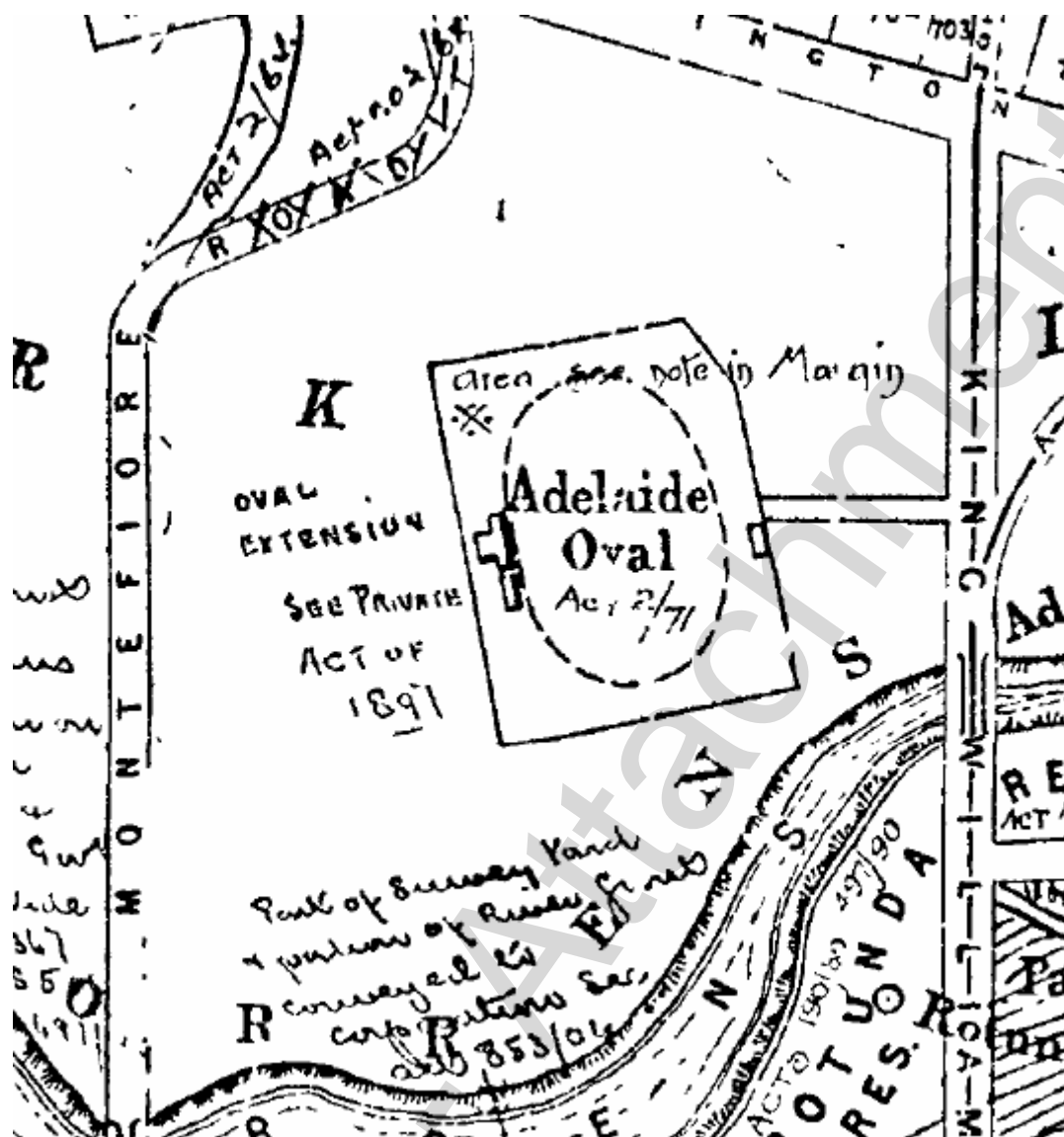


Figure  
 Plan 18 prepared by Brown (1880) in his *Report on a System of Planting the Adelaide Park Lands* (1880) depicting the extensive tree planting proposed by Brown depicting intricate gardens along the River Torrens/Karrawirra Park banks, two carriage drives radiating from the present Victor Richardson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



1896 - Surveyors Plan

# Draft Community Land Management Plan: General Provisions

**ITEM 10.9** 13/04/2021  
**Council**

Strategic Alignment - Environmental Leadership

2019/01693  
Public

**Program Contact:**  
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**Approving Officer:**  
Tom McCready, Acting Director  
City Shaping

## EXECUTIVE SUMMARY

This report seeks approval of the draft General Provisions of the Community Land Management Plan (CLMP) for the Adelaide Park Lands for the purposes of statutory consultation under the *Adelaide Park Lands Act 2005*.

The General Provisions form the introductory section to the CLMP, replacing the 'Framework' chapter of the existing 2013 CLMP. It provides background and the planning context, outlines how the CLMP is structured and sets out a number of Park Lands-wide statements which either reinforce existing policy or represent a proposed policy position on an issue.

In order to provide clarity for dog owners and a safe and comfortable environment for all park visitors, the General Provisions also propose areas of the Adelaide Park Lands where dogs would be required to be either on leash at selected times, on leash at all times, or not permitted at any time (assistance dogs exempted) by resolution under the City of Adelaide's Dogs By-Law 2018.

Each subsequent section of the CLMP dealing with individual parks, groups of parks or part parks should be read in conjunction with the General Provisions.

## RECOMMENDATION

### THAT COUNCIL

1. Approves the draft General Provisions of the Adelaide Park Lands Community Land Management Plan as per Attachment A to Item 10.9 on the Agenda for the meeting of the Council held on 13 April 2021, being released for statutory consultation, subject to consultation with the Minister for Planning and Local Government.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p><b>Strategic Alignment – Environmental Leadership</b></p> <p>The Adelaide Park Lands Community Land Management Plan (CLMP) will contribute to outcomes including:</p> <p>Outcome 2, Dynamic City Culture - 3.2 Pursue world and state heritage listing for the Adelaide Park Lands and city layout. 3.7 Deliver diverse parks and playspaces.</p> <p>Outcome 4, Environmental Leadership - 4.5 Enhance biodiversity in the Park Lands and connect our community to nature. 4.8 Protect and conserve the heritage listed Adelaide Park Lands.</p>
Policy	The General Provisions will update the Framework chapter of the existing CLMP. This section was last reviewed in 2013.
Consultation	Subject to Council approval and consultation with the Minister for Planning and Local Government ('the Minister'), the General Provisions of the CLMP will be released for community and stakeholder consultation for a minimum period of 21 days.
Resource	Not as a result of this report
Risk / Legal / Legislative	Legal review of the draft General Provisions to the CLMP has been undertaken.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Approximately \$3,000 for advertising of the community consultation. An audit will be required to determine the total cost of updating existing Park Lands signage relating to dog management as required under the <i>Dogs By-Law 2018</i> .
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	This CLMP will be due for review in five years.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report



## DISCUSSION

1. The purpose of this report is to seek approval for consultation on the draft General Provisions of the Community Land Management Plan (CLMP) for the Adelaide Park Lands (**Attachment A**) prepared in accordance with the *Local Government Act 1999* (SA) (LG Act) and relevant provisions of the *Adelaide Park Lands Act 2005* (SA) (APL Act).
2. This matter was presented to Council on 15 December 2020 where it was decided to defer the matter to a workshop to which supporting information would be provided. The supporting information sought was on the proposed policy statements in relation to lighting, memorials, drones and dog management. A workshop was subsequently held with Council Members on 16 March 2021 (Link 1 view [here](#)).

### Review of the Adelaide Park Lands Community Land Management Plan

3. Under section 196(1)(a) of the LG Act the Adelaide Park Lands is community land and therefore the City of Adelaide (CoA) is required to prepare and adopt a management plan.
4. The APL Act stipulates that this CLMP must be consistent with the Adelaide Park Lands Management Strategy (APLMS) and that it should be reviewed at least once every five years.
5. The management plans for each park, group of parks or part parks are being progressively updated in line with legislative requirements to ensure alignment with the APLMS and current plans and policies.

### General Provisions

6. The draft General Provisions propose to replace the Framework chapter of the existing 2013 CLMP (Link 2 view [here](#)) incorporating similar content in terms of:
  - 6.1. The planning and legislative content.
  - 6.2. An outline of the way the CLMP is structured.
  - 6.3. Identification of the land to which the CLMP applies.
  - 6.4. Purpose for which the land is held.
  - 6.5. Specific information on CoA's policies for the granting of leases and licences.
7. In addition, the draft General Provisions provide statements of Kaurna and landscape cultural significance and an overview of the objectives, policies, and proposals for management of the Park Lands.
8. To avoid repeating information in park specific sections of the CLMP, Park Lands-wide statements which apply to all areas are incorporated into the draft General Provisions. These broad statements either reinforce existing policy or represent a proposed position on an issue (Link 3 view [here](#)).
9. The remainder of the CLMP provides specific background and planning information for individual parks, groups of parks or part parks, each of which should be read conjunction with the General Provisions. These sections of the CLMP dealing with individual parks will address:
  - 9.1. The objectives, performance targets and measures.
  - 9.2. Any arrangements or restrictions on public use of or movement through the park.
10. The proposed Park Lands-wide statements on which Council sought further information at the December 2020 meeting and which were discussed at the 16 March Workshop, are addressed below.

### Lighting

11. The draft lighting statement which was presented to Council in December 2020 has been modified to further enhance the safety of those using the Park Lands after dark. This includes prioritising lighting on paths that are already well-used, keeping vegetation low and providing sensor activated 'smart' lighting where possible to alert path users to others nearby.
12. The revised statement is supported by SAPOL. We will continue to confer with SAPOL on the lighting of individual parks as needed.

### Memorials

13. The statement to provide opportunities for public art and memorials in the Park Lands is consistent with the APLMS.
14. The Memorials Operating Guidelines ('the Guideline') (Link 4 view [here](#)) noted by Council in August 2019, provide the framework by which proposals for new memorials are assessed. These indicate that:

- 14.1. Only memorials that commemorate people, places, history and ideas of significance to South Australia will be considered.
- 14.2. The proposed location must comply with the APLMS and any relevant CLMP, master or concept plans.
- 14.3. New memorials will not be considered on small objects (eg boulder or plinth); within established memorial gardens; or for a person, group, animal, organisation or event already memorialised in the city.
15. In view of the Guideline, it is recommended that the existing statement regarding Public Art and Memorials be retained.

#### Drones

16. The draft General Provisions propose that the flying of unmanned aerial vehicles (including model aircraft, radio-controlled planes and drones) not be permitted within the Adelaide Park Lands unless stated otherwise in those sections of the CLMP dealing with individual parks.
17. Civil Aviation Safety Authority (CASA) regulations for recreational drone operators indicate that drones can only be flown in clear weather conditions, no higher than 120 metres above the ground and within visual line of sight at all times.
18. Drones are not permitted to be operated:
  - 18.1. Within 30 metres of a person.
  - 18.2. Over populous areas such as parks, events or ovals when sport is being played.
  - 18.3. Within 5.5km of an airport or aerodrome (if the drone weighs more than 250 grams).
19. Drones operated for reasons other than sport or recreation (eg commercial, research or scientific purposes) require a remote pilot licence and must follow additional rules.
20. Within the CoA, recreational drone activity not requiring CASA approval is permitted in the south-eastern Park Lands (where drones of all sizes may be flown) and the south-western Park Lands (limited to drones weighing between 250 grams and 2 kilograms) (Link 5 view [here](#)) noting:
  - 20.1. The safety requirements limit drone activity within these parks to large areas of open space free of tall trees, groups of people, events and sporting activity.
21. At present, the nominated parks are Victoria Park / Pakapakanthi (Park 16) for recreational flyers of both drones and model aircraft, and Veale Park / Walyu Yarta (Park 21) for registered clubs. Additional areas where drones may be flown can be considered as the CLMP for individual parks within the permitted zones are reviewed.
22. It is recommended that the existing statement regarding Unmanned Aerial Vehicles be retained.

#### Dog Management

23. Dogs are able to be exercised throughout the Adelaide Park Lands, provided this activity is consistent with CoA's *Dogs By-Law 2018* (Link 6 view [here](#)).
24. The *Dog and Cat Management Act 1995* (SA) allows dogs to be exercised off-leash anywhere in the Park Lands (except to any extent a Council resolution made in accordance with the CoA's *Dogs By-Law 2018* provides differently) provided the dog remains under effective control.
25. CoA's *Dogs By-Law 2018* stipulates that dogs must be on-leash in any:
  - 25.1. Park when organised sport is being played.
  - 25.2. Enclosed Children's Playground or if a Children's playground is not enclosed land, within five metres of children's playground equipment.
26. On-leash means that the person is controlling the dog by means of a chain, cord or leash that does not exceed two metres in length as specified in the *Dog and Cat Management Act 1995*.
27. CoA's *Dogs By-Law 2018* also provides for Council to resolve that certain local government or public places be dog free or dog on-leash areas.
28. In order to declare an area on-leash, Council must make a resolution under this By-Law. To date, no such resolution(s) has been made, meaning that technically dogs may be off-leash anywhere in the Adelaide Park Lands, apart from playgrounds and areas where sport is being played.
29. In order to provide clarity, the Park Lands have been assessed to determine those areas of the Park Lands where dogs:

- 29.1. May be off-leash at all times provided the dog remains under effective control.
- 29.2. Must be on-leash at all times.
- 29.3. Must be on leash at the following designated times:
  - 29.3.1. Between 10:00am and 6:00pm during non-daylight savings periods.
  - 29.3.2. Between 10:00am and 8:00pm during daylight savings periods.
- 29.4. Are not permitted at any time.
- 30. This assessment is based on the following criteria and the advice of several teams across CoA including Community Safety, Community Lifestyle and the Park Lands Ranger:
  - 30.1. The level and type of recreational activity, particularly those involving families with children.
  - 30.2. Pedestrian and cyclist movements through the park.
  - 30.3. The presence of wildlife (such as along the riverbank).
  - 30.4. The nearby depasturing or agistment of horses.
  - 30.5. Park size and proximity to high traffic areas (such as the squares).
- 31. The proposed on/ off-leash areas are indicated on the Dog Management Map in Appendix D to the General Provisions.
- 32. Notification of the application of the relevant provisions of the *Dogs By-Law 2018*, once endorsed by Council, will be posted in the Adelaide Advertiser.
- 33. An education/ marketing campaign will be run to ensure that dog owners are aware of any changes as to where and when they may exercise their dogs in the Adelaide Park Lands.
- 34. As required under the *Dogs By-Law 2018*, all on-leash areas and areas where dogs are not permitted at any time will be denoted by signs and information will be provided on CoA's website. Maps will also be available through the Customer Centre.
- 35. An audit will be required to determine the total cost of updating existing Park Lands signage relating to dog management. This could occur in stages, whereby those parks where there is the most significant change to dog on/off leash arrangements would be updated first.
- 36. Consultation on the proposed approach to dog management will form part of the broader consultation on the draft General Provisions. Dog owners who use the Park Lands represent a key stakeholder group and will be engaged accordingly.

#### Advertising Signage

- 37. A policy statement on advertising signage in the Park Lands was not included in the draft General Provisions considered by Council in December 2020.
- 38. To provide clarity to users, a statement consistent with what appears in the Planning and Design Code has been added to the draft General Provisions. This advises that permanent advertising signage is not permitted in the Park Lands, apart from that relating to authorised businesses and sporting facilities. However temporary advertising signage, provided it relates to a local event, is permitted.

#### **Next Steps**

- 39. Subject to approval of both Council and the Minister, the draft General Provisions will be released for community and stakeholder consultation.
- 40. The results of this consultation will be tabled for consideration by the Adelaide Park Lands Authority and Council.
- 41. Council will make the required resolutions under the *Dogs By-Law 2018* when the final draft of the General Provisions is presented for adoption.

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## DATA AND SUPPORTING INFORMATION

**Link 1:** Workshop Presentation - CLMP Draft General Provisions - March 2021

**Link 2:** 2013 CLMP – Framework

**Link 3:** Summary of Proposed Park Lands Policy Statements

**Link 4:** Memorials Operating Guidelines

**Link 5:** Ok2fly - City of Adelaide

**Link 6:** Dogs By-Law 2018

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## ATTACHMENTS

**Attachment A** – Draft General Provisions of the Adelaide Park Lands Community Land Management Plan

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- END OF REPORT -



# GENERAL PROVISIONS

Adelaide Park Lands  
Community Land Management Plan

March 2021



## DOCUMENT PROPERTIES

### Contact for enquiries

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

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### Record Details

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Figure 1: Map of the Adelaide Park Lands



## ABOUT THIS COMMUNITY LAND MANAGEMENT PLAN

The Adelaide Park Lands (figure 1) is community land under the *Local Government Act 1999* (LG Act), and the City of Adelaide (CoA) is required under section 196(1)(a) of that Act to prepare and adopt a management plan for the land. This document is the community land management plan (CLMP) for the Adelaide Park Lands, prepared in accordance with the LG Act and relevant provisions of the *Adelaide Park Lands Act 2005* (APL Act).

This CLMP sets out objectives, policies and proposals for management of the Adelaide Park Lands, states performance targets and measures, provides information on any restrictions to public use or movement through the Park Lands, and includes specific information on relevant policies for the granting of leases and licences.

This plan is consistent with the Adelaide Park Lands Management Strategy 2015–2025, which sets out a detailed vision for the future management and enhancement of the Adelaide Park Lands.

### How to use this plan

This plan is structured into parts to facilitate planning and make it easier for users to access information.

The General Provisions provide background to the Park Lands and the planning context, address general provisions of the CLMP, and provide other relevant Park Lands-wide information.

The remainder of the CLMP is structured to provide specific background and planning information for individual parks, groups of parks or part parks. Each of these sections should be read in conjunction with the General Provisions.

Figure 2 shows how this CLMP is structured. To access specific information on a park or group of parks, consult this map. The grouping of individual parks for CLMP purposes is based on a number of considerations, particularly the significance or complexity of the planning issues involved.

The General Provisions together with specific park sections meet the legislative requirements for the CLMP.

Parts of this CLMP are likely to be amended over time and parks may be grouped differently in future revisions. For all parks, the most recent version of the CLMP adopted by Council for that park should be considered the current CLMP.



**Park names & numbers**

- |   |   |   |   |
|---|---|---|---|
| 1 Possum Park / Plihtawardli (Park 1)             | 10 Bullrush Park / Warnpangga (Park 10)       | 19 Pelzer Park / Pityanilla (Park 19)             | 26 Tarntanya Wama (Park 26)   |
| 2 Denise Norton Park / Pardipardinnyilla (Park 2) | 11 Mistletoe Park / Talmuntilla (Park 11)     | 20 Blue Gum Park / Kurangga (Park 20)             | 27 Bonython Park / Tulya Wardli (Park 27),<br>Kate Cocks Park & Helen Mayo Park |
| 3 Yam Daisy Park / Kantallilla (Park 3)           | 12 Red Gum Park / Karrawirra (Park 12)        | 21 Veale Park / Walyu Yarta (Park 21)             | 27A John E Brown Park (Park 27A)  |
| 4 Reservoir Park / Kangatilla (Park 4)            | 13 Rundle Park / Kaditpina (Park 13)          | 21W Golden Wattle Park / Mirnu Wilra (Park 21W)   | 27B Mary Lee Park (Park 27B)  |
| 5 Bragg Park / Ngmapa Yarta (Park 5)              | 14 Rymill Park / Murlawirapurka (Park 14)     | 22 Josle Aglus Park / Wilkaparntu Wilra (Park 22) | 28 Palmer Gardens / Pangki Pangki (Park 28)                                     |
| 6 Lefevre Park / Nantu Wama (Park 6)              | 15 King Rodney Park / Ityama-Itpina (Park 15) | 23 G S Kingston Park / Wilrarninlhi (Park 23)     | 29 Brougham Gardens / Tantutittingga (Park 29)                                  |
| 7 The Olive Groves / Kuntingga (Park 7)           | 16 Victoria Park / Pakapakanthi (Park 16)     | 24 Ellis Park / Tampawardli (Park 24)             | R River Torrens / Karrawirra Pari   |
| 8 The Olive Groves / Parngutilla (Park 8)         | 17 Carriageway Park / Tuthangga (Park 17)     | 25 Gladys Elphick Park / Nainungga (Park 25)      |   |
| 9 Bunday's Paddock / Tidlangga (Park 9)           | 18 Peppermint Park / Wita Wilra (Park 18)     | 26* Adelaide Oval Precinct (Part of Park 26)      |   |

Figure 2: Adelaide Park Lands CLMP structure

## 1. THE ADELAIDE PARK LANDS

### Description

The Adelaide Park Lands system represents over 900 hectares of open parks and squares with diverse cultural, recreational and natural values and uses. Today's Park Lands are based on those laid out in Colonel William Light's Adelaide Plan in 1837 and are very important to the identity of Adelaide and South Australia.

The Park Lands are managed by CoA and the South Australian Government; this CLMP covers those areas managed by CoA.

### Kaurna cultural significance

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

They have managed the Adelaide Park Lands 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 this understanding and the way they had managed the Park Lands and more broadly the Adelaide Plains.

### Cultural landscape significance

The Park Lands have undergone continuous change since colonisation and contain many areas and landmarks of cultural heritage significance. To document how the landscape has been altered and influenced since European settlement and to assist in identifying and managing important areas and landmarks, CoA commissioned a [Cultural Landscape Assessment](#), produced by Dr David Jones in 2007. Although there have been substantial changes in many parts of the Park Lands since this was produced, it remains an important collation of knowledge up to 2007 and has informed the preparation of this plan.

## 2. IDENTIFICATION OF THE LAND

Under section 196(3)(a) of the LG Act, a CLMP must identify the land to which it applies. Under section 196(9), 'Adelaide Park Lands' means the Adelaide Park Lands under the APL Act, and this is known as the [Park Lands Plan](#).

State-managed areas are excluded from this CLMP, although equivalent requirements for State authorities to develop a management plan apply under section 20 of the APL Act.

## 3. PURPOSE FOR WHICH THE LAND IS HELD

Under section 196(3)(b) of the LG Act, a CLMP must state the purpose for which the land is held.

The following purpose has been derived from statutory principles (b), (c) and (d) from the APL Act (see Appendix C for the full list of these principles).

The purpose for which the Adelaide Park Lands is held is to provide benefit to the people of South Australia by being publicly accessible and supporting a diverse range of environmental, natural heritage, cultural, recreational and social values and activities, providing a defining feature to the City of Adelaide, and contributing to the economic and social well-being of the city.



## 4. MANAGING THE PARK LANDS

### Park Lands legislative and planning framework

Management of the Park Lands is governed by a framework of legislation and statutory plans and policies, as shown in Figure 3 and described below.

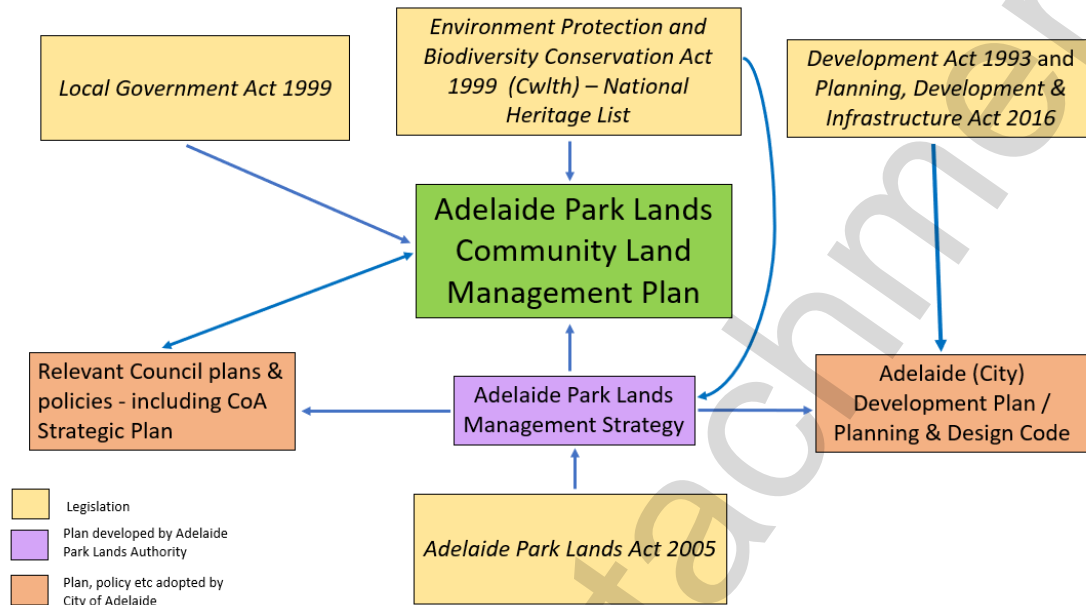


Figure 3: Adelaide Park Lands legislative and planning framework

#### **Local Government Act 1999 (SA)**

Provides for local government in South Australia and includes provisions relating to managing community land and to the Adelaide Park Lands.

#### **Adelaide Park Lands Act 2005 (SA)**

Establishes a legislative framework that promotes the special status, attributes and character of the Adelaide Park Lands.

#### **National Heritage Listing under the *Environment Protection and Biodiversity Conservation Act 1999 (Commonwealth)* (EPBC Act)**

The EPBC Act is the Australian Government's key environmental and heritage protection legislation and establishes the National Heritage List. The Adelaide Park Lands and City Layout is included on the National Heritage List, due to its significant national heritage value (Appendix A). The Adelaide Park Lands and City Layout is listed because it is a significant example of early colonial planning and has retained key elements of its historical layout, including two major city areas separated by the Torrens River, the encircling Park Lands, six town squares and gardens, and a grid pattern of roads.

The EPBC Act obliges proponents of works to self-assess those works for potential impact on the national heritage values. If it is assessed that the works could have a significant impact on the national heritage values, proponents are required to seek approval from the Minister.

Approval under the EPBC Act is required irrespective of any approvals under SA legislation.

A guide has been prepared regarding whether works are likely to have a significant impact on the national heritage values of the Adelaide Park Lands and City Layout (Appendix B).



### ***Development Act 1993 and Planning, Development and Infrastructure Act 2016 (SA)***

The *Development Act 1993* is an Act to provide for planning and to regulate development in South Australia; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes. Works on the Park Lands that are defined as 'development' would need approval irrespective of the contents of this management plan.

The Adelaide (City) Development Plan establishes the legislative requirements for development in the City including the Park Lands under the *Development Act 1993* and comes into effect should development be proposed. It contains Objectives to achieve the Desired Character and Principles of Development Control for the Park Lands Zone and should be read in conjunction with the Park Lands CLMP.

A new planning system is being implemented in three phases across South Australia; when this is completed, the *Development Act 1993* will be replaced by the *Planning, Development and Infrastructure Act 2016*. This Act introduces a raft of new planning tools, and the new planning system will affect how development policy is formed and amended, and how development applications are lodged and assessed.

### **City of Adelaide 2020–2024 Strategic Plan**

A strategic document that is required by all councils under the *Local Government Act 1999*, identifying the priorities for at least the next four years. Under the 2020–2024 Strategic Plan, CoA is developing a City Plan as a key long-term plan giving effect to Council's strategic direction.

### **Adelaide Park Lands Management Strategy 2015–2025**

A strategic document that is required under the *Adelaide Park Lands Act 2005*, developed and maintained by the Adelaide Park Lands Authority and adopted by the CoA and the relevant Minister. The CLMP must be consistent with the Adelaide Park Lands Management Strategy (APLMS).

### **Integrated Biodiversity Management Plan 2018-2023**

A plan that outlines what the CoA will do to conserve and improve the remaining native biodiversity in the City. Integration of biodiversity with other planning and management in the Park Lands is a key theme of the plan which aims to enhance biodiversity, connect people with nature and incorporate Kaurna knowledge into the management of the city's biodiversity.

### **The 30-Year Plan for Greater Adelaide - 2017 Update**

The South Australian Government's strategic land-use plan that guides the long-term growth of the City and its surrounds. It describes how Greater Adelaide should grow to become more liveable, competitive and sustainable. Contains policies relating to the Park Lands.

Other relevant CoA policies, strategies and plans are listed in Section 5 of this chapter.

## **5. OBJECTIVES, POLICIES AND PROPOSALS FOR MANAGEMENT OF THE LAND**

Section 196(3)(c) of the LG Act requires that a CLMP states objectives, policies, and proposals for the management of the land.

### **Adelaide Park Lands Management Strategy**

The APLMS establishes the high-level vision, objectives and management directions for the Park Lands. These are summarised below.

Under section 19(1) of the APL Act, this CLMP must be consistent with the APLMS. Accordingly, this CLMP responds to the vision, objectives and outcomes of the APLMS.

### **APLMS vision**

The APLMS establishes the following vision for the Park Lands:

The Adelaide Park Lands will be a globally recognised park system which surrounds and permeates our city and is central to our identity.

### **Objectives for management of the Adelaide Park Lands**

The following objectives for the areas of the Park Lands managed by the City of Adelaide are derived from the statutory principles of the APL Act.

1. To protect the National Heritage values of the Adelaide Park Lands and City Layout.
2. To hold the Park Lands for public benefit, freely available to the people of South Australia for their use and enjoyment.
3. To ensure a balance of environmental, cultural, recreational and social uses of the Park Lands.
4. To recognise, protect, enhance and interpret cultural heritage sites of Kaurna and European significance.
5. To enhance and showcase the biodiversity of the Adelaide Park Lands, including areas of remnant vegetation and biodiversity significance.
6. To enhance the ecological health of Park Land watercourses.
7. To manage landscapes and buildings sustainably.

These objectives are incorporated into each section of the CLMP, tailored to reflect the particular needs of individual parks, precincts within individual parks or groups of parks.

In addition to these objectives, many Park Lands-wide objectives and/or policy positions are established in the CoA policies listed under 'Policies' below and these are not repeated in this CLMP.

### **Policies**

In addition to the APLMS, the following CoA policies, strategies and plans apply across the Park Lands and were current at the time of development of this CLMP. Up-to-date policies, strategies and plans are available here: <https://www.cityofadelaide.com.au/about-council/plans-reporting/strategies-plans-policies/>

- 2020–2024 Strategic Plan
- Active City Strategy 2013–2023
- Adelaide (City) Development Plan
- Adelaide Park Lands Building Design Guidelines
- Adelaide Park Lands Events Management Plan 2016–2020
- Adelaide Park Lands Leasing and Licensing Policy
- City of Adelaide Stretch Reconciliation Action Plan 2018–2021
- City of Adelaide Wellbeing Roadmap
- Community Consultation Policy
- Cultural Strategy 2017–2023

- Disability Access and Inclusion Plan 2019–2022
- Integrated Biodiversity Management Plan 2018–2023
- Park Lands and Open Space Asset Management Plan
- Resilient East Regional Climate Change Adaptation Plan
- Smart Move Strategy 2012–2022 - Interim Action Plan 2016–2018

### Proposals

Any relevant proposals for parks, squares, gardens or precincts are listed in individual parts of this CLMP.

## 6. PERFORMANCE TARGETS AND MEASURES

The performance targets and measures for the CLMP objectives are addressed in the sections dealing with individual parks.

## 7. SPECIAL PROVISIONS UNDER REGULATIONS

Under section 196(5)(b) of the LG Act, a CLMP must contain any special provisions required under the regulations.

There are no such provisions applying to the land covered by this CLMP.

## 8. OTHER RELEVANT PLANS AND POLICIES

Under section 196(5)(a) of the LG Act, a CLMP should, as far as practicable, be consistent with “other relevant plans and policies”.

Every endeavour has been made to ensure that this CLMP is consistent with other plans and policies. This includes:

- those policies listed in Section 5 above
- other plans and policies mentioned under individual parks.

## 9. POLICIES FOR THE GRANTING OF LEASES AND LICENCES

Section 202 of the LG Act and section 21 of the APL Act establish provisions under which CoA may grant a lease or licence over land in the Park Lands.

Before granting a lease or licence in the Park Lands, CoA must follow the relevant steps in its Community Consultation Policy. However, consultation is not required if the grant of the lease or licence is authorised in this CLMP and the term of the lease or licence is five years or less.

### Recreation, sport and commercial activities

The Park Lands may be subject to leases and licences for recreation, sporting or commercial activities where the use:

- is consistent with the objectives of management of the Park
- provides community benefit
- supports the outdoor recreational use of the Park Lands

The Adelaide Park Lands Leasing and Licensing Policy provides CoA's framework for establishment and management of leases and licences for sporting and commercial activities in the Park Lands.

Areas of the Park Lands currently subject to leases and licences are shown on the Lease and Licence Map in each part of this CLMP.

The Park Lands are exempt from the application of the *Retail and Commercial Lease Act 1995*.

## Events

The Park Lands may be subject to licences for events where the use is temporary and:

- is consistent with the objectives of management of the Park
- provides community benefit
- supports the outdoor recreational use of the Park Lands
- is consistent with the Adelaide Park Lands Management Strategy.

Formal approval is also needed for small scale activities that may not require a licence.

The Adelaide Park Lands Events Management Plan 2016–2020 provides CoA's framework for establishment and management of licences for events in the Park Lands. This provides an approval process to ensure that each event licence is assessed for compliance with this CLMP and the APLMS and, thereby, the requirements of the LG Act.

Areas of the Park Lands currently subject to event licences are shown on the Lease and Licence Map in each part of this CLMP.

## Temporary works and compounds

Under section 202 of the LG Act, temporary works and compounds on the Park Lands are permitted only where the use is for the purpose of constructing, improving or maintaining infrastructure on the Park Lands. These must:

- adhere to the requirements of City of Adelaide lease and permit conditions
- be limited to the duration of the project
- be restricted to one hectare or less to minimise public exclusion
- provide safe and convenient alternatives to any disrupted public movement patterns
- minimise impacts from any use or associated use and rehabilitate the site as required
- not impact on trees and particularly biodiversity areas
- restrict vehicle access and parking to those necessary to support construction works
- receive planning consent if necessary
- be for the purposes of CoA or State or Federal Government instrumentalities or those acting on their behalf.



## 10. PARK LANDS-WIDE STATEMENTS

The following statements apply to all areas of the Park Lands and are not repeated in park-specific sections of the CLMP.

### Landscape

Curate a distinct landscape character for each park within an overall cohesive Park Lands identity as informed by the APLMS.

Establish a range of natural, ornamental and cultural landscapes celebrating the diversity of the Park Lands.

### Biodiversity

Protect and enhance the biodiversity of the Adelaide Park Lands, including areas of remnant vegetation and significant biodiversity.

Enhance the ecological health of Park Lands watercourses and ensure sustainable water use across the Park Lands.

### Olive Management

Olive trees, which were planted in Adelaide as early as the 1830s, are located throughout the Park Lands and Squares.

Individual specimens or small groups of olive trees can be found in in Parks 1, 6, 11, 12, 13, 15, 16, 22, 23, 24, 26 and 27, Brougham Gardens, Palmer Gardens, Hurtle Square and Whitmore Square.

The Olive Groves in Kuntingga (Park 7) and Parngutilla (Park 8) are State Heritage listed as they contain some of Adelaide's earliest olive tree plantings. King Rodney Park / Ityamaitpina (Park 15), Victoria Park / Pakapakanthi (Park 16) and Bonython Park / Tulya Wardli (Park 27) also contain historically significant stands. These Olive groves will be maintained and replanted using the existing tree variety to reinforce the existing layout and to preserve their cultural value.

In areas where individual or small groups of trees exist, replacement planting will be undertaken using the tree species nominated in the Master Plan for those parks.

Trees and seedlings located in all other areas will be removed or managed according to the management plans for individual parks.

### Beehives

Native bees play an important role in the ecology of the Park Lands.

The City of Adelaide actively encourages their presence through various initiatives such as the 'Bee Hotel' project which provides shelter for these solitary bees as well as native bee-friendly plantings.

Because European honey bees are likely to compete with native bees when foraging for nectar, bee hives are not permitted to be placed anywhere in the Park Lands.

## Lighting

Endeavour to light the primary path or paths through each park, giving priority to those paths which:

- are close to an adjacent roadway
- are already well used either as a commuter route or through the presence of activity hubs and sporting facilities
- form part of the Park Lands Trail.

Use energy efficient lighting to light both the path itself as well as the edges. Ensure that nearby vegetation is kept at a low level (where appropriate).

If possible, provide sensor activated 'smart' lighting to alert pedestrians and cyclists to the presence of others on the path.

Install feature lighting to mature trees on the Park Lands edge to celebrate the landscape and enhance Park Land gateways, whilst avoiding negative impacts on wildlife.

## Access

Maintain public use and movement through the Park Lands. Access may be temporarily restricted during sporting and other events or as a result of necessary maintenance or works.

## Park Lands Trail

Manage and improve the connectivity, amenity and useability of the Park Lands Trail to support walking and cycling for recreation and active travel.

Provide supporting facilities which may include drinking fountains, seating, shade, signage, landscaping and lighting.

Ensure it is adequately signed and connected to adjacent sections of the Trail.

## Views & Vistas

Maintain and enhance important views and vistas to the skyline, Adelaide Hills and city through considerate tree planting and spatial arrangements.

Enhance views into each park where appropriate, visually and physically connecting people to the opportunities within.

## Public Art & Memorials

Provide opportunities for the development of permanent and temporary public artworks and memorials across the Park Lands, including art trails and interactive installations, as unique attractions that encourage exploration and creative engagement.

## Interpretative Signage

Use signage and other creative means to help build community awareness and understanding of sites of cultural and environmental value, including (but not limited to):

- sites of Kaurna and non-Kaurna cultural heritage,
- areas of biodiversity, and
- demonstrations of best practice in water and land management.

This signage is to be integrated with and complement existing wayfinding signage in the park.

### Advertising Signage

Permanent advertising signage is not permitted in the Park Lands except that relating to authorised businesses and sporting facilities.

Temporary signage in the Park Lands is permitted provided it relates to a local event of a religious, educational, cultural, social or recreational character or to an event of a political nature.

Temporary advertisements, whether located on a building or site, must not:

- exceed 2m<sup>2</sup>
- be displayed more than 1 month prior to the event and 1 week after the event concludes except for an advertisement that relates to a federal, State or local government election
- move or flash
- reflect light so as to be an undue distraction to motorists
- be internally illuminated
- be used to principally advertise brands or products.

Temporary advertisements must not detract from the open and natural character of the zone and should be limited as much as possible to the park where the event will be held.

### Car Parking

Provide car parking on and adjacent to the Park Lands only where there is a demonstrated need and there is no reasonable alternative, consistent with the overall aim of the APLMS to reduce car parking on the Park Lands by 5% by 2025.

Ensure car parks, where necessary, are close to the Park Lands path network and integrated with the site or building service area in order to minimise vehicle access points. Ensure the design and layout considers the safety of users through the application of CPTED principles and is sensitive to the Park Lands environment by including appropriate plantings and permeable surfaces. Include accessible parking for disability permit holders and use parking controls to discourage general commuter car parking.

### Bicycle Parking

Provide bicycle parking facilities which are safe, well-lit and located in close proximity to Park Lands attractions including activity hubs and along the Park Lands Trail.

### Use of Metal Detectors

There are a number of former rubbish disposal sites in the Park Lands which have attracted the interest of fossickers searching for artefacts using metal detectors.

In order to preserve the integrity of these and other historical sites the use of metal detectors to search for and dig up objects is not permitted in any area of the Park Lands unless it is part of a formal excavation or archaeological dig that has received the approval of Council.

Metal detectors may be used in the Park Lands to search for items on the ground surface where there is no disturbance to the soil. Any exemption to this policy will require specific approval. Items of potentially historical significance must be surrendered to the City of Adelaide.

## Unmanned Aerial Vehicles

Unless stated otherwise in other parts of this CLMP for individual parks, the flying of unmanned aerial vehicles (including model aircraft, radio-controlled planes and drones) is not permitted within the Adelaide Park Lands.

## Dog Management

Dogs and their owners are welcome throughout the Adelaide Park Lands, provided this activity is consistent with Council's Dogs By-Law 2018.

To ensure a safe and comfortable environment for all park visitors, dogs must be kept on a leash at all times:

- in any area of the Park Lands when organised sport is being played; and
- in an enclosed Children's Playground or if a Children's playground is not enclosed, land within five metres of children's playground equipment.

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

Dogs may be exercised off leash in nominated areas of the Park Lands provided the dog remains under effective control.

Effective Control Means:

- The person is controlling the dog by command and the dog is in close proximity to the person and the person is able to see the dog at all times.

The dog on leash / off leash areas of the Park Lands are indicated on the Dog Management Map (Appendix D). This shows the areas where dogs:

- are permitted to be off leash at all times;
- must be on leash at selected times or in certain areas;
- must be on leash at all times; or
- are not permitted at any time (assistance dogs exempted).



## APPENDIX A - NATIONAL HERITAGE LIST OFFICIAL VALUES

The Adelaide Park Lands and City Layout was inscribed on the National Heritage List on 7 November 2008. Detail on the listing is available here: [http://www.environment.gov.au/cgi-bin/ahdb/search.pl?mode=place\\_detail;place\\_id=105758](http://www.environment.gov.au/cgi-bin/ahdb/search.pl?mode=place_detail;place_id=105758).

The official values against the six criteria are below. Figure A1 provides a map of the listed place.

### Criterion A: Events, Processes

The Adelaide Park Lands and City Layout is the physical expression of the 1837 Adelaide Plan designed and laid out by Colonel William Light. It has endured as a recognisable historical layout for over 170 years retaining the key elements of the plan; encompassing the layout of the two major city areas separated by the Torrens River, the encircling Park Lands, the six town squares, and the grid pattern of major and minor roads. It is substantially intact and reflects Light's design intentions with high integrity.

The Adelaide Park Lands and City Layout is of outstanding importance because it signifies a turning point in the settlement of Australia. It was the first place in Australia to be planned and developed by free settlers, not as a penal settlement or military outpost. The colony of South Australia was established by incorporation as a commercial venture supported by the British Government, based on Edward Wakefield's theory of systematic colonisation. To be commercially successful, there needed to be contained settlement to avoid speculative land sales and this settlement needed to be designed and planned to attract free settlers and to provide them with security of land tenure. The city layout with its grid plan expedited the process of land survey enabling both rapid settlement of land and certainty of title. The wide streets, public squares and generous open spaces provided amenity and the surrounding park lands ensured a defined town boundary while still allowing for public institutional domains. These elements are discernible today.

The Adelaide Park Lands is also significant for the longevity of its protection and conservation. The Adelaide Municipal Corporation Act (1840) established the city council as the 'conservators' of the city and park lands. The establishment of the Park Lands Preservation Society in 1903, along with successive community organisations marks a continuing pattern in community support for safeguarding the significance of the Park Lands for the Adelaide community.

The Adelaide Plan was highly influential as a model for planning other towns in Australia and overseas. It is acknowledged by town planners and historians as a major influence on the Garden City Planning movement, one of the most important urban planning initiatives.

### Criterion B: Rarity

The Adelaide Park Lands and City Layout is rare as the most complete example of nineteenth century colonial planning where planning and survey were undertaken prior to settlement. The historical layout as conceived in the 1837 Adelaide Plan remains clearly legible today. The place is also the only Australian capital city to be completely enclosed by park lands and is the most extensive and substantially intact nineteenth century park lands in Australia.

### Criterion D: Principal characteristics of a class of places

The Adelaide Park Lands and City Layout is an exemplar of a nineteenth century planned urban centre. It demonstrates the principal characteristics of a nineteenth century city including a defined boundary, streets in a grid pattern, wide streets, public squares, spacious rectangular blocks and expansive public open space for commons and public domains. The expression of these features with their generous open space reflects the early theories and

ideas of the Garden City movement of an urban area set in publicly accessible open space with plantings, gardens, designed areas and open bushland.

#### **Criterion F: Creative or technical achievement**

Adelaide Park Lands and City Layout is regarded throughout Australia and the world as a masterwork of urban design. Elements of the Adelaide Plan that contribute to the design excellence are the use of the encircling park lands to define the boundary of the development of the city and to provide for health, public access, sport, recreation and public institutional domains, thereby meeting both economic and social requirements. Designing the city layout to respond to the topography was highly innovative for its time with the northern sections of the city located and angled to take advantage of the rising ground while retaining the Torrens River as a feature within the Park Lands. The judicious siting and wide streets maximised views and vistas through the city and Park Lands and from some locations to the Adelaide Hills. The plan features a hierarchy of road widths with a wide dimension to principal routes and terraces and alternating narrow and wide streets in the east-west direction. Light's planning innovation is supported by substantial historical documentation.

The formal organisation, delineation and dedication of the Park Lands space was a pioneering technical achievement of William Light in the Adelaide Plan.

The overall landscape planting design implemented by several successive landscape designers/managers incorporated designed vistas, formal avenues, plantations, gardens, use of specimen trees, botanically important living plant collections particularly at the Adelaide Botanic Garden and the strategic placement of buildings and statuary in their settings.

The creativity of the city and parkland design is clearly legible in the contemporary landscape viewed from the air or from the Adelaide Hills. The civic design of Adelaide was used as a model for founding many other towns in Australia and New Zealand and it is cited in later seminal Garden City planning texts including Garden Cities of Tomorrow by Ebenezer Howard.

#### **Criterion G: Social value**

The Adelaide Park Lands has outstanding social value to South Australians who see it as fundamental to the character and ambience of the city. The Park Lands with their recreation areas, sports grounds, gardens and public facilities provide venues for individual and group activities and events, meetings and passive and active recreation. The Park Lands also have significant social value due to the range of important civic, public, and cultural assets and institutions within it.

The present Adelaide Parklands Preservation Society is the latest in a long history of community groups dedicated to protecting the Adelaide Park Lands. These have included the Park Lands Defence Association (1869-87), the Park Lands Preservation League (1903, 1948) and the National Trust of South Australia. The longevity of the involvement of community groups in campaigning for the protection and safeguarding of the Park Lands is exceptional.

#### **Criterion H: Significant people**

Colonel William Light is most famously associated with the plan of Adelaide. He bore the ultimate responsibility, as recorded in his surviving publications and letters.



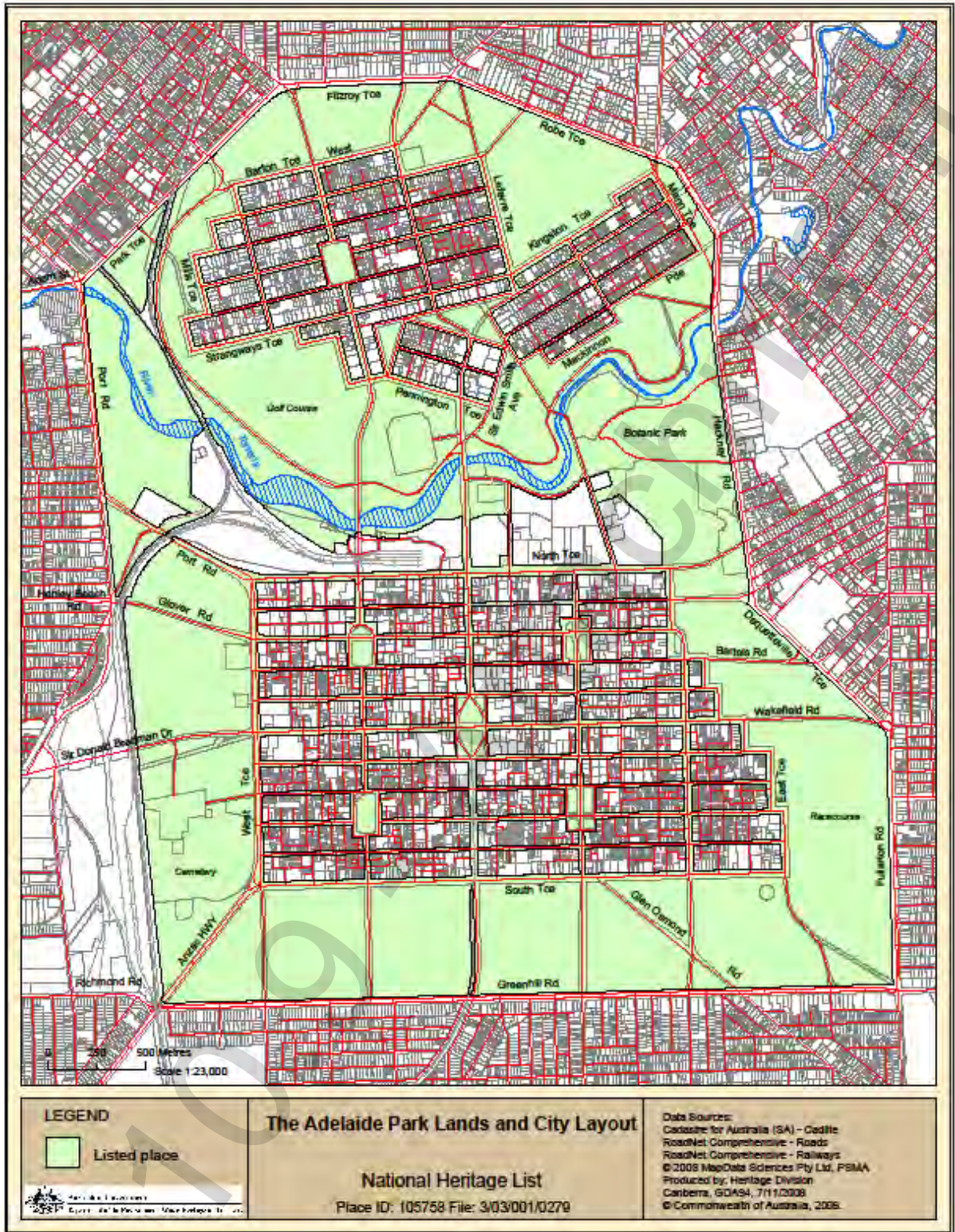


Figure A1: The Adelaide Park Lands and City Layout listed place

## APPENDIX B - LIKELIHOOD OF IMPACT OF WORKS ON THE NATIONAL HERITAGE VALUES

The following actions that should be self-assessed in terms of their impacts on the National Heritage values of the Park Lands, and that may require referral:<sup>1</sup>

- Significant infrastructure, such as rail, tram, helipad
- Change of land use and associated landscape character
- Major road alignment or widening and new roads, including elevated roads
- Permanent road closures
- New buildings and additions to existing buildings (greater than 30m2)
- New bridges or footbridges
- Open air car parks
- Any new development within the squares, including buildings, structures, fences and plazas
- Extensive landscaping, including additional hard surfaces, or new or enlarged areas of biodiversity management
- Utilities infrastructure, including above ground pipelines and telephone towers
- Any development described in an approved master plan
- Public artworks, monuments, statues and plaques
- Land division
- Temporary structures for events
- Major changes to the River Torrens basin or other major riparian works
- Any encroachment in the street grid
- Solid fencing
- Large loss of open green space
- Land use adjacent to the Park Lands that may impact on views and vistas (e.g. building height limits)

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<sup>1</sup> List provided in: 'Adelaide Park Lands and City Layout: Issues and Opportunity Analysis for the National Heritage Listing' by dash architects (December 2018, page 35)



## **APPENDIX C - PRINCIPLES FROM THE ADELAIDE PARK LANDS ACT 2005**

The *Adelaide Park Lands Act 2005* establishes the following statutory principles for the operation of the Act and the management of the Adelaide Park Lands:

- a) 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.
- b) 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).
- c) 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.
- d) 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.
- e) 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.
- f) The State Government, State agencies and authorities, and the Adelaide City Council, should actively seek to co-operate and collaborate with each other in order to protect and enhance the Adelaide Park Lands.
- g) 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.

# APPENDIX D – DOG MANAGEMENT MAP



- Limited off leash conditions:**
- Dog on leash between 10am-6pm during non-daylight savings time
  - Dog on leash between 10am-8pm during daylight savings time
  - Dog on leash within a playground and when organised sport is being played

# SA Water Trunk Main Replacement

**ITEM 10.10** 13/04/2021  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Matthew Morrissey, Associate  
Director, Infrastructure 8203 7462

2021/00622  
Public

**Approving Officer:**  
Klinton Devenish, Director  
Services, Infrastructure &  
Operations

## EXECUTIVE SUMMARY

In December 2016, a significant burst occurred on the section of pipeline along Botanic Road between East Terrace and Hackney Road. The Central Transfer Pipeline feeds water to a significant part of the metro area, including the Adelaide CBD.

In total 24ML of water was lost from the burst. Due to the size of the burst and the flow rate escaping, significant works had to be undertaken to isolate the flow. However, this is an interim solution and the pipe remains at high risk of further breakages and will therefore require replacement.

SA Water identified that the likelihood of continued water main failures between 2020 and 2024 would be high. The SA Water project team completed a high-level Multi-Criteria Analysis (MCA) on possible solutions and determined a recommended option.

The purpose of this report is to advise Council of the SA Water works, explain how SA Water will manage the construction site including the landscaping reinstatement and seek approval to remove 12 trees.

## RECOMMENDATION

### THAT COUNCIL

1. Notes SA Water proposal to construct in the Park Lands as per Attachment A to Item 10.10 on the Agenda for the meeting of the Council held on 13 April 2021. The recommended options will result in the section of pipeline along Botanic Road to be decommissioned and will be replaced with a new pipeline approximately 450 metres along Rundle Road, through the eastern end of the east Park Lands and will connect into the existing trunk main at the Botanic Road/Hackney Road intersection.
2. Approves the removal of 12 unregulated trees and the replacement strategy as identified in the Landscape Plan, Attachment B to Item 10.10 on the Agenda for the meeting of the Council held on 13 April 2021.
3. Notes proposed Tree Protection Measures of a further 5 trees, for trees to be retained adjacent to the construction corridor under the supervision of the project Arborist (including 3 regulated trees and 1 regulated tree that is exempt).

## 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	SA Water has a legislative obligation and regulations to comply with.
Opportunities	Discussed throughout the 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

## Background

1. There is a significant watermain called the Central Transfer Pipeline which runs between the Clapham Storage Tanks and the Hope Valley Water Treatment Plant. This is the primary trunk main which services the metro pressure zone, including the Adelaide CBD.
2. In December 2016, a significant burst occurred in the section of pipeline along Botanic Road, between East Terrace and Hackney Road. In total 24 Megalitres of water was lost during the burst and there was a significant work and impact to the city to isolate the flow.
3. SA Water was fortunate that the failure occurred on the underside of the pipe and on a bridge crossing a stormwater creek. A location in any other section would have caused significant damage to the Botanical Garden's heritage listed wall.
4. SA Water have been monitoring the condition of the pipe and have identified that the pipe remains at high risk of further breakages and are recommending replacement of the stormwater pipe. This will coincide with relining of an existing branch of the Central Transfer Pipeline which runs along North Terrace and Frome Street.
5. SA Water have been collaborating with the Administration to inform a high-level Multi Criteria Analysis for both relining and replacement of the pipeline. The formal request from SA Water and summary of all actions to date can be found at Link 1 view [here](#).

## Options Analysis

6. SA Water have committed to minimise construction impacts to the project stakeholders, both through traffic disruptions and impact to Council park lands and amenities, this was a key consideration when working through the options analysis.
7. In reaching the conclusion to divert the new main through the Eastern Park Lands (Rundle Park) was the most viable solution, a number of other options were explored by SA Water, including:
  - 7.1. New trunk main to be run in alignment with the bus lane on Botanic Road – not considered viable due to the limited capacity of that network and the disruption to the road network.
  - 7.2. New trunk main to be run in alignment with Rundle Road, then through the eastern part of the parkland, replacing the existing DN400 Cast Iron main.
  - 7.3. New trunk main to be run through the central part of the parkland and running in alignment with the edge of Botanic Road
  - 7.4. New trunk main to be run through the central part of the parkland and running in alignment with the existing DN400 Cast Iron main.
8. The project team completed a Multi-Criteria Analysis (MCA) for the Base Case and each option. The MCA addressed construction, operations, maintenance and financial criteria. SA Water's finance team completed an NPV model for all options.
9. The preferred option for the Botanic Road Section Trunk Main Replacement is Option 2 – Rundle Road and Parklands Alignment as seen in Link 2 view [here](#). This was determined as the preferred option due to low risk profile, its flexibility for system configuration, ease of maintenance, longer asset life, least impact on trees, heritage features, parklands and the most efficient construction methodology compared to the other options, the full options analysis and summary can be found in **Attachment A**.
10. Options 2 pipe installation is required to be tied into on Rundle Road/East Terrace cross connection pipe point and will be installed adjacent to the Eastbound car parks, the pipe will run Eastbound towards Dequetteville Terrace. The pipe is unable to continue East onto Dequetteville Terrace and must enter into the Park Lands due to two major clashes, the first being the O'Bahn Structure and the pipe will not have sufficient cover and separation to this infrastructure and secondly the SA Power Networks High Voltage 66kv critical service that is one the major services to the Eastern suburb precinct.

## Tree Impacts and Other Considerations

11. SA Water has prepared an arborist assessment of the trees which could be affected (Link 3 view [here](#)).
12. There are 96 trees in total that have been included in this assessment.

13. The initial assessment from SA Water suggested that 21 trees will need removing, however further refinement of scope has reduced this number to 12 none of which are regulated or significant. The unique tree ID's proposed for removal include U73, U74, U75, U77, U78, U79, U80, U84, U85, U92, U72 and U76.
14. Of the 12 trees that will be removed, there are two trees that may be able to be retained (unique Tree IDs U72 and U76) however SA Water will be seeking Council approval to remove the trees if it becomes clear during construction that they will be detrimentally impacted.
15. In addition, a further 5 trees are not proposed for removal, however, will have Tree Protection Measures put in place under the supervision of the project Arborist, which includes 3 regulated trees and 1 regulated tree that is exempt from protection.
16. A project arborist has been appointed to oversee the construction and proposed tree protection measures during construction include:
17. A Project Arborist is appointed to oversee the construction and assist with the development impacts, tree protection requirements and developing a Tree Protection Plan to be implemented during construction, with the aim minimising the impact on tree roots. A summary of the measures is below:
  - 17.1. For tracking and driving within the Tree Protection Zone (TPZ) (Unique Tree IDs: U59, R94, R95, R96):
    - 17.1.1. Fencing will be installed on the TPZ perimeter or as close as practicable from each tree and only removed on approval of the Environmental Manager.
    - 17.1.2. Prior to tracking in the TPZ, a protective layer will be placed on the ground to reduce compaction of roots, such as a Dura-mat, a thick layer of mulch, or material as advised by the arborist.
  - 17.2. For trenching within the TPZ (Unique Tree ID E91):
    - 17.2.1. Root investigations will be conducted prior to initiating any trenching within the TPZ. Root investigations includes creating a slot trench to expose roots, and an arborist to investigate of the status of the roots.
    - 17.2.2. If the arborist advice that roots that will be affected can be provided with a clear cut, and that it will not affect the structural stability of the tree, then the roots will be cut.
    - 17.2.3. If the arborist indicates that the roots cannot be cut, or if the roots forms part of a regulated or significant tree, then non-destructive digging will be used for the installation of the pipeline and the roots will be protected.
18. The Landscape Plan has been supplied at **Attachment B**, key details of the concept landscaping plan include:
  - 18.1. Of the four larger trees proposed to be removed, SA Water propose to replant at least 2:1 ratio, with advanced 1.5m specimens in areas of the park located at least 10m away from the pipeline (to protect pipeline integrity).
  - 18.2. Like for like replacement for the remainder of the 6 small trees and shrubs removed.
  - 18.3. Additional shrub plantings and groundcover species (up to 1688 individual plants) are incorporated along the pipeline section in the NE corner of the park, with tube-stock tree species proposed to be planted around the existing garden beds further from the pipeline.
  - 18.4. The landscape plan will be further refined with council representatives prior to being finalised, including positioning of advanced tree specimens.
  - 18.5. The selected species are proposed for planting as they are native, hardy, and will add to the aesthetical value of the Adelaide Parklands. Most of the proposed species are in line with the Adelaide Gardens Native Planting guide.
19. SA Water met with Commonwealth representatives who completed a self-assessment and confirmed the project is unlikely to have a significant impact on the heritage status of the park lands, a summary of the meeting can be found at Link 4 view [here](#).
20. SA Water have also completed an Aboriginal Heritage risk assessment which deemed a low risk of encountering heritage due to previous development activity along the alignment, however, has a stop work SOP in case of any unexpected discoveries, the outcomes of this can be found in Link 5 view [here](#).

**Next Steps**

21. Pending approval of the tree removal, SA Water will commence Stakeholder and Community consultation prior to construction.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - SA Water Action Summary

**Link 2** - Pipe alignment design with tree details

**Link 3** - Arborist tree assessment

**Link 4** - EPBC meeting summary

**Link 5** - SA Water Aboriginal Heritage SOP

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## ATTACHMENTS

**Attachment A** – Options Endorsement Submission

**Attachment B** – Landscape Plan

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- END OF REPORT -



Corporate Project Management Methodology  
(CPMM)

Central Transfer Pipeline North Terrace  
Trunk Main Replacement

## Options Endorsement Submission

Project C#: C3886

Project ID#:A0026-0015

Version: 0.4

Date: 03/03/2021

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Government of  
South Australia



## Document Controls

### Template Version

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Version	Date	Author	Comments
0.1	07/10/20	Ina Zachei / Tom Zott	First draft.
0.2	20/10/20	Ina Zachei / Tom Zott	First review
0.3	17/02/21	Ina Zachei	Combine WMR and Relining, update cost estimates
0.4	24/02/21	Zoe Wilson	Revised for APLA Submission

### Reviewers

Please select review focus the reviewer will be undertaking. The options include Commercial, Technical Governance, Financial, Stakeholder or Quality Assurance.

Name	Reviewer Title	Reviewer Focus	Review Date
Timothy Sarris	Development Manager, MDJV	Technical Governance	3/3/21
		Choose an item.	
		Choose an item.	
		Choose an item.	

### Distribution

Date	Version	Name
3/3/21	0.4	Paul Smitheram

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Item 10.10 - Attachment A

# 1 Executive Summary

What is the driver behind this project and why do we still need to invest?

The Central Transfer Pipeline is located between the Clapham Storage Tanks EL103 and the NSISP connection at Hope Valley Water Treatment Plant. The Central Transfer Pipeline is the primary trunk main that feeds the EL103 metro pressure zone, including the Adelaide CBD.

In December 2016, a significant burst occurred on the section of pipeline along Botanic Road between East Tce and Hackney Road. SA Water was fortunate that the failure occurred on the underside of the pipe and on a bridge crossing a stormwater creek. A location in any other section would have caused significant damage to the Botanical Garden's heritage listed wall.

In total 24ML of water was lost from the burst. Due to the size of the burst and the flow rate escaping, the shut off required four network technical officers and a double shutoff into the city to isolate the flow. The pipe remains at high risk of further breakages and will therefore require replacement.

The section of pipeline along Botanic Road will be decommissioned and will be replaced with a new DN750 MSCL pipeline. The new route is approx. 450m and will be installed along Rundle Road, through the eastern end of the east parklands and will connect into the existing trunk main at the Botanic Road/Hackney Road intersection.

A second 420m branch of the Central transfer pipeline, that heads west down North Terrace and up to Frome Street, will also be relined as part of this project. This branch is also known as the North Terrace RAH trunk main as it used to be the primary feed to the Old Royal Adelaide Hospital. It has had historical leaks which have been pin holed and repaired under pressure by using wooden plugs. However, it has now become apparent (through investigations and condition assessments) that plugging and pin holing is no longer sustainable, meaning that a significant failure like the one near the Botanic Gardens Heritage Wall can occur again soon.

Why do we need to proceed with this project at this time?

The condition of the Botanic Road pipeline section continues to decrease significantly with the potential to substantially impact heritage listed items and Technical and Customer level of service if another failure occurs. SA Water identified that the likelihood of continued water main failures between 2020 and 2024 would be highly possible. Hence, an upgrade of the pipeline in this section is highly recommended in RBP20.

Coinciding with the current Lot14 redevelopment, SA Water has decided that this would be the best time to renew the North Terrace RAH Trunk Main section. The upgrade is proposed to be completed prior to the second stage of the Lot 14 redevelopment. SA Water understands this will occur in 2022.

The Botanic Road section of the Central Transfer Pipeline and the North Terrace RAH Trunk Main have been ranked 13<sup>th</sup> and 7<sup>th</sup> respectively by Asset Management on the trunk main priority list for further investigation.

What options are available as ways to address this need?

The project team completed a high-level Multi Criteria Analysis (MCA) for both the relining and pipeline replacement installation.

For the North Terrace relining Output three options were considered – standard PE liner, die-reduction PE liner and a Primus liner. When assessed against construction, operation, maintenance and financial criteria, the standard PE liner was the preferred option.

For the Botanic Road replacement pipeline upgrade works five options were proposed, The Base Case and four options were identified for consideration.



Table 1: Pipeline Replacement Options Summary

Option	Description
Base Case – Do Minimal	Keep existing DN600 main and continue to repair failures
Option 1 – Bus lane alignment in Botanic Road	New trunk main to be run in alignment with the bus lane on Botanic Road
Option 2 – Rundle Road and Parklands Alignment	New trunk main to be run in alignment with Rundle Road, then through the parklands, replacing the existing DN400 Cast Iron main.
Option 3 – Parklands and edge of Botanic Road Alignment	New trunk main to be run through the parklands and running in alignment with the edge of Botanic Road
Option 4 – Parklands and DN400 Cast Iron Alignment	New trunk main to be run through the parklands and running in alignment with the existing DN400 Cast Iron main.

The project team completed an MCA for the Base Case and each option. The MCA addressed construction, operations, maintenance and financial criteria. SA Water's finance team completed an NPV model for all options.

The Project team presented the MCA recommendation outcomes to City of Adelaide Council (CoA). The key CoA stakeholders in attendance agreed with the MCA outcomes and supported SA Water proceeding with preferred Option 2 pipeline route design.

What is the recommended option to be endorsed by the PAG?

The preferred option for the Botanic Road Section Trunk Main Replacement is Option 2 – Rundle Road and Parklands Alignment. This was determined as the preferred option due to low risk profile, its flexibility for system configuration, ease of maintenance, longer asset life, least impact on trees, parklands and the most efficient construction methodology compared to the other options.

When only considering the construction costs and MCA results (including NPV), the Base Case is the recommended option. However, due to the significant risks associated with the current water main around its poor and decreasing condition and the highly possible likelihood of another major failure affecting technical and customer level of service, the Group agreed that the Base Case is not an acceptable preferred option.

Options 2 pipe installation is required to be tied into on Rundle road/East Terrace cross connection pipe point and will be installed adjacent to the Eastbound car parks, the pipe will run Eastbound towards Dequetteville Terrace. The pipe is unable to continue East onto Dequetteville Terrace and must enter into the Parklands at CH200 due to two major clashes, the first being the O'Bahn Structure and the pipe will not have sufficient cover and separation to this infrastructure and secondly the SA Power Networks High Voltage 66kv critical service that is one the major services to the Eastern suburb precinct.

Moving forward in this report, the discussion will be focused on the pipeline replacement assessment. The NPV assessment for the pipeline replacement includes the cost of standard PE slip-lining (I.e the preferred option)

## 2 Options Summary

Table 2: Option Analysis Summary – Botanic Road Trunk Main Replacement

Option number	Base Case	Option 1	Option 2	Option 3	Option 4
Option name	Do Minimal	Road alignment in Botanic Road	Rundle Road and Parklands Alignment	Parklands and edge of Botanic Road Alignment	Parklands and DN400 Cast Iron Alignment
Overall ranking	5	4	1	2	3
Option outcomes					
Timing of outcome delivery	RBP20	RBP20	RBP20	RBP20	RBP20
Key option benefits	<ul style="list-style-type: none"> <li>No upfront capital costs required</li> </ul>	<ul style="list-style-type: none"> <li>Upsize main for future use eliminating need for future upgrade.</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Upsize main for future use eliminating need for future upgrade.</li> <li>Least impact to community</li> <li>Lower capital cost expenditure</li> </ul>	<ul style="list-style-type: none"> <li>Upsize main for future use eliminating need for future upgrade.</li> <li>Least impact on traffic</li> </ul>	<ul style="list-style-type: none"> <li>Upsize main for future use eliminating need for future upgrade.</li> <li>Least impact on traffic</li> </ul>
Key option risks	<ul style="list-style-type: none"> <li>High operational cost to maintain and repair failures</li> <li>Reputational damage caused by traffic impacts during pipeline repair</li> <li>Environmental impacts caused by pipe failure</li> <li>Damage to heritage features caused by pipe failure</li> <li>Inappropriate disposal or identification</li> </ul>	<ul style="list-style-type: none"> <li>Impact on traffic and community during construction works</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Impact on traffic and community during construction works</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Significant higher capital cost expenditure</li> <li>Vegetation removal required that will cause backlash from community</li> <li>Approvals process required to remove significant trees on alignment</li> <li>Construction impact to root zones affecting protected trees</li> </ul>	<ul style="list-style-type: none"> <li>Significant higher capital cost expenditure</li> <li>Vegetation removal required that will cause backlash from community</li> <li>Approvals process required to remove significant trees on alignment</li> <li>Construction impact to root zones affecting protected trees</li> <li></li> </ul>

	of contaminated ground water or soil				
Multi- criteria Analysis Results	• 2.81 (1)	• 2.25 (4)	• 2.65 (2)	• 2.42 (3)	• 2.32 (5)

### 3 Project Summary and Recommendation

It is recommended that the preferred option as stated below be endorsed for this project.

Project C No. and Name	C3886 - Central Pipeline - North Terrace Section			
Project Outcome Asset Strategy and Program	Trunk Mains Water Network			
Delivery via SAW / PMP / Allwater / Other	SA Water			
Preferred Option – Botanic Road Trunk Main Replacement	Option 2 - Rundle Road and DN400 Cast Iron Alignment			
Key financial information	Capital cost (\$)*:	(TBC)	Change in opex (\$p.a.)**:	0
	Variation between approved budget and Capital Cost (\$)***:	(TBC)	Once off OPEX^ (\$k)	0
	Change in FTEs (number)**:	0	Change in revenue (\$p.a.)**:	0

\* Escalated (nominal) capital cost of the project. Note any budget variations to the capital cost must be resolved prior to returning to PRC for FFA.

\*\*Change is real and incremental to the current approved Budget. [Discuss how much of this additional cost will be absorbed by the relevant Finance Manager and by which business unit (s) for operating expenditure or how Asset Management will allocate capital funding for this project.]

\*\*\* This identifies to PRC if there is a material budget implication if the preferred option is selected.

^ Any associated decommissioning OPEX cost. If decommissioning is occurring through the CAPEX this is not required.

Submitted by Project Manager:

Role / Name	Signature and Date
Project Manager	<p style="text-align: center;"><b>X</b></p> <hr/> <p style="text-align: center;">Signer's Name</p>



## 4 Issue Statement

The Central Transfer Pipeline is located between the Clapham Storage Tanks EL103 and the NSISP connection at Hope Valley Water Treatment Plant. The Central Transfer Pipeline is the primary trunk main that feeds the EL103 metro pressure zone, including the Adelaide CBD.

The Central Transfer Pipeline is broken into three key sections:

1. Section 1 is located between Clapham EL103 tanks and the northern end of East Terrace, Adelaide.
2. Section 2 is located within the city centre between North Terrace and the Gilberton Pump Station. This section was constructed in 1924 and recently had a 2.3km section replaced in 2016. This section ranges in diameter between DN600 and DN750.
3. The third section is the NSISP Central Pipeline, which is located between the Gilberton Pump Station and Hope Valley WTP.

In December 2016, a significant burst occurred on the double locking bar main within section 2 of the Central Transfer Pipeline (Botanic Road between East Terrace and Hackney Road (red star on figure 2)) which nearly caused significant damage to the Botanical Garden's heritage listed wall. SA Water was fortunate that the failure occurred on the underside of the pipe and on a bridge crossing a stormwater creek. A location in any other section would have caused significant damage to the Botanical Garden's heritage listed wall.

In total 24ML of water was lost from the burst. Due to the size of the burst and the flow rate escaping, the shut off requiring four network technicians and a double shutoff into the city to isolate the flow.

The failed section of the DN600 double locking bar trunk main on Botanic Road is a similar age & material (1923, MSCS DLB) to the remaining section of DN600 main that branches off of the Central Transfer Pipeline and heads west down North Terrace and up to Frome Street where it was cut and capped in 2004.

This branch is also known as the North Terrace RAH trunk main as it used to be the primary feed to the Old Royal Adelaide Hospital. It has had historical leaks which have been pin holed and repaired under pressure by using wooden plugs. However, it has now become apparent (through investigations and condition assessments) that plugging and pin holing is no longer sustainable, meaning that a significant failure like the one near the Botanic Gardens Heritage Wall is likely to occur again.

Based on the historical failure history, testing and condition assessments of the DN600 double locking bar section, there is a highly possible likelihood to SA Water, that the main will have a significant failure under the heritage wall again as the remaining wall thickness can no longer sustain the required pressures within the main. SA Water identified a significant point of weakness under the bridge crossing (<3mm of remaining wall thickness) and localised pinhole points of weakness (4.9mm average thickness) on the other sections.

Reoccurring future failures will impact the technical levels of service (technical measure <10 failures/100km/year across the network) as the failure rate will increase. They will also impact the customer levels of service due to long customer interruption (48-72 hours) and increase frequency of failures and restoration times to repair the main (outside the customer level of service target of 5 hour for category type 2 events).

In response to the risk of future failures, the Asset Investigations team recommended to split the upgrade along the North Terrace section of the Central Transfer Pipeline into two separate scope of works:

1. Abandon the existing main DN600 main that runs along Botanic road and upsize with a new 365m DN750 main through the parklands (green line in Figure 3 below)

2. Reline 422m of DN600 main between East Terrace and Frome Street (orange line in Figure 3 below)

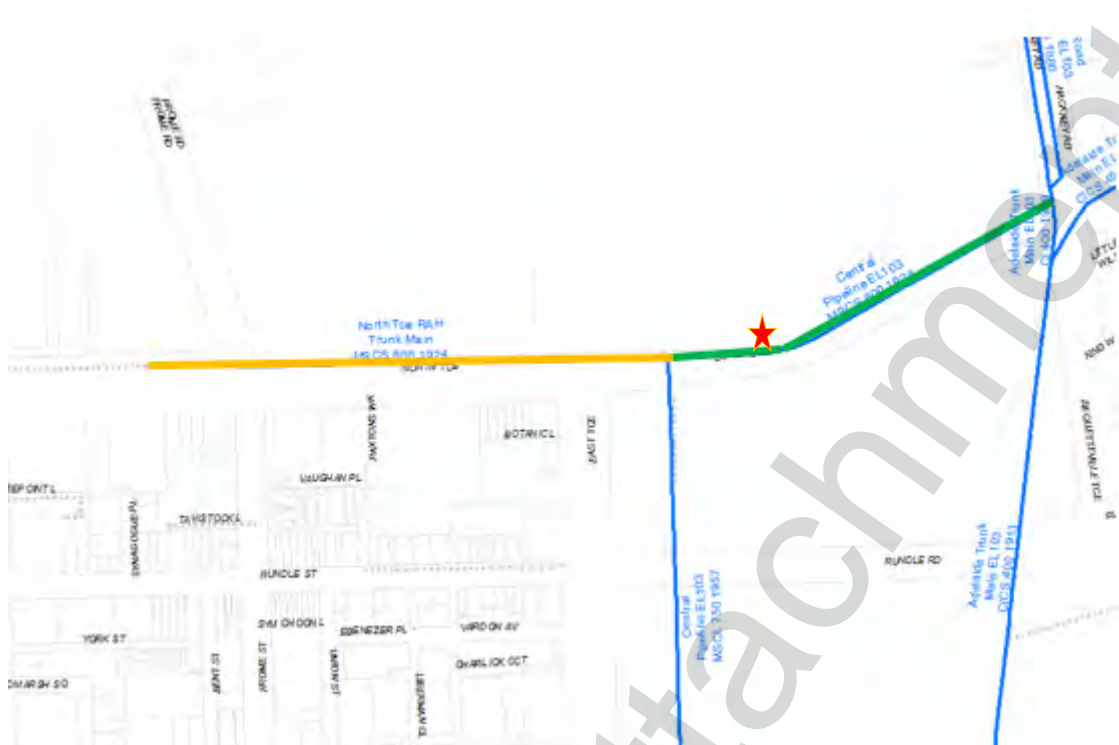


Figure 1: Proposed upgrade locations of Central Transfer Pipeline. Green line – Section of pipeline along Botanic Road that requires replacement

. Orange Line - Relining of the North Terrace RAH Trunk Main section of the pipeline

The two key drivers behind this project are as follows:

- Service – The leaks and severely corroded section of main (condition grade 4 & 5) identified through Broadband Electro Magnetics (BEM) scanning are early signs that a significant burst will occur. A large failure on a water trunk main in the location on North Terrace will lead to significant customer interruption between 48 to 72 hours.
- State Growth – Renewal SA are in the process of planning and developing the redevelopment of the Old Royal Adelaide Hospital (Lot14). As the DN600 North Terrace Trunk Main is located in the footpath of this development site, SA Water has decided that this RPB24 is the best time to renew this section of main prior to the redevelopment of the footpath outside the property and thus, has ranked the North Terrace RAH Trunk Main number 7 on the list trunk main priorities.

The SA Water Project Team and McConnell Dowell Diona Joint Venture (MDJV) as SA Water's Major Framework Partner further assessed the proposed alternative options for the replacement of the Botanic Road Trunk Main to eliminate the risk of significant failures in the future. This submission will discuss the assessment approach and results to determine the most suitable solution for the new pipeline.

## 4.1 Options assessment approach

The project team assessed the Base Case (continue to reactively repair future failures) and four alignment options. The options have been assessed in accordance with SA Water's optioneering process and has included undertaking a Financial Evaluation, Risk assessment and Multi-Criteria Analysis to assist with the decision making of the preferred option.

### 4.1.1 Risk approach

A risk workshop was held for the Botanic Road Trunk Main Replacement to evaluate the business risks associated with each of the options. The workshops were held on the 26<sup>th</sup> October 2020 and was facilitated by Ina Zachei (Aurecon).

### 4.1.2 Technical approach

The SA Water FEED Engineering team, in conjunction with specific internal stakeholders, have completed preliminary engineering design on the options, including a Design Basis Report and desktop investigations (E.g., Geotech and Environmental).

MDJV were engaged under an ECI to complete TOC Development activities. The scope of the on-ground works included an arborist assessment, pipe condition assessment, ovality assessment, pot holing, and service locating. This fed into a concept design, completed by Tonkin. Tonkin also compiled a pipe lining options study that investigated technical aspects associated with the three proposed lining products.

### 4.1.3 Financial approach

The Financial Evaluation for the Botanic Road Trunk Main Replacement project, including capital and operational cost estimates, was prepared by the Investment Analysis team, based on the technical information provided by the project team.

The SA Water NPV model was used to compare the four options. A 30-year timeframe was used for the model starting in the 2020/2021 financial year. The discount rate adopted was the Weighted Average Cost of Capital (WACC) of 3.86% for SA Waters Regulated Asset Base and the capital escalation was 2.5% as per the ESCOSA allowance.

## 5 Project Options Analysis Summary

### 5.1 Central Transfer Pipeline Botanic Road Section Trunk Main Replacement

This section of the pipeline, which ranges between DN600 and DN750, is located within the city centre between North Terrace and Gilberton Pump Station (Hackney Road), on Botanic Road (green line in below figure).



Figure 2: Botanic Road section of Central Pipeline

The following four project delivery options were presented for assessment additional to the Base Case, as outlined in Table 3 below.

Table 3: Project Delivery Options Summary – Botanic Road TMR

Option	Description
Base Case – Do Minimal	Keep existing DN600 main and continue to repair failures
Option 1 – Bus lane alignment in Botanic Road	New trunk main to be run in alignment with the bus lane on Botanic Road
Option 2 – Rundle Road and Parklands Alignment	New trunk main to be run in alignment with Rundle Road, then running in alignment with the existing DN400 Cast Iron main in the parklands.
Option 3 – Parklands and edge of Botanic Road Alignment	New trunk main to be run through the parklands and running in alignment with the edge of Botanic Road
Option 4 – Parklands and DN400 Cast Iron Alignment	New trunk main to be run through the parklands and running in alignment with the existing DN400 Cast Iron main.

Figure 5 below shows the proposed alignment of each option.



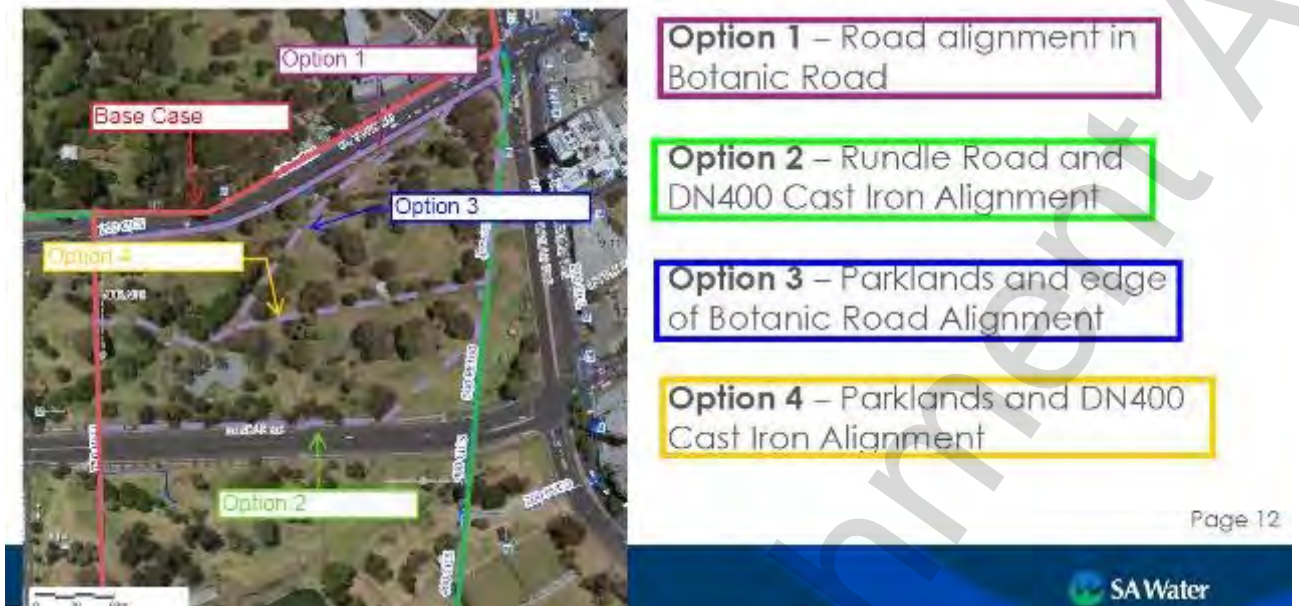


Figure 3: Proposed alignment options for trunk main replacement

All four options will impact traffic in the tie-in location on the corner of Dequetteville Tce and Botanic Road.

### 5.1.1 Base Case – Do Minimal

The Base Case for pipeline section is to keep the existing DN600 main and continue to repair failures as they occur.



Figure 4: Existing location - Base Case – Botanic Road TMR

#### Capital and Operational Costs

The below table shows the results of the preliminary operational cost estimate for the Base Case.

Table 4: Capital and Operational Costs Base Case - Botanic Road TMR

CAPEX (\$'000)	OPEX (('\$'000)
N/A	

Advantages:

- No capital cost required.

Disadvantages:

- Significant operational cost to maintain existing trunk main and repair a substantial failure.
- High risk of damage to existing heritage wall.
- Level of service not maintained resulting impacts to customers.
- Unpredictable maintenance works causing disruptions to the community and environment.

Risk Analysis

There were five “High” risk items identified during the Risk Assessment with only one of the risks reduced to “Moderate” post mitigation. This is summarised in Table 5.

Table 5: High and Extreme Risks – Base Case – Botanic Road TMR

Base Case -Do Minimal			
High and Extreme Risk	Pre-Rank	Strategies to prevent/Contingency plans	Post-Rank
Business / Operations Risks			
Water main break due to pipeline not being able to support internal pressure loading resulting in significant reputational and community impacts - Traffic / Land Access (time and location)	H	Traffic management. Possible night works depending on failure type.	H
Water main break due to pipeline not being able to support internal pressure loading resulting in significant environmental impacts, such as- Heritage assets damaged / Flooding - Good Corporate Citizen - Volume of water lost - Incidents reporting to EPA	H	Network response and isolations	H
Inappropriate disposal or inappropriate identification of contaminated groundwater and soil encountered during mains repair resulting in health impacts on workers and community	H	N/A	H

### 5.1.2 Option 1– Bus Lane alignment in Botanic Road

Option 1 will see a new trunk main to be installed in alignment with the bus lane on Botanic Road on the opposite side of the existing trunk main. The existing trunk main will be abandoned.



Figure 5: Proposed location for Option 1 – Botanic Road TMR

#### Capital and Operational Costs

The below table shows the results of the preliminary capital cost estimate for Option 1. Operational costs have not been considered as part of this assessment as they are expected to be of minimal nature.

Table 6: Capital and Operational Costs Option 1 – Botanic Road TMR

CAPEX (\$'000)	OPEX (('\$'000)
	N/A

The preliminary advantages and disadvantages of Option 1 are outlined below:

#### Advantages:

- Upsize main for future use, eliminating need for future upgrade.

#### Disadvantages:

- Most expensive option
- Impact to traffic during construction works
- To be completed as night works
- Difficulties with accessing site during maintenance
- Working within extensive tree protection zone

#### Risk Analysis

There were no "High" risk items post mitigation for this option. All risks in Table 7 are risks during construction and have sufficient risk mitigation measures to result in a "Medium" or "Low" risk level post mitigation.

Table 7: High and Extreme Risks – Option 1 – Botanic Road TMR

Option 1 - Bus Lane alignment in Botanic Road			
High and Extreme Risk	Pre-Rank	Strategies to prevent/Contingency plans	Post-Rank plans
Business / Operations Risks			

Option 1 - Bus Lane alignment in Botanic Road			
Impact on traffic during construction works resulting in customer and community complaints.	H	Put communication plan in place to ensure regular communication regarding construction progress, Construction methodology, dust suppression, capping, Traffic management plan, obtain DPTI and council approvals, coordinate with tram shutdown, Renewal SA, Major Events	M
Approvals process to remove significant trees on alignment, construction impact/impacts to root zones affecting protected trees	H	Formal assessment for identification and obtain required approvals, design and planning during investigation to avoid impacts, e.g. arborist investigation, hydrocar and or / ground protection measures within Tree Protection Zones of Regulated / significant trees e.g. bunting, ground compaction prevention - 400mm deep mulch application and rumble boards	M
Damage to heritage listed buildings loss of heritage value from construction activities resulting in complaints from community and facing legal or DPTI and DEW consequences, damage to heritage wall	H	Dilapidation survey where required (assessment of buildings) , vibration monitoring, protection measures as part of the structures as part of CEMP	M

### 5.1.3 Option 2 – Rundle Road and Parklands Alignment

Option 2 will see a new trunk main to be installed in alignment with Rundle Road between East Terrace and Dequetteville Terrace and running in alignment with the existing DN400 Cast Iron main within the parklands. The existing trunk main will be abandoned.



Figure 6: Proposed location for Option 2 – Botanic Road TMR

Capital and Operational Costs



The below table shows the results of the preliminary capital cost estimate for Option 2. Operational costs have not been considered as part of this assessment as they are expected to be of minimal nature.

Table 8: Capital and Operational Costs Option 2 – Botanic Road TMR

CAPEX (\$'000)	OPEX ((\$'000)
	N/A

The preliminary advantages and disadvantages of Option 2 are outlined below:

Advantages:

- Upsize main for future use, eliminating need for future upgrade.
- Replaces and upgrades existing (100 year) DN400 cast iron pipeline within the parklands
- Limited construction within the parklands compared with Options 3 and 4)
- Avoids creek crossing
- Limited cultural heritage impacts as 70% of the parkland pipe alignment is being replaced (already disturbed)
- Least tree impact
- None of the trees are key habitat of potential EPBC species
- Limited-service clash and safe distances maintained from the O’Bahn structure wall and the 66kv Electrical feed to the Eastern suburbs.

Disadvantages:

- Some contaminated material likely with the road corridor
- Requires some Adelaide City Council carparks to be cordon off during construction period

Risk Analysis

The were no “High” risk items post mitigation for this option. All risks in Table 9 are risks during construction and have sufficient risk mitigation measures to result in a “Medium” or “Low” risk level post mitigation.

Table 9: High and Extreme Risks – Option 2 – Botanic Road TMR

Option 2 - Rundle Road and Parklands Alignment			
High and Extreme Risk	Pre-Rank	Strategies to prevent/Contingency plans	Post-Rank
Business / Operations Risks			
Impact on traffic during construction works resulting in customer and community complaints.	H	Put communication plan in place to ensure regular communication regarding construction progress, Construction methodology, dust suppression, capping, Traffic management plan, obtain DPTI and council approvals, coordinate with tram shutdown, Renewal SA, Major Events	M
Approvals process to remove significant trees on alignment, construction impact/impacts to root zones affecting protected trees	H	Formal assessment for identification and obtain required approvals, design and planning during investigation to avoid impacts, e.g. arborist investigation, hydrocar and or / ground	M

Option 2 - Rundle Road and Parklands Alignment			
		protection measures within Tree Protection Zones of Regulated / significant trees e.g. bunting, ground compaction prevention - 400mm deep mulch application and rumble boards	
Inappropriate disposal or inappropriate identification of contaminated groundwater and soil encountered during mains repair resulting in health impacts on workers and community and legal/EPA fines	H	Ensure pretesting of groundwater and soil, review of DPTI's available documents, ensure representative amount of sampling as part of scope to enable management of material, CEMP including classification, management of contaminated material and disposal meeting EPA requirements	M

#### 5.1.4 Option 3 – Parklands and edge of Botanic Road Alignment

Option 3 will see a new trunk main to be installed through the parklands and running in alignment with the edge of Botanic Road. The existing trunk main will be abandoned.



Figure 7: Proposed location for Option 3 – Botanic Road TMR

#### Capital and Operational Costs

The below table shows the results of the preliminary capital cost estimate for Option 3. Operational costs have not been considered as part of this assessment as they are expected to be of minimal nature.

Table 10: Capital and Operational Costs Option 3 – Botanic Road TMR

CAPEX (\$'000)	OPEX (('\$'000)
	N/A

The preliminary advantages and disadvantages of Option 3 are outlined below:

#### Advantages:

- Upsize main for future use eliminating need for future upgrade.

- Little impact to traffic (only at tie-in location on Dequetteville Rd)
- Cheapest option (excluding the Base Case)

## Disadvantages:

- Vegetation removal required, likely to cause backlash from community.
- Approvals process required to remove significant trees on alignment.
- Construction impact to root zones affecting protected trees.
- Risk that a future burst could occur in the parklands during an Adelaide City Council event
- High risk of presence of contaminated soils and groundwater
- Creek crossing required
- Greatest impact on parkland (along with Option 4)
- Tree impacts
- Likely to have Tree habitat impacts

## Risk Analysis

There were no “High” risk items post mitigation for this option. All risks in Table 11 are risks during construction and have sufficient risk mitigation measures to result in a “Medium” or “Low” risk level post mitigation.

Table 11: High and Extreme Risks – Option 3 – Botanic Road TMR

Option 3 - Parklands and edge of Botanic Road Alignment			
High and Extreme Risk	Pre-Rank	Strategies to prevent/Contingency plans	Post-Rank
Business / Operations Risks			
Backlash from community (i.e. Protests activity), media backlash due to vegetation removal with significant impact on reputation and project delivery (e.g. project delays)	H	Community engagement and communication of key messages, avoiding of impacts to vegetation as much as practical	H
Inappropriate disposal or inappropriate identification of contaminated groundwater and soil encountered during mains repair resulting in health impacts on workers and community and legal/EPA fines	H	Ensure pretesting of groundwater and soil, review of DPTI's available documents, ensure representative amount of sampling as part of scope to enable management of material, CEMP including classification, management of contaminated material and disposal meeting EPA requirements	M
Approvals process to remove significant trees on alignment, construction impact/impacts to root zones affecting protected trees	H	Formal assessment for identification and obtain required approvals, design and planning during investigation to avoid impacts, e.g. arborist investigation, hydrocar and or / ground protection measures within Tree Protection Zones of Regulated / significant trees e.g. bunting, ground compaction prevention - 400mm deep mulch application and rumble boards	M
Impact on traffic during construction works resulting in	H	Put communication plan in place to ensure regular communication regarding construction progress, Construction methodology, dust	M

Option 3 - Parklands and edge of Botanic Road Alignment		
customer and community complaints.		suppression, capping, Traffic management plan, obtain DPTI and council approvals, coordinate with tram shutdown, Renewal SA, Major Events

### 5.1.5 Option 4 – Parklands and DN400 Cast Iron Alignment

Option 4 will see a new trunk main to be installed through the parklands and running in alignment with the existing DN400 Cast Iron main. The existing trunk main will be abandoned.



Figure 8: Proposed location for Option 4 – Botanic Road TMR

#### Capital and Operational Costs

The below table shows the results of the preliminary capital cost estimate for Option 4. Operational costs have not been considered as part of this assessment as they are expected to be of minimal nature.

Table 12: Capital and Operational Costs Option 4 – Botanic Road TMR

CAPEX (\$'000)	OPEX (('\$'000)
	N/A

The preliminary advantages and disadvantages of Option 4 are outlined below:

#### Advantages:

- Upsize main for future use, eliminating need for future upgrade.
- Little impact to traffic (only at tie-in location on Dequetteville Rd)

#### Disadvantages:

- Vegetation removal required, likely to cause backlash from community.
- Approvals process required to remove significant trees on alignment.
- Construction impact to root zones affecting protected trees.



- Risk that a future burst could occur in the parklands during an Adelaide City Council event
- High risk of presence of contaminated soils and groundwater
- Creek crossing required
- Greatest impact on parkland (along with Option 3)
- Tree impacts
- Likely to have Tree habitat impacts

#### Risk Analysis

There were no “High” risk items post mitigation for this option. All risks in Table 13 are risks during construction and have sufficient risk mitigation measures to result in a “Medium” or “Low” risk level post mitigation.

Table 13: High and Extreme Risks – Option 4 – Botanic Road TMR

Option 4 - Parklands and DN400 Cast Iron Alignment			
High and Extreme Risk	Pre-Rank	Strategies to prevent/Contingency plans	Post-Rank
Business / Operations Risks			
Backlash from community (i.e. Protests activity), media backlash due to vegetation removal with significant impact on reputation and project delivery (e.g. project delays)	H	Community engagement and communication of key messages, avoiding of impacts to vegetation as much as practical	H
Inappropriate disposal or inappropriate identification of contaminated groundwater and soil encountered during mains repair resulting in health impacts on workers and community and legal/EPA fines	H	Ensure pretesting of groundwater and soil, review of DPTI's available documents, ensure representative amount of sampling as part of scope to enable management of material, CEMP including classification, management of contaminated material and disposal meeting EPA requirements	M
Approvals process to remove significant trees on alignment, construction impact/impacts to root zones affecting protected trees	H	Formal assessment for identification and obtain required approvals, design and planning during investigation to avoid impacts, e.g. arborist investigation, hydrocar and or / ground protection measures within Tree Protection Zones of Regulated / significant trees e.g. bunting, ground compaction prevention - 400mm deep mulch application and rumble boards	M
Impact on traffic during construction works resulting in customer and community complaints.	H	Put communication plan in place to ensure regular communication regarding construction progress, Construction methodology, dust suppression, capping, Traffic management plan, obtain DPTI and council approvals, coordinate with tram shutdown, Renewal SA, Major Events	M

## 6 Discussion Regarding the Preferred Option

The preferred option for the Botanic Road Section Trunk Main Replacement is Option 2 – Rundle Road and Parklands Alignment. This was determined as the preferred option due to low risk profile, its flexibility for system configuration, longer asset life, least impact on trees and the most efficient Construction Methodology compared to the other options.

Although this option has a slightly higher risk profile than the Option 1, all risks are at the medium and low risk level and have been accepted by the stakeholders due to being typical construction risks and sufficient mitigation strategies will be put in place.

When only considering the construction costs and MCA results including NPV, Base Case would be clearly the recommended option. However, due to the significant risks associated with the current water main around its poor and decreasing condition and the highly possible likelihood of another major failure affecting technical and customer level of service, the Group agreed that the Base Case is not an acceptable preferred option.

### 6.1 Risk Assessment Summary

#### Central Transfer Pipeline Botanic Road Section Trunk Main Replacement

At the Risk Assessment workshop held on 26 October 2020, the stakeholders identified and evaluated the business risks associated with each of the options and put mitigation strategies in place. For the Base Case, the current business risks were assessed whilst for the four options the business risks during and post construction were assessed. The results are summarised in Table 14

Table 14: Summary of risk assessment – Botanic Road TMR

	Risk Summary (Post-Mitigation Strategy)	Part I: Business / Operations Risks					Total
		Extreme	High	Medium	Low	N/A	
1	Base Case	0	4	17	10	0	31
2	Option 1	0	0	28	41	1	70
3	Option 2	0	0	30	39	1	70
4	Option 3	0	1	29	40	0	70
5	Option 4	0	1	28	41	0	70

The high risks identified for the Base Case were around the risk of a water main failure as the current pipeline cannot support the internal pressure loading, causing significant environmental, reputational and customer impacts. This supported the recommendation to abandon the existing water main and replace it with a new alignment away from the existing location. The risk assessment confirmed that the Base Case does not address the key drivers of the project to eliminate the risk of reoccurring failures and maintain a reliable water supply. As the Base Case will only repair failures as they occur and given the poor condition of the water main section, the event of a significant failure in the near future is still highly possible which will consequently have a moderate impact to the technical and customer level of service.

The key risks identified with Option 2 is around the impacts on traffic during construction causing complaints from customers and community. As this one is a very common construction risk and sufficient mitigation strategies exist, the stakeholder deemed this and the other risk as acceptable.

## 6.2 Multi-Criteria Analysis Summary

A comprehensive Multi Criteria Analysis (MCA) was conducted to assist in the selection of the most suitable option for the Botanic Road Section Trunk Main Replacement. The criteria and weightings shown in below table were developed based on the in-service impacts, financial performance and construction impacts associated with the proposed options.

Following initial input from key stakeholders, the criteria and weightings were discussed in the MCA workshop. It was decided that In-service impacts should have the highest weighting of 45% given the importance of maintenance and social and environmental impacts during maintenance and repair work as well as the adaptivity of the new water main to system expansion and reliability of service for customers, once a new water main is in place. Financial was weighted at 25%, slightly lower than construction impacts which was given a weighting of 30%, due to Heritage. Stakeholder and Environmental Impacts during delivery and construction methodology. Table 16 shows the weighted value criteria that were assessed against the options in the MCA. Following a discussion on each option, the outcomes of the MCA was reviewed

Table 15: MCA Value Criteria – Botanic Road TMR

Main Criteria (%)	Value Criteria (%)	Description	Weight (%)
In-service Impacts (45%)			
Technical (35%)	Maintenance (50%)	Maintenance restoration and response times	(7.9%)
	Operations (50%)	Access and working space to main, distances to underground services, traffic and pipe depth.	(7.9%)
System Configuration (15%)	System Growth (N/S Transfer) (100%)	Ease of expanding future replacement (South to North Transfer)	(9.0%)
Redundancy & Reliability (10%)	Asset Life (50%)	Influencing factors that might shorten the asset life (traffic loads, soil conditions, etc), excluding material selection	(2.3%)
	Static Pressure Supply during Shutdown (50%)	Impact to customers, amount of additional work to balance pressure	(2.3%)
Social & environmental impacts (35%)	Community Impacts (50%)	How do disruptions impact the community during shutdowns and maintenance activities	(7.9%)
	Environmental & Heritage Impacts (50%)	Management of excavations and water flows during shutdowns and maintenance activities, impact on European and Aboriginal heritage	(7.9%)
Financial (25%)			
NPV (100%)	(100%)	Net present value over a 30yr period	(25.0%)
Construction Impacts (30%)			
Heritage Impacts (25%)	(100%)	Impact on European and Aboriginal Heritage	(7.5%)

Main Criteria (%)	Value Criteria (%)	Description	Weight (%)
Stakeholder & Social Impacts (25%)	Residential & Community (50%)	Timing of construction, extent of disruption, total duration of project	(3.8%)
	Business (50%)	Timing of construction, extent of disruption, total duration of project	(3.8%)
Environmental & Heritage Impacts (25%)	Tree Impacts (60%)	Impact on significant trees and other vegetation	(4.5%)
	Contamination (40%)	Soil and groundwater contamination	(3.0%)
Construction Methodology (35%)	Ease of Construction (50%)	Road width, space between other utility infrastructure, work zones/footprint: Influencing factors that might shorten the asset life (traffic loads, soil conditions, etc), excluding material selection but includes safety	(4.5%)
	Timeframes & Staging	Timing and duration of construction works	(3.0%)

Based on the MCA results which are shown in Table 16, Base Case – Do Minimal has ranked highest, according to the weighted scores including NPV, closely followed by Option 2 – Rundle Road and Parklands Alignment. However, when considering the weighted scores excluding NPV, Option 2 ranked highest.

Table 16: MCA Final Results – Botanic Road TMR

Total Scores	Base Case	Option 1	Option 2	Option 3	Option 4
Weighted Score (Inc. NPV)	2.81	2.25	2.65	2.42	2.32
Rank (Inc. NPV)	1	4	2	3	5
Weighted Score (Exc. NPV)	1.56	2.00	2.22	1.96	1.91
Rank (Exc. NPV)	5	2	1	3	4

Further, considering the unweighted scores, Option 2 had the highest score with 44, significantly higher than the alternative options. Out of the 15 criteria, Option 2 scored five (5) **“Good to Very Good”** scores.

Table 17 the unweighted scores given to each option against the criteria.

Table 17: Unweighted scoring results of each option against the criteria – Botanic Road TMR

Criteria			Base Case	Option 1	Option 2	Option 3	Option 4
In-service Impacts	Technical	Maintenance	1	2	3	3	3
		Operations	4	2	3	4	4
	System Configuration	System Growth (N/S Transfer)	4	4	4	3	3
	Redundancy & Reliability	Asset Life	1	3	4	3	3



Criteria			Base Case	Option 1	Option 2	Option 3	Option 4
		Static Pressure Supply During Shutdown	3	3	3	3	3
	Social & Environmental Impacts	Community Impacts	1	2	2	3	3
		Environmental & Heritage Impacts	1	3	3	2	2
Financial	Net Present Value		5.0	1.0	1.7	1.8	1.6
Construction Impacts	Heritage Impacts		1	3	2	1	1
	Stakeholder & Social Impacts	Residential & Community	1	2	2	2	2
		Business	2	2	2	3	3
	Environmental & Heritage Impacts	Tree Impacts	3	3	4	2	1
		Contamination	3	2	2	1	1
	Construction Methodology	Ease of Construction	2	3	4	3	3
		Timeframes & Staging	2	3	4	3	3
Total			34	38	44	38	36

Although the Base Case ranked highest when taken the NPV in consideration, following discussion, the Group endorsed Option 2 – Rundle Road and Parklands Alignment to be taken forward as the preferred option from the MCA. This outcome is mainly due to the least in-service impacts and most efficient construction methodology.

Even though the Base Case had the lowest NPV due to low operational costs and no capital cost expenditure, it ranked poorly in the other criteria (six poor and three less than satisfactory scores out of 15 criteria). The low scores were predominantly given for maintenance, asset life and social and environmental impacts that a failure of existing pipeline would cause. As the condition of the current main is poor, the event of a significant failure is highly possible hence the Group agreed that the Base Case is not an acceptable preferred option.

## 6.5 Procurement Strategy

A Design and Construct model has been selected under the engagement of SA Water Major Framework Partner for the Water North Framework McConnell Dowell & Diona Joint Venture (MDJV).

## 6.6 Abandoned Assets

Output A0026-0015 will deliver a replacement main. Therefore, the old main will be decommissioned as part of this project. There are a few options for decommissioning:

- Remove and backfill

- Sell infrastructure to a third party
- Plug with grout and leave in-situ

The first option is unrealistic and will not be considered further. The second option is also unlikely given the high risk this still poses to the heritage listed wall. Option three is the likely option and has been allowed for within the estimate.



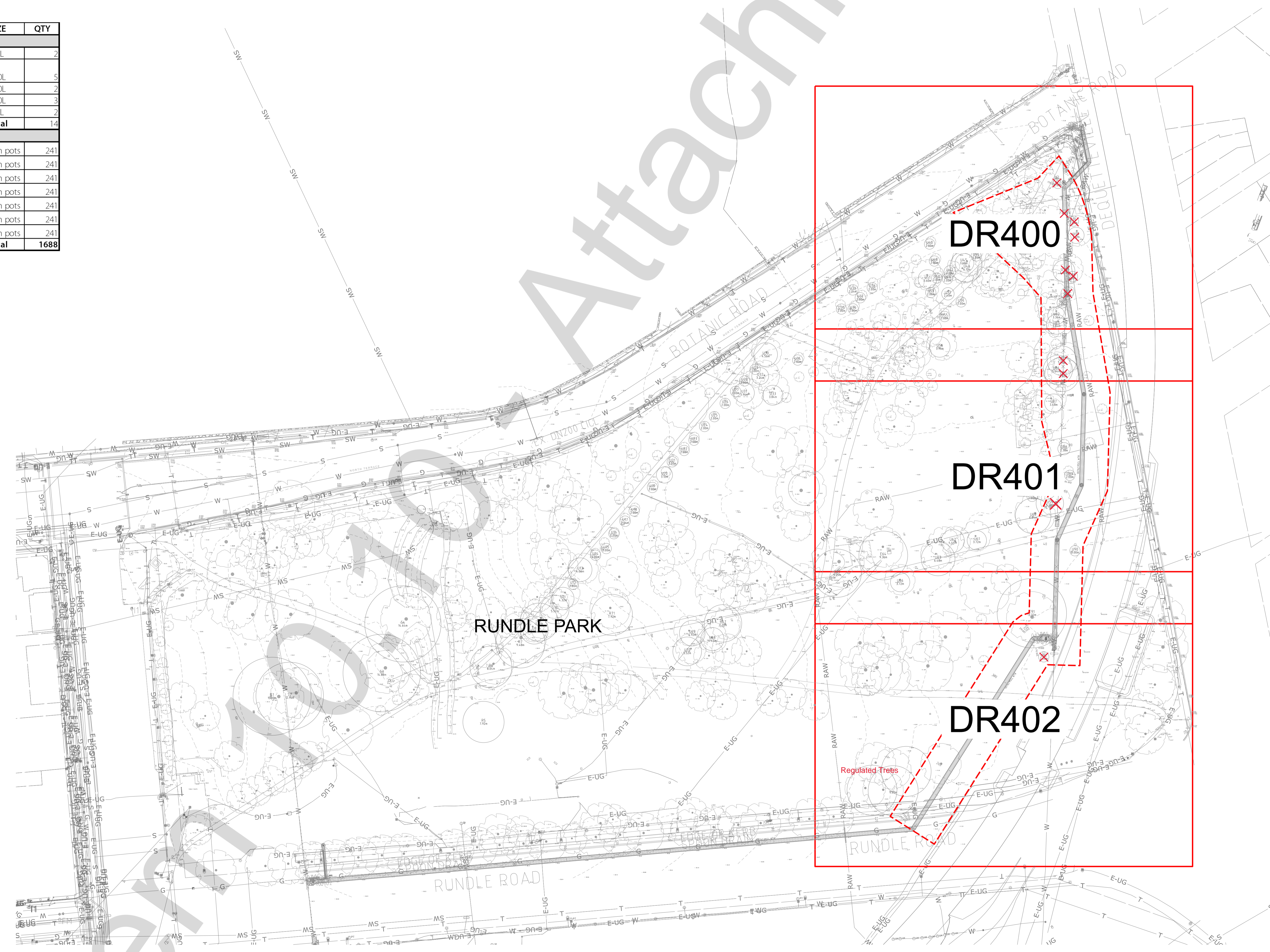
# RUNDLE PARK CENTRAL PIPELINE LANDSCAPE WORKS

## DRAWING SCHEDULE

321-0115-00-L-02-DR100	COVER SHEET
321-0115-00-L-02-DR400	PLANTING PLAN
321-0115-00-L-02-DR401	PLANTING PLAN
321-0115-00-L-02-DR402	PLANTING PLAN
321-0115-00-L-02-DR600	DETAILS

## PLANT SCHEDULE

CODE	BOTANIC NAME	COMMON NAME	DENSITY	SIZE	QTY
<b>TREES</b>					
Av	Allocasuarina verticillata	drooping she-oak	as shown	45L	2
EI	Eucalyptus leucocylon ssp leucocylon	SA. blue gum	as shown	100L	5
Em	Eucalyptus microcarpa	grey box	as shown	100L	2
Ep	Eucalyptus porosa	mallee box	as shown	100L	3
Cg	Callitris gracilis	native pine	as shown	45L	2
			<b>Total</b>		<b>14</b>
<b>SHRUB MIX</b>					
Bs	Bursaria spinosa	christmas bush	4/m <sup>2</sup>	140mm pots	241
Ca	Chrysocephalum apiculatum	yellow buttons	4/m <sup>2</sup>	140mm pots	241
Cg	Correa glabra	rock correa	4/m <sup>2</sup>	140mm pots	241
Dr	Dianella revoluta	black anther flax-lily	4/m <sup>2</sup>	140mm pots	241
Dv	Dodonaea viscosa	sticky hop bush	4/m <sup>2</sup>	140mm pots	241
Hv	Hardenergia violacea	purple coral pea	4/m <sup>2</sup>	140mm pots	241
Mp	Myoporum parvifolium	boobialla	4/m <sup>2</sup>	140mm pots	241
			<b>Total</b>		<b>1688</b>



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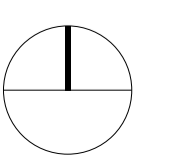
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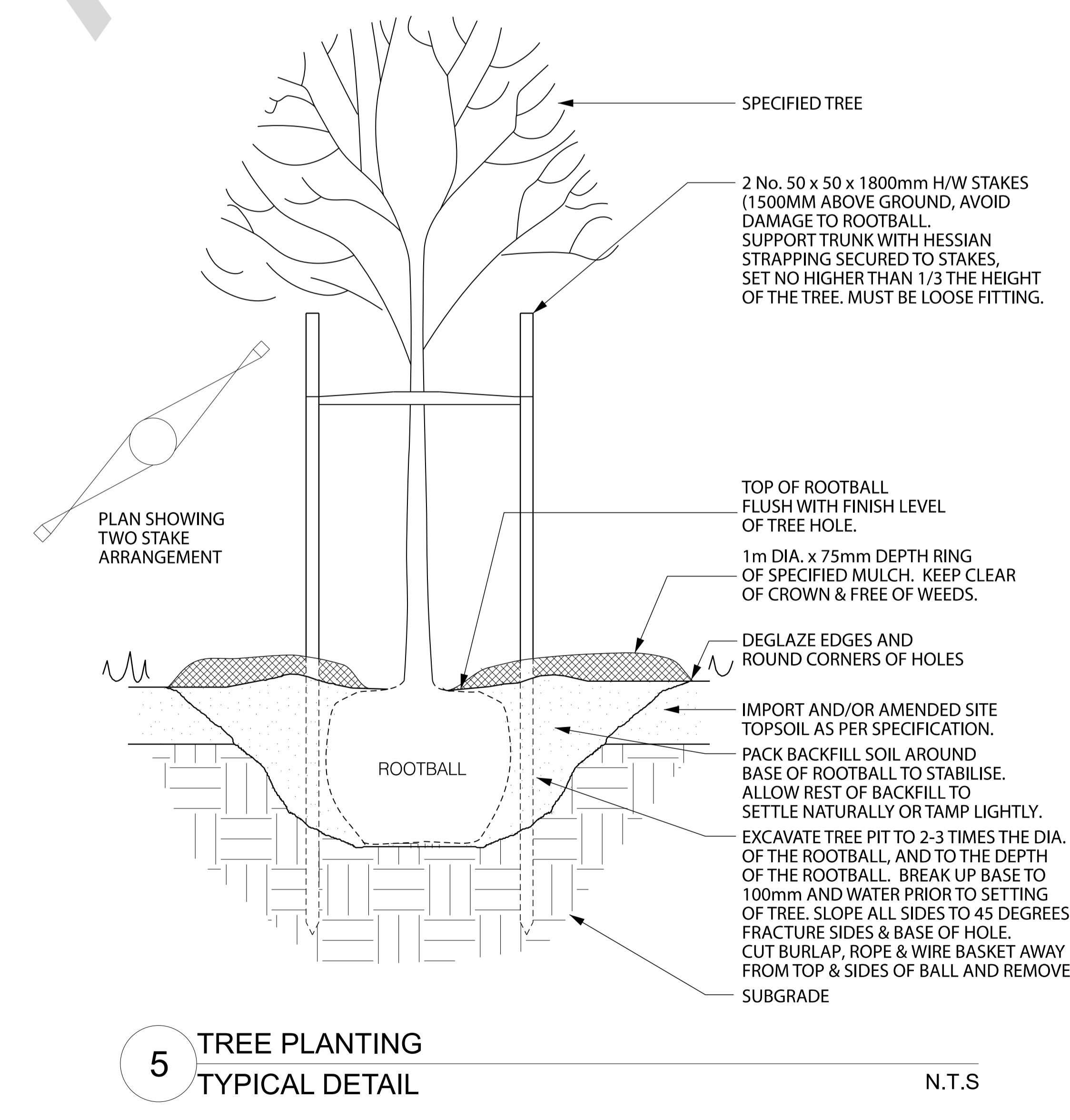
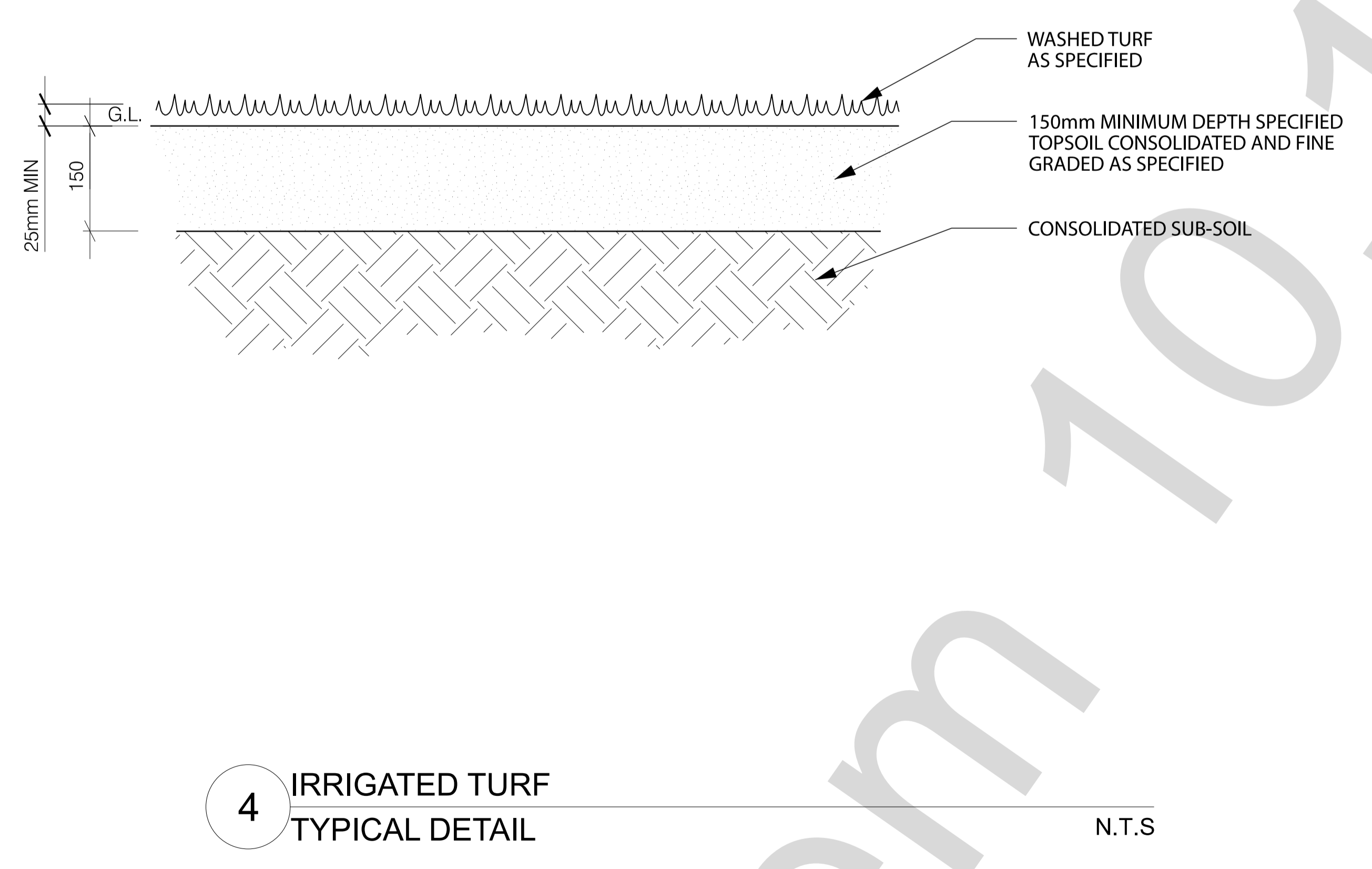
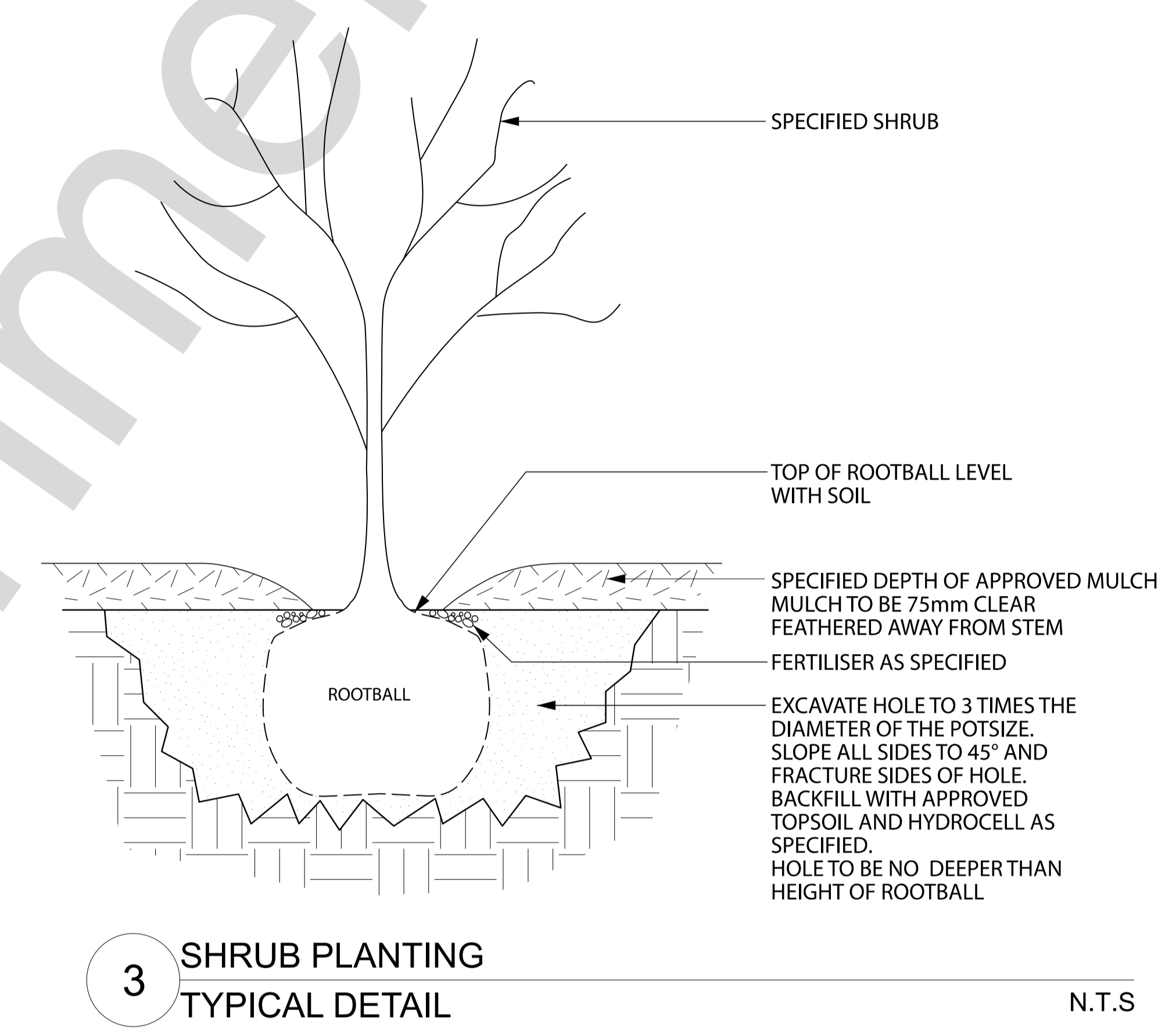
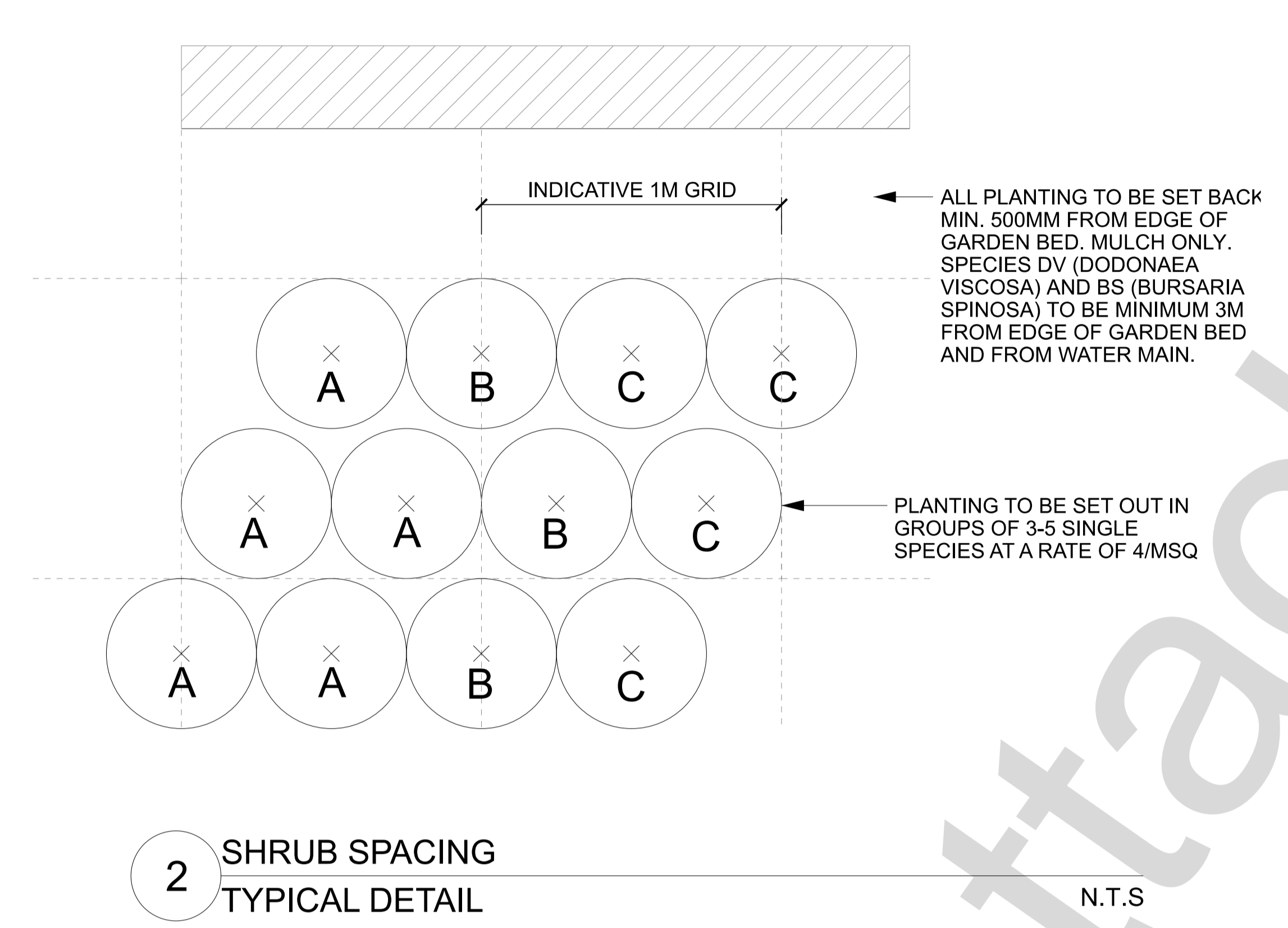
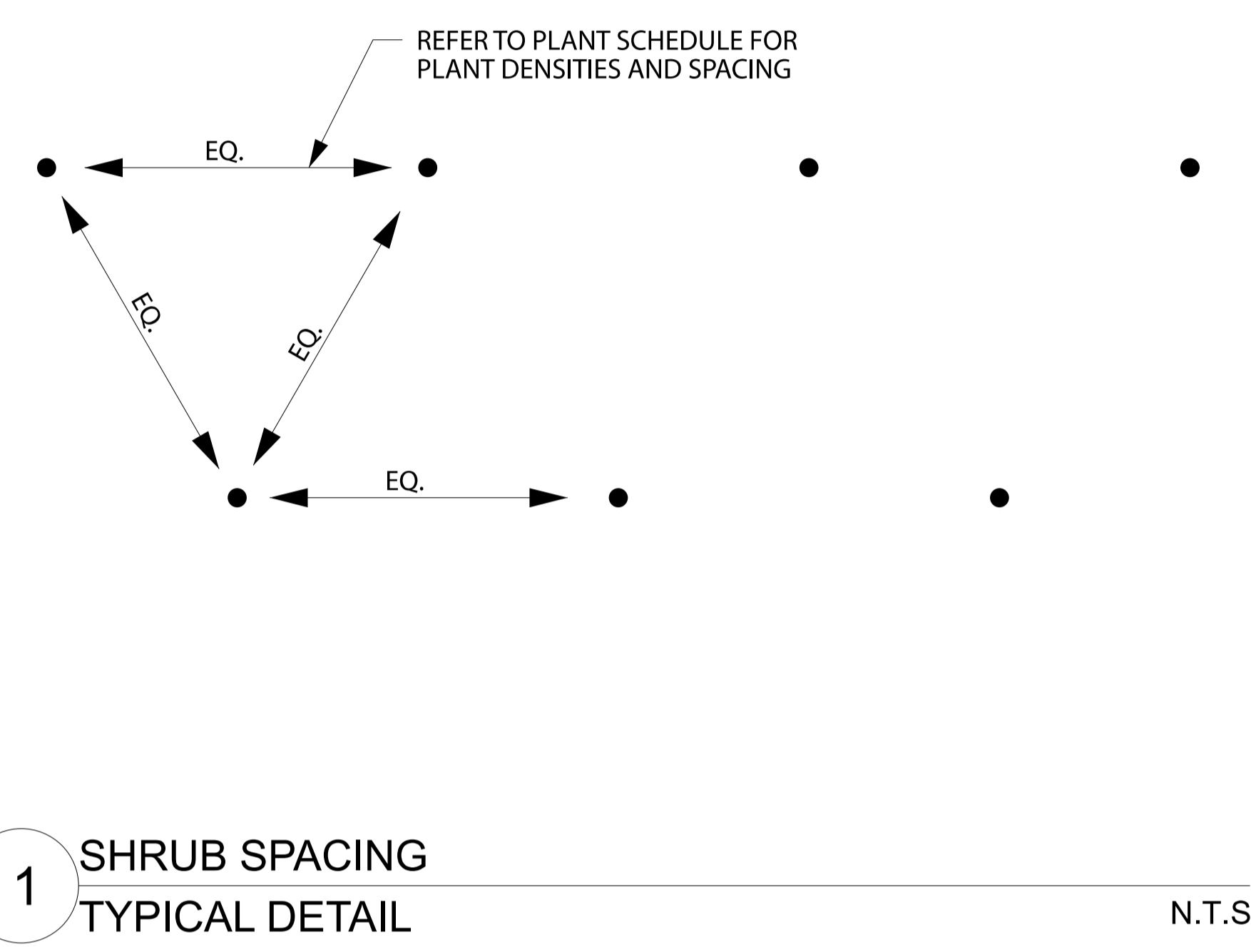
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LANDSCAPE WORKS

**CLIENT**  
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DIONA JOINT VENTURE

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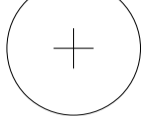
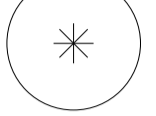
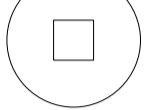
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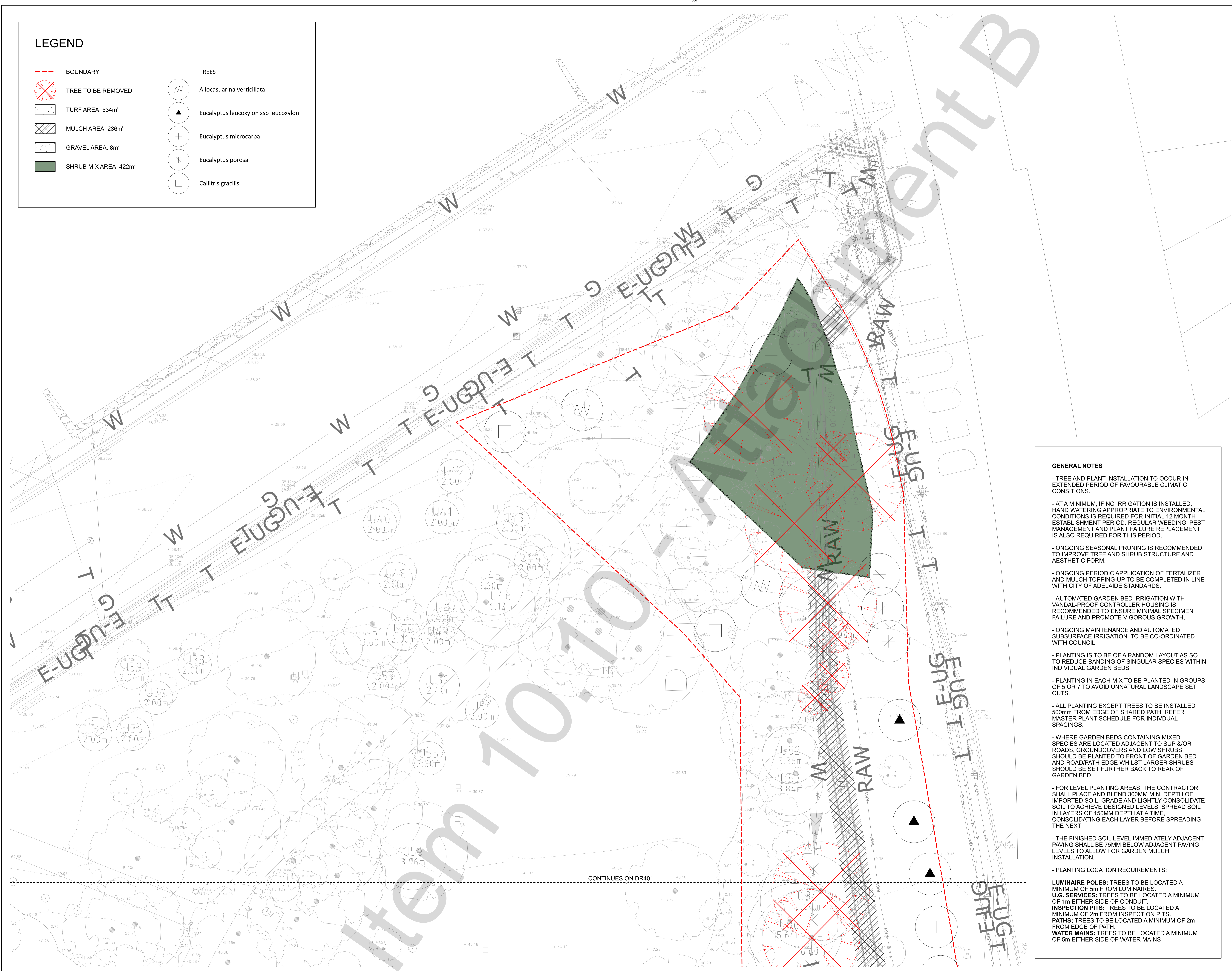
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**LEGEND**

-  BOUNDARY
-  TREE TO BE REMOVED
-  TURF AREA: 534m<sup>2</sup>
-  MULCH AREA: 236m<sup>2</sup>
-  GRAVEL AREA: 8m<sup>2</sup>
-  SHRUB MIX AREA: 422m<sup>2</sup>
-  TREES
-  Allocasuarina verticillata
-  Eucalyptus leucoxylon ssp leucoxylon
-  Eucalyptus microcarpa
-  Eucalyptus porosa
-  Callitris gracilis



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- ONGOING SEASONAL PRUNING IS RECOMMENDED TO IMPROVE TREE AND SHRUB STRUCTURE AND AESTHETIC FORM.
- ONGOING PERIODIC APPLICATION OF FERTILIZER AND MULCH TOPPING-UP TO BE COMPLETED IN LINE WITH CITY OF ADELAIDE STANDARDS.
- AUTOMATED GARDEN BED IRRIGATION WITH VANDAL-PROOF CONTROLLER HOUSING IS RECOMMENDED TO ENSURE MINIMAL SPECIMEN FAILURE AND PROMOTE VIGOROUS GROWTH.
- ONGOING MAINTENANCE AND AUTOMATED SUBSURFACE IRRIGATION TO BE CO-ORDINATED WITH COUNCIL.
- PLANTING IS TO BE OF A RANDOM LAYOUT AS SO TO REDUCE BANDING OF SINGULAR SPECIES WITHIN INDIVIDUAL GARDEN BEDS.
- PLANTING IN EACH MIX TO BE PLANTED IN GROUPS OF 5 OR 7 TO AVOID UNNATURAL LANDSCAPE SET OUTS.
- ALL PLANTING EXCEPT TREES TO BE INSTALLED 500mm FROM EDGE OF SHARED PATH. REFER MASTER PLANT SCHEDULE FOR INDIVIDUAL SPACINGS.
- WHERE GARDEN BEDS CONTAINING MIXED SPECIES ARE LOCATED ADJACENT TO SUP &/OR ROADS, GROUNDCOVERS AND LOW SHRUBS SHOULD BE PLANTED TO FRONT OF GARDEN BED AND ROAD/PATH EDGE WHILST LARGER SHRUBS SHOULD BE SET FURTHER BACK TO REAR OF GARDEN BED.
- FOR LEVEL PLANTING AREAS, THE CONTRACTOR SHALL PLACE AND BLEND 300MM MIN. DEPTH OF IMPORTED SOIL, GRADE AND LIGHTLY CONSOLIDATE SOIL TO ACHIEVE DESIGNED LEVELS. SPREAD SOIL IN LAYERS OF 150MM DEPTH AT A TIME, CONSOLIDATING EACH LAYER BEFORE SPREADING THE NEXT.
- THE FINISHED SOIL LEVEL IMMEDIATELY ADJACENT PAVING SHALL BE 75MM BELOW ADJACENT PAVING LEVELS TO ALLOW FOR GARDEN MULCH INSTALLATION.
- PLANTING LOCATION REQUIREMENTS:  
**LUMINAIRE POLES:** TREES TO BE LOCATED A MINIMUM OF 5m FROM LUMINAIRES.  
**U.G. SERVICES:** TREES TO BE LOCATED A MINIMUM OF 1m EITHER SIDE OF CONDUIT.  
**INSPECTION PITS:** TREES TO BE LOCATED A MINIMUM OF 2m FROM INSPECTION PITS.  
**PATHS:** TREES TO BE LOCATED A MINIMUM OF 2m FROM EDGE OF PATH.  
**WATER MAINS:** TREES TO BE LOCATED A MINIMUM OF 5m EITHER SIDE OF WATER MAINS

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**DRAWING TITLE**  
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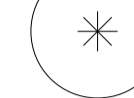
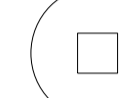
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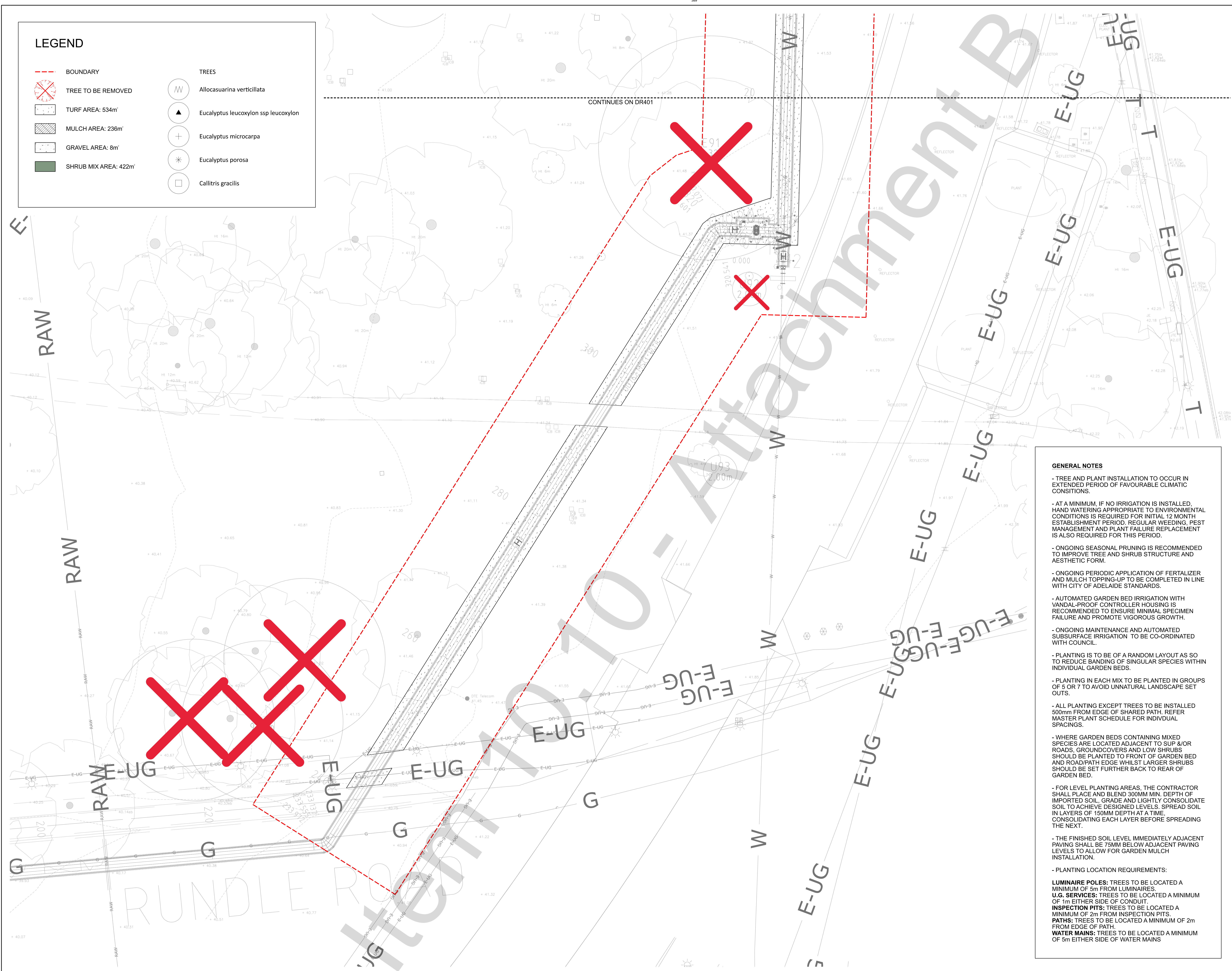
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MH	NN	NN	03.03.2021

SCALE  
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**LEGEND**

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- ONGOING MAINTENANCE AND AUTOMATED SUBSURFACE IRRIGATION TO BE CO-ORDINATED WITH COUNCIL.
- PLANTING IS TO BE OF A RANDOM LAYOUT AS SO TO REDUCE BANDING OF SINGULAR SPECIES WITHIN INDIVIDUAL GARDEN BEDS.
- PLANTING IN EACH MIX TO BE PLANTED IN GROUPS OF 5 OR 7 TO AVOID UNNATURAL LANDSCAPE SET OUTS.
- ALL PLANTING EXCEPT TREES TO BE INSTALLED 500mm FROM EDGE OF SHARED PATH. REFER MASTER PLANT SCHEDULE FOR INDIVIDUAL SPACINGS.
- WHERE GARDEN BEDS CONTAINING MIXED SPECIES ARE LOCATED ADJACENT TO SUP &/OR ROADS, GROUNDCOVERS AND LOW SHRUBS SHOULD BE PLANTED TO FRONT OF GARDEN BED AND ROAD/PATH EDGE WHILST LARGER SHRUBS SHOULD BE SET FURTHER BACK TO REAR OF GARDEN BED.
- FOR LEVEL PLANTING AREAS, THE CONTRACTOR SHALL PLACE AND BLEND 300MM MIN. DEPTH OF IMPORTED SOIL, GRADE AND LIGHTLY CONSOLIDATE SOIL TO ACHIEVE DESIGNED LEVELS. SPREAD SOIL IN LAYERS OF 150MM DEPTH AT A TIME, CONSOLIDATING EACH LAYER BEFORE SPREADING THE NEXT.
- THE FINISHED SOIL LEVEL IMMEDIATELY ADJACENT PAVING SHALL BE 75MM BELOW ADJACENT PAVING LEVELS TO ALLOW FOR GARDEN MULCH INSTALLATION.
- PLANTING LOCATION REQUIREMENTS:  
**LUMINAIRE POLES:** TREES TO BE LOCATED A MINIMUM OF 5m FROM LUMINAIRES.  
**U.G. SERVICES:** TREES TO BE LOCATED A MINIMUM OF 1m EITHER SIDE OF CONDUIT.  
**INSPECTION PITS:** TREES TO BE LOCATED A MINIMUM OF 2m FROM INSPECTION PITS.  
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**PRELIMINARY NOT FOR CONSTRUCTION**

REV	DESCRIPTION	DATE	DRN	CHKD
1	PRELIMINARY	01.03.21	MH	NN
2	CONCEPT DESIGN	03.03.24	MH	NN

**Tract Landscape Architects Urban Designers Town Planners**

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 Brisbane P: 07 3002 6400  
 Sydney P: 02 9954 3733  
 Geelong P: 03 5221 0105  
 Adelaide P: 08 8223 1324

www.tract.com.au

**PROJECT**  
 RUNDLE PARK CENTRAL PIPELINE LANDSCAPE WORKS

**CLIENT**  
 McCONNELL DOWELL  
 DIONA JOINT VENTURE

**DRAWING TITLE**  
 PLANTING PLAN

DRAWING NUMBER	REVISION
321-0115-00-L-02-DR402	2

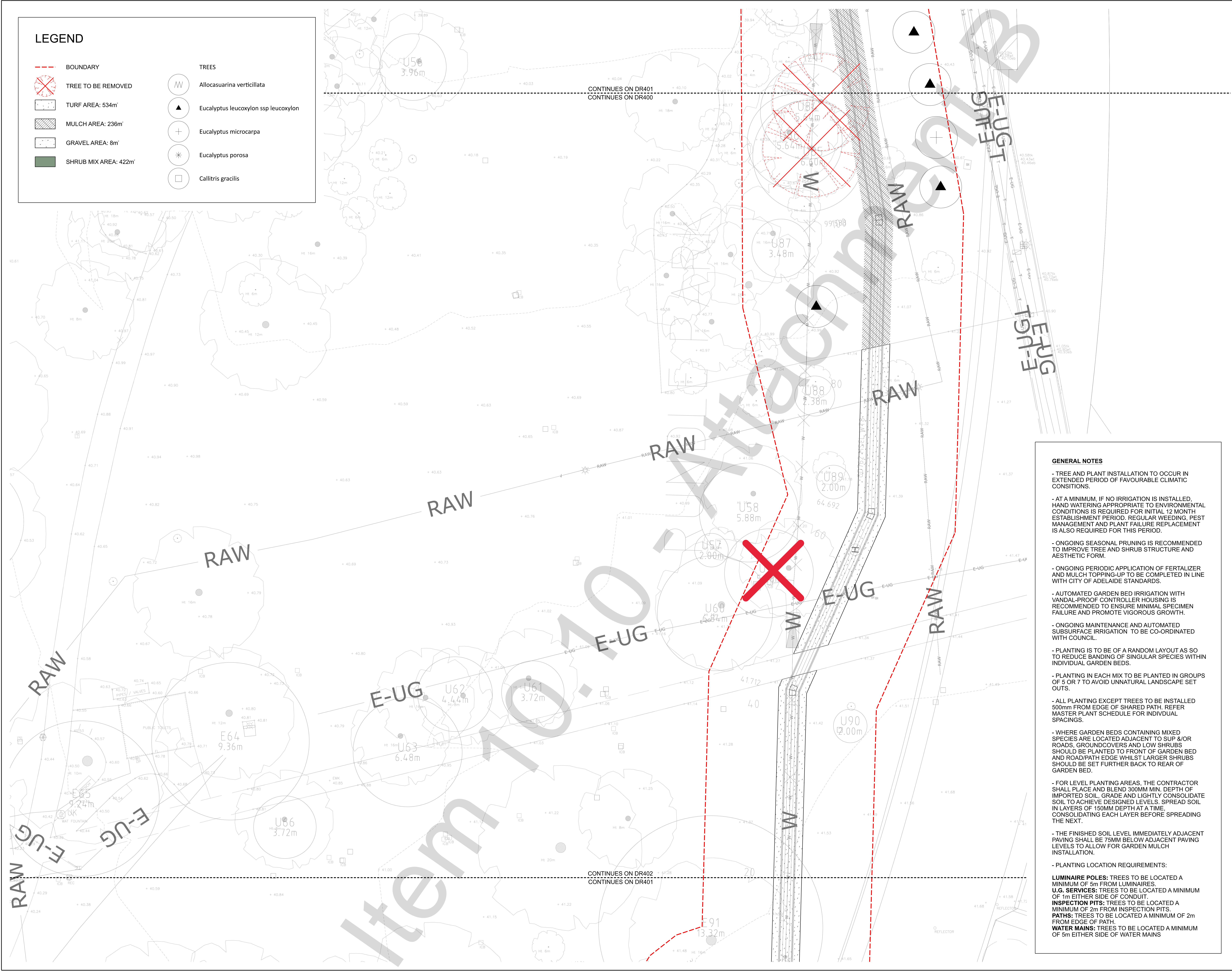
DRAWN	CHECKED	APPROVED	DATE
MH	NN	NN	03.03.2021

SCALE  
 1:200



### LEGEND

	BOUNDARY		TREES
	TREE TO BE REMOVED		Allocasuarina verticillata
	TURF AREA: 534m <sup>2</sup>		Eucalyptus leucoxyloides ssp leucoxyloides
	MULCH AREA: 236m <sup>2</sup>		Eucalyptus microcarpa
	GRAVEL AREA: 8m <sup>2</sup>		Eucalyptus porosa
	SHRUB MIX AREA: 422m <sup>2</sup>		Callitris gracilis



- #### GENERAL NOTES
- DO NOT SCALE DRAWINGS. FIGURED DIMENSIONS HAVE PREFERENCE OVER SCALED DIMENSIONS.
  - ANY DISCREPANCIES MUST BE REPORTED IMMEDIATELY TO THE SUPERINTENDENT.
  - THESE DRAWINGS ARE TO BE READ IN CONJUNCTION WITH THE DETAILS, SPECIFICATIONS AND ENGINEERING DOCUMENTS.
  - LOCATE AND PROTECT ALL UNDERGROUND SERVICES PRIOR TO ANY EXCAVATION. MAKE GOOD ALL DAMAGE TO EXISTING WORKS CAUSED BY THE ACTIVITY OF THESE WORKS.
  - THESE DRAWINGS ARE TO BE PRINTED IN COLOUR

#### GENERAL NOTES

- TREE AND PLANT INSTALLATION TO OCCUR IN EXTENDED PERIOD OF FAVOURABLE CLIMATIC CONDITIONS.
- AT A MINIMUM, IF NO IRRIGATION IS INSTALLED, HAND WATERING APPROPRIATE TO ENVIRONMENTAL CONDITIONS IS REQUIRED FOR INITIAL 12 MONTH ESTABLISHMENT PERIOD. REGULAR WEEDING, PEST MANAGEMENT AND PLANT FAILURE REPLACEMENT IS ALSO REQUIRED FOR THIS PERIOD.
- ONGOING SEASONAL PRUNING IS RECOMMENDED TO IMPROVE TREE AND SHRUB STRUCTURE AND AESTHETIC FORM.
- ONGOING PERIODIC APPLICATION OF FERTILIZER AND MULCH TOPPING-UP TO BE COMPLETED IN LINE WITH CITY OF ADELAIDE STANDARDS.
- AUTOMATED GARDEN BED IRRIGATION WITH VANDAL-PROOF CONTROLLER HOUSING IS RECOMMENDED TO ENSURE MINIMAL SPECIMEN FAILURE AND PROMOTE VIGOROUS GROWTH.
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#### PROJECT

RUNDLE PARK CENTRAL PIPELINE LANDSCAPE WORKS

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 PLANTING PLAN

DRAWING NUMBER	REVISION
321-0115-00-L-02-DR401	2

DRAWN	CHECKED	APPROVED	DATE
MH	NN	NN	03.03.2021

SCALE  
 1:200



# Draft 2021-2022 Business Plan & Budget and Long Term Financial Plan for Public Consultation

Strategic Alignment - Enabling Priorities

2021/45891  
Public

**ITEM 10.11** 13/04/2021  
**Council**

**Program Contact:**  
Grace Pelle, Manager Finance &  
Procurement 8203 7343

**Contact Officer:**  
Justin Lynch, Acting Chief Operating  
Officer

## EXECUTIVE SUMMARY

The draft Business Plan & Budget for the 2021–2022 Financial Year outlines our delivery approach to the second year of our 2020-2024 Strategic Plan, delivering on our vision “*Adelaide: The most liveable city in the world*”.

As the key annual operational and financial planning document for the City of Adelaide we outline the key actions, services, and projects we plan to provide our community and how we plan to allocate the budget.

The 2021-2022 budget results in an operating deficit of \$4.819 million, and total borrowings of \$99.1 million at the end of the Financial Year. It focuses on supporting our city and community recover from the ongoing impact of COVID-19. This operating position is representative of Council’s current recovery position. The financial impacts of COVID-19 are expected to last throughout 2021-22. Recovery is not immediate and will take time to grow our way out, but also to take advantage of the opportunity to do things differently and investigate new and existing revenue streams.

The draft 2021-2022 Business Plan and Budget is a statement of what the City of Adelaide will do for our city. Our immediate focus is recovery from the effects of COVID-19 on our city and our communities. Bringing people back to the city to stimulate economic growth and generating support for businesses. Focusing on financial sustainability through a fair and equitable approach to our rates and creation of strategic partnerships. Doing things differently to support our communities by better understanding community expectations on the services we deliver.

The draft Business Plan and Budget has been formed following a broad engagement process with our community through the development of our 2020-2024 Strategic Plan, Resident and Business Surveys completed in 2020 highlighting key economic and community insights and through a series of detailed discussions with Council Members about the City of Adelaide’s financial position in the context of our Long-Term Financial Plan (LTFFP).

These discussions included consideration of the financial levers available to Council, and Recovery Principles to help the city recover from the impacts of COVID-19 and importantly the City of Adelaide’s long-term financial sustainability and our priorities to deliver on our infrastructure and asset renewals based on audit condition and risk.

The LTFFP is a 10 year forecast of Council’s financial performance and position based on its strategic plans, anticipated service levels and social, economic and political indicators. It provides guidance to support Council decision making and confirms that Council has the financial capacity to deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The LTFFP is an integral part of Council’s Strategic Framework. It is built upon the 2020-2021 Business Plan and Budget and is aligned the City of Adelaide’s 2020-2024 Strategic Plan and the Infrastructure and Asset Management Plans.

Our experience of COVID-19 has demonstrated that Adelaide is one of the safest and most liveable cities in the world, demonstrating that we have a resilient community and all the qualities that make a liveable city. We look forward to receiving feedback from our community on our Business Plan and Budget for 2021-2022.



## RECOMMENDATION

### THAT COUNCIL

1. Approves the draft 2021-2022 Annual Business Plan & Budget document set out in Attachment A to Item 10.11 on the Agenda for the meeting of the Council held 13 April 2021 for the purpose of public consultation to commence on Friday 16 April 2021 and conclude on Monday 10 May 2021.
2. Approves the draft Long Term Financial Plan document set out in Attachment B to Item 10.11 on the Agenda for the meeting of the Council held 13 April 2021 for the purpose of Public Consultation to commence on Friday 16 April 2021 and conclude on Monday 10 May 2021.
3. Notes the 2021-2022 Budget and revised Long-Term Financial Plan incorporates a deficit position of \$4.819 million.
4. Notes the 2021-2022 Budget and revised Long-Term Financial Plan incorporates borrowings of \$99.1 million at the end of 2021-2022, and \$193.2 million at the end of the 10 year plan in 2030-2031.
5. Notes that there is a commitment to continued effort on identifying further opportunities for efficiency and revenue maximisation and these opportunities will be brought to Council for decision throughout 2021-2022.
6. Authorises the Chief Executive Officer to make any necessary changes to the draft 2021-2022 Business Plan & Budget document and draft Long Term Financial Plan document arising from this meeting, together with any editorial amendments and finalisation of the document's formatting and graphic design.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	The deliverables and objectives set out in the draft 2021-2022 Annual Business Plan & Budget document are directly aligned to the delivery of year 2 of the 2020-2024 City of Adelaide Strategic Plan.
Policy	The draft 2021-2022 Annual Business Plan & Budget has been prepared in accordance with Council's current Long-Term Financial Plan (LTFP) assumptions and endorsed Financial Policies. The approved public consultation will be undertaken in accordance with Council's Public Communication and Consultation Policy.
Consultation	A public consultation process on the draft 2021-2022 Annual Business Plan & Budget and LTFP will commence on Friday 16 April 2021 and conclude on Monday 10 May 2021.
Resource	The draft 2021-22 Annual Business Plan & Budget identifies how Council's resources will be allocated in meeting the 2021-2022 deliverables and objectives of the 2020-2024 Strategic Plan.
Risk / Legal / Legislative	Council's draft 2021-2022 Annual Business Plan & Budget is developed in accordance with section 123 of the <i>Local Government Act 1999</i> (SA) (the Act), and sections 6 and 7 of the <i>Local Government (Financial Management) Regulations 2011</i> (the Regulations). Council's draft LTFP is developed in accordance with section 122 of the Act, and section 5 of the Regulations.
Opportunities	Public consultation is a key part of the Annual Business Plan & Budget providing the community with an opportunity to provide feedback on the draft Annual Business Plan & Budget. Community members can provide feedback on issues that affect them with the commitment of Council to provide pathways for their input.
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	The draft 2021-2022 Annual Business Plan & Budget provides the proposed budget for the 2021-2022 financial year.
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

## Background

1. Preparation of the draft 2021-2022 Business Plan and Budget commenced in November 2020 and a timetable for its consideration and adoption was presented at The Committee on 8 December 2020. This timetable allowed for workshops at The Committee in January, February and March 2021, public consultation in April and May 2021, and adoption in June 2021 ahead of the new financial year on 1 July 2021.
2. On 24 November 2020, Council Members were advised of the independent Audit Committee members' recommendation that Council adopt a surplus funding model to ensure that it complies with the section 8(k) of the Act, which requires Council to uphold and promote observance of the following principle in the performance of its roles and functions: "ensure the sustainability of the council's long term financial performance and position".
3. On 8 December 2020, a workshop at The Committee provided Council Members the opportunity to discuss the approach to rates, fees and charges, infrastructure and assets, projects, and services for the 2021-2022 financial year guided by parameters and targets that were consistent with a surplus funding model.
4. At the Council meeting on 15 December 2020, the following was resolved with respect to the 2021-2022 budget parameters:  
*THAT COUNCIL:*
  1. *Adopts expenditure and revenue targets based on a rate in the dollar freeze and a rise to fees and charges at CPI.*
  2. *Notes the budget assumptions for the preparation of the draft 2021-2022 Business Plan and Budget of:*
    - a. *Capital expenditure on Renewal and Replacement of Existing Assets of \$27.6 million, with an Asset Sustainability ratio of 67%.*
    - b. *Capital expenditure on New and Upgraded Assets of \$19.2 million.*
  3. *Requests the Lord Mayor and CEO urgently convene workshops and planning sessions with elected members with a view to developing or changing the following:*
    - a. *A policy governing the City's approach to infrastructure and building assets within the Long Term Financial Plan that will:*
      - i. *Identify which significant infrastructure assets (such as the Adelaide Bridge, the Torrens Weir and the Grenfell-Currie Bus Corridor), for which we must seek State and Federal government funding in order to renew, and;*
      - ii. *Identify ageing building or commercial assets that are at or approaching the end of their useful life within the Long Term Financial Plan in order to determine how we will reuse, renew or recycle these assets.*
    - b. *An economic policy that will:*
      - i. *Support owner-occupier growth in the city that will ensure we meet or beat our 2030 growth targets, and;*
      - ii. *Achieve a rate revenue growth as a result of new developments of no less than 3 percent per annum for a majority of the years in the Long Term Financial Plan.*
    - c. *An investment strategy that will harness the funds held within the City's Future Fund in order to develop new revenue streams for the City.*
  4. *Resolves that the City is determined to grow its tax base to achieve a surplus as opposed to taxing its existing revenue base further to achieve a surplus.*
5. On 23 February 2021, a workshop was held with Council Members to discuss our Long Term Financial Plan (LTFP), operating budget by service and the levers available to Council to achieve a reduction in our operating expenditure.
6. On 23 March 2021, a workshop was held with Council Members to discuss subsidiary budgets, our financial sustainability principles, an update on our over budget position based on the feedback received from Council Members at the 23 February workshop, strategic project update and the approach to assets and infrastructure including New and Significant Upgrades and Asset Renewals and Replacements for the 2021-2022 Financial Year.

7. On 23 March 2021, a special Council meeting was called to discuss the East – West Bikeway. Council resolved to not go ahead with the construction of the East West Bikeway. However, at the time of drafting the budget, communication from the State Government is yet to be received regarding the ability to reallocate this funding to other cycling initiatives. As a result, this project has been retained in the draft Business Plan and Budget and draft Long Term Financial Plan, pending confirmation from State Government.

### **Business Plan**

8. The draft Business Plan and Budget outlines a range of strategic priorities, services, projects, and infrastructure to be delivered in 2021-2022
9. Strategic Priorities
- 9.1. These have been outlined in accordance with the priorities of our city recovery and the importance of bringing people back to the city and are aligned to our 2020-2024 Strategic Plan Community Outcomes: Thriving Communities, Strong Economies, Dynamic City Culture, Environmental Leadership and Enabling Priorities.
- 9.2. The Key actions have been prioritised based on the Strategic Plan Key Actions as endorsed by Council on the 10 March 2020 and will be measured and reported on in our annual report in accordance with our Strategic Planning Framework. These activities are a snapshot of the highlights for the year ahead.
10. Services and Projects
- 10.1. The City of Adelaide delivers a broad range of services to our community. These services bring our strategic plan to life, ensure we deliver on essential community needs, fulfil our duties as a Capital City Council and enable our community and organisation to thrive.
- 10.2. The draft 2021-2022 Business Plan and Budget presents 13 community services as well as noting our subsidiaries. Each service defines the value we provide to the community and the strategic plan alignment. The addition of the service budgets provide a level of transparency and clearly articulates what services are delivered to our community and the resources and projects that make up our operating budget.
11. Infrastructure and Capital Works
- 11.1. The infrastructure and capital works projects form the basis for our asset management renewal program and were developed as part of the business plan process. Outlined for delivery within the 2021-2022 Financial year includes:
- 11.2. Major Projects (Multi-year) totalling \$22.6m
- 11.3. New and significant upgrade infrastructure totalling \$11.2m
- 11.4. Infrastructure renewal and essential works totalling \$36.6m
- 11.5. Within the above there is \$21.6 million worth of projects commenced in prior years, with \$3m of income recognised to these projects. These projects are at risk of not completing in 2020–2021 and continuing in to 2021-2022. This list of projects is draft and currently being reviewed to mitigate risks and reduce the level of carry forwards required. Council will review a final listing, for adoption in the final Business Plan and Budget through the QF3 Finance Report.
- 11.6. The draft Business Plan and Budget includes a reduced asset renewal program, set to deliver at 67% sustainability. Asset sustainability is recommended to be held between 90% - 110%. Asset Sustainability should be monitored across the life of the LTFP as an average across the 10-year plan, opportunities to return to the target range will be discussed with Council within the Asset Management Plan revision.
- 11.7. Whole of life asset cost needs to be considered when planning assets. Prolonged reduction in asset renewals will increase future maintenance and capital works requirements and as such should be monitored in accordance with asset management plans.
- 11.8. Following the endorsement of the Strategic Asset Management Plan, individual Asset Management Plans will be reviewed and brought to Council for endorsement on an asset category basis. This will ensure Council has the opportunity to revise and approve the infrastructure level of service by asset category.

### **Operational Budget 2021-2022**

12. The draft budget results in an operating deficit of \$4.819 million. This operating position is representative of Councils current recovery position after the impacts of COVID-19. It is expected that financial sustainability initiatives and future decisions will ensure that this deficit position is not retained but instead beginning to grow out deficit whilst ensuring sustainable service delivery for the community.



13. In light of COVID-19 and the impacts on Council's revenue and expenditure, Recovery Principles have been developed to ensure our long term financial sustainability and the ongoing delivery of services and projects for our community. These principles are for Council to utilise when making decisions related to: the setting of rates; fees and charges; the utilisation of borrowings; proceeds from the sale of assets; future investment and infrastructure; government partnerships; and the review of Council's services.
14. The budget is based on discussions and feedback from Committee Workshops as per the background section of this report and include the following:
  - 14.1. Freezing the rate in the dollar for 2021-2022 for the eighth consecutive year,
  - 14.2. Holding valuations for rateable properties for 2021-2022,
  - 14.3. Increasing fees and charges by Consumer Price Index (CPI)
15. Income from rates is forecast to increase due 1% growth in new developments, noting that the rate in the dollar has been fixed for the eighth consecutive year and valuations have been held. We will continue to verify the rates valuation model, providing confirmation of the final budget in June.
16. Council's operating income has been estimated to return to 85-90% of pre-COVID levels as the city recovers from the loss of revenue as a result of the interruption caused by COVID-19.
17. Council's service delivery expenditure consists of the following assumptions:
  - 17.1. Employee costs to increase by the relevant enterprise agreement, with superannuation expected to increase by the anticipated legislated increase of 0.5%
  - 17.2. The full impact of the \$20 million savings identified in 2020-21.
18. Borrowings are budgeted to cap at \$99.1m for 2021-2022 as a result of the capital program delivery. This remains within prudential limits being the suite of ratios Council use to attest prudential borrowings being:
  - 18.1. Net Financial Liabilities below 80% (2021-2022 budget 62%)
  - 18.2. Asset Test ratio below 50% (2021-2022 budget 29%)
  - 18.3. Interest Expense ratio below 10% (2021-2022 budget 1%)
  - 18.4. Leverage Test ratio below 1.5 years (2021-2022 budget 0.8 years)

### Subsidiaries

19. Council operates 4 subsidiaries as a part of its operations. They are included in the draft business plan and budget as follows:
  - 19.1. Adelaide Economic Development Agency (AEDA) has prepared a break even budget to deliver a range of programs designed to stimulate the city's economic growth, noting that all Rundle Mall income within the budget will be utilised specifically to support and promote the Rundle Mall Precinct. Further detail on the activities and detailed budget can be found in AEDA's draft Business Plan and Budget (Link 2 view [here](#)).
  - 19.2. Adelaide Central Market Authority (ACMA) have prepared a budgeted with an overall operating deficit of \$1.169 million. This is as result of car parking income impacted by the Central Market Arcade Redevelopment and stall refurbishment costs. Further detail on the activities and detailed budget can be found in ACMA's draft Business Plan and Budget (Link 1 view [here](#)).
  - 19.3. Brown Hill Keswick Creek with minor operational and capital budgets under Park Lands Service.
  - 19.4. Adelaide Park Lands Authority (APLA) with service delivery budgets under Park Lands Service.

### Future Opportunities and next steps

20. During 2020-2021, \$20 million of cost reductions have been actioned and incorporated into budgets. At this stage, Council has not yet fully experienced the full impact of these reductions. It is anticipated that customer expectations regarding service delivery will not be significantly impacted by these reductions as we revise our approach to service delivery to operate more efficiently and achieve the same outcome for the customer utilising less resources.
21. On 19 March 2021, the City of Adelaide Audit Committee provided the following feedback with regards to the 2021-22 Business Plan and Budget and options for investigation:
  - 21.1. Rates – considering valuations
  - 21.2. Continue to review services and identify opportunities for further operating budget expenditure reduction through contestability
  - 21.3. Review workplan for the year in terms of renewals and projects and look at opportunities to eliminate carry forwards where practicable

- 21.4. Include condition ratings in renewal reporting
- 21.5. Opportunities to grow revenue streams including through new commercial operations, delivered by the future fund, and through incentivising rates uplift through development.
22. We are committed to ensuring future opportunities in these areas will be brought back to Council for consideration in the future and include the financial impact to ensure budgets are updated accordingly.
23. A workshop with Council members is planned for April to further discuss resolutions regarding the development of an economic policy and investment strategy.

### Long Term Financial Plan

24. The Long Term Financial Plan (LTFP) ensures Council can deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner. It is based on a range of assumptions to determine the forecasts:
  - 24.1. Year 0 of the LTFP is based on QF 2 (2020-2021).
  - 24.2. Year 1 of the LTFP is based on the draft 2021-2022 Budget.
  - 24.3. Rates revenues are indexed by CPI on the previous year's rate revenue to cover continued provision of existing services. 1.25-2% per annum based on current forecast indicators which include the economic impact of COVID-19. Additionally, an allowance for new developments of 1% is included in the rates revenue
  - 24.4. Employee Expenses are indexed each year. That is a 2% increase is assumed for waged, salaried and UPark staff while a 2.5% increase is assumed for staff working under the Leisure enterprise agreements.
  - 24.5. Materials and Contractors are indexed using CPI.
  - 24.6. The LTFP is based on a business as usual assumption, which means that the Council will continue to provide the existing services at the same service standard.
  - 24.7. Depreciation is based on capital investment of approved projects only and current asset base.
  - 24.8. Interest expense is based on applying forward interest rates to projected debt levels at a rate of 1.35-2% across the LTFP based on its existing borrowing rate, market indicators, and an allowance for an increase in future interest rate rises.
  - 24.9. Capital renewal is based on the Asset Management plans.
  - 24.10. Council subsidiaries are assumed that the operations of each subsidiary will be funding neutral (ie breakeven) from 2022-2023 onwards.
  - 24.11. Fees and charges are assumed to increase on average in line with CPI unless there are specific circumstances that will have a material impact on the value of the fees and charges, such as changes in property tenancies associated with the Adelaide Central Market Arcade redevelopment.
  - 24.12. Annual grants, subsidies and contributions are assumed to continue for the duration of the LTFP and indexed in line with CPI unless agreements are known to expire or change.

### Consultation Process

25. In accordance with section 123(3)(b) of the Act, we are required to follow the relevant steps in its public consultation policy to facilitate community feedback on the draft Annual Business Plan & Budget.
26. We have developed the draft 2021-2022 Annual Business Plan & Budget and draft LTFP for the purpose of public consultation (refer **Attachment A** and **Attachment B**).
27. The consultation process will seek important feedback from the community including our creative industries, young people, entrepreneurs, multicultural and linguistically diverse groups, Aboriginal and Torrens Strait Islander Groups and key stakeholders that we have previously engaged with as well as those that participated in strategic planning workshops.
28. Feedback will also be proactively sought from our customers and business and residential ratepayers through support from our customer experience team.
29. Focused engagement will take place on our key actions and services including seeking feedback on:
  - 29.1. The level of community support for the proposed key actions.
  - 29.2. Overall satisfaction with the services delivered by Council.
  - 29.3. The extent to which services are meeting community expectations.
  - 29.4. Those services that the community would like to see prioritised investment in future years.

30. In regard to the Long Term Financial Plan, focused engagement will seek feedback on:
  - 30.1. The levers available to ensure Councils financial sustainability.
  - 30.2. The approach to our future fund initiative.
  - 30.3. Community feedback on our operating position.
31. The draft 2021-2022 Annual Business Plan & Budget and Draft LTFP public consultation form stage 2 of a wider consultation that will commence on Friday 16 April 2021 and conclude on Monday 10 May 2021. This is immediately following stage 1 consultation on our Draft Rating Policy closing on Thursday 15 April 2021. Our community has the option to register their interest in stage 2 during stage 1.
32. Notification of public consultation will be provided through the following avenues:
  - 32.1. City of Adelaide's website linking through to detailed information on the 'Your Say' website.
  - 32.2. 'Your Say' website will also include links to the full draft 2021-2022 Annual Business Plan & Budget and draft 2021-2022 to 2030-2031 Long Term Financial Plan documents, Consultation Packs (including the Submission Form) and Frequently Asked Questions. There will be no requirement to register to access and respond to the survey.
  - 32.3. Quick polls will be available for the community to access, making it easy for our stakeholders to respond to simple questions in a quick and timely manner.
  - 32.4. Use of Qualtrics, utilising our customer centre communication channels to provide their customers an opportunity to complete online surveys.
  - 32.5. Use of our EDMs such as our ratepayer database, Your Say Adelaide registrants and community newsletter subscribers.
  - 32.6. Council's Customer Service Centre, libraries, and community centres, where the full draft 2021-2022 Business Plan & Budget document, draft 2021-2022 to 2030-2031 Long Term Financial Plan document and Consultation Packs will be made available, along with City of Adelaide employees available to ask questions at timed periods of the day.
  - 32.7. A Public Notice in the Gazette and an advertisement in The Advertiser newspaper.
  - 32.8. Promotional advertisements on all Customer Service points including the Digital screens that council owns.
  - 32.9. Email campaign to registered users of the 'Your Say' Adelaide engagement website and other programs' databases.
  - 32.10. Media release to all local media announcing draft 2021-2022 Annual Business Plan & Budget, draft 2021-2022 to 2030-2031 Long Term Financial Plan and consultation.
  - 32.11. Social media campaign via City of Adelaide Twitter feed and Facebook page.
33. The community will be encouraged to make written submissions to the budget through the following channels:
  - 33.1. Online at [yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au)
  - 33.2. Email at [strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)
  - 33.3. In writing to 'Community Consultation: Draft 2021-2022 Annual Business Plan & Budget, GPO Box 2252, Adelaide SA 5001'
  - 33.4. Hard copy submission forms will be available from City of Adelaide's Customer Service Centre, libraries and community centres.

### Next Steps

34. On 18 May 2021, it is proposed that at a Special Council Meeting, Council will receive feedback from both stages of public consultation undertaken and final amendments.
35. On 1 June 2021, at The Committee, Council Members will be presented with the reports for consideration at the 8 June 2021 Council meeting:
  - 35.1. 2021-2022 Business Plan and Budget
  - 35.2. Adelaide Economic Development Agency 2021-2022 Business Plan and Budget
  - 35.3. Adelaide Central Market Authority 2021-2022 Business Plan and Budget
  - 35.4. 2021-2022 to 2030-2031 Long Term Financial Plan
  - 35.5. Adoption of Rating Policy

- 35.6. Adoption of Valuations
- 35.7. Declaration of Rates
- 35.8. Fees and Charges Schedule
- 35.9. Declaration of Rundle Mall Special Rate

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Adelaide Central Market Authority Draft 2021–2022 Business Plan and Budget

**Link 2** – Adelaide Economic Development Agency Draft 2021–2022 Business Plan and Budget

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## ATTACHMENTS

**Attachment A** – Draft 2021-2022 Annual Business Plan and Budget

**Attachment B** – Draft 2021-2022 to 2030-2031 Long Term Financial Plan

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- END OF REPORT -



# CITY OF ADELAIDE **BUSINESS PLAN AND BUDGET 2021 – 2022**





# Adelaide. The most liveable city in the world

First shaped by the Kurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life.

Adelaide is the world's only City in a park, surrounded by nationally heritage listed Park Lands. We are a creative City of makers and innovators and celebrate our status as an UNESCO City of Music. We are one of Australasia's most digitally connected cities, with our Ten Gigabit Adelaide network empowering local businesses to realise their global potential.

**We are an environmentally sustainable City, being the first Local Government Administration in South Australia to be Carbon Neutral certified.**

Adelaide is a city of firsts, known for its social, cultural and technological innovation and now poised at the edge of many new possibilities that the growing space and future industries will bring.

As the Capital City Council of South Australia, the City of Adelaide is:

- Home to over 25,000 residents
- Home to over 15,000 businesses
- Host to over 300,000 people in the City everyday

**These are the people we serve.**

This business plan and budget is about supporting our City and the people we serve through the recovery from COVID-19.

Highlights for this year include:

- **Fair and equitable rates** including a freeze of the rate in the dollar for the eighth consecutive year
- **Stimulating the City's economy** through Major investments including Eighty Eight O'Connell and the Central Market Arcade Redevelopment
- **Championing creative responses to the challenges of our City** through 'Splash activations', innovative partnerships, precinct based activations and community led ideas
- **Activating mainstreets and develop unique precincts** to support business and residential growth
- **Activating the City and Park Lands** through curated events and experiences that promote vibrancy, visitation and neighbourhood connections.
- Programs and projects to **help our residents and businesses to generate less waste** and increase resource recovery



Our budgeted expenditure of \$280 million focuses on the prioritisation of community and civic services, activities that support the City's cultural and economic development, and projects that maintain and upgrade infrastructure within the City and Park Lands. Our services, projects and infrastructure works are predominantly funded through rates, fees and charges, and grants and subsidies. Borrowings are principally utilised for major infrastructure projects, including city shaping projects such as the development of 88 O'Connell Street and Central Market Arcade, or commercially focused projects with a financial return on investment.

#### WHERE OUR FUNDS COME FROM (FUNDING PATHWAY)

Rates	\$121.2m
Statutory charges	\$11.6m
User charges	\$62.3m
External funding (including Grants and Subsidies)	\$3.3m
Other	\$1.1m
Borrowings	\$22.0m
Capital grants and proceeds	\$3.8m
Surplus cashflow from Operations	\$52.6m
Proceeds to build the Future Fund	\$2.1m
<b>TOTAL</b>	<b>\$280.0m</b>

#### HOW FUNDS ARE SPENT (EXPENDITURE)

Arts, Culture and Events	\$16.1m
Community Development	\$5.5m
Community Safety	\$5.7m
Environmental Sustainability	\$3.4m
Library Services	\$6.9m
Park Lands and Open Space	\$28.9m
Parking	\$23.2m
Planning, Building and Heritage	\$5.0m
Property Management and Development	\$27.9m
Resource Recovery and Waste Management	\$8.0m
Roads and Footpaths	\$91.4m
Social and Economic Planning	\$4.1m
Sports and Recreation	\$17.1m
Subsidiary Services	\$29.0m
Corporate and other Capital Costs	\$7.8m
<b>TOTAL</b>	<b>\$280.0m</b>



# Kurna Acknowledgement

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

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

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





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# What we know

## How COVID-19 impacted our City and Community

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**Our shared experience of COVID-19 has confirmed that Adelaide is one of the safest and most liveable cities in the world, demonstrating that we have a resilient community and all the qualities that make Adelaide. Designed for Life.**

2020 presented many challenges for our community and our City. COVID-19 significantly impacted city businesses, our residents, and the wider community as well as Council's own revenue base.

The impacts of the shutdown of non-essential activity had an immediate and profound effect on income to Council and our ability to deliver for the community in our usual ways. This strengthened the need for the City of Adelaide to make the very best of the resources available, diversify our revenue streams and plan for the expectations of our communities.

In late 2020 we asked our residents and our local businesses what they need and expect from us:

- City businesses have also told us that we need to concentrate on getting people into the city.
- Most important to **businesses** are the maintenance of council assets, along with the economic growth of the city and with waste management services.

- **Residents** value most highly asset maintenance, waste management and arts and community development services.

In relation to **our City recovery post COVID-19** we have already seen:

- GRP has topped \$20bn for the first time
- CBD office occupancy has returned to about 70% , having reduced to about 55% at the height of the pandemic in SA
- Our residents are out and about using the city for their everyday needs. Some 93% had been to a local café, restaurant or bar and this contributed to boosting spend in the local economy on dining and entertainment by 16% more in October 2020 than in October 2019, and
- Our city has celebrated its arts and cultural strengths through a COVID-aware Adelaide Festival and Adelaide Fringe, the largest gathering of its kind in the world

*Sources: City of Adelaide Economy.ID, Property Council of Australia, City of Adelaide Resident Survey 2020, Spendmapp.*

## Challenges and Opportunities

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There are still key challenges facing our city and our community as we work towards recovery:

### **The presence of people in the city:**

With greater flexible work arrangements leading to more people working from home and spending in their local communities rather than commuting to the City.

### **Personal connection and wellbeing:**

job insecurity and the loss of community connections has adversely impacted wellbeing.

**Changing shopping trends:** as more people shop online, seek local brands and sustainable options.

**Population growth:** net overseas migration is one of South Australia's biggest economic drivers and our city economy is largely dependent on population growth.

**International education:** international border closures in place since the start of the COVID-19 pandemic, prevented many students from arriving in South Australia and some may have reconsidered their international education experience.

As we face these challenges and the concept of a new normal, we need to consider how we:

- Attract local, national and international **visitors back into a safe and vibrant City**
- **Strengthen our businesses** and entrepreneurs to be innovative and to grow
- Embrace Adelaide's creative identity and promote a **more localised and social economy**
- **Support our residents' wellbeing** and connectivity to their local neighbourhoods to enable them to participate more in City life
- Differentiate Adelaide as an **international education destination of choice**
- **Forge new partnerships** to advance projects of mutual interest
- Attract and sustain **investment in infrastructure** and use existing assets more effectively; and
- **Diversify our revenue streams** and review our services to meet community expectations

**Our 2021- 2022 Business Plan and Budget includes key projects and actions that focus on each of these community priorities.**

# How we are responding

## Investing in City Recovery

---

Council is committed to ensuring future opportunities are continued to be explored through further operational efficiencies, maximising revenue opportunities and growth of revenue streams. This commitment will improve the operating position and financial sustainability of Council and enhance the service delivery to the community.

For 2021 – 2022 Council has determined to freeze the rate in the dollar for the eighth consecutive year and to increase Fees and Charges by CPI.

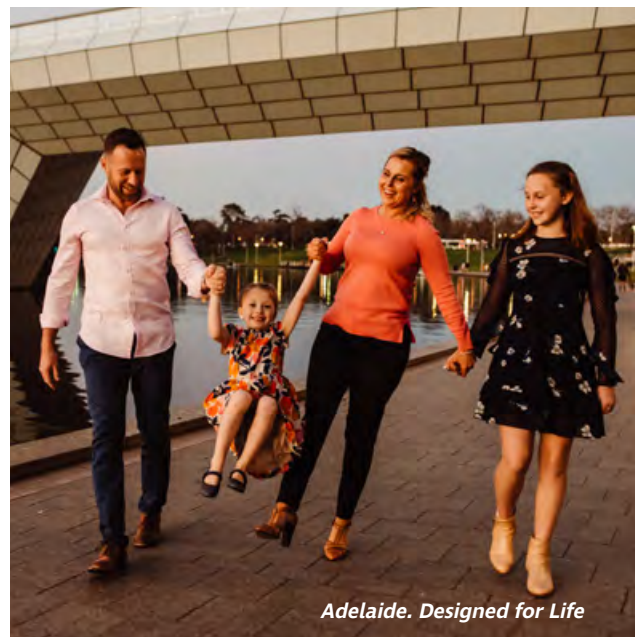
We will continue to provide targeted support to businesses, ratepayers and communities, including our City Stimulus Business Support program which so far has committed over \$7 million worth of investment and support.

Council has also determined not to further reduce services or infrastructure spending. We will continue to review our services and Asset Management Plans, to ensure they are delivered efficiently and meet the needs of our community.

Asset and Infrastructure expenditure, including on renewals, has been prioritised on condition, risk and readiness to deliver. There is also expenditure allocated to new assets and the upgrade of existing assets.

Council-led projects such as the development of Eighty Eight O'Connell Street and the Central Market Arcade redevelopment are central to this endeavour, as are the major private developments underway or in the pipeline. The Adelaide City Deal – one of our biggest Federal and State Government partnerships – with its focus on innovation, digital connection, space technologies, and major cultural facilities, cannot be underestimated in its significance for shaping our city's future and reputation.

**These initiatives, alongside the detail in this document, ultimately leverage our City brand, 'Adelaide. Designed for Life.' to build a foundation for a growth led recovery and a future where Adelaide continues to prosper.**



*Adelaide. Designed for Life*



## Our 2021 - 2022 Budget

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This Plan is the key annual operational and financial planning document for the City of Adelaide. It describes our priorities, what services and projects we plan to deliver for, our sources of revenue, and how we propose to allocate our budget.

This budget has been formed over the past several months through a series of workshops and discussions with Council Members and our Audit Committee, about the City of Adelaide's financial position. These discussions included consideration of the financial levers available to Council to help the City recover and improve the City of Adelaide's long term financial sustainability.

**The 2021 - 2022 budget results in a deficit of \$4.819 million and focuses on supporting our City and community recover from the ongoing impact of COVID-19.**

This operating position is representative of Council's current recovery position. The financial impacts of COVID-19 are expected to last throughout 2021 - 2022. Recovery is not immediate and will take time to recoup losses but also to take advantage of the opportunity to do things differently.

As a result the key impacts on the budget can be summarised as:

- Reduced income for commercial operations and property transactions
- Holding rates income with the exception of new developments
- Reviewing the services we deliver to our community to ensure value for money for our ratepayers
- Reduced asset renewal and new capital programs

It is expected that financial sustainability initiatives and future decisions will ensure that this deficit position is not retained but instead a beginning to grow out of deficit whilst ensuring sustainable service delivery for the community.

The priorities and delivery for our services have also been prepared considering the challenges and opportunities arising from COVID-19.



# How we are responding

## Recovery Principles

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**We have developed Recovery Principles to assist our future decision making in light of COVID-19 and to support our long term financial sustainability.**

These principles seek to ensure an equitable approach to rating, a prudent approach to the utilisation of borrowings and proceeds from the sale of assets, and sustainable investment in our infrastructure and delivery of services:

- Our rates, fees and charges approach is fair and equitable
- Financial borrowings adjusted to stimulate growth
- Proceeds from selling underperforming 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.



# How we are responding

## Recovery Priorities and Actions

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As part of our recovery efforts and as the Capital City Council for all South Australians, we play a key role in bringing people back to our City, supporting community health and wellbeing and delivering economic growth.

Our 2020 Business Insights Survey highlights that **bringing people back to the city** in the short and longer term is something that our business community feel would support them in the recovery from COVID-19. Our community outcomes for a Dynamic City Culture and Thriving Community within our 2020 - 2024 Strategic Plan, provides the opportunity to connect our city users and our community to our Park Lands, develop and deliver curated experiences, deliver cultural strategic partnerships, performances, exhibitions and events that will attract people back to the City.

The establishment of the **Adelaide Economic Development Agency (AEDA)** at the start of 2021, plays a key role in attracting people back to our City and growing our economy. AEDA has been formed to accelerate growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing our annual events calendar and marketing the city as a whole including Rundle Mall.

Financial Sustainability and economic growth are inherently connected as an outcome of bringing people back to the city. But there is more that we can do to support this focus area. We know from recent surveys that asset maintenance is important to both our resident and business communities.

A focus on levels of service and our Asset Management Plans will ensure we can deliver well maintained community assets both now and into the future. As well as a focus on assets, maximising funding opportunities through effective advocacy and partnerships will support greater public value for ratepayers and our community. Through the implementation of our Strategic Property Review we will ensure that we are well placed to invest in our City and respond to future needs.

As we bring more people back to the city it is important that we also connect with our community. To do this effectively we need to consider doing things differently by implementing new ways to engage the community in council decision making and streamlining Council policies, permits and fees to ensure we continue to balance efficiencies with meeting community expectations.



We know that we cannot do everything in one year. Instead we have set ourselves some key priorities to move along a trajectory of recovery.

Changing how we connect with our community will also allow Council to deliver effective services that provide value for money and meet the ongoing needs of all City users.

**Council has prioritised a range of activities, projects and infrastructure to be delivered in 2021 – 2022. Each of the Strategic Priorities on the following pages, provides a description of what we commit to deliver this financial year, as well as the relevant 2020 – 2024 Strategic Plan Key Actions, as we continue to deliver on our vision 'Adelaide. The most liveable City in the world'.**



# How we are responding

## Recovery Priorities and Actions

---

### New priorities

### Strategic Plan Key Action this aligns to:

Develop a suite of opportunities for the community and city users to connect, play, exercise, and learn in the Park Lands with particular focus on Wellbeing Month, implementing the Healthy Parks, Healthy People strategy and promotion of the Adelaide Park Lands trail.

Delivered by: June 2022

#### *Thriving Communities*

1.01: Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences

Implement a new permit fee model to support business growth and to make it easier to do business with Council.

Delivered by: June 2022

#### *Strong Economies*

2.05: Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the City

Finalise the Strategic Asset Management Plan (SAMP) and associated principles and levers available to Council to inform future Customer and Technical Levels of Service for all Asset Classes.

Delivered by: June 2022

#### *Dynamic City Culture*

3.06: Develop asset management plans to provide for future generations

Develop and deliver curated programs that attract people to the city through cultural, physical, social, and environmental experiences.

Delivered by: June 2022

#### *Dynamic City Culture*

3.09: Connect City users to place through curated city experiences

Deliver cultural strategic partnerships, performances, exhibitions, festivals and events, residencies and community driven programming across our venues and throughout the city.

Delivered by: June 2022

#### *Dynamic City Culture*

3.10: Support community diversity, cultural expression, experiences and participation

## New priorities

## Strategic Plan Key Action this aligns to:

Maximise funding opportunities through partnership proposals as part of our Australian and State Government budget submissions and election advocacy  
Delivered by: June 2022

### *Enabling Priorities*

5.03: Build on effective advocacy and partnerships, locally, nationally, and globally

Explore opportunities within the City of Adelaide's property portfolio, including the consideration of opportunities for the sale of underperforming assets as well as leveraging existing assets for City shaping initiatives, to support greater public value for ratepayers and the community.  
Delivered by: June 2022

### *Enabling Priorities*

5.04: Implement the Strategic Property Review

Prioritise activities to recover Council's commercial businesses/ revenue to pre-COVID levels. Diversify revenue through the investigation, identification and implementation of new or modified business services including a review of the property portfolio to increase revenue and property values in accordance with fair value market approach.  
Delivered by: June 2022

### *Enabling Priorities*

5.05 Develop new revenue opportunities for Council operations

Work with our Council Members to reinvigorate our engagement strategy and our approach to engaging our community in Council decision making.  
Delivered by: June 2022

### *Enabling Priorities*

5.08: Implement new approaches to engaging the community in Council decision making

# How we are responding

## Recovery Priorities and Actions

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### Continuing priorities (from 2020 - 2021):

Develop and deliver programs to create a range of experiences, opportunities, and physical improvements to engage and support our community and businesses across the year.

Delivered by: June 2022

#### *Strong Economies*

2.09: Activate main streets and develop unique precincts to support a diverse range of businesses and communities

Develop key programs and projects that support residents, businesses, public spaces and our own operations to reduce waste generation and increase resource recovery (especially with food waste) to support a transition to a more circular economy.

Delivered by: June 2022

#### *Environmental Leadership*

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

Partner with Green Adelaide to enhance biodiversity in the Park Lands, provide events and activities, and develop interpretative materials and trails that connect our community to nature.

Delivered by: June 2022

#### *Environmental Leadership*

4.05: Enhance biodiversity in the Park Lands and connect our community to nature

Develop a focused insights strategy and research agenda combined with a comprehensive communication approach for proactively sharing insights across all City of Adelaide channels including social, website and media.

Delivered by: December 2021

#### *Enabling Priorities*

5.01: Review and improve the way we collect and present data to share insights with the community

Develop a framework to continue to review and report on our services to ensure we can capture how we are performing and how satisfied our community is with the delivery of our services.

Delivered by: June 2022

#### *Enabling Priorities*

5.06: Review Council services to balance efficiencies with meeting community expectations.



## Major Projects

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Underpinning our recovery actions are Major Projects. These are often multi-year activities where we have partnered and/or have large budgets in place to ensure delivery (current year budgets):

- Central Market Arcade Redevelopment (\$14.939m)
- Market to Riverbank - Bentham and Pitt Street (\$5.15m)
- Moonta Street (\$2.5m)

*These costs have been embedded within the Capital Works component in the following 'Our Services' section.*

**Artist impression of the Central Market Arcade redevelopment**





# How we are responding

## Eighty Eight O'Connell

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After 30 years of inactivity, the City of Adelaide purchased the former Le Cornu site at Eighty Eight O'Connell Street, North Adelaide, as a catalyst to revitalise the O'Connell Street precinct. Since taking ownership, Council has undertaken extensive community consultation and stakeholder engagement about the future of the site.

In December 2020, Council selected Commercial & General to undertake the \$250M development of this new landmark which will deliver an exciting mix of residential, retail and commercial uses, new public open spaces, and publicly accessible car parking.

### What is proposed:

- Ground level open space and retail, including café and restaurant
- Commercial and medical uses at level 1 and 2
- Approximately 180 apartments
- Residential amenities including swimming pool, gym and sauna
- A large outdoor terrace at level 2 which will also be available to the public.
- 394 car parks at basement including 116 which will be publicly available



## Adelaide Economic Development Agency

---



The City of Adelaide recognises the importance of accelerating economic growth in the city, and as part of its 2020-2024 Strategic Plan, sought to design and implement a City Wide Business Model. This led to council at its meeting on 6 October 2020 resolving to establish the new Adelaide Economic Development Agency (AEDA) as a subsidiary of the City of Adelaide.

### **AEDAs mission:**

To accelerate economic growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing an annual events calendar, and marketing the city as a whole including Rundle Mall.

**AEDA will work closely with businesses, industry groups, State Government agencies and other relevant organisations to deliver a range of programs designed to stimulate the city's economic growth.**

## Adelaide Central Market Authority

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The vision of the Adelaide Central Market is to Create enduring customer connection as the world's leading food and produce market.

The focus for the Adelaide Central Market for 2021 – 2022 is our customers and traders, creating unique food and entertainment experiences which will bring people back into the city, while establishing the best produce market offering in the world.

### **Strategic Priorities:**

- **Activation program to engage new customers**
- **Develop a trader engagement and communication strategy**
- **Car park experience plan**



# How we are responding

## Our Services

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The City of Adelaide delivers a broad range of valued services to our community. These services bring our strategic plan to life, ensure we deliver on essential community needs, fulfil our duties as a capital city council and enable our organisation to thrive.

In 2021 – 2022 the City of Adelaide will continue to review its services including understanding how satisfied our community is with our service performance.

Our Services focus our delivery plan and budget into 13 community services, eight corporate services and two key subsidiary services.

Each service includes detailed financial information, alignment to the 2020 - 2024 Strategic Plan Key Actions, operational activities, strategic projects and capital projects.

The table on the following page shows each community and corporate service and the percentage share of the total amount of FTEs, income and expenditure.





Service	(Direct) FTE	(Direct) Expenditure	(Direct) Income
<b>Community Services</b>			
Arts, Culture and Events	6.28%	5.54%	0.70%
Community Development	1.74%	1.34%	0.18%
Community Safety	4.06%	1.84%	1.25%
Environmental Sustainability	1.29%	1.13%	0.00%
Library Services	4.27%	2.94%	0.14%
Park Lands and Open Space	16.30%	10.68%	0.92%
Parking	8.62%	8.85%	22.18%
Planning, Building and Heritage	2.55%	1.76%	0.22%
Property Management and Development	1.83%	2.95%	3.04%
Resource Recovery & Waste Management	1.60%	2.48%	0.34%
Roads and Footpaths	18.11%	25.51%	0.18%
Social and Economic Planning	1.64%	1.13%	0.11%
Sports and Recreation	8.46%	7.54%	4.59%
<b>Subsidiary Services</b>			
Adelaide Central Market Authority	1.11%	4.73%	4.70%
Adelaide Economic Development Agency	5.23%	6.38%	2.37%
<b>Corporate Services</b>			
Customer Experience	0.84%	0.38%	0.00%
Finance, Procurement and Rating	4.42%	3.82%	59.04%
Governance	1.24%	1.57%	0.00%
Information Management	3.93%	4.94%	0.02%
Lord Mayor and Council Members	1.02%	1.10%	0.00%
Marketing and Communications	1.60%	1.10%	0.00%
People	2.53%	1.62%	0.01%
Strategy, Planning and Insights	1.31%	0.67%	0.00

*Excluded in the above table are the indirect costs and the FTE associated with our Executive and Management teams. These costs and FTE have been distributed across Community Services, as reflected on the following pages.*

# Arts, Culture and Events

Enhances the cultural and creative elements of the City, enlivening it with things to do and see, and making the rich heritage of the City available to all.



*Event and activation sponsorship, such as the support Council gives to the Adelaide Fringe.*

## Strategic Plan Key Actions:

### *Strong Economies*

- 2.06 Support and develop diverse creative and social industry sectors
- 2.08 Facilitate creative uses of the public realm and ventures in underutilised city buildings
- 2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

### *Dynamic City Culture*

- 3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
- 3.04 Support development of new cultural and civic infrastructure for the city
- 3.08 Increase public art throughout the city in collaboration with the private sector
- 3.09 Connect City users to place through curated city experiences
- 3.11 Expand Adelaide's global reputation as a 'magnet city' and UNESCO City of Music, through world class events, live music, festivals, and activation

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Adelaide Town Hall	6.81	2.01	(\$3,541)	\$790	(\$63)	(\$367)	(\$3,180)
Archives and Civic Collection	4.31	1.85	(\$496)	\$17	(\$44)	(\$432)	(\$955)
Culture and Creativity	4.20	1.83	(\$1,121)	\$4	(\$43)	(\$432)	(\$1,591)
Events and Activations	22.62	3.15	(\$4,732)	\$562	(\$183)	(\$518)	(\$4,871)
Heritage Promotion and Events	1.48	1.62	(\$279)	\$2	(\$22)	(\$419)	(\$717)
Monuments, Fountains and Public Art	3.70	1.79	(\$571)	\$8	(\$39)	(\$429)	(\$1,032)
<b>TOTAL</b>	<b>43.14</b>	<b>12.24</b>	<b>(\$10,740)</b>	<b>\$1,384</b>	<b>(\$394)</b>	<b>(\$2,596)</b>	<b>(\$12,347)</b>

**OPERATING ACTIVITIES***costs embedded in above cost of service table*

Parent Function	Total Nett
Adelaide's New Year's Eve	(\$371,020)
ANZAC Day Service, March and Related Activities	(\$58,000)
Arts and Cultural Grants	(\$261,000)
Australia Day Sponsorship	(\$179,000)
Business Activation and Support	(\$100,000)
Christmas in the City	(\$350,000)
City Activation - East End Unleashed	(\$140,000)
City Activation - Hutt Street	(\$50,000)
City Activation - Melbourne Street	(\$50,000)
City Activation - North Adelaide/O'Connell St	(\$50,000)
Cultural Entrepreneurs Incubator Program	(\$50,000)
Fashion Industry Support	(\$50,000)
History Festival	(\$30,000)
Live Music Strategic Partnership	(\$10,000)
Umbrella Winter Festival	(\$40,000)
UNESCO City of Music	(\$50,000)
<b>TOTAL</b>	<b>(\$1,839,020)</b>

# Arts, Culture and Events

STRATEGIC PROJECTS	Total Nett
Mainstreet Revitalisation (formerly Melbourne, O'Connell & Hutt Street Masterplans)	(\$200,000)
Shared Arts and Cultural Grants (with State Government)	(\$50,000)
Splash	(\$810,000)
<b>TOTAL</b>	<b>(\$1,060,000)</b>

CAPITAL PROJECTS	Total Nett
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	(\$650,000)
Projects Commenced in previous years (continuing this year)	(\$470,000)
<b>TOTAL</b>	<b>(\$1,120,000)</b>

*O'Connell Street School Holiday Program activation at 88 O'Connell*





# Community Development

Creates opportunities for people to connect, learn, grow, and work with others to enhance their local communities.

## Strategic Plan Key Actions:

### *Thriving Communities*

- 1.02 Build and be guided by the Wellbeing Dashboard
- 1.06 Support volunteerism to build community capacity and connectedness

### *Dynamic City Culture*

- 3.10 Support community diversity, cultural expression, experiences and participation

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Community Centres	6.31	1.97	(\$1,048)	\$65	(\$59)	(\$365)	(\$1,407)
Community Home Support Program	1.36	1.60	(\$395)	\$282	(\$21)	(\$418)	(\$552)
Community Wellbeing	4.30	1.81	(\$1,165)	\$4	(\$44)	(\$432)	(\$1,636)
<b>TOTAL</b>	<b>11.98</b>	<b>5.39</b>	<b>(\$2,608)</b>	<b>\$351</b>	<b>(\$124)</b>	<b>(\$1,215)</b>	<b>(\$3,594)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
Adelaide Leaders and Community-led Neighbourhood Development	Community Wellbeing	(\$40,000)
Community Development Grants	Community Wellbeing	(\$559,000)
<b>TOTAL</b>		<b>(\$599,000)</b>

# Community Development

## STRATEGIC PROJECTS

Total Nett

Welcoming City Places and Spaces

(\$25,000)

**TOTAL**

**(\$25,000)**

## CAPITAL PROJECTS

Total Nett

Renewal and Replacement of Assets

N/A

New and Upgraded Assets

N/A

Projects Commenced in previous years (continuing this year)

(\$1,500,000)

**TOTAL**

**(\$1,500,000)**



*Supporting communities and neighbourhoods to come together*

# Community Safety

Ensures a safe and healthy city environment for people to visit, work, study, live and do business.

## Strategic Plan Key Actions:

### *Strong Economies*

- 2.05 Reduce and streamline Council policies, permits and fees to reduce the cost of doing business in the City
- 2.08 Facilitate creative uses of the public realm and underutilised city buildings
- 2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Community Safety Compliance	7.68	2.08	(\$960)	\$45	(\$69)	(\$448)	(\$1,432)
Community Safety Strategy	1.78	1.62	(\$335)	\$3	(\$24)	(\$420)	(\$776)
Environmental Health	6.57	2.00	(\$918)	\$225	(\$61)	(\$443)	(\$1,196)
Permits	11.88	2.38	(\$1,357)	\$2,216	(\$102)	(\$468)	\$290
<b>TOTAL</b>	<b>27.91</b>	<b>8.07</b>	<b>(\$3,569)</b>	<b>\$2,489</b>	<b>(\$256)</b>	<b>(\$1,778)</b>	<b>(\$3,115)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
Safer City Policy 2019-22 Implementation and evaluation	Community Safety Strategy	(\$65,000)
<b>TOTAL</b>		<b>(\$65,000)</b>

# Community Safety

STRATEGIC PROJECTS	Total Nett
N/A	N/A
<b>TOTAL</b>	-

CAPITAL PROJECTS	Total Nett
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects Commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	-



*Environmental Health Officers work with venues to ensure safety and compliance to the benefit of all City users*



# Environmental Sustainability

Demonstrates environmental leadership through our goals to become a sustainable, carbon neutral and climate resilient City.

## Strategic Plan Key Actions:

### *Environmental Leadership*

- 4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces
- 4.03 Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change
- 4.04 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
- 4.06 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations
- 4.07 Support all CBD businesses to be green accredited

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Carbon Neutral Council and Community	3.64	1.77	(\$877)	\$4	(\$39)	(\$429)	(\$1,340)
Sustainable and Climate Resilient City	5.20	1.88	(\$1,323)	\$5	(\$50)	(\$436)	(\$1,804)
<b>TOTAL</b>	<b>8.84</b>	<b>3.64</b>	<b>(\$2,200)</b>	<b>\$9</b>	<b>(\$89)</b>	<b>(\$865)</b>	<b>(\$3,145)</b>

# Environmental Sustainability

## OPERATING ACTIVITIES

*costs embedded in cost of service table on previous page*

	Parent Function	Total Nett
Carbon Neutral Adelaide	Carbon Neutral Council and Community	(\$738,258)
	Sustainable and Climate Resilient City	(\$593,500)
<b>TOTAL</b>		<b>(\$1,331,758)</b>

## STRATEGIC PROJECTS

	Total Nett
Energy Assessment Pilot Program	(\$185,000)
<b>TOTAL</b>	<b>(\$185,000)</b>

## CAPITAL PROJECTS

	Total Nett
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects Commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>-</b>



'Native Bee BnB' supporting local biodiversity in Tulya Wardli (Bonython Park / Park 27)

# Library Services

Educate, engage and enable people to create, connect and be inspired, through free access to information and ideas, activities and programs, innovative technology and a range of resources which support lifelong learning.

## Strategic Plan Key Actions:

### *Thriving Communities*

- 1.04 Develop diverse places and facilities with and for young people
- 1.06 Support volunteerism to build community capacity and connectedness
- 1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles

### *Dynamic City Culture*

- 3.10 Support community diversity, cultural expression, experiences and participation

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Library Operations	26.98	3.54	(\$5,417)	\$280	(\$217)	(\$462)	(\$5,816)
Library Programs	2.35	1.69	(\$291)	\$3	(\$29)	(\$423)	(\$740)
<b>TOTAL</b>	<b>29.33</b>	<b>5.22</b>	<b>(\$5,708)</b>	<b>\$283</b>	<b>(\$246)</b>	<b>(\$885)</b>	<b>(\$6,556)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
N/A	-	N/A
<b>TOTAL</b>	-	-

# Library Services

## STRATEGIC PROJECTS

Total Nett

N/A

N/A

### TOTAL

-

## CAPITAL PROJECTS

Total Nett

Renewal and Replacement of Assets

N/A

New and Upgraded Assets

N/A

Projects Commenced in previous years (continuing this year)

N/A

### TOTAL

-



*The City Library is conveniently located in Rundle Mall and provides an array of programs and services for all City users.*



# Park Lands and Open Space

Encourages healthy lifestyles and experiences, through the provision, maintenance, protection and enhancement of our unique Park Lands, open spaces and community infrastructure.

## Strategic Plan Key Actions:

### *Thriving Communities*

- 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences

### *Dynamic City Culture*

- 3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout
- 3.06 Develop asset management plans to provide for future generations
- 3.07 Deliver diverse parks and playspaces

### *Environmental Leadership*

- 4.05 Enhance biodiversity in the Park Lands and connect our community to nature
- 4.08 Protect and conserve the heritage listed Adelaide Park Lands

# Park Lands and Open Space

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Lakes and Waterways	8.75	2.17	(\$1,480)	\$8	(\$78)	(\$376)	(\$1,925)
Park Lands and Open Space Furniture and Fittings	53.43	5.55	(\$8,324)	\$1,668	(\$420)	(\$586)	(\$7,661)
Park Lands and Open Space Management	8.54	2.15	(\$1,657)	\$8	(\$76)	(\$375)	(\$2,100)
Park Lands and Open Space Public Conveniences	8.69	2.13	(\$1,671)	\$105	(\$77)	(\$376)	(\$2,019)
Park Lands and Open Space Public Lighting	4.20	1.82	(\$989)	\$5	(\$43)	(\$355)	(\$1,381)
Park Lands and Open Space Roads and Footpaths	4.53	1.85	(\$1,029)	\$5	(\$45)	(\$356)	(\$1,426)
Park Lands and Open Space Signage and Line Marking	5.87	1.95	(\$1,200)	\$6	(\$56)	(\$363)	(\$1,612)
Park Lands and Open Space Stormwater	4.20	1.82	(\$1,305)	\$5	(\$43)	(\$355)	(\$1,698)
Park Lands and Open Space Tree Management	4.20	1.82	(\$989)	\$5	(\$43)	(\$355)	(\$1,381)
Park Lands Planning	5.42	1.92	(\$1,086)	\$6	(\$52)	(\$361)	(\$1,493)
Playgrounds and Play Spaces	4.20	1.82	(\$993)	\$5	(\$43)	(\$355)	(\$1,386)
<b>TOTAL</b>	<b>112.03</b>	<b>25.00</b>	<b>(\$20,721)</b>	<b>\$1,825</b>	<b>(\$976)</b>	<b>(\$4,211)</b>	<b>(\$24,083)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
N/A	-	N/A
<b>TOTAL</b>	-	-

# Park Lands and Open Space

STRATEGIC PROJECTS		Total Nett
N/A		N/A
<b>TOTAL</b>		-

CAPITAL PROJECTS		Total Nett
Renewal and Replacement of Assets		(\$1,674,000)
New and Upgraded Assets		N/A
Projects Commenced in previous years (continuing this year)		(\$900,000)
<b>TOTAL</b>		<b>(\$2,574,000)</b>



*Improving Park Lands trails and wayfinding signage*

# Parking

Drives the availability and accessibility of car parking in the City and North Adelaide.

## Strategic Plan Key Actions:

### Enabling Priorities

- 5.05 Develop new revenue opportunities for Council operations
- 5.09 Encourage and support new ideas and concepts

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Off Street Parking (UPark)*	20.58	3.04	*	*	(\$168)	(\$432)	*
On Street Parking	38.66	4.40	(\$4,824)	\$20,683	(\$307)	(\$593)	\$14,959
<b>TOTAL</b>	<b>59.24</b>	<b>7.43</b>	<b>*</b>	<b>*</b>	<b>(\$475)</b>	<b>(\$1,025)</b>	<b>*</b>
<b>OPERATING ACTIVITIES</b> <i>costs embedded in above cost of service table</i>	Parent Function						<b>Total Nett</b>
N/A	-						N/A
<b>TOTAL</b>							-
<b>STRATEGIC PROJECTS</b>							<b>Total Nett</b>
N/A							N/A
<b>TOTAL</b>							-
<b>CAPITAL PROJECTS</b>							<b>Total Nett</b>
Renewal and Replacement of Assets							(\$2,795,000)
New and Upgraded Assets							N/A
Projects Commenced in previous years (continuing this year)							(\$1,700,000)
<b>TOTAL</b>							<b>(\$4,495,000)</b>

\* commercially confidential information



# Planning, Building and Heritage

Ensures a well-planned and developed City, with consideration to the local area and protected heritage listings within the bounds of policy and legislation.

## Strategic Plan Key Actions:

### *Strong Economies*

2.07 Develop spatial plans to support future growth in the city

### *Dynamic City Culture*

3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Building Assessment and Compliance	5.61	1.92	(\$702)	\$70	(\$54)	(\$438)	(\$1,124)
Heritage Management	2.08	1.66	(\$1,410)	\$3	(\$27)	(\$422)	(\$1,855)
Planning Assessment	9.82	2.22	(\$1,305)	\$371	(\$86)	(\$458)	(\$1,478)
<b>TOTAL</b>	<b>17.52</b>	<b>5.81</b>	<b>(\$3,417)</b>	<b>\$444</b>	<b>(\$166)</b>	<b>(\$1,318)</b>	<b>(\$4,457)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
Built Heritage Management Grants	Heritage Management	(\$1,115,180)
Built Heritage Management Promotion	Heritage Management	(\$63,538)
<b>TOTAL</b>		<b>(\$1,178,718)</b>

# Planning, Building and Heritage

## STRATEGIC PROJECTS

Total Nett

N/A

N/A

**TOTAL**

-

## CAPITAL PROJECTS

Total Nett

Renewal and Replacement of Assets

N/A

New and Upgraded Assets

N/A

Projects Commenced in previous years (continuing this year)

N/A

**TOTAL**

-



*Promoting and supporting the conservation of the numerous heritage buildings in the City and North Adelaide*

# Property Management and Development

Leverages the development and management of Council's property assets and identifies opportunities in partnership with the private and public sectors, to generate income, create employment opportunities, and reinvigorate City precincts, to build a prosperous City.

## Strategic Plan Key Actions:

### *Strong Economies*

- 2.01 Develop 88 O'Connell Street
- 2.02 Redevelop Adelaide Central Market Arcade and Market District

### *Thriving Communities*

- 3.05 Upgrade major recreational facilities
- 3.06 Develop asset management plans to provide for future generations

### *Enabling Priorities*

- 5.04 Implement the Strategic Property Review
- 5.05 Develop new revenue opportunities for Council operations

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Commercial Property Management	8.28	2.06	(\$4,950)	\$6,035	(\$74)	(\$374)	\$637
Strategic Property Management	4.29	1.77	(\$764)	\$4	(\$43)	(\$432)	(\$1,234)
<b>TOTAL</b>	<b>12.58</b>	<b>3.83</b>	<b>(\$5,714)</b>	<b>\$6,039</b>	<b>(\$117)</b>	<b>(\$805)</b>	<b>(\$597)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
N/A	-	N/A
<b>TOTAL</b>		<b>-</b>

# Property Management and Development

STRATEGIC PROJECTS	Total Nett
Central Market Arcade Redevelopment Options	(\$272,000)
Eighty-Eight O'Connell Street	(\$100,000)
Strategic Property Investigations	(\$100,000)
<b>TOTAL</b>	<b>(\$472,000)</b>

CAPITAL PROJECTS	Total Nett
Renewal and Replacement of Assets	(\$5,514,000)
New and Upgraded Assets	(\$15,166,000)
Projects Commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>(\$20,680,000)</b>

*A new landmark in the heart of North Adelaide, Eighty Eight O'Connell will be a catalyst for the revitalisation of the O'Connell Street precinct (artist impression)*





# Resource Recovery and Waste Management

Educates and encourages the community to redefine the concept of waste, recover more resources and build a circular economy, whilst keeping the community clean and hygienic through effective management and collection of waste.

## Strategic Plan Key Actions:

### *Environmental Leadership*

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

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Domestic Waste Collection and Recycling	0.35	1.54	(\$2,132)	\$34	(\$13)	(\$413)	(\$2,525)
Green Waste Recycling and Mulch	2.69	1.72	(\$672)	\$636	(\$31)	(\$424)	(\$491)
Public Litter Bins	2.64	1.69	(\$995)	\$3	(\$31)	(\$424)	(\$1,447)
Waste Policy and Education	5.32	1.92	(\$1,019)	\$5	(\$52)	(\$437)	(\$1,502)
<b>TOTAL</b>	<b>10.99</b>	<b>6.88</b>	<b>(\$4,819)</b>	<b>\$679</b>	<b>(\$127)</b>	<b>(\$1,699)</b>	<b>(\$5,966)</b>
<b>OPERATING ACTIVITIES</b> <i>costs embedded in above cost of service table</i>	Parent Function						<b>Total Nett</b>
N/A	-						N/A
<b>TOTAL</b>	-						-

# Resource Recovery and Waste Management

## STRATEGIC PROJECTS

Total Nett

City Wide Waste and Recycling Program

(\$1,000,000)

**TOTAL**

**(\$1,000,000)**

## CAPITAL PROJECTS

Total Nett

Renewal and Replacement of Assets

(\$210,000)

New and Upgraded Assets

N/A

Projects Commenced in previous years (continuing this year)

N/A

**TOTAL**

**(\$210,000)**



*Providing waste and recycling options  
for our residents and community.*

# Roads and Footpaths

Supports current needs and future growth for the delivery of safe, convenient, accessible, clean and appealing ways for people to move around the city.

## Strategic Plan Key Actions:

### *Thriving Communities*

- 1.08 Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways
- 1.09 Pursue affordable, reliable links to airports, regions and suburbs
- 1.11 Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

### *Dynamic City Culture*

- 3.06 Develop asset management plans to provide for future generations

# Roads and Footpaths

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Road and Footpath Management	56.02	5.74	(\$18,018)	\$288	(\$440)	(\$598)	(\$18,768)
Road and Footpath Stormwater	6.79	2.02	(\$1,931)	\$7	(\$63)	(\$367)	(\$2,354)
Street Furniture and Fittings	5.13	1.89	(\$1,784)	\$6	(\$50)	(\$359)	(\$2,188)
Street Lighting	5.75	1.94	(\$1,610)	\$6	(\$55)	(\$362)	(\$2,021)
Street Public Conveniences	9.26	2.21	(\$2,099)	\$9	(\$82)	(\$379)	(\$2,550)
Street Signage and Line Marking	5.13	1.89	(\$3,670)	\$6	(\$50)	(\$359)	(\$4,073)
Street Tree Management	10.70	2.32	(\$2,124)	\$10	(\$93)	(\$385)	(\$2,593)
Streetscapes and Verges	15.60	2.69	(\$2,752)	\$14	(\$130)	(\$408)	(\$3,276)
Traffic and Transport Management	10.04	2.27	(\$15,491)	\$9	(\$88)	(\$382)	(\$15,951)
<b>TOTAL</b>	<b>124.43</b>	<b>22.96</b>	<b>(\$49,479)</b>	<b>\$353</b>	<b>(\$1,049)</b>	<b>(\$3,600)</b>	<b>(\$53,775)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
Free City Connector	Traffic and Transport Management	(\$933,911)
<b>TOTAL</b>		-

STRATEGIC PROJECTS	Total Nett
N/A	N/A
<b>TOTAL</b>	-

CAPITAL PROJECTS	Total Nett
Renewal and Replacement of Assets	(\$15,567,000)
New and Upgraded Assets	(\$4,314,000)
Projects Commenced in previous years (continuing this year)	(\$17,000,000)
<b>TOTAL</b>	<b>(\$36,881,000)</b>



# Social and Economic Planning

Creates liveable communities, vibrant economies and social cohesion through a well-designed and welcoming city, and resilient community.

## Strategic Plan Key Actions:

### *Thriving Communities*

- 1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
- 1.04 Develop diverse places, and facilities with and for young people
- 1.05 Support health and housing for vulnerable people and young people
- 1.07 Develop plans to improve mobility and physical and digital access and connectedness
- 1.10 Support delivery of welcoming civic infrastructure / third spaces to foster community connections through the adoption of universal and sustainable design principles

### *Dynamic City Culture*

- 3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners

# Social and Economic Planning

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Economic Planning	1.64	1.62	(\$495)	\$172	(\$23)	(\$419)	(\$765)
Planning Policy	1.78	1.62	(\$416)	\$3	(\$24)	(\$420)	(\$858)
Reconciliation	1.78	1.62	(\$369)	\$48	(\$24)	(\$420)	(\$766)
Social Planning	6.08	1.97	(\$910)	\$6	(\$57)	(\$440)	(\$1,402)
<b>TOTAL</b>	<b>11.29</b>	<b>6.82</b>	<b>(\$2,190)</b>	<b>\$228</b>	<b>(\$129)</b>	<b>(\$1,700)</b>	<b>(\$3,791)</b>

OPERATING ACTIVITIES <i>costs embedded in above cost of service table</i>	Parent Function	Total Nett
Adelaide Prize	Planning Policy	(\$29,500)
Annual delivery of Kaurana RAP initiatives	Reconciliation	(\$50,000)
Economic Policy	Economic Planning	(\$39,936)
NAIDOC Week Celebrations	Reconciliation	(\$50,000)
Noise Management	Planning Policy	(\$38,634)
Residential Growth Action Plan	Economic Planning	(\$32,800)
<b>TOTAL</b>		<b>(\$240,870)</b>

STRATEGIC PROJECTS	Total Nett
N/A	N/A
<b>TOTAL</b>	<b>-</b>

CAPITAL PROJECTS	Total Nett
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	N/A
Projects Commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>-</b>

# Sports and Recreation

Encourages health and wellbeing by providing places, spaces and opportunities to access a range of community sports and recreation facilities throughout the city.

## Strategic Plan Key Actions:

### *Thriving Communities*

- 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences
- 1.04 Develop diverse places, and facilities with and for young people

### *Dynamic City Culture*

- 3.05 Upgrade major recreational facilities
- 3.07 Delivery diverse parks and playspaces

COST OF SERVICE Name of Function	FTE		Direct \$000's		Indirect \$000's		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
BMX and Skate Parks	29.74	3.74	(\$8,515)	\$6,127	(\$238)	(\$475)	(\$3,100)
North Adelaide Aquatic Centre	3.17	1.75	*	*	(\$35)	(\$350)	*
North Adelaide Golf Course	9.34	2.19	*	*	(\$82)	(\$379)	*
Sports and Recreation facilities and Initiatives	15.92	2.68	(\$3,363)	\$2,561	(\$132)	(\$410)	(\$1,344)
<b>TOTAL</b>	<b>58.16</b>	<b>10.36</b>	<b>*</b>	<b>*</b>	<b>(\$488)</b>	<b>(\$1,613)</b>	<b>*</b>

\* commercially confidential information

# Sports and Recreation

## OPERATING ACTIVITIES

*costs embedded in cost of service table on previous page*

	Parent Function	Total Nett
Recreation and Sports Grants	Sport and Recreation Facilities and Initiatives	(\$187,000)
<b>TOTAL</b>		<b>(\$187,000)</b>

## STRATEGIC PROJECTS

	Total Nett
N/A	N/A
<b>TOTAL</b>	<b>-</b>

## CAPITAL PROJECTS

	Total Nett
Renewal and Replacement of Assets	(\$185,717)
New and Upgraded Assets	N/A
Projects Commenced in previous years (continuing this year)	N/A
<b>TOTAL</b>	<b>(\$185,717)</b>

Providing formal and informal sports and recreational opportunities for all ages and abilities





# Subsidiaries

Further to the services described in this document, the City of Adelaide also has an interest, or direct relationship to the below subsidiaries:

**Adelaide Central Market Authority (ACMA) (Subsidiary Service):** Oversees the management and operation of the Adelaide Central Market as a commercially sustainable, diverse, iconic, and unique fresh produce market.

<http://adelaidecentralmarket.com.au>

**Adelaide Economic Development Agency (AEDA) (Subsidiary Service):** Delivers initiatives that work to increase visitation and use of the city, attract investment in the city, and position Rundle Mall as the State's premier retail and commercial shopping precinct.

<http://www.aedasa.com.au>

**Adelaide Park Lands Authority (APLA):** The Adelaide Park Lands Authority (APLA) is principally an advisory body on Park Lands matters to the City of Adelaide and the State Government. The Authority is committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians. The Council, on behalf of the communities of the City of Adelaide and the State, is committed to ensuring that the Authority delivers maximum benefit for the future of Adelaide's Park Lands as the City of Adelaide's defining feature.

<https://www.cityofadelaide.com.au/about-council/your-council/council-meetings/governance-structure/adelaide-park-lands-authority-apla/>

**Brown Hills Keswick Creek Stormwater Board (BHKC):** The Regional Subsidiary, known as the Brown Hill Keswick Creeks Stormwater Board was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five Constituent Councils and subsequently approved by the Minister for Local Government.

<https://bhkcstormwater.com.au/management/>

## Subsidiaries

While Subsidiary boards deliver their own Business Plans and Budgets, incorporated into this plan is:

- ACMA is producing an overall operating deficit of \$1.169m
- AEDA has prepared a breakeven budget
- APLA and BHKC costs are incorporated into the delivery of the Park Lands and Open Space Service

*For the purposes of this Business Plan and Budget, the following Strategic Projects and Capital Expenditure are relevant to these subsidiaries:*

STRATEGIC PROJECTS	Total Nett
AEDA	
Digital Marketplace	(\$250,000)
City Events	(\$1,000,000)
BROWN HILL KESWICK CREEK STORMWATER BOARD	
Brown Hill Keswick Creek	(\$96,490)

*No Strategic Projects are aligned to be delivered through ACMA and APLA.*

CAPITAL PROJECTS	Total Nett
ACMA	
Renewal and Replacement of Assets	(\$865,000)
New and Upgraded Assets	(\$380,000)
Projects Commenced in previous years (continuing this year)	N/A
BROWN HILL KESWICK CREEK STORMWATER BOARD	
Renewal and Replacement of Assets	N/A
New and Upgraded Assets	(\$320,000)
Projects Commenced in previous years (continuing this year)	N/A

*No Capital Projects are aligned to be delivered through AEDA and APLA.*

# Corporate Services

**Our Corporate Services provide effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency, and innovation, to best enable the delivery of our community services and Subsidiaries.**

Costs for Corporate Services have been embedded and distributed evenly across all Community and Subsidiary services this financial year, these include, but are not limited to staff and resource costs and operating activities.

The below operating activities are being delivered by Corporate Services and these costs are represented as indirect costs within our Community Services:

- Information Management Roadmap (\$1,600,000)
- International Relations (Sister Cities) (\$100,000)
- Marketing and Communications (multiple activities) (\$207,500)
- Efficiency and Service Reviews (\$50,000)

For the purposes of this Business Plan and Budget, the following Strategic Projects and Capital Expenditure are not embedded in our Community Services:

STRATEGIC PROJECTS		Total Nett
CORPORATE SERVICES		
Adelaide Free WiFi		(\$900,000)
Emerging Priorities		(\$400,000)
CAPITAL PROJECTS		Total Nett
CORPORATE SERVICES		
Renewal and Replacement of Assets		(\$1,395,00)
New and Upgraded Assets		N/A
Projects Commenced in previous years (continuing this year)		N/A

# How we are responding

## External Funding and Partnerships

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The City of Adelaide works collaboratively with many partners. Through this strong partnership network we will achieve a far greater impact than we can on our own:

**Capital City Committee:** The Capital City Committee is the peak forum for the City of Adelaide and State Government of South Australia to progress the strategic development of our city.

**Council of Capital City Lord Mayors (CCCLM):** The Lord Mayor works with other leaders on the CCCLM to represent the special roles and interests of each Australian Capital City in relations with other spheres of government.

**Local Government Collaboration:** These collaborations typically support the delivery of sector-wide policies and best practice, improved community services, and greater Council efficiencies and sharing of resources.

**Strategic Partnerships:** While government partnerships provide a means for Council to jointly work on and fund major projects and address regional issues, strategic partnerships provide a greater opportunity for Council to work with the private sector, community and not-for-profit organisations.

Key to these partnerships are grants and subsidies that are received from the Australian Government and State Government.

One of the City's key funding partnerships over the next several years will be the Adelaide City Deal, a 10-year agreement between the Australian Government, the South Australian State Government and the City of Adelaide to support economic growth, population growth, and build on the city's global reputation in arts and culture, and the defence, space and technology sectors.







A key strategic partnership with the State Government is the City Access Strategy, which is an integrated approach to the planning of transport infrastructure and services to support future growth in population, jobs and visitors in the City and surrounding suburbs.

Council has also been successful in working in partnership with the State Government over the past few years to deliver projects that support our city remaining healthy and sustainable through the Open Space and Places for People grant. These projects deliver urban greening and climate change resistance and improve the way our public spaces function, making them more sustainable, more accessible, safer and healthier.

Council is continuously seeking to work with the Australian and State Governments to support a range of key projects, partnerships and infrastructure that will deliver the best outcomes for our community and stimulate the City's economy.

# How we are responding

## Our approach to Rates

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**In formulating the rates for the 2021 - 2022 financial year, we have considered the amount of revenue required to fund the delivery of the services and projects. We have also considered our other sources of revenue, the broader economic environment and the distribution of rate contributions between various categories of ratepayers.**

### *Your Rates*

For the eighth consecutive year, Council is freezing the general rate in the dollar for both Residential and Non-Residential ratepayers. This results in the 2021 – 2022 rate in the dollar being at the same level as it was in 2013 – 2014.

We offer monthly, quarterly and annual payment options for Council Rates and access to rates hardship provisions.

Quarterly installments will be due in September 2021, December 2021, March 2022 and June 2022.







### *What Assistance is Available?*

The City of Adelaide acknowledges that it is sometimes difficult to pay your rates on time.

There are things that we can do to make it easier for you. We may:

- agree to a payment arrangement with you that suits your circumstances such as weekly, fortnightly or monthly contributions
- postpone or remit your rates if you are experiencing financial hardship
- apply a rebate
- postpone the payment of your rates if you are an eligible State Seniors Card holder.

These support measures are subject to application and eligibility criteria as outlined in the *Local Government Act 1999* and City of Adelaide Policies and Guidelines.

**If you are experiencing difficulty in paying your rates please contact us as soon as you can. You can do this by phone 8203 7203, complete an online form at [cityofadelaide.com.au/rates](https://cityofadelaide.com.au/rates) or email [accountsreceivable@cityofadelaide.com.au](mailto:accountsreceivable@cityofadelaide.com.au) .**

# How we are responding

## Our approach to Rates

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### *Rates Modelling*

Our rates are determined by multiplying the applicable rate in the dollar by the valuation of rateable land in the Council area. Property valuations for the purpose of calculating rates payable are prepared based on 'Annual Value'.

For 2021 - 2022, growth from new developments and other capital improvements undertaken during 2020 – 2021 are projected to increase the total rateable value of land, resulting in an increase in rate revenue of 1.2%.

### *Valuation Method*

Land in the City of Adelaide area is valued according to the 'Annual Value' method, as defined in the *Valuation of Land Act 1971*, for the following reasons:

- The majority of residential and non-residential properties in the City are leased (i.e. not owner occupied)
- Annual Value has been used for many years and is understood by the majority of the City's ratepayers
- The availability of a significant volume of annual market rental information makes the Annual Value method more efficient to administer
- This method is considered consistent with the equity, ability to pay, efficiency and simplicity principles of taxation.

Ratepayers may lodge an objection to the attributed land use and/or the Annual Value of their property in accordance with the *Local Government Act 1999*.

Where a ratepayer does not feel that a valuation or rating issue has been dealt with satisfactorily in accordance with our Rating Policy, an established grievance procedure is available. This includes internal and external options for escalation and resolution of the matter.



## Rating Structure

Our Rating Structure is developed in accordance with the requirements of the *Local Government Act 1999*. Key considerations include:

- The taxation principles of equity, benefit, ability-to-pay, efficiency and simplicity have been identified and applied as guiding principles to our Rating Policy
- We are committed to maintaining a transparent and equitable rating system. Accordingly, we undertake to manage the rating policy to ensure the greatest level of equity for ratepayers by maintaining a non-punitive rating structure
- It has been determined that implementation of a significant minimum rate would represent a regressive taxation structure and contradict the identified guiding taxation principles
- We will continue our practice of identifying and valuing all land in the Council area. Once identified, each separate occupation of land will be assessed for rateability
- A Differential General Rate will be applied to all rateable land in accordance with Section 147 of the *Local Government Act 1999*. Differentiation factors previously endorsed by Council are 'Residential' and 'Non-Residential' land uses
- The application of a Differential General Rate is generally intended to alter the amount payable for particular land uses and approximate the benefit principle. For 2021 - 2022, and consistent with prior years, it is expected non-residential rates will represent approximately 75% of general rates revenue.

## Separate Rates

Separate rates will continue to be levied for the purposes of managing and marketing the Rundle Mall Precinct, and to recover funds on behalf of the Green Adelaide Board.

- The activities and initiatives funded by the Rundle Mall Differential Separate Rate promote Rundle Mall as a destination for shopping and enhance the vibrancy of the precinct. In 2021 - 2022, the separate rate will generate approximately \$3.8 million income
- The Regional Landscape Levy (RLL) is a state tax which the City of Adelaide is obliged, by virtue of the *Landscape South Australia Act 2019*, to impose and collect. The proceeds are paid to the Green Adelaide Board. The contribution from the City of Adelaide is estimated to be \$1.8 million in 2021 – 2022.

# How we are responding

## Fees and Charges

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**City of Adelaide's fees and charges are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures that these fees and charges:**

- Reflect (or move progressively toward) the cost of the services given
- Are comparable with market rates, where appropriate
- Take into account benefit derived by users of community facilities
- Are consistent with directions articulated through our existing policies or plans
- Are consistent with our Long Term Financial Plan

Fees and charges are consistently and fairly determined, in recognition of our policy direction, ratepayers' expectations and relevant legislation. Statutory fees have been updated in line with the State Government Gazette and are included in the Fees and Charges Schedule available online and for public inspection at Council's Customer Centre, 25 Pirie Street, from July 2021.

Section 188 of the *Local Government Act 1999* provides the legal context for fees and charges:

- Fees and charges are determined by resolution of Council either as a direct resolution, by by-law or via delegation
- A council is unable to fix or vary fees or charges prescribed under other Acts
- In respect of fees for the use of facilities, services or works requests, a council need not fix fees or charges by reference to the cost to the council
- Council is required to keep the list of fees and charges on public display and provide updates where fees and charges are varied during the year.





# How we plan and budget

## Why we have a business plan and budget

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Under the *Local Government Act 1999* Council must develop and adopt 'strategic management plans' which identify the Council's objectives, how a Council intends to achieve its objectives, how they fit with the objectives of other levels of government, performance measures and estimates of revenue and expense.

**The City of Adelaide is also guided by the following documents, which comprise our suite of 'strategic management plans':**

- **Adelaide: The most liveable city in the world, 2020 - 2024 Strategic Plan**
- **City of Adelaide 2021 - 2031 Long Term Financial Plan\***
- **Strategic Asset Management Plan\***

Other related materials and documents to this Business Plan and Budget include:

- Adelaide Central Market Authority 2021 - 2022 Business Plan and Budget\*
- Adelaide Economic Development Agency 2021 - 2022 Business Plan and Budget\*
- City of Adelaide Rating Policy\* and Treasury Policy
- City of Adelaide Fees and Charges Schedule\*
- Asset Management Plans

*\* Currently Draft and / or under development*



## How we plan and deliver

**The 2020 – 2024 Strategic Plan provides four community outcomes and enabling priorities that reflect how we will deliver on our vision.**

Our community outcomes are:

- Thriving Communities
- Strong Economies
- Dynamic City Culture
- Environmental Leadership.

The Strategic Plan also articulates Strategic Priorities for the next four years and beyond:

- Ensure Adelaide is globally recognised as an affordable and innovative place to do business
- Support the wellbeing of our communities
- Celebrate our city's unique built, natural and cultural heritage
- Lead the way in climate action and manage water, waste, transport and greening in a sustainable way
- Transform the way people move around and connect with each other.

**Council's Strategic Framework:**



# How we plan and budget

## How we fund our delivery

Our services, projects and infrastructure works are predominantly funded through rates, fees and charges, and grants and subsidies. Borrowings are principally utilised for major infrastructure projects, including city shaping projects such as the development of 88 O'Connell Street and Central Market Arcade, or commercially focused projects with a financial return on investment.

Funding Pathway		Expenditure	
Rates	\$121.2m	Services	\$199.0m
Fees and Charges	\$73.9m	Strategic projects	\$5.4m
Grants & Subsidies	\$3.3m	Renewal or re-placement of existing assets	\$36.6m
Other	\$1.1m		
<hr/>			
Borrowings / Grants	\$22.0m	New Income	
Capital Grants and proceeds	\$3.8m	Generating Assets	\$14.9m
Surplus cashflow from operations	\$52.6m	New Community Assets	\$24.1m
Proceeds to build the Future Fund	\$2.1m		
<hr/>			
<b>Total Funding Pathway (\$280.0m)</b>		<b>Total Expenditure (\$280.0m)</b>	

## *Funding*

### **Council will generate an operating deficit in the 2021 - 2022 financial year.**

Where Council generates an operating surplus, it is applied to meet capital expenditure requirements in relation to new assets in accordance with the Strategic Plan objectives and Capital City responsibilities. In addition, part of Council's operating surplus may be held for capital expenditure needs in future years by either increasing financial assets or, where possible, reducing debt.

Where Council generates an operating deficit, it is funded either by an increase in borrowings or, where possible, previous years' operating surplus that has not been utilised to increase financial assets or reduce debt.

## *Borrowings*

**Borrowing is undertaken in accordance with our Treasury Policy (available online at [cityofadelaide.com.au](http://cityofadelaide.com.au)). This Policy underpins our decision making in relation to funding of our operations in the context of cash flow, budgeting, borrowings and investments. It is an important financial management tool and as such, links closely to our overall strategic management plans in the context of:**

- Strategic planning for the future of the City of Adelaide, covering short, medium and long term spending and investment issues
- Current and estimated future revenues and the ability to increase the revenue stream through taxation, user charges, additional grant funds or business activities
- Intergenerational equity considerations in terms of the ratepayers who benefit from the expenditure
- Current and future funding needs for both operating and capital expenditures
- Potential movements in interest rates
- Any other strategic imperative that is linked to revenue and expenditure capacities.

# How we plan and budget

## How we fund our delivery

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### *Implications for Future Years*

**In developing the Long Term Financial Plan and Annual Business Plan, borrowings have been considered in relation to the budget principles and the maximum borrowing indicators as defined by our prudential limits specified in our Treasury Policy.**

All borrowing terms and conditions will be in accordance with the Treasury Policy and all costs have been taken into account in our Long Term Financial Plan.

Borrowings at the end of 2021 - 2022 will be impacted by the timing of cash flows, and retiming of projects through the quarterly revised forecast process. This will then flow through to the 2021 - 2022 opening balance for borrowings. The impact may result in a balance lower than the cumulative funding position shown in the Long Term Financial Plan and within our current Prudential Borrowing Limits.

### *Our Strategy and Our Plan*

In accordance with the *Local Government Act 1999*, at the end of each financial year the City of Adelaide prepares an Annual Report. The Annual Report states to what extent the City of Adelaide achieved what it set out to deliver in the year. The Annual Report is the primary means by which the City of Adelaide reports back to the community on progress for the financial year and, in so doing, progress on the 2020 - 2024 Strategic Plan.



## How we measure and report

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### *Our Strategy and Our Plan*

In accordance with the *Local Government Act 1999*, at the end of each financial year the City of Adelaide prepares an Annual Report. The Annual Report states to what extent the City of Adelaide achieved what it set out to deliver in the year. The Annual Report is the primary means by which the City of Adelaide reports back to the community on progress for the financial year and, in so doing, progress on the 2020 - 2024 Strategic Plan.

### *Our Budget*

On a quarterly basis Council is presented with a publicly available forecast of the City of Adelaide's financial performance. It highlights for discussion projected savings and additional funding requests, projects that have been completed with savings and those that have a budget impact as a result of change in scope, timing, or priority. It also outlines how events in the past quarter have shaped our financial forecast going forward. Careful consideration is given to key financial indicators and ratios, and cash flow estimates in order to guide decision making that supports Council's financial sustainability. The report supports Council in responding to emerging economic challenges while continuing to support and deliver for community and business. Should the economic outlook deteriorate, quarterly reviews provide a format to reprioritise services and agree upon necessary efficiency strategies.

The Audit Committee plays a critical role supporting the Council and Chief Executive Officer in the financial reporting framework of Council, by overseeing and monitoring the participation of management and external auditors in the financial reporting process. It also addresses issues such as the approach being adopted by Council and management to address business risks, corporate and financial governance responsibilities and legal compliance. Audit Committee reports to Council after every meeting to identify and present advice and recommendations on matters raised.

# Glossary

**Continuing Priority:** Priorities that were in a last years Business Plan and Budget that continue to be a priority

**CPI:** Adelaide Consumer Price Index

**Expenditure:** Budgeted expenditure forecast to be incurred

**GRP:** Gross Regional Product (for Adelaide)

**Service:** Provision of a function, product or outcome

**Statutory Charge:** Charges established by or under law / legislation.

**User Fees:** Fees that Council has set for our services and businesses

*For our financial tables provided:*

**FTE:** number of employees (staff), budgeted as Full Time Equivalent (FTE)

**Direct costs:** include expenditure (expend.) and income and include: Salaries and wages of employees directly delivering the function; Contractor costs; Utilities; Facility Maintenance costs; and Maintenance and depreciation of Council owned buildings

**Indirect costs:** enable the delivery of a function and provide the costs associated with management (mgmt.) and corporate (corp.) overheads including any income received from those (total nett).

**N/A:** Not applicable for this year - the current cost of service is expected to deliver on the aligned Strategic Key Actions and no further Strategic Project or Capital Costs are allocated







# Appendices

The following appendices are provided to support this document:

1. Strategic Projects
2. Capital Works Program
3. Financial Statements

# Strategic Projects

Project Name	Description	Total Budget
<b>Adelaide Free Wi-Fi</b>	To provide a high-performing and ubiquitous wireless broadband network throughout the City of Adelaide, providing critical digital infrastructure for connecting communities, citizens and businesses, enabling an enhanced digital experience throughout the city. <b>Parent service: Corporate Services</b>	\$0.9m
<b>Brown Hill Keswick Creek</b>	Operational contribution of the Creek remediation, wetland and creek realignment in Victoria Park / Pakapakanthi (Park 16) and Blue Gum Park / Kurangga (Park 20). The Ongoing Multi-Year Stormwater Project is an initiative of the Cities of Unley, Adelaide, Burnside, Mitcham and West Torrens. <b>Brown Hill Keswick Creek Board Subsidiary</b>	\$0.096m
<b>Central Market Arcade Redevelopment Options</b>	Progress with the Central Market Arcade Redevelopment with project development partner, ICD Property <b>Parent service: Property Management and Development</b>	\$0.272m
<b>City Stimulus Event Funding</b>	\$0.5m to assist existing city-based events to expand to become city-wide (total \$1m over 2 years) along with a \$0.5m increase to the Events and Sponsorship Program for sponsoring new major events in the City (total \$1m over 2 years). <b>Parent service: Adelaide Economic Development Agency</b>	\$1.0m
<b>City Wide Waste and Recycling Program</b>	Position City of Adelaide as a world class resource recovery leader through delivery of new waste and recycling systems in our operations, including the introduction of a new City Wide Waste and Recycling Program that supports our residents, businesses and community to transition to a zero-waste city. <b>Parent service: Resource Recovery and Waste Management</b>	\$1.0m
<b>Digital Marketplace</b>	Provide all city business the opportunity to transact and promote their products or services direct to local, interstate or international consumers. <b>Parent service: Adelaide Economic Development Agency</b>	\$0.25m



Project Name	Description	Total Budget
<b>Eighty-Eight O'Connell Street</b>	Progress with the development of the Eighty-Eight O'Connell site <b>Parent service: Property Management and Development</b>	\$0.1m
<b>Emerging Priorities</b>	Emerging Priorities fund to enable Council to respond to City needs in a post-COVID recovery environment. <b>Parent service: Corporate Services</b>	\$0.4m
<b>Energy Assessment Pilot Program</b>	To assist small businesses with mitigating their energy costs. <b>Parent service: Environmental Sustainability</b>	\$0.185m
<b>Mainstreet Revitalisation</b>	Preparation of Master Plans for Melbourne Street, O'Connell Street and Hutt Street. The plans will identify short, medium and long term actions to guide future investment in these streets, and include engagement with businesses and the local community. <i>(formerly known as Melbourne, O'Connell &amp; Hutt Street Masterplans)</i> <b>Parent service: Arts Culture and Events</b>	\$0.2m
<b>Shared Arts and Cultural Grants</b>	Arts and Cultural Grants in partnership with the State Government to meet an identified need for funding for the development, delivery and celebration of Aboriginal and Torres Strait Islander creative cultural practices in the City. <b>Parent service: Arts Culture and Events</b>	\$0.05m
<b>Splash</b>	Champion creative responses to the challenges of our city through a series of innovative partnerships, precinct based activations, community led ideas, projects and experiments. <b>Parent service: Arts Culture and Events</b>	\$0.81m
<b>Strategic Property Investigations</b>	Progress the implementation of the Strategic Property Review including detailed investigations / business case development, associated with site disposal, re-purposing and redevelopment of assets. <b>Parent service: Property Management and Development</b>	\$0.1m
<b>Welcoming City Places and Spaces</b>	For community engagement to understand the needs and wants of our city of multicultural communities. <b>Parent service: Community Development</b>	\$0.025m

# Capital Works Program

## Major Projects

Project Name	Previous years	2021 - 2022	Future years	Whole of Life
Moonta Street	\$1.5m	\$2.5m*	-	\$4.0m
Market to River Bank - Bentham & Pitt St	\$1.2m	\$6.18m*	-	\$7.38m
Central Market Arcade Redevelopment	-	\$14.939m	\$14.188m	\$29.127m

## New and significant upgrades

Project Name	Previous years	2021 - 2022	Future years	Whole of Life
ACMA Capital	-	\$0.38m	-	\$0.38m
Blackspot Project - Jeffcott Street/Montefiore Hill Intersection Improvements	-	\$0.09m	-	\$0.09m
Blackspot Project - Pulteney Street/Angas Street Intersection Improvements	-	\$0.143m	-	\$0.143m
Brown Hill Keswick Creek	\$1.123m	\$0.32m	\$1.528m	\$2.971m
Central Market Arcade Redevelopment Options	-	\$0.228m	-	\$0.228m
Christmas Funding	-	\$0.35m*	-	\$0.35m
Illuminate	\$0.3m	\$0.3m	\$0.3m	\$0.9m
WIP Write-off	-	(\$0.2m)	-	(\$0.2m)

\* These projects include a budgeted component for 2021 - 2022 which are at risk from continuing (being carried forward) from 2020 - 2021. Council will review a final listing, for adoption in the final BP&B through the QF3 2020 - 2021 Finance Report.

## Renewals

<b>Bridges</b>	<b>Total Budget</b>
Assorted Design Works and Urgent Works	\$0.3m
Footbridge Program	\$0.122m
<b>Buildings</b>	<b>Total Budget</b>
Assorted Design Works and Urgent Works	\$0.334m
CCTV Network Renewal and Compliance Program	\$1.0m
North Adelaide Golf Course Clubhouse and Horticulture Hub - AC Renewals	\$0.03m
Glover South Shelter Shed And Toilet Renewal	\$0.38m
Rymill Park Kiosk and Boat Store Renewal	\$0.2m
Town Hall Fire Panel Renewal	\$0.27m
Rundle Lantern rehabilitation works	\$0.05m
Town Hall Façade Conservation Works (Stage 1)	\$2.0m
Wyatt Street Car Park - Lift Renewals and Roofing Works	\$1.2m
Pirie/Flinders UPark Fire Compliance Remediation Works	\$0.05m
<b>Kerbside and water table</b>	<b>Total Budget</b>
Assorted Design Works and Urgent Works	\$0.1m
DDA Compliant Access Ramp Renewal Project	\$0.05m
Jeffcott Street (east and west sides) - Wellington Square to Montefiore Road (Stage 1/2)	\$0.776m
Synagogue Place (east and west sides) - Rundle Street to Dead End	\$0.061m
Morphett Street (east and west sides) - Gilbert Street to South Terrace	\$0.113m
Brougham Place (north side) - Palmer Place to Australia Lane	\$0.069m
South Terrace (north side) - West Terrace to Morphett Street	\$0.066m

# Capital Works Program

## Renewals

<b>Lighting and electrical</b>	<b>Total Budget</b>
Assorted Design works and Urgent Works	\$0.05m
Public Realm CCTV Camera Renewals (various locations)	\$0.1m
Above Ground Electrical Switchboard Renewals (various locations)	\$0.125m
Underground Electrical Conduit and Switchboard Renewals (various locations)	\$0.496m
Street Lighting LED Renewals (various locations)	\$0.54m
Street Lighting City Safety Renewals (various locations)	\$0.31m
<b>Park Lands and open space</b>	<b>Total Budget</b>
Assorted Design works	\$0.04m
Park 1 North Golf Course renewal of water supply line	\$0.2m
Park 5 - Dog Park Restoration Works	\$0.05m
Park Lands Renewals (various locations)	\$0.1m
Frew Street - Renewal of Rain Garden	\$0.015m



<b>Pathways</b>	<b>Total Budget</b>
Assorted Design works and Urgent Works	<b>\$0.2m</b>
Alfred Street (south side) - Mary Street to Maud Street	<b>\$0.035m</b>
Botanic Road (south side) - Dequetteville Terrace to East Terrace	<b>\$0.255m</b>
Brougham Place (north side) - Palmer Place to Australia Lane	<b>\$0.135m</b>
Mellor Street - (east and west sides) - Wymouth St to Dead End	<b>\$0.051m</b>
Morphett Street (east and west sides) - Gilbert Street to South Terrace	<b>\$0.323m</b>
North Terrace West (north and south sides) - Under Morphett Bridge	<b>\$0.117m</b>
North Terrace East - Abutting Government House	<b>\$0.832m</b>
Hindmarsh Square (internal paths - east and west sides)	<b>\$0.23m</b>
Pennington Terrace (North side) - Eastern & Western ends	<b>\$0.286m</b>
Synagogue Place - Rundle Street to Dead End	<b>\$0.061m</b>
Avoca Street - Whitmore Square to Gilbert Street	<b>\$0.005m</b>
Elder Park behind Convention Centre	<b>\$0.163m</b>
Park 23 - Wirrarrinithi - GS Kingston Park	<b>\$0.038m</b>
Park 7 - Kuntingga - The Olive Groves	<b>\$0.005m</b>
King William Street (east & west sides ) - North Terrace to Victoria Square	<b>\$0.182m</b>
North Terrace (south side) - Gawler Place to Frome Street	<b>\$0.069m</b>

# Capital Works Program

## Renewals

<b>Plant, fleet and equipment</b>	<b>Total Budget</b>
Minor Plant	\$1.411m
Major Plant	\$1.483m
Commercial Renewals	\$2.801m
<b>Roads</b>	<b>Total Budget</b>
Assorted Design works and Urgent Works	\$0.25m
Currie-Grenfell Corridor Serviceability Works	\$0.15m
Andrew Street - Morphett Street to Bowen Street	\$0.052m
Anzac Highway South Bound Carriageway - South Terrace to Greenhill Road	\$0.412m
Figtree Court - Buxton Street to Dead End	\$0.06m
King William Road North bound Carriageway - Pennington Terrace to Kermode Street	\$0.034m
King William Road South Bound Carriageway - Brougham Place to Kermode Street	\$0.121m
King William Street Bus Bays - North Terrace to Flinders Street	\$0.206m
Mann Terrace - Kingston Terrace East to Dead End	\$0.123m
Unknown Name Lane - Toms Court to Dead End	\$0.153m
Austin Street - North Terrace to Pulteney Street	\$0.075m
Dukes Lane - Allen Street to Gladstone Street	\$0.051m
Fisher Place - Gawler Place to Dead End	\$0.051m
Gladstone Street - Carrington Street to Dead End	\$0.016m
Jeffcott Street Car Parking Bays - Wellington Square to Montefiore Road (Stage 1/2)	\$0.261m
Kingston Terrace - Lefevre Terrace to Jerningham Street	\$0.152m
Mansfield Street - Gover Street to Tynte Street	\$0.03m
Market Street - Gouger Street to Wright Street	\$0.044m

<b>Roads (continued)</b>	<b>Total Budget</b>
Mellor Street - Waymouth Street to Dead End	\$0.016m
Morphett Street - Currie Street to Hindley Street (Eastern Carriageway) *[R2R funded - \$109K]	\$0.109m*
Morphett Street/Gouger Street Intersection	\$0.059m
Myers Street - Sturt Street to Gilbert Street	\$0.076m
Norman Street - Sturt Street to Gilbert Street	\$0.03m
Oakley Street - Grote Street to Gouger Street	\$0.04m
O'Halloran Lane - O'Halloran Street to Dead End	\$0.018m
Park 1 - Par 3 Golf Course Car Park	\$0.121m
Park 21 - Veale Gardens Car Park	\$0.048m
Phillip Street - Clarendon Street to Light Square	\$0.027m
Prince Court & Albert Street - Waymouth Street to Gray Street	\$0.02m
South Terrace - West Terrace to Morphett Street *[R2R funded - \$146K]	\$0.425m*
Synagogue Place - Rundle Street to Dead End	\$0.017m
Tynte Street - Wellington Square to Mansfield Street	\$0.067m
Unknown Name Lane - Gawler Place to Dead End	\$0.021m
Vincent Street & Vincent Place - Gilles Street to South Terrace	\$0.041m
Wilson Street & Tomsey Court	\$0.036m
Young Street - Waymouth Street to Franklin Street	\$0.045m

# Capital Works Program

## Renewals

<b>Stormwater</b>	<b>Total Budget</b>
Assorted Design works and Urgent Works	\$0.22m
Park 16 - Culvert Renewal	\$0.051m
Park 16 - Open Channel Renewal	\$0.13m
Barton Terrace West - Stormwater Pipe Re-lining	\$0.077m
Victoria Park - Stormwater Pipe Renewal	\$0.02m
Unley Road - Stormwater Pipe Renewal	\$0.149m
Stormwater Pit Renewals (various locations)	\$0.05m
Stormwater Pit Lid Renewals (various locations)	\$0.1m
Adelaide Weir - Structural Investigation and Preliminary Design (Stage 1)	\$0.3m
Anzac Highway - Stormwater Pipe Re-lining	\$0.415m
South Terrace - Stormwater Pipe Re-lining	\$0.03m
<b>Traffic signals</b>	<b>Total Budget</b>
Cables and Conduit Renewals (various locations)	\$1.126m
Controller Box Renewals (various locations)	\$0.456m



<b>Urban elements</b>	<b>Total Budget</b>
Assorted Design works and Urgent Works	\$0.08m
Public Art Refurbishments (various locations)	\$0.269m
Recreational Asset Renewals (various locations)	\$0.15m
Park Land and Street Furniture Renewal Program (various locations)	\$0.295m
Street Sign Renewals (various locations)	\$0.005m
Minor Structure Renewals (various locations)	\$0.34m
Litter Bin Renewals (various locations)	\$0.01m
Water Feature Renewals (Veale Gardens and Pinky Flat)	\$0.34m
<b>Other renewals</b>	<b>Total Budget</b>
IT Renewals	\$1.395m
ACMA Renewals	\$0.865m
Corporate Overhead	\$6.646m
WIP Write-off	(\$1.362m)

# Capital Works Program

## Continuing Projects (Carry Forwards)

<b>*New and Significant Upgrades</b>	Previous years	<b>Current year</b>	Future years	Whole of Life
<b>Blackspot Hindley/Gray St</b>	\$0.4m	<b>\$0.2m</b>	-	\$0.6m
<b>City Greening</b>		<b>\$0.3m</b>	-	\$0.3m
<b>City Skate Park</b>	\$2.8m	<b>\$0.2m</b>	-	\$3.0m
<b>Gawler UPark Façade</b>	\$3.3m	<b>\$1.7m</b>	-	\$5.0m
<b>Hindley Upgrades</b>	\$0.2m	<b>\$0.1m</b>	-	\$0.3m
<b>Hutt St Upgrades</b>	\$0.1m	<b>\$0.3m</b>	-	\$0.4m
<b>Cycling Initiatives</b>	\$0.2	<b>\$5.8m</b>	-	\$6.0m
<b>North -South Bikeways</b>	\$3.8m	<b>\$2.2m</b>	-	\$6.0m
<b>North Terrace Public Realm</b>	\$1.9m	<b>\$0.2m</b>	-	\$2.1m
<b>Place of Courage</b>	-	<b>\$0.07m</b>	-	\$0.07m
<b>Place of Reflection</b>		<b>\$0.3m</b>	-	\$0.3m
<b>South West Community Centre</b>	-	<b>\$1.5m</b>	-	\$1.5m
<b>Whitmore Square Greening</b>	\$0.7m	<b>\$0.2m</b>	-	\$0.9m
<b>Whitmore Square Safety</b>	\$0.7m	<b>\$0.1m</b>	-	\$0.8m

\* These projects / infrastructure items are currently DRAFT and are at risk in 2020 – 2021 for continuing in 2021 - 2022. Council will review a final listing, for adoption in the final BP&B through the QF3 2020 - 2021 Finance Report.

## Continuing Projects (Carry Forwards)

*Renewals and Replacement of Assets	Previous years	Current year	Future years	Whole of Life
Assorted Design projects	\$0.8m	<b>\$0.3m</b>	-	\$1.1m
Bridge Renewal Program	-	<b>\$0.3m</b>	-	\$0.3m
Brougham Place and Jeffcott Street (footpaths work)	\$2.0m	<b>\$0.7m</b>	-	\$2.7m
Chesser Arbour	-	<b>\$0.1m</b>	-	\$0.1m
Francis Street	-	<b>\$0.4m</b>	-	\$0.4m
Leigh St footpath	-	<b>\$0.2m</b>	-	\$0.2m
Lighting and Electrical Renewal	\$0.1m	<b>\$0.3m</b>	-	\$0.4m
Plant and Fleet	\$1.9m	<b>\$0.6m</b>	-	\$2.5m
Public Art refurbishment	\$0.1m	<b>\$0.1m</b>	-	\$0.2m
Reinstatement project	\$0.1m	<b>\$0.1m</b>	-	\$0.2m
Torrens Lake Earth retaining structures	\$0.05m	<b>\$0.05m</b>	-	\$0.1m

\* These projects / infrastructure items are currently DRAFT and are at risk in 2020 – 2021 for continuing in 2021 - 2022. Council will review a final listing, for adoption in the final BP&B through the QF3 2020 - 2021 Finance Report.

# Financial Statements

## Statement of Comprehensive Income

	\$'000s	2021-22 Draft Budget
<i>Income</i>		
Rates Revenues		121,190
Statutory Charges		11,601
User Charges		62,267
Grants, Subsidies and Contributions		3,274
Investment Income		20
Reimbursements		541
Other Income		654
<b>Total Income</b>		<b>199,548</b>
<i>Expenses</i>		
Employee Costs		73,950
Materials, Contracts and Other Expenses		75,876
Depreciation, Amortisation and Impairment		52,614
Finance Costs		1,926
<b>Total Expenses</b>		<b>204,366</b>
<b>Operating Surplus / (Deficit)</b>		<b>(4,819)</b>
Asset Disposal & Fair Value Adjustments		(861)
Amounts Received Specifically for New or Upgraded Assets		3,156
<b>Net Surplus / (Deficit)</b>		<b>(2,524)</b>
Changes in Revaluation Surplus - I,PP&E		-
Net Actuarial Gains/(Loss) on Defined Benefit Plan		0
<b>Total Other Comprehensive Income</b>		<b>0</b>
<b>Total Comprehensive Income</b>		<b>(2,524)</b>



## Statement of Financial Position

	\$'000s	2021-22 Draft Budget
<b>ASSETS</b>		
<i>Current Assets</i>		
Cash and Cash Equivalents		800
Trade & Other Receivables		13,321
Other Financial Assets		41
Inventories		576
<b>Total Current Assets</b>		<b>14,738</b>
<i>Non-Current Assets</i>		
Financial Assets		249
Equity Accounted Investments in Council Businesses		605
Investment Property		2,600
Infrastructure, Property, Plant and Equipment		1,891,466
Other Non-Current Assets		2,161
<b>Total Non-Current Assets</b>		<b>1,897,081</b>
<b>TOTAL ASSETS</b>		<b>1,911,820</b>
<b>LIABILITIES</b>		
<i>Current Liabilities</i>		
Trade and Other Payables		23,555
Borrowings		-
Provisions		12,305
Other Current Liabilities		5,093
<b>Total Current Liabilities</b>		<b>40,954</b>
<i>Non-Current Liabilities</i>		
Trade and Other Payables		1,293
Borrowings		99,102
Provisions		1,616
Other Non-Current Liabilities		46,782
<b>Total Non-Current Liabilities</b>		<b>148,794</b>
<b>TOTAL LIABILITIES</b>		<b>189,747</b>
<b>Net Assets</b>		<b>1,722,072</b>
<b>EQUITY</b>		
Accumulated Surplus		784,277
Asset Revaluation Reserves		934,010
Other Reserves		1,612
Future Reserve Fund		2,173
<b>Total Council Equity</b>		<b>1,722,072</b>

# Financial Statements

## Statement of Changes in Equity

	\$'000s	2021-22 Draft Budget
<b>Balance at the end of previous reporting period</b>		<b>1,724,596</b>
a. Net Surplus / (Deficit) for Year		(2,524)
b. Other Comprehensive Income		-
Total Comprehensive Income		(2,524)
Gain (Loss) on Revaluation of I, PP&E		-
<b>Balance at the end of period</b>		<b>1,722,072</b>

## Statement of Cash flows

	\$'000s	2021-22 Draft Budget
<b>Cash Flows from Operating Activities</b>		
<i>Receipts</i>		
Operating Receipts		199,697
<i>Payments</i>		
Operating Payments to Suppliers and Employees		(151,387)
<b>Net Cash provided by (or used in) Operating Activities</b>		<b>48,310</b>
<b>Cash Flows from Investing Activities</b>		
<i>Receipts</i>		
Amounts Received Specifically for New/Upgraded Assets		3,156
Proceeds from Surplus Assets		3,100
Sale of Replaced Assets		650
Repayments of Loans by Community Groups		-
Distributions Received from Equity Accounted Council Businesses		-
<i>Payments</i>		
Expenditure on Renewal/Replacement of Assets		(36,640)
Expenditure on New/Upgraded Assets		(39,028)
Capital Contributed to Equity Accounted Council Businesses		-
<b>Net Cash provided by (or used in) Investing Activities</b>		<b>(68,762)</b>
<b>Cash Flows from Financing Activities</b>		
<i>Receipts</i>		
Proceeds from Borrowings		25,507
<i>Payments</i>		
Repayment from Borrowings		-
Repayment of Lease Liabilities		(5,055)
Repayment of Bonds and Deposits		-
<b>Net Cash provided by (or used in) Financing Activities</b>		<b>20,452</b>
<b>Net Increase (Decrease) in Cash Held</b>		<b>-</b>
plus: Cash and Cash Equivalents at beginning of period		800
<b>Cash &amp; Cash Equivalents at end of period</b>		<b>800</b>

# Financial Statements

## Uniform Presentation of Finances

	\$'000s	2021-22 Draft Budget
Income		199,548
<i>less</i> Expenses		(204,366)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>		<b>(4,819)</b>
<i>Net Outlays on Existing Assets</i>		
Capital Expenditure on Renewal and Replacement of Existing Assets		(36,640)
<i>add back</i> Depreciation, Amortisation and Impairment		52,614
<i>add back</i> Proceeds from Sale of Replaced Assets		650
<b>Net Outlays on Existing Assets</b>		<b>16,624</b>
<i>Net Outlays on New and Upgraded Assets</i>		
Capital Expenditure on New and Upgraded Assets		(39,028)
<i>add back</i> Amounts received specifically for New and Upgraded Assets		3,156
<i>add back</i> Proceeds from Sale of Surplus Assets		2,100
<b>Net Outlays on New and Upgraded Assets</b>		<b>(33,772)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>		<b>(21,966)</b>



# Public Consultation

**This year, the City of Adelaide is engaging you on our 2021 - 2022 Business Plan and Budget in two stages.**

STAGE 1 was about providing you with some fundamental information from which we are building the Draft 2021 - 2022 Business Plan and Budget and seeking your comment on four proposed changes to Council's Rating Policy. This stage was open from the 28 March to the 19 April 2021.

**In STAGE 2 of this engagement, we are seeking your feedback on the City of Adelaide's Draft 2021 - 2022 Business Plan and Budget (this document).**

**You can have your say on this proposed document by:**

- **visiting [yoursay.cityofadelaide.com.au](https://yoursay.cityofadelaide.com.au) and completing our survey and quick polls online**
- **visiting our libraries, community centres and customer centre to view copies of the proposal in person and to complete a hard copy survey**
- **submitting a formal written submission to**

Community Consultation  
 Draft 2020-2021 Business Plan and Budget  
 GPO Box 2252  
 Adelaide SA 5001  
 OR  
[strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

Stage 2 engagement is open from 16 April 2021 and closes at 9am on 10 May 2021.

Council will review the Final 2021 - 2022 Business Plan and Budget in June 2021.

Item 10.11 DRAFT FOR COMMENT Attachment A

25 Pirie Street Adelaide  
South Australia 5000  
[cityofadelaide.com.au](http://cityofadelaide.com.au)



# LONG TERM FINANCIAL PLAN

2021-2022 TO 2030-2031



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## EXECUTIVE SUMMARY

The City of Adelaide's Long Term Financial Plan (LTFP) is a 10 year forecast of Council's financial performance and position. The plan is based on the Council's 2020-2024 Strategic Plan, anticipated service levels and social, economic and political indicators. It forms part of Council's Strategic Management Plans and is integral to Council's Strategic Framework and financial planning.

The LTFP assists Council in monitoring the City of Adelaide's financial sustainability: Council's ability to deliver services and maintain/upgrade the City's infrastructure in a manner that is fair and equitable across generations.

This document outlines the context of the LTFP and importance of Council's financial sustainability. It explains the approach to preparing and reviewing the LTFP, key assumptions and risks, and the measures used to manage and monitor the Council's financial sustainability.

Council has recently reviewed the LTFP as part of the 2021-2022 Business Plan and Budget process with consideration to a number of factors including the financial and economic implications of the COVID-19 pandemic.

COVID-19 had an immediate and profound impact on the City and Council's operations and income. A decline in City visitation, social distancing restrictions and the weakened economic environment have significantly reduced forecast income from parking, the Aquatic Centre, Town Hall events and property tenants. The potential decline in property valuations may also impact rate revenue across the next three to five years.

Council has been proactive in responding to the challenges presented by COVID-19, displaying leadership through implementation of its City Support Packages to aid City recovery. It has initiated a fundamental reappraisal of Council's services to reshape the organisation and implement a \$20 million reduction in operational expenditure during 2020-2021. Council further adopted Recovery Principles to assist with future decision making. In addition, a future fund has been established to reinvest the proceeds of property sales identified through strategic property review into future income generating assets and strategic capital projects.

The key financial ratios indicate Council will recover to a stable financial position over the term of the LTFP after a significant deficit in 2020-2021. This being as a result of COVID-19 impacts and following the implementation of its organisational reform.

## STRATEGIC CONTEXT

Under the *Local Government Act (SA) 1999* Council must develop and adopt Strategic Management Plans' which identify the Council's objectives, how a Council intends to achieve its objectives, how they fit with the objectives of other levels of government, performance measures and estimates of revenue and expense.

The City of Adelaide's Strategic Management Plans comprise:

- 2020-2024 Strategic Plan
- Long Term Financial Plan
- Strategic Asset Management Plan (under development)

The Long Term Financial Plan is a 10 year forecast of Council's financial performance and position based on its strategic plans, anticipated service levels and social, economic and political indicators. It provides guidance to support Council decision making and confirm Council's financial capacity to deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The LTFP is an integral part of the Council's Strategic Framework. It is built upon the 2021-2022 Business Plan and Budget and aligned to the City of Adelaide's 2020-2024 Strategic Plan and Infrastructure and Asset Management Plans.

The LTFP is reviewed quarterly and updated on an iterative basis to reflect the latest available information. Key outputs include a comprehensive set of financial indicators and forecast financial statements in accordance with legislative requirements.



## STATEMENT ON FINANCIAL SUSTAINABILITY

### Financial Sustainability

The Australian Local Government Associations adopted definition of financial sustainability is as follows:

*"A council's long-term financial performance and position is sustainable where planned long-term service infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."*

It is based on the principles that:

- The current generation are able to "pay their way" by funding the services and infrastructure they utilise
- Investments in new infrastructure and assets funded through borrowings will not over burden future generations.

Financial Sustainability is monitored by three key ratios:

- **Operating Surplus Ratio** which monitors the affordability of Council's services relative to its operational income
- **Net Financial Liabilities Ratio** which monitors the affordability of Council's borrowings relative to its operational income
- **Asset Renewal Funding Ratio** (also known as the Asset Sustainability Ratio) which monitors the rate at which Council is renewing its assets relative to its use of the assets.

In addition to these core ratios, Council has a suite of ratios it uses to monitor its performance and sustainability.

The role and purpose of each ratio is discussed in further detail on page 14.

### Implications of COVID-19

Throughout 2020 we faced the biggest global disruption to our community in one hundred years, which dramatically changed our City. Like all City businesses, Council operations have not been immune - the absence of people from mid-March 2020 has seen Council income immediately and significantly impacted.

COVID-19 is expected to have significant impact on Council's financial performance for some time to come. It is important that the focus on financial sustainability while recovering from this pandemic is retained. Sustainable decision making is necessary to ensure the longevity of our community to not only recover from the pandemic and its impacts but to also capitalise on the opportunities presented to ensure the future of our community for generations to come.

## Initiatives to Support Financial Sustainability

To build a strong foundation for long term financial sustainability and to respond to the financial challenges of COVID-19, Council has recently

1. Adopted Recovery Principles to guide its future decision making
2. Identified a reduction in its operational expenditure by \$20 million in the 2020-2021 financial year through Reshaping our Organisation.
3. Established a future fund to reinvest the proceeds from property sales into future income generating assets and strategic capital projects.

### Recovery Principles

Council has adopted Recovery Principles assist our future decision making in the context of COVID-19 and city recovery and to support our long term financial sustainability. These principles seek to ensure an equitable approach to rating, a prudent approach to the utilisation of borrowings and proceeds from the sale of assets, and sustainable investment in our infrastructure and delivery of services.

- Our rates, fees and charges approach is fair and equitable
- Financial borrowings adjusted to stimulate growth
- Proceeds from divesting underperforming 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.

### Reshaping our Organisation

Council has commenced a fundamental reappraisal of the role played in driving public value through the delivery of our services, whilst ensuring we continue to fulfil our leadership role as a Capital City Council coupled with legislative requirements as a local government entity. Central to this is the recovery principle that 'Our service delivery will reflect the needs of the community'.

As an outcome of this exercise, a permanent \$20 million saving in operating expenditure was identified to build a strong foundation for financial sustainability into the future. The 2021-2022 Business Plan and Budget and Long Term Financial Plan reflect these savings.



### Future Fund

A future fund has been established to enable Council to fund the purchase of future income generating assets and to invest in strategic capital projects from the sale proceeds of assets identified through the Strategic Property Review.

This review included a detailed assessment outlining a forward approach for identified property assets. These approaches are grouped into the following categories:

- Redevelopment or re-purposing of assets to improve public value and to support income generating and City shaping initiatives.
- Sale of non-performing assets comprising those assets which provide limited strategic, community and commercial value.
- Retention of property assets where no action is currently required.

Requests to utilise funds from the reserve fund will be based on a business case that clearly demonstrates that the financial return to Council outweighs the annual loan funding costs. Council approval will be required for all requests to utilise these funds.

\$'000s	2021-22 Draft Budget	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025- 26 Plan	2026- 27 Plan	2027- 28 Plan	2028- 29 Plan	2029- 30 Plan	2030- 31 Plan
Proceeds from Surplus Assets	3,100	12,500	25,000	18,500	-	-	-	-	-	-

Some of the assets identified through the Strategy Property Review that are at various stages of the community consultation include:

- James Place Toilet Block
- 211 Pirie St (Beach Volleyball site) – Pirie Street Carpark (UPark)
- 88 O'Connell Street

## BASIS OF PREPARATION

This document presents the Long Term Financial Plan (LTFP) for the years 2021-2022 to 2030-2031. The basis of the LTFP is consistent with the Financial Statements 30 June 2020 and the 2020-2021 Business Plan and Budget adopted by Council and any authorised amendments. The LTFP has been based on the 2020-2024 Strategic Plan and the Strategic Infrastructure and Asset Management Plan projections for new, upgraded and renewal of assets for 2022 to 2031.

The LTFP is a projective report based on information known at the time. As such the review process of the LTFP is iterative and can change as new or updated information is presented.

The LTFP is developed and adopted in consultation with Council each year as part of the annual Business Plan and Budget process. The impacts of quarterly revisions to the budget will be noted through the Quarterly reporting process to both Council and Audit Committee, and formally adopted in the following years' business plan and budget.

The LTFP is a projection of forward performance with consideration of the following:

- Council's 2020-2024 Strategic Plan and Strategic Infrastructure and Asset Management Plans, including planned investment in new projects and infrastructure
- The social, economic and political environment including indicators such as population growth, inflationary growth and interest rates
- Anticipated changes in future service levels that reflect the needs and expectations of the community
- Funding and expenditure levers available to Council, including revenue and financing guidelines such as Council's Rating Policy and Treasury Policy
- Revenue opportunities and cost drivers, including the impact of climate change and other factors on the City
- A rigorous assessment of Council's current financial position and financial sustainability.

## KEY ASSUMPTIONS

A summary of assumptions underpinning this LTFP:

- Rates valuation growth, on average, is assumed in line with forecast inflation, excluding growth from new developments
- Fees and charges are in line with forecast price indexation
- Salaries and wages forecasts are based on current and expected enterprise agreements
- Other revenue and expenditure growth, in general, is assumed in line with forecast price indexation
- Interest rates are relative to market expectations
- Capital expenditure is in line with the Infrastructure and Asset Management Plans.

Further detail regarding these and other assumptions is outlined below.

### Price Indexation

The Local Government Price Index (LGPI) produced by the South Australian Centre for Economic Studies and the Consumer Price Index (CPI) for Adelaide produced by the Australian Bureau of Statistics are source indicators of price indexation for the City of Adelaide. However, the medium term estimates (3-5 years) of both are limited so consideration is given to historical data, short term estimates (1-2 years) and medium term estimates for CPI more broadly across Australia.

The current LTFP has assumed inflation of 1.25-2% per annum based on current forecast indicators which include the economic impact of COVID-19. This forecast will continue to be reviewed as greater analysis becomes available in the wake of COVID-19, with the LTFP adjusted accordingly.

### Rates

Rates income is primarily dependent upon three key variables:

- The rate in the dollar for residential and non-residential property
- The increase/(decline) in property values (based on annual assessed value)
- Growth from new developments and capital improvements.

As Council has frozen the rate in the dollar for the past seven consecutive years, rates growth is dependent on valuation increases and growth from new developments and capital improvements.

Years 2-10 of the LTFP currently assume rates growth of 2.25-3% through a combination of:

- Growth from new developments and capital improvements of 1%
- An uplift in property valuations and/or a change in the rate in the dollar to achieve 1.25% - 2% growth in existing rates revenue in line with the current price index forecast

The application of CPI regarding valuation uplifts is the most relevant assumption given the annual assessed value is based on income derived from the property and generally most incomes are at least indexed each year if not increased by a fixed percentage.

Valuations are heavily reliant on the receipt of information from ratepayers and as such valuations are generally conservative.

These assumptions will be monitored as further analysis on the price index and property valuations becomes available in the wake of COVID-19.

### **Fees and Charges**

There are three principle types of fees charged by Council:

- General fees and charges set by statute
- General fees and charges set by Council or under delegation
- Commercial fees and charges set under delegation.

Statutory charges, such as fees associated with services regulated under the *Road Traffic Act 1961*, the *Planning, Development and Infrastructure Act 2016*, the *South Australian Public Health Act 2011*, the *Food Act 2001* and the *Dog & Cat Management Act 1995* reflect dollar increments or percentage increases as specified by the respective statute.

Fees and charges set by Council or under delegation are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures that the fees:

- Reflect (or move progressively toward) the cost of the services delivered
- Are comparable with market rates, where appropriate
- Take into account benefit derived by users of community facilities
- Are consistent with directions articulated through our existing policies or plans
- Are consistent with our Strategic Financial Parameters

For the purposes of the LTFP, it is assumed that fees and charges will increase on average in line with the price index (presently assumed to be 1.25-2%) unless there are specific circumstances that will have a material impact on the value of the fees and charges, such as changes in property tenancies associated with the Adelaide Central Market Arcade redevelopment.

Fees for Council's commercial operations including commercial properties, the UParks, Adelaide Aquatic Centre and North Adelaide Golf Course will be subject to market conditions and commercial considerations on a year by year basis. However, in the short term, these should align to the average movement in the price index.



### Grants, Subsidies and Contributions

Annual grants, subsidies and contributions are assumed to continue for the duration of the LTFP and indexed in line with the price index (presently 1.25-2%) unless agreements are known to expire or change.

Where grants, subsidies and contributions are for specific projects or related to specific events, they will be recognised in line with the relevant accounting standards.

### Employee Costs

Salaries and wages forecasts are based on current and expected enterprise agreement outcomes. That is a 2% increase is assumed for waged, salaried and UPark staff while a 2.5% increase is assumed for staff working under the Leisure enterprise agreements. Actual increases will be dependent upon future enterprise agreement negotiations, with new agreements reflected in the LTFP upon the completion of negotiations. Increases in the Superannuation Guarantee are consistent with Australian Taxation Office advice.

### Contractual Expenditure and Materials (including Utilities)

Expenditure is generally increased by the price index unless there are specific costs of a material value that are known or forecast to vary significantly from the price index (e.g. electricity contract, hard waste levy).

### Service Delivery

City of Adelaide is responsible for the delivery of a range of service offerings to its ratepaying community and visitors alike. The LTFP assumes that the service delivery remains unchanged and delivered at the same consistent levels as detailed in the Service Directly. Any changes to this delivery are required to be resolved by Council and will impact the LTFP in the future should changes to the service have financial implications.

### Asset Maintenance, Renewal and Upgrade

City of Adelaide is responsible for the management, operation and maintenance of the City's infrastructure, a diverse property portfolio and plant, fleet and equipment.

Infrastructure and Asset Management Plans, which form part of Council's Strategic Management Plans are reviewed in detail every four years to identify asset condition and consumption to assist in resource and maintenance planning. Detailed modelling enables the Council to optimise maintenance and renewal expenditure, to ensure asset sustainability. The 10-year Infrastructure and Asset Management Plans will consider new infrastructure needs to meet future community service expectations in a sustainable manner.

Forecast expenditure in the LTFP is presently based on the existing Infrastructure and Asset Management Plans prepared in 2016, overlaid with the latest modelling from condition audits. The LTFP will be updated as the detailed Infrastructure and Asset Management Plans are finalised in the coming years. There are a number of levers detailed within the Strategic Asset Management Plan which Council can choose to apply through the Asset Management Plan revisions, this may impact the funding required per asset category.

Asset Renewal for the life of the LTFP are \$634 million, with the majority of spend allocated to infrastructure of \$583 million and the remainder on corporate or commercial based assets as detailed below:

\$'000s	\$'000s
Bridges	74,741
Buildings	153,691
Pathways	57,076
Kerb and Water Table	20,445
Lighting & Electrical	29,301
Park Lands & Open Space	35,929
Roads	63,989
Water Infrastructure	92,552
Traffic Signal	17,446
Urban Elements	35,116
<b>Total Infrastructure Renewals</b>	<b>580,286</b>
Plant, Fleet & Equipment Replacement	17,999
Commercial Plant, Fleet & Equipment Replacement	4,085
IT Renewals	17,492
ACMA Renewals	865
Corporate Overhead	13,573
<b>Total Renewal &amp; Replacement of Assets</b>	<b>634,299</b>

It is worth noting that mid - long term, the LTFP reflects significant renewals will be required in accordance with our AMP. The current assumption within the LTFP is that Levels of Service will remain the same. Further renewal optimisation modelling is required to refine funding requirements through the development of the Asset Management Plans.

It is also assumed that all renewals will be funded via Council operations. However, the risk and opportunities section of this document highlights the required actions of Council to reduce the burden of these significant renewals in future years. Significant renewals include:

Significant Renewals	Financial Year	\$'m
Adelaide Bridge	3030-31	50
Torrens Weir Structure	2028-29	35
Replacement of Rundle UPark	2029-30	50
Rymill Park Lake	2023-24	5

### **New and Significant Upgrades**

Major projects including property developments; Central Market Arcade redevelopment and 88 O'Connell Street have been incorporated in the LTFP where a Council decision or commitment to progress the projects has been made. Capital, operational expenditure and income has incorporated after extensive modelling, and where capital expenditure is in excess of \$4 million, subject to a prudential report prior to commencement to consider the impact on the LTFP. The total spend on new and significant upgrades for the life of the LTFP is \$53 million, detailed as follows:

- Central Market Arcade Redevelopment \$29.127 million
- Moonta Street \$4 million
- Market to River Bank \$7.38 million
- Brown Hill Keswick Creek \$2.97 million
- Other minor works over 10 years \$10.5 million

### **Depreciation, Amortisation and Impairment**

Depreciation is informed by Infrastructure and Asset Management Plans and reflects increases in valuations and new asset movements.

Amortisation and impairments are determined by condition audits and revaluations. This has not been factored into the LTFP.

### **Interest Rates**

Council's services, projects and infrastructure works are predominantly funded through rates, fees and charges, grants and subsidies. Borrowings are principally utilised for major infrastructure projects, including city shaping projects such as the development of 88 O'Connell Street and Central Market Arcade, and commercially focused projects with a financial return on investment.

City of Adelaide has assumed an interest rate of 1.35-2% across the LTFP based on its existing borrowing rate, market indicators, and an allowance for an increase in future interest rate rises. The rate is reviewed quarterly and is based on the latest information and indicators.

### **Other**

Other revenue and expenditure growth, in general, is assumed in line with forecast price indexation

### **Council's Subsidiaries**

City of Adelaide has three subsidiaries: Adelaide Central Market Authority; Adelaide Economic Development Agency; and Adelaide Park Lands Authority. It is assumed that the operations of each subsidiary will be funding neutral (ie breakeven) from 2022-2023 onwards.

Capital funding requirements for the Adelaide Central Market Authority are currently being assessed from 2022-23 onwards and will be incorporated as they are identified.

## Risks and Opportunities

Although the Long Term Financial Plan is based upon the latest available information, it is a future projection and is therefore subject to risk. It cannot anticipate inherent risks such as unforeseen economic, political, environmental and market changes and so on this basis should be considered as a guide to future actions and opportunities, a tool for Council to assess the long-term financial sustainability of its decisions.

### Issue1: Council Rate Growth

Forecast growth in rate revenue has a material impact on the LTFP, as the growth factor is incorporated into the base for property valuations in following year. Any changes to the growth forecast will impact on the outer financial years.

COVID-19 has had a significant impact on the economy which may flow through to the property market and property valuations. Investment in new developments and capital improvements may also soften due to the weaker economic conditions.

#### Council Action:

Market indicators, combined with analysis from the Council rates and valuations team, will be closely monitored in the coming months and assumptions for rates growth will be updated once reliable data is available.

### Issue 2: Government Legislation

A Rates Monitoring System is currently under consideration by the South Australian Parliament following the introduction of the Statutes Amendment (LG Review) Bill by the South Australian Government. The potential impact of such legislation is still to be assessed, however it could limit Council's capacity to increase rates in response to emerging financial challenges.

#### Council Action

To work with LGA and SA Government working groups to ensure a fair and equitable rating system is maintained to enable sustained delivery of community services.

### Issue 3: Fees and Charges

Approximately 20% of Council's income is derived from fees and charges including on-street parking, parking expiations and off street parking. Council has experienced a loss in this revenue stream due to the impacts of COVID and as a result the assumption to return to pre-COVID levels is phased over the life of the LTFP. The 2021-22 budget assumes a return to 85-90% of pre-COVID levels.

#### Council Action:

The ongoing recovery of fees and charges will be monitored on a quarterly basis, with the LTFP updated as required.

Increased reporting on Council business performance to ensure commercial businesses are performing optimally.



**Issue 4: Interest rates**

Interest rates are currently at a historical low and appear to remain at low levels for the foreseeable future. Interest expense is presently less than 1% of Council's operating income.

Council Action:

While an allowance for future interest increases has been included in the LTFP, the risk of potential increases in interest rates will be monitored and minimised where possible in accordance with Council's Treasury Policy

**Issue 5: External Funding**

The LTFP has been prepared on the basis that all Council operations are expected to fully fund all service delivery and asset renewals. However, it is common for other levels of Government to offer various grant programs which provide assistance to Council to fund larger projects. Where there is certainty in those funding sources, they have been included in the LTFP, if uncertain then it is assumed Council will provide 100% funding. This is a conservative position for Council and leaves opportunity to ensure the burden of funding these projects is transparent to the community and opens discussion with other levels of Government to fairly consider.

Council Action:

Strategic items that will require significant funding over the next 10 years are characterised as significant renewal projects. Council will look to open discussions with all levels of government to ensure significant city assets are funded appropriately without placing the sole burden on ratepayers only but all those who experience the City and its surrounds.

**Issue 6: Delivery of Strategic Property Review and Action Plan**

The LTFP includes the delivery of the strategic property review and action plan endorsed by Council. This action plan is based around divesting non-performing assets and allocating the proceeds to the Future Fund.

The delivery of this plan is subject to variables such as market conditions. The property market has been impacted by COVID and sale of substantial assets must be timed and managed to ensure maximum value is achieved and is strategically aligned.

Council Action:

Identified assets will be reviewed on a regular basis and forward actions will continue to be updated as property asset performance changes over time. This will ensure the optimum use of the property portfolio.

Each identified property asset will be the subject of further detailed analysis with the results of such further investigations to be the subject of Council Member consideration and decision making.

## KEY FINANCIAL INDICATORS

A suite of financial indicators is used to measure Council's financial performance, to guide decision making on major projects, and to secure its continued financial sustainability.

Three nationally recognised financial sustainability indicators have been adopted in principle by Local Government in Australia and are utilised by City of Adelaide, these are:

- The Operating Surplus Ratio
- The Net Financial Liabilities Ratio
- The Asset Sustainability Ratio.

Council also considers an additional three indicators to review the ability to borrow in line with the Prudential Borrowing Limit:

- Asset Test Ratio
- Interest Expense Ratio
- Leverage Test Ratio.

Council has introduced an additional ratio to clearly depict its ability to fund asset renewals over the life of the LTFP:

- Cashflow from Operations Ratio

For each indicator a description of exactly what is being measured, an explanation of the target, the projected results (shaded in green when the result is within target and red when the result is outside the target range) and a summary of the Explanation of LTFP Projected Results from the analysis is provided.

## Operating Surplus Ratio

### What is being measured

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 surplus 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 (SA) 1999* 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 considers that an average operating surplus ratio between 0% and 20%, over any five-year period, is a more appropriate target.

Operating deficits are not sustainable or equitable in the long term, as they result in services consumed by current ratepayers being paid for by future ratepayers. A fair and equitable tax system is one in which taxes paid by each generation is in proportion to the benefits each generation receives.

Financial Indicator	Explanation	Target	2021-22 Draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
<b>Operating Surplus Ratio</b>	Operating surplus as a percentage of operating revenue	0%-20%	(2%)	(2%)	(3%)	0%	0%	3%	2%	4%	1%	1%

### Explanation of LTFP Projected Results

2021-2022 through to 2023-24 financial years are forecasted to fall outside the target range as a result of years of deficit coupled with the financial impact of COVID-19. Council's financial sustainability initiatives provide a positive impact for the short term and, operating surpluses are generated which can be used to reduce borrowings and to reinvest from 2024-2025.

## Net Financial Liabilities Ratio

### What is being measured

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 be greater than zero. However, the target set by City of Adelaide is that liabilities as a percentage of total operating revenue will not exceed 80%.

A target below zero indicates that Council places a higher priority on accumulated financial assets than applying funds generated from ratepayers to the provision of services and/or infrastructure renewal.

Financial Indicator	Explanation	Target	2021-22 Draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Net Financial Liabilities	Financial liabilities and a percentage of operating income	Less than 80%	62%	70%	63%	49%	50%	47%	43%	54%	70%	85%

### Explanation of LTFP Projected Results

City of Adelaide's net financial liabilities are within the prescribed target for 2021-2022 through to 2029-2030. The ratio falls outside of the target in 2030-2031 as a result of the funding requirement for the significant renewals in the outer years, where sufficient cash flow from operations is not derived and highlights Council's requirement to seek additional funding. Given the direct relation this ratio has to borrowings it is imperative to ensure borrowings are managed effectively to maintain this ratio within target range.



## Asset Sustainability Ratio

### What is being measured

This indicator expresses expenditure on asset renewals as a percentage of the projected funding required. 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 Infrastructure and 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 (SA) 1999*.

Financial Indicator	Explanation	Target	2021-22 Draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Asset Sustainability Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	67%	100%	100%	100%	100%	100%	100%	100%	100%	100%

### Explanation of LTFP Projected Results

As the sustainability ratio falls below the target range for the 2021-222 financial year as per Council resolution to assist with cashflow requirements for recovery from COVID impacts. It is assumed that over the long term asset renewals will be funded in line with the Strategic Asset Management Plans and the sustainability ratio returns to 100%.

## Prudential Limits (Borrowings)

### What is being measured

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, an upper limit is determined through its financial indicators. When borrowing, Council will consider these indicators.

### Target

The Prudential limits set within the Treasury and Cash Investment 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 policy. The breach must be reported with remediation actions to the CEO immediately within the borrowing and cash investment performance report.

Financial Indicator	Explanation	Target	2021-22 Draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
<b>Asset Test Ratio</b>	Borrowings as a percentage of total saleable property assets	Maximum 50%	29%	32%	25%	21%	23%	21%	19%	26%	36%	45%
<b>Interest Expense Ratio</b>	Number of times General Rates Revenue (less Landscape Levy) can service the annual interest expense	Maximum 10%	1.0%	1.2%	1.4%	1.2%	1.1%	1.2%	1.1%	1.2%	1.7%	2.2%
<b>Leverage Test Ratio</b>	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.8	0.9	0.8	0.6	0.7	0.6	0.5	0.7	1.0	1.2

### **Explanation of LTFP Projected Results**

The Treasury and Cash Investment Policy was reviewed in 2020 and introduced changes to the Prudential Limits to better reflect Council's ability to fund and service existing and future debt, along with the creation of a reserve fund to be known as the "Future Fund". The Future Fund will enable Council to fund the purchase of future income generating assets or to invest in strategic capital projects from the sale proceeds of Council assets.

Improvements to the LTFP enables Council to model and test the impact of various scenarios, including increased borrowings to purchase income generating assets and invest in strategic capital projects, with the aim of facilitating more informed decision making and deliver increased benefits to City residents, ratepayers and businesses.

City of Adelaide's borrowings are within the prescribed targets across the Long Term Financial Plan.

## Cashflow from Operations Ratio

### What is being measured

Cash Flow from Operations as a percentage of forecast expenditure in the asset management plans.

This indicator represents whether Council is generating adequate cash from its operations to cover the replacement of assets over time.

A lower ratio indicates that Council is not generating enough cash from operations to cover asset replacement (less than 100%). As a result, Council will need to fund the replacement of assets from unsustainable sources of income resulting in increased levels of borrowings over time.

Council's Cash Flow from Operations Ratio falls outside of the target across the plan. Between 2021-2022 and 2023-2024 Council is forecast to recover from COVID-19, and invest in the Central Market Arcade which will result in reduced income during construction. From 2028-2029 Council falls outside of the target as reserves have not been put aside in order to fund significant renewals required.

This ratio highlights the risk in Council's ability to fully fund the larger renewals that are identified in the LTFP in the later years. This is not to suggest deficiency in renewal, but rather highlight the opportunity in advance to seek alternative funding sources such as State or Federal Grants to assist with the funding of significant asset renewal projects for the benefit of the wider SA metropolitan area.

### Target

A result greater than 100% suggests Council's operations will generate enough cashflow to support the funding of asset replacement over time.

Financial Indicator	Explanation	Target	2021-22 Draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Cash Flow from Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	107%	98%	96%	102%	100%	104%	104%	91%	86%	87%



**Explanation of LTFP Projected Results**

The positive result in 2021-2022 is reflective of the decision to set Asset Sustainability at 67% and as a result the cashflow from operations adequately covers the lower renewals budget. This is consciously done to use the cashflow to support operations as they recover from COVID impacts. In 2022-2023 and 2023-2024, the cashflow is still in a steady recovery from deficits and as such the assumption to resume 100% asset renewal shows a slight deficit in funding. This recovers in the mid-term of the plan and returns to below target range in the later years of the LTFP due to significant renewals required in accordance with the Asset Management Plans. This ratio highlights Councils requirement to seek additional funding support for these significant renewals as cashflow from operations will not be sufficient.

## FINANCIAL STATEMENTS

### Explanation of the Financial Statements

The objective of financial statements is to provide information about the financial position, financial performance and cash flows of an entity and are used by wide range of stakeholders in making economic decisions. To meet this objective, financial statements provide information about an entity's:

- Assets
- Liabilities
- Equity
- (d) Income and expenses, including gains and losses
- (f) Cash flows.

### Statement of Comprehensive Income

The Statement of Comprehensive Income provides information about the financial performance of Council. It provides a summary of all the sources of operating revenue and expenditure, the difference is known as the operating surplus / (deficit).

- The Net Surplus / (Deficit) represents the operating position with the inclusion of asset disposal and fair value adjustments, being the gain or loss on the sale of replaced assets, assets surplus to requirement, and fair value adjustments for investment property. Any amounts received for new and upgraded assets are also included in the Net Surplus.
- Other comprehensive income comprises items of income and expense (including reclassification adjustments) that are not recognised in profit or loss, these include items such as changes in the valuation of infrastructure, property, plant & equipment, and any actuarial gains on the defined benefit plan.

### Statement of Financial Position

The Statement of Financial Position presents the financial position of Council at a given date. It comprises three main components: assets, liabilities and equity.

- The difference between the assets and liabilities is known as the net assets or equity of Council.
- Current Assets and Liabilities are short-term and due within one year. Non-Current Assets and Liabilities represent longer term amounts that are due beyond 12 months.

### Statement of Changes in Equity

The Statement of Changes in Equity reflects the movement in equity reserves during the period, being the financial performance of the year plus any other comprehensive income gains.

### Statement of Cash Flows

The Statement of Cash Flows represent the amount of cash and cash equivalents entering and leaving the Council. It measures how well Council manages its cash position, meaning how well it generates cash to pay its debt obligations and fund its operating expenses and capital investments.

The main components of the cash flow statement are:

- Cash from operating activities, being the sources and uses of cash to fund Council operations and deliver services
- Cash from investing activities, being the capital investment on the renewal / replacement of existing assets and new / upgraded assets, as well as any sale proceeds and amounts received for the new / upgraded assets
- Cash from financing activities includes the proceeds and repayment of borrowings.

### Uniform Presentation of Finances

The primary objective of the Uniform Presentation of Finances is to ensure that Councils provide a consistent set of 'core' of financial information in their financial statements, enabling meaningful comparisons of each Council's position.

The statement highlights:

- The Operating Surplus / (Deficit) measure which is considered a critical indicator of a Council's financial performance.
- The Net Outlays on Existing Assets which represents:
  - The capital investment on the renewal and replacement of existing assets
  - Adjusted for all depreciation, amortisation and impairment from the operating surplus / (deficit), given its non-cash nature. Depreciation defined as the cost of an asset spread over the useful life of the asset is an indication of what Council should be spending on renewing or replacing assets annually. If depreciation is higher than capital investment, it suggests that our assets are not being replaced at the same level that they are being utilised, and could indicate that a higher investment may be required in future years
  - Proceeds from the sale of replaced assets (e.g. plant and fleet).

- The Net Outlays on New and Upgraded Assets which represents:
  - The capital investment on new and upgraded assets (including investment property)
  - Amounts received specifically for new and upgraded assets (e.g. Grant funding)
  - Proceeds from the sale of surplus assets. This includes investment property and non-current assets held for sale.
  
- The Net Lending / (Borrowing) for Financial Year result is a measure that takes account of both operating and capital activities for the financial year.
  - A Net Lending position indicates that Council has repaid debt or increased reserves from activities.
  - A Net (Borrowing) position indicates that Council has required additional debt to fund its activities. A zero result in any one year means that Council has covered all of its expenditure (both operating and capital) from current year's income.



## Statement of Comprehensive Income

Statement of Comprehensive Income											
\$'000s	2021-22 Draft Budget	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	
<b>Income</b>											
Rates Revenues	121,190	124,167	127,696	132,267	136,716	140,661	144,685	148,790	152,977	157,247	
Statutory Charges	11,601	11,976	12,173	12,373	12,576	12,819	13,068	13,322	13,580	13,852	
User Charges	62,267	63,424	62,182	69,876	71,105	72,461	73,897	75,362	76,856	78,423	
Grants, Subsidies and Contributions	3,274	3,074	3,128	3,182	3,238	3,303	3,369	3,436	3,505	3,575	
Investment Income	20	26	26	27	27	28	28	29	29	30	
Reimbursements	541	710	722	735	748	763	778	794	810	826	
Other Income	654	308	313	318	324	331	337	344	351	358	
<b>Total Income</b>	<b>199,548</b>	<b>203,685</b>	<b>206,240</b>	<b>218,778</b>	<b>224,733</b>	<b>230,365</b>	<b>236,163</b>	<b>242,076</b>	<b>248,107</b>	<b>254,311</b>	
<b>Expenses</b>											
Employee Costs	73,950	74,874	76,437	78,032	79,660	81,285	82,943	84,635	86,361	88,133	
Materials, Contracts & Other Expenses	75,876	78,611	80,082	83,614	84,549	86,304	89,286	94,830	98,756	100,666	
Depreciation, Amortisation & Impairment	52,614	52,446	53,675	54,111	57,853	53,846	56,951	51,418	57,386	58,420	
Finance Costs	1,926	2,626	2,756	2,511	2,286	2,233	2,087	2,251	2,867	3,701	
<b>Total Expenses</b>	<b>204,366</b>	<b>208,558</b>	<b>212,950</b>	<b>218,268</b>	<b>224,348</b>	<b>223,667</b>	<b>231,267</b>	<b>233,134</b>	<b>245,370</b>	<b>250,920</b>	
<b>Operating Surplus / (Deficit)</b>	<b>(4,819)</b>	<b>(4,874)</b>	<b>(6,709)</b>	<b>510</b>	<b>386</b>	<b>6,698</b>	<b>4,896</b>	<b>8,943</b>	<b>2,737</b>	<b>3,391</b>	
Asset Disposal & Fair Value Adjustments	(861)	2,090	2,213	-	-	-	-	-	-	-	
Amounts Received Specifically for New or Upgraded Assets	3,156	-	-	-	-	-	-	-	-	-	
<b>Net Surplus / (Deficit)</b>	<b>(2,524)</b>	<b>(2,784)</b>	<b>(4,496)</b>	<b>510</b>	<b>386</b>	<b>6,698</b>	<b>4,896</b>	<b>8,943</b>	<b>2,737</b>	<b>3,391</b>	
Changes in Revaluation Surplus - I,PP&E	-	-	27,934	-	-	-	-	-	-	-	
Net Actuarial Gains/(Loss) on Defined Benefit Plan	-	-	-	-	-	-	-	-	-	-	
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>27,934</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Comprehensive Income</b>	<b>(2,524)</b>	<b>(2,784)</b>	<b>23,438</b>	<b>510</b>	<b>386</b>	<b>6,698</b>	<b>4,896</b>	<b>8,943</b>	<b>2,737</b>	<b>3,391</b>	

# Statement of Financial Position

Statement of Financial Position											
\$'000s	2021-22 Draft Budget	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash and Cash Equivalents	800	800	800	800	800	800	800	800	800	800	
Trade & Other Receivables	13,321	13,274	13,352	14,131	14,511	14,874	15,248	15,629	16,018	16,418	
Other Financial Assets	41	37	33	30	27	24	22	20	18	16	
Inventories	576	576	576	576	576	576	576	576	576	576	
<b>Total Current Assets</b>	<b>14,738</b>	<b>14,687</b>	<b>14,761</b>	<b>15,537</b>	<b>15,914</b>	<b>16,274</b>	<b>16,646</b>	<b>17,025</b>	<b>17,411</b>	<b>17,810</b>	
<b>Non-Current Assets</b>											
Financial Assets	249	225	202	182	164	147	133	119	107	97	
Equity Accounted Investments in Council Businesses	605	605	605	605	605	605	605	605	605	605	
Investment Property	2,600	2,626	2,652	2,679	2,705	2,732	2,760	2,787	2,815	2,843	
Infrastructure, Property, Plant & Equipment	1,891,466	1,901,789	1,908,801	1,879,818	1,880,141	1,877,173	1,872,026	1,906,316	1,948,147	1,989,413	
Other Non-Current Assets	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>1,897,081</b>	<b>1,907,406</b>	<b>1,914,421</b>	<b>1,885,444</b>	<b>1,885,775</b>	<b>1,882,818</b>	<b>1,877,684</b>	<b>1,911,988</b>	<b>1,953,835</b>	<b>1,995,119</b>	
<b>TOTAL ASSETS</b>	<b>1,911,820</b>	<b>1,922,093</b>	<b>1,929,182</b>	<b>1,900,981</b>	<b>1,901,690</b>	<b>1,899,093</b>	<b>1,894,330</b>	<b>1,929,013</b>	<b>1,971,247</b>	<b>2,012,929</b>	
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Trade & Other Payables	23,555	23,583	30,514	24,071	24,135	24,207	24,284	23,032	23,116	22,535	
Provisions	12,305	12,551	12,802	13,058	13,320	13,586	13,858	14,135	14,418	14,706	
Other Current Liabilities	5,093	5,140	5,276	5,434	5,504	4,513	3,291	4,144	3,473	3,599	
<b>Total Current Liabilities</b>	<b>40,954</b>	<b>41,274</b>	<b>48,592</b>	<b>42,564</b>	<b>42,959</b>	<b>42,305</b>	<b>41,433</b>	<b>41,311</b>	<b>41,006</b>	<b>40,840</b>	
<b>Non-Current Liabilities</b>											
Trade & Other Payables	1,293	7,293	293	293	293	293	293	293	293	293	
Borrowings	99,102	110,946	99,523	82,239	87,637	83,474	77,942	107,912	151,149	193,169	
Provisions	1,616	1,648	1,681	1,715	1,749	1,784	1,820	1,856	1,893	1,931	
Other Non-Current Liabilities	46,782	41,642	36,366	30,932	25,428	20,915	17,624	13,480	10,007	6,408	
<b>Total Non-Current Liabilities</b>	<b>148,794</b>	<b>161,530</b>	<b>137,863</b>	<b>115,179</b>	<b>115,108</b>	<b>106,466</b>	<b>97,680</b>	<b>123,542</b>	<b>163,343</b>	<b>201,802</b>	
<b>TOTAL LIABILITIES</b>	<b>189,747</b>	<b>202,804</b>	<b>186,455</b>	<b>157,743</b>	<b>158,067</b>	<b>148,771</b>	<b>139,113</b>	<b>164,853</b>	<b>204,349</b>	<b>242,641</b>	
<b>Net Assets</b>	<b>1,722,072</b>	<b>1,719,289</b>	<b>1,742,727</b>	<b>1,743,238</b>	<b>1,743,623</b>	<b>1,750,321</b>	<b>1,755,217</b>	<b>1,764,160</b>	<b>1,766,897</b>	<b>1,770,288</b>	
<b>EQUITY</b>											
Accumulated Surplus	784,277	774,994	745,498	720,508	720,894	727,592	732,488	741,431	744,168	747,558	
Asset Revaluation Reserves	934,010	934,010	961,944	961,944	961,944	961,944	961,944	961,944	961,944	961,944	
Other Reserves	1,612	1,612	1,612	1,612	1,612	1,612	1,612	1,612	1,612	1,612	
Future Reserve Fund	2,173	8,673	33,673	59,173	59,173	59,173	59,173	59,173	59,173	59,173	
<b>Total Council Equity</b>	<b>1,722,072</b>	<b>1,719,289</b>	<b>1,742,727</b>	<b>1,743,237</b>	<b>1,743,623</b>	<b>1,750,321</b>	<b>1,755,217</b>	<b>1,764,160</b>	<b>1,766,897</b>	<b>1,770,288</b>	

## Statement of Changes in Equity

Statement of Changes in Equity										
\$'000s	2021-22 Draft Budget	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan
<b>Balance at the end of previous reporting period</b>	1,724,596	1,722,072	1,719,289	1,742,727	1,743,237	1,743,623	1,750,321	1,755,217	1,764,160	1,766,897
a. Net Surplus / (Deficit) for Year	(2,524)	(2,784)	(4,496)	510	386	6,698	4,896	8,943	2,737	3,391
b. Other Comprehensive Income										
Total Comprehensive Income	(2,524)	(2,784)	(4,496)	510	386	6,698	4,896	8,943	2,737	3,391
Gain (Loss) on Revaluation of I, PP&E			27,934							
<b>Balance at the end of period</b>	<b>1,722,072</b>	<b>1,719,289</b>	<b>1,742,727</b>	<b>1,743,237</b>	<b>1,743,623</b>	<b>1,750,321</b>	<b>1,755,217</b>	<b>1,764,160</b>	<b>1,766,897</b>	<b>1,770,288</b>

## Statement of Cash Flows

Statement of Cash flows											
\$'000s	2021-22 Draft Budget	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	
<b>Cash Flows from Operating Activities</b>											
Receipts											
Operating Receipts	199,697	203,732	206,163	217,999	224,353	230,002	235,789	241,695	247,719	253,910	
Payments											
Payments to Employees	(73,677)	(74,596)	(76,153)	(77,742)	(79,365)	(80,984)	(82,635)	(84,321)	(86,041)	(87,806)	
Payments for Materials, Contracts & Other Expenses	(76,576)	(79,733)	(81,111)	(83,942)	(92,218)	(86,879)	(89,745)	(95,209)	(99,037)	(100,942)	
Finance Payments	(1,134)	(1,514)	(1,756)	(1,629)	(1,523)	(1,594)	(1,561)	(1,803)	(2,517)	(3,351)	
Operating Payments to Suppliers and Employees	(151,387)	(155,843)	(159,019)	(163,312)	(173,107)	(169,457)	(173,941)	(181,333)	(187,595)	(192,099)	
<b>Net Cash provided by (or used in) Operating Activities</b>	48,310	47,888	47,143	54,687	51,246	60,546	61,848	60,362	60,124	61,811	
<b>Cash Flows from Investing Activities</b>											
Receipts											
Amounts Received Specifically for New/Upgraded Assets	3,156	-	-	-	-	-	-	-	-	-	
Proceeds from Surplus Assets	3,100	12,500	25,000	18,500	-	-	-	-	-	-	
Sale of Replaced Assets	650										
Payments											
Expenditure on Renewal/Replacement of Assets	(36,640)	(52,991)	(55,539)	(50,627)	(51,210)	(50,878)	(51,804)	(85,707)	(99,217)	(99,687)	
Expenditure on New/Upgraded Assets	(39,028)	(14,188)	-	-	-	-	-	-	-	-	
<b>Net Cash provided by (or used in) Investing Activities</b>	(68,762)	(54,680)	(30,539)	(32,127)	(51,210)	(50,878)	(51,804)	(85,707)	(99,217)	(99,687)	
<b>Cash Flows from Financing Activities</b>											
Receipts											
Proceeds from Borrowings	25,507	11,844			5,398			29,970	43,237	42,020	
Payments											
Repayment from Borrowings			(11,423)	(17,283)	-	(4,164)	(5,531)	(4,625)	(4,144)	(4,144)	
Repayment of Lease Liabilities	(5,055)	(5,053)	(5,181)	(5,276)	(5,434)	(5,504)	(4,513)	(4,625)	(4,144)	(4,144)	
Repayment of Bonds & Deposits											
<b>Net Cash provided by (or used in) Financing Activities</b>	20,452	6,791	(16,604)	(22,559)	(36)	(9,668)	(10,044)	25,345	39,093	37,876	
<b>Net Increase (Decrease) in Cash Held</b>	(0)	(0)	(0)	(0)	0	0	0	(0)	0	(0)	
plus: Cash & Cash Equivalents at beginning of period	800	800	800	800	800	800	800	800	800	800	
<b>Cash &amp; Cash Equivalents at end of period</b>	800	800	800	800	800	800	800	800	800	800	



## Statement of Uniform Presentation of Finances

Uniform Presentation of Finances										
\$'000s	2021-22 Draft Budget	2022-23 Plan	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan
Income	199,548	203,685	206,240	218,778	224,733	230,365	236,163	242,076	248,107	254,311
less Expenses	(204,366)	(208,558)	(212,950)	(218,268)	(224,348)	(223,667)	(231,267)	(233,134)	(245,370)	(250,920)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>(4,819)</b>	<b>(4,874)</b>	<b>(6,709)</b>	<b>510</b>	<b>386</b>	<b>6,698</b>	<b>4,896</b>	<b>8,943</b>	<b>2,737</b>	<b>3,391</b>
<b>Net Outlays on Existing Assets</b>										
Capital Expenditure on Renewal & Replacement of Existing Assets	(36,640)	(52,991)	(55,539)	(50,627)	(51,210)	(50,878)	(51,804)	(85,707)	(99,217)	(99,687)
add back Depreciation, Amortisation and Impairment	52,614	52,446	53,675	54,111	57,853	53,846	56,951	51,418	57,386	58,420
add back Proceeds from Sale of Replaced Assets	650	-	-	-	-	-	-	-	-	-
<b>Net Outlays on Existing Assets</b>	<b>16,624</b>	<b>(545)</b>	<b>(1,864)</b>	<b>3,483</b>	<b>6,643</b>	<b>2,968</b>	<b>5,146</b>	<b>(34,289)</b>	<b>(41,831)</b>	<b>(41,266)</b>
<b>Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New and Upgraded Assets	(39,028)	(14,188)	-	-	-	-	-	-	-	-
add back Amounts received specifically for New and Upgraded Assets	3,156	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets	2,100	6,500	25,000	25,500	-	-	-	-	-	-
<b>Net Outlays on New and Upgraded Assets</b>	<b>(33,772)</b>	<b>(7,688)</b>	<b>25,000</b>	<b>25,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(21,966)</b>	<b>(13,107)</b>	<b>16,427</b>	<b>29,494</b>	<b>7,028</b>	<b>9,666</b>	<b>10,042</b>	<b>(25,347)</b>	<b>(39,094)</b>	<b>(37,876)</b>

## GLOSSARY

### Asset

Assets are future economic benefits controlled by the Council as a result of past transactions or other past events.

### Asset Renewal Funding Ratio (also known as the Asset Sustainability Ratio)

Expenditure on asset renewals as a percentage of forecast required expenditure in the infrastructure asset management plans.

### Asset Test Ratio

Borrowings as a percentage of total saleable property assets.

### Consumer Price Index (CPI)

The Consumer Price Index (CPI) is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. The simplest way of thinking about the CPI is to imagine a basket of goods and services comprising items typically acquired by Australian households. As prices vary, the total price of this basket will also vary. The CPI is simply a measure of the changes in the price of this basket as the prices of items in it change.

### Equity

Equity is the residual interest in the assets of the Council after deduction of its liabilities.

### Leverage Test Ratio

Total borrowings relative to rates revenue (less landscape levy)

### Liability

Liabilities are the future sacrifices of economic benefits that the Council is presently obliged to make to other entities or organisations as a result of past transactions or other past events

### 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.

# Progress of Motions by Elected Members

**ITEM 10.12** 13/04/2021  
**Council**

Strategic Alignment - Enabling Priorities

2018/04074  
Public

**Program Contact:**  
Kerry Loughhead, Acting  
Manager Governance 8203 7505

**Approving Officer:**  
Justin Lynch, Acting Chief  
Operating 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 235 motions on and without notice have been carried by Council.
3. As at 7 April 2021 a total of 55 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 -

# Cultural Investigation Report – Delivering on the Acting Chief Executive Officer Initial Actions

ITEM 10.13 13/04/2021  
Council

Strategic Alignment - Enabling Priorities

2013/01266  
Public

**Approving Officer:**  
Clare Mockler, Acting Chief  
Executive Officer

## EXECUTIVE SUMMARY

At its meeting held on 9 March 2021, Council considered a list of initial actions proposed by the Acting Chief Executive Officer in response to the Cultural Investigation Report to ensure the work health safety and wellbeing of City of Adelaide employees. These initial actions aim to achieve an immediate improvement to workplace culture through improved interactions between employees and Council Members. Council approved the inclusion of the list of initial actions in the public minutes of the meeting.

The purpose of this report is to progress initial actions that relate to the proposed introduction of a new Behavioural Management Framework for Council Members through the Statutes Amendment (Local Government Review) Bill 2020, specifically, the commitment to provide feedback on the Local Government Association of South Australia's discussion paper. Additionally, by recommending modifications to Standing Order 21 in the City of Adelaide Standing Orders, this report responds to additional actions in that list designed to improve interactions between employees and Council Members.

## RECOMMENDATION

### THAT COUNCIL

1. Endorses the response to the Local Government Association of SA *Behaviour Management Framework Discussion Paper* at Attachment A to Item 10.13 on the Agenda for the meeting of the Council held on 13 April 2021.
2. Adopts the following additions to Standing Order 21 in the City of Adelaide Standing Orders, effective immediately.
 

In dealing with Council staff, Council Members shall:

  - 2.1. Always uphold the Behavioural Code as outlined in the Code of Conduct for Council Members.
  - 2.2. Use the process provided by the Chief Executive Officer for directing queries to Council staff (eg Elected Member Request System).
  - 2.3. Comply with the City of Adelaide Use of Information Systems Operating Guideline when communicating via email (noting these guidelines also apply to communications with Council Members and other stakeholders)
  - 2.4. Not copy Council staff (other than the Chief Executive Officer) into communications, unless otherwise advised or authorised by the Chief Executive Officer in the context of reasonable Council business needs.
  - 2.5. Direct questions in a respectful manner through the Lord Mayor/Chair and the Chief Executive Officer at Council and Council Committee meetings.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p><b>Strategic Alignment – Enabling Priorities</b></p> <p>This report supports the Enabling Priorities in the <i>City of Adelaide 2020-2024 Strategic Plan</i> to demonstrate bold governance leadership in the local government sector and build on effective advocacy and partnerships, locally, nationally and globally.</p>
Policy	<p>If the State Government secures passage of the Statutes Amendment (Local Government Review) Bill 2020 (the Bill) through the Parliament in its current form, implementation will require development of a number of new / revised policies, guidelines and processes.</p> <p>If adopted, the City of Adelaide Standing Orders will reflect changes to Standing Order 21.</p>
Consultation	<p>The State Government and the Local Government Association of SA (LGA) have undertaken consultation with the public and the local government sector regarding proposed reforms (LG Reform ) to the sector during the last eighteen months.</p> <p>Council Members have been engaged through Council workshops, meetings, E-news articles and updates to the Local Government Reform Page on the Elected Members' Portal.</p> <p>Council Members considered in confidence the Cultural Investigation Report – Acting Chief Executive Officer Initial Actions at its meeting held on 9 March 2021..</p>
Resource	Not as a result of this report
Risk / Legal / Legislative	<p>Council has an obligation to ensure that it provides a workplace free from risk, in accordance with its statutory obligations under the <i>Work, Health and Safety Act 2012</i> and the <i>Local Government Act 1999</i> (SA).</p> <p>Discussion of this item as it relates to the Cultural Investigation Report – Acting Chief Executive Initial Actions, is subject to a confidentiality order following the Council meeting on 9 March 2021. The list of initial actions (attachment A to that report) was released in the public minutes of that meeting. .</p>
Opportunities	<p>Engaging with the LGA and responding to the proposed LG Reform implementation provides Council with an opportunity to positively influence the legislative development of proposed reforms.</p> <p>Improved interactions between employees and Council Members will result in increased wellbeing and a more effective, efficient, and responsive organisation.</p>
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 Government has communicated a desire to seek passage of the Bill during the 2021 calendar year. If achieved, implementation of any provisions enacted can be anticipated during 2021-22.
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. At its meeting on 9 March 2021 Council considered a list of initial actions proposed by the Acting Chief Executive Officer to ensure the work health safety and wellbeing for City of Adelaide employees and to assist in the immediate improvement to culture. While considered in confidence, Council approved the inclusion of '**Attachment A** Cultural Investigation Report – Acting Chief Executive Officer Initial Actions' (the Initial Actions) in the public minutes of the meeting (the full list of Initial Actions can be accessed in [Link 1 view here](#)).
2. Included in Initial Actions were:
  - 2.1. **Action Item 3** - Notes that the Statutes Amendment (Local Government Review) Bill 2020 is expected to pass Parliament in March - April 2021. It acknowledges that the current conduct framework in the *Local Government Act 1999 (SA)* has proven to be inadequate and proposes to address this by introducing a new Behavioural Management Framework for Council Members. New Behavioural Standards will be made by the Minister and serious or repeated misbehaviour can be referred to the new Behavioural Standards Panel.
  - 2.2. **Action Item 4** – Notes that the City of Adelaide will submit feedback on the development of the Behavioural Management Framework in response to the Local Government Association of South Australia's discussion paper and will engage in subsequent sector consultation.
  - 2.3. **Action Item 10** – The Chief Executive Officer will present a future report to Council recommending the adoption of modifications to the Standing Orders designed to improve interactions between employees and Council Members.
3. This report seeks to progress these Initial Actions.

### Action Item 3 and 4

4. On 17 June 2020 the Minister for Transport, Infrastructure and Local Government introduced the Statutes Amendment (Local Government Review) Bill 2020 (the Bill) in the House of Assembly, after undertaking a review of the local government sector. City of Adelaide (CoA) has been engaged in the Local Government Reform review (LG Reform) , and provided submissions to the State Government's consultations in April and October 2019, and August 2020.
5. The Local Government Association of SA (LGA) has advised they expect the Bill to pass Parliament in March – April 2021 and has started work on implementation in anticipation of the Bill's passage. A significant part of the LG Reform will be the development and implementation of the new Behavioural Management Framework (the Framework) for Council Members.
6. The LGA has prepared a Behavioural Management Framework Discussion Paper (the Paper) that provides a high-level overview of the upcoming changes to the Framework ([Link 2 view here](#)).
7. The Paper poses a series of questions for consideration by councils. Responses to these questions will assist LGA advocacy on regulations and Ministerial notices that meet the needs and expectations of the sector, and the preparation of model policies, guidance, and resources, to support councils in the implementation of the Framework.
8. The draft response to the Paper, based on previous endorsed feedback by Council Members during the LG Reform discussions in April and October 2019 and in August 2020, was provided to Council Members via E-News on 19 March 2021 inviting additional comment and feedback. At the time of writing this report, only the Lord Mayor had provided additional comment and feedback to inform the City of Adelaide's submission.
9. The draft response to the Paper which reflects this feedback is provided at **Attachment A**.
10. The Paper represents preliminary consultation on the many matters to be covered in the regulations, Ministerial notices and model policies and will inform the resources the LGA will need to prepare to assist councils to implement change.
11. Further rounds of sector consultation will be undertaken as development of the behaviour management framework progresses and the City of Adelaide will continue to contribute to this exercise.
12. In addition to Council endorsed feedback, the LGA will also accept individual feedback directly to Governance and Policy Officer, Nicole Bilac at [nicole.bilac@lga.sa.gov.au](mailto:nicole.bilac@lga.sa.gov.au) by 14 April 2021.



## Action Item 10

13. Standing Order 21 in the City of Adelaide Standing Orders provides guidance for Council Members when dealing with Council staff. This Standing Order has been reviewed and several additions are recommended to improve interactions between employees and Council Members and to ensure that the CoA provides a workplace free from risk, in accordance with its statutory obligations under the *Work, Health and Safety Act 2012* and the *Local Government Act 1999* (SA).
14. The additions formalise and reinforce the correct use of existing CoA communication processes and systems when Council Members communicate with employees, as well as other Council Members and stakeholders. This report recommends that Council adopt the following additions to Standing Order 21 in the City of Adelaide Standing Orders, effective immediately.

In dealing with Council staff, Council Members shall:

- 14.1. Always uphold the Behavioural Code as outlined in the Code of Conduct for Council Members.
- 14.2. Use the process provided by the Chief Executive Officer for directing queries to Council staff (e.g. Elected Member Request System).
- 14.3. Comply with the City of Adelaide Use of Information Systems Operating Guideline when communicating via email (noting these guidelines also apply to communications with Council Members and other stakeholders).
- 14.4. Not copy Council staff (other than the Chief Executive Officer) into communications, unless otherwise advised or authorised by the Chief Executive Officer in the context of reasonable Council business needs.
- 14.5. Direct questions in a respectful manner through the Lord Mayor/Chair and the Chief Executive Officer at Council and Council Committee meetings.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Cultural Investigation Report – Acting Chief Executive Officer Initial Actions (Attachment A to item 12.2.1 on agenda for Council Meeting on 9 March 2021 - released from confidentiality in public minutes of meeting 9 March 2021)

**Link 2** - LGA Behavioural Management Framework Discussion Paper.

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## ATTACHMENTS

**Attachment A** – City of Adelaide Draft Response to the LGA Behavioural Management Framework Discussion Paper

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- END OF REPORT -

CITY OF ADELAIDE RESPONSE – April 2021

LGA Behavioural Management Framework Discussion Paper

This draft City of Adelaide response has been prepared based on previous endorsed feedback by Council Members during the LG Reform discussions in April and October 2019 and in August 2020. On 19 March 2021, via E-News, Council Members were invited to provide additional comment and feedback by 26 March 2021 to inform the City of Adelaide’s submission. In addition to Council endorsed feedback, the LGA will also accept individual feedback directly to Governance and Policy Officer, Nicole Bilac at nicole.bilac@lga.sa.gov.au by 14 April 2021.

Discussion Paper Section Applicable	Question Number	Question	CoA Recommended Response
Behavioural Standards and Behavioural Support Policies	1a)	What are the minimum core standards of behaviour expected of council members?	<p>Council agrees that the behaviours listed in the Code of Conduct for Council Members are reasonable.</p> <p><b>General behaviour</b></p> <ul style="list-style-type: none"> <li>▪ Show commitment and discharge duties conscientiously.</li> <li>▪ Act in a way that generates community trust and confidence in the council.</li> <li>▪ Act in a reasonable, just, respectful, and non-discriminatory way when dealing with people.</li> <li>▪ Show respect for others if making comments publicly.</li> <li>▪ Ensure that personal comments to the media or other public comments, on council decisions and other matters, clearly indicate that it is a private view, and not that of the council.</li> </ul> <p><b>Responsibilities as a member of council</b></p> <ul style="list-style-type: none"> <li>▪ Comply with all council policies, codes, and resolutions.</li> <li>▪ Deal with information received in their capacity as council members in a responsible manner.</li> <li>▪ Endeavour to provide accurate information to the council and to the public at all times.</li> </ul> <p><b>Relationship with fellow council members</b></p>

CITY OF ADELAIDE RESPONSE – April 2021

LGA Behavioural Management Framework Discussion Paper

			<ul style="list-style-type: none"> <li>▪ Endeavour to establish and maintain a respectful relationship with all council members, regardless of differences of views and opinions.</li> <li>▪ Not bully or harass other council members.</li> </ul> <p><b>Relationship with council staff</b></p> <ul style="list-style-type: none"> <li>▪ Not bully or harass council staff.</li> <li>▪ Direct all requests for information from the council administration to the council's Chief Executive Officer (CEO) or nominated delegate/s.</li> <li>▪ Direct all requests for work or actions by council staff to the council's CEO or nominated delegate/s.</li> <li>▪ Refrain from directing or influencing council staff with respect to the way in which these employees perform their duties.</li> </ul>
	1b)	What would you consider additional behaviours that councils might include in Behavioural Support Policies?	Council supports the inclusion of disseminating intentionally false or misleading information and breaches of the Local Government Association of South Australia's <i>Social Media Guide for Elected Members</i> into misbehaviours that would require referral to, and investigation by, the Behaviour Panel.
	2	What do you like and dislike about South Australia's current Code of Conduct for Council Members?	<p>Councils need to be empowered to deal with complaints under a self determined complaints handling process eg by requiring or directing actions.</p> <p>Would like to see a '3 strikes' approach to Code of Conduct matters.</p>
	3	What level of prescription should be in the Standards of Behaviour? For example should high level statements be supported by description and/or examples?	If Standards are too prescriptive it leaves interpretation open to what is not included. High level statements should be enough, and examples are welcome, particularly around what constitutes bullying and harassment.
	4	Is the level of consistency across the sector important versus the freedom for councils to choose the behaviours they expect from their council members?	Consistency across the sector is important to maintain the high reputation of all Elected Members.

CITY OF ADELAIDE RESPONSE – April 2021

LGA Behavioural Management Framework Discussion Paper

Behavioural Management Policies	5	Should the Governance Panel continue providing their services under the new behavioural management framework?	<p>Council supports a proposal to better enable escalation of serious behavioural matters to an independent body that can, for example, recommend suspension.</p> <p>The Behavioural Standards Panel, which would handle serious complaints and repeated behavioural issues, is proposed to be introduced in the Bill and will require further consultation with Councils. LGA have advised they will consult with Councils in due course.</p>
	6	What in the current Complaints Handling Procedure under the Council Member's Code of Conduct works well and what does not? What additional provisions should be included?	<p>Proposed amendments to Council member health and safety obligations would achieve greater consistency with WH&amp;S Act provisions which do not presently apply to Council Members.</p> <p>The Minister's Panel, not the CEO, should be responsible for making reasonable direction to a council member if the health and safety of Council Members or employee is adversely affected.</p> <p>Council member Code of Conduct penalties to include publication of register of (upheld) complaints.</p> <p>Council supports the introduction of a penalty that sees a member immediately removed from office for the remainder of that term if a Council member's behaviour is subject to three upheld Code of Conduct complaints.</p>
Integrity Provisions	7	Do you agree with the integrity provisions the Office of Local Government is proposing to prescribe in regulations?	Yes.
	8	Should misuse of presiding member powers under section 86(6b) be considered as an integrity provision or as a behavioural matter?	The misuse of any enhanced powers for Principal Members to deal with disruptive behaviour at meetings would be considered an integrity breach and as such dealt with by either Ombudsman, ICAC, or new Local Government Conduct Commissioner within the new conduct framework. A clear framework will be required in order to clarify demarcation and escalation between these bodies.



CITY OF ADELAIDE RESPONSE – April 2021

LGA Behavioural Management Framework Discussion Paper

	9	What additional integrity provisions, if any, should be prescribed?	If this rule is applied three times or more to any Council Member, that member should be subject to a review of their behaviour to be conducted by the Minister’s Panel.
Suspension of Members	10(a)	What is the appropriate length of suspension for a failure to submit a primary or ordinary return?	
	10(b)	What is the appropriate length of suspension for a failure to comply with mandatory training requirements under section 80A?	
	10(c)	What is the appropriate length of suspension for a relevant final intervention order where the person protected is a council member or council employee>	Suspension of Council Member subject to an intervention order should be determined by the Minister’s Panel, not the CEO.
Conflict of Interest	11	Are the current exemptions to declaring a conflict of interest prescribed in the <i>Local Government (General) Regulations 2013</i> sufficient?	<p>The need for improvement is agreed, but more detail is needed to determine whether this will address matters identified by CoA and raised in the April 2019 submission application of the ordinary business exemption (8AAB of the LG (General) Variation Regulations 2016 (relating to subsidiaries and committees). Further clarification and simplification are requested to assist in the determination of the following:</p> <ul style="list-style-type: none"> <li>• S73(h) LG Act: material conflict – fees received for professional services: e.g. in event of high volume or online transactions.</li> <li>• S73(2) (a), e.g. a shareholder of a publicly listed organisation.</li> <li>• S73(c) – material conflicts and membership of community boards</li> </ul>
	12	Are there any exemptions that should not be included in future regulations?	Support the need to clarify the application of conflict of interest rules to council committees and subsidiaries to simplify complex regulations. However, the new provisions should be applied to decision-making only (not workshops or presentations).

CITY OF ADELAIDE RESPONSE – April 2021

LGA Behavioural Management Framework Discussion Paper

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	13	Are there any additional exemptions that should be prescribed?	More information is required on application of the ordinary business exemption (8AAB of the LG (General) Variation Regulations 2016 (relating to subsidiaries and committees)).
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## Exclusion of the Public

**ITEM 11.1** 13/04/2021  
**Council**

**Program Contact:**  
Kerry Loughhead, Acting  
Manager Governance 8203  
7014

2018/04291  
Public

**Approving Officer:**  
Clare Mockler, Acting Chief  
Executive Officer

## EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the 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.

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 Council (Chief Executive Officer's Reports) seeking consideration in confidence

- 12.1.1.** Expression of Interest – Rowing Club Building – Red Gum Park / Karrawirra (Park 12)  
[section 90(3) (b) of the Act]

The Order to Exclude for Item 12.1.1:

1. Identifies the information and matters (grounds) from section 90(3) of the Act 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.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - 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 section 90(3) (b) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 13 April 2021 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1.1 [Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra Park 12] 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 is commercial information of a confidential nature (not being a trade secret) the disclosure of which may prejudice the ability to undertake/participate in future negotiations on the proposal and prejudice the Council's commercial position and opportunity for Council to participate in future like considerations or discussions.

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' negotiation with the proponent and because the disclosure of Council's commercial position may severely prejudice Council's ability to discuss/participate or influence a proposal for the benefit of the Council and the community in this matter and in relation to other contract negotiations.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 13 April 2021 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 [Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra Park 12] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) 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 to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
  - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
  - (b) *cause a loss of confidence in the council or council committee; or*
  - (c) *involve discussion of a matter that is controversial within the council area; or*
  - (d) *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 section 90(3) of the Act 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 – section 90(3) (b), (d) or (j) of the Act - 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 report is submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 12.1.1 – Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra Park 12
    - 6.1.1 Is subject to an Existing Confidentiality Orders 25/2/2021 & 6/3/2021.
    - 6.1.2 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

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## ATTACHMENTS

Nil

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- END OF REPORT -

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Confidential Item 12.1.1

Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12)

Section 90 (3) (b) of the *Local Government Act 1999 (SA)*

Pages 533 to 539

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## Reports from Council Members

**ITEM 14.1** 13/04/2021  
**Council**

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Kerry Loughhead, Manager  
Governance 8203 7014

2018/04064  
Public

**Approving Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## 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 13 April 2021).
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 13 April 2021).
3. Notes that reports from Council Members tabled at the meeting of the Council held on 13 April 2021 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: 4 March 2021 - 7 April 2021**

COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Knoll	5/03/2021	World Day of Prayer	World Day of Prayer City Service 2021
Councillor Simms	9/03/2021	The Artist Forum	Adelaide Festival - The Plastic Bag Store
Councillor Knoll	11/03/2021	Commonwealth Day Multi-Faith Service	Multi-Faith Service at St Peter's Cathedral
Councillor Couros (Deputy Lord Mayor)	12/03/2021	Consul of Italy Photographic Exhibition	Twilight Skylines from Police Helicopters
Councillor Donovan	19/03/2021	AMC SA Music Hall of Fame	Inductions into Hall of Fame Ceremony
Councillor Abrahamzadeh	20/03/2021	Persian New Year	Celebration ceremony for Persian New Year
Councillor Couros (Deputy Lord Mayor)	21/03/2021	Greek Orthodox Archdiocese Memorial Service	Celebration for Greek National Independence Day
Councillor Khera	24/03/2021	Bradman Bolton Medal Night	SA Cricket Association Medal Presentation
Councillor Knoll	24/03/2021	World Tuberculosis Day	Results Australia World Tuberculosis Day
Councillor Couros (Deputy Lord Mayor)	28/03/2021	200 Year Anniversary Greek Independence Day	Greek Orthodox Service Independence Day
Councillor Knoll	30/03/2021	Organ Concert Town Hall	Organ Recital by Josh Van Konkelenberg

**COUNCIL MEMBER MEETINGS ATTENDED : 4 March 2021 - 7 April 2021**

COUNCIL MEMBER	DATE	EVENT TITLE	EVENT DETAILS
Councillor Hyde	18/03/2021	Adelaide Central Market Authority Board Meeting	Attended as Council Representative
Councillor Hyde	25/03/2021	Adelaide Central Market Authority Governance Meeting	Attended as Council Representative
Councillor Hyde	7/04/2021	StudyAdelaide Board Meeting	Attended as Council Representative
Councillor Hyde	7/04/2021	Capital City Committee	Attended as Council Representative
Councillor Hou	27/03/2021	Australia Day Council of South Australia Planning Day	Attended as Council Representative
Councillor Hou	7/04/2021	Capital City Committee	Attended as Council Representative



## Meeting attendance

	Council 9 March 2021	The Committee 16 March 2021	Audit Committee 19 March 2021	Council Assessment Panel 22 March 2021	Council - Special 23 March 2021	The Committee 23 March 2021	Adelaide Park Lands Authority 25 March 2021	The Committee 6 April 2021	Meetings held	Meetings attended
Lord Mayor Sandy Verschoor	✓	✓	✓		✓	✓	✓	✓	7	7
Councillor Arman Abrahamzadeh	✓	✓		✓	✓	✓		✓	6	6
Councillor Mary Couros (Deputy Lord Mayor)		✓			✓	✓		✓	5	4
Councillor Helen Donovan	✓				✓	✓		✓	5	4
Councillor Simon Hou	✓	✓			✓	✓		✓	5	5
Councillor Alex Hyde	✓		✓		✓	✓	✓	✓	7	6
Councillor Jessie Khera	✓	✓			✓	✓			5	4
Councillor Franz Knoll	✓	✓			✓	✓		✓	5	5
Councillor Greg Mackie	✓	✓			✓	✓			5	4
Councillor Phillip Martin	✓	✓			✓	✓		✓	5	5
Councillor Anne Moran	✓	✓			✓	✓		✓	5	5
Councillor Robert Simms	✓	✓			✓	✓			4	4
# in Attendance	11	10	2	1	12	12	2	9		

Key:

<span style="background-color: #0070C0; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Apology
<span style="background-color: #008000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Leave
<span style="background-color: #A9A9A9; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Not a Member
<span style="background-color: #800000; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Proxy Member

## By-election costs

**ITEM 15.1** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

Public

**Contact Officer:**  
Justin Lynch, Chief  
Operating Officer, Corporate  
Services

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## QUESTION ON NOTICE

**Councillor Hyde will ask the following Question on Notice:**

'Noting recent media speculation that Cr Simms may resign from his role as Area Councillor, could the Administration please provide the total cost of the 2015 by-election caused by the last resignation of Cr Simms as Area Councillor?

Could the Administration please advise the total length of time in office, in days, that Cr Simms served after the 2014 council election and leading up to his resignation? Could the Administration please advise the total length of time, in days, of the 2014-2018 council term?'

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 -

## Financial Viability

**ITEM 15.2** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

Public

**Contact Officer:**  
Justin Lynch, Chief  
Operating Officer, Corporate  
Services

## QUESTION ON NOTICE

**Councillor Hyde will ask the following Question on Notice:**

'Could the administration please provide modelling of a single alternative Long Term Financial Plan based on the following assumptions (with all other assumptions unaffected):

1. That the Central Market Arcade Development was delayed *"in order to free up \$15 million dollars in the next budget to repair the Adelaide Aquatic Centre"* as described in Cr Moran's motion 15.3 on the Agenda of the Council Meeting of 3 March 2020?
2. That 88 O'Connell was carved up and sold as *"smaller parcels of land on current separate title/s"* as described in Cr Martin's motion 17.2 on the Agenda of the Council Meeting Of 14 July 2020?
3. That Cr Martin's motion 17.4. on the Agenda of the Council meeting on 11 August 2020 was passed?
4. That the alternative motion moved by Cr Hyde at 3.1 on the Agenda of the Special Meeting on 22 April 2020, regarding \$20 million in operational budget savings, was defeated?

Could the Administration please advise of our projected operational budget deficit for the current financial year, as at the passing of the Budget, had the item listed above at 4 failed?

Could the Administration please provide the records of any divisions that occurred on the above items?

If the motions at 1, 2 and 3 of the above were passed, and if the motion at 4 failed, could the administration advise whether, in their expert opinion, the City of Adelaide would be in a viable financial position?

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 -

## Infrastructure: Budgets vs Actuals

**ITEM 15.3** 13/04/2021

**Council**

**Council Member**

Councillor Hyde

Public

**Contact Officer:**

Justin Lynch, Chief Operating  
Officer, Corporate Services

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## QUESTION ON NOTICE

**Councillor Hyde will ask the following Question on Notice:**

'Could the Administration please advise the amount of carry forwards from the City's infrastructure budgets over the last ten years, across all categories of expenditure (design, delivery, renewal, maintenance, enhancement, jointly funded projects and so on)?

Could the Administration place this alongside the budgeted amounts for the last ten years?

In the CEO's view, does the quantum of consistent carry forwards affect our ability to plan financially?'

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 -



## Marketing 88 O'Connell

**ITEM 15.4** 13/04/2021

**Council**

**Council Member**  
Councillor Martin

**Contact Officer:**  
Tom McCready, Acting  
Director City Shaping

Public

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could Administration advise:

1. Was it aware a representative on behalf real estate firm Taarnby and Taarnby, acting for a marketing company engaged the City of Adelaide's partner in the development of 88 O'Connell Street, arranged at least one session last month at which attendees were offered drinks, nibbles and a \$150 gift voucher to provide their views on the development?
2. Was the Administration aware that participants were asked for their opinion on a price range for two bedroom apartments of 100 square metres (with a 10 square metre balcony) on the first four levels of between \$900, 000 and \$1.2 million dollars per apartment?
3. Does it believe the cost of the apartments at lower levels canvassed at the session could be so high as to impact on advance sales of apartments and pose any threat to the likelihood of the development proceeding?
4. Does it concur with the advice of marketers to expressions of concern by some attendees that a future apartment tower development on the North Adelaide Village site with the potential to block views "won't happen"?

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 -

# Homelessness Support Service Funding

ITEM 15.5 13/04/2021

Council

**Council Member**  
Councillor Martin

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

Public

## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'In respect of Section 3.0 of attachment B of the Background Paper on Homelessness, Social and Affordable Housing presented to Committee and Council this month, could the Administration advise:

1. When it says "... financial support is currently provided to a range of service support organisations through community development grants ...." What are the names of those organisations and the amount provided to them in 20/21?
2. When it says this financial support, described as "generally" around half a million dollars a year, "... is currently under review ...." Is there a particular grant to a particular service support organisation under review or are all service support organisation grants under review?
3. If changes are contemplated, why has this information not been included in the City of Adelaide Budget and Business Plan which it is proposed to send to public consultation?'

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 -

## Rental Income Central Market Arcade

**ITEM 15.6** 13/04/2021  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Tom McCready, Acting  
Director City Shaping

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could the Administration advise the total revenue received from tenants renting space at the Central Market Arcade in 2018/19, the last financial year before the announcement of the redevelopment of the Arcade?'

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 -

# Central Market Arcade Redevelopment

**ITEM 15.7** 13/04/2021

**Council**

**Council Member**  
Councillor Martin

**Contact Officer:**  
Tom McCready, Acting  
Director City Shaping

Public

## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could the Administration advise:

1. If it continues or has continued to offer to rent tenancies in the Central Market Arcade?
2. If it told, together with a representative of ICD, Central Market tenants that their rental agreements would continue for the time being because the "signatures" of major stakeholders in the redevelopment had not been obtained?
3. Whether those "signatures" have now been secured?
4. Noting the six months' notice to quit which must be issued to tenants before demolition can be begin, the new likely date for the commencement of the demolition and redevelopment?
5. Why the elected body, given Council's difficult financial position, has not been provided with at least the same updates provided to traders?'

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 -



**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could the Administration provide:

1. A list of the public consultations the City of Adelaide has conducted since January 2016 on all matters, including but not limited to revocation of Land Management Agreements, changes to Community Land Management Plans, developments or proposals for the Park Lands or in other places, in which the majority of respondents did not support the proposition/s put to them?
2. A corresponding list of those proposition/s which the majority of respondents did not support that the Administration subsequently recommended:
  - i) Should proceed anyway
  - ii) Should proceed with modification/s
  - iii) Should not proceed at all?'

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 -

# North Adelaide Door Knocking

**ITEM 15.9** 13/04/2021

**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

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## QUESTION ON NOTICE

**Councillor Martin will ask the following Question on Notice:**

'Could the Administration advise:

1. Is it aware that representatives of lobbyists called Primary Results have been going from door to door in parts of North Adelaide and, in the perception of some ratepayers, advocating for the construction of liquor licenced club rooms on Park 9?
2. If it was aware of the lobbying, could it provide details of whether the proponent for the liquor licenced club rooms was or was not involved?'

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 -

# Stormwater Drainage Network

**ITEM 15.10** 13/04/2021

**Council**

**Council Member**

Councillor Hyde

Public

**Contact Officer:**

Klinton Devenish, Director,  
Services, Infrastructure &  
Operations

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## QUESTION ON NOTICE

**Councillor Hyde will ask the following Question on Notice:**

Could the Administration please advise how much funding has been put aside and subsequently expended for capital works on the Storm Water Drainage Network over the last six years?

If there was a substantial change in spending at all over that period, could the Administration please explain why?

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 -

## Historic Asset Sales

**ITEM 15.11** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

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## QUESTION ON NOTICE

**Councillor Hyde will ask the following Question on Notice:**

'Could the Administration please advise of all the proceeds of the sale of assets that the City has received over the last fifteen years, including any amounts received as a result of the compulsory acquisition of the Wingfield Dump?

Could each instance of an amount received also detail how the proceeds were used, and in particular, whether they were used to reinvest in income generating projects, or whether they funded general operations?'

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 Fines

**ITEM 17.1** 13/04/2021  
**Council**

**Council Member**  
Councillor Moran

2021/00600  
Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## 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. Reviews again its Parking Fine Waiving Policy to ensure that we are demonstrating fairness and compassion.
2. Reapproaches the Government to request that Council be the body that decides the amount of the parking fines.'

---

## ADMINISTRATION COMMENT

1. Should this motion be supported a report will be prepared for the next meeting of Council providing the following details:
  - 1.1. Recent reviews of the On Street Parking Expiation Review and Withdrawal Guidelines
  - 1.2. The outcome of the independent reviews of parking expiations administered by the City of Adelaide, consumer behaviour insights, relevant legislation and results of previous advocacy efforts.
2. On the basis of this report, and subject to a decision of Council, the relevant guideline can then be reviewed again, in conjunction with legal advice to ensure we act within appropriate legislative constraints, and an approach can be made to the State Government requesting that Council be the body that decided the amount of parking expiations.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:

Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable

Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -

## Expanding Events

**ITEM 17.2** 13/04/2021

**Council**

**Council Member**

Deputy Lord Mayor, Councillor  
Couros

2020/01167

Public

**Contact Officer:**

Tom McCready, Acting Director  
City Shaping

## MOTION ON NOTICE

**Deputy Lord Mayor, Councillor Couros will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Requests Administration to commence discussions with the South Australian Tourism Commission regarding the 2022 Tasting Australia event to investigate the opportunity to take a more citywide approach, for example to include Gouger Street and O'Connell Street as key components of the 2022 Tasting Australia Program.
2. Noting the success of the 2020 Winter Weekend Program, requests Administration to expand on the 2021 Winter Weekends program to include additional locations within the City of Adelaide, such as Gouger Street.'

---

## ADMINISTRATION COMMENT

1. If the Motion is supported, we will commence discussions with South Australian Tourism Commission (SATC) regarding the potential expansion of Tasting Australia in 2022 to include other areas of the City and North Adelaide.
2. Council has pre-committed \$30,000 from the Events and Festivals Sponsorship Fund in 2021/22 to support Tasting Australia 2022. This is the third and final year of a multi-year funding arrangement.
3. A report will be brought back to Council for consideration reflecting SATC's interest on the revised model and next steps.
4. In 2020 the Winter Weekends program expanded to include areas in North Adelaide, the West End and Hutt Street.
5. As part of the planning for Winter Weekends 2021, consideration can be given to the opportunities for this program to be expanded into other parts of the City that have not been included in the Program in previous years, such as Gouger Street and the surrounding areas.
6. The further expansion of Winter Weekends in 2021 would be achievable within the current budget parameters.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not Applicable
External consultant advice	Not Applicable
Legal advice / litigation (eg contract breach)	Not Applicable
Impacts on existing projects	Not Applicable
Budget reallocation	Not Applicable
Capital investment	Not Applicable
Staff time in preparing the workshop / report requested in the motion	Not Applicable
Other	Not Applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -



# Funding for New Year's Eve and Christmas

**ITEM 17.3** 13/04/2021  
**Council**

**Council Member**  
Deputy Lord Mayor, Councillor  
Courous

2020/01167  
Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## MOTION ON NOTICE

**Deputy Lord Mayor, Councillor Courous will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Notes that New Year's Eve celebrations and Christmas in the City are much loved annual attractions for the City of Adelaide.
2. Requests the Lord Mayor to write to the Premier to support these activations to create greater opportunities for tourism and economic benefit for the City of Adelaide.'

## ADMINISTRATION COMMENT

1. If this Motion is supported, correspondence will be prepared for the Lord Mayor to send to the Premier on Council's behalf requesting support for Christmas in the City and New Year's Eve.
2. This may include a request for matched funding, which will enable these activities to grow with the objective to increase visitation to the City and ensure strong economic outcomes.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:

Public consultation	Not Applicable
External consultant advice	Not Applicable
Legal advice / litigation (eg contract breach)	Not Applicable
Impacts on existing projects	Not Applicable

Budget reallocation	Not Applicable
Capital investment	Not Applicable
Staff time in preparing the workshop / report requested in the motion	Not Applicable
Other	Not Applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -

## Deputations

**ITEM 17.4** 13/04/2021  
**Council**

**Council Member**  
Councillor Moran

2018/04053  
Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## 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 questions of clarification can be asked by Councillors of deputation speakers and the time be more flexible.'

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## ADMINISTRATION COMMENT

1. Standing Order 221 provides:  
*"A person making a deputation must not speak for longer than 5 minutes at any one time, without leave of the meeting. If leave is granted, an additional 2 minutes only will be provided"*.
2. The Standing Orders are currently silent on whether questions of clarification can be asked by Councillor of deputation speakers.
3. With respect to asking questions of clarification of deputation speakers, if this motion is carried the following wording will be added to Standing Order 221 to support the practice during meetings and provide clarity of process for speakers:
  - 3.1. A maximum of three questions may be addressed to the speaker to clarify information provided in the deputation.
  - 3.2. In the event more than three clarification questions are sought, the Presiding Member will determine the order. In the interests of procedural fairness, the Presiding Member will ensure that the asking of questions is rotated amongst Council Members.
  - 3.3. The Presiding Member may rule the question asked is invalid if it vague, irrelevant, insulting or improper.
  - 3.4. Speakers will be provided with a maximum speaking time of 2 minutes to respond to a question, with an extra one minute granted with leave of the meeting.
  - 3.5. Speakers may decline to answer a question.

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	Approximately 1 hour of staff time to update the Standing Orders and republish where required
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 -



# Parking as Demand Driver Stimulus for City Business

**ITEM 17.5** 13/04/2021  
**Council**

**Council Member**  
Councillor Mackie

2021/00710  
Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## MOTION ON NOTICE

**Councillor Mackie will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

Requests that the Administration prepares a report that seeks to understand and maximise the opportunities associated with parking availability within the Central Business District (CBD), to support city businesses (hospitality and retail) who have been impacted due to the global pandemic recession.

In particular, the report should cover the following items to assist Council in its further deliberations.

1. Parking initiatives and/or incentives, including, but not limited to, free on-street parking campaigns, that could be used as a catalyst to increase visitation to the CBD.
2. Suggested modifications to parking pricing, controls, and locations to ensure availability is prioritised to support hospitality and retail businesses.
3. Options with anticipated revenue generation of expanding the on-street paid parking regime in non-residential predominant locations that are currently used for commuter parking.
4. Case studies providing evidence and outcomes of a variety of On-Street parking initiatives that can support and guide further changes.
5. The gross and net revenue of existing on-street parking fees.
6. The gross and net revenue generated through expiations on:
  - 6.1. timed metered on-street carparking.
  - 6.2. timed non-metered on-street carparking.
7. Current off-street carparking demand for both UPark and On-Street to understand where capacity exists.

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## ADMINISTRATION COMMENT

1. Should this motion be carried, a report will be prepared and presented to Council in June 2021 for consideration exploring opportunities associated with parking within the CBD, that could be used as a catalyst to increase visitation.
2. Consideration will be given to current parking supply, demand and availability, CBD visitation numbers, revenue impact / opportunities and flow on effects to off-street parking and private parking operators.
3. The current On-Street Parking Policy and associated guidelines will be utilised to inform the report.

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	2-3 weeks
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 5 hours.

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- END OF REPORT -

## Gender Quotas

**ITEM 17.6** 13/04/2021  
**Council**

**Council Member**  
Councillor Moran

2018/04053  
Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## 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:

Introduces gender quotas for our subsidiaries and Council committees which we have control over as soon as reasonably possible.'

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## ADMINISTRATION COMMENT

1. During the recruitment process for all subsidiary and committee positions managed by the City of Adelaide, consideration is given to gender balance wherever possible based on the applications received and the knowledge, skills and experience required by the relevant legislation, Charter and/or Terms of Reference.
2. The ACMA Charter is currently under review and while the Charter references the need for Board Members to have knowledge, skills and experience from 9 defined areas which support the core functions and duties of ACMA, there are no specific gender quotas in place. At present there are 7 Board Members, 2 female and 5 males. If the motion is carried, this review will extend to how best to achieve gender balance within the Charter provisions and subsequent discussions will be held with the ACMA Board. The revised ACMA Charter is due to be presented to Council in May 2021.
3. The AEDA Charter requires the Board of Management to have a range of knowledge, skills and experience across 9 defined areas which align to the powers, functions and duties of AEDA. There are no specific gender quotas. At present there are 7 Board members consisting of 3 women and 4 men. If the motion is carried, a review of the Charter will be undertaken to determine how best to achieve gender balance within the Charter provisions. Discussions will then be held with the AEDA Board prior to an updated Charter being brought to Council for approval.
4. With respect to the Adelaide Park Lands Authority (APLA), the *Adelaide Park Lands Act 2005* (the APL Act) requires Board membership to be representative of a range of knowledge, skills and experience as defined in section 6(3) of the APL Act. Section 6(5) of the APL Act also requires that Council and the Minister must ensure that they each appoint at least one woman and one man to the membership of the Board of Management. If the motion is carried, consideration will be given to how an enhanced gender quota will be considered as part of the current review of the APLA Charter, noting the required legislative provisions and that the Minister will need to approve any proposed changes.

5. The City of Adelaide Audit Committee is established pursuant to section 126 of the *Local Government Act 1999 (SA)* (the Act) and membership is aligned to the core functions of the committee as determined by section 126(4) of the Act. There are no gender quotas in the Audit Committee Terms of Reference and current membership consists of 2 women and 3 men. If the motion is carried the Audit Committee Terms of Reference will be reviewed to add a statement seeking gender diversity.
6. The City of Adelaide Reconciliation Committee membership is defined in their Terms of Reference which require representatives from Council, Strategic Agencies, Kurna and the Aboriginal and Torres Strait Islander Community. There are no gender quotas for the Reconciliation Committee and current membership consists of 5 women and 5 men. If the motion is carried the Reconciliation Committee Terms of Reference will be reviewed and discussions will be held with the Reconciliation Committee based on adding a statement seeking gender diversity
7. Membership of the City of Adelaide Council Assessment Panel (CAP) is in keeping with their role as a relevant authority under Section 82 and 83 of the *Planning, Development and Infrastructure Act 2016 (PDI Act)*. Membership is based on knowledge and qualifications/experience in required disciplines and clause 4.2.4 of the CAP Terms of Reference state that gender diversity among CAP Members is desirable. At present there are 4 males and 1 female on CAP.

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	There will be significant staff time required to review the various documents further, liaise with Boards/Committees as required and, where changes need to be approved by Council, prepare covering report(s) adopting updated Charters. This staff time is estimated to be 8 hours.
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 5.5 hours.

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- END OF REPORT -



## Toy Library

ITEM 17.7 13/04/2021

Council

**Council Member**  
Councillor Abrahamzadeh

2020/01167  
Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## 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 absence of a toy library within the City of Adelaide.
2. Notes the benefits of such a facility within the City of Adelaide.
3. Requests Administration to investigate and present option(s) to Council on how such a facility can be delivered.'

## ADMINISTRATION COMMENT

1. The City of Adelaide has not operated a toy library, however neighbouring councils including Unley, Burnside, West Torrens and Prospect offer toy libraries which are available to our residents.
2. Toy Libraries are considered a valuable resource for families offering access to toys which enhance a child's development, imagination and skills.
  - 2.1. Traditional toy libraries provide a broad range of developmental toys, puzzles, board games, sporting equipment, costumes and more.
  - 2.2. Toy libraries are usually purpose built and require significant space and specially built storage to house the toys which include large items, e.g. tricycles.
3. Early investigations indicate that an opportunity exists for the establishment of a UNESCO City of Music specialist Toy Library.
  - 3.1. Music has many developmental benefits for babies and toddlers including the use of musical instruments which promote creativity, boost cognitive skills and sensory development, develop gross and fine motor skills, teach patience, and encourage self-expression.
  - 3.2. Typically, this would include a range of musical toys and instruments that are safe, child friendly, and made of high-quality materials that are durable and sustainable.
4. If this Motion is carried, we will present a report back to Council for consideration in June 2021.

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

Informal feedback and enquiries received through the libraries

External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Will be resourced through existing staffing with additional volunteers recruited
Budget reallocation	Not applicable
Capital investment	\$20,000 requested to purchase musical instruments for collection and furniture and shelving for storage
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 -

## Diversity & Gender Equity

**ITEM 17.8** 13/04/2021  
**Council**

**Council Member**  
Councillor Abrahamzadeh

2021/00600  
Public

**Contact Officer:**  
Tom McCready, Acting Director,  
City Shaping

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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 City of Adelaide's current initiatives promoting diversity and gender equity.
2. Requests the CEO investigate and bring back potential measures for the elected body to consider which further promote diversity and gender equity.
3. Explores potential partnerships with the LGA (SA), SA Equal Opportunities Commission and or other agencies to achieve this.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

## Moonta Street

**ITEM 17.9** 13/04/2021  
**Council**

**Council Member**  
Councillor Hou

2018/04053  
Public

**Contact Officer:**  
Klinton Devenish, Director,  
Services, Infrastructure &  
Operations

## MOTION ON NOTICE

**Councillor Hou will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Notes that there will be a delay to the project due to misinformation being provided regarding the concrete on a section of Moonta St (Facing Grote St).
2. Notes that a waste disposal and surface cleaning plan has not been developed for use during construction activities on Moonta Street. This is creating issues with rubbish bins and the general cleanliness of the area.
3. Investigates and implements as soon as possible an action plan to ensure the safety and cleanliness of Moonta St.
4. Investigates a support plan for businesses affected by the Moonta St upgrade project by 30/06/2021.'

---

## ADMINISTRATION COMMENT

1. When construction commenced on the Grote Street entrance of Moonta Street it was identified that the material underground was not what had been identified through the investigation/detailed design phase of the project. A variation to the design was required which caused a delay in the construction program in that specific area. At this stage it is not expected to impact the overall completion date of the project.
2. Concerns have been raised with the Project team by some stakeholders about the cleansing, waste removal and support plan for the businesses on the street during construction, the following steps have been undertaken to resolve these issues:
  - 2.1. City Operations are scrubbing the street once a week on a Monday.
  - 2.2. The contractor has been instructed to increase cleansing and the project manager is monitoring that this is achieved.
  - 2.3. Our engagement team is continuing to drop into businesses on a daily basis for updates and communication with traders.
  - 2.4. A fortnightly key stakeholder meeting has been organised and will enable two-way communication.
  - 2.5. Increased the frequency of distribution of project updates from monthly to fortnightly and providing a version in both English and Simplified Mandarin.
  - 2.6. Increased wayfinding signage around the construction areas.



- 2.7. We are working with the China Town Association to promote traders being open for business through their desired platform.
- 2.8. Investigating business promotion through social media channels.
3. If this motion is successful, we will meet with all businesses in the street to advise of the Council's City Business Support Package and how they can access the support they may require.

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	Public consultation will continue to be undertaken with key stakeholders and businesses on Moonta Street.
External consultant advice	Not Applicable
Legal advice / litigation (eg contract breach)	Not Applicable
Impacts on existing projects	Not Applicable
Budget reallocation	Not Applicable
Capital investment	Not Applicable
Staff time in preparing the workshop / report requested in the motion	Not Applicable
Other	Not Applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -

# City Access Strategy

**ITEM 17.10** 13/04/2021  
**Council**

**Council Member**  
Councillor Mackie

2018/04053  
Public

**Contact Officer:**  
Klinton Devenish, Director,  
Services, Infrastructure &  
Operations

## MOTION ON NOTICE

**Councillor Mackie will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That as a matter of critical public interest, and of urgency, an update on the status of the City Access Strategy be provided to Council, specifically the elements related to:

1. Opportunities for traffic calmed motor vehicular movement by converting two-way roads to single direction, specifically any recommendations regarding Franklin, Waymouth or Hindley Streets.
2. Enhancing pedestrian safety and public realm amenity.
3. Minimising and managing loss of on-street car parking.
4. Achieving separated dedicated bicycle lanes as part of the city's future transport strategy.'

---

## ADMINISTRATION COMMENT

1. The City Access Strategy document is currently confidential (Cabinet in Confidence).
2. We will provide a confidential update to Council Members on 20 April 2021.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not Applicable
External consultant advice	Not Applicable
Legal advice / litigation (eg contract breach)	Not Applicable
Impacts on existing projects	Not Applicable

Budget reallocation	Not Applicable
Capital investment	Not Applicable
Staff time in preparing the workshop / report requested in the motion	Not Applicable
Other	Not Applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours

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- END OF REPORT -

# Night Markets

**ITEM 17.11** 13/04/2021  
**Council**

**Council Member**  
Councillor Hou

2020/01167  
Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## MOTION ON NOTICE

**Councillor Hou will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Notes the success of the Ebenezer Night Market.
2. Notes the success of the twilight market in City of Brisbane.
3. Investigates and provides a report to Council by 31 July 2021 regarding hosting a "Night Market" in Gouger St.'

## ADMINISTRATION COMMENT

1. The Ebenezer Night Markets are held in Ebenezer Place on Saturdays in summer, between 5:30pm and 10:30pm. Stallholders offer a unique range of craft, jewellery, food, clothing, art and household items.
2. BrisStyle Twilight Markets are held in King George Square, Brisbane, four times a year on a Friday or Saturday, between 4:00pm and 9:00pm, selling 100% locally handmade goods, featuring over 60 local designers.
3. If the Motion is carried, a report will be prepared for Council consideration at the Council meeting in August 2021 regarding the feasibility of hosting a Night Market in Gouger Street.

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	The investigation would include consultation with Gouger Street and broader Market District businesses.
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	No 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	Minimum 3 weeks
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -

# Central Market Car Park

ITEM 17.12 13/04/2021

Council

**Council Member**

Councillor Hou

2021/00710

Public

**Contact Officer:**

Tom McCready, Acting Director  
City Shaping

## MOTION ON NOTICE

**Councillor Hou will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

Investigates and provides a report to Council by 31 July 2021 on options to provide free parking in the evenings and at night in the Central Market Car park to patrons who spend money in CBD.'

## ADMINISTRATION COMMENT

1. Should the Motion be carried, we will provide a report for Council consideration within the timeframe specified.
2. Effective and efficient validation functionality which varies parking fees, such as providing a free carpark, only for patrons who spend money in the CBD is not possible with the current UPark technology.
3. Validation can currently be provided through a manual voucher solution where business owners are given vouchers who in turn give to their eligible customers. The process is labour intensive and provides UPark little control over voucher distribution and customer usage.
4. As per the existing Adelaide Central Market Authority charter the car park fees and charges are set by Adelaide Central Market Authority, who receive all car park revenue.
5. A flat rate night fee of \$8 is currently applicable Saturday to Thursday. Budgeted revenue for Central Market UPark for these night transactions for 2021/22 is \$375,000.
6. Friday nights are a peak trading period for the Central Market. The flat night rate does not apply until 9.30pm. Until then current tariff provides one hour free after which stepped day fees apply. This is to encourage vehicle turnover and ensure parking availability for shoppers. Revenue impacts for this period would be significant and the introduction of free parking during this time would significantly impact market patronage.
7. There are approximately 3,700 on / off street parking bays within the precinct (City of Adelaide and Private Operators)), 540 on-street parking bays under the care and control of City of Adelaide included within this count are available without charge after 6:00pm each evening in support of visitation.

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 -

# City Shaping Project Funding

**ITEM 17.13** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## MOTION ON NOTICE

**Councillor Hyde will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

That Council:

1. Notes the imminent Central Market Arcade Redevelopment will deliver a new large income stream to the City of Adelaide's ratepayers, presenting the greatest return on an investment the City has experienced and the largest city shaping project the City has undertaken since its founding.
2. Notes the newly established Future Fund allows for the reinvestment of proceeds from the sale of assets, in a groundbreaking first for the City of Adelaide, which has traditionally used the proceeds of such sales to fund general operations or non-critical infrastructure enhancements.
3. Resolves that the Future Fund will be used to fund the City of Adelaide's approximate \$28 million contribution to the Central Market Arcade Redevelopment project, limiting borrowings and supporting economic, residential, social and cultural growth within the City of Adelaide.
4. Requests the Administration amend the Long Term Financial Plan to reflect this resolution.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -



# Adelaide Aquatic Centre Capital Works

**ITEM 17.14** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

2021/00600  
Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## MOTION ON NOTICE

**Councillor Hyde will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Notes that the Administration are preparing plans for a new Adelaide Aquatic Centre and will put this project to the State Government ahead of the June State Budget
2. Notes that in excess of \$16 million sits within our Long Term Financial Plan for capital expenses at the Adelaide Aquatic Centre
3. Affirms its intent to keep the current Adelaide Aquatic Centre functioning while a new Centre is constructed, on the condition that the City of Adelaide receives funding that is substantial enough to construct a new Centre by 30 June 2022.
4. Resolves to remove all capital works for the Adelaide Aquatic Centre from our ongoing works programs for the years after the 2023-24 Financial Year and amends our relevant Asset Management Plan for Buildings Policy accordingly.
5. Requests Administration amend our Long Term Financial Plan to reflect the above resolution.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

# Strategic Investment

**ITEM 17.15** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

2017/04450  
Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## MOTION ON NOTICE

**Councillor Hyde will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

‘That Council:

1. Notes the cost of ‘like-for-like’ replacement of the Rundle UPark is included within our Long-Term Financial Plan (LTFP) at around \$50 million.
2. Resolves not to undertake such a replacement and requests the Administration removes the assumption from the Long-Term Financial Plan and accordingly amends the Asset Management Plan for Buildings Policy to reflect this change.
3. Resolves to undertake an EOI process at some point before the building asset reaches the end of its life and that the EOI process will explore joint venture opportunities that would realise the immense development potential of such a site in the heart of the Adelaide CBD while also allowing for the construction of a new car park to be used as a similarly profitable UPark operation in the future, similar to the recent air rights development (Central Market Arcade) where Council retains on to its current holdings as part of any future development.
4. Requests that the above EOI process consider adaptable reuse opportunities for any car park that the City would retain.’

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## ADMINISTRATION COMMENT

1. The Rundle UPark building is currently projected to have funding allocated for its replacement in 2029-2030 at a value of \$50M.
2. On 14 April 2020 Council received a Strategic Property Review and approved key asset and City shaping opportunities. The Strategic Property Review provides a strategic and coordinated approach with regard to Council’s strategic property activities.
3. The Strategic Property Review identified the Rundle Street UPark as a key strategic opportunity supporting redevelopment in the long term (release to market in the next 7 to 10 years) given that:
  - 3.1. The asset has been the subject of significant capital investment of \$3.5M extending the life of the asset out to 10+ years.
  - 3.2. There are a series of redevelopment clauses contained within current leases within existing ground floor retail tenancy leases that cannot be triggered until 2030.
  - 3.3. Rundle UPark forecasts a favourable net position of \$2.1m per year based on Draft FY21/22 budget.
4. The Rundle Street UPark would support a future Air Rights opportunity including the potential for a replacement car parking (with adaptive re-use) and other potential income streams for Council.

A redevelopment of the asset in the long term would also act as a catalyst and destination offering supporting Rundle Mall and East End precinct.

5. Forecast expenditure in the LTFP is presently based on the existing Infrastructure and Asset Management Plans prepared in 2016, overlaid with the latest modelling from condition audits. The current assumption within the LTFP is that Levels of Service will remain the same, and assets are replaced and renewed on a like for like basis all in one year based on the current replacement value. Further renewal optimisation modelling is required to refine funding requirements through the development of the Asset Management Plans. This will be finalised in the coming years.
6. Should this Motion be carried any expenditure listed within the LTFP from 10+ years would be removed and the property introduction to market as part of the Strategic Property Review.

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	The asset has been the subject of significant capital investment of \$3.5M extending the life of the asset out to 10+ years.
Budget reallocation	The Long-Term Financial Plan will need to reflect the revenue from the sell down of the asset and other potential revenue sources from this process.
Capital investment	Any suggested reduction in expenditure beyond the 10+ year asset life currently achieved with the recent capital investment will need to be reflected into the Strategic Asset Management Plan and the Long-Term Financial Plan.
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 5.5 hours.

- END OF REPORT -

## Living within our means

**ITEM 17.16** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

2021/00600  
Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## MOTION ON NOTICE

**Councillor Hyde will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Resolves it will present a balanced business plan and budget for community consultation for the 2021-22 Financial Year.
2. Requests Administration implement permanent and ongoing budget repair measures over the course of the coming financial year to return the 2021-22 budget to an operating surplus.
3. Strongly urges the Administration consider the following in returning us to an operating surplus:
  - a. Driving patronage of the City's commercial operations such as Council's UParks and Golf Course, without increasing charges for these services above what was already resolved in the December meeting of council
  - b. Undertaking vacancy management practices for the roles still left vacant after the organisational restructure
  - c. Accelerating the contestability work already underway and overseen by the Audit Committee
  - d. Performing further reviews on programs delivered by the City of Adelaide, and in particular assessing historical programs for their relevance and community benefit in a modern context.
4. Resolves that all operating surpluses will be used to reduce the City of Adelaide's borrowings.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -



# Increasing Transparency

**ITEM 17.17** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

2021/00600  
Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## MOTION ON NOTICE

**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 the CEO amend current delegations that exist within the Administration for the engagement of consultants and that those delegations are as follows:
  - a. The approval to engage a consultant where the contracted work is to the value of between \$10,000 and \$49,999 will rest with an Associate Director level staff member, or higher; and,
  - b. The approval to engage a consultant where the contracted work is to the value of \$50,000 or greater will rest with a Director level staff member, or higher.
2. Resolves that all engagements of consultants that are of a value greater than \$2000 are recorded and provided to Councillors on the public agenda quarterly, and that the report will include for each record:
  - a. The name of the consultant
  - b. The dollar value of the contracted works
  - c. The purpose for their engagement
  - d. The team or department the engaged consultant was assisting
  - e. The contracts approving officer
  - f. Whether the work was openly tendered and/or whether competing quotes for the work were sought, and if so, how many.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -

# Revenue Generation

**ITEM 17.18** 13/04/2021  
**Council**

**Council Member**  
Councillor Hyde

2017/04450  
Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## MOTION ON NOTICE

**Councillor Hyde will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Affirms its commitment to the strategic reuse of the City's assets in order to generate better returns on investment for the City's ratepayers, as highlighted in the Strategic Property Review
2. Notes that while the City's land holdings on Pirie Street are vastly underdeveloped and unproductive, the Pirie Street UPark operation is a profitable operation
3. Resolves that the Administration, as part of the Expression of Interest (EOI) process (linked to 211 Pirie Street [Beach Volleyball site]), will mitigate the anticipated foregone revenue implications associated with the UPark Pirie Street Car Park and that in the EOI the Administration undertakes it will either:
  - a. Secure the revenue shortfall as part of any future transaction, on top of the sale price; or,
  - b. Ensure the EOI process is similar to the recent air rights development (Central Market Arcade) where Council retains on to its current holdings as part of any future development and with no interruption to the UPark's operation and income generation.
4. Resolves that any transactional compensation recovered through option 3.a is considered as the forgone income that the cash payment is replacing and is not considered the proceeds of asset sales that would otherwise go into the Future Fund
5. Requests the Administration amend the Long Term Financial Plan to reflect option 3.b, thus including the UPark's projected generated revenue over the 10 years of the plan
6. Approves the Administration to undertake the above Expression of Interest process for the sale of the City of Adelaide's property holdings on Pirie Street as soon as practicable, subject to the Minister for Local Government approving the revocation of the relevant Community Land Management Plan.'

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## ADMINISTRATION COMMENT

1. The Strategic Property Review aims to optimise the performance of the property portfolio ensuring the effective use of assets with improved alignment to Council's strategic, community and financial objectives.
2. On 14 April 2020 Council received the Strategic Property Review and approved key asset and City shaping opportunities.
3. On 15 December 2020 Council authorised the initiation of an expression of interest for the sale and redevelopment of the 211 Pirie Street site as the 'core' opportunity. This expression of interest may allow for the adjoining Pirie Flinders UPark to be offered as an additional 'value add' opportunity enabling Council to explore a wider precinct outcome.

4. The expression of interest will enable Council to gauge market interest and consider how the Pirie Flinders UPark may add value to the 211 Pirie Street land. Consideration will be given to the broader benefits of any value-add proposals for the Pirie Flinders UPark (including sale proceeds, rate revenues and economic contribution) having regard to the existing income derived from the asset.
5. In particular, the expression of interest will enable consideration of a range of proposals for the Pirie Street UPark value add opportunity including the sale of 'Air Rights', sale and redevelopment, sale and leaseback or deferred settlement arrangements.
6. The Administration will also explore the opportunity to mitigate the revenue shortfall above the sale price as part of the expression of interest process.
7. Should this motion be carried the Administration will account for any transactional compensation recovered through the general operating budget rather than the Future Fund (subject to the outcome of the expression of interest process).
8. Outcomes from the above expression of interest will be subject to Council consideration and decision making with the Long Term Financial Plan implications to be updated accordingly.
9. Release of the expression of interest will follow any approval of the revocation of the 211 Pirie Street land from its community land classification (with any such approval to be subject to Council's consideration of the public consultation outcomes).

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)	Legal advice will required as part of the expression of interest process.
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -

## Aquatic Centre

**ITEM 17.19** 13/04/2021  
**Council**

**Council Member**  
Councillor Martin

Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

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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:

Requests the Administration revise the draft 21/22 Budget and Business Plan before they're next presented to Council to bring forward the multi-year capital replacement/improvement program for the Adelaide Aquatic Centre currently scheduled to begin in the 22/23 Financial Year.'

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## ADMINISTRATION COMMENT

*To be distributed separately*

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- END OF REPORT -



## Financial Advice

**ITEM 17.20** 13/04/2021  
**Council**

**Council Member**  
Councillor Martin

2017/04450  
Public

**Contact Officer:**  
Tom McCready, Acting Director  
City Shaping

## 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:

Requests the Administration engage one of the major accounting firms in Adelaide to review the Council decision to sell the Flinders/Pirie Car Park, the proceeds from which could be used to fund future assets including the Central Market Arcade Redevelopment, to provide advice on the loss of income and other financial considerations from the sale of the car parking asset relative to the income generating potential of new assets such as the Central Market Arcade Redevelopment and/or the costs of borrowing for the purchase of new assets in the short to medium term.'

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## ADMINISTRATION COMMENT

1. On 14 April 2020 Council received a Strategic Property Review and approved key asset and City shaping opportunities.
2. Strategic Property Review investigations and associated asset opportunities incorporated independent review and advice by BRM Advisory. In particular, BRM Advisory completed financial modelling of asset opportunities and associated strategic projects, including the Central Market Arcade Redevelopment, to inform Council's Long Term Financial Plan.
3. On 15 December 2020 Council authorised the initiation of an expression of interest for the sale and redevelopment of the 211 Pirie Street site as the 'core' opportunity. This expression of interest may allow for the adjoining Pirie Flinders UPark to be offered as an additional 'value add' opportunity enabling Council to explore a wider precinct outcome.
4. The proposed sale and redevelopment of the land at 211 Pirie Street and further consideration of the Pirie Flinders UPark is subject to the revocation of the 211 Pirie Street land from its community land classification.
5. The expression of interest will enable Council to gauge market interest and consider how the Pirie Flinders UPark may add value to the 211 Pirie Street land. Consideration will be given to the broader benefits of any value-add proposals for the Pirie Flinders UPark (including sale proceeds, rate revenues and economic contribution) having regard to the existing income derived from the asset.
6. More specifically, the expression of interest will enable consideration of a range of proposals for the Pirie Street UPark value add opportunity including sale of 'Air Rights', sale and redevelopment, sale and leaseback or deferred settlement arrangements.
7. Outcomes from the above expression of interest will be subject to Council consideration and decision making.

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	Estimated cost for engagement of a major accounting firm to provide review and advice in the order of \$10,000 to \$15,000.
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Requires allocation of internal resourcing.
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	14 hours
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -

# Interest Rate Sensitivities

**ITEM 17.21** 13/04/2021  
**Council**

**Council Member**  
Councillor Martin

2021/00600  
Public

**Contact Officer:**  
Justin Lynch, Chief Operating  
Officer, Corporate Services

## 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:

Asks the Administration to provide to the next meeting of the elected body the results on modelling on interest rate sensitivities used in the forecasts for the Long Term Financial Plan.'

## ADMINISTRATION COMMENT

1. The Long Term Financial Plan (LTFP) is a projection of financial implications as a result of Council decisions.
2. The LTFP is based upon a set of key assumptions, one of which is interest rates over the 10 year period.
3. Should the motion be carried, a report regarding the sensitivity of movement in these key assumptions can be produced and provided to Council. This report could also be included in the final endorsed written LTFP should the Council resolve to.
4. This sensitivity analysis would include the impact on the LTFP should interest rates assumptions change either favourably or unfavourably.
5. Should the Council wish to see any particulars in the sensitivity analysis report, it is requested that this be clarified in the motion.

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	A sensitivity analysis on interest rates only would incur approximately 4-6 hours of staff time to ensure appropriate research and consideration. A sensitivity analysis on majority of key assumptions would incur approximately 8-10 hours of staff time to ensure appropriate research and consideration.
Other	Not Applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 4 hours.

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- END OF REPORT -