



# THE COMMITTEE MINUTES

for the meeting

Tuesday 3 December 2019

in the Colonel Light Room,  
Adelaide Town Hall



Present - The Right Honourable the Lord Mayor [Sandy Verschoor]  
Councillor Hyde (Deputy Lord Mayor) (Chair)  
Councillors Abiad, Couros, Donovan (Deputy Chair), Hou, Khera, Knoll,  
Martin, Moran and Simms.

## Acknowledgement of Country

At the opening of the Committee Meeting, the Chair stated:

'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.'

## Apologies and Leave of Absence

On Leave -

Councillor Abrahamzadeh

## Confirmation of Minutes – 26/11/2019 & 28/11/2019

That the Minutes of the meeting of The Committee held on 26 November 2019 and the Special meeting of The Committee held on 28 November 2019, be taken as read and be confirmed as an accurate record of proceedings.

## Discussion Forum Items

### 1. Item 4.1 - Waste Management [2019/01444] [TC]

Discussion Facilitators:

Michelle English, Associate Director Sustainability, City of Adelaide  
Amandine Johnson, Waste Project Manager, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, The Committee was provided with a briefing on the results of the waste audits and the potential focus areas for the Waste and Recycling Management Strategy.

During the presentation:

- Councillor Couros entered the Colonel Light Room at 5.35pm
- Councillor Moran left the Colonel Light Room at 6.01pm and re-entered at 6.01pm

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

### 2. Item 4.2 - Introduction 2020-21 Integrated Business Plan [2019/02431] [TC]

Discussion Facilitators:

Clare Mockler, Deputy CEO & Director Culture, City of Adelaide  
Tracie Dawber, Associate Director Finance & Procurement, City of Adelaide  
Alex Brown, Manager Financial Planning & Analysis, City of Adelaide

Precis of topic:

Utilising a PowerPoint presentation, The Committee was provided with an introduction to the 2020-21 Business Plan and Budget process.

During the presentation:

- Councillor Abiad left the Colonel Light Room at 6.39pm.

The PowerPoint presentation utilised is attached for reference at the conclusion of the Minutes of this meeting.

### **Items for Consideration and Recommendation to Council**

#### **3. Item 5.1 - Adelaide Aquatic Centre [2019/01387] [TC]**

##### THAT THE COMMITTEE RECOMMENDS TO COUNCIL

##### That Council:

1. Receives the report.

During the discussion:

- Councillor Abiad re-entered the Colonel Light Room at 6.42pm
- Councillor Khara left the Colonel Light Room at 6.43pm and re-entered at 6.46pm

#### **4. Item 5.2 - Tainmuntilla Riparian Restoration Project -Investigation into relocation of Canary Date Palm near Albert Bridge [2017/03056] [TC]**

##### THAT THE COMMITTEE RECOMMENDS TO COUNCIL

##### That Council:

1. Does not approve the removal of the Canary Date Palm in Tainmuntilla (Park 11) near Albert Bridge (Frome Road).

#### **5. Item 5.3 - Prospect Road Park Lands Entry Improvements and Tree Removal [2019/00464] [TC]**

##### THAT THE COMMITTEE RECOMMENDS TO COUNCIL

##### That Council:

1. Approves the removal of 17 existing trees in Yam Daisy Park / Kantarilla (Park 3) as shown in Attachment A to Item 5.3 on the Agenda for the meeting of The Committee held on 3 December 2019.
2. Notes the design for Denise Norton Park / Pardipardiryilla (Park 2) and along Prospect Road including the new replacement tree planting to each side of Prospect Road as shown in Attachment B to Item 5.3 on the Agenda for the meeting of The Committee held on 3 December 2019.

During the discussion, Councillor Abiad left the Colonel Light Room at 7.10pm and re-entered at 7.11pm

#### **6. Item 5.4 - Chinatown and Market District Safety [2019/00184] [TC]**

##### THAT THE COMMITTEE RECOMMENDS TO COUNCIL

##### That Council:

1. Notes that Administration undertook two perceptions of safety audits and extensive trader consultation, resulting in data and maps contained in Attachment A to Item 5.4 on the Agenda for the meeting of The Committee held on 3 December 2019.
2. Approves a schedule of lighting works and tree trimming following a technical lighting audit, as outlined in the map in Attachment B to Item 5.4 on the Agenda for the meeting of The Committee held on 3 December 2019.
3. Approves the implementation of a Local Trader CCTV Rebate Scheme as outlined in Attachment C to Item 5.4 on the Agenda for the meeting of The Committee held on 3 December 2019.
4. Notes that \$112,938 will be included in the 20/21 Integrated Business Plan and Budget to address the cost implications of recommendation 2.
5. Notes that \$50,000 will be included for Council's consideration in 2019/20 Q2 Budget Reconsideration Report in February 2020 to address the cost implications of recommendation 3.
6. Requests the Lord Mayor write to the Minister for Police requesting further police patrols within the Market District to increase perceptions of safety in the precinct.

During the discussion, Councillor Abiad left the Colonel Light Room at 7.35pm and re-entered at 7.37pm

The meeting adjourned at 7.58pm for a 5 minute break.

The meeting resumed at 8.05pm

Present - The Right Honourable the Lord Mayor [Sandy Verschoor]

Councillor Hyde (Deputy Lord Mayor) (Chair)

Councillors Abiad, Couros, Donovan (Deputy Chair), Hou, Khera, Knoll and Simms.

**7. Item 5.5 - City of Adelaide - A Welcoming City [2017/03663] [TC]**

**THAT THE COMMITTEE RECOMMENDS TO COUNCIL**

**That Council:**

1. Notes the work completed to date to audit Council activity against the Welcoming Cities Standard and achieve *Established City* status.
2. Notes the six emerging themes identified through formative conversations with multicultural communities in the city and related pilot initiatives to begin to address these.
3. Notes that \$25,000 will be included for Council's consideration in 2019/20 Q2 Budget Reconsideration report in February 2020.

**8. Item 5.6 - City Bikeways Funding Deed – revised scope of works [2016/02813] [TC]**

**THAT THE COMMITTEE RECOMMENDS TO COUNCIL**

**That Council:**

1. Approves the removal of the point-to-point bike share scheme feasibility study from the scope of works for the City Bikeways Funding Deed with the State Government, with the \$1 million funding to be allocated to the delivery of the North-South and East-West Bikeways instead.

During the discussion:

- Councillor Martin re-entered the Colonel Light Room at 8.09pm
- Councillor Moran re-entered the Colonel Light Room at 8.14pm

**9. Item 5.7 - Meeting Structure 2020-2022 [2018/04071] [TC]**

**THAT THE COMMITTEE RECOMMENDS TO COUNCIL**

**That Council:**

1. Adopts the following meeting structure from 1 February 2020:
  - 1.1 Ordinary meetings of the Council will be held on a Tuesday once per month commencing at 5.30pm in the Council Chamber, Adelaide Town Hall.
  - 1.2 Ordinary meetings of The Committee will be held on a Tuesday twice each month, except for December and January, commencing at 5.30pm in the Colonel Light Room, Adelaide Town Hall.
  - 1.3 A special meeting of the Council or The Committee may be convened in the fourth week of each month and held in the Colonel Light Room as required, subject to the Chief Executive Officer's determination, in consultation with the Presiding Member, that there is sufficient business to be transacted at the meeting.
  - 1.4 That voting on, or recommending any item will be exclusive only to Council and Special Council Meetings.
2. Authorises the Chief Executive Officer to vary the date, time or place of the meeting of Council or The Committee after liaison with the relevant Presiding Member.

**10. Item 5.8 - Strategic Plan Progress Report – Quarter 1 2019/20 [2017/00570] [TC]****THAT THE COMMITTEE RECOMMENDS TO COUNCIL****That Council:**

1. Receives the *Strategic Plan Progress Report Quarter 1 2019-20* as included in Attachment A to Item 5.8 on the Agenda for the meeting of the Committee held 3 December 2019.

**11. Item 5.9 - Unrecoverable Debt Write Off [2015/03763] [TC]****THAT THE COMMITTEE RECOMMENDS TO COUNCIL****That Council:**

1. Approves the permanent write-off of non-recoverable debts totalling \$117,647 as per Item 5.9 on the Agenda for the meeting of The Committee held on 3 December 2019.

**12. Item 5.10 - Building Inspection Policies [2019/00262] [TC]****THAT THE COMMITTEE RECOMMENDS TO COUNCIL****That Council:**

1. Endorses the 'City of Adelaide submission to draft State Planning Commission Practice Direction X – Council Inspection Policies' for submission to the State Planning Commission as detailed in Attachment A to Item 5.10 on the Agenda for the meeting of The Committee held on 3 December 2019.

**Council Member Discussion Forum Items**

The following Items were raised:

- International Day of people with disabilities
- Letterbox drops of a flyer regarding Denise Norton Park and the Adelaide Football Club
- Office of Recreation, Sport and Racing – Game on Strategy - Active Transport

**Exclusion of the Public****13. Item 7.1 - Exclusion of the Public to Consider [2018/04291] [TC]:**

For the following Item for Consideration and Recommendation to Council in Confidence:

**8.1. Lease Adelaide Visitor Information Centre [s 90(3) (d)]****Order to Exclude for Item 8.1:****THAT THE COMMITTEE:**

1. Having taken into account the relevant consideration contained in s 90(3) (d) and s 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 3/12/2019 resolves that it is necessary and appropriate to act in a meeting closed to the public for the consideration of Item 8.1 [Lease Adelaide Visitor Information Centre] listed on the Agenda.

**Grounds and Basis**

This Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting business, prejudice the commercial position of the Council and prejudice the commercial position of the person who supplied the information and confer a commercial advantage on a third party.

**Public Interest**

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information will result in release of information prior to a determination of the Council of a strategic property matter and release information prior to the finalisation of 'commercial in confidence' negotiation with the proponent, a competitor receiving information to the detriment of proponents who supplied information at this point in time and may materially and adversely affect the financial viability of the proponent and because the disclosure of Council's commercial position may severely prejudice Council's ability to negotiate a proposal for the benefit of the Council and the community in this matter and in relation to other contract negotiations.

2. Pursuant to s 90(2) of the *Local Government Act 1999 (SA)* this meeting of The Committee dated 3/12/2019 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 8.1 [Lease Adelaide Visitor Information Centre] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in s 90(3) (d) of the Act.

Councillor Couros and Members of the public and Corporation staff present not directly involved with Item 8.1 left the Colonel Light Room at 9.02pm.

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# Confidential Item 8.1

Lease Adelaide Visitor Information Centre

Section 90 (3) (d) of the *Local Government Act 1999 (SA)*

Page 6

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The Colonel Light Room re-opened to the public at 9.04pm.

### **Confidentiality Order**

#### **Minute 14 - Item 8.1** – Lease Adelaide Visitor Information Centre [TC]

In accordance with Section 91(7) & (9) of the *Local Government Act 1999 (SA)* and because Item 8.1 [Lease Adelaide Visitor Information Centre] listed on the Agenda for the meeting of The Committee held on 3 December 2019 was received, discussed and considered in confidence pursuant to Section 90(3) (d) of the *Local Government Act 1999 (SA)*, this meeting of The Committee do order that:

1. the resolution, the report, the discussion and any other associated information submitted to this meeting and the Minutes of this meeting in relation to the matter remain confidential and not available for public inspection until 31 December 2026;
2. the confidentiality of the matter be reviewed in December 2020;
3. the Chief Executive Officer be delegated the authority to review and revoke all or part of the order herein and directed to present a report containing the Item for which the confidentiality order has been revoked.

### **Closure**

The meeting closed at 9.04pm.

Councillor Hyde (Deputy Lord Mayor)  
**The Committee Chair**

### **Document attached:**

Minute 1 - Item 4.1 - Waste Management, PowerPoint Presentation

Minute 2 – Item 4.2 - Introduction 2020-21 Integrated Business Plan, PowerPoint Presentation



# Waste Audit Results & Waste and Recycling Management Strategy Direction

## Workshop Purpose:

To provide a briefing on the results of the waste audits and the potential focus areas for the Waste and Recycling Management Strategy

**PROGRAM:** Sustainability

**AUTHOR:** Amandine Johnson | **APPROVING OFFICER:** Michelle English  
The Committee Meeting - Minutes - 3 December 2019

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ONE OF THE  
WORLD'S FIRST  
CARBON NEUTRAL  
CITIES AND AN  
INTERNATIONAL  
LEADER IN  
ENVIRONMENTAL  
CHANGE

GREEN



## KEY QUESTIONS:

### KEY QUESTION

What is Council's view on prioritising the implementation of a consistent waste and recycling system across City of Adelaide's sites?

### KEY QUESTION

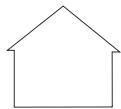
What is Council's view on prioritising the implementation of education and outreach programs (with a focus on diverting food waste from landfill), to support improved waste and recycling outcomes for our community, businesses, commercial operations and employees?

### KEY QUESTION

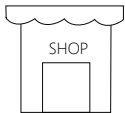
What is Council's view on prioritising ongoing support for multi-unit developments to improve waste management and recycling outcomes?

Two sets of comprehensive waste audits were conducted at the City of Adelaide:

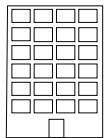
1. External services provided by City of Adelaide which includes the following:



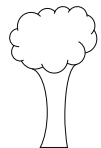
1. Kerbside residential collections



2. Kerbside commercial collections



3. Multi-unit development bulk-bin collection



4. Public space streets & Park Lands

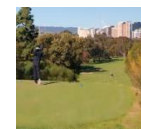
2. Facilities and businesses which includes the following:



1. Colonel Light Centre / Eagle Chambers



2. London Road Depot (offices only)



3. North Adelaide Golf Links



4. Adelaide Aquatic Centre

# Waste Audit Results & Strategy Direction<sub>11</sub>

## EXTERNAL COLLECTION SERVICES

External services provided by City of Adelaide, which were audited include:



Kerbside residential collections

Upsize/downsize available for fee.  
Organics were launched as an opt-in service.



Kerbside commercial collections

Where generation is equivalent to residential quantities for red waste and yellow comingle recycling bins.



Multi-unit dwelling bulk-bin collection

Multi-unit dwellings are being supported to transition to shared bulk bins.



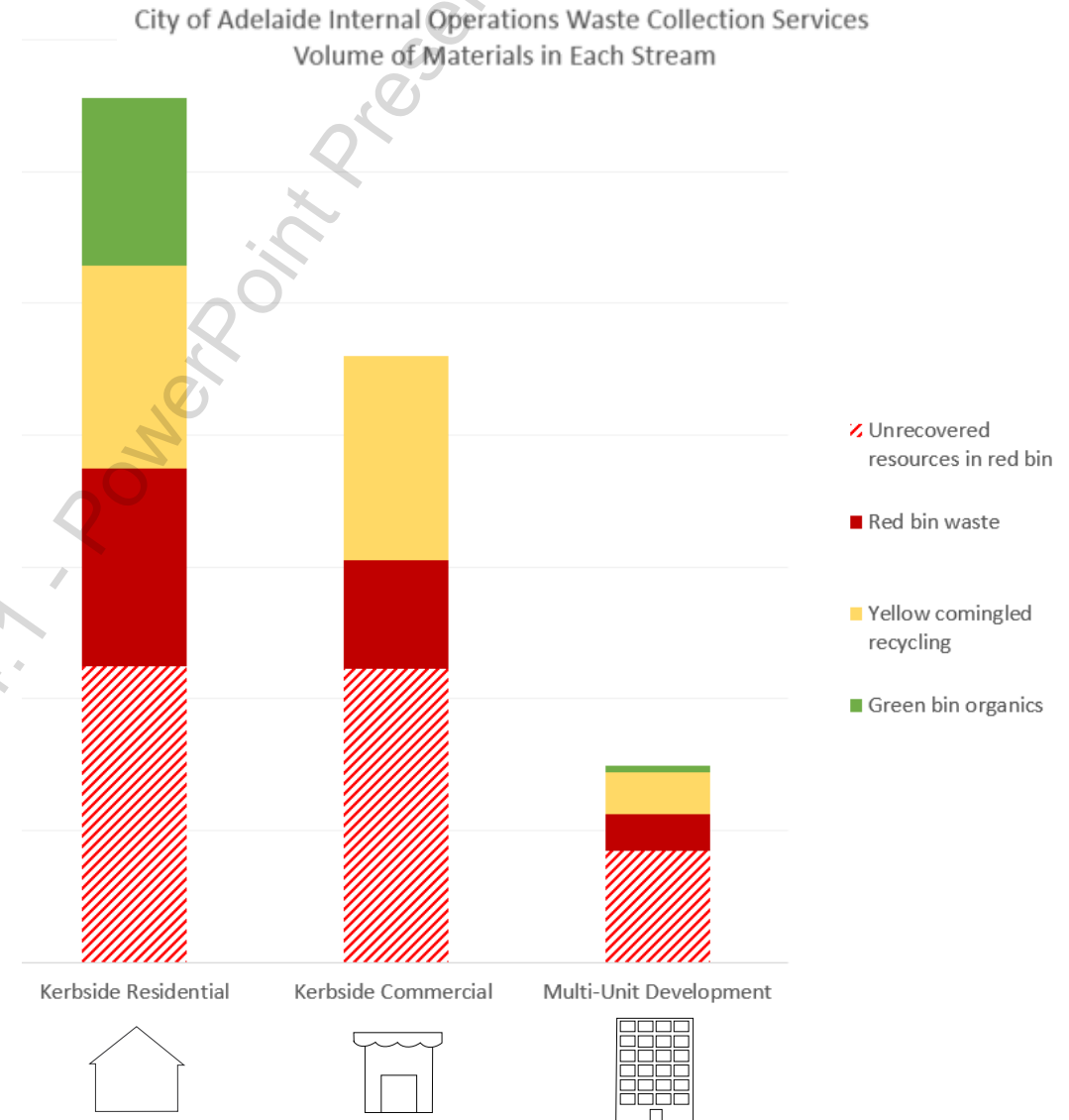
Public space streets & Park Lands

# Waste Audit Results & Strategy Direction<sub>12</sub>

## EXTERNAL COLLECTION SERVICES

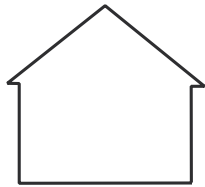
### Audit Findings:

- This chart visually communicates the comparative amount of materials collected in each stream from residential kerbside, residential multi-unit developments and commercial premises.
- Residential kerbside collection accounts for the largest quantity of materials within the external collection services.
- Residential kerbside collection also has the largest proportion of green organic materials.
- The striped red and white section on the chart identifies the amount of material found in the red waste bin that could have been diverted from landfill. This material could be placed in the yellow comingle recycling bin, or green organics bin.
- This demonstrates a good opportunity to reduce the City of Adelaide's residential waste and reduce financial exposure due to the Solid Waste Levy.
- Further details of each service are provided separately.



# Waste Audit Results & Strategy Direction<sub>13</sub>

## EXTERNAL COLLECTION SERVICES

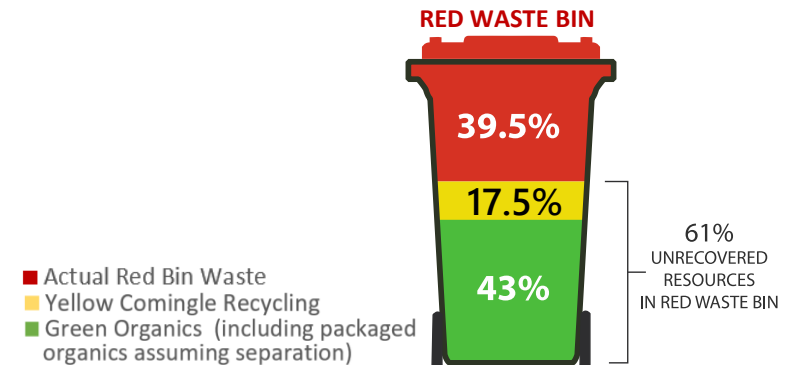
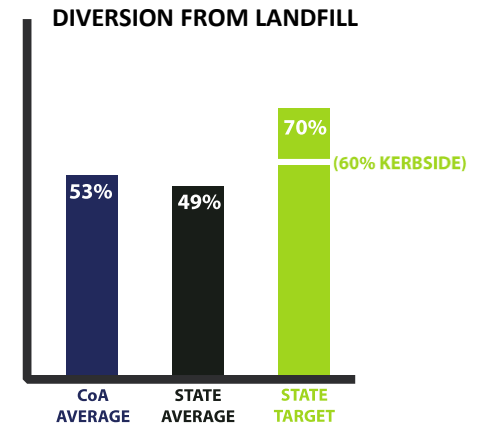


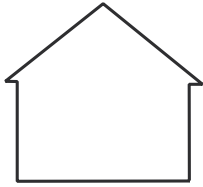
### Kerbside Residential Findings:

More than half of the materials (53%) that kerbside residents generate are successfully diverted away from the landfill using the green organics bin and yellow recycling bin. This means that the City of Adelaide is performing better than the State average (49%) but lower than the State kerbside target (60%).

### Red Waste Bin:

- On average, approximately 650 kilograms of waste per year is generated per residential kerbside serviced premise.
- Approximately 61% of the materials could be recovered by using either the green organics bin or yellow comingle recycling bin.
- Targeting waste reduction and increasing diversion will reduce the City of Adelaide's financial exposure to the Solid Waste Levy.
- Approximately 50% of the general waste bins were **half-full** or less at collection.



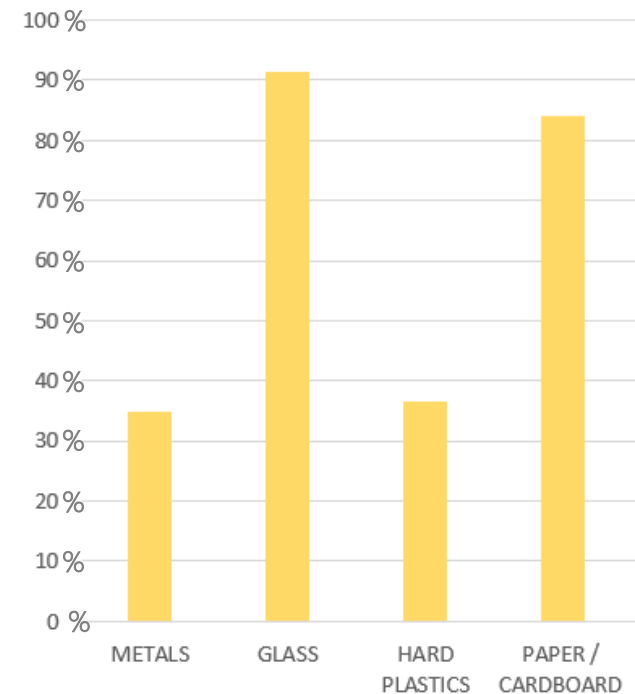


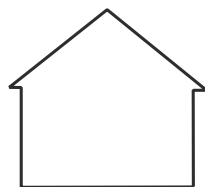
### Kerbside Residential Findings:

#### Yellow Comingle Recycling Bin:

- Kerbside residents have successfully adopted the yellow comingle recycling collection as approximately **55%** of the yellow comingle recycling bins are **more than half-full** with an additional 6% over-full.
- Residents generally place glass, paper/cardboard in the correct yellow comingle recycling bin.
- Wine and spirit bottles accounted for 70% of the recyclable glass in the yellow comingle recycling bin.
- The audit showed that **there is confusion regarding which bin to put recyclables such as metals and hard plastics** with only about 35% of these materials placed in the yellow comingle recycling bin.
- On average, **21%** of yellow comingle recycling bins had some form of visible **contamination**.
- Contamination in this bin includes garden organics, recycling contained in plastic bags, and general waste (e.g. textiles and soft plastics).
- This represents a good opportunity for improved education services within the City of Adelaide residents.

Residential recyclable materials that are placed in the right bin



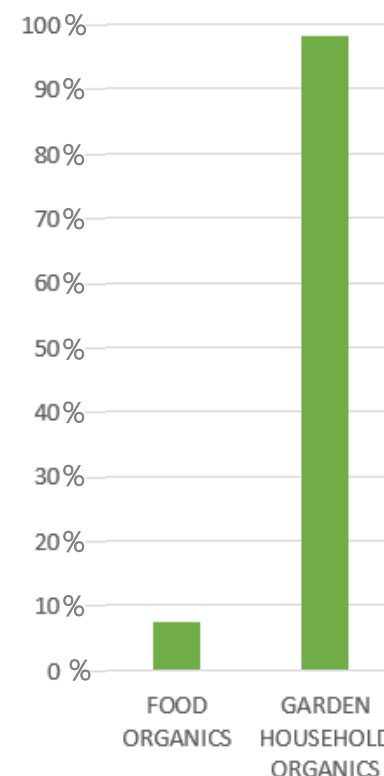


### Kerbside Residential Findings:

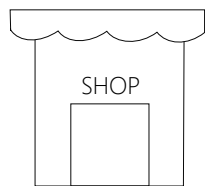
#### Green Organics Bin:

- Kerbside residential organics collection is an **opt-in service**. Those who adopt the service make good use of it and understand the system. The audit found exceptionally **low contamination rates** (0.25%) in this service.
- Approximately 55% of green organics bins are more than half-full with an additional 4% over-full.
- In addition, residents utilise the compostable liner bags provided by Council and understand that this liner bag is linked to the organics service as no compostable bags were found in the red waste bins or yellow comingled recycling bins.
- The majority of the materials in the green organics bin are garden organics. On average, **only 7.5% of the organics bin was food**.
- **Food was present in the red waste bin** (over 30%) and yellow comingled bin (less than 1%).
- This presents an opportunity for the City of Adelaide to implement education programs that specifically target placing food waste in the green organics bin.

Residential compostable materials that are placed in the right bin





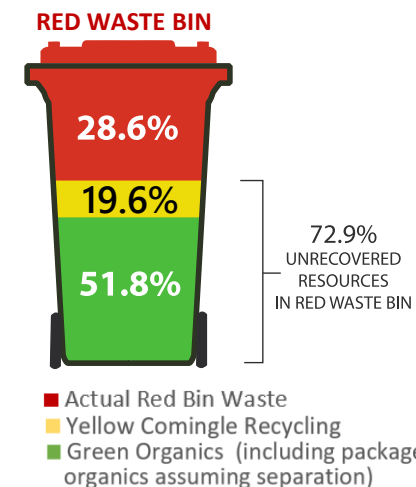
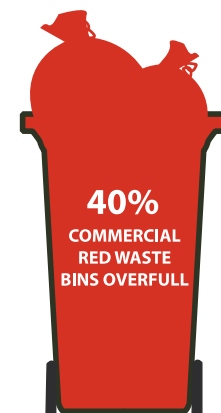


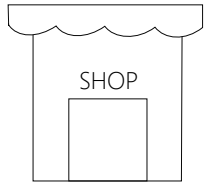
### Kerbside Commercial Findings:

Commercial kerbside bins (red waste bins and yellow comingle recycling bins) are difficult to differentiate from residential kerbside bins as they are collected on the same day and there is limited ability to identify which property the bins relate to. Technology such as RFID on each bin would enable the City of Adelaide to align its services to user needs.

#### Red Waste Bin:

- 40% of commercial red waste bins were over-full which indicates businesses rely on the service.
- The audit also revealed that about 73% of the red waste bin was unrecovered resources like organics, glass bottles, cardboard and hard plastics. About 20% of material could have been diverted from landfill by using the yellow comingle recycling bin service which is currently available to commercial business.
- Over 50% of the red waste bin contained food waste that could be diverted from landfill however, at present, green organics collection is only available to residents.





### Kerbside Commercial Findings:

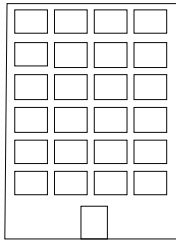
#### Yellow Comingle Recycling Bin:

- The **yellow comingle recycling bin is highly contaminated**. The audit revealed that over 20% of this bin contains non-recyclable materials such as building materials, compostable paper, recycling contained in plastic bags, and general waste.

#### Cardboard:

- The City of Adelaide collects cardboard presented by commercial businesses in designated locations.
- This material was excluded from the audit scope, however there are known challenges surrounding presentation volumes, tidiness of presentation and contamination.

Commercial businesses are likely to **generate different waste materials and volumes than residential properties**. To improve waste diversion from landfill it is important to provide services and education that is relevant to commercial businesses.

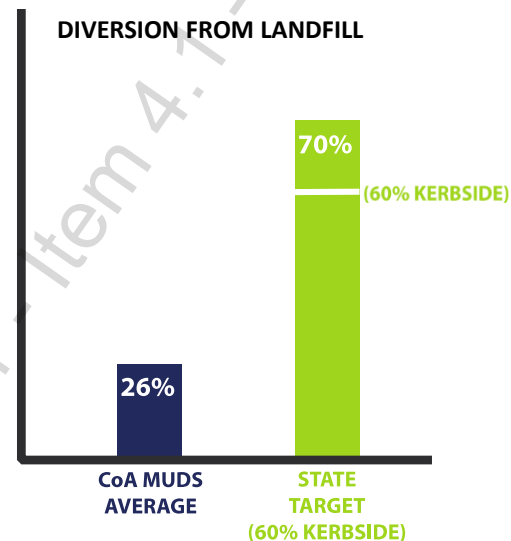


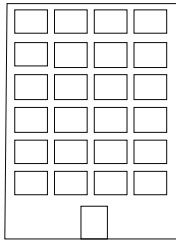
### Residential Multi-Unit Development Bulk-Bin Findings:

Despite many residents in multi-unit development having access to the bulk-bin three stream system, these premises have shown to have **high contamination rates in all streams**.

Residential multi-unit developments were found to have a **very low diversion** from landfill rate of only **26%**. This is significantly lower than the State's target of 70% of municipal solid waste diversion from landfill.

Given the growth of multi-unit residential developments in the city, **this sector should be a key focus area** for improvement.





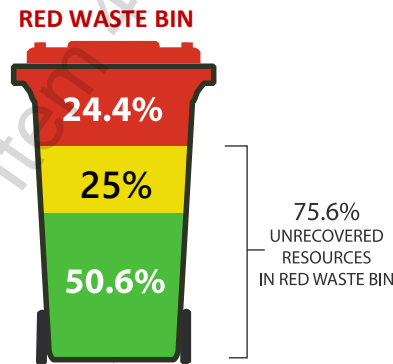
### Residential Multi-Unit Development Bulk-Bin Findings:

#### Red Waste Bin:

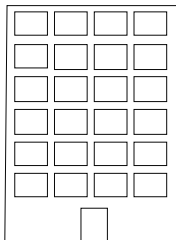
- **Over 75%** of the red waste bin included **unrecovered resources** that could have been diverted from landfill.
- Approximately **50%** of the material found in the red waste bin could have been placed in the green organics bin (being predominantly **food organics**) and **25%** could have been placed in the **yellow comingle recycling bin** (including plastic containers and cardboard).

#### Yellow Comingle Recycling Bin:

- **Contamination** in the yellow comingle recycling bin in residential multi-unit developments **was high at 25%**. Contamination included materials such as textiles, ceramics and recycling contained in plastic bags.



- Actual Red Bin Waste
- Yellow Comingle Recycling
- Green Organics (including packaged organics assuming separation)



### Residential Multi-Unit Development Bulk-Bin Findings:

#### Green Organics Bin:

- Zero compostable caddy liner bags were found in the red waste bin or the yellow comingle recycling bin. This demonstrates that like kerbside residents, multi-unit development residents link compostable caddy liners supplied by Council to the green organics bin.
- However, in the **green organics bin, contamination was high at 30%**. Contamination included materials such as general waste, glass bottles and hard plastics.

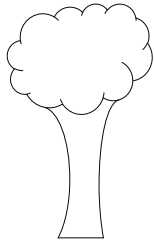
Waste diversion in multi-unit developments is complex. For example:

- The residential population is typically more transient and may be accustomed to different waste and recycling systems.
- **Each building is unique**, especially the waste management area. High contamination can be due to a number of factors including bins types and sizes, bin location, signage, building configuration and user knowledge of the waste system.
- Requires a waste management plan and facility manager that is supported to implement diversion practices.

This presents a significant opportunity for a systems approach to target the varying challenges presented. It is clear that **multi-unit developments need significant support with waste management** from building design through to implementation and it is anticipated that significant improvements could be made if hands-on support is provided by the City of Adelaide.

# Waste Audit Results & Strategy Direction<sub>21</sub>

## EXTERNAL COLLECTION SERVICES



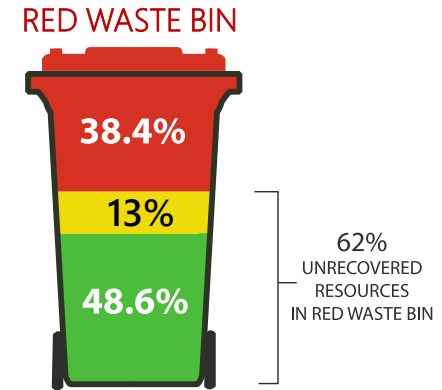
### Public Space - Streets & Park Lands Findings:

#### Public Space – Streets – Red Waste Bin:

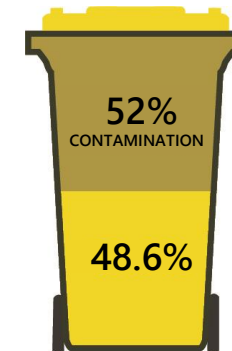
- Over 60% of the red waste bin are unrecovered resources that if appropriate services were offered, could easily be diverted from landfill.
- Over 48% could be placed in a green organics bin (if available), and 13% could be placed in a yellow comingle recycling bin (if both were co-located).

#### Public Space – Streets – Yellow Comingle Recycling Bin:

- Over 50% of the yellow comingle recycling bin was contaminated with items such as coffee cups, drinks in containers, food organics and other waste. Highly contaminated recycling results in the entire contents of the yellow recycling rejected by the recycling facility and sent to landfill.



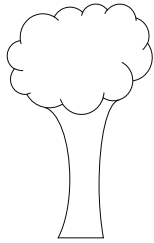
#### YELLOW RECYCLING BIN



- Actual Red Bin Waste
- Yellow Comingle Recycling
- Yellow Comingle Recycling Contamination
- Green Organics (including packaged organics assuming separation)

# Waste Audit Results & Strategy Direction<sub>22</sub>

## EXTERNAL COLLECTION SERVICES



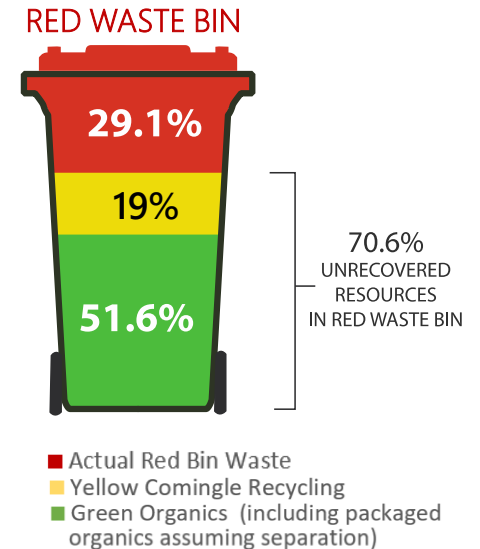
### Public Space - Streets & Park Lands Findings:

#### Public Space – Park Lands – Red Waste Bin:

- Only red waste bins are available in the Park Lands. Around 70% of materials in the red waste bin has the potential to be diverted from landfill.
- Over 50% of the red waste bin could be placed in a green organics bin (if available), and 19% could be placed in a yellow comingle recycling (if both were co-located).
- Specific contents vary by location. For example, in some locations, over 10% of the Park Lands red waste bins contained animal waste in plastic bags. With the appropriate bins, compostable pet waste bags and collection systems in place, these materials could be diverted to a green organics stream for composting.

There is **significant opportunity to improve waste diversion** on our streets and in our Park Lands through the **implementation of consistent systems, public education and signage**.

Given the complexity of public space waste, this would require ongoing and sustained support.



# Waste Audit Results & Strategy Direction<sub>23</sub>

## INTERNAL WASTE MANAGEMENT

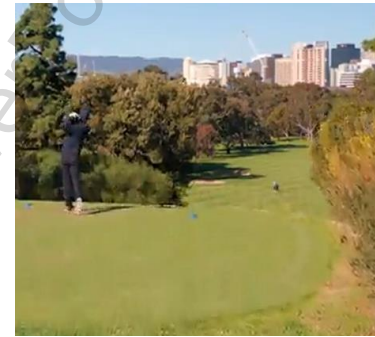
Audits were conducted on the following City of Adelaide facilities and businesses:



Colonel Light Centre  
/ Eagle Chambers



London Road Depot  
(Offices Only)



North Adelaide  
Golf Links



Adelaide Aquatic  
Centre



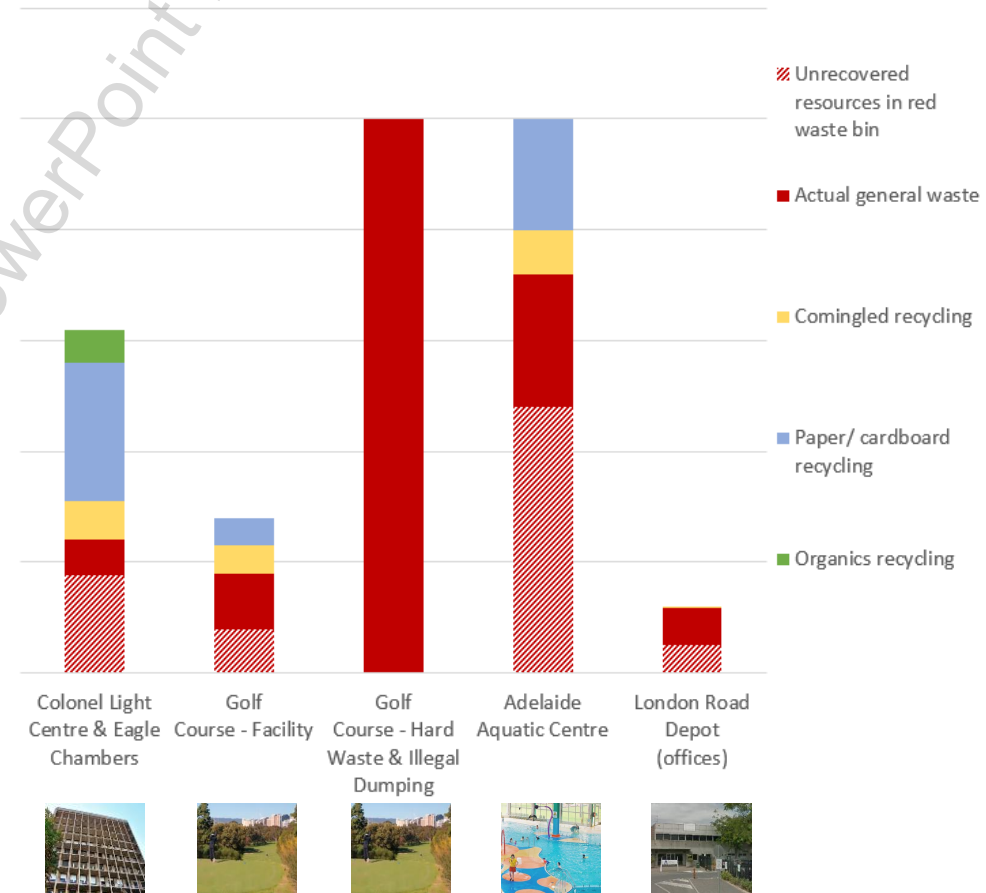
# Waste Audit Results & Strategy Direction<sup>24</sup>

## INTERNAL WASTE MANAGEMENT

### Audit Findings:

- This chart demonstrates the comparative amount of materials collected from the four City of Adelaide audit locations.
- The volume reflects the audit sample data and estimates based on the analysis of waste reports from contractors. **Actual volumes will fluctuate based on factors such as time of year and season.**
- The striped red section identifies the tonnage of material found in the red waste bin that could have been diverted from landfill by either placing in the yellow comingled recycling bin, or green organics bin.
- The **Adelaide Aquatic Centre** accounts for the largest quantity of material within the City of Adelaide operations, and represents a **significant opportunity to improve diversion from landfill.**
- **Illegal dumping and hard waste collected from the Golf Links is significant.** A visual inspection indicated a good opportunity for diversion, however exact figures are not available as actual diversion will depend on the nature of the material collected.
- Further details of each facility and business audited is provided separately.

City of Adelaide Internal Operations Waste Collection Services  
Volume of Materials in Each Stream





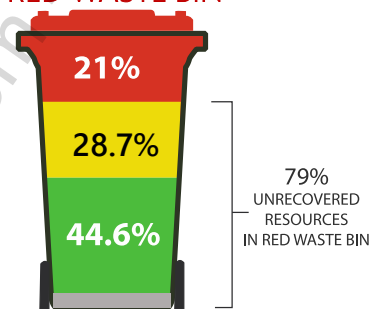
### Colonel Light Centre / Eagle Chambers – Audit Findings

The Colonel Light Centre and Eagle Chambers buildings currently offer a 3-bin system that includes red waste, yellow comingle recycling, and green organics collection. Other streams include secure paper shredding, white paper recycling, toner recycling and battery recycling. In addition to this, there are a variety of additional, staff-initiated programs such as soft plastics collections, and Container Deposit Scheme collections. At present, **approximately 61% of all materials** generated in these buildings are **diverted from landfill**. With some additional improvements, the Colonel Light Centre and Eagle Chambers building **could achieve a diversion rate as high as 87%-92%**.

#### Red Waste Bin:

- Approximately **79%** of the materials generated in the red waste bin **were unrecovered resources**. Despite having a green organics service, over 44% of the material collected in the red waste bin could be placed directly in the green organics bin. Over 28% could have been placed in the yellow comingle recycling bin.

#### RED WASTE BIN



- Actual Red Bin Waste
- Yellow Comingle Recycling
- Green Organics (including packaged organics assuming separation)
- Other recyclables (5.7%)



### Colonel Light Centre / Eagle Chambers – Audit Findings

#### Yellow Comingle Recycling Bin:

- **Contamination** in the yellow comingle recycling bin was observed to be **low in comparison** to external residential services at only **5.6%**. This indicates most staff understand the system well. Contamination includes materials such as coffee cups.
- The largest quantity of material collected in this bin was paper and cardboard. White paper could go into the bins for white paper located on most floors. This would ensure that this material is recycled at the highest recovery value possible.

#### Green Organics Bin:

- Staff understand and use the green organics bin well. The audit found **exceptionally low contamination rates** in this service (only **0.4%** contamination)
- Approximately half of the materials in this bin is food scraps, and the other half are compostable paper and cardboard (i.e. paper towel) which indicates a highly successful system. City of Adelaide staff should feel proud of this achievement.



### London Road Depot (Offices Only) – Audit Findings

The London Road Depot offices has both red waste and yellow comingle recycling collection. These services are offered using a variety of small, various coloured waste bins, as well as small, under-desk yellow recycling bins.

#### Red Waste Bin:

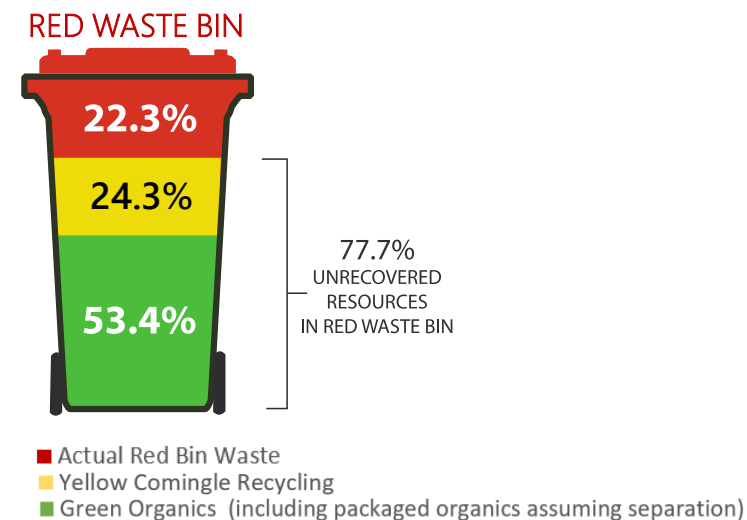
- **Over 77%** of the materials collected in the red waste bin could be diverted from landfill. Of this, more than 50% could be placed directly into the green organics bin and over 22% could be recycled into the yellow comingle recycling bin.

#### Yellow Comingle Recycling Bin:

- Contamination in the yellow comingle recycling bin was mostly paper towels which can be placed into the green organics bin for composting.

#### Green Organics Bin:

- While there is an organics skip on-site, there is no formal organics collection in the offices.
- Therefore there are **clear, easy wins that can be implemented immediately**, with good anticipated diversion improvements.



# Waste Audit Results & Strategy Direction<sub>28</sub>

## INTERNAL WASTE MANAGEMENT



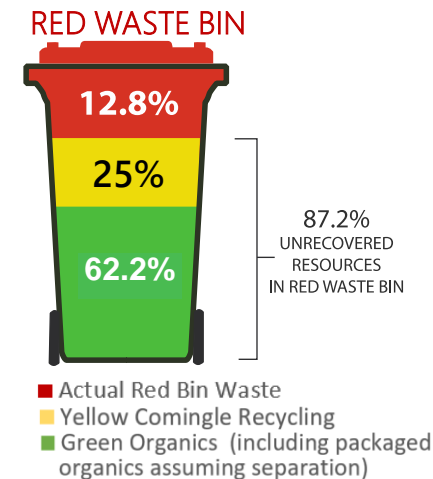
### North Adelaide Golf Links – Audit Findings

The North Adelaide Golf Links' customer numbers fluctuate significantly over the course of the year and by season. Peak volumes are experienced in the summer, while in winter, they are lowest. The audit revealed that the diversion from landfill rate for this facility is very low at only 33%.

Several material streams are available at the Golf Links including red waste, yellow comingle recycling and cardboard collection. There is no green organics composting onsite for food scraps, however garden waste is collected from grounds maintenance and sent to the City of Adelaide Nursery. The North Adelaide Golf Links have recently implemented new waste management systems including an on-site worm composting system for a limited amount of food scraps.

#### Red Waste Bin:

- There is significant opportunity for diversion. Over 87% of the waste that was placed in the red waste bin could be diverted from landfill.
- Approximately 25% of this material could have been placed directly in the yellow comingle recycling bin.
- Over 59% of the red waste bin could be directly diverted from landfill immediately if a green organics bin collection system was implemented. A further 8.3% could be recovered if visitors and staff separated food scraps from containers.





### North Adelaide Golf Links – Audit Findings

Yellow Comingle Recycling Bin:

- **Most of the contents** in one of the yellow comingle recycling bin was **glass from bottles**. There was very little contamination in this bin. The high volume of glass and separation behaviours by staff presents **opportunities to utilise the Container Deposit Scheme** to attract a refund and ensure that this material is recycled at the highest recovery value possible.
- The **other yellow recycling bins** had high levels of contamination (over 17%).

In order to divert more materials from landfill, it is crucial that additional initiatives be implemented such as green organics bins to divert more significant amounts of waste from landfill.

The green organics material is primarily generated by the Golf Links café, kitchen and bar, the kiosk and the tenant. Implementation of green organics bin, education and signage would result in a quick win for this facility.

# Waste Audit Results & Strategy Direction<sub>30</sub>

## INTERNAL WASTE MANAGEMENT



### Adelaide Aquatic Centre – Audit Findings

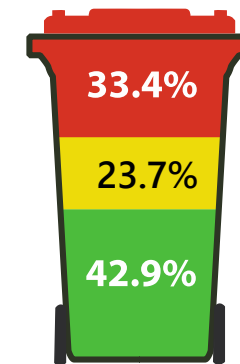
Much like the Golf Links, the Adelaide Aquatic Centre customer numbers fluctuate significantly over the week, year and across seasons. Peak volumes are experienced in the summer and holidays with lower volumes in the colder season. This adds complexity in implementing successful waste management.

Approximately **50 tonnes of waste per annum is generated** onsite, which includes a combination of food and packaging purchased at the café, as well as food, packaging, and textiles (clothing and towels) brought in by customers and disposed of on-site. The audit revealed that the **diversion from landfill rate** for this facility is very low at only **28%**.

#### Red Waste Bin:

- Approximately **66%** of the materials generated in the red waste bin were **unrecovered resources**. Over 42% of the material collected in the red waste bin could be placed directly in the green organics bin, and over 23% could be placed in the yellow comingle bin.

#### RED WASTE BIN



66.6%  
UNRECOVERED  
RESOURCES  
IN RED WASTE BIN

- Actual Red Bin Waste
- Yellow Comingle Recycling
- Green Organics (including packaged organics assuming separation)



### Adelaide Aquatic Centre – Audit Findings

#### Yellow Comingle Recycling Bin:

- The overall level of *contamination was very high*. In the **pool areas and open spaces it exceeded 41% and in the changerooms, over 85%** of the bin was contaminated. Food and general waste were the highest contributors of contamination. Highly contaminated recycling results in the entire contents of the yellow comingle recycling rejected by the recycling facility and sent to landfill.

The café is a major contributor of green organics materials. About 55% of the materials found in the red waste bins nearest to the café contained food scraps. This includes a large amount of coffee grounds that were collected separately in a plastic garbage bag. Integration of organics collection on-site would support behaviours already occurring in the café kitchen and facilitate diversion of café food scraps and coffee grounds from landfill.

Given the large volumes of waste generated at this site, and community expectations for the City of Adelaide to be a leader in good waste management practices, the Adelaide Aquatic Centre should be targeted as a priority for an improved system.

This would include the introduction of green organics collection, public education and signage in addition to working with the café to introduce better practises.





## RECOMMENDATIONS

### The City of Adelaide's New Waste and Recycling Management Strategy

Prioritize the following short and medium term actions:

Short term:

1. Implement a consistent waste management system across the City of Adelaide's services and within our internal operations.
  - Improve the City of Adelaide's facilities and businesses including Colonel Light Centre and Eagle Chambers, the London Road Depot, the North Adelaide Golf Links and the Adelaide Aquatic Centre.
2. Development of an education and outreach program to support better waste and recycling outcomes for our community, businesses, commercial operations and employees.
  - Create an education suite of programs to support improved waste management within the City of Adelaide's facilities.
  - Develop a suite of education resources to support the City of Adelaide residents (both kerbside and multi-unit developments) and businesses.





Medium term:

1. Develop a specific program to support multi-unit developments in their waste diversion from the planning and development stage through to operation and implementation.
2. Investigate methods to improve diversion systems in public places such as streets and the Park Lands.
3. Investigate innovative and tailored support mechanisms to increase diversion for commercial waste.



## RECOMMENDATIONS

### Recommendations for External Services:

 Kerbside Residential Collection	 Kerbside Commercial Collection	 Multi-Unit Developments	 Public Places - Streets and Park Lands
<ul style="list-style-type: none"> <li>• Easy win: Create a suite of education resources and outreach programs directed to residents (with a particular focus on organic materials) to further support the diversion from landfill.</li> <li>• Investigate innovative technology to improve services outcomes. (i.e. RFID)</li> </ul>	<ul style="list-style-type: none"> <li>• Explore how the City of Adelaide can be a conduit for better waste management in commercial enterprises.</li> <li>• Explore innovative solutions for green waste diversion for commercial enterprises.</li> <li>• Investigate innovative technology to improve services outcomes. (i.e. RFID)</li> </ul>	<ul style="list-style-type: none"> <li>• Easy win: Develop a tailored program to support multi-unit developments in their waste diversion. This includes providing on-site guidance for bin systems implementation, education and training, access to appropriate signage and evaluation of program efficacy.</li> <li>• Explore support mechanisms during the development phases of multi-unit developments to ensure design is conducive to better waste management practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Easy win: Investigate opportunities for better signage on bins.</li> <li>• Investigate feasibility of multi-bin systems in appropriate locations within public spaces to target diversion of high volume materials like pet waste.</li> </ul>



## RECOMMENDATIONS

### Recommendations for Internal Services:



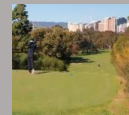
Colonel Light Centre  
/ Eagle Chambers

- Develop an enhanced waste management plan and program that is consistent across the buildings and with other City of Adelaide facilities.
- Create an education program suite to support employees and visitors in improved diversion and waste management systems use. The education program should include appropriate signage, behaviour prompts, various training sessions and modules.
- Easy win: Implement new enhanced bins and signage.



London Road Depot  
(Offices Only)

- Expand the Colonel Light Centre / Eagle Chambers' waste management program approach to the London Road Depot to ensure consistency across sites.
- Easy win: Implement green organics collection in the offices immediately.
- Easy win: Implement new enhanced bin and signage.



North Adelaide  
Golf Links

- Develop and tailor a waste management program for the Golf Links and ensure consistency across sites.
- Implement on-site separation for hard waste and illegally dumped waste to improve diversion from landfill.
- Easy win: Implement green organics collection and staff training immediately.
- Easy win: Improve visual signage for staff and customers.



Adelaide Aquatic  
Centre

- Develop and tailor a waste management program for the Adelaide Aquatic Centre and ensure consistency across sites.
- Easy win: Implement green organics collection and staff training immediately.
- Easy win: Improve visual signage for staff and customers

## KEY QUESTIONS:

### KEY QUESTION

What is Council's view on prioritising the implementation of a consistent waste and recycling system across City of Adelaide's sites?

### KEY QUESTION

What is Council's view on prioritising the implementation of education and outreach programs (with a focus on diverting food waste from landfill), to support improved waste and recycling outcomes for our community, businesses, commercial operations and employees?

### KEY QUESTION

What is Council's view on prioritising ongoing support for multi-unit developments to improve waste management and recycling outcomes?

# 2020 – 2021 Business Plan and Budget

## Workshop Purpose:

To introduce the 2020-21 Business Plan and Budget

PROGRAM: FINANCE AND PROCUREMENT

AUTHOR: Clare Mockler

The Committee Meeting - Minutes - 3 December 2019

Starting to develop the 2020 – 2021 Business Plan and Budget and providing an overview of proposed approach.

## Key Considerations:

- Being financially responsible and sustainable
- Delivering services efficiently and effectively
- Creating the capacity to fund the current and emerging priorities and projects
- Maintaining and enhancing infrastructure

## Approach for today:

- Planning context
- Budget categories
- Revenue streams
- Process and engagement
- Next Steps

## Over the past four years....

- Keeping rates low by freezing the rate in the dollar
- Purchasing 88 O'Connell Street
- Investing in transformational projects
- Beautifying the City's streets and the Park Lands
- Creating a smart and connected city
- Co-funding with State Government
- Multi-year funding for major sponsorship and grants
- Increased City greening

## We've heard....

- Keep rates and costs low, support businesses and activate main streets
- Community wellbeing, social and affordable housing, respond to homelessness
- Easier to get around the City
- Cultural infrastructure, creative industries, support festivals and events to keep creating a dynamic city
- Partnering – co-delivery with Government
- Review waste management, increase greening, look after the Park Lands, respond to Climate Change and support the community to be environmentally sustainable
- Demonstrate Local Government Leadership and be transparent
- Better financial sustainability, create new revenue streams, review Council services

## The next four years ....

- Vision in the Draft Strategic Plan 2020 – 2024: **Adelaide: the most liveable City in the world**
- Outcomes to deliver the draft Strategic Plan: thriving communities; environmental leadership; strong economies; beautiful surprising places; connected and accessible; excellent governance
- Deliver the **Central Market Arcade and 88 O'Connell Street** Developments
- **Review our services** to maximise community benefit
- Continue to **keep rates low** and reduce the cost of doing business
- **Partner** with the State Government on major projects
- Work with and **listen to our community**

The 2020-21 Budget will be simplified into three main categories:

Operations	Projects	Infrastructure
<ul style="list-style-type: none"><li>▪ General Operations</li><li>▪ Business Operations</li><li>▪ Programs and initiatives which are on-going and operational in nature (e.g. grants and sponsorships, City Connector Bus, Christmas in the City)</li><li>▪ Rolling renewal programs for plant, fleet and equipment (including ICT equipment)</li></ul>	<p>All projects that are not related to infrastructure or existing buildings.</p> <p>This includes commercial property developments and Information Management projects.</p>	<p>All Infrastructure Projects and Programs including</p> <ul style="list-style-type: none"><li>▪ Infrastructure Program</li><li>▪ All other infrastructure projects, including Major Projects (e.g. Gawler Place, Quentin Kenihan Playspace and City Skate Park)</li></ul>



## New and expanded revenue streams

“Shark tank”:

- On-street parking opportunities
- Charging for commercial use of infrastructure
- Third party advertising

## Rates and fees

Freeze rate in the dollar

Assumptions for growth

Fees and charges

## Property and commercial

Aquatic Centre

Golf Course

UParks

Review property portfolio

## **Audit Committee**

More oversight

Provide best practice advice on financial management

Review Long Term Financial Plan and associated policies

## **Council**

Decision making role on Business Plan and Budget

Consider new revenue opportunities and service efficiencies

Advise on and prioritise four year rolling budget

Advise on and prioritise four year delivery plan

## **Community input**

Continue engagement from Strategic Plan development

Seek input on funding priorities for 2020-2021

Engagement activities to include traditional and new methods

# BUDGET APPROACH NEXT STEPS

Finalise Strategic Plan and four year delivery plan.  
Start building Business Plan and Budget, giving consideration to:

- ✓ Emerging and Strategic Plan priorities
- ✓ Capacity to respond
- ✓ Co-funding opportunities
- ✓ New revenue streams
- ✓ Service reviews
- ✓ Long Term Financial Plan
- ✓ Asset management
- ✓ Alignment of budget to service categories

<b>November</b>	<b>Budget preparation by Service Category</b> Operations, Infrastructure & Renewals
<b>December</b>	<b>Introduction and approach</b>
<b>January</b>	
<b>February</b>	<b>Strategic Plan Delivery Planning</b> Projects and Programs & Initiatives
<b>March</b>	<b>Council Consideration of the Budget</b>
<b>April</b>	
<b>May</b>	<b>Public Consultation</b> Tues 28 April – Wed 20 May
<b>June</b>	<b>Finalise Business Plan and Budget</b>

# BUDGET APPROACH LONG TERM FINANCIAL PLAN

43

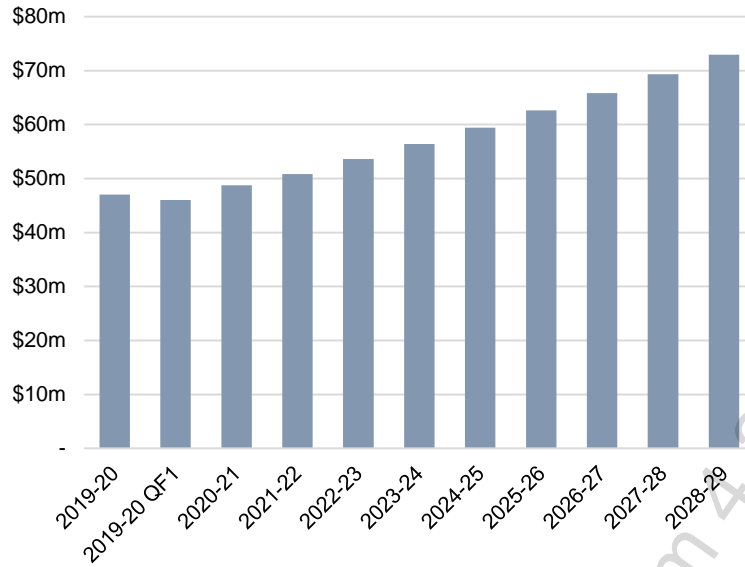
CORPORATE

This schedule provides the Long Term Financial Plan updated for the 2019-20 Quarter 1 Revised Forecast baseline changes. This excludes potential decisions on property developments.

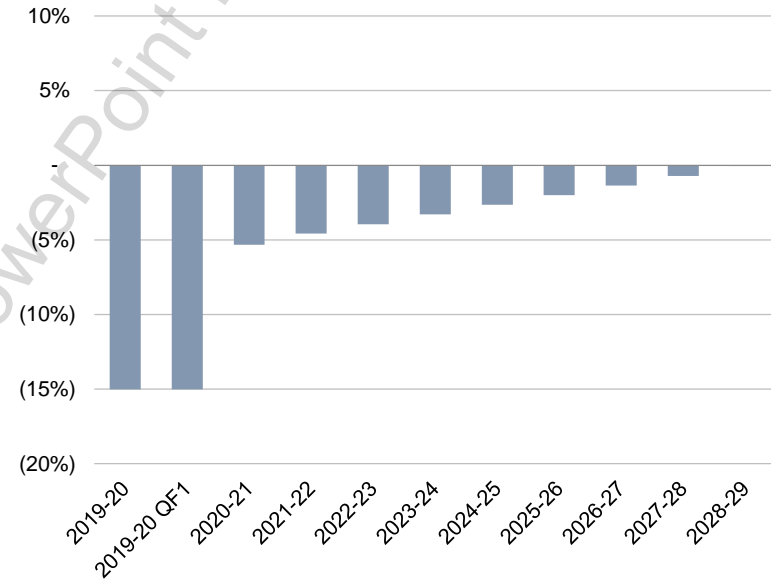
\$'m	2019-20 Adopted Budget (before carry forwards)	2019-20 QF1	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
<b>Operations</b>											
General Operations Surplus	37.0	36.5	38.9	40.7	42.9	45.2	47.7	50.3	53.0	55.9	59.0
Business Operations Surplus	26.3	26.0	26.9	27.6	28.2	28.8	29.5	30.2	30.9	31.6	32.3
Programs & Initiatives	(13.9)	(14.0)	(14.0)	(14.2)	(14.2)	(14.3)	(14.3)	(14.3)	(14.5)	(14.5)	(14.6)
Plant, Fleet and Equipment	(2.4)	(2.5)	(3.1)	(3.2)	(3.2)	(3.3)	(3.4)	(3.5)	(3.6)	(3.6)	(3.7)
<b>Total Operations</b>	<b>47.1</b>	<b>46.0</b>	<b>48.7</b>	<b>50.9</b>	<b>53.6</b>	<b>56.4</b>	<b>59.4</b>	<b>62.6</b>	<b>65.8</b>	<b>69.3</b>	<b>72.9</b>
<b>Projects</b>											
Projects	(6.4)	(9.1)	(6.9)	(7.1)	(7.5)	(7.9)	(8.4)	(8.9)	(9.3)	(9.8)	(10.3)
Commercial Opportunities	23.9	20.5	(0.4)	(0.2)	(0.1)	0.0	0.1	0.2	0.2	0.2	0.2
<b>Total Projects</b>	<b>17.5</b>	<b>11.5</b>	<b>(7.3)</b>	<b>(7.3)</b>	<b>(7.6)</b>	<b>(7.9)</b>	<b>(8.3)</b>	<b>(8.8)</b>	<b>(9.1)</b>	<b>(9.6)</b>	<b>(10.1)</b>
<b>Infrastructure</b>											
Infrastructure Program	(38.2)	(45.0)	(43.2)	(41.8)	(42.9)	(44.0)	(45.1)	(46.2)	(47.4)	(48.6)	(49.8)
Major Projects	(6.5)	(19.4)	(1.0)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Commercial Opportunities	(0.2)	(3.8)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Infrastructure</b>	<b>(44.9)</b>	<b>(68.3)</b>	<b>(44.2)</b>	<b>(41.8)</b>	<b>(42.9)</b>	<b>(44.0)</b>	<b>(45.1)</b>	<b>(46.2)</b>	<b>(47.4)</b>	<b>(48.6)</b>	<b>(49.8)</b>
<b>Annual Funding Surplus/(Deficit) excl. Subsidiaries</b>	<b>19.7</b>	<b>(10.8)</b>	<b>(2.7)</b>	<b>1.8</b>	<b>3.1</b>	<b>4.5</b>	<b>6.0</b>	<b>7.7</b>	<b>9.3</b>	<b>11.1</b>	<b>13.1</b>
Subsidiaries	(3.3)	(4.9)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Annual Funding Surplus/(Deficit) incl. Subsidiaries</b>	<b>16.4</b>	<b>(15.7)</b>	<b>(2.7)</b>	<b>1.8</b>	<b>3.1</b>	<b>4.5</b>	<b>6.0</b>	<b>7.7</b>	<b>9.3</b>	<b>11.1</b>	<b>13.1</b>
<b>Total Cash/(Borrowings) at End of Year</b>	<b>(65.0)</b>	<b>(62.7)</b>	<b>(65.4)</b>	<b>(63.7)</b>	<b>(60.6)</b>	<b>(56.1)</b>	<b>(50.0)</b>	<b>(42.4)</b>	<b>(33.0)</b>	<b>(21.9)</b>	<b>(8.9)</b>

Financial sustainability includes consideration of the:

### Operational Funding Surplus



### Operating (Accounting) Surplus Ratio



### Key Considerations

- Borrowing capacity and prudential limits
- Implications of property activities
- Repayment plan
- Maximising the community and economic return from borrowings

Borrowings

