CITY OF ADELAIDE

# THE COMMITTEE
## MINUTES

for the meeting

Tuesday 15 September 2020

in the Colonel Light Room
Adelaide Town Hall

<div align="right">
The Committee

Meeting Minutes, Tuesday 15 September 2020, at 5.30pm
</div>

Present - The Right Honourable the Lord Mayor, Sandy Verschoor;

Deputy Lord Mayor, Councillor Hyde (Chair)

Councillors Abrahimzadeh, Couros (Deputy Chair), Donovan, Hou, Khera, Knoll, Mackie, Martin, Moran and Simms.

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## Acknowledgement of Country

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

'Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.'

## Apologies and Leave of Absence

Nil

## Confirmation of Minutes – 1/9/2020 [TC]

That the Minutes of the meeting of The Committee held on 1 September 2020, be taken as read and be confirmed as an accurate record of proceedings.

## Discussion Forum Items

Presentations

Strategic Alignment – Thriving Communities

**1.** Item 4.1. - Aquatic Centre verbal update [TC]

Discussion facilitators:

Ian Hill, Director Growth, City of Adelaide
Tom McCready, Associate Director Property & Commercial, City of Adelaide

Precis of topic

The Committee was provided with an update on various issues relating to the Aquatic Centre including various funding requests made, the targeted re-opening in August and the financial position of the centre.

During the discussion, Councillor Simms left the Colonel Light Room at 5.43 pm and re-entered at 5.45 pm

Strategic Alignment – Enabling Priorities

**2.** Item 4.2. - Presentation - Representation Review – overview [TC]

Discussion facilitators:

Mark Goldstone, Chief Executive Officer, City of Adelaide
Rudi Deco, Manager Governance, City of Adelaide
Daniel Dolatowski, Governance Project Officer, City of Adelaide

Precis of topic

The Committee was provided with an update on the 2020/21 Representation Review.

During the discussion, Councillor Hou left the Colonel Light Room at 6.10 pm and re-entered at 6.12 pm

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

Workshops

Strategic Alignment – Thriving Communities

**3.**     Item 4.3. - Workshop – City Connector Bus Service Review Engagement [2019/02429] [TC]

Discussion facilitators:

> Mark Goldstone, Chief Executive Officer, City of Adelaide
> Matthew Morrissey, Associate Director Infrastructure, City of Adelaide
> Zoe Dreschler, Consultant URPS

Precis of topic

> The Committee was provided with an opportunity to provide feedback into a proposed approach to community and stakeholder engagement for the review of the City Connector Bus Service Review.

During the discussion:

- Councillor Couros left the Colonel Light Room at 6.28 pm, re-entered at 6.31 pm and left the meeting at 6.47 pm
- Councillor Khera left the Colonel Light Room at 6.34 pm and re-entered at 6.37 pm

**4.**     Item 4.4. - Workshop - Grants Guidelines Workshop [2020/00148] [TC]

Discussion facilitators:

> Clare Mockler, Deputy CEO & Director Culture, City of Adelaide
> Christie Anthoney, Associate Director Community & Culture, City of Adelaide
> Lisa Loveday, Manager City Wellbeing, City of Adelaide

Precis of topic

> The Committee was provided with an overview of the City of Adelaide Grants Programs and the continuous improvement approach to these programs with a timeline of previous reviews and changes.

During the discussion, Councillor Simms left the Colonel Light Room at 7.09 pm and re-entered at 7.11 pm

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

Strategic Alignment – Strong Economies

**5.**     Item 4.5. - Workshop - Permit Fee Model Review [2020/00274] [TC]

Discussion facilitator:

> Vanessa Godden, Associate Director Customer & People, City of Adelaide
> Mel Carter, Business Process & Change Consultant, Customer Experience, City of Adelaide

Precis of topic

> The Committee was provided with an update on the Permit Fee Model Review.

During the discussion:

- Councillor Martin left the meeting at 7.30 pm
- Councillor Moran left the meeting at 7.31 pm
- Councillor Simms left the meeting at 7.41 pm

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

**Closure**

The meeting closed at 7.47 pm.

Deputy Lord Mayor, Councillor Hyde
**The Committee Chair**

**Documents attached:**

Minute 2 – Item 4.2 – Presentation - Representation Review, PowerPoint Presentation
Minute 4 – Item 4.4 – Workshop - Grants Guidelines Workshop, PowerPoint Presentation
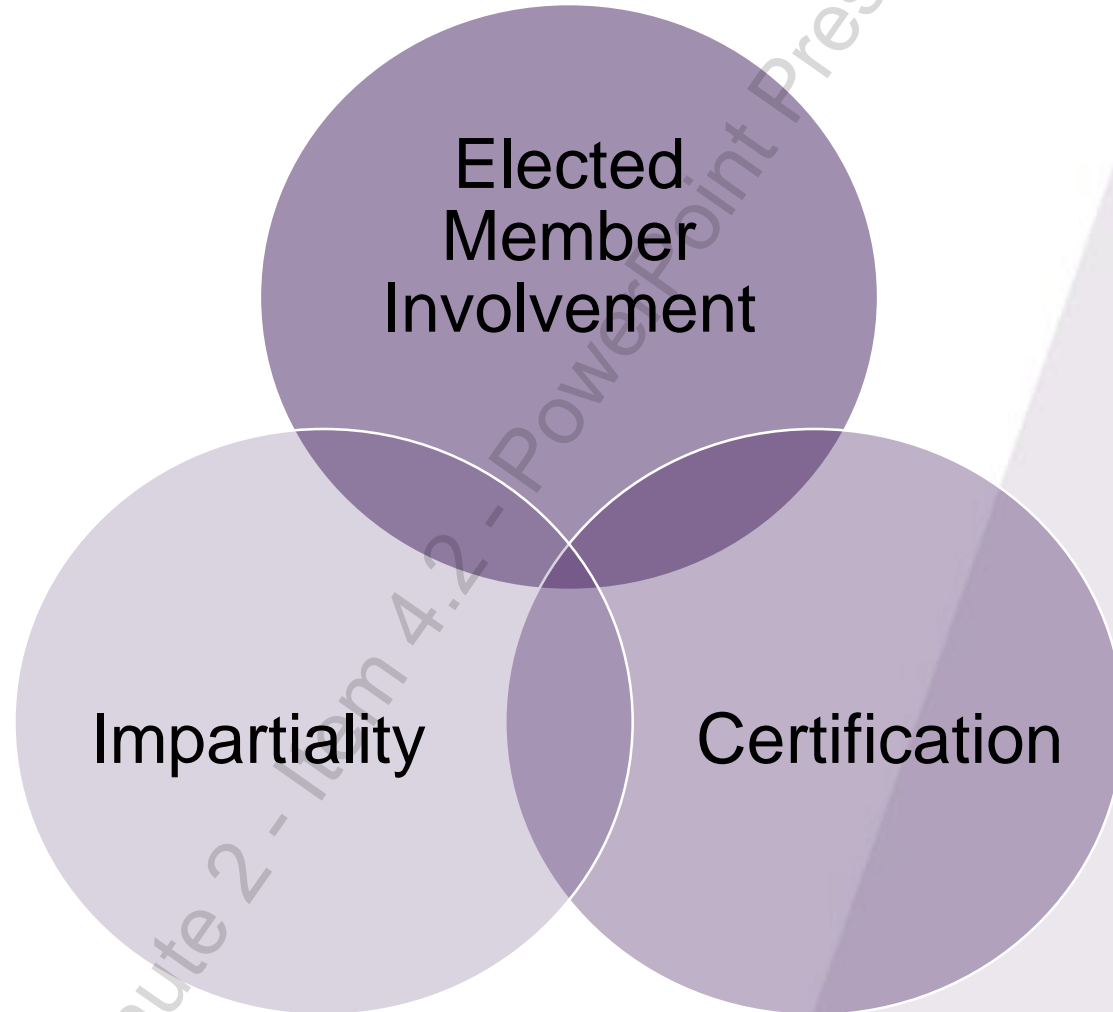Minute 5 – Item 4.5 – Workshop - Permit Fee Model Review, PowerPoint Presentation

# Enabling
## Priorities

City of Adelaide – 2020/2021 Representation Review

Corporate Governance & Risk

Office of the CEO

CITY OF
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2020 Representation Review
# Legislatively Driven Process



Elected Member Involvement

Impartiality

Certification

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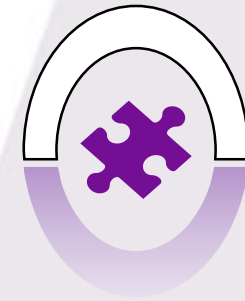City of Adelaide Representation Review | 15 September 2020

# 2020/21 Representation Review
## Timeline & public consultation requirements

| Time Frame | October 2020 | 17 November 2020 | November – February 2021 |
|---|---|---|---|
| **Milestone** | 1-1 meetings with Elected Members | Strategic Workshop with Elected Members | Representation Options Paper |
| **Legislative Mechanism** | Section 12 | Section 26 (1) | Section 26 (1) |

# 2020/21 Representation Review
## Timeline & public consultation requirements

| Time Frame | February 2021 | March – April 2021 | May- June 2021 |
|---|---|---|---|
| Milestone | Public Consultation (P.C) #1 | Overview report presented to Council with reference to P.C #1 | Public Consultation (P.C) #2 |
| Legislative Mechanism | Section 26 (1) | Section 26 | Section 12 (6) |

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City of Adelaide Representation Review | 15 September 2020

2020/21 Representation Review
# Timeline & public consultation requirements

| Time Frame | July – August 2021 | August 2021 | August 2021 |
|---|---|---|---|
| |  |  |  |
| Milestone | Finalised Representation Report in light of P.C #2 | Council Meeting to endorse Option Paper | ECSA submission and certification |
| Legislative Mechanism | Section 12 (6) | Section 12 (11) | Section 12 (11) |
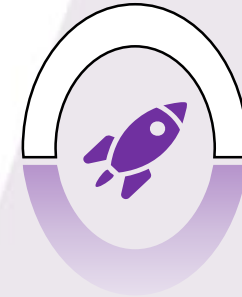
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# Legislative context and ECSA certification

Key Considerations under the *Local Government Act 1999*

| Section 12 | Section 12(6) | Section 12(8) | Section 12(11) |
|---|---|---|---|
| • Overall intent | • Advantages & disadvantages | • Consideration of Section 26 & 33 | • ECSA certification<br>• Impartiality |

**Section 33**

• Ward Quotas variance ±10%.

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City of Adelaide Representation Review | 15 September 2020
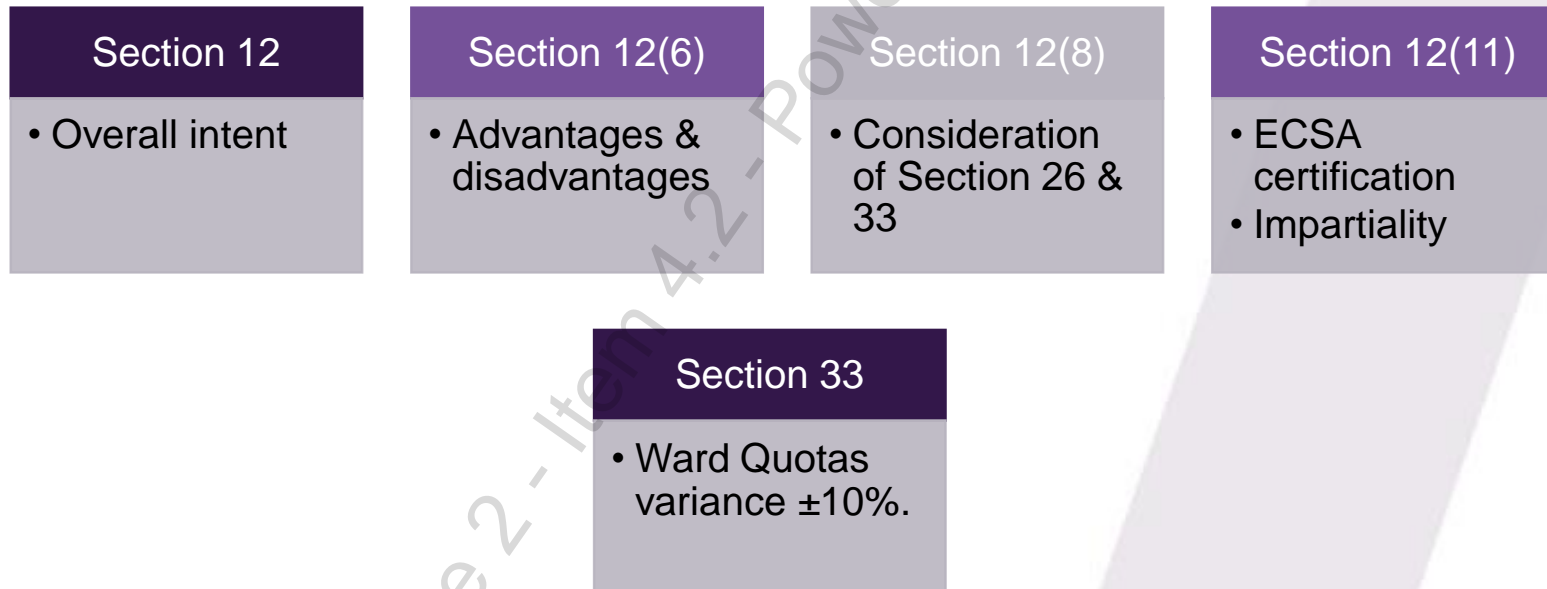
# The Electoral Commissioner Certification Process (Section 12(11)

ECSA will not certify the Representation Review Paper if it:
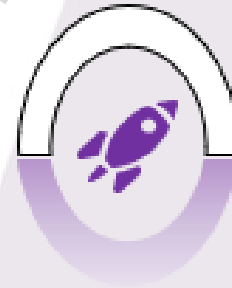
- Does not consider the requirements of the Act;
- Uses poor quality data to determine the Options;
- Observes Elected Member interference (resulting in a lack of public confidence and integrity in the process)

August 2021

ECSA submission and certification

# Previous ward quotas & ECSA determinations

| Following 2013 Representation Review – Quota = 3,321 | | | | |
|---|---|---|---|---|
| **Ward** | Representatives | Electors | Ward Ratio | Quota/Ratio Variance |
| **North** | 2 | 6,621 | 1 : 3,311 | 0.32% |
| **Central** | 3 | 9,735 | 1 : 3,245 | -2.34% |
| **South** | 2 | 6,891 | 1 : 3,446 | 3.61% |
| **October 2018 – Quota = 3,794 (as at last periodic election)** | | | | |
| **Ward** | Representatives | Electors | Ward Ratio | Quota/Ratio Variance |
| **North** | 2 | 7,005 | 1 : 3,502 | -8.34% |
| **Central** | 3 | 10,874 | 1 : 3,624 | -4.69% |
| **South** | 2 | 8,683 | 1 : 4,341 | 12.60% |

- The ward quota is determined by dividing the number of electors for the area by the number of councillors for the area who represent wards s33(2a).

- The tolerance is the percentage difference between each individual ward ratio (electors/representatives) and the quota (ward ratio - quota / ward ratio x 100)

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# Observations of Data

| Following 2013 Representation Review – Quota = 3,321 | | | | |
|---|---|---|---|---|
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The above data indicates that there will likely be minor amendments to either Ward boundaries or the number of members (the Review will not be certified with a variance of over 10%)

*Observations of the South Ward (over 10% variance) & North Ward (close to - 10% variance)*

# Grants Review Workshop
# **Key Questions**

**KEY QUESTION**

For Multi-Year Grants, is there anything further Members would like included in the Community and Culture Grant Guidelines or Assessment Criteria?

**KEY QUESTION**

Are there any improvements to the grants management process that Members would like to suggest in addition to those proposed which respond to the KPMG audit and Council feedback:

- Enhancing the customer experience (streamlined, online)
- Improving consistency across the process
- Introducing third-party peer reviews for major grants
- Improving financial viability assessments for multi-year grants

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Minute 4 - Item 4.4 - PowerPoint Presentation

Grants Review Workshop
# Grant Overview

The CoA Community Development, Recreation and Sport and Arts & Culture Grants Programs consist of the following categories:

| Grant Program | Grant Category | Rounds per year | Maximum amount per application | Length of funding agreement | Approval |
|---|---|---|---|---|---|
| **Community Development** | 1 – Major | 1 | $50,000 | **3 years** | Council |
| | 2 – Minor | 4 | $10,000 | 1 year | CEO |
| | 3 – Quick Response | Open year round | $2,000 | 1 year | Associate Director |
| **Recreation and Sport** | 1 – Community Facilities | 1 | $70,000 | 1 year | Council (over $10,000) CEO (under $10,000) |
| | 2 – Programs | 2 | $20,000 | **1-3 years** | |
| | 3 – Events | 2 | $10,000 | **1-3 years** | |
| | 4 – Quick Response | Open year round | $2,000 | 1 year | Associate Director |
| **Arts and Culture** | 1 – Artistic Development | 1 | $20,000 | **1-3 years** | Council (over $10,000) CEO (under $10,000) |
| | 2 – Public Art | Up to 2 | $8,000 | 1 year | CEO |
| | 3 – Community Programs and Events | Up to 2 | $8,000 | 1 year | CEO |
| | 4 – Quick Response | Open year round | $2,000 | 1 year | Associate Director |
| | 5 – Live Music Enterprise | 1 | $5,000 | 1 year | CEO |
| | 6 – Cultural Promotion | Open year round | $2,000 | 1 year | Associate Director |

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Grants Review Workshop
# Summary of KPMG Internal Audit Findings and Recommendations

The following table presents the findings and performance improvement observations that were identified as a result of the KPMG internal audit [Link 4 view here].

Items 1-4 present agreed audit findings to be actioned and reported on through CoA's Audit Committee

PIO 1-4 represent Performance Improvement Opportunities that we have reflected on and will be factored into our continuous improvement of the grants management process

| Ref # | Description of internal audit findings | Rating of internal audit findings | | | | |
|-------|----------------------------------------|----------|------|----------|-----|-----|
| | | Critical | High | Moderate | Low | PIO |
| 1 | Inconsistency between systems used to manage funding programs across the CoA | | | P | | |
| 2 | Limitations identified with the acquittals process | | | P | | |
| 3 | Event cost benefit analysis | | | | P | |
| 4 | Documentation of events requires improvement | | | | P | |
| PIO 1 | Opportunity to consider broadening the scope of eligibility criteria for the Events and Festivals Sponsorship Program | | | | | P |
| PIO 2 | Further opportunity to promote Sustainable Event Guidelines with event organisers to better align to the Green initiative of the CoA's Strategic Plan | | | | | P |
| PIO 3 | The Community Development Grant Guidelines should be reviewed | | | | | P |
| PIO 4 | Independent peer review opportunities related to event application approvals | | | | | P |

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Grants Review Workshop
# Recreation and Sport Grants Program

**Recreation and Sport Grants Program**
- The purpose of the Recreation and Sport Grants Program is to provide financial support to eligible clubs, groups, educational institutions and organisations to ensure the outcomes of Council's Strategic Plan are realised.
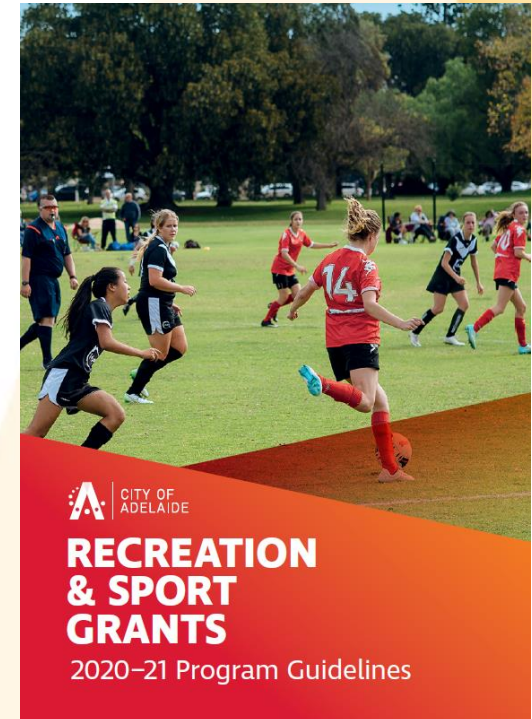
**Categories**
- Community Facilities
- Programs
- Events
- Quick Response

**Funding Opportunities**
- Facilities - one round per year, funding permitting
- Programs and Events – two rounds per year, funding permitting
- Quick Response – year round, funding permitting

**Program Priorities**
- Improving community access, inclusion and participation
- Enhancements in multi-use and/or increasing carrying capacity
- Demonstrating environmentally sustainable practises
- Delivered by organisations that are based in the City.



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**RECREATION & SPORT GRANTS**
2020–21 Program Guidelines

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Grants Review Workshop
# Arts and Culture Grants Program

## Arts and Culture Grants Program
- The Arts and Cultural Grants Program provides funding to eligible groups, organisations and individuals to deliver creative arts and cultural projects that support the outcomes of the City of Adelaide's Strategic Plan 2020-2024, City of Adelaide Cultural Strategy 2017-2024 and Adelaide's dynamic and diverse City culture.

## Categories
- Artistic Development
- Public Art
- Community Programs and Events
- Quick Response
- Live Music Enterprise
- Cultural Promotion

## Funding Opportunities
- Up to two rounds per year, funding permitting

## Program Priorities
- Celebrate Adelaide's unique **cultural identity** and creative reputation
- Enable a robust, sustainable and **cultural economy**
- Facilitate an engaged, collaborative and **connected cultural community**
- Create opportunities for **cultural incubation** where cultural enterprises and audiences flourish
- Foster authentic, dynamic and diverse **cultural experiences**

Grants Review Workshop
# Community Development Grants Program

**Community Development Grants Program**
- The purpose of the Community Development Grants Program is to provide financial support to partners in the community who are working towards outcomes consistent with Council's Strategic directions.

**Categories**
- Major
- Minor
- Quick Response

**Funding Opportunities**
- Major - One round per year, funding permitting
- Minor – Four rounds per year, funding permitting
- Quick Response – year round, funding permitting

**Program Priorities**
- Encourage residents and community groups to actively participate in their local city community
- Strengthen reconciliation practices
- Deliver inclusive responses to meet the needs of isolated and marginalised groups, including but not limited to services to vulnerable people who are affected by extreme weather conditions
- Promote lifelong learning
- Increase volunteer participation
- Promote active participation in decision making
- Provide access to learning, services and ideas
- Create opportunities for people to connect with each other and/or welcome newcomers into their local neighbourhood.



CITY OF ADELAIDE
**COMMUNITY DEVELOPMENT GRANTS**
2020 – 2021 Program Guidelines

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# Permit Fee Model Review

Permit Fee Model Review
# Current Environment and Drivers for Change

We acknowledge that the proposed fee model presents a degree of change at a time when city businesses, including the City of Adelaide, are dealing with the impacts of COVID-19 and the uncertainty that comes with the current environment.

However, by providing a more equitable, streamlined fee model, we will make it easier to do business with the City of Adelaide, and assist our business community on the path from recovery to growth.

The proposed fee model will give our customers more control over their business-related expenses which means they can access lower fees for lower impact activities. It also maintains Council's ability to incentivise activities and to provide fee discounts and waivers.

This project has been in development for approximately nine months, with the transition and implementation phase estimated to take six months.
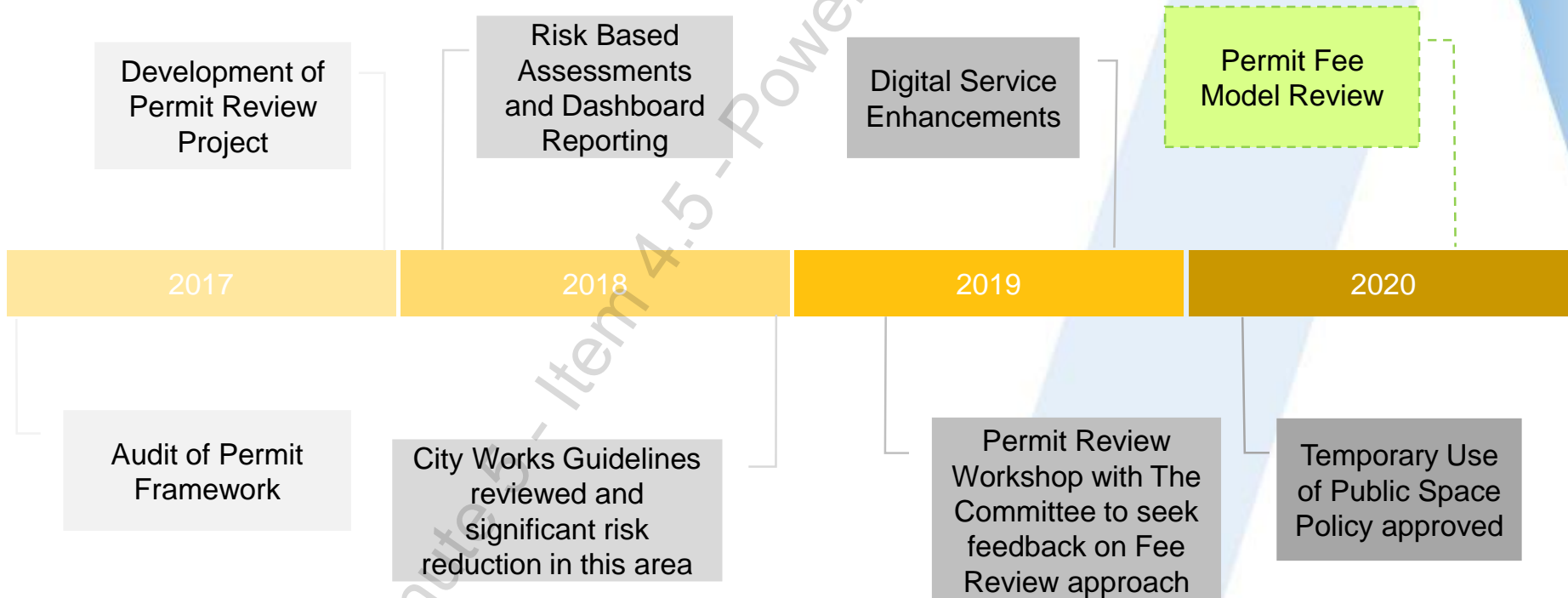
As Council has determined its fees and charges for 2020/21, freezing most of these at 2019/20 rates, we recommend that the implementation of the proposed fee model occurs in the next financial year from 1 July 2021.

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Permit Fee Model Review
# Summary of Progress and Key Milestones

All the steps we have taken to date have been building a foundation for long-term customer experience improvements based on a clear set of principles.

For the last 9 months we have been focusing on a review of the permit fee model. This is a complex part of the permit process not only for our customers, but also for us as an organisation.

| Development of Permit Review Project | Risk Based Assessments and Dashboard Reporting | Digital Service Enhancements | Permit Fee Model Review |
|---|---|---|---|
| **2017** | **2018** | **2019** | **2020** |
| Audit of Permit Framework | City Works Guidelines reviewed and significant risk reduction in this area | Permit Review Workshop with The Committee to seek feedback on Fee Review approach | Temporary Use of Public Space Policy approved |

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Permit Fee Model Review
# Proposed Fee Model Principles

## Principles of the Proposed Model

After listening to all the feedback and considering the research and advice provided to us,

The proposed model is based on principles aligned with the guiding principles in the Temporary Use of Public Space Policy and which have been informed by Council's direction as well as the research and benchmarking findings. The principles are:

1. **Public space should be accessible for everyone, and exclusive use should be temporary.**

2. **We support our local business community and encourage activation of public spaces that helps their business to thrive and contribute to the culture of our City.**

3. **We encourage our customers to consider the impact of their activity to local stakeholders and reduce that impact wherever possible.**

4. **Commercial entities should pay commercial rates.**

5. **Charities and Not-for-Profit organisations will be eligible for discounts.**

6. **Fees should not be a disincentive to safety.**

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Permit Fee Model Review
# Proposed Fee Model Rationale

- It is proposed that Council adopts **an occupation of space fee model calculated on m2 occupied.**

- An occupation of space model works by setting a rate of **value for public space**. The value is then used as the basis for calculating fees.

- A valuation of **$600 per m2 per annum** has been determined as a suitable rate for the purpose of charging for temporary use of public space

- From this we can calculate the daily rates ($600/365 = $1.60) and apply the proposed discounts.

| Fee Category | Example Criteria | Discount | Per Day per $m^2$ | Per Annum per $m^2$ |
|---|---|---|---|---|
| **Business Activation** | All Business Activations within the scope of the fee model, unless applicant qualifies for one of the below discounts | 0% | $1.60 | - |
| **Community Activation (Daily)** **Community Activation (Annual)** **Student** | Footpath Stickers, Any Registered Charity/NFP Ground Floor City Businesses – Annual permits only Any student conducting activities as part of study | 63% 90% 100% | $0.60 - $0 | - $60 - |
| **City Works** | All city works activities (except hoarding) | 0% | $1.60 | - |
| **City Works Hoarding** | All Hoarding | 79% | $0.35 | - |
| **Busking** | All Busking | 100% | $0 | - |

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Permit Fee Model Review
# Key Questions

**KEY QUESTION**

What are Members' views on the proposed Fee Model Rationale and the Principles which support it?

**KEY QUESTION**

What are Members' views on continuing to offer Busking and Outdoor Dining as no fee activities?

Are there any adjustments to the proposed Fee Model Members would like us to consider?

**KEY QUESTION**

What are Members' views on the proposed Transition and Implementation Plan?

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