



THE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday 16 February 2021
at 5:30 pm

in the Colonel Light Room
Adelaide Town Hall



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

1. Acknowledgement of Country

At the opening of The Committee meeting, the Chair will state:

'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.'

2. Apologies and Leave of Absence

Nil

3. Confirmation of Minutes – 2/2/2020 [TC]

That the Minutes of the meeting of The Committee held on 2 February 2021, be taken as read and be confirmed as an accurate record of proceedings.

4. Discussion Forum Items

Presentations

Strategic Alignment – Strong Economies

4.1. Presentation – West Franklin Stage 2 – Presentation of updated scheme [2014/01897]

Strategic Alignment – Enabling Priorities

4.2. Presentation - Data and Insights Business and Resident Survey [2018/04518] [Page 3]

Workshops

Strategic Alignment – Enabling Priorities

4.3. Workshop – Review of the Adelaide Central Market Authority (ACMA) Charter [2016/03926] [Page 16]

4.4. Workshop - Unsolicited Proposals Guideline [2019/00350] [Page 38]

Strategic Alignment – Strong Economies

4.5. Workshop - Main Streets Action Plans [2020/00876] [Page 47]

5. Closure

Enabling Priorities

Data and Insights Business and Resident Survey

Next in series of quarterly presentations, this one with a focus on key findings of the 2020 Resident Survey and the 2020 Business Survey as context for the build of the 2021/2022 Business Plan and Budget

Strategy and Insights
Megan Fink

The why and how

Both Surveys continued the conversation we started about Council's services to the community through consultation on the Draft 2020-2021 Business Plan and Budget.



RESIDENT SURVEY

Topics from health and wellbeing, safety and emergency preparedness, to the Park Lands, COVID-19 and environmental practices at home.

Our tool to collect rich, quality, local data:

- to inform our services and future budget processes
- to inform advocacy to other levels of government
- to measure our progress in delivering for residents



BUSINESS SURVEY

Our tool to build on our understanding of city businesses:

- business characteristics such as industry, location and employment size
- the impacts of COVID-19 on business sales and business confidence
- the types of support that businesses would like from Council to help them get back on their feet
- propensity to adopt environmentally sustainable practices

The why and how

We exceeded some of our targets for a robust sample

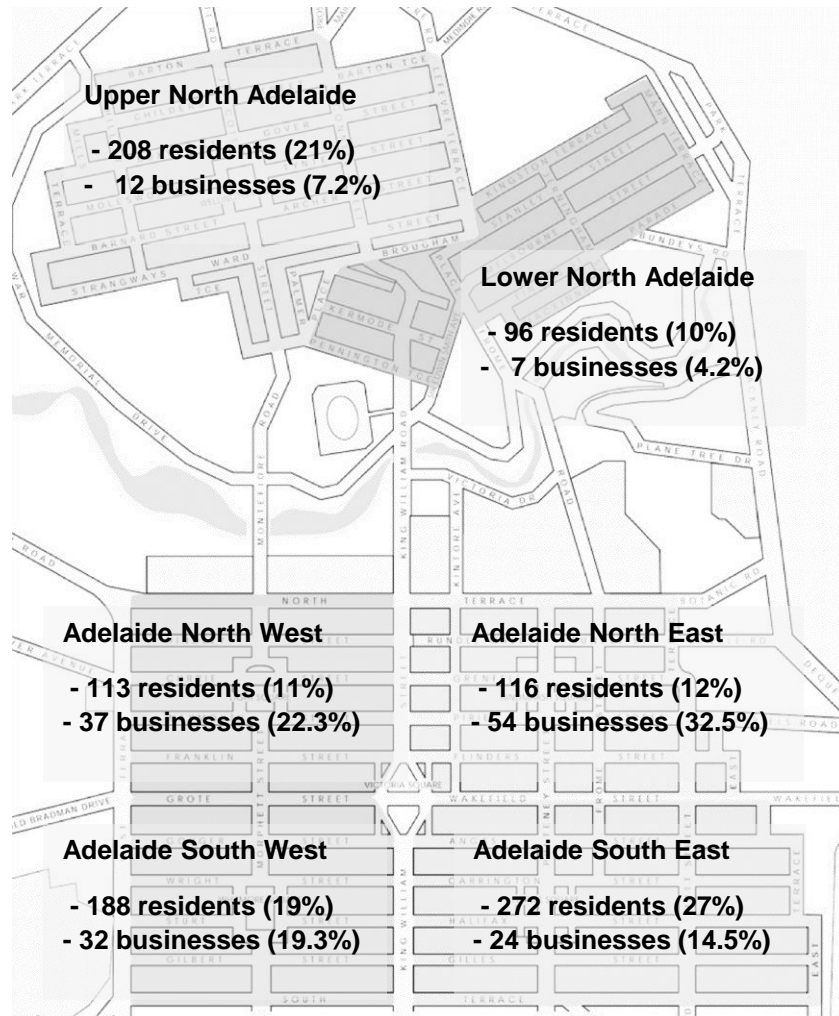
RESIDENT SURVEY

- Target of 800 responses split between Adelaide (postcode 5000) and North Adelaide (postcode 5006) to achieve a margin of error at the 95% confidence level of +/-5%.
- Online and hard copies available (no face-to-face surveying)
- Responses by suburb quite different this year: 69% from Adelaide and 31% from North Adelaide in 2020, compared to 49% and 51% in 2019
- Sample as a whole yields a margin of error at the 95% confidence level of +/-3%
- For the suburb of Adelaide it is +/-3.7%
- For North Adelaide it is +/-5.5%

BUSINESS SURVEY

- Target of 400 responses to achieve a margin of error at the 95% confidence level of +/-5%
- 166 responses available for analysis yielding a margin of error at the 95% confidence level of +/-7.5%
- Reflective of the many small and micro-businesses in the city, 83% of responding businesses had 19 or fewer employees (including no employees)

Who did we hear from?



993 residents

The proportion of responses from both parts of North Adelaide and Adelaide North East are close to actual share of population.

The proportion of responses from Adelaide North West was lower than actual population share, and in both parts of the southern CBD it was higher.

166 businesses

The proportion of responses from Upper North Adelaide, Adelaide North West and Adelaide North East closely match the actual share of city businesses.

Lower North Adelaide and Adelaide South East had a slightly lower share, and Adelaide South West a higher share.

Who did we hear from?

The proportion of responses from young people is a lot lower than their share of the city population, while those aged 55-74 years are well represented.

- 43% male, 54% female
- About 35% are under 40 and 65% over 40
- 52% have lived in the city between 1 and 10 years
- 29% live alone, 15% in a group household, 74% were born in Australia, the UK or New Zealand, 26% born elsewhere or did not say
- 53% employed, 28% retired, 13% students
- 68% of students identify as an international student
- 34% rent and 66% own or are paying off their home
- Annual household income: 13% less than \$35,000; 27% more than \$110,000; 36% between \$35,000 and \$110,000
- 5% identify as a person with disability

Retail and hospitality businesses are well represented in the survey sample, reflecting their strong presence in the city

- 2 in 5 are operating in the city for more than 10 years; 1 in 5 for 5 to 10 years.
- 52% have fewer than five employees. 5% had more than 50 employees.
- Around one-third in the hospitality industry and one-fifth in retail
- 11% home-based

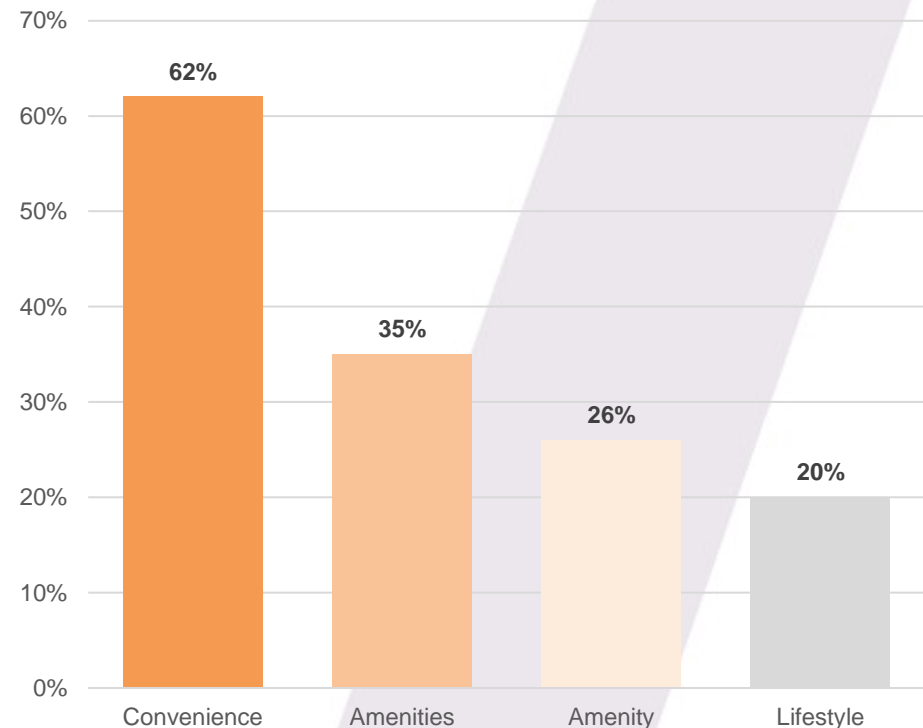
Resident Survey – key findings

CITY LIVING

Q23 What do you most value about living in the City of Adelaide?

- The convenience of being close to things is valued by most
- Valued amenities include the Park Lands, public transport, and restaurants/ cafes/ pubs/ bars
- **The amenity of the city is its 'look and feel'. Respondents used words like vibrant, safe, clean, friendly, quiet, and diverse and mentioned the sense of community**
- Able to walk places and needing a car less or not at all

Most valued as a proportion of mentions



Resident Survey – key findings

CITY LIFE AND COVID

Q25 How has your daily life changed since COVID-19?

- Our residents have been active in the local economy

Shopped for groceries **93%**

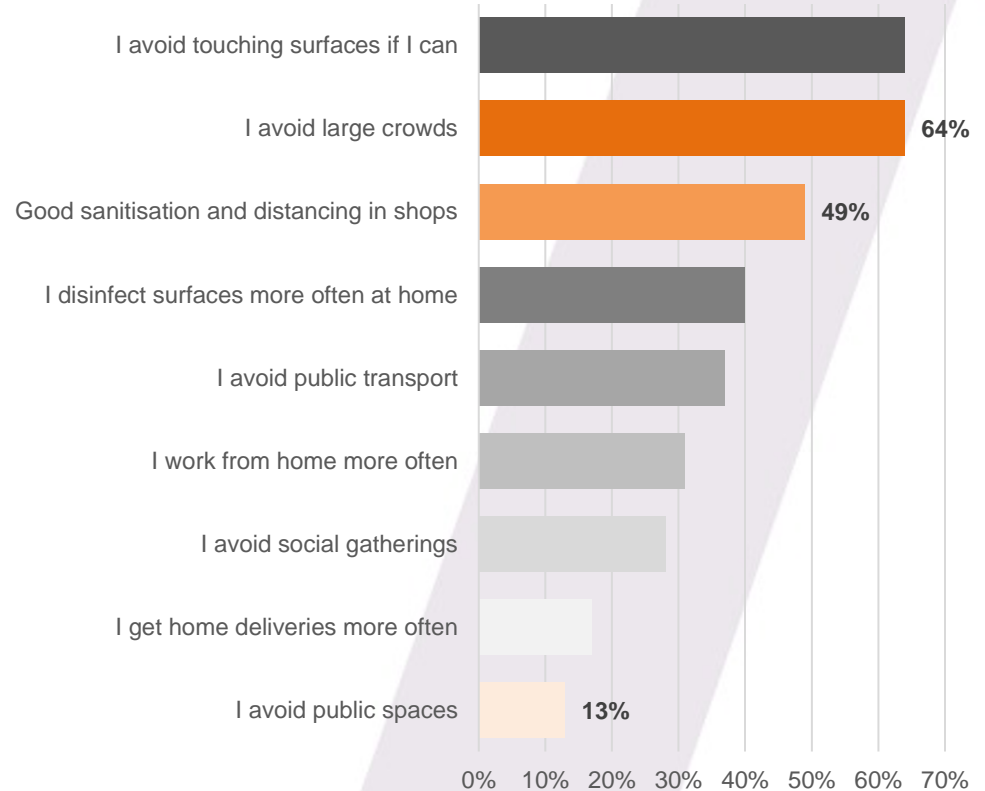
Shopped for fashion **67%**

Went to a café, restaurant, or bar **93%**

Visited the Park Lands **84%**

- Being active in the local economy accords with what we know from our Spendmapp data, including spend on dining and entertainment**

Changes to daily life

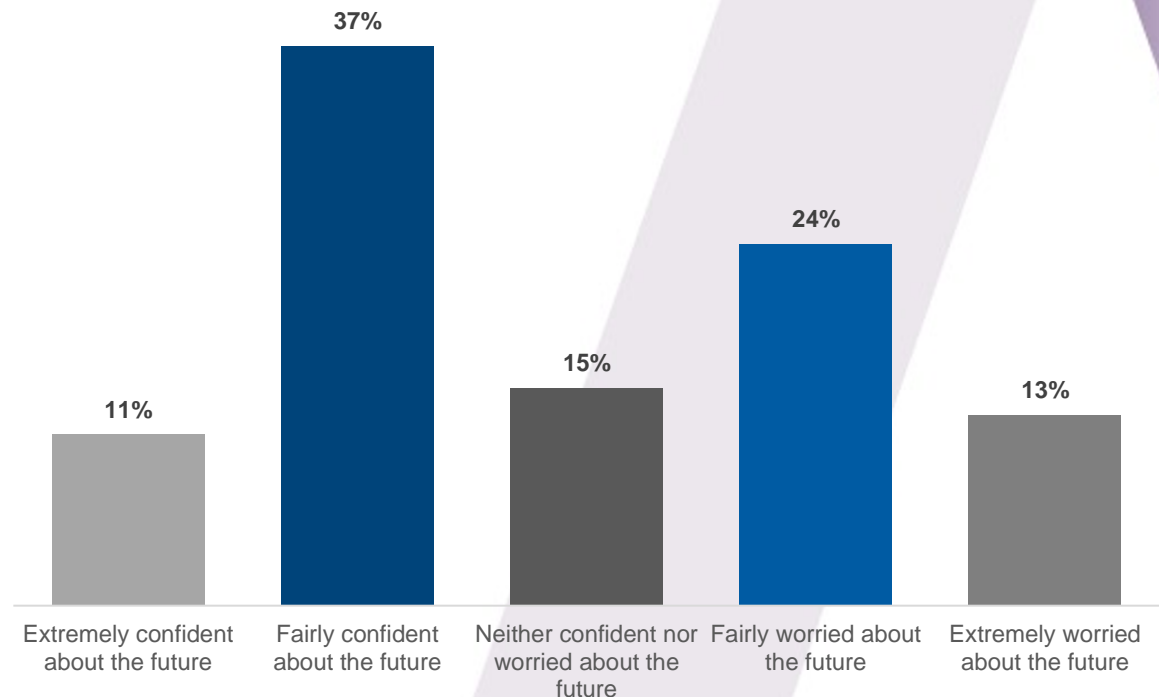


Business Survey – key findings

CONFIDENCE

We asked businesses how confident they felt about their business prospects in the coming 12 months

- **48% of businesses are confident in the future of their business**
- Others are worried about their future business prospects
- More retail and hospitality businesses were worried than not



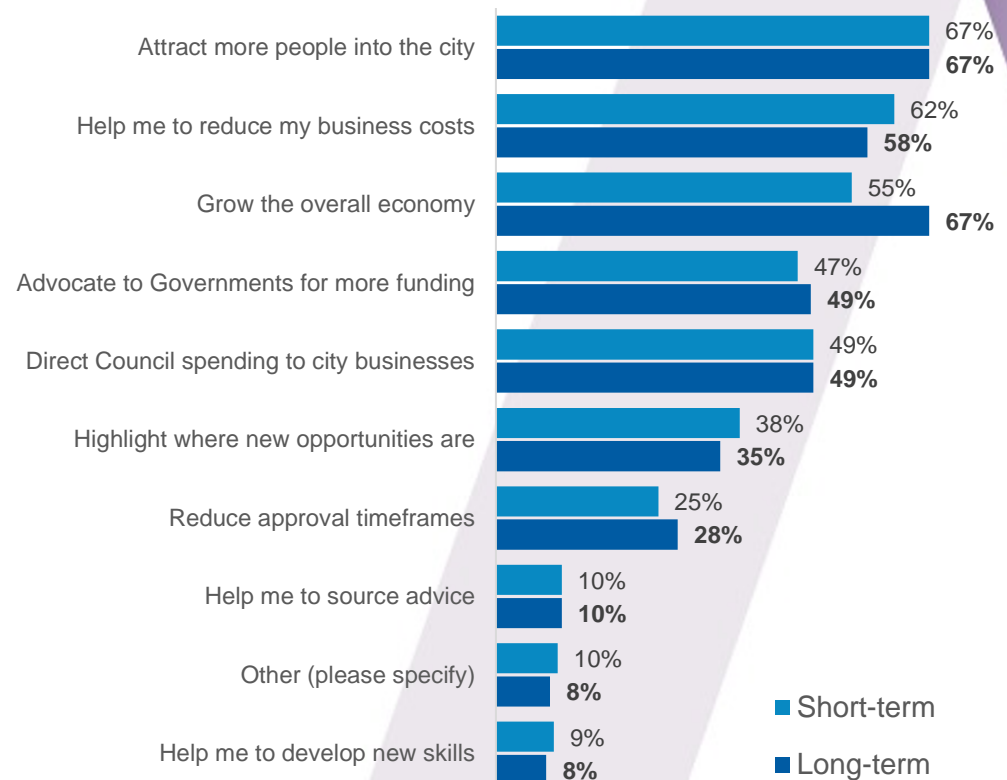
Business Survey – key findings

COUNCIL SUPPORT

We asked businesses what they need from us in the short-term (3 months) and longer-term (12 months) to get back on their feet

- Short and longer-term needs are similar
- Growing the overall economy becomes more important in the longer-term
- Attracting more people into the city is always desirable
- **Support options, like helping to reduce business costs, are valued and fit Council's aim to be the lowest cost capital city with the least red tape**

Short and longer-term needs of Council

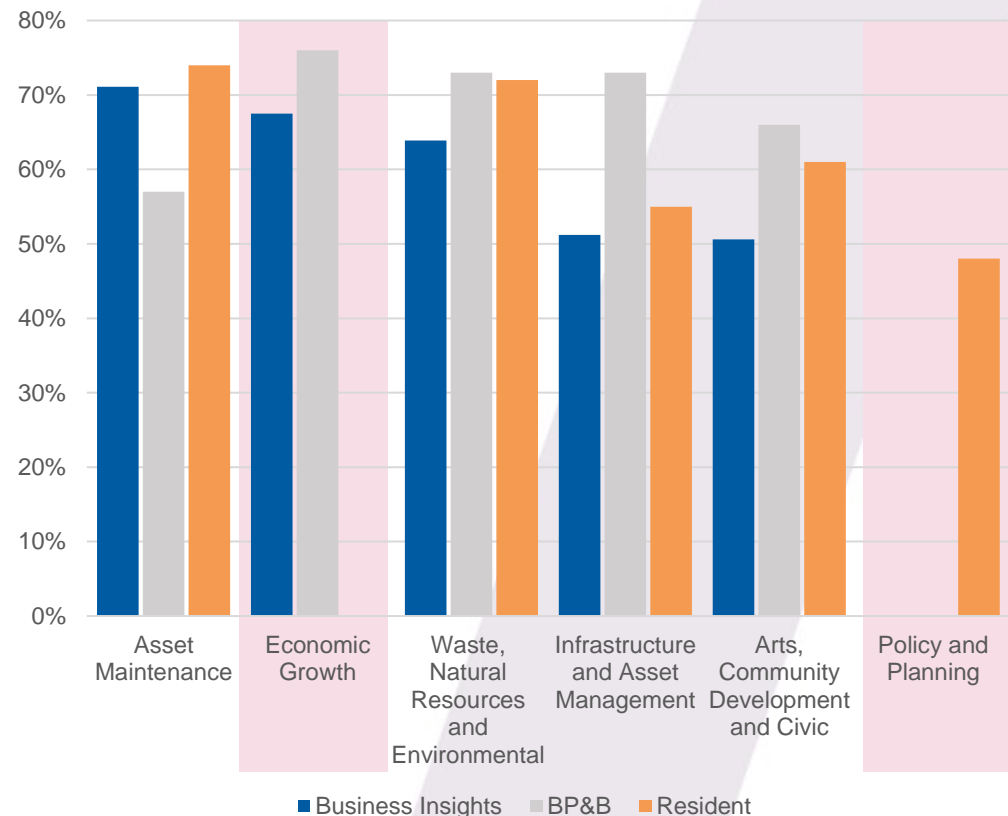


Council services – key findings

Top 5 most important service categories

- Policy & Planning replaces Economic Growth as a Top 5 important service category for residents
- **This may be because economic growth goes on around residents, while policy and planning has effects on their homes and their residential amenity**

Business, Resident and BP&B compared

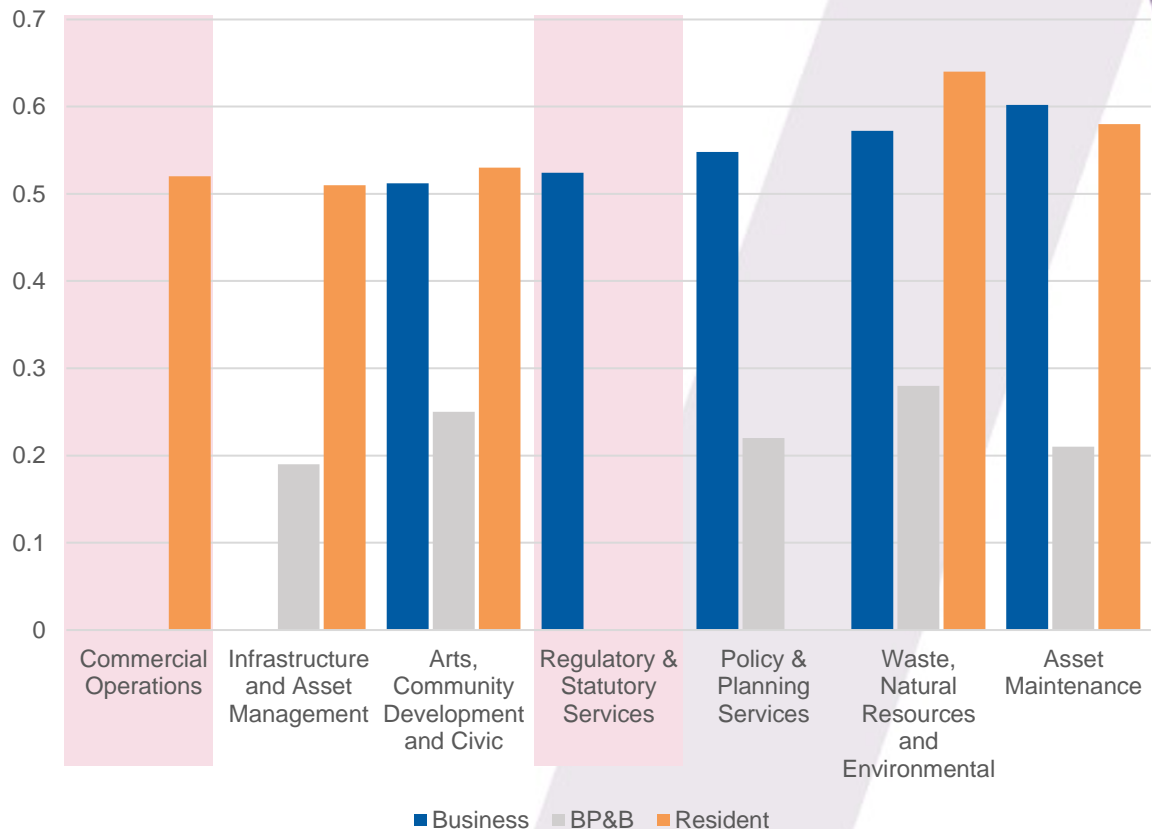


Council services – key findings

Top 5 best performing service categories

- *Arts, Community Development and Civic Services, Asset Maintenance, and Waste, Natural Resources and Environmental Services* were included by all three survey groups in their Top 5
- **Residents selecting Commercial Operations and Businesses selecting Regulatory Services in their Top 5 may be because they have interacted with them**

Business, Resident and BP&B compared



Strategic Plan – key findings ¹⁴

A good place to do business?

Respondents asked to rate their level of agreement with:

“The city is a good place to do business”



Strategic Plan – key findings

Measures of success

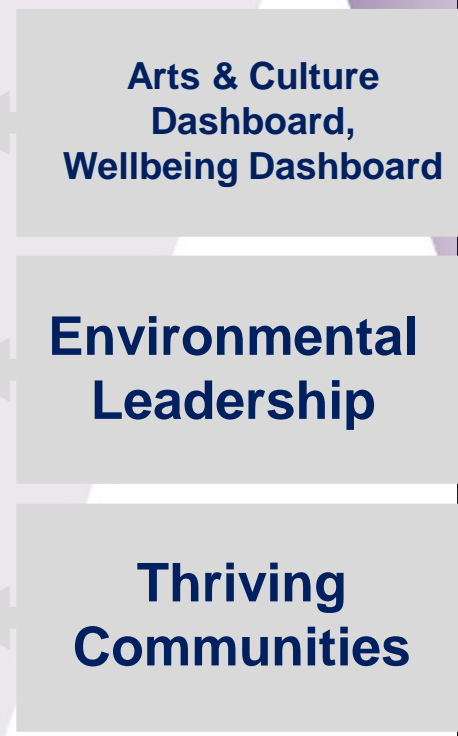
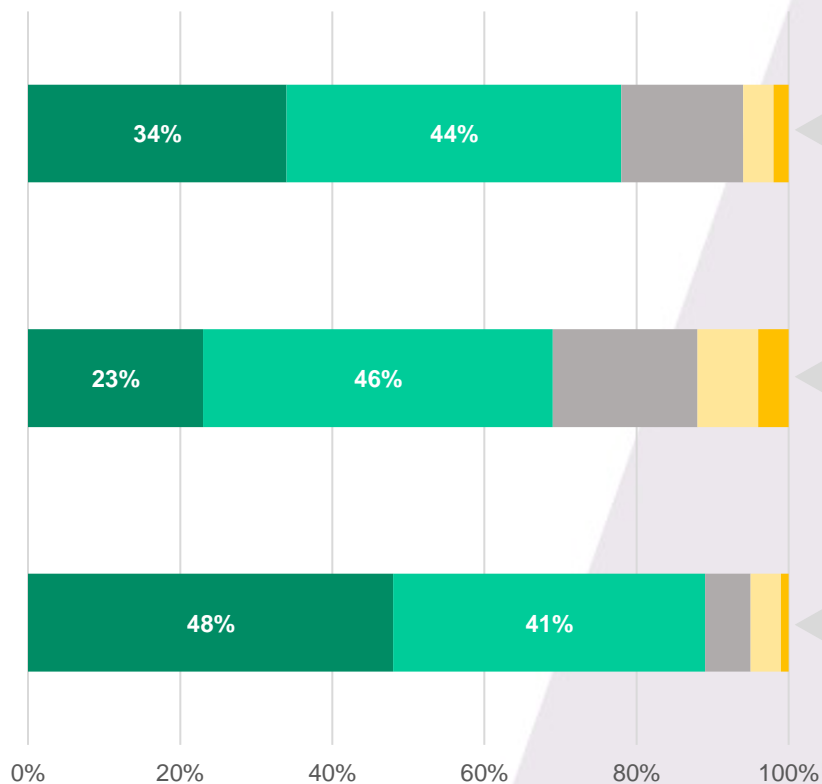
Respondents asked to rate their level of agreement with:



“The city is a place that is welcoming to people from diverse cultural backgrounds”

“Council is taking effective steps to protect the natural environment”

“The city has public spaces that I feel safe to use”



Enabling Priorities

Review of the Adelaide Central Market
Authority (ACMA) Charter

City Shaping
Ian Hill / Tom McCreedy



Review of the Adelaide Central Market Authority (ACMA) Charter

Key Messages

Adelaide Central Market Authority (ACMA) Charter

- The ACMA Board is seeking a review of the current ACMA Charter gazetted 10 July 2014.
- The purpose of this review is to reflect the current and future needs of the ACMA in relation to the management and operations of the Adelaide Central Market, marketing requirements and the relationship with the redevelopment of the adjoining Central Market Arcade and expansion of the offer.
- The ACMA Board has indicated that it wishes to simplify and focus on curating the Market offering with support from City of Adelaide (CoA) to deliver the administrative functions and manage the maintenance of the physical asset, this would see the streamlining of activities and assist in refocusing efforts on key strengths while removing duplication of functions.
- In addition, Council resolved on 28 January 2021 to undertake a full review of the ACMA foundational documents and for the Administration to bring back its findings to a meeting of Council in March 2021.

Review of the Adelaide Central Market Authority (ACMA) Charter

Key Questions

KEY QUESTIONS

Role of ACMA

What are Council Members' views on:

- Expanding the role of ACMA to curate, market and manage the Market offering and operations, and once redeveloped, incorporate the new Arcade retail offerings into 'One Market'?
- Changing responsibility to manage the Central Market car park back to Council?

KEY QUESTIONS

Governance

What are Council Members' views on:

- A more integrated governance model with CoA?
- CoA Audit Committee being ACMA's Audit Committee?
- Clearly defining Asset Management decision making and responsibilities?

KEY QUESTIONS

Financial

What are Council Members' views on:

- Market operating revenues collected by CoA and expenses managed by ACMA?
- Support services provided to ACMA at no cost?
- Asset related activities being based on a Landlord / Tenant relationship?
- ACMA providing an appropriate and agreed return to CoA?

KEY QUESTIONS

Operating

What are Council Members' views on:

- ACMA operations being supported by CoA administration functions?
- ACMA general administration functions including governance, finance, human resources, risk and procurement being integrated with CoA?

Review of the Adelaide Central Market Authority (ACMA) Charter

Implications

Implication	Comment
Policy	Not as a result of this workshop
Consultation	Adelaide Central Market Authority (Board)
Resource	Not as a result of this workshop
Risk / Legal / Legislative	Pursuant to Part 1, Section 3 of Schedule 2 of the <i>Local Government Act 1999</i> (SA) (the Act), a Council proposing to amend a charter of a subsidiary of Council must furnish a copy of the charter, as amended, to the Minister and ensure that a copy of the charter, as amended, is published on a website determined by the Chief Executive Officer and ensure that notice of the fact of the amendment and a website address at which the charter is available for inspection is published in the Gazette.
Implications	Not as a result of this workshop

Review of the Adelaide Central Market Authority (ACMA) Charter

Budget/Financial Implications

Implication	Comment
20/21 Budget Allocation	Not as a result of this workshop
20/21 Budget Reconsideration (if applicable)	Not as a result of this workshop
Proposed 21/22 Budget Allocation	Not as a result of this workshop
Ongoing Costs (eg maintenance cost)	Not as a result of this workshop
Other Funding Sources	Not as a result of this workshop

Background

- ACMA was established in 2012 as a subsidiary of Council pursuant to Section 42 of the the *Local Government Act 1999* (SA) (the Act).
- The ACMA Charter was last reviewed by Council on 24 June 2014 with the amended Charter being published in the Government Gazette on 10 July 2014.
- Corporate Status:-
 - The Authority is a body corporate under the Act and in all things acts through the Board which has the responsibility to manage the business and other affairs of the Authority ensuring that the Authority acts in accordance with the Act and this Charter.
- Objects and Purposes of the ACMA Board
 - The objects and purposes of the Authority are:
 - To oversee the management and operation of the Market in accordance with:
 - (a) the Charter
 - (b) the Market Charter
 - (c) the Council's Strategic Plan.
 - To be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders.
 - To be responsible for the Market becoming internationally recognized as a vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the Council.

Review

- With the commencement of a new Chair and Board Members last year, the redevelopment of the Central Market Arcade progressing and a desire to be more responsive to the business needs of the Adelaide Central Market and assist Council in the delivery of the facility, Council has received a request from the ACMA Board to review their governing Charter, Operating Agreement, Headlease and Community Land Management Plan.
- Any Charter amendments must be approved by Council which can be done at any time as per Part 1, Section 3 of Schedule 2 of the Act.

Charter – Key Items

- **Headlease – Current Charter:**
 - To enter into a Headlease with the Council as Lessor pursuant to which the Council will grant to the Authority a Lease of the whole of the Market and to comply with the Headlease. That Lease will be on such terms and conditions as nominated by the Council. Other than as provided within the Charter, the Authority must not enter into any contract dealing or arrangement with respect to real property without the approval of Council.
 - That ACMA as Lessee pursuant to the Headlease and subject to the Headlease, grant subleases, licences and other rights of occupation over any areas of the Market which may become vacant from time to time.
 - That ACMA is to ensure that the Market is managed, operated, marketed and conducted in accordance with the Market Charter, the Operating Agreement and the Headlease.

Charter – Key Items

- **Headlease – Draft Charter:**

The Headlease will be redrawn to clearly set out the obligations of ACMA and the CoA:

ACMA:

- To manage the operations of the Market and, after redevelopment the Market Arcade, to achieve the rental return required by Council.

CoA:

- To maintain the physical asset to the standard required to ensure that ACMA can fulfill its objects and purposes set out in the Charter.
- To operate the Central Market Car Park to support the operations of the Market.

Charter – Key Items

- **Funding of Authority, Borrowing Money and Investment – Current Charter:**
 - It is intended that the operations of the Authority shall be funded from the rents, licence fees and other moneys which will be payable by lessees, licensees and occupiers of the Market to the Authority either as a Concurrent Lessee (in respect of those tenancies in existence as at the date of the grant of the Headlease) or as Underlessor (in respect of those tenancies granted by the Authority after the date of the grant of the Headlease).
 - The Authority has the power to incur expenditure as follows: in accordance with a budget adopted by the Authority and approved by the Council as required by the Act or this Charter; or with the prior approval of the Council; or in accordance with the Act, and in respect of expenditure not contained in a budget adopted by the Authority and approved by the Council, for a purpose of genuine emergency or hardship.
 - Unless otherwise approved by the Council any and all borrowings taken out by the Authority must be from the Local Government Financial Authority or a registered bank or financial institution within Australia.
 - Unless otherwise approved by the Council, any and all borrowings taken out by the Authority must: not be used for the purpose of funding operational costs or capital renewal costs and must be used for the purpose of undertaking capital enhancements approved by Council in circumstances where Council has approved a capital enhancement project under clauses specified within the Charter but there are insufficient funds in the Capital Enhancement Fund to undertake the capital enhancement project; and be from the Local Government Financial Authority or a registered bank or financial institution within Australia.

Charter – Key Items

- **Funding of Authority, Borrowing Money and Investment – Draft Charter:**

Funding – no change

- The principle remains that ACMA's operations should be self-funding.

Incurring expenditure – no change

- ACMA continues to need Council's approval of its Annual Business Plan and Budget to incur expenditure.

Borrowings

- ACMA no longer has the power to borrow funds.
- As a single Council subsidiary all borrowings of the subsidiary are borrowings of Council in any event.

Charter – Key Items

- **Property– Current Charter:**

All property held by the Authority is held by it on behalf of Council.

- Except as provided were the Authority must not acquire, dispose, encumber or otherwise deal with any real property without the approval of the Council.
- The Authority may acquire or dispose of or otherwise deal with chattels, plant and equipment provided that such dealing is consistent with and permitted in the Annual Business Plan or the Budget, or is otherwise approved by Council.
- Notwithstanding as Lessee pursuant to the Headlease and subject to the Headlease, grant subleases, licences and other rights of occupation over any areas of the Market which may become vacant from time to time.

Charter – Key Items

- **Property– Draft Charter:**

Property – no change:

- All property held by the Authority is held by it on behalf of Council.

Day to day operations:

- ACMA will continue to curate Market tenancies (and Market Arcade tenancies) and negotiate commercial terms and conditions with stall holders.
- CoA will support ACMA by providing lease management expertise to assist in the standardisation of lease documentation to mitigate risk.

Charter – Key Items

- **Capital – Current Charter:**

- Establish a Capital Enhancement Fund and must pay into the Capital Enhancement Fund all surplus funds accumulated by the Authority, and any such surplus funds accumulated in the Capital Enhancement Fund must be expended by the Authority for the purposes of capital enhancement as approved by the Council in accordance with the Annual Business Plan (endorsed by Council) and must include proposals for the undertaking of capital enhancement projects and the funding of such.

Charter – Key Items

- **Capital – Draft Charter:**
 - ACMA is no longer required to accumulate surplus funds for Capital Enhancement.
 - Capital Enhancement of the Market will be provided for by Council through the adoption of the Annual Business Plan and Budget prepared by ACMA which sets out the business case for such enhancements.
 - This fundamental change would see additional costs being incurred by Council unless revenue from the Authority is offset against Capital Expenditure (revenue flows back into Council).
 - The proposed changes would see impacts to the Long Term Financial Plan.

Charter – Key Items

- **Financial Plan – Current Charter:**
 - The Authority must:
 - prepare and adopt a Financial Plan with an operational period of not less than four years which includes the level of a proposed dividend, projected revenues including leasing and car parking revenues and major capital works, infrastructure and operating budgets;
 - Include in the Financial Plan goals, objectives and relevant key performance indicators; and
 - Submit the Financial Plan to the Council for its approval prior to the adoption of the Financial Plan.
 - The Authority may with the Council's consent amend the Financial Plan at any time.

Charter – Key Items

- **Financial Plan – Draft Charter:**

ACMA is required to comply with the *Local Government (Financial Management) Regulations 2011* so - like Council - it must :

- Prepare a 10 year LTFP.
- Prepare an Annual Budget and Business Plan.
- Undertake Budget reviews at least three times each year.

The ACMA GM is required to:

- Authorise all ACMA payments.
- Provide the Board with quarterly financial and corporate reports.

The CoA will:

- Prepare financial accounts for ACMA - strengthening internal controls.
- Undertake budget reviews in consultation with the ACMA GM.

The CoA Auditor will be the ACMA Auditor. The CoA Audit Committee will be the ACMA Audit Committee, ACMA may establish a Risk Committee.

Charter – Key Items

- **Employees of the Authority and seconded Employees – Current Charter**
 - The Authority may employ persons with the prior approval of the Council which approval may be granted on such terms and conditions as the Council determines.
 - The Council may second employees of the Council to the Authority on such terms and conditions including in relation to responsibilities, employee performance management and reporting as agreed and set out in an Operating Agreement between the Council and the Authority.
 - The Authority must:
 - appoint a person to be the ACMA General Manager to manage the business of the Authority and the Board on terms and conditions agreed between the Authority and the ACMA General Manager;
 - obtain the Council's prior consent to the appointment of the ACMA General Manager, including the appointment of any person as the acting ACMA General Manager;
 - obtain the Council's prior consent to the terms and conditions of the appointment of the ACMA General Manager to be agreed between the Authority and the ACMA General Manager.

Charter – Key Items

- **Employees of the Authority and seconded Employees – Draft Charter**

Under the Act all employees of Council are appointed by the Chief Executive Officer (CEO).

Employees of a single Council subsidiary are employees of Council.

The ACMA GM is appointed by the CEO and reports to the CEO or delegate as determined by the CEO.

The ACMA Chair will be part of the recruitment process for the ACMA GM.

The ACMA GM is accountable to the Board to deliver the approved Annual Business Plan and Budget and the Strategic Plan.

The Board of ACMA will be consulted by the CEO on performance matters.

Charter – Key Items for Inclusion

- **Central Market Arcade Redevelopment**

The amalgamation of the Central Market and Central Market Arcade is envisaged within the Draft Charter and would be beneficial in terms of singular management, leases, branding and marketing.

Items to address:

The Headlease and associated costs can be modified to account for the Draft Changes, lease management and operating management and costs can be recognised and allocated as per future budgets, noting the 'Arcade' will be demolished and under construction for 24 - 30 months.

However it is important to note that the Prudential Report for the Central Market Arcade Redevelopment clearly indicates the importance of the revenue generated, in that the revenue earned from this source will assist in the offset of the capital and operating cost of the 'Returnable Works' overtime.

Retail lease revenue for the Central Market Arcade has been estimated to be \$6.57 million per annum, which is the average of the range provided by Council's commercial advisor, JLL with a range of between \$6.04 million and \$7.09 million per annum and has been recognised as returning to Council. Consideration is required prior to any amalgamation to address this shortfall.

Charter – Next Steps

- Incorporate feedback from Council Members into a draft amended Charter following the workshop with Council Members on 16 February 2021.
- Undertake consultation on the proposed amendments to the Charter with the ACMA Board and Adelaide Central Market traders.
- Present a report and draft amended Charter to Council to consider for approval in April 2021, including advice of the proposed date to publish the amended Charter in the Government Gazette. This could be linked to the commencement of the 2021/22 Annual Business Plan and Budget.
- Once the Council has approved an amended Charter, work can proceed on reviewing the Headlease, Operating Agreement and Community Land Management Plan which will be the subject of a separate report back to Council.

Review of the Adelaide Central Market Authority (ACMA) Charter

Key Questions

KEY QUESTIONS

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Enabling Priorities

Unsolicited Proposals Guideline

To seek Council Member feedback to inform the review of the Unsolicited Proposals Guideline.

Governance
Brett Kahland

Unsolicited Proposals Guideline

Key Messages

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- On 25 July 2017, Council adopted the Unsolicited Proposals Guideline ('the Guideline') to formalise its approach to the receipt and assessment of unsolicited proposals from the private and community sectors.
- The intent was to give confidence to innovators, entrepreneurs, investors and the community that proposals will be considered in a consistent, transparent and lawful manner to deliver the highest standards of public value. At the same time, the approved framework aimed to ensure that the intellectual property and best interests of the proponents are protected.
- Unsolicited proposals recognise that good ideas and collaboration can and should be initiated through the 'pull' of entrepreneurs, businesses and communities seeking to jointly invest and work together with Council as opposed to the traditional mindset where ideas originate from the internal 'push' from Council
- On 14 April 2020, Council resolved to suspend the current Guideline.
- On 19 May 2020, a workshop [here](#) at the Committee identified key focus areas for Administration to address. In particular:
 - The Park Lands
 - The Uniqueness criterion
 - Transparency and community consultation
 - Value thresholds
- Council remains committed to reviewing, evaluating and improving all policies and processes and seeks Council feedback on revising the Guideline.

"the public sector doesn't have a monopoly on good ideas."

Victorian treasurer Mr Michael O'Brien
Victorian Government Media Release, 'Private sector's big ideas welcome in Victoria', 13 February 2014

Insert Workshop Title

Key Questions

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KEY QUESTION

What are Council Members' views on reconsidering the uniqueness criterion?

KEY QUESTION

What are Council Members' views on the application of the Unsolicited Proposals Guideline to the Adelaide Park Lands?

KEY QUESTION

What are Council Members' views on addressing public consultation as part of the unsolicited proposals process?

KEY QUESTION

What are Council Members' views on other process considerations such as financial thresholds?

Unsolicited Proposals Guideline

Implications

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Implication	Comment
Policy	The Guideline here provides that where a proposal is better suited for assessment under an existing policy, process, program or scheme, proponents will be referred to the relevant program.
Consultation	The Administration has previously engaged with the Metropolitan Local Government Group, and Norman Waterhouse lawyers in the development of the Guideline.
Resource	The Governance team is responsible for supporting the Guideline. Subject matter experts are required depending on the nature of each unsolicited proposal and are allocated to a Steering Committee on a case by case basis.
Risk / Legal / Legislative	Legal advice has been received informing that Council can consider unsolicited proposals and can establish a framework to deal with such proposals. The identification and evaluation of any unsolicited proposals must be fair and demonstrate the highest levels of probity, consistent with the public interest. The absence of adequate policies and procedures increases the probity risk that unsolicited proposals are not consistently and fairly assessed against an established, credible and transparent framework. By way of example, in 2015 the Auditor-General found the State Government lacked a dedicated policy for consideration and assessment of unsolicited proposals in relation to the Gillman land site transaction.
Implication	<p>The current approach aims to drive development of innovative and more efficient ways to deliver projects and services for the benefit of the public as well as providing a more transparent and structured approach for the assessment of unsolicited proposals. The Guideline mitigates risks identified as part of the Gillman investigation by providing a consistent approach and means by which proponents can propose new ideas to Council.</p> <p>If the Council choose to disregard unsolicited proposals, opportunities may be missed to achieve better value for money outcomes or to better understand the market in relation to a category of goods and services.</p>

- Although there are different processes and criteria in each state and territory, the key elements of a successful proposal are similar in each jurisdiction; in particular:

Demonstrating uniqueness: Demonstrating the unique characteristics of a proposal and a proponent's unique ability to deliver it is fundamental.

- The uniqueness test is one that proponents will have the most difficulty satisfying.
- For the non-government sector, a proposal with merit alone is not sufficient to justify the government negotiating exclusively with the proponent, rather than testing the market through a competitive process.

“The proposal needs to have unique characteristics that result in outcomes not otherwise attainable through traditional government-led procurement (examples of 'uniqueness' in successful market-led proposals are ownership of land or substantial assets or other legal rights, such as intellectual property or access rights, by the proponent). The proposal also needs to offer a value for money solution that is unlikely to benefit from being tested in the market, or is otherwise not able to be delivered by competitors”

<https://www.allens.com.au/insights-news/insights/2020/05/case-for-market-led-covid19/>

- The concept of 'uniqueness' has presented challenges for some stakeholders and Council may seek to amend the terminology of the criterion akin to the approach taken in Queensland:

“The Queensland Government has heeded the Property Council's call to remove the 'uniqueness' criteria from the Market-Led Proposals framework, and has committed to replace it with a 'justification for direct negotiation'.”

https://www.propertycouncil.com.au/Web/Content/News/QLD/2017/Market-Led_Proposals_uniqueness_test_to_be_abandoned.aspx

Unsolicited Proposals Guideline

The Adelaide Park Lands

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- With respect to the Park Lands, Council may consider the following as options:
 - Include the Park Lands as part of any revised Guideline as per the previous version
 - Remove the Park Lands from application to any Guideline
 - Amend any Guideline to provide a specific process and additional criterion for the Park Lands
- Potential amendments for consideration may include
 - Process: Any unsolicited proposal relating to the Park Lands to be put to APLA to obtain advice/input prior to Council for consideration (hybrid may include participation of an APLA member on the evaluation panel, etc)
 - Criterion: restrictions to the types of organisations eligible to submit (e.g. charities, not for profits) or possible limitations on commercial and infrastructure focussed ideas, etc



Striking the right Balance

- Taking reasonable steps to protect the confidentiality of third parties' sensitive information and innovative ideas is a key feature of unsolicited proposal frameworks. The non-government sector may determine not to pitch new ideas and projects to Council if Council will not take into account a proponent's concerns regarding protection of its ideas and information.
- A challenge is ensuring an appropriate level of openness, transparency and public reporting in relation to unsolicited proposals, while also protecting proponents' intellectual property and confidential information.
- Consideration may be given to incorporating broad provisions in any unsolicited proposals guideline that Council reserves the right to engage with the community and stakeholders where it is in the public interest and to ensure transparency - taking reasonable steps to protect the confidentiality of third parties' sensitive information and innovative ideas.
- Transparency for trust
 - “Incentivizing private-sector participation in infrastructure development is always a tightrope act for governments who want to serve their communities and maintain public trust. Having the most transparent process possible, with clear frameworks and guidance, is essential.”
World Economic Forum 2020

"Unsolicited proposals warrant more disclosure as they pose a greater risk to value for money than procurements done through open, competitive and transparent processes."

acting Auditor-General, Tony Whitfield 2016

<https://www.weforum.org/agenda/2020/07/want-sustainable-infrastructure-fast-let-the-private-sector-come-to-you/>

Unsolicited Proposals Guideline

Financial Thresholds

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- **Minimum Financial Thresholds:** The States and Territories equivalent guidelines originally aimed to reach out for bigger initiatives. Unsolicited proposals in other states that have progressed beyond stage one tend to be large scale projects such as public private partnerships.
- Council's Guideline applies to any unsolicited proposal valued over \$100,000.
- The Government of South Australia's 'Guidelines for Assessment of Unsolicited Proposals' provides that the minimum financial thresholds to qualify as an unsolicited proposal are:
 - \$3 million for infrastructure projects; or
 - \$1 million for non-infrastructure projects.
- In contrast, the Government of NSW's Unsolicited Proposals Guide (revised in 2018) provides that there is no minimum monetary threshold for proposals that can be assessed. All innovative proposals that address the assessment criteria under the Guide will be considered.
- Brisbane City Council's 'A guide to Better Brisbane Proposals' does not contain a minimum threshold. It is important to recognise the importance of small scale initiatives to the growth and development of the city:

What is a Better Brisbane Proposal?

A Better Brisbane Proposal is an idea that represents value for money for Brisbane and contributes to the Brisbane Vision. It is a proposal that will solve a Brisbane problem, address an opportunity for Brisbane or enhance services that Council provides. For Council to directly engage a supplier through a Better Brisbane Proposal, it must consider if:

- the outcome is fair to the supply market
- the proposal is advantageous for Brisbane
- value for money can be demonstrated and substantiate

To decide if your proposal is worth submitting please consider the following essential questions.

- Can this proposal be readily delivered by competitors?
- What benefits or innovation would Council gain for Brisbane by entering into an arrangement with you?
- How does your idea demonstrate value for money?

Insert Workshop Title

Key Questions

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KEY QUESTION

What are Council Members' views on reconsidering the uniqueness criterion?

KEY QUESTION

What are Council Members' views on the application of the Unsolicited Proposals Guideline to the Adelaide Park Lands?

KEY QUESTION

What are Council Members' views on addressing public consultation as part of the unsolicited proposals process?

KEY QUESTION

What are Council Members' views on other process considerations such as financial thresholds?

Strong Economies

Main Streets Action Plans Pre-reading pack

City Shaping /
Services, Infrastructure
and Operations



Main Streets Action Plans Summary

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- Strategic Context
- Place Model approach & benefits
- What works
- Timeline – Journey to date
- Moving Forward :
 - Main Street Governance Framework
 - Place Model approach – What's new
 - How we will deliver
 - Achievements to date
 - What can be expected on our Main Streets in the next 6 months
- Outline next steps
- Questions



City of Adelaide Strategic Plan 2020 – 2024

VISION Adelaide: the most liveable city in the world

Our Guiding Principles that underpin everything we do

• Community benefit	• Accessible participation
• Embracing innovation	• Being accountable

Community Outcomes achieved through delivering Main Streets Action Plans

Strong Economies

- Main streets and laneways activated for economic growth

Primary Outcome

Secondary Outcomes

Dynamic City Culture

- Beautiful, surprising places
- Celebration of diverse community, culture and creativity

Thriving Communities

- Safe and welcoming community spaces

Environmental Leadership

- A transition to low carbon and circular economies
- Enhanced greening and biodiversity

Place Model approach

A Place Model approach is about experiencing and evaluating what works, doing something quickly to make a difference, before investing in long term change.

It allows people to see streets in a new light and from a different perspective.

Council's proposed approach to Place is designed to build capacity, capability and resilience both in our community and organisation.

It is based on listening to and asking questions of the people who live, work and play in our places (Main Streets and surrounding areas) to discover their needs and aspirations and then developing and implementing solutions together.

Cultural

Street life and activation
Creativity and innovation
Place attachment
Place significance

Economic

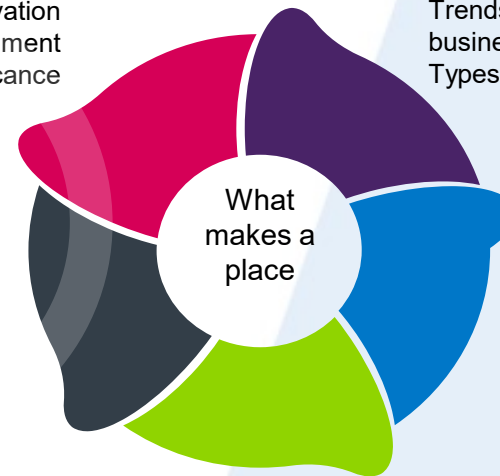
Investment
Trends in numbers of employees and businesses
Types of businesses

Physical

Accessibility and connectivity
Safety and comfort
Attractiveness

Social

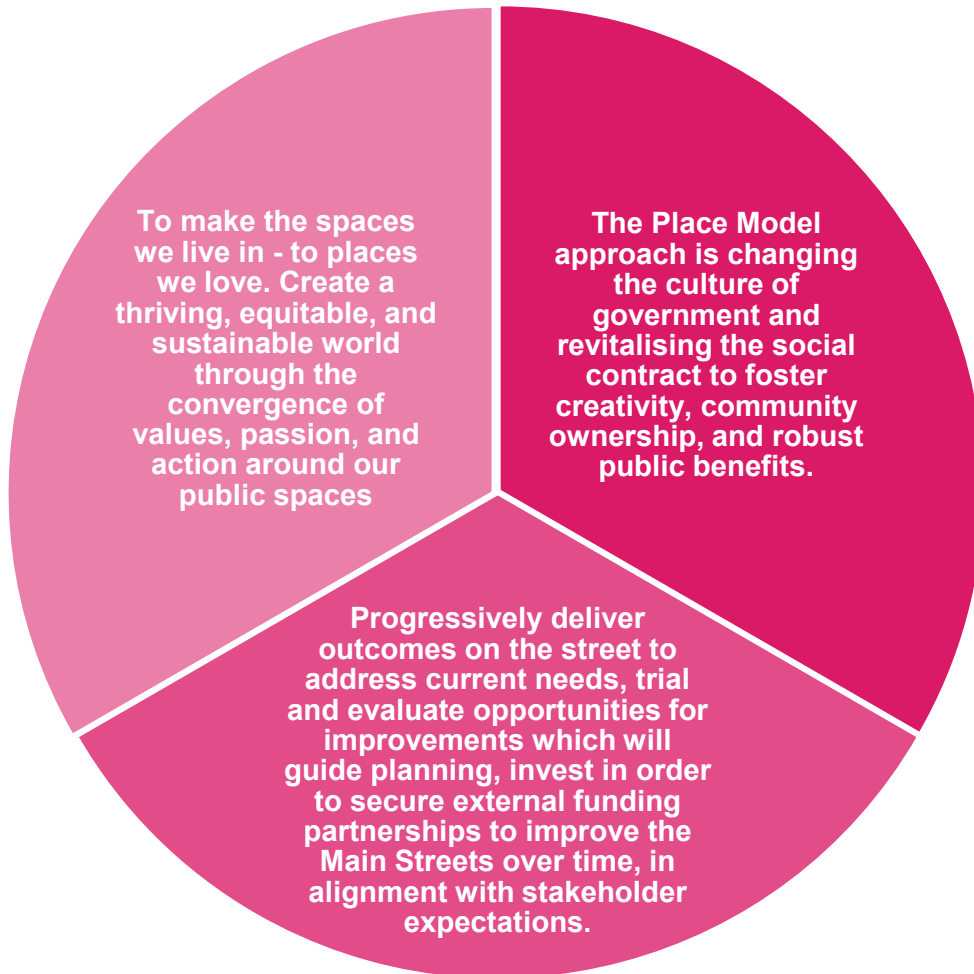
Place leadership
Inclusiveness
Community well-being



Environment

Sustainable practices
Green infrastructure

Benefits of Place Model Approach

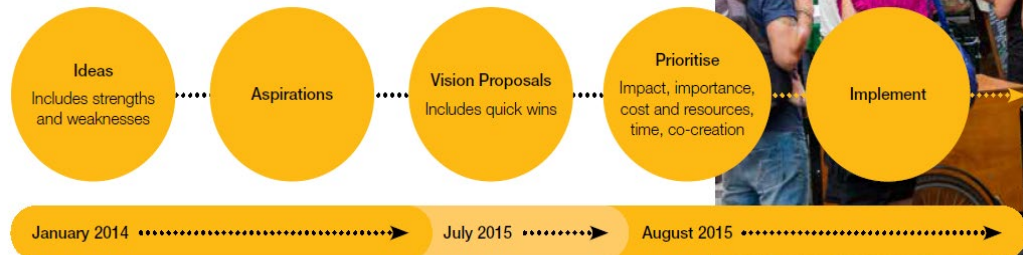


Example: Place Model Approach - Reimagine Topham Mall North

It all started with an idea

...which resulted in:

The vision and guiding principles grew from ideas and evolved into an identity and key proposals for the area.



1. Businesses to curate regular entertainment, events and activities in Topham Mall
2. Property owners to upgrade buildings to activate ground floor frontages to Topham Mall
3. Council to establish Topham Mall as a day and night food precinct
4. Council to undertake landscaping and paving upgrade in Topham Mall (i.e. new trees, plants, paving and seating from Currie to Wymouth Street)
5. Formalise how businesses work together and raise money for improvements and events in the area
6. Council to improve cycling route through Topham Mall and businesses to provide more end of trip facilities for staff



What works: Hindley Street Model of Governance (2019 – current)

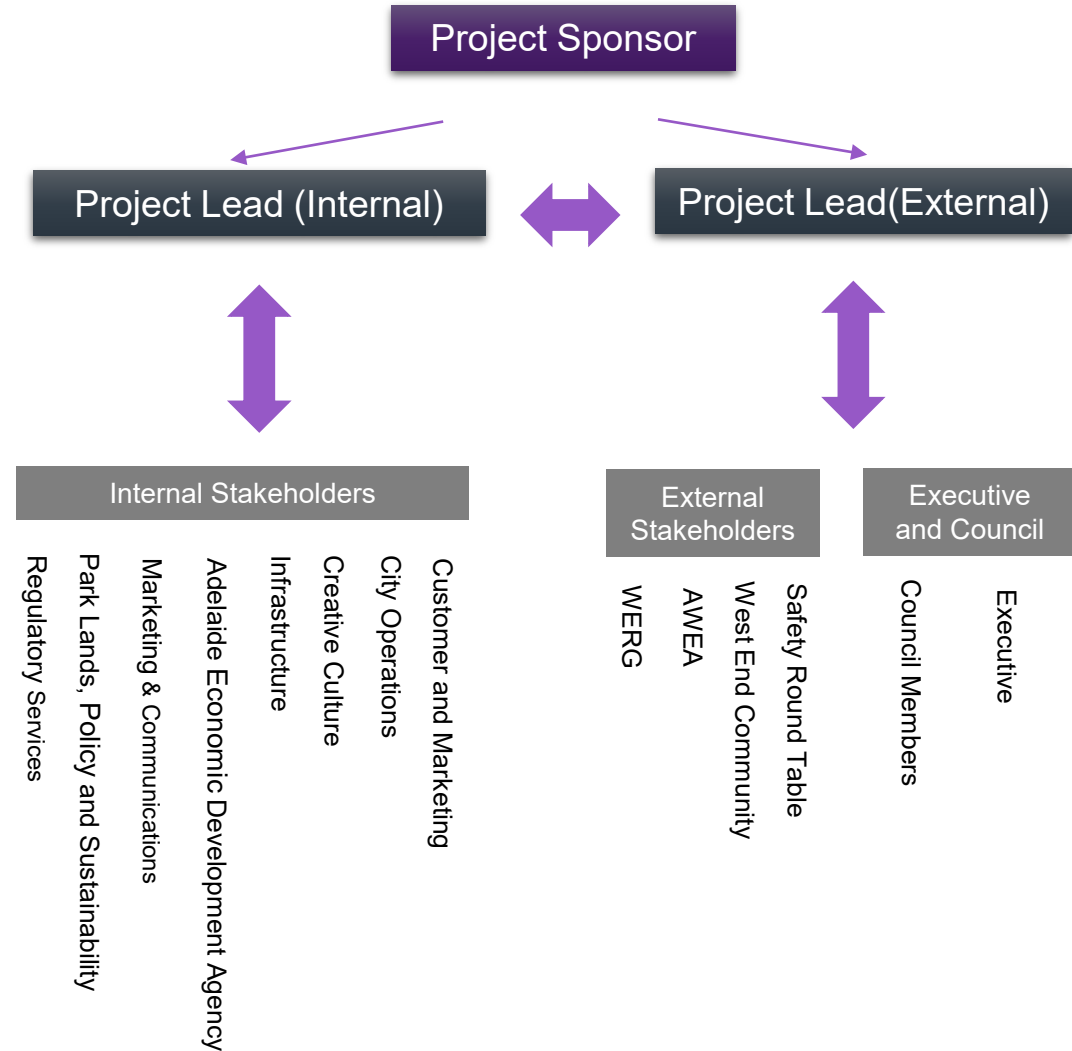
Lord Mayor Round Table

The **Hindley Street Round Table** aims to improve amenity and safety in Hindley Street through evidence-based approaches. The HSRT will contribute knowledge and information to evidence-based planning and interventions that make a real difference to improve amenity and perceptions of safety for Hindley Street businesses, residents and city users.

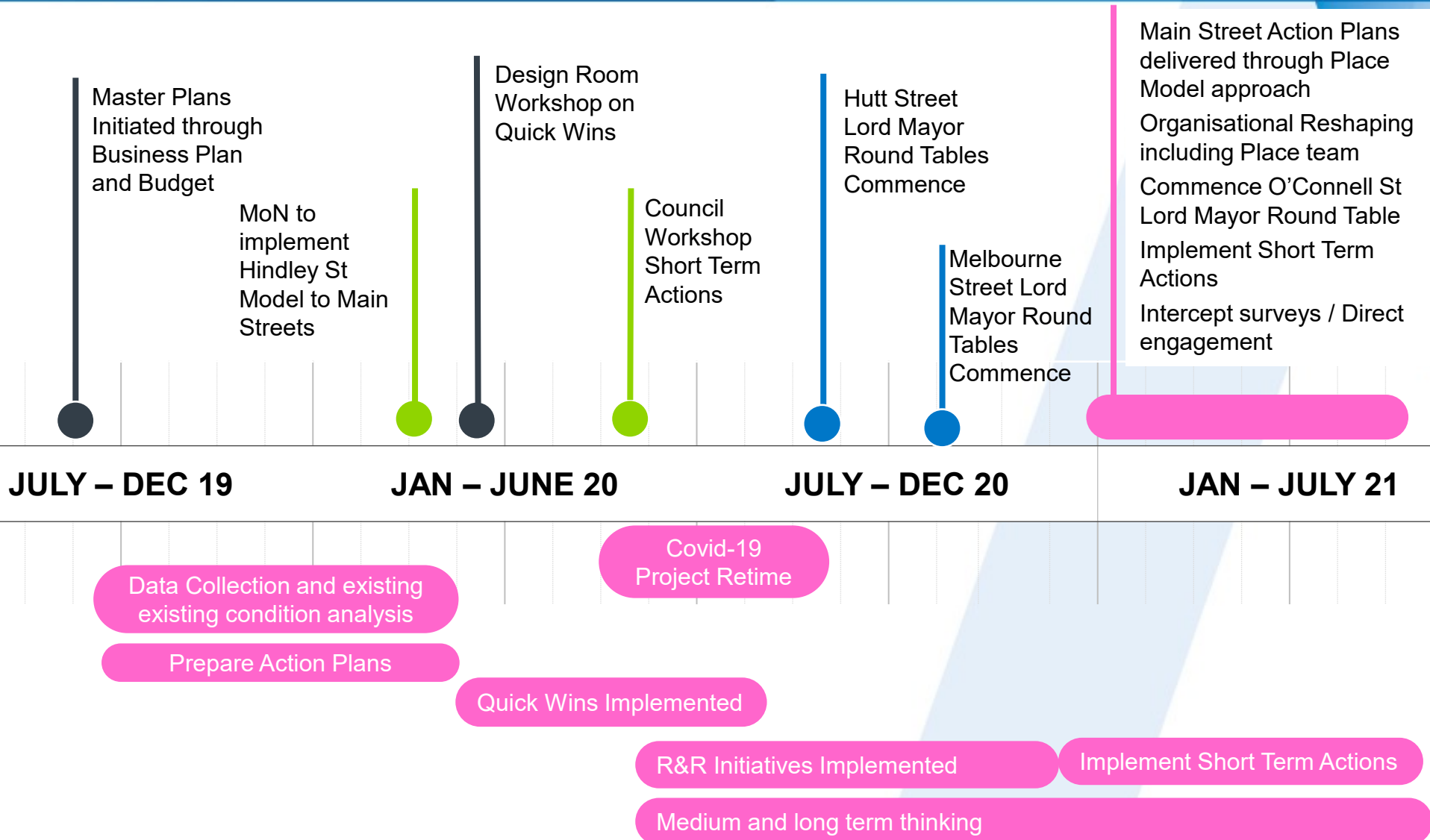


City Place Working Group

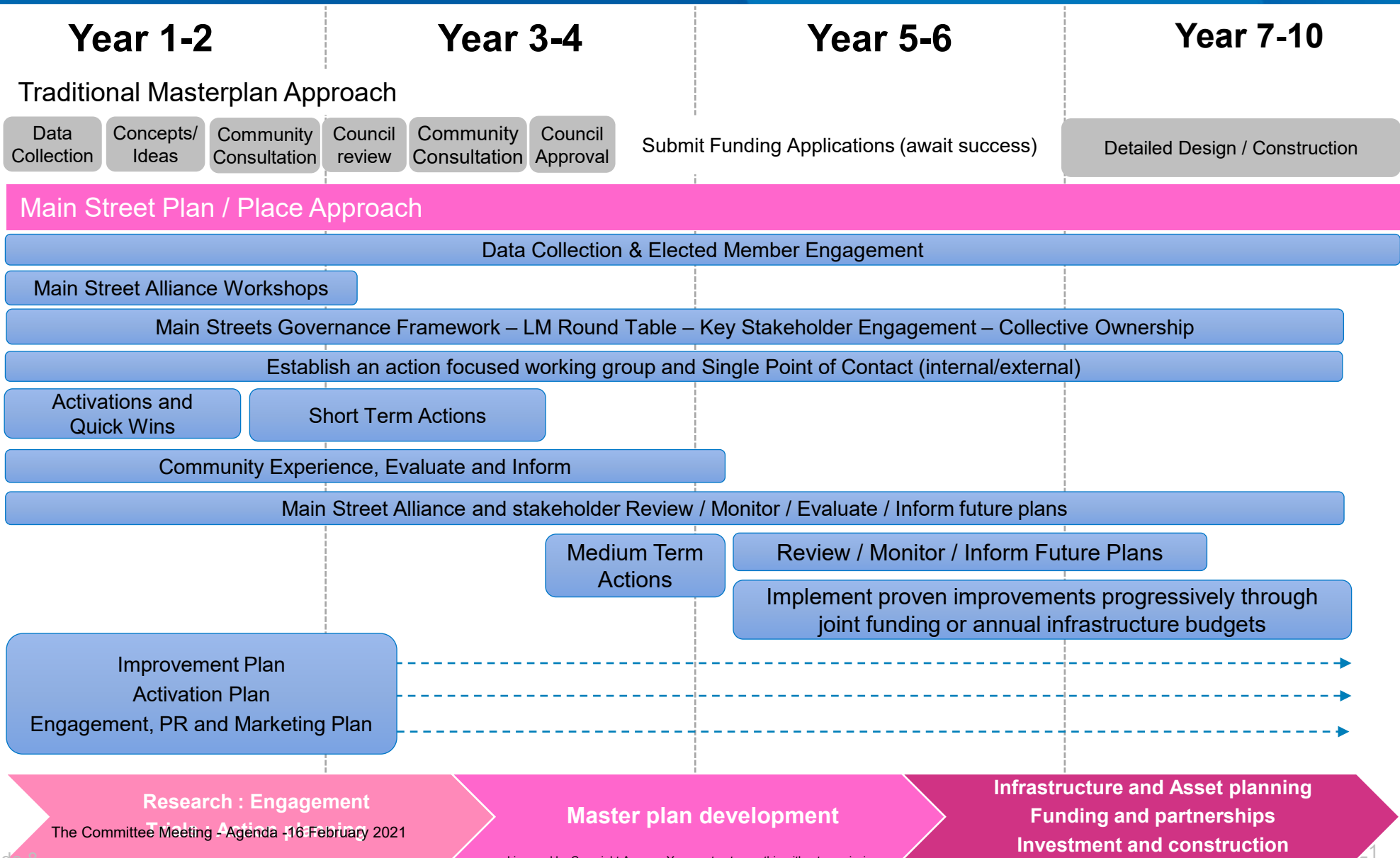
The **City Place Working Group** will ensure we have a consolidated, informative and coordinated effort to whatever work is done within the Hindley St precinct understanding that the immediate requirements revolve around our quick wins and short-term action plans to achieve this. HSWG will contribute knowledge and information to make a real difference to improve amenity and safety for Hindley Street businesses, residents and city users.



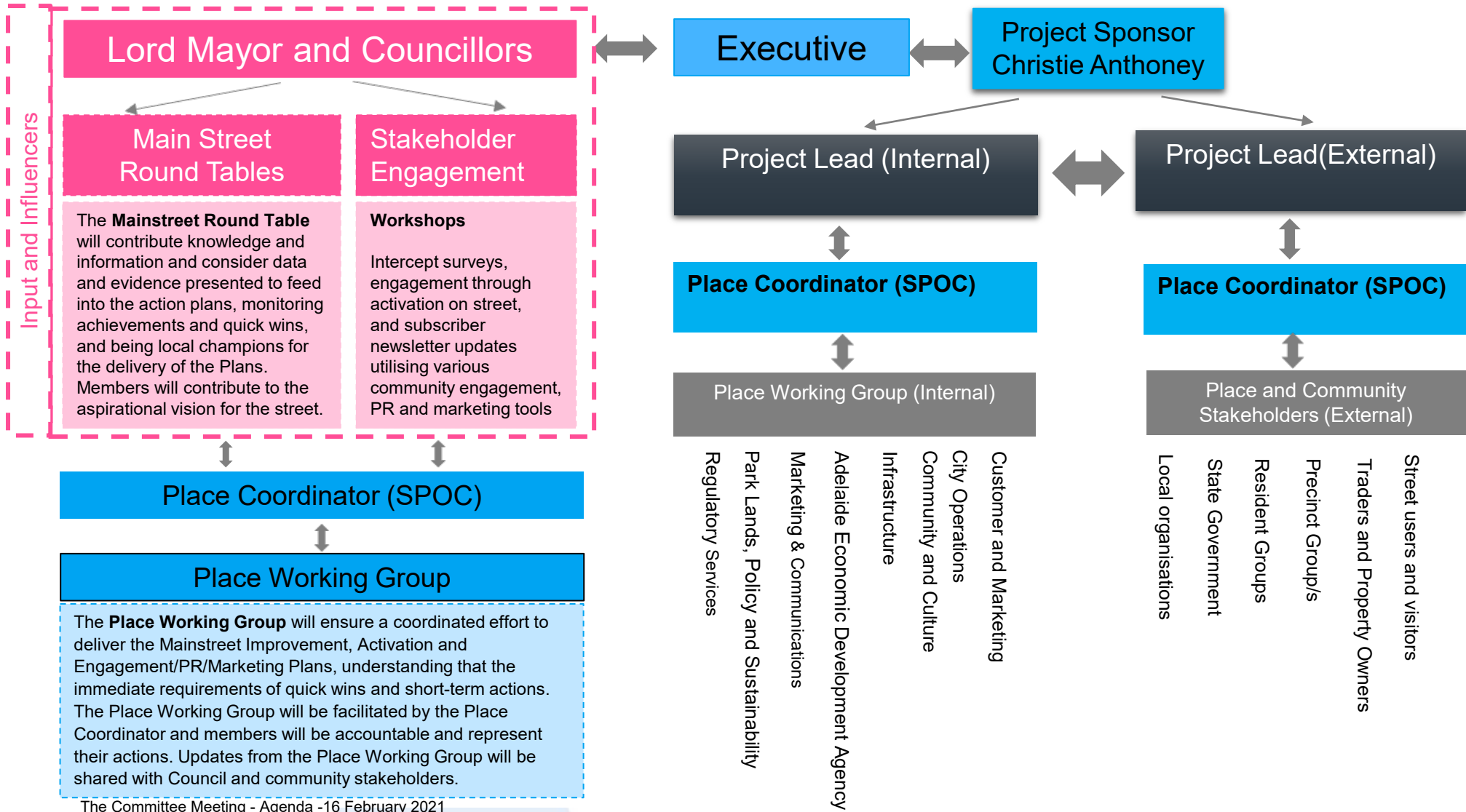
Timeline – Journey to date



Traditional Masterplan Approach v's Place Model Approach



Moving Forward : Main Street Governance Framework



The Committee Meeting - Agenda -16 February 2021

Place Model Approach

What is new?

Place Coordinator acts as single point of contact (SPOC)

Hybrid approach building on the design and evidence data to engaging directly

People and vision at the centre

- Key stakeholders will engage in an annual workshop (visual 'map')
- Vision is shared, aspirational and communicated
- People and relationships are central to success
- Celebration and activation to attract interest and create a buzz

Three distinct simple plans regularly monitored and delivered in the form of quick wins, short, medium and long term actions:

- Activation Plan
- Improvement Plan
- Engagement, PR and Marketing Plan

Actions will be categorised within 3 distinct simple plans

3. Engagement PR and Marketing Plan

Engagement, PR and Marketing Plan will be developed to respond and complement each stage of the project

1. Activation Plan

Short-term activation plan will be developed responding to the engagement with the stakeholders which will inform a Medium- and Long-term Activation Plan .

Quick win activations are ongoing, and the focus will be on increasing and supporting visitation to the Main Streets.

Collate Current and Historical Data
Collation of previous consultation data, traffic counts, upcoming developments, pedestrian data and trends to gain understanding on the current needs for the street.

Long Term

Medium Term

Short Term

Quick Wins

2. Improvement Plan

Permanent infrastructure improvements based on evaluated solutions and community ownership.

Opportunities to implement semi-permanent changes to the street which enables evaluation of benefits and shaping of long-term vision prior to significant investment in long term change.

Implementation of short-term improvements using an evidence-based approach, by understanding what works, and doing something quickly to make a difference before investing in long-term change

Address current needs of the street through temporary, cost effective improvements to instantly improve amenity.

Main Streets Achievements to date

<h2>Hutt Street</h2> <ul style="list-style-type: none"> • Fairy lights on shop fronts • Fairy lights in median strip trees • Prune trees to brighten paths • Acoustic nights • Student Sound Snacks • Lord Mayor’s Hutt Street Roundtable • Street Lighting Audit • More bins during events 	<h2>Hindley Street</h2> <ul style="list-style-type: none"> • Trial restricting right turn access to Hindley Street on Friday and Saturday Nights • Review & Change traffic signal operations at Morphett and King William Streets • Improve information and promotion of Late-Night Bus Services • Install Public Art • Review and implement night time parking controls • Work with Rideshare companies and the Taxi Council as part of the night time parking review 	<h2>City Wide</h2> <ul style="list-style-type: none"> • Winter Weekends • Music in the Streets • Musée Extérieur • Outdoor Activation Grant • Christmas in the City • Business Activation & Support • Ten Gigabit Adelaide • Follow My Lead Walking Trail • Covid-19 footpath decals • #MyAdelaide Heaters • Marketing of Walking Trails Webpage • Implement City Wide Business Model • Business Marketing Support • Renew Adelaide Funding
<h2>Melbourne Street</h2> <ul style="list-style-type: none"> • Disneyland bud lights • Fabric wrapped trees • Identified and aligned City Wide activities: <ul style="list-style-type: none"> ➢ Musée Extérieur ➢ #MyAdelaide Heaters ➢ Street Beats & Eats ➢ Winter Weekends ➢ Christmas incentive activities ➢ NYE live music at venues ➢ NRL activity 	<h2>O’Connell Street</h2> <ul style="list-style-type: none"> • Warm lighting spheres • Lombard Street temporary green space • Talking tables • Bright and cheery florals • 88 O’Connell activities • Identified and aligned City Wide activities: <ul style="list-style-type: none"> ➢ Musée Extérieur ➢ #MyAdelaide Heaters ➢ Street Beats & Eats ➢ Winter Weekends ➢ Christmas incentive activities ➢ NYE live music at venues ➢ NRL activity 	

What can be expected on our Main Streets in the next 6 months

	Hutt Street	Hindley Street
Improvements	<ul style="list-style-type: none"> Design a signature entrance vision Design New 'Heart of Hutt' vision Temporary Festoon lighting between trees Bright and cheery florals Install lighting to celebrate heritage buildings De-Clutter and Deep clean Light up Hutt Street Windows Temporary Footpath Extension Develop Public Art Program Investigate: New Public Toilets, Community Garden, Intergeneration Indigenous Garden 	<ul style="list-style-type: none"> Undertake maintenance of footpath to improve amenity and safety Improve street greening by installing new planter boxes Work with Hindley Street businesses to develop a bespoke shopfront improvement program De-Clutter and Deep clean Review lighting develop concepts / ideas to lights street Identify opportunities for Public Art Extend the 30 km/h speed limit Review and implement night time parking Increase day and night time patrol operations of outdoor dining set-ups
Activations	<ul style="list-style-type: none"> Active and arty shopfronts Hello Hutt Street activations Celebrate historical features and stories Street Beats N Eats Winter Weekends 	<ul style="list-style-type: none"> Trial closing Rosina and Bank streets on its busy Friday and Saturday nights Extend out door dining trials Street Beats N Eats Winter Weekends
Engagement, PR and Marketing	<ul style="list-style-type: none"> Intercept and Resident Surveys Explore funding partnerships Commence PR and Marketing campaign approach 	<ul style="list-style-type: none"> Intercept and Resident Surveys Explore funding partnerships Commence PR and Marketing campaign approach

What can be expected on our Main Streets in the next 6 months

	Melbourne Street	O'Connell Street
Improvements	<ul style="list-style-type: none"> More Disneyland lighting in trees Temporary entry statements at gateways Trial colourful hanging baskets Install lighting to celebrate heritage buildings De-Clutter and Deep clean Refresh and Repaint Smart Parking Temporary Footpath Extensions Develop a Public Art program Investigate: Bus Stop upgrade and public toilets and cycling hub 	<ul style="list-style-type: none"> De-Clutter and Deep clean Trial Tree Uplighting Trial Illuminated Entry Light Heritage Buildings Investigate Improved Park Lands Connections
Activations	<ul style="list-style-type: none"> Active and arty shopfronts Splash-a-Fash temporary colour themed window displays Street Beats n Eats Winter Weekends 	<ul style="list-style-type: none"> Activate vacant shopfronts Shopfront 'Noir' Street Beats N Eats Winter Weekends Fringe on 88OC
Engagement, PR and Marketing	<ul style="list-style-type: none"> Intercept and Resident Surveys Explore funding partnerships Design the 'heart' of Melbourne Street Sketch and design a Melbourne prime intersection vision Commence PR and Marketing campaign approach 	<ul style="list-style-type: none"> Intercept and Resident Surveys Explore funding partnerships Collaborate with 88 O'Connell Street Sketch design for 'Heart' of O'Connell vision Commence PR and Marketing campaign approach

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Next Steps and Key Priorities

February to June 2021 (and beyond)

- Continue Lord Mayor Round Tables
- Conduct Elected Member workshops
- Conduct workshops with key stakeholders for each Main Street
- Actively promote the Place Coordinator SPOC to the streets (and set up regular communication methods)
- Commence Intercept Surveys and Direct Engagement on the Main Streets
- Develop and implement the Activation, Improvement and Engagement/PR and Marketing Plans
- Continue to implement current Quick Wins and 6 month plan for each Main Street
- Deliver quarterly Committee updates and regular E-News to the Lord Mayor and Elected Members

Main Streets Action Plans

Key Questions

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KEY QUESTION 1

Is there anything you would like included for consideration in the new Place Model Approach?

KEY QUESTION 2

Do Members have feedback on the Next Steps and Key Priorities?