



THE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday 4 May 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 Abrahamzadeh, Donovan, Hou, Hyde, Khera, Knoll,
Mackie, Martin and Moran.

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 Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

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

2. Apologies and Leave of Absence

Apologies -

Councillor Mackie

3. Confirmation of Minutes – 20/4/2021 & 27/4/2021 [TC]

That the Minutes of the meeting of The Committee held on 20 April 2021 and the reconvened meeting of The Committee held on 27 April 2021, be taken as read and be confirmed as an accurate record of proceedings.

4. Presentations

Nil

5. All reports in this section will be presented to Council

All reports in this section will be presented to Council on 11 May 2021 for consideration and determination

Strategic Alignment – Thriving Communities

5.1 Partial Road Closure of Chesser Street [2020/00761] [Page 3]

5.2 Site for City Beach [2011/00972] [Page 10]

5.3 Tennis SA – Sunken Show Court – Roof Proposal [2018/03439] [Page 16]

Strategic Alignment – Dynamic City Culture

5.4 Illuminate Adelaide Public Artwork [2021/00407] [Page 33]

5.5 City Connector Deed of Agreement [2019/02429] [Page 47]

5.6 Heritage Strategy and Action Plan [2019/00218] [Page 50]

Strategic Alignment – Enabling Priorities

5.7 Review of YourSay Adelaide [2018/00448] [Page 76]

5.8 2020-21 Quarter 3 Commercial Operations Report [2021/00850] [Page 83]

5.9 2020-2021 Quarter 3 Finance Report [2020/00150] [Page 93]

5.10 Interest Rate Sensitivities [2020/01920] [Page 119]

6. Exclusion of the Public

6.1. Exclusion of the Public to Consider in Confidence [2018/04291] [Page 122]:

- 7.1 Physical Security Contract Extension [s 90(3) (b)]
- 7.2 City Connector Deed of Agreement [s 90(3) (d)]
- 7.3 2020-21 Quarter 3 Confidential Commercial Operations Report [s 90(3) (b)]

7. All reports in this section will be presented to Council in Confidence

All reports in this section will be presented to Council on 11 May 2021 for consideration and determination

Strategic Alignment – Thriving Communities

7.1 Physical Security Contract Extension [2020/00150] [Page 127]

Strategic Alignment – Dynamic City Culture

7.2 City Connector Deed of Agreement [2019/02429] [Page 131]

Strategic Alignment – Enabling Priorities

7.3 2020-21 Quarter 3 Confidential Commercial Operations Report [2021/00850] [Page 170]

8. Closure

Partial Road Closure of Chesser Street

ITEM 5.1 04/05/2021
The Committee

Strategic Alignment - Thriving Communities

Program Contact:
Matthew Morrissey, AD
Infrastructure 8203 7462

2020/00761
Public

Approving Officer:
Klinton Devenish, Director
Services, Infrastructure &
Operations

EXECUTIVE SUMMARY

Chesser Street operates mainly in a one-way direction with a bollard system in place at the Grenfell Street end to allow two-way movement when required.

Two property owners have requested that a portion of Chesser Street between Grenfell Street and French Street be closed. The closure would allow for an upgrade of this section of road at the property owners expense.

This report seeks approval for the closure of a portion of Chesser Street and the removal of parking which would assist in creating a more public pedestrian friendly environment in-line with the recently introduced Shared Use zone, increase activation and improve greening.

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The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council:

1. Notes the results of the public consultation for the proposed closure as shown in Attachment A to Item # on the Agenda for the meeting of the Council held on 11 May 2021.
2. Approves, in accordance with Section 32 of the *Road Traffic Act 1961*, the closure of a portion of road known as Chesser Street, Adelaide ('the Road'), between Grenfell Street and French Street to all motor vehicles other than those specified below.
3. Approves the following vehicles to be exempted from the closure:
 - 3.1 Vehicles which have permission from an officer or employee of the City of Adelaide including utility and service vehicles.
 - 3.2 Emergency vehicles including SA Police, SA Ambulance Service and Metropolitan Fire Service.
 - 3.3 Vehicles driven by employees of City of Adelaide during the course of their work.
4. Authorises the Chief Executive Officer to cause notice of the closure to:
 - 4.1 Be published in 'The Advertiser' and 'Government Gazette'.
 - 4.2 Be given by post each ratepayer of land immediately abutting and within 50 metres of the portion of the Road the subject of the closure.
 - 4.3 Be published on the City of Adelaide's internet website.
 - 4.4 Be made available at City of Adelaide's Customer Centre, Libraries and Community Centres.
5. Authorises the Chief Executive Officer to, after observing any relevant requirements of the *Road Traffic Act 1961*, cause to be erected, installed, operated maintained and removed, on behalf of Council, any traffic control device necessary to give effect to the closure.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Thriving Communities A safe, affordable, accessible, well-connected city for people of all ages and abilities and transport modes.
Policy	The review of traffic and parking for safety and amenity aligns with the Smart Move Transport and Movement Strategy for Calm Traffic.
Consultation	Consultation has been undertaken with affected stakeholders including emergency services, in accordance with City of Adelaide's (CoA) Public Consultation Policy.
Resource	Management of delivery can be undertaken using internal resources.
Risk / Legal / Legislative	Council has a responsibility to monitor and improve road safety by taking measures to protect its area from hazards, and to mitigate the effects of such hazards within the city.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The proposed concrete road pavement has a life expectancy of 50 years.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g. maintenance cost)	The average annual additional ongoing operating and maintenance costs associated with the new assets and cleansing requirements are estimated to be \$14,000 annually.
Other Funding Sources	Privately funded

DISCUSSION

Background

1. Two property owners adjacent Chesser Street between Grenfell Street and French Street have requested that this section of the road be closed to vehicles to allow for an upgrade as presented to Council through a workshop held on 16 March 2021. The privately funded upgrade would improve the area by:
 - 1.1. Providing DDA compliant paths
 - 1.2. Adding greenery
 - 1.3. Increasing opportunities for outdoor dining, events etc.
2. The closure would assist in creating a safer, more pedestrian friendly environment and address concerns regarding road safety. The proposal as shown (Link 1 view [here](#)) would include:
 - 2.1. Removal of kerb and watertable
 - 2.2. New paving with banding
 - 2.3. Installation of retractable bollards
 - 2.4. Plantings to increase greenery
 - 2.5. New drainage
 - 2.6. Replacement of arbour beams
 - 2.7. Removal of four loading spaces.
3. The loading zones are predominately used by vehicles servicing the two properties. Service vehicles will be able to access the closed portion during agreed times, eg outside of peak pedestrian movement times. Administration will continue to look for opportunities to increase loading zones in the vicinity, eg by converting underutilised timed parking spaces.

Summary of consultation approach

4. Consultation has been undertaken between 19 March 2021 and 20 April 2021 in accordance with City of Adelaide's (CoA) Public Consultation Policy and included the following actions:
 - 4.1. A letter was circulated to affected stakeholders (property owners and occupiers) (Link 2 view [here](#)).
 - 4.2. Consultation packs and feedback forms were made available on the Your Say website and through CoA libraries and community centres.
 - 4.3. Consultation packs and feedback forms were sent to SA Police, SA Ambulance Service and SA Metropolitan Fire Service.

Results of Consultation

5. The below summarises the feedback received during the consultation:
 - 5.1. Of the 31 responses received 30 stakeholders supported the proposal. The objection related to increase in noise especially during rubbish collection. The Administration will work with the resident and the waste collection companies to see if a more suitable time for collections can be arranged.
 - 5.2. This proposal was forwarded to SA Police, SA Ambulance Service and Metropolitan Fire Service. No response was received from the three emergency service providers.
6. A summary of the consultation results and feedback received can be found at **Attachment A**.

Next steps

7. Following approval, the following will be undertaken:
 - 7.1 A letter advising of Council's decision will be sent to affected stakeholders.
 - 7.2 Notice of the closure published in the Advertiser, Government Gazette and Your Say website.
 - 7.3 Bonding agreement signed.
 - 7.4 Designed and constructed in consultation with CoA.

DATA AND SUPPORTING INFORMATION

Link 1 – Chesser Street concept plan

Link 2 – Letter to stakeholders

ATTACHMENTS

Attachment A – Public consultation summary

- END OF REPORT -

Permanent Closure Traffic Proposal - Portion of Chesser Street between Grenfell Street and French Street

Survey Response				
Do you support the proposed closure of a portion of Chesser Street between Grenfell Street and French Street?		Suburb	Are you an Adelaide City Council Ratepayer?	Please tell us how you participate in city life
Yes	This project is very much needed. Hopefully one day the whole network of lanes there will follow suit.	NORWOOD, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	the more inconvenient we can make it for drivers the better. Get people out of cars and on to public transport, walking or cycling. We should be encouraging public use of streets for cafes and entertainment. We want pedestrians and cyclists to feel safe and supported.	PLYMPTON, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	I am so furious about the Council abandoning the East West bikeway that I don't feel like ever again commenting again on any of your proposals.	KLEMZIG, SA	No	Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop, Tourist
Yes	Our laneways should be used more as pedestrian friendly links. Would like to see a lot more closed off to traffic and made walking or cycling friendly.	ADELAIDE, SA	Yes	Live, Business Owner, Work, Study , Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	Please ensure material palette for upgrade is consistent with the design language of similarly improved areas of the city (same paving stones etc.).	ADELAIDE, SA	No	Live, Work, Study , Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	This is a great idea and should have been done long ago. The amount of pedestrians walking along the street each day justifies this closure	ADELAIDE, SA	Yes	Live, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	This is completed on behalf of 'MACLACHAN' of Jumbuck House, 9 French Street. 'Much better than parked cars and street smokers.'	ADELAIDE, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	This is completed on behalf of Olivia Buckton, 28 Chesser Street, Adelaide. 'No comments'.	ADELAIDE, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	This is completed on behalf of Mario Dreosti of Brown Falconer, 28 Chesser Street. We are immediate neighbours and landowners and we support this proposal. The removal of loading areas from the rest of Chesser Street has also been greatly appreciated in taking away use by vehicles that were often quite inappropriately sized for a small laneway.	ADELAIDE, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	This is completed on behalf of Pascale Quester of 24/322 Albert Street, East Melbourne, Vic 3002. No comments submitted.	ADELAIDE, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes		NORTH ADELAIDE, SA	Yes	Live
Yes		ADELAIDE, SA	Yes	Live, Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop

Survey Response		Suburb	Are you an Adelaide City Council Ratepayer?	Please tell us how you participate in city life
Yes	this would be great for the CBD and this area!	NORTH ADELAIDE, SA	Yes	Live, Work, Study , Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes		PROSPECT, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	Laneway development needs to be accompanied by increases surveillance cameras for public safety purposes (if not already occurring)	ADELAIDE, SA	Yes	Live, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	Excellent use of a beautiful lane.	ADELAIDE, SA	Yes	Live, Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes		ADELAIDE, SA	Yes	Live, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes		KUITPO, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes		ADELAIDE, SA	No	Live, Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	Remove cars from more alleyways around the CBD for pedestrian/cyclist shared use spaces.	ST PETERS, SA	No	Work, Study
Yes		O'SULLIVAN BEACH, SA	No	Live, Work, Study , Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	Do it more places	LOCKLEYS, SA	No	Work, Study , Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop, Tourist
Yes	It just seems obvious.	CLARENCE PARK, SA	No	Study , Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	I support more works like these to activate our cbd laneways for pedestrian activity. Chesser st is an iconic lane and has great potential.	MEDINDIE, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	close more streets if possible. Look at downtowns in Europe. Towns should be there for the people, not for the cars.	NORTH ADELAIDE, SA	Yes	Live

Survey Response		Suburb	Are you an Adelaide City Council Ratepayer?	Please tell us how you participate in city life
Yes		ROSTREVOR, SA	No	Work, Study , Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	Great idea. Should close more laneways for pedestrian use only	ADELAIDE, SA	Yes	Live, Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	On behalf of Consumer and Business Services (95 Grenfell Street), we support the proposed closure of a portion of Chesser Street.	ADELAIDE, SA	No	Work
Yes	Make sure there is more room in front of the Histo. Cheers.	BELAIR, SA	No	Business Owner, Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	I support the closure and the proposed upgrades. Please make the area a smoke free zone as currently feels like walking through a smoke tunnel some days.	EDWARDSTOWN, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes		ST AGNES, SA	No	Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes		ADELAIDE, SA	Yes	Live, Work, Play (e.g. Leisure, Recreation, Entertainment, Dining) , Shop
Yes	As the owner of premises on the corner of Chesser Street and Pirie Street, we support the proposal as we think it will improve the whole of Chesser Street as a pedestrian precinct.	TOORAK GARDENS, SA	Yes	Business Owner
No	Closure will increase traffic and noise to our residential apartments in French Street. It would also increase the noisy nightly rubbish trucks (and street cleaning) who drive down French Street; which we already receive complaints about. We own a residential apartment in French Street and we already have to contend with rubbish trucks picking up overnight between 11 pm and 6 am, noisy patrons from the Historic Hotel and when fringe events are held. The proposed road closure will increase noise from events in this area which directly affects our apartment (and our neighbours) on the second level of French Street, which impacts the values and our ability to rent. I suggest you sign French Street as "No Entry-local traffic only - No Trucks" (allowing DPTI & French St car parks to still be used), and allow traffic from Grenfell Street into Chesser and out at Pirie given its purely a commercial street, and allow traffic from Pirie, down Coromandel, out into Grenfell Street, and local car park traffic only to turn right into French Street, out onto Coromandel and Pirie. And not allow rubbish bins for collection (usually over 15) to be placed in French Street but instead be placed into the area you are proposing to block off in Chesser Street. We need places to put bins not area's for entertainment. This proposal does not respect residential premises adjacent to the area. I would be happy to discuss further. Marie Bullen 0408 551375	ADELAIDE, SA	Yes	Business Owner

Site for City Beach

ITEM 5.2 04/05/2021

The Committee

Strategic Alignment - Thriving Communities

Program Contact:

Christie Anthoney, Associate
Director, City Culture 8203 7444

2011/00972

Public

Approving Officer:

Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

On 28 January 2021, Council resolved to work with Volleyball SA to secure a new location for volleyball in the city and approved, in principle, for the new location to be within the Adelaide Park Lands. Building on the criteria set by Council, we have investigated multiple sites in the Park Lands.

This report is seeking the approval of Council for the former netball courts in Bonython Park/Tulya Wardli (Park 27) to be repurposed as a beach volleyball facility. Currently used for free commuter parking with capacity for 350 vehicles, repurposing these courts will help deliver on the Adelaide Park Lands Management Strategy in relation to enhancement of this space as a youth activity hub and a reduction in car parking on the Park Lands.

The former netball courts site meets the criteria set out by Council, is large enough to facilitate some limited car parking for beach volleyball participants, accommodate a range of recreation experiences and enhance the Park Lands edge to create an improved arrival into Park 27.

The previous decision of Council enables us to operate outside of the City of Adelaide Park Lands Leasing and Licensing Policy and not undertake an expression of interest process for the leasing of this space.

This matter was considered by the Adelaide Park Lands Authority on 22 April 2021 and was supported subject to a significant portion of the former netball courts being returned to greenspace and the beach volleyball facility being integrated into the landscape.

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The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council

1. Approves a section of the former netball courts in Bonython Park/Tulya Wardli (Park 27) being repurposed into a beach volleyball facility as per the City Beach Site Plan for Bonython Park/Tulya Wardli (Park 27) shown in Attachment A to Item # on the Agenda for the meeting of the Council held on 11 May 2021, subject to:
 - 1.1. Volleyball SA receiving sufficient funding to complete the project;
 - 1.2. further consideration of consolidating existing and proposed amenities where practical, to service use of the entire park;
 - 1.3. a significant portion of the area returned to greenspace; and
 - 1.4. landscaping integrated with the beach volleyball facility.
 2. Authorises the Chief Executive Officer to write to Volleyball SA stating Council's intention to enter into direct lease negotiations with them for the enhancement and occupation of the former netball courts in Bonython Park/Tulya Wardli (Park 27) to enable them to seek funding, noting the exceptional circumstances to operate outside of the City of Adelaide Park Lands Leasing and Licensing Policy determined by the decision of Council on 28 January 2021.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p>Strategic Alignment – Thriving Communities</p> <p>City of Adelaide 2020-2024 Strategic Plan Supports all City users to have their best experiences and attract more people to take part in City life and increases community use of and access to the Adelaide Park Lands.</p>
Policy	<p>This report supports the Adelaide Park Lands Management Strategy:</p> <ul style="list-style-type: none"> • Strategy 2.8 – Action1 • Key Move 13 – Bonython Park Precinct <p>The relevant sections of the Community Land Management Plan state:</p> <ul style="list-style-type: none"> • 1.3.1 Enable appropriate activities and events in the Park and in particular the continuation of the major event space that co-exists with surrounding sporting areas and that has a strong multi-function recreation focus. • 1.3.25 Continue to support the creation of multifunction recreation spaces and other changes to the Park to accommodate them. <p>Section 13.1 of the Adelaide Park Lands Leasing and Licensing Policy stipulates that in the case of vacant land or building a new lessee will be selected by way of Expression of Interest (EOI) unless there are exceptional circumstances. The Council Decision on 28 January 2021 gives reason for an exceptional circumstance.</p>
Consultation	<p>To date, consultation has been with Volleyball SA. Bonython Park/Tulya Wardli (Park 27) is culturally significant to the Kaurna people and they will be key stakeholders in future engagements on this project, subject to it being supported by Council.</p>
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	There is an opportunity to create a multi-purpose community recreation space and enhance the visitor experience and entrance to Park 27, whilst reviewing the existing amenities and services in the park to minimise built form.
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	This project is only at the initial planning stage.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	It is proposed that Volleyball SA will fund the entire project, including all site remediation costs, through government funding.

DISCUSSION

1. City Beach is a four court beach volleyball facility located on the corner of Pirie Street and Frome Street. The facility has been operated by Volleyball SA for over 20 years on a subsidised lease arrangement with the City of Adelaide.
2. At a meeting on 28 January 2021, Council resolved:
'That Council:
 1. *Works with Volleyball South Australia to secure a new location for Volleyball within the City of Adelaide*
 2. *Provides in principle approval, as landlord, for a relocation by Volleyball South Australia to a site within the Park Lands*
 3. *Seeks to ensure the new location will:*
 - a. *Be visible from a key road.*
 - b. *Be within walking distance to corporate businesses/universities/schools.*
 - c. *Be in an area where music will not disturb neighbours.*
 - d. *Have access to free carparking.*
 - e. *Have the ability to access the area with vehicles to replenish sand/delivery of stock.*
 4. *Requests the Lord Mayor write to the Minister for Recreation, Sport and Racing seeking funding to support a relocation.'*
3. Working with the site criteria agreed by Council and in consultation with Volleyball SA (VSA), we investigated multiple sites in the Park Lands. Our findings of this investigation are shown at Link 1 view [here](#).
4. Volleyball SA (VSA) were supportive of three sites, being Bonython Park/Tulya Wardli (Park 27), Gladys Elphick Park/Narnungga (Park 25) and King Rodney Park/Ityamai-itpina (Park 15).
5. Our preferred site is the former netball courts in Bonython Park/Tulya Wardli (Park 27). The following table details the key aspects of this site:

Criteria	Comment
Be visible from a key road	The site is highly visible from Port Road.
Be within walking distance to corporate businesses/universities/schools	Adelaide High School, Temple Christian College, University of South Australia (City West Campus) and the biomedical precinct are all within 2kms of the site. The site has excellent public transport access and is immediately adjacent a tram stop that links to businesses and universities in the City. Primary schools frequently visit the adjacent Road Safety School in Park 27.
Be in an area where music will not disturb neighbours	Bonython Park is identified in the Adelaide Park Lands Event Management Plan as being 'suitable for large scale concerts and multistage events with significant amplified sound'.
Have access to free carparking	There is adequate existing footprint to allow for car parking and bus drop off/pick up to service the facility.
Have the ability to access the area with vehicles to replenish sand/delivery of stock	The site is accessible via an existing Park Lands roadway that connects to Port Road.
Minimal impact on existing users/stakeholders	Major events use the site for back of house storage and medium events use the site for car parking. Majority of use is related to commuter parking.
Partnering Opportunities	There is a potential programming partnership with the Road Safety School.
Impact on Park Lands 'green' footprint	The site contains a large existing hard stand area with opportunities to landscape sections.
Adelaide Park Lands Management Strategy Alignment	A youth sports hub is identified in the Strategy for this space as well as a desire to reduce car parking on the Park Lands by 5%.

6. Repurposing these former netball courts into a beach volleyball facility with supporting landscaping can deliver a number of benefits including:
 - 6.1. The Adelaide Park Lands Management Strategy (APLMS) recommendation to reduce car parking on the Park Lands by 5%.
 - 6.2. The APLMS recommendation to create a youth activity hub in this space.
 - 6.3. Council's Strategic Plan action to 'leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences'.
 - 6.4. A reduction in the urban heat island effect.
7. There are some constraints to the site including uneven ground, underground services and probable site contamination through the various uses of the space including the bitumen courts themselves. In relation to underground services, a high voltage cable runs underneath the courts on the western edge.
8. The former netball courts site in Park 27 occupies an area of approximately 7,500sqm and has been used predominantly for free car parking since circa 1997. Initially, the space was used for overflow parking during the summer when visitation peaked in Bonython Park. Following the establishment of the tram on Port Rd, the area has increasingly been used for free commuter parking by city workers, students and visitors seven days a week.
9. With an estimated capacity of 350 vehicles, this intense use by motor vehicles has deteriorated the landscape and required us to manage vehicle 'creep' and complaints relating to vehicles being blocked by other cars on an ongoing basis.
10. The courts are frequently used to support events in Park 27. Major events use the area as a 'back of house' or storage area to minimise damage to turf areas. Smaller events use the space as a cheaper and more convenient alternative to having U-Park manage the northern end of Bonython Park, which has an event parking capacity of 500 vehicles and where people are charged to park. During wet weather, the netball courts provide an alternative to the turfed northern end for U-Park to facilitate parking for events.
11. Being close to the edge of the park, the proposed location of the beach volleyball facility will allow it and events to operate simultaneously, noting that it will require some event organisers to develop new site plans with respect to back of house areas and car parking arrangements.
12. We have developed a draft site plan in consultation with VSA to show an indicative spatial arrangement for a beach volleyball facility in Park 27. The site plan, shown in **Attachment A**, includes:
 - 12.1. A multipurpose space for beach sports including fenced beach volleyball (four courts) and beach soccer (two pitches) (approximately 2,240sqm – noting that the current court space leased by VSA is approximately 1,535sqm).
 - 12.2. An allocation for limited car parking to support the beach volleyball facility, particularly given a large portion of participants attend the facility at night. Space is also required to accommodate buses bringing in large groups (eg school children).
 - 12.3. A building with changerooms, toilets, and kiosk (approximately 150sqm). VSA's operating model requires access to these amenities to remain financially viable, in addition to consideration being given to the large portion of participants that will attend the facility at night.
 - 12.4. A space for additional recreation facilities such as basketball and/or 5 a-side soccer, thereby providing a more diverse year-round offering and attracting more people to utilise this space (approximately 800sqm).
 - 12.5. An irrigated landscape space to match in with the adjacent Park Lands (approximately 1,665sqm).
13. It is proposed that VSA fund the entire works including site remediation and be granted a lease to operate and maintain the facility once established.
14. Council's Park Lands Leasing and Licensing Policy requires a new lessee for vacant land to be selected by way of expression of interest unless there are exceptional circumstances. Subject to this location being supported by Council, it is recommended that Council negotiate a lease for the former netball courts site exclusively with VSA at the appropriate time. In the interim, it is recommended that Council write to VSA stating our intent to negotiate a lease to enable them to seek funding for this project. Without this commitment, VSA is unlikely to receive any government funding.
15. Lease negotiations will need to consider several factors including:
 - 15.1. The requirement for fit for purpose facilities including fencing.

- 15.2. Facility management (including car parking) in the context of operating a viable facility and broader community access.
- 15.3. Fee setting and affordability.
- 15.4. Length of tenure.
16. On 22 April 2021, the Adelaide Park Lands Authority (APLA) considered this matter and resolved to provide the following advice to Council:
- 'That the Adelaide Park Lands Authority:*
1. *Supports a section of the former netball courts in Bonython Park/Tulya Wardli (Park 27) being repurposed into a beach volleyball facility as per the City Beach Site Plan for Bonython Park/Tulya Wardli (Park 27) shown in Attachment A to Item 5.1 on the Agenda for the meeting of the Board of the Adelaide Park Lands Authority held on 22 April 2021, subject to Volleyball SA receiving sufficient funding from the State Government and further consideration of the existing and proposed amenities to service use of the entire park.*
 2. *Recommends a significant portion of land be returned to greenspace and landscaping integrated with the volleyball facility.'*
17. If Volleyball SA receive funding for this project, a draft lease agreement along with a draft concept plan will be tabled with APLA for feedback. Until a lease agreement is executed, Volleyball SA will not have any rights to occupy the space in Park 27.
18. In developing the draft concept plan, we will need to give consideration to the provision of amenities in Park 27 including existing kiosks, toilets and car parking in order to determine the appropriate level and location of these services to support use of the entire park and minimise built form where practical.
19. It is recommended that when the Community Land Management Plan for Park 27 is revised, that the former netball courts be identified as a potential leasing area.

DATA AND SUPPORTING INFORMATION

Link 1 - Site Analysis of City Beach Site Options

ATTACHMENTS

Attachment A – City Beach Site Plan for Bonython Park/Tulya Wardli (Park 27)


- END OF REPORT -


LEGEND


1. Vehicle entry & exit
2. Volleyball parking and bus drop off facilities (provisions TBD)
3. Volleyball SA building (150m²)
4. 4 x beach volleyball/beach sports courts (2240m²)
5. Multi purpose recreation space (800m² optional)
6. Restore to turf (approx. 1665m²)
7. Thebarton Tram Stop
8. Bonython Model Boat Pond


 Arrival link into courts & Park Lands


 Picnic area


 Sports lighting required

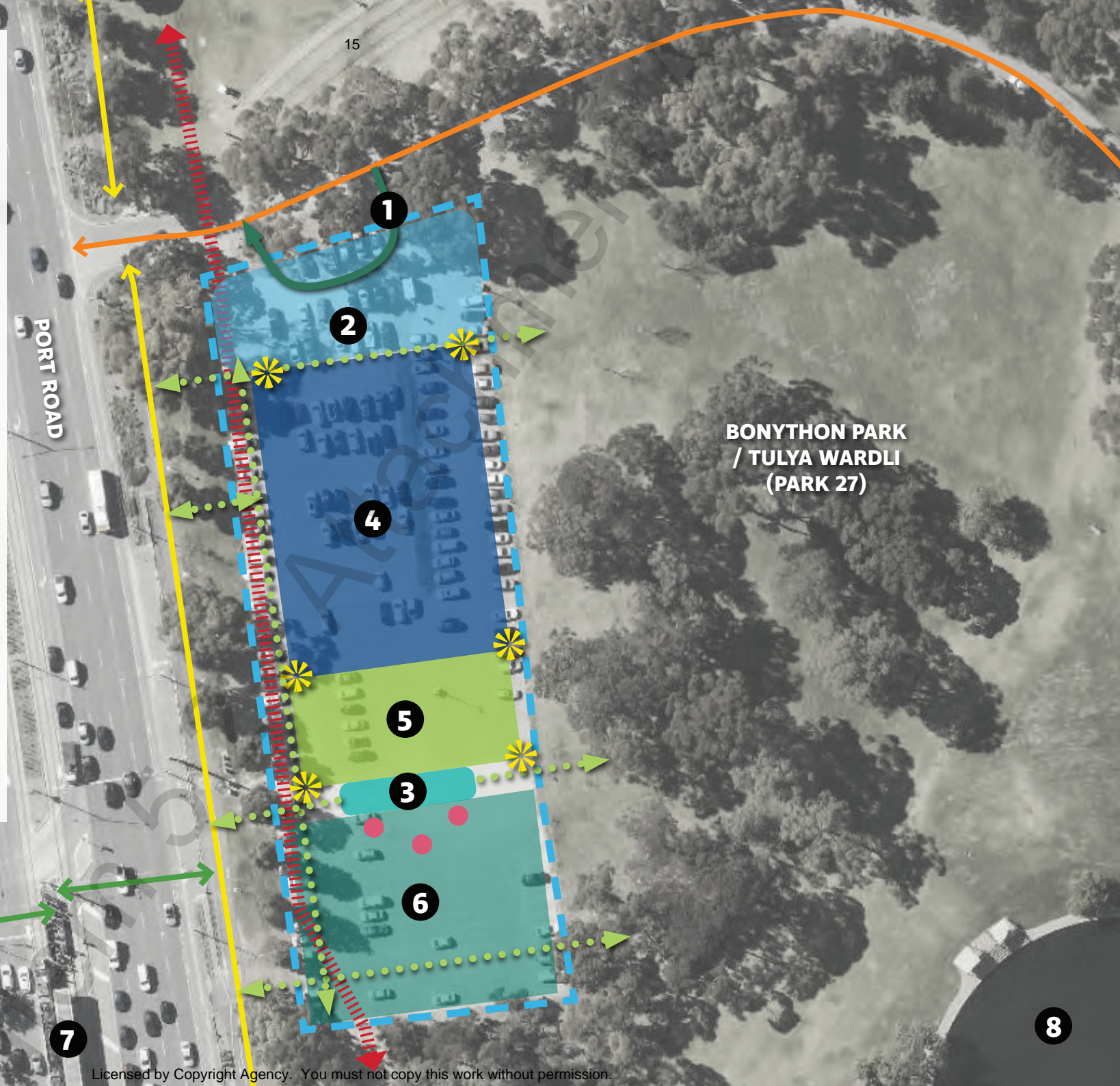
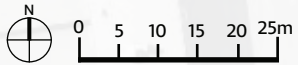
 Livestrong Pathway

 Existing roadway

 Existing pedestrian crossing

 Existing hardstand area

 Existing underground high voltage electrical cable



**BONYTHON PARK
/ TULYA WARDLI
(PARK 27)**

Tennis SA – Sunken Show Court – Roof Proposal

ITEM 5.3 04/05/2021
The Committee

Strategic Alignment - Thriving Communities

Program Contact:
Christie Anthoney, Associate
Director, City Culture 8203 7444

2018/03439
Public

Approving Officer:
Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

As part of the overall redevelopment of the Tennis SA Complex, Memorial Drive Tennis Club (MDTC) and Tennis SA (TSA) are seeking the support of the Council to erect a new free standing roof over the Sunken Show Court (SSC) located within the leased area of Memorial Drive Tennis Club.

The new roof will be of similar materiality and design to the Adelaide Oval Stand roof and will cover the sunken court. This area will later be transferred from Memorial Drive Tennis Club to Tennis SA. This process will be undertaken once all the development works have been completed, via a lease variation to both long term leases held with the City of Adelaide.

The proposal is consistent with City of Adelaide Strategic Plan and the Adelaide Park Lands Management Strategy 2015-2025 and will improve the quality and use of the Park Lands.

The Adelaide Park Lands Authority considered this matter on 22 April 2021 and were supportive of the project proceeding.

.....

The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council

1. Approves the Tennis SA Sunken Show Court Roof Designs, Attachment A to Item # on the Agenda for the meeting of the Council held on 11 May 2021, so that their application may progress through the required statutory assessment process.
 2. Notes that with Council's approval, the development application for the Tennis SA Sunken Show Court Roof Designs will proceed to Council's administration assessment.
 3. Notes that any lease variations will be the subject of a separate report to Adelaide Park Lands Authority/Council.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p>Strategic Alignment – Thriving Communities</p> <p>City of Adelaide 2020-2024 Strategic Plan Supports all City users to have their best experiences and attract more people to take part in City life and increases community use of and access to the Adelaide Park Lands.</p>
Policy	<p>Community Land Management Plan (CLMP) for Tantanya Wama (Park 26), endorsed 2009 (Currently under review):</p> <ul style="list-style-type: none"> The Vision for Park 26 is that it will be managed as a predominantly cultural and civic precinct accommodating a range of sport, recreation, civic and cultural activities. Section 4.4 of the CLMP promotes to “retain the remaining sports facilities within the Adelaide Oval portion and promote an integrated approach to master planning of the leased areas incorporating Adelaide Oval, State Tennis Centre, Next Generation and the Memorial Drive Tennis Centre to maximise use of these facilities and ensure the ongoing viability of the sporting associations/clubs associated with them”. Section 4.5 of the CLMP states that ‘In conjunction with the State Government support the attraction of major sporting events to Adelaide Oval and State Tennis Centre’.
Consultation	The project will be subject to any consultation that may be required as part of the development approval process.
Resource	The project will be funded by Tennis SA and its partners, including State Government.
Risk / Legal / Legislative	The new roof is development activity on land currently leased to Memorial Drive Tennis Club (MDTC) which is subleased to Next Generation (NG). MDTC/NG have provided in-principle landlord consent, with the knowledge that this land will be transferred to Tennis SA at the completion of the TSA Redevelopment via a lease variation to both existing long term leases held by Council.
Opportunities	Alignment to City of Adelaide’s Strategic Plan to increase attendance at events in the city and Park Lands as well as the number of people visiting the city for leisure or entertainment by providing support to organisations that attract visitors to the City.
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Tennis SA (TSA) has commenced the redevelopment of the existing facilities at War Memorial Drive, adjacent Adelaide Oval to provide a world class playing platform.
2. At its meeting of 9 February 2021, Council considered a proposal to enhancement the facilities at the Memorial Drive Tennis Centre in Tantanya Wama (Park 26). This constituted Stage Two of the Tennis Australia Anchor Project redevelopment proposal (master plan). Council resolved to:
 1. *Approves the enhancement of facilities leased by Tennis SA at the Memorial Drive Tennis Centre in Tantanya Wama (Park 26) as per the Tennis Centre Court Concept Plan and Demolition Plan shown in Attachment A and Attachment B to Item 10.3 on the Agenda for the meeting of the Council held on 9 February 2021, subject to the project incorporating 'green landscape' initiatives.*
 2. *Authorises amendments being undertaken to the existing 42 year lease agreement between the City of Adelaide and Tennis SA Inc, including:*
 - 2.1. *A market rent review to recognise the improvements which are capable of accommodating expanded uses and or increased use of the facilities.*
 - 2.2. *Changes to the Lease Plan to recognise additional built form and the reconfiguration of courts in the care and control of Tennis SA.*
 3. *Notes that a statutory consultation process on the existing 42 year lease agreement occurred in 2017 and there are no requirements to undertake additional community consultation nor place the lease before both Houses of Parliament as a result of these amendments to the existing lease agreement.*
3. The State Government has allocated \$44M in 2020-21 for this project (Stage Two) and site works are currently underway.
4. Memorial Drive Tennis Club (MDTC) and TSA have recently approached Council [Link 1 view [here](#)] requesting consent to proceed with designs of a new roof over the Sunken Show Court (SSC) on land that is current lease to MDTC (Image 1).
5. The construction of this roof will be funded by State Government and is included in the allocated \$44M.
6. It is anticipated that once all works are complete at the Memorial Drive Tennis Complex that the land occupied by SSC (currently leased to MDTC) will be transferred to TSA via a lease variation with both parties and Council.

Image 1 – Location of Sunken Show Court and proposed roof



Memorial Drive Tennis Club – Letter of Consent

7. The letter of consent provided by MDTC [Link 1 view [here](#)] is counter signed by TSA.
8. While MDTC has provided consent to proceed with the design of the roof (subject to Council consent), it also comes with a caveat that MDTC are able to withdraw their consent if the final design impacts on the enjoyment of MDTC and its sublessee Next Generation.
9. It is understood that MDTC have sighted the designs of the proposed roof referenced in **Attachment A** and maintain that they can withhold their consent if these plans materially change at any stage.
10. We are working closely with TSA and MDTC to ensure a satisfactory outcome in this regard.

Sunken Show Court Roof Design

11. The new roof structure measures approximately 36 metres by 40 metres – approximately 1,440 square metres in area. The roof structure, supported by four columns, will be approximately 12.97 metres in height at its highest point.
12. It is proposed that the new roof structure will complement the main roof structure and will be substantially smaller in area.
13. The roof structure will cover the tennis court playing surface and the bench seating areas on the east and west of the court.
14. The design incorporates a gentle curved form and the white fabric cover will be similar to the roof covering the Centre Court and the adjacent Adelaide Oval Southern (Riverbank) Grandstand.
15. The existing light poles for the SSC will be removed. The steel structure will include provisions for services such as electrical, lighting, PA systems and the like.
16. It is proposed that the new roof structure will have minimal adverse shadow impact on the Next Generation outdoor swimming pool or the Adelaide Oval practice wickets.
17. Please see **Attachment A** for plans detailing the roof design.

Adelaide Park Lands Building Design Guidelines

18. The concept has been reviewed against the Adelaide Park Lands Building Design Guideline.
19. The following is a summary of our review:
 - 19.1. The proposal is located close to and responds to the context of the state-of-the-art precinct for sporting, arts and entertainment events to which it is to be incorporated.
 - 19.2. The design language of the proposal unites with that of the recently completed Memorial Drive Centre Court redevelopment and Adelaide Oval (white tensile roof structure on light weight steel support structures) to create a clearly identified and uniform 'precinct' within the Park Lands.
 - 19.3. The proposal does not indicate overhead lighting installed on the roof structure. If proposed, overhead lighting should be integrated into the roof support structure to be as visually unobtrusive as possible whilst maintaining its effectiveness.

Adelaide Park Lands Authority

20. The Adelaide Park Lands Authority considered this matter on 22 April 2021 and were supportive of the project proceeding.

Next Steps

21. Tennis SA would like to complete the majority of stage two works prior to the next Adelaide International in January 2022, which includes the erection of the SSC roof.
22. We will continue to work with Tennis SA in making the necessary amendments to the existing lease agreement.

DATA AND SUPPORTING INFORMATION

Link 1 - MDTC TSA Letter

ATTACHMENTS

Attachment A - Sunken Show Court Roof Designs

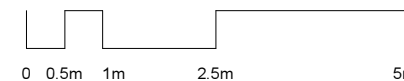
- END OF REPORT -



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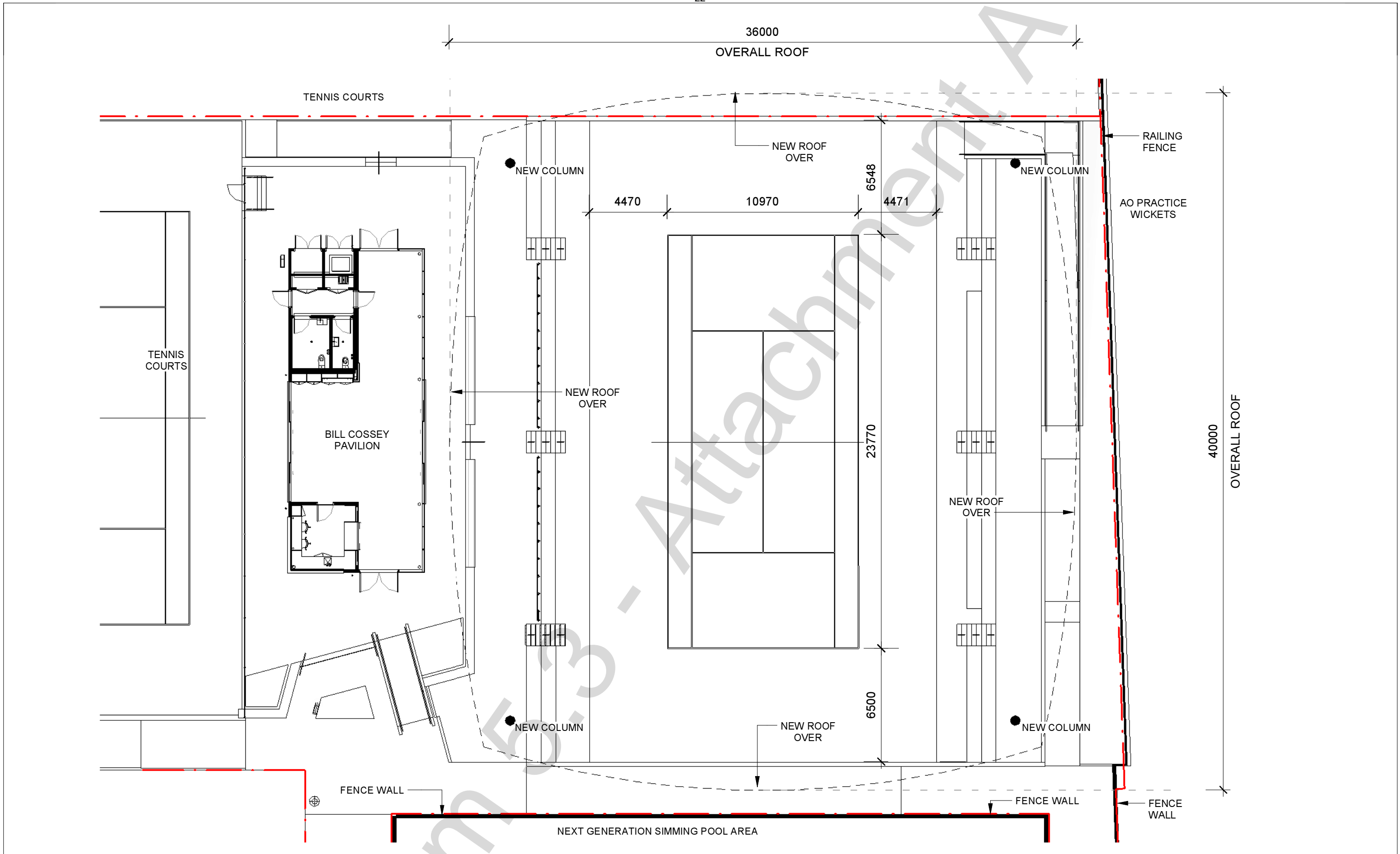


Project
TCCD2 - SHOW COURT ROOF
MEMORIAL DRIVE, NORTH ADELAIDE

Drawing Title

SITE PLAN

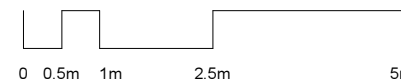
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Project
TCCD2 - SHOW COURT ROOF
MEMORIAL DRIVE, NORTH ADELAIDE
Drawing Title

PLAN

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Revision:
Drawing Number: SC-ASK-01

36000

40000

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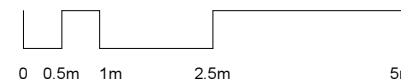
NEW ROOF



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Project

TCCD2 - SHOW COURT ROOF
MEMORIAL DRIVE, NORTH ADELAIDE

Drawing Title

ROOF PLAN

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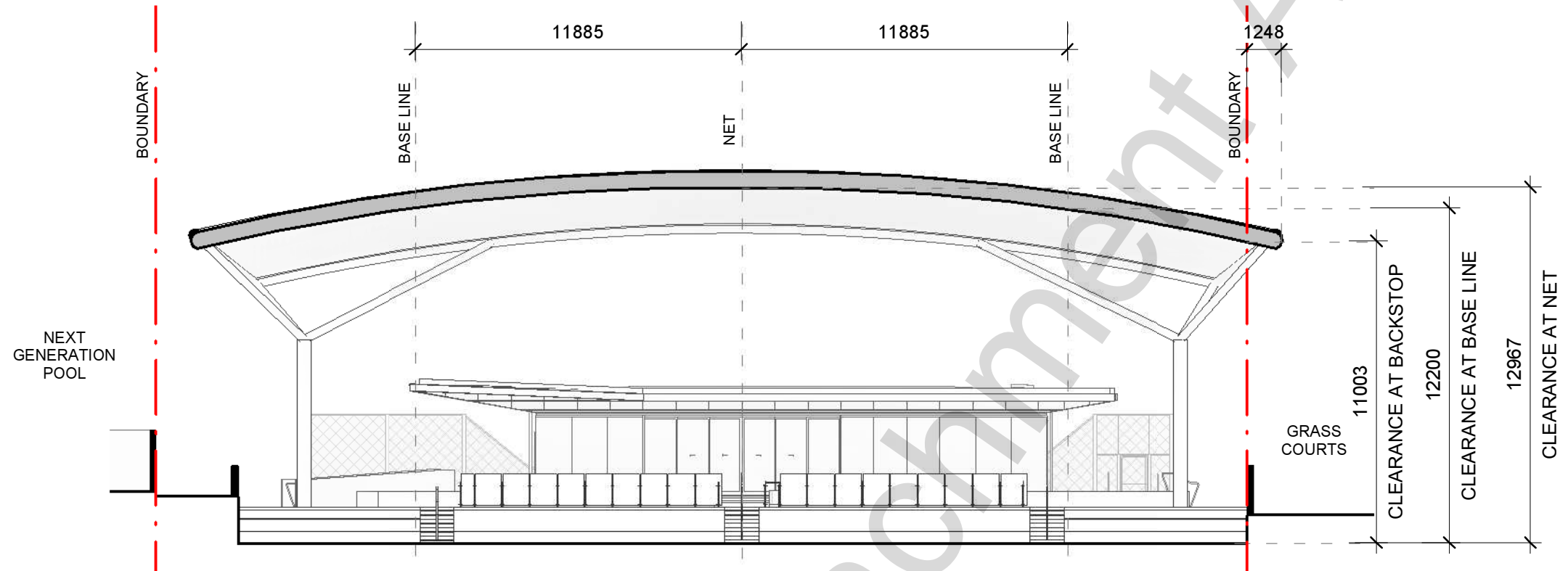
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10/23/20

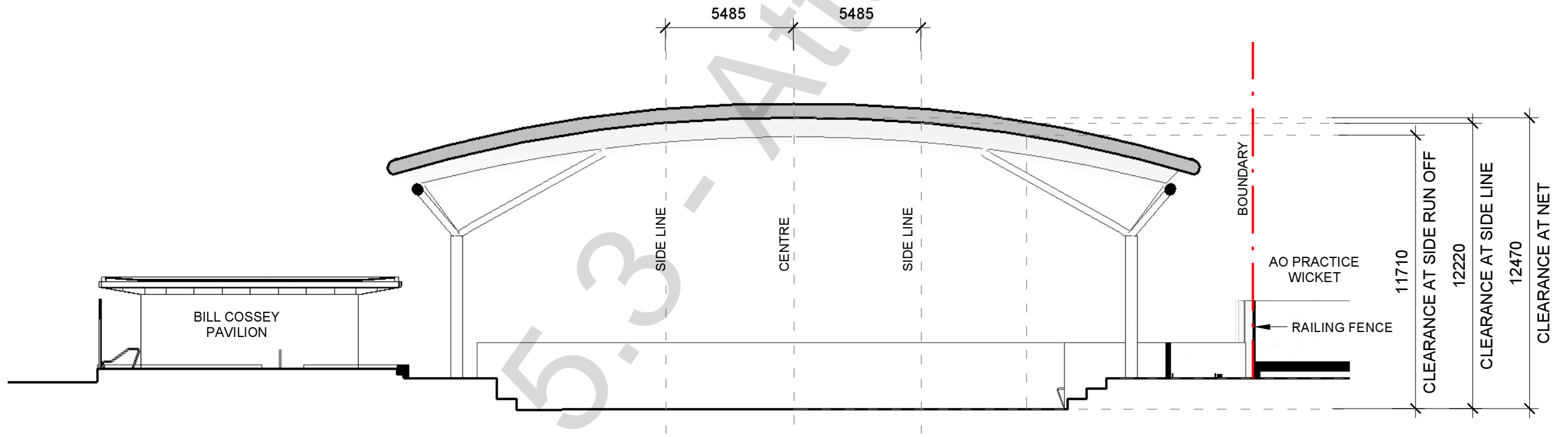
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SC-ASK-02



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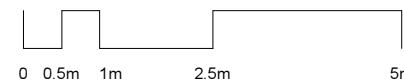


SECTION CUT AT BASE LINE
SCALE 1 : 200



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Project
TCCD2 - SHOW COURT ROOF
MEMORIAL DRIVE, NORTH ADELAIDE

Drawing Title
SECTIONS - CLEARANCES

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Drawing Number: **SC-ASK-04**

EXISTING



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SUMMER - 12PM

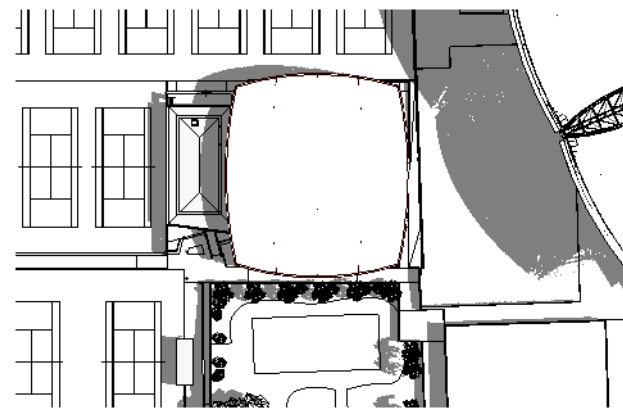


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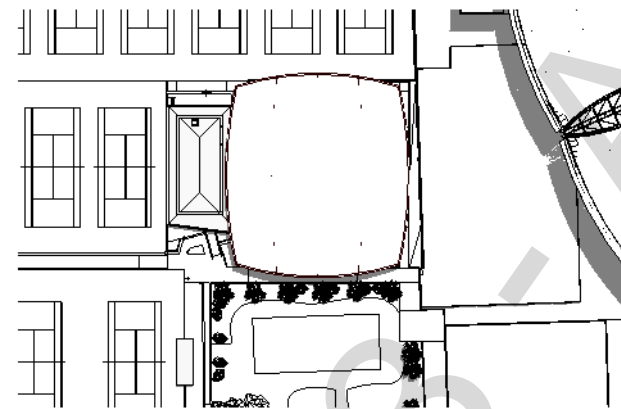


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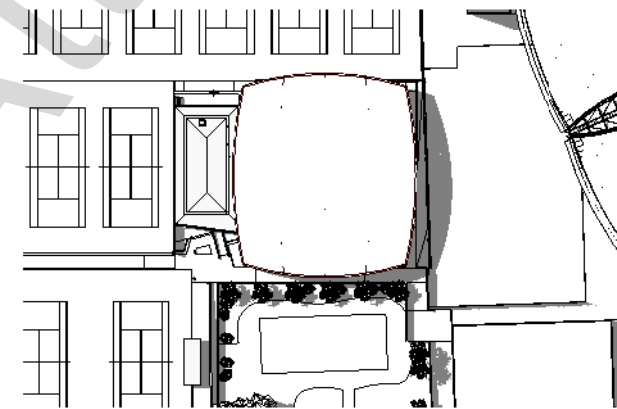
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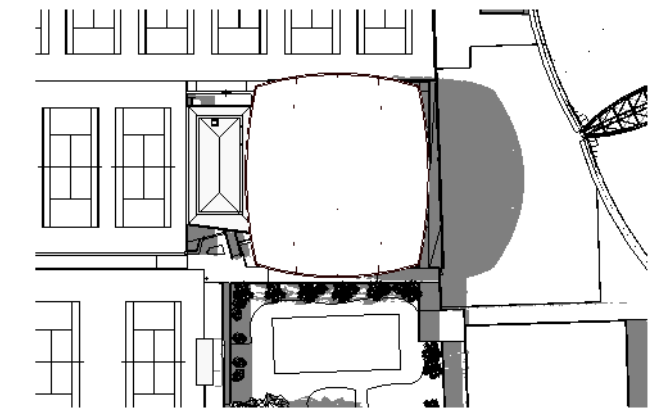
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SUMMER - 12PM



SUMMER - 3PM



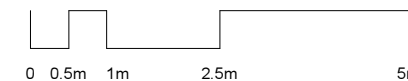
SUMMER - 5PM



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Project

TCCD2 - SHOW COURT ROOF
MEMORIAL DRIVE, NORTH ADELAIDE

Drawing Title

SUN STUDIES - SUMMER

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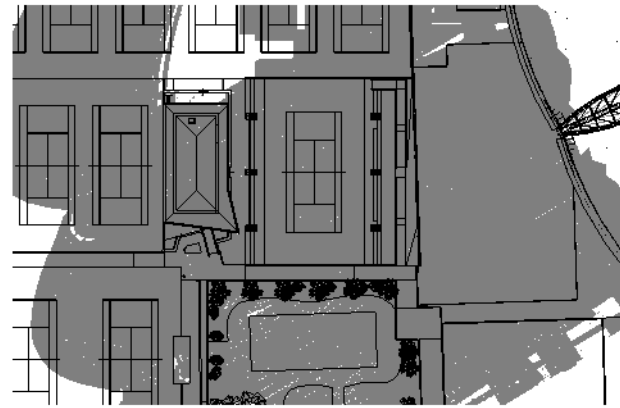
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Revision:

Drawing Number:

SC-ASK-05

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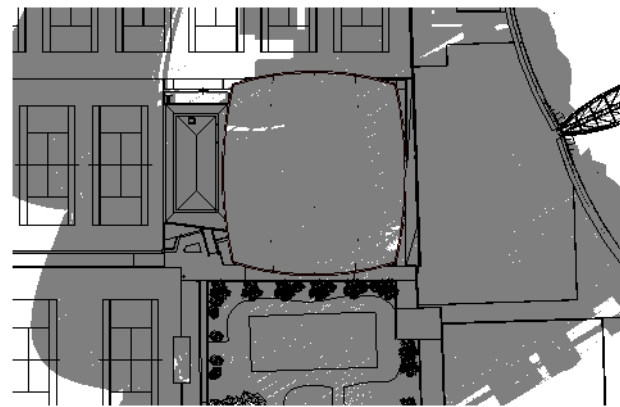


WINTER - 3PM

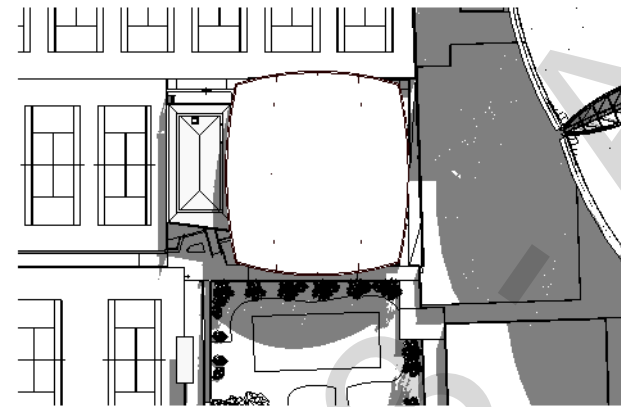


WINTER - 5PM

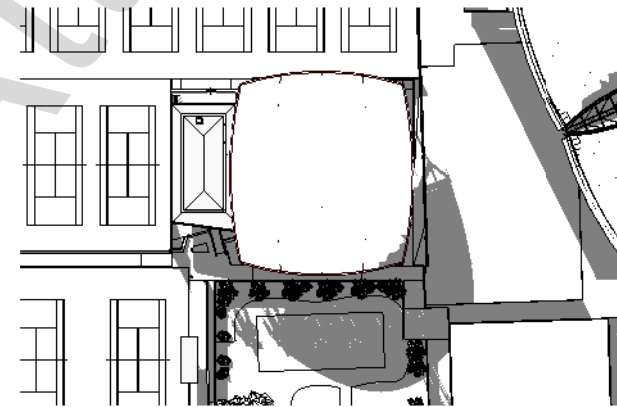
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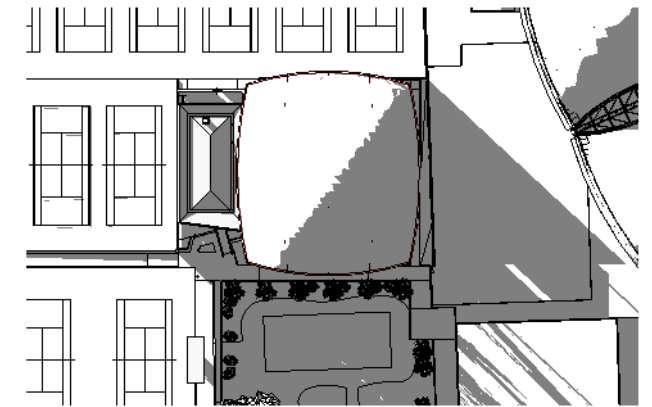
WINTER - 9AM



WINTER - 12PM



WINTER - 3PM



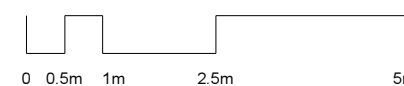
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Project

TCCD2 - SHOW COURT ROOF
MEMORIAL DRIVE, NORTH ADELAIDE

Drawing Title

SUN STUDIES - WINTER

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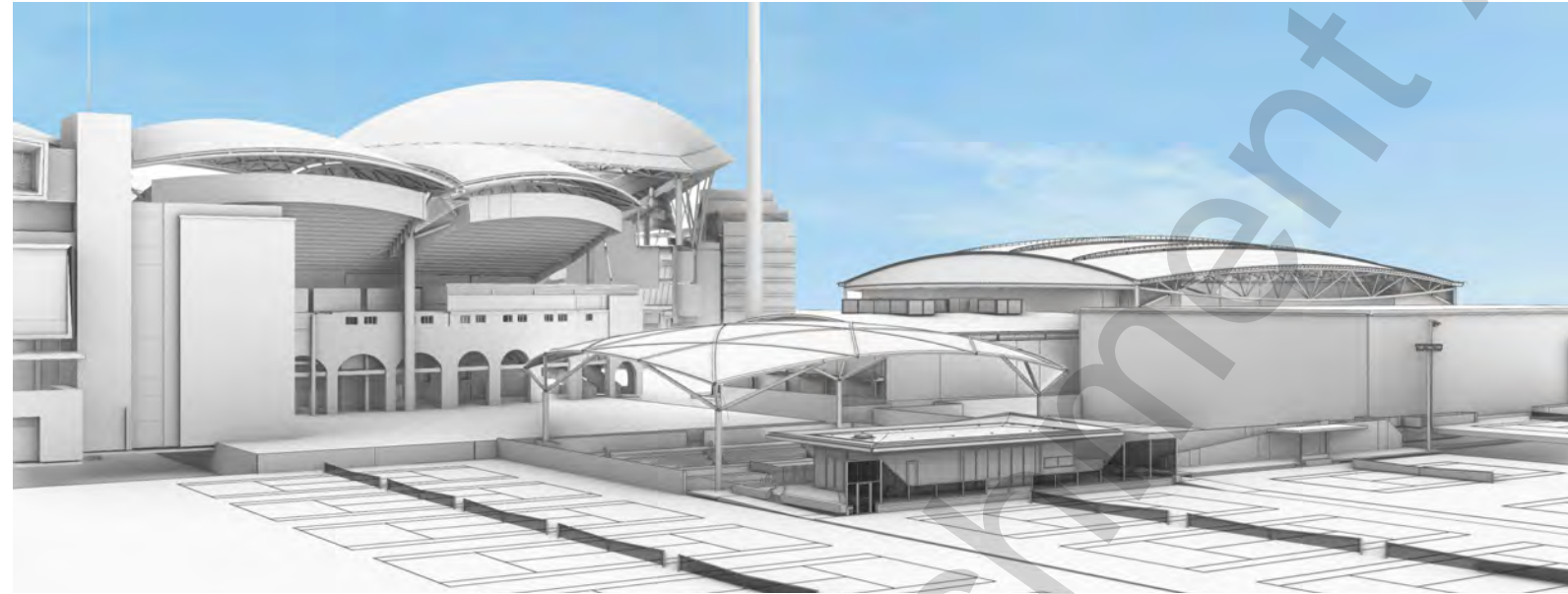
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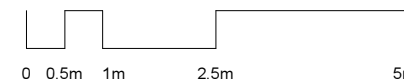
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Project
TCCD2 - SHOW COURT ROOF
MEMORIAL DRIVE, NORTH ADELAIDE

Drawing Title
PERSPECTIVES - SHEET 1

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Revision:
Drawing Number: SC-ASK-07

TCCD2 Sunken Show Court

SC-ASK-14 [7] - Next Gen Balcony Outlook



TCCD 2

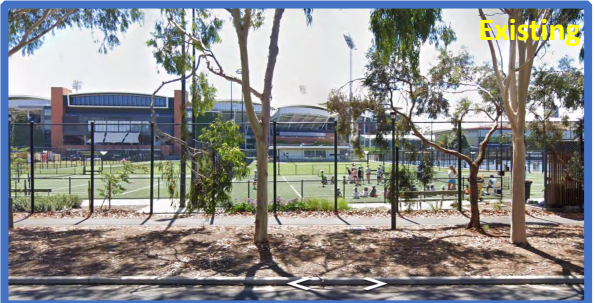
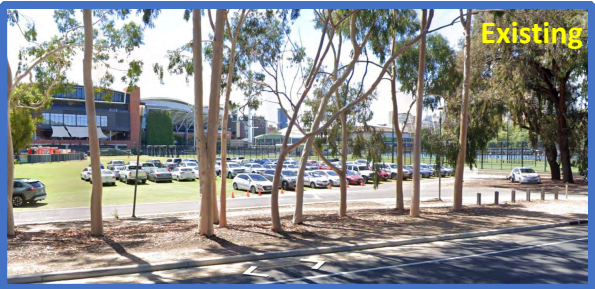
TCCD2 Sunken Show Court

SC-ASK-14 [7] - Next Gen Pool Deck Outlook



TCCD 2

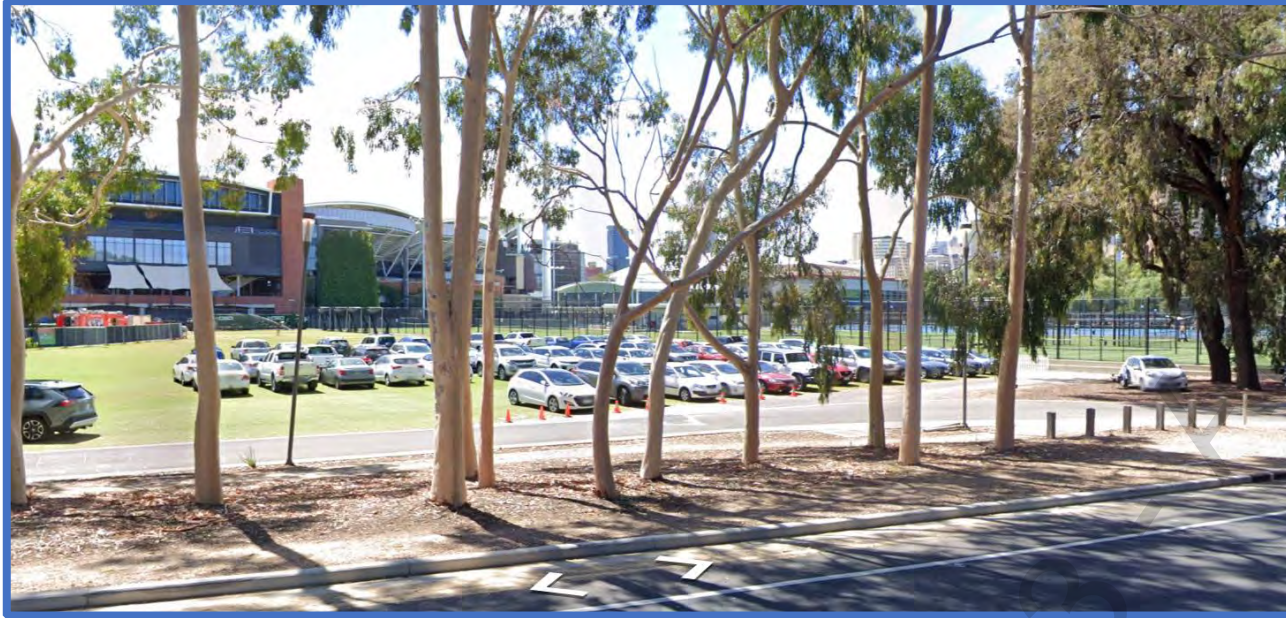
Tennis SA – Sunken Showcourt Roof Structure



The Committee Meeting - Agenda - 4 May 2021



31
Tennis SA – Sunken Showcourt Roof Structure



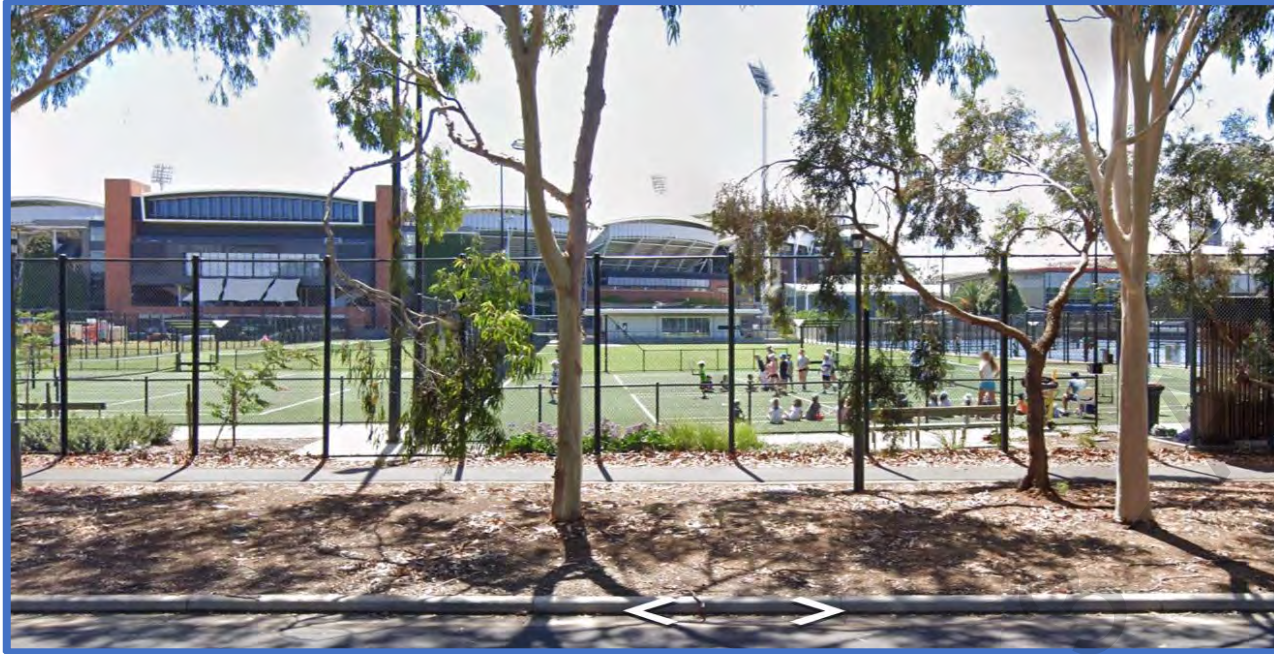
Existing View – from Montefiore Road (Site 1)



3-D Perspective View – from Montefiore Road (Site 1)

Note: 3-D Perspective View does not include existing fencing, landscaping or other elements which reduce the visual appearance of the proposed Sunken Showcourt Roof Structure

32
Tennis SA – Sunken Showcourt Roof Structure



Existing View – from Montefiore Road (Site 2)



3-D Perspective View – from Montefiore Road (Site 2)

Note: 3-D Perspective View does not include existing fencing, landscaping or other elements which reduce the visual appearance of the proposed Sunken Showcourt Roof Structure

Illuminate Adelaide Public Artwork

ITEM 5.4 04/05/2021
The Committee

Strategic Alignment - Dynamic City Culture

Program Contact:
Christie Anthoney, Associate
Director, City Culture 8203 7444

2021/00407
Public

Approving Officer:
Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

Illuminate Adelaide was announced in August 2020 as a new major annual winter event for Adelaide that will take place over the city streets, laneways and buildings from 16 July to 1 August 2021 celebrating innovation, music, art, technology and light. Described as an event of global significance and distinctively South Australian, Illuminate Adelaide will present a new event concept which celebrates the union between future technology and creative industries.

The City of Adelaide approved 2020-21 Business Plan and Operating Budget includes a commitment of \$300,000 for the delivery of a permanent light-based public artwork as a contribution to the inaugural event in 2021. A further contingency of up to \$100,000 has been approved from the public art capital budget. It is intended that the project will contribute to a collection of interactive and light-based artworks in the city, which over time will become a significant cultural experience and visitor attraction. An interactive light-based artwork by local and esteemed artist Jason Sims has been commissioned by the City of Adelaide and will be launched as part of Illuminate Adelaide 2021. It will be located on Grote Street to the west of the entrance to the Adelaide Central Market.

This report has been prepared in response to Council's decision at its meeting on 10 November 2020 that public art projects valued over \$100,000 must come to Council for noting.

.....

The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council:

1. Notes the City of Adelaide has commissioned a permanent light-based public artwork by Jason Sims as a contribution to the inaugural Illuminate Adelaide 2021 event, as shown in Attachment A to Item # on the Agenda for the meeting of the Council held on 11 May 2021.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Dynamic City Culture City of Adelaide Strategic Plan 2020-24: Deliver public art throughout the city in collaboration with the private sector as a contribution towards a dynamic city culture.
Policy	Adelaide, City of Art: Public Art Action Plan 2019-22: Deliver Art Shines, a creative light-based public art commission program to energise, delight and make city spaces welcoming and safe.
Consultation	Supportive stakeholder engagement has been undertaken with Illuminate Adelaide, Renewal SA and the Adelaide Central Market Authority.
Resource	The City of Adelaide approved 2020-21 Business Plan and Operating Budget includes a commitment of \$300,000 for the delivery of a permanent light-based public artwork as a contribution to the inaugural Illuminate Adelaide event in 2021. A contingency of up to \$100,000 has been identified as necessary to address the site and timeline complexities.
Risk / Legal / Legislative	<p>Limited timeframe: Six months to deliver a major public artwork from design development to installation and launch is a constricted timeframe. Mitigated through delivery of existing planned artwork that has been through procurement and initial design. City of Adelaide taking responsibility for delivery of underground works and project management. Budget contingency to fast-track delivery.</p> <p>Budget: Detailed analysis of the budget by the artist and the project team has revealed that moving the artwork to Grote Street, along with the timeframe, puts pressure on the allocated \$300,000. Mitigated by budget contingency of up to \$100,000 to enable delivery.</p> <p>Stakeholder Relationships: Tight timelines and complex site conditions could result in the inability to launch within the Illuminate Adelaide 2021 event timeframe. Mitigated by budget contingency and City of Adelaide lead on project delivery.</p> <p>City of Adelaide reputation: The consequence of an inability to deliver would reflect poorly on City of Adelaide's reputation and relationships with the key stakeholders and wider community. Mitigated by budget contingency of up to \$100,000 (subject to requirement) to enable delivery.</p>
Opportunities	An opportunity has been identified and is supported by Illuminate Adelaide 2021, for an artwork that has already advanced through City of Adelaide planning, public art assessment and concept design approval stages. Renewal SA is supportive of the second Jason Sims artwork being relocated and launched within the Illuminate Adelaide 2021 event.
20/21 Budget Allocation	\$400,000 (inclusive of the \$300,000 capital budget commitment and up to a further \$100,000 contingency)
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Expected life span of 25 years or more
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Budgeted ongoing maintenance costs of \$20,000 has been allocated from the project budget
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Illuminate Adelaide was announced in August 2020 as a new major annual winter event for Adelaide that will take place over the city streets, laneways and buildings from 16 July to 1 August 2021 celebrating innovation, music, art, technology and light. Described as an event of global significance and distinctively South Australian, Illuminate Adelaide will present a new event concept which celebrates the union between future technology and creative industries.
2. The City of Adelaide approved 2020-21 Business Plan and Operating Budget includes a commitment of \$300,000 for the delivery of a permanent light-based public artwork as a contribution to the inaugural event in 2021. A further contingency of up to \$100,000 has been approved from the public art capital budget.
3. It is intended that the project will contribute to a collection of interactive and light-based artworks in the City, which over time will become a significant cultural experience and visitor attraction to the City.
4. An opportunity has been identified for the upcoming 2021 event and is supported by Illuminate Adelaide, Renewal SA and the Adelaide Central Market Authority. An artwork that has already advanced through City of Adelaide planning, public art assessment and concept design approval stages, has been identified as meeting most of the intentions of Illuminate Adelaide. An interactive light-based artwork by local and esteemed artist Jason Sims, already developed, but on hold (with a commission value of \$220,000), as part of the M2R project has been commissioned.
5. Jason Sims was awarded the opportunity to create two free-standing sculptures. *Golden Rhombohedron (Acute)* has been installed on Bank Street. The opportunity has been taken to deliver the second artwork as the Illuminate Adelaide public artwork for 2021, placing it directly on Grote Street to the west of the Adelaide Central Market entrance and pedestrian crossing.
6. Jason Sims is a contemporary Australian artist known for his sculptural works that explore the potential of light and reflection to create simple illusions of space and form.
7. The new artwork will be similar in concept (as shown in **Attachment A** and presented here), but a different shape to the existing *Golden Rhombohedron (Acute)* on Bank Street. Both sculptures are designed to reflect and respond to their surroundings and, when you look into them, use light and illusion to reveal a space of infinite intersections within.



8. Image of the location of the new artwork on Grote Street:



9. High-level investigation of this approach indicates that the artwork will be delivered and launched on 1 August 2021 during the Illuminate Adelaide event, noting that some challenges are being resolved and mitigated, including limited timeframes, complex underground works and stakeholder management. Mitigation includes the City of Adelaide taking the lead on groundworks and stakeholder management, and enabling a contingency budget of \$100,000 and project management.
10. Key stakeholders, Illuminate Adelaide, Renewal SA and the Adelaide Central Market Authority, are supportive of the approach to the delivery of the Jason Sims artwork for launch as part of Adelaide Illuminate 2021.
11. An agreement has been signed with Adelaide Illuminate, the artist has been contracted and is progressing with detailed design and fabrication, and planning for the launch is in progress.

DATA AND SUPPORTING INFORMATION

[Illuminate Adelaide 2021 Program – Permanent Public Artwork](#)

ATTACHMENTS

Attachment A – Jason Sims approved concept designs for two complementary public artworks

- END OF REPORT -

Concept

Golden rhombohedra comprises 2 large-scale reflective glass light sculptures in the form of rhombohedrons. In geometry, a rhombohedron, like a cube, has 6 faces made from the same shape. In this case the shape of those faces is a golden rhombus, called such because its diagonals are in the golden ratio. There are two distinct golden rhombohedra – an acute and an obtuse (see below). When brought together, these two forms can be configured to build infinitely upon each other with no void space (see following page).

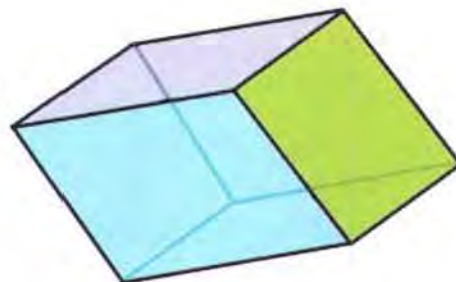
Each rhombohedron will be constructed from a stainless steel frame and clad in panes of one-way reflective glass, creating a sealed enclosure. The internal side of the frame (inside the enclosure) will be lined with LED lighting. The light emitted will bounce off the internal reflective surface of the glass creating the illusion of infinite space and a multitude of intersecting lines within the work.

The acute golden rhombohedron will be located at the end of Bank Street, mounted on one of its acute points and positioned at a slight angle. It will measure approximately 4.2m high x 1.8m wide x 1.8m deep. The obtuse golden rhombohedron will be located on Pitt Street and also mounted on one of its acute points but in a vertical position running parallel to the street. It will measure approximately 3.6m high x 3m wide x 1m deep. Both will sit on black granite under-lit plinths, approximately 40 cm high (see concept renders pg.8).

The illusion within each work will be most effective in the darker hours. During the day, the internal reflection will be subtler, particularly when the light hits the external surfaces of the work and reflects the surrounding environment.



Acute golden rhombohedron



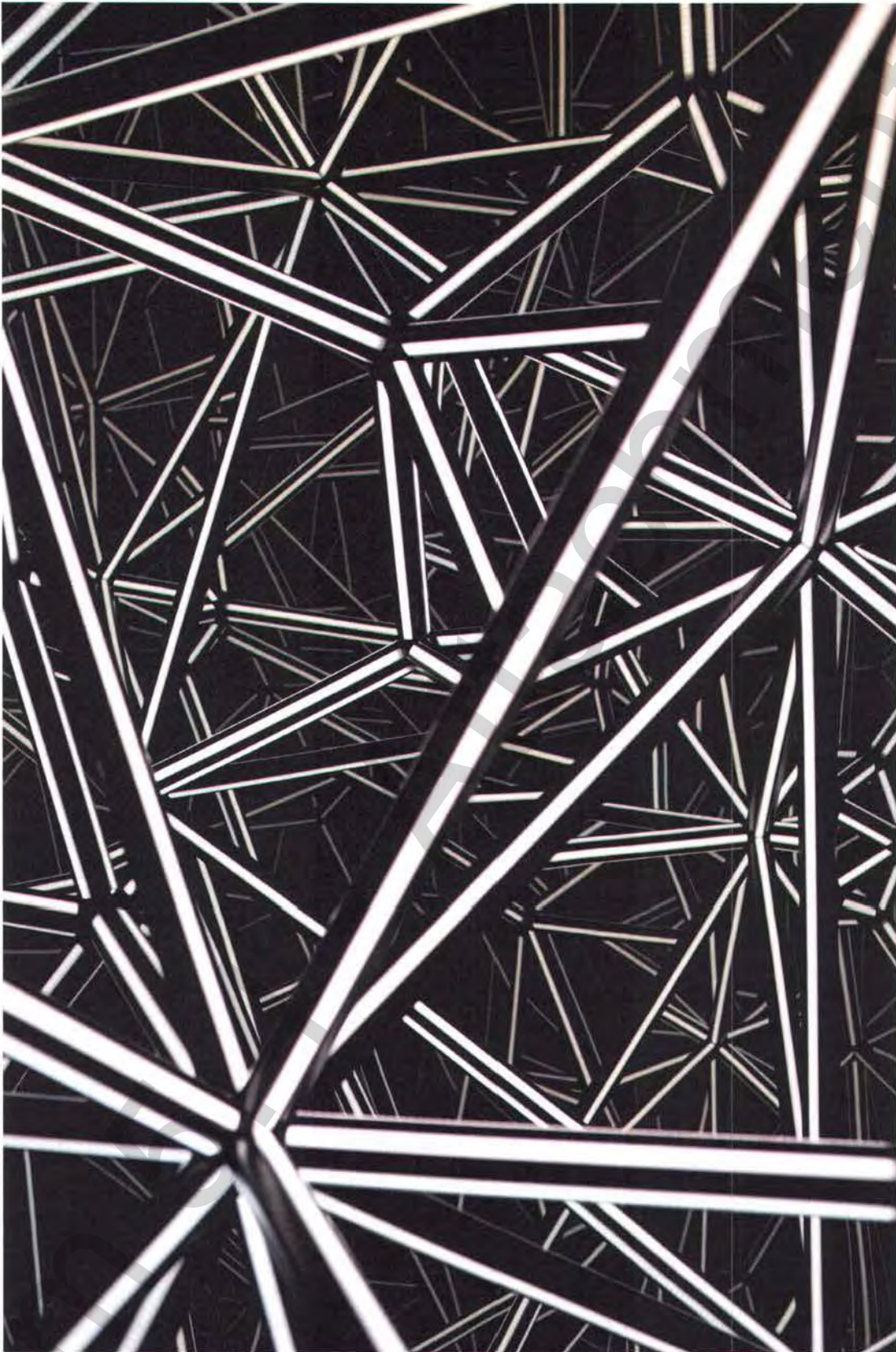
Obtuse golden rhombohedron



Acute and obtuse golden rhombohedra joining together. The shape on the far right is formed with 10 acute and 10 obtuse rhombohedra.



Golden rhombohedra tiling space



Indicative image of the illusion of infinite space and intersecting lines within the work.

Response to the brief

With consideration given to both the safety and ongoing maintenance of the work, *Golden rhombohedra* will comprise two contemporary, high quality works with strong artistic integrity, fabricated from hard wearing and durable materials, both of which may be relocated if ever required.

As unique but interconnected forms, *Golden rhombohedra* meets the brief to produce visual connectors that bookend the laneway link. Their scale and aesthetic qualities will ensure they are visible and engaging from a distance, drawing people into the laneway experience, both during the day and at night. The way in which they are positioned will allow viewers the opportunity to engage directly with the work and up close the illusion of space created within each will have a seductive quality. Elevating the work, the under-lit plinths on which each will sit will contribute to their contemporary, high quality feel and further enhance their presence in the space.

Depending on the time of day and amount of light in the surrounding environment, the work will also reflect its surrounds, tracing the movement of people through the space as well as presenting fresh perspectives of the adjacent buildings, streetscape and sky. Transforming from day to night and in varying weather conditions, the work will reward first time visitors and return/repeat audiences.

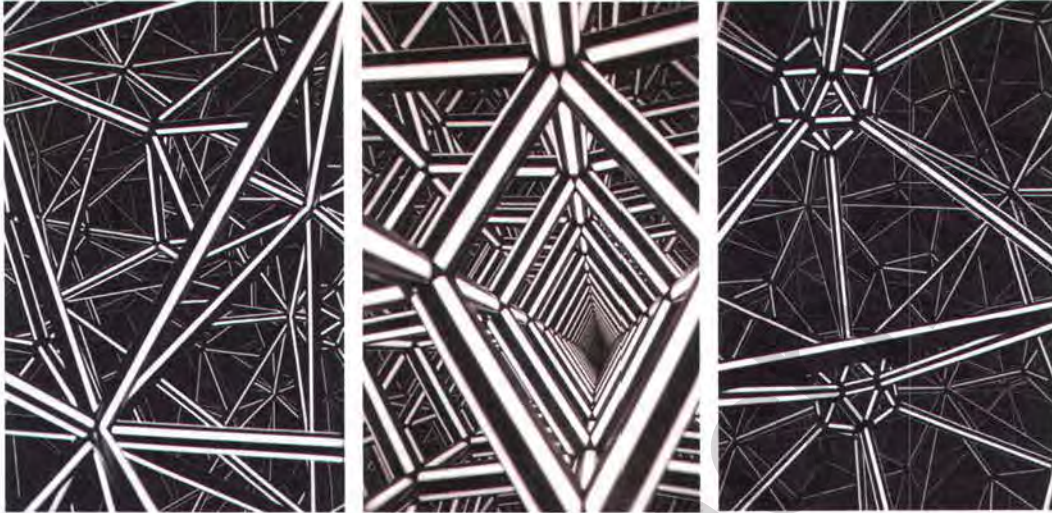
Response to the Conceptual Framework

Comprising two unique but interconnected forms that can be configured to build infinitely upon each other, the physical characteristics of the acute and obtuse golden rhombohedra and their ability to tile space reflects the idea of 'Collective Motion'.

On a more abstract level, I was drawn to these forms because of the way in which their properties reflect the human experience. As objects they comprise configurations of the same six 2 dimensional rhombuses yet take different forms, which references our similarities as humans (DNA makeup 99.9% the same), while highlighting our differences (culture, age, gender, sexuality). The way these forms come together and require each other to build upon themselves serves as a metaphor for celebrating diversity and the building of strong communities.

In certain conditions, both forms will respond to and reflect the motion patterns of people moving through the surrounding space, and within each work, lines of light will infinitely intersect, referencing the laneway experience of 'crossing paths'. From some angles a very linear tunnel effect will appear, referencing the laneway as a journey, physically and metaphorically, and in the base of each work a nexus will form (see following page), referencing the hubs of activity, the meeting places and the connection people experience in a lively laneway.

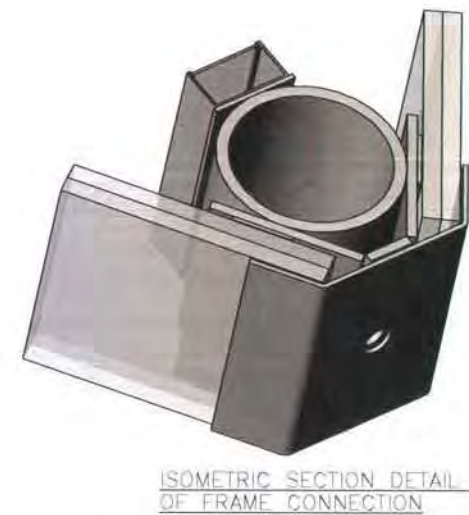
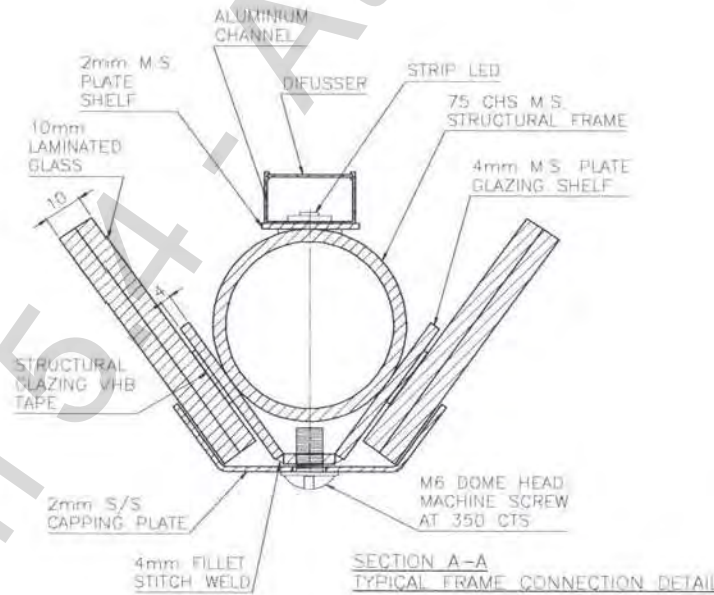
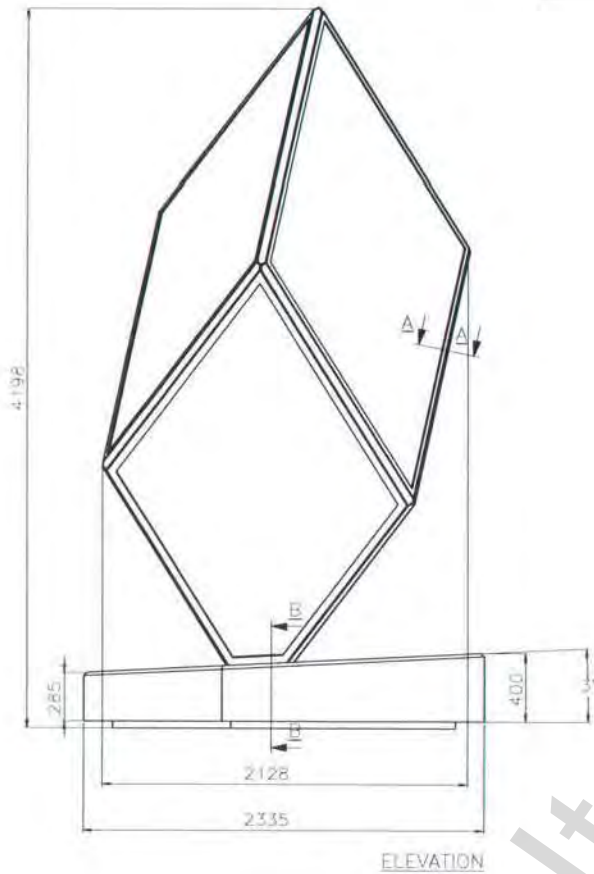
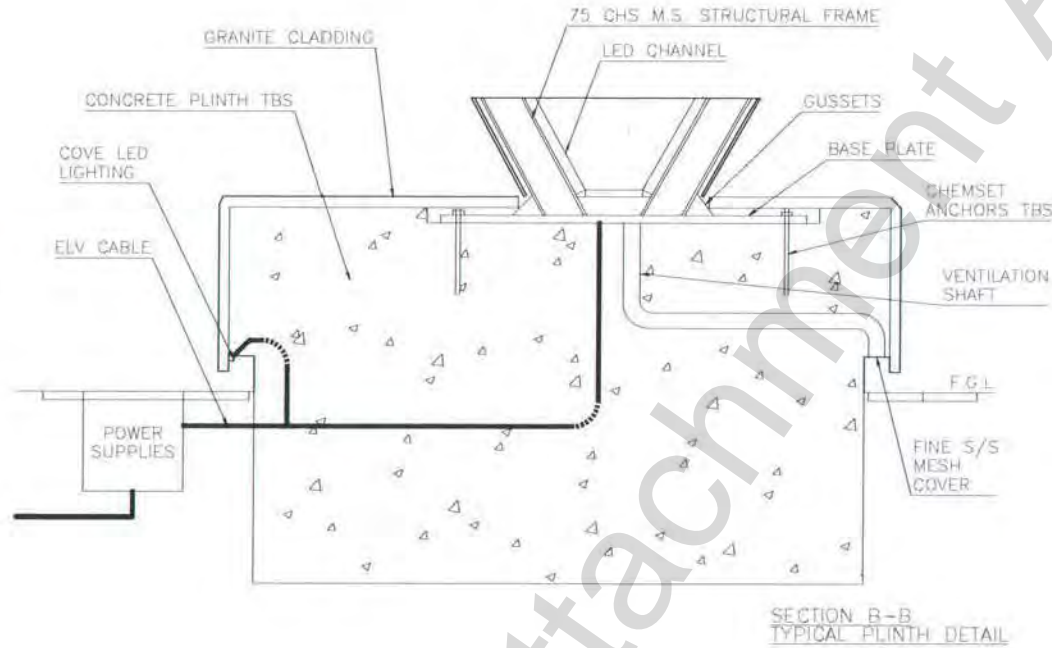
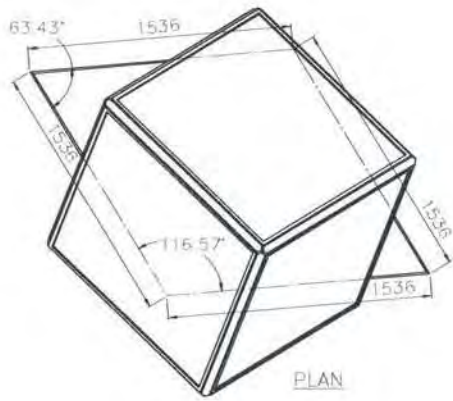
With inherent experiential, interactive and playful qualities, the work will be broadly accessible while addressing each of the three key themes that make up the overarching concept: Collective Motion – Discovery & Experiences; Interactive Places; and Places that are Alive & Playful.



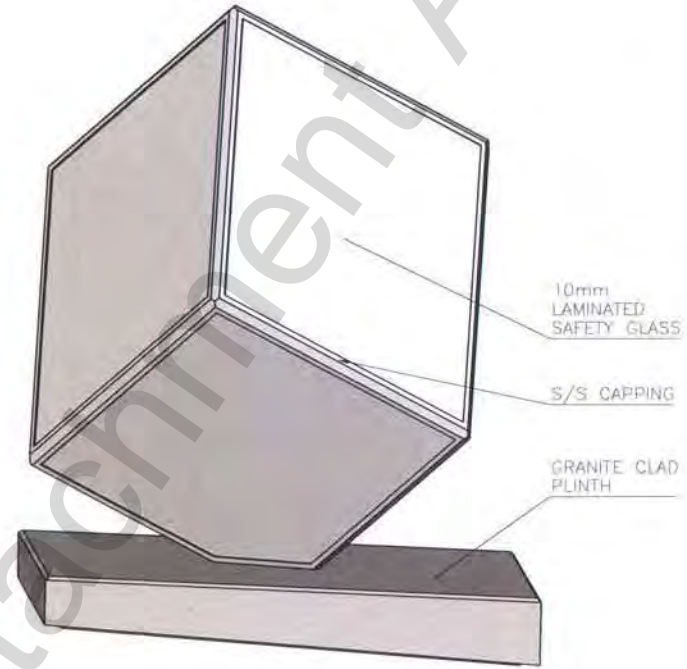
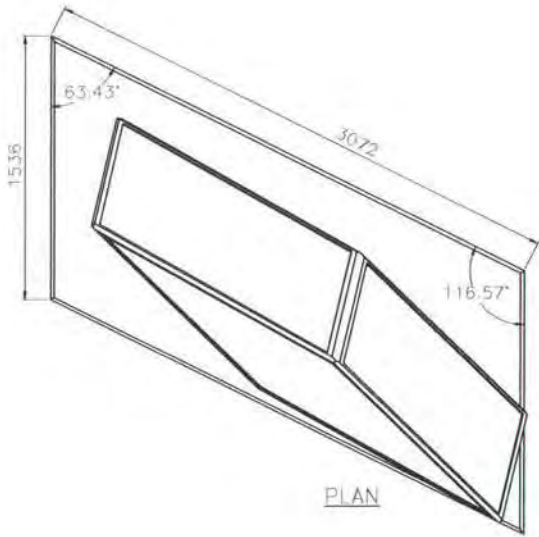
Intersecting lines

Tunneling effect

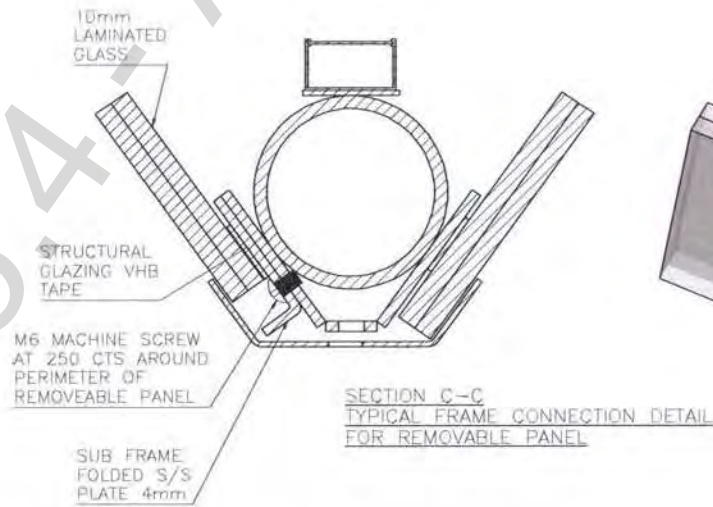
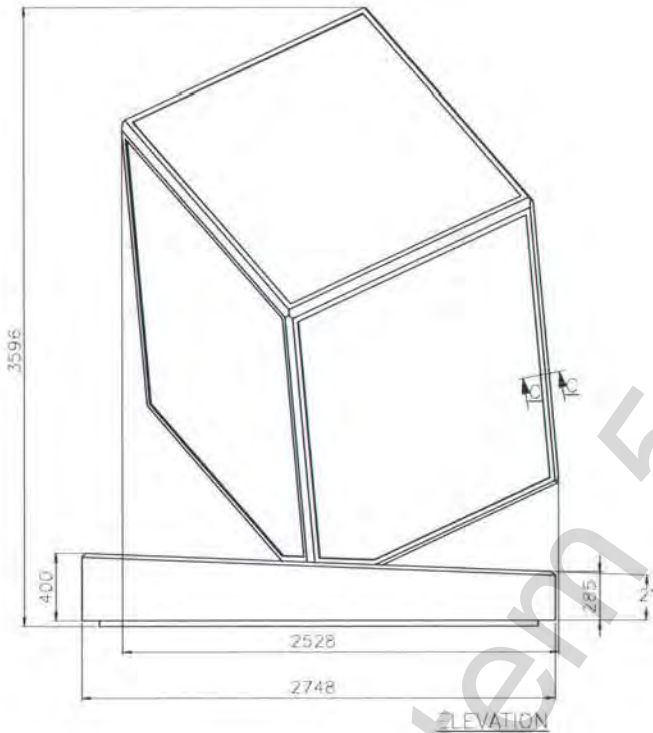
Nexus effect



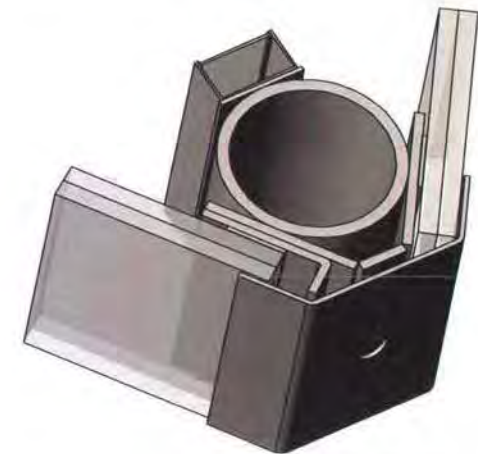
PITT STREET



ISOMETRIC - PITT ST



SECTION C-C
TYPICAL FRAME CONNECTION DETAIL
FOR REMOVEABLE PANEL



ISOMETRIC SECTION DETAIL
OF FRAME CONNECTION
FOR REMOVEABLE PANEL

Twilight



Day



Jason Sims Art

Night



City Connector Deed of Agreement

ITEM 5.5 04/05/2021
The Committee

Strategic Alignment - Dynamic City Culture

Program Contact:
Matthew Morrissey, Associate
Director, Infrastructure 8203 7462

2019/02429
Public

Approving Officer:
Klinton Devenish, Director
Services, Infrastructure &
Operations

EXECUTIVE SUMMARY

The purpose of this report is to provide an update to Council Members prior to their consideration in confidence of a report requesting approval of the new Deed of Agreement for the operation of the City Connector service and authorising execution and sealing of the Deed.

The current Deed of Agreement for the operation of the City Connector service expires on 30 June 2021. A new Deed is required for the continuation of the service and the Chief Executive of the Department for Infrastructure and Transport (DIT) has issued a Deed of Agreement to cover the period from 1 July 2021 to 30 June 2026.

The report Item X on the Agenda for the Council Meeting on 11 May 2021 is in confidence as contains information that relates to operation costs and contractual arrangements between DIT and its contractors and the disclosure of which may compromise the relationship between DIT and CoA and between DIT and it's contractors

The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council

1. Notes the report.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Dynamic City Culture Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Entering into a Deed of Agreement is a legal requirement for the resumption of the City Connector bus service.
Opportunities	Not as a result of this report
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The Deed of Agreement covers a five year period from 1 July 2021 to 30 June 2026. The Deed includes a clause allowing for a five year extension subject to the agreement of both parties.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	City Connector is funded by equal contributions from CoA and DPTI.

DISCUSSION

Background

1. The current Deed of Agreement for the operation of the City Connector service is due to expire on 30 June 2021.
2. The current Deed was a short-term agreement that was intended to cover the operation of the service during the period following Council's decision from 14 July 2020 to continue the service and undertake an extensive consultation process.

New Deed of Agreement for the City Connector

3. The new Deed of Agreement reflects the public consultation outcomes and no changes to the service are included.
4. The new Deed of Agreement covers the period from 1 July 2021 to 30 June 2026. Key elements of the Deed are:
 - 4.1. Prepared by the Crown Solicitor's Office.
 - 4.2. Reviewed for CoA by Norman Waterhouse Lawyers.
 - 4.3. Based on the same terms and conditions as the previous Deed of Agreement endorsed by Council on 14 July 2020.
 - 4.4. Service routes, frequencies and stop locations will be unchanged
5. Key changes to the Deed are:
 - 5.1. Extension of notice period for termination of the agreement from three to six months.
 - 5.2. Allowance for an extension of five years, subject to the agreement of both CoA and DIT.
 - 5.3. Removal of prescribed communication structure between CoA and DIT to allow for more timely and responsive communication.

Next Steps

6. The matter will be considered in confidence as presented in Item X on the Agenda for the meeting of the Council on 11 May 2021.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Nil

- END OF REPORT -

Heritage Strategy and Action Plan

Strategic Alignment - Dynamic City Culture

ITEM 5.6 04/05/2021

The Committee

2019/00218

Public

Program Contact:

Michelle English, AD Economic
Development and Sustainability
82037687

Approving Officer:

Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

Our heritage defines our identity and is what makes Adelaide unique. We know the importance of heritage to our community. It helps us tell stories of our past, understand the present and set the direction for the future.

The Heritage Strategy and Action Plan (the Strategy) outlines our long term aim for creating a city that respects and values its heritage. The Strategy will guide the City of Adelaide's future heritage program, initiatives and actions to meet contemporary heritage practices and community expectations.

The City of Adelaide has been committed to heritage policy and initiatives since the 1980s. In November 2019, Council supported the release of a draft Heritage Strategy and Action Plan (the draft Strategy) for community engagement. The development of the Strategy included an internal review of heritage services, engagement with key stakeholders, consideration of relevant local, national and global strategies, policies and best practice, as well as Council-endorsed community engagement.

The engagement feedback demonstrated strong support for the directions proposed in the draft Strategy and have informed amendments to the Strategy.

This report will be considered during the South Australian History Festival presented by the History Trust of South Australia which runs from 1-30 May. Council is a major partner of the Festival with nearly 200 events to be held across the City of Adelaide.

The Strategy provides a heritage management framework for the next 15 years and sets out actions for 2021 – 2024. It aligns with the City of Adelaide's 2020 – 2024 Strategic Plan vision: '*Adelaide. The most liveable city in the world;*' and key themes of *Thriving Communities*, *Strong Economies*, *Dynamic City Culture* and *Environmental Leadership*.

.....

The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council:

1. Adopts the Heritage Strategy and Action Plan as shown in Attachment A to Item # on the Agenda for the meeting of the Council held on 11 May 2021.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Dynamic City Culture This Strategy supports the delivery of one of the strategic priorities in the Strategic Plan to ‘celebrate our city’s unique built, natural and cultural heritage’ and the Dynamic City Culture Outcome to protect, preserve and promote our city’s heritage.
Policy	Not as a result of this report
Consultation	Internal consultation with key program staff, City of Adelaide Reconciliation Committee, Adelaide Park Lands Authority, Your Say (wider community). Key stakeholders including heritage and community organisations, government agencies, tourism interests and relevant professional associations.
Resource	Not as a result of this report
Risk / Legal / Legislative	This Strategy puts forward an approach to the City of Adelaide’s future participation in heritage legislative reform.
Opportunities	The Strategy identifies opportunities to work with the city community and key stakeholders in celebrating and supporting the city’s heritage.
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Fifteen year Strategy and three year Action Plan, to be reviewed annually.
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g. maintenance cost)	Not as a result of this report
Other Funding Sources	The Strategy identifies actions that could be delivered through partnerships with others.

DISCUSSION

Overview

1. Over 30 years have passed since the introduction of the City of Adelaide's heritage program. It is timely to review and build on the heritage program to meet contemporary expectations and needs around heritage management.
2. The Heritage Strategy and Action Plan (the Strategy) has been prepared to guide the future of heritage management in the City of Adelaide (CoA) from 2021 to 2036. The Strategy will be implemented through a three year Action Plan from 2021 – 2024.
3. Development of the Strategy has been informed by:
 - 3.1. An internal review of services and programs
 - 3.2. The CoA Position on Heritage Reform November 2016
 - 3.3. A workshop with Council on 17 September 2019
 - 3.4. Input from the Heritage Promotion Advisory Group, with a focus on heritage tourism
 - 3.5. Consideration of South Australian and Australian government strategic and policy positions
 - 3.6. Outcomes of the Environment, Resources and Development Committee of Parliament Inquiry into Heritage Reform
 - 3.7. Consideration and review of local, national and international best practices, policies and case studies
 - 3.8. Feedback from the community and stakeholder engagement process.
 - 3.9. The State Government's new Planning and Design Code.
4. South Australia's new Planning and Design Code came into effect on 19 March 2021. The Code provides policies relating to heritage conservation within heritage specific Overlays. Policies within Overlays are taken to be the most important policies to consider in the assessment of development when they apply.
5. Importantly, the Code does provide policies to protect heritage places and some buildings within heritage areas from demolition. Planning and policy staff are continuing to assess the impact of the new Code in the City of Adelaide, including its impact on heritage places and areas.
6. From 1-30 May 2021, the South Australian History Festival presented by the History Trust of South Australia will be held. Council is a major partner of the Festival and has provided sponsorship of \$30k (plus GST) in 2021 continuing Council's ongoing support. For this year's festival, nearly 200 events are to be held across the City of Adelaide. The timing of the Festival provides an opportunity for Council to promote its ongoing and long term support for protecting and celebrating the City's history and heritage.

Engagement feedback

7. On 14 November 2019, Council endorsed the release of the draft Heritage Strategy and Action Plan for community engagement.
8. Engagement was delayed in early 2020 due to COVID-19 and was subsequently undertaken in late 2020 to maximise participation.
 - 8.1. A variety of engagement methods were utilised, including the Your Say website and CoA social media channels including Facebook, Instagram, LinkedIn and Twitter. The process was considered successful.
 - 8.2. Targeted stakeholders who engaged in the process included the South Australian Heritage Council, Heritage SA, National Trust of South Australia, South Australian History Trust, South Australian Tourism Commission, the North Adelaide Society, South East Corner Residents Association and the Australian Institute of Architects.
9. The Community Engagement Summary Report (Link 1 view [here](#)) provides a detailed summary of the engagement process and analysis of the feedback.
10. Submissions from stakeholders were both supportive of the direction and the general alignment of the draft Strategy with the legislative and regulatory framework.
11. Key points across submissions were:
 - 11.1. Concerns about inadequate heritage protection provisions and the loss of Adelaide's unique character through high rise development and unsympathetic new development in proximity to heritage places.

- 11.2. Recognition of the importance of storytelling to engage visitors and of applying a historically inclusive lens to heritage narratives.
- 11.3. Recognition of the value and economic opportunities associated with heritage tourism. The economic, community and cultural benefits of creating vibrant heritage precincts, such as main streets, laneways or clusters of historic buildings were well supported.
- 11.4. The importance of engaging with the community in recognising, protecting and interpreting our built and cultural heritage.

World Heritage Bid

- 12. The Strategy identifies pursuing a World Heritage bid to formally recognise the unique qualities of the 1837 City Plan, Adelaide Park Lands and City Layout (the Plan) as a potential project. The heritage value of the Plan is already identified through its inclusion on the National Heritage List.
- 13. Since Council last considered this matter:
 - 13.1. An expert report, *Review and Assessment of the Status and Feasibility of the City of Adelaide's World Heritage Bid for the Park Lands and City Layout* (Link 2 view [here](#)) concluded that the 1837 Adelaide Town Plan has substantial potential to demonstrate the relevant attributes for World Heritage listing. The report also considered the potential alignment with a proposed World Heritage nomination for the Mt Lofty Ranges and suggested that there would be overall advantages in considering combining the two proposals into a single nomination.
 - 13.2. On 14 December 2020, the Lord Mayor attended the Mt Lofty Ranges Project Steering Group meeting to share the findings of the expert report and indicated support to explore the option of a joint nomination.
 - 13.3. The Action Plan within the Strategy recommends pursuing a joint project bid and undertaking further investigations (Actions 1.7 - 1.9).
- 14. World Heritage listing brings global recognition of a place and a story of Outstanding Universal Value. It is an ambitious objective which requires sound research, considerable time, effort and persistence. Inclusion on the World Heritage List would likely provide significant tourism, economic development and community benefits. The core narrative and rationale have strong alignment with Council's Strategic Plan vision and outcomes and brand Adelaide: Designed for Life.
- 15. The findings of the expert report will be presented at an upcoming Committee meeting. Council will be kept informed of the bid progress and will make decisions at key stages of the process.

Amendments to the Strategy resulting from engagement.

- 16. Amendments to the draft Strategy (Link 3 view [here](#)) have been informed by the engagement process and include the following:
 - 16.1. Reshaping the draft Strategy's three pillars of Protection, Preservation and Promotion to decisive outcome statements:
 - 'Our City's heritage is effectively protected.'*
 - 'Heritage is valued by our people and our communities.'*
 - 'Our City is renowned for its heritage'.*
 - 16.2. Absorbing the four Future Ideas of the draft Strategy: Tried and True, World Heritage Listing, Making Heritage Places and Sharing our Heritage Information into actions within the Action Plan.
 - 16.3. Increasing the emphasis on heritage tourism, the city's unique 'brand', storytelling and incorporation of the Kaurna story. Heritage tourism and the City's unique 'boutique' character were considered points of difference for Adelaide. The importance of sharing our heritage stories with an historically inclusive lens was highlighted.
 - 16.4. Acknowledging the role that individuals, communities and corporations can play in recognising, protecting and interpreting our built and cultural heritage.
- 17. A final review of Strategy has included overall language refinement, proofreading and editing.

Implementation

- 18. The Strategy will provide a framework for CoA to deliver, champion and advocate for the city's heritage.
- 19. The Action Plan within the Strategy identifies the CoA's role in the delivery of each action and will require working in partnership with others and bring stakeholders together.

DATA AND SUPPORTING INFORMATION

Link 1 Community Engagement Summary Report

Link 2 Review and Assessment of the Feasibility of the City of Adelaide's World Heritage Bid for the Park Lands and City Layout, Duncan Marshall, 2020

Link 3 Draft Heritage and Strategy Action Plan for consultation

ATTACHMENTS

Attachment A - Heritage Strategy 2021 – 2036 and Action Plan

- END OF REPORT -

Heritage: Our Future

Heritage Strategy 2021 – 2036
and Action Plan

Adelaide.
Designed for Life.



CITY OF
ADELAIDE

Acknowledgement of Country

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

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

City of Adelaide acknowledges that we are meeting on the traditional country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

You can also listen to this acknowledgment at: cityofadelaide.com.au/community/reconciliation/welcome-and-acknowledgement-of-country

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A message from the Lord Mayor

Unlike any other city in the world, Adelaide is a city within a park, rather than a city with a park.

From its creation as a city plan, Adelaide has a unique heritage which is revealed in the layout of the city and its encircling park lands. Within our unique town planning framework, places were constructed that used local materials, leading to distinctive places that are a function of their geography and place in time. And all set within a landscape that has been the home of the Kurna people for thousands of years.

Because so much of both Kurna and European heritage is still readable in the landscape, Adelaide presents as a city unusually dense with heritage places. Heritage is important as it provides an anchor for people. An acknowledgment of history grants a society the understanding of the present and gives a sense of direction for the future. The legacy of heritage places has granted us enormous opportunities for the future to present our unique heritage and tell our stories.

This Strategy and Action Plan is designed to guide Council in making decisions about what we do with heritage into the future. We want to continue to protect, preserve and promote our heritage in consultation with our partners. We need to review our existing heritage and augment our unprotected

places and spaces. The future will bring challenges to our heritage places that we need to understand and devise and implement solutions. We also want to engage with our community to provide information and share historically inclusive stories about European and Aboriginal heritage.

Council is unequivocal in its support for built heritage as a key part of a prosperous, liveable and culturally rich city. From the very beginning, South Australia's capital city, Adelaide, was designed for living with the wellbeing of its people front of mind. The site also recognised the Kurna people's relationship as this strategic site on the river is the geographical heart of Kurna country, halfway between the hills and the ocean.

The City of Adelaide's brand: Adelaide. Designed For Life speaks to the essence of the City of Adelaide's past, present and future while embodying our city's unique foundational history.

Sandy Verschoor
The Lord Mayor of Adelaide

'Heritage acts as an anchor for people who work and live in the city and is an intrinsic part of its attraction for visitors. Our heritage places offer opportunities to tell our stories and define the city's unique sense of place.'

SA Heritage Council, November 2020



Introduction

The Heritage Strategy and Action Plan (the Strategy) outlines our aims for creating a city that respects and values its heritage, and our framework for heritage management up to 2036. The Strategy recognises that heritage is both tangible and intangible and embraces natural, historic, cultural and Aboriginal and Torres Strait Islander values. It will guide our long term heritage management role in the identification and protection of our heritage places, how we can assist property owners and businesses conserve, manage and appreciate our City's heritage and how we can work with the community to recognise and celebrate our heritage.

Our vision for the future of heritage is to enable the full economic, cultural, community and sustainability potential of our built and cultural heritage to be realised. Three outcomes have been identified to deliver our vision:

- Our City's heritage is effectively protected
- Heritage is valued by our people and our communities
- Our City is renowned for its heritage.

The Strategy is executed through the Action Plan and the City of Adelaide Strategic Plan 2021 – 2024. The Action Plan sets out our outcomes and lead actions for the next three years and the associated activities and

deliverables to measure the Strategy's success. The Action Plan will be reviewed every three years to allow appropriate responses to changing economic, cultural, environmental and social conditions.

What is heritage?

Our City's heritage enriches the city's heart and soul. It provides an anchor for people and communities. An acknowledgment of history provides our society with an understanding of the past and directions for the future. Appreciation of our heritage helps build strong, connected communities with access to rich cultural and social experiences.

Our community works, plays and lives in a rich variety of heritage places. Our local and wider communities are highly engaged with heritage, particularly protection of built heritage from demolition, and unsympathetic new development. Heritage stories regularly appear in the media and the City of Adelaide's engagement with the community on social media and other digital platforms continues to grow.

There is increasing recognition of the economic and social benefits of conserving heritage places and areas. Globally, adaptive reuse of heritage buildings continues to play a vital role in securing their future and defining the fine-grained character of cities and towns.

The tourism benefits of heritage places and areas which contribute to a city's unique identity are already recognised. Tourists now seek authentic experiences with interpretation that focuses on historical themes and historically inclusive perspectives.

The sustainability benefits of conserving embodied energy through retention of heritage places has been well documented and research is continuing in this sphere.

Working Together

Heritage is a complex issue and no one agency can tackle it alone. Collaborations and partnerships with Federal, State and local government agencies, business, educational and community organisations will play an important role in delivering the Strategy's objectives. The City of Adelaide already has well-established and wide ranging partnerships. We will look at building on these and extending our connections where necessary. We will also look at opportunities for community participation in achieving the aspirations and goals of the Strategy.



Background

The Strategy reviews our heritage aspirations for the City within the framework of South Australian planning reforms, the state focus on heritage tourism, and recognition of the economic values of heritage. Culture and heritage play a vital role in defining Adelaide's unique brand. There are great benefits in developing strong linkages between the heritage and tourism sectors. The Strategy looks at ways we can facilitate these connections.

Research including contemporary heritage programs, economic studies of heritage buildings and conservation programs, and the impact of the South Australian Planning and Design Code, has informed discussions about future directions for the City's heritage management program.

This Strategy has been developed in consultation with our community and heritage stakeholders in the government and private sectors. Council adopted a draft Strategy for engagement in November 2019. Public engagement occurred through Your Say between October and November 2020. We engaged with external stakeholders and our partners between October 2020 to December 2020.

The draft Strategy proposed Four Future Ideas which were well supported by stakeholders:

Tried and true

World Heritage listing of the Park Lands and City Layout

Making heritage places

Sharing our heritage information.

These Future Ideas have been incorporated into the Action Plan objectives.

The City of Adelaide has separate policies and programs for its moveable cultural heritage (City of Adelaide Civic Collection and City of Adelaide Archives), the Park Lands, and community engagement (Adelaide City Libraries History Hub, and Arts and Culture programs), which complement the objectives of this Strategy but are outside its scope.

The South Australian Productivity Commission identifies Heritage assessment and Heritage protection as mandatory Local Government activities and our additional roles in heritage are shown opposite.

The City of Adelaide's role in heritage

- continuing to protect, preserve, and promote our heritage
- partnering with government, business and community organisations to promote and advocate for heritage
- identifying at risk and unprotected heritage places
- supporting heritage conservation through a range of initiatives
- understanding the challenges facing heritage places and identifying solutions
- enabling stories about European and Aboriginal heritage
- celebrating our City's heritage with events and activities



Our Vision


Enable the full economic, tourism, cultural, community and sustainability potential of our built and cultural heritage to be realised.

<p>Outcome 1 <i>Our City's heritage is effectively protected</i></p> <hr/> <p>Our Objectives</p> <ul style="list-style-type: none"> • Strengthen the heritage protection system • Protect vulnerable places • Advance World Heritage Listing bid for the Park Lands and City Layout • Propose places for heritage listing 	<p>Outcome 2 <i>Heritage is valued by our people and our communities</i></p> <hr/> <p>Our Objectives</p> <ul style="list-style-type: none"> • Encourage best practice conservation • Ensure appropriate development • Unlock the economic potential of heritage places • Create vibrant precincts • Lead by example • Encourage conservation skills development 	<p>Outcome 3 <i>Our City is renowned for its heritage</i></p> <hr/> <p>Our Objectives</p> <ul style="list-style-type: none"> • Celebrate our built and cultural heritage • Continue to develop our heritage narrative • Promote the value of heritage conservation • Build heritage knowledge
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Strategic partnerships

Delivery of the Strategy's objectives relies on partnerships with government, industry, cultural and educational institutions, and our community for the identification, understanding, measuring and celebration of our built, cultural, and natural heritage.





'The Adelaide Park Lands and City Layout is widely regarded as a masterwork of urban design and signifies a turning point in the settlement of Australia. Adelaide was the first city in Australia to be planned and developed, not as a penal settlement or military outpost, but as a place for free settlers.'

National Heritage List inscription, 7 November 2008

Heritage Management

Where we are today

The City of Adelaide has been at the forefront of heritage policy development in Australia since the early 1980s. We have supported heritage property owners with financial incentives and professional advice for over thirty years. We aim to continue influencing heritage policies and developing initiatives which conserve and celebrate our cultural and built heritage character and resonate with communities.

We contributed to the 2018 South Australian Parliamentary Inquiry into Heritage Reform¹ which examined issues around built heritage and the processes for its protection and enhancement. The City of Adelaide made a significant contribution to the Inquiry through written submissions, conducting a site tour for Members of the Committee and appearing as a witness at the Inquiry.

The Inquiry captured community, business and local government expectations around the management of our State's heritage. The Inquiry into Heritage Reform report recommended a collaborative and strategic reform of heritage processes and legislation, and the establishment of a heritage reform advisory panel with representatives from State and local government. The Committee recognised the need to streamline processes and implement transparent and responsive decision making procedures.

In March 2021 all individual Council Development Plans were replaced by a statewide Planning and Design Code (the Code). The new Code has brought across all existing Local and State Heritage places and includes new policies to guide the assessment of development affecting heritage places and areas. No significant reform of changes to the management of heritage in the planning system has occurred through this process despite the Parliamentary Inquiry's recommendations. The new Code does not include all of the heritage principles from the former Adelaide (City) Development Plan.

¹ Parliament of South Australia 'An Inquiry into Heritage Reform', 1st report of the Environment Resources and Development Committee, 30 April 2019

Where we are heading

Community support for heritage is strong, demonstrated by community response to heritage protection issues and support for our heritage program. As society changes, new challenges and opportunities arise with heritage places. We need to develop strategies to deal with those changes, to anticipate problems and harness opportunities. The City of Adelaide's very successful heritage protection, preservation and promotion program which commenced over thirty years ago is the foundation of our heritage management program for the future. This Strategy reflects the vision and outcomes of the City of Adelaide Strategic Plan 2020 – 2024 and guides our long term heritage management of the City.

We see that our economic future can be enhanced through expanding opportunities linked to heritage tourism. Increasingly, our unique heritage will attract visitors to the City. We will explore the potential of heritage places as economic and sustainability drivers.

There are excellent opportunities for the cultural heritage of the Kurna people, the Traditional Owners and Custodians of the land, and Aboriginal and Torres Strait Islander peoples and cultures to be respected, celebrated, and represented in all aspects of city life.

We understand the need to review the management of heritage places at all stages of the development life cycle - identification, policy formulation, assessment, construction, compliance and enforcement. We will develop a clear position on the desired direction for heritage policies affecting the City. The impact of the new statewide Planning and Design Code on our heritage places and areas will be monitored and evaluated and we will actively participate in the anticipated State Government heritage reform processes.

Heritage is not only a function of history; it is a function of time, endeavours and culture. 'Modern or recent heritage' has as much a place for the heritage of the future as 'past or inherited' heritage has a place for the present.

North Adelaide Society, November 2020



The Strategic Context

Heritage management in the City of Adelaide, including identification, statutory protection, conservation and development affecting heritage places, is guided by international, national and state heritage legislation and policies. Development of the Strategy has also been informed by heritage studies and reports commissioned by the City of Adelaide.

World
World Heritage protection: the Australian Government considers places for nomination to the UNESCO World Heritage list.
National
Commonwealth protection: National Heritage List; Commonwealth Heritage List; <i>Environment Protection and Biodiversity Act 1999</i> ; National Heritage Protocol 2004, Australian Heritage Strategy, December 2015. Register of the National Estate (closed 2007 - archive only).
Aboriginal heritage protection: Aboriginal and Torres Strait Islander <i>Heritage Protection Act</i> , <i>Native Title Act, 1993</i> and <i>Protection of Moveable Cultural Heritage Act 1986</i> .
State Government
Heritage protection: Government of South Australia - SA Heritage Register; <i>Heritage Places Act 1993</i> ; South Australian Heritage Council (listing of state places), <i>SA Aboriginal Heritage Act 1998</i> .
Planning policies: SA Planning and Design Code and the <i>Planning Design and Infrastructure Act 2016</i> : set out the framework for land use including development affecting heritage places.
Heritage reform: 2018 – 2019 Parliament of South Australia Environment Resources and Development Committee: An Inquiry into Heritage Reform, which concluded that strategic, statewide reform of the nomination, assessment and listing processes for state and local heritage and protection through appropriate policy and legislative tools was necessary.
Heritage tourism: Government of South Australia Growing Our Heritage Future – A 10-year Strategy for Heritage Tourism in South Australia and Action Plan 2021 – 2022, and South Australia Visitor Economy Sector Plan 2030.
Local Government and City of Adelaide
Statutory requirements: <i>Local Government Act 1999</i> .
Strategic plans: City of Adelaide 2020 - 2024 Strategic Plan: Heritage is a major theme throughout the Plan with actions in the Thriving Communities, Strong Economies, Dynamic City Culture and Environmental Leadership Outcomes.
Strategies, plans and policies: City of Adelaide.
Best practice heritage management:
Burra Charter of Australia ICOMOS (Australia ICOMOS 2013).
City of Adelaide heritage studies and reports, including:
Adelaide. Designed for Life brand which recognises Adelaide's rich cultural heritage and positions our City as a desirable destination for living, working and playing.
Adelaide Heritage Tourism - Economic Value of Heritage Tourism, Adelaide, 2015.
Economic Value of Built Heritage in the City of Adelaide, SGS Economics and Planning, 2018.
Observations about Adelaide's heritage, Donovan Rypkema visit, May 2018.
Heritage and character surveys of North and South Adelaide.
Thematic history studies.



'In an age where many cities are rapidly constructing each tower higher than the last, only to be nearly indistinguishable from one another - will Adelaide be a city that celebrates what is local, unique, and unexpected about its existing buildings? And will the city adequately position these heritage resources to springboard economic development, job growth, and creative industries.'

The value of heritage

Our history, visible through our heritage places and cultural practices, enables us to tell stories which help establish our identity by explaining the past, understanding the present and setting the direction for the future.

The Strategy recognises the importance of supporting Aboriginal and Torres Strait Islander communities in recognition of their rich ancient and recent heritage. Traditional owners are the custodians of Aboriginal cultural heritage. The City of Adelaide is located on the traditional lands of the Kurna people and the Kurna heritage story is central to our history. Aboriginal truth telling must be represented in our narratives.

The City's unique built and cultural heritage is an important tourism driver. A 2015 study² revealed that direct cultural tourism expenditure in the City of Adelaide was \$111 million to \$375 million annually. The study also determined that an average of 27% of total visitor expenditure in Adelaide could also be directly attributed to cultural heritage tourism.

The City of Adelaide's built heritage is also an important contributor to the South Australian economy.

For every \$1 spent on a Heritage Incentives Scheme (HIS) grant, \$1.68 is returned to the South Australian economy.

Donovan Rypkema, a world leading expert on the economic benefits of heritage preservation has documented the environmental, economic and cultural sustainability benefits of heritage preservation in cities across the world. In a visit to Adelaide in April 2018 Rypkema questioned: 'In an age where many cities are rapidly constructing each tower higher than the last, only to be nearly indistinguishable from one another - will Adelaide be a city that celebrates what is local, unique, and unexpected about its existing buildings? And will the city adequately position these heritage resources to springboard economic development, job growth, and creative industries.'

² 2013 – 2014 data – 'Adelaide Heritage Tourism - Economic Value of Heritage Tourism - Adelaide 2015', Tourism Research Services WA

What we have achieved so far

In the 1970s there was no statutory protection for any heritage places in South Australia and buildings valued by the community were demolished. In the late 1970s, Commonwealth and State Government heritage legislation was introduced. By the early 1980s, Council had endorsed a heritage program which consisted of three pillars:

- **Protection** – to create a list of protected heritage places in the City
- **Preservation** – how could Council best assist ratepayers to preserve the City’s heritage
- **Promotion** – how could Council best get the message about heritage out to the community.



Protection

By the end of 1987, Council had established the City of Adelaide Heritage Register which contained 419 places in Adelaide, North Adelaide and the Park Lands. We now have:

- 2 National Heritage Places
- 2 Commonwealth Heritage Places
- 649 State Heritage Places
- 1850 Local Heritage Places
- Fourteen Historic Area Overlays (formerly the Adelaide and North Adelaide Historic Conservation Zones).

Over 27% of State Heritage places are within the City of Adelaide. The Park Lands and City Layout have been nominated as a State Heritage Area, but not yet listed.



Preservation

In 1987, Council established the Heritage Incentives Scheme (HIS) to support heritage property owners in the conservation of their properties. The HIS funds free advice from Council's heritage architects, as well as grants for professional documentation and building conservation.

The nationally awarded HIS program has provided over \$20 million of grants in over 3,000 conservation projects. On average, around one hundred projects are delivered each year. The HIS is always fully allocated.

The City of Adelaide initiated a façade improvement incentive scheme in 2011 which encouraged owners to improve the street appeal of their unlisted pre-WWII historic character buildings within the CBD or North Adelaide's commercial precincts. The program was discontinued in 2019 due to low uptake.

The City has been proactive in showcasing the economic and tourism potential of our unique

built heritage. Projects like Lot Fourteen which repurposed the former Royal Adelaide Hospital site as an environmentally sustainable innovation hub, exemplify collaboration with all levels of government and private enterprise to create a vibrant new precinct for Adelaide. The heritage listed buildings on the site have been transformed into dynamic and valued places for work and leisure. Historic laneway precincts such as Peel and Leigh Streets are vibrant places with wide visitor appeal that were created through collaboration between the City of Adelaide, the State Government and local businesses.

In 2019 the City entered into a partnership for a \$400 million redevelopment of the Adelaide Central Market Arcade. The mixed use retail, residential and office development, which has been designed to complement the historic character of the adjacent heritage listed Market buildings and connect it with Victoria Square, will secure the Market's future as a premier tourist destination.

Promotion

The City of Adelaide's heritage promotion program is well established.

Over the years the City has produced heritage studies, thematic histories, specifications, technical guides and numerous walking and cycling trails, in digital and printed formats.

Themed self-guided heritage walking and cycling trails for Adelaide and North Adelaide explain the history and significance of heritage places along the way in engaging formats.

Survey data associated with a heritage register study was compiled into a large format, lavishly illustrated book, 'The Heritage of the City of Adelaide – An Illustrated Guide' which was published in 1990. In later years, data information sheets from heritage surveys have been added to Council's website allowing widespread and convenient community access.

A popular and significant arm of the heritage promotion program, the Blue Heritage Plaques continues to be rolled out across the City. To date, over 700 plaques have been installed via the program.

We have also promoted the City's built heritage in conjunction with the History Trust of South Australia. The History Trust commenced a week-long community history festival in 2004 which the City of Adelaide was actively involved in. The History Festival now encompasses the entire month of May each year. The City of Adelaide offers a comprehensive range of events, alongside State Government and community group offerings, adding vibrancy to the City in late Autumn.

The City also continues to grow its media presence on social media and other digital platforms.



Heritage Action Plan 2021 – 2024

This Action Plan provides a roadmap for achieving, our vision 'to enable the full economic, tourism, **cultural**, community and sustainability value of our built and cultural heritage to be realised.' It sets out what we will achieve over the next three years (our objectives) and how we will get there (our actions).

We aim to achieve best practice heritage management and appreciation of our City's heritage through the objectives in the Action Plan.

The Action Plan is timed to align with the City of Adelaide Strategy 2020 – 2024. Actions will be reported on annually and reviewed every three years, to ensure that we respond to changing economic, social and environmental trends.

Objectives

Our Strategy is underpinned by the three key outcomes:

- **Our City's heritage is effectively protected**
- **Heritage is valued by our people and our communities**
- **Our City is renowned for its heritage.**

This Action Plan details our objectives for each outcome and the required actions for achieving them. Our role for each action is also identified in the Action Plan. We may take the **lead** to directly deliver the action, **partner** by contributing funds or resources, **enable** a process, or **continue** with existing work.

Working Together

All levels of government, business, educational and community organisations own and manage heritage places and contribute to shaping heritage policies. We have established partnerships with the Australian Government, South Australian Government and the local government sector. We also have partnerships with businesses and community groups. We will continue to work collaboratively and in partnership with stakeholders towards achieving our strategic objectives.



Our key partners include:

Heritage Tourism Alliance: we will continue our participation in this reference group formed by the Government of South Australia, to lead the development of the Heritage Tourism Strategy and Action Plan.

Aboriginal and Torres Strait Islander community: we recognise the Kurna community as traditional custodians of the Adelaide Plains. We will continue to work collaboratively with the peak bodies of cultural authority: the Kurna Nation Cultural Heritage Association, the Kurna Yerta Aboriginal Corporation and through the City of Adelaide Reconciliation Committee. We will also continue to work in partnership with Aboriginal cultural organisations and Aboriginal and Torres Strait Islander community representatives.

South Australian government agencies: we will continue our collaborations on heritage management and policies, with a wide range of government agencies, including the Department for Environment and Water, Attorney General's Department, Plan SA, the South Australian Tourism Commission, the Department of the Premier and Cabinet – Aboriginal Affairs and Reconciliation, the South Australian Heritage Council and the History Trust of South Australia

Renew Adelaide: we will continue to collaborate with Renew Adelaide, a not for profit organisation which sources short-term rent-free accommodation for emerging businesses in vacant tenancies. The program assists property owners who are seeking to activate their buildings and facilitates the economic and social revitalisation of commercial areas.

National Trust of South Australia (NTSA): we will continue our longstanding collaborative relationship with the NTSA, including heritage promotions and advocacy.

Council of Capital City Lord Mayors (CCCLM): the CCCLM provides national leadership for representation of the special interests of the nation's capital cities. It aims to highlight the value that our capital cities contribute to the nation, influence policies affecting capital cities and establish relationships and partnerships with all levels of government. Through the CCCLM we will have the opportunity to influence heritage policies and issues that affect capital cities.

International Council on Monuments and Site (ICOMOS): an international non-government organisation which is recognised as a worldwide leading authority on cultural heritage practice. We will maintain our corporate membership of ICOMOS and continue to engage with ICOMOS about best practice conservation methodologies, World Heritage listing and heritage skills development.

Sister City – Penang: provides opportunities for information exchange and shared learning on current trends and issues in heritage management programs and managing heritage assets. George Town, the capital of Penang, a UNESCO World Heritage Site since 2008, provides a lens to examine our own aspirations for recognising the World Heritage value of the Adelaide Park Lands and City Layout.



The Action Plan

Outcome 1: Our City's heritage is effectively protected.

A heritage system that enables equitable, streamlined and transparent processes for heritage listing and protection.

Our objectives

We will recognise and protect our heritage for future generations. We will review and critique the heritage system in South Australia and partner with others to advocate for reform where necessary and achieve a consistent and transparent heritage management system which is merit based and meets community expectations.

We will advocate for reform around the identification and protection of local heritage places, based on our position paper on heritage reform and our submission to the Parliamentary Inquiry into Heritage Reform³. We see advantages in adopting the same significance criteria with different thresholds for state and local places, and for the individual nomination of local heritage places instead of planning amendments

which are costly and cumbersome. The City of Adelaide commenced listing of local heritage places before the *Development Act, 1993 (SA)* was established. This Act has now been superseded by the *Planning, Development and Infrastructure Act, 2016 (SA)*.

We will examine the local heritage places listed under historic heritage legislation to remedy gaps or vulnerabilities in the extent of heritage protection within the current legislative framework. Where warranted we will propose additional places for heritage listing.

We will participate in the bid for World Heritage listing of the Park Lands and City Layout to showcase Adelaide as a city that is designed for life and to attract more visitors.

The statewide Planning and Design Code which came into effect in March 2021 superseded all individual council Development Plans. We will continue to monitor how the new code protects the heritage significance of our city's places and historic areas.



³ City of Adelaide Position on Heritage Reform, November 2016

Outcome 1: Effective protection					
	Action	Deliverable	Lead	Indicative Timing	CoA role
Strengthen the heritage protection system					
1.1	Advocate for the findings of the Environment, Resources and Development Committee of Parliament Inquiry into Heritage Reform (dated 30 April 2019) to be progressively implemented.	Seek participation in heritage reform roundtable.	City Planning and Heritage	2021-2022	Partner
		Representations made to policy makers for legislative change.	City Planning and Heritage	2021-2022	Partner
1.2	Advocate for changes to the South Australian heritage system to separate heritage listing and planning control decisions.	Update City of Adelaide Position on Heritage Reform ⁴ , Nov 2016 based on legislation changes.	City Planning and Heritage	2021-2022	Lead
		Representations made to policy makers for legislative change.	City Planning and Heritage	2021-2022	Partner
1.3	Advocate for changes to significance criteria for local heritage places and heritage area overlays, (such as the same criteria with different thresholds for state and local places).	Update City of Adelaide position on heritage reform, based on legislation changes.	City Planning and Heritage	2021-2022	Lead
		Representations made to policy makers for reform of local heritage significance criteria.	City Planning and Heritage	2021-2022	Partner
Protect vulnerable places					
1.4	Review planning policies which result in unsympathetic outcomes for heritage places and areas.	Representations made to policy makers for changes to the Planning and Design Code.	City Planning and Heritage	2022-2023 (12 months after the P&D Code comes into operation)	Lead
1.5	Review the local heritage places list to identify vulnerabilities in the extent of heritage protection within the new legislative framework.	Updated extent of listing where necessary.	City Planning and Heritage	2022-2023	Lead

⁴ City of Adelaide 'Position on Heritage Reform', November 2016

1.6	Prepare a Management Plan for National Heritage listing of the Park Lands and City Layout, based on the recommendations of the 2018 report. ⁵	Management Plan completed and adopted.	City Planning and Heritage	2021-2023	Lead
Advance World Heritage listing bid for the Park Lands and City Layout					
1.7	Partner with Mt Lofty Ranges Agrarian Landscape World Heritage List bid to progress the World Heritage List Bid for the Park Lands and City Layout.	Establish project reference group and project delivery plan for World Heritage List Bid.	City Planning and Heritage	2021-2024	Partner
1.8	Progress the recommendations of the Duncan Marshall report on the feasibility of the City of Adelaide's World Heritage Bid for the Park Lands and City Layout ⁶ to enable a tentative bid to be progressed	Research and investigations completed.	City Planning and Heritage	2021-2023	Lead
1.9	Prepare tentative bid for World Heritage List nomination	Tentative bid accepted by Australian Government.	City Planning and Heritage	2021-2023	Partner
Propose places for heritage listing					
1.10	Support and encourage community participation in nomination and listing of places.	Community invited to put forward suggestions for nomination of new places.	City Planning and Heritage	2022-2023	Enable
1.11	Develop a program of priorities for new heritage listings, including 'at risk', previously recommended and modern heritage.	Forward program prepared.	City Planning and Heritage	After 1.1 and 1.2	Lead
1.12	Support the nomination of the Park Lands and City Layout as a State Heritage place.	Advice provided to the South Australian Heritage Council.	City Planning and Heritage	2021-2022	Partner

⁵ 'Adelaide Park Lands and City layout Issues and Opportunities Analysis for the National Heritage Listing', Dash Architects, 17 December 2018

⁶ 'Review and Assessment of the Status and Feasibility of the City of Adelaide's World Heritage Bid for the Park Lands and City Layout', Duncan Marshall, 2020

Outcome 2: Heritage is valued by our people and our communities.

Our heritage places are well preserved and utilised, and appreciated for their strong contribution to Adelaide's vibrancy and culture.

Our objectives

We will lead by example and support our community and heritage place stakeholders in the conservation and enhancement of heritage assets. We will continue to provide free expert conservation advice and funding support through Council's annual Heritage Incentives Scheme, and expert heritage advice at the pre-lodgement and development application stages to ensure that the heritage values of places and areas are maintained.

We will examine how we can unlock the economic potential of heritage places. Together with public and private enterprise we will look at innovative ways of revitalising underutilised places to demonstrate the economic, cultural, community and sustainability benefits of heritage conservation and adaptive re-use. We will explore opportunities which enable upgrading of a landmark heritage place with low market appeal, to meet affordable housing, sustainability or other strategic goals and demonstrate the benefits of adaptive re-use.

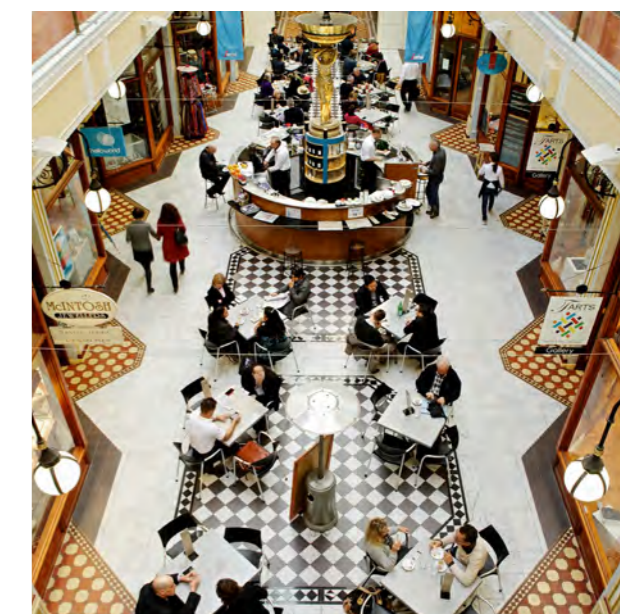


Our history and heritage provide opportunities for expanding our tourism offerings. We will work towards creating vibrant precincts where our heritage contributes to the city's economic development, social capital, sustainability and resilience. We will identify historic precincts, streets or areas which are either of strategic importance, facing economic challenges, contain a high concentration of heritage places, or have tourism potential. With partners internally, and from the public and private sectors, we will develop revitalisation strategies and funding opportunities which promote tourism and economic growth.

Revitalisation projects may incorporate listing, building conservation, upgrades, adaptive reuse, cultural programs, public realm projects, interpretation, and storytelling.

The City of Adelaide is responsible for a diverse range of built, cultural and natural heritage. We will work towards best practice heritage management of our City owned heritage assets.

We will continue to develop internal procedures for the protection of heritage values in any works undertaken by the City associated with built, public realm, infrastructure or natural assets.



Outcome 2: Heritage is valued by our people and our communities					
Action	Deliverable	Lead	Indicative Timing	CoA role	
Encourage best practice conservation					
2.1	Continue Heritage Incentives Scheme funding for individual places.	Individual property owners are supported with funding and expert conservation advice for the care of their heritage places.	City Planning and Heritage	Ongoing	Lead
2.2	Review Heritage Incentives Scheme Operating Guidelines and projects.	Annual reporting of the HIS against KPIs set out in the Heritage Incentives Scheme Operating Guidelines.	City Planning and Heritage	Annual	Lead
		Annual review of HIS projects including a number of applications, conservation works categories, geographical distribution and value of projects funded.	City Planning and Heritage	2023-2024	Lead
Ensure appropriate development					
2.3	Provide free expert advice for development applications affecting heritage places and heritage overlay areas.	Property owners and developers have access to expert advice on appropriate development of heritage places and areas.	City Planning and Heritage (Heritage Architects)	Ongoing	Lead
Unlock the economic potential of heritage places					
2.4	Explore innovative ways of reinvigorating underutilised heritage places, including adaptive reuse, building upgrades, activation for cultural and tourism experiences and interpretation.	Annual reporting of vacant and underutilised, heritage places and classes of building.	City Planning and Heritage / Rates and Valuation	Annual	Lead
		Building owners provided with re-use opportunities (temporary or permanent) for vacant buildings.	AEDA (with Renew Adelaide)	Ongoing	Partner
		Building Upgrade opportunities are promoted to heritage building owners.	Building Upgrade Finance Officer	2021-2022	Partner
		Opportunities and barriers to the care and activation of heritage places are identified.	City Planning and Heritage / AEDA	2021-2022	Partner

	Collaborate with industry, academia and other levels of government to collect data about the environmental, economic and social benefits of building preservation.	Current data available to building owners which allows balanced decision making about building retention.	City Planning and Heritage / Low Carbon and Circular Economy	2024	Partner
2.5	Work with property owners, government agencies, and industry to scope a pilot project which conserves and activates an underutilised heritage property through tourism, cultural or other activities.	Strategic public sector investment in a pilot demonstration project.	AEDA/ Strategic Property	Subject to funding	Partner
2.6	Expand heritage tourism offerings in the City of Adelaide. Review opportunity to leverage off events and activation in the City through review of the Adelaide Park Lands Event Management Plan.	Heritage opportunities for City events and activations identified.	City Experience	2021-2022	Lead
		Review the outcomes of South Australia Government Heritage Tourism Strategy when released and prepare an implementation plan.	Where applicable, outcomes are incorporated into an implementation plan for heritage tourism.		
		Prepare implementation plan for recommendations of the City of Adelaide Heritage Promotion Advisory Group.	Implementation plan.		
Create vibrant precincts					
2.7	Identify tourism, cultural or economic opportunities for historic precincts, streets or Main Street areas facing economic challenges.	Vulnerable areas identified, and prioritised and opportunities investigated.	City Planning and Heritage	2021-2022	Lead

2.8	Collaborate with internal, public and private stakeholders to develop a coordinated strategy for supporting the activation of historic precincts, streets or areas.	Funding sources and strategies for activating precincts through building upgrades, streetscape enhancement, adaptive reuse and cultural programs are identified.	City Planning and Heritage / Place Activation / Infrastructure	2022-2023	Partner
Lead by example					
2.9	Demonstrate best practice heritage conservation management approaches for owned or managed by the City of Adelaide heritage places and historic public realm assets.	Up to date information on historic public realm assets is integrated into City of Adelaide asset management systems.	Infrastructure	2021-2022	Lead
		Priority list for conservation management plans or appropriate management provisions to inform maintenance and alterations to City of Adelaide heritage assets.	Infrastructure	2021-2022 – list created. 2022-2024 – CMPs developed	Lead
2.10	Ensure private development and works by service authorities protects historic public realm assets.	City Works guidelines updated as required.	Regulatory Services / Infrastructure	2022	Lead
Encourage conservation skills development					
2.11	Support the State Government in the delivery of specialised heritage trades training in South Australia.	Opportunities for supporting heritage trades training are identified.	City Planning and Heritage	2022-2023	Partner
2.12	Continue developing heritage technical resources.	Updated or new heritage technical notes.	City Planning and Heritage	Ongoing	Lead

Outcome 3: Our City is renowned for its heritage.

We will share our stories with visitors and engage business, residential, cultural and educational communities about our City's heritage.

Our objectives

The City's heritage stretches from pre-settlement to the physical evidence of European settlement, and the stories of past generations. We will share our stories with visitors and engage the city's business, residential, cultural and educational communities, about the city's heritage. We will pay respect to the Kaurna people as traditional owners and work with Aboriginal and Torres Strait Islander (ATSI) communities through the City of Adelaide Reconciliation Committee and other groups to support truth telling and the interpretation and celebration of ATSI culture.

We will continue to expand our engagement with the community and promote our city's tangible and intangible heritage through exhibitions, publications,



plaques, social media, as well as sponsorship and partnership of festivals and events. We will invite the community to play a role in shaping a heritage agenda that is meaningful to them and contributes to our heritage knowledge. We will provide resources which inform the community about the value of heritage and benefits of conservation.

We will support the City of Adelaide Heritage Promotion Advisory Group in lifting the profile and visibility of the City's heritage assets and heritage management services, and shaping future directions, activities and opportunities which promote and celebrate the City's heritage.

The City of Adelaide holds a vast number of heritage records including heritage surveys, photographs, plans, historical records, information about people, places, and cultural heritage. We will continue to develop the City's heritage narrative. We will build on and share our heritage stories and look through a historically inclusive lens. We will continue to investigate inviting and readily accessible formats.



Outcome 3: Our City is renowned for its heritage					
Action	Deliverable	Lead	Indicative Timing	CoA role	
Celebrate our built and cultural heritage					
3.1	Work with Aboriginal and Torres Strait Islander peoples to support, promote and share their cultural heritage and modern stories, and recognise the Kurna people as the traditional owners.	Community connections to incorporate Aboriginal and Torres Strait Islander cultures and truth telling are established.	City Planning and Heritage/Community Lifestyle	Ongoing	Enable
3.2	Continue to share our knowledge of the City's tangible and intangible heritage and develop historically inclusive heritage stories.	Increased public access to heritage information through social media and digital technologies.	City Planning and Heritage / Marketing / Creative City	Ongoing	Lead
		Continued sponsorship and delivery of events for the SA History Festival.	City Planning and Heritage	Annual	Lead
3.3	Review and expand digital and hard copy walking and cycling trails.	Up to date and relevant heritage walking and cycling trails are available to the public.	City Planning and Heritage / AEDA	Ongoing	Lead
3.4	Develop a lighting plan to increase external illumination of prominent heritage places and work with building owners to participate in external lighting projects.	A number of prominent heritage places are illuminated.	Infrastructure / City Planning and Heritage	2024 / Ongoing	Lead / Partner
3.5	Investigate how to connect with city-based schools and identify opportunities for learning about the City's history and heritage.	Engaging and curriculum appropriate opportunities are identified.	City Planning and Heritage	2022-2023	Lead

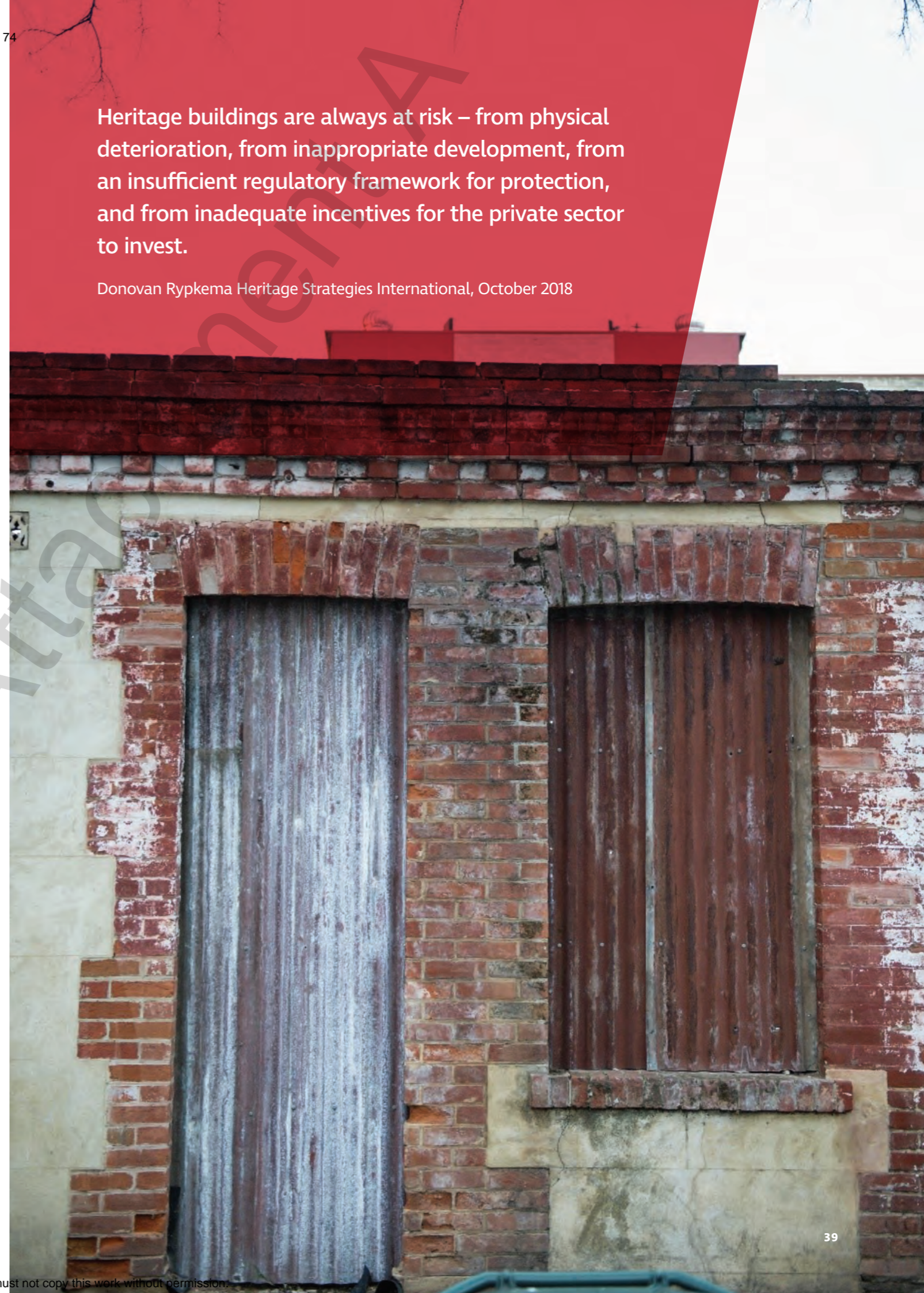
Continue to develop our heritage narrative					
3.6	Continue building a single knowledge base depository for heritage places information.	Additional information added to the Heritage Places of Adelaide online database.	City Planning and Heritage / Marketing	Ongoing	Lead
3.7	Build on our pictorial collection of our heritage places for record keeping and promotional purposes.	All heritage places photographed and added to the Heritage Places of Adelaide online database.	City Planning and Heritage / AEDA	Ongoing	Lead
3.8	Investigate ways of involving the community in recognising, protecting and interpreting our built and cultural heritage.	Pathways for community contributions to our heritage knowledge are established.	City Planning and Heritage	2022-2023	Enable
3.9	Continue digitising records to facilitate public access and ensure preservation of fragile documents.	Increasing numbers of hard copy records including heritage surveys, photographs, plans, historical records, information about people, places and culture are digitised and made accessible through City Archives.	City Archives	Ongoing	Lead
3.10	Continue the Blue Heritage Plaque program.	New requests processed in accordance with guidelines.	City Planning and Heritage	Ongoing	Lead
		Blue Heritage Plaques added to the Heritage Places of Adelaide online database for increased public access.	City Planning and Heritage	2021-2022	Lead
		Regular program reviews to ensure effectiveness and value.	City Planning and Heritage	2023-2024	Lead

Promote the value of conservation					
3.11	Continue to demonstrate the benefits of building conservation and adaptive re-use through case studies.	New case studies produced each year, for promotional and educational purposes.	City Planning and Heritage	Ongoing	Lead
3.12	Continue to promote, utilise and interpret CoA owned heritage places and assets.	Information about City of Adelaide owned heritage assets is available to the community.	City Planning and Heritage	Ongoing	Lead
Build heritage knowledge					
3.13	Establish internal processes for raising staff awareness about the role of heritage in City of Adelaide projects and programs.	Heritage is built into a broad range of City of Adelaide projects and programs including capital works, infrastructure, economic development and community programs.	City Planning & Heritage	Ongoing	Enable
3.14	Proactively contact new owners of heritage places to inform on heritage values and opportunities.	Direct contact is made with all new owners of heritage places within the first 12 months.	City Planning & Heritage	Ongoing	Lead



Heritage buildings are always at risk – from physical deterioration, from inappropriate development, from an insufficient regulatory framework for protection, and from inadequate incentives for the private sector to invest.

Donovan Rypkema Heritage Strategies International, October 2018



Item 5.6 - Attachment A

**Adelaide.
Designed for Life.**



CITY OF
ADELAIDE

Review of YourSay Adelaide

ITEM 5.7 04/05/2021
The Committee

Strategic Alignment - Enabling Priorities

Program Contact:
Matthew Hulmes, Manager,
Strategy & Insights 8203 7495

2018/00448
Public

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

EXECUTIVE SUMMARY

In October 2020, Council requested an investigation into the efficiency of the way the City of Adelaide conducts its consultation processes.

This report presents the outcomes of that review, responding to each of the points raised in the review request, and other matters pertinent to the conduct of community engagement by the City of Adelaide. This report also acknowledges and seeks to address the confidence in the robustness of the consultation process and the need for consistency in the presentation of results.

In undertaking this review, we looked at the 50 engagements completed using the YourSay Adelaide platform to 6 April 2021. We also considered the key findings and recommendations of the City of Adelaide Community Engagement Service Delivery Framework Review by Gould Thorpe Planning (November 2019). Together with the experience of our professional staff, the recently completed engagements and the Gould Thorpe Planning Review form the evidence base on which we understand the current approach to engagement and the opportunities for improvement.

The review has found that there are some immediate changes we can make to our consultation processes that will improve the stakeholder experience when engaging with the City of Adelaide. Other opportunities have been identified to ensure that Community and Council expectations on the consultation process are met, with the aim to further build confidence in the process. Opportunities for improvement to enhance connection and trust throughout the consultation process will be identified through a revised Community Engagement Policy and Community Engagement Strategy. The principles and approach to these changes will be brought back to Council for discussion at a later date as outlined in the 'Local Government Reform and further opportunity for process improvement' section of this report.

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The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council

1. Notes the report of the Review of YourSay Adelaide.
 2. Notes that there are pending changes to the *Local Government Act 1999* (SA) including the introduction of an Engagement Charter to apply to all councils and that this will require changes to Council's Community Engagement Policy.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities Community consultation underpins everything we do
Policy	Not as a result of this report
Consultation	The 2019 review of YourSay Adelaide was used to compile this report. Further consultation was not required to inform this report.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. At its meeting on 13 October 2020, Council resolved the following:

'That Council

 1. *Acknowledges that despite a 2018 review there have been continuing and various complaints about the US licensed YourSay online consultation process and asks the Administration to initiate an investigation into the efficiency of the manner in which the City of Adelaide conducts its consultation processes, including but not limited to;*
 - 1.1. *Whether the YourSay registration process is too onerous.*
 - 1.2. *Any perceptions that lengthy and complex surveys deter participation.*
 - 1.3. *Possible impacts associated with the common YourSay practice of posing binary questions.*
 - 1.4. *The role and relative value placed on general commentary provided by participants.*
 - 1.5. *Ways in which ratepayers preferring to respond to consultations on paper can be better accommodated.*
 - 1.6. *Options for alternative consultation processes available in the marketplace.'*
2. Key to undertaking this investigation was to review 50 engagements through to 6 April 2021 to form quantitative data analytics to support the responses to the abovementioned questions.
3. Secondary to this analysis was the 2019 independent review that was undertaken of the City of Adelaide's community engagement service delivery by Gould Thorpe Planning. The review included interviews with staff, Council Members and external stakeholder organisations, a community survey, and online research. It was a qualitative review of City of Adelaide engagement practices, industry best practice and opportunities. Key messages from that review are that:
 - 3.1. Residents were concerned about how engagement activities were promoted, rather than the tools used to assist with the engagements.
 - 3.2. Incentives may encourage participation.
 - 3.3. The subject matter of the consultation inspires participation.
 - 3.4. Most who do participate feel that they can contribute to Council's decision-making, and
 - 3.5. Social Media is the preferred method to be informed of engagement opportunities.
4. The City of Adelaide Community Engagement Service Delivery Framework Review by Gould Thorpe Planning (November 2019) is available here at Link 1 view [here](#).

Registration process

5. Registering for the YourSay Adelaide platform has two steps. The first is to complete a form and the second is to confirm your registration. The form asks for contact details, year of birth, gender, ratepayer status, how the person participates in city life, what areas of council business, and which locations they are interested in. It does not take long to complete as each sign-up question is a 'tick-box' format. On completing the sign-up form the person receives an email to their nominated address prompting the person to click on the included link to confirm their registration (Step 2).
6. Registration is currently set as the default position for City of Adelaide engagements using our online platform. There are two reasons for doing this.
7. The first reason is that registration collects key demographic information about the people responding to City of Adelaide consultations. Demographic information is collected because it can be helpful in decision-making. It also tells us about who is engaging with us and who is not. We use this information to better understand our customers and to ensure that the suite of tools used in any engagement collectively facilitates stakeholder participation. Once a person is registered with YourSay Adelaide they have ongoing access to engagement on the platform and do not need to provide their information again.

8. The second reason for registration is that the information collected allows registrants to be directly notified of other engagements. This is key to building an online community and being able to reach our stakeholders for future engagements. The Gould Thorpe Planning Review in 2019 found that established networks and communication pathways with advisory committees, precinct committees, resident and business associations generally work well and assist in ongoing dialogue and participation with representatives from these communities, but that people outside these groups can find it difficult to hold meaningful engagement with council. Building an online community by encouraging registration for engagements goes to ensuring that interested persons are informed of opportunities to participate regardless of their associations.
9. There is never a requirement to register with YourSay Adelaide to access any of the supporting material about an engagement. This means that everyone can understand what an engagement is about before registering or, when already registered, before 'logging in'.
10. The default requirement to register can be turned off. This is done at the request of the engagement lead for a project. Registration is typically not required where demographic information additional to that covered by registration is needed. In those cases, the demographics are collected within the survey instrument itself. An example is the annual Resident Survey.
11. Many of our community engagements are required by legislation and follow a similar format. The demographic information requirements are few and are encompassed by registration. Registering once to have ongoing access to respond to engagements is efficient and respectful of our stakeholders' time.
12. The registration fields can be changed, and we have been prompted to consider how best to reduce the number of fields to be completed. The removal of the questions around how the person uses the City, and locations of interest is being considered as this information is not used to analyse responses to engagements. This would improve the user experience by making the first step of registration shorter.
13. A review of 50 recently completed engagements shows that they collectively received over 6,400 responses via the YourSay Adelaide platform and over 3,100 new user registrations. The review also shows that some people will register with YourSay Adelaide even when they are not required to. The 28 new registrations received from people engaging with the Recover and Reimagine project is an example. This indicates that they see ongoing value in being involved and informed of engagements through the platform.
14. It is also evident that an engagement requiring registration to complete a survey is not a deterrent where the subject of the engagement is controversial or of interest to many people. The inclusion of information from the registration process will further add value to any consultation results received by knowing demographically how the community have provided their input. There are examples of this in the 50 engagements reviewed including: the 622 new registrations attributable to the engagement on the proposed 24/7 Dry Area in the Park Lands, the 154 new registrations attributable to the City Connector Bus Engagement; and the 1700 registrations by people engaging on the Adelaide Football Club Proposal for the Adelaide Aquatic Centre.
15. We have never specifically asked what people think of the YourSay Adelaide registration approach and there is an opportunity to do so as part of refreshing and improving our engagement approaches. There is also an opportunity to improve the way registration information is presented to Council to assist with the interpretation and understanding of consultation results and linking this to our community members.
16. There is an opportunity to promote registration differently to build the online community independent of a particular engagement.

Participation in surveys

17. It is not our perception or experience that long and complex surveys deter participation.
18. The length and complexity of a survey is guided by the information needed to support decision-making. Many of the surveys used for our engagements are short and simple, reflecting the nature of the engagement. City works permit applications, and applications to close a road to stage events, fall into that category. Between 60%-70% of all our engagements in a year are of this type. These engagements are required by legislation and typically elicit few responses as they affect relatively few stakeholders.
19. The review of 50 engagements considered to inform this report 60% asked fewer than five questions and 65% of those received between zero and nine responses. On the other hand, long surveys may elicit hundreds of responses. Examples are the 2020 Resident Survey (41 questions, 981 responses), and the City Connector Bus engagement (26 questions, 466 responses) This indicates that it is the subject matter of an engagement that inspires participation.

20. We know that a long or complex survey is more time consuming for people to complete. As a long survey is sometimes needed to get the information we need, we work to make our surveys as easy for people to complete as possible. We do this in various ways including through the question style, attention to the structure and flow of the survey, the inclusion of headings, consideration of which questions must be answered, and including a 'percent complete' bar to show progress through the questions. Contextual information and clarity around how responses will be used is also important for encouraging people to complete a survey.
21. We appreciate that there are aspects of our engagement surveys that could be improved. These are:
 - 21.1. What we ask about, including being aware of what our stakeholders may expect to be asked.
 - 21.2. How we ask, including consistency in question style and making sure that there is sufficient information available to potential respondents to respond and that it is in appropriate and accessible formats.
 - 21.3. Timeframes for responses that are long enough for interested persons to participate and that those timeframes take account of any major holiday periods.
 - 21.4. What we do with the information we receive from engagement in terms of how it is reported to Council and the extent to which recommendations are made to Council based on information received through engagements.
 - 21.5. How we report back to the community and Council on what we heard through an engagement and any decision made.
 - 21.6. How we engage with the community to find out how to improve their experience of engaging with us.
22. To enhance the value of the consultation process for the community, we are constantly assessing how information is presented on our online engagement platform, how questions are asked of engagement participants, and considering the range of online and other tools used to engage with our communities. Tool selection depends on the objectives of the engagement which goes to the principle that each engagement should be fit-for-purpose.
23. To enhance the value of the consultation process for Council, we will consider how consultation results can be presented more consistently in terms of content and form. An approach on how this will occur including underlying principles will be developed and brought back to Council for discussion. For example, key engagement statistics such as number of visitors, engaged participants and document downloads could be included as standard outputs.

Impacts of binary questions

24. Binary questions are those requiring a 'yes' or 'no' response. A typical binary question is where respondents are asked whether they agree with a proposition or not, or where they are asked to provide information about themselves, such as whether they are a ratepayer of the City of Adelaide.
25. Our review of the 50 most recent closed engagements shows that binary questions are infrequently used. More than half of the engagement surveys reviewed had no binary questions. Where binary questions were used, they comprised no more than 50% of all the questions asked.
26. It is the purpose of the engagement that guides both the questions asked and the engagement tools that are used. It is fundamental in any engagement to understand what aspects of the subject matter can be influenced by the responses received, and which aspects cannot be influenced. The questions asked, and how they are asked, flows from that.
27. Multiple choice questions, or questions where the respondent is asked to rank their level of agreement with a statement or statements are more common.
28. Multiple choice and agreement questions are used to focus the engagement on what the possible options are so that useful information is received through the engagement. These questions are often, although not always, followed by an opportunity for the respondent to provide a comment to further their response. There is an opportunity to review our approach to survey development to ensure greater consistency across engagements. This will also help to ensure consistency in the way that engagement results are presented back to Council.
29. It is also common for surveys to provide an opportunity to add any further general comment at the end of the survey. While most of the engagements reviewed for this report did so, there were exceptions, and there is an opportunity to ensure greater consistency with this too. All of the surveys reviewed that included binary questions provide an opportunity for general comment on the subject of the engagement somewhere in the survey.

General commentary provided by participants

30. Engagement is about hearing community perspectives to inform decision-making, it is not a vote.
31. When general commentary is received as comments within a survey response, it tends to provide context for the response given, or clarify a point.
32. Written submissions typically contain general commentary about the subject of the engagement. These submissions are analysed as part of reporting the outcomes of the engagement. Written submissions may also be provided to Council in full. There is an opportunity to develop principles to be followed in analysing, presenting and reporting general comments received through engagements to ensure a consistent approach. The Gould Thorpe Planning Review addressed data and knowledge management in recommending the development of a system to store and extract community engagement data and insights to ensure a stronger evidence base for decision-making.
33. Where a question has been asked, the written submission will generally make it clear where the respondent stands on the question. This means that if the engagement outcomes are presented as “x% of respondents were in favour of a proposition and x% against”, general commentary responses can be added to the tally.
34. In all cases, the value placed on comments received through a community engagement is at the discretion of the decision-makers. However, interpretation and understanding of general comments could be facilitated if all comments were provided ‘verbatim’ to Council as a standard output of the consultation process where applicable.

Hard copy participation in engagements

35. Every effort is made to ensure that interested parties can participate in our engagements in ways that are meaningful to them. Where a survey is used it is always made available in hard copy in community centres, libraries, and the Customer Centre. If a customer requests a hard copy it will be posted to them. A consultation pack which includes the survey is always provided in soft copy on our online engagement platform and can be downloaded and printed. There is an opportunity to explore further options for how hard copies could be made available noting that options such as direct mail to householders come at a considerable cost.
36. The objectives of the engagement along with the budget, timeframe, complexity, and audience guide the selection of tools used. Within our online engagement platform, the survey tool is most used.
37. Outside of the online engagement platform, public engagement tools used by the City of Adelaide include door to door visits, Park Lands activities, intercept surveys, community workshops, public meetings, drop-in sessions, and bespoke forums. All engagements invite potential respondents to use the selected tools to provide their comments. Members of the public are also able to provide feedback via email, phone call, or letter directed to the Project Lead.
38. The array of engagement tools facilitates targeted and deliberate communication and engagement with different groups in the community. Drop-in sessions are increasingly used for engagements where the subject matter is complex. These involve having staff available at set locations and times to answer questions and assist people to provide their feedback. This approach was used when engaging on the Adelaide Football Club Draft Proposal for the Adelaide Aquatic Centre as a supplement to the online engagement. It has been used recently in engaging on the Draft Rating Policy and more sessions are planned as we move to engaging on the Draft 2021-2022 Business Plan and Budget, the Long-Term Financial Plan, and the Strategic Asset Management Plan.

Alternative consultation processes in the marketplace

39. There are several online engagement platforms available in the marketplace. The City of Adelaide’s investment in technology, including an online engagement platform, is guided by the Information Management Roadmap. The Roadmap takes a risk-based approach to our systems and applies due diligence to product selection.
40. As the City of Adelaide is not currently undertaking a procurement process for an online engagement platform, this report does not present a comparison of the competing products in the marketplace. Instead, what is provided here is an outline of the essential features of an online engagement platform from both an administrative and user perspective.
41. Critical considerations and elements of an engagement platform include:
 - 41.1. Accessibility to users (WCAG 2.0 compliant)
 - 41.2. Security for users and for the City of Adelaide
 - 41.3. The availability and timeliness of technical support from the provider of the platform
 - 41.4. Moderation of comments

- 41.5. The analytics capability of the platform
- 41.6. The tools available within the platform
- 41.7. The capacity to customise project pages
- 41.8. The number of administration users allowed under the licence
- 41.9. Cost.

Local Government Reform and further opportunity for process improvement

- 42. The Statutes Amendment (Local Government Review) Bill 2020 (the Bill) is currently before the South Australian Parliament.
- 43. The Bill proposes amendments to the *Local Government Act 1999 (SA)*, including the substitution of Chapter 4, Part 5 with a new Part 5 – Community engagement.
- 44. A key change is the introduction of a Community Engagement Charter to be established by the Minister. The CoA is involved in drafting the Charter through the LGA(SA) and the Office of Local Government.
- 45. The Charter may specify mandatory engagement requirements and set out principles and performance outcomes. The introduction of a Charter by the Minister will require a review of the City of Adelaide's Community Engagement Policy to ensure that our policy is compliant with the Charter.
- 46. A revised community engagement policy will be brought to Council for consideration in due course.
- 47. Aside from this, the Gould Thorpe Planning Review of the Community Engagement Service recommended a review of the City of Adelaide's Community Engagement Strategy and the development a Community Engagement Delivery Framework to focus on our techniques for community engagement and provide a framework for internal support to engagements that is grounded in the level of impact and risk of an engagement.
- 48. A revised Community Engagement Strategy will be brought to Council for consideration in due course.
- 49. Both the revised Community Engagement Policy and Community Engagement Strategy will identify opportunities for improving the engagement experience for the community and enhance the value of the consultation outcomes for Council members. Principles by which this could be achieved will be developed and brought back to Council for discussion.
- 50. Consideration will also be given as to how consultation results can be presented more consistently in terms of content and form to facilitate interpretation of engagement outcomes and the Council decision-making process. For example, including key engagement statistics, a summary profile of registrants, and all general comments 'verbatim' as standard outputs.

DATA AND SUPPORTING INFORMATION

Link 1 – Gould Thorpe Planning - City of Adelaide Community Engagement Service Delivery Framework Review (November 2019)

ATTACHMENTS

Nil

- END OF REPORT -

2020-21 Quarter 3 Commercial Operations Report

ITEM 5.8 04/05/2021
The Committee

2021/00850
Public

Program Contact:
Shaun Coulls, Acting AD
Strategic Property & Commercial

Approving Officer:
Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

Council's commercial operations generated a year to date operating surplus of \$24.1m to 31 March 2021. This result was \$4.5m favourable to budget due to the financial performance of Parking (which incorporates both On-Street and UPark) \$1.6m, Property \$1.5m, Aquatic Centre \$1.0m and North Adelaide Golf Course \$0.4m.

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The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council:

1. Notes the 2020-21 Quarter 3 commercial operations report as detailed in Attachment A to Item X on the Agenda for the meeting of the Council to be held on 11 May 2021.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities Council has the financial capacity to meet its long-term commitments
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. This report is prepared quarterly and provides a summary of the year to date financial and operating performance for Council's commercial operations as detailed in **Attachment A**.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A - 2020-2021 - Quarter 3 Commercial Operations Report

- END OF REPORT -

2020-2021 - Quarter 3 Commercial Operations Report

Item 5.8 - Attachment A

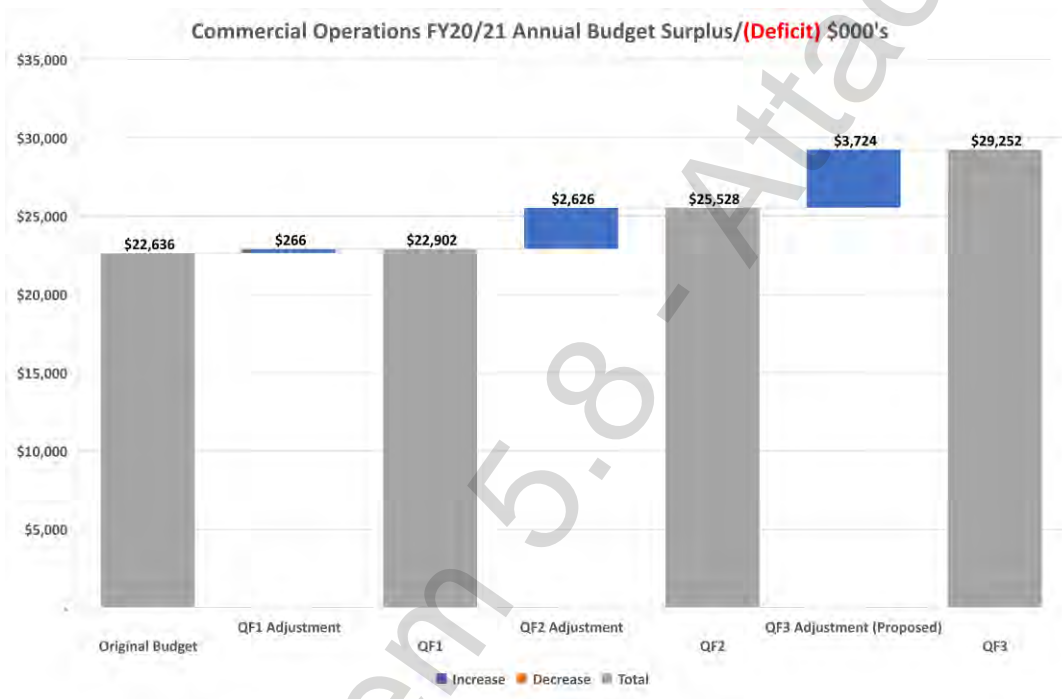


Commercial Operations Overview

\$'000	Year to Date (Q3)		
	Actual	Budget	Variance
Parking	16,722	15,159	1,563
Aquatic Centre	(641)	(1,661)	1,020
North Adelaide Golf Course	222	(134)	356
Adelaide Town Hall	(233)	(258)	25
Property Services	7,996	6,460	1,536
Program Teams Net Position	24,066	19,566	4,500

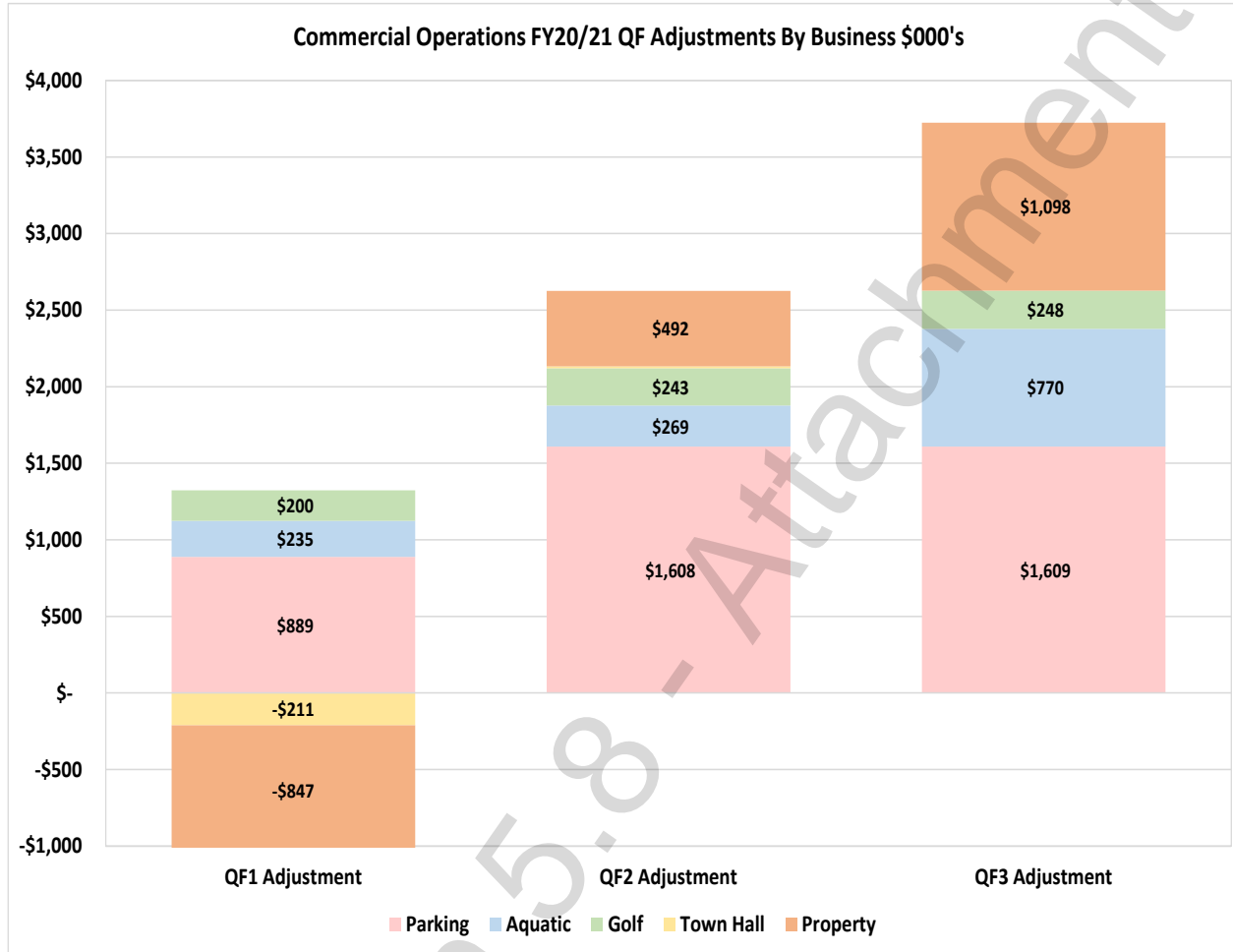
2020-21 Q3 Performance: \$24.1m surplus year to date, \$4.5m favourable to budget

- Parking \$16.7m surplus, \$1.6m favourable to budget.** Parking revenue during Q3 better than budget due to stronger Fringe patronage. Proposed to increase budgeted surplus at QF3 from \$20.2m to \$21.8m, an increase of \$1.6m.
- Aquatic Centre (\$0.6m) deficit, \$1.0m favourable to budget.** Swim School participation, Health Club memberships and kiosk sales better than budgeted. Proposed to reduce budgeted deficit at QF3 from (\$2.3m) to (\$1.5m), an improvement of \$0.8m.
- Golf Course \$0.2m surplus, \$0.4m favourable to budget.** Significant increase in round number across all courses. Proposed to forecast a surplus of \$40k at QF3 from a deficit of (\$0.2m), an increase of \$0.2m.
- Adelaide Town Hall (\$0.2m) deficit, \$25k favourable to budget.** Proposed not to adjust budget at QF3.
- Property Services \$8.0m surplus, \$1.5m favourable to budget.** Rental income during Q3 was better than expected. Proposed to increase budgeted surplus at QF3 from \$8.1m to \$9.2m, an increase of \$1.1m.



Commercial Operations Overview

Overview



- QF1 Adjustment \$0.3m**, Parking \$889k and Aquatic \$235k better than expected as COVID restrictions were lifted. Golf outperformed prior years due to increase in participation \$200k. Town Hall impacted by restrictions not lifted (eg weddings) (\$211k). Property reduction to reflect reductions in Adshel and turnover rents (\$847k).
- QF2 Adjustment \$2.5m**, Parking \$1.6m and Aquatic \$269k continued to improve with fewer restrictions and greater confidence in performance post-COVID. Golf participation continued to be strong \$243k. Property budget adjusted \$492k to recognise favourable rents.
- QF3 Adjustment \$3.7m**, Parking \$1.6m and Aquatic \$770k continued to improve with fewer restrictions and greater confidence in performance post-COVID. Golf participation continued to be strong \$248k. Property budget adjusted \$1.1m to recognise favourable rents.

Parking Highlights

- Launch of UPark Plus on 1 April 2020. UPark Plus provides an online customer managed account which provided casual parking across all UParks via a safe and touchless personal access card. The launch was fast tracked, and an \$8 discounted flat fee was applied to support essential workers and visitors to the City during the height of the Covid-19 pandemic lock down.
- In July 2020 UPark Plus Rewards was launched. UPark Plus Rewards provides exclusive access to discounts and special deals with local businesses across Adelaide. As well as benefitting UPark Plus customers the program also supports participating businesses in the City.
- In January 2021 we commenced transitioning existing monthly account customers to UPark Plus, enabling them to manage all their parking products via their online account and the one personal access card and receive all other benefits of UPark Plus.
- At the end of March 2021 there were 17,703 active UPark Plus Customers. With the customer data obtained we have been able to analyse customer behaviour and develop information on the impact of price changes and develop customer retention strategies.

Parking Upcoming

- Upgrade of Topham Gantry Signage.
- Promotion of parking for AFL Football season at Adelaide Oval, including leveraging of UParks Port Adelaide Sponsorship.
- Promotion of suitable parking options for upcoming winter events including Tasting Australia and Illuminate.
- Implementation of UPark Plus Loyalty functionality scheduled for June 2021. The functionality will enable us to provide automated parking discounts and rewards to specific customer groups or promotions and enable more effective partnerships with city businesses. Loyalty will be a pivotal part of UParks market growth and customer retention strategy.

Aquatic Centre Highlights

- Swim school:
 - Numbers strong during Q3 and are at 2,900 which exceeds pre-COVID numbers.
 - Increase in number of instructors and investment in training & development to support increased patronage.
 - Additional classes created.
- Carnivals:
 - COVID restrictions relaxed allowing school carnivals during Q3.
- Memberships:
 - Numbers currently at 1,500 memberships.
 - Strength for life program for over 50's growing and has exceeded pre-COVID participation rates.

North Adelaide Golf Course Highlights

- Improved irrigation and maintenance across all courses resulting in:
 - Significantly improved surface quality and shape of greens and fairways
 - Course presentation and playability
- Resurfacing of the Driving Range.
- Creation of public events to allow free public participation encouraging engagement with golf and the Park Lands.
- Upgraded maintenance equipment to improve efficiency, including Council's first Hybrid Greens Mower to help further reduce carbon emissions.

North Adelaide Golf Course Community Events

A range of new community events have been completed in FY20/21 specifically targeting increased community engagement and health benefits. These events were:

- Kids Golf Day:
 - **Over 400 children and their families** attended.
 - Children of all ages played golf on the driving range and North Course.
- Par 3 Open Day
 - **280 members of the community** attended.
 - CoA Residents were given priority access to bookings and played for free.
 - Entertainment and other events were also included.

North Adelaide Golf Course Upcoming

- Irrigation of over 50% of North Course (tender closed).
- Upgrade to Par 3 Café kitchen preparation area and external look/functionality (finalising plan).
- General upgrade to rundown areas in Pro Shop to improve attractiveness and retention of customers.

Town Hall Update

The COVID-19 pandemic has had an impact on Adelaide Town Hall and while there is recovery, it is gradual reflecting the long event lead times, often in excess of a year. One of the major losses has been the Adelaide Symphony Orchestra, who cancelled all bookings following the start of the pandemic citing COVID-19 capacity restrictions, difficulty meeting social distancing requirements within the Adelaide Town Hall foyer and an absence of artists resulting from national and international border closures.

Town Hall Looking Forward

Encouragingly, with no recent outbreaks, the South Australian government has lifted density limits (noting masks will be compulsory). It is hoped this will allow major music hirers to increase profitability and deliver additional events. While the Festival Centre undergoes major works, the Adelaide Symphony Orchestra will return to the Adelaide Town Hall for the first half of 2021-22, albeit at significantly reduced event numbers.

Property Highlights

- Balancing debt recovery against supporting local businesses suffering through COVID impacts.
- Continuing support through Renew Adelaide enterprise model.
- Commercial vacancies have performed better than expected. Current vacancy rate is 11% compared to budget of 15% noting that there are some tenants in negotiation.

Item 5.8 - Attachment A

2020-2021 Quarter 3 Finance Report

ITEM 5.9 04/05/2021

The Committee

Strategic Alignment - Enabling Priorities

Program Contact:

Grace Pelle, Manager, Finance & Procurement 8203 7343

2020/00150

Public

Approving Officer:

Justin Lynch, Chief Operating Officer, Corporate Services

EXECUTIVE SUMMARY

The 2020-21 Quarter 3 Finance Report summarises:

- The year to date financial performance for the quarter ended 31 March 2021.
- Proposed adjustments to the 2020-21 Budget to adjust income and expenditure in line with the 2020-21 Quarter 3 Revised Forecast.

The 2020-21 Business Plan and Budget was developed on the basis of best projections of the anticipated impact of COVID-19. It reflects Council's decision that the Chief Executive Officer identify \$20m in permanent operating expenditure savings this financial year. As at Quarter 3, the savings have been identified and implemented, however not all savings will be realised this financial year. In order to achieve the \$20m in expenditure savings, a transition costs provision of \$14.4m was included. We are currently forecast to be \$5m favourable to this provision, and as such, this is incorporated into the revised forecast as a saving.

The 2020-21 Quarter 3 Finance Report includes additional adjustments requested by Council resulting in additional spend of \$0.195m and the removal of East-West Bikeway of \$5.6m. The additional spend has been offset by other savings and increased income adjustments put forward.

The impact of these net adjustments in the Quarter 3 reforecast to the end of year position are a decrease to:

- Council's forecasted Operating Deficit for 2020-21 from \$34.1m to \$18.3m,
- Borrowings from \$90.3m to \$61.8m.

This projected level of borrowing as at 30 June 2021 is within our existing Prudential Borrowing Limits.

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The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council:

1. Adopts the 2020-21 Quarter 3 Finance Report, including the proposed 2020-21 Quarter 3 Revised Forecast as summarised in Attachment A to Item X on the Agenda for the meeting of the Council held on 11 May 2021.
 2. Notes the 2020-21 Quarter 3 Finance Report includes additional adjustments requested by Council resulting in additional spend of \$0.195m and the removal of East-West Bikeway of \$5.6m. The additional spend has been offset by other savings and increased income adjustments put forward.
 3. Notes the draft 2021-22 to 2030-31 Long Term Financial Plan (LTFF) is currently being consulted on with our community from the 16 April 2021 to 31 May 2021. The impacts of the Quarter 3 Revised Forecast on our LTFF will be updated for the final adoption of the LTFF in July 2021.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities The deliverables and objectives set out in the Quarter 3 Revised Forecast (QF3) document are directly aligned to the delivery of year 1 of the 2020-2024 City of Adelaide Strategic Plan.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	The financial indicators have been included in Attachment A to support Council's strategic decision making by comparing the financial sustainability, asset sustainability, liquidity and capacity to respond in the context of the Long Term Financial Plan.
Opportunities	The quarterly review meets Council's obligations under the <i>Local Government Act 1999 (SA)</i> and <i>Local Government (Financial Management) Regulations 2011</i> .
20/21 Budget Allocation	Adjustments to the 2020-21 Budget are detailed throughout the Report and Attachment A
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	Adjustments to the 2020-21 Budget are detailed throughout the Report and Attachment A .
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

2020-21 Quarter 3 Financial Result

1. The year to date financial position for the quarter ended 31 March 2021 is an operating deficit of (\$2.3)m which is \$19.5m favourable compared to budget of (\$21.9)m. The favourable position is driven by a combination of better than expected income from user fees and charges and city businesses, and a delay in timing of expenditure and savings.

Better than expected Income

2. The 2020-21 COVID-19 Recovery budget was built assuming a gradual recovery of revenue to 85-90% of pre COVID-19 levels by 30 June 2021. For the month of March 2021, we achieved 98% of March 2019 parking and associated income. Our revenue streams will continue to be monitored throughout the remainder of the financial year.

Cash flow from Rates Income

3. Rates notices were distributed later than in prior years and rate payers had until 31 March to make payment.
4. As at 19 March 2021, 92% of payments have been received and there have been 91 applications for hardship (2% of Q3 rates notices).
5. The extension of the Rates Hardship Assistance Measures until 30 June 2021 will continue to provide additional support to those City ratepayers still impacted by COVID-19.

Reshaping Our Organisation

6. The 2020-21 Business Plan and Budget was developed on the basis of best projections of the anticipated impact of COVID-19. It reflects Council's decision that the CEO identify \$20m in permanent operating expenditure savings this financial year.
7. The Quarter 1 Finance Report incorporated the permanent savings of \$2.576m identified (post the enactment of our COVID-19 Business Continuity Plan) as an initial contribution to the \$20m operational expenditure savings target set by Council (Phase 1), as reported to Council on 13 August 2020.
8. Through Quarter 2 a proposed new organisational structure was designed to be more efficient and integrated, allowing us to continue to provide quality services to our community while providing value for money for our ratepayers. The implementation of this new structure was completed in Quarter 3.
9. As at Quarter 3, the savings have been identified and implemented, however not all savings will be realised this financial year. In order to achieve the \$20m in expenditure savings, a transition costs provision of \$14.4m was included. We are currently forecast to be \$5m favourable to this provision, and as such this is incorporated into the revised forecast as a saving.

Proposed Revised Quarter 3 Forecast

10. The revised forecast of the Operating Deficit at the end of the 2020-21 financial year is projected to decrease by \$15.8m, from \$34.1m to \$18.3m.
11. Council's borrowings (debt) as at 30 June 2021 is forecasted to decrease by \$28.5m from \$90.3m to \$61.8m.
12. The Revised Financial Statements are included as an Appendix to **Attachment A**.
13. The draft 2021-22 to 2030-31 Long Term Financial Plan (LTFP) is out for community consultation until 31 May 2021. The impacts of the revised Quarter 3 forecast on our LTFP will be updated for the final adoption of the LTFP in July 2021.

The changes to the revised forecast are detailed below.

Additional adjustments as requested by Council

14. An allocation to replace the turf and investigate irrigation options along 164-192 Barton Terrace West \$0.025m increase cost.
15. An allocation of \$0.07m for the Place of Courage, new art work to commemorate Domestic Violence. This is funded through savings from the Terrance Plowright project.
16. The removal for the East-West Bikeway of \$5.6m and associated grant funding.
17. An allocation of additional costs of \$0.1m to fund the Supplementary Election following the resignation of Councillor Simms.

These requests are funded through a reprioritisation of existing budgets as detailed below.

Proposed adjustments to the Operating Position

18. Adelaide Aquatic Centre favourable income as a result of swim school and associated income \$1.1m.
19. North Adelaide Golf Course favourable income as a result of higher casual rounds and golf cart hire \$0.3m.
20. On Street Parking and Expiations fees and charges income increase of \$1.2m.
21. Property income of \$1.0m as a result of less vacancies across properties than anticipated.
22. UPark favourable income as a result of higher than expected income across multiple UParks \$1.4m.
23. Expenditure Savings as a result of:
 - 23.1. Projects anticipated to be delivered across multiple years \$1.43m, and those projects transferred to capital to reflect the nature of the project expenditure \$0.7m.
 - 23.2. Partnership and operating activity savings and reduced delivery of \$0.9m largely driven by the IM roadmap.
 - 23.3. Other Net operating savings of \$5.7m including the transition costs \$5.0m, offset by additional IT licences and subscriptions \$0.71m.
 - 23.4. Reduction of project related expenditure \$2.0m, largely due to Gawler UPark Façade, where the change in project scope has resulted in the project now being capitalised.

Infrastructure and Capital Projects Adjustments

24. Net savings in the Infrastructure Renewals Program of \$0.9m, where savings of \$1.6 funded emerging priorities of \$0.7m.
25. The removal of the East-West Bikeway and associated grant funding following the Council Decision \$5.6m expenditure, and \$2.7m grant funding.
26. Increase of new and upgraded assets due to the reduction of project related expenditure \$2.0m, largely due to Gawler UPark Façade.
27. Other net increases to new and upgraded assets of \$1.1m, including the transfer of projects from operations \$0.8m, Old Bus station temporary car park \$0.2m, and Whitmore Square Safety Improvements \$0.2m.
28. A number of capital projects have been identified to be carried forward into the 2021-22 financial year. At the time of building the draft 2021-22 budget, an estimate of \$21.6m had been identified, this has since been revised down to \$17.4m. Delivery of these projects is continuing and will endeavour to reduce the value of carry forwards in to 2021-22.
29. No adjustment to the budget in Quarter 3 is recommended for carry forwards given the estimate included in the draft 2021-22 Business Plan and Budget. As such, the carry forwards will be finalised and formerly adjusted in the Quarter 1 2021-22 budget review once actual spend is finalised.

Treasury Report

30. As per the requirements set out in the Treasury and Cash Investment Policy, the borrowing and cash investment performance for year to date as at 31 March 2021 is reported below.
31. Borrowings as at 31 March 2021 were \$42.8m.

Borrowings Facility	Available	Interest Type	Interest Rate	Borrowing(s) Amount as at 31 December 2020	Change since previous report	Maturity Date	CAD Interest Rate
LGFA CAD* 554	\$30m	Variable	1.35%	\$30m	\$0.0m	16/12/2023	1.35%
LGFA CAD* 555	\$70m	Variable	1.35%	\$12.8m	(\$0.3)	15/06/2033	1.35%

* The Local Government Finance Authority (LGFA) cash advance debenture (CAD) facilities are flexible and allows Council to convert all or part of it into a fixed rate interest only loan for a maximum of 5 years.

32. The Prudential Limits as at 31 March 2021 based on actual borrowings of \$42.8m are below:

Prudential Limit Ratio	Comments	Limits	YTD Actual to March 2021
Interest Expense Ratio	Number of times annual General Rates Revenue (less Landscape Levy) can service the annual interest expense	Maximum 10%	1.5%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy)	Max 1.5 years	0.5
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Max 25%	12%

33. Interest Income (Expenditure) against the Quarter 3 budget is a net favourable year to date variance of \$0.2m.

Interest	Quarter Dec-Mar		Mar YTD		Annual	Administration Comments
	Actual	Budget	Actual	Budget	Budget	
Revenue	\$2,884	\$2,083	\$8,941	\$18,750	\$25,000	Interest revenue consists of interest earned on operating monies held in the NAB operating account.
Expense	(\$150,205)	(\$370,848)	(\$670,408)	(\$897,800)	(\$1,280,300)	Interest expense consists of LGFA CAD facility.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A – 2020-21 Quarter 3 Finance Report

- END OF REPORT -

City of Adelaide 2020-21 Quarter 3 Finance Report

March 2021

Prepared for the City of Adelaide
by Finance and Procurement

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Glossary

Asset Sustainability Ratio: Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans

Asset Test Ratio: Borrowings as a percentage of total saleable property assets

Debt Service Coverage: Number of times the funding surplus from Operations can fund annual debt (principle and interest) repayments

Leverage Test Ratio: Total borrowings relative to rates revenue (less NRM levy)

Interest Expense Ratio: Proportion of Council's general rate income that is being used to service debt (interest)

Liquidity: Measure of the Council's ability to cover its immediate and short-term debts and obligations

Net Financial Liabilities: Financial liabilities as a percentage of operating surplus

Operating Surplus Ratio: Operating surplus as a percentage of operating revenue

Uniform Presentation of Finances: Annual funding requirement to cover spend on operations and capital

Vacancy Management: Centralisation of vacancies across operations against an annual target of \$1.5m

Work in Progress (WIP): An unfinished project that has not yet been capitalised to our asset register

WIP write off: A portion of an unfinished project which cannot be capitalised and will be expensed once the project is capitalised

Executive Summary

Quarterly Update

Council's year to date financial position is an improvement to the quarter 2 budget, driven by greater than expected income and lower expenditure.

The capital program is favourable to the quarter 2 budget due to net savings across the program identified, and the timing of project delivery, including those projects identified as to be carried forward into 2021-22.

Cash flow from Quarter 3 rates notices was due on 31 December. Currently 92% has been paid with 91 applications for hardship amounting to 2% of rates. The City of Adelaide hardship policy remains available.

Quarter 3 Year To Date Operating Position

Council's quarter 3 financial position is an operating deficit of (\$2.3) million which is \$19.5 million favourable compared to our COVID-19 Recovery budget of (\$21.9) million. This is primarily due to:

- Better than expected income from user fees and charges, including Adelaide Aquatic Centre, North Adelaide Golf Course, On-Street Parking and expiations, Property, and UPark.
- Lower than forecasted employee costs due to the management of vacancies and lower transitions costs from organisational reshaping. Other expenditure on partnerships and operating activities, maintenance costs, and utilities also finished the quarter with favourable variances.

End of Year Operating Position

The revised forecast of our Operating Deficit at the end of the 2020-21 financial year is projected to decrease by \$15.8 million, from (\$34.1) million to (\$18.3) million.

Borrowings

Council's borrowings at 31 March 2021 were \$42.8 million. This is within prudential limits.

The forecast end of year position has decreased by \$28.5 million to \$61.8 million

Risk & Opportunities

Income Expectations

The 2020-21 COVID-19 Recovery budget was built assuming a gradual recovery of revenue to 85-90% of pre COVID-19 levels by 30 June 2021. For the month of March 2021, we achieved 98% of March 2019 parking and associated income. Our revenue streams will continue to be monitored throughout the remainder of the financial year.

Reshape Update

The new organisational structure was implemented in quarter 3. Designed to be more efficient and integrated, it allows us to continue to provide quality services to our community while providing value for money for our ratepayers.

The 2020-21 budget reflects a \$20 million permanent operating expenditure target. As at quarter 3, the savings have been identified and implemented, however not all savings will be realised this financial year. In order to achieve the \$20 million in expenditure savings, a transition cost provision of \$14.4 million was included. We are currently forecast to be \$5 million favourable to this provision, and as such, this is incorporated into the revised forecast as a saving.

Projects Identified for Carry Forward

A number of capital projects have been identified to be carried forward into the 2021-22 financial year. At the time of building the draft 2021-22 budget, an estimate of \$21.6 million had been identified, this has since been revised down to \$17.4 million.

The projects are based on the latest estimates available at the time, and may vary between now and the end of the financial year. Carry forwards will be finalised and formerly adjusted in the quarter 1 2021-22 budget review.

Financial Indicators

Explanation

The table below provides information about the key indicators of the Council's financial performance and financial position. A range of financial indicators have been included to support Council's strategic decision making by comparing the financial sustainability, asset sustainability, liquidity and capacity to respond in the context of the Long Term Financial Plan.

Financial Indicator	Explanation	Target	December Year to Date (YTD)		Revised Forecast	
			2020-21 Actuals	2020-21 Budget	2020-21 QF2 Budget	Proposed 2020-21 Budget (QF3)
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	(2%)	(15%)	(18%)	(9%)
Net Financial Liabilities	Financial liabilities and a percentage of operating revenue	Less than 80%	N/A	N/A	60%	42%
Asset Sustainability Ratio	Asset renewal expenditure as a percentage of required expenditure forecast in the asset management plans	90%-110%	N/A	N/A	74%	67%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	12%	18%	26%	18%
Interest Expense Ratio	Number of times General Rates Revenue (less landscape Levy) can service the annual interest expense	Maximum 10%	1.5%	1.8%	1.1%	0.8%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less landscape Levy)	Maximum 1.5 years	0.5	0.7	0.8	0.5
Cash flow from Operations	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	N/A	N/A	97%	103%
Borrowings (\$'m)	Total borrowings	Within Prudential Limits	42.8	62.4	90.3	61.8
Operating Surplus (\$'m)	Operating Income less Expenditure	\$2m - \$10m	(2.3)	(21.9)	(34.1)	(18.3)
Future Fund (\$'m)	Proceeds from the sale of Council assets to fund new income generating assets or new strategic capital projects	-	0.1	0.1	0.1	0.1

The YTD financial indicators are in line with the annual targets, and borrowings are within the prudential limits. The net financial liabilities and leverage test are marked as not applicable because they are based on annual rate income rather than year to date. The asset sustainability ratio is also not applicable because it reflects the annual infrastructure renewal program spend against the asset management plan

Operating Summary

Explanation

The Operating Summary provides a breakdown of the key variances in operational income and expenditure between the year to date actuals and adopted budget.

This summary is presented in a format consistent with the Statement of Comprehensive Income.

\$'000s	Year to Date			Revised Forecast		
	2020-21 YTD Actuals	2020-21 YTD Budget	Variance	2020-21 QF2 Budget	Proposed 2020-21 Budget (QF3)	Variance
Income						
Rates Revenues	89,853	89,763	90	118,454	118,354	(100)
Statutory Charges	8,068	7,684	384	9,886	10,355	469
User Charges	45,584	41,776	3,808	55,296	59,887	4,591
Grants, Subsidies and Contributions	2,864	2,759	105	5,419	5,419	-
Investment Income	63	26	37	35	80	45
Reimbursements	251	501	(250)	668	459	(209)
Other Income	226	394	(168)	327	138	(189)
Total Income	146,909	142,903	4,006	190,086	194,692	4,607
Expenses						
Employee Costs	57,278	63,323	6,045	77,896	72,616	5,280
Materials, Contracts & Other Expenses	50,757	59,987	9,230	91,079	85,570	5,509
Depreciation, Amortisation & Impairment	39,860	39,887	27	53,006	53,006	-
Finance Costs	1,340	1,569	230	2,162	1,776	386
Total Expenses	149,235	164,766	15,531	224,143	212,968	11,175
Operating Surplus / (Deficit)	(2,326)	(21,863)	19,537	(34,057)	(18,275)	15,782
Asset Disposal & Fair Value Adjustments	(1,299)	(30)	(1,269)	791	791	-
Amounts Received Specifically for New or Upgraded Assets	3,268	4,388	(1,120)	7,877	5,162	(2,714)
Net Surplus / (Deficit)	(357)	(17,506)	17,148	(25,390)	(12,322)	13,068
Total Comprehensive Income	(357)	(17,506)	17,148	(25,390)	(12,322)	13,068

Operating Summary

Year to Date

Income

Statutory Fees and Charges \$0.4 million Higher than expected expiations and associated revenue

User Fees and Charges \$3.8 million

- Adelaide Aquatic Centre \$0.7 million favourable largely driven by swim school and associated revenue.
- North Adelaide Golf Course \$0.3 million favourable due to increased rounds across all courses and associated secondary spends
- On Street Parking fees and charges revenue \$0.4 million favourable with better than anticipated recovery from COVID-19
- Property \$1.2 million favourable across tenant lease fees and property recoveries due to less vacancies than budgeted.
- UPark \$1.0 million favourable (including ACMA \$0.4 million). UPark Plus continues to assist with better than anticipated recovery from COVID-19

Reimbursements (\$0.3) million Reduced level of private works completed by City Operations.

Expenditure

Employee Costs \$6.0 million Employee costs are lower than forecast due to the management of vacancies and lower than forecast transition cost.

Materials, Contracts & Other Expenses \$9.2 million including:

- \$1.3 million of operational and maintenance costs that are adhoc in nature
- \$2.3 million of partnerships and operating activities where funding is still required to achieve 2020-21 Business Plan
- Energy and Water Utilities \$1.5 million
- Quarter 3 proposed net savings of \$4.1 million.

Finance Costs \$0.2 million Due to lower debt balance.

End of Year Forecast

Income

Statutory Fees and Charges \$0.5 million

Recognition of year to date favourable variance in expiations and associated revenue.

User Charges \$4.6 million

Recognition of year to date favourable variance and improved EOY forecast in UPark \$1.4 million, Adelaide Aquatic Centre \$1.1 million, Property \$1.0 million, On-Street Parking \$0.7 million and North Adelaide Golf Course \$0.3 million.

Reimbursements (\$0.2) million

Recognition of reduced private works completed by City Operations.

Expenditure

Employee Costs \$5.3 million

Recognition of lower than anticipated transition costs.

Materials, Contracts & Other Expenses \$5.5 million

 including:

- Project funding incorporated into the draft 2021-22 budget for projects anticipated to be delivered across multiple years, including: Mainstreet Revitalisation, Energy Assessment Pilot Program, City Activation, Adelaide Free Wi-Fi (2022-23), see slide 10.
- Project funding transferred to capital due to the nature of the expense of \$0.7m including Brown Hill and Keswick Creeks contribution and Illuminate.
- Partnership and operating activity savings and delayed delivery of \$0.9 million largely driven by the IM roadmap.
- Additional funding requirements for the Supplementary Election (\$0.1) million, Council Decision for Barton Terrace West turf and irrigation (\$0.25) million, and IT licences and subscriptions (\$0.71) million
- Reduction of project related expenditure \$1.976 million, largely due to Gawler UPark Façade, see slide 15.
- Other savings based on year to date favourable position \$0.3 million.

Finance Costs \$0.4 million

Reduced due to lower expected debt levels

Uniform Presentation of Finances

Explanation

Uniform Presentation of Finances provides a breakdown of the key variances in operations, net outlays on existing assets and net outlays on new and upgraded assets between the year to date Actuals and Original Budget.

\$'000s	March Year to Date			Revised Forecast		
	2020-21 Actuals	2020-21 Budget	Variance	2020-21 QF2 Budget	Proposed 2020-21 Budget (QF3)	Variance
Income	146,909	142,903	4,006	190,086	194,692	4,607
less Expenses	(149,235)	(164,766)	15,531	(224,143)	(212,968)	11,175
Operating Surplus / (Deficit) before Capital Amounts	(2,326)	(21,863)	19,537	(34,057)	(18,275)	15,782
Outlays on Existing Assets						
Capital Expenditure on Renewal & Replacement of Existing Assets	(17,438)	(25,127)	7,689	(32,898)	(32,006)	892
add back Depreciation, Amortisation and Impairment	39,860	39,887	(27)	53,006	53,006	-
add back Proceeds from Sale of Replaced Assets	596	942	(346)	751	751	-
Net Outlays on Existing Assets	23,018	15,701	7,317	20,859	21,751	892
Outlays on New and Upgraded Assets						
Capital Expenditure on New and Upgraded Assets	(8,289)	(9,060)	771	(32,467)	(30,484)	1,983
add back Amounts received specifically for New and Upgraded Assets	3,268	4,388	(1,120)	4,977	2,263	(2,714)
Net Outlays on New and Upgraded Assets	(5,021)	(4,672)	(348)	(27,490)	(28,222)	(731)
Net Lending / (Borrowing) for the Financial Year	15,671	(10,835)	26,505	(40,688)	(24,746)	15,943

Uniform Presentation of Finances

Year to Date

The year to date Net Lending / (borrowing) position of \$15.7 million is \$26.5 million favourable to the budget of (\$10.8) million. This is largely due to the favourable operating surplus position of \$19.5 million (refer to Page 6), and the timing of expenditure on the renewal and replacement of assets of \$7.7 million.

Renewal & Replacement of Existing Assets

Capital Expenditure \$7.7 million including:

- Jeffcott Street \$0.8million – project impacted by COVID
- CLC Renewals \$0.5 million – Contract awarded with work commencing in April
- Angas Street \$0.3 million – construction underway.
- Torrens Lake Retaining Structure \$0.3 million – construction underway.
- Plant, Fleet & Equipment \$1.3 million favourable, Purchases have been delayed due to waiting on tender completions.
- ACMA capital \$1.2 million – timing across all projects.

Amounts received (\$0.3) million

Timing of sale of plant and fleet

New and Upgraded Assets

Capital Expenditure \$0.8 million including:

- City Skate Park \$1.1 million – construction underway.
- Whitmore Square safety improvements \$0.2 million – construction underway.
- Tavistock Lane \$0.2 million – Deed signed with contribution paid.

Amounts received (\$1.1) million

Timing, mainly due to City Skate Park (\$1.1) million.

End of Year Forecast

The revised Net Lending / (Borrowing) position is (\$24.7) million, a decrease of \$15.9 million from the Quarter 2 Revised Budget, driven by a favourable operating position of \$15.8 million, and the net outlays on assets of \$0.2million as detailed below.

Renewal & Replacement of Existing Assets

Capital Expenditure \$0.9 million

- Net savings in the Infrastructure Renewals Program of \$0.9 million, with savings of \$1.6 funding emerging priorities of (\$0.7) million, including the Traffic Controller replacement program brought forward from the 2021-22 program, as detailed on slides 11 to 13.

New and Upgraded Assets

Capital Expenditure \$2.0 million

- East-West Bikeway \$5.6 million – following Council Decision to remove the project and associated grant funding.
- Net increase to new and upgraded assets of (\$1.1) million, including the transfer of projects from operations (\$0.8) million, Old Bus station temporary car park (\$0.2) million, and Whitmore Square Safety Improvements (\$0.2) million as detailed on slide 11
- Increase due to the reduction of project related expenditure (\$2.0) million, largely due to Gawler UPark Façade, see slide 15.

Amounts received (\$2.7) million

- East-West Bikeway (\$2.7) million – following Council Decision to remove the project and associated grant funding.

Operating Projects Adjustments

Project Explanation	Budget \$'000	Adjustment \$'000	Re-timed \$'000
Adelaide Free Wi-Fi Multi-year project to be completed over 2021-22 and 2022-23. Funding allocated in 2021-22	(900)	900	-
Brown Hill and Keswick Creeks Contribution Movement of the capital portion of the contribution from operating to capital to reflect the capitalisation of the contribution.	(545)	451	-
Central Market Arcade Investigation – Redevelopment Options Project savings identified due to the timing in the commencement of construction of the new arcade.	(600)	300	-
Illuminate Legacy Art Movement of existing project from operating to capital to reflect scope.	(300)	295	-
Mainstreet Revitalisation Project delivery to continue into 2021-22 following recent Council workshop on options. Funding allocated in 2021-22	(232)	200	-
Energy Assessment Pilot Program Program has commenced and expected to be delivered into 2021-22. Funding allocated in 2021-22	(400)	185	-
City Activation – Core Splash Winter events to be delivered into 2021-22. Funding allocated in 2021-22	(635)	100	-
Park Lands Services Savings identified due to external grant not received	(100)	75	-
Digital Wayfinding Project completed with savings	(125)	76	-
Welcoming City Places & Spaces Project delivery to continue into 2021-22. Funding allocated in 2021-22	(25)	25	-
Recover & Reimagine Project completed with savings	(311)	23	-
Barton Terrace West Extra Turf Council Decision to replace the turf and investigate irrigation along 164-192 Barton Terrace West	-	(25)	-
2021 Supplementary Election Supplementary Election costs following the resignation of Councillor Simms	-	(100)	-
Driller Mural Movement of existing project from capital to operating to reflect scope. Project to be delivered in 2021-22	-	(15) 15	-
Total		(2,636)	-

Summary of Adjustments

The adjustments on the left reflect the proposed changes to the 2020-21 QF3 Budget. The changes include:

- Projects identified in the draft 2021-22 budget as at risk of carry forward \$0.51 million
- Council Decision to replace the turf and investigate irrigation options along 164-192 Barton Terrace West
- Supplementary Election costs
- Movement of funds from operating to capital to reflect the nature of the expenditure

The net value of these adjustments of \$2.6 million has reduced the Operating Deficit and funding requirement for 2020-21.

Infrastructure Program

Adjustments

Project* Explanation	Budget \$'000	Adjustment \$'000	Retimed \$'000
New/Significant upgrades			
Terrance Plowright Sculpture Installation Art work has been taken on by State, project was given up savings which were predominantly allocated to Illuminate (\$100k) and Place of Courage (\$70k).	(178)	178	-
Illuminate 2021 - Grote St artwork New art work installation for the Illuminate Festival. \$295k transferred from GenOps to Capital with \$100k added from savings from Terrance Plowright project.	-	(395)	-
Public Art 20-21 \$15k for mural installation transferred to a new operating project and \$22k contribution to Place of Courage project.	(216)	37	-
Place of Courage New art work to commemorate Domestic Violence. \$70k transferred from savings from Terrance Plowright project and \$22k contributed from Public Art project. Council Decision 20756	-	(92)	-
Welcoming Spaces As part of the operating project, items were purchased which can be capitalised hence a transfer to a new Capital project was initiated.	-	(45)	-
Old Bus station-temporary car park New project to build a temporary car park at the old Bus station site to compensate for loss of parking during the Arcade redevelopment project.	-	(199)	-
Brown Hill and Keswick Creeks Contribution Movement of the capital portion of the contribution from operating to capital to reflect the capitalisation of the contribution.	-	(451)	-
Field Street (Design) Re-design required due to SAPN installing powerlines in the street.	(43)	(45)	-
Peace Park/Town Clerk's Walk Project completed with saving.	(322)	33	-
Whitmore Square Safety Improvements Additional costs incurred due to design deficiencies and latent conditions.	(762)	(150)	-
Decorative lighting Program – Hurtle Square Project completed with additional funds required.	(30)	(4)	-
Total		(1,125)	
Transport			
Transport Program 20-21 * projects completed with savings: Torrens Path \$49k, North Terrace footpath \$29k and Halifax Street Design \$5k * grant attribution (Financial Assistance Grant) released savings: Main North Road resurfacing \$256k * Urgent Works provision release \$429k * Design fully scoped, release \$68k * Carrington Street removed \$174k * new projects funded: Leigh Street footpath (\$160k) and North Terrace (Lot 14) footpath (\$54k)	(4,791)	796	-
Total		796	

Summary of Adjustments

- Transfer of Illuminate (\$0.295) million and Brown Hill Keswick Creeks Contribution (\$0.451) million from Operating to Capital to reflect the nature of the expense
- Additional funds required to build a temporary car park at the old Bus station site (\$0.2) million, and Whitmore Square Safety Improvements due to design deficiencies and latent conditions (\$0.15) million

* The project adjustments include capital amounts and WIP write-off amounts expensed to the Statement of Comprehensive Income

Infrastructure Program

Adjustments and re-timed

Project* Explanation	Budget \$'000	Adjustment \$'000	Retimed \$'000
Lighting and Electrical			
Lighting and Electrical Renewal Program			
Release of Urgent Works provision \$229k. Offset by bringing forward Traffic Controller replacement from 21/22 Program (\$456k).	(1,071)	(227)	-
Building Management System and CCTV			
CCTV replacement project completed with savings.	(152)	42	-
Total		(185)	
Water Infrastructure			
Torrens Lake Submerged Earth Retaining Structures (Design)			
Project completed with savings.	(3)	1	-
Water Infrastructure Renewal Program			
Francis Street delayed into 21/22 Program \$447k, release of Urgent Works provision \$50k, Hack Street completed with savings \$5k. Offset by bringing South Terrace Stormwater forward (\$30k).	(1,565)	472	-
Total		473	
Buildings			
Hazardous Material Removal Program			
Project completed with savings.	(727)	129	-
Design Program and Urgent Works - Buildings			
2 Design projects provided savings \$15k. Offset by new CLC ceiling tile rectification project (\$50k).	(384)	(35)	-
Building Asset replacement (FM)			
Several items in the Facilities Maintenance space had to be replaced. Funding transferred from General Operations for capitalisation of assets.	-	(72)	-
Total		22	
Traffic Signals			
Renewal of Traffic Lanterns & Signal Controllers			
Tender pricing above budget.	(331)	(115)	-
Total		(115)	
Bridges			
Bridges - Assorted Design and Urgent Works			
Release of Urgent Work provision \$115k and Design provision \$92k offset by small increase in Weir 2 handrail design project (\$2k).	(253)	204	-
Total		204	
Urban Elements			
Urban Elements Program			
Project completed with saving.	(320)	6	-
		6	

Summary of Adjustments:

- Traffic Controller replacement program brought forward from 2021-22 (\$0.5) million to replace the Francis Street project \$0.4 million to reflect project delivery readiness

* The project adjustments include capital amounts and WIP write-off amounts expensed to the Statement of Comprehensive Income

Infrastructure Program

Adjustments and re-timed

Project* Explanation	Budget \$'000	Adjustment \$'000	Retimed \$'000
Park Lands and Open Spaces			
Park Lands Renewals			
Project completed with savings.	(133)	22	-
Streetscape Renewals			
Project completed with savings.	(253)	40	-
Total		62	
CITB Levy			
CITB levy			
Project completed with savings	(51)	16	-
Total		16	
Delivery Resources			
Project Delivery Costs			
Increase to Project Management due to Phase 2 restructure	(5,828)	(300)	-
Total		(300)	

Summary of Adjustments:

- Increase to Project Management due to Phase 2 restructure (\$0.3) million to recognise the design resources and projects to be delivered in-house.

* The project adjustments include capital amounts and WIP write-off amounts expensed to the Statement of Comprehensive Income

Major Projects

Adjustments and re-timed

Project* Explanation	Budget \$'000	Adjustment \$'000	Retimed \$'000
Major Projects			
City of Adelaide Bikeways – East-West Project cancelled following Council Decision. Project YTD spend of \$191k to be expensed to the Operating Position	(2,913)	Expense 5,635 Income (2,913)	-
Denise Norton Park/Pardipardinyilla (Park 2) East Enhancement Interest accumulated on the grant released into project \$120k	-	Expense (120) Income 120	-
Total		2,722	

Summary of Adjustments

- Recognition of the project savings of the East-West Bikeway following Council Decision to cancel the project and remove the budget.

* The project adjustments include capital amounts and WIP write-off amounts expensed to the Statement of Comprehensive Income

Capital Works Write-off Adjustments

Project	Budget \$'000	Adjustment \$'000
Savings/Additional funds		
Community Capital project	(249)	53
Lighting & Electrical Renewals	(329)	42
Bridge Renewals	(7)	7
Total		103
Forecasting adjustment		
Major Projects	(963)	(511)
Community Capital project	(249)	(14)
New/Upgrade	(2,574)	2,350
Building Renewals	(39)	94
Bridge Renewals	(7)	(15)
Lighting & Electrical Renewals	(329)	35
Urban Renewals	(122)	(11)
Park Land Renewals	(44)	(106)
Commercial Assets	(25)	25
Total		1,847
Total changes Expense to Capital	-	1,950

Expense Adjustments

- All capital project budgets are split between capital and non-capital when they are created in the finance system, this allows administration to forecast the expected non-capital (expense) value for the year.
- The Renewals Program was again reviewed during the quarter, resulting in a net decrease of non-capital expense of (\$1.976) million. This is largely due to:
 - The change in scope of the Gawler UPark Façade, where the project can now be capitalised.
 - The cancellation of the East-West Bikeway project, where the year-to-date spend on the project of \$0.2 million has been expensed in the quarter.

Appendix

A – Budgeted Financial Statements

Item 5.9 - Attachment A

Appendix A

Budgeted Financial Statements

Statement of Comprehensive Income				
\$'000s	Consolidated 2020-21 Adopted Budget	Consolidated 2020-21 Quarter 1 Forecast	Consolidated 2020-21 Quarter 2 Forecast	Consolidated 2020-21 Quarter 3 Forecast
Income				
Rates Revenues	118,455	118,454	118,454	118,354
Statutory Charges	8,900	9,369	9,886	10,355
User Charges	53,435	53,879	55,296	59,887
Grants, Subsidies and Contributions	4,510	5,469	5,419	5,419
Investment Income	35	35	35	80
Reimbursements	691	691	668	459
Other Income	299	349	327	138
Total Income	186,326	188,247	190,086	194,692
Expenses				
Employee Costs	78,274	78,130	77,896	72,616
Materials, Contracts & Other Expenses	88,296	93,076	91,079	85,570
Depreciation, Amortisation & Impairment	53,744	53,638	53,006	53,006
Finance Costs	2,423	2,412	2,162	1,776
Total Expenses	222,737	227,256	224,143	212,968
Operating Surplus / (Deficit)	(36,411)	(39,009)	(34,057)	(18,275)
Asset Disposal & Fair Value Adjustments	(300)	491	791	791
Amounts Received Specifically for New or Upgraded Assets	3,429	7,853	7,877	5,162
Net Surplus / (Deficit)	(33,282)	(30,665)	(25,390)	(12,322)
Total Comprehensive Income	(33,282)	(30,665)	(25,390)	(12,322)

Appendix A

Budgeted Financial Statements

Statement of Financial Position				
\$'000s	Consolidated 2020-21 Adopted Budget	Consolidated 2020-21 Quarter 1 Forecast	Consolidated 2020-21 Quarter 2 Forecast	Consolidated 2020-21 Quarter 3 Forecast
ASSETS				
Current Assets				
Cash and Cash Equivalents	800	800	800	800
Trade & Other Receivables	14,789	13,340	13,470	13,797
Other Financial Assets	129	46	46	46
Inventories	707	576	576	576
Total Current Assets	16,424	14,762	14,892	15,219
Non-Current Assets				
Financial Assets	225	277	277	277
Equity Accounted Investments in Council Businesses	629	672	605	605
Investment Property	2,894	2,889	2,574	2,574
Infrastructure, Property, Plant & Equipment	1,867,041	1,871,426	1,872,993	1,852,641
Other Non-Current Assets	1,264	2,161	2,161	2,161
Total Non-Current Assets	1,872,053	1,877,425	1,878,610	1,858,258
TOTAL ASSETS	1,888,477	1,892,187	1,893,502	1,873,477
LIABILITIES				
Current Liabilities				
Trade & Other Payables	37,195	25,136	24,584	20,025
Provisions	11,320	12,064	12,064	12,064
Other Current Liabilities	3,290	3,290	3,290	3,290
Total Current Liabilities	48,515	40,490	39,938	35,379
Non-Current Liabilities				
Trade & Other Payables	1,000	1,293	293	293
Borrowings	90,125	92,754	90,345	61,812
Provisions	1,585	1,584	1,584	1,584
Other Non-Current Liabilities	33,745	33,745	33,745	33,745
Total Non-Current Liabilities	126,454	129,376	125,967	97,434
TOTAL LIABILITIES	178,259	169,866	165,906	132,813
Net Assets	1,710,219	1,722,321	1,727,596	1,740,664
EQUITY				
Accumulated Surplus	790,205	786,626	791,901	804,969
Asset Revaluation Reserves	918,355	934,010	934,010	934,010
Other Reserves	1,659	1,612	1,612	1,612
Future Fund Reserve	-	73	73	73
Total Council Equity	1,710,219	1,722,321	1,727,596	1,740,664

Appendix A

Budgeted Financial Statements

Statement of Changes in Equity				
\$'000s	Consolidated 2020-21 Adopted Budget	Consolidated 2020-21 Quarter 1 Forecast	Consolidated 2020-21 Quarter 2 Forecast	Consolidated 2020-21 Quarter 3 Forecast
Balance at the end of previous reporting period	1,743,501	1,752,986	1,752,986	1,752,986
a. Net Surplus / (Deficit) for Year	(33,282)	(30,665)	(25,390)	(12,322)
b. Other Comprehensive Income	-	-	-	-
Total Comprehensive Income	(33,282)	(30,665)	(25,390)	(12,322)
Gain (Loss) on Revaluation of I, PP&E	-	-	-	-
Balance at the end of period	1,710,219	1,722,321	1,727,596	1,740,664

Appendix A

Budgeted Financial Statements

Statement of Cash flows				
\$'000s	Consolidated 2020-21 Adopted Budget	Consolidated 2020-21 Quarter 1 Forecast	Consolidated 2020-21 Quarter 2 Forecast	Consolidated 2020-21 Quarter 3 Forecast
Cash Flows from Operating Activities				
<u>Receipts</u>				
Operating Receipts	188,261	188,197	189,905	194,186
<u>Payments</u>				
Operating Payments to Suppliers and Employees	(158,805)	(166,950)	(164,338)	(157,722)
Net Cash provided by (or used in) Operating Activities	29,456	21,247	25,567	36,463
Cash Flows from Investing Activities				
<u>Receipts</u>				
Amounts Received Specifically for New/Upgraded Assets	3,429	4,953	4,977	2,263
Proceeds from Surplus Assets	1,000	1,000	-	-
Sale of Replaced Assets	-	751	751	751
<u>Payments</u>				
Expenditure on Renewal/Replacement of Assets	(41,885)	(32,613)	(32,898)	(26,838)
Expenditure on New/Upgraded Assets	(25,999)	(31,817)	(32,467)	(18,175)
Net Cash provided by (or used in) Investing Activities	(63,456)	(57,725)	(59,637)	(42,000)
Cash Flows from Financing Activities				
<u>Receipts</u>				
Proceeds from Borrowings	38,525	41,154	38,745	10,212
<u>Payments</u>				
Repayment from Borrowings	-	-	-	-
Repayment of Principal portion of lease liability	(4,853)	(4,820)	(4,820)	(4,820)
Net Cash provided by (or used in) Financing Activities	33,672	36,334	33,925	5,392
Net Increase (Decrease) in Cash Held	(328)	(145)	(145)	(145)
plus: Cash & Cash Equivalents at beginning of period	1,128	945	945	945
Cash & Cash Equivalents at end of period	800	800	800	800

Appendix A

Budgeted Financial Statements

Uniform Presentation of Finances				
\$'000s	Consolidated 2020-21 Adopted Budget	Consolidated 2020-21 Quarter 1 Forecast	Consolidated 2020-21 Quarter 2 Forecast	Consolidated 2020-21 Quarter3 Forecast
Income	186,289	188,247	190,086	194,692
less Expenses	(223,118)	(227,256)	(224,143)	(212,968)
Operating Surplus / (Deficit) before Capital Amounts	(36,829)	(39,009)	(34,057)	(18,275)
less Net Outlays on Existing Assets				
Net Capital Expenditure on Renewal & Replacement of Existing Assets	(41,885)	(32,613)	(32,898)	(26,838)
less Depreciation, Amortisation and Impairment	53,744	53,638	53,006	53,006
less Proceeds from Sale of Replaced Assets	-	751	751	751
Net Outlays on Existing Assets	12,724	21,776	20,859	26,919
less Net Outlays on New and Upgraded Assets				
Net Capital Expenditure on New and Upgraded Assets	(25,999)	(31,817)	(32,467)	(18,175)
less Amounts received specifically for New and Upgraded Assets	14,650	4,953	4,977	2,263
Net Outlays on New and Upgraded Assets	(11,349)	(26,864)	(27,490)	(15,913)
Net Lending / (Borrowing) for Financial Year	(35,454)	(44,097)	(40,688)	(7,269)

Interest Rate Sensitivities

ITEM 5.10 04/05/2021
The Committee

Strategic Alignment - Enabling Priorities

Program Contact:
Grace Pelle, Manager, Finance &
Procurement 8203 7343

2020/01920
Public

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

EXECUTIVE SUMMARY

The draft Long Term Financial Plan (LTFP) was endorsed by Council on 13 April 2021 for public consultation. The LTFP is a financial projection of Council decisions, assumptions and service levels for a 10 year period. One of the key assumptions is interest rates which are used to estimate interest expense incurred on Council's borrowing balance in any one year of the LTFP.

At its meeting on 13 April 2021, Council resolved that Administration would provide the results on modelling on interest rate sensitivities used in the forecasts for the Long Term Financial Plan (LTFP).

Sensitivity variations are based on predicted movements as declared by financial sources in comparison to those assumptions used in the LTFP.

A summary of the analysis shows that favourable movement in interest rates (a decrease) would equate to a \$0.508m impact over the life of the LTFP. Equally an unfavourable movement in interest rates (an increase) would equate to a \$0.508m impact over the life of the LTFP.

The following recommendation will be presented to Council on 11 May 2021 for consideration

That Council

1. Notes the sensitivity analysis of interest rates movements and the implications for the Long Term Financial Plan.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities Assessment of the impact of interest rate assumption will support the financial sustainability of the Council to ensure the LTFP projections are fair and reasonable.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The LTFP contains assumptions for a variety of factors. Interest rate movement can have a significant impact on the LTFP and is a good check on the financial viability of the Council.
20/21 Budget Allocation	Not as a result of this report
Proposed 21/22 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
20/21 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. At the meeting of Council on 13 April 2021 it was resolved that Administration would provide the results on modelling on interest rate sensitivities used in the forecasts for the Long Term Financial Plan (LTFP).
2. The LTFP has assumed an interest rate of 1.35-2% across the LTFP based on Council's existing borrowing rate, market indicators, and an allowance for an increase in future interest rate rises. The rate is reviewed quarterly and is based on the latest information and indicators.
3. The interest rate assumptions currently detailed in the LTFP are as follows:

2021-22 draft	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
1.35%	1.60%	1.85%	1.85%	1.85%	2.00%	2.00%	2.00%	2.00%	2.00%

4. It is difficult to estimate how these rates may vary in any one year as it is a result of various determinants such as market conditions, Reserve Bank decisions and inflation as well as consideration of the international impact of COVID-19.
5. For the purposes of assessing the sensitivity of a change in interest rates we have modelled the impact of a 1% change in the interest rate over the life of the LTFP. The movement in interest rates would impact the finance cost and therefore have a direct impact on the operating result.
6. A 1% change would have a \$508,000 impact over the 10 years of the LTFP based on the borrowing levels estimated in the plan. That is, should interest rates increase on average by 1% over the 10 years, this would cost Council an additional \$508,000. Conversely, should they decrease by an average of 1% then this would generate a favourable movement of \$508,000.
7. It is important to note that the LTFP is a projection of the financial implications of current decisions of Council. To project for a 10 year period various assumptions regarding CPI, interest, and wage movements are included. These projections are an indication of Council's financial sustainability and not a representation of decisions made for the future.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Nil

- END OF REPORT -

Exclusion of the Public

ITEM 6.1 04/05/2021
The Committee

2018/04291
Public

Program Contact:
Kerry Loughhead, Acting
Manager Governance 8203
7014

Approving Officer:
Clare Mockler, Acting Chief
Executive Officer

EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council Committee may order that the public be excluded from attendance at a meeting if the Council Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Acting Chief Executive Officer that the public be excluded from this Committee meeting for the consideration of information and matters contained in the Agenda.

- 7.1** Physical Security Contract Extension [s 90(3) (b)]
- 7.2** City Connector Deed of Agreement [s 90(3) (d)]
- 7.3** 2020-21 Quarter 3 Confidential Commercial Operations Report [s 90(3) (b)]

The Order to Exclude for Items 7.1, 7.2 and 7.3

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

ORDER TO EXCLUDE FOR ITEM 7.1

THAT THE COMMITTEE

1. Having taken into account the relevant consideration contained in section 90(3) (b) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 4 May 2021 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 7.1 [Physical Security Contract Extension] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

The confidential information in this Report contains information that could prejudice the commercial position of the Council in respect of its intended procurement activities.

Public Interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed because it may prejudice Council's ability to undertake a competitive procurement process and achieve value for money for its ratepayers.

- Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of The Committee dated 4 May 2021 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 7.1 [Physical Security Contract Extension] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) of the Act.

ORDER TO EXCLUDE FOR ITEM 7.2

THAT THE COMMITTEE

- Having taken into account the relevant consideration contained in section 90(3) (d) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 4 May 2021 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 7.2 [City Connector Deed of Agreement] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This Item is confidential as information relates to operation costs and contractual arrangements between the Department for Infrastructure and Transport and its bus contractors.

The disclosure of information in this report could reasonably be expected to prejudice the commercial position of the contractors that supplied the information through a tender process.

Public Interest

Release of the information is contrary to the public interest as it could jeopardise the relationship between the City of Adelaide (CoA) and DIT and between DIT and its bus contractors and presents a legal risk to Council in context of commercial in confidence information being disclosed. DIT has advised the Deed contains specific financial information regarding one of the contractors that is commercial in confidence.

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 could be commercially damaging to the bus contractors involved.

- Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of The Committee dated 4 May 2021 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 7.2 [City Connector Deed of Agreement] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (d) of the Act.

ORDER TO EXCLUDE FOR ITEM 7.3

THAT THE COMMITTEE

- Having taken into account the relevant consideration contained in section 90(3) (b) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of The Committee dated 4 May 2021 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 7.3 [2020-21 Quarter 3 Confidential Commercial Operations Report] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

This Item is confidential as it includes commercial information of a confidential nature where confidence consideration is sought to protect the commercial position of the council and the operating position of Council's business entities operating in a competitive market place prior to the effective date of 31 March 2021.

The disclosure of information in this report to competitors in advance may be to Council's commercial detriment.

Public Interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information to competitors in advance may be to Council's commercial detriment.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of The Committee dated 4 May 2021 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 7.3 [2020-21 Quarter 3 Confidential Commercial Operations Report] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) of the Act.
-

DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act), directs that a meeting of a Council Committee must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council Committee may order that the public be excluded from attendance at a meeting if the Council Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
 - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
 - (b) *cause a loss of confidence in the council or council committee; or*
 - (c) *involve discussion of a matter that is controversial within the council area; or*
 - (d) *make the council susceptible to adverse criticism.'*
5. Section 90(7) of the Act requires that an order to exclude the public:
 - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
 - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
 - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 87(10) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following matters are submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 7.1 – Physical Security Contract Extension
 - 6.1.1 Is not subject to an Existing Confidentiality Order.
 - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (b) of the Act
 - (b) information the disclosure of which—
 - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
 - (ii) would, on balance, be contrary to the public interest
 - 6.2. Information contained in Item 7.2 - City Connector Deed of Agreement
 - 6.2.1 Is not subject to an Existing Confidentiality Order.
 - 6.2.2 The grounds utilised to request consideration in confidence is section 90(3) (d) of the Act
 - (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - (ii) would, on balance, be contrary to the public interest
 - 6.3 Information contained in Item 7.3 – 2020-21 Quarter 3 Confidential Commercial Operations Report
 - 6.3.1 Is not subject to an Existing Confidentiality Order.
 - 6.3.2 The grounds utilised to request consideration in confidence is section 90(3) (b) of the Act
 - (b) information the disclosure of which—
 - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the council; and
 - (ii) would, on balance, be contrary to the public interest

ATTACHMENTS

Nil

- END OF REPORT -

Confidential Item 7.1

Physical Security Contract Extension
Section 90 (3) (b) of the *Local Government Act 1999 (SA)*
Pages 127 to 130

Confidential Item 7.2

City Connector Deed of Agreement
Section 90 (3) (d) of the *Local Government Act 1999 (SA)*
Pages 131 to 169

Confidential Item 7.3

2020-21 Quarter 3 Confidential Commercial Operations Report
Section 90 (3) (b) of the *Local Government Act 1999 (SA)*
Pages 170 to 191
