



THE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday 5 October 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, Khara, Knoll,
Mackie, Martin, Moran and Snape.

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 Martin

3. Confirmation of Minutes – 21/9/2021 & 28/9/2021 [TC]

That the Minutes of the meeting of The Committee held on 21 September 2021 and the Special meeting of The Committee held on 28 September 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 12 October 2021 for consideration and determination

Strategic Alignment – Thriving Communities

5.1 Exemptions from EOI Process [2012/00565] [Page 3]

5.2 Weeknight Parking Controls [2021/00566] [Page 10]

5.3 Disability Access and Inclusion Plan 2019-2022 Annual Report [2018/00440] [Page 14]

5.4 Adelaide Aquatic Centre – Feasibility Study Update [VS2021/1480] [Page 27]

Strategic Alignment – Strong Economies

5.5 Paxton's Walk [2012/00206-2] [Page 122]

Strategic Alignment – Dynamic City Culture

5.6 Adelaide Town Hall Operational Model [2020/02250] [Page 129]

Strategic Alignment – Environmental Leadership

5.7 SAPOL Horse Agistment in Bonython Park/Tulya Wardli (Park 27) [2021/00291] [Page 134]

Strategic Alignment – Enabling Priorities

5.8 City of Adelaide Annual Report 2020-21 [2021/01467] [Page 142]

5.9 Audit & Risk Committee Terms of Reference [2019/02483] [Page 267]

6. Exclusion of the Public

6.1. Exclusion of the Public to Consider in Confidence [2018/04291] [Page 279]:

7.1 Contract Award - Adelaide Free Wi-Fi [s 90(3) (d)]

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

All reports in this section will be presented to Council on 12 October 2021 for consideration and determination

Strategic Alignment – Thriving Communities

7.1 Contract Award - Adelaide Free Wi-Fi [2020/01876] [Page 282]

8. Closure

Exemptions from EOI Process

ITEM 5.1 05/10/2021
The Committee

Strategic Alignment - Thriving Communities

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

2012/00565
Public

Approving Officer:
Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

A requirement under the Adelaide Park Lands Leasing and Licensing Policy is to undertake an Expression of Interest (EOI) process to secure a new lessee over vacant land and/or buildings in the Park Lands, unless there are exceptional circumstances, in which case a Council resolution is required.

Following a review of leases currently expired and in 'holding over', several instances have been identified whereby exceptional circumstances are considered to apply and warrant consideration for an exemption being granted.

In each case, the uses are consistent with the Adelaide Park Lands Management Strategy and relevant Community Land Management Plans.

This report outlines three instances that warrant an exemption to the Policy. The granting of an exemption to the requirement to select a tenant via an EOI process does not alter any other legislative provisions and process related to the granting of leases and licenses within the Park Lands.

Should Council approve the recommended exemptions, we will commence negotiations with the existing lessees.

Any draft leases proposed to be greater than five years will be presented to the Adelaide Park Lands Authority (APLA) and Council prior to us undertaking public consultation.

This matter was considered by the Adelaide Park Lands Authority on 23 September 2021.

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The following recommendation will be presented to Council on 12 October 2021 for consideration

That Council

1. Approves the granting of an exemption to the requirements of Section 13 of the Adelaide Park Lands Leasing and Licensing Policy to select a new tenant by way of an Expression of Interest, to the following organisations:
 - 1.1. The Minister for Education – Adelaide High School
 - 1.2. South Terrace Croquet Club Inc
 - 1.3. Club de Petanque d'Adelaide Inc
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Thriving Communities Outcome 1: Thriving Communities – 1.1 Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences.
Policy	City of Adelaide 2020 – 2024 Strategic Plan – This report 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 and River Torrens / Karrawirra Pari. Adelaide Park Lands Leasing and Licensing Policy - Lease Agreements will be prepared in accordance with the Policy.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Adelaide Park Lands Leasing and Licensing Policy allows Council to make exemptions to the Policy where exceptional circumstances exist. The test is subjective and dependent on the individual circumstances. The primary risk relates to public perception of preferential treatment given to the organisations being exempted from the requirement to submit an expression of interest. This report details reasons for the applying an exemption.
Opportunities	Not as a result of this report
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 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
21/22 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. The current Adelaide Park Lands Leasing and Licensing Policy (**the Policy**) was endorsed by Council in January 2016. A requirement of the Policy (Section 13) is to select a new lessee of vacant land and/or building through an Expression of Interest (EOI) process unless there are exceptional circumstances, in which case a Council resolution is required.
2. The Policy does not prescribe what constitutes exceptional circumstances, as such it largely falls at Council's discretion to consider the individual circumstances and determine if they are exceptional in nature such that it warrants an exemption from the EOI process.
3. Section 7 of the Policy outlines the Assessment Principles for Leasing and Licensing Proposals. The principles of inclusivity, diversity, collaboration and resilience together with a need and demand analysis, will be used to guide the assessment of the suitability and outcomes of proposed Park Lands uses and to determine an appropriate length of tenure.
4. Following a review of leases currently expired and in 'holding over', several instances have been identified whereby exceptional circumstances are considered to apply that would warrant consideration for an exemption to the EOI process:
 - 4.1. Adelaide High School
 - 4.2. South Terrace Croquet Club
 - 4.3. Club De Petanque d'Adelaide
5. In each case, the uses are consistent with the Adelaide Park Lands Management Strategy and relevant Community Land Management Plans.
6. Exempting the need to undertake the EOI process does not alter any other requirements on the Policy, *Local Government Act 1999 (SA)* and the *Adelaide Park Lands Act 2005* with respect to consultation on leases greater than five years and presentation to Parliament for leases greater than ten years.
7. Directly negotiating with the existing tenants does not alter the tenants' obligations under the lease to utilise the facility in accordance with the permitted use; pay an annual rental figure (as determined by the Policy) and maintaining the facility in a good condition.
8. Should an organisation request a lease greater than five years, a copy of the draft lease will be presented to APLA and Council for its consideration and approval to undertake public consultation.
9. Adelaide High School
 - 9.1. Adelaide High School (AHS) was built between 1947-51 and was designed to be integrated within its Park Lands setting.
 - 9.2. AHS has been using the adjoining playing fields within Ellis Park/Tampawardli (Park 24) since that time.
 - 9.3. Image 1 – Adelaide High School licenced area:



- 9.4. The licence for the sports facilities in Park 24 expired on 31 August 2017 and the 'holding over' provisions in the licence currently apply.
 - 9.5. The facilities in Park 24 include a series of sports fields, six tennis courts (with two netball courts marked out) and three basketball courts.
 - 9.6. AHS also use a gardener's shed located adjacent the sporting facilities, which we would seek to capture as part of the lease renewal negotiations.
 - 9.7. AHS programs a range of physical education classes and sporting activities across its sports facilities. The school facilitates use of its fields and courts by several other organisations and through casual use by the community and believes a large portion of casual use is by international students living in the west end of the city.
 - 9.8. Access by the community is available outside of the school's usage, which predominantly occurs during school hours Monday to Friday.
 - 9.9. The school itself sits upon land under the care and control of the State Government / Minister for Education.
 - 9.10. A 42 year ground lease was recently granted for a portion of the school building area which sits outside of the curtilage of the land under the care and control of the State Government / Minister for Education.
 - 9.11. On the basis that the playing fields are essential to the schools functioning, it is recommended that we enter into direct lease negotiations with the Minister for Education for a long term lease/licence over the gardener's shed and playing fields within Park 24.
10. South Terrace Croquet Club
 - 10.1. Image 2 – South Terrace Croquet leased / licenced area:



- 10.2. The South Terrace Croquet Club was established in 1911 and has leased and licenced the clubroom building and playing field (piste) in Carriageway Park/Tuthangga (Park 17) since 1926.
- 10.3. This is one of two croquet facilities located in the city. The other city-based facility is operated by the peak body Croquet SA and is located nearby also within Park 17.
- 10.4. The sport of croquet is played on a manicured lawn area similar to a lawn bowling rink.
- 10.5. The Club's lease expired on 30 April 2018 and the 'holding over' provisions in the lease currently apply.
- 10.6. It is recommended that we enter into lease negotiations directly with the South Terrace Croquet Club for a new lease / licence over the croquet green and clubroom building within Park 17 for the following reasons:
 - 10.6.1. The small playing surface (green) is unique and does not lend itself to many alternative uses.
 - 10.6.2. The Club is one of only a few clubs within metropolitan Adelaide and on this basis is unlikely to generate a competitive EOI process.
11. Club De Petanque d'Adelaide
 - 11.1. Image 3 - Club De Petanque leased / licenced area:



- 11.2. Club de Petanque d'Adelaide has leased and licenced the clubroom building and playing field (piste) in Blue Gum Park/Kurangga (Park 20) since 1977.
- 11.3. Club de Petanque d'Adelaide is the oldest petanque club in Australia and is one of two community petanque clubs located in the city and one of nine in total across metropolitan Adelaide. The other city-based club known as Feral Aussie Boullisties (FAB), use a piste located within Rundle Park/Kadlitpina (Park 13).
- 11.4. Petanque is unique to other sports played within the Park Lands in that it is played on a hard dirt or gravel surface.
- 11.5. The Clubs offers a unique community-based sport that contributes to the diversity of uses with the Park Lands and operates from a small clubroom building adjacent to the playing area.
- 11.6. The Club's lease expired on 31 August 2018 and the 'holding over' provisions in the lease currently apply.
- 11.7. It is recommended that we enter into lease negotiations directly with Club de Petanque d'Adelaide for a new lease / license over the playing area and clubroom building within Park 20 for the following reasons:
- 11.7.1. The small playing surface (piste) is unique and does not lend itself to many alternative uses.
 - 11.7.2. There are relatively few clubs in metropolitan Adelaide and on this basis is unlikely to generate a competitive EOI process.
12. Next steps
- 12.1. Should Council approve the exemptions, we will contact each organisation to commence lease renewal negotiations.
 - 12.2. We anticipate that we will be negotiating a long term lease with Adelaide High School. Therefore, we will table a draft copy of the lease with the Adelaide Park Lands Authority (APLA) and Council before undertaking public consultation.
 - 12.3. Should the other two organisations request a lease greater than five years, a copy of the respective draft lease agreements will be presented to APLA and Council for consideration and endorsement prior to us undertaking public consultation.

ATTACHMENTS

Nil

- END OF REPORT -

Weeknight Parking Controls

ITEM 5.2 5/10/2021

The Committee

Strategic Alignment - Thriving Communities

2021/00566

Public

Program Contact:

Stephen Zaluski, Associate
Director, Regulatory Services
8203 7641

Approving Officer:

Klinton Devenish, Director
Services, Infrastructure &
Operations

EXECUTIVE SUMMARY

At its meeting of 10 August 2021, Council requested *“the Administration to report to the October Council meeting on how enforcement of weeknight parking controls can be improved to assist City residential and business ratepayers.”*

The City of Adelaide is committed to providing a welcoming experience to all business owners, residents, workers and visitors to the city.

Council’s On-Street Parking Policy outlines the approach to on-street parking, noting the many varied users and the importance of encouraging turnover of on-street parking bays to support stakeholders.

We acknowledge the role that accessing convenient parking has on the city experience, and we are constantly exploring new methods and technologies to support a seamless experience.

The impact of COVID-19 has had a significant shift in community perception, behaviour and mindset towards on-street parking compliance and enforcement. Throughout this time and beyond we have been evaluating our approach to compliance both during business hours and after hours.

This report outlines some of the ways we are improving our approach, noting this is an ongoing and core part of operations which will always be modified and improved to meet the changing needs of our community.

RECOMMENDATION

The following recommendation will be presented to Council on 12 October 2021 for consideration

That Council

1. Notes the report.

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 all transport modes.
Policy	On Street Parking Policy
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as result of this report
Opportunities	Continue to explore different approaches and technologies to deliver a service which meets the demand and community expectations
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 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
21/22 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. Council's On-Street Parking Policy outlines our approach to parking, noting the use of timed controls and paid parking as mechanisms to provide for a range of city users and ensure parking availability in higher demand areas.
2. The approach of monitoring compliance with the signed controls through the issuing of warnings and expiations is designed to encourage turnover of on-street parking bays in line with the controls set, supporting our stakeholders and helping to deliver an accessible city.
3. Our on-street parking service is focussed on monitoring adherence to controls and encouraging turnover in high demand locations and times, which occur mostly during business hours. Our approach and presence after-hours is designed to be flexible, and respond to the changing needs of the community.
4. We continually monitor our data and remain open to implementing changes where on-street parking controls are not being effective or complied with.

A More Flexible Approach to Compliance Monitoring

5. Following the impacts of COVID-19, our resourcing model for monitoring parking compliance has been altered to deliver a more flexible service based on demand. This agile model will continue to evolve as demand changes.
6. The previous resource model saw parking controls monitored by a consistent Parking & Information Officer (PIO) shift which occurred until 1:00am each night of the week throughout the year. A review identified this rigid resourcing model did not enable the most effective use of Council resources.
7. A more flexible approach is now being delivered whereby shift start and end times vary throughout the week and year. Shift times vary based on a range of factors including seasons, events, weather, customer requests and other aspects that impact parking behaviour.
8. The move from working consistently until 1:00am each weeknight was a change to a long running practice, and it is acknowledged some adjustments will be required, including how this is communicated to customers contacting Council.
9. The new demand-based approach assists in generating compliance with parking controls to support the community and ensure Council resources are being used effectively.
10. It is acknowledged that since the change to our resourcing model, at times there may have been less than ideal coverage provided after-hours, however our new approach has enabled us to adapt quickly when feedback is received and respond to the needs of the customers.

Customer Service Requests

11. Council's Customer Centre is available during business hours for our community to request assistance from our Parking & Information Officers, with requests actioned as soon as practical.
12. Our after-hours customer service approach, primarily in place for emergency situations, will log the request to be actioned at the next practical time.
13. Requests from our community for PIO support are regularly assessed to inform service delivery.
14. The volume of customer requests received on weeknights has not changed beyond usual seasonal movements (eg traditionally higher in March due to activity in the City). In the past 3 months, 31 customer requests regarding illegally parked vehicles have been lodged after 7:00pm on weeknights.
15. Our resourcing model enables flexible responses to requests, as an example a series of shifts finishing have finished at 8:00pm, 9:00pm & 10:00pm on various weeknights in July, August and September in response to feedback.

Opportunities for Improvement

16. There are a number of initiatives being considered that will enhance our approach to monitoring on-street parking in the future (including on weeknights), as part of our continuous improvement practices.
17. From a technology perspective, we are currently assessing methods to enable greater mobility and efficiency with our approach to compliance monitoring, providing our team with the ability to cover larger amounts of road and at more times throughout the day.

18. We also continue to assess our rosters make changes to monitor and ensure compliance on weeknights, including later shift times if required.
19. Consistent messaging both during business hours and after hours to customers contacting Council requesting the assistance of PIOs, has been implemented.
20. Noting the points raised in this report, we believe our adaptive approach is effective in balancing customer needs and effective use of Council resources after hours. We will continue to collect data and monitor parking compliance and resources to support the demand.

ATTACHMENTS

Nil

- END OF REPORT -

Disability Access and Inclusion Plan 2019-2022 Annual Report

ITEM 5.3 05/10/2021
The Committee

Strategic Alignment - Thriving Communities

2018/00440
Public

Program Contact:

Lara Daddow, Acting Associate
Director, Park Lands, Policy &
Sustainability 8203 7884

Approving Officer:

Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

In June 2018 the *Disability Inclusion Act 2018 (SA)* came into effect, requiring statutory bodies, including local government, to prepare Disability Access and Inclusion Plans (DAIPs). A DAIP sets out a series of measures, strategies and actions to promote the full inclusion in the community of people with a disability.

The City of Adelaide Disability Access and Inclusion Plan 2019-2022 was endorsed by Council on 26 February 2019.

This report provides a summary of progress against the City of Adelaide Disability Access and Inclusion Plan for 2020–2021. A number of achievements are highlighted that demonstrate accessibility is a whole of Council responsibility including the delivery of the Quentin Kenihan Inclusive Playspace, enhancement of organisational inclusion through the Job Access Employment Project and collaboration with industry via the Accessible Events Project. The valuable and ongoing contributions of the Access and Inclusion Advisory Panel is also recognised.

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The following recommendation will be presented to Council on 12 October 2021 for consideration.

That Council

1. Notes that this report and the City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List provided in Attachment A to Item # on the Agenda for the meeting of the Council held on 12 October 2021, will inform the City of Adelaide's legislative requirements to submit an annual progress report to the State Government regarding the plan's implementation during the period of 2020-2021.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Thriving Communities
Policy	Not as a result of this report
Consultation	People living with disability, carers, state government and community were engaged in drafting the City of Adelaide Disability Access and Inclusion Plan 2019-2022 and continue to be engaged in relation to its delivery. Council's independent Access and Inclusion Advisory Panel with its mix of individual and relevant organisational members meets quarterly and continues to be a key engagement mechanism for expert advice regarding council projects, policies and programs.
Resource	Not as a result of this report
Risk / Legal / Legislative	This report aligns with the legislative requirements as a statutory body under the <i>Disability Inclusion Act 2018 (SA)</i> .
Opportunities	Multiple opportunities for the City of Adelaide to demonstrate leadership in commitment to an accessible and inclusive city are in this report. This report assists to reflect on progress since 2019 and highlights actions that require finalisation by 2022.
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The City of Adelaide Disability Access and Inclusion Plan 2019–2022 has a lifespan of four years.
21/22 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Ongoing costs are included in individual business cases for projects and activities identified through the Disability Access and Inclusion Plan as part of future budget processes.
Other Funding Sources	Not as a result of this report

DISCUSSION

1. In June 2018 the *Disability Inclusion Act 2018 (SA)* came into effect, requiring statutory bodies, including local government, to prepare Disability Access and Inclusion Plans (DAIPs)
 - 1.1. The DAIP must set out the measures that Council intends to establish to ensure that people living with disability can access mainstream supports and services.
 - 1.2. The DAIP must be prepared in consultation with the community, must be reported on annually to the State Government by 31 October and must be reviewed at least once in each four-year period.
2. In February 2019, Council adopted the City of Adelaide Disability Access and Inclusion Plan 2019-2022 (Link 1 view [here](#)) building on the work of Council's previous Disability Access Action Plans and the Access and Inclusion Strategy 2013–2016.
3. In November 2019, the South Australian Government released its first State Disability Inclusion Plan "Inclusive SA" for 2019-2023. Councils are required to ensure that their local Disability Access and Inclusion Plans align with Inclusive SA.
4. In 2020, City of Adelaide staff conducted an internal audit of the City of Adelaide Disability Access and Inclusion Plan 2019-2022 concluding endorsed actions aligned with the actions and requirements in Inclusive SA.
5. The City of Adelaide's Access and Inclusion Advisory Panel play a key role in embedding ongoing expert advice on council related projects, policies and programs. The current Access and Inclusion Panel, of 12 members plus two proxy members, were inducted on 27 March 2019. The Terms of Reference for the panel and member profiles are available via the [City of Adelaide website](#).
6. In March 2021, aligned with the Terms of Reference, the Access and Inclusion Advisory Panel members were offered an extension of their membership for a further 12 months to March 2022. Three individual members did not take up this offer and subsequently three new members were recruited for the current Access and Inclusion Advisory Panel in July 2021.
7. Due to the COVID-19 pandemic impacts, the Access and Inclusion Advisory Panel met twice in person in 2020 (19 February 2020 and 16 September 2020) and to date have met twice in person in 2021 (18 March 2021 and 2 September 2021), rather than the planned four meetings per year. In 2021 City of Adelaide staff have improved processes and guidelines to enable out of session engagement and/or online meetings as required should holding an in person meeting not be possible.
8. The City of Adelaide Disability Access and Inclusion Plan 2019–2022 has 74 actions:
 - 8.1. A range of actions have been delivered and are captured in the City of Adelaide Disability Access and Inclusion Plan 2019–2022 Action Progress List for the period of July 2021 to September 2022 (**Attachment A**).
 - 8.2. Majority of actions are complete or on track. Actions flagged as 'Pending' require internal review in 2021-2022 and may be considered for inclusion in the development of future iterations of the plan.
9. Highlights of actions delivered include:
 - 9.1. The Quentin Kenihan Inclusive Playspace was opened for use in December 2020. The Access and Inclusion Advisory Panel provided advice to City of Adelaide staff from the project's inception, including two individual members joining an internal council advisory group. City of Adelaide staff continue to provide progress updates to the Access and Inclusion Advisory Panel and encourage ongoing feedback about the project stages.
 - 9.2. Further council works continue to honour Quentin Kenihan and continually improve the user experience of the playspace. In 2021 this will include, but is not limited to, installation of public art piece 'sQuiggle'; addition of a bus drop off zone on Dequetteville Terrace; shade structures over key play areas; new wheelchair accessible swing (We-go Swing); and improvements made to the 'Super Loop' challenge track. An opening event/family day to celebrate the playspace is being considered for later in 2021, this would include invitation to the Access and Inclusion Advisory Panel members.
 - 9.3. Despite considerable COVID-19 pandemic setbacks, progress on the Accessible Events Project has advanced. The co-design partnership project, funded via a Local Government Information Linkages Funding grant, brings together the City of Mount Gambier and Alexandrina Council, Purple Orange consultants, event organisers and people living with disability to audit events and develop training and resources to make public events more accessible. Events that have or will be audited in the City of Adelaide this year include the opening night of the Umbrella Festival, City to Bay and OzAsia Festival.

Training for City of Adelaide venues and event organisers, including a resource kit, is due to be delivered by the end of 2021.

- 9.4. The Access Inclusion and Advisory Panel provided key advice for the Accessible Events Project from inception including suggestions for events to audit based on their lived experience; emphasising the need to articulate the business case for accessible events; and identifying common event access challenges for event organisers and venues in the city.
 - 9.5. Many organisational actions have advanced under the Job Access Employment Project whereby the City of Adelaide is committed to the continuous improvement of disability inclusion in regards to employment related policies, practices and guidelines.
 - 9.6. Outcomes over the 18 month partnership that commenced in February 2020 with Disability Employment Service (DES) providers include but are not limited to City of Adelaide staff presenting to over fifteen DES providers in June 2021 to build relationships and increase visibility of role vacancies; incorporating disability inclusion data collection into the annual staff Culture Survey; Executive endorsing an Inclusion Statement and embedding this in organisational and public communications and in the recruitment process; and the People Experience team trained in Job Access Disability Awareness Train the Trainer program.
 - 9.7. The Access and Inclusion Advisory Panel express strong support for the City of Adelaide to continue building on their achievements to date in the employment space including ongoing commitment to data collection and monitoring, partnership approaches and successful recruitment of people living with disability, as well as support and consideration for currently employed staff.
 - 9.8. City of Adelaide staff provided detailed feedback to the Department of Human Services on the development of statewide toolkits that aim to improve accessible communications, engagement, events as well as signage and wayfinding. It is anticipated a number of City of Adelaide initiatives that champion disability access and inclusion will be highlighted in the toolkits that are to be published online by the end of 2021.
 10. Further to the highlights in paragraph 9, the Access and Inclusion Advisory Panel provided advice to inform:
 - 10.1. The Draft Parklet Operating Guidelines - In addition to requiring compliance with the *Disability Discrimination Act 1992* consultation with the panel resulted in inclusion of considerations such as platform heights being flush with kerbs; sufficient space for manoeuvring wheelchairs; furniture to meet height criteria and positioned so a wheelchair user can access the table without impeding the pedestrian zone; and parameters for heating and lighting.
 - 10.2. Council use of online communication platforms - The use of online communication platforms, such as Zoom and Microsoft Teams, has become common practice in business settings as alternatives to face-to-face meetings during the COVID-19 pandemic however can present access challenges for meeting members that may require communication and access support. Informed by their lived experience across community and business settings, the panel have provided staff with detailed practical feedback about the pros and cons of specific online communication platforms and how best to maintain communication and engagement integrity when meetings or consultations are held virtually.
 - 10.3. Development of the 10 Year Strategic Asset Management Plans - The condition, and adherence to relevant compliance standards, of assets in the city is of ongoing interest to the panel. The panel recently engaged with council staff in a pre-public consultation session. The outcome of this session was that further consultation opportunities with the panel will be planned and the conversation emphasised the importance of adequately providing time and opportunities for the voices of people living with disability, as well as their families, carers and advocates to inform this matter.
 11. Aligned with legislative requirements, the City of Adelaide Disability and Inclusion Action Plan 2019-2022 is due to be reviewed in 2022. This review will inform the development, including consultation, of the next City of Adelaide Disability and Inclusion Action Plan 2023-2026.
 12. It is recommended that Council note this report and the associated action progress list (**Attachment A**) that will inform the City of Adelaide's annual report required under legislation to the State Government by 31 October 2021 regarding the annual outcomes of the City of Adelaide Disability Access and Inclusion Plan 2019-2022 for the period 2021-2022.
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DATA AND SUPPORTING INFORMATION

Link 1 – City of Adelaide Disability Access and Inclusion Plan 2019-2022

[City of Adelaide website.](#)

ATTACHMENTS

Attachment A - City of Adelaide Disability Access and Inclusion Plan 2020-21 Action Progress List

- END OF REPORT -

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

		Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021	
1. Getting to and Around the City	1.1 Pedestrian paths of travel provide consistency, ease and independence for all users	1.1.1	City of Adelaide deliver a schedule of kerb ramp improvements across the city	Level of service developed Increase in DDA compliant ramps by 2022	On Track	During 20-21 FY: New DDA compliant access ramps constructed – 7 Non compliant access ramps renewed to be compliant - 7 Compliant access ramps in poor condition renewed – 16. Will be integrated in to the 2022/23 budget process for 3 Year Asset Management Plan. New 10 Year Asset Management Plans will also be finalised in 2023 with review and consultation commencing 2021. A review of the existing data and associated works are intended to be incorporated into the next 10 Year Asset Management Plan.
		1.1.2	City of Adelaide design standards ensure technical specifications meet and where possible are set above minimum Australian Standards for all new and renewal projects	Adelaide Design Manual and related technical specifications stipulate standards that meet and in places go above Australian Standards	On Track	CoA Standards are currently being designed into new and renewal projects due for construction. Standards library being updated, and due for quarterly review.
		1.1.3	City of Adelaide staff and contractors work to ensure disruptions to pedestrian paths of travel due to city works are minimised; and are communicated clearly, both onsite and online	Investigation of online platform to map street activities including but not limited to city works City Works Operating Guidelines provides direction on minimising disruptions and is communicated with contractors	On Track	Progress on this action is ongoing. The implementation of Smarter Work Systems application by the end of 2021 (incl. Dial Before Dig and data/works sharing across sectors e.g. stormwater, lighting, fibre optic etc.) will assist to inform coordination and collaboration re capital works. CoA will continue to explore capacity for systems to enable public facing City Map applications and timely communications re works.
		1.1.4	City of Adelaide design standards include the provision of regular rest stops, which meet the needs of various users including; older people, wheelchair users, mobility device users, people who experience sensory processing difficulties (quiet spaces), guide dogs (including places to water and toilet)	Adelaide Design Manual includes technical specifications for rest stops	On Track	Rest stops included at regular intervals, and where required, along shared paths, designed for diversity. Need to get endorsement as a CoA standard so that incorporated into budget (provisions for extra furniture elements etc).
		1.1.5	City of Adelaide deliver a schedule of bus stop improvements across the city	Achieve the legislated target of 100% accessible bus stops as per the Transport Standard	On Track	Will be integrated in to the 2022/23 budget process for 3 Year Asset Management Plan. New 10 Year Asset Management Plans will also be finalised in 2023 with review and consultation commencing 2021. A review of the existing data and associated works are intended to be incorporated into the next 10 Year Asset Management Plan.
		1.1.6	City of Adelaide work with DPTI to ensure all city tram stops are accessible	All city tram stops are accessible (meet Australian Standards)	On Track	Council direct enquiries to the Department for Infrastructure and Transport and undertake advocacy role as appropriate.
		1.1.7	City of Adelaide deliver a schedule of audio-tactile crossings	All cross walks have audio tactile push bottoms that meet Australian standards 'Pedestrian Network Analysis' tool used to inform decision making	Complete	All signalised crossings in the city are equipped with audio-tactile push buttons. CoA has a record of all signalised intersections and crossings. Faults are detected automatically by the signals software and logged for repair. CoA also trialled contactless crossings during the COVID pandemic. Feedback on the operation of these has been passed onto the manufacturer.
		1.1.8	City of Adelaide set pedestrian crossing times above Australian Standards	Pedestrian speed is calculated at 1.0 metres per second	Complete	Complete - CoA operate many of our crossings on 1.0 metre per second, in areas with high pedestrian volumes, near medical and aged care facilities etc.
		1.1.9	City of Adelaide install technologies to improve pedestrian safety	No. of locations technology is trialled and applied	Complete	Applied at sites where need has been demonstrated.
		1.1.10	City of Adelaide's design standards include technical specifications for signage, tactile signage, braille signage, audio description and integrated technology	Adelaide Design Manual includes technical specifications for signage, tactile signage, braille signage, audio description and integrated technology	On Track	Working into standards for wayfinding.
		1.1.11	City of Adelaide works with city businesses and users to encourage and regulate clear paths of travel for pedestrians	Number of City Safety resolutions logged via Pathways and CRM systems, categories include: A-Frames, Outdoor dining/ objects on footpaths, Reporting hazards, Footpaths faults (trip hazards) On-Street Activities Policy and Operating Guidelines provide direction on minimising disruptions and encouraging and regulating clear paths of travel	On Track	Number of City Safety resolutions logged via Pathways and CRM systems, categories include: 65 A-Frames, 68 Outdoor dining/ objects on footpaths, 312 Reporting hazards, Footpaths faults (trip hazards) On-Street Activities Policy and Operating Guidelines provide direction on minimising disruptions and encouraging and regulating clear paths of travel
		1.1.12	City of Adelaide service standards ensure a responsive program of maintenance and renewal for city streets	Maintain service levels	Pending	Progress on this action is ongoing. Renewal will be integrated in to the 2022/23 budget process for 3 Year Asset Management Plan. New 10 Year Asset Management Plans will also be finalised in 2023 with review and consultation commencing 2021. A review of the existing data and associated works are intended to be incorporated into the next 10 Year Asset Management Plan.
		1.1.13	City of Adelaide provide a clear point of contact for reporting obstructions to paths of travel, and an efficient and responsive feedback loop	Online form developed to replace 'Adelaide Report It' app	Complete	Launched in May 2019 with successful uptake from the community.

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

	Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021	
1.2 Quality public infrastructure enables people's participation	1.2.0	City of Adelaide continues to provide and promote the UPark Accessibility Pass	Number of accessibility passes issued annually	On Track	89 accessible spaces across all 9 U-Parks with over 3,000 Accessibility Passes issued to date (data Jul 2020).
	1.2.1	City of Adelaide regularly reviews our provision of on- street and off-street (UPark and other) accessible car parking to ensure it continues to balance the needs of a range of users including drivers, carers and modified vehicles (including rear loading)	Accessible Parking Audit/ User Needs Assessment Number of designated accessible parking spaces (on and off street) Number of accessibility passes issued annually	On Track	Off-street: 89 accessible spaces across all 9 U-Parks with 3,000 Accessibility Passes issues (data Jul 2020). U-Park offstreet parking numbers remained the same in 2021. On-street: The on-street parking officer maintains an informal register of requests for accessible parking bays and their location. The team also engages with businesses who request accessible parking bays to ascertain necessary design changes and costs. Depending on the site, due to recent changes to the standard for accessible parking a number of changes may be required. Improvements are scheduled for when funding becomes available. Number of accessible on-street parking spaces is 174 (increase of 9 in 12 month period).
	1.2.2	City of Adelaide continue to build on the branding of the Adelaide Aquatic Centre as an accessible community facility	Evidence of targeted marketing initiatives Evidence of partnerships with disability sector providers	On Track	The Centre continues to partner with and support various disability groups and programs and communicate disability access of the Centre.
	1.2.3	City of Adelaide review the Category 3 – Residential Parking Permit ('Daily Care Parking Permit') to ensure it meets the needs of those that require and provide care and personal support	Review undertaken through engagement with key stakeholders Number of Category 3 – Residential Parking Permits issued annually	Pending	Action to be reviewed 2021/22.
	1.2.4	City of Adelaide supports up to date information about accessible car parking locations and features across the city, and the accessibility of related infrastructure, onsite and online	Park Adelaide App launched Data made available for online map BlueBays App promoted on City of Adelaide website	On Track	Park Adelaide app launched and Interactive Parking Map (online) however some gaps in data in North Adelaide and the Adelaide Park Lands. BlueBays App (State Government discontinued)
	1.2.5	City of Adelaide continues to provide the free City Connector Bus in partnership with the State Government, and investigates opportunities to model best practice public transport provision including but not limited to the provision of on-board hearing augmentation systems	User Testing for hearing augmentation systems Training resources for driver disability awareness developed Adelaide Metro Customer Satisfaction Survey	Pending	While CoA part-fund this service, operation of the City Connector is managed by the Dept. for Infrastructure and Transport (DIT). CoA are aware DIT are gradually implementing on-board hearing augmentation systems to their bus fleet, including Audio/Visual Real time Passenger Information systems with Hearing loops to all new buses delivered. Action identified as requiring review in 2021-2022.
	1.2.6	City of Adelaide regularly review our provision of accessible toilets to ensure they meet Standards, are well located, and help to provide adequate coverage across the city	Level of service developed	Complete	Full audit completed.
	1.2.7	(a) City of Adelaide deliver our first Changing Places accredited facility in the city (James Place), and (b) Investigates opportunities for further provision across the city through joint funding with state government	Level of service developed Project processes documented through A&I Case Study Additional sites identified	Complete	Completed September 2019.
	1.2.8	City of Adelaide continue our affiliation with Recharge Scheme Australia and work with partners to build the listing of recharge points across the city	Six new Recharge Point listings on Recharge Scheme Australia website for City of Adelaide 19 points in 2018/19	On Track	There are 14 charge points currently in the city. CoA are following up with the scheme to understand the sustainability of it and what alternatives there are going forward to fulfil this function.
	1.2.9	City of Adelaide adopts the 'Touched by Olivia Inclusive Playspace Guidelines' for all new and renewed playspace developments	Guidelines applied to all new and renewed playspace projects	On Track	Touched by Olivia Inclusive Playspace Guidelines applied to design development of Quentin Kenihan Inclusive Playspace.
	1.2.10	City of Adelaide ensure the Rymill Park Masterplan prioritises accessibility and includes the development of a new inclusive play space to be named in recognition of Quentin Kenihan	Delivery of a new inclusive play space in Rymill Park	Complete	Opened December 2020 incl. accessible toilets (Changing Places). Further improvements to QK playspace are underway and a relaunch is envisaged in late 2021. Project has involved Access and Inclusion Advisory Panel.
	1.2.11	City of Adelaide continue to build on the branding of the Adelaide Aquatic Centre as an accessible community facility	Evidence of targeted marketing initiatives Evidence of partnerships with disability sector providers	On Track	The Centre continues to partner with and support various disability groups and programs and communicate disability access of the Centre.
	1.2.12	City of Adelaide continue to build on the branding of the Golf Course as an accessible community facility	Evidence of targeted marketing initiatives Evidence of partnerships with disability sector providers	On Track	Hosting Blind golf events on a regular basis. Aquatic Centre has a continued affiliation with Companion Card. RECLINK customers regularly play golf at Par 3. 2 PGA golf coaches qualified 'all abilities'.
	1.2.13	City of Adelaide condition audit briefs include baseline access measures to current standards	Condition audit briefs include access measures to current standards	Complete	Condition audits include accessibility criteria however suggestion for identification and prioritisation of targeted projects in future.
1.2.14	City of Adelaide to investigate the role and provision of quiet zones and noise mitigation strategies across the city, with particular reference to the experience of people who experience sensory processing difficulties	Discussion/Research Paper prepared and presented to Council	Pending	Development of city wide strategy to be propped as part of the next round of budget bids 2022-2023.	

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

		Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021	
		1.2.15	City of Adelaide work toward making the entire length of the Adelaide Parklands Trail accessible to all users	Identify and implement opportunities to upgrade and improve the Park Lands Trail as part of the three- year asset renewal plan	Pending	Will be integrated in to the 2022/23 budget process for 3 Year Asset Management Plan. New 10 Year Asset Management Plans will also be finalised in 2023 with review and consultation commencing 2021. A review of the existing data and associated works are intended to be incorporated into the next 10 Year Asset Management Plan.
1.3 City planning and development reflects Universal Design Principles		1.3.1	City of Adelaide has access consulting expertise, including within Building Assessment, Traffic Management and Civil Engineering	Evidence of qualification and/or training	Pending	Action to be reviewed 2021/22.
		1.3.2	City of Adelaide educates the building sector on how to achieve universal design principles	Evidence of industry engagement	Pending	Planning & Design Code (P&D) was not operational until March 2021. Education has not commenced as review of P&D Code is still underway (see below 1.3.3). As per July 2021, the requirements of the National Construction Code and relevant Australian Standards will continue to be used.
		1.3.3	City of Adelaide supports further embedding universal design principles in the planning system by leveraging the Planning, Development and Infrastructure Act 2016 provisions. This may include new Planning Policies (Planning and Design Code and/or Design Standards)	Development of assessment guidelines for City of Adelaide	Pending	Council has reviewed the new Planning and Design Code and provided a submission to the State Planning Commission for their Miscellaneous Technical Enhancement Code Amendment. This included some recommended improvements to principles with regards to universal design. The State Planning Commission is expected to release for consultation the Code Amendment. Council will review then and continue advocacy on this.
		1.3.4	City of Adelaide advocates and works with industry providers towards the delivery of housing outcomes for people with disability, including but not limited to NDIS Specialist Disability Accommodation and Liveable Housing Design Guidelines	Evidence of advocacy, partnerships, delivery	Pending	Action to be reviewed 2021/22. Explore opportunities in the draft Homelessness, Social and Affordable Housing Policy in 2021.
		1.3.5	City of Adelaide establishes accessibility guidelines/ standards for lease and licence agreements	Accessibility guidelines/ standards developed and included in all new lease and licence agreements	Pending	Action to be reviewed 2021/22.

Item 5.3 - Attachment

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

		Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021	
2. Participating in the life of the City	2.1 City events are accessible to all	2.1.1	Incorporate accessibility measures into the planning for all City of Adelaide run events	Evidence of accessible measures implemented at events Develop Accessible Events Checklist	On Track	Awaiting finalisation of State Govt Accessible Events Toolkit + LGA joint Accessible Events Pilot project with Cities of Alexandrina and Mt Gambier. Re latter - Audits currently being completed as well as training for City of Adelaide venues and event organisers, including a resource kit, due to be delivered by the end of 2021
		2.1.2	City of Adelaide implement an accessible events checklist for Council run meetings including workshops, forums, information sessions, focus groups and consultation activities	Accessible Events Checklist implemented	On Track	Awaiting finalisation of State Govt Accessible Events Toolkit + LGA joint Accessible Events Pilot project with Cities of Alexandrina and Mt Gambier. Re latter - Audits currently being completed as well as training for City of Adelaide venues and event organisers, including a resource kit, due to be delivered by the end of 2021
		2.1.3	City of Adelaide encourages the delivery of accessible events in the city, by providing information, support and funding to event organisers	Grants and sponsorship supports accessibility improvements Event application process requires submission of an access and inclusion plan as part of their site plan Accessible Event Information Sessions delivered As an outcome of the Events Service Review, Event Operating Guidelines/ tools and templates created and updated to include access and inclusion checklists and plans.	On Track	The grant partnership project has been re-started with a request for Accessible Events Pilot Project consulting, audit and training package
	2.2 Social connectedness and wellbeing	2.2.1	Library programs and services are adaptable and responsive to user needs, by having staff with disability awareness, Information Management (IM) systems which are accessible, and partnerships which support inclusive programming	Number of employees who have undertaken disability awareness training IM solutions that support users with disability Evidence of partnerships that support people with disability	On Track	38 Staff completed the mandatory: Disability, Access & Inclusion Awareness training module, Communication Access Refresher and Autism Charter. One staff completed Public Libraries Supporting People with Disabilities. Continue to provide accessible tools and resources including IT. Partnerships include Access2Arts, mindshare, Office of the Ageing.
		2.2.2	Community Centre programs and services are adaptable and responsive to user needs, by having staff with disability awareness, Information Management (IM) systems which are accessible, and partnerships which support inclusive programming	Number of employees who have undertaken disability awareness training IM solutions that support users with disability Evidence of partnerships that support people with disability	On Track	Staff have undergone disability awareness training and refresher training for communication access. Staff liaise with organisations such as Purple Orange and Access 2 Arts to ensure programs are inclusive. NACC has worked to modify the building, including the stage, providing new stairs and railing and adding ramps to the outside area, to improve accessibility for users.
		2.2.3	City of Adelaide grants and sponsorship programs support accessible activities and events; the guidelines, application forms and online application system are accessible to all users	Audit of online systems Guidelines and application form available in accessible formats Listing of funding provided to support increased accessibility	On Track	New Community Impact Grants and Strategic Partnerships funding program utilising Smarty Grants system from August 2021 and associated documents being developed to accessibility guidelines.
		2.2.4	The Cultural Strategy supports artist and audience development; by providing information, support and funding to develop content, venues and promotional material that is accessible and inclusive	Evidence of funding provided Evidence of artist development Evidence of audience development Evidence of disability sector partnerships	On Track	Cultural Strategic Partnerships 2021: 1. True Ability delivering workshops for multi-generational artists with lived experience of disability to create new theatrical work. 2. Adelaide Symphony Orchestra delivering 'relaxed' concerts for audiences on the autism spectrum, with sensory and/or communication disorders, learning disabilities and/or are neuro-diverse.
		2.2.5	City of Adelaide supports older residents and carers to remain independent, through the provision of programming and supports that work with their strengths and help achieve the goals of 'wellbeing and reablement'	Scope of programs and supports offered No. of new participants	On Track	We continue to support residents living independently through facilitating home support services via a third party.
		2.2.6	City of Adelaide's volunteer program supports people with disability to engage in a variety of volunteering roles within the city, by having volunteer supervisors with disability awareness and processes and systems which are accessible	Online application system audited Volunteer supervisors trained in disability awareness Examples of role redesign Volunteer testimony/profile on website	On Track	All volunteers and volunteer supervisors undertake the mandatory Disability Access and Inclusion Awareness training module. Voice to text function being introduced into our volunteer induction platform and a formal workplace assessment is undertaken for anyone who identifies as living with a disability.
		2.2.7	City of Adelaide continues our affiliation with the Companion Card SA program	City of Adelaide services including Adelaide Aquatic Centre and Adelaide Golf Links remain affiliated	On Track	Hosting Blind golf events on a regular basis. Aquatic Centre has a continued affiliation with Companion Card. RECLINK customers regularly play golf at Par 3 2 PGA golf coaches qualified 'all abilities'
2.2.8	City of Adelaide promote a program of International Day of People with Disability celebrations each year	Calendar of activities listed on What's On	On Track	In-person International Day of Disability events were cancelled due to COVID-19. Promoting the importance of the Day, links to online IDD events, and relevant CoA pages were published as a feature article in the Next Edition on 3 December 2020.		

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

		Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021	
3. Finding out what's available	3.1 Customer services are accessible to all users	3.1.1	Person to person, and face to face communication opportunities are retained and promoted	Customers are aware of other options that are easily identifiable Customer feedback is sought regarding the services that they want/ need provided person to person and face to face	Complete	Communication Access is promoted through signage at the Customer Centre. Opportunity created for feedback via sms/email completing an anonymous survey if contact details are supplied. Our endorsed Customer Experience Strategy specifically calls out for people to ensure they have factored in Access and Inclusion needs into everything they do
		3.1.2	Person to person, and face to face opportunities are complimented by accessible online services including City Chat and the City of Adelaide website	Evidence of services provided % of people accessing online services	Complete	Our endorsed Customer Experience Strategy states that all channels should be considered for customers to choose from. Online forms - 10,235 Website views (customer site) - 54,424 Website views (customer home page) - 19,787 Live chats - 62 Unable to specify Chatbots this quarter due to system issues
	3.2 Information is accessible to all users	3.2.1	All City of Adelaide websites adhere to the Web Accessibility National Transition Strategy (NTS) and WCAG 2.0 Level AAA compliance	Website Audit compliance	Complete	CoA continuously seeks to achieve WCAG 2.0 Level AA standards through proactive accessibility and quality assurance checks. All publishing requests are subject to an accessibility checklist. As of June 2021, mandatory training for new web editors focuses on how to comply with the Digital Service Standard (DSS) which superseded the NTS.
		3.2.2	Council information is available in multiple formats including Easy English/Read, AUSLAN and formats that are compatible with reader technology	Marketing Standard Developed	On Track	Marketing and Communications Team through Social Planning Team provided feedback to Department of Human Services (DHS) Accessible and Inclusive Toolkits. It was identified and shared that staff training, simple practical guides for different forms of communications and implementation case studies will be helpful resources. They can guide the implementation of accessible and inclusive comms as an ongoing way of doing business and to ensure CoA continues to be inclusive in the way we communicate to all our customers. Received 2020 Speech Pathology Australia Community Contribution Award in recognition of the City's significant achievements in partnering with Scope (Victoria) and Two Way Street, to provide individuals with communication disability, access to libraries, community centres and customer service centres
		3.2.3	City of Adelaide has Communication Access expertise within the staff team, or an arrangement in place to access this expertise	Evidence of qualification and/or training provided; or contract with specialist provider	On Track	Ongoing action. Recent staff turnover requires training of new staff to the organisation.
		3.2.4	City of Adelaide has a central webpage listing key accessibility information and maps, for toilets, car parking, destinations e.g. accessible play spaces	Data requirements investigated	Complete	Nil comment.
		3.2.5	City of Adelaide further investigates opportunities to support people to undertake journey planning online and onsite, building on learnings and research from the 'Accessible Adelaide Project' pilot	Evidence of investigation and delivery of solutions	Pending	Has not progressed due to competing COVID-19 demands however elements are being incorporated into the Accessible Events Project.
		3.2.6	City of Adelaide investigates the recommendations from the 'Provision of Accessibility Information' research project to support accessible tourism, such as opportunities to support Traveller's Aid services, volunteer information champions and precinct accessibility maps	Examples of strategies implemented	Pending	Action to be reviewed 2021/22.
		3.2.7	City of Adelaide share relevant business-related data in Economic Insights Dashboard	Data collection supports business insights	On Track	Investment Insights' dashboard is live: https://www.experienceadelaide.com.au/business/investing-in-adelaide/insights/
		3.2.8	City of Adelaide investigates opportunities to promote the business case for accessibility	Evidence base collated and shared with stakeholders Marketing and media coverage of case study examples in the city	Pending	Action to be reviewed 2021/22.

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

		Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021	
4. Participating in Council decision making	4.1 Self-determination	4.1.1	City of Adelaide ensures that our community engagement opportunities are provided online and person to person (verbally), and that online research and consultation activities are accessible	YourSay meets WCAG 2.0 Level AAA Contact person nominated for all engagements Survey standard investigated	On Track	CoA seeks to always be at WCAG 2.1 Level AA standard, the National Transition Strategy is defunct. There is no 'requirement' to be a Level AAA. Contact person always available re engagement. Survey review status to be followed up.
		4.1.2	City of Adelaide acknowledges the diversity of disability and designs engagement opportunities accordingly; in partnership with sector experts. Engagement with vulnerable groups is actively sought out including but not limited to; Aboriginal and Torres Strait Islander people with disability, women with disability, children with disability, culturally and linguistically diverse people with disability (as defined in the Disability Inclusion Act 2018)	Examples of engagement activities with vulnerable groups	On Track	Examples include but not limited to: Engagement with people living with disability and their families and advocates re Quentin Kenihan Inclusive Playspace including two Access and Inclusion Advisory Panel members. Accessible Events Project includes co-design process with people living with disability along entire project. Access and Inclusion Advisory Panel including membership that represents target groups identified in action 4.1.2.
		4.1.3	City of Adelaide continues to facilitate the Access and Inclusion Advisory Panel; and promotes their role in advising case study projects and related activities across City of Adelaide	Membership reflects Terms of Reference Membership attendance at meetings Minimum quarterly meetings held	On Track	Min. of 4 meetings per year not met due to COVID-19 pandemic impacts however 2 meetings held in 2020 and 3 meetings by end of 2021. Out of session and online capacity for meetings is now in place to ensure ongoing engagement with the panel on council projects, programs and policies. Three new members recruited in July 2021.
		4.1.4	City of Adelaide's Access and Inclusion Advisory Panel are provided with opportunities to engage with Elected Members	Opportunities provided	Pending	Opportunities have been severely hindered due to COVID-19 restrictions.
		4.1.5	City of Adelaide investigates opportunities to make Council decision making more accessible to the community; such as investigating accessible documentation, interactive live streaming of Council meetings, live captioning of Council meetings, attending and making presentations to Council meetings, and Elected Member disability awareness	Evidence of investigation and delivery of solutions No. of Elected Members who have undertaken disability awareness training	On Track	The activities of the Meeting Audio Visual Enhancements Working Group have wound up. An improved streaming solution has been implemented in the CLR and Council Chamber. Next steps with this solution are to explore options to share document and can investigating live captioning of discussions. This may not be appropriate and we would need to consider best practice and practicality of managing captioning output. In January 2021 the Council Members were given access to the online Disability Access & Inclusion Awareness Training and notified via E-News, to date none have completed. This will be followed up with the OCEO and OLM to consider additional strategies to encourage training and other opportunities for awareness.
		4.1.6	City of Adelaide investigates opportunities to support leadership development for people with disability in the community	Evidence of investigation and delivery of solutions	On Track	This has not been a priority whilst managing COVID-19 pandemic impacts however the Access and Inclusion Advisory Panel is considered to be a leadership mechanism and panel members are invited to be involved closely in council projects as opportunities arise e.g. Quentin Kenihan Playspace. CoA also actively promotes external leadership opportunities such as the Local Government Access and Advisory Panel which provides representation of Local Government Areas in South Australia.
		4.1.7	City of Adelaide provides an up to date listing of disability advocacy and complaints services on our website	Listing audited annually	On Track	Online information reviewed alongside addition of relevant COVID-19 support information.
		4.1.8	City of Adelaide continue to respond to formal complaints respectfully and efficiently	Number and nature of DDA or Human Rights complaints received and resolved annually	On Track	No specific complaints received to date.

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

		Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021	
5. Working at City of Adelaide	5.1 An inclusive organisational culture	5.1.1	City of Adelaide employees and volunteers are offered disability awareness training via the Learn and Perform system	All employees and volunteers complete training All employees and volunteers offered refresher training every 3 years	Complete	All employees, volunteers and elected members have been assigned our Disability Access and Inclusion Awareness online module. The module is essential for all current and new volunteers and employees. As of July 2021, 84% of employees have completed the Disability, Access & Inclusion Awareness online training – we received a lot of positive verbal feedback about this module and it's impact. We send reminders to those employees who are yet to complete it.
		5.1.2	City of Adelaide employees are supported to undertake disability related training as required, including but not limited to Communications Access training	No. of employees trained Examples of training undertaken	On Track	Communication Access training has been delivered to Customer Centre, Community Centre and Library teams. Customer Centre & Libraries are Communication Access certified facilities. All sites manage their refresher training. We are waiting on quotes for Communication Access accreditation for other customer-facing sites and prioritising what teams should next undertake the training (in line with budget capacity/limitations). Members of the Marketing team have previously undertaken relevant Web Accessibility training. New Website Coordinator recently enrolled in Web Accessibility Course. People team trained in Job Access Disability Awareness Train the Trainer program. Tip sheet for creating accessible documents developed.
		5.1.3	City of Adelaide review our processes and systems regarding job design, recruitment and selection, on-boarding, resources and tools; to ensure barriers to inclusion are removed	Evidence of investigation and delivery of solutions	On Track	Many organisational actions have advanced under the Job Access Employment Project whereby the City of Adelaide is committed to the continuous improvement of disability inclusion in regards to employment related policies, practices and guidelines. Outcomes over the 18 month partnership that commenced in February 2020 with Disability Employment Service (DES) providers include but are not limited to City of Adelaide staff presenting to over fifteen DES providers in June 2021 to build relationships and increase visibility of role vacancies; incorporating disability inclusion data collection into the annual staff Culture Survey; Executive endorsing an Inclusion Statement and embedding this in organisational and public communications and in the recruitment process; and the People Experience team trained in Job Access Disability Awareness Train the Trainer program.
		5.1.4	City of Adelaide works with other local government partners and/or state government to identify initiatives which improve the experience of employees with disability	Initiatives identified and implemented	On Track	In February 2020 we commenced an 18 month partnership with Job Access, a Federal Government funded program. During the partnership we reviewed our people processes and systems to remove barriers to inclusion. In August 2021, contacted the Local Government People & Culture Network to explore what other councils are doing to improve the experiences of employees with disability and how we can share knowledge and initiatives. We have not heard back from any Councils about this yet.
		5.1.5	City of Adelaide leaders have the skills and knowledge needed to support staff with disability and caring responsibilities	Examples of leadership training delivered annually	Complete	Internal Hiring Manager & Leader Resource pages have been updated to include resources for recruiting or leading people with disability and removing barriers to inclusion. All leaders are required to complete our online Disability, Access & Inclusion Awareness online training. Inclusive Leadership resources currently being developed for all leaders which aligns with the themes of our Inclusion Statement. These resources will cover topics including why diversity is important, managing employees with disability and caring responsibilities, inclusive language, workplace modifications and flexible work arrangements, recruiting diverse teams, bias, recognising inclusive teams.
		5.1.6	City of Adelaide promotes flexible working arrangements, our 'Flexible Work Arrangements Operating Guideline' enables this	Review of Flexible Work Arrangements Operating Guideline Culture Survey results Explore how to define and measures flexible work arrangements	Complete	Review of Flexible Work Arrangements Operating Guideline has been undertaken to reflect our commitment and the process for making reasonable adjustments. Performance Development Conversations (PDC) process has been reviewed to incorporate ongoing conversations between employees and leaders in relation to wellbeing and safety.
	5.2 An accessible workplace	5.2.1	City of Adelaide Information Management systems are accessible and meet the Australian Standard for Accessibility requirements suitable for public procurement of ICT products and services (AS EN 301 549: 2016)	Standards investigated and reflected in procurement guidelines: (a) Baseline with vendors (b) At contract renewal (c) Replacement opportunities identified	Complete	Compliance with AS EN 301 549:2016 have been incorporated as part of non-functional technical requirements software and hardware procurement going forward.
		5.2.2	City of Adelaide employees are skilled in identifying a range of accessible hardware and software solutions to increase the accessibility of our IM systems, where required	Number of employees trained in disability awareness Establish operating guideline/standard	Complete	Ongoing with any new staff joining corporation.
		5.2.3	City of Adelaide offers all employees a work station assessment when they commence, or change work station	% of employees who have had a work station assessment	Complete	100% of all new office based employees receive a workstation assessment. Outside workforce have Job Dictionaries and are inducted against the loads and forces requirements of those.
		5.2.4	City of Adelaide considers the impact of building works, upgrades and reconfigurations on employee's access, including impacts regarding access to accessible toilets, access to quiet space, dust, chemicals, lighting and noise	Access requirements included in project risk assessment	On Track	During the office space optimisation process maintained all existing accessible toilets and identified alternative sites for the WHS Wellness rooms impacted by the moves. Contractor building work that may impact employees or others is performed at the weekend or after normal business hours.

City of Adelaide Disability Access and Inclusion Plan 2020-2021 Action Progress List

		Action (Deliverable)	Measures and Target	Action Status	Action Commentary - September 2021
6. Leaders in local government	6.1 Lead by example	6.1.1 City of Adelaide shares our learning and participates in sector development opportunities; including but not limited to the Local Government Access and Inclusion Network	Examples of sector participation	On Track	CoA member of LGA Disability Inclusion Project Reference Group; member of LG Access and Inclusion Network; partners with Alexandrina Council and City of Mount Gambier re Accessible Events Project.
	6.2 Work collaboratively with the State Government	6.2.1 City of Adelaide works with the State Government to meet the requirements of the Disability Inclusion Act, identify joint initiatives and support sector development	State Government membership of the Access and Inclusion Advisory Panel Examples of joint initiatives Reporting requirements met for the Disability Inclusion Act 2018	On Track	CoA staff provided detailed feedback on development of online toolkits re engagement, communication, events and signage and wayfinding. CoA annual DAIP report due to State Govt. 31 October 2021. Department of Human Services is current member of the CoA Access and Inclusion Advisory Panel.

Item 5.3 - Attachment A

Adelaide Aquatic Centre - Feasibility Study Update

ITEM 5.4 05/10/2021

The Committee

Strategic Alignment - Thriving Communities

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VS2021/1480

Public

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City Shaping

EXECUTIVE SUMMARY

Council previously received a Detailed Needs Analysis and Strategic Options Analysis resulting in the approval to undertaking a Detailed Feasibility Study (the Study) of a new Regional Community Aquatic and Recreation facility. The Study was to be based on a facility delivering community aquatics and recreation services including lap swimming, warm water (hydrotherapy), swim school, recreational swimming, gymnasium, and other fitness programs. In addition, the facility was to accommodate the services at a regional scale, including a 50-metre pool, and have the capacity for over 1 million visitations. The location of the facility was to be within Denise Norton Park / Pardipardinyilla (Park 2).

On 13 September 2021, Administration received the 'Regional Community Aquatic and Wellbeing Centre Feasibility Study' which concluded a Regional Aquatic and Wellbeing Centre with an outdoor 50m pool in the southeast corner of Park 2 is the preferred development option for Council to progress. The key drivers of the finding are the delivery of over 1m visits per annum providing maximum community value, achieving an operating surplus, representing the lowest construction cost, delivering the highest return on capital investment over the life of the asset (50 years), providing the lowest annual cost to council including long term renewal costs and maintaining service continuity during construction.

To inform the detailed investigations, concept options have been developed for each of the sites. These concepts are contained in Section 8.1 of the Study and reflect the facility scope previously endorsed by Council. Based on the concepts, identified sites, key assumptions and exclusions, the construction cost of the facility on the preferred site is estimated to be approx. \$65 million. A breakdown of the total project costs is provided in paragraph 31 of this report and Section 9 of the consultant's report (noting total project costs exclude the items identified in Section 9.1 of the Study).

This report provides Council Members with a summary of 'the Report' findings, conclusion and next steps as well as a copy of the consultant's final Report.

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The following recommendation will be presented to Council on 12 October 2021 for consideration

That Council

1. Notes the report titled 'Regional Community Aquatic and Wellbeing Centre Feasibility Study - Final Report – September 2021 - City of Adelaide' as shown in Attachment A to Item # on the Agenda for the meeting of the Council held on 12 October 2021.
 2. Notes the conclusions contained within the Feasibility Study and the body of this report.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Thriving Communities The delivery of a new Adelaide Aquatic Centre (AAC) would support the health and wellbeing of our communities and provide an inclusive, safe, and welcoming community space.
Policy	The Adelaide Park Lands Management Strategy and relevant Community Land Management Plan provide direction for the future development and use of the Park Lands. Active City Strategy sets the direction for the provision of recreation and sport opportunities that support and encourage people to be physically active in the City
Consultation	Appendix D of the Feasibility Study contains the details of extensive community consultation undertaken during the Needs Analysis which informs the study's findings. Additional consultation with Blackfriars Priory School was conducted as detailed in 7.5 of the Feasibility Study
Resource	Currently being resourced from the Property and Commercial Program operating budget
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Development of a state-of-the-art AAC will provide significant opportunity to improve ratepayers and city visitors access to aquatic facilities and provide greater social return on investment.
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 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
21/22 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	Initial submissions have been made to State and Federal Government seeking funding as a significant social Infrastructure project.

DISCUSSION

Background Summary

1. In August 2019, an independent consultant (Warren Green Consulting) was engaged to undertake a 'Needs Analysis' to ascertain the scale and key features that should be prioritised to best meet the current and future needs of the community if Council was to replace the existing Adelaide Aquatic Centre (AAC) with a new facility.
2. The final 'Needs Analysis' Report was received by Council at its meeting 9 June 2020.
3. Administration subsequently reviewed the strategic options identified within the Aquatic and Leisure Centre Needs Analysis and in particular the long-term cost and risk implications of a renewal of the existing facility option verses the demolition and redevelopment of a new facility.
4. The Needs Analysis confirmed that the existing facility has fundamental shortcomings in terms of catering for the aquatic needs and expectations of the community and as a result its use, patronage and financial performance is significantly compromised.
5. Further analysis of strategic options and facility designs was completed to confirm the renewal of the existing facility was not feasible.
6. On 16 June 2020, Administration facilitated a site visit and workshop with Council Members. The purpose of the workshop was to seek Council's vision for the future provision of Recreational, Health and Wellbeing services to meet the needs of the community now and into the future.
7. At the Workshop, Council Members were provided with several strategic options and facility examples based on the findings contained within the Aquatic and Leisure Centre 'Needs Analysis'.
8. A follow up Workshop was facilitated with Council Members at the Committee on 20 October 2020 where Council Members were also updated on the progress of Federal and State Government funding submissions.
9. On 10 November 2020, a report titled 'Adelaide Aquatic Centre – Future Options Progress Report' was presented to Council. The report provided Council Members with further information and insights in relation to services, scale and location to assist it in consideration of the future provision of recreational, health and wellbeing services to meet the needs of the community now and into the future.
10. At that meeting, Council approved the undertaking of a detailed feasibility study for a new Regional Community Aquatic and Recreation facility that:
 - 10.1. Delivers community-based, aquatics and recreation services including lap swimming, warm water (hydrotherapy), swim school, recreational swimming, gymnasium, and other fitness programs.
 - 10.2. Can accommodate the above services at a regional scale with one 50 metre pool requiring a capacity for over 1 million+ visitations.
 - 10.3. Assesses locations within Denise Norton Park / Pardipardinyilla (Park 2) including but not limited to:
 - 10.3.1. The existing Adelaide Aquatic Centre location
 - 10.3.2. The Southeast corner (intersection of Barton Terrace West and O'Connell Street)
11. At the Council meeting on 9 February 2021, following detailed scoping and market engagement, a budget of \$90,000 was approved via QF2 to complete the Feasibility Study resulting in engagement of a project team comprising of Warren Green Consulting and CO-OP Studio.
12. In April 2021, a workshop was facilitated with Council Members to review the site assessment that had been undertaken based on the resolution of Council in November 2020. Based on the assessment criteria, the sites located in the southeast and southwest sections of Park 2 achieved the highest rating.
13. Notwithstanding the assessment, the consultation with Council members resulted in progressing the Feasibility Study on following preferred sites:
 - 13.1. Southeast corner of Park 2
 - 13.2. Northeast corner of Park 2
14. Noting Councils desire for the facility to include one 50 m pool, an outdoor 50m pool and leisure water and an indoor 50m pool and leisure water were progressed for each of the preferred sites as part of the Study.

15. A copy of the consultant's final report titled 'Regional Community Aquatic and Wellbeing Centre Feasibility Study - Final Report - September 2021 - City of Adelaide' (**the Study**) was received by Administration on 13 September 2021.
16. This report provides Council Members with a summary of the Study findings and proposed next steps.

Project Process

17. In undertaking the Study, the Project Team undertook the following:
 - 17.1. Project inception meeting to clarify the project background and intent
 - 17.2. Research and Consultation, including a review of the planning background and internal consultation
 - 17.3. Site Assessment – undertook a detailed review of the site
 - 17.4. Determination of the detailed facility development scope
 - 17.5. An analysis and review of the projected facility performance
 - 17.6. Comparison of the siting and building (indoor/outdoor) options to conclude the preferred development option to progress to future stages.
18. The Study follows on from the Needs Analysis and Strategic Options Analysis which provided guidance on future demand, facility components and potential viable development options.
19. The key findings from the Needs Analysis and Strategic Option Analysis have been used to inform the Study on matters including:
 - 19.1. The most suitable siting option for a new facility
 - 19.2. The specific facility components
 - 19.3. The design solution, including floor plans
 - 19.4. The indicative project costs and financial performance.
20. The Study is a technical assessment of the matters outlined above and therefore the process has not incorporated additional community consultation (beyond key stakeholders). It is proposed that this will occur as part of subsequent stages of this project, subject to the specific direction of Council, and is likely to be during initial stages of detailed design.

Facility Components

21. The core functional areas of the potential new facility are:
 - 21.1. Reception and foyer spaces
 - 21.2. 50m pool with spectator seating
 - 21.3. 25m pool
 - 21.4. Learn to swim pool
 - 21.5. Leisure pool
 - 21.6. Warm water pool
 - 21.7. Spa, sauna and steam Learn to swim
 - 21.8. Gym (large) and program rooms (high-intensity, wellness and spin)
 - 21.9. Crèche
 - 21.10. Café
 - 21.11. General amenities and services
22. Two potential development options were identified as:
 - 22.1. Outdoor 50m pool and leisure water
 - 22.2. Indoor 50m pool and leisure water.
23. To minimise height in the Park Lands, a single level development has been assumed. This could be adjusted to a two-level development resulting in a reduction of the overall building footprint.
24. A summary of the associated areas for each option is provide below. Note: these are provided a guide based on the concept designs and would be subject to detailed design.

Option	Gross Floor Area (sqm)	Outdoor Area Includes Car Park (sqm)	Total Area (sqm)	Indicative Building Footprint Variation to AAC (11,900sqm)	Indicative Site Footprint Variation to AAC (29,000sqm)
Outdoor 50m Pool and Leisure Water	7,662	16,400	24,121	(4,238)	(4,879)
Indoor 50m Pool and Leisure Water	10,588	14,000	24,587	(1,312)	(4,413)

Table 1: Indoor and Outdoor Areas for Options

Site Overview; Options Analysis and Indicative Site Concept

25. The preliminary site assessment was undertaken on all potential sites within Denise Norton Park / Pardipardinyilla (Park 2).
26. A workshop was facilitated with Council Members in April 2021 to seek their views on the preferred location options identified as part of the site assessment.
27. The initial assessment presented at the workshop, determined that two sites were deemed the most suitable for further analysis:
 - 27.1. The Southwest corner (intersection of Barton Terrace West and Jeffcott Street)
 - 27.2. The Southeast corner (intersection of Barton Terrace West and O'Connell Street).
28. Despite not achieving the highest rating, Council members indicated a preference for the site in the Northeast Corner (corner Prospect Road & Fitzroy Terrace – adjacent Blackfriars / Community Courts) over the site in the southwest corner of Park 2.
29. Based on Councils preference to maintain business continuity, essentially ruling the existing site out, the Study has focussed on Council Members preferred two sites, the Southeast Corner, and the Northeast Corner of Park 2.
30. To inform the detailed investigations, concept options have been developed for each of the sites. These concepts are contained in Section 8.1 of the Study and reflect the facility scope previously endorsed by Council.
 - 30.1. These concepts are indicative and provided for the purposes of the Study only to inform the assessment process.

Estimated Cost Summary

31. Based on the concepts, identified sites, key assumptions and exclusions, the estimated costings are provided below.

Item	Regional Facility with Outdoor 50m Pool	Regional Facility with indoor 50m Pool
Building Works	\$22,703,863	\$31,810,130
Aquatic Works	\$17,857,840	\$17,689,840
External Works and Services	\$5,182,200	\$5,227,400
ESD and Design Contingency	\$3,337,195	\$3,786,369
All Electric Provision	\$2,500,000	\$2,500,000
Total Construction Cost	\$51,581,098	\$61,013,739
Other Costs*	\$12,734,350	\$15,180,428
Total Project Cost**	\$64,315,448	\$76,194,167

Table 2: Estimated Facility Option Costs

31.1. The following are relevant to the costings in Table 2:

- 31.1.1. Total project costs exclude the items identified in Section 9.1 of the Study and Other Costs include contingencies, allowances, authority fees etc.
- 31.1.2. Full project costings are provided in Section 11 of the Study with these also including estimated costs associated with traffic management (\$1.5m – \$3m dependant on site selection) and AAC site remediation and depreciation/write-off.

Performance Projections

32. Section 10 of the Study provides performance projections for the two potential development options (i.e. Regional Facility with an outdoor 50m pool and an indoor 50m pool) and 2 preferred siting options. Full details associated with the financial projections and assumptions used are provided in Section 10 and Appendix F of the Study.
33. Based on the performance projections the recommended development option is a new Community Aquatic and Wellbeing Centre (with outdoor 50m pool) in the Southeast corner of Park 2.

Comparison to the existing AAC

34. Key information has been provided in the table below to provide a comparison of the existing facility and the recommended development option.

Item	Existing AAC	Aquatic & Wellness Centre – Southeast Corner – Outdoor 50m Pool
Facility Information		
Building Footprint (sqm)	11,900	7,662
Total Land Footprint (sqm)	29,000	24,121
Total Car Parks (with off-site)	266	400
Gym Size (sqm)	373	800
Performance Information		
Annual Visitations	714,035	1,004,345
Revenue (Indicative)	\$6,239,678	\$9,857,002
Expenditure (Indicative)	\$7,266,021	\$9,314,523
Net Performance (Indicative)	(\$1,026,343)	\$542,479
Swim School Members	2,400	4,084
Health & Wellness Members	1,600	5,114
Total Swim School and H&W	4,000	9,198
Benchmarks		
Surplus / (Subsidy) per Visit	(\$1.44)	\$0.60
Income per sqm	\$524	\$1,286
Income per Visit	\$8.74	\$9.81
Visits p.a. per Building (sqm)	60	131
Visits p.a. per Car Park	2,684	2,510
Visits p.a. per Site Size (sqm)	25	41
Visits per Catchment	4.3	6.0
Swim School per Catchment	15%	26%
Members per Catchment	1.4%	4.5%
Members per Gym Space (sqm)	4.3	5.6
Annual Sinking Fund / Renewal Requirement	(\$1.4m) to (\$2.1m)	(\$1.3m)
Annual Cost to Council including Sinking Fund	(\$2.4m) to (\$3.1m)	(\$758,000)
Subsidy per Visit including Sinking Fund	(\$3.39) to (\$4.34)	(\$0.74)

Table 3: Recommended Option Evaluation

Conclusion

35. As outlined in Table 3, the existing facility is estimated to lose c \$1m / year in operating costs, excluding the estimated \$14 - \$21m in maintenance and renewals required over the next 10 years. When the necessary future capital investment is considered, the minimum annual cost to Council is in the order of \$2.4m (based on conservative figure of \$14m in renewals) or a subsidy of \$3.39 / visit.
36. A Regional Aquatic and Wellbeing Centre with an outdoor 50m pool in the southeast corner of Park 2 is the preferred development option for Council to progress due to:
 - 36.1. The facility components and capacity being able to sustain in excess of 1m visits pa.
 - 36.2. Achieving an operating surplus of approx. \$550,000 pa or a \$0.60 profit per visit.
 - 36.3. The total construction cost of c\$65m representing the lowest construction cost and results in the highest return on capital investment over the life of the asset (50 years).
 - 36.4. The annual cost to council including long term renewal costs is the lowest of all options (\$760,000 pa), including retaining the existing Centre.
 - 36.5. Maintaining service continuity during construction.
 - 36.6. Impacting least on Key Biodiversity Areas within Park 2.
 - 36.7. Avoiding impacts on existing community infrastructure (basketball / tennis courts).
 - 36.8. Impacting least on the traffic network in the local area.
37. Given the significant upfront capital cost and ongoing subsidy required, it will be critical in order to attract significant funding support for this project that Council develops a comprehensive shared funding model. Shared funding models are now commonplace for a large range of projects. Mt Barker District Council has recently secured \$22.3m in funding from the State (\$7.3m) and Federal (\$15m) Governments towards the construction of a new Aquatic and Leisure Centre in Mt Barker.
38. There are a wide-ranging social, economic, and environmental benefits of the project together with the strong strategic alignment with State and Federal Government policies and plans relating to health and wellbeing. It is recommended that Council seeks \$55m in funding support from the Commonwealth and State Government. If this funding support can be achieved, then the overall project cost to Council could be in the order of \$15m-\$20m.

Next steps

39. As outlined in the report titled '*State and Federal Partnership Opportunities 2021-22*' that was presented to Council on the 21 September 2021, funding advocacy to key stakeholders both State and Federal Government continues to be progressed based on the preferred development option of a Regional Aquatic and Wellbeing Centre with an outdoor 50m pool in the southeast corner of Park 2.
40. Report back to Council confirming the progress and/or outcomes of the funding advocacy in Q2 of FY21/22.

ATTACHMENTS

Attachment A – Regional Adelaide Aquatic and Wellbeing Centre Feasibility

- END OF REPORT -

REGIONAL ADELAIDE AQUATIC AND WELLBEING CENTRE FEASIBILITY STUDY

FINAL REPORT - SEPTEMBER 2021

CITY OF ADELAIDE



WARRENGREENCONSULTING

**REGIONAL ADELAIDE AQUATIC AND WELLBEING CENTRE
FEASIBILITY STUDY
CITY OF ADELAIDE**

September 2021

Item 5.4 - Attachment A

CONTENTS

Executive Summary	1
1 Introduction	4
2 Needs Analysis Key Findings	5
2.1 Adelaide Aquatic Centre Background.....	5
2.2 Demand Analysis.....	7
2.3 Community and Stakeholder Consultation Summary.....	7
2.4 Strategic Direction.....	8
2.5 Broad Facility Scope.....	9
3 Contextual Information	10
3.1 Other Council Strategies and Plans.....	10
3.2 City of Adelaide Demographics.....	12
3.3 Strategic Context and Alignment Summary.....	12
4 Industry Benchmarks	14
4.1 Major Aquatic and Recreation Facility Benchmarking.....	14
4.2 Operational Benchmarking.....	15
5 Industry Trends	16
5.1 Design Trends.....	16
5.2 Aquatic and Leisure Facility Design Examples.....	19
6 Facility Components	25
6.1 Scope Overview and Potential Options.....	25
6.2 Detailed Scope.....	26
7 Site Overview and Options Analysis	28
7.1 Potential Site Options.....	28
7.2 Park 2 Overview.....	29
7.3 Preliminary Site Assessment.....	33
7.4 Preliminary Access Review.....	38
7.5 Blackfriars Priory School Feedback.....	38
8 Indicative Site Concepts	39
8.1 Park 2 South East Corner Indicative Facility Concept.....	39
8.2 Park 2 North East Corner Indicative Facility Concept.....	42
8.3 Indicative Facility Images.....	45
9 Estimated Facility Cost Summary	47
9.1 Key Assumptions and Exclusions.....	47

CONTENTS

9.2	Estimated Facility Costs	48
10	Performance Projections	49
10.1	Key Assumptions	49
10.2	Financial Projections.....	51
11	Summary of Options.....	54
11.1	Options Evaluation.....	54
11.2	Conclusion	54
	Appendix A - AAC Site and Floor Plans	56
	Appendix B - Carnival and Events Summary	59
	Appendix C - Demand and Social Value Analysis.....	62
	Appendix D - Previous Stakeholder Consultation	67
	Appendix E - Facility Cost Assessment at Concept Phase	73
	Appendix F - Performance Projections.....	80

Executive Summary

The Adelaide Aquatic Centre (AAC) is at the end of its practical life as highlighted by a previous review of the asset condition which indicated that the required total capital works over next 10 years could be in the range of \$14M to \$21M. Due to the AAC asset condition, and the significant functional limitations and exceptionally high operational costs, the City of Adelaide has commenced planning for a new Regional Adelaide Aquatic and Wellbeing Centre.

Regional Facility Development Option

As part of its future planning, the City of Adelaide completed a detailed Needs Analysis Study in late 2019. This Study identified that there is current day demand for at least 955,000 aquatic and recreation visitations per annum. An assessment of the projected demand in 2030 indicated that it is estimated that there is demand for approximately 1.3M+ visitations per annum. With consideration to future population growth, it is projected that in 2030 there is demand for 4,457 health and wellness members, 4,084 swim school members for a combined total of 8,500 which is more than twice the current AAC total of 4,000.

Based on this very high level of demand, and guided by comprehensive industry benchmarking, it was identified that a regional scale aquatic and leisure facility would be most appropriate as a new facility in Adelaide. This development option would incorporate a diverse range of accessible and contemporary community facilities including: a 50m pool (either an indoor or outdoor) with seating for approximately 500 spectators, 25m pool, learn to swim pool, leisure water (either indoor or outdoor), dedicated warm water pool, sauna, spa, steam gymnasium, program rooms, crèche, café and associated service areas. This type of facility would have the capacity to accommodate more than the 1M annual visitations projected in the future.

Policy and Strategy Alignment

The City of Adelaide has identified that the new Regional Adelaide Aquatic and Wellbeing Centre will enable the Federal Government, the South Australian Government and the City of Adelaide to deliver on numerous policies and strategies with key benefits including:

- Provide community/social infrastructure which supports movement for life through sport and physical activity participation.
- Provide affordable community/social infrastructure that allows every Australian, at all stages of their life regardless of gender, ability or ethnicity, and no matter where they live, to undertake the exercise they need and want in a safe, fun and inclusive way, whether it is through sport or other types of activity.
- Give all South Australian children the opportunity to learn the skills, confidence, and motivation to be active for life and safe in the water.
- Remove the largest barrier to entry for participation (poor facility condition).
- Provide increased accessibility and provision for existing users such as the Department of Education as well as schools from across metropolitan Adelaide who are frequent users of the current facility.
- Coordinate investment in sport and recreation facilities to achieve sustainable outcomes for communities, with a focus on universal design to ensure sport is accessible to all Australians.
- Provide high quality social spaces using the principles of universal design to ensure people with a disability as well as users from culturally and linguistically diverse backgrounds (CALD) can participate.
- Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences.
- Reduce greenhouse gas emissions and assist the City of Adelaide and the South Australian Government achieve the goal of becoming a carbon neutral city by 2050.

Siting Review and Implications

A Council Resolution in November 2020 noted that the site assessment for the new Regional Adelaide Aquatic and Wellbeing Centre should include, but not be limited to, the following two sites within Denise Norton Park / Pardipardinyilla (Park 2):

- The existing Adelaide Aquatic Centre location.
- The South East corner (intersection of Barton Terrace West and O'Connell Street).

Subsequent to this, a further three potential Park 2 site options were identified for preliminary consideration, and these were:

- South West Corner (corner Jeffcott Road and Barton Terrace West).
- North East Corner (corner Prospect Road and Fitzroy Terrace – adjacent Blackfriars / Community Courts).
- North West Corner (corner Fitzroy Terrace and Jeffcott Road – Bush Magic Playground).

As part of the site assessment undertaken, consideration was given to a range of existing City of Adelaide policies and strategies including: The Park Lands Community Land Management Plan (Park 2), Adelaide Park Lands Building Design Guidelines, Adelaide Park Lands Management Strategy 2015-2025 and the Integrated Biodiversity Management Plan 2018-2023. Other factors considered as part of the assessment included accessibility, urban context, ground conditions, future proofing, risk, service continuity and cost implications.

Based on the site assessment undertaken and consultation with Council, Council identified that the South East corner and North East corner sites should be assessed in more detail with concepts, costings and financial projections.

A preliminary access review to these sites identified that the provision of approximately 400 to 500 parking spaces would (from a high-level perspective) be likely to require two access points to adequately accommodate the associated level of traffic generation (unless additional traffic control, such as signalised or a roundabout was implemented). It was also identified that the South East Corner site would generally provide a greater opportunity to accommodate traffic volumes associated with the proposal and provide a more balanced distribution of trips to the external road network. By comparison, while the North East Corner site would be workable from a traffic perspective, it would be associated with greater levels of queuing and delays for movements into and out of the site.

A meeting was conducted with representatives from Blackfriars Priory School and a written response of the implications was received. A high level summary of the feedback from Blackfriars Priory School of the potential site options was that potential siting options of the south-west, south-east and north-east sites would all have a significant impact on playing fields and tenant/sub-tenant use within the precinct. This impact would be further amplified due to Council's preference to continue to operate the current aquatic centre whilst construction of the new facility occurs.

Regional Facility Development Feasibility Assessment

Two potential development options (i.e. a regional facility with an outdoor 50m pool and leisure water or an indoor 50m pool and leisure water) for the two identified sites (i.e. Park 2 South East and North East corners) were further assessed as part of the Feasibility Study. To minimise height in the Park Lands, a single level development has been assumed. This could be adjusted to a two level development resulting in a reduction of the overall building footprint.

The key findings associated with this assessment are outlined below.

The table below provides an indication of site footprint requirements for the two development options. This indicates that the outdoor 50m and leisure water option would have the smallest building area of approximately 7,662sqm. It is estimated that this option would have a building footprint that is 4,238sqm less than the AAC and a site footprint which is 4,879sqm less than the AAC.

Option	Gross Floor Area (sqm)	Outdoor Area Includes Car Park (sqm)	Total Area (sqm)	Indicative Building Footprint Variation to AAC (11,900sqm)	Indicative Site Footprint Variation to AAC (29,000sqm)
Outdoor 50m Pool and Leisure Water	7,662	16,400	24,121	(4,238)	(4,879)
Indoor 50m Pool and Leisure Water	10,588	14,000	24,587	(1,312)	(4,413)

The detailed analysis of the potential site and development options identified that an outdoor pool in the South East corner would result in the more preferred site option, the lowest annual subsidy including asset renewal at an average of \$743K per annum and the lowest overall capital cost at an estimated \$65.8M (excluding AAC site remediation and depreciation costs). The table below provides full details of the key findings from the analysis undertaken. Note: the financial performance projections are averaged over a 10 year period and include the first few 'ramp up' years.

Item	South East Corner Outdoor 50m Pool	South East Corner Indoor 50m Pool	North East Corner Outdoor 50m Pool	North East Corner Indoor 50m Pool	Notes
Site Assessment					
Suitable (Green)	8	8	5	5	As per Assessment
Limitations (Yellow)	4	4	7	7	As per Assessment
Not Suitable (Red)	0	0	0	0	As per Assessment
Relative Site Ranking	1	1	2	2	As per Assessment
Visitations					
Average Visits p.a.	1,004,345	1,038,999	1,004,345	1,038,999	10 Year Average
Performance Details					
Average Income	\$9,857,002	\$9,960,324	\$9,857,002	\$9,960,324	10 Year Average
Average Expenditure	\$9,314,523	\$9,260,083	\$9,314,523	\$9,260,083	10 Year Average
Average Net	\$542,479	\$700,241	\$542,479	\$700,241	Performance
Surplus per Visit	\$0.60	\$0.76	\$0.60	\$0.76	10 Year Average
Sinking Fund					
Annual Sinking Fund	(\$1,286,309)	(\$1,523,883)	(\$1,286,309)	(\$1,523,883)	2% of Project Cost
Annual Council Cost	(\$743,830)	(\$823,643)	(\$743,830)	(\$823,643)	With Sinking Fund
Total Project Costs					
Project Cost	\$64,315,448	\$76,194,167	\$64,315,448	\$76,194,167	Note Exclusions
Traffic Management	\$1,500,000	\$1,500,000	\$3,000,000	\$3,000,000	Indicative Amount
Total Project Cost	\$65,815,448	\$77,694,167	\$67,315,448	\$79,194,167	
Other Costs - AAC					
Depreciation	\$21,216,134	\$21,216,134	\$21,216,134	\$21,216,134	Asset Write Off
Site Remediation	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	Site Works

1 Introduction

At the November 10th 2020 Council Meeting, Council endorsed the undertaking of a detailed Feasibility Study for a new Regional Adelaide Aquatic and Wellbeing Centre. In guiding the Feasibility Study, Council resolved that the Facility:

- 1.1 Delivers community-based, aquatic and recreation services inclusive of lap swimming, warm water (hydrotherapy), swim school, recreational swimming, gymnasium and other fitness programs.
- 1.2 Can accommodate the above services at a regional scale requiring a capacity for over one million+ visitations annually.
- 1.3 Assesses locations including but not limited to within Denise Norton Park / Pardipardinyilla (Park 2):
 - 1.3.1 The existing Adelaide Aquatic Centre location.
 - 1.3.2 The South East corner (intersection of Barton Terrace West and O'Connell Street).

As further background, the Feasibility Study follows on from the recent Needs Analysis Study which provided guidance on future demand, facility components and potential options. It is proposed that the key findings from the Needs Analysis will be used to inform the additional outputs associated with the Feasibility Study including:

- The most suitable siting option for a new facility.
- The specific facility components.
- The design solution, including floor plans.
- The indicative project costs.
- The projected visitation numbers and financial performance.

Project Process

In undertaking this Feasibility Study, the following process has been completed by the consulting team:

- Project inception to clarify the project background and intent.
- Research and Consultation, including a review of the planning background and internal consultation.
- A review of the site.
- Determination of the detailed facility development scope.
- An analysis and review of the projected facility performance.

2 Needs Analysis Key Findings

The Regional Adelaide Aquatic and Wellbeing Centre Feasibility Study follows on from the extensive work undertaken as part of the Aquatic and Leisure Centre Needs Analysis Study (2020). As an informing document to the direction of the proposed new aquatic and wellbeing centre, key findings from the Needs Analysis are outlined below.

2.1 Adelaide Aquatic Centre Background

The Adelaide Swimming Centre was constructed as an outdoor pool in the Adelaide Park Lands (in Pardipardinyilla as part of the North Park Lands precinct) in 1969 and redeveloped in 1985 as the indoor state based aquatic facility and renamed Adelaide Aquatic Centre (AAC). To meet the diverse community need, a further redevelopment occurred in 1990 with the addition of some shallow water spaces. In 2018/19 (pre-COVID) the AAC had 714K visitations with revenue of \$6.2M.

A summary of the AAC facility components is outlined below with a site plan and floor plan attached in Appendix A:

- Aquatics facilities: 50m pool, dive pool, program/leisure pools, slide, spa and sauna.
- Dry facilities: gymnasium, crèche and café.
- Ancillary areas: reception, retail area, changerooms, office space, physiotherapy service, leased office space and operations areas.
- There is a total of 266 car parks, including 10 disabled car parks.

The total building footprint, excluding car parking, is approximately 11,900sqm, with the total approximate site footprint being 29,000sqm.

In late 2009, the SA Government in association with the City of Marion and the Australian Government, funded a \$100 million project to construct a new State Aquatic and Leisure Centre (SAALC) to service not only the community, but also elite level athletes and major events. SAALC has hosted national aquatic events including the Australian Swimming Championships and Olympic Trials. This has resulted in the AAC being repositioned as a community-based service provider, but with the significant legacy constraint of being designed as the state based centre.

Asset Condition and Functionality

A previous review of the asset condition of the AAC indicated that the required total capital works over next 10 years could be in the range of \$14M to \$21M. While these works would address the condition of the asset, they would not necessarily enhance the services or reduce operational costs. Examples of areas requiring major works include, dive pool, 50m pool boom, eastern grandstand, spa, sauna, steam room, changerooms and dive platforms.

A review of the AAC design and function compared to a contemporary aquatic and leisure facility indicates that because of its age and the staged development, that it has relatively poor facilities for children, health and wellness users and the crèche, while it is at practical capacity with the swim school program. It also has only adequate facilities for people with special needs. The review indicates that while the AAC is a functional facility, no facility components are rated as excellent and this impacts the overall performance of the Centre.

A summary of the relevant strengths and weaknesses are outlined in the table below:

Key Strengths	Key Weaknesses
<ul style="list-style-type: none"> - Good accessibility, with ramps into the pools. - Access to 50m pool lap swimming. - Range of aquatic spaces and pool depths. - Large outdoor area with BBQ facilities. - Fully accessible all year round. - Diversity of facilities. 	<ul style="list-style-type: none"> - Very high energy and operational costs. - General facility condition. - Absence of family changerooms. - Limited shallow water space at peak times. - Car park not fully compliant. - Health and wellness area very small.

Table 1: AAC High Level Strengths and Weaknesses

Performance Overview

From a performance perspective, it is noted that while the ACC has relatively high annual visitation numbers, the overall 2018/19 (Pre COVID) financial performance is poor, predominately because of the age, the condition and the design of the asset (i.e. large in size, extensive water areas, etc.). When compared to major facility industry benchmarks the following points are noted:

- AAC visits per annum of 714K are 39% lower than the benchmark average of 1.17M.
- The net performance of AAC of an approximate deficit of \$1.03M¹ is a significant net performance variation of \$2.19M when compared to the benchmark average for best practice facilities of a \$1.17M surplus.
- The combined swim school and health and wellness numbers of approximately 4,000 for AAC is significantly lower than the combined average of 7,970. This variation accounts for a significant component of the variation in the total AAC revenue, when compared to the other facilities.
- Overall revenue per square metre at AAC of \$524 is 58% less than the benchmark average of \$1,243. In addition, annual visits per square metre at AAC of 60 are 47% less than the benchmark average of 114. Both performance measure comparisons are substantially influenced by the large AAC facility footprint.
- Overall visits per catchment of 4.3 are 62% less than the benchmark average of 11.2 visits per head of population.
- The AAC gym area of 373sqm is 51% less than the benchmark average of 764sqm.

The following additional visitation and usage information from 2018/19 is provided with further carnival and event details in Appendix B:

- There were 25 school-based swimming carnivals in the main pool, and these consisted of: 15 in 50m mode and 10 in 25m mode, with the average spectator/participant numbers of 470 and two carnivals having just over 1,000. Four of these carnivals were combined school events.
- There were four other (non-school) carnivals with two of these being in 50m mode and the other in 25m mode.
- There were four regional water polo events in the dive pool with the average spectator / participant numbers of 150.
- Overall dive pool bookings for the year consisted of 702 hours of water polo, 9 hours of scuba, 14 hours of swimming and 104 hours of other bookings, for a total of 829 hours booked for the year. This equates to an average of 2.2 hours of booked time per day, which is considered a relatively low level of usage.
- There were approximately 144 separate individual school visits to the Centre consisting of 21 swim carnivals, 35 end of year activity days, eight (8) excursion visits and 80 school OSHC programs.

From an AAC usage perspective, it is noted that the City of Adelaide residents were the fourth highest users (7.7% of users) behind the City of Port Adelaide Enfield (22.6%), City of Charles Sturt (17.1%) and the City of Prospect (16.5%). Based on this analysis it is also noted that the City of Prospect has the highest participation number per head of residents with an indicative 5.5 visits per head, followed by the Town of Walkerville with 3.5 visits per head and the City of Adelaide with 2.2 visits per head.

In summarising the design, performance and function of the AAC, the following key points are highlighted. It is identified that the fundamental design of the AAC has evolved around a 50 year old facility and it is now in poor condition requiring an estimated capital investment of up to \$21M over the next 10 years (an investment that won't deliver any substantial functional benefits). The Centre was redeveloped as a state based aquatic facility, but no longer performs this function and rates poorly in many areas for customer experience. The

¹ Included a one off membership accrual adjustment of \$349K

Centre has a very large building footprint for its visitation numbers and a high operational subsidy particularly given that approximately only 8% of users are City of Adelaide residents.

Co2 Emissions

Recent additional research indicates that the AAC is very energy intensive, in 2018/19 the facility used 2,253,211 kWh of electricity and 46,923 GJ of gas resulting in 4,100.2 tonnes of greenhouse gas emissions. Gas consumption at the AAC is the largest single contributor to the City of Adelaide's greenhouse gas emissions.

The opportunity exists for an all-electric aquatic facility to be powered by 100% renewable electricity under the City of Adelaide's power purchase agreement with Flow Power. The transition to an all-electric facility would reduce the City of Adelaide's operational greenhouse gas emissions by at least 15% compared with 2018-19 greenhouse gas emissions. As the City transitions to 100% renewable electricity, this site's proportional emissions will grow further and become Council's largest carbon liability.

Conclusion

Based on this information, it is concluded that the AAC is rapidly nearing the end of its practical and functional life.

2.2 Demand Analysis

A comprehensive assessment of the demand for an aquatic and wellbeing centre at the current AAC site indicates that for 2019 it is conservatively estimated that there is demand for at least 955,000 visitations per annum. It is also estimated that there is demand for 2,952 health and wellness members, 2,731 swim school members. Based on the consulting team's separate benchmarking and demand analysis, this is projected to be more than 1M visitations per annum. For context, this site would be one of the few remaining new sites in Australia to attract this level of annual visitations.

A further assessment of projected demand in 2030 indicates that it is estimated that there is demand for approximately 1.3M+ visitations per annum. With consideration to future population growth, it is projected that in 2030 there is demand for 4,457 health and wellness members, 4,084 swim school members for a combined total of 8,500 which is more than twice the current AAC total of 4,000.

Based on this demand analysis, it is also determined that a new greenfield facility catering for this demand would result in a total Social Value saving of \$4.57M per annum for health benefits associated with the reduced risk of drowning, reduced risk of chronic and acute health conditions and health system savings.

A summary of the Demand Analysis and Social Value Analysis is attached in Appendix C.

2.3 Community and Stakeholder Consultation Summary

As part of the Aquatic and Leisure Centre Needs Analysis Study, a stakeholder consultation process was undertaken. This process resulted in 502 online responses via *Your Say Adelaide* (with 1,150 downloads of the documents), 200 completed face to face surveys at the AAC, 130 hard copy feedback forms, 18 submissions from organisations, 449 emails and approximately 580 other interactions with AAC users. A summary of the key themes from this consultation is provided below.

The AAC is centrally located, has good accessibility and accommodates diverse range of users for a range of purposes including recreation, education, special needs groups, general wellbeing and sport. This diversity of usage is due to a range of factors including the amount and range of different aquatic spaces available.

The face to face consultation undertaken at the AAC highlighted the regional catchment on the Centre with only 15.0% of respondents being City of Adelaide rate payers with a further breakdown indicating that 23.5% of respondents were either residents or business owners. This finding is comparable to previous research, which indicates that only 7.7% of AAC users lived in the City of Adelaide.

Amongst AAC community users it was identified that the most important services were recreational swimming, the café, lap swimming, swim lessons and the spa / sauna / steam. Regular users commented on the importance of the AAC being a welcoming place, allowing for safe exercise and social interaction, with special needs groups highlighting attributes such as the accessible change room. General feedback provided indicated that any plans should consider the provision of more car parking, a facility renewal / upgrade, the provision of enhanced recreational facilities and better facilities for children.

Schools and sporting organisations highlighted the benefits of the AAC resulting from its location and the range of aquatic sport facilities (e.g. 50m pool, spectator seating and water polo pool) and the importance of the facility in providing the broader region with services for: training, club activities, competitions and events. These groups had a much stronger view about future facility requirements, and these included: a 50m pool at 2m deep and 25m wide (available for sporting use), electronic scoreboards, storage, meeting / marshalling rooms and spectator seating (similar to existing). It was noted that the higher level of sport and school usage occurred over the summer period or shortly after.

This feedback highlighted the significantly different expectations and needs of community users compared to sporting groups and to a lesser extent school based usage. As a general theme, community users, which account for most of the facility usage, have a strong focus on the provision of facilities for recreation, education (e.g. swim lessons), social interaction and general wellbeing. Sporting organisations by comparison have a greater expectation for the provision of infrastructure that meets the relevant sports code standards or requirements.

Submissions received from other stakeholder groups identified a range of themes relating to the strategic positioning of the Centre and design considerations. This included a view of the need for a new facility and that the funding and operational costs should be consistent with its purpose and the user groups it aims to service (i.e. geography and / or aquatic sport). If a new facility was to be developed, consideration should be given to minimising the footprint, ensuring biodiversity sensitive urban design, maximising water sustainability and looking at options to maximise visitations and revenues to reduce overall subsidy requirements.

Consulting Team Note – Much of the feedback provided by current user groups was high-level (i.e. current visitations and / or membership details were generally not provided) hence any future planning may need to consider actual demand and participation rates by these groups.

An overview of the detailed consultation findings from the Needs Analysis Study are attached in Appendix D.

2.4 Strategic Direction

The following information provides a summary of the key points identified from internal consultation and site visits to South Australian facilities.

- A key focus area of any future facility provision should be the consideration of accommodating the needs of non AAC users with a focus on encouraging greater participation from residents. To this end, it was noted that a range of Council research and planning policies are relevant to the planning of an aquatic and leisure facility and these include the Residents Survey, Active City Strategy, Disability Access and Inclusion Plan and broader strategic documents, such as the City Strategic Plan.
- It was highlighted that the strategic positioning of any new facility to replace AAC would be critical, particularly given that the AAC is no longer the state-based facility. SAALC now accommodates most of the aquatic sport-based training and events including diving, swimming and water polo and has further capacity to accommodate water polo. As a result, the AAC performs a different function from its original purpose.

2.5 Broad Facility Scope

As part of a high level options overview of potential development options, it was identified that a regional facility accommodating the optimal visitation numbers of more than 1M+ would incorporate the following core facility elements.

- 50m pool with spectator seating.
- 25m pool.
- Learn to swim.
- Leisure water (large).
- Warm water pool (large).
- Spa, sauna and steam.
- Gym (large) and program rooms.
- Crèche.
- Café.
- Service areas.

3 Contextual Information

The following information provides an overview of relevant contextual and background information. Note: strategies and plans specific to Denise Norton Park / Pardipardinyilla (Park 2) site are summarised in a subsequent section.

3.1 Other Council Strategies and Plans

Based on the project objectives and the location of the facility, the following details from relevant Council strategies and plans are highlighted to inform the provision of a new community aquatic and wellbeing centre.

City of Adelaide Strategic Plan (2020-2024)

The Strategic Plan outlines the plan for Adelaide, as the most liveable city in the world.

The four key guiding principles of the Strategic Plan are: Thriving Communities, Strong Economies, Dynamic City Culture and Environmental Leadership. Of relevance to the development of a new aquatic and wellbeing centre are the following key points:

- Healthy and resilient communities.
- Safe and welcoming community spaces.
- A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes.
- One of the world's first carbon neutral cities by 2025, where sustainability is core.

In relation to the Thriving Communities Theme, the following relevant points are identified as part of "How will we do it?":

- Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences.
- Build and be guided by the Wellbeing Dashboard.
- Develop diverse places, and facilities with and for young people.
- Support health and housing for vulnerable people and young people.
- Support volunteerism to build community capacity and connectedness.
- Support delivery of welcoming civic infrastructure/third spaces to foster community connections through the adoption of universal and sustainable design principles

Active City Strategy (2013-2023)

In considering the future needs associated with a regional community aquatic and wellbeing centre, the Council's Active City Strategy (2013-2023) provides a framework for facility and service provision through the identification of six key principles, these principles are:

- Maximise participation: Council will support multi-purpose facilities and infrastructure redevelopments that achieve multiple outcomes and result in maximum participation by the community.
- Health and wellbeing for all: All people, regardless of age, cultural background, socio-economic status or ability will be supported to be physically active in the City. Barriers to participation, such as cost and physical access will be addressed.
- Optimal facilities and operations: We will provide the best possible experiences for residents, workers, students and visitors through a place-making approach that is informed by the community. We will trial new and innovative ideas for providing physical activity opportunities in the City.
- Working with partners: We will partner with other government agencies, educational institutions, community organisations and the leisure industry to deliver more opportunities or deliver opportunities sooner.

- Economic sustainability: We will ensure that our major leisure facilities are commercially responsive to the market and managed in a manner that ensures maximum participation and value for money.
- An informed and educated community: In partnership with the health and leisure industry, we will communicate the benefits of pursuing an active and healthy lifestyle and promote the range of physical activity opportunities available in the City.

A review of local government aquatic service provision, which also included a review of private sector provision, found that: there is a very low level of provision for warm water pools (hydrotherapy) and leisure pools (for children) and that apart from SAALC and Aquadome (which are 15km and 24km away respectively), there are no other indoor 50m pools in the area. It is also noted that there are no local or State Government aquatic facilities in the neighbouring areas of the City of Charles Sturt, the City of Prospect and the Town of Walkerville.

Consultation with facility operators highlighted the importance of providing quality facilities, services and adequate spaces for swim school and health and wellness, as these areas can account for two thirds of the total income and hence under-pin the financial success, while also maximising community benefit. On many occasions these core business areas have been underspecified in new facilities resulting in ongoing management challenges.

City of Adelaide Disability Access and Inclusion Plan (2019-2022)

As South Australia's Capital City Council, the City of Adelaide is committed to demonstrating best practice in access and inclusion planning. In implementing the Disability Access and Inclusion Plan (DAIP), it is recognised that it isn't impairment, but rather the barriers that exist in the community, that limit people's ability to fully participate and create a disabling environment.

Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. The Australian Bureau of Statistics 2015 data states almost 1 in 5 Australians reported living with disability. The City of Adelaide is projected to have a residential population of 37,721 in 2036 which means the number of people experiencing disability in the city is likely to grow to 7,544.

Carbon Neutral Strategy (2015-2025)

As a major priority, Council outlined its aspiration for the City of Adelaide to be the world's first carbon neutral city. Having successfully decoupled economic and population growth from carbon emissions, we show the world what is possible. Our sustainable way of life, agile business practices and commitment to lasting change leads the world, supports growth, attracts investment, fosters innovation and enriches the Adelaide experience.

The City of Adelaide is a Climate Active carbon neutral organisation. Outcome 2 of the Strategy identifies the goal that Adelaide City Council has zero net carbon emissions from its operations by 2020. A key Council priority associated with this is to prepare and implement a Carbon Neutral Council action plan to achieve carbon neutrality by 2020, including measures in the areas of buildings and facilities.

City User Profile (2019) and Resident Survey (2020)

As part of an annual review of City users, it was established that the key words that people visiting the City most identified with about the City were: easy, around, shopping, people and park lands. The most important problems identified by City users about the City in key words were parking, traffic, homelessness, transport and people.

A separate resident survey in 2020 identified the following relevant points:

- 21% of respondents undertake physical activity every day. Those aged 55 - 74 years are the most likely to do physical activity every day (30%).
- The rating for happiness was 78% medium/high and 22% very low/low.
- The rating for the inclusiveness of the local community was 59% very/somewhat with 25% not sure.

3.2 City of Adelaide Demographics

A detailed summary of the demographics of the catchment population for a facility located on the existing site was included in the Needs Analysis Report. A summary of the City of Adelaide (only) demographics is outlined below with Forecast id analysis and projections indicating the following:

- The City population is projected to increase from 23,552 in 2016 to 50,614 in 2041 for an overall increase of 114%.
- In 2016, the age cohorts with the largest populations were: 20 to 24-year-old (4,958 or 21% of the total population) and 25 to 29-year-old (3,266 or 14%). These two-population age cohorts account for 35% of the total City population.
- A summary of household type in 2016 indicated that 4,188 (41%) of the total 10,111 households' types were lone person households. By 2041, lone person households are projected to increase to 9,876 or 44% of the total City household number.

3.3 Strategic Context and Alignment Summary

The City of Adelaide has identified that a new Regional Adelaide Aquatic and Wellbeing Centre will enable the Federal Government, the South Australian Government and the City of Adelaide to deliver on several policies and plans.

Commonwealth Government

- Sport 2030 - National Community Development Programme.
- Australia 's Long-Term National Health Plan.
- National Preventative Health Strategy (due 2021).
- National Action Plan for the Health of Children and Young People 2020 - 2030.

South Australian Government

- Recreation, Sport and Racing Strategic Plan 2021 - 2025.
- State Sport and Recreation Infrastructure Plan 2020 - 2040.
- Game On - Getting South Australia Moving Plan.
- South Australia's Plan for Ageing Well 2020 - 2025.
- South Australian Health and Wellbeing Strategy 2020 - 2025.
- Wellbeing SA Strategic Plan 2020 - 2025.

City of Adelaide

- City of Adelaide Strategic Plan 2020 - 2024.
- Active City Strategy 2013-2023.
- City of Adelaide Wellbeing Plan 2020 - 2025.
- City of Adelaide Disability Access and Inclusion Plan 2019 - 2022.
- Carbon Neutral Strategy 2015 - 2025.

A new Regional Adelaide Aquatic and Wellbeing Centre will:

- Provide community/social infrastructure which supports movement for life through sport and physical activity participation.
- Provide affordable community/social infrastructure that allows every Australian, at all stages of their life regardless of gender, ability or ethnicity, and no matter where they live, to undertake the exercise they need and want in a safe, fun and inclusive way, whether it is through sport or other types of activity.
- Give all South Australian children the opportunity to learn the skills, confidence, and motivation to be active for life and safe in the water.

- Remove the largest barrier to entry for participation (poor facility condition).
- Provide increased accessibility and provision for existing users such as the Department of Education as well as schools from across metropolitan Adelaide who are frequent users of the current facility.
- Coordinate investment in sport and recreation facilities to achieve sustainable outcomes for communities, with a focus on universal design to ensure sport is accessible to all Australians.
- Provide high quality social spaces using the principles of universal design to ensure people with a disability as well as users from culturally and linguistically diverse backgrounds (CALD) can participate.
- Leverage the Adelaide Park Lands to promote health, wellbeing and lifestyle experiences.
- Reduce greenhouse gas emissions and assist the City of Adelaide and the South Australian Government achieve the goal of becoming a carbon neutral city by 2050.

4 Industry Benchmarks

As background to the facility scope and the performance assessment of a new regional community aquatic and wellbeing centre, the information below provides a summary of relevant industry benchmarks.

4.1 Major Aquatic and Recreation Facility Benchmarking

The table below provides an overview of the aquatic and recreation facility performance and benchmarking of five major facilities in 2018/19 (i.e. pre-COVID). For context only, a comparison against AAC has been provided.

The key findings, as highlighted on the following benchmarking page, are as follows:

- The benchmark average visitations were 1.17M.
- The benchmark average net financial performance, excluding renewal costs was \$1.17M surplus.
- The combined swim school and health and wellness number was 7,970.
- Overall revenue per square metre was \$1,243.
- Overall visits per catchment was 11.2 visits per head of population.

Item	Benchmark Average	AAC	AAC Variation
Facility Information			
Building Footprint (sqm)	10,452	11,900	14%
Total Land Footprint (sqm)	26,600	29,000	9%
Total Car Parks (with off-site)	513	266	-48%
Gym Size (sqm)	764	373	-51%
Performance Information			
Annual Visitations	1,171,000	714,035	-39%
Revenue (Indictive)	\$12,133,333	\$6,239,678	-49%
Expenditure (Indicative)	\$10,966,667	\$7,266,021	-34%
Net Performance (Indicative)	\$1,166,667	(\$1,026,343)	-188%
Swim School Members	3,180	2,400	-25%
Health & Wellness Members	4,790	1,600	-67%
Total Swim School and H&W	7,970	4,000	-50%
Benchmarks			
Surplus / (Subsidy) per Visit	\$0.91	(\$1.44)	-258%
Income per sqm	\$1,243	\$524	-58%
Income per Visit	\$9.73	\$8.74	-10%
Visits p.a. per Building sqm	114	60	-47%
Visits p.a. per Car Park	2,282	2,684	18%
Visits p.a. per Site Size	44	25	-44%
Visits per Catchment	11.2	4.3	-62%
Swim School per Catchment	25.0%	15.4%	-38%
Members per Catchment	8.0%	1.4%	-82%
Members per Gym Space	6.2	4.3	-31%

Table 2: Aquatic and Leisure Facility Benchmarking

4.2 Operational Benchmarking

The following information provides an overview of relevant operational benchmarking.

Car Parking Provision

A review of car parking provision at seven aquatic and leisure centres indicates that there is on average one car park per 2,848 visitations per annum. Additional research undertaken by the consulting team indicates that the generic optimal level of car parking provision is closer to 2,500 visits per car park. Based on this, as an example, if a facility was projected to have 1M visitations per annum it would ideally have 400 car parks.

Lifecycle Costing and Renewal

Many older local government aquatic facilities are in relatively poor condition due to a lack of asset replacement funding. The results in facilities that are poorly presented and are subject to regular breakdown of essential plant and equipment. Over time, these issues contribute to a reduction in customer satisfaction and a deterioration of financial performance.

To assist the consulting team with understanding the future asset replacement requirements for a range of aquatic facilities, quantity surveying company Slattery Australia Pty Ltd was previously engaged to provide an assessment of "Lifecycle Costs" for different facility types. The Lifecycle Costing Analysis identifies and evaluates the estimated funding requirements for items requiring replacement in the future.

The key finding from this Lifecycle Costing analysis is that an appropriate "sinking fund" provision for major works and capital replacement is approximately 2% per annum of the initial asset value. It is highlighted that this amount is in addition to annual proactive and reactive maintenance provisions.

It is important to note that asset replacement requirements are not annually uniform and will require higher commitments in some years as more expensive assets require replacement. Centres that have adequately funded asset replacement regimes continue to be well presented and operate efficiently well after they are opened. Importantly they continue to attract similar levels of customers throughout their effective life and deliver stable levels of financial performance.

5 Industry Trends

Key industry trends associated with the design of a new Regional Adelaide Aquatic and Wellbeing Centre are outlined below.

5.1 Design Trends

Over the past five years, there has been significant development and renewal of aquatic leisure centres nationally. These developments are in direct response to ageing assets, the changing needs of users and the provision of health and leisure activities for individuals, groups and families. A summary of the key design trends from research undertaken by the consulting team is outlined below. This research includes consultation with aquatic and leisure centre managers and ongoing site visits.

Dedicated Learn to Swim Pools

As a common design trend, dedicated learn to swim pools are now included into new facilities and existing facility redevelopments. These pools, which are generally around 10m by 12m with a temperature of 34 degrees Celsius and depths ranging from 0.7m to 0.9m, cater for more than 50% of a Centre's total learn to swim participation. The provision of this type of aquatic space together with other aquatic spaces, allows for the provision of progressive learn to swim programs and this facilitates high enrolment levels. A successful learn to swim program is critical to the overall financial sustainability of contemporary aquatic leisure centres. This has become even more important because of increased competition in the traditional local government "cash cow" area of health and fitness.

Water Play Areas – Leisure Water

The provision of all year round "leisure water" has been the most obvious development trend in facility design over the past five years. Leisure water includes sprays, tipping buckets, fountains, small water slides and the like. All new centres that the Warren Green Consulting team has worked on in the past three years, have included leisure water facilities. The installation cost of splash pads and water slides range from \$400K to \$3.0M.

Modern water play installations are highly interactive and can transform aquatic centres into entertainment destinations and increase activity levels in children aged from 2 to 14 years of age. Water play features provide significant revenue streams from increased patronage and provide indirect revenue through increased learn to swim revenue and secondary spend.

Water slides have become particularly popular in new centres replacing wave pools as the major attraction. Whilst water slides act as a major attraction particularly when they initially open, usage tends to drop off after year two as they lose impact particularly to the teenage market - teenagers tend to lose interest once the initial risk factors have been conquered. The drop-in patronage and the high costs of supervising slides suggest that there are some challenges associated with long-term financial sustainability.

Warm Water Exercise Pools and Wellness Area

Physiotherapists, general practitioners, personal trainers and other healthcare professionals are increasingly prescribing aquatic exercise programs for patients and clients. Studies have demonstrated the benefits of aquatic exercise for rehabilitation, injury prevention and pain management. Arthritis patients have an increased range of movement and more flexibility in water, allowing them to improve their physical condition.

As the population continues to age, the demand for venues to deliver aquatic therapies will grow. In response to the increased demand for warm water activities, most new facilities now incorporate either a hydrotherapy pool or a warm water exercise pool.

Further to the provision of dedicated warm water exercise pools, the demand for high quality wellness facilities has also increased. These facilities include spa, sauna and steam facilities, passive spaces and appropriate areas for social interaction such as meeting areas and quality cafes.

Universal Design and Disability Access

Changes to government legislation regarding general access means that modern facilities now require ramp access into all pools, hoists and accessible toilets and change facilities. Indoor heated pools are now more widely used by disability groups and individuals. Added to this is the growing range of programs and activities offered to people of different abilities and physical condition.

Universal Design Principles encourages the development of facilities suitable for use by everyone including people with vision and hearing impairments, families with prams and young children, people with injuries, the elderly and people with mobility impairments. An introduction to the seven generic principles of Universal Design is outlined below:

Principle	Definition	Guideline
A. Equitable Use	The design is useful and marketable to people with diverse abilities.	1a. Provide the same means of use for all users: identical whenever possible; equivalent when not. 1b. Avoid segregating or stigmatizing any users. 1c. Provisions for privacy, security, and safety should be equally available to all users. 1d. Make the design appealing to all users.
B. Flexibility in Use	The design accommodates a wide range of individual preferences and abilities.	2a. Provide choice in methods of use. 2b. Accommodate right- or left-handed access and use. 2c. Facilitate the user's accuracy and precision. 2d. Provide adaptability to the user's pace.
C. Simple and Intuitive Use	Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.	3a. Eliminate unnecessary complexity. 3b. Be consistent with user expectations and intuition. 3c. Accommodate a wide range of literacy and language skills. 3d. Arrange information consistent with its importance. 3e. Provide effective prompting and feedback during and after task completion.
D. Perceptible Information	The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.	4a. Use different modes (pictorial, verbal, tactile) for improving on redundant presentation of essential information. 4b. Provide adequate contrast between essential information and its surroundings. 4c. Maximize "legibility" of essential information. 4d. Differentiate elements in ways that can be described (i.e., make it easy to give instructions or directions). 4e. Provide compatibility with a variety of techniques or devices used by people with sensory limitations.
E. Tolerance for Error	The design minimizes hazards and the adverse consequences of accidental or unintended actions.	5a. Arrange elements to minimize hazards and errors: most used elements, most accessible; hazardous elements eliminated, isolated, or shielded. 5b. Provide warnings of hazards and errors. 5c. Provide fail safe features. 5d. Discourage unconscious action in tasks that require vigilance.
F. Low Physical Effort	The design can be used efficiently and comfortably and with a minimum of fatigue.	6a. Allow user to maintain a neutral body position. 6b. Use reasonable operating forces. 6c. Minimize repetitive actions. 6d. Minimize sustained physical effort.

Principle	Definition	Guideline
G. Size and Space for Approach and Use	Appropriate size and space are provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.	7a. Provide a clear line of sight to important elements for any seated or standing user. 7b. Make reach to all components comfortable for any seated or standing user. 7c. Accommodate variations in hand/ grip size. 7d. Provide adequate space for the use of assistive devices or personal assistance.

Table 3: Universal Design Principles**Family and Group Change Facilities**

The introduction of leisure water features and the drawing card these provide for families can place significant strain on change facilities. The industry has responded to the increased demand on change facilities by providing family specific change rooms. These change rooms generally consist of cubicles, but do not include showers or toilets. The change cubicles are grouped together to form a change village. "On deck" (poolside) showers complement change villages and enable people to rinse off prior to changing into their clothes. Change villages are a low-cost way of increasing overall change facility capacity and providing dedicated change facilities for families.

Group Training and/or Meeting Spaces Provision

Major redevelopments have incorporated the provision of additional group training or meeting spaces for a range of activities including community meetings, educational sessions, allied health services, spin classes, traditional aerobics, older adult programs, special needs groups sessions, programs for minority or ethnic groups and alternate training (e.g. yoga, tai chi, pilates etc.) These spaces have been shown to significantly increase customer retention, facilitate social interaction, create a sense of belonging, enhance overall financial performance and create a point of difference with the private sector.

Reception Foyer Areas Designed to Consider Self-Entry Opportunities

Changes in technology have made the implementation of self-entry options possible in aquatic and leisure centres. Self-entry involves customers swiping their membership cards or RFID bands over a scanner to gain access through entry gates in the foyer. Self-entry systems have many benefits including quick entry for members, reduction of queues, enhanced capacity to manage over the counter enquiries and some reduction in staff costs.

Technology Factors

Up until recent times, the application of technology has only been given moderate consideration in local government leisure and aquatic facilities. Industry leaders however identified this as being a major factor in influencing successful operation into the future with, as an example, significant opportunities associated with the following

- Create a more customer centric approach to the business through a seamless and more user-friendly approach (e.g. cashless, paperless, iCloud sharing of information).
- Utilise software/apps to enhance the customer experience and focus specifically on outcomes and objectives and the associated monitoring and assessment.
- Introduce a range of new service and program options including educational services on site through the use of online options.
- Utilise data for customer tracking, communication and marketing, revenue generation and continuous improvement.
- Introduce operational efficiencies with more effective software.

As a result of the above, it is highlighted that future facility developments should be designed with consideration of incorporating the capability of accommodating technology requirements. Where relevant, designs should reflect the potential opportunities associated with an enhanced customer experience and a more efficient operation.

Environmentally Sustainable Design (ESD) and Management

Reducing energy usage and carbon emissions is an increasingly critical part of centre management plans, facility design and operations. As an example, many local governments require a detailed response on the capacity to deliver environmentally sustainable management outcomes as part of tender submissions when outsourcing facility management. This often aligns directly to the goals or themes of many councils' Strategic Plans of creating greener and more sustainable environments.

As councils move to carbon neutrality and associated procurement of 100% renewable electricity supplies (as in the City of Adelaide's case), there is an emerging trend to remove remaining sources of significant carbon emissions. In terms of building energy use this is increasingly focused on electrification of energy use. Aquatic centres are typically one of the largest sources of carbon emissions for a council's operations and gas consumption associated with water and space heating is a significant contributor to this.

Additionally, as councils intensify responses to climate change it is important to ensure that decisions that impact on carbon mitigation outcomes are considered in the context of the 'whole of lifecycle' of assets to ensure that they reflect the strategic requirements over a centre's operational life and do not lock in technologies that are contrary to these objectives.

Increasingly, centres are using their environmental credentials as an opportunity to differentiate themselves from the rest of the market. Energy and water costs are predicted to continue to rise, therefore requiring increased capital investment in ESD to assist with long-term viability. It is important to recognise the emissions produced by aquatic facilities and to be environmentally responsible in reducing their footprint through ESD. This trend is likely to continue as people become more educated regarding the impact of ESD.

Consultation with architects highlighted the following points in relation to the design and planning process to maximise ESD outcomes:

- Cost effective integration of energy systems is best achieved when they are included from the outset. Energy is one of the largest cost inputs. Aquatic facilities use energy at multiple points throughout the facility. Location and design of plant and equipment, in the context of electrification, is a critical design component.
- The design process requires analysis of site-specific environmental conditions to assist in the creation of a facility that will react to its surroundings rather than impose upon them. This is particularly important with regards to the design of indoor aquatic facilities which consume significant amounts of energy to heat pool water and indoor environments.
- Through investigation into water management, biodiversity potential, climate mitigation will ensure a holistic and coordinated solution.
- Passive strategies for ventilation and day lighting are driven by detailed modelling and analysis, and material selection is carefully considered to ensure a healthy indoor environment with maximum thermal comfort for occupants.
- Three stages in the planning should occur: i) Optimise building performance via orientation, massing and fabric design. ii) Service optimisation and energy recovery and iii) On-site power generation.

5.2 Aquatic and Leisure Facility Design Examples

The following pages provide a summary of design examples images.



Image 1: Universal Design Example



Image 2: Large Entry and Retail Areas



Image 3: Multiple Amenity Options



Image 4: Accessible and Family Change

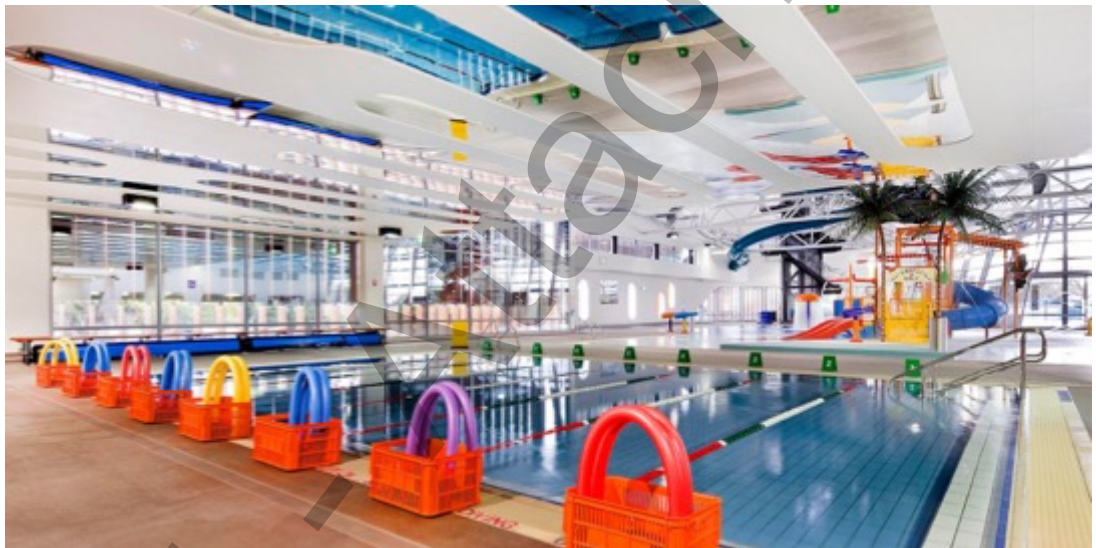


Image 5: Dedicated Learn to Swim and Shallow Water

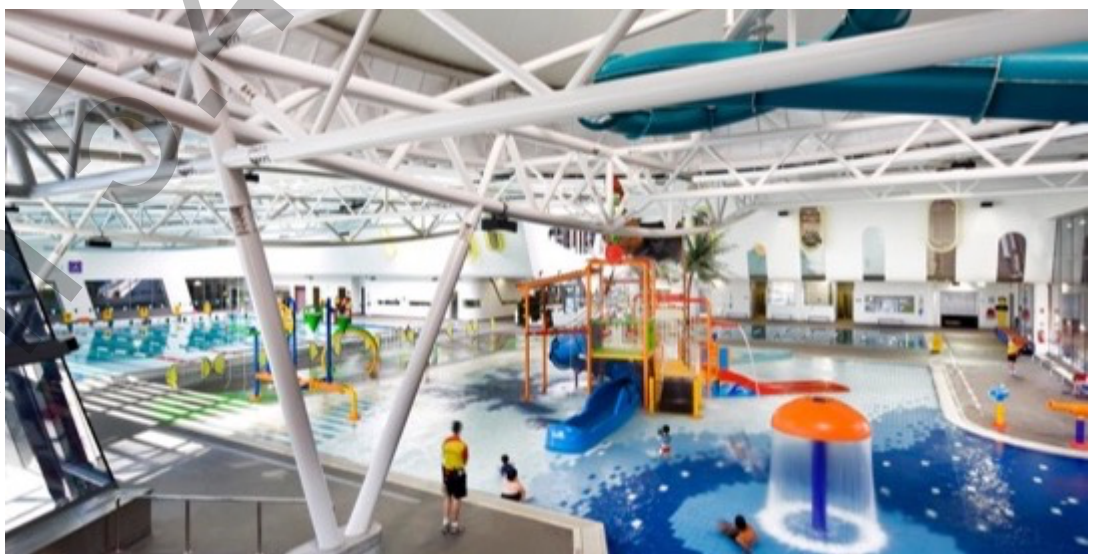


Image 6: Large and Interactive Leisure Water Spaces



Image 7: Large Gymnasium Spaces



Image 8: Multiple Group Training Spaces



Image 9: Variety of Group Training Spaces



Image 10: Older Adult Special Need Spaces



Image 11: Spa and Wellness Pool



Image 12: Social and Passive Spaces



Image 13: Quality Cafes Provision

6 Facility Components

Based on the extensive industry benchmarking undertaken, the future positioning as a community facility and the Council Resolution on November 10th 2020, the following information outlines the proposed facility scope for the of the Regional Adelaide Aquatic and Wellbeing Centre.

6.1 Scope Overview and Potential Options

The core functional areas of the potential new facility are:

- Reception and foyer spaces.
- 50m pool and spectator seating.
- 25m pool.
- Learn to swim pool.
- Leisure pool.
- Warm water pool.
- Spa, sauna and steam.
- Gymnasium.
- Programs rooms (high-intensity, wellness and spin).
- General amenities and services.

Development Options

The two potential development options are identified as:

- Outdoor 50m pool and leisure water.
- Indoor 50m pool and leisure water.

Total Area Summary

To minimise height in the Park Lands, a single level development has been assumed. This could be adjusted to a two level development resulting in a reduction of the overall building footprint. A summary of the associated areas for each option is provide below. Note: these are provided a guide and would be subject to detailed design.

Option	Gross Floor Area (sqm)	Outdoor Area Includes Car Park (sqm)	Total Area (sqm)	Indicative Building Footprint Variation to AAC (11,900sqm)	Indicative Site Footprint Variation to AAC (29,000sqm)
Option 1 - Outdoor 50m Pool and Leisure Water	7,662	16,400	24,121	(4,238)	(4,879)
Option 2 - Indoor 50m Pool and Leisure Water	10,588	14,000	24,587	(1,312)	(4,413)

Table 4: Indoor and Outdoor Areas for Options

As a comparison, the current AAC building footprint is 11,900sqm and the site footprint is approximately 29,000sqm.

6.2 Detailed Scope

The detailed scope associated with the potential development options is outlined below.

Area	Room	Regional Level Facility With New Car Park Outdoor 50m Pool			Regional Level Facility With New Car Park Indoor 50m Pool		
		Area (sqm)	Qty	Total (sqm)	Area (sqm)	Qty	Total (sqm)
Ground Level							
Entry							
	Foyer	200	1	200	200	1	200
	Reception	30	1	30	30	1	30
	Retail / Merchandise	20	1	20	20	1	20
	Office	12	1	12	12	1	12
	Open Plan	8	10	80	8	10	80
	Staff Kitchen / Amenities	15	1	15	15	1	15
	Store / Print	12	1	12	12	1	12
	Cafe / kitchen	50	1	50	50	1	50
	Cafe / seating	50	1	50	50	1	50
	Party Room	20	1	20	20	1	20
	Creche/Multi-purpose	120	1	120	120	1	120
	Office	12	1	12	12	1	12
	Amenities	12	1	12	12	1	12
	Kitchenette / store	15	1	15	15	1	15
	Sub-total:			648			648
Indoor Aquatic Facilities							
	50m Pool				1,800	1	1,800
	Spectator seating (to 600)				300	1	300
	25m Pool	1,050	1	1,050	1,050	1	1,050
	Spectator seating	80	1	80	40	1	40
	Learn-to-Swim Pool	550	1	550	550	1	550
	Leisure Pool / Splash Pad	900	1	900	1,500	1	1,500
	Warm Water Pool	650	1	650	650	1	650
	Spa / Sauna / Steam	120	1	120	120	1	120
	First Aid Room	15	1	15	15	1	15
	Storeroom	30	2	60	30	2	60
	Storeroom - external	80	1	80	80	1	80
	Sub-total:			3,505			6,165
Wet Change Rooms							
	Female	80	1	80	80	1	80
	Male	80	1	80	80	1	80
	Family	50	1	50	50	1	50
	Accessible	8	3	24	8	3	24
	Changing Places	15	1	15	15	1	15
	Outdoor Family	30	1	30	30	1	30
	Outdoor Accessible	8	1	8	8	1	8
	Group	45	2	90	45	2	90
	Sub-total:			377			377

Area	Room	Regional Level Facility With New Car Park Outdoor 50m Pool			Regional Level Facility With New Car Park Indoor 50m Pool		
		Area (sqm)	Qty	Total (sqm)	Area (sqm)	Qty	Total (sqm)
Health & Fitness							
	Health & Fitness Foyer	50	1	50	50	1	50
	Gymnasium	800	1	800	800	1	800
	Gymnasium Office	10	1	10	10	1	10
	Gymnasium Assessment	10	1	10	10	1	10
	Gymnasium Store	10	1	10	10	1	10
	Group Fitness – aerobics	200	1	200	200	1	200
	Group Fitness - wellness	150	1	150	150	1	150
	Group Fitness - spin	90	1	90	90	1	90
	Group Fitness Store	10	1	10	10	1	10
	Consulting Suites	80	1	80	80	1	80
	Tenancy Space (admin)	30	1	30	30	1	30
	Sub-total:			1,440			1,440
Health & Fitness Change							
	Female	75	1	75	75	1	75
	Male	75	1	75	75	1	75
	Accessible	8	1	8	8	1	8
	Sub-total:			158			158
Support							
	Pool Plant Room	450	1	450	450	1	450
	Mechanical Plant	300	1	300	300	1	300
	Main Switchboard	18	1	18	18	1	18
	Cleaners Store	8	3	24	8	3	24
	Waste Store	45	1	45	45	1	45
	Sub-total:			837			837
Total Indoor Areas							
	Ground Level Total:			6,965			9,625
	NETT AREA:			6,965			9,625
	Circulation / plant (10%):			697			963
	Gross Floor Area			7,662			10,588
Outdoor Spaces							
	Outdoor 50m Pool	1,300	1	1,300			0
	Outdoor Water Play	500	1	500			0
	Spectator viewing	600	1	600			0
	Picnic / BBQ	30	2	60			0
	Car Park for 400 Cars			14,000			14,000
	Total Outdoor Area			16,460			14,000

Table 5: Detailed Area Schedule

7.2 Park 2 Overview

A summary of relevant Park 2 background and planning documents is provided below:

The Park Lands Community Land Management Plan

The desired future character statement for the precinct incorporating Pardipardinyilla (Park 2) is to meet the sporting, recreation and socialising needs of the community in attractive, wide open spaces surrounded by large shady trees and dense understorey vegetation within an open woodland character. It is noted that a key challenge is managing the Adelaide Aquatic Centre to meet the needs of the community and achieve financial objectives.

The key challenges and opportunities associated with this are:

- Strengthening the quality and appeal of the Park Lands to attract park users.
- Contributing to the open space needs and expectations of the growing residential communities in and around the City.
- Managing remnant vegetation and water use to simultaneously provide habitat for wildlife, a quality environment for recreation, sport and events with grassed areas and natural shade, and mitigation of the urban heat island effect.
- Improving the biodiversity values of the Parks whilst ensuring they remain safe for users and maintain important views and vistas across the Adelaide Plains.
- Ensuring tree avenues are conserved or gradually replanted as required.
- Meeting demand for improved pedestrian and cyclist access for recreation and commuter purposes.
- Managing the Adelaide Aquatic Centre to meet the needs of the community and achieve financial objectives.
- Ensuring sustainable water use.

Park 2 (together with other identified areas) makes an important contribution to the recreation facilities in Open Woodlands/Sports Zone. Park 2 (and other identified areas) serves as a recreation precinct for a number of licence holders as well as serving the community through the provision of facilities including: picnic facilities, sports fields and associated changerooms, tennis courts, Adelaide Aquatic Centre, cricket pitches, tennis facilities and dog off-leash recreation areas.

The desired future character statement for the precinct incorporating Pardipardinyilla (Park 2) is to meet the sporting, recreation and socialising needs of the community in attractive, wide open spaces surrounded by large shady trees and dense understorey vegetation within an open woodland character. It is noted that a key challenge is managing the Adelaide Aquatic Centre to meet the needs of the community and achieve financial objectives.

Adelaide Park Lands Building Design Guidelines

This document outlines the guidelines for successful buildings in the Park Lands through six key design principles.

- Celebrate the quality, identity and cultural heritage of the Park Lands - Buildings must respect and enhance the desirable and particular qualities of the culture, heritage, experiences, uniqueness and stories of each park.
- Apply a “whole of park” approach - Buildings must enhance the broader experience of a park through an integrated approach to designing within the landscape setting.
- Activate the Park Lands - Buildings must provide well-designed, fit-for-purpose facilities while offering civic destinations for wider community gatherings and enjoyment of the Park Lands.
- Be design exemplars - Buildings must be outstanding precedents that are beautifully integrated into the Park Lands setting, fit-for-purpose, high quality and highly resolved.
- 5 star Green Star for new buildings from the Adelaide Park Lands Building Design Guidelines.

- Balance the visual impact of built form within the Park Lands - Building uses must be consolidated to create an efficient footprint that minimises visual and physical impacts on the Park Lands, while maximising opportunities to “green” the building.
- Design with sustainability and longevity in mind - Buildings must be robust and designed to last, to integrate best-practice sustainable design principles that will deliver ecological, social and economic benefits.

Adelaide Park Lands Management Strategy 2015-2025

In planning for the future of the Adelaide Park Lands, the strategies, actions and projects we implement will ensure that the Park Lands are responsive to changes to the urban environment, iconic and celebrated for their distinctive heritage, inclusive for all the community, accessible to the metropolitan population, enriching as a space of respite, diverse accommodating a range of activities and resilient in adapting to a changing environment.

The Vision for the Adelaide Park Lands is “Inspiring growing numbers of residents, workers and visitors, the Park Lands will continue to provide a myriad of recreational and sporting opportunities and events for everyone to enjoy, enhancing physical and mental well-being and cementing Adelaide’s place as one of the planet’s most liveable cities. There will be a balanced approach to a diverse range of environmental, cultural, recreational and social values, activities and developments. All resources will be protected and enhanced”.

The key drivers for change as identified in the Strategy are:

- Vibrancy – parks that are vibrant with activities and events.
- Connectivity – parks and places that are connected by paths and trails.
- Sustainability – parks where the natural environment is protected.
- Community gardens – places to grow food and a sense of community.
- Activation – parks with the facilities people need to stay longer and feel comfortable,
- Play-spaces – places for people of all ages to play and have fun.
- Lighting – parks that are well lit for safe early morning and night-time use.

Strategy 4.5 ‘Strengthen the Park Lands’ role in developing a carbon neutral city’ states:

- Adopt energy efficient technologies and design principles in all Park Land facilities.
- Actively promote the installation of renewable energy sources and increase the capacity of renewable energy storage across the Park Lands.

Integrated Biodiversity Management Plan 2018-2023

The Adelaide Park Lands are a unique part of the City of Adelaide’s character and culture. They receive approximately ten million visits a year, for a wide variety of purposes, and their landscapes are highly variable and include sporting fields, event spaces, curated gardens, open woodlands, playgrounds, roads and paths. Embedded within these landscapes are areas of remnant native vegetation, mainly in the form of open grassy woodland and grassland, and associated wildlife.

These vegetation remnants are very significant, because most of the native vegetation on the Adelaide Plains has been cleared since European settlement. The City of Adelaide has been protecting and enhancing biodiversity in the Park Lands for many years, with the support of partners and the community. The Integrated Biodiversity Management Plan 2018-2023 confirms the commitment to biodiversity conservation and sets new directions to ensure that our efforts are based on best practice, that the connection of the community with the City’s biodiversity is improved, and that the knowledge of the Kurna People is respected and incorporated into our management of biodiversity where possible.

The extent of remnant vegetation is outlined in the image below with green being good, yellow being medium and red being poor.

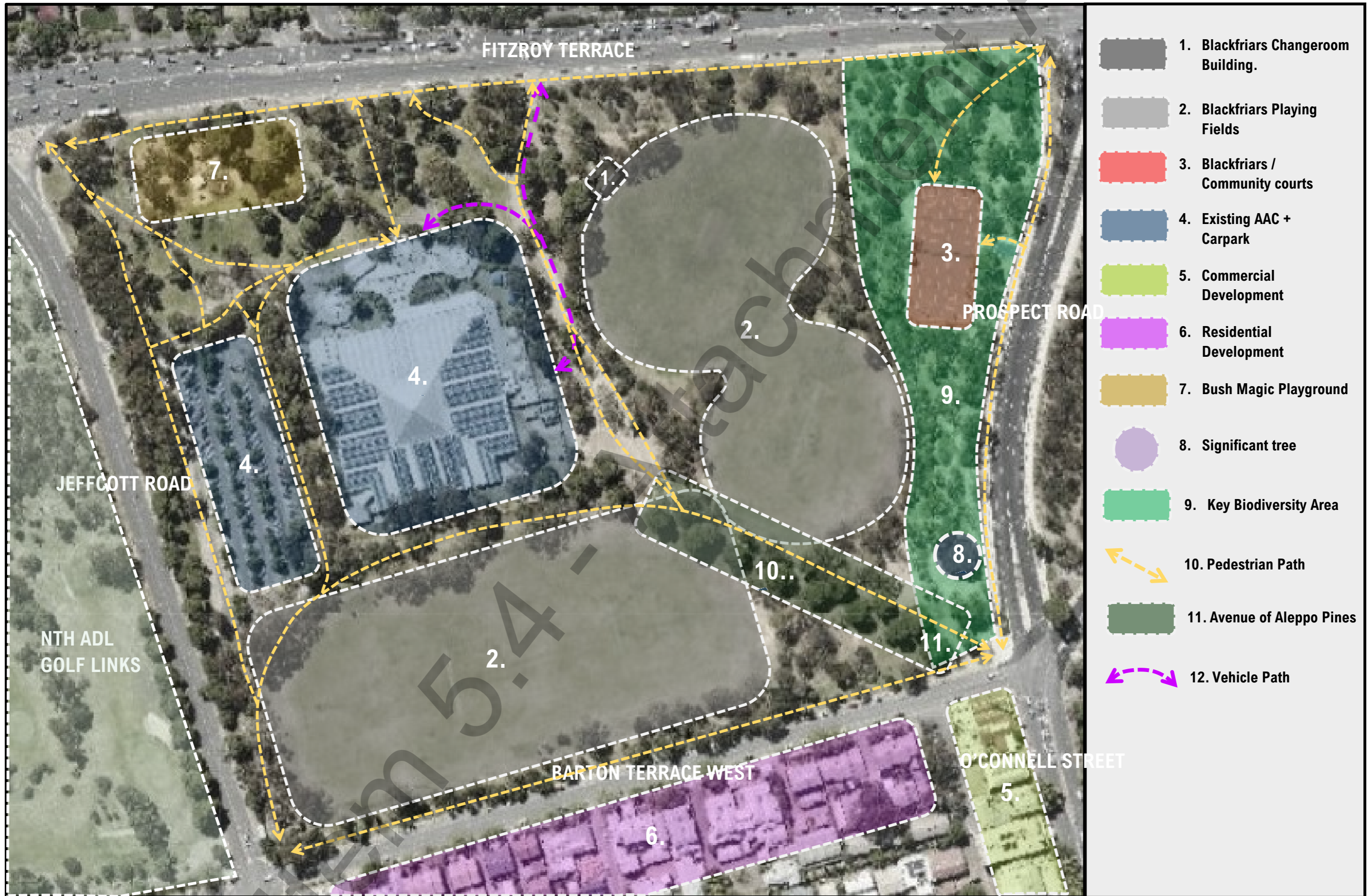


Image 15: Remnant Vegetation

Site Overview

The image on the following page provides a high level overview of key elements of Park 2, and for context, the surrounds, including key biodiversity areas, a significant tree, a playground, pedestrian areas, Blackfriars Priory School usage areas, buildings, including the AAC, and the car park adjacent to the AAC.

SITE ANALYSIS



7.3 Preliminary Site Assessment

The details below provide a preliminary assessment of the sites identified.

Site Options Considered

The preliminary site assessment was undertaken on the following five sites:

- The existing Adelaide Aquatic Centre location.
- The South West Corner (corner Jeffcott Road and Barton Terrace West).
- The South East corner (intersection of Barton Terrace West and O'Connell Street).
- North East Corner (corner Prospect Road and Fitzroy Terrace – adjacent Blackfriars / Community Courts).
- North West Corner (corner Fitzroy Terrace and Jeffcott Road – Bush Magic Playground)

Assessment Legend

The evaluation of each criterion is based on the following approach:

Legend	Summary
	Site suitable to meet defined criteria / achieve desired outcome.
	Site has capacity to meet defined criteria / achieve desired outcome with some limitations.
	Site unlikely to meet defined criteria / achieve desired outcome.

Table 6: Preliminary Site Assessment Legend

Assessment Legend

The preliminary assessment of each criterion is outlined in the table below.

Criteria	Existing Site	South West Corner	South East Corner	North East Corner	North West Corner
Site Characteristics (Topography, orientation, size, etc.)	<p>Minimal impact – existing condition.</p> <p>Suitable land available for proposed footprint (assuming demolition of existing facility).</p> <p>Opportunity for north-facing interface with park / recreation space.</p>	<p>Suitable land available for proposed footprint.</p> <p>Minimal level change.</p> <p>Opportunity for northerly orientation into parkland.</p> <p>Opportunity for north-facing interface with park / recreation space.</p>	<p>Suitable land available for proposed footprint.</p> <p>Minor level change.</p> <p>Opportunity for northerly orientation into parkland.</p> <p>Opportunity for north-facing interface with park / recreation space.</p> <p>Note: siting to be outside of key biodiversity area.</p>	<p>Suitable land available for proposed footprint.</p> <p>Some level changes.</p> <p>Note: siting to be outside of key biodiversity area.</p>	<p>Suitable land available for proposed footprint but pending demolition of existing facility (AAC).</p> <p>Some level changes.</p>
Access (Traffic, parking, pedestrian, cycling, public transport, etc.)	<p>Minimal impact – existing condition.</p> <p>Adequate space for car parking – potential to re-use existing parking area.</p> <p>Within reasonable proximity (~500m) to public transport, including public bus route(s), cycle ways and pedestrian paths.</p> <p>Coach parking will be provided as part of the new facility.</p>	<p>Adequate space for car parking – potential to re-use existing parking area.</p> <p>Within reasonable proximity (~500m) to public transport, including public bus route(s), cycle ways and pedestrian paths.</p> <p>Coach parking will be provided as part of the new facility.</p>	<p>Adequate space for car parking.</p> <p>Assume left and right entry / exit available.</p> <p>Within reasonable proximity (~500m) to public transport, including public bus route(s), cycle ways and pedestrian paths.</p> <p>Coach parking will be provided as part of the new facility.</p>	<p>Vehicle access from Fitzroy Terrace likely to be costly.</p> <p>Adequate space for car parking.</p> <p>Within reasonable proximity (~500m) to public transport, including public bus route(s), cycle ways and pedestrian paths.</p> <p>Coach parking will be provided as part of the new facility.</p>	<p>Adequate space for car parking – potential to re-use existing parking area.</p> <p>Within reasonable proximity (~500m) to public transport, including public bus route(s), cycle ways and pedestrian paths.</p> <p>Coach parking will be provided as part of the new facility.</p>

Criteria	Existing Site	South West Corner	South East Corner	North East Corner	North West Corner
Planning (Heritage, trees / flora / fauna, building heights, set-backs, etc.)	Minimal impact – existing condition. Recreational use compliments park lands. Opportunity to develop a design response more appropriate to the park land setting.	No significant constraints. Recreational use compliments park lands. Residential interface. Impact on open space to be considered, however, opportunity to develop a design response more appropriate to the park land setting.	No significant constraints. Recreational use compliments park lands. Heritage tree to be considered, though it's placement at the edge of the site should not inhibit development. Significant tree loss likely. Impact on open space to be considered, however, opportunity to develop a design response more appropriate to the park land setting.	No significant constraints. Recreational use compliments park lands. Some tree loss likely. Impact on open space to be considered, however, opportunity to develop a design response more appropriate to the park land setting.	No significant constraints. Recreational use compliments park lands. Significant tree loss likely. Impact on open space to be considered, however, opportunity to develop a design response more appropriate to the park land setting.
Adelaide Park Lands Management Strategy (Compliance / impacts, etc.)	The Community Land Management Plan for Denise Norton / Pardipardinyilla (Park 2) notes that expansion of AAC beyond its existing boundaries should be 'severely restricted' and retention of the existing buildings should be reviewed and where possible should be replaced with structures more appropriate to the Park Lands environment.	The Community Land Management Plan for Denise Norton / Pardipardinyilla (Park 2) notes that expansion of AAC beyond its existing boundaries should be 'severely restricted' and retention of the existing buildings should be reviewed and where possible should be replaced with structures more appropriate to the Park Lands environment.	The Community Land Management Plan for Denise Norton / Pardipardinyilla (Park 2) notes that expansion of AAC beyond its existing boundaries should be 'severely restricted' and retention of the existing buildings should be reviewed and where possible should be replaced with structures more appropriate to the Park Lands environment.	The Community Land Management Plan for Denise Norton / Pardipardinyilla (Park 2) notes that expansion of AAC beyond its existing boundaries should be 'severely restricted' and retention of the existing buildings should be reviewed and where possible should be replaced with structures more appropriate to the Park Lands environment.	The Community Land Management Plan for Denise Norton / Pardipardinyilla (Park 2) notes that expansion of AAC beyond its existing boundaries should be 'severely restricted' and retention of the existing buildings should be reviewed and where possible should be replaced with structures more appropriate to the Park Lands environment.

Criteria	Existing Site	South West Corner	South East Corner	North East Corner	North West Corner
Urban Context (Adjacent uses, built forms, connection to activity node, etc.)	Minimal impact – existing condition. Opportunity for design approach to reflect park land setting. Limited opportunity for connection to activity node.	Predominantly residential (with some commercial) interface across Barton Terrace. Opportunity for design approach to reflect park land setting / improve park connections.	Residential / commercial interface across Barton Terrace. Opportunity for design approach to reflect park land setting / improve park connections. Good connection to O'Connell Street.	Residential / commercial interface across Fitzroy Terrace. Opportunity for design approach to reflect park land setting / improve park connections.	Residential interface across Fitzroy Terrace. Opportunity for design approach to reflect park land setting / improve park connections.
Ground Conditions (Geotechnical, contamination, etc)	No known history of contamination, though anecdotal evidence suggests some leakage from the existing facility.	No known history of contamination.	No known history of contamination.	No known history of contamination.	No known history of contamination.
Adjacent Users (Impact on adjacent recreation users (non AAC) – ovals, recreation, etc.)	Minimal impact – existing condition.	Significant impact on southern playing fields. Further consultation required with existing park users.	Some impact on playing fields generally. Further consultation required with existing park users. Good proximity to O'Connell Street commercial / retail precinct.	Significant impact on eastern playing fields. Further consultation required with existing park users. Opportunity for connection to existing tennis courts.	Relocation of playground required.
Service Continuity (Impact on aquatic and recreation service delivery continuity)	Likely 24 - 30 month closure of existing AAC.	No known impact (assuming existing facility continues to operate at full or near full capacity).	No known impact (assuming existing facility continues to operate at full or near full capacity).	No known impact (assuming existing facility continues to operate at full or near full capacity).	Limited available space without impacting existing facility – likely to be some service disruption or staging requirement (assuming existing facility continues to operate at full or near full capacity).

Criteria	Existing Site	South West Corner	South East Corner	North East Corner	North West Corner
Future Proofing (Capacity for future expansion)	Opportunity to reduce current built footprint and for future expansion pending impact on adjacent uses.	Opportunity for future expansion pending impact on adjacent uses.	Opportunity for future expansion pending impact on adjacent uses.	Opportunity for future expansion pending impact on adjacent uses.	Some opportunity for future expansion pending proposed use of existing facility site.
Visibility (Flexibility to either nestle into parkland and present facility to the street)	Opportunity to nestle into the parkland. Limited exposure to road network.	Opportunity to nestle into the parkland. Exposure to road network.	Opportunity to nestle into the parkland. Exposure to very busy road network.	Opportunity to nestle into the parkland. Exposure to road network.	Opportunity to nestle into the parkland. Exposure to road network.
Risk (Potential site risks, items of concern)	Likely remediation works required to existing site, may incur additional delays to service delivery.	Likely remediation works required to existing site post service transfer to new facility. Further ground condition investigations required to proposed site.	Likely remediation works required to existing site post service transfer to new facility. Further ground condition investigations required to proposed site.	Likely remediation works required to existing site post service transfer to new facility. Further ground condition investigations required to proposed site.	Likely remediation works required to existing site post service transfer to new facility. Further ground condition investigations required to proposed site.
Cost Implications (AAC operational cost impacts, Capital Cost, AAC site remediation cost)	Occupies existing site. Reduction in AAC operational loss of \$1M per annum which equates to \$2M in total over two years. High level AAC renewal saving estimated at \$4M over 2 years.	Will require existing site remediation, provision of new community infrastructure. Additional AAC demolition cost and return to parkland – minimum of \$6.8m.	Will require existing site remediation, provision of new community infrastructure. Additional AAC demolition cost and return to parkland – minimum of \$6.8m.	Will require existing site remediation, provision of new community infrastructure. Additional AAC demolition cost and return to parkland – minimum of \$6.8m. Likely cost implications with providing access from Fitzroy Terrace.	Will require existing site remediation (partial), provision of new community infrastructure. Additional AAC demolition cost and return to parkland – minimum of \$6.8m.

Criteria	Existing Site	South West Corner	South East Corner	North East Corner	North West Corner
Rating Summary	Green – 7 Yellow – 4 Red – 1	Green – 8 Yellow – 4 Red – 0	Green – 8 Yellow – 4 Red – 0	Green – 5 Yellow – 7 Red – 0	Green – 4 Yellow – 7 Red – 1
Summary	Suitable site but not preferred.	Preferred site	Preferred site.	Suitable site but not preferred.	Site considered not suitable.

Table 7: Preliminary Site Assessment**Options Development**

Based on this assessment and consultation with Council, Council identified that the South East corner and North East corner sites should be assessed in more detail with concepts, costings and financial projections.

7.4 Preliminary Access Review

A preliminary access review identified that the provision of approximately 400 to 500 parking spaces would (from a high-level perspective) be likely to require two access points to adequately accommodate the associated level of traffic generation (unless additional traffic control, such as signalised or a roundabout was implemented). It was also identified that the South East Corner site would generally provide a greater opportunity to accommodate traffic volumes associated with the proposal and provide a more balanced distribution of trips to the external road network. By comparison, while the North East Corner site would be workable from a traffic perspective, it would be associated with greater levels of queuing and delays for movements into and out of the site.

7.5 Blackfriars Priory School Feedback

A meeting was conducted with representatives from Blackfriars Priory School and a written response of the implications was received. A high level summary of the feedback from Blackfriars Priory School of the potential site options is provided below.

“The potential siting options of the south-west, south-east and north-east sites would all have a significant impact on playing fields and tenant/subtenant use within the precinct. This impact would be further amplified due to Council’s preference to continue to operate the current aquatic centre whilst construction of the new facility occurs.

As the long-term custodian and tenant who has invested significantly in Park 2 and who would be the most affected by the proposed relocation of the aquatic centre, the school would work with Adelaide City Council to ensure a high-quality replacement outcome is achieved however as indicated it is not in a position to provide capital funding for this to occur”.

8 Indicative Site Concepts

Indicative concepts for a Regional Adelaide Aquatic and Wellbeing Centre are provided on the following pages for the South East Corner and the North East Corner. These concepts reflect the facility scope previously outlined for the outdoor pool option. An indoor pool option would be comparable to an outdoor pool option, but with the 50m pool and the leisure water (splash pad) enclosed.

Note: These concepts are indicative and provided for the purposes of this Feasibility Study only to inform the assessment process.

8.1 Park 2 South East Corner Indicative Facility Concept

Indicative site and floor plan concepts for the South East Corner are provided on the following pages.

REGIONAL FACILITY
OPTION

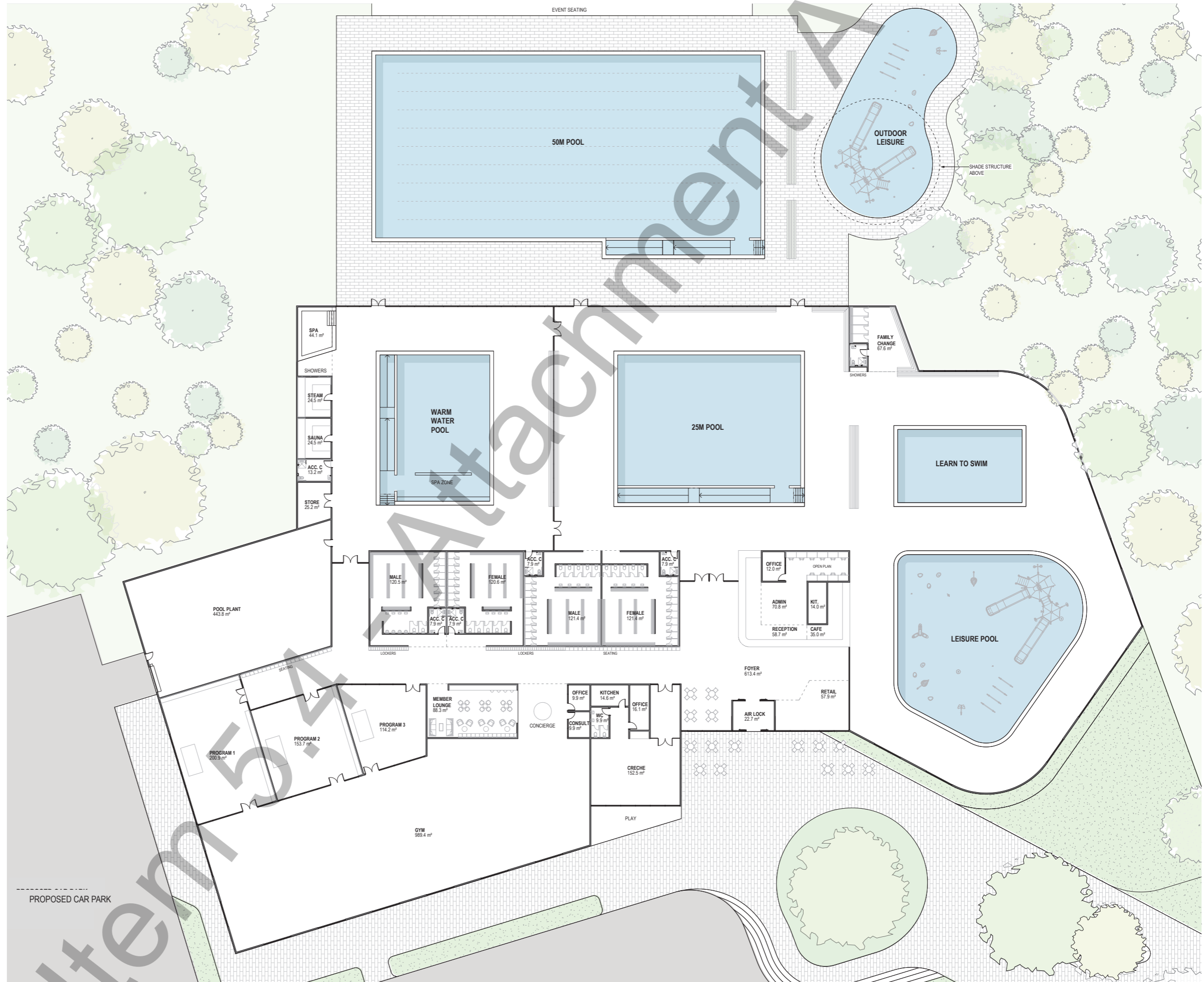
Indicative Site Plan



Scale: 1:1000 @ A3

REGIONAL FACILITY
OPTION

Indicative Ground Floor Plan



N
Scale: 1:500 @ A3

PROPOSED CAR PARK

8.2 Park 2 North East Corner Indicative Facility Concept

Indicative site and floor plan concepts for the North East Corner are provided on the following pages.

Item 5.4 - Attachment A

REGIONAL FACILITY
OPTION

Indicative Site Plan



N
Scale: 1:1000 @ A3

Item 5.4 - Attachment A

REGIONAL FACILITY
OPTION

Indicative Ground Floor Plan

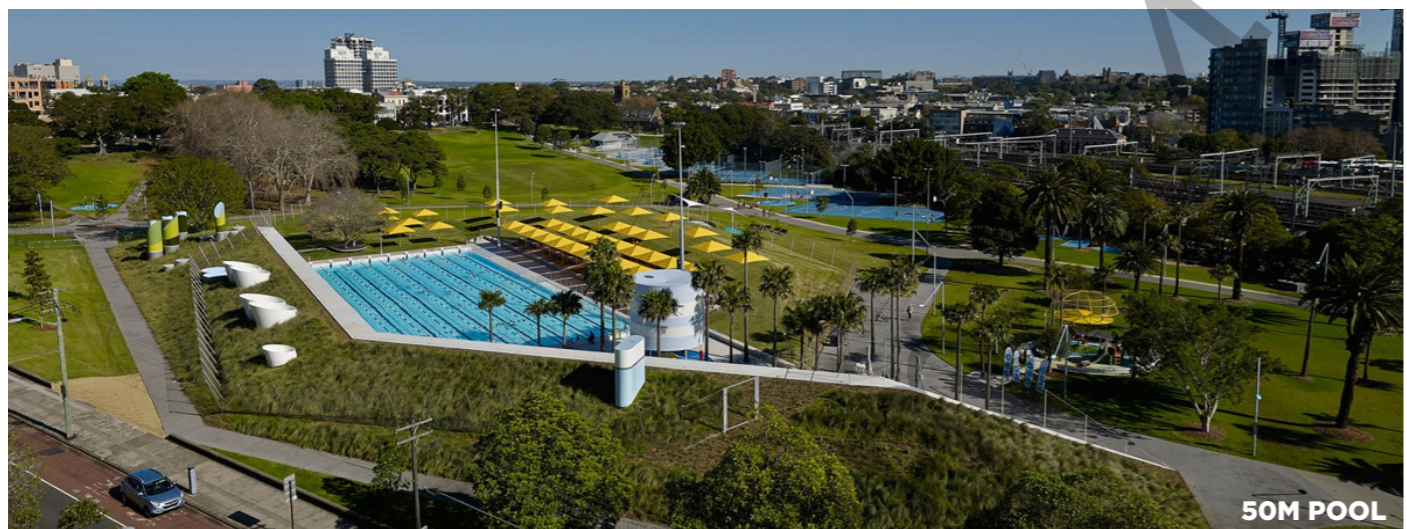
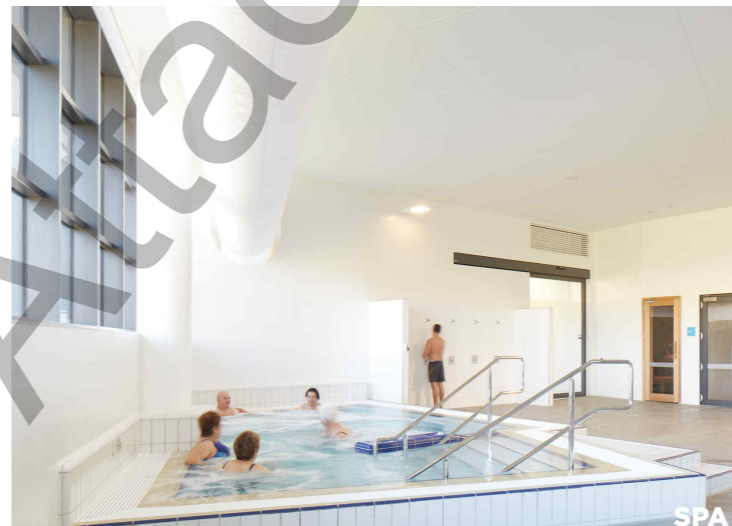
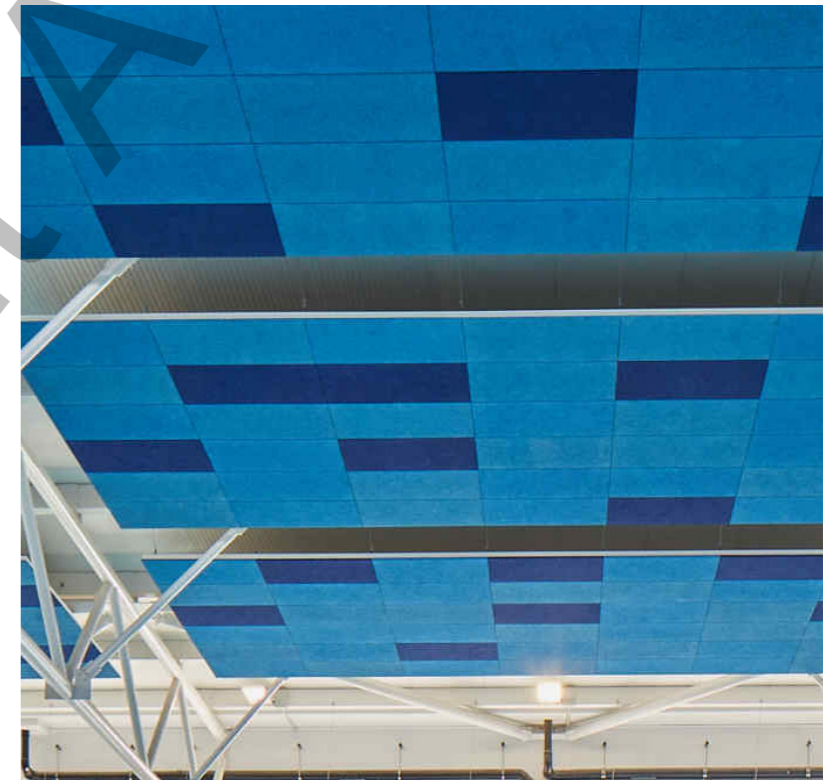
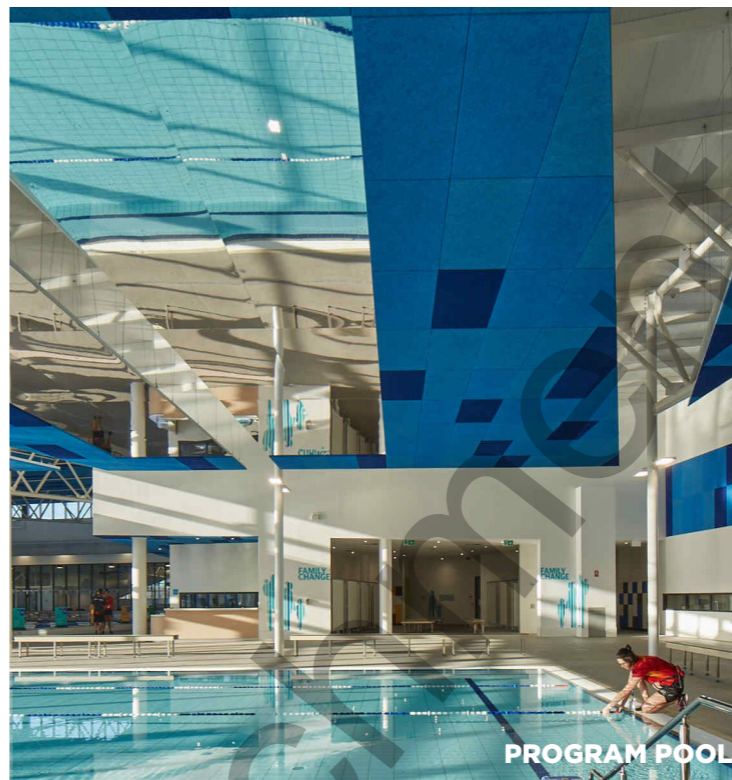
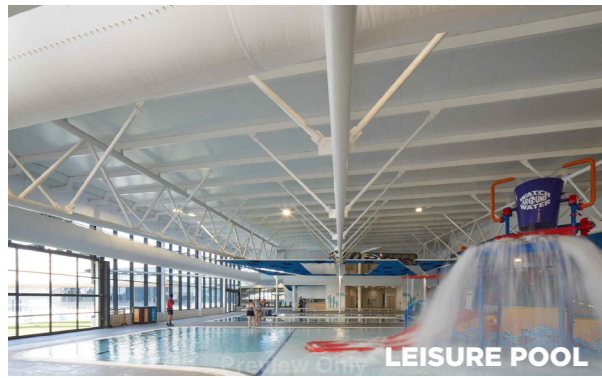


N
 Scale: 1:500 @ A3

8.3 Indicative Facility Images

Indicative images of potential facility components are included on the following page.

Item 5.4 - Attachment A



9 Estimated Facility Cost Summary

The information below provides an overview of the estimated costs for the two potential facility development options (i.e. Regional Facility with an indoor and an outdoor 50m pool).

Full project costings are provided in Section 11 with these also including estimated costs associated with traffic management and AAC site remediation and depreciation.

9.1 Key Assumptions and Exclusions

Key assumptions and exclusions associated with these costings are outlined below.

Key Assumptions

- Costings are based on the site concepts and area schedules as previously outlined.
- It is assumed that there is minimal difference in construction cost between the two site options (i.e. South East and North East Corners).
- A new car park is required for both sites.

Major Exclusions

- Site remediation for the Adelaide Aquatic Centre.
- Site access and traffic management requirements.
- GST.
- Upgrade or provision of authority services infrastructure external to the site.
- Land, legal, marketing and finance costs.
- Adverse soil conditions, including excavation in rock, contaminated soil and soft spot.
- Diversion / relocation of existing in-ground services.
- Relocation / decanting / temporary accommodation.
- Staging costs.
- Assumes facility is a single storey building.
- Cost Escalation beyond March 2022.
- Out of hours works.
- Public art.
- Asbestos & other hazardous materials removal.
- Stormwater on site retention / detention system.
- Planning permit fees.
- Demolition of existing structures.

9.2 Estimated Facility Costs

Based on the concepts, identified sites, key assumptions and exclusions, the estimated costings are provided below. Further details of these costs are provided in Appendix E with an additional provision of \$2.5M for all electric included in the table below.

Item	Regional Facility with Outdoor 50m Pool and Leisure Water	Regional Facility with Indoor 50m Pool and Leisure Water
Building Works	\$22,703,863	\$31,810,130
Aquatic Works	\$17,857,840	\$17,689,840
External Works and Services	\$5,182,200	\$5,227,400
ESD and Design Contingency	\$3,337,195	\$3,786,369
All Electric Provision	\$2,500,000	\$2,500,000
Total Construction Cost	\$51,581,098	\$61,013,739
Other Costs	\$12,734,350	\$15,180,428
Total Project Cost	\$64,315,448	\$76,194,167

Table 8: Estimated Facility Option Costs

Key Notes

The following key notes are relevant to the above costings:

- Total project costs exclude the items identified in Section 9.1.
- Other costs as outlined in the table above include contingencies, allowances, authority fees etc.
- Full project costings are provided in Section 11 with these also including estimated costs associated with traffic management and AAC site remediation and depreciation.

10 Performance Projections

The information below provides an overview of the performance projections for the two potential development options (i.e. Regional Facility with an outdoor 50m pool and an indoor 50m pool). Full details associated with the financial projections are provided in Appendix F.

10.1 Key Assumptions

The financial projections are for two options proposed for a new 'greenfield' Regional Adelaide Aquatic and Wellbeing Centre. The two options are effectively the same, except for an indoor 50m pool option vs. an outdoor 50m pool (opened all year).

The financial projections have been developed using extensive benchmarked data from seven (7) like-facilities, operational projections from ActiveXchange, insights drawn from the existing Centre's operations and research findings from the Needs Analysis Study.

General Assumptions

The following general assumptions apply to the financial projections for both options.

Period and Values

The projections are for a ten year period and are in 2020/21 values (i.e. with no CPI adjustments).

Hours of Operation

The operational hours have been mirrored to that of the Adelaide Aquatic Centre's current opening hours:

- Monday - Friday 6.00am - 9.00pm.
- Saturdays & Sundays 7.00am - 6.00pm.
- Public Holidays 7.00am - 6.00pm.

*The facility will be closed on Christmas Day and Good Friday

Operational Commencement

The financial projections have been developed under the assumption that the existing Adelaide Aquatic Centre will remain open through the development period of the new site, allowing for greater service continuity and a smooth transition.

Management Model

The financial projections have been formulated under the assumption that the facility will be operated under an 'In-house' management model. This assumption is merely for the purposes of comparison between the two options and benchmarking to the current AAC operation.

Expenses

- Expenses have been based on current-day costs (2020/21), with no CPI applied annually.

Income

- Fees and charges are based on current-day costs (2020/21), with no CPI applied annually.
- ActiveXchange's Investment Planning Model has guided revenue targets (where applicable).

Human Resources

- The staffing structure has increased by five (5) leadership positions to allow for the new Centre's future growth.
- Salaries & wages are based on the current wage structures for the facility.

- Superannuation has been developed in line with the Federal Government minimum increases over the next four years, starting at 10.5% in year one.
- Annual Leave Loading has been applied at 8.96% (inclusive of 0.50% Annual Leave Top Up).
- Staff training and recruitment is allocated at 2.5% of the total salaries and wages.

Maintenance & Equipment

- The financial projections include both, Preventative Maintenance and Reactive Maintenance activities.
- The Maintenance allocations are calculated at approximately 1% of the asset value.
- The Year 1 Maintenance Allocation has been reduced to 0.5% of the asset value due to the defect or warranty periods.
- The financial projections include the fit-out of leased gym equipment with an allocation of approximately \$950K for a four year lease period, with new equipment every four years.

Financial Projection Exclusions

The following items have been excluded from the financial projections:

- Transition and establishment costs.
- Furniture, Fittings & Equipment, except where stated.
- Allocation for a Sinking Fund.
- Provision for depreciation of the asset.

Financial Projections Variances – 50m Outdoor Pool

The following assumptions outline the variances in financial projections allocations for impacted areas for the 50m Outdoor Pool (in comparison to the 50m Indoor Pool assumptions):

- One (1) additional lifeguard has been allocated for each day of operation to supervise the outdoor pools.
- Allocation of 90% of the indoor pool's model for attendances for Recreational Swimming has been applied to the outdoor pool to allow for the impacts of weather.
- An increase of approximately \$80K - \$90K per annum has been allocated for greater utility usage with the 50m Outdoor Pool.
- A decrease in utility costs been applied when compared to the Indoor Pool option.
- Reduction in School Carnivals based on weather and availability in the warmer months.
- Greater number of Recreational Swimming attendances have been applied to the warmer months in comparison to the Indoor Pool option.

General Key Performance Indicator Assumptions - Attendances

The following assumptions have been used to formulate the centre's projected attendances over the ten year period:

- Gym Membership attendances are based on 2.25 visits per week per 'Financial Member'.
- Group Fitness attendances are made up of casual visits, visit pass users and the allocation of one visit per month per gym member.
- Learn to Swim program is based on 48 weeks, with attendances calculated on the number of enrolments by the number of weeks.
- Recreational Swimming 'Spectators' are made up of Learn to Swim parents / guardians.
- Recreational Swimming 'Other' includes carers and contractors.

- Learn to Swim enrolments have been allocated as 10 Recreational Swimming visits per annum for the 50m Indoor pool financial projections and five (5) visits per annum for the 50m Outdoor Pool option.
- School Carnival attendance is based on 200 students per booking.
- Facility Rental attendances have been calculated based on four people per lane by the number of lanes booked.
- Birthday Party visits have been calculated based on a minimum of 12 participants and 12 parents / guardians.
- Personal Training attendances are based on the number of clients doing one session per week.

General Key Performance Indicator Assumptions – Operations

The following operational key performance indicators have been applied to both the indoor 50m pool and the outdoor 50m pool:

- Total full-time equivalent employee levels.
- Total wages as a percentage of the total expenses.
- Total wages as a percentage of income.
- Subsidy per visit.
- Income per visit.
- Expense per visit.
- Annual Income growth percentage (year-on-year).

10.2 Financial Projections

The tables on the following pages provide full details on the performance projections for the two design options (i.e. outdoor 50m pool and an indoor 50m pool).

OUTDOOR 50M POOL OPTION

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Average
Total Income	\$7,994,716	\$8,745,635	\$9,498,719	\$10,069,884	\$10,377,245	\$10,417,247	\$10,413,302	\$10,393,889	\$10,358,450	\$10,300,930	\$9,857,002
Total Expense	\$8,805,302	\$9,122,006	\$9,262,863	\$9,355,712	\$9,396,564	\$9,419,818	\$9,435,107	\$9,442,102	\$9,449,237	\$9,456,515	\$9,314,523
Net Operating Result (Ex. GST)	-\$810,586	-\$376,372	\$235,857	\$714,172	\$980,680	\$997,428	\$978,195	\$951,787	\$909,212	\$844,415	\$542,479
Attendance Driver	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Average
Recreational Swimming	121,500	124,416	127,402	130,460	132,417	134,403	136,419	138,465	140,542	142,650	132,867
Memberships	336,843	372,119	405,358	431,421	433,602	434,636	434,465	432,338	427,467	419,771	412,802
Learn to Swim	154,760	176,755	194,245	205,905	210,145	208,025	206,197	204,652	203,394	202,425	196,650
Personal Training	1,355	1,585	1,664	1,747	1,835	1,872	1,909	1,947	1,986	2,026	1,793
Group Fitness	42,512	46,775	50,589	53,279	54,481	54,789	54,904	54,755	54,275	53,671	52,003
Birthday Parties	2,064	3,000	3,422	3,446	3,446	3,470	3,485	3,514	3,538	3,538	3,292
Schools	11,700	12,355	12,818	13,088	13,367	13,854	14,349	14,752	15,056	15,161	13,650
Facility Rental	9,187	10,166	10,674	11,208	11,768	12,357	12,728	13,109	13,503	13,908	11,861
Total Paying Attendances	679,921	747,171	806,172	850,555	861,061	863,405	864,455	863,532	859,761	853,150	824,918
Non-Paying Attendances	141,375	161,324	177,194	187,785	191,644	189,744	188,108	186,730	185,611	184,755	179,427
Total Centre Attendances	821,296	908,495	983,366	1,038,340	1,052,705	1,053,149	1,052,563	1,050,262	1,045,372	1,037,905	1,004,345
Operational Drivers	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Average
Staffing & Wages											
Total Full Time Equivalent Levels	71.2	72.8	74.3	75.3	75.9	76.7	77.6	78.4	79.3	80.1	76.2
Wages to Expense Percentage	58.6%	58.0%	58.6%	59.0%	59.1%	59.2%	59.3%	59.3%	59.4%	59.4%	59.0%
Total Income to Wage Ratio	64.6%	60.5%	57.1%	54.8%	53.5%	53.6%	53.7%	53.9%	54.1%	54.5%	56.0%
Operational Performance											
Subsidy Per Visit	-\$1.19	-\$0.50	\$0.29	\$0.84	\$1.14	\$1.16	\$1.13	\$1.10	\$1.06	\$0.99	\$0.60
Income Per Visit	\$11.76	\$11.71	\$11.78	\$11.84	\$12.05	\$12.07	\$12.05	\$12.04	\$12.05	\$12.07	\$11.94
Expense Per Visit	\$12.95	\$12.21	\$11.49	\$11.00	\$10.91	\$10.91	\$10.91	\$10.93	\$10.99	\$11.08	\$11.34
Annual Income Growth	N/A	8.6%	7.9%	5.7%	3.0%	0.4%	0.0%	-0.2%	-0.3%	-0.6%	2.7%

INDOOR 50M POOL

Income	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Average
Total Income	\$8,086,344	\$8,839,415	\$9,594,703	\$10,169,106	\$10,477,911	\$10,524,729	\$10,522,330	\$10,504,429	\$10,470,250	\$10,414,025	\$9,960,324
Total Expense	\$8,698,353	\$9,074,012	\$9,214,397	\$9,306,987	\$9,347,854	\$9,371,109	\$9,386,397	\$9,393,392	\$9,400,528	\$9,407,805	\$9,260,083
Net Operating Result (Ex. GST)	-\$612,009	-\$234,598	\$380,306	\$862,119	\$1,130,056	\$1,153,621	\$1,135,933	\$1,111,036	\$1,069,722	\$1,006,219	\$700,241
Attendance Driver	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Average
Recreational Swimming	135,000	138,240	141,558	144,955	147,129	149,336	151,576	153,850	156,158	158,500	147,630
Memberships	336,843	372,119	405,358	431,421	433,602	434,795	434,626	432,498	427,626	419,913	412,880
Learn to Swim	169,360	193,430	212,570	225,330	229,970	227,650	225,649	223,959	222,582	221,522	215,202
Personal Training	1,355	1,585	1,664	1,747	1,835	1,872	1,909	1,947	1,986	2,026	1,793
Group Fitness	42,512	46,775	50,589	53,279	54,481	54,855	54,969	54,820	54,343	53,733	52,036
Birthday Parties	2,064	3,000	3,422	3,446	3,446	3,470	3,485	3,514	3,538	3,538	3,292
Schools	12,500	13,155	13,618	14,288	14,567	15,054	15,549	15,952	16,256	16,361	14,730
Facility Rental	9,187	10,166	10,674	11,208	11,768	12,357	12,728	13,109	13,503	13,908	11,861
Total Paying Attendances	708,821	778,470	839,453	885,675	896,799	899,389	900,492	899,649	895,992	889,500	859,424
Non-Paying Attendances	141,510	161,462	177,336	187,930	191,791	189,893	188,260	186,884	185,767	184,914	179,575
Total Centre Attendances	850,331	939,932	1,016,789	1,073,605	1,088,590	1,089,282	1,088,752	1,086,533	1,081,759	1,074,414	1,038,999
Operational Drivers	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Average
Staffing & Wages											
Total Full Time Equivalent Levels	68.0	69.6	71.1	72.1	72.8	73.7	74.5	75.4	76.2	77.1	73.1
Wages to Expense Percentage	57.4%	56.5%	57.1%	57.5%	57.6%	57.7%	57.8%	57.8%	57.9%	57.9%	57.5%
Total Income to Wage Ratio	61.8%	58.0%	54.8%	52.6%	51.4%	51.4%	51.6%	51.7%	52.0%	52.3%	53.8%
Operational Performance											
Subsidy Per Visit	-\$0.86	-\$0.30	\$0.45	\$0.97	\$1.26	\$1.28	\$1.26	\$1.23	\$1.19	\$1.13	\$0.76
Income Per Visit	\$11.41	\$11.35	\$11.43	\$11.48	\$11.68	\$11.70	\$11.69	\$11.68	\$11.69	\$11.71	\$11.58
Expense Per Visit	\$12.27	\$11.66	\$10.98	\$10.51	\$10.42	\$10.42	\$10.42	\$10.44	\$10.49	\$10.58	\$10.82
Annual Income Growth	N/A	8.5%	7.9%	5.6%	2.9%	0.4%	0.0%	-0.2%	-0.3%	-0.5%	2.7%

11 Summary of Options

Based on the detailed analysis undertaken, the table below provides a consolidated summary of the two identified development options (i.e. outdoor and indoor 50m pool and leisure water) for the two sites (i.e. South East and North East corners).

11.1 Options Evaluation

The table below provides a summary of the facility development and site assessment for the four potential options evaluated. Note: the financial performance projections are averaged over a 10 year period and include the first few 'ramp up' years.

Item	South East Corner Outdoor 50m Pool and Leisure Water	South East Corner Indoor 50m Pool and Leisure Water	North East Corner Outdoor 50m Pool and Leisure Water	North East Corner Indoor 50m Pool and Leisure Water	Notes
Site Assessment					
Suitable (Green)	8	8	5	5	As per Assessment
Limitations (Yellow)	4	4	7	7	As per Assessment
Not Suitable (Red)	0	0	0	0	As per Assessment
Relative Site Ranking	1	1	2	2	As per Assessment
Visitations					
Average Visits p.a.	1,004,345	1,038,999	1,004,345	1,038,999	10 Year Average
Performance Details					
Average Income	\$9,857,002	\$9,960,324	\$9,857,002	\$9,960,324	10 Year Average
Average Expenditure	\$9,314,523	\$9,260,083	\$9,314,523	\$9,260,083	10 Year Average
Average Net	\$542,479	\$700,241	\$542,479	\$700,241	Performance
Surplus per Visit	\$0.60	\$0.76	\$0.60	\$0.76	10 Year Average
Sinking Fund					
Annual Sinking Fund	(\$1,286,309)	(\$1,523,883)	(\$1,286,309)	(\$1,523,883)	2% of Project Cost
Annual Council Cost	(\$743,830)	(\$823,643)	(\$743,830)	(\$823,643)	With Sinking Fund
Total Project Costs					
Project Cost	\$64,315,448	\$76,194,167	\$64,315,448	\$76,194,167	Note Exclusions
Traffic Management	\$1,500,000	\$1,500,000	\$3,000,000	\$3,000,000	Indicative Amount
Total Project Cost	\$65,815,448	\$77,694,167	\$67,315,448	\$79,194,167	
Other Costs - AAC					
Depreciation	\$21,216,134	\$21,216,134	\$21,216,134	\$21,216,134	Asset Write Off
Site Remediation	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000	Site Works

Table 9: Options Evaluation

11.2 Conclusion

A Regional Aquatic and Wellbeing Centre in the South East corner of Park 2 with an outdoor 50m pool is the preferred development option for Council to progress due to:

- The facility components and capacity being able to sustain more than 1M visits per annum.
- The best projected average operating surplus over ten years of \$542K per annum and a surplus per visit of \$0.60.

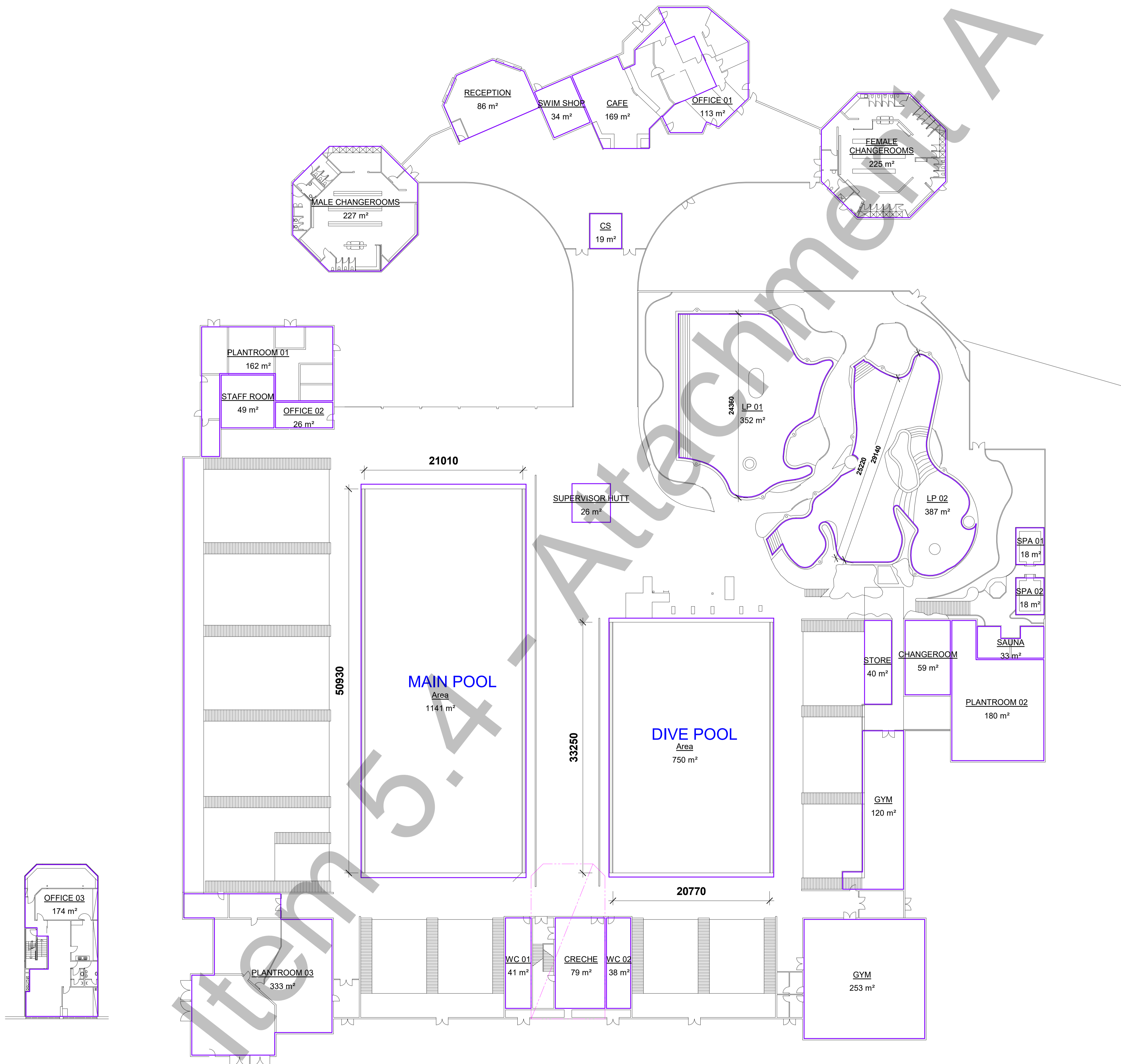
- The lowest total construction cost of approximately \$65M.
- The lowest annual cost to Council, including long term renewal costs, of \$743K per annum.
- Impacting least on key biodiversity areas.
- Avoiding impacts on existing community infrastructure (basketball / tennis courts).
- Impacting least on the traffic network in the area.
- The ability to maintain service continuity during construction.

Item 5.4 - Attachment A

**Appendix A -
AAC Site and Floor Plans**

Item 5.4 - Attachment A





**Appendix B -
Carnival and Events Summary**

Item 5.4 - Attachment A

Main Pool Carnivals and Events (2018/19)

Group	Approximate Numbers	Type	Month
Swimming			
Adelaide High	651	50m	February
Blackfriars Jr	200	25m	March
Blackfriars Sr	542	50m	February
Catholic Co Ed	200	50m	February
Endeavour College	525	50m	February
Findon High School	59	25m	February
Loreto College	713	50m	February
Nazareth College	1,060	50m	February
Pedare College	606	50m	February
Prince Alfred College	627	50m	February
Rostrevor College	751	50m	February/March
St Aloysius	1,070	50m	February
St Andrews School	217	25m	March
St Dominics Sr	350	25m	November
St Ignatius Jr	246	25m	November
St Johns Grammar	215	25m	March
St Mary's	348	25m	May
St Peters Girls	522	50m	February
Wilderness Jr	400	25m	February / March
Wilderness Sr	350	50m	February
Xavier College	560	50m	May
Catholic Co-Ed	250	50m	February/March
SACSA	300	50m	February
State Swim 1	300+	25m	April
State Swim 2	300+	25m	September/ October
Water Polo			
SA Catholic Schools Sports Water Polo	150+	Divepool	Term1
SA Catholic Schools Sports Water Polo	150+	Divepool	Term 4
SA School Sports Water Polo	150+	Divepool	Term 1
SA School Sports Water Polo	150+	Divepool	Term 1
None School			
Norwood Swim Club Longcourse	500+	50m	October
Norwood Swim Club Shortcourse	500+	25m	June
WEETBIX TRYathlon	Unknown	50m	April

Dive Pool Bookings (2018/19)

Month	Water Polo (Hours)	Scuba / Free Dive (Hours)	Swim (Hours)	Other (Hours)	Total (Hours)
Aug-18	21.5	4	0	22.5	48
Sep-18	66.5	4	8	18	96.5
Oct-18	66	0	0	25	91
Nov-18	103.5	0	0	27	130.5
Dec-18	40	0	0	4.5	44.5
Jan-19	38	0	0	0	38
Feb-19	100.25	0	2	0	102.25
Mar-19	116	0	0	0	116
Apr-19	42.5	0	0	0	42.5
May-19	41.5	0	0	0	41.5
Jun-19	43.75	0	4	7	54.75
Jul-19	23	1	0	0	24
Total	702.5	9	14	104	829.5

**Appendix C -
Demand and Social Value Analysis**

Item 5.4 - Attachment A

Projected Demand - Current

Gym

Approximately 120 station facility

- Projected visits per year – 237,340
- Projected visits per month – 19,778
- Projected demand (users) – 2,952



Swimming

Approximate 1,100m² pool area

- Projected visits per year – 702,228
- Projected visits per month – 31,631
- Casual visits per month – 26,887
- Projected demand (users) – 4,793
- Swim school members – 2,731



Group exercise

Dry program/multi purpose rooms
Outdoor circuit training

- Projected visits per year – 16,176
- Projected visits per month – 1,348
- Projected demand (users) – 434



Projected Demand - 2030 Projections

Gym

Approximately 120 station facility

- Projected visits per annum – 358,380
- Projected visits per month – 29,865
- Projected demand (users) – 4,457



Swimming

Approximate 1,100m² pool area

- Projected visits per year – 1,049,831
- Projected visits per month – 47,289
- Casual visits per month – 40,196
- Projected demand (users) – 7,165
- Swim school members – 4,084



Group exercise

Dry program/multi purpose rooms
Outdoor circuit training

- Projected visits per annum – 24,456
- Projected visits per month – 2,038
- Projected demand (users) – 657



Site Report: Adelaide Aquatic Centre (proposed)

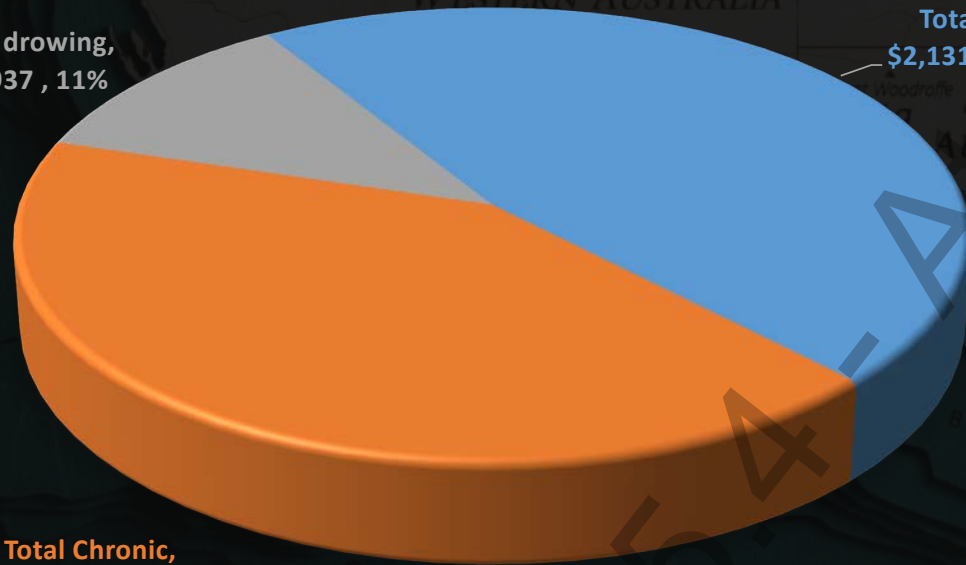
The following outputs have been generated from the estimated use of the site at maturity (as shown in the main Investment Planning Report)

Total savings (annual value): \$4,570,869

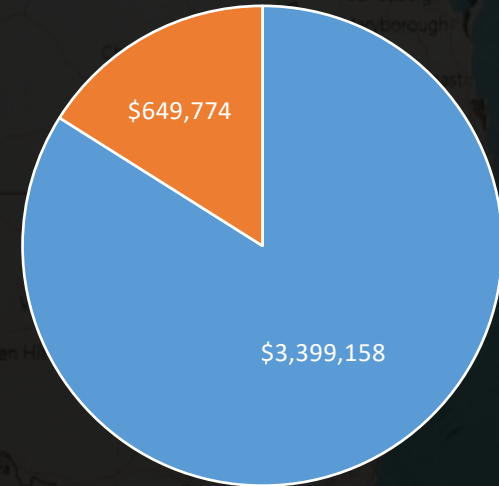
Risk of drowning,
\$521,937 , 11%

Total Acute,
\$2,131,553 , 47%

Total Chronic,
\$1,917,379 , 42%



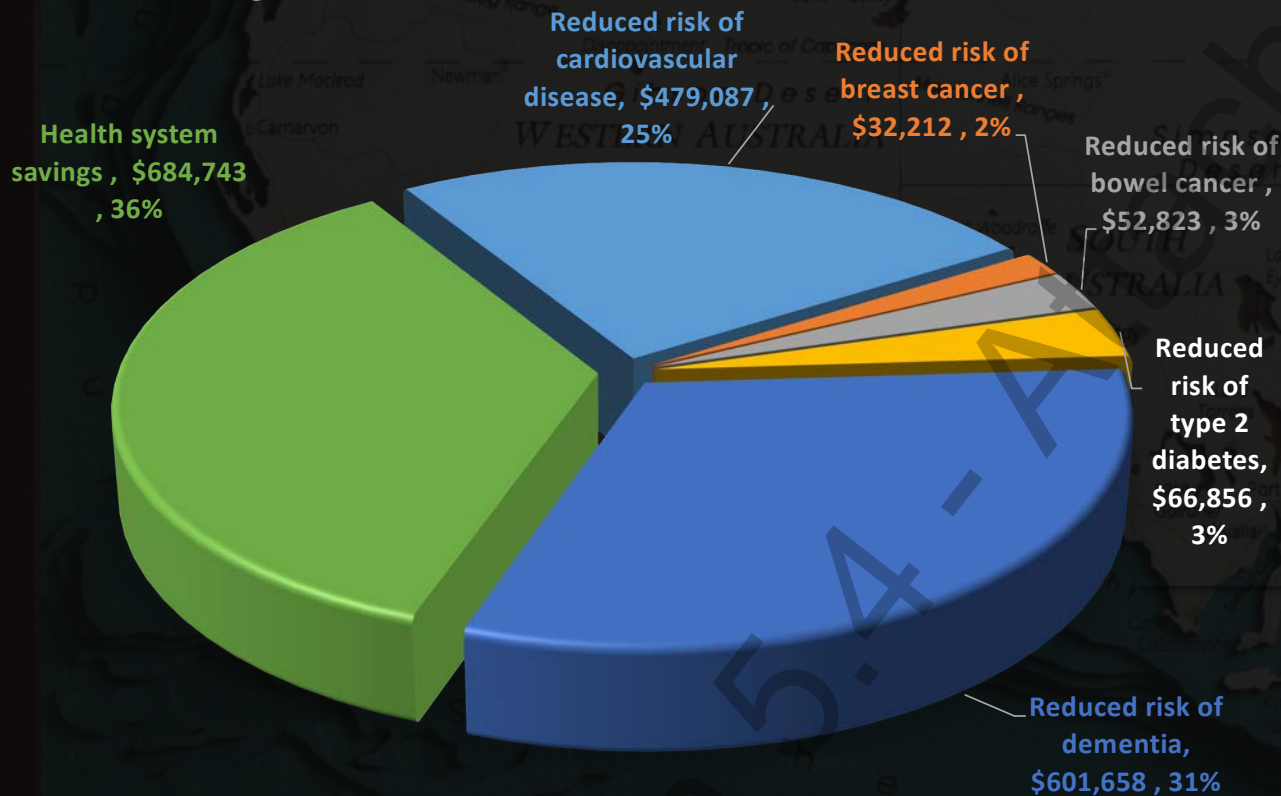
Primary facility areas drivers of value



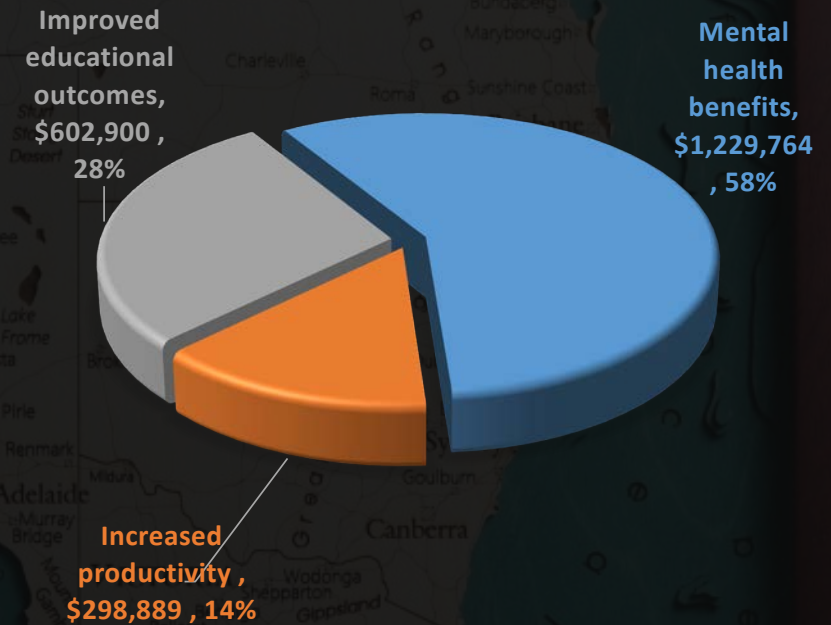
■ Primary gym usage ■ Primary aquatic usage

Site Report: Adelaide Aquatic Centre (proposed) Indicator break down

Chronic savings (value)



Acute savings (value)



**Appendix D -
Previous Stakeholder Consultation**

Item 5.4 - Attachment A

As part of the Aquatic and Leisure Centre Needs Analysis Study, the City of Adelaide undertook a comprehensive consultation process to seek feedback. A summary of the process and the key findings from this consultation are outlined below.

Consultation Process

A range of different consultation processes were undertaken, and these are summarised below:

Consultation Medium	Response
<i>Your Say Adelaide</i> – an electronic survey conducted via the Council's website over a 13 week period.	502 individuals completed the online survey and in addition 3,330 people visited the website and 1,150 documents were downloaded.
Face to Face Surveys – an independent company, Intuito Market Research, undertook surveys at the AAC for a two week period from 20 th January 2020.	200 surveys were completed.
Hardcopy Questionnaire / Survey – were available at Council operated libraries, community centres and the AAC.	130 hardcopy feedback forms were received.
Organisation and Individual Submissions.	18 organisations / individuals provided written feedback and 449 emails were received (Note: this feedback generally related more to the AFC submission).
Drop in Information Desk – conducted in the foyer of the AAC with posters in six languages to promote participation.	Over the course of the two-week period staff members liaised with approximately 580 AAC users.

Consultation Approach and Responses

To maximise participation, consultation was promoted by Council in the following ways:

- Dedicated page on the 'Your Say Adelaide' website.
- Direct emails to subscriber listings including AAC members / users, *Your Say Adelaide* participants and sporting organisations.
- Media releases.
- Flyers in the January rate notice.
- Six specific posts on both the City of Adelaide's Facebook page and Twitter.
- Various radio interviews.
- Posters, banners and flyers located within the AAC, libraries and community centres.
- Drop-in information desk located at the AAC.

In addition to the above, the consultation was promoted by other individuals and organisations via newsletters, Facebook, Twitter, online / print newspaper articles and various radio interviews.

Community Feedback

The following information provides an overview of the individual feedback received through the *Your Say Adelaide* survey, face to face consultation at the AAC and other feedback received.

Respondent Information

The respondents were well distributed across all age brackets. In summary, the medium age of the 605 respondents that provided details, was 56 years old. A total of 384 respondents were aged from 40 to 70 years with this age cohort accounting for 63% of respondents.

The breakdown of usage frequency was 459 (73%) respondents indicating they use services at least weekly, while 44% of respondents were members who would be in this cohort indicating that 29% of respondents were non-members, but regular facility users.

Respondents were asked how they travelled to the AAC and the most popular mode of transport was by car (73%) followed by walking (13%), bicycle (6%) and public transport (5%).

It was noted in the Face to Face survey only that 15% of respondents were City of Adelaide rate payers, while 85% were not. A further breakdown indicates that 23.5% of respondent were either residents or business owners.

A breakdown of *Your Say Adelaide* respondents indicated that: 42 respondents or 8.3% never use the AAC with a further 42 respondents or 8.3% only using the facility annually. Hence a total of 16.6% of respondents never or very rarely use the AAC while the balance of respondents have varying levels of regular usage.

Overview of Key Findings

General themes from the consultation with individuals undertaken included the following:

- The AAC is an important and much-loved facility for people from across metro-Adelaide.
- The AAC is publicly accessible and offers a variety of services and facilities that people want.
- Other aquatic facilities in the Adelaide region do not offer the same level of accessibility for people with physical disabilities.
- Stakeholders were concerned about temporarily losing access to facility and what the interim arrangements would be, if any, or more seriously what would they do if the centre was permanently closed.

Specific findings identified from the Face to Face consultation (only) were as follows:

- Recreational swimming, the cafe, lap swimming and retail are the most accessed services within the ACC, although frequent users show higher usage of aquatic group fitness, dry group fitness, lap swimming, swim school lessons, spa, sauna/steam room, cafe, personal training and retail/swim shop.
- The most important services amongst the total sample are recreational swimming, cafe, lap swimming and swim school lessons. Recreational swimming is more important to occasional users, swim school lessons to frequent users and the spa, sauna and steam room to members and frequent users.
- 78 people offered suggestions for other services and these included 27 comments relating to facilities (mostly more car parking and the need for an upgrade), 78 comments pertaining to bigger/better slides and diving, 74 comments about suggested activities (like swimming races, hot spa pool and more group fitness classes), 73 comments specific to children's facilities and activities and seven comments about the café offerings.
- Most people would use a car (88%) with walking (5.5%) and public transport (3%).

A summary of an illustrative cross section of comments is as follows:

"I think the AAC is a fabulous, affordable facility, particularly us in the North of Adelaide".

"The AAC is of great importance in the lives of a large number of people. Moreover, it is a really pleasant building and ambiance to visit".

"The AAC provides me with a facility which is not available anywhere else in the near vicinity to where I live. At my age of 85 this is vital for my continuing health and body fitness".

"We always bring our grandchildren to your pool because it is undercover, very well supervised and offers a range of fun activities (water slides, dive pool, etc) for different age groups and skill levels".

Feedback was also provided by two MP's: Hon Rachel Sanderson (State Member for Adelaide) and the Hon Tung Ngo (Member of Legislative Council) with the following key points being raised:

- Concerns raised by Hon Rachel Sanderson's constituents for the development not having the same facilities available in the future including the number, size and depth of pools, as well as the reinstatement of the diving platform together with the timeframes associated with the development and the impact on the Park Lands.
- Following on from a community meeting, the key comments provided by the Hon Tung Ngo included: the importance of services for immersion therapy (refer Determined2 submission below), accessibility for people with physical disabilities and the future provision of yoga. In summary it was concluded that the AAC is a "much loved" facility and a welcoming place where they can exercise safely and also enjoy social interaction. In relation to funding it was noted by the Hon Tung Ngo, that given that many AAC users come from outside the City of Adelaide it is reasonable for State or Federal Governments to support an aquatic facility development and that ongoing funding does not solely rest with Council, but a funding model like SAALC.

User Group Submissions

A summary of submissions received from user groups regarding the Draft Aquatic and Leisure Centre Needs Analysis is provided below (in alphabetical order).

Blackfriars Priory School

A submission advised that the school uses the AAC for a range of activities including school swimming carnivals, water polo, learn to swim and education programs.

While no specific visitation or usage numbers appear to be provided, the submission advises that the following facilities are either essential or are required to conduct the school programs: an eight lane 50m pool with a grandstand for 1,000 spectators, water polo pool (with a distance between goals of 20m to 30m for men and 15m to 25m for women and a minimum water depth of 1.8m, while 2m is preferred) and a program pool for learn to swim activities. As a result of the items being identified as essential or required, the school identified a preference for option 1 (as outlined in Section 11).

Determined2

The organisation provides a range of services to people with disability, injury or illness. A focus is on the provision of movement type activities in under water environments using SCUBA equipment. The service is currently provided at the AAC five days per week employing eight part time staff and conducting approximately 170 to 180 sessions per week. The organisation has a requirement for water deep enough to submerge (depth not specified) and appropriate amenities (e.g. accessible change room).

St Dominic's Priory College

A submission advised that the school uses the AAC for water polo training on Monday afternoons in summer and games on Thursdays, an annual swimming carnival and school lessons. To continue with these programs the school is seeking future access at an

affordable price to, a deep water pool for water polo, a 50m pool for its swimming carnival and a children's pool for swim lessons.

Eastern Saints Water Polo Club

Eastern Saints Water Polo Club is the youngest of the current four clubs in Adelaide having been formed in 2008 to provide a fourth club to improve and assist in the growth of the sport in South Australia. The club currently has seven teams participating in competitions and is also actively involved in primary school competitions and clinics. The club identified that water polo is reliant upon both SAALC and the AAC, as both centres have pools with the required depths. The central location of the AAC makes it important as a primary water polo venue for the water polo community. As one example, the Club's view is that the AAC is the only suitable location for the secondary school's competition as the participating schools are not located to the south.

Note: the submission states that the Draft Aquatic and Leisure Centre Needs Analysis significantly understates water polo usage, but no background is provided regarding this comment.

Royal Life Saving South Australia

The organisation has been a tenant at the AAC since 2014 and a regular user of the 50m pool for training courses and programs, as well as the meeting / function area for training. The organisation is committed to a shared vision of maximising participation and health and wellbeing for all and is working towards that aim of 'A nation free from drowning'. Access to the right facilities is important to deliver this aim and Royal Life Saving SA believe that the following are important: a 50m pool with disability access, smaller learn to swim pool and a dedicated toddler's infant area.

The following values are important: leadership / collaboration / integrity, humanitarianism / social entrepreneurship, quality and innovation, diversity and equality / respect.

Underwater Hockey (UWH)

UWH is a minority sport played by both females and males. The sport predominately uses the shallow end of the diving pool at the AAC, but over time has also used the deep end of the 50m pool. UWH is adaptable, but a pool depth of 2m is preferred with the international rules requiring a playing area of 12m to 15m wide and 21m to 25m long. UWH noted that SAALC is unsuitable for underwater due to the type of pool floor.

Water Polo South Australia (WPSA)

The current structure of water polo in the state consists of four clubs (300 members), a schoolboys and schoolgirl competitions (720 members), talent squads, SASI support, Australian water polo league events (men's and women's teams), junior state representative teams, flippa ball and modified games.

While SAALC accommodates the elite water polo competition and club training (for one team) it is poorly located to maximise participation. Hence the AAC remains an excellent water polo venue, in a central location, that complies with the needs of the Australian Water Polo League, which is the highest level of water polo in Australia. To remain competitive at a national level it is important that South Australia has as many suitable training and competition venues as possible.

The ideal future facilities for WPSA activities are a 50m pool by 25m wide and 2m deep, heated, with a movable floor, movable boom, adequate storage for goals scoreboards etc. two marshalling / meeting rooms, electronic scoreboard and spectator seating.

Note: the submission states that the Draft Aquatic and Leisure Centre Needs Analysis appears to significantly understate water polo usage. For clarity, the local school competition example provided by WPSA is included in the total group usage hours, but not specifically listed as it is not classified as an event by AAC management.

Other Stakeholder Submissions

A summary of submissions received from other stakeholders regarding the Draft Aquatic and Leisure Centre Needs Analysis is provided below (in alphabetical order).

Adelaide Park Lands Preservation Association Inc (APPA)

A submission was received by the APPA with points being raised in the submission regarding the background on the APPA, the structure of Council's consultation and the Council's questions. In relation to feedback on the Draft Aquatic and Leisure Centre Needs Analysis, it was highlighted that Council's decision on the aquatic centre should be separated from any other commercial decisions. It was also stated that other local governments around Australia would perceive rate payer support for aquatic centres as part of their core business and part of a statutory duty to promote public health.

Natural Resources Adelaide and Mt Lofty Ranges (AMLR)

A submission received from Natural Resources AMLR was provided as preliminary and high level feedback. Specific reference was made to the importance of integrating living infrastructure (i.e. trees and other plants), biodiversity sensitive urban design and water sustainability.

Key guiding principles associated with the new development were identified as follows:

- a) Increase to service offering with a best practice approach applied to service delivery.
- b) Universal access to enable mobility.
- c) Sympathetic to Park Lands setting.
- d) Sustainable.
- e) Drives commercial outcomes for the precinct and city with increasing visitor spend.
- f) A financially sustainable operation for Council that maximises return on invest and delivers new revenue streams while reducing Council's reliance on rate revenue.

South East City Residents Association Inc. (SECRA)

The SECRA provided the following comments on the Draft Aquatic and Leisure Centre Needs Analysis.

- a) There appears to be a strong argument for a new aquatic centre to be built.
- b) Any new facility should not be to the detriment of Park Lands and it is noted that all four options reduce the current footprint and building area.
- c) Option 4 is cheapest to build and presumably cheapest to maintain.
- d) Given the provision of SAALC there is arguably no need for aquatic sport facilities (i.e. 50m pool and dive pool and if demand exists the state government should pay for these).
- e) The Education Department should contribute if the facility is to accommodate school carnivals.
- f) Adjacent Councils should make a financial contribution for all options except for a local facility, Option 4.
- g) Discounted entry could be provided for residents of contributing Councils.
- h) Both state and federal governments should contribute to all four options.
- i) Consideration should be given to the provision of a gym, improved outdoor spaces and café accessibility both inside and outside the facility.

**Appendix E -
Facility Cost Assessment at Concept Phase**

Item 5.4 - Attachment A

City of Adelaide

Adelaide Aquatic Leisure Centre

Indicative Cost Plan

Option A - Outdoor 50m Pool

QS REF: me29715

Date: 19/05/2021

Function	Areas m2	Rate \$/m2	Cost \$
Building Works			
Entry :			
Foyer	200	2,200.00	440,000
Reception	30	2,900.00	87,000
- Extra for reception counter	Allow		30,000
- Extra for turnstiles	Allow		100,000
Retail / Merchandise	20	2,400.00	48,000
Office	12	2,500.00	30,000
Open Plan	80	2,500.00	200,000
Staff Kitchen / Amenities	15	3,000.00	45,000
Store / Print	12	2,200.00	26,400
Cafe / Kiosk kitchen / servery	50	3,000.00	150,000
- Extra for cafe equipment	Allow		100,000
Cafe / Kiosk seating	50	2,400.00	120,000
Party Room	20	2,700.00	54,000
Multi-purpose space	120	2,700.00	324,000
Office	12	2,500.00	30,000
Amenities	12	3,000.00	36,000
Kitchenette / store	15	2,000.00	30,000
Wet Change Rooms			
Change - Female	80	3,000.00	240,000
Change - Male	80	3,000.00	240,000
Change - Family	50	3,000.00	150,000
Change - Accessible	24	3,600.00	86,400
Change - Changing Places	15	4,000.00	60,000
Change - Outdoor Family	30	3,000.00	90,000
Change - Outdoor Accessible	8	3,600.00	28,800
Change - Group	90	3,000.00	270,000
- Extra for lockers	Allow		100,000
Health & Fitness			
Health & Fitness Foyer	50	2,200.00	110,000
Gymnasium	800	2,400.00	1,920,000
Gymnasium Office	10	2,500.00	25,000
Gymnasium Assessment	10	2,500.00	25,000
Gymnasium Store	10	2,000.00	20,000
Group Fitness - multi-purpose	200	2,500.00	500,000
Group Fitness - multi-purpose	150	2,500.00	375,000
Group Fitness - spin	90	2,500.00	225,000
Group Fitness Store	10	2,000.00	20,000
Consulting Suites	80	2,700.00	216,000
Tenancy Space (admin)	30	2,000.00	60,000
Health & Fitness Change			
Change - Female	75	3,000.00	225,000
Change - Male	75	3,000.00	225,000
Change - Accessible	8	3,600.00	28,800
- Extra for lockers	Allow		100,000
Support			
Pool Plant Room	450	2,000.00	900,000
- Extra for basement pool plant	Allow		400,000
Mechanical Plant	300	2,000.00	600,000
Main Switchboard	18	2,000.00	36,000
Cleaners Store	24	2,000.00	48,000
Waste Store	45	2,000.00	90,000
Aquatic Facilities			
Indoor 50m Pool			
Spectator seating			
Indoor 25m Pool	1,130	2,800.00	3,164,000
- Extra for Spectator seating	Allow		160,000
Indoor Learn-to-Swim Pool	550	2,800.00	1,540,000
Indoor Leisure Pool / Splash Pad	900	2,800.00	2,520,000
Indoor Warm Water Pool	650	2,800.00	1,820,000
Spa / Sauna / Steam	120	2,800.00	336,000

City of Adelaide

Adelaide Aquatic Leisure Centre

Indicative Cost Plan

Option A - Outdoor 50m Pool

QS REF: me29715

Date: 19/05/2021

Function	Areas m2	Rate \$/m2	Cost \$
First Aid Room	15	2,600.00	39,000
Store Room	60	2,000.00	120,000
Store Room - external	80	2,000.00	160,000
Circulation & Plant allowance	697	2,000.00	1,393,000
Allowance for piled foundations	Allow		1,287,132
Allowance for fire sprinklers [except to pool halls]	Allow		Excluded
Allow for AV infrastructure	Allow		300,331
Allow for new building / wayfinding signage	Allow		100,000
Allow for anti-vandalism elements / swipe card security	Allow		150,000
Allow for entrance canopy	Allow		350,000
Total Building Works	7,662	\$ 2,963	22,703,863
Aquatic Works			
Aquatic Facilities - Internal			
Indoor 50m Pool			Excluded
Swimwall			Excluded
Indoor 25m Pool	Allow		2,000,000
Indoor Learn-to-Swim Pool	Allow		750,000
Indoor Leisure Pool / Splash Pad	Allow		2,812,500
Allowance for water features	Allow		750,000
Indoor Warm Water Pool	Allow		2,482,000
Sauna / Steam - fitout	Allow		100,000
Pool Equipment	Allow		250,000
Builders works [piling, excavation, etc]	Allow		400,000
Outdoor aquatics			
Outdoor 50m Pool	Allow		4,000,000
Allow for swimwall	Allow		250,000
Outdoor Water Play	Allow		1,250,000
Allowance for water features	Allow		500,000
Pool Equipment incl blanket	Allow		200,000
Builders works [piling, excavation, etc]	Allow		200,000
Preliminaries on aquatic works	Allow		1,913,340
Total Aquatic Works			\$ 17,857,840
External Works & Services			
Spectator viewing	600	850.0	510,000
Picnic / BBQ	30	1,000.0	30,000
Demolition			
Allowance for demolition of existing buildings			Excluded
Allowance for site prep / Earthworks	Allow		306,440
- Extra for adverse soil conditions [rock, contamination, soft spots]			Excluded
External Works			
Carpark - new for 400 cars	14,000	160.0	2,240,000
Works to adjoining streets			Excluded
Allowance for fencing	Allow		150,000
Allowance for soft landscaping	Allow		300,000
- Extra for building forecourt	Allow		300,000
Allow for pool plant access / bund	Allow		30,000
Allow for waste yard	Allow		90,000
External Services			
Allowance for external services	Allow		1,225,760
- Diversion / relocation of existing inground services			Excluded
Total External Works & Services	7,662	\$ 676	\$ 5,182,200
Sub Total	7,662	\$ 5,971	\$ 45,743,903

City of Adelaide

Adelaide Aquatic Leisure Centre

Indicative Cost Plan

Option A - Outdoor 50m Pool

QS REF: me29715

Date: 19/05/2021

Function	Areas m2	Rate \$/m2	Cost \$
Allowance for ESD Initiatives	Allow		1,000,000
Design Contingency	5%		2,337,195
Construction Cost	7,662	\$ 6,406	\$ 49,081,098
Construction Contingency	10%		4,674,390
Professional Fee Allowance	9%		4,837,994
Authority Fees & Charges	Allow		467,439
- Extra for substation contribution	Allow		100,000
Fixtures, Fittings and Equipment	Allow		454,077
- Gym Equipment [assume leased]			Excluded
Audio Visual/ Active IT Equipment Allowance	Allow		400,000
Council internal costs			Excluded
Legal, permits, marketing, other professional Fees			Excluded
Relocation and setup costs			Excluded
Cost Escalation - Allow 12 mths	3% pa		1,800,450
Sub Total			\$ 12,734,350
Project Total in Today's Prices (excluding GST)			\$ 61,815,448

Exclusions:

We have expressly not taken into account the impact of the Covid-19 pandemic (or any other matter coming to our attention after the date of this report) and accordingly have excluded from this report any implications in relation to programme, costs, supply shortages, performance of parties due to shortages of labour and the inability to travel due to global and national travel restrictions, etc. Turner & Townsend accepts no liability for any loss or damage which arises as a result of such matters or any reliance on this report which assumes such matters have been taken into account.

The information provided is for a greenfield site and the area schedule is not site specific. This cost plan is subject to adjustment on receipt of site specific information.

GST

Upgrade or provision of authority services infrastructure external to the site

Land, legal, marketing and finance costs

Adverse soil conditions incl. excavation in rock, contaminated soil, soft spot

Diversion / relocation of existing inground services

Relocation / Decanting / Temporary Accom

Staging Costs

Assumes facility is a single storey building

Cost Escalation beyond March 2022

Out of Hours Works

Public Art

Asbestos & other hazardous materials removal

Stormwater on site retention / detention system

Planning permit fees

Demolition of existing structures

Note: Exclusions within cost plan



City of Adelaide

Adelaide Aquatic Leisure Centre

Indicative Cost Plan

Option B - Indoor 50m Pool

QS REF: me29715

Date: 19/05/2021

Function	Areas m2	Rate \$/m2	Cost \$
Building Works			
Entry :			
Foyer	200	2,200.00	440,000
Reception	30	2,900.00	87,000
- Extra for reception counter	Allow		30,000
- Extra for turnstiles	Allow		100,000
Retail / Merchandise	20	2,400.00	48,000
Office	12	2,500.00	30,000
Open Plan	80	2,500.00	200,000
Staff Kitchen / Amenities	15	3,000.00	45,000
Store / Print	12	2,200.00	26,400
Cafe / Kiosk kitchen / servery	50	3,000.00	150,000
- Extra for cafe equipment	Allow		100,000
Cafe / Kiosk seating	50	2,400.00	120,000
Party Room	20	2,700.00	54,000
Multi-purpose space	120	2,700.00	324,000
Office	12	2,500.00	30,000
Amenities	12	3,000.00	36,000
Kitchenette / store	15	2,000.00	30,000
Wet Change Rooms			
Change - Female	80	3,000.00	240,000
Change - Male	80	3,000.00	240,000
Change - Family	50	3,000.00	150,000
Change - Accessible	24	3,600.00	86,400
Change - Changing Places	15	4,000.00	60,000
Change - Outdoor Family	30	3,000.00	90,000
Change - Outdoor Accessible	8	3,600.00	28,800
Change - Group	90	3,000.00	270,000
- Extra for lockers	Allow		100,000
Health & Fitness			
Health & Fitness Foyer	50	2,200.00	110,000
Gymnasium	800	2,400.00	1,920,000
Gymnasium Office	10	2,500.00	25,000
Gymnasium Assessment	10	2,500.00	25,000
Gymnasium Store	10	2,000.00	20,000
Group Fitness - multi-purpose	200	2,500.00	500,000
Group Fitness - multi-purpose	150	2,500.00	375,000
Group Fitness - spin	90	2,500.00	225,000
Group Fitness Store	10	2,000.00	20,000
Consulting Suites	80	2,700.00	216,000
Tenancy Space (admin)	30	2,000.00	60,000
Health & Fitness Change			
Change - Female	75	3,000.00	225,000
Change - Male	75	3,000.00	225,000
Change - Accessible	8	3,600.00	28,800
- Extra for lockers	Allow		100,000
Support			
Pool Plant Room	450	2,000.00	900,000
- Extra for basement pool plant	Allow		400,000
Mechanical Plant	300	2,000.00	600,000
Main Switchboard	18	2,000.00	36,000
Cleaners Store	24	2,000.00	48,000
Waste Store	45	2,000.00	90,000
Aquatic Facilities			
Indoor 50m Pool	2,100	2,800.00	5,880,000
Spectator seating	Allow		600,000
Indoor 25m Pool	1,090	2,800.00	3,052,000
- Extra for Spectator seating	Allow		80,000
Indoor Learn-to-Swim Pool	550	2,800.00	1,540,000
Indoor Leisure Pool / Splash Pad	1,500	2,800.00	4,200,000
Indoor Warm Water Pool	650	2,800.00	1,820,000
Spa / Sauna / Steam	120	2,800.00	336,000

City of Adelaide

Adelaide Aquatic Leisure Centre

Indicative Cost Plan

Option B - Indoor 50m Pool

QS REF: me29715

Date: 19/05/2021

Function	Areas m2	Rate \$/m2	Cost \$
First Aid Room	15	2,600.00	39,000
Store Room	60	2,000.00	120,000
Store Room - external	80	2,000.00	160,000
Circulation & Plant allowance	963	2,000.00	1,925,000
Allowance for piled foundations	Allow		1,778,700
Allowance for fire sprinklers [except to pool halls]	Allow		Excluded
Allow for AV infrastructure	Allow		415,030
Allow for new building / wayfinding signage	Allow		100,000
Allow for anti-vandalism elements / swipe card security	Allow		150,000
Allow for entrance canopy	Allow		350,000
Total Building Works	10,588	\$ 3,004	31,810,130
Aquatic Works			
Aquatic Facilities - Internal			
Indoor 50m Pool	Allow		4,000,000
Swimwall	Allow		250,000
Indoor 25m Pool	Allow		2,000,000
Indoor Learn-to-Swim Pool	Allow		750,000
Indoor Leisure Pool / Splash Pad	Allow		2,812,500
Allowance for water features	Allow		750,000
Indoor Warm Water Pool	Allow		2,482,000
Sauna / Steam - fitout	Allow		100,000
Pool Equipment	Allow		300,000
Builders works [piling, excavation, etc]	Allow		600,000
Outdoor aquatics			
Outdoor 50m Pool			
Allow for swimwall			
Outdoor Water Play	Allow		1,250,000.00
Allowance for water features	Allow		500,000.00
Pool Equipment incl blanket			
Builders works [piling, excavation, etc]			
Preliminaries on aquatic works	Allow		1,895,340
Total Aquatic Works			\$ 17,689,840
External Works & Services			
Spectator viewing			Excluded
Picnic / BBQ			Excluded
Demolition			
Allowance for demolition of existing buildings			Excluded
Allowance for site prep / Earthworks	Allow		423,480
- Extra for adverse soil conditions [rock, contamination, soft spots]			Excluded
External Works			
Carpark - new for 400 cars	14,000	160.0	2,240,000
Works to adjoining streets			Excluded
Allowance for fencing	Allow		150,000
Allowance for soft landscaping	Allow		300,000
- Extra for building forecourt	Allow		300,000
Allow for pool plant access / bund	Allow		30,000
Allow for waste yard	Allow		90,000
External Services			
Allowance for external services	Allow		1,693,920
- Diversion / relocation of existing inground services			Excluded
Total External Works & Services	10,588	\$ 494	\$ 5,227,400
Sub Total	10,588	\$ 5,169	\$ 54,727,370
Allowance for ESD Initiatives	Allow		1,000,000



City of Adelaide

Adelaide Aquatic Leisure Centre

Indicative Cost Plan

Option B - Indoor 50m Pool

QS REF: me29715

Date: 19/05/2021

Function	Areas m2	Rate \$/m2	Cost \$
Design Contingency	5%		2,786,369
Construction Cost	10,588	\$ 5,527	\$ 58,513,739
Construction Contingency	10%		5,572,737
Professional Fee Allowance	9%		5,767,783
Authority Fees & Charges			557,274
- Extra for substation contribution			100,000
Fixtures, Fittings and Equipment			636,203
- Gym Equipment [assume leased]			Excluded
Audio Visual/ Active IT Equipment Allowance			400,000
Council internal costs			Excluded
Legal, permits, marketing, other professional Fees			Excluded
Relocation and setup costs			Excluded
Cost Escalation - Allow 12 mths	3% pa		2,146,432
Sub Total			\$ 15,180,428
Project Total in Today's Prices (excluding GST)			\$ 73,694,167

Exclusions:

We have expressly not taken into account the impact of the Covid 19 pandemic (or any other matter coming to our attention after the date of this report) and accordingly have excluded from this report any implications in relation to programme, costs, supply shortages, performance of parties due to shortages of labour and the inability to travel due to global and national travel restrictions, etc. Turner & Townsend accepts no liability for any loss or damage which arises as a result of such matters or any reliance on this report which assumes such matters have been taken into account.

The information provided is for a greenfield site and the area schedule is not site specific. This cost plan is subject to adjustment on receipt of site specific information.

GST

Upgrade or provision of authority services infrastructure external to the site

Land, legal, marketing and finance costs

Adverse soil conditions incl. excavation in rock, contaminated soil, soft spot

Diversion / relocation of existing inground services

Relocation / Decanting / Temporary Accom

Staging Costs

Assumes facility is a single storey building

Cost Escalation beyond March 2022

Out of Hours Works

Public Art

Asbestos & other hazardous materials removal

Stormwater on site retention / detention system

Planning permit fees

Demolition of existing structures

Note: Exclusions within cost plan

**Appendix F -
Performance Projections**

Item 5.4 - Attachment A

ADELAIDE AQUATIC CENTRE 10 YEAR OPERATIONAL BUDGET - OUTDOOR 50M POOL

Income	Income - Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Administration Income	Service Income	\$10,500	\$10,815	\$11,139	\$11,474	\$11,818	\$12,172	\$12,538	\$12,914	\$13,301	\$13,700
Learn to Swim Income	Operational Income	\$2,893,148	\$3,268,274	\$3,650,560	\$3,937,816	\$4,086,104	\$4,073,642	\$4,035,043	\$4,002,080	\$3,974,811	\$3,953,292
Cafe Income	Service Income	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750
Birthday Party Income	Operational Income	\$22,047	\$32,045	\$36,557	\$36,814	\$37,070	\$37,224	\$37,532	\$37,788	\$37,788	\$37,788
Facility Rental Income	Operational Income	\$57,945	\$64,214	\$67,424	\$70,796	\$74,335	\$76,565	\$78,862	\$81,228	\$83,665	\$86,175
Membership Income	Operational Income	\$3,058,106	\$3,389,970	\$3,727,501	\$3,980,958	\$4,117,167	\$4,131,483	\$4,135,097	\$4,118,860	\$4,080,944	\$4,015,055
Personal Training	Operational Income	\$36,339	\$42,507	\$44,632	\$46,864	\$49,207	\$50,191	\$51,195	\$52,219	\$53,263	\$54,328
Group Fitness Income	Operational Income	\$69,544	\$69,356	\$72,726	\$75,594	\$77,862	\$80,198	\$82,447	\$83,272	\$84,104	\$84,945
Recreation Swimming Income	Operational Income	\$806,981	\$826,348	\$846,181	\$866,489	\$879,486	\$900,582	\$914,090	\$927,802	\$941,719	\$955,845
Schools Income	Operational Income	\$41,855	\$43,856	\$45,398	\$46,480	\$47,595	\$49,234	\$50,907	\$52,210	\$53,115	\$53,533
Merchandise Income	Service Income	\$313,500	\$313,500	\$311,850	\$311,850	\$311,850	\$321,206	\$330,842	\$340,767	\$350,990	\$361,520
Total Income		\$7,994,716	\$8,745,635	\$9,498,719	\$10,069,884	\$10,377,245	\$10,417,247	\$10,413,302	\$10,393,889	\$10,358,450	\$10,300,930
Expense	Expense - Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Administration Expense	Office Supplies Expense	\$33,000	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
	Printing Expense	\$26,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
	Operational - Licensing & Subscriptions Expense	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700
	Telecommunications Expense	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200
	IT - Licensing & Subscriptions Expense	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800
	Fees / Permits / Miscellaneous Expense	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
	Insurance Expense	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400
Learn to Swim Expense	Salaries & Wages: Direct Expense	\$623,972	\$678,717	\$756,048	\$803,666	\$826,525	\$843,055	\$851,486	\$851,486	\$851,486	\$851,486
	Annual Leave Expense	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048
	Learn to Swim Consumables Expense	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200
Cafe Expense	Stock Purchases Expense	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000
	Salaries & Wages: Direct Expense	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384
	Annual Leave Expense	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673
Birthday Party Expense	Salaries & Wages: Direct Expense	\$10,097	\$14,676	\$16,742	\$16,859	\$16,977	\$17,316	\$17,663	\$18,016	\$18,376	\$18,744
	Birthday Party Consumables Expense	\$11,249	\$15,828	\$17,894	\$18,011	\$18,129	\$18,129	\$18,129	\$18,129	\$18,129	\$18,129
Childcare Expense	Salaries & Wages: Direct Expense	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567
	Annual Leave Expense	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109
	Creche Consumables Expense	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020
Customer Service Expense	Salaries & Wages: Direct Expense	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914
	Annual Leave Expense	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966
Duty Management Expense	Salaries & Wages: Direct Expense	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013
	Annual Leave Expense	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824
Group Fitness Expense	Salaries & Wages: Direct Expense	\$232,373	\$259,077	\$264,132	\$269,187	\$274,242	\$279,727	\$285,321	\$291,028	\$296,848	\$302,785
	Annual Leave Expense	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673
Gym Expense	Salaries & Wages: Direct Expense	\$436,399	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030
	Annual Leave Expense	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031
Finance Expense	Bank Charges Expense	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091
	Cash Security Expense	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041
Centre Management Expense	Salaries & Wages: Direct Expense	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713
	Annual Leave Expense	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776
Marketing Expense	Marketing External Expense	\$110,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Merchandise Expense	Stock Purchases Expense	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000
Personal Training Expense	Salaries & Wages: Direct Expense	\$33,204	\$38,840	\$40,782	\$42,822	\$44,963	\$45,862	\$46,779	\$47,715	\$48,669	\$49,642
Operations Expense	Salaries & Wages: Direct Expense	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366
	Annual Leave Expense	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031
	Utility Expense	\$1,241,000	\$1,241,000	\$1,241,000	\$1,241,000	\$1,241,000	\$1,241,000	\$1,241,000	\$1,241,000	\$1,241,000	\$1,241,000
	Water Expense	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500	\$131,500

Expense	Expense - Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Maintenance Expense	\$309,000	\$618,000	\$618,000	\$618,000	\$618,000	\$618,000	\$618,000	\$618,000	\$618,000	\$618,000
	Cleaning Consumables Expense	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500
	Cleaning Contractor Expense	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500
	Pool Chemicals Expense	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590
	Waste Disposal Expense	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200
	Hygiene Services Expense	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
	Equipment Lease Expense	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
	Equipment Purchases Expense	\$63,500	\$42,015	\$42,015	\$42,015	\$42,015	\$42,015	\$42,015	\$42,015	\$42,015	\$42,015
	Security Expense	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Lifeguard Expense	Salaries & Wages: Direct Expense	\$1,194,167	\$1,195,150	\$1,196,153	\$1,197,175	\$1,198,218	\$1,198,218	\$1,198,218	\$1,198,218	\$1,198,218	\$1,198,218
	Annual Leave Expense	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205
Staffing Expense	Long Service Leave Expense	\$137,156	\$140,691	\$146,215	\$149,127	\$150,692	\$150,692	\$150,692	\$150,692	\$150,692	\$150,692
	Training / Recruitment Expense	\$121,617	\$106,399	\$110,044	\$111,817	\$112,979	\$112,979	\$112,979	\$112,979	\$112,979	\$112,979
	Superannuation Expense	\$412,873	\$442,675	\$479,794	\$509,299	\$514,645	\$514,645	\$514,645	\$514,645	\$514,645	\$514,645
	Annual Leave Loading Expense	\$108,201	\$108,201	\$108,201	\$108,201	\$108,201	\$108,201	\$108,201	\$108,201	\$108,201	\$108,201
	Staff Supplies / Uniforms Expense	\$28,750	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100	\$4,100
	WorkCover Expense	\$126,711	\$129,976	\$135,080	\$137,770	\$139,216	\$139,216	\$139,216	\$139,216	\$139,216	\$139,216
Total Expense		\$8,805,302	\$9,122,006	\$9,262,863	\$9,355,712	\$9,396,564	\$9,419,818	\$9,435,107	\$9,442,102	\$9,449,237	\$9,456,515
	Net Operating Result	-\$810,586	-\$376,372	\$235,857	\$714,172	\$980,680	\$997,428	\$978,195	\$951,787	\$909,212	\$844,415
	Total Staff Wages (Inc. Oncosts)	\$5,162,772	\$5,290,650	\$5,425,795	\$5,516,754	\$5,556,327	\$5,579,581	\$5,594,869	\$5,601,865	\$5,609,000	\$5,616,278

ADELAIDE AQUATIC CENTRE 10 YEAR OPERATIONAL BUDGET - INDOOR 50M POOL

Income	Income - Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Administration Income	Service Income	\$10,500	\$10,815	\$11,139	\$11,474	\$11,818	\$12,172	\$12,538	\$12,914	\$13,301	\$13,700
Learn to Swim Income	Operational Income	\$2,893,148	\$3,268,274	\$3,650,560	\$3,937,816	\$4,086,104	\$4,073,642	\$4,035,043	\$4,002,080	\$3,974,811	\$3,953,292
Cafe Income	Service Income	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750	\$684,750
Birthday Party Income	Operational Income	\$22,047	\$32,045	\$36,557	\$36,814	\$37,070	\$37,224	\$37,532	\$37,788	\$37,788	\$37,788
Facility Rental Income	Operational Income	\$57,945	\$64,214	\$67,424	\$70,796	\$74,335	\$76,565	\$78,862	\$81,228	\$83,665	\$86,175
Membership Income	Operational Income	\$3,058,106	\$3,389,970	\$3,727,501	\$3,980,958	\$4,117,167	\$4,136,105	\$4,139,765	\$4,123,519	\$4,085,319	\$4,019,157
Personal Training	Operational Income	\$36,339	\$42,507	\$44,632	\$46,864	\$49,207	\$50,191	\$51,195	\$52,219	\$53,263	\$54,328
Group Fitness Income	Operational Income	\$69,544	\$69,356	\$72,726	\$75,594	\$77,862	\$80,198	\$82,447	\$83,272	\$84,104	\$84,945
Recreation Swimming Income	Operational Income	\$896,645	\$918,165	\$940,201	\$962,766	\$977,207	\$1,000,497	\$1,015,504	\$1,030,737	\$1,046,198	\$1,061,891
Schools Income	Operational Income	\$43,818	\$45,820	\$47,362	\$49,425	\$50,540	\$52,179	\$53,852	\$55,155	\$56,060	\$56,478
Merchandise Income	Service Income	\$313,500	\$313,500	\$311,850	\$311,850	\$311,850	\$321,206	\$330,842	\$340,767	\$350,990	\$361,520
Total Income		\$8,086,344	\$8,839,415	\$9,594,703	\$10,169,106	\$10,477,911	\$10,524,729	\$10,522,330	\$10,504,429	\$10,470,250	\$10,414,025
Expense	Expense - Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Administration Expense	Office Supplies Expense	\$33,000	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
	Printing Expense	\$26,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
	Operational - Licensing & Subscriptions Expense	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700	\$92,700
	Telecommunications Expense	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200	\$7,200
	IT - Licensing & Subscriptions Expense	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800	\$4,800
	Fees / Permits / Miscellaneous Expense	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
	Insurance Expense	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400	\$26,400
Learn to Swim Expense	Salaries & Wages: Direct Expense	\$623,972	\$678,717	\$756,048	\$803,666	\$826,525	\$843,055	\$851,486	\$851,486	\$851,486	\$851,486
	Annual Leave Expense	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048	\$11,048
	Learn to Swim Consumables Expense	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200	\$4,200
Cafe Expense	Stock Purchases Expense	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000	\$415,000
	Salaries & Wages: Direct Expense	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384	\$253,384
	Annual Leave Expense	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673
Birthday Party Expense	Salaries & Wages: Direct Expense	\$10,097	\$14,676	\$16,742	\$16,859	\$16,977	\$17,316	\$17,663	\$18,016	\$18,376	\$18,744
	Birthday Party Consumables Expense	\$11,249	\$15,828	\$17,894	\$18,011	\$18,129	\$18,129	\$18,129	\$18,129	\$18,129	\$18,129
Childcare Expense	Salaries & Wages: Direct Expense	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567	\$92,567
	Annual Leave Expense	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109	\$4,109
	Creche Consumables Expense	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020	\$1,020
Customer Service Expense	Salaries & Wages: Direct Expense	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914	\$843,914
	Annual Leave Expense	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966	\$33,966
Duty Management Expense	Salaries & Wages: Direct Expense	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013	\$255,013
	Annual Leave Expense	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824	\$6,824
Group Fitness Expense	Salaries & Wages: Direct Expense	\$232,373	\$259,077	\$264,132	\$269,187	\$274,242	\$279,727	\$285,321	\$291,028	\$296,848	\$302,785
	Annual Leave Expense	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673	\$5,673
Gym Expense	Salaries & Wages: Direct Expense	\$436,399	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030	\$435,030
	Annual Leave Expense	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031
Finance Expense	Bank Charges Expense	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091	\$23,091
	Cash Security Expense	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041	\$5,041
Centre Management Expense	Salaries & Wages: Direct Expense	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713	\$217,713
	Annual Leave Expense	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776	\$19,776
Marketing Expense	Marketing External Expense	\$110,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Merchandise Expense	Stock Purchases Expense	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000
Personal Training Expense	Salaries & Wages: Direct Expense	\$33,204	\$38,840	\$40,782	\$42,822	\$44,963	\$45,862	\$46,779	\$47,715	\$48,669	\$49,642
Operations Expense	Salaries & Wages: Direct Expense	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366	\$84,366
	Annual Leave Expense	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031	\$7,031
	Utility Expense	\$1,245,000	\$1,245,000	\$1,245,000	\$1,245,000	\$1,245,000	\$1,245,000	\$1,245,000	\$1,245,000	\$1,245,000	\$1,245,000
	Water Expense	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000

Expense	Expense - Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Maintenance Expense	\$368,500	\$737,000	\$737,000	\$737,000	\$737,000	\$737,000	\$737,000	\$737,000	\$737,000	\$737,000
	Cleaning Consumables Expense	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500	\$69,500
	Cleaning Contractor Expense	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500	\$318,500
	Pool Chemicals Expense	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590	\$87,590
	Waste Disposal Expense	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200
	Hygiene Services Expense	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
	Equipment Lease Expense	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
	Equipment Purchases Expense	\$63,500	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000	\$42,000
	Security Expense	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Lifeguard Expense	Salaries & Wages: Direct Expense	\$1,030,971	\$1,031,954	\$1,032,957	\$1,033,979	\$1,035,022	\$1,035,022	\$1,035,022	\$1,035,022	\$1,035,022	\$1,035,022
	Annual Leave Expense	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205	\$5,205
Staffing Expense	Long Service Leave Expense	\$134,771	\$138,295	\$143,808	\$146,710	\$148,275	\$148,275	\$148,275	\$148,275	\$148,275	\$148,275
	Training / Recruitment Expense	\$119,971	\$104,604	\$108,249	\$110,022	\$111,184	\$111,184	\$111,184	\$111,184	\$111,184	\$111,184
	Superannuation Expense	\$405,693	\$435,136	\$471,896	\$501,042	\$506,388	\$506,388	\$506,388	\$506,388	\$506,388	\$506,388
	Annual Leaving Loading Expense	\$115,861	\$115,861	\$115,755	\$115,861	\$115,861	\$115,861	\$115,861	\$115,861	\$115,861	\$115,861
	Staff Supplies / Uniforms Expense	\$28,750	\$4,100	\$4,114	\$4,129	\$4,144	\$4,144	\$4,144	\$4,144	\$4,144	\$4,144
	WorkCover Expense	\$124,507	\$127,762	\$132,856	\$135,536	\$136,982	\$136,982	\$136,982	\$136,982	\$136,982	\$136,982
Total Expense		\$8,698,353	\$9,074,012	\$9,214,397	\$9,306,987	\$9,347,854	\$9,371,109	\$9,386,397	\$9,393,392	\$9,400,528	\$9,407,805
	Net Operating Result	-\$612,009	-\$234,598	\$380,306	\$862,119	\$1,130,056	\$1,153,621	\$1,135,933	\$1,111,036	\$1,069,722	\$1,006,219
	Total Staff Wages (Inc. Oncosts)	\$4,995,468	\$5,122,966	\$5,257,625	\$5,348,310	\$5,387,883	\$5,411,137	\$5,426,426	\$5,433,421	\$5,440,556	\$5,447,834

Paxton's Walk

ITEM 5.5 05/10/2021

The Committee

Strategic Alignment - Strong Economies

2012/00206-2

Public

Program Contact:

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Director, City Operations 8203
7132

Approving Officer:

Klinton Devenish, Director
Services, Infrastructure &
Operations

EXECUTIVE SUMMARY

In 2011 Council entered into an Agreement with Community Corporation No. 23945 (commonly known as the Palais building) that required the Community Corporation to transfer a strip of land to Council and grant a Right of Way to Council to create a public thoroughfare known as Paxton's Walk. Council constructed Paxton's Walk, however the transfer of land and grant of Right of Way never occurred.

In the interim, Council has identified that the stormwater infrastructure in Paxton's Walk and Vaughan Place requires upgrading and that opportunities exist to improve the amenity and functionality of Paxton's Walk. This resulted in the Paxton's Walk Revitalisation project.

Council was successful in obtaining funding of \$2.2m from the State Government's Planning and Development Fund to undertake the Paxton's Walk Revitalisation project. Council has noted the requirement for a procurement activity over the Chief Executive Officer's delegation for the project on 8 June 2021 through the Quarterly Forward Procurement Report.

The Paxton's Walk Revitalisation project requires a slightly different parcel of land to be transferred to Council from Community Corporation No. 23945 (compared to the original Agreement), along with a slightly different Right of Way (over a smaller area) and also an Encumbrance. These Lands Titles Office documents require Council's Common Seal.

This report seeks Council's approval to negotiate the terms of a Deed with Community Corporation No. 23945 that will require them to transfer a strip of land to Council and grant a Right of Way to Council for Paxton's Walk and also to accept an Encumbrance that will ensure sightlines are not obstructed along Paxton's Walk.

The Report seeks Council approval to authorise the Lord Mayor and Chief Executive Officer to affix Council's Common Seal to the Deed and various land tenure documents (that are lodged in the Lands Titles Office).

The Report seeks Council approval to authorise the Chief Executive Officer to approve the awarding of a contract to undertake the Paxton's Walk Revitalisation project because it will cost more than \$1m.

The following recommendation will be presented to Council on 12 October 2021 for consideration

That Council

1. Authorises the Chief Executive Officer to negotiate the terms of a Deed with Community Corporation No. 23945 that will require:
 - 1.1 Community Corporation No. 23945 to transfer to Council the parcel of land coloured yellow on Attachment A to Item # on the Agenda for the meeting of the Council on 12 October 2021.
 - 1.2 Community Corporation No. 23945 to grant a Right of Way to Council over the land coloured blue on Attachment A to Item # on the Agenda for the meeting of the Council on 12 October 2021.
 - 1.3 Community Corporation No. 23945 to accept an encumbrance over the land coloured red on Attachment A to Item # on the Agenda for the meeting of the Council on 12 October 2021 which will ensure sightlines are not obstructed on that land.

- 1.4 Council to complete the Paxton's Walk Revitalisation project (for which Council has noted the requirement for a procurement activity over the Chief Executive Officer's delegation through the Quarterly Forward Procurement Report).
 2. Authorises the Lord Mayor and Chief Executive Officer to affix the Common Seal of the Council to:
 - 2.1 A Deed with Community Corporation No. 23945
 - 2.2 Land transfer documents
 - 2.3 Grant of easement documents
 - 2.4 Encumbrance documentsor any other document to give effect to Council's resolution.
 3. Notes that the procurement for the Paxton's Walk Revitalisation project, as presented within the Quarterly Forward Procurement Report, will exceed \$1m.
 4. Authorises the Chief Executive Officer (or authorised representative) to approve the award of the contract and approve variations (financial and non-financial) to the contract as appropriate until the contract is concluded.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Strong Economies The Paxton’s Walk Revitalisation project will encourage movement between Lot 14 and the East End Precinct, thereby supporting local businesses.
Policy	Not in relation to this report
Consultation	We have consulted Community Corporation No. 23945 in relation to the terms of the Deed and the State Government in relation to funding and the interface between the Paxton’s Walk Revitalisation project and Ayers House.
Resource	Not as a result of this report
Risk / Legal / Legislative	The terms of an agreement between Council and Community Corporation No. 23945 will be documented in a Deed. The changes in land tenure required to facilitate the Paxton’s Walk Revitalisation will be in accordance with the <i>Real Property Act SA 1886 (SA)</i> and the <i>Community Titles Act 1996 (SA)</i> .
Opportunities	In addition to assisting East End traders by encouraging movement of people from Lot 14, the Paxton’s Walk Revitalisation project will also provide a vastly improved amenity adjacent to the Palais building that will provide opportunities for ground floor tenancies to capitalise on this, along with the increased foot traffic.
21/22 Budget Allocation	\$150,000 for upgrade to stormwater infrastructure in Paxton’s Walk and Vaughan Place
Proposed 22/23 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Project will be completed by December 2022.
21/22 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Ongoing maintenance costs are expected to increase for items such as new landscaping, this will be confirmed through detailed design.
Other Funding Sources	The State Government will contribute \$2.2m to construct the Paxton’s Walk Revitalisation project.

DISCUSSION

1. Until 2002, Council owned the land lettered “A” and “B” on the map below.



2. Council operated a multi-storey carpark (known as the Palais Carpark) on the land lettered “A” and an open lot carpark on the land lettered “B”.
3. A narrow pedestrian link between North Terrace and Vaughan Place, known as Paxton’s Walk, traversed the eastern side of the Palais Carpark building (between the carpark building and the western boundary of Ayers House). The link is shown on this map (Link 1 view [here](#)). Whilst narrow, it was nevertheless recognised as an important link.
4. In 2002 Council sold the land lettered “A” and “B” on this map (view map in paragraph 1) to Kyren Pty Ltd (Kyren) as part of a complex series of land transactions that obligated Kyren to build what is now known as the Alpha Apartments and Palais Apartments.
5. The ‘Contract for Sale’ (dated 22 April 2002) for the transfer of land from Council to Kyren stipulated that Kyren must, following construction of the Palais Apartments, transfer a strip of land running from Vaughan Place to North Terrace back to Council in order to retain the Paxton’s Walk link. The strip of land would be wider than the original Paxton’s Walk link.
6. Council could have, in theory, simply retained the strip of land it required for Paxton’s Walk. It chose not to do this because the intention was for the Walk to be partially integrated with the proposed Palais Apartments.
7. Construction of the Alpha Apartments was completed in 2005 and the Palais Apartments in 2006.
8. Once completed, the Alpha and Palais Apartments were made into Community Corporations and the units within those corporations were sold to individual owners. The land on which Paxton’s Walk was proposed to be built became part of the Common Property in Community Corporation No. 23945 (the Palais Apartments).
9. In keeping with the intent of the ‘Contract for Sale’ dated 22 April 2002 (refer to paragraph 5), Council resolved on 8 December 2008 to enter into an agreement with Kyren and Community Corporation No. 23945 (as the owner of the land on which Paxton’s Walk was to be constructed) to transfer Paxton’s Walk to Council, resolving specifically that:

“2. In line with the Council decision of 25/11/2002 and agreements with Kyren as the then sole proprietor, proceed with the transfer of the fee simple, registered right of way and deed for various parts of Paxton’s Walk to Council. Grant registered rights of way on foot to the adjoining Ayers House and Palais sites and in line with Council’s subsequent decision of 31/7/2006, complete upgrade works to this public pedestrian link now subject to the consent of Kyren and the Palais Apartments community corporation.”
10. Based on this resolution, an Agreement (the **Agreement**) was executed on 10 March 2011 with the following parties regarding Paxton’s Walk:

- 10.1 Council
- 10.2 Kyren
- 10.3 Community Corporation No. 23945
- 10.4 Minister for Administrative Services
- 11. The Agreement had the following key terms:
 - 11.1 Community Corporation No. 23945 must transfer a strip of land to Council for Paxton's Walk (in keeping with the intent of the Contract for Sale referred to in paragraph 5).
 - 11.2 Community Corporation No. 23945 must grant a Right of Way to Council over a portion of the colonnaded area of the Palais building.
 - 11.3 Community Corporation No. 23945 must grant a Right of Way over Paxton's Walk in favour of the Minister for Administrative Services.
 - 11.4 Council must undertake the remaining works to complete construction of Paxton's Walk (Kyren had already constructed most of it).
- 12. In accordance with its obligations under the Agreement, Council completed the remaining Paxton's Walk upgrade works in approximately 2009. However, Community Corporation No. 23945 has still not transferred the Paxton's Walk land to Council or granted the Right of way to Council (as it is obliged to do under the terms of the Agreement).
- 13. In the interim, we have identified that Council's stormwater infrastructure in Paxton's Walk (for which it has a registered easement) does not meet capacity requirements and poses a risk due to the potential for flooding of adjacent private property. While flooding has not occurred to date, the existing infrastructure is required to be upgraded in order to mitigate this risk.
- 14. The upgrade of stormwater infrastructure would require a significant portion of the Paxton's Walk upgrade undertaken by Kyren (in 2006) and Council (in 2009) to be excavated and rebuilt. Given this, we reviewed whether the existing layout of Paxton's Walk could be improved. In doing so it is important to acknowledge that Paxton's Walk has become even more important to Council (and the State Government) since 2002.

Paxton's Walk Revitalisation project

- 15. Paxton's Walk is a key link from Lot 14 to Rundle Street and the greater East End precinct. It is the only north-south link between Frome Street and East Terrace and its northern end exits onto North Terrace opposite the Botanic Gardens Tram Stop, allowing pedestrians to cross North Terrace without having to deviate. Given the greater importance of Paxton's Walk today, the following opportunities were identified that would improve it:
 - 15.1 A wider and more open walkway, especially the ramped portion, to improve disability access.
 - 15.2 Improve sightlines in order to improve safety (or, importantly, the perception of safety).
 - 15.3 Improved lighting (whilst meeting Australian Standards, there is still a perception that the current lighting is underdone), which also improves safety.
 - 15.4 Ability for businesses on the ground floor of the Palais Building (especially hospitality businesses) to integrate better with the pedestrian link.
 - 15.5 The possibility of removing the fence between Paxton's Walk and Ayers House to open up green vistas that would further encourage the integration of the hospitality businesses on the ground floor of the Palais Building.
- 16. We have been successful in securing \$2.2m of funding through the Planning and Development Fund to construct the Paxton's Walk Revitalisation project, with a \$150k contribution from Council to renew the stormwater infrastructure in Vaughan Place. The terms of the funding agreement are contained in a Deed between the State Government and the City of Adelaide. The Deed has an 18-month timeline and construction must be completed by December 2022.
- 17. To enable this timeline to be achievable, this Report seeks delegation to the Chief Executive Officer (or authorised representative) to approve the award of the contract and approve variations (financial and non-financial) to the contract as appropriate until the contract is concluded. This was noted on 8 June 2021 in the Quarterly forward procurement report as required in the process.

Deed with Community Corporation No. 23945

- 18. The design for Paxton's walk stipulated in the original Agreement is different to that in the Paxton's Walk Revitalisation project. The land tenure arrangements need to reflect this.

19. The land tenure arrangements stipulated in the Agreement can be seen in this plan (Link 2 view [here](#)).
20. The land tenure arrangements required for the Paxton's Walk Revitalisation project can be seen in **Attachment A**. This includes the requirement that Community Corporation must accept an Encumbrance over the area coloured red to ensure that sightlines are not compromised along and adjacent to Paxton's Walk.
21. The Management Committees for Community Corporation No. 23945 and 23946 (a Tertiary Community Corporation within Community Corporation No. 23945) have agreed to the proposed changes in land tenure resulting from the Paxton's Walk Revitalisation project, subject to Council agreeing to complete the project works. These and other terms relating to the Paxton's Walk Revitalisation project will be contained within a Deed between Council and the Community Corporation.
22. This Report requests Council to authorise the Chief Executive Officer to negotiate the terms of the Deed and to authorise the Lord Mayor and Chief Executive Officer to affix Council's Common Seal to the Deed and land tenure documents that are lodged in the Lands Titles Office.

DATA AND SUPPORTING INFORMATION

Link 1 – Plan of original route for Paxton's Walk

Link 2 – Plan showing land tenure arrangements under original Agreement

ATTACHMENTS

Attachment A – Plan of Paxton's Walk

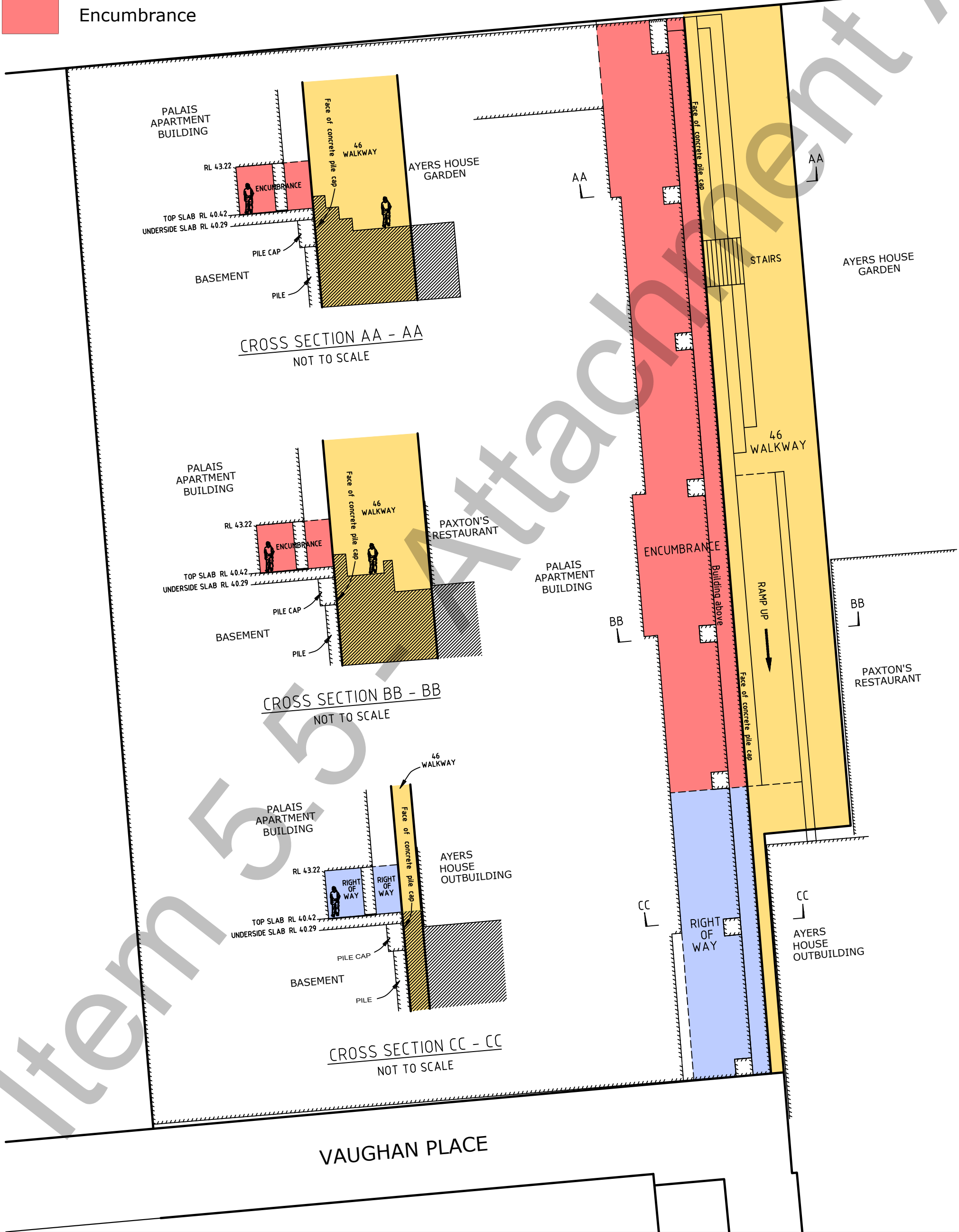
- END OF REPORT -

New Paxton's Walk Plan

Legend

- 46 Walkway
- Right of Way
- Encumbrance

NORTH TERRACE



Adelaide Town Hall Operational Model

ITEM 5.6 05/10/2021
The Committee

Strategic Alignment - Dynamic City Culture

Program Contact:
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Director, City Culture 8203 7444

2020/02250
Public

Approving Officer:
Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

The Adelaide Town Hall is a jewel in the crown of our liveable, accessible, innovative city. Opened in 1866 to benefit the community, to bring people together, to participate in democracy and to celebrate culture, the Adelaide Town Hall is a grand hall for everyone.

The Adelaide Town Hall has been running as a commercial operation with an operating model that contracts a private caterer to have exclusive use of the venue. The cost of catering and use of the Adelaide Town Hall has been prohibitive for many community, smaller arts and not-for-profit organisations that cannot afford the fees. It has also resulted in utilisation of less than 50% of all rooms over the past three years (Link 1 view [here](#)).

Like all indoor venues, the Adelaide Town Hall has and continues to be adversely impacted by COVID-19 and was closed for 11 weeks (19 March to 5 June 2020 inclusive). Since the reopening in June 2020, it has been operating under restrictions outlined by SA Health. These restrictions have included capacity limits, restrictions on dancing, singing, drinking while standing, sharing food together with the closure of the international and interstate borders has made it challenging for events to proceed.

To celebrate the unique culture of our city through one of its grandest buildings, a new operational model is proposed that will activate the venue and provide a sustainable revenue and achievable approach to maximising utilisation through the COVID-19 recovery. In doing so, it is intended that we will create a dynamic cultural hub that enables private use for weddings and corporate functions, as well as access for arts companies and a more diverse mix of our community.

In June 2021 Council Members participated in an Adelaide Town Hall Review workshop. During this workshop Council Members were provided with information regarding and provided feedback on, the future direction of the Adelaide Town Hall.

This report has been prepared noting Council Member's feedback from the workshop and seeks approval of a new direction for the commercial operation and community activation of the Adelaide Town Hall.

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The following recommendation will be presented to Council on 12 October 2021 for consideration

That Council

1. Notes the proposed operating model including the City of Adelaide managing all bookings at the Adelaide Town Hall venue to allow greater community use and activation whilst meeting revenue targets and maintaining it as a prestigious venue in Adelaide.
 2. Approves entering into agreements for UNESCO City of Music 'home companies' to be located within the Adelaide Town Hall.
 3. Approves the removal of venue hire fees for the Mankurri-api Kuu / Reconciliation Room, which will be a focus for the celebration of Aboriginal and Torres Strait Islander cultures and reconciliation initiatives.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p>Dynamic City Culture</p> <p>This proposal aligns with Council's Community outcome, Dynamic City Culture, in the City of Adelaide Strategic Plan 2020-2024; Aboriginal and Torres Strait Islander peoples and cultures strongly represented in City life, beautiful, surprising places, Global connections and collaborations, Celebrations of diverse community, culture and creativity, Protection, preservation and promotion of our unique built, natural and cultural heritage.</p>
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Implementation of the proposed operation model for the Adelaide Town Hall will be delivered within the existing capacity of the City Culture program.
Risk / Legal / Legislative	Reputational risk if we are unable to appoint a caterer, secure bookings and/or increase utilisation.
Opportunities	City of Adelaide managing all ATH venue bookings creates greater opportunities to increase venue utilisation and activation and accessibility to community groups as well as generate increased income in coming years. To use the ATH as a flagship for the Adelaide UNESCO City of Music designation.
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 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
21/22 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Ongoing costs include the asset maintenance and asset replacement, which is budgeted for within existing budgets.
Other Funding Sources	Not as a result of this report

DISCUSSION

1. During The Committee meeting on 15 June 2021, Council Members participated in and Adelaide Town Hall (ATH) Review workshop. Council Members were provided with information and context on the ATH and provided feedback on utilisation and future direction.
2. Opened in 1866, the ATH is a significant icon in the history of South Australia. The building features some of the finest examples of Victorian Architecture, its qualities make it truly unique and memorable location.
3. ATH venue refers to the spaces located on level 1 in ATH including, the Auditorium, Banqueting Room, Prince Alfred Room, David Spence Room, Green Room, Northern Gallery, Southern Gallery, the Balcony, and the Meeting Hall located behind the customer centre. The venue offers unique rooms for dinners meetings, presentations, weddings, school graduations, concerts and performances.
4. The financial performance of the ATH has been:

Year	2016/17	2017/18	2018/19	2019/20 COVID-19 restrictions	2020/21 COVID-19 restrictions
Surplus / Deficit	\$391,000	\$579,000	\$547,000	\$141,000	(\$343,000)

The current budgeted financial position reflects the impacts of trading during COVID-19 restrictions. It is anticipated that future budget assumptions will reflect an improved financial position.

5. Pre-COVID-19, the 2018/19 financial year was a successful year for the venue with a profit of \$547,000. The venue was activated with the Auditorium the most popular venue room with an overall utilisation range of 49%, followed by the Banqueting Room with a utilisation range of 42%, then followed by the Meeting Hall with utilisation of 33%. The smaller meeting rooms, including the Prince Alfred Room, David Spence Room and Green Room had the lowest utilisation range of 14%, 24% and 27% respectively.
6. There is an opportunity to increase the utilisation of the venue to allow for a greater diversity of customer use, build our cultural reputation whilst driving engagement and relationship with our community.
7. The ATH venue has been adversely impacted by COVID-19:
 - 7.1. The ATH was closed for 11 weeks (19 March to 5 June 2020 inclusive) and for the subsequent state-wide lockdowns in November 2020 and July 2021.
 - 7.2. Since the reopening in June 2020, ATH has been operating under restrictions outlined by SA Health. These restrictions have included caps on the number of people in the venue ([Link 2 view here](#)). ATH has operated at less than 50 per cent of its capacity from the re-opening in June 2020 until 30 March 2021 and ongoing changing of capacity limits from 25 per cent to 75 per cent from April 2021 to now.
 - 7.3. Restrictions including capacity limits, restrictions on dancing, singing, drinking while standing, sharing food, together with the closure of the international and interstate borders has made it and continues to make it challenging for events to proceed. Restrictions also change at any time with limited warning, which has created uncertainty for organisers to plan events.
 - 7.4. Compared to July to March 2018/19 (pre-COVID-19) to July to March 2020/21, event numbers reduced from 375 to 209. These values reflect losses in major music hirers down 90 per cent from 54 to five. A significant reduction in wedding and corporate bookings, down 75 per cent and 70 per cent, respectively.
 - 7.5. Venue enquiries and bookings have increased this year since January 2021, however, due to the long lead nature of the large event bookings, it is not expected that the venue will return to its pre-COVID-19 performance in 2021-22.
8. In October 2020, the contracted caterer, EPICURE, withdrew from their catering contract and ceased their catering operations at the ATH. This was due to the uncertainty of restrictions relating to COVID-19.
9. The previous operating model (prior to October 2020) of ATH included a catering contract that provided exclusive use to a caterer with catering fees set at levels that were prohibitive for some event holders and community users.

10. ATH has entered into an interim catering agreement with Blanco Horner Pty Ltd to ensure the continuation of the ATH venue service including honouring existing bookings and accepting new bookings. The interim catering contract does not include exclusivity of the venue. The interim agreement has been entered into until June 2022 to enable a tender process for a three/five-year catering contract. During this interim agreement, City of Adelaide are controlling all venue bookings including catered and non-catered. This interim arrangement enables trialling of a more flexible catering model.
11. The proposed operational model allows for curation of bookings to maximise the frequency and diversity of the ATH use to ensure a vibrant, valued facility that generates income to be financially viable while we are living with COVID-19 restrictions and post COVID-19 restrictions.
12. Decision making for widening access and affordability of the ATH, will be guided by the following principles:
 - 12.1. Activity will support the City of Adelaide 2020–2024 Strategic Plan and the City of Adelaide 2017-2023 Cultural Strategy.
 - 12.2. Pursue excellence experiences.
 - 12.3. Reduce red tape.
 - 12.4. Increase diversity of customer base.
 - 12.5. Maintain and increase usage & financial targets.
13. The City of Adelaide to manage and control all venue bookings. This will allow for a sustainable and achievable approach to build on the ATH's strengths and increase its connection with collaborations with the cultural sector, whilst maintaining and further developing its central role as the Civic hub of the City. ATH is intended to be a place that delivers social value and revenue for the City and supports its cultural life.
14. Financial incentives and fee adjustments (within existing delegations) will be implemented with the aim of providing accessibility to community groups, attracting new events, and ultimately to drive increased utilisation and activation.
15. The introduction of a music home company who will work from the ATH and will increase connection and collaboration with the cultural sector, showcasing the ATH as a flagship for the Adelaide UNESCO City of Music designation. A company based at ATH will ensure ongoing activation and bring vibrancy whilst adding value to civic events.
16. Agreements will be negotiated with major music hirers for multiple venue bookings throughout the year.
17. Financial modelling on the current fee structure to ensure that ATH is competitive within the market will occur during this current financial year, ready to be implemented in 2022/23.
18. The Mankurri-api Kuu / Reconciliation Room will continue to be a focus for the celebration of Aboriginal and Torres Strait Islander cultures and reconciliation initiatives. Currently the room has limited access to Aboriginal and Torres Strait Islander communities for free. Corporate hire rates are then applicable. It is intended that all fees be waived for this room and that organisations whose objectives are in line with advocating reconciliation be welcome to hire Mankurri-api Kuu with no fee.
19. It is proposed the catering contract will go out to tender for a three/five -year contract, with a commission model that will include:
 - 19.1. The ATH caterer will not be the exclusive caterer for the venue.
 - 19.2. The civic spaces and functions including the ground floor kitchen will not be part of the ATH catering contract, however, there will be an option for City of Adelaide to engage the ATH caterer on a case-by-case basis.
 - 19.3. Flexible catering options that meet the needs of hirers from premium lunch and dinner packages to simple tea/coffee biscuit packages.
 - 19.4. Provision for venue hirers to engage local City businesses to provide cold food and non-alcoholic beverages for their events.
 - 19.5. Provision for City of Adelaide and venue hirers to manage the bar.
20. The utilisation, types of events and financial performance of ATH will be reported to Council each quarter at the 'Quarterly Operations Report'.

DATA AND SUPPORTING INFORMATION

Link 1 – Utilisation - Adelaide Town Hall Operations Model - Council Report

Link 2 - COVID capacity restrictions overview

ATTACHMENTS

Nil

- END OF REPORT -

SAPOL Horse Agistment in Bonython Park / Tulya Wardli (Park 27)

ITEM 5.7 05/10/2021
The Committee

Strategic Alignment - Environmental Leadership

Program Contact:

Lara Daddow, Acting Associate
Director, Park Lands, Policy &
Sustainability
8203 7884

2021/00291
Public

Approving Officer:

Tom McCready, Acting Director
City Shaping

EXECUTIVE SUMMARY

SA Police (SAPOL) has used the Olive Plantation in Bonython Park / Tulya Wardli (Park 27) to agist the Police Greys (currently approximately 24 horses) probably since the Police Barracks were constructed in 1917. Following a number of recent interferences with the horses by the public, SAPOL is seeking permission to install a 2.4m high security fence around the site. SAPOL also wish to cover an existing exercise yard with a partially enclosed structure to provide protection from the elements. In the last two years, a system of internal fencing installed by SAPOL (without permission from City of Adelaide) within the Olive Plantation to separate horses, together with higher stocking rates, has led to significant damage to this historic plantation. This matter is presented at this time because a management plan is urgently required to arrest the decline of the Olive trees and restore their health.

Whilst this matter is presented for consideration, it is important to note discussions continue on the proposed Riverbank Precinct code amendment and the future proposed location of the Women's and Children's Hospital which may have a bearing on this site.

The following recommendation will be presented to Council on 12 October 2021 for consideration

That Council

1. Notes the significant cultural and historic values of both the:
 - 1.1. Olive Plantation in Bonython Park / Tulya Wardli (Park 27).
 - 1.2. Long term use of the Olive Plantation and the adjacent Police Barracks by the SA Police Mounted Cadre and the community service provided by the officers and horses.
2. Approves:
 - 2.1. The development of a comprehensive rehabilitation and maintenance program aimed at the long-term preservation of the Olive Plantation by SAPOL, including the following immediate measures:
 - 2.1.1. Removal of all internal fencing.
 - 2.1.2. A reduction of at least 50% in the number of horses, commensurate with a stocking rate conducive to the long-term health and vitality of the trees.
 - 2.1.3. Soil replenishment and aeration.
 - 2.1.4. Care and pruning of individual trees particularly affected by the horses.
 - 2.2. Exploring the opportunity to seek the State Heritage Listing of the Olive Plantation based on its 1860s origins, its planting by prisoners of the adjacent Gaol and its contribution to the early economic development of Adelaide through the first commercial Olive Press in Australia.
 - 2.3. The installation of a 2.4m high black tubular steel perimeter fence around the Olive Plantation in Bonython Park to secure the SAPOL horses in recognition of the community service they provide, subject to:

- 2.3.1. SAPOL's agreement to provide public access to the Olive Plantation by arrangement, if requested.
 - 2.3.2. There being no damage to the Olive trees or their root systems during the installation of the fence.
 - 2.3.3. Consideration being given to locating the fence further into the Olive Plantation to reduce external visibility and possibly provide some increased public visibility of the horses.
 - 2.3.4. Such fencing not being an impediment to State Heritage Listing of the Olive Plantation.
 - 2.4. The installation of the proposed cover to the horse training arena given that it is not fully enclosed and has limited external visibility.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Environmental Leadership Protection of the historic Olive Plantation
Policy	The Adelaide Park Lands Management Strategy makes the following references to the horse agistment activity in Bonython Park: <i>“Bonython Park is a key family recreation destination offering a diverse cluster of attractions, including a model boat pond, playspaces, picnic grounds, kiosk, learn to ride facility and police horses within an attractive physical environment”.</i> The Community Land Management Plan for Bonython Park / Tulya Wardli (Park 27) states: <i>“Work with State Government regarding the future of the Police Barracks and the Adelaide Gaol including management arrangements around the use of the area for agistment of SAPOL horses.”</i>
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	The current 5-year lease agreement between SAPOL and City of Adelaide expires 31 August 2023. A 4-year right of renewal exists which could see the lease extended to 31 August 2027.
Opportunities	To ensure the ongoing health and survival of the historic Olive Plantation in Bonython Park and the presence of the horses as an appreciated feature.
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The current 5-year lease agreement between SAPOL and City of Adelaide expires 31 August 2023. A 4-year right of renewal exists which could see the lease extended to 31 August 2027.
21/22 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	It is anticipated that increased costs associated with improving the health and longevity of the Olive Trees will primarily be borne by SAPOL, as the lessee and beneficiary of the use of the Olive Plantation. In assisting with this project, there may be some minor, associated maintenance cost increases for CoA, in the order of \$10k per annum.
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The subject of this report is a 2.1ha plantation of Olives (*Olea europaea*) which sits in the Adelaide Park Lands between Bonython Park and the Police Barracks, off Gaol Rd, as shown at Link 1 view [here](#).
2. The Olive Plantation dates from 1862 when the Council planted 2ha. The plantation was extended by prisoners under the direction of Gaol Superintendent, Sheriff William Boothby. Boothby was instrumental in the advancement of Olive cultivation in South Australia and operated what is thought to be the first successful commercial Olive press in Australia
3. The Olive plantings began just six years after the State Heritage Listed Olive plantation adjacent to Mann Terrace in North Adelaide, which dates from 1856-7. The Adelaide Park Lands Cultural Landscape Assessment identifies the Gaol Road Olive Plantation as having high significance and recommends it for State Heritage Listing.
4. The State Government's Declared Plant Policy differentiates between plantation olives, those which have been deliberately planted, used and maintained and 'wilding olives', those feral olives which have self-seeded, or trees which are no longer used or maintained.
5. SAPOL has used the Olive Plantation to agist the Police horses, stabled in the adjacent Barracks, since at least the 1970s, when a portion of the Olive Plantation was also cleared as a training area for the horses. The first known Licence issued by the City of Adelaide (CoA) for the use of the Olive plantation, dates from the mid-1980s. However, photos from the 1940s, prior to the development of Bonython Park, show horses grazing along the river which may have been Police horses.
6. The Police Barracks were constructed in 1917 to accommodate the South Australia Mounted Police, who moved from their premises located behind the South Australian Museum. The South Australian Mounted Police Cadre, established in 1838 (and currently included on the National Trust's list of Heritage Icons), is the oldest of its type in Australia, and, with the possible exception of the Royal Irish Mounted Constabulary, is the oldest in the world.
7. SAPOL has confirmed that it has no intention of vacating the Barracks site and values the proximity of this facility and the horses to the City very highly. SAPOL has approximately 30 horses, with 24 horses kept at the Barracks / Olive Plantation and six at an agistment complex at Echunga. The Olive Plantation is in use for 24 hours per day, every day. In 2018, SAPOL was provided with a five plus four-year Lease (Link 2 view [here](#)), granting them exclusive use of the Olive Plantation, with conditions regarding the maintenance of the Olive trees, for agistment purposes.
8. Until approximately four years ago, SAPOL also used the Olive Plantation paddock on the eastern side of Gaol Rd for horse agistment but ceased this practice because of the inability to adequately supervise the horses in this paddock. This led to an increased number of horses in the main Olive Plantation.
9. The horses provide a valuable community policing service and people visiting Bonython Park enjoy their presence and the setting. Although the agistment constitutes an alienation of an area of the Park Lands, the community service and (limited) public interaction to some degree ameliorates the alienation. The *Adelaide Park Lands Act 2005* states that:
 - 9.1. *"The Adelaide Park Lands should be held for the public benefit of the people of South Australia, and should be generally available to them for their use and enjoyment (recognising that certain uses of the Park Lands may restrict or prevent access to particular parts of the Park Lands)".*

Current condition of the Olive Plantation trees

10. Shortly after the 2018 Lease was provided, SAPOL, without permission from CoA, sub-divided the Olive Plantation into 22 small pens in order to separate the horses from each other. Internal electric fencing was also installed. This concentration of horses around particular trees, together with an increased stocking rate (through moving the horses from the paddock to the east of Gaol Rd) has led to a serious decline in the health of many of the trees, as shown at Link 3 view [here](#), primarily through:
 - 10.1. Compaction of the surrounding soil by the horses (which weigh 600-700kg each) and the machinery used to manage the agistment activity, together with the lack of any ground cover and the surface soil being loose.
 - 10.2. The propensity of the horses to eat the bark and cambium layer (the growing part of the trunk which transports water and nutrients) of the trees.

11. Reports provided by the CoA's former Arborist (Link 4 view [here](#)), as well as an external consultant Arborist, who is also an ecologist (Link 5 view [here](#)), confirm the serious decline in the health of the trees, with many exhibiting the following symptoms of decline:
 - 11.1. Branch and stem damage, including cracking.
 - 11.2. Sparse foliage.
 - 11.3. Structural defects and failures.
 - 11.4. Low growth extension.
 - 11.5. Exposure and damage of surface roots and epicormic sprouting from the base of the trees.
 - 11.6. A small number of dead trees.
12. Adjacent Olive trees, outside of the agistment area, display much greater vigour and health.
13. The Olive is potentially a very long-lived, hardy tree. If the current damage can be remediated, the Olive Plantation has a useful life expectancy of greater than 50 years. If the present conditions persist, the life expectancy of the affected trees is between 10 and 20 years.
14. The above referenced Arborist's reports identify the following measures necessary for remediation:
 - 14.1. An urgent reduction in the number of horses agisted on the site or ceasing the agistment of horses altogether.
 - 14.2. Removal of the internal fences and pens which have led to the current intensification of use.
 - 14.3. Decompaction of the soil by mechanical means.
 - 14.4. Introduction of organic matter.
 - 14.5. Fertilizing.
 - 14.6. Application of a soil amendment to encourage the development of Mycorrhizal fungi.
 - 14.7. Watering in the dry months.
 - 14.8. Options to prevent compaction such as ensuring that areas are rested for extended periods.
 - 14.9. Vermin control.
15. SAPOL has recently introduced special feeding bins which require the horses to spend more time extracting food, consequently allowing less time to graze on the trees. However, through observation, this measure has been deemed by the independent arborist to be largely ineffective in reducing damage to the trees.
16. It will take time to develop a comprehensive management plan to secure the future of the trees and work through its implementation with SAPOL. The management plan will likely require review and modification as it is implemented. However, this will need to be undertaken as quickly as possible, be captured in the Community Land Management Plan for Bonython Park / Tulya Wardli (Park 27) and reported back to APLA and Council.

Horse numbers

17. With the current number of horses agisted being between 20 and 25, our consultant Arborist / Ecologist's assessment indicates stocking densities more than 17 times the recommended level for the 2.1ha site.
18. In order to ensure the long-term health of the Olive trees, our consultant Arborist / Ecologist recommends either ceasing the horse agistment operation altogether or, at least in the short term, reducing the number of horses to ten or less.
19. SAPOL argues that it is not feasible to remove the internal fencing because of the health and safety needs of the horses or, for operational requirements, reduce the number of horses on-site. While it is not possible to comment on SAPOL's operational requirements, the horses were accommodated in the Olive Plantation without internal fencing for at least the last 40 years. During this time some of the horses were also agisted on the eastern side of Gaol Rd. SAPOL has however agreed to an, as yet unspecified, resting regime.
20. This report recommends reducing the number of horses by at least 50%, bringing the numbers down to a level consistent with stocking rates that existed prior to SAPOL's recent changes to agistment operations (installing internal electric fencing and all horses agisted in one paddock rather than a few) and commensurate with a stocking rate conducive to the long-term health and vitality of the trees. Should the health of the trees improve, the number of horses could possibly be increased. However, should the health of the trees continue to decline, the horse numbers will need to be reduced further.

Contributing factor – Corella damage

21. Since this matter was presented to the Adelaide Park Lands Authority on 26 August 2021, SAPOL has asked CoA to also consider the impact of Corellas on the Olive trees.
22. SAPOL advises that for the few weeks leading into Spring, Corellas roost in the Olive trees and snip off twigs, branches and leaves, as evidenced in photos provided by SAPOL (Link 6 view [here](#)).
23. The Arborist / Ecologist engaged to provide advice on this matter advises that the impact of Corellas is minor compared to that of the SAPOL horses for reasons including:
 - 23.1. The trees outside the fenced area are accessible to Corellas but display good health and vigour compared to the trees in the fenced area.
 - 23.2. The trees inside the fenced area have a very obvious browse line to the reach of the horses and horses were observed eating foliage to this height. If a large amount of damage were being inflicted by the Corellas, the browse line would not be evident.
 - 23.3. Corellas are limited in the size of vegetation they can damage with their beaks. This can be seen by the small twigs/branches on the ground in the photos provided by SAPOL. Nearly all trees observed in the fenced area were experiencing tip dieback, which indicates a lack of health more consistent with root and stem damage (ie water/nutrients cannot reach the crown so parts of it die) rather than the “pruning” that Corellas could inflict.
 - 23.4. Corella populations in the parklands can be sizeable but they are generally ground-feeding birds that eat grains, grasses etc. While fruit and leaves can also be a part of their diet, it is unlikely to be a major component.
 - 23.5. The poor condition of the trees in the fenced area is far more consistent with the compaction of soil, exposure of roots and destruction of bark/cambium through rubbing. This is also supported by the structural cracking which could only occur as a result of strong mechanical pressure. The Corellas are not capable of inflicting any of this damage.
24. These views are supported by CoA horticultural staff and for these reasons, the contributing damage of the Corellas is considered to be minor.

Consideration of adjacent areas for agistment purposes

25. Two adjacent sites, shown here bounded in purple (Link 1 view [here](#)), were suggested to SAPOL as alternative agistment sites. However, SAPOL has advised that these areas are currently unsuitable because they lack shade, have compacted artificial surfaces and do not afford adequate supervision by SAPOL staff. It may be possible that these areas could be made suitable with adequate investment by the State Government.

Fencing proposal

26. Currently, the Olive Plantation is fenced with a 0.9m high post and wire fence, with signs advising the public that they should not enter the area, feed or pat the horses.
27. Over recent years, SAPOL has experienced a number of incidents whereby members of the public have interfered with the horses, some resulting in physical harm to the horses.
28. As a result, SAPOL has determined that the only effective way to secure the safety of the horses is to install a 2.4m high black tubular steel fence around the northern (Park) perimeter of the site, modified to a 2.4m high black chainmesh fence along the Gaol Rd portion of the perimeter to mirror the chain mesh fence on the Gaol side of the road, as shown at Link 7 view [here](#). A fence of lesser height, or more open in design, is too easy to climb over or through and would continue to present an unacceptable risk to the horses.
29. It is recommended that the fence be approved. However, to reduce the sense of alienation, this approval should be subject to the agreement of SAPOL to provide reasonable public access to the Olive Plantation on an occasional basis, for instance in the form of conducted tours offered quarterly.
30. The detailed location and installation of the fence must also be to CoA satisfaction to avoid any severe pruning of, or damage to the root systems, the Olive trees.
31. In considering this matter at its meeting on 26 August 2021, the Adelaide Park Lands Authority also advised that in relation to the fence proposal:
 - 31.1. *“The best alignment being agreed which limits visual impact but also permits some limited, controlled public observations of the horses”.*
 - 31.2. *“Heritage advice – not being contrary to progressing State Heritage listing”.*
32. This advice has been reflected in the recommendation presented with this report.

Proposal for an arena cover

33. To facilitate all weather training of the horses on the open area adjacent to the Barracks, SAPOL is proposing the construction of a permanent cover over the western circular sand pit (Link 8 view [here](#)). The structure is utilitarian in design, steel framed, clad with dark grey colorbond on two sides (east and west) and open to the north and south. Its dimensions are approximately 25m x 25m and 4m to 6m in height.
34. Support for this structure is recommended as it is not visible from outside of the site and supports a useful outdoor activity with community benefit.

Advice from the Adelaide Park Lands Authority (APLA)

35. APLA considered this matter at its meeting on 26 August 2021 and provided the following advice, which is consistent with the recommendation accompanying this report.

That the Adelaide Park Lands Authority:

1. *Recognises the significant cultural and historic values of both the:*
 - 1.1. *Olive Grove plantation in Bonython Park / Tulya Wardli (Park 27).*
 - 1.2. *Long term use of the Olive Grove and the adjacent Police Barracks by the SA Police Mounted Cadre and the community service provided by the officers and horses.*
2. *Recommends:*
 - 2.1. *The development of a comprehensive rehabilitation and maintenance program aimed at the long-term preservation of the Olive Grove plantation by SAPOL, including the following immediate measures:*
 - 2.1.1. *Removal of all internal fencing.*
 - 2.1.2. *A reduction of at least 50% in the number of horses, commensurate with a stocking rate conducive to the long-term health and vitality of the trees.*
 - 2.1.3. *Soil replenishment and aeration.*
 - 2.1.4. *Care and pruning of individual trees particularly affected by the horses.*
 - 2.2. *State Heritage Listing of the Olive Grove be explored, based on its 1860s origins, its planting by prisoners of the adjacent Gaol and its contribution to the early economic development of Adelaide through the first commercial Olive Press in Australia.*
3. *Is conditionally supportive of the installation of a 2.4m high black tubular steel perimeter fence around the Olive Grove in Bonython Park to secure the SAPOL horses in recognition of the community service they provide, subject to:*
 - 3.1. *SAPOL's agreement to provide public access to the Olive Grove by arrangement, if requested, and*
 - 3.2. *There being no damage to the Olive trees or their root systems during the installation of the fence.*
 - 3.3. *The best alignment being agreed which limits visual impact but also permits some limited, controlled public observations of the horses.*
 - 3.4. *Heritage advice – not being contrary to progressing State Heritage listing.*
4. *Is supportive of the installation of the proposed cover to the horse training arena given that it is not fully enclosed and not externally visible.*

DATA AND SUPPORTING INFORMATION

Link 1 – Map showing location

Link 2 – Lease document

Link 3 – Photos of damaged trees

Link 4 - Arborist report (CoA)

Link 5 – Arborist Report - Consultant

Link 6 – Photos showing activities of Corellas

Link 7 – Plan and artist impression for fencing

Link 8 – Design for Arena Cover

ATTACHMENTS

Nil

- END OF REPORT -

City of Adelaide Annual Report 2020-21

ITEM 5.8 05/10/2021
The Committee

Strategic Alignment - Enabling Priorities

2021/01467
Public

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

Approving Officer:
Amanda McIlroy, Chief Operating
Officer

EXECUTIVE SUMMARY

The Annual Report 2020-21 is the City of Adelaide's report to the community and stakeholders on its performance, achievements and planned outcomes as measured against both the City of Adelaide 2020-2024 Strategic Plan and 2020-21 Business Plan and Budget. It is also a legislative requirement as set out in the *Local Government Act 1999 (SA)*. We are seeking Council's adoption of the report before 30 November 2021.

The following recommendation will be presented to Council 12 October 2021 for consideration

That Council

1. Adopts the City of Adelaide Annual Report 2020-21 as included in Attachment A to Item # on the Agenda for the meeting of the Council held on 12 October 2021.
 2. Authorises the Chief Executive Officer to make any necessary amendments of a minor nature to the adopted Annual Report that do not change the substantive tone or message of the adopted report.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities The Annual Report 2020-21 is City of Adelaide's report to the community and stakeholders on its performance, achievements and planned outcomes as measured against both the 2020-2024 Strategic Plan and 2020-21 Business Plan and Budget.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Internal resources to write and design the report. Costs associated with the report relate to printing.
Risk / Legal / Legislative	Compilation and presentation of the City of Adelaide Annual Report 2020-21 is consistent with the legislative requirements of annual reporting to the community as set out in the <i>Local Government Act 1999</i> ("the Act"). Copies are to be submitted to both Houses of Parliament and the SA Local Government Grants Commission by 31 December 2021.
Opportunities	Not as a result of this report
21/22 Budget Allocation	General operating budget - \$2,000
Proposed 22/23 Budget Allocation	General operating budget - \$2,000
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
21/22 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 seeks Council's adoption of the City of Adelaide Annual Report 2020-21 (**Attachment A**).
2. Section 131 of *the Local Government Act 1999 (SA)* (the Act) requires all councils to prepare and adopt an Annual Report each year before 30 November in relation to the operations of the Council for the financial year ending on the preceding 30 June.
3. The Annual Report must include material and specific reports on the matters specified in Schedule 4 of the Act including: financial reports, legislatively required Council and Corporation practices, and achievements against Strategic Management Plans and the Business Plan and Budget.
4. To better align with our Strategic Planning Framework and the construct of our Business Plan and Budget, this year the annual report is also showcasing the Services we deliver to our community and the great projects that these services achieved in alignment with our Strategic Plan and Business Plan and Budget over the 2020-2021 Financial Year.
5. The audited financial statements for City of Adelaide will be added to the City of Adelaide Annual Report 2020-21 along with those of Adelaide Central Market Authority, Adelaide Park Lands Authority, Rundle Mall Management Authority, Adelaide Economic Development Agency and Brownhill Keswick Creek Regional Subsidiary once approved by Council. Until Council approves all financials, including City of Adelaide these are to be considered in draft format.
6. Once adopted, the text of the City of Adelaide Annual Report 2020-21 and the City of Adelaide's audited financial statements will be adapted into an easy to read publication. There will be two sections to the City of Adelaide Annual Report 2020-21: Section 1 will comprise content in **Attachment A** and Section 2 will be the attachments to the Annual Report consisting of the audited financial statements for Council, wholly owned subsidiaries and regional subsidiaries as listed in paragraph 5 above.
7. It is proposed that the City of Adelaide Annual Report 2020-21 be produced and distributed as required by the Act:
 - 7.1. A black and white copy presented in accordance with legislative requirements will be provided to the Presiding Members of both Houses of Parliament and to the other persons or bodies prescribed by the Regulations, on or before 31 December 2021.
 - 7.2. Printed and bound colour copies will be made available for inspection at the Customer Centre. Based on Council's commitment to adopt environmentally sustainable practices, the number of printed copies will be kept to a minimum.
8. The complete City of Adelaide Annual Report 2020-21 will be made available to the public electronically via the City of Adelaide website in a suitable format for viewing, downloading and printing if required.
9. The Annual Report and its availability will be promoted via social media and an appropriate media release.

ATTACHMENTS

Attachment A – City of Adelaide Annual Report 2020-21 (Section 1)

- END OF REPORT -

City of Adelaide

2020 - 2021 Annual Report

DRAFT

Item 5.8 - Attachment A

Acknowledgement of Country

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

And we also extend that respect to other Aboriginal Language Groups and other First Nations.

DRAFT

Item 5.8 - Attachment A

Showcase story: Kurna Kardla Parranthi / Bio-Cultural Burn

Dynamic City Culture

Council will continue to create a beautiful, diverse city that celebrates its natural, cultural, and built heritage

On Friday 14 May 2021, the Kurna community and the City of Adelaide collaboratively delivered the Kurna Kardla Parranthi Bio-Cultural Burn project in Carriageway Park / Tuthangga (Park 17) in the south Park Lands.

The Bio-Cultural Burn was an historic, joyous occasion. It was the first time Kurna people were able to publicly practice cultural burning techniques since many of their customs were displaced following European colonisation. It is also the first time a bio-cultural burn has been undertaken in a capital city in Australia.

Over 200 people including representatives from other First Nations groups and local city residents, joined Kurna Elders and the Lord Mayor in a moving Welcoming Ceremony, which highlighted the significant cultural, ecological and reconciliation outcomes of the event.

This ground breaking and nationally significant partnership project, involving the reintroduction of traditional fire management practices into the Adelaide Park Lands - for the first time in over 240 years, was a demonstration of Council's strong commitment to reconciliation.

The burn was initiated in response to outcomes from the City of Adelaide's Integrated Biodiversity Management Plan 2018 – 2023 and Stretch Reconciliation Action Plan 2018 – 2021 related to incorporating Kurna traditional knowledge into the management of biodiversity in the Park Lands.

Also known as fire-stick farming, cultural burning is a method that has been used by Aboriginal people to manage their Country over tens of thousands of years. By introducing new generations of young people to the practice, traditional fire practitioners are keeping this ancient, invaluable Aboriginal cultural knowledge alive.

The burn was conducted under the watchful eye of nationally recognised traditional fire practitioner, Victor Steffensen. A descendant of the Tagalaka people in Northern Queensland, Victor has been sharing his knowledge about cultural burning amongst Aboriginal communities both across Australia and internationally for more than 20 years. Victor came to Adelaide to work alongside the Kurna community and Council staff in delivering a series of workshops and training sessions culminating in the Bio-Cultural Burn.

In Aboriginal culture, fire is seen to reinvigorate Country. Victor spoke of the importance of land management and the steps required to take care of Country. To know how to read the land, the soil, the trees, the fuel loads and the perfect conditions to ignite the right fire for the right country.

The Bio-Cultural Burn was ignited by two young Kurna men and the large crowd watched as the fire burned in a controlled and measured way, so much so, that the ground was cool to the touch almost as soon as the fire had gone. The motion of the fire in a bio-cultural burn is often referred to by the practitioners as "trickling", much like water; cleansing and rejuvenating the land it passes over.

Drew Kilner, one of the Kurna men responsible for lighting the fire, described the experience of being able to look after his Country and bring forth new life, as a spiritual moment.

Kaurna Ngarrindjeri Cultural Bearer, Allan Sumner conducted the Welcome and Smoking ceremony at the event. Allan explained how fire was a central part of life for Aboriginal people – used for healing, warming and managing and caring for Country.

“Now a lot of those old practices have vanished. And through the reclamation of our culture and our language, we want to bring these practices back.”

“There is a large reconciliation aspect to a project like this and there have been some leaders in the non-Aboriginal community, who have actively sought out us Kaurna people to be involved,” stated Allan. “The burn will be led by Kaurna, which is an amazing example of reconciliation and action.”

“To be able to have fire in the City of Adelaide, what that does for me as an Aboriginal man, is it empowers me. It gives me strength, it lets me know that, hey we have a voice here and we’re part of some of that decision making around what happens to our country on the Adelaide Plains.”

Along with playing a major part in healing Country, Allan said regular burn-offs will be beneficial to the native grasses and other plants at the site, which is currently managed by Bush for Life volunteers from the south east corner of the city.

“It’ll awaken those seeds that have been lying in the ground for many years. In fact, the term Tarnanthi, which is used for the Art Festival here in South Australia means to arise, like a seed growing up from the ground. So that word Tarnanthi for us, also connects us with fire.”

This was supported by Drew, who said “Lighting the right fire at the right time will germinate the seed bank and bring the Country back to life”.

Allan also expressed how important it is for there to be opportunities for young Kaurna people and emerging Elders to express themselves culturally.

“In normalising the practice of fire, it’s going to create that pathway for our young people. To feel like they can be part of their own culture.”

“For us as Aboriginal people, just the smell of fire and smoke, connects us back to the country. There’s something that touches our senses, and it gives us a sense of belonging.”

Although the Cultural Burn may have been on a small scale it does not diminish its cultural significance.

“Every single, little step is important for change,” says Victor. “When we see little projects like this, it’s not insignificant, because it gives the people in cities an opportunity to be exposed to the knowledge, and to understand.”

“This is going to be a positive way forward. It will excite people and revive this country and its Aboriginal culture in a way that evolves with the broader community.”

The last word goes to Kaurna Elder Uncle Jeffrey Newchurch who has been a driving force in the partnerships between his community and the City of Adelaide. “The burn was about bringing people together, about the important partnerships that are instrumental in delivering reconciliation and about the opportunities for our young Kaurna people to reconnect with their Culture by caring for their Country”.

Contents

Acknowledgement of Country	Page #
Showcase story: Kaurna Kardla Parranthi / Bio-Cultural Burn	Page #
Welcome	Page #
Lord Mayor's Message	Page #
Council Members	Page #
CEO Message	Page #
Who we are and how we will deliver	Page #
City of Adelaide Community	Page #
Economic Recovery	Page #
Showcase story: Adelaide Economic Development Agency (AEDA)	Page #
Strategic Plan 2020 - 2026 Vision & Community Outcomes	Page #
2020 - 2021 Business Plan & Budget Performance	Page #
Showcase story: Ngaru mularta / Chalk Sticks - A welcoming space for Young People	Page #
Community Services	Page #
Showcase Story: First South Australian Local Government Certified Carbon Neutral Organisation	Page #
Our Organisation	Page #
Our People	Page #
City Governance	Page #
Attachment A	
External Funding 2020 - 2021	Page #
Audited Financial Statements	Page #
Associated Annual Reports	Page #

Welcome to the City of Adelaide

2020 – 2021 Annual Report

The City of Adelaide's aim is to create a vibrant city through the delivery of new projects, programs, and infrastructure. Its goal is to achieve Council's vision:

'Adelaide. The most liveable city in the world.'

This Annual Report highlights the first year of delivery against the 2020 – 2024 Strategic Plan providing our stakeholders, customers, and community with an overview of the projects and programs invested in and implemented across the City of Adelaide throughout the year.

The City of Adelaide 2020 – 2021 Annual Report has been developed in compliance with the *Local Government Act 1999 (SA)* and provides a comprehensive and transparent account of Council's performance over the last financial year (1 July 2020 to 30 June 2021) as well as highlights over the first year of the 2020 – 2024 Strategic Plan.

The first section of the report outlines Council's progress against the Key Activities in the 2020 – 2021 Business Plan and Budget and highlights flagship projects in alignment with the delivery of our 2020 – 2024 Strategic Plan. The second section showcases the services delivered by the City of Adelaide demonstrating the great work we do to deliver on behalf of the community. Attachment A of the report provides the audited statements for the City of Adelaide and Council's subsidiaries – Adelaide Central Market Authority, Rundle Mall Management Authority, the newly formed Adelaide Economic Development Agency and Adelaide Park Lands Authority. The City of Adelaide has an equity interest in the Brown Hill Keswick Creek Regional Subsidiary and its annual report and audited financial statements are also included.

An online version of the City of Adelaide 2020 – 2021 Annual Report can be viewed and downloaded at cityofadelaide.com.au

To request a printed copy, please contact:

Customer Service Centre (Monday – Friday 8.30am – 5.00pm)

25 Pirie Street Adelaide 5000

T 8203 7203

E city@cityofadelaide.com.au

Your Say Adelaide is another way you can provide feedback and ideas on Council's priorities and projects to help shape Council's future plans for Adelaide.

yoursay.cityofadelaide.com.au

Lord Mayor's Message

Welcome to the City of Adelaide Annual Report for 2020 - 2021

Adelaide has been recognised as Australia's most liveable city.

With our brilliant festivals, live performances, sport, arts and culture going ahead safely over the past 12 months and our bars and restaurants open for business, it's no wonder.

Adelaide has done an incredible job facing the challenges brought on by the COVID-19 pandemic and I want to thank each and every one of you for your kindness, considerate actions and support.

Nowhere else in the world have we seen festivals the scale of the Adelaide Fringe, the Adelaide Festival and Illuminate Adelaide go ahead, and we have emerged as not only the most liveable, but one of the safest cities in the world.

The City of Adelaide is continuing to invest significantly in our city's recovery and deliver on our 2020 - 2024 Strategic Plan outcomes, while producing a break-even 2021 - 2022 Business Plan and Budget.

We froze the rate in the dollar for the eighth consecutive year and provided millions of dollars worth of support to boost our city businesses and attract people back to the CBD. This included providing grants to small business to improve their shopfronts or expand their outdoor dining areas to bring in more customers.

Strengthening our city's economy is of the utmost importance to all South Australians and Council has spent more than \$35 million on infrastructure and capital works in the city.

Adding to the interactive experience in Rundle Mall, the larger-than-life Pigeon created by South Australian artist Paul Sloan was installed in Gawler Place producing an attractive connection to Adelaide's premier retail destination.

The Jeffcott Street Heritage Kerbing Renewals, including tree pit improvements for the 100-year-old Plane Trees and drainage improvements, has been delivered.

Montefiore Road, Main North Road and Prospect Road have been resurfaced.

The Quentin Kenihan Inclusive Playspace at Rymill Park / Murlawirrapurka (Park 14), has opened so children of all abilities can play together and is bringing joy to families from all over South Australia.

We remain focused on improving our Main Streets and established the Lord Mayor's Hutt, Hindley and O'Connell Street Roundtables and the Market District Advisory Group in addition to the existing Hindley Street Roundtable. We will continue to make improvements and curate unique precincts and Main Streets in partnership with local businesses and the community.

Our city's growth is being underpinned by Council's commitment to significant projects like Eighty-Eight O'Connell Street in North Adelaide, the Central Market Arcade redevelopment (Market Square), and the Moonta Street upgrade, which are continuing to progress.

Council's roll-out of the Ten Gigabit Adelaide network has now connected 1,000 buildings in the CBD and North Adelaide. This partnership with TPG Telecom is providing a revolutionary high-speed, high-performance fibre optic data network that will enable businesses and organisations to share and receive high volumes of data at phenomenal 10Gbps data speeds.

Additionally, our Adelaide Economic Development Agency is focused on the acceleration of economic growth and attracting more residents, visitors and investment in the city.

Adelaide is the cultural heart of our state and given it has been such a tough period for the arts and entertainment sectors, Council has prioritised finding innovative solutions to safely hold events and performances.

Our city's dynamic culture has been celebrated with events including Winter Weekends, Light Up O'Connell, Street Beats and Eats, Musée Extérieur: European Art on the walls of North Adelaide and East End Unleashed, creating jobs for our musicians and performers and providing a much-needed boost to nearby hospitality businesses.

\$10.7 million has been invested in arts, culture and events to assist cultural and community groups and organisations deliver events, activities, programs and services in the city including Anzac Day, Christmas in the City and Umbrella Festival. The City of Adelaide's Cultural Strategic Partnerships are working to bring more music, public art and activity to the CBD and North Adelaide in partnership with local artists and organisations.

In recognition of the City of Adelaide's status as a UNESCO City of Music, the City of Adelaide created three City of Music Laneways - Sia Furler Lane, No Fixed Address Lane, and Cold Chisel Lane – in honour of city's musical greats.

Our Kaurna heritage was honoured with the first Kaurna Kardla Parranthi Bio-Cultural Burn in the Adelaide Park Lands in more than two hundred years.

The City of Adelaide is committed to being a green and sustainable city. As the world's only city in a park, we value our beautiful Park Lands and invested \$21.7 million to protect, manage and care for these iconic spaces including the 157,000 trees and 25,000 rose bushes in our parks and city squares.

The City of Adelaide will continue to take a leading role in ensuring environmental sustainability. In 2020, we reached a significant milestone when we became the first Council in South Australia to have all our operations powered by renewable energy, and this year our organisation was certified as 100 per cent carbon neutral.

Our Carbon Neutral Adelaide program is continuing to support local businesses to transition toward more sustainable practices and we encourage city businesses and residents to reduce waste through recycling and green waste programs.

Through support to the Adelaide Zero Project and developing a Draft Homelessness, Social and Affordable Housing Policy, we are actively addressing the issue of homelessness in the city. We ensured our community had access to resources with our Virtual Library during the COVID-19 shut-downs and launched our Wellbeing Dashboard.

Despite the challenges thrown at us by the pandemic, it has been a busy year full of achievements for our city and I look forward to continuing to deliver for our community.

Lord Mayor Sandy Verschoor

Council Members

As at 30 June 2021

*** Marketing to insert photos*

Sandy Verschoor
Lord Mayor

Anne Moran
Area Councillor

Franz Knoll
Area Councillor

Vacant
Area Councillor

Arman Abrahamzadeh OAM
Area Councillor

Phillip Martin
North Ward Councillor

Mary Couros
Deputy Lord Mayor
North Ward Councillor

Simon Hou
Central Ward Councillor

Jessy Khera
Central Ward Councillor

Greg Mackie OAM
Central Ward Councillor

Dr Helen Donovan
South Ward Councillor

Alexander Hyde
South Ward Councillor

CEO Message

The past year has been one of the most extraordinary in living memory. It has presented us all with many challenges, tested our resilience, and has required us to quickly adapt. As an organisation, we have been called upon to consider more fully how we can put our customer at the centre of everything we do. It was only by working as one with the community, united for the common good, that we have been able to recover as quickly as we have from the impacts of COVID-19.

Our City residents, workers, students and visitors were conscientious in stopping the spread of COVID-19 by practicing social distancing and observing the health and safety advice, and our City of Adelaide employees played a vital role in helping to keep our city safe, clean, and accessible. Many South Australians would have visited the Victoria Park / Pakapakanthi (Park 16) COVID-19 drive-through testing site. To help make the experience of getting tested more comfortable, we maximised access to parking and toilet facilities, increased cleaning, and installed a webcam in the Grandstand to enable people to check how long the queue was before leaving home.

We immediately offered City Support packages and rates hardship assistance measures to help ease the pressure on those hardest hit by the pandemic in a time of considerable uncertainty. The City of Adelaide provided over \$11 million in assistance through the creation of grants and incentive schemes, financial relief, business advice and support programs to help city businesses and the community recover. As public health measures started to ease, we launched promotional campaigns to encourage spending at restaurants, cafés, tours and attractions around the CBD and North Adelaide, and activated main streets and key dining strips with fire pockets, live music and DJs.

When local businesses and event organisers were struggling with restrictions, we supported them to expand their outdoor venue capacity, provided additional pop up spaces, implemented road closures and crowd control measures. As a result we were one of the first cities in the world to safely open up again with city concerts, festivals and major sporting events at Adelaide Oval. Record occupancy rates and incredible ticket sales created an impressive festival season which would not have been possible without everyone playing their part.

As an organisation, we also took a good hard look at way we did business. By identifying cost savings, introducing innovative policy reform, working more efficiently, and focusing on what really matters for ratepayers and City users, we significantly reduced our operational expenditure and borrowings. By stabilising our financial position, we can deliver the services, amenities, infrastructure and experiences that underpin a prosperous, liveable city for current and future generations of city ratepayers and many others to enjoy.

Despite the challenges of the pandemic, we have acted responsibly, and recovered quickly. However, with many of our small-business owners still doing it tough, our focus remains firmly on delivering on our promises. This includes making Adelaide the lowest cost Capital City with the least red tape, creating strong economies by activating mainstreets and laneways, delivering cost savings and generating income for local businesses, investing in partnerships, enabling events and activations and driving marketing and promotion.

It is an immense privilege to lead such a diverse, hard-working and customer focused team, who continuously innovate to improve our services. I know that there is no more powerful signal to our local businesses, to our ratepayers, and to our community that we are all in this together, than for our people to be visible in their support for Adelaide's recovery and to realise our vision for Adelaide to be Australia's most liveable city.

Clare Mockler
Chief Executive Officer

Who we are and how we will deliver

The City of Adelaide motto 'Ut Prosint Omnibus Coniuncti', United for the Common Good, is at the heart of how our people feel about working for the city and embodies the way we approach our civic and corporate responsibilities.

We are a unique team of people who work together to create extraordinary experiences across our city. Our people are passionate ambassadors for Adelaide and contribute to the community through the delivery of valuable services and outcomes.

An environment where people thrive

Our people are our greatest asset. We are inclusive, welcoming, engaged, passionate, forward-thinking, dedicated, and authentically customer-centric. We treat each other as well as we treat our customers, ensuring our internal customer experience meets the same quality as our external customer experience, because we know that is the best thing for our community. We foster a supportive and safe working environment and acknowledge the importance of wellbeing and balance in our personal and professional lives. Our focus is on achieving great outcomes while empowering our people and offering them flexibility in the way they achieve them.

Leadership helping us reach our potential

The size of our organisation, the diversity of experiences available and the broad variety of opportunities surprises people. We have a genuine commitment to developing our people in our dynamic and challenging environment. Leaders at all levels are supported to reach their full potential and create an environment where others can do the same. Those leaders and their teams are the custodians of our culture and are the key to successful outcomes. Collaboration and autonomy are expected and recognised, and with commitment and support, our people can and do progress through the organisation.

Learning and growing with our city and community

We are flexible and adaptable, agile to the challenges and opportunities of the future. We are transitioning from being the expert and the regulator, to a position of foresight and a curator of experiences. Our people strategy anticipates the skills we need to deliver brilliant experiences. Our culture of learning and adapting is self-evident and visible, as our people's development improves our performance and maximises everyone's potential. Our leaders are confident and support their teams to build resilience and broaden the capability of our people so they can better serve their customers and community.

City of Adelaide Community

Community Engagement

Community Engagement provides an opportunity for a diverse range of voices to be heard and a chance for the community to give meaningful feedback.

The City of Adelaide is committed to involving its residents, ratepayers, business owners and city users in shaping the future of the city.

Asking for the views of the community assists the City of Adelaide to better understand local issues and interests and to make sustainable decisions which are relevant to the needs of the community.

Community and stakeholder engagement fosters a sense of belonging and community ownership of project outcomes.

Shaping our city

Over the past 12 months Council sought community feedback and insights on 63 different projects, via our online platform Your Say Adelaide (YSA), face-to-face or both.

Legislated vs. non-legislated engagement projects:

- Legislated: 43
- Non-legislated: 20

Projects which engaged our stakeholders and community through YSA: 53. Over 3,200 people participated online on these diverse projects, which included:

- Resident and Business Surveys
- Use of the Park Lands for events, activations, sporting clubs and licensing
- Development of a range of Strategies and Plans for the future of the City
- A review on the delivery of the Free City Connector
- Bus and East-West bikeways
- Kurna Kardla Parranthi Bio-Cultural Burn
- Applications from third parties for *the use of public spaces and footpaths*

YSA Statistics 1 July 2020 - 30 June 2021

Total site visits 87.7k

New registrations: 812

Top three projects on YSA (based on number of contributions):

1. 2020 Resident Survey: 981
2. City Connector Bus Engagement 2020: 466
3. City Bikeways – East-West Bikeway: 436

Top three documents downloaded from YSA:

1. East-West Bikeway Engagement Pack 2021: 701 downloads
2. 2020 - 2021 Draft Business Plan and Budget - Final: 651 downloads
3. City Skate Park – Design Report: 515 downloads.

Total documents downloaded from YSA: 42k downloads of 3.28k documents.

Aware visitors: (visited a project page): 53.8k

Informed visitors (took some action to learn more about a project by clicking through to information within the project page): 25.4k

Engaged visitors on YSA (submitted feedback through online engagement tools): over 3.2k

Join over 11,000 people who are already part of our online engagement community.

No matter your interest in the City – we want to hear from you.

Participate to help shape your City!

Visit yoursay.cityofadelaide.com.au today to register and see what we're seeking your input on.

DRAFT

Item 5.8 - Attachment A

Residents and Businesses

In 2020 - 2021 the City of Adelaide continued its efforts to better understand the needs and wants of the resident and business communities through major surveys and other means.

In October 2020 almost 1,000 people who call the City of Adelaide home completed an extensive online survey.

Through the survey we learned that:

- 89% of respondents agreed that the city has public spaces that feel safe to use, 69% agreed that Council is taking effective steps to protect the natural environment, and 77% agreed that the city is a place that is welcoming to people from diverse cultural backgrounds.
- 76% of residents feel comfortable to walk to their closest main street in the evening, 34% feel comfortable to walk to their nearest Park Land or Square.
- The most valued aspect of city living again related to the convenience of being close to everything: 62% of respondents made a comment about the city being convenient/close/accessible.
- The 'amenity' of the city is also highly valued with the amenities most often called out being the Park Lands, public transport (including free transport and the Connector Bus), and the restaurants/cafes/pubs/bars.
- In light of the COVID-19 experience, residents told us they were avoiding large crowds and that they expect sanitisation facilities and more cleanliness in public places.
- The lighting of pathways, shade/shelter, seating, and exercise loops/trails were the key facilities that respondents want to see more of in the Park Lands.

What we have heard from our residents has been used to improve service and program delivery and to track some of the measures of success in the 2020 - 2024 Strategic Plan. To view the full results, please click [here \(insert link\)](#)

City Users

The City User Profile (CUP) Survey takes place annually. Each year 2,000 people are approached on the streets and in the Park Lands to complete a survey on why and how often they come to the City. The survey takes place over several weeks at different times of the day and night, on weekdays and weekends. In 2020 the survey was undertaken by McGregor Tan Research on behalf of the City of Adelaide.

- Working was the main reason for visiting the city.
- Car (as driver or passenger) and bus were the main means of travelling to the city.
- Overall, two thirds of city users visit the city at least once a week, with the majority visiting daily or most days.
- More events, cheaper or free parking, shopping and entertainment would inspire visitation to the city more often.
- Cafes, restaurants and food is what city users like most about the main streets and restaurants, cafes, shops and cheaper or free parking are the things that might encourage more visits to main streets.
- Majority stated they knew where to go for help if they felt unsafe in the City, and nine in ten agreed that the City has public spaces that I feel safe to use.

A Business Insights Survey was also undertaken, collecting valuable information and insights from people who own or operate a business in the City of Adelaide.

From more than 160 city businesses, the City of Adelaide heard:

- Nearly half, 48%, were confident about their future business prospects.
- Most, 72%, think that the City of Adelaide is a good place to do business.
- The best support Council can offer city businesses is to:
 - Attract more people into the city
 - Grow the economy
 - Reduce business costs
- Businesses would like to be more environmentally sustainable by reducing energy costs, improving energy efficiency, waste reduction and recycling.

DRAFT

Item 5.8 - Attachment A

Economic Recovery

During 2020 - 2021, the City of Adelaide focused on drawing people safely back to the City, providing direct benefit to businesses with over \$11 million in assistance including through programs such as: Outdoor Activation Grants; Adelaide's Long Lunch, a promotion providing \$30 vouchers to spend at restaurants, cafés, or on tours and attractions around the CBD and North Adelaide; the City Business Support package in partnership with Business SA; and Winter Weekends and Street Beats and Eats activating main streets and key dining strips.

City of Adelaide 2021 – 2022 Business Plan and Budget

Investing in City Recovery

The 2021 - 2022 Business Plan and Budget is about supporting the City of Adelaide and the people they serve to grow and recover from COVID-19. The budgeted expenditure of \$269.6 million will focus on the prioritisation of community and civic services, activities that support the City's cultural and economic development, projects that maintain and upgrade infrastructure within the City and Park Lands and the continuation of COVID-19 support.

The City of Adelaide has set some key priorities to move the City along a trajectory of recovery. These priorities are:

- Developing a suite of opportunities for the community and city users **to connect, play, exercise, and learn in the Park Lands** with particular focus on Wellbeing Month, implementing the Healthy Parks, Healthy People strategy and promotion of the Adelaide Park Lands trail.
- Implementing a **new permit fee model** to support business growth and to make it easier to do business with City of Adelaide.
- Finalising the **Strategic Asset Management Plan (SAMP)** and associated principles and levers available to Council to inform future Customer and Technical Levels of Service for all Asset Classes.
- Developing and deliver curated programs that **attract people to the city** through cultural, physical, social, and environmental experiences.
- Delivering **cultural strategic partnerships**, performances, exhibitions, festivals and events, residencies and community driven programming across its venues and throughout the city.
- **Maximising funding opportunities** through partnership proposals as part of their Australian and State Government budget submissions and election advocacy.
- Exploring opportunities within the City of Adelaide's property portfolio, including the consideration of opportunities for the sale of underperforming assets as well as **leveraging existing assets for City shaping initiatives**, to support greater public value for ratepayers and the community.
- Prioritising activities to recover commercial businesses/revenue to pre-COVID levels. **Diversify revenue** through the investigation, identification and implementation of new or modified business services including a review of the property portfolio to increase revenue and property values in accordance with fair value market approach.
- Working with its Council Members to **reinvigorate their engagement strategy** and its approach to engaging the community in Council decision making.

Major Projects

- Central Market Arcade Redevelopment (\$14.939m)
- Market to Riverbank - Bentham and Pitt Streets (\$5.15m)
- Moonta Street (\$2.5m)

In 2021 – 2022 the City of Adelaide will continue to deliver a COVID-19 support package through the following initiatives:

- the City Stimulus Business Support program and City Stimulus Event Funding (through AEDA)
- freezing the rate in the dollar for the eighth consecutive year
- continuing to stimulate city growth through our once in a generation investments at 88 O’Connell Street and Market Square (Central Market Arcade redevelopment)
- implementing a new permit fee model to support business growth and make it easier to do business with City of Adelaide
- curated cultural, physical, social and environmental programs to attract people to the City
- prioritising activities to recover Council’s commercial businesses/revenue to pre-COVID-19 levels
- a contingency to fund emerging opportunities to respond to city needs in a post-COVID-19 recovery environment.

[For further information on this please refer to Business plan and budget 2021 2022 | City of Adelaide](#)

City Profile

In 2018-19	In 2019-20	In 2020-21
10 th Most liveable city in the World ¹	10 th Most liveable city in the World ¹	3 rd Most liveable city in the World ¹
15,465 Businesses in the city ²	15,414 Businesses in the city ²	15,251 Businesses in the city ² – “local businesses”
141,528 Local jobs ³	144,382 Local jobs ³	142,723 Local jobs ³
\$19b City of Adelaide Gross Regional Product (GRP) ³ 18.21% of state’s GRP	\$19.45 billion City of Adelaide Gross Regional Product (GRP) ³ 18.23% of state’s GRP ³	\$20.16 billion City of Adelaide Gross Regional Product (GRP) ³ 18.21% of state’s GRP ³
24,807 Estimated residents in the city ⁴	25,456 Estimated residents in the city ⁴	26,177 Estimated residents in the city ⁴
1,976,706 Domestic overnight visitors to the city ⁵ (Year to March 2019)	2,294,957 Domestic overnight visitors to the city ⁵ (year to March 2020)	800,513 (or 0.85 million) Domestic overnight visitors to the city ⁵ (Year to March 2021)

1. Economist Intelligence Unit
2. ABS Counts of Australian Businesses as presented on economy.id.com.au/Adelaide
3. NIEIR as presented on economy.id.com.au/Adelaide
4. Australian Bureau of Statistics (ABS) ERP 2020
5. Tourism Research Australia unpublished data

Showcase story: Adelaide Economic Development Agency (AEDA)

Strong Economies

Council will champion a robust and diversified economy where innovation and low costs support growth and investments.

The City of Adelaide recognised the importance of accelerating economic growth in the City, and as part of our 2020 – 2024 Strategic Plan, sought to design and implement a City-Wide Business Model.

This led to the creation of the Adelaide Economic Development Agency (AEDA) as a subsidiary of the City of Adelaide.

AEDA'S MISSION

To accelerate economic growth in the City by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing an annual events calendar, and marketing the City as a whole including Rundle Mall, South Australia's pre-eminent shopping precinct.

AEDA's Charter was published in the Government Gazette on 14 January 2021 and AEDA formally commenced operations on 18 January 2021.

AEDA is governed by a skills-based Board of Management with the Lord Mayor as Council's representative on the Board. Following an extensive expression of interest process, Council appointed South Australian business leader Nikki Govan as the Inaugural Chair of the Board. More information on the Board is available at [Adelaide Economic Development Agency | City of Adelaide](#)

AEDA works closely with businesses, industry groups, state government agencies and other relevant organisations to deliver a range of programs designed to stimulate the City's economic growth.

In its first five months of operation AEDA:

- Delivered an annual business plan in consultation with a wide range of key stakeholder.
- Consolidated office space for the Rundle Mall Program and visitor services saving resources to be re-invested.
- Developed and delivered an innovative campaign, Adelaide's Long Lunch, that included 124 hospitality and experience businesses using redeemable vouchers through a QR code.
- Developed a new Experience Adelaide website.
- Commenced development of a 10 point Residential Growth Action Plan.
- Funded multiple city-based events through COVID-19 Quick Response Grants.
- Implemented a dedicated winter campaign "Hit the Town".
- Commenced work in building digital distribution channels for wider communication with businesses and consumers.

In 2021-22 AEDA will be building on these strong foundations to support economic growth in the CBD and North Adelaide.

Strategic Plan 2020 - 2024

Strategic Plan reporting for 2020 – 2021 annual report

City of Adelaide Strategic Plan

On 10 March 2020, Council unanimously adopted the City of Adelaide 2020 – 2024 Strategic Plan.

The Strategic Plan sets the vision for Adelaide to be the most liveable city in the world.

In June 2021, the Economist Intelligence Unit (EIU) Global liveability index announced Adelaide as the 3rd most liveable city in the world.

It identifies four community outcomes through which the vision will be delivered: Thriving Communities; Strong Economies; Dynamic City Culture; and Environmental Leadership. The four community outcomes are underpinned by Enabling Priorities.

The outcomes reflect the aspirations of the community and Council and focuses our partnership and advocacy activities and drives programs and projects through the delivery of Key Actions.

Under each of the community outcomes are a series of statements that articulate the aspirations for the City. These aspirations are achieved through the delivery of 49 key actions and monitored through 15 measures of success.

Key Actions		Measures of Success	
commenced	46	Favourable movement	8
not commenced	1	Unfavourable movement	2
completed	2	baseline established this year	4
		no update available	1

A copy of the full report detailing what we delivered, can be found at cityofadelaide.com.au/strategicplan

Our measures of success

Thriving Communities

The City's population is growing (favourable movement)

Measured by: Number of city residents

Baseline: 25,549 (2018 - 2019)

Update: 26,177 (2019 - 2020)

Source: ABS, estimated resident population, Regional Population by Age and Sex

Commentary on update:

Based on ABS estimates, the population of the City of Adelaide increased by 2.5% between 2018 - 2019 and 2019 - 2020. This is consistent with the long-term (10 year) average annual growth rate. The population effects of COVID-19 will not be seen until the estimates for 2020 - 2021 are available.

Our residents are more physically active (favourable movement)

Measured by: Times per week where residents undertake at least 30 minutes or more of physical activity

Baseline: 4.13 (2019)

Update: 4.33 (2020)

Source: City of Adelaide Resident Survey

Commentary on update:

The update was collected in October 2020, following the harshest impacts of COVID-19 on the physical and social activities of city residents.

People feel safe in the city (baseline established in 2020 – 2021)

Measured by: Share of residents who agree that the city has public spaces that I feel safe to use.

Share of city users who agree that the city has public spaces that I feel safe to use.

Baseline: 89% (residents) / 87% (city users)

Update: No update available

Source: City of Adelaide Resident Survey and City User Profile Survey

Commentary on update:

Baseline data for this measure for residents was collected in October 2020 and updated data will be available in the second half of 2021. The baseline figure for city users was established in 2021 and updated data will be available in 2022.

Strong Economies

The city has a greater share of the State's economy (favourable movement)

Measured by: City's economy as a share of the South Australian economy

Baseline: 17.9% (2018 - 2019)

Update: 18.2% (2019 - 2020)

Source: National Institute of Economic and Industry Research (NIEIR) presented by economy.id

Commentary on update:

The size of a local economy is measured by its wealth or gross regional product (GRP). In 2019 - 2020, the city economy was worth \$20.16 billion, accounting for 18.2% of the State's economy.

There is more pedestrian movement in key areas of the city (unfavourable movement)

Measured by: Monthly average of unique device detections across the city

Baseline: 9.9 million (year to April 2020)

Update: 8.6 million (year to April 2021)

Source: City of Adelaide – Kepler Analytics

Commentary on update:

In the 12 months to April 2020, an average of 9.9 million unique devices were detected per month across all sensors in the city. In the following year, the number of average monthly unique device detections fell by 13.4% to 8.6 million. This is due to a marked decreased in unique device detections during May and June 2020 at the height of public activity restrictions as a result of COVID-19.

More businesses in the city think the city is a good place to do business (baseline established in 2020 – 2021)

Measured by: Share of city businesses who agree that the city is a good place to do business

Baseline: 72% (2020)

Update: No update available

Source: City of Adelaide Business Insights Survey

Commentary on update:

Baseline data for this measure was collected in October 2020. Updated data will be available in the second half of 2021.

Dynamic City Culture

More domestic and international visitors (unfavourable movement)

Measured by: Number of domestic and international visitors to the city

Baseline: 2.7 million (year to December 2019)

Update: 995,078 (year to December 2020)

Source: Tourism Research Australia, unpublished data

Commentary on update:

Domestic and international visitation was affected for much of calendar year 2020 due to the international border closure and the extended lockdown in Victoria, a key domestic tourism market for South Australia.

Increased cultural infrastructure (favourable movement)

Measured by: Count of cultural infrastructure in Adelaide and North Adelaide

Baseline: 1,286 (2019 - 2020)

Update: 1,306 (2020 - 2021)

Source: City of Adelaide data

Commentary on update:

A definition for cultural infrastructure has been developed for the City of Adelaide. It includes 'physical' infrastructure such as theatres, museums, public art, events spaces, and art galleries as well as 'intangible' infrastructure such as grants and digital spaces.

More city users agree the city is dynamic and full of rich and diverse experiences (favourable movement)

Measured by: Share of city users who consider the city to be a welcoming and dynamic place full of rich and diverse experiences

Baseline: 80% (2019)

Update: 81% (2021)

Source: City of Adelaide City User Profile Survey

Commentary on update:

Data from the latest City User Profile Survey showed that city users continue to consider the city as dynamic and full of rich and diverse experiences. The share of city users who strongly agreed with this statement increased marginally from 80% to 81% between 2019 and 2021.

Environmental Leadership**Community greenhouse gas emissions are lower** (favourable movement)

Measured by: Tonnes of carbon dioxide equivalent (CO₂e)

Baseline: 1.03 million CO₂e (2018 - 19)

Update: 986,160 CO₂e (2019 - 2020)

Source: City of Adelaide Community Carbon Inventory

Commentary on update:

The city's community greenhouse gas emissions in 2019 - 2020 were 986,160 tonnes of carbon dioxide equivalent, which is a 21% reduction in emissions relative to the 2006 - 2007 base year and 4.5% reduction relative to 2018 - 2019. The downward trend reflects increasing renewable generation in the SA electricity grid and reduced electricity use. Stationary energy (44%) and Transportation (35%) contribute most of the city's emissions.

Less waste to landfill (no update available)

Measured by: Share of residential kerbside waste collection diverted from landfill

Baseline: 53.6%

Update: No update available

Source: City of Adelaide data

Commentary on update:

The City of Adelaide is currently developing a suite of programs to meet the goals of the Resource Recovery (Organics, Recycling and Waste) Strategy 2020 – 2028, which was adopted by Council in November 2020, including to meet the target of 75 per cent diversion of waste from landfill in residential kerbside collected waste. Subsequent waste audits will be conducted to measure the success of these programs and to provide an update on the percentage of residential kerbside waste collection diverted from landfill against the 2019 baseline year of 53.6%.

More residents agree that Council is taking steps to protect our environment (baseline established in 2020 - 2021)

Measured by: Share of city residents who agree that Council is taking effective steps to protect our natural environment

Baseline: 69% (2020)

Update: No update available

Source: City of Adelaide Resident Survey

Commentary on update:

Baseline data for this measure was collected in October 2020. Updated data will be available in the second half of 2021.

Enabling Priorities**Council has the financial capacity to meet its long-term commitments** (favourable movement)

Target: Asset sustainability ratio: 90%-110%
 Asset test ratio: maximum 50%
 Leverage test ratio: maximum 1.5 years

Update: Asset sustainability ratio: 67%
 Asset test ratio: 18%
 Leverage test ratio: 0.5 years

Source: City of Adelaide Q3 2020 – 21 Finance Report

Commentary on update:

The sustainability ratio expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans (AMPs). The ratio falls below the target range (90%-110%) for the 2020 - 2021 financial year as per Council resolution to assist with cashflow requirements for recovery from COVID-19 impacts. It is assumed that over the long term asset renewals will be funded in line with the Strategic Asset Management Plans and the sustainability ratio returns to 100%.

Council services meets the needs of the community (baseline established in 2020 - 2021)

Measured by: Share of city residents, businesses and users that are satisfied that Council services meets their needs

Baseline: To be determined (residents / businesses). 66% (City Users)

Update: No update available.

Source: City of Adelaide Resident Survey, Business Insights Survey, City User Profile Surveys

Commentary on update:

A baseline measure for resident and business satisfaction with Council services will be established in 2021. The baseline figures for city user satisfaction with Council services was established in 2021 and updated data will be available in 2022.

Council delivers on its operational efficiency targets (favourable movement)

Target: Identify \$20 million permanent operating expenditure in 2020 - 2021

Update: \$20m identified with \$14.4m realised in 2020 - 2021

Source: City of Adelaide Q3 2020 – 21 Finance Report

Commentary on update:

The \$20 million permanent ongoing expenditure savings that have been identified in 2020 - 2021 will achieve a \$14.4 million savings this financial year. The \$5.6 million further savings that have been identified as part of the \$20 million total will be realised from 2021 - 2022.

2020 - 2021 Business Plan and Budget Performance

The 2020 - 2021 Business Plan and Budget contained 15 Key Activities aligned against the Strategic Plan outcomes of Thriving Communities, Strong Economies, Dynamic City Culture, and Environmental Leadership and its Enabling Priorities. **Fourteen of these were completed or were on track at the end of the financial year.**

How the City of Adelaide tracked against its 2020 – 2021 Business Plan and Budget Priorities:	
●	We will work with key partners to reduce homelessness in the City.
●	Implementation of East-West and North-South bikeways, providing safe access for people riding bikes in the city.
●	Secure the preferred proponent and obtain project development approvals for Eighty-Eight O'Connell Street.
●	Progress design development to secure project development approval and commence early site works for Central Market Arcade redevelopment.
●	Develop a program to create a range of experiences and opportunities to support local businesses and the community.
●	Establish a new subsidiary of Council under Section 42 of the <i>Local Government Act 1999</i> (SA) to accelerate economic growth through attracting investment and supporting the growth of business, residents, visitors, events, festivals and students.
●	Work in partnership with the Kurna community to deliver Reconciliation projects and to ensure Kurna Culture is both recognised and supported through integration into Council strategies, project planning and other initiatives.
●	Deliver new and diverse play spaces, undertake further planning to guide future works and complete improvements to existing activity spaces.
●	Work with our partners to deliver musical laneways and support, events and activations to celebrate Adelaide's culture of live music and performance.
●	Increase tree plantings, greening of streets and garden beds in identified parts of the City and design and construct greening and paths around Whitmore Square.
●	Delivery of a new Waste and Recycling Strategy and Programs to support our residents, businesses and community to reduce waste and improve recycling and organics outcomes.
●	Delivery of feasibility assessments and design work for a River Torrens Wetlands and Urban Nature Space.
●	Expand access to and availability of data and insights through online tools and integrated Council reporting and workshops.
●	Understand the value and importance of services to deliver efficient outcomes to our community and review corporate services to deliver efficient internal support.
●	Develop a new policy covering the way council buys goods and services, with a focus on best value for money and improving social, environmental, cultural and local business outcomes.

Highlights from the 2020 - 2021 Business Plan and Budget included:

- Launching the City of Adelaide Wellbeing Dashboard
- Commencing operations of the Adelaide Economic Development Agency and delivering the City Business Support Package
- Activating main streets for growth via a new single point of contact place coordination approach
- Celebrating our Dynamic City Culture by delivering Winter Weekends, Street Beats and Eats, and Kurna culture with the Kurna Kardla Parranthi Bio-Cultural Burn project and Kids on Country
- Running all City of Adelaide owned facilities on 100 per cent renewable energy for the whole year
- Reducing homelessness in the City through support to the Adelaide Zero Project Backbone Team, and developing a Draft Homelessness, Social and Affordable Housing Policy
- Progressing design works for the final section of the North-South Bikeway
- Introducing a virtual Library to ensure continued access to library resources during the COVID-19 lockdown.

North Ward highlights:

1. Melbourne and O'Connell Street activations including Twilight Fringe, Umbrella Winter Sounds, Musée Extérieur: European Art on the walls of North Adelaide
2. Lord Mayor's O'Connell and Melbourne Street Roundtables
3. Karrawirra / Red Gum Park (Park 12), Vietnamese Boat People Monument
4. 3 Neighbour Day events
5. Road resurfacing of Montefiore Road, Main North Road and Prospect Road
6. Heritage kerbing in Jeffcott Street
7. Footpath renewals in Brougham Place
8. Shared use path, sports and recreational facilities, lighting improvements and further greening in the Northern Park Lands as part of the 'Northern Entry statement (funded by State Government)

Central Ward highlights:

1. Events and activations including Gouger Street Feast event, East End Unleashed, Event infrastructure in Kadlitpina / Rundle Park (Park 13) and Musée Extérieur: European Art on the walls of the East End
2. Lord Mayor's Hindley Street Roundtable
3. Quentin Kenihan Inclusive Playspace in Mullawirraburka / Rymill Park (Park 14)
4. "Chalk Sticks" a space for young people in Tarntanyangga / Victoria Square
5. Opened Adelaide City Shed a place for people to lead and engage in social activities and woodworking
6. Two Neighbour Day events
7. New public art 'Pigeon' and 'Tracking Connections' in Gawler Place
8. Celebrated the City of Adelaide's status as a UNESCO City of Music by designating three City of Music Laneways: Sia Furler Lane; No Fixed Address Lane; and Cold Chisel Lane
9. Blackspot Road Project at Hindley Street and Gray Street
10. New public convenience in Tuyla Wardli / Bonython Park (Park 27)

South Ward highlights:

1. Events and activations including History Month exhibitions, Hutt Street Christmas Market (Precinct funding) and Margie Medlin, Pru La Motte exhibition
2. Lord Mayor's Hutt Street Roundtable
3. Nine Neighbour Day events and Unity Week event
4. Hutt Street library activations with a focus on NAIDOC Week, mental health, wellbeing and nutrition support
5. A Conversation Between 'Two Birds', Charlotte Place Mural
6. Grote Street Greening (44 new trees planted) and road and water table renewal
7. Whitmore Square Safety improvements

Showcase story: Ngaru mularta / Chalk Sticks - A welcoming space for Young People

Thriving Communities

Council will create a city that is welcoming, inclusive and accessible to all

'Ngaru mularta / Chalk Sticks' a Welcoming Space for Young People was launched in the south west corner of Tarntanyangga / Victoria Square in March 2021 by the Lord Mayor. Dave Court, the artist behind the installation, attended the launch along with high school and international students who supported the delivery of this space. The group was entertained by emerging musician Baby Mo (Erin Moller).

This initiative is all about celebrating the importance of young people to the city's culture and increasing their sense of welcome and engagement with the city environment.

Young people at high school or university who regularly use the city were consulted to determine the location and elements that would make the space welcoming.

The south west triangle of Tarntanyangga / Victoria Square was identified as a preferred location because it offers proximity to public toilets, public transport and the Adelaide Central Market for affordable food and drink options. Existing benches, a water bubbler, grassed areas including a mound, and mature trees also make the area an ideal gathering point.

Consultation and focus groups also identified the need for phone charging, Wi-Fi and Instagram-able public art elements to designate the area as a focal point for young people's social connection. Part of the consultation process was to engage young people in naming the space and a prize of a \$100 Adelaide Central Market voucher was on offer for the best name. The winning entry was 'Chalk Sticks'. This name was translated by Kurna Warra Karrpanthi (KWK) and they provided their cultural consent for the City of Adelaide to use the name 'Ngaru mularta'.

Artist Dave Court was selected to deliver an artwork that would resonate with the identity of the city's young people. The artwork is a series of large cylindrical shapes, transitioning in shape, colour and texture (some metal and others wood) across the grassy space. It provides spaces to sit, lean and hangout and will hold up to climbing and jumping. The metal elements of the artwork were fabricated by Iguana Creative. The Sedi, an environmentally friendly solar powered smart bench (with WiFi capabilities), blends into the space incorporating lighting and phone charging with the surround painted by Dave Court.

Community Services

The City of Adelaide delivers a broad range of valued services to our community. These services bring our strategic plan to life, ensure we deliver on essential community needs, fulfill our duties as a Capital City Council and enable our organisation and community to thrive.

During 2020 – 2021 the City of Adelaide continued to review its services and the way we present information to our community. This has led us to the 13 community services that are referenced in this year's annual report.

All services delivered by the City of Adelaide contribute to the delivery of our Strategic Plan 2020 - 2024 and work to achieve our vision to be **the most liveable city in the world**.

This annual report highlights some of the great work the City of Adelaide has delivered as a Capital City Council and showcases the services that are delivered to over

26,000 residents

15,000 businesses, and

Over 300,000 people who visit the city every day.

Arts, Culture and Events

Enhances the cultural and creative elements of the City, enlivening it with things to do and see, and making the rich heritage of the City available to all.

Functions of this Service: Adelaide Town Hall, Archives and Civic Collection, Culture and Creativity (*Arts and Cultural Grants, Cultural Entrepreneurs Incubator Program, Live Music Strategic Partnership, UNESCO City of Music*), Events and Activations (*Adelaide's New Year's Eve, ANZAC Day Service, Australia Day Sponsorship, Business Activation and Support, Christmas in the City, City Activation - East End Unleashed; Hutt Street; Melbourne Street; North Adelaide / O'Connell St, Fashion Industry Support, Umbrella Winter Festival*), Heritage Promotion and Events (*History Festival*), Monuments, Fountains and Public Art

Events

Adelaide Fringe Announces 2021 Impact Results*

A global pandemic could not stop this year's Adelaide Fringe from safely presenting the largest arts festival in the world and successfully injecting much-needed tourism and money into the South Australian economy.

Key Stats

- Gross economic impact of \$56.39 million
- Adelaide Fringe 2021 featured 5,085 artists, 905 events over 318 venues, over 394 performance spaces including 84 open air events
- 632,667 tickets sold
- Estimated 2.8 million total attendances
- Total new visitor and retained local spend attributable to the Adelaide Fringe is \$31.6 million
- Adelaide Fringe 2021 created 4,431 peak direct and indirect jobs
- Through generous donations and Government funding, Adelaide Fringe was able to distribute over \$750,000 worth of grants to support diverse artists and events
- 17 First Nations Collaboration Grants were distributed to Aboriginal and Torres Strait Islander artists to help them present work at Fringe 2021

*Source: [Adelaide Fringe Announces 2021 Impact Results | Adelaide Fringe - 18 February - 20 March 2022](#)

Throughout the onset of COVID-19 the City of Adelaide remained responsive, ensuring that events and activations could still occur in the City. From major Park Land events through to road closures supporting local businesses, all manner of events occurred in a covid safe way.

The City Experience team enabled the summer event season to stage some of the largest and safest events and festivals globally during the pandemic. The Adelaide Festival, Adelaide Fringe, Gluttony and the Garden of Unearthly Delights, amongst many others, all managed to stage world class events, abiding by a range of covid safe measures.

New approaches were developed with partners for socially distanced events including the locally produced Summer Sounds Festival in Bonython Park / Tulya Wardli (Park 27) with live music events over 18 days in January 2021. The event sold over 30,000 tickets.

In 2020, the New Year's Eve Event at Elder Park and fireworks were cancelled due to COVID-19. The City of Adelaide worked with local restaurants, bars, cafes and accommodation providers to develop offers and staycation deals, and provide support to venues that had programmed live music on New Year's Eve. A review of Council's approach to the event is currently being undertaken.

Christmas Festivities

Council approved the Christmas Festival Action Plan 2021 – 24, which will lead a new approach to delivering Christmas with partners, businesses, community, artists and creatives city-wide. The first Adelaide's Christmas Festival 2020 was delivered, including the Christmas Incentive Scheme to 66 businesses and creatives for Live Music and Performance, Makers Markets, Window Wonderland and Community Events.

City-wide Activation Program

A comprehensive city-wide activation program was delivered including 2020 Winter Weekends, 2020 - 2021 Street Beats & Eats, and East End Unleashed. Significant city events delivered include: Twilight Fringe on O'Connell; Gouger Street Feast; and Gouger Street Yum Cha. More than 200 medium and major events were hosted in the Park Lands and city roads for the 2020 - 2021 financial year, despite the challenges and restrictions of COVID-19. These events brought thousands of people back into the city particularly during the summer festival season of 2020 - 2021.

Public Art

A range of new public artworks were installed across City spaces including in the Park Lands, main streets, laneways and Rundle Mall. Highlights included 'Pigeon' and 'Tracking Connections' in Gawler Place, the Vietnamese Boat People Monument next to the River Torrens, 'Golden Rhombohedron (Obtuse)' the inaugural legacy artwork on Grote Street as a contribution to the Illuminate Adelaide festival, and 'sQuiggle' the entry way artwork for the Quentin Kenihan Playspace Mullawirraburka / Rymill Park (Park 14).

Other installations enlivening and drawing people to the city included a new series of light artwork presentations in Produce Lane and the first commission of a portrait of Wendy Chapman AM, the first female Lord Mayor of Adelaide, to celebrate Women leaders in the Chamber. A selection of partnership projects included the Plastic Bag Store exhibition as part of the Adelaide Festival, and the Collections Project delivered with Guildhouse, Adelaide Symphony Orchestra and Adelaide Festival Centre to create a new digital artwork inspired by the orchestra as a 'living' collection.

Adelaide UNESCO City of Music Laneways

The City of Adelaide celebrated its city culture by delivering three of the five City of Music Laneways: Sia Furler Lane; No Fixed Address Lane; and Cold Chisel Lane all featuring spectacular large-scale murals inspired by their namesakes.

The City of Adelaide has renamed the laneways to recognise music artists' beginnings in Adelaide and their invaluable contributions to music locally, nationally and internationally. The project also celebrates Adelaide's status as a UNESCO City of Music.

Sia Furler Lane – named after internationally famous musician Sia – is located off Morphett Street, along the back of the Rockford Hotel. The laneway features a Sia-inspired mural by local artist Jasmine Crisp that pays tribute to the music of Sia through the eyes of a fan. The location is near where Sia began her singing career in acid jazz band Crisp in the mid-1990s, playing at the former Cargo Club on Hindley Street West.

Cold Chisel Lane – named after the legendary Australian rock group – is located in Adelaide's West End, in a nook behind Hindley Street, and features a mural by renowned South Australian artist James Dodd. The lane is located at Cry Baby Bar and underneath the newly constructed Sofitel

Hotel. The laneway and 50 metre by 5 metre mural are just metres from where the Adelaide-formed band landed their first regular residency at the Mediterranean Hotel in the 1970s, now Red Square.

No Fixed Address Lane – renamed in honour of Aboriginal Australian reggae rock group No Fixed Address – is in the heart of the city. It's just off Rundle Mall on the outer wall of the Rundle Place shopping complex. The Lane runs parallel to Francis Street laneway. Visual artists Elizabeth Close (Pitjanjatjara and Yankunytatjara woman), Thomas Readett (Ngarrandjeri and Arrente man) and Shane Cook (Guwa and Wullli Wullli man) were commissioned to complete the mural in No Fixed Address Lane, responding to the impact, significance and legacy of the band.

The laneways project is a great way to add more public art to the city and promote its musical heritage. The laneways will become music tourism destinations and attract local, interstate and international visitors to different parts of the city.

Cultural Strategic Partnerships

Activities to support the creative and social industry sectors included: a cultural strategic partnership between the City of Adelaide and Expressions Media to develop 'Vaulting Ambitions'; an incubator program developed under 'The Business of Being Creative' banner; Christmas Incentive Scheme; Guildhouse reVision philanthropic cultural strategic partnership; Mercury CX hothouse screen industry development cultural strategic partnership; City Mobilities partnership with the Mill and Open Space Contemporary Arts; and ACE Open City of Adelaide studio program. The Arts & Cultural Grants were fully subscribed. There was increased use of Adelaide Town Hall Community Activation Fund, and the Aboriginal and Torres Strait Islander professional development grants were launched.

Mainstreets Revitalisation Program

The City of Adelaide's Mainstreets Revitalisation Program delivered a series of Lord Mayor Roundtables with key stakeholders via a creative single point of contact place coordination approach.

Extensive research and stakeholder engagement informed mainstreets revitalisation planning with \$200,000 being secured from the State Government for the Mainstreets Revitalisation and Improvement Grants scheme. This was accessible to small business, organisations and properties in selected mainstreets to fund outdoor and street frontage improvements.

These enhancements will contribute to improved street amenity, pedestrian permeability and drive visitation to businesses, ensuring the city's identified mainstreets are a must-visit destination for residents, workers and visitors, now and in the future. This support provides funding of up to 80 per cent of infrastructure costs for successful applicants to help drive mainstreet revitalisation.

This was initially offered to Businesses and property owners along Hutt, Hindley, Gouger, Rundle, Melbourne and O'Connell Streets who were able to receive up to \$10,000 to enhance and activate their shopfront or outdoor area.

Key Stats / Did you know		
2018-19	2019-20	2020-21
473 events held at Adelaide Town Hall	399 (45 events cancelled and 25 postponed, we were on track for 469 events in 19/20) events held at Adelaide Town Hall	306 events held at Adelaide Town Hall (with a further 59 events postponed, and 84 events cancelled due to COVID-19). Event numbers were affected by ongoing COVID-19 restrictions.

Over 750 events held in the Adelaide Park Lands and roads	Over 650 events held in the Adelaide Park Lands and roads (80 events cancelled due to COVID-19)	Over 580 events held in the Adelaide Park Lands and roads (with a further 66 events cancelled due to COVID-19)
948,692 attended City of Adelaide culture, live music and lifelong learning programs and events	913,601 attended City of Adelaide culture, live music and lifelong learning programs and events. Numbers were affected by the closures of libraries, community centres and Adelaide Town Hall due to COVID-19 including restricted numbers on re-opening with no face-to-face programming from mid-March to end of June 2020.	238,059 attendees at City of Adelaide culture, live music and lifelong learning programs and events
\$247,000 distributed in Arts & Cultural Grants to support 60 projects	\$244,000 distributed in Arts & Cultural Grants to support 53 projects	\$275,000 distributed in Arts & Cultural Grants to support 57 projects

Community Development

Creates opportunities for people to connect, learn, grow, and work with others to enhance their local communities.

Functions of this Service: Community Centres (*Box Factory, South-West, North Adelaide*), Community Home Support Program, Community Wellbeing (*Adelaide Leaders and Community-led Neighbourhood Development, Community Development Grants*)

Our Volunteers

In May 2021, in recognition of National Volunteer Week, the City of Adelaide celebrated and recognised their 260 plus volunteers with the theme 'Recognise, Reconnect, Reimagine'. The dedication and service of volunteering strengthens the City of Adelaide to support and deliver vital services to the community. Volunteers change lives by generously offering time, skills, knowledge, and authentic connection and the contribution of Australia's almost six million volunteers is significant.

The Healthy Ageing Shopping Bus is supported by two volunteers taking turns every Thursday to support and take residents of Adelaide and North Adelaide, over the age of 65, to the Adelaide Central Market for their weekly shop and a social catch up. The support and dedication provided by these volunteers assists our residents to continue to live an independent life, to connect with others and provide an accessible and hassle-free opportunity for older residents to enjoy the Adelaide Central Market.

Located in the Adelaide Park Lands, the BMX tracks at the Blue Gum Park / Kurangga (Park 20) receive extra attention daily by the City Dirt Crew, a group of passionate volunteers who always welcome new riders and volunteers. The City Dirt crew are members of the Adelaide City Dirt Jump Club, who have created much of this space and look after it – all out of the kindness of their heart and because they love BMX.

The Adelaide Visitor Services program includes 86 volunteers who work across a number of programs including the Visitor Information Centre, City Guides, Central Market Information, Adelaide Greeters, Mobile Visitor Services and Town Hall Tours.

The current Visitor Services Volunteers have a combined 934 years of service with three volunteers reaching 30-year milestones and five volunteers reaching 20-year milestones. The volunteers are a vital part of the visitor economy and have been instrumental in providing visitors with information on things to see and do in Adelaide and regional South Australia.

Customer: *"My friend and I spent last week in Adelaide attending the Writers Festival as well as several shows. I went to the Visitor Information Centre to find more information on day trips and was greeted by friendly, efficient and professional staff. Both women were so approachable and willing to help.*

We were also in the Rundle Mall one day, when a woman with a clipboard approached as we seemed to be looking for an address. She also was very efficient and helped enormously. This was our second visit to Adelaide for the Festival and we will be back. Thank you."

Neighbourhood Development

Despite COVID-19 restrictions **all regular programs** returned across the three community centres, delivered within State Government requirements. Some programs involving large numbers and close contact requirements were placed on hold. Consequently, visitations and community participation numbers across Community Centres were impacted and reduced when compared to previous years. 32 partnerships were formed that supported the delivery of 1,859 community-led programs, through which 20,950 people participated.

Highlights included:

40 people from our multicultural and wider community enjoyed '**A Place in the Heart' a concert by the Adelaide Symphony Orchestra** at the North Adelaide Community Centres. Feedback from the audience was that community members appreciated the opportunity to experience a performance of such high calibre, especially during COVID-19 times and one that was special and outside of the everyday.

As part of **History Festival**, a number of programs and activities were held across the community centres celebrating our cultural heritage, including partnerships with the local mosque, cultural groups and residents.

Neighbour Day was successfully celebrated with 16 events across the City and North Adelaide where neighbours enjoyed connecting with each other.

24 exhibitions were held across North Adelaide Community Centre and Adelaide South West Community Centre ranging from local artists to schools to community groups and organisations celebrating, art, culture and heritage.

The **Adelaide South West Community Centre was successfully transitioned from its Sturt Street location to its temporary presence at the Minor Works Building**. The majority of users of the Sturt St location returned to the Minor Works Building with an increase in new participation and volunteering from surrounding residents. A **Welcome Coffee and Chat** was held at the centre including 10 first time visitors to the centre.

The **Music in the Community Centres** program was launched in May. This ongoing program provides local musicians the opportunity to perform live in the centres creating a welcoming and great ambience.

Wellbeing Dashboard

The City of Adelaide Wellbeing Dashboard was launched on 5 May 2021 at an event at Dwell East End Adelaide. The 34 indicators are a set of wholistic population-level indicators across seven theme areas that will guide Council's future decision making and investment across a holistic range of services.

Adelaide is a city where the health and wellbeing of people is paramount.

The Dashboard's 34 indicators have been selected following review of the many wellbeing models and measurement frameworks used nationally and internationally. They are broadly categorised under health, health behaviour, social connection and engagement, environment, and place, along with the social determinants of health such as income, employment, and housing.

These indicators are aligned to the community outcomes and key actions in Council's Strategic Plan 2020 – 2024 and Wellbeing Plan 2020 – 2025. The data sources have been chosen to be able to show trends over time, helping to inform Council about the impact of initiatives targeted at particular outcomes. Much of the data has been sourced from the City of Adelaide's own Resident

Surveys with a robust sample, providing confidence in the reliability and validity of the data, and allowing the data to be updated regularly.

The Dashboard recognises that Wellbeing is a not a one-dimensional idea, but a multi-faceted concept relating to both physical and mental health as well as social, economic, environmental, and cultural factors.

We will use this valuable information to inform future decision-making for targeted action and activities to enhance community wellbeing outcomes across Council.

For more information on the Wellbeing Dashboard, along with a series of Wellbeing Projects that will be delivered in 2021 - 2022 [click here](#).

A video promoting Council's leadership and celebrating our commitment to the wellbeing of people can also be viewed here. ([People. The heart of our city. on Vimeo](#))

“Living in Adelaide isn't about just loving one aspect of this beautiful city, it's about the whole package and the wonderful balance of health, wellbeing, practicality and festivity that this gorgeous town not only promotes, but actively supports” – Amy, resident.

Community Support Programs

During the year, the City of Adelaide partnered with numerous organisations to deliver activities to support community diversity, cultural expression, experiences and participation. These included the Philosophy Cafe partnership with the Adelaide University, Tech Talks with the University of South Australia, Poet in Residence partnerships with Spoken Word, Memory Museum Partnership with Thick as Thieves, and many more. Other activities carried out include Music in the Library series featuring local musicians, a Musical Theatre residency, Feast Festival workshops and residencies, and SALA curator, exhibition and workshop program.

Key Stats / Did you know		
2018-19	2019-20	2020-21
\$475,579 funded in Community Development Grants	\$467,704 funded in Community Development Grants	\$525,348 funded in Community Development Grants
\$173,369 funded in Recreation & Sport Grants	\$122,477 funded in Recreation & Sport Grants	\$172,898 funded in Recreation & Sport Grants

Community Safety

Ensures a safe and healthy city environment for people to visit, work, study, live and do business.

Functions of this Service: Community Safety Compliance, Community Safety Strategy (*Safer City Policy 2019 - 2022 implementation and evaluation*), Environmental Health, Permits

Customer Experience

Council endorsed the Temporary Use of Public Space Policy. This policy combines and supersedes multiple documents to simplify the policy environment for customers. A new Permit Fee Model was endorsed and communicated to customers and will commence as of July 2021. The fee model will be consistent, principle-based, and has been significantly simplified with five fee rates in place instead of the previous 42. This will provide customers with more control over the fees they pay. This streamlined permit fee model will result in a more consistent and equitable process and assist our business community on the path from recovery to growth.

Environmental Health Officers Partnering with SA Health

City of Adelaide Environmental Health Officers (EHOs) in conjunction with SA Health commenced the monitoring of public activity compliance during the COVID-19 pandemic. This arrangement supported the South Australian Police to return critical resources to their other duties to keep the community safe.

The EHOs integrated COVID-19 compliance monitoring with their routine food inspections, ensuring businesses had completed their COVID-19 safe plans and were displaying QR codes as well as implementing physical distancing within their businesses.

Community safety monitoring and enforcement continued, with a significant drop in customer requests during lockdown periods when the community spent more time in their homes.

Over 1,000 dogs were registered in the City of Adelaide area and the dog population has continued to grow year on year.

Key Stats / Did you know		
2018-19	2019-20	2020-21
955 routine food inspections undertaken	853 routine food inspections undertaken	747 routine food inspections undertaken
Environmental complaint inspections undertaken, 17 Local Nuisance, 262 Food Complaints	Environmental complaint inspections undertaken, 202 Local Nuisance, 159 Food Complaints	Environmental complaint inspections undertaken, 223 Local Nuisance, 135 Food Complaints
413 cooling tower inspections undertaken	423 cooling tower inspections undertaken	274 cooling tower inspections undertaken
115 pool inspections undertaken	92 pool inspections undertaken	47 pool inspections undertaken
Responded to 59 litter complaints	Responded to 90 litter complaints	Responded to 355 litter complaints
Responded to 334 hard rubbish complaints	Responded to 306 hard rubbish complaints	Responded to 425 hard rubbish complaints
5,352 permits issued	5,092 permits issued	4,433 permits issued

Checked 229 construction sites for permit compliance	Checked 181 construction sites for permit compliance	Checked 167 construction sites for permit compliance
34 Dog barking investigations 31 Dog wandering at large 38 Dog harassment of humans 0 Dog harassment of animal	26 Dog barking investigations 24 Dog wandering at large 38 Dog harassment of humans 0 Dog harassment of animal	50 Dog barking investigations 37 Dog wandering at large 17 Dog harassment of humans 11 Dog harassment of animal
Checked 387 dog registration enquiries	Checked 256 dog registration enquiries	Checked 157 dog registration enquiries

DRAFT

Item 5.8 - Attachment A

Environmental Sustainability

Demonstrates environmental leadership through our goals to become a sustainable, carbon neutral and climate resilient City.

Functions of this Service: Carbon Neutral Council and Community (*Carbon Neutral Adelaide*), Sustainable and Climate Resilient City

Carbon Neutral Adelaide

Carbon Neutral Adelaide is a joint ambition with the Government of South Australia and our community to work together to make the City of Adelaide local government area a carbon neutral city.

The City of Adelaide has been tracking community greenhouse gas emissions by preparing inventories of emission sources for many years. The community inventory is updated every two years and was completed in 2020 - 2021 including development of a data visualisation tool providing access to detailed community greenhouse gas inventory data and improving transparency. Updated data illustrates that between 2006 - 2007 and 2019 - 2020 financial years greenhouse gas emissions decreased by 21 per cent, which includes 4.5 per cent between 2018 - 2019 and 2019 - 2020 financial years. In this time, our residential population grew by 41 per cent and Gross Regional Product increased by 45 per cent.

A key initiative is the Carbon Neutral Adelaide Partners Program which is run jointly with the Department for Environment and Water. At 30 June 2021, there were 196 Carbon Neutral Adelaide Partner organisations publicly committed to reducing carbon emissions in the community.

Through the Partner program, education and networking sessions were delivered aimed at the business community to accelerate their uptake of low carbon solutions. These included:

- A webinar series covering energy efficiency in business, shared solar for apartments, and carbon offsetting in Australia.
- Video case studies of the Adelaide Festival's journey to carbon neutrality.
- A showcase and networking event that highlighted a series of case studies illustrating leadership in energy, transport, waste and carbon neutrality.
- A 'speed date a sustainability expert' event tailored to the needs of city businesses.
- An industry tour of Majestic M Suites to learn about its unique and leading energy efficiency features.

In 2020 - 2021 there were nine Adelaide-headquartered organisations who have achieved certified carbon neutrality with Climate Active, many for the first time, demonstrating a growing trend towards smaller organisations taking this leadership position. There are over 250 carbon neutral certified organisations, Australia-wide.

International Disclosure

The City of Adelaide has maintained compliance with the Global Covenant of Mayors for climate and energy by reporting to CDP (formerly Climate Disclosure Project) on an annual basis. In 2020 the City of Adelaide maintained an 'A' grade in CDP reporting on the community emissions inventory, tackling climate risk and co-benefits of climate action. Being on the A list puts the City in the global cohort of 88 leading cities. A new CDP report, 'Cities on the route to 2030' reveals progress in disclosure and action over the last decade, highlighting Adelaide amongst 21 Oceania cities.

Water Sensitive City

Council endorsed the *Water Sensitive City Action Plan 2021 - 2025* in December 2020 which articulates the next four years of action to become more water sensitive and be climate ready. Priorities of the Plan focus on water efficiency and fit-for-purpose water supplies to support more city greening, using technology and City of Adelaide staff expertise to manage water effectively and restoring the city's urban waterways to be more naturalised and healthier.

The installation of recycled water for public events in Rundle Park / Kadlitpina (Park 13) was delivered during 2020 - 2021 as part of the Water Sensitive City Action Plan in partnership with Green Adelaide's Water Sustainability Program. For the very first time, event operators during the Adelaide Fringe used recycled water to flush public amenities, saving 400,000 litres of drinking water. Almost half of all water consumed onsite during the six week-long event was recycled, making it one of our most sustainable events to date.

City Greening

Greening works continued to be carried out in various locations across the city. The Whitmore Square Greening project is well underway and is being delivered in accordance with the Whitmore Square / Iparriyi Master Plan approved by Council in 2019. Greening is also being carried out in the City's North West and South West. Locations for increased greening include Young Street, Gray Street and Byron Place.

Energy Assessment Program for Small Business

The Energy Assessment Program for small business was launched as a pilot on 5 May 2021, targeting the food services, accommodation and retail sectors. The aim of 50 applications from eligible small businesses was achieved by the end of June 2021. These businesses received a free assessment that identified energy saving opportunities and the resulting cost savings per year. Based on the findings from the energy assessments, if all businesses implemented recommended energy saving opportunities, the total reduction in electricity use would be over 230,000kWh per year saving the businesses over \$70,000.

In 2021 - 2022 the participating businesses have been invited to apply to the City of Adelaide to receive reimbursement of up to 80 per cent of the upfront costs, to a maximum value of \$5,000, if they make recommended changes from the energy assessment. The energy saving upgrades and projects include energy efficient lighting, appliances, or equipment to reduce bills and improve sustainability.

Sustainability Incentive Scheme

The City of Adelaide provides financial incentives for sustainable technology installation and actions in apartments, houses and commercial buildings to improve energy and water performance.

At 30 June 2021 the approved applications for 2020 - 2021 included 39 rebates amounting to \$80,214 supporting a further \$470,651 in community investment. The rebates assisted ratepayers to:

- install 25 solar PV systems amounting to 346 kilowatts (kW) which are estimated to save 276 tonnes of carbon dioxide equivalent (tCO₂e) per annum
- complete energy efficiency improvements in three apartment buildings
- install five electric vehicle chargers
- install one rainwater tank
- complete three carbon neutral certifications and two NABERs rating.

Key Stats / Did you know		
2018-19	2019-20	2020-21
127 Sustainable Incentive Schemes granted, providing \$295,337 of rebates	72 Sustainable Incentive Schemes granted, providing \$185,805 of rebates	39 Sustainable Incentive Schemes granted, providing \$80,214 of rebates

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Item 5.8 - Attachment A

Library Services

Educate, engage and enable people to create, connect and be inspired, through free access to information and ideas, activities and programs, innovative technology and a range of resources which support lifelong learning.

Functions of this Service: Library Operations (*City Library, Hutt Street Library, North Adelaide Library*), Library Programs

Adelaide City Libraries

Adelaide City Libraries are inclusive, welcoming and creative spaces designed to inspire, connect and spark the imagination. In 2020 – 2021 the Libraries attracted 1,430,625 online visits with 303,128 people visiting the libraries to participate in lifelong learning opportunities encompassing art, music, culture, digital literacy and wellbeing.

Over 30,000 people attended exhibitions at the libraries including:

- Modernist Adelaide Exhibition by Stuart Symons, Founder of Modernist Adelaide and South Australian Emerging Historian of the Year. The City Library stepped back in time to the swinging 60's and beyond with an exhibition of photographs of Hip + Happening Architecture of the 1940s–1970s.
- SALA 2020 – '*I am Awe-tistic*': The City Library showcased this collaborative exhibition giving young emerging artists on the autism spectrum a voice and creative platform celebrating their hearts and minds in a safe place. Curated by Claire Wildish, it featured over 20 emerging and established South Australian artists.
- mindshare Group Exhibition: Exhibited across all three libraries, this exhibition challenged thinking and created a space for conversations around mental health and wellbeing.
- Through the Lens photographic exhibition: Promoted ageing well, celebrating the skills of older South Australians through the art of photography.
- The Aboriginal City Life Exhibition: A photographic series of candid portraits by local Adelaide photographer Ben Searcy was exhibited at North Adelaide Community Centre and Library as part of 2020 NAIDOC, featuring iconic images of Aboriginal people contributing to the life of our City.
- The Plastic Bag Store – A Conversation with Robin Frohardt, in partnership with Adelaide Festival: Coinciding with the ban of single-use plastics in South Australia, the City Library hosted an in-conversation event, where award-winning artist and filmmaker Robin Frohardt discussed her installation with Adelaide Festival Joint Artistic Director Rachel Healy.

12,691 people participated in 712 in person programs and activities including:

- Connection to Country - Celebrating Nature Festival: Tamaru, a Kaurna Narrunga man, talked about Kaurna's relationship with their land and how it impacts spiritual and cultural health and wellbeing.
- Flamboyance - Feast Festival: Our artist in residence Richard Boyle, led an engaging flamingo crochet workshop with participants learning, creating and connecting with each other.
- NAIDOC Week was celebrated across Adelaide City Libraries with a National Portrait Gallery tour as the community joined in-person or online on a journey of discovery through the galleries celebrating Aboriginal and Torres Strait Islanders who have contributed to our history.
- Music in the Library program continued with live music in the City Library and the Francis Street Laneway NAIDOC Week featured artist Tilly Tjala Thomas, inspired by her Nukunu culture, providing insight into human emotion and those particularly important to youth.

6,548 livestreamed or pre-recorded library programs received 69,794 views, ranging from Read Aloud for adults, Family Storytime, Kids Corner, Lego Club and Science Club.

Key Stats / Did you know		
2018-19	2019-20	2020-21
1.17 million online visitors to Adelaide City Libraries	1.078 million online visitors to Adelaide City Libraries	1.43 million online visitors to Adelaide City Libraries
494,525 people visited Adelaide City Libraries	385,526 people visited Adelaide City Libraries	303,128 people visited Adelaide City Libraries

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Item 5.8 - Attachment A

Park Lands and Open Space

Encourages healthy lifestyles and experiences, through the provision, maintenance, protection and enhancement of our unique Park Lands, open spaces and community infrastructure.

Functions of this Service: Park Lands and Open Space: Furniture and Fittings; Lakes and Waterways; Public Conveniences; Public Lighting; Park Lands Roads and Footpaths; Signage and Line Marking; Stormwater; and Tree Management. Park Lands Planning and Management, and Playgrounds and Play Spaces

Biodiversity in the Park Lands

Phase one of the Kaurna Kardla Parranthi Bio-Cultural Burn project in Carriageway Park / Tuthangga (Park 17) was delivered in partnership with the Kaurna Community, Department for Environment and Water, Green Adelaide, and the University of Adelaide.

The project has significant cultural benefits with the use of fire as a land management tool to assist in maintaining remnant vegetation returning a Kaurna land management practice to the Park Lands. The City of Adelaide will continue to monitor the impact on remnant vegetation in partnership with Bush For Life and the University of Adelaide.

The City of Adelaide secured a number of grants offered by the Department for Environment and Water, Green Adelaide supporting biodiversity projects. These included \$30,000 towards the removal of carp from the Torrens Lake and is a part of an ongoing and adaptive management plan to reduce the negative impact of carp on water quality and aquatic biodiversity. \$20,000 delivering objectives outlined in the Integrated Biodiversity Management Plan 2018 – 2023 including the removal of weeds along the Torrens River. A further \$25,000 was used to support the restoration of an ecological community in Reservoir Park / Kangatilla (Park 4) and improve the habitat quality by creating a biodiverse carbon offset planting demonstration site with an interpretive trail, signage and urban elements.

The City of Adelaide biodiversity team working with Rotary Club of Adelaide Light planted 1,000 native plants in swales in Gladys Elphick Park / Narnungga (Park 25). The swales are designed to divert stormwater into the Park Lands which will be used by the plants to create a healthy ecological habitat.

The Rotary Club of Adelaide Light said this type of activity is exactly what their group is looking to get involved in. They are city based and want to help locally with revegetation and giving back to the community. The environment is now one of Rotary's seven areas of focus.

Park Lands Recreation

The Recreation and Sports Grants enabled twenty organisations to increase participation in sport and recreation activities across the city and in the park lands.

The Adelaide Aquatic Centre delivered swimming lessons to over 2,800 children, exceeding the pre-COVID-19 number of participants. The City of Adelaide commissioned a Sports Courts Needs Analysis to inform future provision of sports courts in the city and Park Lands. A 'Clubs Development Inclusion' study was completed and will inform future strategies for increasing the inclusivity of sporting and recreation offerings in the Park Lands. Council endorsed the relocation of a beach sports facility to Bonython Park / Tulya Wardli (Park 27).

State Heritage Listing

Further research into the heritage values of the Park Lands and city layout has been undertaken with the potential for the colonial settlement story of Adelaide to be of world heritage value. Council is supporting progressing a nomination jointly with the Mount Lofty Ranges. This provides opportunity to tell a broader story including of the traditional owners.

Community Land Management Plan

The Adelaide Park Lands and city layout is listed on the National Heritage List. The South Australian Heritage Council has resolved that the Adelaide Park Lands and city layout meets the criteria for identification on the State Heritage Register and has commenced the process to formally recognise it on the Register. We have been supporting this process through assisting with the drafting of the State Heritage Area Design Guidelines which will form part of the listing information.

Key Stats / Did you know		
2018-19	2019-20	2020-21
191 new park trees planted	125 new park trees planted	173 new park trees planted
80,000 annuals planted in Parks and Squares.	80,000 annuals planted in Parks and Squares.	80000 annuals planted in Parks and Squares.
25000 Roses pruned in Parks and Squares.	25000 Roses pruned in Parks and Squares.	25000 Roses pruned in Parks and Squares.

Parking

Drives the availability and accessibility of car parking in the city and North Adelaide.

Functions of this Service: Off Street Parking (UPark), On Street Parking

UPark Plus

Launched in April 2020 UPark Plus provides a safe, touch free parking option through a personal access card providing entry to all UParks.

Development of the product has been ongoing, with the transitioning of UPark's Monthly Account Customers to the platform, and the provision of a customer loyalty function.

In addition to safe, touch free parking other benefits to customers include the convenience of an online 24/7 self-service account, exclusive parking offers and 'set and forget' direct debit payment option.

UPark Plus has played a key role in UPark's recovery from the impacts of the COVID pandemic.

At the end of June 2021 there were 26,464 active UPark Plus Customers.

In May 2021, City of Adelaide were awarded the Local Government Excellence Award for 'Outstanding Customer Experience or Service' for the UPark Plus product.

Customer: "I parked my car in the city car park and forgot where. I walked aimlessly around the city for well over an hour and not one person stopped to assist or help me. I was on the verge of tears and my phone was about to die. When an employee of the Adelaide City saw me walking around aimlessly. I was distressed and they stopped to help me. It was the end of their shift and yet took time and walked with me for approximately an hour to my car park, as he could see I was utterly confused. I was blown away by the kindness he showed and I wanted to make known he was in his Adelaide council uniform which made me write this. You can't teach kindness and empathy and you are very lucky to have a staff member like that to help another in need. People usually judge council workers in a negative light however after this experience I have nothing but a positive representation of City of Adelaide."

Key Stats / Did you know		
2018-19	2019-20	2020-21
2.89 million casual parking transactions through UParks	2.51 million casual parking transactions through UParks	1.87 million parking transactions through UParks
10,627 customers who have downloaded & opened the Park Adelaide app	19,951 customers who have downloaded & opened the Park Adelaide app	22,118 customers who have downloaded & opened the Park Adelaide app

Planning, Building and Heritage

Ensures a well-planned and developed city, with consideration to the local area and protected heritage listings within the bounds of policy and legislation.

Functions of this Service: Building Assessment and Compliance, Heritage Management (*Heritage Incentive Scheme and Promotion*), Planning Assessment

Heritage Management

In May 2021, Council adopted the Heritage Strategy and Action Plan 2020 - 2036 which was developed through extensive consultation with key stakeholders and the community who will all play a part in protecting, preserving, and promoting the city's unique heritage and continue building a city designed for life.

Actions are directed at effective protection of the city's built and cultural heritage, facilitating best practice conservation and adaptive re-use of heritage assets, and engaging the community with our heritage stories. Three new case study videos, a church conversion to a dwelling in Finnis Street North Adelaide, an office re-fit to the Darling Building in Franklin Street and conversion of a former brewery and auto workshop in Wyatt Street to office space, demonstrated creative ways of re-using heritage assets.

The City of Adelaide Heritage Architects continued to provide expert heritage advice on development applications affecting heritage places and areas. In 2020 - 2021, expert heritage advice was provided on 170 development applications.

Heritage Incentives Scheme

The Heritage Incentives Scheme provided over \$1 million in grants for conservation works to 74 heritage listed places. The fund is always fully allocated each year. In addition, free expert conservation advice was provided to owners and managers of heritage places.

Key Stats / Did you know		
2018-19	2019-20	2020-21
1,130 Development Application decisions issued with an estimated value of \$1.44 billion	987 Development Application decisions issued with an estimated value of \$428.37 million	961 Development Applications decisions issued with an estimated value of \$263.03 million
15 decisions for Development Applications valued over \$10 million issued with a combined estimated value of \$626.93 million	15 decisions for Development Applications valued over \$10 million issued with a combined estimated value of \$523.41 million	20 decisions for Development Applications valued over \$10 million issued with a combined estimated value of \$1.23 billion
\$1.13m allocated to conservation works across 104 projects via Heritage Incentives Scheme	\$1.4m allocated to conservation works across 113 projects via Heritage Incentives Scheme	\$1.16m allocated to conservation works across 97 projects via Heritage Incentives Scheme

Property Management and Development

Leverages the development and management of Council's property assets and identifies opportunities in partnership with the private and public sectors, to generate income, create employment opportunities, and reinvigorate City precincts, to build a prosperous City.

Functions of this Service: Commercial Property Management, Strategic Property Investigations. *Central Market Arcade Redevelopment Options, Eighty-Eight O'Connell Street, Strategic Property Investigations.*

Eighty-Eight O'Connell

The City of Adelaide purchased the former Le Cornu site at 88 O'Connell Street, North Adelaide in 2018 with the site having been vacant for 30 years.

Since taking ownership Council has undertaken extensive community consultation and stakeholder engagement around the future of the site. In December 2020, Council selected Commercial & General to undertake the \$250m development as a catalyst to revitalise the O'Connell Street precinct which will deliver an exciting mix of residential, retail, and commercial uses, new public open space, and publicly accessible car parking.

What is proposed:

- Ground level open space and retail, including cafés and restaurant
- Commercial and medical uses at level 1 and 2
- Approximately 180 apartments
- Residential amenities including swimming pool, gym and sauna
- A large outdoor terrace at level 2 which will be available to the public
- 394 car parks at basement level including 116 which will be publicly available

Commercial & General lodged the Development Application in the first half of 2021 with approval granted by the State Commission Assessment Panel (SCAP) in June 2021. A sales and marketing office will open on site in September 2021 with construction anticipated to commence during 2022.

Redevelopment Adelaide Central Market Arcade and Market District

ICD Property and the City of Adelaide were proud to announce the development application for the upcoming \$400 million project was approved by the State Commission Assessment Panel (SCAP) January 2021.

The Central Market Arcade Redevelopment, which will see an enhanced and expanded Central Market will also include residential, hotel, office accommodation and retail owned by ICD Property - named Market Square.

Located adjacent to the iconic Adelaide Central Market, Market Square is a joint venture project between ICD Property and the City of Adelaide. A catalytic investment in the city, the development will create a new social and commercial hub that will preserve and enhance the Central Market and secure the future of the market district for future generations.

Scheduled to break ground in early 2022, Market Square will be unlike anything else that exists in the city. The new precinct will integrate office, residential, and retail spaces alongside a new hotel and an urban terrace – an elevated and vibrant garden retreat in the heart of the city – and will transform the way the people move around and connect with each other.

The architectural vision sets a new benchmark for design in South Australia. Market Square will be an inviting place to gather, to eat, to live and to work, and will offer unparalleled new retail opportunities, showcasing the best of South Australia's makers and producers. New activations will evolve from day to day and season to season, keeping Market Square alive and thriving year-round.

The City of Adelaide will retain a component of retail together with 260 public car parks and basement loading/ servicing within the development.

Key Stats / Did you know		
2018-19	2019-20	2020-21
119 CoA owned buildings	118 CoA owned buildings	117 CoA owned buildings
308 leases	298 leases	295 leases
76 subleases	79 subleases	84 subleases
219 Commercial Leases	215 Commercial Leases	203 Commercial Leases
68 Community Park Land Leases	62 Community Park Land Leases	62 Community Park Land Leases
21 Corporate Leases	21 Corporate Leases	20 Corporate Leases
101 licenses – 67 park lands 34 other	95 licenses –62 park lands 33 other	95 licenses – 62 park lands 33 other

Resource Recovery and Waste Management

Educates and encourages the community to redefine the concept of waste, recover more resources and build a circular economy, whilst keeping the community clean and hygienic through effective management and collection of waste.

Functions of this Service: Domestic Waste Collection and Recycling, Green Waste Recycling and Mulch, Public Litter Bins, Waste Policy and Education. *City Wide Waste and Recycling Program.*

Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020-2028

In November 2020, Council adopted the new *Resource Recovery (Organics, Recycling and Waste) Strategy and Action Plan 2020 – 2028*. In early 2021, the new Circular Economy Team, comprised of a Waste and Recycling Education Coordinator, three Resource Recovery Advisors and a Team Leader, was formed to develop programs to deliver the objectives and goals of the Strategy.

In 2020 - 2021:

- over 1,700 tonnes of material collected from kerbside yellow recycling bins was sent to a material recovery facility (MRF) to be sorted, baled and ready to be made into new products.
- over 750 tonnes of material collected from kerbside green organics bins was processed into nutrient rich compost, mulch and other products that improve our soils.

Programs delivered in 2020 - 2021 include:

New Educational Materials

New and engaging education materials for residents were created, for example a redesigned annual 'Recycling and Waste Calendar' which was delivered to residents in December 2020. The calendar features comprehensive information on what materials go in which bin and leverages Green Industries SA's 'WhichBin' waste education branding for state-wide consistency.

Kitchen Caddy Kit - Diverting Residential Food Scraps

Supporting diversion of food scraps and compostable materials from landfill, a new Kitchen Caddy Kit has been developed for residents. A redesigned kitchen caddy filled with educational material including an instructional brochure, colourful fridge magnet, instructions on how to get a new green bin, a double-sided organics/recycling flyer and a roll of 75 Australian certified compostable liner bags with new custom informational wrap ties the program together. Funding was provided in-part by Green Industries SA's *Kerbside Performance Plus Food Organics Incentives Program*.

City of Adelaide's Internal Resource Recovery Program

Demonstrating leadership through action, City of Adelaide is improving its own waste management system to ensure maximum recovery of materials, provide a consistent service across all council buildings/facilities and support recycling consistency at 'work, home and play'. New colour-coded bins were purchased in 2020 - 2021 and installation, signage and training sessions will occur in 2021 - 2022.

Key Stats / Did you know		
2018-19	2019-20	2020-21
598 Approx tonnes of material collected from kerbside green	702 Approx tonnes of material collected from kerbside green	756 Approx tonnes of material collected from kerbside green

organics bins & diverted from landfill	organics bins & diverted from landfill	organics bins & diverted from landfill
1,617 Approx tonnes of material collected from kerbside yellow recycling bins & diverted from landfill	1,699 Approx tonnes of material collected from kerbside yellow recycling bins & diverted from landfill	1,736 Approx tonnes of material collected from kerbside yellow recycling bins & diverted from landfill

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Item 5.8 - Attachment A

Social and Economic Planning

Creates liveable communities, vibrant economies and social cohesion through a well-designed and welcoming city, and resilient community.

Functions of this Service: Economic Planning (*Economic Policy, Residential Growth Action Plan*), Planning Policy (*Adelaide Prize, Noise Management*), Reconciliation (*Kaurna Reconciliation Action Plan initiatives, NAIDOC Week celebrations*), Social Planning

Ten Gigabit

Ten Gigabit Adelaide project is one of the City of Adelaide's key strategic projects and was officially completed in October 2020 by reaching its target of 1000 buildings being connected to the ultra-high speed fibre optic network.

The project was launched in 2018 with the City of Adelaide partnering with TPG Telecom as the 'Official Network Provider' to install and operate the network and provide a range of high-performance services for the business community. This important milestone will mean that thousands of businesses and organisations are now able to share and receive high volumes of data at speeds of up to a phenomenal 10Gbps.

The transformational network is unleashing a wide range of new possibilities for businesses and organisations, without being inhibited by the restrictions and congestion often experienced with traditional internet services. To help unlock this potential and to foster connections, the Ten Gigabit Adelaide Community hosted a Christmas networking event and given access to learning opportunities. This community is made up of those businesses that are connected and support the network and is used to showcase success stories, bring businesses together to connect to an ecosystem of like-minded businesses leveraging this ground breaking infrastructure.

Stretch Reconciliation Action Plan

The City of Adelaide is proud of and values the oldest continuing culture in the world, the Aboriginal peoples.

In acknowledging National Aboriginals and Islanders Day Observance Committee (NAIDOC) week's historical date of significance, the City of Adelaide mounted Aboriginal and Torres Strait Islander flag banners to continue displaying genuine commitment to reconciliation.

Traditionally July marks the start of NAIDOC week, however, this year celebrations were postponed until 8 - 15 November 2020 by the National NAIDOC Committee. The postponed date was to allow for greater community participation across the country as COVID-19 restrictions lifted.

In November 2020, 'Always Was, Always Will Be' marked the beginning of NAIDOC week and this year's theme recognised First Nations peoples have occupied and cared for this continent for over 65,000 years.

NAIDOC week provided an opportunity for all Australians to come together to celebrate the rich history, diverse cultures and achievements of Aboriginal and Torres Strait Islander peoples as the oldest continuing cultures on the planet. This was celebrated with free and ticketed events throughout the city including creative workshops, live music and inspirational artwork. One family friendly event provided the opportunity to meet a squirrel glider, rufous bettong, tawny frogmouth, water dragon, python, crocodile and more.

The City of Adelaide also congratulated the recipients of the 2020 NAIDOC Awards. The winners were announced at the Lord Mayor's NAIDOC Morning Tea and NAIDOC SA Awards Ceremony held in the Adelaide Town Hall.

National Reconciliation Week commenced on 26 May 2021. The City of Adelaide was proud to support Reconciliation SA's Annual National Reconciliation Week Breakfast, launching the week, bringing people together to reflect on the part all Australians can play on the journey towards reconciliation.

Reconciliation is the nation's journey towards a united future for Aboriginal and Torres Strait Islander Peoples, and non-indigenous peoples. The theme for this year, 'More than a word. Reconciliation takes action', urges the reconciliation movement towards a braver and more impactful action.

The new Stretch Reconciliation Action Plan (RAP) 2021 – 2024 was formally approved by Council in June 2021 following consultation with Reconciliation Australia. This will become the City of Adelaide's third Stretch RAP and tenth RAP in total. This displays an extensive commitment to reconciliation to the wider community both state-wide and nationally. The City of Adelaide is the first local government in Australia to reach such a milestone in the RAP program.

Kids on Country

Almost 300 primary school students attended the Kids on Country Kurna Cultural Activity Day held in G S Kingston Park / Wirrarninthe (Park 23) June 2021.

Kids on Country is an annual Kurna Cultural Activity event providing a unique opportunity for young Kurna kids to connect to their culture by walking on their Country and to learn about their culture from Elders and community leaders. It is also a chance for them to take pride in sharing their culture with Aboriginal kids from other Language Groups and their non-Aboriginal classmates.

The children took part in a range of interactive activities including Kurna dance workshops with Kuma Kaaru, Kurna Cultural bush tours around the billabong and art and craft activities led by Kurna artists.

This hugely popular event has been developed over the past three years as a partnership between City of Adelaide and the Kurna Community.

Don Dunstan Foundation

The Strategic Partnership with the Don Dunstan Foundation concluded on 31 December 2020. The City of Adelaide continues to provide support to the Adelaide Zero Project Backbone Team, now based at the Australian Alliance for Social Enterprise.

Homelessness, Social and Affordable Housing

Council endorsed the Draft Homelessness, Social and Affordable Housing Policy for consultation on 13 April 2021. The purpose of the policy is to clarify the City of Adelaide's role in relation to homelessness, social housing (public and community), and affordable housing. It responds to the City of Adelaide's overarching vision for Adelaide to become the most liveable city in the world. The City of Adelaide is represented on a State Government led Health and Wellbeing Taskforce concerned with achieving better outcomes for visitors to Adelaide from remote Aboriginal communities.

Key Stats / Did you know		
2018-19	2019-20	2020-21
136 people experiencing homelessness in the city housed through City of Adelaide's partnership with the Adelaide Zero Project	217 people experiencing homelessness in the city housed through City of Adelaide's partnership with the Adelaide Zero Project	300 people experiencing homelessness in the city housed through City of Adelaide's partnership with the Adelaide Zero Project

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Item 5.8 - Attachment A

Sports and Recreation

Encourages health and wellbeing by providing places, spaces and opportunities to access a range of community sports and recreation facilities throughout the city.

Functions of this Service: BMX and Skate Parks, North Adelaide Aquatic Centre, North Adelaide Golf Course, Sports and Recreation facilities and Initiatives (*Recreation and Sports Grants*)

City Skate Park

In October 2020, the City of Adelaide in partnership with the State Government released the first-look concept designs for the new City Skate Park, being integrated into Gladys Elphick Park / Narnungga (Park 25).

The State Government committed \$3 million funding for the City Skate Park project, through the Planning and Development Fund and is due to be completed next financial year.

The new City Skate Park will create an inviting, family-friendly community hub, offering a broad range of recreational and social experiences for all skill levels and disciplines.

The central location of the City Skate Park will ensure it is easily accessible by public transport. The Skate Park has a street skate style with existing trees integrated into the design. Lighting will support safe night time use.

The community has played a key role in shaping the vision for the new City Skate Park, including a City Skate Advisory Group to inform the final design.

Quentin Kenihan Inclusive Playspace Rymill Park / Murlawirrapurka (Park 14)

In December 2020, the City of Adelaide in partnership with the State Government opened the Quentin Kenihan Inclusive Playspace in Rymill Park / Murlawirrapurka (Park 14).

This playspace was a commitment of the State Government and the City of Adelaide to build an inclusive playspace to honour the late and much-loved disability advocate Quentin Kenihan.

The design of this playspace was reached following extensive consultation with Quentin's family and friends, Council's Access and Inclusion Panel and key members of the community. This playspace will provide an opportunity for children of all ages and abilities from across Adelaide to have fun and be stimulated in a safe and welcoming environment.

Aquatic Facilities

Investigations of options for aquatic facilities proceeded throughout the year. The City of Adelaide is currently undertaking a detailed feasibility study for an aquatic facility at a new site in Denise Norton Park / Pardipardinyilla (Park 2). Council is continuing to advocate for funding from other tiers of government.

North Adelaide Golf Course

Early investigations regarding new revenue streams commenced during 2020 - 2021. Council has been presented with options to diversify revenue streams at North Adelaide Golf Course. The introduction of Mini Golf and Driving Range have been highlighted as key priorities to progress via concept planning and the development of a business case.

Key Stats / Did you know		
2018-19	2019-20	2020-21
714,035 visits to the Adelaide Aquatic Centre	520,526 visits to the Adelaide Aquatic Centre	426,838 visits to the Adelaide Aquatic Centre (COVID-19 restrictions affected numbers)
64,000 rounds of golf played at North Adelaide Golf Course	60,266 rounds of golf played at North Adelaide Golf Course	99,008 rounds of golf played at North Adelaide Golf Course
1,250 Golf Lessons	890 Golf Lessons	1,097 Golf Lessons
435 Golf memberships	463 Golf memberships	800 Golf memberships

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Item 5.8 - Attachment A

Streets and Transportation

Supports current needs and future growth for the delivery of safe, convenient, accessible, clean and appealing ways for people to move around the city.

Functions of this Service: Road and Footpath Management, Road and Footpath Stormwater, Street Furniture and Fittings, Street Lighting, Street Public Conveniences, Street Signage and Line Marking, Street Tree Management, Streetscapes and Verges, Traffic and Transport Management (*Free City Connector*)

North-South Bikeway

The North-South Bikeway is progressing with design underway for the final sections. Construction is expected to be complete by the end of 2021 for all but one section where adjacent private development activity is delaying construction.

East-West Bikeway

After extensively consulting with the community and listening to all the feedback that was received the Council decided it would not proceed with the proposed separated bike lane along Franklin and Flinders Street with a dogleg through Gawler Place.

The general feedback received was that bikeways are great for the city, but stakeholders wanted council to consider impacts on things like schools, churchgoers and parking. Ultimately Council decided this is not the right route.

As a capital city council, they have committed to continue to invest in cycling infrastructure and explore opportunities to grow their cycling network.

The City of Adelaide is working with the State Government to reallocate the grant funding to other cycling infrastructure projects in the city.

Strategic Asset Management Plan

The City of Adelaide developed a Strategic Asset Management Plan (SAMP) to provide a high-level integrated framework to deliver on the infrastructure needs and objectives identified in its Strategic Plan 2020 – 2024. Community engagement on the SAMP occurred in April/May 2021 and following this they were adopted by Council June 2021.

In 2021 - 2022 the City of Adelaide will be working on its Asset Management Plans. There will be a plan for each of the six categories of assets that the City of Adelaide delivers.

Key Stats / Did you know		
2018-19	2019-20	2020-21
190,000 bike trips on Frome Street August 2018 to June 2019	184,000 bike trips on Frome Street 1 July 2019 to June 2020	146,000 bike trips on Frome Street 1 July 2020 to June 2021
101,000 m2 of roads resurfaced	65,000 m2 of roads resurfaced	56,000 m2 of roads resurfaced
38,000 m2 of footpaths renewed and constructed	18,000 m2 of footpaths renewed and constructed	14,000 m2 of footpaths renewed and constructed
6,300 m of kerb & water table renewed and constructed	1,800 m of kerb & water table renewed and constructed	2,100 m of kerb & water table renewed and constructed
300 new street trees planted	82 new street trees planted	75 new street trees planted

40 toilets cleansed daily (excluding those in the park lands)	41 toilets cleansed daily (excluding those in the park lands)	41 toilets cleansed daily (excluding those in the park lands)
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Item 5.8 - Attachment A

Subsidiary Services

Adelaide Central Market Authority, Adelaide Economic Development Agency. Council also has a direct relationship with the Adelaide Park Lands Authority and Brown Hill and Keswick Creek Stormwater Board. All associated Annual Reports 2020 - 2021 for subsidiary services can be found at Attachment A.

Further to the services described in this document, the City of Adelaide also has an interest, or direct relationship to the below subsidiaries:

Adelaide Central Market Authority (ACMA) (Subsidiary Service): Oversees the management and operation of the Adelaide Central Market as a commercially sustainable, diverse, iconic, and unique fresh produce market. adelaidecentralmarket.com.au

Adelaide Economic Development Agency (AEDA) (Subsidiary Service): Delivers initiatives that work to increase visitation and use of the city, attract investment in the city, and position Rundle Mall as South Australia's premier retail and commercial shopping precinct. aedasa.com.au

Adelaide Park Lands Authority (APLA): The Adelaide Park Lands Authority (APLA) is principally an advisory body on Park Lands matters to the City of Adelaide and the Government of South Australia. The Authority is committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians. The Council, on behalf of the communities of the City of Adelaide and the state, is committed to ensuring that the Authority delivers maximum benefit for the future of Adelaide's Park Lands as the City of Adelaide's defining feature. cityofadelaide.com.au/about-council/your-council/council-meetings/governance-structure/adelaide-parklands-authority-apla

Brown Hill and Keswick Creeks Stormwater Board (BHKC): The Regional Subsidiary, known as the Brown Hill and Keswick Creeks Stormwater Board was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five Constituent Councils and subsequently approved by the Minister for Local Government. bhkcstormwater.com.au/management

Showcase Story: First South Australian Local Government Certified Carbon Neutral Organisation

Environmental Leadership

Council will be a leader in responding to climate change and support our community and businesses to be resilient in the face of environmental challenges

Reducing Council emissions

The City of Adelaide became the first South Australian local government certified as a Carbon Neutral Organisation under the Australian Government's Climate Active program for the year 2019 - 2020 against a base year of 2018 - 2019.

Delivering on the target established by Council in 2008 to be carbon neutral by 2020, the certification will be renewed each year in accordance with the Climate Active process. The Climate Active process provides a trusted benchmark, demonstrating the City of Adelaide's commitment to transparency and showing that hard work delivers genuine emissions reductions.

The corporate greenhouse gas emissions for 2019 – 2020 were 24,609 tonnes of carbon dioxide equivalent (tCO_{2e}) a decrease of 11 per cent from 2018 - 2019 emissions of 27,657 tCO_{2e}.

Contributing to the City of Adelaide being carbon neutral, large solar arrays were installed on eight of its buildings, including several UParks, Adelaide Central Market, the City of Adelaide depot operations and the heritage listed Town Hall building. The first fully electric plug in passenger vehicle was purchased adding to a number of hybrids and electric carts already used by outdoor operations. The temporary shut-downs due to COVID-19, including the Aquatic Centre, and reduced waste generation in this period also contributed to reduced greenhouse gas emissions.

The 2020 – 2021 financial year was the first year of the City of Adelaide's renewable electricity power purchase agreement, meaning that the organisation ran on 100 per cent renewable electricity for all its facilities.

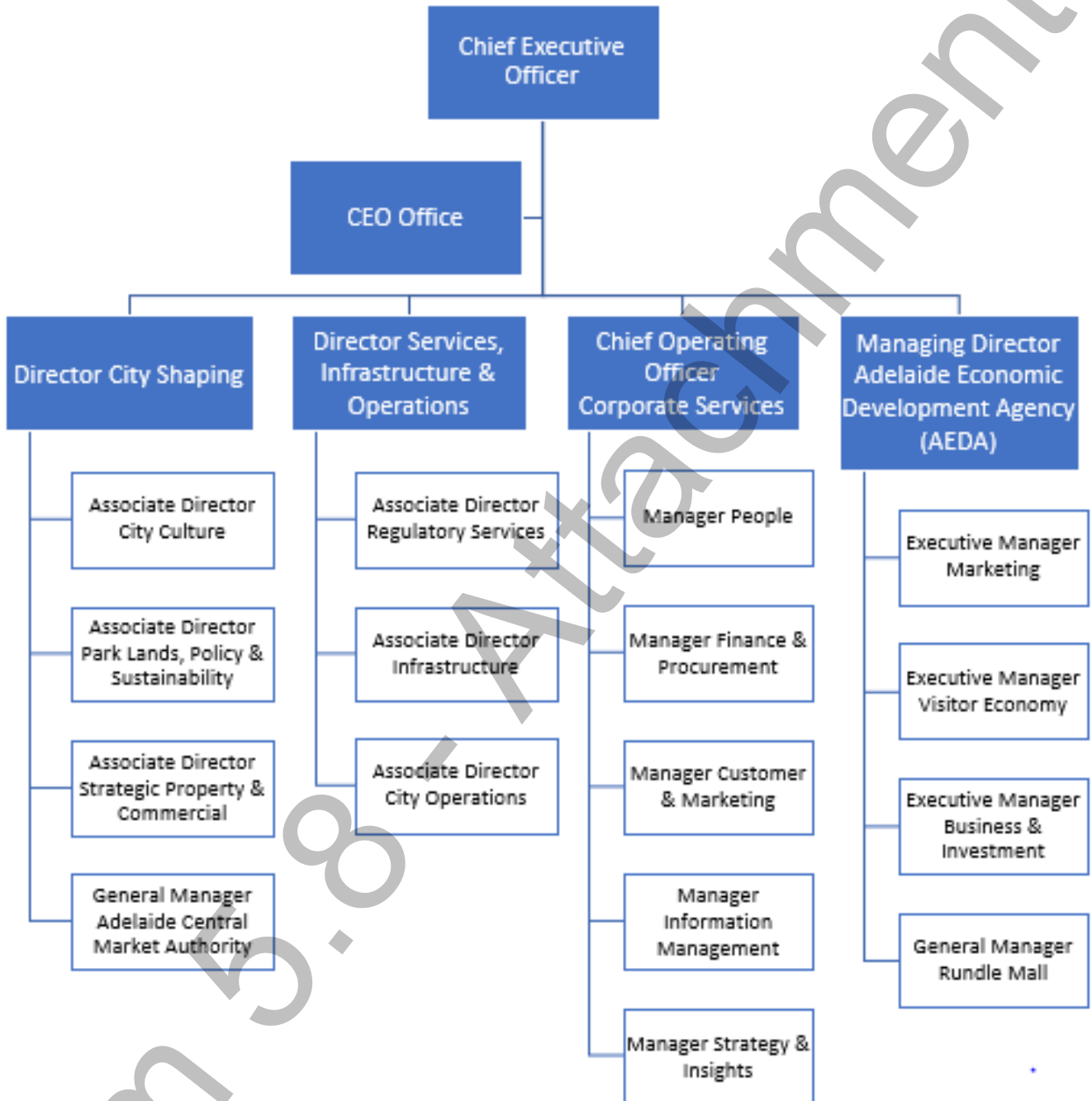
On announcing the City of Adelaide's carbon neutral certification, the Lord Mayor said "The City of Adelaide joins a group of over 150 leading organisations in Australia who are carbon neutral – including Telstra, NAB, and Cities of Melbourne, Sydney and Brisbane,".

"We began measuring and managing our carbon emissions in 1995 and, in 2008, we set a target to be a carbon neutral corporation by 2020".

"In the process of becoming carbon neutral we have achieved operational efficiencies and reduced costs, that ultimately benefit our community and ratepayers."

A new data visualisation was added to the City of Adelaide website providing full data transparency for the corporate emissions sources and changes from the base year of certification. The impact of the renewable electricity supply contract will be reported on following certification for 2020 - 2021, and it is expected to significantly reduce the operational carbon footprint.

Our Organisation



Our People

At the City of Adelaide, we are fortunate to have a unique team of people who work together to create brilliant experiences across our city. Our people are genuinely passionate about and see themselves as ambassadors for the city and contribute to the community through their part in the delivery of valued outcomes and services.

Our Leadership Group

As at 30 June 2021, there were four Senior Executive Officer positions which made up the City of Adelaide's Executive Leadership Team (Executive). This included the Chief Executive Officer, two Directors, the Chief Operating Officer and Managing Director Adelaide Economic Development Agency. Executive are responsible for leading and developing City of Adelaide programs and the team is passionate about building an environment where City of Adelaide employees can operate at their best to deliver for the city. Executive also recognise that organisational capability, employee capability and culture are integral to creating such an environment. Remuneration packages for the members of Executive ranged from \$265,000 to \$375,000 per annum and were inclusive of 9.3 per cent to 9.5 per cent compulsory superannuation (where applicable). These packages included a corporate car park (where applicable), an allowance for membership fees for two relevant professional associations, together with professional development allowances of \$2,500 allocated per Director and \$5,000 allocated to the Chief Executive Officer for 2020 - 2021.

Our Employees

The table below provides information relating to Full Time Equivalent (FTE) employees, trainees/apprentices, and labour hire staff. For further detail, please refer to the Audited Financial Statements.

Employment types	City of Adelaide employees FTE as at 30 June 2021	Number of employees as at 30 June 2021	2020–2021 Cost \$m Permanent
Employees	656.80	695 (872 including casuals)	58.927
Fixed term employees includes EA contract and common law	89.2	94	12.475
Casual employees	n/a	177	1.614
Trainees/Apprentices	n/a	13	0.3
Labour hire	n/a	29	1.850

What do you do at CoA? Horticultural Tradesperson

What do you love about your job? I love that I get to show case my work to the community, it's a privilege being able to contribute to the parks and gardens within the city.

What do you love most about Adelaide? The parks and gardens, the restaurants and the vibrant night life.

During 2020 – 2021, there was an average employee turnover of 23.50 per cent. This can be broken down into voluntary turnover for the period of 11.75 per cent and involuntary of 11.75 per

cent. Involuntary includes end of contract, end of temporary contract, terminations, and redundancies.

A project to reshape the organisation and create a new structure allowed the organisation to focus on delivering essential local government services and brilliant experiences as a Capital City, post COVID-19 and its impact on our operations. There were a number of redundancies as a result of the introduction of the new organisational structure. The new structure was introduced on 18 January 2021 and has assisted in the recovery of business growth in the City of Adelaide through the introduction of the Adelaide Economic Development Agency, all enabled by a more efficient and effective corporate services.

The new structure aligns with the City of Adelaide's purpose, responsibilities, and strategic priorities. It is efficient, sustainable and streamlines Council's levels of leadership and reporting relationships.

What do you do at City of Adelaide? Visitor Services Coordinator

What do you love about your job? I love working with our 90+ volunteers across the Visitor Centre, Central Market info booth, City Guides, Town Hall Tour, Greeters and Mobile Visitor Services. I also enjoy working with our tourism operators and industry stakeholders.

What do you love most about Adelaide? Festival seasons is by far my favourite time of the year but I also love coming into the city on a chilly Saturday night during winter to eat and drink in the latest restaurants and bars. I also love the Central Market and my favourite stall is House of Health for all their yummy vegan desserts.

Our Workplace

At the City of Adelaide, we are fortunate to have unique, knowledgeable and passionate people working together to deliver extraordinary experiences across our city and are integral to the successful delivery of our 2020 – 2024 Strategic Plan. Our People Experience Commitment determines our people focus throughout the life of the Plan and drives us towards an environment where our people thrive, with leadership helping us reach our potential and continuing to learn and grow with our city and community.

An environment where our people thrive.

At the City of Adelaide, we thrive in an environment that is welcoming, inclusive, safe and celebrates difference. We value and embrace our diverse perspectives and recognise the value diversity has in fuelling innovation and enabling brilliant experiences for our diverse community.

We are creating an environment where our people feel like they belong by continuing our commitment to:

- Cultural awareness development sessions
- Sharing the stories of and recognising our people
- Broadening leadership capability in inclusion, wellbeing, belonging and diversity
- Collaborating to raise awareness for and celebrate significant dates.

Further to this, we continue our commitment to delivering in line with the Stretch Reconciliation Action Plan and Disability Access and Inclusion Plan actions.

The following table provides a snapshot of City of Adelaide's workforce diversity demographics as at 30 June 2021. This data captures permanent and fixed term employees and excludes casual employees.

What do you do at City of Adelaide? Place Coordinator

What do you love about your job? We moved from Central Coast NSW to Adelaide at Easter time. Being completely new to this city and council, I am enjoying exploring, learning and interacting with the community, businesses and internal staff members.

What do you love most about Adelaide? Coming from interstate and now living in Adelaide, being close to everything is amazing. We are close to the theatre, museums, parklands, beaches, playgrounds, bush walks, The Hills... Adelaide is hardly boring for us and we are constantly busy on the weekends.

Leadership Team

Represents the CEO, Directors, Managing Director, Chief Operating Officer, Associate Directors, and General Managers	Number	Percentage
Female employees	6	46%
Male employees	7	54%
Total employees	13	

Employees

	Number	Percentage
Female employees	422	48.39%
Male employees	450	51.61%
Total employees – (includes casuals)	872	

Length of Service**The average length of service including casuals**

Years	Female	Male
Over 20 years	34	80
10-20 years	90	84
5-10 years	94	87
2- 5 years	104	106
1-2 years	33	30
Less than 12 months	67	63

Generational breakdown – includes casuals

Generation	Female	Male
Traditionalist (pre-1946)	n/a	6
Baby boomers (1946-1964)	60	100
Gen X (1965-1979)	144	151
Gen Y (1980-1994)	160	146
Gen Z (post 1994)	56	49

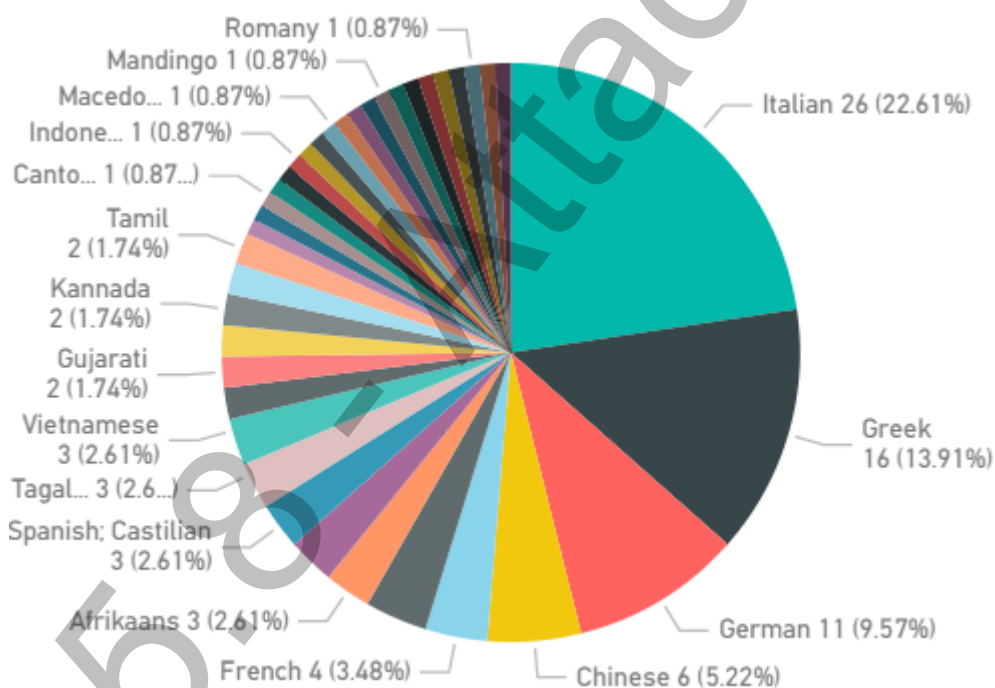
As at 30 June 2021 .92 per cent of our workforce identified as Aboriginal and/or Torres Strait Islander. The target set for 2020 – 2021 was 1.8% and increased to 2% during the life of the

Stretch Reconciliation Action Plan 2018-2021. This increase aligns with the Aboriginal and Torres Strait Islander population in South Australia of 2%, noting that for Adelaide it is 1.1%. The Stretch Reconciliation Action Plan 2021 - 2024 was adopted by Council on 8 June 2021, further committing the City of Adelaide to an Aboriginal and Torres Strait Islander employment target of 2%.

Work has commenced in exploring internship programs with relevant organisations, including universities, and we are encouraging our trainee providers to identify Aboriginal and Torres Strait Islander candidates for us as opportunities become available. The Reconciliation Officer works closely with the People team in improving awareness of employment opportunities with the City of Adelaide among the Aboriginal and Torres Strait Islander communities. We also connect with State and Federal agencies to undertake more targeted recruitment of Aboriginal and Torres Strait Islander candidates.

The City of Adelaide continues to make use of its Aboriginal and Torres Strait Islander Toolkit to guide its recruitment and selection processes. When we apply this to the recruitment of Aboriginal and Torres Strait Islander peoples, inclusivity addresses the cultural and social aspects unique to their cultures.

Of our employees, 86 speak another language other than English (% reflected below are those who speak a language other than English).



Connection is essential to ensure our people can deliver for the city and to facilitate this our people have access to a variety of experiences that:

- provide employees the opportunity to engage with each other
- provide employees the opportunity to share feedback, thoughts and feelings through culture surveys and pulse checks
- formally recognise our people through our monthly recognition program, Annual Awards celebration, and tell their stories through The Next Edition.

This financial year saw our organisation embark on a significant reshaping project to meet the demands COVID-19 put on our city and re-set our financial position. Supporting our people through this organisational change was a priority. We established an online portal titled 'Reshaping our Organisation' where employees were encouraged to share ideas and be part of the solution around how our organisation could look and operate differently. These ideas and feedback influenced the redesign of our organisation.

From July 2020 'Special Announcements' featuring video and written communications from our Executive to all employees were initiated. These announcements are in addition to our daily employee communication which was also rebranded to 'The Next Edition', telling the story of our 'next'. Our Council Commander was in daily communication with all employees with information based on the COVID-19 situation and the impact it had on us. Our Executive delivered 14 Special Announcement video messages over a five-month period supported by written messages and reminders to check in on each other's wellbeing and continue to be involved in our reshaping process.

Essential resources that were developed to support our people, and that were a direct response to employee feedback included:

- 'Working through Disruption' Guide and Checklist
- Tips for working well from home
- 'Reducing and preventing excessive stress' fact sheet
- Sleeping well tips
- 'Taking care of you and your team' fact sheet
- 'Communicating and setting expectations' fact sheet
- Tips for keeping connected.

Employees also had the option to engage in:

- A wellbeing strategies live webinar
- Wellbeing video series that focused on a variety of elements of wellbeing
- Podcast for holidaying with a healthy mind
- Mini movement modules for stretching and exercising
- Health assessments and flu vaccinations
- Onsite EAP sessions
- Amplified communication about contacting EAP to talk about wellbeing.

We continue to focus on helping our people broaden their capability and focus on wellbeing for performance.

What do you do at City of Adelaide? Waste and Recycling Education Coordinator

What do you love about your job? I love the friendliness of City of Adelaide staff and my interactions with people that live, work and play in the city. I'm grateful for the opportunity to work in a team that will deliver tangible changes and progress the sustainability of our city and beyond.

What do you love most about Adelaide? I love that Adelaide has a small town feel but a capital city smorgasbord of experiences, be they arty, foody, sporty, literary, outdoorsy or otherwise!

Leadership helping us reach our potential.

Our leaders are integral in helping our people reach their potential. We continue to broaden our leadership capability through our online leader induction, online Lead45 program with a wellbeing for performance focus, Lead45+ professional development series, individual and team HBDI

development sessions, coaching and a suite of resources including videos, tip sheets, activities, and session plans.

The face-to-face Lead45 program launched in September 2020 and included carefully designing an engaging and practical leadership program to actively support our leaders be the best they can be during times of change. The program focused on innovative, high-intensity group sessions to challenge and strengthen our leaders' minds and leadership effectiveness. This program provided space for our leaders to reflect and prepare for change, prioritise personal wellbeing and gain a deeper understanding of what change means for them as well as for their direct reports, clarify their duty of care responsibilities to keep people safe' and draw upon tools, resources, and connections to respond appropriately.

Recognition plays an important role in helping us reach our potential and was revised and aligned to specific feedback from our people. We recognise our people and the great work they do in the following ways:

- TAG Award (Teams Achieving Greatness). This monthly award and trophy recognises a team that is united for the common good.
- Annual Awards. Formal recognition process and event showcasing excellence in living our values.
- LG Professionals Annual Excellence Awards. Facilitation of the nomination process for these external awards.
- Recognition Stories. Service recognition and great people stories are featured in The Next Edition regularly and Service Certificates are mailed quarterly to recipients.
- Hey Thanks! cards. These online and hard copy post cards help our people recognise each other in line with our values.
- Resources including tip sheets on how to recognise people and teams.
- A range of benefits that are good for our people and good for our business.

Our leaders continue to support our employees through continuous conversations to set expectations, coach for delivery, recognise success and wellbeing and focus on capability. The annual Performance and Development Conversations process along with regular one on one conversations are an essential component of being an employee at the City of Adelaide.

Learning and growing with our City and community

As we adapt to the challenges and opportunities of the future, our workforce development needs change. Our focus this year was largely on essential skill development which saw the delivery of the following programs:

Online learning

- Corporate Induction
- Be Security Smart
- Disability Access & Inclusion Awareness
- Good Governance
- Records Management
- Work Health & Safety Fundamentals
- Communication & Understanding Difference using HBDI
- Leadership online modules

Face to Face development

- Corporate Induction and Connection
- Aboriginal Cultural Awareness
- Customer Centricity

- Return to Work Injury Management
- LG Professionals Management Challenge participation
- Team development sessions run internally

Our people continue to have access to tertiary study assistance and support, internal mentoring and coaching, regular learning and development resources, educational videos, and our connection series that allow our people to connect, learn and engage.

Measuring the delivery and effectiveness of the People Experience commitment is important in helping us understand what we are doing well and the areas we can improve in. This year we reviewed the way we survey our people about our culture and have committed to internally surveying our people annually followed by a series of pulse checks to measure changes and improvements. These surveys have been designed and developed in house and are a great example of teams working together to find new and better ways of doing things that contribute to our financial sustainability and add value to the services we deliver for the community. We are leveraging internal capability and systems and designing a meaningful way of gathering information that we can use to celebrate and improve.

Workplace Health, Safety and Wellbeing

In 2021, following the success of our Lead 45 program and specific feedback from our culture survey and WHS due diligence questionnaire we segmented our WHS and Wellbeing offerings into three distinct groupings this year, Workspace, Headspace and Groupspace.

Creating a safe space for our people to thrive is not just about our workspace. We must also focus on our people's headspace, and how they work together in their group space, these are the psychological and cultural dimensions of safety and wellbeing and will be our focus for the 2021 – 2024 WHS strategy.

The 2021 - 2024 Health and Wellbeing Framework is a core planning document for the City of Adelaide's Health and Wellbeing outcomes and is the primary focus for the 'headspace' domain. Our 'Chill' and 'Move' programs focused on fitness for the remote working teams and mental health generally during our reshaping phase. Our workstation ergonomics program played a big role in this as people changed floors and teams.

The City of Adelaide's leadership team takes its obligations under the *Work Health and Safety Act 2012*, and the *Local Government Act 1999 (SA)* very seriously and is committed to fostering a supportive and safe working environment for all our people. Our People Experience commitment forms part of the 2020 - 2024 Strategic Plan with a strong focus on our organisational values, and the role we each play in creating a work environment where we can thrive and be at our best.

Many training activities are provided for our employees that promote and support work health and safety, including workplace bullying and harassment, Aboriginal cultural awareness, and disability, access and inclusion awareness. Our policies and guidelines and our induction and development programs are reviewed regularly to ensure we are providing comprehensive and effective training, and that we are clearly communicating a culture of respect where sexual harassment, assault and discrimination is not tolerated.

For the twelve-month period to 30 June 2021, there have been three formal complaints lodged by employees that fall within the scope of bullying harassment and or discrimination. All were investigated with one being substantiated and two not substantiated.

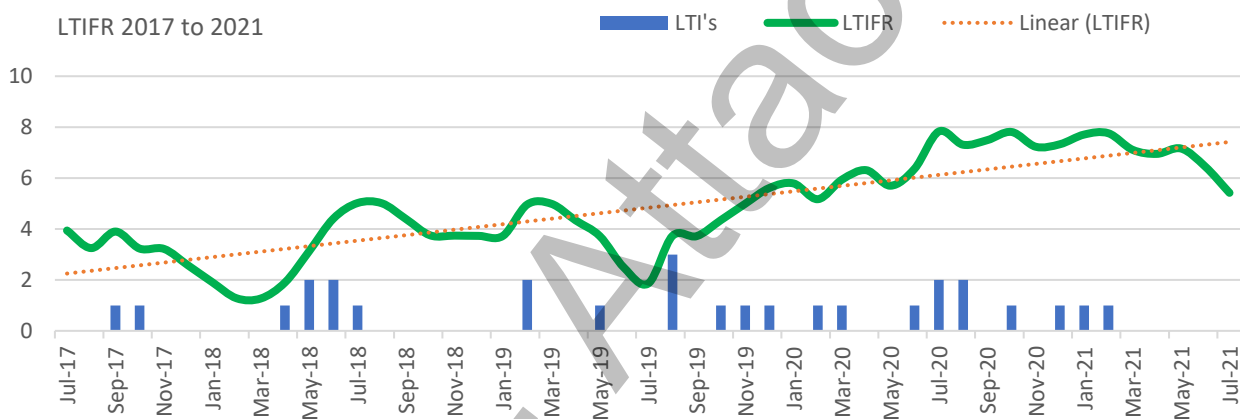
Lost Time Injuries

Compared to 2020, Lost Time Injuries (LTI) are on a par with last year, and although overall claims increased during the year, the days lost decreased due to the trivial nature of some of them which pushed our duration rate down by 60 per cent. Despite our Lost Time Injury Frequency Rate (LTIFR) being above our target range of between three and five, we remain below the LG and LGA Industry Average.

LTI Data Summary*

Year	No. of Claims	No. of LTIs	LTI Days	LTIFR	Duration rate	Incident Rate
2017	30	8	85	4.6	10.6	0.9
2018	41	9	261	5.1	29	1.0
2019	29	7	128	4.1	18.3	0.8
2020	29	10	414	5.8	37.6	1.2
2021	37	9	123	5.2	13.7	1.0

The graph below provides a snapshot of our safety performance throughout 2020 - 2021 in relation to previous years. For the first time in many years the trend is up, reflecting our injury experience during 2021.



*The values for preceding years stats may vary from the recorded number in last year's report due to ongoing activity in long term claims.

Administration Travel

At its meeting 30 January 2018, Council resolved to 'publish all details of the Lord Mayor, Councillor and Administration travel in the annual report'. A copy of the 2020 - 2021 administration travel register is below and includes all associated costs.

Position Title	Event Date Start	Event Date Finish	Destination	Purpose	Total (All Excl GST)
Attending a Conference – travel required to attend a conference as part of an approved learning and development plan					
Coordinator, Culture & Leadership	24/05/2021	25/05/2021	Melbourne, VIC	Workplace Diversity & Inclusion Summit 2021	\$2,439.75
Place Coordinator	7/06/2021	8/06/2021	Clare, SA	Mainstreet SA Conference 2021	\$584.54
Acting Executive Manager	20/06/2021	23/06/2021	Canberra, ACT	National General Assembly 2021	\$2,163.43
Executive Manager, Office of the Lord Mayor	20/06/2021	23/06/2021	Canberra, ACT	National General Assembly 2021	\$2,590.43
Representing the Corporation – travel required to represent the City of Adelaide at a meeting or networking event					
Executive Manager, Office of the Lord Mayor	26/05/2021	27/05/2021	Canberra, ACT	Formal meeting of Council of Capital City Lord Mayors to provide National leadership for the effective coordination and representation of the special interests of the capital cities.	\$798.98

City of Adelaide Governance

Council's Decision-Making Structure

Council is accountable to the capital city community for city leadership and strategy development that delivers benefits for all South Australians. Council is also responsible for the delivery of efficient and effective local government services that respond to the community's needs. The Council is established to provide for the government and management of the City of Adelaide area as the capital city of South Australia. Council's role is to act as a representative, informed and responsible decision-maker in the interests of the City of Adelaide community; provide and coordinate various public services and facilities; develop its community and resources in a socially just and ecologically sustainable manner; encourage and develop initiatives within its community for improving the quality of life of the community; represent the interests of its community to the wider community; and exercise, perform and discharge the powers, functions and duties of local government in relation to its area.

Council Composition

The Lord Mayor and 11 Councillors (four Area Councillors, two South Ward Councillors, three Central Ward Councillors, two North Ward Councillors).

Council Membership from 1 July 2020 to 30 June 2021

Presiding Member – Lord Mayor, Sandy Verschoor

Deputy Lord Mayor – Councillor Mary Couros appointed from 1 December 2020. Councillor Alexander Hyde appointed from 1 December 2019 to 30 November 2020.

Area Councillors – Anne Moran, Robert Simms (resigned 30 March 2021), Arman Abrahamzadeh OAM, Franz Knoll, position vacant

North Ward Councillors – Phillip Martin, Mary Couros

Central Ward Councillors – Simon Hou, Jessy Khera, Greg Mackie OAM

South Ward Councillors – Dr Helen Donovan, Alexander Hyde

Pursuant to Section 41 of the *Local Government Act 1999 (SA)* (the Act), Council may establish committees to:

- Assist it in the performance of its functions
- Inquire into, and report on, matters within the ambit of its responsibilities
- Provide advice
- Exercise, perform or discharge delegated powers, functions or duties.

Pursuant to Sections 42 and 43 of the Act, Council may establish subsidiaries to:

- Provide a specified service or services
- Manage or administer property, facilities or activities on behalf of the Council (Section 42 only)
- Perform a function of the Council under the Act (or another Act).

Council

City Leadership and Legislative Responsibility

Council's Core Committees

- The Committee
- Strategic Planning & Development Policy Committee (SPDP) (ceased January 2021)

Other Council Committees

- Audit Committee
- Reconciliation Committee

Panel

- Council Assessment Panel (CAP)

Wholly owned subsidiaries:

- Adelaide Park Lands Authority (APLA)
- Rundle Mall Management Authority (RMMA) (up to January 2021)
- Adelaide Economic Development Agency (AEDA) (from January 2021)
- Adelaide Central Market Authority (ACMA)

Associated entities

- Brownhill Keswick Creek Regional Subsidiary Council Solutions Regional Authority
- The administrative arm of Council, known as the Corporation, also has various internal working groups to inform its decision-making.

Meetings

All meetings of the Council, Committees, CAP and APLA are open to the public unless the meeting decides to exclude the public based on the relevant legislative provisions. Council is the main decision-making body.

Documentation for each meeting (agenda with reports/attachments, minutes and meeting documents released from confidence) are available and accessible on the City of Adelaide's website (cityofadelaide.com.au). A hard copy of agendas (with reports and attachments) is available for viewing at the Customer Centre and kept on display until the completion of the relevant meeting.

A hard copy of the minutes is available for viewing at the Customer Centre within five days of the meeting and kept on display for a period of one month.

Council meets monthly and the Committee twice per month. Special meetings are convened when required, CAP and APLA meet monthly, the Audit Committee meets at least 6 times per year and the Reconciliation Committee meets quarterly.

Public involvement at meetings

Public are welcome to attend meetings and meetings of Council and The Committee are live streamed to the City of Adelaide website. The meeting live stream is suspended for the duration of the item when the meeting is moved into confidence in accordance with the confidentiality provisions under the Act.

Pursuant to the COVID-19 Public Health Emergency and the Electronic Participation in Council Meetings Notice (No 1) 2020, some meetings may be held remotely using Zoom and streamed live to the City of Adelaide YouTube channel accessed via the [City of Adelaide website](#).

Members of the public can request to speak at a meeting of Council or APLA by way of a deputation. A deputation must be on matters that are the subject of deliberation at the meeting, or over which Council or APLA has a direct interest or responsibility. Registration and conditions are available on the website.

Council Meeting attendance

There were 27 meetings of Council convened between 1 July 2020 and 30 June 2021, comprising 12 ordinary meetings and 15 special meetings.

	Attended
Lord Mayor, Sandy Verschoor (Presiding Member)	26
Councillor Arman Abrahimzadeh OAM	23
Councillor Mary Couros (Deputy Lord Mayor/Deputy Presiding Member from 1 December 2020)	25
Councillor Helen Donovan	24
Councillor Simon Hou	26
Councillor Alexander Hyde (Deputy Lord Mayor/Deputy Presiding Member to 30 November 2020)	26
Councillor Jessy Khera	27
Councillor Franz Knoll	26
Councillor Greg Mackie OAM	25
Councillor Phillip Martin	24
Councillor Anne Moran	23
Councillor Robert Simms (resigned from Council on 30 March 2021)	19

The City of Adelaide is fully committed to the principle of open and accountable government, a commitment which recognises that on some occasions it may be necessary to restrict public access to discussions or documents. Due diligence and professional consideration are applied to ensure compliance.

In accordance with Section 90(1) of the Act, all meetings held by Council are conducted in a place open to the public and operate in accordance with the provisions of the Act, Code of Practice and Parts 1, 2 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013 (SA)*.

On every occasion that the provision to exclude the public within Section 90(2) and (3) of the Act was exercised, the minutes of the meeting included the proceedings making the order and the grounds on which the order was made in accordance with Section 90(7) of the Act.

The City of Adelaide considers that possible embarrassment, loss of confidence, discussion of a controversial matter or being susceptible to adverse criticism in the Council or a committee is irrelevant when considering whether to exclude the public from a meeting. On every occasion that a meeting used the provision contained in Section 91(7) of the Act to order that a document or part of it be kept confidential, each order contained an instruction on the requirements, namely the duration of the order, the review date and the delegation to review/revoke, as identified in Section 91(9) of the Act.

Core Committees

The Committee

The Committee is formed under Section 41 of the Act as an advisory committee to Council and an informal discussion forum.

The Committee meets twice per month with the first meeting to review reports to be considered at the subsequent meeting of Council and the second meeting providing a forum for discussion on items presented by the Chief Executive Officer on the overall priorities, strategies and policies related to achieving Council's Strategic Plan.

The Committee operates in accordance with the provisions of the Act, its Terms of Reference and Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013 (SA)*.

Composition

The Lord Mayor and all Councillors with the Chair being the Deputy Lord Mayor.

Meeting attendance

There were 29 meetings of The Committee convened between 1 July 2020 and 30 June 2021, comprising 20 ordinary meetings and nine special meetings.

	Attended
Lord Mayor, Sandy Verschoor	26
Councillor Arman Abrahamzadeh OAM	26
Councillor Mary Couros (Deputy Lord Mayor from 1 December 2020)	29
Councillor Dr Helen Donovan	25
Councillor Simon Hou	27
Councillor Alexander Hyde (Deputy Lord Mayor to 30 November 2020)	25
Councillor Jessy Khera	21
Councillor Franz Knoll	28
Councillor Greg Mackie OAM	22
Councillor Phillip Martin	27
Councillor Anne Moran	22
Councillor Robert Simms (resigned from Council on 30 March 2021)	18

Strategic Planning & Development Policy Committee

The Strategic Planning & Development Policy Committee (SPDP) was established to assist and provide advice to Council to meet the requirements of Section 101A of the *Development Act 1993 (SA)* and formed pursuant to Section 41 of the Act.

The SPDP operated in accordance with relevant legislative provisions, its Terms of Reference and Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013 (SA)*.

With full commencement of the *Planning, Development and Infrastructure Act 2016 (SA)* the SPDP ceased to exist from January 2021.

Composition

The Lord Mayor and all Councillors with the Chair being the Deputy Lord Mayor.

Meeting attendance

There were 0 meetings of SPDP convened between 1 July 2020 and 30 June 2021.

Other Council Committees

Reconciliation Committee

The Reconciliation Committee is formed pursuant to Section 41 of the Act and works to advance reconciliation in the city and seek broad Aboriginal and Torres Strait Islander participation in City of Adelaide activities and events. The Reconciliation Committee operated in accordance with the provisions of the Act and Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013 (SA)*.

Composition

There are 11 members comprising the Lord Mayor (Ex Officio), three Council Members, three strategic agency representatives, three Aboriginal and/or Torres Strait Islander representatives, one Kaurna specific representative and two proxies.

Membership

Presiding Members (Dual Chairs) – Lord Mayor, Sandy Verschoor and Ms Yvonne Agius.

Deputy Presiding Member (Deputy Chair) – Mr Ivan-Tiwu Copley OAM JP.

Strategic Agency Representatives – Mr Ian Liddy, Mr Joel Bayliss (to January 2021), Ms Shona Reid (from January 2021).

Kaurna Nation Cultural Heritage Association Committee Representative – Mr Jeffrey Newchurch.

Aboriginal and/or Torres Strait Islander community representatives – Ms Yvonne Agius, Mr Ivan-Tiwu Copley OAM JP, Mr Eddie Peters.

Council Members – Councillor Mary Couros (Deputy Lord Mayor) (from 15 December 2020), Councillor Helen Donovan, Councillor Franz Knoll and Councillor Robert Simms (until 11 December 2020).

Proxies – Ms Lynette Crocker, Ms Deanne Hanchant-Nichols.

Meeting attendance

There were four meetings of the Reconciliation Committee convened between 1 July 2020 and 30 June 2021.

	Attended
Lord Mayor, Sandy Verschoor (Dual Presiding Member)	4
Ms Yvonne Agius (Dual Presiding Member)	4
Councillor Helen Donovan	3
Councillor Robert Simms (until 11 December 2020)	1
Councillor Franz Knoll	4
Councillor Mary Couros (from 15 December 2020)	1
Mr Ian Liddy	3
Mr Joel Bayliss (until January 2021)	0
Ms Shona Reid (from January 2021)	2
Mr Jeffrey Newchurch	4
Mr Ivan-Tiwu Copley OAM JP (Deputy Presiding Member)	4
Mr Eddie Peters	3

Ms Lynette Crocker (Proxy member)	4
Ms Deanne Hanchant-Nichols (Proxy member)	4

Audit Committee

Legislative Role

The Audit Committee is established pursuant to Section 41 and in accordance with Section 126 of the Act addressing legislative functions to provide independent assessment of Council and Corporation activities.

The Audit Committee conducts its business in accordance with the provisions of the Act, its Terms of Reference and the provisions of Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013 (SA)*.

Composition

The Lord Mayor, one City of Adelaide Councillor, three External Independent Members, two Proxy City of Adelaide Members.

Membership

Presiding Member – Mr David Powell

Deputy Presiding Member – Mr Ross Haslam

Specialist Members – Mr David Powell, Mr Ross Haslam, Ms Paula Davies

Council Members – Lord Mayor, Sandy Verschoor; Councillor Alexander Hyde

Proxy Committee Members – Councillor Franz Knoll (for the Lord Mayor) and Councillor Mary Couros (for Councillor Alexander Hyde)

Meeting attendance

There were nine meetings of the Audit Committee convened between 1 July 2020 and 30 June 2021, comprising seven ordinary and two special meetings.

	Attended
Mr David Powell (Presiding Member)	9
Mr Ross Haslam (Deputy Presiding Member)	9
Lord Mayor, Sandy Verschoor	8
Ms Paula Davies	7
Councillor Mary Couros (Proxy for Councillor Hyde)	0
Councillor Alexander Hyde	6
Councillor Franz Knoll (Proxy for the Lord Mayor)	1

Panel

Council Assessment Panel (CAP)

The CAP is established in accordance with Section 83 of the *Planning, Development and Infrastructure Act 2016 (SA)* as the relevant authority to exercise or perform its powers and functions.

The role of the CAP is to facilitate the expeditious assessment of development applications made to the Council.

All meetings of CAP are open to the public unless the meeting decides to exclude the public having considered the relevant requirements.

The CAP operates in accordance with the provisions of the *Development Act 1993 (SA)*, *Planning, Development and Infrastructure Act 2016 (SA)*, *Planning, Development and Infrastructure (General) (Assessment Panels) Variation Regulations 2017 (SA)*, its Terms of Reference, Code of Conduct, Meeting Procedures, Instrument of Delegation and a Policy for Applying Delegations.

Composition

There are five Members – one City of Adelaide Council Member; four independent members having qualifications and experience in one or more of the following disciplines: urban planning; architecture and/or urban design; environmental and/or heritage management; property management and/or development; planning law or environmental law and/or corporate governance and strategic, transport, infrastructure and/or social planning.

Membership

Presiding Member – Mr Mark Adcock.

Panel Member - Councillor Arman Abrahamzadeh OAM.

Specialist Independent Members – Professor Mads Gaardboe, Mr Marc Duncan, Ms Colleen Dunn.

Deputy Independent Member - Mr Julian Rutt (from September 2020).

CAP attendance

There were 11 meetings of the CAP convened between 1 July 2020 and 30 June 2021.

	Attended
Mr Mark Adcock (Presiding Member)	11
Councillor Arman Abrahamzadeh OAM	10
Mr Marc Duncan	10
Ms Colleen Dunn	11
Prof Mads Gaardboe	11
Mr Julian Rutt	0

Subsidiaries

Adelaide Park Lands Authority

The Adelaide Park Lands Authority (APLA) is a partnership between the State Government and the City of Adelaide to protect and foster the interests of the Adelaide Park Lands as set out in the Statutory Principles of the *Adelaide Park Lands Act 2005 (SA)* (the APL Act). Section 5 of the APL Act establishes APLA as a subsidiary of Council under Chapter 4 Part 1 Division 3 of the Act.

APLA is the principal advisor to both Council and State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands and is responsible for preparing and maintaining the Adelaide Park Lands Management Strategy; delivering the Strategy by providing policy advice on the full range of issues involving the Park Lands; guiding City of Adelaide and State Government agencies in management of the Park Lands and ensuring that appropriate specialist expertise is brought to bear in advising on Park Lands.

APLA operates in accordance with the provisions of the APL Act, Schedule 2 and Chapter 6 Part 3 of the Act, its Charter and Code of Practice.

Composition

The Lord Mayor or, if the Lord Mayor chooses not to be a member of the Authority, a person appointed by Council; and 4 other members appointed by Council; and 5 members appointed by the Minister responsible for the *Adelaide Park Lands Act 2005 (SA)*.

Membership

Presiding Member – Lord Mayor, Sandy Verschoor

Deputy Presiding Member – Ms Kirsteen Mackay

Board Members – Ms Allison Bretones, Mr Rob Brookman AM, Ms Jessica Davies-Huynh, Mr Stephen Forbes, Councillor Alexander Hyde, Ms Stephanie Johnston, Mr Craig Wilkins and Mr Ben Willsmore.

Proxy Board Members – Councillor Arman Abrahamzadeh OAM (for Councillor Alexander Hyde from January 2021), Councillor Anne Moran (for Councillor Alexander Hyde to December 2020) and Professor Emeritus Damien Mugavin (for Ms Stephanie Johnston).

Meeting attendance

There were 12 meetings of APLA convened between 1 July 2020 and 30 June 2021, comprising 10 ordinary and two special meeting.

	Attendance
Lord Mayor, Sandy Verschoor (Presiding Member)	12
Ms Kirsteen Mackay (Deputy Presiding Member)	10
Ms Alison Bretones	11
Mr Rob Brookman AM	11
Ms Jessica Davies-Huynh	8
Mr Stephen Forbes	10
Councillor Alex Hyde	11
Ms Stephanie Johnston	12
Mr Craig Wilkins	11
Mr Ben Willsmore	10
Councillor Anne Moran (proxy for Councillor Alex Hyde to 31 December 2020)	0
Councillor Arman Abrahamzadeh OAM (proxy for Councillor Alex Hyde from 1 January 2021)	1
Professor Emeritus Damien Mugavin (proxy for Ms Stephanie Johnston)	0

Adelaide Central Market Authority

The Adelaide Central Market Authority (ACMA) is established pursuant to Section 42 of the Act and is a body corporate with the responsibility to manage the business and other affairs of the Authority ensuring that the Authority acts in accordance with the Act and its Charter.

The purpose of ACMA is to oversee the management and operation of the Adelaide Central Market in accordance with the Market Charter and the Council's Strategic Plan; to be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders and to be responsible for the Market becoming internationally recognised as a vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the City of Adelaide.

Composition

The Board consists of up to seven Board Members, including the Chairperson appointed by the Council, who collectively have a range of knowledge, skills and experience across the following areas – retail; food supply chain (with retail emphasis); retail property management; marketing; board governance; business acumen; people leadership; strategic management; and knowledge of the Market. One Board Member must be a Council Member. This is currently Councillor Alexander Hyde.

Adelaide Economic Development Agency

The Adelaide Economic Development Agency (AEDA) came into operation in January 2021 through an amendment to the Rundle Mall Management Authority (RMMA) Charter. AEDA gave effect to a City-Wide Business Model and expands on the functions of the RMMA.

AEDA has been established as a subsidiary to focus on growing a strong economy for Adelaide. AEDA focuses on investment attraction, growing the visitor economy, residential growth, marketing the city as a whole and supporting Adelaide's premier shopping destination the Rundle Mall.

Activities of AEDA are undertaken in accordance with Schedule 2 (parts 1 and 3) of the Act and its Charter.

Composition

The Board consists of a maximum of nine members, one must be the Lord Mayor and one must be a representative of the Advisory Committee established from the Charter. Up to seven Board Members must be appointed by the Council in accordance with the Charter.

Rundle Mall Management Authority (ceased January 2021)

The Rundle Mall Management Authority (RMMA) was established pursuant to Section 42 of the Act. On 6 August 2020 Council approved an update to the Charter which resulted in a name change to the Adelaide Economic Development Agency, a change in function and Board composition.

The RMMA Board consisted of a maximum seven Board Members. The charter stated that one Board Member must be a member of the Council. Councillor Franz Knoll was appointed to the Board from 11 December 2018 until it ceased to operate and was superseded by AEDA.

Procurement Policies and Procedures

The City of Adelaide's Procurement Policy ensures that all procurement activities deliver the following key objectives:

- Providing for equitable and ethical behaviour in all procurement activities and fair treatment of suppliers
- Obtaining value for money
- Negotiated outcomes
- Ensuring probity, accountability and transparency
- Effective management of the end-to-end procurement lifecycle
- Identification and management of risks

- Consideration of community impact, including social, environmental, aboriginal and cultural considerations and the use of local goods and services; and
- Delegated signing authority.

The City of Adelaide reserves the right to undertake open or select tenders whenever it considers appropriate. In circumstances where we enter into purchasing contracts other than those resulting from a tender process, we will record the reasons for entering into those contracts and retain the records as appropriate. When the City of Adelaide is purchasing goods, works or services where the estimated level of expenditure is between \$50,000 and \$150,000, formal quotations will usually be obtained and where the estimated level of expenditure exceeds \$150,000 we will usually call for formal tenders.

The City of Adelaide is committed to achieving value for money in the procurement of goods and services that provide benefit to the community and to supporting the economic, environmental, cultural and social life of the city. Council resolved in April 2019 to review the current Procurement Policy to increase the focus on social benefit and small business opportunities in the City of Adelaide. This review concluded during 2020 – 2021 and a revised procurement policy was approved by Council. Under the revised policy, procurement's focus has been expanded to include Aboriginal, social, environmental, cultural and local economic outcomes, in line with Council's new Strategic Plan 2020 – 2024. The policy allows for the weighting for each outcome to be varied for each procurement.

The Procurement Policy is designed to drive processes that are consistent, transparent and cultivate a competitive environment. The processes for tenders, formal quotes and registrations of interest are built to deliver value, achieve high quality and manage the attendant risks, including sustaining appropriate standards of workplace health and safety.

The policy also seeks to advance good ethical practice and ensure an open, fair and competitive process that provides equal opportunities to participants. Other standards, codes and guidelines may be relevant to our tendering practices. The principles of the policy are consistent with national codes and standards. The above principles and processes were applied during the recently concluded review and will continue to be applied in any future policy review.

The policy supports the Principles of the State Government's Industry Participation Policy and an employment contribution test or Industry Participation Policy Plan may be applied to tenders, testing the number of labour hours of South Australian residents associated with the primary contract. The Plan provides a clear statement of a tenderers commitment to seeking opportunities to optimise the benefits of the contract to the State economy and to use local industry. Both are evaluated at the time of tender and the procurement policy allows for the assigned weighting to be varied for each procurement.

Contract Management

A central team provides support and advice across the City of Adelaide to promote a high standard of contract management. This is to optimise contractor performance throughout the life of the contract and drive value for money. Certain key contracts are managed centrally, and a software system allows us to administer contract data and provides additional tools to improve process rigour. The City of Adelaide is committed to high standards of corporate governance and accountability.

National Competition Policy

Competitive Neutrality

Principles of competitive neutrality are designed to neutralise any net competitive advantage that a government or local government agency engaged in significant business activities would otherwise have, by virtue of its control by the government or local government, over private business operating in the same market. The City of Adelaide has a complaints mechanism in place and in 2020–21 no complaints were received with regard to competitive neutrality.

Significant Business Activities

There have been no other changes in the significant business activities controlled by City of Adelaide and competitive neutrality principles relevant to each significant business activity continue to apply. All City of Adelaide business activities include checks for competitive neutrality. In setting fees and charges, we take into account relevant Government legislation and policies, market rates, community service obligations and impact on residents, ratepayers and visitors to the city, efficient allocation of resources and funds to reflect best value practices, impact on competitors – actual and potential – and local, State and national economies, and our policies. Council completed a review of its By-Laws in 2018, with a new suite of By-Laws coming into effect on 23 December 2018. As part of this process, all By-Laws were reviewed in light of the National Competition Policy.

Category 1 applies to business activities with annual revenue in excess of \$2 million or employing assets with a value in excess of \$20 million.

Business Activity	Type	CRP/COR/COM*	Comments
UPark	Council	COM	Provision of off-street parking services across the City.
Adelaide Aquatic Centre	Council	COM	Recreation, leisure and aquatic sports facility.
North Adelaide Golf Course	Council	COM	Three golf courses (two 18-hole and one par 3) and clubhouse.
Adelaide Town Hall.	Council	COM	Venue hire for a range of events and catered functions.
Adelaide Central Market	Council Subsidiary	COM	A world-renowned food market with 74 stalls and ancillary car parking.
Central Market Arcade	Council	COM	A mixed-use undercover shopping centre adjacent to the Adelaide Central Market with 60+ shops and ancillary car parking.

*CRP = Cost Reflective Pricing, COR = Corporatisation, COM = Commercialisation

Risk Management Operating Guideline

The Audit Committee was established pursuant to Section 126 of the *Local Government Act (SA) 1999*, to assist the Council discharge its responsibilities. Reporting to Council, the Audit Committee provides advice and recommendations on matters relevant to its Terms of Reference in order to

facilitate decision making by Council in regard to financial reporting, internal controls, risk management, management plans and business plans, service planning and performance, internal audit and external audit.

The City of Adelaide maintains an Internal Audit function which reports to the Strategic Risk and Internal Audit Group and to Audit Committee. The role of the Internal Auditor is to identify more efficient and effective processes and to assist Council and the Chief Executive Officer meet their assurance obligations. The Internal Audit function is contracted to KPMG for a period of three years, expiring in 2022. The Internal Audit plan is reviewed and endorsed by the Audit Committee and the Committee is presented with internal audit report findings bimonthly.

Pursuant to Section 128 of the *Local Government Act (SA) 1999*, the External Auditors appointed by Council are BDO Audit Partnership (SA). To maintain the highest standards of corporate governance in relation to auditor independence, the External Auditors are excluded from providing non-audit services to Council. Non-audit services are defined as any service provided by the External Auditors under engagement with the Council outside the scope of the external audit. The Audit Committee reviews the scope and progress of the annual audit in accordance with its Terms of Reference.

Enterprise Risk Management

City of Adelaide manages strategic, emerging, project, operational, and financial risks through its Enterprise Risk Management Framework which has been developed in accordance with International Standard ISO 31000:2018.

The framework ensures risks are identified, assessed and properly managed and reported on. Such a process ensures that Council is able to achieve its strategic goals and that the Lord Mayor and Councillors fulfil their legislative roles.

The success of the Enterprise Risk Management model is a result of a strong Executive involvement through monthly reporting of risk and internal audit matters to the Executive Strategic Risk and Internal Audit Group, and quarterly reporting to the Audit Committee.

Internal Control Framework

Pursuant to Section 125 of the *Local Government Act (SA) 1999*, Council must ensure that appropriate policies and procedures of internal controls are implemented and reviewed to assist Council to carry out its activities in an efficient manner and to achieve its strategic objectives. Council's Internal Controls are processes for assuring Council's achievement of objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations and policies. Internal Controls include a range of activities such as approvals, delegations, security of assets and segregation of duties.

Registers and Codes required to be kept

List of Registers

List of Registers required to be kept under the *Local Government Act 1999 (SA)*, *Local Government Elections Act 1999 (SA)* and the *City of Adelaide Act 1998 (SA)* are:

- Members Register of Interests
- Members Register of Allowances and Benefits

- Members Register of Gifts and Benefits (incorporated into the Members Register of Allowances and Benefits)
- Officers Register of Remuneration, Salaries and Benefits (Register of Salaries)
- Officers Register of Interests
- Officers Register of Gifts and Benefits
- Campaign Donations and Expenses Returns
- Register of Community Land
- Register of Public Roads
- By-Laws and Certified Copies
- Register of building upgrade agreements
- Register of Delegations.

Codes of Conduct or Practice

List of Codes of Conduct or Practice required to be kept under the *Local Government Act 1999 (SA)*, *Local Government (Elections) Act 1999 (SA)*, and the *City of Adelaide Act 1998 (SA)* are:

- Code of Conduct for Council Members (incorporated into the City of Adelaide Standing Orders)
- Code of Practice for Access to Meetings and Documents (incorporated into the City of Adelaide Standing Orders)
- Code of Practice for the Conduct of Council/ Committee meetings when the Local Government (Procedures at Meetings) Regulations 2013 (SA) are varied (incorporated into the City of Adelaide Standing Orders)
- Code of Conduct for Employees

The above registers and codes, meeting agendas and minutes, policies, the City of Adelaide Strategic Plan 2020 – 2024 and annual reports are available from the City of Adelaide website (cityofadelaide.com.au) or on request from the Customer Centre.

Freedom of Information Applications

There were 31 active requests for information from 1 July 2020 to 30 June 2021 made under the *Freedom of Information Act 1991 (SA)*. In summary:

New applications	27
Applications brought forward from previous year	4
Access granted in full	9
Access granted in part	14
Access refused (includes records which do not exist)	5
Transferred	1
Closed/withdrawn	0
Undetermined at 30 June	2
Internal review – decision confirmed	0
Internal review – decision varied	0

The FO Information Statement is available on the City of Adelaide website (<https://www.cityofadelaide.com.au/freedom-of-information/>)

Enquiries or requests for information under the *Freedom of Information Act 1991 (SA)* should be forwarded to:

Freedom of Information Officer
City of Adelaide
GPO Box 2252
Adelaide SA 5001

Section 270 Internal Reviews of Council Decisions

During 2020 – 2021, the City of Adelaide dealt with three applications under Section 270 of the *Local Government Act 1999 (SA)*, for the review of decisions made by the Council, its employees, and persons acting on Council's behalf. The details of these reviews are as follows:

Date received	Matter	Outcome
15 July 2020	Review of parking expiation	Decision to issue expiation supported, in accordance with legislation
26 August 2020	Review of parking expiation	Decision to issue expiation supported, in accordance with legislation
30 January 2020	Conduct of e-scooter permit process	Decision upheld

Council's Representation Quota

The total representation quota is the number of electors for each Council Member, including the Lord Mayor.

At 30 June 2021, the total representation quota for the City of Adelaide was 1:2,378 and the total number of electors was 28,538 on the combined Council and State Roll.

Council's representation quota compares with other similar councils (using the Australian Classification of Local Governments) as set out in the table following.

Council	Number of Electors	Representation Quota
Adelaide	28,538	1:2,378
Charles Sturt	88,269	1:5,192
Marion	66,795	1:5,138
Port Adelaide Enfield	87,314	1:4,850
Salisbury	96,811	1:6,454
Tea Tree Gully	73,820	1:5,678

The representative structure is as follows:

The Lord Mayor is elected at large, and 11 Councillors are elected as representative of three wards and the area as a whole. The North and South Wards are represented by two Ward Councillors, the Central Ward is represented by three Ward Councillors and the area as a whole is represented by four Area Councillors.

The timing of reviews of Council's representation structure is determined by regulation. City of Adelaide is currently undertaking a Representation Review due for completion October 2021. Further information on how to participate in the Representation Review and provide feedback is on Council's website. The outcome of the Representation Review will be in place for the Periodic Election in 2022.

Allowances for Council Members

Council Member allowances were set by the Remuneration Tribunal in its Determination 7 of 2018 and adjusted in accordance with provisions set out in the *City of Adelaide Act 1998 (SA)*. These allowances are set as an annual allowance and are paid to Council Members on a monthly basis. There is a base allowance for the Lord Mayor and Councillors, and a higher allowance for Councillors appointed to the role of Deputy Lord Mayor.

Council Member	*Allowance received 2020 - 2021
Lord Mayor, Sandy Verschoor	\$181,796.94
Councillor Arman Abrahamzadeh OAM	\$32,926.98
Councillor Mary Couros (Deputy Presiding Member from 1 December 2020)	\$34,559.54
Councillor Helen Donovan	\$26,633.16
Councillor Simon Hou	\$26,633.16
Councillor Alexander Hyde (Deputy Presiding Member to 30 November 2020)	\$36,477.81
Councillor Jessy Khera	\$26,633.16
Councillor Franz Knoll	\$30,163.16
Councillor Greg Mackie OAM	\$27,081.38
Councillor Phillip Martin	\$27,081.38
Councillor Anne Moran	\$27,081.38
Councillor Robert Simms (resigned from Council on 30 March 2021)	\$22,104.00

*Inclusive of Council, Committee or Subsidiary board position.

Remuneration amounts per Council Committee or subsidiary

Committee/Subsidiary	Role	Allowance from 1 July 2020
The Committee	Chair	\$ - (included as part of Deputy Lord Mayor allowance)
Strategic Planning & Development Policy Committee (ceased January 2021)	Chair	\$ - (included as part of Deputy Lord Mayor allowance)
Audit Committee	Chair Chair	\$600 per meeting \$100 per meeting when requested by Council or

	Independent Members Council Members	Committee to attend any Council or Committee meeting \$500 per meeting \$ -
Reconciliation Committee	Dual Chair Committee Member Council Member	\$650 per meeting \$550 per meeting \$ -
Adelaide Park Lands Authority	All including Lord Mayor (note Lord Mayor donates sitting fee to Adelaide Park Lands Prize)	\$76.80 + 3 hour preparation fee (per meeting) per hour
Adelaide Central Market Authority	Chair Board Member	\$25,750 per annum \$15,450 per annum
Adelaide Economic Development Agency (from January 2021)	Chair Deputy Chair Board Member	\$25,000 per annum \$1,150 per meeting \$950 per meeting
Rundle Mall Management Authority (to December 2020)	Chair Deputy Chair Board Member	\$1,059 per meeting \$847 per meeting \$706 per meeting
Council Assessment Panel	Chair Ordinary Member	\$650 per meeting \$150 per briefing/workshop \$550 per meeting \$150 per briefing/workshop

Training and Development - Activities for Council Members - 1 July 2020 to 30 June 2021

Lord Mayor, Sandy Verschoor

LGA Mayors Forum – Maintaining Leadership Momentum

Councillor Couros (Deputy Lord Mayor)

Media Training Session

LGA Prevention & Management of Bullying/Harassment in or out of the Chamber

Councillor Hou

MBA Strategic Management

Councillor Franz Knoll

LGA Short Course – The Role of Councils and EM's in the new Planning System

LGA Prevention & Management of Bullying/Harassment in or out of the Chamber

Councillor Phillip Martin

Norman Waterhouse Webinar – Basic Understanding of Development Assessment in the new Planning System

LGA Elected Member Webinar Series – The New Planning System

LGA Prevention & Management of Bullying/Harassment in or out of the Chamber

Lord Mayor, Councillor and Administration travel

Register of Overseas and Interstate Travel – Council Members – 1 July 2020 and 30 June 2021

A register of overseas and interstate travel undertaken in an official capacity by a Council member in the previous 12 months.

Decision Date	Councillor	Start Date	Finish Date	Destination	Purpose	Total Costs Inc GST
No decision of Council required	Lord Mayor Sandy Verschoor	26 May 2021	29 May 2021	Canberra, ACT	Attendance at Capital City Committee of Lord Mayors meeting	\$971.81
No decision of Council required	Lord Mayor Sandy Verschoor	7 June 2021	8 June 2021	Clare, SA	Attendance at Mainstreet SA conference	\$492.50
No decision of Council required	Lord Mayor Sandy Verschoor	20 June 2021	23 June 2021	Canberra, ACT	Attendance at the Australian Local Government Association National General Assembly	\$2,555.60
9 March 2021	Councillor Donovan	20 June 2021	23 June 2021	Canberra, ACT	Attendance at the Australian Local Government Association National General Assembly	\$2,213.37

Local Nuisance and Litter Control Act and Regulations

During 2020 - 2021 Council investigated 223 reports of Local Nuisance and 355 reports of Littering under *Local Nuisance and Litter Control Act 2016*.

No expiation notices were issued for Noise pursuant to section 18(2) – (Person who carries on an activity resulting in a local nuisance) and three expiation notices were issued for Litter pursuant to Section 22(1) – (provides that a person must not dispose of litter onto any land or into any waters).

40 Local Nuisance Exemptions were issued under Section 19 of the Act. One Litter Abatement Notice was issued, however no Nuisance Abatement Notices were issued and no civil penalties were negotiated under Section 34 of the Act.

Community Land and Council Facilities

Infrastructure, Facilities Management and Property Management

Council is required under the *Local Government Act 1999 (SA)* to appropriately manage its property and infrastructure assets.

During 2020 - 2021 Council endorsed its Strategic Asset Management Plan (SAMP). The SAMP provides guidance on the key priorities for the management of Council's asset portfolio. Linking the Strategic Plan 2020 - 2024 to the individual asset management plans, the SAMP also provides a framework for the future planning for the asset portfolio.

Council has endorsed Asset Management Plans for its infrastructure and property assets and continues to drive towards best practice to ensure the management and maintenance of assets is efficient, responsive and driven to meet the needs of the city now and into the future. Following the endorsement of the SAMP, Council has commenced a review of its Asset Management Plans.

During 2020 – 2021, the Infrastructure and Property programs contributed significantly to the ongoing successful custodianship of Council assets through the delivery of the asset renewal and replacement program, implementation of planned maintenance works and management of various community, corporate and commercial leases and licences.

Adelaide Park Lands Leasing and Licensing Policy

The Adelaide Park Lands Leasing and Licensing Policy purpose is to provide a consistent framework for the establishment and management of leasing and licensing arrangements over the Adelaide Park Lands. The Policy provides a clear and consistent approach which guides decision making on community land occupancy arrangements in terms of rental assessment and responsibility for repairs, maintenance and capital replacement. The Policy makes practical and effective use of an Expression of Interest (EOI) process so that Council remains transparent and equitable in its dealings over community land, incorporating criteria for the assessment of long-term leasing arrangements in the Park Lands. The Policy also supports and assists lessees and licensees to maximise and increase use and activation through measures to encourage the sharing of properties by sub-letting or licensing arrangements. As part of its governance process, Council will be undertaking a full review of the Adelaide Park Lands Leasing and Licensing Policy in 2021 – 2022.

Community Land Management Plans (CLMP)

Council is required under the *Local Government Act 1999 (SA)* to prepare and implement Community Land Management Plans (CLMPs) for land owned or under Council's care control and management for both Park Lands and Non-Park Lands assets. CLMPs provide a framework to ensure consistent and coherent management and development of community land. They identify appropriate land uses, provide clear guidance on maintenance and management for the wellbeing, recreational and leisure activities of all people and ensure that the future needs of the community are adequately considered. CLMPs reflect community values and wishes and result in enhancement and preservation of environmental, cultural, social and economic values; forward planning for capital works and maintenance; better decision making; anticipation of future community needs; and sustainable land uses and management practice. Council has CLMPs in place for all the City of Adelaide's Park Lands, Squares, Community land and Non-Park Lands Assets. A review of CLMPs is currently being undertaken and this work is expected to be completed by June 2022.

Confidentiality Provisions

Use of Sections 90(2) and 91(7) of the *Local Government Act 1999 (SA)* by Council and its Council Committees

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act) enables a meeting of Council or a committee to determine an order that the public be excluded from attendance at so much of a meeting as is necessary to receive and discuss, or consider in confidence, any information or matter as prescribed in Section 90(3) of the Act.

Section 91(7) of the Act enables a meeting of Council, or a committee, having considered a matter on a confidential basis to determine an order that the document or part be kept confidential.

The table below identifies the total number of orders pursuant to Section 90(2) and Section 91(7) of the Act made at each meeting during the 2020 - 2021 financial year.

Number of times confidentiality provisions used during the 2020/21 financial year:

	Section 90(2) Order to Exclude	Section 91(7) Confidentiality Order
Council	53	53
The Committee	25	25
Audit Committee	13	13
Total	91	91

The date, meeting, subject matter and basis for confidentiality for Section 90(2) of the Act and Section 91(7) of the Act orders in the 2020 - 2021 financial year is provided in the tables below.

The date and subject of each Section 91(7) of the Act confidentiality order remaining operative, in part or full, dated from 15 November 2010 to the end of the 2020 - 2021 financial year is provided in the tables below.

Confidentiality Provisions Use of Section 90(3) of the *Local Government Act 1999 (SA)*

The table below identifies the number of times a provision under Section 90(3) of the *Local Government Act 1999 (SA)* was utilised to exclude the public:

(a) Information, the disclosure of which, would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)	10
(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	12
(c) Information, the disclosure of which would reveal a trade secret	-
(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	15
(e) Matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person	2
(f) Information, the disclosure of which, could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial	-
(g) Matters that must be considered in confidence in order to ensure that the Council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty	2
(h) Legal advice	5
(i) Information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the Council or an employee of the Council	9
(j) Information, the disclosure of which would (i) divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person, or (ii) on balance, be contrary to the public interest	3
(k) Tenders for the supply of goods, the provision of services or the carrying out of works	7
(l) Information relating to a proposed amendment to a Development Plan under the <i>Development Act 1993</i> before a Plan Amendment Report relating to the amendment is released for public consultation under that Act	-
(m) Information relevant to the review of a determination of a Council under the <i>Freedom of Information Act 1991</i>	-
(b) & (d) Combination of provisions above	14
(i) & (b) Combination of provisions above	1
(a) & (h) Combination of provisions above	2
(g) & (j) Combination of provisions above	1
(e) & (i) Combination of provisions above	1
(a) & (b) Combination of provisions above	1
(d) & (h) Combination of provisions above	2
(a), (g) & (h) Combination of provisions above	2
(b), (d), (i) & (k) Combination of provisions above	1
(b), (d) & (h) Combination of provisions above	1

Report on the use of 90(2) & (7) and 91(7)

By Council and its Council Committees

90(2) & (7) Order to Exclude

91(7) Confidentiality Order.

Subject matter and basis within the ambit of 90(3)

Order to Exclude and Confidentiality Orders

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	(91)(7)	Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	Information available For inspection
1	7/7/2020	The Committee	Whitmore Square Apartments [Item 6.1] [s 90(3) (b) & (d)]	1	Whitmore Square Apartments [Item 6.1] [s 90(3) (b) & (d)]	
2	7/7/2020	The Committee	Review of E-Scooter Permit Decisions [Item 6.2] [s 90(3) (h)]	2	Review of E-Scooter Permit Decisions [Item 6.2] [s 90(3) (h)]	
3	9/7/2020	Council	Presiding Members Report – Contract Matter [Item 5.2] [s 90(3) (a)]	3	Presiding Members Report – Contract Matter [Item 5.2] [s 90(3) (a)]	Resolution [Order revoked by CEO 18/8/2020, information published with Council Agenda]
4	14/7/2020	Council	Advice/Recommendation of the Audit Committee – 19/6/2020 [Item 12.1.1] [s 90(3) (i)]	4	Advice/Recommendation of the Audit Committee – 19/6/2020 [Item 12.1.1] [s 90(3) (i)]	Resolution released in Minutes 14/7/2020
5	14/7/2020	Council	Whitmore Square Apartments – Presented to Committee 7/7/2020 [Item 12.2.1] [s 90(3) (b) & (d)]	5	Whitmore Square Apartments – Presented to Committee 7/7/2020 [Item 12.2.1] [s 90(3) (b) & (d)]	
6	14/7/2020	Council	Council Membership of Heritage Promotion Advisory Group [Item 12.2.2] [s 90(3) (a)]	6	Council Membership of Heritage Promotion Advisory Group [Item 12.2.2] [s 90(3) (a)]	Resolution & Report released in Minutes 14/7/2020 Discussion [Order revoked by CEO 29/9/2020; information published with Council Agenda]

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	(91)(7)	Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	Information available For inspection
7	14/7/2020	Council	City Connector Deed of Agreement [Item 12.2.3] [s 90(3) (d)]	7	City Connector Deed of Agreement [Item 12.2.3] [s 90(3) (d)]	
8	14/7/2020	Council	Review of E-Scooter Permit Decisions – Presented to Committee – 7/7/2020 [Item 12.2.4] [s 90(3) (h)]	8	Review of E-Scooter Permit Decisions – Presented to Committee – 7/7/2020 [Item 12.2.4] [s 90(3) (h)]	Resolution & Report (excluding Attachment B) released in Minutes 14/7/2020
9	14/7/2020	Council	Adelaide Central Market Authority – Board Member recruitment [Item 12.2.5] [s 90(3) (a)]	9	Adelaide Central Market Authority – Board Member recruitment [Item 12.2.5] [s 90(3) (a)]	Resolution, Report and discussion [Order revoked 21/7/2020; information published along with the Council Agenda]
10	21/7/2020	The Committee	Eighty Eight O’Connell – Project Update [Item 6.1] [s 90(3) (b) & (d)]	10	Workshop in Confidence - Eighty Eight O’Connell – Project Update [Item 6.1] [s 90(3) (b) &(d)]	
11	21/7/2020	The Committee	Place Portfolio Update [Item 6.2] [s 90(3) (a) & (b)]	11	Place Portfolio Update [Item 6.2] [s 90(3) (a) &(b)]	Resolution, report, and minutes [Order revoked 10/6/2021; information published with the Committee Agenda]
12	4/8/2020	The Committee	Lounders Boatshed Cafe [Item 6.1] [s 90(3) (d)]	12	Lounders Boatshed Cafe [Item 6.1] [s 90(3) (d)]	
13	4/8/2020	The Committee	E -Scooter Mobility Services [Item 6.2] [s 90(3) (d) & (h)]	13	E -Scooter Mobility Services [Item 6.2] [s 90(3) (d) & (h)]	
14	7/8/2020	Audit Committee	Confidential Presentation - Corporate Climate Change Risk Assessment [Item 10.1] [s 90(3) (b) & (d)]	14	Confidential Presentation - Corporate Climate Change Risk Assessment [Item 10.1] [s 90(3) (b) & (d)]	Presentation and discussion [Order revoked by CEO 20/8/2020, information published along with the Committee Agenda]
15	7/8/2020	Audit Committee	Corporate Climate Change Risk Assessment [Item 11.1] [s 90(3) (b) & (d)]	15	Corporate Climate Change Risk Assessment [Item 11.1] [s 90(3) (b) & (d)]	Resolution, Report and Minutes [Order revoked by CEO 20/8/2020; information published along with Committee Agenda]

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	(91)(7)	Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	Information available For inspection
16	7/8/2020	Audit Committee	Provision of External Audit Services [Item 11.2] [s 90(3) (k)]	16	Provision of External Audit Services [Item 11.2] [s 90(3) (k)]	Resolution released in Minutes 7/8/2020
17	7/8/2020	Audit Committee	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 11.3] [s 90(3) (i)]	17	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 11.3] [s 90(3) (i)]	Resolution released in Minutes 7/8/2020
18	7/8/2020	Audit Committee	Confidential Discussion with the Internal Auditor [Item 11.4] [s 90(3) (b)]	18	Confidential Discussion with the Internal Auditor [Item 11.4] [s 90(3) (b)]	
19	11/8/2020	Council	Advice of the Adelaide Park Lands Authority in Confidence – 6/8/2020 [Item 12.1.1] [s 90(3) (d)]	19	Advice of the Adelaide Park Lands Authority in Confidence – 6/8/2020 Advice 1 – Lounders Boatshed Cafe [Item 12.1.1] [s 90(3) (d)]	
20	11/8/2020	Council	Recommendations/Advice of the Audit Committee in Confidence – 7/8/2020 [Item 12.1.2] [s 90(3) (b), (d), (i) & (k)]	20	Recommendations/Advice of the Audit Committee in Confidence – 7/8/2020 [Item 12.1.2] [s 90(3) (b), (d), (i) & (k)]	Council resolution released in Minutes 11/8/2020
21	11/8/2020	Council	Lounders Boatshed Cafe – Presented to Committee 4/8/2020 [Item 12.2.1] [s 90(3) (d)]	21	Lounders Boatshed Cafe – Presented to Committee 4/8/2020 [Item 12.2.1] [s 90(3) (d)]	
22	11/8/2020	Council	Brown Hill and Keswick Creeks Stormwater Board - Board Member Appointments [Item 12.2.2] [s 90(3) (a)]	22	Brown Hill and Keswick Creeks Stormwater Board - Board Member Appointments [Item 12.2.2] [s 90(3) (a)]	Resolution, Report (excluding Links 2 and 3), Minutes [Order revoked by CEO 10/6/2021; information published with the Council Agenda]
23	11/8/2020	Council	E-Scooter Mobility Services – Presented to Committee 4/8/2020 [Item 12.2.3] [s 90(3) (d) & (h)]	23	E-Scooter Mobility Services – Presented to Committee 4/8/2020 [Item 12.2.3] [s 90(3) (d) & (h)]	Resolution released in Minutes 11/8/2020
24	11/8/2020	Council	Capital City Committee Update [Item 12.2.4] [s 90(3) (g) & (j)]	24	Capital City Committee Update [Item 12.2.4] [s 90(3) (g) & (j)]	Resolution released in Minutes 11/8/2020
25	25/8/2020	The Committee	Central Market Arcade Redevelopment [Item 4.1] [s 90(3) (b) & (d)]	25	Central Market Arcade Redevelopment [Item 4.1] [s 90(3) (b) & (d)]	
26	6/10/2020	The Committee	Eighty Eight O'Connell Status Update [Item 7.1] [s 90(3) (b) & (d)]	26	Eighty Eight O'Connell Status Update [Item 7.1] [s 90(3) (b) & (d)]	

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	(91)(7)	Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	Information available For inspection
27	6/10/2020	The Committee	Renewal of Recycled Water Service - Award of Contract [Item 8.1] [s 90(3) (d)]	27	Renewal of Recycled Water Service - Award of Contract [Item 8.1] [s 90(3) (d)]	
28	6/10/2020	The Committee	Initiating the Representation Review [Item 8.2] [s 90(3) (k)]	28	Initiating the Representation Review [Item 8.2] [s 90(3) (k)]	
29	9/10/2020	Audit Committee	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 10.1] [s 90(3) (i)]	29	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 10.1] [s 90(3) (i)]	Resolution and Strategic Risk and Opportunity Register (link 1) released in Minutes 9/10/2020
30	9/10/2020	Audit Committee	Confidential Discussion with External Auditors 2019-20 [Item 10.2] [s 90(3) (b)]	30	Confidential Discussion with External Auditors 2019-20 [Item 10.2] [s 90(3) (b)]	Resolution & Report released in Minutes 9/10/2020
31	13/10/2020	Council	Recommendations/Advice of the Audit Committee in Confidence – 9/10/2020 [Item 12.1.1] [s 90(3) (i) & (b)]	31	Recommendations/Advice of the Audit Committee in Confidence – 9/10/2020 [Item 12.1.1] [s 90(3) (i) & (b)]	Resolution released in Minutes 13/10/2020
32	13/10/2020	Council	Renewal of Recycled Water Service - Award of Contract – Presented to Committee 6/10/2020 [Item 12.2.1] [s 90(3) (d)]	32	Renewal of Recycled Water Service - Award of Contract – Presented to Committee 6/10/2021 [Item 12.2.1] [s 90(3) (d)]	Resolution released in Minutes 13/10/2020
33	13/10/2020	Council	Initiating the Representation Review – Presented to Committee 6/10/2020 [Item 12.2.2] [s 90(3) (k)]	33	Initiating the Representation Review – Presented to Committee 6/10/2020 [Item 12.2.2] [s 90(3) (k)]	Resolution and report [Excluding Attachment A] released in Minutes 13/10/2020
34	13/10/2020	Council	Adelaide Park Lands Authority - membership appointments [Item 12.2.3] [s 90(3) (a)]	34	Adelaide Park Lands Authority - membership appointments [Item 12.2.3] [s 90(3) (a)]	Resolution and report released in Minutes 13/10/2020
35	3/11/2020	Council	Coring Works [Item 4.1] [s 90(3) (i)]	35	Coring Works [Item 4.1] [s 90(3) (i)]	
36	3/11/2020	The Committee	Traffic Signal Maintenance Contract Extension [Item 7.1] [s 90(3) (b)]	36	Traffic Signal Maintenance Contract Extension [Item 7.1] [s 90(3) (b)]	
37	3/11/2020	The Committee	The Stables of Victoria Park – Leasing Matter [Item 7.2] [s 90(3) (d)]	37	The Stables of Victoria Park – Leasing Matter [Item 7.2] [s 90(3) (d)]	
38	3/11/2020	The Committee	Central Market Arcade Redevelopment Project Update [Item 7.3] [s 90(3) (b) & (d)]	38	Central Market Arcade Redevelopment Project Update [Item 7.3] [s 90(3) (b) & (d)]	

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	(91)(7)	Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	Information available For inspection
39	6/11/2020	Audit Committee	Appointment of External Auditor [Item 10.1] [s 90(3) (k)]	39	Appointment of External Auditor [Item 10.1] [s 90(3) (k)]	
40	10/11/2020	Council	Recommendations/Advice of the Audit Committee in Confidence – 6/11/2020 [Item 12.1.1] [s 90(3) (k)]	40	Recommendations/Advice of the Audit Committee in Confidence – 6/11/2020 [Item 12.1.1] [s 90(3) (k)]	
41	10/11/2020	Council	Traffic Signal Maintenance Contract Extension – Presented to Committee 3/11/2020 [Item 12.2.1] [s 90(3) (b)]	41	Traffic Signal Maintenance Contract Extension – Presented to Committee 3/11/2021 [Item 12.2.1] [s 90(3) (b)]	
42	10/11/2020	Council	The Stables of Victoria Park – Leasing Matter – Presented to Committee 3/11/2020 [Item 12.2.2] [s 90(3) (d)]	42	The Stables of Victoria Park – Leasing Matter – Presented to Committee 3/11/2020 [Item 12.2.2] [s 90(3) (d)]	Resolution released in Minutes 10/11/2020
43	10/11/2020	Council	Assignment of Lease [Item 12.2.3] [s 90(3) (b) & (d)]	43	Assignment of Lease [Item 12.2.3] [s 90(3) (b) & (d)]	Resolution released in Minutes 10/11/2020
44	10/11/2020	Council	Capital City Committee Update [Item 12.2.4] [s 90(3) (j)]	44	Capital City Committee Update [Item 12.2.4] [s 90(3) (j)]	Resolution released in Minutes 10/11/2020
45	10/11/2020	Council	Appointment of Chairperson and Board Member to Adelaide Economic Development Agency [Item 12.2.4] [s 90(3) (a)]	45	Appointment of Chairperson and Board Member to Adelaide Economic Development Agency [Item 12.2.4] [s 90(3) (a)]	Resolution, report available after 17/11/2020 Resolution, report and Minutes [Order released and published with the Council Agenda]
46	17/11/2020	The Committee	Workshop - A Place of Courage [Item 6.1] [s 90(3) (d)]	46	Workshop - A Place of Courage [Item 6.1] [s 90(3) (d)]	
47	24/11/2020	Audit Committee	Appointment of External Auditor [Item 3.1] [s 90(3) (k)]	47	Appointment of External Auditor [Item 3.1] [s 90(3) (k)]	Resolution released in Minutes 24/11/2020
48	8/12/2020	Council	88 O'Connell Street [Item 4.1] [s 90(3) (b) & (d)]	48	88 O'Connell Street [Item 4.1] [s 90(3) (b) & (d)]	Resolution (parts 1, 7 and 10 only) and Attachment D [order revoked by CEO 15/12/2020; information published with the Council Agenda] Division on page 4 of the Minutes [Order revoked by CEO 22/12/2020; information published with the Council Agenda]

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	(91)(7)	Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	Information available For inspection
49	8/12/2020	The Committee	Activating Eighty Eight O'Connell [Item 7.1] [s 90(3) (d)]	49	Activating Eighty Eight O'Connell [Item 7.1] [s 90(3) (d)]	
50	8/12/2020	The Committee	Unnamed public road off Tom's Court [Item 7.2] [s 90(3) (h)]	50	Unnamed public road off Tom's Court [Item 7.2] [s 90(3) (h)]	
51	8/12/2020	The Committee	Strategic Property Action Plan [Item 7.3] [s 90(3) (b) & (d)]	51	Strategic Property Action Plan [Item 7.3] [s 90(3) (b) & (d)]	
52	15/12/2020	Council	Recommendation of the Special Audit Committee in Confidence – 24 November 2020 [Item 12.1.1] [s 90(3) (k)]	52	Recommendation of the Special Audit Committee in Confidence – 24 November 2020 [Item 12.1.1] [s 90(3) (k)]	Resolution released in Minutes 15/12/2020
53	15/12/2020	Council	Activating Eighty Eight O'Connell [Item 12.2.1] [s 90(3) (d)]	53	Activating Eighty Eight O'Connell - Presented to Committee 8/12/2020 [Item 12.2.1] [s 90(3) (d)]	
54	15/12/2020	Council	Unnamed public road off Tom's Court [Item 12.2.2] [s 90(3) (h)]	54	Unnamed public road off Tom's Court - Presented to Committee 8/12/2020 [Item 12.2.2] [s 90(3) (h)]	Resolution and Figure 1 in Attachment A released in Minutes 15/12/2020
55	15/12/2020	Council	Contract Award Report - Moonta Street Construction [Item 12.2.3] [s 90(3) (d)]	55	Contract Award Report - Moonta Street Construction [Item 12.2.3] [s 90(3) (d)]	
56	15/12/2020	Council	Strategic Property Action Plan [Item 12.2.4] [s 90(3) (b) & (d)]	56	Strategic Property Action Plan - Presented to Committee 8/12/2020 [Item 12.2.4] [s 90(3) (b) & (d)]	Parts 8-12 of the resolution released in Minutes 15/12/2020
57	15/12/2020	Council	Adelaide Economic Development Agency Appointment of Board Members [Item 12.2.5] [s 90(3) (a)]	57	Adelaide Economic Development Agency Appointment of Board Members [Item 12.2.5] [s 90(3) (a)]	Resolution, Report and Minutes [Order revoked by CEO 17/12/2020; information published with the Council Agenda]
58	15/12/2020	Council	Citizen of the Year Awards 2021 [Item 12.2.6] [s 90(3) (a)]	58	Citizen of the Year Awards 2021 [Item 12.2.6] [s 90(3) (a)]	Available after the 2021 Citizen of the Year Awards Ceremony Resolution, report & minutes [information became public and published with Council Agenda]
59	28/1/2021	Council	Contract Award Report – Supply of Sweepers [Item 12.1.1] [s 90(3) (d)]	59	Contract Award Report – Supply of Sweepers [Item 12.1.1] [s 90(3) (d)]	

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	(91)(7)	Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	Information available For inspection
60	28/1/2021	Council	Capital City Committee Annual Report 2019-20 [Item 12.1.2] [s 90(3) (j)]	60	Capital City Committee Annual Report 2019-20 [Item 12.1.2] [s 90(3) (j)]	Resolution released in Minutes 28/1/2021
61	5/2/2021	Audit Committee	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 10.1] [s 90(3) (i)]	61	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 10.1] [s 90(3) (i)]	Resolution released in Minutes 5/2/2021
62	9/2/2021	Council	Recommendations/Advice of the Audit Committee in Confidence – 5 February 2021 [Item 12.1.1] Recommendation/Advice 1 - Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s 90(3) (i)]	62	Recommendations/Advice of the Audit Committee in Confidence – 5 February 2021 [Item 12.1.1] Recommendation/Advice 1 - Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s 90(3) (i)]	Resolution released in Minutes 9/2/2021
63	9/2/2021	Council	Capital City Committee Update [Item 12.2.1] [s 90(3) (j)]	63	Capital City Committee Update [Item 12.2.1] [s 90(3) (j)]	Resolution released in Minutes 9/2/2021
64	9/3/2021	Council	Cultural Investigation Report [Item 12.2.1] [s 90(3) (a), (g) & (h)]	64	Cultural Investigation Report [Item 12.2.1] [s 90(3) (a), (g) & (h)]	Resolution & Attachment A released in Minutes 9/3/2021
65	9/3/2021	Council	Advice of the Adelaide Park Lands Authority in Confidence – 25 February 2021 Advice 1 - Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra Park 12 [Item 12.1.1] [s 90(3) (b)]	65	Advice of the Adelaide Park Lands Authority in Confidence – 25 February 2021 Advice 1 - Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra Park 12 [Item 12.1.1] [s 90(3) (b)]	
66	23/3/2021	Council	East-West Bikeway [Item 4.1] [s 90(3) (h)]	66	Legal Advice Discussion in relation to East-West Bikeway [Item 4.1] [s 90(3) (h)]	
67	6/4/2021	The Committee	Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) [Item 7.1] [s 90(3) (b)]	67	Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) [Item 7.1] [s 90(3) (b)]	
68	6/4/2021	The Committee	Additional – Confidential CEO Update [Item 7.2] [s 90(3) (a)]	68	Additional – Confidential CEO Update [Item 7.2] [s 90(3) (a)]	
69	13/4/2021	Council	Presiding Member's Report – CEO Update [Item 13.1] [s 90(3) (a) & (h)]	69	Presiding Member's Report – CEO Update [Item 13.1] [s 90(3) (a) & (h)]	

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	(91)(7)	Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis [Section 90(3)] of the <i>Local Government Act 1999 (SA)</i>	Information available For inspection
70	13/4/2021	Council	Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) [Item 12.1.1] [s 90(3) (b)]	70	Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) - Presented to Committee 6/4/2021 [Item 12.1.1] [s 90(3) (b)]	Resolution released in Minutes 13/4/2021
71	20/4/2021	Council	CEO Update [Item 5.1.1] [s 90(3) (a) & (h)]	71	CEO Update [Item 5.1.1] [s 90(3) (a) & (h)]	
72	27/4/2021	Council	CEO Update [Item 5.1.1] [s 90(3) (a), (g) & (h)]	72	CEO Update [Item 5.1.1] [s 90(3) (a), (g) & (h)]	
73	30/4/2021	Audit Committee	Workshop – Service Contestability [Item 9.1] [s 90(3) (e)]	73	Workshop – Service Contestability [Item 9.1] [s 90(3) (e)]	
74	30/4/2021	Audit Committee	Workshop – Service Planning and Performance: Service Contestability Update and Approach [Item 9.2] [s 90(3) (e)]	74	Workshop – Service Planning and Performance: Service Contestability Update and Approach [Item 9.2] [s 90(3) (e)]	
75	30/4/2021	Audit Committee	Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.3] [s 90(3) (i)]	75	Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.3] [s 90(3) (i)]	Resolution released in Minutes 30/4/2021
76	4/5/2021	The Committee	Physical Security Contract Extension [Item 7.1] [s 90(3) (b)]	76	Physical Security Contract Extension [Item 7.1] [s 90(3) (b)]	
77	4/5/2021	The Committee	City Connector Deed of Agreement [Item 7.2] [s 90(3) (d)]	77	City Connector Deed of Agreement [Item 7.2] [s 90(3) (d)]	
78	4/5/2021	The Committee	2020-21 Quarter 3 Confidential Commercial Operations Report [Item 7.3] [s 90(3) (b)]	78	2020-21 Quarter 3 Confidential Commercial Operations Report [Item 7.3] [s 90(3) (b)]	
79	11/5/2021	Council	Audit Committee Report in Confidence – 30 April 2021 [Item 12.1.1] [s 90(3) (e) & (i)]	79	Audit Committee Report in Confidence – 30 April 2021 [Item 12.1.1] [s 90(3) (e) & (i)]	Resolution released in Minutes 11/5/2021
80	11/5/2021	Council	Physical Security Contract Extension [Item 12.2.1] [s 90(3) (b)]	80	Physical Security Contract Extension - Presented to Committee 4/5/2021 [Item 12.2.1] [s 90(3) (b)]	
81	11/5/2021	Council	City Connector Deed of Agreement [Item 12.2.2] [s 90(3) (d)]	81	City Connector Deed of Agreement - Presented to Committee 4/5/2021 [Item 12.2.2] [s 90(3) (d)]	
82	11/5/2021	Council	2020-21 Quarter 3 Confidential Commercial Operations Report [Item 12.2.3] [s 90(3) (b)]	82	2020-21 Quarter 3 Confidential Commercial Operations Report - Presented to Committee 4/5/2021 [Item 12.2.3] [s 90(3) (b)]	

(90)(2)	Meeting Date	Meeting	Order to Exclude – Section (90) (2) & (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	(91)(7)	Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis [Section 90(3)] of the Local Government Act 1999 (SA)	Information available For inspection
83	1/6/2021	The Committee	Cycling Infrastructure Opportunities [Item 7.1] [s 90(3) (g)]	83	Cycling Infrastructure Opportunities [Item 7.1] [s 90(3) (g)]	
84	1/6/2021	The Committee	Contract Renewal - Christmas Decorations [Item 7.2] [s 90(3) (b) & (d)]	84	Contract Renewal - Christmas Decorations [Item 7.2] [s 90(3) (b) & (d)]	
85	1/6/2021	The Committee	Gawler Place Upark – Priority Works [Item 7.3] [s 90(3) (i)]	85	Gawler Place Upark – Priority Works [Item 7.3] [s 90(3) (i)]	
86	8/6/2021	Council	Cycling Infrastructure Opportunities [Item 12.1.1] [s 90(3) (g)]	86	Cycling Infrastructure Opportunities – Presented to Committee 1/6/2021 [Item 12.1.1] [s 90(3) (g)]	
87	8/6/2021	Council	Contract Renewal - Christmas Decorations [Item 12.1.2] [s 90(3) (b) & (d)]	87	Contract Renewal - Christmas Decorations - Presented to Committee 1/6/2021 [Item 12.1.2] [s 90(3) (b) & (d)]	
88	8/6/2021	Council	Gawler Place Upark – Priority Works [Item 12.1.3] [s 90(3) (i)]	88	Gawler Place Upark – Priority Works - Presented to Committee 1/6/2021 [Item 12.1.3] [s 90(3) (i)]	
89	29/6/2021	Council	2021-2022 Business Plan and Budget – Review of Commercial Business Fees and Charges [Item 6.1.1] [s 90(3) (b)]	89	2021-2022 Business Plan and Budget – Review of Commercial Business Fees and Charges [Item 6.1.1] [s 90(3) (b)]	Available for public inspection 1/7/2021
90	29/6/2021	Council	Central Market Arcade Redevelopment/ Market Square [Item 6.1.2] [s 90(3) (b), (d) & (h)]	90	Central Market Arcade Redevelopment/ Market Square [Item 6.1.2] [s 90(3) (b), (d) & (h)]	
91	29/6/2021	Council	Presiding Member's Report - CEO Update [Item 6.1.3] [s 90(3) (a)]	91	Presiding Member's Report - CEO Update [Item 6.1.3] [s 90(3) (a)]	Resolution released in Minutes 29/6/2021

Operative Confidentiality Orders

(from 15 November 2010 to end 2020/21 financial year as at 30 June 2021)

City of Adelaide Operative Confidentiality Orders – 2010/2011

	Date	Operative Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis - Section 90(3) of the <i>Local Government Act 1999 (SA)</i>
1	19/1/2011	India Pty Ltd – Legal Dispute [Item 9] (b), (d), (h) & (i)
2	31/1/2011	India Pty Ltd – Legal Dispute [Item 13.3] (b), (d), (h), & (i)
3	15/3/2011	India Pty Ltd Legal Dispute [Item 2] (b), (d), (h) & (i)
4	19/4/2011	Adelaide Oval Redevelopment [Item 5] (b), (d) & (h)

Operative Confidentiality Orders – 2011-2012

	Date	Operative Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999 (SA)</i> Subject Matter & Basis - Section 90(3) of the <i>Local Government Act 1999 (SA)</i>
1	26/7/2011	City Development & Sustainability Committee Meeting Recommendation - Balfours Bus Station Redevelopment Project Progress Report [Item 35] (b) & (d)
2	9/8/2011	Adelaide Central Bus Station [Item 10] (i)
3	23/8/2011	Corporate Planning, Governance & Finance Committee Meeting Recommendation 38.1 - Adelaide Central Bus Station [Item 38.1] (i)
4	8/11/2011	Le Cornu Report [Item 19] (b)
5	22/11/2011	Corporate Planning Governance & Finance Committee Meeting Recommendation - LeCornu Report [Item 35] (b)
6	6/12/2011	Balfours Update [Item 15] (b) & (d)
7	20/12/2011	City Development & Sustainability Committee Meeting Recommendation - Balfours Update [Item 29] (b) & (d)
8	14/2/2012	Balfours Update [Item 3] (b) & (d)
9	21/3/2012	Structure Planning and Development Policy [Item 2] (j)
10	27/3/2012	Appointment of Board Members for the Adelaide Central Market Authority [Item 33] (a)
11	1/5/2012	Development Policy Considerations [Item 12] (m)
12	8/5/2012	Waste Management Service Obligations [Item] (h)
13	22/5/2012	Community Services, Events & Facilities Committee Meeting Recommendation - Waste Management Service Obligations [Item 34.2] (h)
14	5 & 6/6/2012	Shop WR7 – Adelaide Central Market [Item 6] (b) & (d)
15	26/6/2012	Balfours / Bus Station Site Update – Re-presented from City Development & Sustainability Committee 5 June 2012 [Item 35] (b) & (d)

Operative Confidentiality Orders – 2012/2013

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	12/7/2012	Leasing Matters of the Park Lands [Item 14] (b) & (d)
2	17/7/2012	Leasing Matters of the Park Lands [Item 18] (b) & (d)
3	24/7/2012	Central Market Fire Safety Upgrade Stage 2 [Item 27] (k)
4	31/7/2012	Finance & Corporate Governance Committee Special Meeting Recommendation - Central Market Fire Safety Upgrade Stage [Item 5.1] (k)
5	18/9/2012	Appointment of Chair for the Rundle Mall Management Authority [Item 15] (a)
6	2/10/2012	Sturt Street Development Scheme Variation [Item 16] (b) & (d)
7	16/10/2012	Appointment of Board Members for the Rundle Mall Management Authority [Item 17] (a)
8	23/10/2012	Appointment of Board members for the Rundle Mall Management Authority [Late Item 29] (a)
9	6/11/2012	Sturt Street Progress Report [Item 16] (b) & (d)
10	13/11/2012	City Planning & Development Committee Meeting Recommendation – Sturt Street Progress Report [Item 15] (b)&(d)
11	23/1/2013	To close and transfer Fenn Place to University of South Australia and to close the northern portion of Fenn Place to traffic [Item 14] (h)
12	23/1/2013	East End Separate Rate Council Workshop [Item 13] (d)
13	29/1/2013	City Infrastructure & Public Works Committee Meeting Recommendation - To close and transfer Fenn Place to University of South Australia and to close the northern portion of Fenn Place to traffic [Item 25.2] (h)
14	29/1/2013	City Infrastructure & Public Works Committee Special Meeting - Victoria Square Project Budget [Item 26.1] (d)
15	16/4/2013	Urgent Business – Confidential Report Tabled by the Lord Mayor – Presiding Members Report – Capital City Committee Update [Item 16] (j)
16	7/5/2013	Adelaide Aquatic Centre Works [Item 14] (d)
17	14/5/2013	City Culture & Community Services Committee Meeting Recommendation - Adelaide Aquatic Centre Work [Item 12] (d)
18	30/5/2013	Leasing Matter - Victoria Park / Pakapakanthi (Park 16) [Item 15] (b) & (d)
19	30/5/2013	Leasing Matter - North Adelaide Railway Station [Item 17] (b) & (d)
20	4/6/2013	Connector Service Development [Item 22] (b) & (d)
21	11/6/2013	City Planning & Development Committee Meeting Recommendation - Connector Service Development [Item 14.1] (b) &(d)
22	11/6/2013	Adelaide Park Lands Authority Board Meeting Advice – Leasing Matters – Victoria Park, Adelaide Bowling Club, North Adelaide Railway Station [Item 16] (b) & (d)
23	18/6/2013	Victoria Park/Pakapakanthi (Park 16) – Expressions of Interest – Leasing of Buildings [Item 13] (b) & (d)

Operative Confidentiality Orders – 2013/2014

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	9/7/2013	Confidential Report tabled by the Lord Mayor – Capital City Committee Update [Item 14] (j)
2	6/8/2013	Presentation – Tennis SA Master Plan [Item 5] (b) & (d)
3	13/8/2013	Capital City Committee [Item 17] (j)
4	20/8/2013	Determination of the Issues for Resolution – 17-19 Gawler Place, Adelaide City Council [Item 14] (d), (h) & (i)
5	27/8/2013	Recommendation of the City Infrastructure & Public Works Committee meeting held in confidence on 20 August 2013 [Item 21] - Determination of the Issues for Resolution – 17-19 Gawler Place, Adelaide City Council [Rec 21.1] (d), (h) & (i)
6	1/10/2013	Connector Service Development [Item 10] (b), (d) & (j)
7	8/10/2013	Recommendations of the City Planning & Development Committee meeting held in confidence on 1 October 2013 [Item 12] - Connector Service Development [Rec 12.1] (b), (d) & (j)
8	15/10/2013	Torrens Weir Restaurant Leasing Matter [Item 13] (b) & (d)
9	22/10/2013	Recommendations of the City Infrastructure & Public Works Committee meeting held in confidence on 15 October 2013 – [Item 24] Torrens Weir Restaurant Leasing Matter [Rec 24.1] (b) & (d)
10	22/10/2013	Councillor Henningsen – Confidential Motion on Notice – Property Assessment [Item 27] (b) & (d)
11	12/11/2013	Ergo Update [Item 19] (b) & (d)
12	12/11/2013	Capital City Committee [Item 20] (j)
13	3/12/2013	Connector Bus Service [Item 17] (b) & (d)
14	3/12/2013	Rundle Mall Lighting [Item 12] (d)
15	5/12/2013	Removal of Statutory Referral to Council for Development Applications over \$10M [Item 2] (h) & (i)
16	10/12/2013	Recommendation of the City Planning & Development Committee meeting held in confidence on 3 December 2013 – [Item 28] Connector Bus Service [Rec 28.1] (b) & (d)
17	10/12/2013	Planning Matters [Item 30] (i)
18	21/1/2014	ERGO Update [Item 11] (b) & (d)
19	21/1/2014	Lease Agreement for 165-171 Rundle Street, Adelaide [Item 11] (b) & (d)
20	28/1/2014	Recommendations of the City Infrastructure & Public Works Committee meeting held in confidence on 21 January 2014 [Item 24] Lease Agreement for 161-185 Rundle Street, Adelaide [Rec 24.1] (b) & (d)
21	28/1/2014	Recommendations of the City Infrastructure & Public Works Committee meeting held in confidence on 21 January 2014 [Item 24] Lease Agreement for 165-171 Rundle Street, Adelaide [Rec 24.2] (b) & (d)
22	4/2/2014	Adelaide Aquatic Centre Works [Item 12] (d)
23	4/2/2014	Adelaide Aquatic Centre Works – Prudential Report [Item 13] (b) & (d)
24	11/2/2014	Recommendation of the City Planning & Development Committee meeting held in confidence on 4 February 2014 [Item 14] Planning Matters – Residential & Main Street Development Plan Amendment [Rec 14.1] (m)
25	27/2/2014	Tennis SA Lease [Item 11] (b) & (d)
26	4/3/2014	Contractual Matter – 116-122 Waymouth Street [Item 19] (b) & (d)
27	11 & 12/3/2014	Recommendations of the City Planning & Development Committee meeting held in confidence on 4 March 2014 [Item 18] Contractual Matter – 116-122 Waymouth Street [Rec 18.1] (b) & (d)
28	18/3/2014	Assignment of Lease 86 Grote Street, Adelaide [Item 15] (b) & (d)
29	18/3/2014	Leasing Arrangements – 235 Hutt Street, Adelaide – Hutt Street Library [Item 16] (b) & (d)
30	18/3/2014	Tennis SA – Leasing Matters [Item 17] (b) & (d)
31	18/3/2014	Victoria Square Stage 1 Redevelopment - Southern End Remediation Works [Item 19] (b) & (d)
32	18/3/2014	Childcare Facilities in the City [Item 22] (j)
33	8/4/2014	Waymouth Street Update [Item 14] (b) & (d)
34	15/4/2014	Capital City Committee Update [Item 20] (j)
35	22/4/2014	Recommendations of the Finance & Corporate Governance Committee meeting held in confidence on 22 April 2014 [Item 23] Capital City Committee Update [Rec 23.2] (j)

36	22/4/2014	Lease Agreement for a Stall in the Adelaide Central Market [Item 24] (b) & (d)
37	20/5/2014	Rundle Mall Catenary Lighting [Item 17] (d)
38	20/5/2014	Lease Processing, Adelaide Central Market [Item 18] (b) & (d)
39	20/5/2014	Capital City Committee Update [Item 19] (j)
40	28/5/2014	Recommendations of the Finance & Corporate Governance Committee meeting held in confidence on 20 May 2014 [Item 22] Lease Processing, Adelaide Central Market [Rec 22.1] (b) & (d)
41	17/6/2014	Commercial Impact of the proposed Transport Development Levy on Council's Parking Operations [Item 21] (d)
42	17/6/2014	Other Business – Councillor Henningsen – Motion without Notice - Planning Matter [Item 23] (h)
43	24/6/2014	Recommendation of the Finance & Corporate Governance Committee meeting held in confidence on 17 June 2014 [Item 24] Planning Matter [Rec 24.1] (h)

Operative Confidentiality Orders – 2014/2015

	Date	Operative Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999</i> (SA) Subject Matter & Basis - Section 90(3) of the <i>Local Government Act 1999</i> (SA)
1	1/7/2014	Property Investigation [Item 16] (b) & (d)
2	15/7/2014	Franklin Street Site Activation [Item 16] (b) & (d)
3	15/7/2014	Victoria Park / Pakapakanthi (Park 16) - Expressions of Interest - Leasing of Buildings [Item 17] (b) & (d)
4	15/7/2014	Tennis SA – Park Lands Lease [Item 18] (b) & (d)
5	22/7/2014	Capital City Committee [Item 25] (j)
6	5/8/2014	Balfours Update [Item 25] (b) & (d)
7	5/8/2014	ERGO - Stage 3 Update [Item 26] (b) & (d)
8	5/8/2014	Property Matter - 116-122 Waymouth Street [Item 27] (b) & (d)
9	12/8/2014	Balfours Update [Rec 18.2] (b) & (d)
10	12/8/2014	ERGO - Stage 3 Update [Rec 18.3] (b) & (d)
11	19/8/2014	Lease Agreement for 110 Pirie Street, Adelaide [Item 20] (b) & (d)
12	26/8/2014	Capital City Committee Update [Item 22] (j)
13	26/8/2014	Report of the CEO Performance Review Panel – CEO performance 2013/14 [Item 23] (a)
14	2/9/2014	Property Investigation - Dunn Street Car Park Investigations [Item 28] (d)
15	9/9/2014	Property Investigation - Dunn Street Car Park Investigations [Rec 16.2] (d)
16	16/9/2014	Out of Session Information Papers to Note Legal Advice – Trade Matter [Item 17] (h)
17	23/9/2014	Capital City Committee [Item 22] (j)
18	2/10/2014	City Wide Dry Area Review [Item 4] (j)
19	14/10/2014	Construction of the Convention Centre - Stage 2 – lease for works compound [Advice 16.1] (b) & (d)
20	21/10/2014	Out of Session Information Papers to Note - Lease Proposal [Item 22] (d)
21	9/12/2014	Out of Session Information Papers to Note Adelaide Convention Bureau – Quarterly Report to Council – Q1 2014/15 [Item 30] (d)
22	16/12/2014	Status Update – Preparation of North Adelaide Colleges and Institutions DPA [Item 29] (m)
23	16/12/2014	Tabled Presiding Member's Report Property Purchase Opportunity (b)
24	20/1/2015	North Adelaide Large Colleges and Institutions DPA [Item 16] (m)
25	20/1/2015	Out of Session Papers to Note Safety Measures [Item 14] (d)
26	20/1/2015	Audit Committee Appointment of Independent Members [Item 15] (a)
27	3/2/2015	Confidential Workshop - City Safe CCTV: Future Directions [Item 8] (e)
28	10/2/2015	Capital City Committee [Item 19] (j)
29	24/3/2015	Out of Session Information Papers to Note Promotional Activity [Item 26] (b)
30	7/4/2015	Confidential Report of the Acting Chief Executive Officer Selection Panel – Process for the Selection and Appointment of an Acting Chief Executive Officer [Item 4] (a)
31	7/4/2015	Out of Session Information Papers to Note Development Assessment Panel – Appointment of Independent Members for the Next Term [Item 21] (a)
32	21/4/2015	Commercial Property Investigation [Item 14] (d)
33	21/4/2015	Property Matter [Item 15] (d)
34	28/4/2015	Commercial Property Investigation [Rec 28.1] (d)
35	28/4/2015	Contract Matters – Part 1 [Item 29] (b) & (d)
36	28/4/2015	Contract Matters – Part 2 [Item 29] (b) & (d)
37	28/4/2015	Lord Mayor's Verbal Confidential Report (a) & (e)
38	26/5/2015	Out of Session Information Papers to Note Adelaide Convention Bureau- Quarterly Report to Council – Q3 2014/2015 [Item 27] (d)
39	9/6/2015	Property Lease Registers [Item 18] (b) & (d)
40	12/6/2015	Brown Hill Keswick Creek Audit Information [Item 8] (j)
41	23/6/2015	Strategic Property Update [Item 23] (d)
42	30/6/2015	Award of Contract Extension for the Waste Collection Services [Rec 23.1] (b) & (d)
43	30/6/2015	Delegation of Authority for Award of Contract for Telecommunication Services [Rec 23.2] (k)
44	30/6/2015	Strategic Property Update [Rec 23.3] (d)

Operative Confidentiality Orders – 2015/2016

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	7/7/2015	Creative Partnership Opportunity [Item 15] (b)
2	14/7/2015	Creative Partnership Opportunity [Rec 14.2] (b) & (d)
3	21/7/2015	Amendment to Adshel Advertising Contract [Item 14] (b) & (d)
4	28/7/2016	Amendment to Adshel Advertising Contract [Rec 23.1] (b) & (d)
5	4/8/2015	Lounders Boathouse – Lease Agreements [Item 17] (b) & (d)
6	18/8/2015	Public Art Round Table - Interim Composition [Item 17] (a)
7	25/8/2015	Public Art Round Table - Interim Composition [Rec 18.1] (a)
8	1/9/2015	Lease Agreement for Hungry Jack's [Item 14] (b) & (d)
9	7/9/2015	Lease Agreement for Hungry Jack's [Rec 20.1] (b) & (d)
10	15/9/2015	Out of Session Information Papers to Note: Attachment 1 – Adelaide Convention Bureau – Quarterly Report Q4 [Item 19] (d)
11	15/9/2015	Capital City Committee Update [Item 13] (j)
12	15/9/2015	Tabled Presiding Members Report – Wingfield Update (i)
13	22/9/2015	Capital City Committee Update [Rec 21.1] (j)
14	2/10/2015	Provision of External Audit Services to the Adelaide City Council [Item 11] (k)
15	6/10/2015	Out of Session Information Papers to Note: Attachment 1 - Expression of Interest – Central Bus Station Rooftop Carpark [Item 23] (j)
16	20/10/2015	Property Matter [Item 14] (d)
17	27/10/2015	Property Matter [Rec 23.1] (d)
18	3/11/2015	Telstra Lease Agreement [Item 14] (b) & (d)
19	10/11/2015	Telstra Lease Agreement [Rec 17.1] (b) & (d)
20	17/11/2015	Out of Session Information Papers to Note Attachment 1 - Adelaide Convention Bureau – Quarterly Report to Council – Q1, 2015/2016 [Item 14] (b)
21	10/12/2015	Appointment of External Auditor [Item 2] (k)
22	15/12/2015	Appointment of External Auditor [Rec 28.1] (k)
23	19/1/2016	Hindley Street [Item 13] (b) & (d)
24	19/1/2016	Lounders Boathouse – Lease Agreements [Item 14] (b) & (d)
25	27/1/2016	Lounders Boathouse – Lease Agreements [Rec 24.2] (b) & (d)
26	16/2/2016	Out of Session Information Papers to Note - Attachment 1 - Events in the Park Lands – Savills Financial Analysis Report February 2016 [Item 19] (d)
27	15/3/2016	Central Market Arcade Redevelopment [Item 14] (d)
28	16/3/2016	Workshop - 2016-17 Integrated Business Plan – Business Operations [Item 4] (b) & (d)
29	22/3/2016	Central Market Arcade Redevelopment [Rec 23.1] (d)
30	19/4/2016	Potential Property Purchase [Item 14] (b) & (d)
31	26/4/2016	Options for the Community Land at 159-161 O'Connell Street, North Adelaide [Rec 27.1] (b) & (d)
32	26/4/2016	Potential Property Purchase [Rec 27.2] (b) & (d)
33	26/4/2016	Tennis SA – Park Lands Lease [Advice 28.1] (b) & (d)
34	10/5/2016	Capital City Committee Update [Item 23] (g)
35	17/5/2016	Workshop - Adelaide Town Hall Business Operations [Item 13] (b) & (d)
36	17/5/2016	Quarter 3 Business Operations Report 2015/16 – March YTD [Item 14] (b) & (d)
37	7/6/2016	Workshop – Waste & Recycling – Pricing of Enhanced Services [Item 14] (b) & (d)
38	14/6/2016	Capital City Committee Update [Item 27] (g)
39	14/6/2016	Capital City Committee Development Program 2015/16 & 2016/17 [Item 28] (g)
40	21/6/2016	Delegation of Authority for Award of Contract for Transactional Banking [Item 12] (k)
41	28/6/2016	The Pavilion – Park Lands Lease – Walyu Yarta (Park 21) [Advice 27.1] (b) & (d)

Operative Confidentiality Orders – 2016/2017

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	5/7/2016	Confidential Workshop – Strategic Site Briefing [Item 8] (b) & (d)
2	5/7/2016	The Pavilion – Park Lands Lease – Walyu Yarta [Item 17] (b) & (d)
3	12/7/2016	Confidential Report - Out of Session Information Papers to Note [Item 21] (h)
4	12/7/2016	Councillor Malani – Confidential Motion on Notice – Cultural Opportunity [Item 22] (b) & (d)
5	19/7/2016	Review of Advertorial Practices [Item 14] (h)
6	26/7/2016	Brown Hill Keswick Creek Status Update [Item 25] (j)
7	6/9/2016	Strategic Property Investigations [Item 15] (b) & (d)
8	13/9/2016	Strategic Property Investigations [Rec 24.2] (b) & (d)
9	13/9/2016	Progress of Confidential Motions by Elected Members [Item 25] (b) & (d)
10	20/9/2016	Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 24] (j)
11	20/9/2016	Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 25] (j)
12	20/9/2016	Strategic Property Investigations [Item 26] (d)
13	20/9/2016	Brown Hill Keswick Creek Status Update [Item 13] (j)
14	20/9/2016	Central Market Arcade Interim Leasing and Management [Item 12] (b) & (d)
15	27/9/2016	Strategic Property Investigations [Rec 25.2] (d)
16	27/9/2016	Central Market Arcade Interim Leasing and Management [Rec 26.1] (b) & (d)
17	27/9/2016	Progress of Confidential Motions by Elected Members [Item 27] (b) & (d)
18	11/10/2016	October 2016 Progress of Confidential Motions by Elected Members [Item 19] (b) & (d)
19	11/10/2016	Key Emerging Risk and Opportunity [Item 20] (h)
20	18/10/2016	Town Hall Café [Item 15] (d) & (i)
21	18/10/2016	Brown Hill Keswick Creek Project Status Update [Item 16] (j)
22	18/10/2016	Review of Off-Street Parking Initiatives [Item 17] (b) & (d)
23	25/10/2016	Town Hall Café [Rec 26] (d) & (i)
24	25/10/2016	October 2016 Progress of Confidential Motions by Elected Members [Item 30] (b) & (d)
25	25/10/2016	Capital City Committee Update [Item 31] (g)
26	25/10/2016	Brownhill Keswick Creek Project Status Update [Rec 27] (j)
27	15/11/2016	Progress of Confidential Decisions [Item 20] (g)
28	22/11/2016	Recreation Business Proposal [Item 18] (d)
29	22/11/2016	Delegation of Authority – Award of Contract – Bank Street & Topham Mall North Construction [Item 16] (b)
30	22/11/2016	Prudential Report – Market to Riverbank Laneways Project [Item 17] (b)
31	22/11/2016	Quarter 1 Business Operations Report 2016/17 – September YTD [Item 18] (b) & (d)
32	25/11/2016	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 13] (i)
33	29/11/2016	Recreation Business Proposal [Rec 32.1] (d)
34	29/11/2016	Delegation of Authority – Award of Contract – Bank Street & Topham Mall North Construction [Rec 33.1] (b)
35	29/11/2016	Finance & Business Services Committee recommendation - Prudential Report – Market to Riverbank Laneways Project [Rec 33.2] (b)
36	29/11/2016	Advice of the Adelaide City Council Audit Committee meeting held in confidence on 25 November 2016 [Item 34] (d) & (i)
37	29/11/2016	Progress of Confidential Motions by Elected Members [Item 35] (b) & (d)
38	29/11/2016	Legal Matter [Item 37] (a), (h) & (i)
39	6/12/2016	Helipad Request for Expressions of Interests Outcomes [Item 15] (b) & (d)
40	6/12/2016	Award of Contract for Construction Works to Deliver the Hindley Street West Stage 2 Project [Item 15] (b)
41	12/12/2016	Strategic Property Investigations [Item 4] (b) & (d)
42	13/12/2016	Helipad Request for Expressions of Interests Outcomes [Rec 31.1] (b) & (d)
43	13/12/2016	Award of Contract for Construction Works to Deliver the Hindley Street West Stage 2 Project [Rec 33.1] (b)
44	13/12/2016	Progress of Confidential Motions by Elected Members [Item 35] (b) & (d)

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
45	13/12/2016	Capital City Committee Update [Item 36] (g)
46	31/1/2017	Research Project [Item 17.2.1] (g)
47	31/1/2017	The Pavilion – Park Lands Lease [Item 17.2.3] (b) & (d)
48	31/1/2017	Council Solutions Waste Project [Item 17.2.4] (b)
49	31/1/2017	Assignment of Lease – 110 Pirie Street [Item 17.2.5] (b) & (d)
50	14/2/2017	Progress of Confidential Decisions [Item 13.1.1] (g)
51	28/2/2017	Lease Renewal Star Car Park [Item 18.2.1] (d)
52	28/2/2017	Strategic Property Purchase [Item 18.2.2] (b) & (d)
53	28/2/2017	Commercial Opportunity [Item 18.2.3] (b) & (d)
54	28/2/2017	Quarter 2 Business Operations Report [Item 18.2.4] (b) & (d)
55	28/2/2017	Progress of Confidential Motions by Elected Members [Item 18.2.5] (g)
56	1/3/2017	Reconciliation Committee New Member [Item 9.1] (a)
57	14/3/2017	Recommendation of the Adelaide City Council Reconciliation Committee [Rec 12.1.1] (a)
58	14/3/2017	Capital City Committee Update [Item 12.2.2] (g)
59	15/3/2017	Update on Activities of the Strategic Risk & Internal Audit Group [Item 6.1] (i)
60	14/3/2017	Temporary Infrastructure Proposal [Item 12.2.3] (b) & (d)
61	21/3/2017	Financial Sustainability – Part 2 – North Adelaide Golf Course Master Plan [Item 8.1] (b)
62	28/3/2017	Audit Committee Report – 15/3/2017 [Item 18.1.1] (i)
63	28/3/2017	Lease – Town Hall Court Yard [Item 18.2.1] (d)
64	28/3/2017	Progress of Confidential Motions by Elected Members [Item 18.2.3] (b) & (d)
65	4/4/2017	Strategic Property Investigations Workshop [Item 8.1] (b)
66	4/4/2017	CEO Update [Item 6] (i)
67	8/4/2017	2017-18 Integrated Business Plan – Part 5 – Business Operations [Item 6.1] (b)
68	21/4/2017	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 7.2] (i)
69	21/4/2017	Approach to Managing Vexatious Activity [Item 7.3] (a) & (h)
70	26/4/2017	Progress of Confidential Motions by Elected Members [Item 18.2.2] (b) & (d)
71	26/4/2017	Councillor Martin – Question on Notice – Capital City Committee [Item 18.3.1] (g)
72	16/5/2017	Electric Vehicle Charging Stations – Commercial [Item 13.1.1] (b), (d) & (k)
73	16/5/2017	Winter Events in the City [Item 13.1.2] (d) & (h)
74	16/5/2017	Winter Events in the City [Item 13.1.2] (d) & (h)
75	16/5/2017	Lease Vodafone Rundle Street [Item 13.1.3] (d)
76	16/5/2017	Strategic Funding Opportunities [Item 13.1.4] (d)
77	30/5/2017	Quarter 3 Business Operations Report 2016-17 [Item 18.2.1] (b) & (d)
78	30/5/2017	Quarterly Open Confidential Council Decision Update [Item 18.2.2] (g)
79	13/6/2017	Delegation of Authority – Award of Contract – Pityarilla (Park 19) Activity Hub Construction [Item 13.1.2] (b)
80	27/6/2017	Prudential Issues Report – Bikeways Project [Item 18.2.2] (b)
81	27/6/2017	Capital City Committee Update [Item 18.2.3] (g)
82	27/6/2017	Progress of Confidential Motions by Elected Members [Item 18.2.4] (b) & (d)

Operative Confidentiality Orders – 2017/2018

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	4/7/2017	City Tramline Extension [Item 8.1] (d) & (j)
2	4/7/2017	oRAH [Item 6] (d)
3	11/7/2017	Multi-Year Event Licences [Item 12.1.1] (h)
4	25/7/2017	Progress of Confidential Motions by Elected Members [Item 17.2.1] (b) & (d)
5	8/8/2017	Strategic Property Matter [Item 12.1.1] (b) & (d)
6	8/8/2017	Commercial Business Lease [Item 12.1.2] (d)
7	15/8/2017	Electric Vehicle Charging Stations – Off-street [Item 5.1.1] (j), (b) & (d)
8	18/8/2017	Leasing Review – Council Property [Item 8.1] (i)
9	18/8/2017	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 8.2] (i)
10	22/8/2017	Advice of the Adelaide City Council Audit Committee – 18 August 2017 [Item 18.1.1] Update on Activities of the Strategic Risk and Internal Audit Group Meetings (i)
11	22/8/2017	Quarter 4 Business Operations Report 2016-17 [Item 18.2.1] (b) & (d)
12	22/8/2017	Quarterly Open Confidential Council Decision Update [Item 18.2.2] (g)
13	22/8/2017	Legal Matter [Item 18.2.3] (h) & (i)
14	22/8/2017	Electric Vehicle Charging Stations – Off-street [Item 18.2.5] (j), (b) & (d)
15	12/9/2017	Delegation of Contract Award Authority [Item 13.1.2] (b)
16	19/9/2017	Ten Gigabit Adelaide Update [Item 10.1] (b) & (d)
17	26/9/2017	Progress of Confidential Motions by Elected Members [Item 18.2.1] (b) & (d)
18	3/10/2017	Strategic Review of Council Businesses [Item 8.1] (b) & (d)
19	5/10/2017	Audit Committee – Confidential Discussion with External Auditors [Item 8.5] (j)
20	5/10/2017	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 8.4] (i)
21	10/10/2017	Audit Committee Report – 5/10/2017 [Item 13.1.1] (b)
22	10/10/2017	Delegation of Contract Award Authority [Item 13.2.2] (b)
23	10/10/2017	Capital City Committee Update [Item 13.2.3] (g)
24	17/10/2017	Strategic Review of Council Businesses [Item 8.1] (b) & (d)
25	24/10/2017	Strategic Property Matter [Item 18.2.2] (d)
26	24/10/2017	Progress of Confidential Motions by Elected Members [Item 18.2.4] (b) & (d)
27	24/10/2017	Commercial Business Case [Item 18.2.5] (b) & (d)
28	25/10/2017	Ten Gigabit Adelaide Update [Item 6.1] (b) & (d)
29	1/11/2017	Ten Gigabit Adelaide Update [Item 5.1] (b) & (d)
30	14/11/2017	East-West Bikeway Consultation [Item 13.1.1] (a) & (b)
31	14/11/2017	Quarter 1 Business Operations Report 2017-18 [Item 13.1.2] (b) & (d)
32	28/11/2017	Ten Gigabit Adelaide Update [Item 5.1] (b) & (d)
33	28/11/2017	Strategic Property Investigation [Item 18.1.1] (b) & (d)
34	28/11/2017	Quarterly Open Confidential Council Decision Update [Item 18.1.2] (g)
35	5/12/2017	Ten Gigabit Adelaide Project [Item 5.1.1] (b) & (d)
36	12/12/2017	Strategic Property Matter [Item 18.1.1] (b) & (d)
37	23/1/2018	CEO Update (Verbal) [Item 7.1.1] (g)
38	30/1/2018	High Profile National Production [Item 18.1.1] (d)
39	30/1/2018	Capital City Committee Update [Item 18.1.3] (g)
40	30/1/2018	Legal Matter [Item 18.1.4] (h) & (i)
41	6/2/2018	City Safety Briefing [Item 6.1] (e) & (g)
42	6/2/2018	Transport Matter [Item 6.2] (b) & (d)
43	6/2/2018	CEO Update - Strategic Property Matter [Item 6.3] (b) & (d)
44	20/2/2018	Central Market Arcade Redevelopment Retail Study [Item 8.1] (b) & (d)
45	20/2/2018	Strategic Property Investigation [Item 8.2] (b) & (d)
46	20/2/2018	Confidential CEO Update – Workforce Update [Item 8.3] (a) & (g)
47	23/2/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.1] (i)
48	27/2/2018	Audit Committee Report – 23/2/2018 [Item 18.1.1] (i)
49	27/2/2018	Quarter 2 Commercial and Business Operations Report 2017-18 [Item 18.2.1] (b) & (d)

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
51	27/2/2018	Quarterly Open Confidential Council Decision Update [Item 18.2.2] (g)
52	6/3/2018	Confidential CEO Update – Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.1] (i)
53	6/3/2018	Confidential CEO Update [Item 9.2] [s 90(3) (i)]
54	13/3/2018	Central Market Arcade Redevelopment Retail Study [Item 13.1.1] (b) & (d)
55	13/3/2018	Strategic Property Matter [item 13.1.2] (d)
56	20/3/2018	Strategic Partnership Opportunity [Item 9.1] (b) & (d)
57	20/3/2018	Strategic Review of UPark – Part 1 [Item 9.2] (b) & (d)
58	20/3/2018	Unsolicited Proposal Update [Item 9.3] (d)
59	24/3/2018	2018-19 Integrated Business Plan – Business & Commercial [Item 6.1] (b) & (d)
60	27/3/2018	Delegation of Authority – Award of Contract – Market to Riverbank Stage 2 [Item 18.1.1] (b)
61	27/3/2018	Strategic Property Matter [Item 18.1.2] (d)
62	3/4/2018	Strategic Procurement Matter [Item 8.1] (b)
63	17/4/2018	Strategic Property Matter [Item 8.1] (d)
64	17/4/2018	CEO Update [Item 8.2] (g)
65	20/4/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.2] (i)
66	24/4/2018	Adelaide City Council Audit Committee – 20/4/2018 [Item 18.1.1] (d) & (i)
67	24/4/2018	Strategic Procurement Matter [Item 18.2.1] (b)
68	24/4/2018	Lease Rundle Street [Item 18.2.2] (d)
69	1/5/2018	Central Market Arcade Redevelopment [Item 9.1] (b) & (d)
70	22/5/2018	UPark Business Initiative Update [Item 18.1.1] (b) & (d)
71	22/5/2018	Quarter 3 Commercial and Business Operations Report 2017-18 [Item 18.1.2] (b) & (d)
72	22/5/2018	Strategic Procurement Award of Contract - Provision of Borrowing facilities [Item 18.1.3] (b)
73	22/5/2018	Quarterly Confidential Council Decision Update [Item 18.1.4] (g)
74	5/6/2018	Event Request [Item 9.1] (d), (h) & (j)
75	12/6/2018	APLA Advice - 24/5/2018 – Tennis SA Landlord Consent [Item 14.1.1] (b), (d) & (h)
76	12/6/2018	Open Space Development Opportunity [Item 14.2.1] (b) & (d)
77	12/6/2018	Tennis SA Leasing Matters [Item 14.2.2] (b), (d) & (h)
78	16/6/2018	Strategic Property Matter [Item 5.1] (b) & (d)
79	16/6/2018	Strategic Property Matter [Item 5.2] (b) & (d)
80	19/6/2018	Golf Course Masterplan [Item 9.1] (b) & (d)
81	26/6/2018	Open Space Development Opportunity [s [Item 5.1] (b) & (d)
82	26/6/2018	Strategic Procurement Matter [Item 18.1.1] (b)
83	26/6/2018	Strategic Property Matter [88 O'Connell Street] [Item 18.1.2] (b) & (d)

Operative Confidentiality Orders – 2018/2019

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	10/7/2018	Open Space Development Opportunity [Item 14.1.1] [s 90(3) (b) & (d)]
2	17/7/2018	Strategic Property Matter [Item 9.1] [s 90 (3) (b) & (d)]
3	19/7/2018	Strategic Property Matter [Item 5.1] [s 90 (3) (b) & (d)]
4	24/7/2018	APLA - Advice 1 – Bonython Park EOI Results [Item 18.1.1] [s 90(3) (d)]
5	24/7/2018	APLA - Advice 2 - North Adelaide Golf Course Master Plan [Item 18.1.1] [s 90(3) (b) & (d)]
6	24/7/2018	Bonython Park EOI Results [Item 18.2.2] [s 90(3) (d)]
7	24/7/2018	Strategic Property Investigation [Item 18.2.3] [s 90(3) (b) & (d)]
8	24/7/2018	Draft North Adelaide Golf Course Master Plan for Public Consultation [Item 18.2.5] [s 90(3) (b)]
9	24/7/2018	Capital City Committee Update [Item 18.2.6] [s 90(3) (g)]
10	7/8/2018	CEO Update - Central Market Arcade Redevelopment [Item 8.1] [s 90(3) (b) & (d)]
11	7/8/2018	Strategic Property Matter [Item 8.2] [s 90(3) (b) & (d)]
12	14/8/2018	Audit Committee Report – 27/7/2018 - Update on Activities of the Strategic Risk and Internal Audit Group Meetings & Confidential Discussion with the Internal Auditor [Item 14.1.1] [s 90(3) (i) & (b)]
13	14/8/2018	Strategic Property Matter [Item 14.2.1] [s 90(3) (b) & (d)]
14	21/8/2018	Strategic Property Matter [Item 9.2] [s 90(3) (d)]
15	21/8/2018	Strategic Procurement Matter [Item 9.3] [s 90(3) (b)]
16	28/8/2018	APLA Advice – 23/8/2018 - Advice 1 – Confidential Property EOI Results [Item 18.1.1] [s 90(3) (d) and Advice 2 – Torrens Water Licence EOI Results [Item 18.1.1] [s 90(3) (d)]
17	28/8/2018	Quarter 4 Commercial and Business Operations Report 2017-18 [Item 18.2.1] [s 90(3) (b) & (d)]
18	28/8/2018	Torrens Water Licence EOI Results [Item 18.2.2] [s 90(3) (d)]
19	28/8/2018	Confidential Property EOI Results [Item 18.2.3] [s 90(3) (b) & (d)]
20	28/8/2018	Quarterly Open Confidential Council Decision Update [Item 18.2.4] [s 90(3) (g)]
21	4/9/2018	CEO Update - Telstra Smart Phone Booths [Item 8.2] [s 90(3) (b) & (h)]
22	4/9/2018	Strategic Property Matter [Item 8.3] [s 90(3) (b) & (d)]
23	11/9/2018	Strategic Property Matter [Item 14.1.1] [s 90(3) (b) & (h)]
24	11/9/2018	Extension of Licence and Permit Department of Planning, Transport and Infrastructure [Item 14.1.2] [s 90(3) (d)]
25	11/9/2018	Open Space Development Opportunity [Item 14.1.3] [s 90(3) (b) & (d)]
26	11/9/2018	Leasing Matter [Item 14.1.5] [s 90(3) (d)]
27	11/9/2018	CEO Performance Review [Item 14.1.6] [s 90(3) (a)]
28	25/9/2018	APLA Advice – 20/9/2018 - EOI Results for Mary Lee Park (Park 27B) [Item 18.1.1] [s 90(3) (d)]
29	25/9/2018	EOI Results for Mary Lee Park (Park 27B) [Item 18.2.1] [s 90(3) (d)]
30	5/10/2018	Confidential Discussion with External Auditors [Item 10.4] [s 90(3) (j)]
31	9/10/2018	Capital City Committee Update [Item 14.2.1] [s 90(3) (g)]
32	23/10/2018	APLA Advice – 18/10/2018 - Advice 1 – Strategic Licence Request [Item 5.1.1] [s 90(3) (d)]
33	23/10/2018	Strategic Licence Matter [Item 5.2.1] [s 90(3) (d)]
34	26/10/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 4.1] [s 90(3) (i)]
35	26/10/2018	Compliance Review [Item 4.3] [s 90(3) (d) & (e)]
36	27/11/2018	Audit Committee – Special Meeting 26/10/2018 [Item 18.1.1] [s 90(3) (i), (d) & (e)]
37	27/11/2018	Strategic Lease Matter [Item 18.2.2] [s 90(3) (d)]
38	11/12/2018	UPark Refurbishment and Façade Remediation Gawler Place - Prudential and Award of Contract Report [Item 18.2.1] [s 90(3) (b), (d) & (h)]
39	11/12/2018	2018-19 Quarter 1 Commercial and Business Operations Report [Item 18.2.2] [s 90(3) (b) & (d)]
40	15/1/2019	Strategic Property Matter [Item 5.1] [s 90(3) (b) & (d)]
41	15/1/2019	Strategic Property Matter [Item 6.1.2] [s 90(3) (b) & (d)]
42	29/1/2019	Advice of the Adelaide Park Lands Authority in Confidence – 24/1/2019 - Advice 1 to Note – Strategic Lease Matter [Item 18.1.2] [s90 (3) (d)]
43	29/1/2019	Strategic Lease Matter [Item 18.2.1] [s 90(3) (d)]
44	4/2/2019	Strategic Property Development [Item 4.1] [s 90(3) (b) & (d)]

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
45	4/2/2019	Strategic Property Matter [Item 4.2] [s 90(3) (b) & (d)]
46	4/2/2019	CEO Update – SMA - Legal Update [Item 5.1] [s 90(3) (h)]
47	5/2/2019	2018-19 Quarter 2 Business Operations Report [Item 8.1] [s 90(3) (b) & (d)]
48	12/2/2019	Recommendation of The Committee in Confidence – 5/2/2019 - Recommendation 1 2018-19 Quarter 2 Commercial and Business Operations Report [Item 14.1.1] [s90 (3) (b) & (d)]
49	12/2/2019	SMA Legal Update [Item 14.2.1] [s90 (3) (h)]
50	19/2/2019	Strategic Property Matter [Item 8.1] [s 90(3) (d)]
60	19/2/2019	Strategic Property Development [Item 9.1] [s 90(3) (b) & (d)]
51	22/2/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.1] [s 90(3) (i)]
52	23/2/2019	Strategic Property Matter [Item 4.1] [s 90(3) (b) & (d)]
53	23/2/2019	Strategic Property Matter [Item 4.2] [s 90(3) (b) & (d)]
54	26/2/2019	Recommendation of The Committee in Confidence – 19/2/2019 [Item 18.1.1] - Recommendation 1 - Strategic Property Matter [s90 (3) (d)]
55	26/2/2019	Advice/Recommendation of the Audit Committee in Confidence – 22/1/2019 - Advice 1 to Note – Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 18.1.2] [s90 (3) (i)]
56	5/3/2019	Strategic Property Matter [Item 8.2] [s 90(3) (b) & (d)]
57	5/3/2019	City of Music Laneway Naming [Item 8.4] [s 90(3) (a) & (b)]
58	5/3/2019	Partnership Proposals 2019-20 [Item 8.6] [s 90(3) (b)]
59	7/3/2019	Business Operations for the 2019-20 Integrated Business Plan [Item 5.1] [s 90(3) (b) & (d)]
60	12/3/2019	Recommendation of The Committee in Confidence – 5/3/2019 [Item 14.1.1] - Recommendation 1 New Recreation Space [s 90(3) (b)]
61	12/3/2019	Recommendation of The Committee in Confidence – 5/3/2019 [Item 14.1.1] - Recommendation 2 Strategic Property Matter [s 90(3) (b) & (d)]
62	12/3/2019	Recommendation of The Committee in Confidence – 5/3/2019 [Item 14.1.1] - Recommendation 3 Strategic Property Matter [s 90(3) (b) & (d)]
63	12/3/2019	Recommendation of The Committee in Confidence – 5/3/2019 [Item 14.1.1] - Recommendation 4 City of Music Laneway Naming [s 90(3) (a) & (b)]
64	12/3/2019	Recommendation of The Committee in Confidence – 5/3/2019 [Item 14.1.1] - Recommendation 5 Funding Submissions [s 90(3) (b)]
65	12/3/2019	Recommendation of The Committee in Confidence – 5/3/2019 [Item 14.1.1] - Recommendation 6 Partnership Proposals 2019-20 [s 90(3) (b)]
66	19/3/2019	Capital City Committee Update [Item 8.1] [s 90(3) (g)]
67	26/3/2019	Recommendation of The Committee in Confidence – 19/3/2019 [Item 18.1.1] - Recommendation 1 Capital City Committee Update [s90 (3) (g)]
68	16/4/2019	2018-19 Quarter 3 Business Operations Report [Item 8.1] [s 90(3) (b) & (d)]
69	16/4/2019	Adelaide Town Hall [Item 9.1] [s 90(3) (b) & (d)]
70	30/4/2019	Recommendation of The Committee in Confidence – 16/4/2019 [Item 18.1.1] - Recommendation 1 2018-19 Quarter 3 Business Operations Report [s90 (3) (b) & (d)]
71	3/5/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 10.1] [s 90(3) (i)]
72	7/5/2019	City of Music Laneway Naming [Item 8.1] [s 90(3) (a) & (b)]
73	14/5/2019	Recommendation of The Committee in Confidence – 7/5/2019 [Item 14.1.1] - Recommendation 1 City of Music Laneway Naming [s 90(3) (a) & (b)]
74	14/5/2019	Advice/Recommendation of the Audit Committee in Confidence – 3/5/2019 [Item 14.1.2] - Advice 1 to Note – Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90 (3) (i)]
75	4/6/2019	Strategic Property Matter [Item 8.1] [s 90(3) (b) & (d)]

	Date	Operative Confidentiality Order – Section (91) (7) of the <i>Local Government Act 1999</i> (SA) Subject Matter & Basis - Section 90(3) of the <i>Local Government Act 1999</i> (SA)
76	4/6/2019	CEO Verbal Update – Operational Matter [Item 8.2] [s 90(3) (a)]
77	11/6/2019	Capital City Committee update [Item 14.1.1] [s 90(3) (g)]
78	11/6/2019	Council’s Strategic Procurement Direction [Item 14.1.2] [s 90(3) (d)]
79	25/6/2019	Appointment of Chair to Rundle Mall Management Authority Board [Item 18.2.1] [s 90(3) (a)]

Operative Confidentiality Orders – 2019/2020

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	2/7/2019	Presentation – Commonwealth Games Feasibility Study [Item 5.1] [s 90(3) (j)]
2	19/7/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.1] [s 90(3) (i)]
3	19/7/2019	Internal Audit Progress Update [Item 9.2] [s 90(3) (b) & (d)]
4	23/7/2019	Strategic Event Matter [Item 8.1] [s 90(3) (d) & (j)]
5	23/7/2019	Discussion Forum Item - Strategic Property Review [Item 9.1] [s 90(3) (b) & (d)]
6	30/7/2019	Recommendation of The Committee in Confidence – 23/7/2019 - Recommendation 1 Strategic Event Matter [Item 18.1.1] [s 90(3) (d) & (i)]
7	30/7/2019	APLA Advice 1 to Note - EOI Results - Pelzer Park / Pityarilla (Park 19) & Peppermint Park / Wita Wirra (Park 18) [Item 18.1.2] [s 90(3) (d)]
8	30/7/2019	APLA Advice 2 to Note - Rymill Park Kiosk EOI Results [Item 18.1.2] [s 90(3) (d)]
9	30/7/2019	Advice/Recommendations of the Audit Committee – 19/7/2019 [Item 18.1.3] Recommendation 1 Report of the Audit Committee – 19 July 2019 [Item 18.1.3] [s 90(3) (b), (d) & (i)]
10	6/8/2019	Discussion Forum Item in Confidence - Strategic Property Investigations [Item 9.1] [s 90(3) (b) & (d)]
11	6/8/2019	2018-19 Quarter 4 Commercial and Business Operations Report [Item 8.1] [s 90(3) (b) & (d)]
12	6/8/2019	Rymill Park Kiosk EOI Results [Item 8.2] [s 90(3) (d)]
13	6/8/2019	Property Matter [Item 8.3] [s 90(3) (b)]
14	13/8/2019	Recommendations of The Committee in Confidence – 6/8/2019 [Item 14.1.1] Recommendation 1 2018-19 Quarter 4 Commercial and Business Operations Report [s 90(3) (b) & (d)]
15	13/8/2019	Recommendations of The Committee in Confidence – 6/8/2019 [Item 14.1.1] Recommendation 2 Rymill Park Kiosk EOI Results [s 90(3) (d)]
16	13/8/2019	Recommendations of The Committee in Confidence – 6/8/2019 [Item 14.1.1] Recommendation 3 Property Matter [s 90(3) (b)]
17	20/8/2019	Strategic Procurement Matter [Item 5.1] [s 90(3) (b) & (d)]
18	20/8/2019	Capital City Committee Update [Item 10.1] [s 90(3) (g) & (j)]
19	27/8/2019	Recommendations of The Committee in Confidence – 20/8/2019 [Item 18.1.1] Recommendation 1 Strategic Procurement Matter [s 90(3) (b) & (d)]
20	27/8/2019	Recommendations of The Committee in Confidence – 20/8/2019 [Item 18.1.1] Recommendation 2 Capital City Committee Update [s 90(3) (g) & (j)]
21	3/9/2019	Discussion Forum Items in Confidence - Strategic Property Matter Update [Item 4.1] [s 90(3) (b) & (d)]
22	3/9/2019	Discussion Forum Items in Confidence - Strategic Property Matter Update [Item 4.2] [s 90(3) (b) & (d)]
23	24/9/2019	Appointment of Independent Council Assessment Panel Members [Item 18.1.1] [s 90(3) (a)]
24	24/9/2019	CEO Performance Review [Item 18.1.2] [s 90(3) (a)]
25	1/10/2019	Discussion Forum Item in Confidence - Strategic Property Matter [Item 8.1] [s 90(3) (b) & (d)]
26	8/10/2019	Strategic Procurement Matter [Item 14.2.1] [s 90(3) (b) & (d)]
27	15/10/2019	Expression of Interest - Activating Eighty-Eight O'Connell [Item 8.1] [s 90(3) (d)]
28	22/10/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.1] [s 90(3) (i)]
29	22/10/2019	Appointment of Internal Auditor [Item 9.2] [s 90(3) (k)]
30	22/10/2019	Recommendation of The Committee in Confidence – 15/10/2019 - Recommendation 1 Expression of Interest – Activating Eighty-Eight O'Connell [Item 18.1.1] [s 90(3) (d)]
31	22/10/2019	Advice of the Audit Committee in Confidence – 22/10/2019 [Item 18.1.2] [s 90(3) (i) & (k)]
32	7/11/2019	Eighty-Eight O'Connell [Item 6.1] [s 90(3) (b) & (d)]
33	12/11/2019	2019-20 Quarter 1 Commercial Operations Report [Item 8.1] [s 90(3) (b)]
34	12/11/2019	EOI Results - Pelzer Park / Pityarilla (Park 19) & Peppermint Park / Wita Wirra (Park 18) [Item 8.2] [s 90(3) (d)]
35	12/11/2019	Capital City Committee Annual Report 2018-19 [Item 8.3] [s 90(3) (g) & (j)]
36	18/11/2019	Discussion on the 2018-19 Financial Statements including associated discussion with the External Auditor [Item 3.1] [s 90(3) (d)]

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
37	18/11/2019	Discussion Forum Item in Confidence -Eighty-Eight O'Connell [Item 4.1] [s 90(3) (b) & (d)]
38	18/11/2019	Eighty-Eight O'Connell [Item 5.1] [s 90(3) (b) & (d)]
39	19/11/2019	Recommendation of The Committee in Confidence – 12/11/2019 [Item 18.1.1] Recommendation 1 2019-20 Quarter 1 Commercial Operations Report [s 90(3) (b)]
40	19/11/2019	Recommendation of The Committee in Confidence – 12/11/2019 [Item 18.1.1] Recommendation 2 EOI Results - Pelzer Park / Pityarilla (Park 19) & Peppermint Park /Wita Wirra (Park 18) [s 90(3) (d)]
41	19/11/2019	Recommendation of The Committee in Confidence – 12/11/2019 [Item 18.1.1] Recommendation 3 Capital City Committee Annual Report 2018-19 [s 90(3) (g) & (j)]
42	19/11/2019	Recommendation of The Committee in Confidence – Special – 18/11/2019 - Recommendation 1 Eighty-Eight O'Connell [Item 18.1.2] [s 90(3) (b) & (d)]
43	19/11/2019	Advice of the Adelaide Park Lands Authority in Confidence – 24/10/2019 - Advice 1 EOI Results - Pelzer Park / Pityarilla (Park 19) & Peppermint Park / Wita Wirra(Park 18) [Item 18.1.3] [s 90(3) (d)]
44	19/11/2019	Access Indenture Topham Mall 2019 [Item 18.2.1] [s 90(3) (d)]
45	19/11/2019	Audit Committee Appointment of Independent Members [Item 18.2.2] [s 90(3) (a)]
46	26/11/2019	Moonta Street Funding [Item 8.1] [s 90(3) (j)]
47	28/11/2019	Discussion Forum Item in Confidence - Visitor Information Feasibility Study [Item 4.1] [s 90(3) (b) & (d)]
48	28/11/2019	Central Market Arcade Redevelopment [Item 5.1] [s 90(3) (b) & (d)]
49	28/11/2019	Recommendation of The Committee in Confidence – Special - 28/11/2019 - Recommendation 1 Central Market Arcade Redevelopment [Item 6.1.1] [s90(3) (b) & (d)]
50	3/12/2019	Lease Adelaide Visitor Information Centre [Item 8.1] [s 90(3) (d)]
51	10/12/2019	Recommendation of The Committee in Confidence – 26/11/2019 Recommendation 1 Moonta Street Funding [Item 18.1.1] [s 90(3) (j)]
52	10/12/2019	Recommendation of The Committee in Confidence – 3/12/2019 Recommendation 1 Lease Adelaide Visitor Information Centre [Item 18.1.2] [s 90(3) (d)]
53	10/12/2019	Citizen of the Year Awards [Item 18.2.1] [s 90(3) (a)]
54	28/1/2020	Rundle Street U-Park Remediation Award of Contract [Item 18.1.1] [s 90(3) (k)]
55	28/1/2020	E-Scooter Mobility Services Update – Legal Advice [Item 18.1.2] [s 90(3) (h)]
56	4/2/2020	2019-20 Planning and Development Fund Projects [Item 6.1] [s 90(3) (b)]
57	4/2/2020	Partnership Proposals 2019-20 [Item 6.2] [s 90(3) (b)]
58	7/2/2020	2019-20 Quarter 2 Commercial Operations Report [Item 9.1] [s 90(3) (b)]
59	7/2/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.2] [s 90(3) (i)]
60	11/2/2020	Advice of the Adelaide Park Lands Authority in Confidence – 6/2/2020 Advice of the Adelaide Park Lands Authority in Confidence - Advice 1 to Note – Adelaide High School – Expansion of Teaching Facilities [Item 18.1.1] [s 90(3) (d) & (j)]
61	11/2/2020	Advice/Recommendations of the Audit Committee – 7/2/2020 - Audit Committee Report – 7/2/2020[Item 18.1.2] [s 90(3) (b) & (i)]
62	11/2/2020	2019-20 Quarter 2 Commercial Operations Report [Item 18.2.1] [s 90(3) (b)]
63	11/2/2020	2019-20 Planning and Development Fund Projects [Item 18.2.2] [s 90(3) (b)]
64	11/2/2020	Partnership Proposals 2019-20 [Item 18.2.3] [s 90(3) (b)]
65	11/2/2020	Capital City Committee Update [Item 18.2.4] [s 90(3) (g) & (j)]
66	18/2/2020	Workshop in Confidence – 88 O'Connell [Item 6.1] [s 90(3) (b) & (d)]
67	3/3/2020	Strategic Leasing Matter [Item 6.1] [s 90(3) (d)]
68	10/3/2020	Advice of the Adelaide Park Lands Authority in Confidence – 5/3/2020 Advice of the Adelaide Park Lands Authority in Confidence - Advice 1 to Note – Bonython Park Kiosk EOI Results [Item 18.1.1] [s 90(3) (d)]
69	10/3/2020	Advice of the Adelaide Park Lands Authority in Confidence – 5/3/2020 Advice of the Adelaide Park Lands Authority in Confidence - Advice 2 to Note – Jolley's Boathouse – Lease & Capital Works Project [Item 18.1.1] [s 90(3) (d)]
70	10/3/2020	Strategic Leasing Matter – Presented to Committee 3/3/2020 [Item 18.2.1] [s 90(3) (d)]
71	10/3/2020	Corporate Complaint Preliminary Assessment [Item 18.2.3] [s 90(3) (h)]
72	17/3/2020	Workshop - Eighty Eight O'Connell [Item 6.1] [s 90(3) (b) & (d)]
73	17/3/2020	Workshop – Telecommunications Smarthub [Item 6.2] [s 90(3) (b) & (h)]

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
74	27/3/2020	CEO Update – Financial Impact COVID-19 [Item 5.1] [s 90(3) (b) & (e)]
75	7/4/2020	Telstra SmartHub Telephones [Item 7.1] [s 90(3) (b) & (h)]
76	7/4/2020	Bonython Park Kiosk EOI Results [Item 7.2] [s 90(3) (d)]
77	7/4/2020	Strategic Property Review [Item 7.3] [s 90(3) (b) & (d)]
78	14/4/2020	Telstra SmartHub Telephones – Presented to Committee on 7/4/2020 [Item 18.2.1] [s 90(3) (b) & (h)]
79	14/4/2020	Advice/Recommendation of the Audit Committee – 27/3/2020 [Item 18.1.1] [s 90(3) (b) & (e)]
80	14/4/2020	Bonython Park Kiosk EOI Results – Presented to Committee 7/4/2020 [Item 18.2.2] [s 90(3) (d)]
81	14/4/2020	Strategic Property Review – Presented to Committee 7/4/2020 [Item 18.2.3] [s 90(3) (b) & (d)]
82	17/4/2020	COVID-19 Update [Item 4.1] [s 90(3) (b) & (e)]
83	1/5/2020	Strategic Property Review [Item 10.1] [s 90(3) (b) & (d)]
84	1/5/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 11.1] [s 90(3) (i)]
85	5/5/2020	2019-20 Quarter 3 Commercial Operations Report [Item 7.1] [s 90(3) (b)]
86	12/5/2020	Advice/Recommendation of the Audit Committee – 17/4/2020 & 1/5/2020 [Item 18.1.1] [s 90(3) (b), (d), (e) & (i)]
87	12/5/2020	2019-20 Quarter 3 Commercial Operations Report [Item 18.2.1] [s 90(3) (b)]
88	2/6/2020	Strategic Property Matter [Item 6.1] [s 90(3) (b) & (d)]
89	2/6/2020	City of Music Laneway Naming [Item 6.2] [s 90(3) (a) & (d)]
90	9/6/2020	Strategic Property Matter – Presented to Committee 2/6/2020 [Item 12.1.1] [s 90(3) (b) & (d)]
91	9/6/2020	City of Music Laneway Naming - Presented to Committee 2/6/2020 [Item 12.1.2] [s 90(3) (a) & (d)]
92	9/6/2020	Capital City Committee Update [Item 12.1.3] [s 90(3) (g) & (j)]
93	16/6/2020	CEO Update - Litigation Update [Item 6.1] [s 90(3) (h) & (i)]
94	16/6/2020	Workshop - Ongoing Commercial Service Provision [Item 6.2] [s 90(3) (b) & (d)]
95	19/6/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 11.1] [s 90(3) (i)]
96	19/6/2020	Litigation Update [Item 11.2] [s 90(3) (i)]

Operative Confidentiality Orders – 2020/2021

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
1	7/7/2020	Whitmore Square Apartments [Item 6.1] [s 90(3) (b) & (d)] - Item presented to Committee for Council 14 July 2020 consideration and determination
2	7/7/2020	Review of E-Scooter Permit Decisions [Item 6.2] [s 90(3) (h)] - Item presented to Committee for Council 14 July 2020 consideration and determination
3	9/7/2020	Presiding Members Report – Contract Matter [Item 5.2] [s 90(3) (a)]
4	14/7/2020	Advice/Recommendation of the Audit Committee – 19/6/2020 [Item 12.1.1] [s 90(3) (i)]
5	14/7/2020	Whitmore Square Apartments – Presented to Committee 7/7/2020 [Item 12.2.1] [s 90(3) (b) & (d)]
6	14/7/2020	City Connector Deed of Agreement [Item 12.2.3] [s 90(3) (d)]
7	14/7/2020	Review of E-Scooter Permit Decisions – Presented to Committee – 7/7/2020 [Item 12.2.4] [s 90(3) (h)]
8	21/7/2020	Workshop in Confidence - Eighty Eight O'Connell – Project Update [Item 6.1] [s 90(3) (b) & (d)]
9	21/7/2020	Place Portfolio Update [Item 6.2] [s 90(3) (a) & (b)]
10	4/8/2020	Loungers Boatshed Cafe [Item 6.1] [s 90(3) (d)]
11	7/8/2020	E -Scooter Mobility Services [Item 6.2] [s 90(3) (d) & (h)]
12	7/8/2020	Provision of External Audit Services [Item 11.2] [s 90(3) (k)]
13	7/8/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 11.3] [s 90(3) (i)]
14	7/8/2020	Confidential Discussion with the Internal Auditor [Item 11.4] [s 90(3) (b)]
15	11/8/2020	Advice of the Adelaide Park Lands Authority in Confidence – 6/8/2020 - Advice 1 – Loungers Boatshed Café [Item 12.1.1] [s 90(3) (d)]
16	11/8/2020	Recommendations/Advice of the Audit Committee in Confidence – 7/8/2020 [Item 12.1.2] [s 90(3) (b), (d), (i) & (k)]
17	11/8/2020	Loungers Boatshed Cafe – Presented to Committee 4/8/2020 [Item 12.2.1] [s 90(3) (d)]
18	11/8/2020	Brown Hill and Keswick Creeks Stormwater Board - Board Member Appointments [Item 12.2.2] [s 90(3) (a)]
19	11/8/2020	E-Scooter Mobility Services – Presented to Committee 4/8/2020 [Item 12.2.3] [s 90(3) (d) & (h)]
20	11/8/2020	Capital City Committee Update [Item 12.2.4] [s 90(3) (g) & (j)]
21	25/8/2020	Central Market Arcade Redevelopment [Item 4.1] [s 90(3) (b) & (d)]
22	6/10/2020	Eighty Eight O'Connell Status Update [Item 7.1] [s 90(3) (b) & (d)]
22	6/10/2020	Renewal of Recycled Water Service - Award of Contract [Item 8.1] [s 90(3) (d)]
23	6/10/2020	Initiating the Representation Review [Item 8.2] [s 90(3) (k)]
24	9/10/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 10.1] [s 90(3) (i)]
25	9/10/2020	Confidential Discussion with External Auditors 2019-20 [s 90(3) (b)]
26	13/10/2020	Recommendations/Advice of the Audit Committee in Confidence – 9/10/2020 [Item 12.1.1] [s 90(3) (i) & (b)]
27	13/10/2020	Renewal of Recycled Water Service - Award of Contract – Presented to Committee 6/10/2021 [Item 12.2.1] [s 90(3) (d)]
28	13/10/2020	Initiating the Representation Review – Presented to Committee 6/10/2020 [Item 12.2.2] [s 90(3) (k)]
29	13/10/2020	Adelaide Park Lands Authority - membership appointments [Item 12.2.3] [s 90(3) (a)]
30	3/11/2020	Coring Works [Item 4.1] [s 90(3) (i)]
31	3/11/2020	Traffic Signal Maintenance Contract Extension [Item 7.1] [s 90(3) (b)]
32	3/11/2020	The Stables of Victoria Park – Leasing Matter [Item 7.2] [s 90(3) (d)]
33	3/11/2020	Central Market Arcade Redevelopment Project Update [Item 7.3] [s 90(3) (b) & (d)]
34	6/11/2020	Appointment of External Auditor [Item 10.1] [s 90(3) (k)]
35	10/11/2020	Recommendations/Advice of the Audit Committee in Confidence – 6/11/2020 [Item 12.1.1] [s 90(3) (k)]
36	10/11/2020	Traffic Signal Maintenance Contract Extension – Presented to Committee 3/11/2021 [Item 12.2.1] [s 90(3) (b)]

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
37	10/11/2020	The Stables of Victoria Park – Leasing Matter – Presented to Committee 3/11/2020 [Item 12.2.2] [s 90(3) (d)]
38	10/11/2020	Assignment of Lease [Item 12.2.3] [s 90(3) (b) & (d)]
39	10/11/2020	Capital City Committee Update [Item 12.2.4] [s 90(3) (j)]
40	10/11/2020	Appointment of Chairperson and Board Member to Adelaide Economic Development Agency [Item 12.2.4] [s 90(3) (a)]
41	17/11/2020	Workshop - A Place of Courage [Item 6.1] [s 90(3) (d)]
42	24/11/2020	Appointment of External Auditor [Item 3.1] [s 90(3) (k)]
43	8/12/2020	88 O'Connell Street [Item 4.1] [s 90(3) (b) & (d)]
44	8/12/2020	Activating Eighty Eight O'Connell [Item 7.1] [s 90(3) (d)]
45	8/12/2020	Unnamed public road off Tom's Court [Item 7.2] [s 90(3) (h)]
46	8/12/2020	Strategic Property Action Plan [Item 7.3] [s 90(3) (b) & (d)]
47	15/12/2020	Recommendation of the Special Audit Committee in Confidence – 24 November 2020 [Item 12.1.1] [s 90(3) (k)]
48	15/12/2020	Activating Eighty Eight O'Connell - Presented to Committee 8/12/2020 [Item 12.2.1] [s 90(3) (d)]
49	15/12/2020	Unnamed public road off Tom's Court - Presented to Committee 8/12/2020 [Item 12.2.2] [s 90(3) (h)]
50	15/12/2020	Contract Award Report - Moonta Street Construction [Item 12.2.3] [s 90(3) (d)]
51	15/12/2020	Strategic Property Action Plan - Presented to Committee 8/12/2020 [Item 12.2.4] [s 90(3) (b) & (d)]
52	28/1/2021	Contract Award Report – Supply of Sweepers [Item 12.1.1] [s 90(3) (d)]
53	28/1/2021	Capital City Committee Annual Report 2019-20 [Item 12.1.2] [s 90(3) (j)]
54	5/2/2021	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 10.1] [s 90(3) (i)]
55	9/2/2021	Recommendations/Advice of the Audit Committee in Confidence – 5 February 2021 [Item 12.1.1] - Recommendation/Advice 1 - Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s 90(3) (i)]
56	9/2/2021	Capital City Committee Update [Item 12.2.1] [s 90(3) (j)]
57	9/3/2021	Cultural Investigation Report [Item 12.2.1] [s 90(3) (a), (g) & (h)]
58	9/3/2021	Advice of the Adelaide Park Lands Authority in Confidence – 25 February 2021 - Advice 1 - Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra Park 12 [Item 12.1.1] [s 90(3) (b)]
59	23/3/2021	Legal Advice Discussion in relation to East-West Bikeway [Item 4.1] [s 90(3) (h)]
60	6/4/2021	Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) [Item 7.1] [s 90(3) (b)]
61	6/4/2021	Additional – Confidential CEO Update [Item 7.2] [s 90(3) (a)]
62	13/4/2021	Presiding Member's Report – CEO Update [Item 13.1] [s 90(3) (a) & (h)]
63	13/4/2021	Expression of Interest Results – Rowing Club Building – Red Gum Park / Karrawirra (Park 12) - Presented to Committee 6/4/2021 [Item 12.1.1] [s 90(3) (b)]
64	20/4/2021	CEO Update [Item 5.1.1] [s 90(3) (a) & (h)]
65	27/4/2021	CEO Update [Item 5.1.1] [s 90(3) (a), (g) & (h)]
66	30/4/2021	Workshop – Service Contestability [Item 9.1] [s 90(3) (e)]
67	30/4/2021	Workshop – Service Planning and Performance: Service Contestability Update and Approach [Item 9.2] [s 90(3) (e)]
68	30/4/2021	Activities of the Strategic Risk and Internal Audit Group Meetings [Item 9.3] [s 90(3) (i)]
69	4/5/2021	Physical Security Contract Extension [Item 7.1] [s 90(3) (b)]
70	4/5/2021	City Connector Deed of Agreement [Item 7.2] [s 90(3) (d)]
71	4/5/2021	2020-21 Quarter 3 Confidential Commercial Operations Report [Item 7.3] [s 90(3) (b)]
72	11/5/2021	Audit Committee Report in Confidence – 30 April 2021 [Item 12.1.1] [s 90(3) (e) & (i)]
73	11/5/2021	Physical Security Contract Extension - Presented to Committee 4/5/2021 [Item 12.2.1] [s 90(3) (b)]
74	11/5/2021	City Connector Deed of Agreement - Presented to Committee 4/5/2021 [Item 12.2.2] [s 90(3) (d)]
75	11/5/2021	2020-21 Quarter 3 Confidential Commercial Operations Report - Presented to Committee 4/5/2021 [Item 12.2.3] [s 90(3) (b)]

	Date	Operative Confidentiality Order – Section (91) (7) of the Local Government Act 1999 (SA) Subject Matter & Basis - Section 90(3) of the Local Government Act 1999 (SA)
76	1/6/2021	Cycling Infrastructure Opportunities [Item 7.1] [s 90(3) (g)]
77	1/6/2021	Contract Renewal - Christmas Decorations [Item 7.2] [s 90(3) (b) & (d)]
78	1/6/2021	Gawler Place Upark – Priority Works [Item 7.3] [s 90(3) (i)]
79	8/6/2021	Cycling Infrastructure Opportunities – Presented to Committee 1/6/2021 [Item 12.1.1] [s 90(3) (g)]
80	8/6/2021	Contract Renewal - Christmas Decorations - Presented to Committee 1/6/2021 [Item 12.1.2] [s 90(3) (b) & (d)]
81	8/6/2021	Gawler Place Upark – Priority Works - Presented to Committee 1/6/2021 [Item 12.1.3] [s 90(3) (i)]
82	29/6/2021	2021-2022 Business Plan and Budget – Review of Commercial Business Fees and Charges [Item 6.1.1] [s 90(3) (b)]
83	29/6/2021	Central Market Arcade Redevelopment/ Market Square [Item 6.1.2] [s 90(3) (b), (d) & (h)]
84	29/6/2021	Presiding Member’s Report - CEO Update [Item 6.1.3] [s 90(3) (a)]

Attachment A

External Funding 2020 - 2021

Audited Financial Statements & Auditor Independence
Subsidiary Annual Reports

- ACMA
- APLA
- AEDA
- BHKCSB

Item 5.8 - Attachment A

External Funding 2020 - 2021

The City of Adelaide works collaboratively with many partners. This strong partnership network will achieve a far greater impact than we could on our own. Key to these partnerships are grants and subsidies that are received from the Australian Government and South Australian Government.

During 2020 – 2021 the City of Adelaide's partnerships secured **nearly \$12 million** in external funding. They have contributed to valued community, cultural, environmental and wellbeing projects and services across the city and to a safer, more affordable, accessible and well-connected city for people of all ages and abilities.

In 2020 – 2021, Australian Government funding facilitated the renewal of Main North Road, a major connector road from the suburbs to the City of Adelaide. The Local Roads and Community Infrastructure Program was rolled out for the first time and our allocation funded the pedestrian safety upgrade and shared traffic zone project of Chesser Street, Coromandel Place and French Street. Funding also increased greening the city through the Halifax Street protuberances, which also supported safer pedestrian movements and the road resurfacing of Sussex Street.

South Australian Government funding included a focus on economic support initiatives to assist businesses impacted by restrictions due to COVID-19 and to activate the city. This was in addition to funding for projects ranging from school immunisations, libraries and River Torrens recovery.

The City of Adelaide acknowledges with appreciation these key commitments and partnerships which support Council's delivery of outcomes for our commercial ratepayers and approximately 26,127 residents, as well as metropolitan, regional, interstate and international visitors to our city.

Council is continuously seeking to work with the Australian Government and South Australian Government to support a range of key projects, partnerships and infrastructure that will deliver the best outcomes for our community and stimulate the City's economy.

External Funding

Description	Services (\$'000)	Capital Projects (\$'000)
Australian Government Funding		
Local Government Financial Assistance Grants	\$531	\$1,029
Financial Assistance - Roads to Recovery		\$256
Adelaide City Deals*		\$1,000
Community Home Support Program	\$245	
South Australian Government Funding		
Aboriginal and Torres Strait Islander Creative Culture Practices	\$50	
Adelaide City Vibrancy Outdoor Activation	\$300	
Art Publication Grant Offer*	\$100	
Blackspot Funding		\$555
Biodiversity Sensitive Urban Design Grant	\$25	
Events Infrastructure Rundle and Rymill Parks*		\$1,108
Library Materials Grant		\$15
Local Roads and Community Investment Grant		\$304
North Adelaide Golf Club Irrigation Grant*		\$216
Park Lands Related Activities Subsidy	\$1,613	
Paxtons Walk Revitalisation*		\$2,200
Quentin Kenihan Changing Places		\$150
Reviving Adelaide's West End Stage 1*		\$358
SA Council Modernisation Grant*	\$72	
School Immunisation program	\$84	
State Library Operating Grant	\$217	
State Library Capital Grant		\$261
Turning Gray Street Green	\$9	
Support Economic Recovery - Event Infrastructure	\$50	
Support Economic Recovery - Extended Fire Pockets Program*	\$50	
Support Economic Recovery - Mainstreet Revitalisation and Improvement*	\$200	
Support Greening & Cooling in CBD*	\$40	
Torrens Carp Harvest Program*	\$30	
Urban River Recovery Program*	\$18	
Vulnerable and Homeless Project	\$42	
Water Sustainability		\$75
Well Being Wallets for City Residents*	\$75	
Work Well Wellbeing Support for Small Business Owners*	\$100	
Other Funding Sources		
Adelaide Youth Support Program	\$36	
LGA Mutual Liability Scheme (ACP Panel Cladding Review)*	\$110	
Workers Compensation Scheme Funding*	\$171	
	\$4,168	\$7,527

*Funding received but project to be completed in later years

City of Adelaide Audited Financial Statements
for the year ended 30 June 2021

*** to be inserted following approval by Audit Committee and Council*

Item 5.8 - Attachment A

Audit & Risk Committee Terms of Reference

ITEM 5.9 05/10/2021
The Committee

Strategic Alignment - Enabling Priorities

Program Contact:
Mick Petrovski, Manager,
Governance 8203 7119

2019/02483
Public

Approving Officer:
Amanda McIlroy, Chief Operating
Officer

EXECUTIVE SUMMARY

On 17 June 2021 the *Statutes Amendment (Local Government Review) Act 2021* (the Amendment Act) was assented to by The Governor of South Australia. The Amendment Act contains the most significant changes to local government legislation since the introduction of the *Local Government Act 1999 (SA)*.

In response to the amendments and specifically amendments to section 126 of the *Local Government Act 1999 (SA)*, the Audit Committee Terms of Reference have been reviewed and updated. Additional updates have been made based on best practice or to provide further clarity.

While the updated Terms of Reference do not materially change the functions of the Audit Committee, this report provides an opportunity to review the proposed changes and seeks a recommendation to Council to adopt the updated Terms of Reference.

The updated Terms of Reference were discussed with the Audit Committee at their special meeting on 15 September and the ordinary meeting on 8 October 2021.

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The following recommendation will be presented to Council on 12 October 2021 for consideration

That Council

1. Adopts the Terms of Reference as contained in Attachment A to Item # on the Agenda for the meeting of the Council held on 12 October 2021.
 2. Notes the change in name from 'Audit Committee' to 'Audit and Risk Committee' in accordance with updated legislative provisions of section 126 of the *Local Government Act 1999 (SA)*.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities The role of the City of Adelaide is to uphold the values of integrity and accountability. To ensure that the Council delivers services to the community as a leader, advocate, and facilitator by maintaining a transparent decision-making process.
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
21/22 Budget Allocation	Not as a result of this report
Proposed 22/23 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
21/22 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. On 17 June 2021 the *Statutes Amendment (Local Government Review) Act 2021* (the Amendment Act) was assented to by The Governor of South Australia. The Amendment Act contains the most significant changes to local government legislation since the introduction of the *Local Government Act 1999 (SA)*.
2. The commencement date of the Amendment Act is being proclaimed in stages, with some changes not implemented till 2023.
3. In response to the amendments (specifically amendments to section 126 of the *Local Government Act 1999 (SA)* (the Act)), it was timely to review the Terms of Reference for the Audit Committee. The Terms of Reference have subsequently been updated based on the updated legislative provisions, best practice and to provide further clarity. The revised Terms of Reference are provided in **Attachment A**.
4. In addition to these updates, the name of the Audit Committee is proposed to change to the 'Audit and Risk Committee' in accordance with the change proposed to section 126(1) of the Act.
5. The updated Terms of Reference do not change the purpose and function of the Audit Committee. The material changes are summarised in Summary of Changes (Link 1 view [here](#)), however the remainder of the changes are simple formatting changes made to provide clarity. The current Terms of Reference can be viewed at Link 2 view [here](#).
6. The Terms of Reference are intended to assist the Audit and Risk Committee, Council and its community understand the mandate in relation to the committee's specific responsibilities.
7. The Audit and Risk Committee will continue to provide an important independent role between Council and management and between Council and its community. The Audit and Risk Committee has no authority to act independently of Council and can only act in areas covered by its Terms of Reference.
8. The Audit and Risk Committee will continue to play a critical role in the financial reporting framework of the Council by overseeing and monitoring the participation of management and external auditors in the financial reporting process. The Audit and Risk Committee will continue to address issues such as the approach being taken by the Council and management to address risk, corporate and financial governance responsibilities and legal compliance in the areas of:
 - 8.1. Financial Reporting
 - 8.2. Internal Controls and Risk Management Systems
 - 8.3. Management Plans and Business Plans
 - 8.4. Internal Audit
 - 8.5. External Audit
 - 8.6. Other Functions
9. The updated Terms of Reference were discussed with the Audit Committee at the special meeting on 15 September 2021. Feedback from the Audit Committee has been incorporated into the Terms of Reference which will be further considered at the meeting on 8 October 2021.
10. There is currently one independent member vacancy due to the resignation of Ross Haslam in June 2021 and should Council adopt the updated Terms of Reference, an additional independent member may be appointed. A separate report is presented to this meeting of Council (Item #) to appoint independent member(s).

DATA AND SUPPORTING INFORMATION

Link 1 – Summary of Changes

Link 2 – Current Audit Committee Terms of Reference

ATTACHMENTS

Attachment A – Audit & Risk Committee Terms of Reference

- END OF REPORT -



City of Adelaide

Audit and Risk Committee Terms of Reference 2021

1. Establishment and purpose

- 1.1. The Audit and Risk Committee is a formally appointed committee of the City of Adelaide (CoA), pursuant to Section 126 of the *Local Government Act 1999 (SA)* (the Act).
- 1.2. The purpose of the Audit and Risk Committee is to provide independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters.
- 1.3. The Audit and Risk Committee does not have executive powers or authority to implement actions in areas which management has responsibility.
- 1.4. The Audit and Risk Committee does not have any delegated financial responsibility or any management functions and is, therefore, independent from management.
- 1.5. The Audit and Risk Committee will report to Council and provide appropriate advice and recommendations on matters relevant to its Terms of Reference to facilitate informed decision making in relation to discharging its legislative responsibilities and duties.

2. Membership

- 2.1. Members of the Audit and Risk Committee are appointed by Council in accordance with section 126(2) of the Act and these Terms of Reference. The Committee shall consist of six members:
 - 2.1.1. The Lord Mayor
 - 2.1.2. One Councillor
 - 2.1.3. Four Independent Members.
- 2.2. Members of the Audit and Risk Committee (when considered as a whole) must have skills, knowledge and experience relevant to the functions of the Audit and Risk Committee, including financial management, risk management, governance and ideally be familiar with the reporting requirements of Local Government.
- 2.3. Recruitment of Independent Members will be undertaken by Administration in accordance with approved recruitment best practice and relevant policies and procedures. Once completed, a recommendation(s) for appointment will be put to Council for decision.
- 2.4. Criteria used to select Members will have regard to diversity and representation principles.
- 2.5. Appointments of Independent Members shall be for a term of up to four years. Four years is the preferred term however consideration will be given to shorter terms to enable staggering of potential reappointment dates and to ensure there is continuity of experience on the committee.



- Appointees may be reappointed by Council for a further term (or terms) however consecutive service cannot exceed 8 years.
- 2.6. Appointments of Council Members shall be for a term of two years. The appointees may be reappointed for another term which cannot exceed the term of Council.
 - 2.7. New Members will be provided with appropriate induction training determined by the Chief Executive Officer or their delegate.
 - 2.8. Training will be offered to all members on an ongoing basis where relevant to City of Adelaide business and as approved by the Chief Executive Officer.
 - 2.9. Proxy members for the Lord Mayor and Council Member may be appointed to the Audit and Risk Committee by the Council. The proxies appointed will be able to act for either Lord Mayor or the Council Member appointed.

Role of the Audit and Risk Committee

3. Financial Reporting

- 3.1. Monitor the integrity of the financial statements of the Council, reviewing significant financial reporting issues and judgements which they contain.
- 3.2. Review any report obtained by Council under section 48(1) of the Act in accordance with Council's Prudential Management Policy.
- 3.3. Review and challenge where necessary:
 - 3.3.1. The consistency of, and any changes to, accounting policies both on a year on year basis.
 - 3.3.2. The methods used to account for significant or unusual transactions where different approaches are possible.
 - 3.3.3. Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor.
 - 3.3.4. The clarity of disclosure in the Council's financial reports and the context in which statements are made.
 - 3.3.5. All material information presented with the financial statements, such as the operating and financial review and the corporate governance statement (insofar as it relates to audit and risk management).

4. Internal Control and Risk Management Systems

- 4.1. Keep under review the effectiveness of the Council's internal controls and risk management systems.
- 4.2. Review the effectiveness of policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.



CITY OF
ADELAIDE

- 4.3. Receive reports on the activities of the Executive Strategic Risk and Internal Audit Group.
- 4.4. Monitor the responsiveness to recommendations for improvement based on previous audits and risk assessments, including those raised by Council's auditor.

5. Management Plans and Business Plans

- 5.1. Review and provide advice on the Council's Strategic Management Plans, Integrated Business Plan, Long Term Financial Plan and Asset Management Plans.
- 5.2. Monitor and review the effective delivery of these plans.

6. Internal Audit

- 6.1. Monitor and review the effectiveness of the Council's Internal Audit Work Plan and function in the context of the Council's overall risk management system.
- 6.2. Receive Full Reports on all Internal Audit projects and monitor management's responsiveness to the findings and recommendation of the Internal Auditor.
- 6.3. Meet with the Internal Audit Partner at least once a year, without management being present, to discuss any issues arising from the Internal Audits carried out during the year. In addition, the Internal Audit Partner shall be given the right of direct access to the Lord Mayor and the Presiding Member of the Audit Committee.
- 6.4. Review the selection process for the Internal Auditor. Appointment of Internal Auditor is the responsibility of management in accordance with Council's procurement framework. If the Internal Auditor resigns, the Audit Committee shall investigate the issues leading to the resignation and decide whether any action is required.

7. External Audit

- 7.1. Consider and make recommendations to the Council, in relation to the appointment, reappointment, scope of engagement and removal of the Council's External Auditor in accordance with section 128-130 of the Act.
- 7.2. Oversee the relationship with the External Auditor, including, but not limited to:
 - 7.2.1. Endorsing the audit timetable and audit plan.
 - 7.2.2. Recommending the approval of the external auditor's terms of engagement, including any engagement letter issued at the commencement of each audit and the scope of the audit.
 - 7.2.3. Assessing the external auditor's independence and objectivity considering relevant professional and regulatory requirements and the extent of Council's relationship with the auditor, including the provision of any non-audit services.



- 7.2.4. Satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Council (other than in the ordinary course of business).
- 7.2.5. Monitoring the external auditor's compliance with legislative requirements on the rotation of individuals in accordance with section 128(6) of the Act.
- 7.2.6. Assessing the external auditor's qualifications, expertise and resources and the effectiveness of the audit process (which shall include a report from the external auditor on the Audit and Risk Committee's own internal quality procedures).
- 7.3. Meet as needed with the External Auditor and at least once a year meet without management being present to discuss issues arising from the External Audit.
- 7.4. Review the findings of the External Audit with the External Auditor, including a discussion on any major issues which arose during the audit, any accounting and audit judgements and levels of errors identified during the audit.
- 7.5. Review the Report to the Chief Executive Officer and management's response to the External Auditor's findings and recommendations.
- 7.6. Review any representation letter(s) requested by the External Auditor before they are signed by management.
- 7.7. Review the effectiveness of the External Audit and oversee actions to follow-up on matters raised by the External Auditor.

8. Other functions

- 8.1. Make recommendations to Council on the exercise of Council's powers under Section 130A of the Act, in relation to the conduct of Economy Audits that would not otherwise be addressed or included as part of an annual External Audit.
- 8.2. Review, advise and approve (where appropriate) relevant components of Council's Annual Report including:
- 8.2.1. Annual financial statements for Council and subsidiaries.
- 8.2.2. Internal control and risk statements (where appropriate).
- 8.3. Give due consideration to laws and regulations of the *Local Government Act 1999 (SA)*.

9. Presiding Member

- 9.1. Will be an Independent Member and appointed by Council for a term as decided by Council. Council may decide to extend the appointment noting a member cannot exceed two terms of appointment (as per clause 2.5).



- 9.2. The Audit and Risk Committee may make an appointment to the position of Deputy Presiding Member for a term as determined by the Audit and Risk Committee.
- 9.3. If the Presiding Member is absent from a meeting, the Deputy Presiding Member (if such position exists) will preside at that meeting. If there is no position of Deputy Presiding Member, or both the Presiding Member and the Deputy Presiding Member are absent from a meeting, then a member of the Audit and Risk Committee chosen from those present will preside at the meeting until the Presiding Member (or Deputy Presiding Member, if relevant) is present.
- 9.4. Has responsibility, along with the Chief Executive Officer, for the execution of the 'Independence of External Auditor' declaration as part of the end of financial year audit process.
- 9.5. Will oversee and facilitate the conduct of meetings in accordance with the *Local Government Act 1999 (SA)*, the *Local Government (Procedures at Meetings) Regulations 2013* and these Terms of Reference.
- 9.6. Will ensure all Committee members have an opportunity to participate in discussions in an open and encouraging manner.

10. Sitting Fees

- 10.1. Sitting fees will be reviewed and set by Council for within 6 months of the General Election. Professional fees will also be paid for the advice and attendance of the Internal and External Auditors at the Audit and Risk Committee. There are no associated sitting fees for the Lord Mayor or Councillor appointed to the Audit and Risk Committee.

Meetings

11. Scheduling and Public Access

- 11.1. **Frequency of meetings** – the Audit and Risk Committee shall meet at least six times per year, on dates and times determined by the Audit and Risk Committee.
- 11.2. **Change to meeting schedule** - The Chief Executive Officer is authorised to vary the meeting schedule after liaison with the Audit and Risk Committee Presiding Member.
- 11.3. **Cancellation of meeting** - The Chief Executive Officer is authorised to not call a meeting of the Audit and Risk Committee within the meeting schedule should the Committee have no matters for consideration.
- 11.4. **Special Meeting** - A Special Meeting of the Audit and Risk Committee may be called in accordance with the section 87 of the *Local Government Act 1999 (SA)*.
- 11.5. **Public Access to Meetings** – In accordance with the principles of open, transparent and informed decision making, Audit and Risk Committee Meetings must be conducted in a place open to the public. All meetings (unless conducted via electronic means) will be held in the Colonel Light Room as per the City of Adelaide Standing Orders.



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12. Notice and documents

- 12.1. Notice confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Audit and Risk Committee and made public, no later than three ordinary days before the date of the meeting. Supporting papers shall be sent to the Audit and Risk Committee Members (and to other attendees as appropriate) at the same time.
- 12.2. The agenda and minutes of Audit and Risk Committee meetings, subject to any items that are discussed in confidence under Section 90 of the Act and subsequently retained as confidential under Section 91 of the Act, are also required to be made available to the public.
- 12.3. The Chief Executive Officer shall ensure that the proceedings and resolutions of all meetings of the Audit and Risk Committee, including the names of those present and in attendance are included in the minutes and that the minutes otherwise comply with the *Local Government Act 1999 (SA)* and the *Local Government (Procedures at Meetings) Regulations 2013*.
- 12.4. Minutes of the Audit and Risk Committee meetings shall be circulated within five ordinary days after a meeting to all members of the Audit and Risk Committee and to all Council Members and will (as appropriate) be available to the public.

13. Meeting Procedures

- 13.1. The Council has resolved to apply Parts 1, 3 and 4 of the *Local Government (Procedures at Meetings) Regulations 2013* to the Audit and Risk Committee.
- 13.2. Insofar as the Act, the Regulations, the Code of Practice for Meeting Procedures (within the City of Adelaide Standing Orders) or these Terms of Reference do not prescribe the procedure to be observed in relation to the conduct of a meeting of the Audit and Risk Committee, the Audit and Risk Committee may determine its own procedure.
- 13.3. The quorum necessary for the transaction of business shall be half plus 1 of the total number of members appointed to the Audit and Risk Committee. Quorum will also only be met if the majority of members present are independent members. Quorum must be present within 30 minutes of the scheduled start time for the meeting to proceed. A duly convened meeting of the Audit and Risk Committee at which quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Audit and Risk Committee.
- 13.4. Only members of the Audit and Risk Committee are entitled to vote in Committee meetings. Unless otherwise required by the Act not to vote, each member must vote on every matter that is before the Committee for decision.
- 13.5. Proxy members (appointed as per clause 2.8) attend in an observer capacity only. A proxy member will have a vote when the member of the Audit and Risk Committee they are proxy for, is not present.



CITY OF
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- 13.6. Subject to clause 13.3 (quorum) all decisions of the Audit and Risk Committee shall be made based on a majority of the members present.
- 13.7. Every member of the Committee has a deliberative vote only. In the event of a tied vote the person presiding at the meeting does not have a second or casting vote and the matter will be considered lost.
- 13.8. Any decision of the Committee which does not arise from a recommendation of a Council officer must be supported in the minutes of the meeting by clear reasons for the decision.
- 13.9. The Chief Executive Officer, Directors and other CoA employees may attend any meeting as observers or be responsible for preparing papers for the Audit and Risk Committee.
- 13.10. The Council's Internal and External Auditors may be invited to attend meetings of the Audit and Risk Committee.

14. Reporting and Accountability

- 14.1. The Audit and Risk Committee shall report to the Council after every meeting to identify and present advice and recommendations. The Presiding Member shall attend these meetings and talk on these matters, as and when required.
- 14.2. The Chief Executive Officer will identify matters, further to those matters covered elsewhere in these Terms of Reference, to be reported to the Audit Committee in detail where those matters are considered to be of material effect, have a material impact on the operation of Council as an elected body (eg impact on policies relating to Council Members) or have significant impact on Council's operations.
- 14.3. The Audit and Risk Committee Presiding Member shall present the Annual Financial Statements to Council and provide comment on the veracity of Council's financial statements and conduct of the external audit as required by section 8 of these Terms of reference.
- 14.4. At least once a year, ensure the Audit and Risk Committee will review its own performance, membership, and Terms of Reference to ensure it is operating at maximum effectiveness. The Presiding Member will provide a report to Council summarising its activities for the year including any recommended changes it considers necessary to the Council for approval. The Presiding Member will be present at that meeting of Council to support the report submitted
- 14.5. The Chief Executive Officer may undertake a review of the effectiveness and performance of the Audit and Risk Committee including a review of the Terms of Reference. This review must be undertaken by an external party appointed by the Chief Executive Officer in consultation with the Lord Mayor. The Council will be informed that a review is being undertaken and the outcome of the review.

15. Other Matters

- 15.1. The Chief Executive Officer shall provide sufficient administrative resources to the Audit and Risk Committee to enable it to adequately carry out its functions.

CITY OF
ADELAIDE

- 15.2. The Audit and Risk Committee shall have access, at the Council's expense, to legal advice or other professional advice on any matter within its Terms of Reference.
- 15.3. All members of the Committee, even independent members must, comply with the Code of Conduct for Council Members comply with the conflict of interest provisions of the Act. In particular, sections 62 (general duties), 63 (code of conduct) and 73, 74, 75 and 75A (conflicts of interest), must be observed.

Item 5.9 - Attachment A

Exclusion of the Public

ITEM 6.1 05/10/2021
The Committee

Program Contact:
 Mick Petrovski, Manager
 Governance 8203 7119

2018/04291
 Public

Approving Officer:
 Clare Mockler, 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 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 Contract Award - Adelaide Free Wi-Fi [section 90(3) (d) of the Act]

The Order to Exclude for Item 7.1

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

ORDER TO EXCLUDE FOR ITEM 7.1

THAT THE COMMITTEE

1. 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 5 October 2021 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 7.1 [Contract Award - Adelaide Free Wi-Fi] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

Grounds and Basis

The disclosure of information in this report could reasonably prejudice the commercial position and identity of the contractor who supplied 'commercial in confidence' material containing commercial pricing and methodology information. This report contains reference to 'commercial in confidence' tender response documentation, disclosure of which at this point in time may confer a commercial advantage on a third party, prejudice the ability for Council to undertake/participate in future discussion or negotiation and prejudice the Council's commercial position and opportunity to discuss or negotiate an option yet to be determined by the Council at this point in time.

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 will result in release of contractor commercial pricing and methodology information, a competitor receiving the information to the detriment of the interested parties and the person who supplied the information at this point in time (and for approximately three years from the date of this report) and because the disclosure of Council's commercial position may severely prejudice Council's ability to discuss/participate or influence a proposal for the benefit of the Council and the community in this matter.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of The Committee dated 5 October 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 [Contract Award - Adelaide Free Wi-Fi] 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.
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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 matter is submitted seeking consideration in confidence.
 - 6.1 Information contained in Item 7.1 – Contract Award - Adelaide Free Wi-Fi
 - 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) (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

ATTACHMENTS

Nil

- END OF REPORT -

Confidential Item 7.1

Contract Award - Adelaide Free Wi-Fi

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

Pages 282 to 289
