



# THE COMMITTEE AGENDA & REPORTS

for the Special meeting

Tuesday 7 December 2021  
at 6.30 pm

in the Colonel Light Room  
Adelaide Town Hall

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

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**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**

Nil

**3. Discussion Forum Items**

[Workshop](#)

Strategic Alignment – Enabling Priorities

**3.1.** 2022 – 2023 Business Plan and Budget [2021/00122] [Page 2]

**4. Closure**

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# Enabling Priorities

2022 - 2023 Business Plan and Budget



# Purpose

## Session Overview

1. How we are planning for 2022-2023
  - What's new
  - What we are delivering
  - Recovery Principles
  - Maintaining COVID-19 support
  
2. Project opportunities
  - Service overview
  - Project funding categories
  - Prioritisation
  - Online portal
  
3. Next steps
  - Council engagement
  - Next steps

# Key Question

### KEY QUESTION

#### **Prioritisation Framework**

Is there any other areas for assessment that should be included in the Prioritisation Framework?

### KEY QUESTION

#### **Council Member Online Engagement**

What other information may be useful to support the review of “project opportunities” and to inform consideration of ‘other projects for consideration”

## 2022 - 2023 Business Plan and Budget

# Implications

Implication	Comment
Policy	Not as a result of this workshop.
Consultation	Consultation is required on Council's Business Plan and Budget.
Resource	Not as a result of this workshop.
Risk / Legal / Legislative	Council is required to adopt annual priorities, an Annual Plan and budget as per the <i>Local Government Act 1999 (SA)</i> .
Opportunities	Not as a result of this workshop.

## 2022 - 2023 Business Plan and Budget

# Budget / Financial Implications

Implication	Comment
21/22 Budget Allocation	Not as a result of this workshop.
21/22 Budget Reconsideration (if applicable)	Not as a result of this workshop.
Proposed 22/23 Budget Allocation	Not as a result of this workshop.
Ongoing Costs (eg maintenance cost)	Not as a result of this workshop.
Other Funding Sources	Not as a result of this workshop.

# How we are planning for 2022 - 2023

## What's new

- Administration has been focussed on building the City of Adelaide Service Delivery Plan (SDP), which provides a four year view across our Services.
- The SDP will show for each service the priorities, community expectations, Business Activities, Strategic and Capital Projects, performance measures and annual costs.
- The four year SDP contains the information required to adopt the 2022 – 2023 Business Plan and Budget.
- This year we are providing Council with our draft Planning opportunities in advance of budget decisions, to be made in early 2022.
- **The pre-engagement on planning opportunities alongside the provision of community insights gives Council Members greater visibility and transparency of information, to enable informed decisions on focus areas and funding allocations.**
- Another new component being provided to Council Members is an expansion of our Business Activities list of deliverables, which will provide greater oversight across the cost of services and builds on previous years information, where only Operating Activities were outlined.

At this point in our planning process, our proposed Business Activities and Projects are Draft. Details for Strategic and Capital projects are still being finalised and as such for the purposes of giving this information to Council Members in advance, we consider the information collected to date as 'potential opportunities' for Council to consider in the New Year.



## 2022 - 2023 Business Plan and Budget

# How we are planning for 2022 - 2023

## What we are delivering

COST OF SERVICE Name of Function	FTE		Direct \$'000s		Indirect \$'000s		Total Nett
	direct	indirect	expend.	income	mgmt.	corp.	
Carbon Neutral Council and Community	3.64	1.77	(\$877)	\$4	(\$39)	(\$429)	(\$1,340)
Sustainable and Climate Resilient City	5.20	1.88	(\$1,323)	\$5	(\$50)	(\$436)	(\$1,804)
<b>TOTAL</b>	<b>8.84</b>	<b>3.64</b>	<b>(\$2,200)</b>	<b>\$9</b>	<b>(\$89)</b>	<b>(\$865)</b>	<b>(\$3,145)</b>

  

OPERATING ACTIVITIES		Parent Function	
<i>costs embedded in cost of service table on previous page</i>			
Carbon Neutral Adelaide		Carbon Neutral Council and Community	(\$738,258)
		Sustainable and Climate Resilient City	(\$593,500)
<b>TOTAL</b>			<b>(\$1,331,758)</b>

  

STRATEGIC PROJECTS		
Energy Assessment Pilot Program		(\$185,000)
<b>TOTAL</b>		<b>(\$185,000)</b>

  

CAPITAL PROJECTS		
Renewal and Replacement of Assets		N/A
New and Upgraded Assets		N/A
Projects commenced in previous years (continuing this year)		N/A
<b>TOTAL</b>		<b>-</b>

Example  
from  
**21/22**

*detailed list of deliverables*

Before we seek Council Member input into the 2022 – 2023 budget, we will be sharing information on our **Draft planning**. This includes

- Expanded list of Business Activities, inclusive of Operating Activities
- Strategic and Capital Project opportunities

Collectively this information forms “**what we are delivering**” for each service in the BP&B.

# How we are planning for 2022 - 2023

## Recovery Principles

The principles seek to ensure an equitable approach to rating, a prudent approach to the utilisation of borrowings and proceeds from the sale of assets, and sustainable investment in our infrastructure and delivery of services.

- Our rates, fees and charges approach is fair and equitable
- Financial borrowings adjusted to stimulate growth
- Proceeds from selling underperforming assets will build a 'future fund'
- Asset renewals will be prioritised based on audit condition and risk
- Asset enhancements will be delivered through partnerships
- We will seek government funding for new infrastructure
- Our service delivery will reflect the needs of the community
- Investment is prioritised to support recovery

Council approved Recovery principles in June 2020 to guide Council's future decision making in light of COVID-10 and to support Council's long term financial sustainability.

# How we are planning for 2022 - 2023

## Maintaining COVID-19 support

The 2021 – 2022 Business Plan and Budget focused on supporting our city and the people we serve to grow and recover from COVID-19. Highlights included:

- Delivering fair and equitable rates, fees and charges
- A balanced budget and building a surplus for future generations
- Stimulating growth in the City's economy through major investments
- A range of activations – including 'Splash' and AEDA initiatives
- Outdoor Activation Grants and Event infrastructure funding
- Activating mainstreets, the City and Park Lands through curated events and experiences that promote vibrancy, visitation and neighbourhood connections.

In 2022 – 2023 the City of Adelaide will continue to play an important role in ensuring our City, our community and businesses can continue to grow and recover from the impacts of COVID-19, with a focus on bringing people back to the City, economic growth and community health and wellbeing.

## 2022 - 2023 Business Plan and Budget

# Project opportunities

## Prioritisation – Strategic Focus areas

### Committee workshop outcomes

#### More focus

2.05 Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the City **+9**

2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities **+6**

4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces **+6**

5.06 Review Council services to balance efficiencies with meeting community expectations **+5**

1.08, 1.11, 3.11, 4.08 and 5.05 **+3**

#### Less Focus

4.04 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure **-5**

1.05 Support health and housing for vulnerable people and young people **-4 +1**

5.02 Demonstrate bold governance leadership in the Local Government Sector **-4**

1.04, 5.09 **-3**    1.07, 4.07 **-2**    1.02 **-2 +1**

4.02 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy **+3 & -3**

At the Committee workshop held on the 16 November 2021, Council Members were asked to participate in an interactive exercise to indicate the Strategic Plan Key Actions they felt should have **more focus** and **less focus** on.

## 2022 - 2023 Business Plan and Budget

# Project opportunities

### Service overview of project opportunities

	Strategic					Capital				
	<\$100k	\$100k - \$500k	\$500k - \$1m	\$1m - \$4m	> \$4m	<\$100k	\$100k - \$500k	\$500k - \$1m	\$1m - \$4m	> \$4m
Arts, Culture and Events	2		1			1	6	1		
Community Development	1						1			
Community Safety	1								1	
Environmental Sustainability		1					2			
Library Services			1							
Park Lands and Open Space	1	1				1	3		1	1
Parking	2	1				3	1	1	1	
Planning, Building and Heritage	2					1				
Property Management and Development	1	2				1	1	1		1
Resource Recovery and Waste Management				1						
Social and Economic Planning	3	1								
Sports and Recreation						1	5		1	
Streets and Transportation	2					13	6			
Corporate Services (combined)	1	2		1						

*The total number of projects identified in this table are indicative from the planning / draft stage of building*

# Project opportunities

## Prioritisation - Framework

### Strategic Alignment

Scale of prioritisation is:

- Identified as **targeted strategic objective**
- Identified as a **strategic objective**
- **Strategic Plan Focus areas**

### Risk Exposure

Risk exposure is assessed in line with CoA Corporate Risk Rating Framework, based on impact and likelihood of the following categories:

- **Financial**
- **Public safety / employee safety**
- **Environment**
- **Reputational / brand image / political**
- **Service Delivery**

### Engagement

Assessed in accordance with standard rating based on community expectation.

- **Very High** (Actively engaged community involvement through a formal community engagement process with very high expectation that this project will be delivered)
- **Low** (Community has no level of interest in involvement)

### Potential Users

Estimated user demand considers the number of current or future users.

- **High:** Generally users benefiting is greater than two-thirds of available audience or Citywide
- **Medium:** Generally users benefiting is greater than one-third of available audience or Local
- **Low:** Generally users benefiting is less than one-third of available audience or Limited Users.

## 2022 - 2023 Business Plan and Budget

# Project opportunities

## Prioritisation - Framework

### Location

**Significant:** Generally central in terms of social/economic network or prominent location with car parking, public transport and trail linkages

**Moderate:** Generally moderate significance in terms of social/economic network or semi-prominent location with car parking

**Limited:** Generally limited significance in terms of social/economic network or location of limited prominence with limited car parking

### Summary

Prioritisation Criteria	Max Points
Alignment with Strategic Outcomes	10.5
Risk Exposure	9
Stakeholder / Community Expectations	3
Volume/ Number of Potential Users	3
Locational Importance	3
<b>Total maximum points a project could receive</b>	<b>25.5</b>

## KEY QUESTION

Is there anything other areas that should be included in the prioritisation framework for assessing projects?

# Project opportunities

## Online Portal

An online portal is being developed to increase visibility over the deliverables drafted in the 4 year Service Delivery Plan and the project opportunities identified for 2022 – 2023.

This portal will be contained within the already existing Council Member SharePoint page.

### Information provided to Council Members will include:

- Capital Works – ‘one pagers’ on each project opportunity that has been drafted
- Strategic Projects – proposals aligned to services and the Strategic Plan
- Business Activities – an expanded list of deliverables, contained within the cost of each service and aligned to functions. The previously named ‘Operating Activities’ will be embedded in this section
- Service Insights – representing the insights from our community from recent surveys and engagements
- Service outcome statements – describe what the service aims to achieve
- A static map indicating some of the opportunities drafted
- Other supporting information (ie adopted Strategic Plan, LTFP)

### Key points:

- Accessed via the current Council Member SharePoint page (internal only)
- Document library of Project Opportunities and Business activities
- Access to an online form to submit feedback



## 2022 - 2023 Business Plan and Budget

# Next Steps

## Council Member online engagement

### feedback form

**2022-23 Business Plan and Budget Projects**

For Council Members to submit their project ideas for the 2022-23 Business Plan and Budget - "what's missing" from the provided list of draft projects.

Hi Michael, when you submit this form, the owner will see your name and email address.

\* Required

1. Project title \*

Enter your answer

2. What is this project about? \*

Enter your answer

Council Members will have an opportunity to submit feedback the proposed business activities and projects.

Council Members will be asked some high level questions about what feedback they have on the proposed list of business activities and projects and an opportunity to propose additional projects.

The online portal will open the week commencing 13 December 2021 until mid January 2022.

## KEY QUESTION

Council Member feedback on what further information may be useful to support the review of Project Opportunities and to submit feedback.

## 2022 - 2023 Business Plan and Budget

# Next Steps

## Timeframes

● Planning (service delivery) 
 ● Projects 
 ● Budget Build 
 ● Capital / Infrastructure 
 ● Subsidiary 
 ● Engagement

