



# CITY FINANCE AND GOVERNANCE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday, 16 July 2024

at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith  
Councillor Dr Siebentritt (Chair)  
Councillor Elliott (Deputy Chair)  
Councillors Abrahamzadeh, Couros, Davis, Giles, Hou, Li, Martin, Noon and Snape

**1. Acknowledgement of Country**

At the opening of the City Finance and Governance 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**

On Leave -

Councillors Elliott and Siebentritt

**3. Confirmation of Minutes - 18/6/2024**

That the Minutes of the meeting of the City Finance and Governance Committee held on 18 June 2024, be taken as read and be confirmed as an accurate record of proceedings.

View public [18 June 2024 Minutes](#).

**4. Declaration of Conflict of Interest**

**5. Deputations**

**6. Workshops**

Nil

**7. Reports for Recommendation to Council**

7.1	AEDA Review Implementation Plan Update Report	4 - 15
7.2	Night Time Entertainment Economy	16 - 31

**8. Reports for Noting**

Nil

**9. Exclusion of the Public** 32 - 34

In accordance with sections 90(2), (3) and (7) of the *Local Government Act 1999* (SA) the City Finance and Governance Committee will consider whether to discuss in confidence the reports contained within section 10 of this Agenda.

**10. Confidential Reports for Noting**

10.1 Capital City Committee Update [s 90(3) ((g), (j))]

35 - 38

**11. Closure**

## AEDA Review Implementation Update Report

Strategic Alignment - Our Corporation

Public

**Tuesday, 16 July 2024**

City Finance and Governance Committee

**Program Contact:**

Greg Ratsch, General Manager  
Adelaide Economic Development Agency

**Approving Officer:**

Anthony Spartalis, Acting Chief  
Operating Officer

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## EXECUTIVE SUMMARY

This report details the progress made in implementing the Adelaide Economic Development Agency (AEDA) Review Recommendations.

At its meeting on 24 October 2023, Council endorsed the AEDA Review Implementation Plan (the Plan) which outlines how each recommendation from the Deloitte and KPMG reviews of AEDA will be addressed. As part of that resolution, Administration committed to providing implementation update reports to Council in March 2024 and July 2024.

This report outlines the progress made from mid-February to mid-May 2024 in implementing the Adelaide Economic Development Agency (AEDA) Review Recommendations, with 25 out of the 36 actionable recommendations completed and the remaining 11 actions in progress.

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## RECOMMENDATION

The following recommendation will be presented to Council on 23 July 2024 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the progress made to date on the AEDA Review Implementation Plan as outlined in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 July 2024.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment - Our Corporation Strategic Alignment - Our Economy
Policy	Not as a result of this report
Consultation	Council and the AEDA Board discussed a range of matters on 30 January 2024 in a workshop that focused on recommendations that were strategic in nature.
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
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 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
24/25 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. The Adelaide Economic Development Agency (AEDA) Review Implementation Plan (the Plan) was endorsed by Council at its 24 October 2023 meeting. As part of that resolution, the Administration committed to providing implementation update reports to Council in March 2024 and July 2024.
2. In line with this commitment, progress on the implementation of the review recommendations was reported to the Audit and Risk Committee on 16 February 2024 and to Council on 26 March 2024.
3. This report outlines the progress made from February 2024 to May 2024 in implementing the AEDA Review Recommendations as reported to the Audit and Risk Committee on 14 June 2024 and is recommended for noting by Council on 23 July 2024.

## AEDA Implementation Plan Update

4. **Attachment A** updates the status of the recommendations in the AEDA Review Implementation Plan.
5. Of the 36 actionable recommendations, 25 have been completed since Council endorsed the AEDA Review Implementation Plan on 24 October 2023. 7 actionable recommendations have been completed since the last report to the City Finance and Governance Committee on 19 March 2024.
  - 5.1. The 7 recommendations which have been completed since the 19 March 2024 report are:
    - 5.1.1. **Action 4** - Better employ operational AEDA KPIs, measured against appropriate baselines (including more rigorous project, financial and timeline variation reporting)
    - 5.1.2. **Action 5e** - Review marketing and event management services panel contracts to meet both AEDA and CoA business needs
    - 5.1.3. **Action 6** - Develop a brand guideline, in collaboration with CoA
    - 5.1.4. **Action 6a** - Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders)
    - 5.1.5. **Action 7b** - Ensure more active, timely engagement with traders in developing AEDA's events and campaign program
    - 5.1.6. **Action 8** - Review and enhance AEDA's capability to provide strategic economic insights for the city
    - 5.1.7. **Action 8a** - Expand the AEDA Data and Insights function from one staff member to a team
  - 5.2. Further information on these recommendations can be found in the updated AEDA Review Implementation Plan (**Attachment A**) while key activity since mid-February is summarised below.
6. In response to **Action 4** and **Action 7b**, a project/campaign brief template was implemented in AEDA to ensure consistency across the Agency in developing projects and campaigns, and approaches to internal and external stakeholder engagement. The status of these briefs is reported monthly at AEDA Executive meetings and identifies potential or impending budget or project variations.
7. Further to **Action 9d** '*revisit the original plan and approach for the new Experience Adelaide Visitor Centre*' at its 23 April 2024 meeting Council considered a revised model for the Experience Adelaide Visitor Centre and endorsed the proposed approach of a Council-supported-not-for-profit model.
8. **Action 6** and **Action 6a** were completed by finalising the City of Adelaide Brand Architecture project.
  - 8.1. The project reviewed all City of Adelaide's brands, sub-brands and business brands (i.e. ACMA, UPark, AEDA etc) to improve customer visibility of the services CoA provides or supports, enable clear communication with customers, and ensuring the City of Adelaide and subsidiaries including AEDA are considered "easy to do with business with".
  - 8.2. AEDA was consulted on AEDA brand positioning to strengthen the relationship between the CoA and AEDA brands, while also maintaining AEDA's brand independence.
  - 8.3. On 9 April 2024, the AEDA Board endorsed the final draft of the CoA Brand Architecture Project.

### Anticipated action completion

9. In response to **Action 5c** and the combined **Action 5d / 7d** a review commissioned by the City of Adelaide on Council's placemaking and local economic activation (including subsidiary activities, Mainstreets, Precincts etc.) is in progress. The Acting Chief Executive Officer has approved a completion date extension from 31 May 2024 to 31 October 2024 in line with completion of the independent review.

10. To finalise **Action 4b** the Chair of the Audit and Risk Committee is being briefed on how the measures introduced consequent to the AEDA Review map to the Audit and Risk Committee Terms of Reference. The Acting Chief Operating Officer has arranged to meet with the ARC Chair to deliver this briefing. The Acting Chief Executive Officer has approved a completion date extension from 31 May 2024 to 31 August 2024 to accommodate this meeting.
11. Council endorsed the draft City of Adelaide Economic Development Strategy for public consultation, which closed on 31 May 2024. In response, AEDA has resumed development of its Strategic Plan including consideration of the Economic Development Strategy. An AEDA Board Strategic Planning workshop was undertaken in June 2024 that will inform the first draft of the Strategic Plan. This will facilitate finalisation of **Actions 2 – 2d** of the AEDA Review Implementation Plan.
12. An update report on the implementation of the AEDA Review Recommendations was provided to the Audit and Risk Committee (ARC) at its meeting on Friday 14 June 2024 for noting.
13. Further information, including completion notes and progress updates, on these recommendations can be found in the AEDA Review Implementation Plan (**Attachment A**).

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## DATA AND SUPPORTING INFORMATION

Nil

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## ATTACHMENTS

**Attachment A** – AEDA Review Implementation Plan

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- END OF REPORT -

Action no.	Recommendation	Review	Rec. No.	Responsibility	Update	Expected completion date	Priority rating	Lead officer
<b>1</b>	<b>Economic Development Strategy / Policy</b>							
1	* Develop an overarching CoA Economic Development Strategy (which would underpin AEDA priorities, targets, measures and deliverables) * Develop City Economic Development policy	Deloitte KPMG	D5 K1	CoA	On 26 March 2024, Council endorsed the draft EDS for public consultation. Public consultation was open until 31 May 2024.  The draft Economic Development Strategy was presented to the City Planning, Development and Business Affairs Committee on 2 July 2024 but endorsement was deferred pending clarification around whether CoA or AEDA have lead responsibility for certain specific actions.	September-24	Immediate	Director, City Shaping
a	Develop further CoA strategies to indirectly drive economic growth (eg. strategies for residential population growth, housing)	Deloitte	D6	CoA	In response to the City of Adelaide Strategic Plan 2024 to 2028, Council has also progressed development of a series of Strategies. These include: <ul style="list-style-type: none"> <li>The City of Adelaide Housing Strategy: Investing in Our Housing Future – endorsed in February 2024.</li> <li>The City of Adelaide Integrated Climate Strategy 2030 – endorsed June 2024.</li> <li>The City of Adelaide City Plan - Adelaide 2036 is currently out for consultation.</li> </ul>	June-24	Immediate	Director, City Shaping
<b>2</b>	<b>AEDA Strategic Plan</b>							
2	Develop the AEDA Strategic Plan	KPMG	K2	AEDA	Following Council's endorsement of the draft City of Adelaide Economic Development Strategy, public consultation was opened on 23 April 2023. AEDA has now resumed the development of the AEDA Strategic Plan. A workshop with the AEDA Board is currently being scheduled for June 2024 that will inform the first draft of the Strategic Plan.	August-24	High	General Manager, AEDA
a	Better target strategic AEDA KPIs towards economic development outcomes	Deloitte	D15	AEDA	Indicators will flow from developing work on the EDS and incorporated within AEDA's Strategic Plan where relevant to do so.  Following Council's endorsement of the draft City of Adelaide Economic Development Strategy, public consultation was opened on 23 April 2024. AEDA has now resumed the development of the AEDA Strategic Plan. A workshop with the AEDA Board is currently being scheduled for June 2024 that will inform the first draft of the Strategic Plan.	August-24	High	General Manager, AEDA
b	Develop the AEDA Long Term Financial Plan	KPMG	K3	AEDA	Discrete component of the AEDA Strategic Plan and developed in parallel.  Following Council's endorsement of the draft City of Adelaide Economic Development Strategy, public consultation was opened on 23 April 2024. AEDA has now resumed the development of the AEDA Strategic Plan. A workshop with the AEDA Board is currently being scheduled for June 2024 that will inform the first draft of the Strategic Plan.	August-24	High	General Manager, AEDA



c	* Diversify economic development activation activities (beyond current retail focus) * Investigate additional investment opportunities (for funding from other bodies and government to deliver more, and more diverse, economic growth services)	Deloitte KPMG	D8 K11	AEDA	Priorities and opportunities will come out of the development of the AEDA Strategic Plan and Long-Term Financial Plan.  Following Council's endorsement of the draft City of Adelaide Economic Development Strategy, public consultation was opened on 23 April 2024. AEDA has now resumed the development of the AEDA Strategic Plan. A workshop with the AEDA Board is currently being scheduled for June 2024 that will inform the first draft of the Strategic Plan.	August-24	High	General Manager, AEDA
d	Conduct a review of current AEDA resourcing and requirements	KPMG	K6	AEDA	AEDA's Strategic Plan will determine AEDA's priorities and therefore inform resourcing requirements.  Following Council's endorsement of the draft City of Adelaide Economic Development Strategy, public consultation was opened on 23 April 2024. AEDA has now resumed the development of the AEDA Strategic Plan. A workshop with the AEDA Board is currently being scheduled for June 2024 that will inform the first draft of the Strategic Plan.	August-24	High	General Manager, AEDA
<b>3</b>	<b>AEDA - Council decision making and reporting</b>							
3	* Develop streamlined and structured approval between the Board and the CoA  * Review and simplify Executive reporting structures between AEDA and the CoA	KPMG Deloitte	K17 D3	Both	An extension was granted by the CEO for this action as it was scheduled for further discussion at the 30 January 2024 workshop.  A policy on the administration of funding has been developed and was endorsed by Council at its meeting on 11 June 2024. The policy provides greater clarity around approvals and funding delegations.  A structural change within the City of Adelaide has occurred post AEDA Reviews with the AEDA General Manager now reporting into the Chief Operating Officer of Corporate Services. This ensures consistency amongst the subsidiaries of the City of Adelaide and provides greater clarity on direct reporting lines.  These actions have now been completed.	Completed	High	Chief Operating Officer General Manager, AEDA  Chief Operating Officer General Manager, AEDA
a	AEDA General Manager and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee	KPMG	K12	CoA	The AEDA Chair and General Manager now have a standing invitation to present the quarterly progress report to the City Finance and Governance Committee.  This action is completed.	Completed	Immediate	Chief Executive Officer
b	Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings	KPMG	K13	CoA	A discussion was had with the Lord Mayor who expressed her preference for an e-news to go out post AEDA Board meeting highlighting key items.  AEDA are responsible for writing and distributing the e-news.  This action is completed.	Completed	Immediate	Lord Mayor
c	Ensure more targeted AEDA reporting to Council (relevant and aligned to economic activities and with sufficient evidence support)	Deloitte	D13	Both	AEDA reviewed the information provided in its quarterly reports to now include: <ul style="list-style-type: none"> <li>Reporting against its projected budget for that quarter</li> <li>Any upcoming risks and opportunities. These risks could be project or operational based.</li> <li>Item that has been delivered within that quarter and relevant results from those activities.</li> </ul> In addition to this, the City of Adelaide is currently reviewing how the corporate quarterly reports are structured. Any changes relevant to AEDA for improvement of the quarterly reports will be adopted.  The development of AEDA's Strategic Plan will also ensure more targeted reporting that is aligned to economic activities.  This action is completed	Completed	Medium	Chief Operating Officer General Manager, AEDA
<b>4</b>	<b>AEDA Governance performance and accountability</b>							

4	Better employ operational AEDA KPIs, measured against appropriate baselines (including more rigorous project, financial and timeline variation reporting)	Deloitte	D16	Both	<p>A project brief template has been developed by the AEDA Executive team and implemented via an AEDA all staff meeting held on 14 March 2024. This template aims to ensure consistency in the development and reporting of projects within AEDA.</p> <p>The status of these briefs are reported monthly at the AEDA Executive meeting as a formal mechanism for reporting any potential or impending budget or project variations.</p> <p>This action is completed.</p>	Completed	Medium	Chief Operating Officer General Manager, AEDA
a	Ensure CoA Governance has greater oversight at initial stages of key AEDA operational processes	Deloitte	D11	CoA	<p>An internal workshop between AEDA staff and Corporate Governance staff occurred on 7 December 2023 and confirmed AEDA is included in CoA assurance review processes, testing controls, and audits and policy reviews. These encompass grant funding, procurement processes, and risk assessments for staged events, per the Deloitte recommendation. Additionally, in Q3 2023/4 Corporate Governance will develop a compliance register for AEDA against the Charter and Schedule 2 of the Local Government Act. This will be an additional assurance mechanism, and also help clarify decision-making responsibilities between the AEDA Board and Council, as recommended in the KPMG review.</p> <p>This action is completed</p>	Completed	Low	Chief Operating Officer
b	Clearly define risk and mitigation strategies required by the Audit and Risk Committee	Deloitte	D14	CoA	<p>The Deloitte review observed that AEDA reporting is focused on event outcomes and not necessarily on AEDA's strategic / operational /business risk profiles and mitigation strategies, or assurance and control processes.</p> <p>AEDA quarterly reporting was also reviewed with Corporate Services following similar feedback from the Audit and Risk Committee in early 2023. Since Q1 2023/24 AEDA Quarterly reports now provide:</p> <ul style="list-style-type: none"> <li>• AEDA's financials for that quarter - to demonstrate if the subsidiary is tracking against the projected budget presented to Council via the Annual Business Plan and Budget process.</li> <li>• Identifying current risks and opportunities</li> <li>• Reporting against AEDA's BP&amp;B Key Performance Indicators.</li> </ul> <p>In addition to this, Corporate Governance is currently undertaking a review of Council's Strategic Risk Register which incorporates Council's subsidiaries.</p> <p>The Chair of the Audit and Risk Committee is being briefed on how the measures that have been introduced through this Review map back to the Audit and Risk Committee Terms of Reference. The Acting Chief Executive Officer has approved a completion date extension from 31 May 2024 to 31 August 2024 to accommodate this meeting.</p>	August -24	Medium	Chief Operating Officer
c	Define risk-based requirements for justifying key grant, sponsorship and campaign financing decisions (systematising risk-assessment of funding decisions)	Deloitte	D2	Both	<p>Deloitte recommended that CoA with AEDA should define requirements for how key financial decisions are to be justified (based on value /nature) and who is required to approve these decisions. For example, large grants / sponsorships to go through consistent business case and evaluation process.</p> <p>A similar finding was provided out of Council's internal audit process of all City of Adelaide (and subsidiary) grants/funding. Council's internal auditor, KPMG, recommended that the CoA consider streamlining approval processes for all CoA grant programs with consideration of the current Delegation of Authority. The finding also advised that there is an opportunity to streamline AEDA related grants to operate within the delegated authority of the AEDA Board where deemed appropriate.</p> <p>To enact these findings, a corporate wide funding policy was developed and endorsed by Council at its 11 June 2024 meeting. The policy ensures consistency in the administration of funds across Council and its subsidiaries and provide clarity around delegated authority for funding decision i.e. does it require a Council decision or does it fall under Director or Associate Director delegation?</p> <p>AEDA has also developed a project brief template that will require staff to undertake risk assessments of their proposed projects and campaigns to ensure a consistent decision-making process across the Agency.</p>	Completed	Immediate	General Manager, AEDA Chief Operating Officer

d	Implement an ongoing assurance model for AEDA	Deloitte	D12	CoA	Corporate Governance are currently undertaking a strategic risk management review. The requirement for the City of Adelaide (and its subsidiaries) to have an assurance model will be determined by this review.	End of 2024	Low	General Manager, AEDA Chief Operating Officer
e	Undertake an internal audit on AEDA's administration of grant allocation	Deloitte	D12a	Both	An audit of grant processes within Council, including AEDA, was undertaken by Council's internal auditor, KPMG, as part of Council's 2023-24 audit program.  This action has now been completed.	Completed	Medium	General Manager, AEDA Chief Operating Officer
f	Provide a detailed breakdown of budget allocation that aligns actions to progress and accountability.	KPMG	K15	AEDA	In early 2023, CoA quarterly reporting (including that of subsidiaries) was reviewed with Corporate Services, and a new quarterly reporting format has been endorsed by ARC and CFG. Since Q1 2023/24 AEDA Quarterly reports now provide: <ul style="list-style-type: none"> <li>AEDA's financials for that quarter - to demonstrate if the subsidiary is tracking against the projected budget presented to Council via the Annual Business Plan and Budget process.</li> <li>Identifying current risks and opportunities</li> <li>Reporting against AEDA's BP&amp;B Key Performance Indicators.</li> </ul> This action has now been completed.	Completed	High	General Manager, AEDA
<b>5</b>	<b>Clarify AEDA - CoA roles and responsibilities</b>							
a	Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA)	Deloitte	D9	Both	A terms of reference between the City of Adelaide Marketing and AEDA Marketing team has now been formalized and shared amongst the teams.  Grant administration will be guided by the funding policy that Council endorsed at its 11 June 2024 meeting.  This action is completed.	Completed	Low	General Manager, AEDA Chief Operating Officer
b	Articulate and document AEDA and CoA marketing units respective roles, responsibilities and collaboration principles	Deloitte	D21	Both	A terms of reference between the City of Adelaide Marketing and AEDA Marketing team has been formalised and shared amongst the teams.  This action is completed.	Completed	High	General Manager, AEDA Chief Operating Officer
c	Investigate the options and benefits of merging the City Experience team into the AEDA model	KPMG	K8	CoA	An outcome from the 30 January 2024 workshop between Council Members and the AEDA Board was to undertake an in-depth Review, led by the City of Adelaide and supported by AEDA, on how Council and its subsidiaries support placemaking and local economic activation within the City of Adelaide (including Mainstreets, Precincts, Associations etc.) This Placemaking Review is in progress.  An extension from 31 May 2024 to 31 October 2024 has been granted by the A/CEO reflecting expected completion of the Placemaking Review	Oct-24	Medium	CEO/ COO/ MD AEDA
d	Explore moving Mainstreets, Precincts, and Place Co-ordinators to AEDA  <i>(Action combined with Action 7d)</i>	KPMG	K9	CoA	An outcome from the 30 January 2024 workshop between Council Members and the AEDA Board was to undertake an in-depth review, led by the City of Adelaide and supported by AEDA, on how Council and its subsidiaries supports placemaking and local economic activation within the City of Adelaide (including Mainstreets, Precincts, Associations etc.). This Placemaking Review is in progress.  An extension from 31 May 2024 to 31 October 2024 has been granted by the A/CEO reflecting expected completion of the Placemaking Review.	Oct-24	Medium	CEO/ COO/ MD AEDA

e	Review marketing and event management services panel contracts to meet both AEDA and CoA business needs	Deloitte	D17	CoA	<p>An internal assessment of current marketing and event management service contracts (for contracts that form part of a panel or suite) confirmed that these contracts are being procured, communicated, and leveraged between AEDA and City of Adelaide Marketing business units in a manner that is compliant with the CoA Procurement Policy.</p> <p>For service contracts that relate to events, the AEDA Rundle Mall team and the CoA Events Team will communicate relevant procurement opportunities via the Events and Festivals Coordination Group (EFCG) (an internal cross portfolio working group). An example of this occurred recently with a tender Rundle Mall ran for a suite of agencies that could deliver event related services. Representatives from the CoA events team were notified of the successful agencies they could engage with by a Rundle Mall representative at an EFCG meeting in December 2023.</p> <p>CoA Procurement have confirmed that AEDA is following procurement processes and engaging with them when it comes to initiating or reviewing current Tenders.</p> <p>This action is completed.</p>	Completed	Low	General Manager, AEDA Chief Operating Officer
<b>6</b>	<b>AEDA branding</b>							
6	Develop a brand guideline, in collaboration with the CoA	KPMG	K18	Both	<p>City of Adelaide (CoA) Marketing presented to the AEDA Board a revised draft of the Brand Architecture project on 9 April 2024. The AEDA Board supported the proposed recommendation for AEDA to proceed as an endorsed brand of the City of Adelaide and for Rundle Mall to proceed as an individual brand.</p> <p>The CoA Marketing team have prepared a final report on the Brand Architecture, having incorporated the preferences of the AEDA Board and presented this to the CoA Executive team on 20 May 2024.</p> <p>This action is now completed.</p>	Completed	High	General Manager, AEDA Chief Operating Officer
a	Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders)	Deloitte	D20	Both	<p>City of Adelaide Marketing presented to the AEDA Board a revised draft of the Brand Architecture project on 9 April 2024. The AEDA Board supported the proposed recommendation for AEDA to proceed as an endorsed brand of the City of Adelaide and for Rundle Mall to proceed as an individual brand.</p> <p>The CoA Marketing team have now prepared a final report on the Brand Architecture, having incorporated the preferences of the AEDA Board, and presented to the CoA Executive team on 20 May 2024.</p> <p>This action is now completed.</p>	Completed	High	General Manager, AEDA Chief Operating Officer
b	Ensure CoA is acknowledged as the key funding body for large events and campaigns	Deloitte	D7	AEDA	<p>This is already included in funding agreements with festival and event organisers, and other sponsorship recipients.</p> <p>This action is completed.</p>	Completed	Immediate	General Manager, AEDA
<b>7</b>	<b>Improved AEDA stakeholder engagement</b>							

a	Review, expand, and strengthen alliances with key strategic partners	KPMG	K10	AEDA	<p>AEDA currently has formalised partnerships with organisations such as Renew Adelaide, Festival City Adelaide, SouthStart, Business Events Adelaide, StudyAdelaide, The University of Adelaide/ThinCLab and MTP Connect. These partnerships enable the Agency to efficiently deliver initiatives that increase economic activity within the city by leveraging off the industry specific partners.</p> <p>AEDA is also continuously engaging with organisations outside of formalised agreements to deliver mutually benefited outcomes for the City, such as the Property Council and Committee for Adelaide. Regular communication is maintained with various industry associations, including the Restaurant and Catering Association, Hotels Industry Association, Business SA, TICSA, and others, to mutually support each other.</p> <p>In addition to these organisations, AEDA continues to work with Government Departments such as Department of Trade and Investment, Department of Premier and Cabinet, SA Small Business Commissioner and Department of Industry and Skills and their Office of Small and Family Business. Recent key activities have involved collaborative investor pitches; promoting opportunities to small business through the delivery of the State's Small Business Strategy and supporting the State of Mind Campaign to attract skills to the state.</p> <p>The AEDA Strategic Plan gives opportunity to articulate, systematise and formalise these relationships, and the Plan should reflect the AEDA approach to these relationships. However, the opportunity to strengthen alliances and partnership is ongoing and continues to happen.</p> <p>Existing resources are employed to support new and/or expand on existing strategic opportunities through a continued transparent merit-based allocation model, the AEDA Strategic Partnership Program, and other non- financial partnership opportunities.</p> <p>This action is completed.</p>	Completed	Medium	General Manager, AEDA
b	Ensure more active, timely engagement with traders in developing AEDA's events and campaign program	Deloitte	D18	AEDA	<p>A Project/Campaign Brief template has been developed and implemented by the AEDA Executive team to ensure there is a consistent approach across the Agency in the development of projects and campaigns within AEDA, which includes how internal and external stakeholders are engaged with over the course of that activity.</p> <p>AEDA engages with Rundle Mall stakeholders multiple times a month through a variety of forms ranging direct meetings with key stakeholders to the monthly report on relevant metrics (i.e. foot traffic, new traders etc), upcoming campaigns and the results of previous campaigns and promotions that is distributed to every Rundle Mall Stakeholder. Targeted engagement with property owners and traders is occurring regularly for pertinent updates (i.e. specific campaigns, activations and events). A broad Rundle Mall Stakeholder engagement session will occur in quarter 4 of 2023/2024.</p> <p>A survey was circulated in late 2023 to AEDA Stakeholders, which included Rundle Mall Stakeholders, for input into AEDA's 2024/2025 Business Plan and Budget.</p> <p>This action is completed.</p>	Completed	Low	General Manager, AEDA
c	Increase stakeholder access to baseline demographic and economic metrics (to better support their investment and commercial decisions)	Deloitte	D19	AEDA	<p>The Economic Dashboard was reviewed and updated in early 2023 to reflect relevant and recent economic data for city users and investors, with another update scheduled in 2024.</p> <p>As part of this update, AEDA is also planning to redesign the Data and Insights part of its website to enhance the promotion of available demographic and economic metrics data to stakeholders. The aim of this upgrade is to make it easier for the community to request specific data on demographics and economic information in a more user-friendly manner.</p> <p>Monthly reports on activity levels and the visitor economy are produced and distributed via the City Business and the City Tourism EDM's. Additional to this, the AEDA Business Summit and three industry briefings were held in 2023 for city stakeholders.</p>	Completed	Low	General Manager, AEDA

d	Review AEDA's Mainstreet Precincts engagement model <i>(incorporates Action 5d)</i>	Deloitte	D10	AEDA	An outcome from the 30 January 2024 workshop between Council Members and the AEDA Board was to undertake an in-depth review, led by the City of Adelaide and supported by AEDA, on how Council and its subsidiaries supports placemaking and local economic activation within the City of Adelaide (including Mainstreets, Precincts, Associations etc.). This Placemaking Review is in progress.  The Acting Chief Executive Officer has approved a completion date extension from 31 May 2024 to 31 October 2024 the while the review is completed.	Oct-24	Medium	General Manager, AEDA
e	Conduct a review of the purpose and value of the AEDA Advisory Committee	KPMG	K4	AEDA	A review of the Advisory Committee was undertaken in November 2023. A report was then presented at the 21 November 2023 Board meeting which proposed how the Committee could be better utilised going forward. The Board endorsed the report's recommendation. No changes are required to the Advisory Committee Terms of Reference.  This action is completed.	Completed	Medium	General Manager, AEDA
<b>8</b>	<b>AEDA data insights</b>							
8	Review and enhance AEDA's capability to provide strategic economic insights for the city	Deloitte	D1	AEDA	The CoA Graduate Program has allocated 1 FTE position to support the AEDA Data and Insights team during 2024 and 2025. AEDA is also working with the universities to provide students with work experience by assisting AEDA with adhoc research projects.  A business case has been submitted via the City of Adelaide Business Plan and Budget process for 2024/2025 for a qualitative research assistant within AEDA.  The development of the Economic Development Strategy and the AEDA Strategic Plan will provide greater direction for the reporting of strategic economic insights for the city which will be delivered via actions 1, 1a and 2(a-d) of the AEDA Review Implementation Plan  This action is completed.	Completed	Low	General Manager, AEDA
a	Expand the AEDA Data and Insights function from one staff member to a team	KPMG	K7	CoA	The CoA Graduate Program has allocated 1 FTE position to support the AEDA Data and Insights team during 2024 and 2025. AEDA is also working with the universities to provide students with work experience by assisting AEDA with adhoc research projects.  A business case has been submitted via the City of Adelaide Business Plan and Budget process for 2024/2025 for a qualitative research assistant within AEDA.  Any additional resourcing will be considered as part of an overall approach to ensure the structure of the City of Adelaide supports the directions and priorities sought by Council.  This action is completed.	Completed	Low	General Manager, AEDA Chief Operating Officer



9	Review of specific AEDA programs							
a	Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models	Deloitte	D4	AEDA	<p>In July 2023, the AEDA Board agreed to target the 2023/24 Strategic Partnerships Program (SPP) funding towards projects that supported the growth of small businesses.</p> <p>Consideration was given to the State's Small Business Strategy when redesigning the SPP Guidelines to ensure it complimented, rather than duplicated, existing support programs. The revised guidelines for the program therefore prioritised activities that were more intensive and had a measurable impact.</p> <p>The application period for the program was open from 23 August to 18 September 2023 and the University of Adelaide/ThinkLab, MTPConnect and SouthStart were selected as the recipients of the funding.</p> <p>In addition to the SPP Program, regular communications are occurring with the Office for Small and Family Business to ensure that upcoming business support programs are communicated to businesses via AEDA Channels. This also provides the opportunity for AEDA to provide feedback on business needs and where additional support may be required.</p> <p>AEDA will review the strategy and its associated programs at the end of 2024, taking into account their success and the current needs of the city.</p> <p>Communications are also continuing with Business SA, which includes referring small businesses to Business SA for assistance where relevant to do so.</p> <p>This action is completed.</p>	Completed	Immediate	General Manager, AEDA
b	Identify obligations of ByADL contract and investigate options to continue or exit	KPMG	K14	AEDA	<p>The options to continue or handover the platform to the software partner were explored by Administration and the options were presented to the AEDA Board on 26 September 2023. The Board authorised the General Manager to execute a revised agreement with Arcadier (the software partner) to enable transition of the byADL platform. A formal term sheet has now been signed by both parties.</p> <p>This action is completed.</p>	Completed	Immediate	General Manager, AEDA
c	Reassess ambition and contractual obligations for Wellfest Program	KPMG	K16	AEDA	<p>At the 21 November 2023 AEDA Board meeting, the Board considered a report on Wellfest. The Board noted the origin of WellFest project as a response to concerns relating to Covid and reiterated the continuing importance of wellbeing to workplaces. However, the Board considered the environment that Wellfest was conceived in has changed and resolved to discontinue the event.</p> <p>An update on this project was provided to Council at the 30 January 2024 workshop.</p> <p>This action is completed.</p>	Completed	Immediate	General Manager, AEDA
d	Revisit the original plan and approach for the new Experience Adelaide Visitor Centre	KPMG	K5	Both	<p>AEDA Administration have reassessed the original plan and approach. Updated feasibility studies have also been considered. The AEDA Board have endorsed the proposed amended model for the Experience Adelaide Visitor Centre and this was briefly discussed with Council at the 30 January 2024 workshop.</p> <p>On 23 April 2024, Council considered a revised model for the Experience Adelaide Visitor Centre and endorsed the proposed approach of a Council-supported-not-for-profit model</p> <p>This action is completed.</p>	Completed	Immediate	Chief Executive Officer General Manager, AEDA

Tuesday, 16 July 2024

City Finance and Governance  
Committee

**Program Contact:**

Greg Ratsch, General Manager  
Adelaide Economic Development  
Agency

**Approving Officer:**

Anthony Spatalis  
Acting Chief Operating Officer

## Night Time Entertainment Economy

Strategic Alignment - Our Economy

Public

### EXECUTIVE SUMMARY

At its meeting on 13 February 2024, Council noted the recent closure of several night-time entertainment venues and resolved to undertake a roundtable discussion with relevant stakeholders to inform how the City of Adelaide (CoA) may be able to provide assistance to the sector. As part of the resolution Council requested Administration compile feedback from the Roundtable and present it to Council with a variety of options to assist the sector and opportunities that state government assistance could be sought on..

Consequently, AEDA facilitated a Lord Mayor's Round Table discussion on the night time entertainment economy on 8 May 2024.

Insights were shared with attendees on challenges being experienced nationally (particularly around regulatory challenges and reform opportunities in the live music industry), and trends being observed locally in Adelaide's night time entertainment economy (i.e. spend, foot traffic etc) to inform roundtable discussion.

Participants highlighted cost of living, escalating operational expenses, and changes to consumer behaviours and demographic trends as the top three issues facing the sector. These challenges are being encountered nationally and globally, and the roundtable participants acknowledged limited potential for Council to intervene.

Participants did suggest CoA could support the sector by:

- Support for funding for activation and activity to drive audiences and patrons to precincts and businesses.
- Developing a nighttime economy strategy which considers the change in consumer behaviour and trends.
- Increasing promotion of late night activity in city venues.
- Implementing a robust arts and culture strategy which recognises and supports the sector, helps to build audiences and reinforces the important role of the CBD in Adelaide's night time entertainment economy.
- Advocating with State Government to change planning requirements supporting protection of cultural heritage and entertainment precincts, capping public liability insurance premiums, and delivering appropriate activations and marketing programs.

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### RECOMMENDATION

The following recommendation will be presented to Council on 23 July 2024 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the priorities and actions identified within the draft Economic Development Strategy, as per Attachment A to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 July 2024, that support the night time economy sector.



2. Notes that Administration will continue to engage with interested night time economy stakeholders on potential partnerships for activation in 2024/25 through Place Coordinators, the City Activation Program, road closures/small event opportunities in precincts and increased engagement.
  3. Authorises the Lord Mayor, as Council's representative, to make representations to:
    - 3.1. The State Government and to the Insurance Council of Australia to develop options to make insurance premiums more accessible for night time entertainment venues, including bars, pubs, live music venues and nightclubs.
    - 3.2. The State Government on further deregulation of shop trading hours to enable extended late night trading in the Central Shopping District for specified periods aligned to special events, specific marketing programs and seasonal changes.
    - 3.3. The State Government for funding, at an estimated cost of \$100,000 per annum, to extend Project Night Light.
  4. Authorises the development of a robust and costed arts and culture strategy to elevate and activate arts and culture in conjunction with precinct and event activations.
  5. Notes that Administration will continue to partner with State Government to deliver and leverage events and marketing programs that bring people into the City and who then stay on to attend night time economy venues.
  6. Notes that Administration will continue to work with property owners and developers to consider opportunities for street activation and infrastructure to support night time activities and venues such as with the Hindley Street Revitalisation upgrade.
  7. Notes the Experience Adelaide Visitor Centre project and its associated mobile visitor experience.
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## IMPLICATIONS AND FINANCIALS

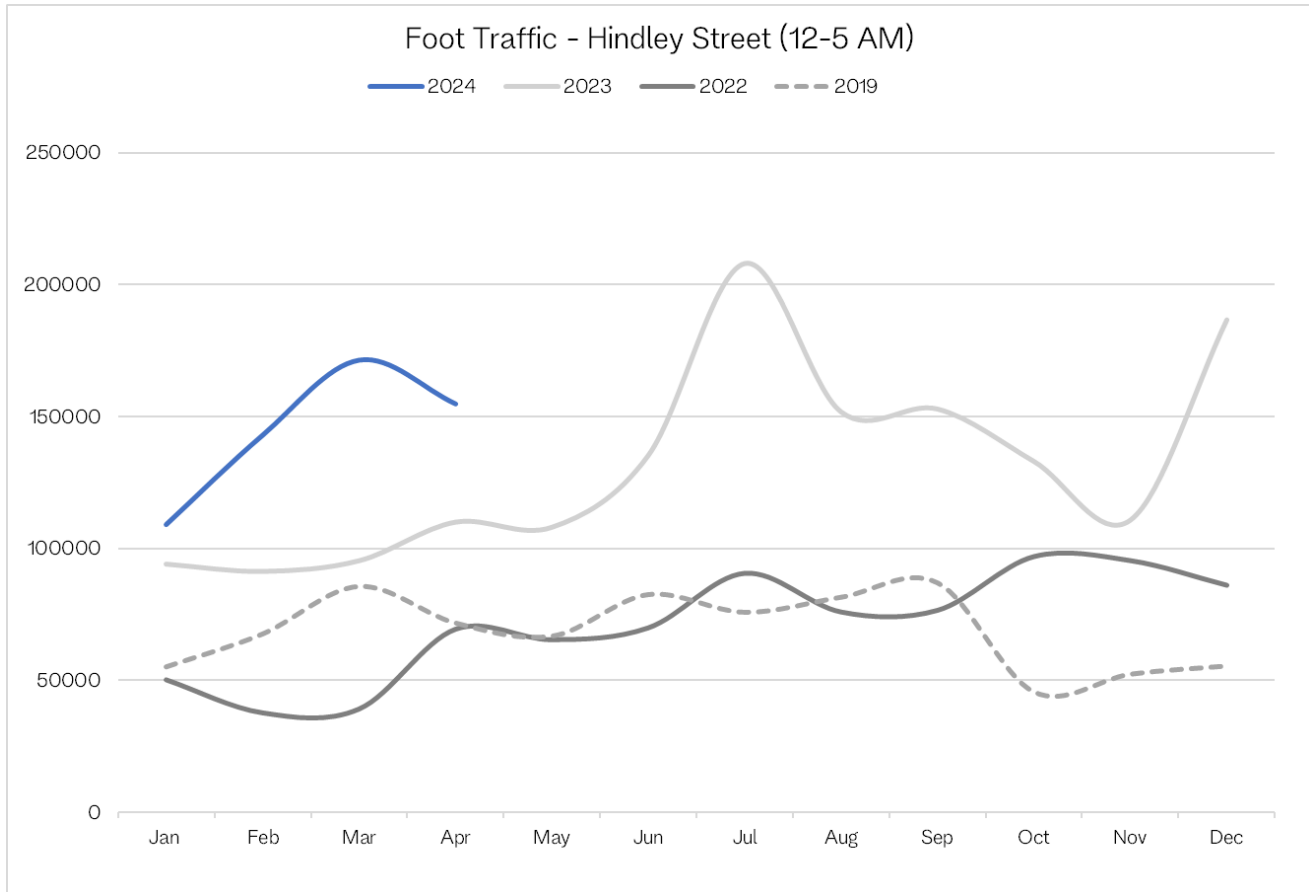
City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Economy
Policy	Not as a result of this report.
Consultation	A roundtable was held on 8 May 2024 with relevant stakeholders to discuss challenges within the City of Adelaide’s Night Time Entertainment Economy and how Council may be able to assist the sector.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Not as a result of this report.
Opportunities	Opportunities for supporting the City’s night time economy are outlined in the proposed approach section of this report and include a range of short, medium and long term opportunities for action and / or advocacy.
24/25 Budget Allocation	Not as a result of this report.
Proposed 25/26 Budget Allocation	Not as a result of this report. A number of the proposed approaches would require further development of businesses cases to be considered for funding in quarterly budget reviews.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report.
24/25 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (eg maintenance cost)	Not as a result of this report.
Other Funding Sources	Not as a result of this report.

# DISCUSSION

## Background

1. At its meeting on 13 February 2024 Council resolved that it:
  - 1.1. *Notes the permanent closure of five Adelaide CBD based night-time entertainment venues over the December 2023 to January 2024 period.*
  - 1.2. *Requests Lord Mayor and/or Acting Council CEO supported by AEDA administration, to jointly facilitate a round table forum with all relevant stakeholders to discuss challenges facing the night time economy.*
  - 1.3. *Requests Council Administration to compile this feedback and present it to Council before the end of the financial year, exploring a variety of options to assist the sector including consideration of a business assistance package in the 2024-25 Budget; and seeking state government assistance.*
2. The pressures faced by night time entertainment venues in Adelaide reflect those faced by the industry nationally and globally. The combination of longer-term changes in consumer behaviour including reduced alcohol consumption/healthier lifestyle trends and different ways to experience and pay for music; the impact of COVID on audience participation and deferring the purchase of tickets until just before events; increases in operating costs such as utilities, wages and public liability insurance; and more recently cost of living pressures has created a difficult and challenging environment for the sector.
3. According to IbisWorld (February 2024) the number of nightclubs across Australia decreased by around 25% between 2019/20 and 2022/23. Music rights management organisation APRA AMCOS advised in its 2022/2023 annual report that although major concerts and festivals revenue increased by 400% in the first full post-pandemic financial year, nearly 1,300 live music venues and stages across Australia have been lost and crowds at nightclubs have almost halved since the start of the pandemic.
4. Consistent with this, a number of clubs in the City have closed this financial year including Red Square, Fat Controller, Dog & Duck, The Precinct, Super Cali and Hades Hula House. Notwithstanding there are number of new clubs and bars which have opened including Velvet Underground, Station Underground, Wax Bar, Nightshade, and the reopening of Sugar.
5. Expenditure within the City of Adelaide during the hours of 6pm – 6am has fallen as a proportion of total city-wide spend, from an average of 33% over the past five years to 30%. A decline in real growth consumption during the night time has been observed since July 2023, with October, November and December 2023 experiencing negative growth in nominal terms. This is consistent with other Australian cities.
6. Although spending in bars and clubs within the City of Adelaide has fallen, overall activity levels are similar to 2019 and tracking ahead of the past two years. The number of people in the city in the evening from 6pm until midnight in 2024 has been 20% higher so far in 2024 than 2023 and 23% higher than pre-COVID (2019 levels). Foot-traffic in the Hindley Street precinct between midnight and 5am on Saturday and Sunday mornings has also been higher than pre- COVID and 2023. Refer to figure 1.

Figure 1



7. Historically there was a strong relationship between the number of people in the city and spending. This relationship weakened in 2023 and into 2024, suggesting people are spending less per visit in response to cost of living pressures.
8. The percentage of Adelaide Core Night Time Businesses open varies significantly from those that open until midnight and operating in early morning according to Measuring the Australian Night Time Economy 2021-22, Council of Capital City Lord Mayors, October 2023. Refer to figure 3. This illustrates the importance of fostering the evening economy as a bridge between day time activity and later entertainment options. Council in the past has invested in this time slot through the Good Evening Adelaide strategy that was a joint partnership of Council and the Government of South Australia through the Capital City Committee as well, as through its sponsorship and delivery of events, festivals and activations, initiatives to encourage dining and programs to make our city safe and inviting.

Figure 2

Figure 6: Proportion of all Core NTE businesses open

Weekday (6pm-6am)	Evening 6pm-9pm	Early-Night 9pm-12am	Late-Night 12am-3am	Early-hours 3am-6am
Monday	42%	26%	8%	6%
Tuesday	49%	31%	8%	6%
Wednesday	54%	35%	9%	6%
Thursday	57%	38%	10%	6%
Friday	65%	45%	18%	7%
Saturday	53%	45%	19%	8%
Sunday	36%	25%	8%	6%

Please note that 12am-3am and 3am-6am timeframes are presented as belonging to the night before, for ease of interpretation i.e. 3-6am in the Saturday row is 3-6am Sunday.

9. Many of the trends in purchasing behaviour coincide with when interest rates peaked, and many borrowers came off fixed mortgage rates. This convergence, coupled with the peak of inflation in June 2023 and decreasing household savings, have resulted in people exposed to interest rate rises having less disposable income. Cost of living pressures and reduced savings have resulted in a nationwide reduction in discretionary spending, and in Adelaide, a decline in spending in bars and clubs. The impact of these factors on bars and clubs has been amplified with increased excise duty rates for alcohol adding extra costs for venues – the tax on beer has risen approximately 8% since the start of the pandemic, while the tax on spirits has escalated by approximately 19% since the start of the pandemic.
10. In addition to cost of living and changes in consumer trends, venue operators face numerous challenges in establishing and maintaining their establishments. These include higher costs for items such as public liability insurance, fit-outs, energy and security, labour costs and compliance with award pay rates posing additional hurdles, particularly on Sundays and public holidays.

### **Existing Council activity around the Night Time Economy**

11. Project Night Light: a 12-month pilot project that focused on staff training and support to venues to create a culture within venues that promotes respect and safety for women. The focus of the project was on the staff and patrons of night-time venues including bars, music, creative venues, pubs, and clubs. The program finished in 2023 but could be continued or expanded if additional funding is received.
12. Experience Adelaide: AEDA's weekly Experience ADL eDM is sent to a database of 155,000+ subscribers every Wednesday highlighting events in the city including activity at dining venues, live music, and attractions.
13. Art in the City: CoA Arts and Culture eDM is sent to 2,900 subscribers monthly and actively promotes Adelaide's live music culture, venues and musicians and highlights funding and partnership opportunities.
14. A partnership with the Adelaide City of Music office to amplify promotion of our designation as Australia's first and only UNESCO City of Music, which contributes to the positioning of the City as an internationally and nationally recognised epicentre for music, attracting tourists, business, and skilled practitioners.
15. AEDA has worked with the South Australian Tourism Commission (SATC) to strengthen their 'Travel Our Way' campaign by promoting additional city businesses in the categories of 'eat & drink', 'accommodation' and 'things to do'. AEDA is working on a further awareness campaign through June and July when the city traditionally experiences a downturn in visitation during winter months. The campaign will highlight real experiences with fun, edgy, real photos and footage sourced from people across a range of venues.
16. In 2023/24, in excess of \$1.8 million sponsorship funding was distributed to support 30 events and festivals that were predominately held in the evening or incorporated an element of evening and night time programming.
17. A \$15 million investment in the Hindley Street upgrade, to prioritise pedestrians, outdoor dining, and additional cleansing to support the operation of that precinct.
18. Investment in our City of Music Laneways that celebrate CoA's proud live music heritage in our pubs, clubs and other venues, its reputation as a magnet city for world-class music festivals and cultural events, and our vibrant creative community.
19. AEDA via its Events & Festivals Sponsorship Program supported the inaugural Good Music Month in November 2023 by Music SA which saw 341 gigs registered in the city.
20. CoA Arts and Cultural Grants and Cultural Strategic Partnerships support a city with a vibrant calendar of arts and cultural offerings and experiences, and a global UNESCO City of Music activated through music in venues, places and spaces, that attracts visitors and connects the community to the city.
21. CoA's Events and Place Team, City Events Team and City Experience Team:
  - 21.1. Deliver City wide place coordination to better understand and respond to community aspirations for the Night Time Economy.
  - 21.2. Delivers evening and night time activations including Winter Weekends and East End Unleashed.
  - 21.3. Deliver strategic projects including City Activation to drive foot traffic to city places and venues and create fun and lively experiences across the City with a focus on equity of geographic distribution and a year-long calendar of experiences.
  - 21.4. Deliver major night time events including New Year's Eve and Christmas.

22.

23. Participation in national projects such as:
- 23.1. The Night Shift: Council has partnered with the Melbourne Centre for Cities at the University of Melbourne to deliver the Night Shift project, an Australian Research Council project. This research considers the role of workers in the night time economy (from 6pm until 6am.)
  - 23.2. Council of Capital City Lord Mayors (CCCLM) Night Time Economy Benchmarks: CCCLM has commissioned an annual analysis to measure the size and performance of the Australian Night Time Economy since 2012.
  - 23.3. Development of an Economic Development Strategy that includes goals and priorities for the city's economy including thriving small venues and live music scene. The draft strategy contains up to 31 priority actions that directly and indirectly support the night time economy sector. These are outlined in **Attachment A**.
24. In its 2024-2028 Strategic Plan, Council has committed to the development of a Cultural Policy that promotes and supports the City's unique cultural identity and opportunities by 2024. A Live Music Action Plan will be developed that aligns with this Cultural Policy and will support the goals and priorities of the draft Economic Development strategy in relation to live music. This Live Music Action Plan will be informed by the SA Music Industry Economic Impact Report commissioned by Music SA and supported by CoA.
25. The City Plan will deliver CoA's spatial plan for the future development of our city. It will provide an urban design framework to guide planning for sustainable growth within the City, which also supports achievement of Council's target population of 50,000 residents by 2036. To better understand how areas identified for future development interact with existing live music venues, a database of live music venues in the City and North Adelaide will be maintained, and spatial data layers added to the City Plan digital mapping tool.

#### **South Australian Government support for the Live Music Industry**

26. Their See it LIVE program, which provided \$850,000 in new grants to support dedicated live music venues. Venues were able to apply for grants of up to \$60,000 to host live music, with a focus on original content to attract patrons and create employment opportunities for local musicians, lighting and sound technicians. Of the 20 South Australian live music venues that were successful in securing the funding, 11 are based in the CBD.
27. Investing a further \$50,000 to bring more live music across the state during the 2024 Adelaide Fringe. Grants of up to \$2,500 were made available to venues to host live music performances as part of the Fringe's "Fringe It Live" program.
28. Providing venues with free access to business support services through the Office for Small and Family Business, which released their Small Business Strategy last year, that delivers resources designed to support business owners to successfully run and grow their businesses.
29. The Premier's Live Music Advisory Council which leverages the council's collective industry connections and expertise to continue revitalising live music in South Australia.

#### **Commonwealth Government**

30. The Commonwealth Government has observed that "Australia's live music industry is currently facing considerable operational challenges. In the last couple of years, after the reopening of live music venues and festivals post-Covid lockdowns we have seen the sector face new and unprecedented issues. Common struggles include the rising cost of presenting live music, shifting consumer behaviours, the loss of skilled workers in the industry, and cost of living ramifications." The Government has consequently commenced an inquiry into the challenges and opportunities within the Australian live music industry, pertaining to:
  - sustainability and growth of the industry
  - suitability and location of venues for organisers, participants, and attendees
  - artist development and career pathways
  - capacity building in facilitation and promotion of events and festivals
  - local economic benefits
  - grant and support programs
  - audience development and consumer behaviours
  - barriers to growing the Australian industry, both domestically and internationally, including those relating to export, and
  - building sustainability in the industry, domestically and internationally.

## Industry Roundtable

31. In response to the 13 February 2024 Council decision, a Lord Mayor Night Time Entertainment Economy Roundtable was held on 8 May 2024, which included John Wardle as a keynote speaker as an expert on developing entertainment precincts.
32. The roundtable sought industry feedback from relevant stakeholders on the current challenges being faced and actions Council can take to enhance its support for the sector. Stakeholder representatives included venue owners/operators, policy makers, representatives of peak bodies, creative practitioners (musicians/DJs/cabaret performers), AEDA Board members and Councillors.
33. To enable outcome focused action-focused discussions, attendees were asked to complete a questionnaire in advance of the roundtable. The responses to the questionnaire from industry operators had considerable consistency and can be summarised as:
  - 33.1. Common challenges cited by respondents included increased operational costs, cost of living pressures, changes in youth entertainment habits and consumer behaviour, safety, small margins for operators, quality of the public realm, red tape and regulation, an oversaturation of events leading to thinner spread of discretionary budget and workforce availability.
  - 33.2. Ideas on how CoA can assist the sector included direct funding, being an advocate for the sector, simplifying and changing regulations, taking a longer-term strategic view, promoting the City and its activities, enhancing safety, providing training to support venues to become more inclusive, land use planning policy, streamlining regulation specifically around temporary events and activations.
  - 33.3. A number of ideas put forward related to State Government roles such as policing and licensing in addition to suggestions around operators working together more collaboratively on changing perceptions of the industry, joint marketing and creating street activations.
34. This feedback was collated and used to shape the questions for the roundtable discussion. [Link 1](#) provides a summary of the feedback received that was used to inform the questions for the roundtable.

## Roundtable Discussion Outcomes

35. The format of the roundtable enabled attendees to hear insights on challenges that are being experienced nationally, particularly around regulatory challenges and reform opportunities within the live music industry, as well as data and trends that are being observed locally within CoA's night time entertainment economy (i.e. spend, foot traffic etc) before engaging in the roundtable discussion.
36. A summary of questions and responses from the roundtable are available in [Link 2](#).
37. The roundtable identified that The top four challenges being experienced are: cost of living, liquor excise escalation, increasing operational expenses, and changes to consumer behaviours and demographic trends. These challenges align with those being encountered nationally and globally and the roundtable participants acknowledged the potential for Council to intervene to address these in a substantive way is limited.
38. Participants suggested CoA could support the sector by:
  - 38.1. Developing a night time economy strategy that takes into consideration the change in consumer behaviour/trends.
  - 38.2. Increasing promotion of late night activity in city venues
  - 38.3. Providing funding to support activation and activity that drives audiences and patrons to precincts and businesses
  - 38.4. Implementing a robust and adequately funded arts and culture strategy that among other things, recognises and supports the sector, helps to build audiences and reinforces the important role of the CBD in Adelaide's night time entertainment economy
  - 38.5. Advocating with State Government to change planning requirements to support the protection of cultural heritage and entertainment precincts, capping public liability insurance premiums at financially sustainable levels and delivering activations and marketing programs which consider changes in consumer behaviours and trends to foster vibrant night time entertainment spaces.

## Proposed approach

39. Considering feedback from the roundtable and an examination of what other local councils are doing to stimulate and support the night time economy, the following directions are recommended for consideration. The AEDA Board supported this approach at its meeting on 21 May 2024.

### Short Term

- 39.1. Given the immediacy of the issues facing the sector, rather than prepare a specific night time economy strategy, the recent Economic Development Strategy has been reviewed to ensure it provides support for the sector. The actions in the Strategy that will support the sector are identified in Attachment A.
- 39.2. Continue to engage with interested night time economy stakeholders on potential partnerships for activation in 2024/2025 through Place Coordinators, the City Activation Program, road closures/small event opportunities in precincts and increased engagement. Specific items include activating squares and streets in partnership with local food and beverage traders, enabling street closures for the purpose of extending space for outdoor dining and experiences, creating bespoke experiences on street in partnership with traders.
- 39.3. Council to make representations to State Government and to the Insurance Council of Australia to develop options to make Insurance Premiums more accessible for night time entertainment venues, including bars, pubs, live music venues and nightclubs.
- 39.4. Council to advocate to State Government on:
  - 39.4.1. the amendment of planning requirements to ensure and enhance the protection of cultural heritage and entertainment precincts and the interface of those uses with residential development in the City.
  - 39.4.2. further deregulation of shop trading hours to enable extended late night trading in the Central Shopping District for specified periods aligned to special events, specific marketing programs and seasonal changes.
  - 39.4.3. provision of funding, at an estimated cost of \$100,000 per annum, to extend Project Night Light.
- 39.5. Council to consider providing night time activation grants to support infrastructure, amenity, public realm, facilities, events and approval processes in and around existing venues and in public spaces, including pop up options.

### Medium Term

- 39.6. Implement a robust and adequately funded arts and culture strategy that is designed to elevate and activate arts and culture in conjunction with precinct and event activations.
  - 39.7. Continue partnering with State Government to deliver and leverage events and marketing programs that bring people into the City and who then stay on to attend night time economy venues.
  - 39.8. The Commercial Events Fund, delivered for the first time in 2023/24, distributed \$500k funding to support 24 small, medium and major events in the city delivered by commercial event operators and businesses.
  - 39.9. Continue to work with property owners and developers to consider opportunities for street activation and infrastructure to support night time activities and venues such as with the Hindley Street Revitalisation upgrade. This includes street activation, and infrastructure to support night time activities and venues. This can include, but is not limited to, improvements to retail and dining shop fronts, creative lighting, public art and the provision of public open space for night time activities including markets and street performers.
  - 39.10. Reinforce the importance of the Experience Adelaide Visitor Centre project and its associated mobile visitor experience (via website upgrades) which plans to be significantly improved to support pre trip planning, in destination planning and the ability to book experiences and accommodation.
40. Approaches should consider the importance of developing and sustaining a successful evening economy after 5pm as a lead into the later night time economy, i.e. 10pm into the early hours of the morning.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Round Table Questions and Responses

**Link 2** – Round Table Outcomes / Discussion Notes

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# ATTACHMENTS

**Attachment A** – Economic Development Strategy – Night Time Economy Summary

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- END OF REPORT -

## Economic Development Strategy – Night Time Economy Summary

Goal 2: A thriving economy for all				
Priority	Where we are	Where we want to be	Lead	Priority Actions
Extend the daily cycle of the city into the night	30% of expenditure in Adelaide in the night time economy 10,345 workers in traditional night time economy industries (drink, entertainment and food)	Night time expenditure is above 2022 levels	City of Adelaide	<b>City of Adelaide</b> We will <b>partner</b> with State Government and business on initiatives that maintain
			AEDA	<b>AEDA</b> We will <b>partner</b> on programs that enable night time activation and support our workers and business of the night-time economy, enhancing visitor experience and talent attraction.

<b>Goal 4: A growing economy for a growing population</b>				
<b>Priority</b>	<b>Where we are</b>	<b>Where we want to be</b>	<b>Lead</b>	<b>Priority Actions</b>
Invest in well-planned neighbourhoods and key destination precincts	<p>Seven precinct groups funded to stimulate key areas of the city</p> <p>City foot traffic sensors counted Adelaide 141 million people in key areas in 2023</p>	<p>Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities</p> <p>Increase foot traffic in key and emerging precinct year on year by 1.5%</p>	City of Adelaide	<p><b>City of Adelaide</b></p> <p>We will <b>lead</b> the transformation of our mainstreets to support local traders, businesses and residents.</p> <p>We will <b>lead</b> in the development of a digital mapping tool that provides data and insights for investment.</p> <p>We will <b>lead</b> the development of neighbourhood and structure plans across the city that accommodate our population growth target of 50,000 by 2036 and support businesses.</p> <p>We will <b>lead</b> in the delivery of public realm improvements including streetscapes, greening and investment in the Adelaide Park Lands.</p> <p>We will <b>advocate</b> to the State Government for investment and better planning controls that contribute towards our goal to increase canopy cover to 40% by 2035.</p> <p>We will <b>advocate</b> for additional public transport infrastructure that supports access to our businesses and precincts.</p> <p>We will <b>advocate</b> for an assessment of the economic, environmental, social and cultural contributions of the Adelaide Park Lands to the city and South Australia.</p> <p>We will <b>enable</b> local participation in the planning and governance of neighbourhoods and precincts.</p> <p>We will <b>enable</b> economic activity through strategic investments in infrastructure (physical, social and cultural) to utilise different parts of the city.</p>

Goal 4: A growing economy for a growing population				
Priority	Where we are	Where we want to be	Lead	Priority Actions
			AEDA	<p><b>AEDA</b></p> <p>We will <b>lead</b> in the diversification of residential mix through investment attraction, advocacy and marketing of the city.</p> <p>We will <b>promote</b> and develop mainstreet precincts as commercial hubs of economic, cultural and social significance.</p> <p>We will <b>enable</b> precincts that have a significant or growing mass of businesses operating within in them.</p>

<b>Goal 5: Australia's festival and creative capital</b>				
<b>Priority</b>	<b>Where we are</b>	<b>Where we want to be</b>	<b>Lead</b>	<b>Priority Actions</b>
Enable events and experiences of every size and scale	<p>A year-round calendar of unique and-events</p> <p>Adelaide's Festivals had an economic contribution of \$116.7 million, and 1,089 full-time equivalent (FTE) jobs in 2019–20</p>	<p>An enhanced year-round event calendar, with experiences found throughout the city</p> <p>Grow as Australia's Festival Capital</p>	City of Adelaide	<p>We will <b>lead</b> a cultural infrastructure assessment to identify further opportunities to support festivals and events and maximise the benefits to the surrounding area.</p> <p>We will <b>enable</b> economic activity in the north-west of the CBD through expanded event infrastructure that drives new activation and events.</p> <p>We will <b>promote</b> the city's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities.</p> <p>We will <b>advocate</b> for the continued growth of the events and festivals industry, through building our capacity to present work in the public realm.</p> <p>We will <b>enable</b> the visitor experience by identifying new opportunities to use the Adelaide Town Hall for economic activities.</p>
			AEDA	<p><b>AEDA</b></p> <p>We will <b>promote</b> the city as Australia's premier festival and event destination with the aim of increasing visitation and investment.</p>

<b>Goal 5: Australia's festival and creative capital</b>				
<b>Priority</b>	<b>Where we are</b>	<b>Where we want to be</b>	<b>Lead</b>	<b>Priority Actions</b>
Promote the economic contribution of the creative industries	\$1.45 billion added to the State's economy in 2018–19 Employed 15,785 full time AEDA equivalent employees in 2018–2019	Increase employment opportunities in creative industries	AEDA	We will <b>promote</b> our creatives and creative city status through marketing, storytelling and showing events in partnership with the State Government. We will <b>promote</b> the gaming industry to capitalise on record growth globally, and a doubling of revenue to \$226 million for the Australian video game development industry since 2016. We will <b>enable</b> arts, culture and music through programs that support events and festivals.
Enable small venues and the live music scene to thrive	In 2019 (pre-COVID) Adelaide hosted 426 performances in 70 venues and North Adelaide hosted 69 performances in 6 venues	Adelaide is activated by enabling music in our places and spaces	City of Adelaide	We will <b>promote</b> events, concerts and performances of live music. We will <b>enable</b> small venues and night time activation through initiatives that support live music in the city. We will <b>enable</b> live music via funding programs for artists, community groups and arts organisations to present creative arts and cultural projects that activate the city and amplify Adelaide's status as a UNESCO City of Music.

<b>Goal 6: An easy place to do business</b>				
<b>Priority</b>	<b>Where we are</b>	<b>Where we want to be</b>	<b>Lead</b>	<b>Priority Actions</b>
Grow the city's role as a driver of South Australia's economy	18% of Gross State Product	Increase city contribution to Gross State Product	AEDA	We will <b>promote</b> Adelaide to reinforce its position as the state's central business district and amplify Adelaide's reputation as a place to learn, work and base a business. We will <b>partner</b> with key stakeholders to progress economic development and growth outcomes across all sectors in the city to increase city contribution to Gross State Product.
	\$21.9 billion City of Adelaide Gross Regional Product in 2021–2022	Increase the number of new businesses and investment in the city		
Support small and medium	35% small businesses	Growth by upscaling micro, small and	AEDA	We will <b>enable</b> small businesses to grow and medium enterprises with aspirations to upscale, while actively attracting

EDS – NTE Summary

enterprises to scale-up	4% medium businesses	medium enterprises into larger businesses		<p>new medium enterprises to South Australia. The city will work to sustain the trend of relocation of businesses from city fringe locations into the Adelaide CBD.</p> <p>We will <b>enable</b> a business-friendly environment for business of all sizes to thrive. We will have a particular focus on small and medium sized enterprises, so that they benefit from healthy competition and the ability to cluster and collaborate.</p> <p>We will <b>enable</b> businesses to grow by piloting projects, research and offering grants that support small and medium enterprises.</p>
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## Exclusion of the Public

Tuesday, 16 July 2024

City Finance and  
Governance Committee

**Program Contact:**

Anthony Spartalis, Acting  
Chief Operating Officer

**Approving Officer:**

Michael Sedgman, Acting  
Chief Executive Officer

Public

## EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Council 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 City Finance and Governance Committee meeting for the consideration of information and matters contained in the Agenda.

For the following Reports for Recommendation to Council seeking consideration in confidence

**10.1** Capital City Committee Update [section 90(3) (j) and (g) of the Act]

The Order to Exclude for Item 10.1:

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.

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## ORDER TO EXCLUDE FOR ITEM 10.1

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (j) and (g) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the City Finance and Governance Committee dated 16 July 2024 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 10.1 [Capital City Committee Update] 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 would breach 'Cabinet in confidence' information presented to the Capital City Committee (CCC) established under the City of Adelaide Act 1998 which has provided for a State/Capital City inter-governmental forum (the CCC) to operate and the associated duty of confidence and duty as a member of the inter-governmental forum.

Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information would divulge information provided on a confidential basis, and would be acting contrary to the CCC operational provisions, and could



undermine the CCC operations and prejudice the position of the State Government and/or Council in relation to current/future proposals prior to State Government and/or City of Adelaide evaluation and deliberation.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the City Finance and Governance Committee dated 16 July 2024 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 10.1 [Capital City Committee Update] 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) (j) and (g) 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 Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council 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 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following report is submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 10.1 – Capital City Committee Update
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (j) and (g) of the Act
      - (j) information the disclosure of which—
        - (i) would 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 engaged by the council); and
        - (ii) would, on balance, be contrary to the public interest.
      - (g) matters that must be considered in confidence 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.

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## ATTACHMENTS

Nil

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- END OF REPORT -

Document is Restricted