



CITY FINANCE AND GOVERNANCE COMMITTEE

Agenda and Reports

for the meeting on

Tuesday, 16 September 2025

at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

CITY FINANCE AND GOVERNANCE COMMITTEE
Meeting Agenda, Tuesday, 16 September 2025, at 5.30 pm

Members – The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith
Councillor Dr Siebentritt (Chair)

Deputy Lord Mayor, Councillor Martin and Councillors Abrahamzadeh, Cabada, Couros, Davis, Freeman, Giles,
Maher, Noon and Snape

Agenda

Item		Pages
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 Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’	
2.	Apologies and Leave of Absence Leave of Absence - Councillor Cabada	
3.	Confirmation of Minutes - 19/8/2025, 26/8/2025 and 9/9/2025 That the Minutes of the meeting of the City Finance and Governance Committee held 19 August 2025, and the Special meetings held on 26 August 2025 and 9 September 2025 be taken as read and be confirmed as an accurate record of proceedings. View public 19 August 2025 , 26 August 2025 and 9 September 2025 Minutes.	
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9.	Closure	

AI Policy

Strategic Alignment - Our Corporation

Tuesday, 16 September 2025
City Finance and Governance
Committee

Presenter: Anthony Spotalis

Public

PURPOSE OF WORKSHOP

At its meeting on 25 June 2024 Council resolved that Administration conduct a workshop for Council members with a view to developing *“a policy, for the approval of the elected body, on the associated risks and opportunities of such transformational [AI] technologies for the City of Adelaide, including but not limited to the potential applications within the City of Adelaide, the ethical framework for their introduction, security considerations, necessary changes or enhancements to governance, the consequences for staff members and employment generally and any recommended associated strategies.”*

To address the request a review of existing policies and guidelines from jurisdictions across the three spheres of government has been conducted. A draft model policy has been developed for discussion (**Attachment A**) which combines relevant recent policy elements identified in the review process. The research underpinning this review and draft policy was informed by a City of Adelaide (CoA) graduate program group project completed in April 2025 (**Attachment B**).

The workshop outlines the key themes of the draft policy and seeks feedback as to gaps and improvements.

The draft model policy has been developed in the context of recent SA Government work, and consultation with the Office of the Chief Information Officer will be conducted on the draft CoA AI Policy following incorporation of Council feedback, to minimise policy inconsistency. The work being conducted by Local Government Information Technology South Australia (LGITSA) on generative AI has also been considered in this process to ensure consistency and alignment.

The draft AI Policy recognises the pace of social, technological and legal change associated with AI, so does not define specific applications or uses. It does however note types of Council activities where AI could potentially have positive impacts – general administration, customer service, content creation, data analysis and risk management, urban planning and community engagement, and workforce support.

Key principles of the draft policy include that any AI generated material used by the CoA will be subject to human oversight which:

- ensures AI tools used to inform documents and decisions do not replace critical thinking and human judgment
- validates and takes ownership of AI-generated content to address inaccuracies and biases.

Draft Guidelines detailing how the policy will be implemented have also been developed, partly as the outcome of a CoA graduate group project during 2025. These are consistent with the draft model policy, but can be modified to reflect any changes Council Members may seek resulting from this workshop discussion. On adoption of a finalised AI Policy (to be presented to Committee for endorsement before the end of 2025) these Guidelines can also be finalised.

KEY QUESTIONS

- Does the draft model policy satisfy the intent of the 25 June 2024 Council resolution?
- Are there other documents which should be referenced or integrated in the policy?
- Are there other matters or applications which should specifically be considered in the policy?

ATTACHMENTS

Attachment A – draft model AI Policy

Attachment B – 2024 CoA Graduate Project Report

- END OF REPORT -

Our Corporation

Draft AI policy

**Presenting a draft model policy for
consideration and discussion**

**Workshop 16 September 2025
City Finance and Governance Committee**

**Anthony Spertalis
Chief Operating Officer**

Key Messages

- A draft model AI Policy has been drafted for Committee consideration.
- It integrates themes from relevant recent policies from other jurisdictions, tailored to City of Adelaide needs.
- Council member consideration of and feedback on the draft policy is sought.

KEY QUESTION

Does the draft model policy satisfy the intent of the 25 June 2024 Council resolution?

KEY QUESTION

Are there other documents which should be referenced or integrated in the policy?

KEY QUESTION

Are there other matters or applications which should specifically be considered in the policy?

Introduction

The draft model policy outlines principles for the ethical, transparent, and safe use of AI and Generative AI, aiming to promote responsible innovation, mitigate risks, and ensure compliance with laws and policies.

Definitions

Key terms such as AI, Generative AI, bias, personal data, sensitive data, and inhumane writing are defined to establish a clear understanding of concepts used in the policy.

Scope

The policy applies to all Council staff, Council members, volunteers, contractors, and third-party partners using AI technologies in their work with the City of Adelaide.

Ethical principles

Emphasizes human wellbeing, fairness, and respect for human rights, ensuring AI systems are transparent, explainable, and free from bias or discrimination.

Transparency and accountability

Requires disclosure of AI use, explanations for decisions, and mechanisms for external scrutiny and audits to maintain trust and accountability.

Privacy protection and security

Mandates compliance with privacy laws, protection against data breaches, and prohibits entering sensitive or confidential data into public AI platforms.

Reliability and safety

Focuses on curating datasets, conducting pilot studies, and continuous monitoring to ensure the reliability, fairness, and safety of AI systems.

Managing AI-related risks

Highlights the need to address biases, inaccuracies, copyright concerns, and data governance issues in AI usage.

Contestability

Establishes mechanisms for human review of contested AI decisions and provides support to individuals unfairly impacted by such decisions.

Implementation and governance

Promotes awareness, defines roles, encourages innovation, and mandates regular audits to ensure ethical AI practices.

Legislative context

Lists relevant legislation and guidelines, including the *Privacy Act 1988* (Cth) and the Australian Government's AI Ethics Framework, to ensure legal compliance.

Review of the policy

Recognising the pace of change associated with AI technologies, the policy will be reviewed annually or after significant legislative changes to stay aligned with advancements in AI technology and ethics.

Appendices

A broad review of Australian AI policies, state public sector strategies, and local government AI initiatives underpins this policy.

Conclusion

This policy serves as a framework for the City of Adelaide's engagement, implementation, and responsible use of AI, ensuring that AI systems are ethical, transparent, and aligned with the values and needs of the community. It fosters innovation while safeguarding ethical standards, transparency, and community trust.

Detail of specific applications

Because of the pace of technological change specific platforms, systems or software solutions are not considered by this policy.

However relevant activities where application of AI by the City of Adelaide could be beneficial are identified in section 4 of the policy (“Activity in scope for AI applications”), broadly:

- General Administration
- Customer Service
- Content Creation
- Data Analysis and Risk Management
- Urban Planning and Community Engagement
- Workforce Support

Next steps

1. Council member feedback will be incorporated into a final draft policy – to be presented at a Council meeting before the end of 2025.
2. Draft Guidelines to implement the policy are being developed in parallel. These can be finalised at the same time as the Policy.

Draft AI Policy

Questions and discussion



Responsible Use of Artificial Intelligence and Generative AI

October 2025

legislative / non-legislative

PURPOSE

This policy serves as a framework for the City of Adelaide's engagement, implementation, and responsible use of AI, ensuring that AI systems are ethical, transparent, and aligned with the values and needs of the community. It fosters innovation while safeguarding ethical standards, transparency, and community trust.

It does not prescribe or recommend the application of particular AI systems, applications or solutions.

STATEMENT

The City of Adelaide (CoA) recognises the transformative potential of Artificial Intelligence (AI) and Generative AI (Gen AI) in reshaping society, government, and the economy. This policy outlines principles and guidelines for the engagement, implementation, and responsible use of AI technologies to ensure their ethical, transparent, and safe application. It aims to:

- Promote responsible use of AI and Gen AI tools.
- Strengthen public trust through transparency, governance, and risk assurance.
- Ensure compliance with relevant legislation, regulations, and council policies.
- Encourage innovation while maintaining human oversight and accountability.
- Mitigate risks associated with AI use, including bias, misinformation, and privacy concerns.

This policy is designed to evolve alongside advancements in AI technology and ethical considerations, ensuring alignment with community values and organisational objectives.

Scope

This policy applies to all Council staff, Council members, volunteers, contractors, and third-party partners who use AI technologies in their work for or with the City of Adelaide. It covers the use of AI and Gen AI tools currently publicly available or specifically designed for and employed by the CoA.

Potential application of AI

Because of the pace of technological change and the evolving social, economic and legal dynamics associated with the introduction of AI, specific platforms, systems or software solutions are not considered or recommended in this policy.

The City of Adelaide acknowledges the Kaurna people as the Traditional Owners of the Country where the city of Adelaide is situated, and pays its respect to Elders past, present and emerging.

The City of Adelaide could consider safely and beneficially applying Generative AI in the following activities:

General Administration:

- Drafting documents, policies, and reports.
- Summarising lengthy texts, emails, or documents.
- Automating repetitive tasks like data entry and calendar management.
- Conducting research by quickly finding relevant resources and information.
- Analysing data to identify trends and generate reports.
- General governance advice.

Customer Service:

- Implementing AI chatbots to provide instant responses to inquiries about council services, regulations, and events.
- Assisting with rates and payments, debtor management, permit applications, waste and recycling queries, and event bookings.
- Enhancing accessibility and reducing wait times for residents and businesses.

Content Creation:

- Generating marketing materials, social media posts, and email templates.
- Translating complex reports into plain language for broader community understanding.

Data Analysis and Risk Management:

- Analysing large datasets to support decision-making and policy development.
- Identifying risks and vulnerabilities to improve organisational risk management.

Urban Planning and Community Engagement:

- Speeding up approval processes.
- Designing visualisations for urban planning projects.
- Creating community engagement materials to improve communication with residents.

Workforce Support:

- Assisting employees with English as a second language or those with disabilities in drafting emails and improving communication.
- Supporting brainstorming and innovation by generating creative ideas.

AI applied well in these areas could enhance productivity, improve service delivery, and foster innovation while ensuring responsible and ethical use of Gen AI.

Ethical Principles

The City of Adelaide in its application and use of AI is committed to:

- Prioritising the wellbeing of individuals, society, and the environment throughout the AI lifecycle.
- Assessing potential impacts of AI systems to understand their positive and negative effects.
- Ensuring AI implementation improves organisational output without reducing employee costs or numbers.

- Respecting human rights, diversity, and autonomy in AI system design and implementation.
- Ensuring transparency, explainability, and user control over AI systems.
- Mitigating biases and discrimination in AI systems to prevent perpetuating societal inequalities or misinformation.
- Incorporating mechanisms to measure and address biases in AI systems.

Transparency and Accountability

The City of Adelaide in its application and use of AI is committed to:

- Ensuring AI tools are used to inform decision-making but do not replace critical thinking and human judgment.
- Disclosing the use of AI systems, including their purpose, data handling practices, and potential impacts.
- Providing explanations for AI system decisions, especially those with significant individual or community impacts.
- Establishing mechanisms for external scrutiny and independent audits of AI systems.

Privacy Protection and Security

The City of Adelaide in its application and use of AI will:

- Comply with relevant privacy laws and regulations, including the *Privacy Act 1988* (Cth).
- Protect against unauthorised access, data breaches, and security threats.
- Prohibit entering sensitive or confidential information into public AI platforms.
- Minimise the collection of personal information and consider privacy-maintenance techniques.
- Ensure all activities involving AI tools align with relevant information and data legislation and policies.

Reliability and Safety

The City of Adelaide in its application and use of AI will:

- Curate datasets to ensure fairness, representativeness, and quality of AI outputs.
- Conduct pre-deployment pilot studies to evaluate reliability and safety.
- Continuously monitor and evaluate AI systems to address issues or risks.
- Validate AI-generated outputs to ensure accuracy and originality, addressing potential plagiarism concerns.

Managing AI-Related Risks

The City of Adelaide in its application and use of AI will take all reasonable measures to manage its inherent risk and:

- Assume all inputs into public AI tools may become publicly accessible.
- Validate and take ownership of AI-generated content to address inaccuracies and biases.
- Address copyright and intellectual property concerns related to AI training datasets and outputs.

- Apply rigorous data governance standards to AI usage.
- Train relevant staff on effective prompt engineering principles and techniques to maximise AI utility while minimizing risks.

Contestability

The City of Adelaide will:

- Ensure AI systems are not solely relied upon for strategic decision-making.
- Establish mechanisms for human review and intervention in contested AI system decisions.
- Provide support to individuals impacted by AI system decisions.

Implementation and Governance

The City of Adelaide will:

- Raise awareness and knowledge of responsible AI practices among employees and stakeholders.
- Define clear roles and responsibilities for AI system development, deployment, and oversight.
- Conduct regular independent external audits to assess compliance and effectiveness.
- Encourage innovation while upholding ethical standards.
- Assign clear governance roles to Council members, executive leadership, employees, and IT business units.

OTHER USEFUL DOCUMENTS

Relevant legislation

The City of Adelaide will consider the legislative and regulatory context in relation to application and use of AI, considering in particular:

- *Local Government Act 1999* (SA)
- *Privacy Act 1988* (Cth)
- *Copyright Act 1968* (Cth)
- *Spam Act 2003* (Cth)
- Anti-discrimination legislation (various)

Related internal documents

- Privacy Policy
- Data Management Policy

Related external documents

The City of Adelaide will consider relevant principles and frameworks in its application and use of AI including:

- *Australian Government AI Ethics Framework*
- Policies and guidelines of the Office of the Chief Information Officer, Department of Treasury and Finance, Government of South Australia
- *AI Adoption Toolkit for South Australian Councils* (LGASA)

Documents considered in the development of this policy include:

- *Guideline for the use of Generative Artificial Intelligence and Large Language Model Tools* (updated Aug 2025), Office of the Chief Information Officer, Department of Treasury and Finance, Government of South Australia
- *Responsible use of artificial intelligence policy*, City of Mount Gambier (June 2025)
- *Generative AI guidelines*, Local Government Information Technology South Australia (October 2024)
- *National AI Ethics Framework*, Australia. Department of Industry (2019)
- *Interim guidance on generative AI for Government agencies*, Australia. Digital Transformation Agency (July 2023)
- *Safe and responsible AI in Australia*, Law Council Australia (August 2023)
- *AI Action Plan*, Australia. Department of Industry Science and Resources (2021)
- *"What is generative AI, how do we ethically utilise it at CoA and what are the risks?"*, 2024 CoA Graduate Project Report (April 2025)
- Summaries of AI policies from NSW, SA, Tas, WA, Vic, and Qld
- Examples of AI applications in smart city projects and service delivery by cities such as Melbourne, Sydney, Adelaide, and Brisbane.

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

- **Artificial Intelligence (AI):** Machine-based systems which analyse data, recognise patterns, and generate outputs such as predictions, recommendations, or decisions which influence physical or virtual environments.
- **Generative AI (Gen AI):** AI technologies designed to create new content (e.g., text, images, video, audio) by analysing patterns in existing data.
- **Bias:** Inclination or prejudice which unfairly favours or discriminates against individuals or groups.
- **Confidential Data:** Information expressly restricted from public release or not publicly available.
- **Personal Data:** Information which identifies or could reasonably identify an individual, including names, addresses, biometrics, and location data.
- **Sensitive Data:** Personal data related to racial or ethnic origin, political opinions, religious beliefs, sexual orientation, health, or genetic information.
- **Inhuman or Inhumane Writing:** Content generated or assisted by AI which lacks empathy, ethical awareness, or sensitivity to human context, potentially resulting in offensive or dehumanising communication.
- **Prompt Engineering:** the practice of designing and refining the inputs given to an AI system so the most useful, accurate, or creative outputs are produced.

ADMINISTRATIVE As part of Council’s commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed every **two** years unless legislative or operational change occurs beforehand. The next review is required in **October 2027**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
	Chief Operating Officer		New policy endorsed by Council XX Month 2025

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WHAT IS GENERATIVE AI, HOW DO WE ETHICALLY UTILISE IT AT COA AND WHAT ARE THE RISKS?

2024 CoA Graduate Project Report

16 April 2025

ACKNOWLEDGEMENT OF COUNTRY

The City of Adelaide acknowledges that we are located on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

DOCUMENT PROPERTIES

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

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Record Details

HPRM Reference:

HPRM Container:

Version History

Version	Revision Date	Revised By	Revision Description
A	April 2024	AH, CZ, CA, DSK, LP	Graduate Project 2025 Draft

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EXECUTIVE SUMMARY

Generative Artificial Intelligence (Gen AI) has the potential to revolutionise the way CoA operates and can unlock a wide range of benefits and innovative ways of working. This report undertaken by the 2024 CoA Graduates addressed the research question: “What is Generative AI, how do we ethically utilise it at CoA and what are the risks”.

Generative Artificial Intelligence is an emerging technology that allows computer model to create human like content such as text, images, report and more. Gen AI models are trained on large dataset of data which allows it to identify patterns and relationships and generate new content. By adopting an internal Generative AI model, the CoA can experience a wide range of benefits, so long as the associated risks are properly managed and mitigated. This report delves into the risks of Gen AI, ranging from Ethical and Environmental risks and considerations to Information Technology and legal risks and various methods of mitigating the risks.

For example, Gen AI does have an inherit risk associated with data security and privacy due to the risk that a model could potentially leak sensitive information it was trained on or has access to. Furthermore, Gen AI can be the target of cyber-attacks which can lead to several consequences. A few mitigating measures which can combat these risks include using a fully vetted model by CoA IT, validation of outputs, monitoring the performance and providing training to staff who intend to use Gen AI at CoA.

A survey of the CoA administration was conducted as part of the research for this report to gauge the general sentiment towards Gen AI, investigate the current usage and appetite for CoA to adopt an internal Gen AI model. This survey found that the staff generally had a strong interest in Gen AI at CoA, with several staff currently using Gen AI in their day-to-day work. It is worth noting that some staff had reservations about using Gen AI relating to the associated risks, lack of confidence and the requirement for additional training and policies. Figure 1 below shows the results to the question ‘How often do you use Gen AI at work?’ which shows about 35% of respondents use Gen AI either daily or weekly at CoA.

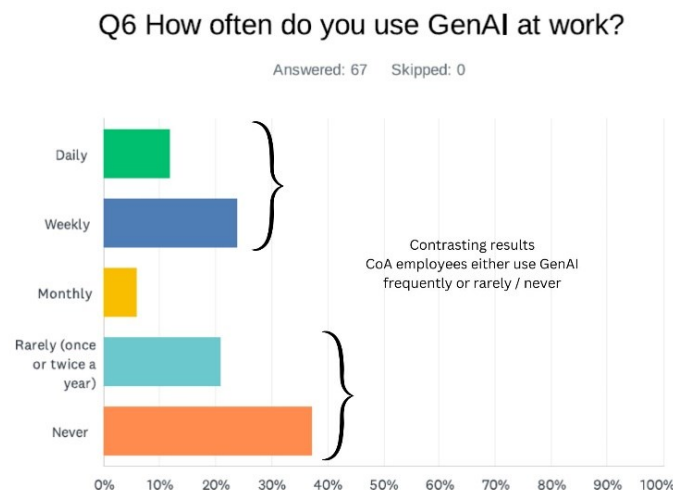


Figure 1: Survey Results - Use of Gen AI at CoA

This report also explores the feasibility of several use cases relevant to the City of Adelaide such as customer service and general administrative tasks. and provide several recommendations including implementation of Gen AI policies, an Operating Guideline and adoption of a pilot AI program. A draft Operating Guideline is provided in Appendix A as an example of how this document may look. Through taking responsible actions in implementing Gen AI at CoA, there are a wide range of benefits which could improve the way CoA operates and increase its productivity.

1. INTRODUCTION

The City of Adelaide (CoA) graduate cohort have prepared the following report as part of the 2024 Graduate Program at the City of Adelaide. This graduate cohort started at CoA in January 2024 and includes the following members:

- Anh Hoang – Graduate Marketing & Communications
- Chris Zhang – Graduate Infrastructure
- Clayton Armour – Para Planner
- Darvesh Singh Kukreja – Graduate Economic Research & Data Analyst
- Lachlan Pedder – Graduate Infrastructure

This project was assigned to the graduates to promote collaboration across the organisation and to foster new connections within the CoA Administration. This project was assigned to the Graduate cohort on May 10, 2024, with the goal of the group delivering a project report and presentation to the CoA Senior Leadership Team (SLT). Another objective of the project was for the Graduate cohort to undertake relevant research in an area of interest for the City of Adelaide.

Generative AI (Gen AI) was identified as an area where CoA may need to take a stance on in the near future in order to keep up with developing technologies and to follow through on its organisational values of Innovate and Achieve. This report aims to explore the following research question:

“What is Generative AI, how do we ethically utilise it at CoA and what are the risks?”

This research question is as relevant as ever, due to the rapid adoption of Gen AI across many organisations and industries as well in the everyday persons day-to-day life. To gather information on this topic, a survey was sent to the entire Administration to gauge the sentiment and thoughts of the staff at CoA. By investigating how this new technology may be adopted by CoA, what risks may be associated with it, and how the administration currently views Gen AI, this report aims to educate others at the City of Adelaide and hopefully become a baseline for future policy, guidelines and/or governance. This report also aims to touch on ethical and environmental issues and potential use cases of this new and upcoming technology.

2. WHAT IS GENERATIVE ARTIFICIAL INTELLIGENCE

Artificial Intelligence (AI)

Artificial Intelligence, or AI, is the technology that allows machines to simulate human-like intelligence. It uses data and algorithms to perform tasks like analysing information, recognising patterns, and making decisions. Think of it as a digital assistant that can process massive amounts of data quickly and accurately, far beyond human capacity.

Generative AI (Gen AI)

Generative AI is a specific type of AI that does not just analyse or interpret data, it creates new content. Using advanced models, it generates text, images, music, or even complex designs. It is like having a machine that can brainstorm, write, and design based on the instructions you give it.

How Does Gen AI Work?

Gen AI uses models trained on large amounts of data to understand patterns and relationships. Popular models like ChatGPT or DALL·E can produce human-like responses or visuals because they have been trained on diverse datasets ranging from books to images. Imagine teaching a robot by showing it thousands of examples of a task—like how a flyer is written or what a park design looks like. Once trained, it can produce its own version, tailored to your specific request.

Broad Uses and Additional Context

Gen AI has applications across many areas of local government. It can draft policy documents, summarise meeting minutes, design community engagement materials, or even generate visualisations for urban planning. It is also being explored for translating complex reports into plain language for broader community understanding. While it excels in creativity and productivity, it is essential to pair it with human oversight to ensure outputs are accurate and culturally appropriate.

Generative AI Compared to Other Forms of AI

Gen AI is distinct because it creates new content that can closely resemble human created content, whilst other forms of AI focus on tasks like analysis, prediction, or automation. For example, a predictive AI system might forecast future traffic patterns based on current data, whereas Gen AI could create a draft transport plan based on those predictions. Both are powerful tools, but Generative AI adds an extra layer of creativity, making it especially useful in scenarios where fresh ideas or designs are needed.

Alignment with City of Adelaide Strategic Plan

Adopting Gen AI technologies, including tools like ChatGPT and Microsoft Copilot, stipulates alignment with the City of Adelaide's Strategic Plan 2024–2028, supporting its goals of economic growth, efficiency, and innovation.

As the LGA aims to be a hub for innovation and investment, attracting businesses and talent, Gen AI can support this by automating administrative and routine tasks, improving data analysis, and enhancing decision-making, helping businesses and government services operate more efficiently. AI-powered insights can also support economic planning, urban development, and policy decisions, ensuring Adelaide remains a competitive and future-ready city.

The Strategic Plan prioritises a high-performing, customer-centric organisation. GenAI can streamline internal processes, reducing time spent on manual tasks like report writing and data entry. AI-driven chatbots and virtual assistants can improve customer engagement, providing quick, 24/7 access to information and services. Tools like Microsoft Copilot can enhance productivity, transparency, and communication, ensuring the Council operates efficiently and effectively. By embracing GenAI, the City of Adelaide can deliver smarter, faster, and more accessible services, reinforcing its reputation as a modern and innovative capital city.

Case Studies

Australian Government Trial of Microsoft 365 Copilot (Australian Government, 2024)

The Australian Government undertook a trial of the Microsoft 365 Copilot Generative Artificial Intelligence across a 6-month period starting at the start of 2024. The trial was prompted by the rapid uptake and increase in availability of AI including Gen AI across Australia and the world. The trial included distributing over 5,765 Microsoft Copilot license to interested Australian Public Sector (APS) employees. Microsoft Copilot allowed the APS employees to use Generative AI in their job which integrated with the Microsoft Office suite (Word, Excel, OneNote etc). The Government claims that Copilot allows for safe and responsible use of Generative AI as the model is created and ran by Microsoft and all data is encrypted and suitably stored (Microsoft 2024).

A comprehensive report was compiled following the completion of the trial which was prepared by the Australian Government and Nous Group (Australian Government, 2024). This report included the results of a variety of quantitative and qualitative data with a focus on the following four objectives:

- Employee related outcomes
- Productivity
- Whole-of-government adoption of generative AI
- Unintended outcomes

Some limitations included evaluation fatigue, non-randomised participation and inconsistent rollouts.

The key learnings and outcomes from this trial and subsequent report are as follows:

- Participants reported an increase in work quality and efficiency across the following activities: summarisation of content, creating first drafts and information searches. An estimated 1 hour was gained in these activities. 70% of participants used Microsoft Teams and Word to summarise and create drafts of documents.
- 40% of survey respondents commented they were able to spend more time on other activities such as staff engagement, mentoring, organisational culture building, and building relationships with other stakeholders.
- The participants of the trial generally noted an increase in productivity, speed of work. A small increase in quality was noted, to a lesser extent of the previously mentioned benefits.

- Generally, participants were satisfied with Copilot trial and wished to continue using it in their work. 86% of the participants wanted to continue using Copilot following the conclusion of the trial.
- Some issues were noted with the adoption of the program and training was required to educate the workforce. Some cultural issues were noted and some participants felt uncomfortable using the software. Generally, participants felt they needed clear guidance and information on the use of the software to use it responsibly.

The following barriers to adoption of Gen AI were identified:

- Technical Barriers – including technical problems, security and information management issues.
- Capability – including finding efficient ways to use Copilot, understanding the requirements of the program and engineering.
- Legal – including legislative requirements of freedom of information, the need to disclose the use of the software and accountability.
- Cultural – regarding ethical issues and a degree of anti-AI sentiment across the workforce.
- Governance – including planning and rolling out of the program,

The report also found several unintended outcomes including inclusivity and accessibility improvements to employees with disabilities and to help employees who may struggle with writing. Other unintended outcomes included concern around impact to employment, bias towards western norms, environmental impact and a general loss of skill from the use of the program.

The following recommendations were presented following the trial:

- 1- **Product Selection** – Consider if a Gen AI solution is appropriate for the environment and use case.
- 2- **System Configuration** – Organisation should ensure their systems and IT security allow for gen AI products to safely operate and be utilised.
- 3- **Specialised Training** – Training should be offered to develop capabilities and should be tailored to the use case of the Gen AI product.
- 4- **Change Management** – Organisations should support the adoption of the products, highlighting benefits and supporting adoption.
- 5- **Clear Guidance** – Clear guidance should be provided outlining disclaimers, risks and accountabilities.
- 6- **Workflow Analysis** – Workflows should be interrogated to identify Gen AI use cases to assist in adoption.
- 7- **Use Case Sharing** – Organisations should share the ways they are using Gen AI to assist in adoption and reduce risk.
- 8- **Impact Monitoring** – The impact of Gen AI on employees and workplace and should be closely monitored to manage risks and identify issues ahead of time.

Generative AI Adoption at Lambda Corporation

Lambda Corporation, a Nordic multinational retail organisation, has taken a thoughtful and incremental approach to adopting generative AI within its departments to improve operational efficiency and decision-making. Their methodology begins with identifying specific use cases where generative AI can enhance productivity, such as content creation in marketing, customer interaction in service, and operational planning in logistics. The company prioritises tools that support and augment employee tasks rather than replace them.

Pilot programs are conducted in selected departments to test the effectiveness of generative AI applications, with an emphasis on iterative learning and refinement. Employees are encouraged to explore AI tools in their daily workflows, fostering an AI-use culture within the organisation.

Technically, Lambda ensures effective deployment by integrating generative AI tools seamlessly with existing IT systems. Data management is a key focus, with efforts made to use accurate, relevant, and unbiased datasets for training and validation. AI applications are chosen for their adaptability to departmental needs and their potential to deliver measurable benefits. Ethical considerations, including data privacy and fairness, are integral to the adoption process, ensuring the AI systems align with the company's values and regulatory requirements.

This systematic and adaptive approach enables Lambda Corporation to harness the potential of generative AI responsibly, enhancing productivity, decision-making, and workforce efficiency across its operations.

1. Human Resources (HR)

The HR team uses generative AI to make hiring and employee engagement easier. AI helps write job ads, screen candidates, and analyse employee feedback. While people still make the key decisions, AI speeds up tasks and provides helpful insights. This has led to faster hiring processes and better employee communication.

2. Purchasing Department

In the purchasing department, AI is used to predict demand, compare prices, and draft contracts. It helps analyse market trends and handle large amounts of data, making it easier to make smart buying decisions. This saves time and makes the department more efficient.

3. Customer Service Department

Generative AI improves customer service by supporting staff with tools like chatbots that handle simple questions. AI also analyses customer feedback to find areas for improvement. This has resulted in faster responses and happier customers, especially for new team members who get extra support from AI.

4. Logistics Department

The logistics team uses AI to plan delivery routes, manage inventory, and improve warehouse operations. AI tools help reduce waste and make the team more flexible when solving problems. This has made the supply chain smoother and more reliable.

5. Marketing Department

In marketing, AI helps create content like ads, social media posts, and email templates. It also analyses customer data to target the right audience for campaigns. This has made marketing efforts more creative, productive, and effective while saving time for the team.

Overall, generative AI is helping each department at Lambda work faster, smarter, and more creatively, making the company more efficient and innovative.

Department	Individual AI Use Perspective	Department Level AI Use Perspective	AI Use Scope	AI Use Effects on Departmental Performance	Department's AI Use Culture
HR	Varies among individuals; used to augment decision-making in both simple and complex tasks.	Relatively active; used to augment various tasks. AI use supported departmental decision-making.	From non-existent to relatively active, augmentative use in work and decision-making processes.	Enhances efficiency and quality of decision outcomes in both individual and teamwork.	Highly encouraged by leadership, active culture of AI use, shared learning. Positive sentiment.
Purchasing	Limited; mainly for creating product related content, translations and campaign ideas.	Limited; no evidence of use in significant department-level decisions.	Limited scope. Only a few members used from time to time.	Contributes to efficiency in creating textual content and equalising skills of staff, contributing to task allocation flexibility.	Lack of widespread encouragement and awareness of potential applications. Overall sentiment was curious.
Customer Service	Minimal; isolated instances of generative AI use in customer communication.	Notable absence of generative AI utilisation for work and decision-making.	Minimal, with potential for broader application in customer communication.	None reported. Potential to improve operational adaptability and resource allocation.	Low adoption rate, influenced by low encouragement to use AI. Mix of hesitant and curious sentiment.
Logistics	Used to enhance efficiency in technical tasks and solution development.	Clear difference in the application of machine learning AI for automation and generative AI for individual problem-solving.	Diverse, from enhancing digital workflow efficiency to aiding in technical tasks.	Significant operational benefits in automation and individual problem solving, possible broad departmental impact.	Digital and technical, with generative AI becoming embedded in certain teams' work processes, but not all.
Marketing	Extensive; used for creative ideation, technical tasks, and overcoming work challenges.	Widespread use of generative AI, changing operational methods and possibly influencing productivity.	Extensive, incorporated in various intensities for creative and technical work.	Positively affects creativity and technical capabilities, contributing to managing work with a compact team.	Active culture of AI use, encouraged exploration, and innovation with AI tools.

Figure 2: Use Case Table

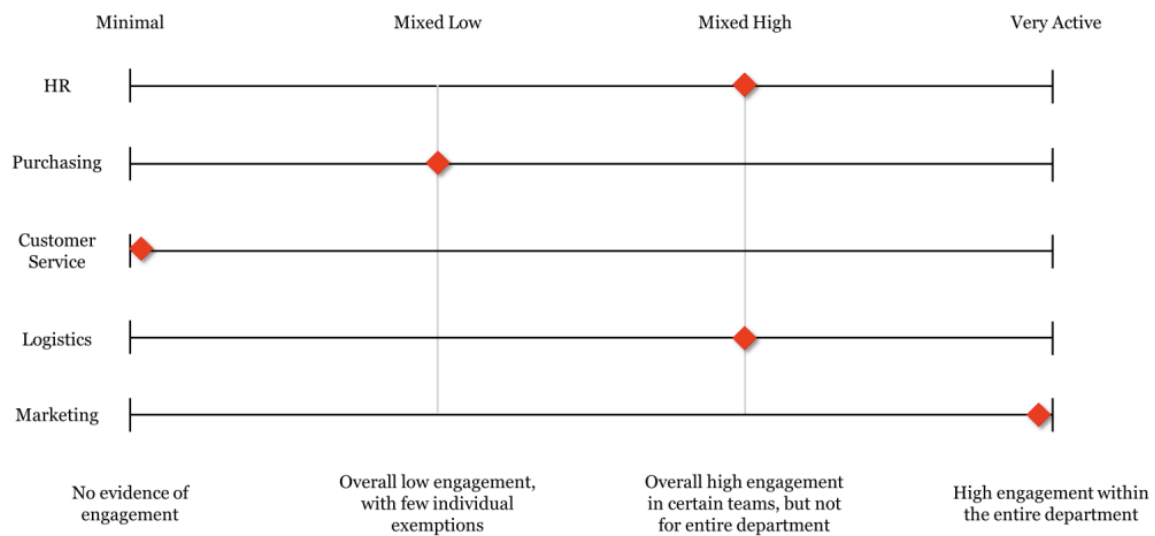


Figure 3: Engagement Against Use Case

Utilisation of Gen AI in NSW Government

The New South Wales (NSW) Government has taken a structured approach to adopting Artificial Intelligence (AI), integrating it into various public services to improve efficiency and service delivery.

Their implementation process follows a clear framework, starting with identifying areas where AI can add value, such as streamlining administrative processes or enhancing customer service. The government then decides whether to develop AI tools in-house or procure solutions from external vendors. Pilot programs are run to test AI capabilities, with continuous iteration and refinement based on feedback (Nsw.gov.au, 2022).

On the technical side, the NSW Government ensured **robust data management**, selecting high-quality, unbiased datasets to train AI models effectively. They use **tailored AI algorithms** suited for specific applications, ensuring models are trained and validated rigorously.

Seamless **system integration** is a priority, with AI solutions being embedded into existing IT infrastructure to maintain efficiency and scalability. Ethical considerations, including **privacy protections and transparency**, are also key, ensuring AI systems align with public trust and **legal compliance**. This structured approach enables NSW to **leverage AI responsibly**, driving digital transformation while maintaining accountability (Digital.gov.au, 2023).

The role of Gen AI chatbots in local government context: Risks and real-world cases (Nickodem, 2024)

In recent years, Gen AI chatbots based on large language models (LLMs) have become increasingly popular in local government settings due to their ability to provide automated, real-time responses to public queries. Notwithstanding, their implementation presents notable risks, as demonstrated by several real-world cases. This analysis highlights key issues and contextualise them for CoA, emphasising the need for careful risk management should Gen AI chatbots be adopted.

Key risks and real-world applications

1. Inaccurate and misleading information: New York City Council

New York City's Gen AI chatbot, built using Microsoft's Azure AI services, demonstrated significant flaws when it provided incorrect and potentially harmful legal advice. For example, it claimed that employers could legally fire employees for complaining about sexual harassment and that restaurants could serve cheese that had been bitten by rats. Such errors illustrate the risk of "hallucination" - a common issue with LLM-based chatbots, where they generate responses that are made-up or factually incorrect. If a similar chatbot were deployed in Adelaide, inaccurate guidance on local regulations could lead to severe public confusion or legal disputes.

2. Legal liability for misrepresentation: Air Canada

In a case involving Air Canada, a customer relied on incorrect advice from the airline's chatbot about its bereavement travel policy, leading to financial loss. The British Columbia Civil Resolution Tribunal found Air Canada liable for negligent misrepresentation, ruling that the company was responsible for the chatbot's statements, as it was part of their website. A similar scenario in Adelaide could involve residents relying on faulty chatbot advice for matters such as building permits or zoning regulations. If incorrect guidance led to financial or legal consequences, the city could face claims of misrepresentation, damaging public trust and incurring costs.

3. Potential for adversarial attacks via "jailbreaking"

Research has shown that Gen AI chatbots are vulnerable to adversarial attacks. By using specific prompts, bad actors can "jailbreak" the chatbot and manipulate it into generating harmful content, such as instructions for illegal activities. If CoA chatbot was exploited in this manner, it could provide damaging or dangerous advice to users, creating public safety concerns and reputational harm for the council.

Gen AI chatbots can improve public services by offering instant responses and easing workloads. However, as seen in several real-world cases, they come with risks like providing incorrect or harmful information. Before adopting such a tool, CoA should carefully vet the chatbot by following these key recommendations:

Recommendations to mitigate risks

1. Thorough testing

CoA should test the chatbot's ability to give accurate answers to common questions and check how it responds to unusual or harmful prompts. Special attention should be given to questions about city laws and regulations, ensuring the chatbot does not give misleading legal advice. It is also important to test whether it provides consistent answers when asked the same question repeatedly.

2. Choosing the right chatbot model

CoA must decide whether to use a simple question-and-answer model or a more advanced conversational model. While the advanced model allows for more interaction, it also increases the chance of errors. A simpler model may be easier to manage and more reliable for users.

3. Reviewing vendor capabilities

CoA staff must work closely with the vendor to understand how the chatbot is trained, which AI model it uses and how it ensures accurate answers. They should also assess any safeguards the vendor provides to prevent errors or harmful content.

4. Cost and maintenance

Beyond the initial cost, maintaining and updating the chatbot will require ongoing resources. This includes retraining the AI to keep it accurate as new policies and information emerge.

5. Disclaimers and transparency

Since chatbots can sometimes produce incorrect responses, it is important to include clear warnings advising users to confirm important information with a city staff member. This approach, used by New York City Council, helps manage public expectations and reduces potential legal risks.

As can be seen, there are critical risks associated with the adoption of Gen AI chatbots. As such, local government bodies like CoA need to carefully vet whether the benefits outweigh the costs. Should such chatbots be endorsed, it is important that careful planning, regular communication and maintenance are in place to keep the chatbot in check and ensure that the services it provides enhance public services while maintaining trust.

3. ETHICS AND ENVIRONMENT

Ethical risks from a local government perspective

Integrating generative AI tools into City of Adelaide processes could improve organisational efficiency and help achieve the visions set out by the Strategic Plan. However, a substantial body of literature identifies ethical risks of this technology across a multitude of sectors which must be considered when designing and implementing such programs. Those most pertinent to a local government context are identified below.

Data privacy and trust

City of Adelaide handles a significant volume of personal sensitive information of its employees, residents and businesses every day such as contact details, expiations, economic figures and proposed developments. During onboarding, new staff are required to complete an exercise on record management given the potential risks of leaking data of this nature.

Input data used to train and utilise generative AI models are typically collected and stored within the program and has the potential to be leaked or stolen (Hiter, 2023). Unauthorised use of sensitive information poses risks to privacy, legal consequences and erodes user trust, which can have compounding effects on the rest of the organisation (Dey, 2024). When implementing a generative AI program, City of Adelaide must ensure that any identifying data is anonymised, robust cybersecurity measures are in place and that all employees are aware of the risks of uploading sensitive information to the model.

Workforce impact

Generative AI's capability of automating processes has led to growing concerns of workforce impact worldwide (Luckett, 2023). Although reports predict mass job creation through artificial intelligence, the same technology could also lead to mass job displacement, particularly in those sectors and industries involving routine and predictable tasks (Kshetri, 2024). Unaddressed, the prospect of job displacement may have a negative psychosocial on employees if perceptions of their employment security are affected.

City of Adelaide should proactively invest in upskilling and retraining employees most affected by the adoption of generative AI, alongside developing appropriate action plans and policies to bolster trust throughout the organisation.

Transparency and bias

Although generative AI models are capable of mimicking human behaviour and dialogs based on the information they are trained with, they lack certain critical thinking and decision-making processes to warrant being left unchecked. The black-box nature of Generative AI models presents multifaceted issues regarding transparency such as data collection, sources of output data, copyright infringement and accountability (Chugh, 2023). Without proper documentation, the assignment of responsibility for models' outputs are undeterminable, bringing into question the developer, user and any other body involved in the creation and deployment of generative AI programs.

These also models risk perpetuating biases and stereotypes within their input data that can have cascading effects throughout the organisation (Esposito and Tse, 2024). Biases embedded in training data can be reinforced by the model, leading to misconceptions being presented as fact.

Appropriately skilled and authorised officers should be appointed to monitor the generative AI model throughout its life cycle, clearly documenting processes and ensuring information shared attributes AI involvement. City of Adelaide must also seek that the team involved is reasonably representative of a range of demographics to improve identification of bias in the input and output data.

Environmental impacts

There are significant energy, raw material and water costs involved in the manufacturing of hardware and development and deployment of software associated with generative AI (Dolby, 2023). In turn, there has been an increase in e-waste as outdated hardware such as GPUs are replaced by new devices (Kuever, 2023). These costs are expected to escalate considerably with the growing demand for generative AI globally, however the environmental stresses are inequitably distributed such that already vulnerable areas are more impacted (Ren and Wierman, 2024).

Mirroring the opacity of generative AI processes, the figures for emissions caused by the technology are not readily available so exact numbers cannot be analysed. However, given the forecasted trajectory of consumption in the coming years efforts are required to minimise the environmental costs of using generative AI.

Strategies to reduce the environmental impact of generative AI technologies include promoting the use of energy-efficient data centres, encouraging the adoption of renewable energy sources, and advocating for the development of water-efficient AI infrastructure. Furthermore, the city could support initiatives aimed at reducing the carbon footprint of AI systems, such as using recycled water in data centres and improving the efficiency of cooling systems. Encouraging collaboration between industry, government, and environmental experts will be key to ensuring that AI technologies are developed and deployed in a way that aligns with sustainability goals.

4. RISK VS OPPORTUNITY FOR CITY OF ADELAIDE

Implementing Gen AI into an organisation introduces a wide range of risks and benefits for the organisation. For CoA to successfully utilise Gen AI software to its full capability and to experience the full range of benefits these risks must be properly managed and mitigated (Australian Government, 2024). Associated risks relating to Gen AI can vary markedly, ranging from typical Information Technology risks to emotional harm and discrimination. (National Institute of Standards and Technology, 2024).

Risks

A range of risks are discussed below which CoA may be susceptible to should Gen AI be utilised at the organisation:

Ethics & Environment, as discussed in Section 3.

Data Security & Privacy: Gen AI models are required to have access to large databases of information, some of which may be sensitive, confidential or personal. This information needs to be managed to prevent leaks to outside parties or the users of the software (PwC, 2024). Gen AI can also be targeted by cyber-attacks in a wide range of ways. One such example of a cyber-attack includes outside parties influencing the content generated by the model leading to undesirable outputs and other potentially harmful consequences. Furthermore, entering personal information into Gen AI models makes that information at risk of leaking along with the associated issues with transparency and consent of that information (National Institute of Standards and Technology, 2024). Security and Privacy issues will be much more significant when the AI model is external to CoA and not endorsed or hosted by a reputable and secure organisation (Such as Microsoft's Copilot model). When an internal AI model can be used, these risks will be mostly mitigated or significantly reduced.

Ownership of Information: Content generated by Gen AI may infringe on IP rights / Copyright, sometime due to the material the Gen AI was trained on. Furthermore, it is possible that an organisation utilising an external Gen AI model may need to research the IP rights with the Gen AI model owner (National Institute of Standards and Technology, 2024).

Legal: A range of legal considerations need to be made related to ethics, data security, various legislation, terms of use, copyright etc. Penalties could apply to the organisation and/or its employees if an infringement is reported (PwC, 2024). Decisions should not be made by Gen AI directly; however, Gen AI can be used to responsibly help a staff member made decisions, while ensuring compliance with Council Delegation of Authority. AI bias can lead to discrimination against groups or ideas which can be considered illegal in Australia due to the DDA Act 1992. There is a degree of uncertainty in the legal risk of Gen AI as it is a new technology, and a detailed assessment of the legal risks should be undertaken.

Confabulations (Hallucinations): Gen AI models can be prone to generating and presenting incorrect information in a confident demeanour. This can also include responses which do not relate to the prompt or inputs of the user and may even contradict previously generated responses. This expression is also known as 'hallucinations' or 'fabrications' (National Institute of Standards and Technology, 2024).

Bias & Fairness

Gen AI models can show a bias influenced by the content it was trained on. This bias can include discrimination, favouring certain topics or answers and may be unfair in a variety of ways (PwC, 2024). This bias could clash and be against the CoA Strategic Plan, CoA values and the intent of CoA employees and may harm the organisations operations.

Other Risks:

- Unknown Risks – Gen AI is an emerging technology, and new risks are probable to be discovered or introduced as the technology and research around it develops (National Institute of Standards and Technology, 2024).

Preventative Measures

The South Australian Government (2024) published a Guideline on the use of Gen AI which outlined some key risks and methods to mitigate them. These preventative measures along with other recommended preventative measures are outlined below:

Legal Due Diligence

Prior to implementing Gen AI at CoA, legal advice should be sought to comply with any relevant legislation. Considerations may need to be made with regards to the Local Government Act (1999), CoA Strategic Plan(s), Code of Conduct for CoA employees along with all other relevant documents, acts and laws.

Policy and Procedure

Adopting a CoA Generative AI policy will allow the organisation to take a stance on the use of the technology. In addition, an operating guideline on the proper use and guiding principles will allow the administration to be confident in its use and the procedure around its use. These guidelines are needed to guide users of Gen AI to mitigate the risks shown above.

Validation

All output from Generative AI should be checked and verified by a suitably experienced CoA staff member to ensure the output is correct. Generated content should not be blindly copy and pasted. This process will need to be built into the operating guideline, training and policy.

Training and Education

Prior to adoption of a CoA Gen AI model, the administration should be educated on the proper use and the potential risks of Gen AI. This should also be a part of employee onboarding and be regularly repeated to ensure all CoA members are properly trained on Gen AI.

Vetting AI Software

Prior to selecting any given Gen AI model for use at CoA, it must be vetted by the IM team to ensure the model can provide suitable security, privacy and other technical requirements. This will reduce the risk of issues being encountered. This vetting process should include any testing and validation processes prior to the model being used.

Transparency

The use of Gen AI at CoA will need to be transparent to avoid reputational issues and complaints. Residents and councillors should be aware of the use of Gen AI at CoA and the relevant policies which guide its use.

Monitoring

The performance of Gen AI at CoA should be constantly monitored to ensure the model is performing as expected and is not exposing CoA to any undue risk. Similarly, CoA policy and procedures should be constantly monitored and updated to mitigate any identified issues

Internal CoA AI Model

The CoA should adopt an internal Gen AI model which is made for and only used by the City of Adelaide to reduce outside interference and to improve monitoring capabilities.

Table 1 below shows the list of risks and the respective measures which will help to reduce the risks.

Table 1: Risk vs Mitigating Action

Risk	Mitigating Action
Data Security & Privacy	Using vetted and approved AI models for CoA purposes, appropriate policies and procedures, training, monitoring, transparency, suitably vetting and adopting internal AI model, transparent policy.
Ownership of Information	Appropriate Policy and Procedure, Internal COA AI Model, human checking of outputs to identify potential IP infringements (validation).
Legal	Policy and procedure, legal due diligence, training and education, validating AI outputs.
Confabulations	Validation, Vetting AI model, monitoring.
Bias and Fairness	Legal due diligence, vetting AI model, monitoring and checking AI outputs, training, policy and procedure.

Most risks associated with the use of Generative AI at the City of Adelaide can be mitigated through proper preparation, research, suitable policies and procedures. This allows the organisation to realise the full benefits of the technology while minimising risk.

Benefits

Generative AI introduces a wide range of benefits and potential opportunity and useful application, especially in an administrative organisation such as the City of Adelaide. McKinsey and Company (2025) discuss a range of benefits which are included below along with some other identifiable benefits:

Increased Productivity

Gen AI can boost productivity in a wide range of ways including automating repetitive tasks, brainstorming, summarising, drafting etc. This allows the employee to free up time for other work.

Assist in Decision Making

While Gen AI must not be used to make decisions due to legal consequences and a variety of other obligations (Delegations of power cannot be given to an AI), it can be used to assist in decision making. This could include analysing data, summarising feedback and more. CoA must be careful however, to ensure that staff members do not become dependant or over reliant on Gen AI.

Reduced Operating Costs

Due to the wide range of benefits related to Gen AI, cost savings could be expected due to better managed resources, staff member productivity and many other benefits.

Brainstorming

Due to Gen AI's ability to innovative and be creative, it is a great tool to be used for brainstorming ideas. This can ensure that council have considered all possible options before committing to a solution.

Improved Data Analysis

Gen AI can effectively analyse large amounts of data quickly and accurately. This can help reduce the time it takes CoA staff to complete analytical tasks or when working with large datasets. The results can be summarised and reviewed and presented in a wide range of ways.

Identify Risks

Gen AI can analyse situations and identify potential risks and vulnerabilities. This can greatly assist an organisation risk management and supplement the existing methods. Large issues could be identified before they have consequences.

Improved Accessibility / Collaboration

Staff members who have English as a second language or have intellectual disabilities can utilise Gen AI to help them drafting emails, spell checking and to make it more readable. This can boost communication across the organisation and improve collaboration.

Automation

Gen AI can automate complex and time-consuming tasks to reduce the number of hours CoA staff need to spend.

If the risks associated with the adoption of Gen AI at CoA can be properly managed, Gen AI provide a wide range of benefits to help the City of Adelaide perform at a high level and deliver better results for its businesses, residents and city users. CoA can use Generative AI in specific ways to help certain teams and sections of the organisation, this is discussed further in Section 6.

City of Adelaide Information Management Perspective

From the City of Adelaide's Information Management (IM) viewpoint, planning for Gen AI involves a balance between innovation with responsible data governance and integration considerations. A few key areas highlighted below stand out:

1. Technical Challenges and Infrastructure Requirements

- **Data Storage and Security:** Storing large volumes of data and model outputs securely is essential. Ensuring compliance with privacy and data protection regulations is vital.
- **Computing Resources:** Gen AI models often require significant processing power. Some organisations may opt for cloud-based solutions to manage scalability, whilst others may consider on-premises infrastructure for tighter data control.
- **Model Training and Maintenance:** Gen AI models need ongoing tuning and updates. Adequate version control, monitoring, and retraining processes should be established.
- **Governance and Ethics:** Policies around appropriate use, content moderation, and intellectual property rights must be in place to guide staff and protect the community.

2. Integration with Existing Systems

- **Records Management Systems:** Outputs from Gen AI must be captured and archived according to existing records management policies.
- **Customer Relationship Management (CRM):** AI-generated responses or content for community-facing platforms should seamlessly feed into or out of current CRM tools.

- **Collaboration Platforms:** Chatbots or virtual assistants built on Gen AI must integrate with the City's internal collaboration suite to ensure consistent and up-to-date information sharing.
- **Data Repositories and APIs:** AI solutions may need to draw on internal data sources (e.g., geographic information systems) and external APIs to generate relevant, context-rich content.

5. COA STAKEHOLDER ENGAGEMENT

Survey explanation and intent

A survey was created to assess the CoA Administration sentiment and understanding of Gen AI. This survey was sent out via The Next Edition (CoA internal newsletter) as a voluntary survey to all employees of CoA. The questions included in the survey are presented in *Appendix B*.

The intent of the survey was to acquire quantitative and qualitative data on the following subjects:

- The administrations understanding of Gen AI, its risks and its opportunities,
- The administration sentiment towards Gen AI, and
- How the administration currently uses Gen AI,
- How different demographics of the administration feel about Gen AI.

The individual results were kept confidential, and it was made clear to the participants that their responses were to help the CoA Graduates.

Key findings

Consensus from the organisational survey

There is **strong interest in using Gen AI**, with employees recognising its potential to improve efficiency and productivity. However, there is **low trust and risk tolerance**, particularly regarding data privacy and security. Staff are **keen for structured training and clear policies** to ensure responsible adoption. While employees see the value of Gen AI, usage remains relatively low both at work and in their personal lives.

To drive adoption, it is essential to address trust issues, provide training, and establish clear guidelines on ethical use, while also emphasising efficiency gains.

Insights from the organisational survey (n=67)

Majority are individual contributors – 70% of respondents are individual contributors, meaning Gen AI adoption will mostly affect frontline staff rather than leadership.

Diverse Age Demographics – Respondents span multiple age groups, with the highest percentage in 35-44 (31%) and therefore, adoption strategies should consider different levels of familiarity with technology.

Understanding of Gen AI is moderate – 69% either agree or strongly agree that they understand Gen AI, but 19% are neutral or disagree, **showing there is still a need for education and awareness**.

Low Trust in Gen AI – **Only 23% trust Gen AI** whilst 47% are neutral or disagree. This hesitation could slow down adoption unless concerns are properly addressed.

Risk awareness exists, but confidence is low – Whilst **53% understand the risks of Gen AI**, only 27% feel comfortable with those risks, suggesting that **many people don't yet feel prepared to use it safely**.

Willingness to use Gen AI at Work – 76% believe incorporating Gen AI would support a high-performing organisation, showing **strong potential for uptake** if the right conditions are in place.

Desire for Training and Clear Guidelines – 88% want CoA-specific training on risks, safe use, and best practice, whilst 94% want clear guidance on responsible usage. There is a strong **appetite for structured learning before rolling out Gen AI at scale**.

External Use of Gen AI is Limited – 30% have never used Gen AI outside of work, and only 11% use it daily. This suggests many employees have limited exposure to the technology, **reinforcing the need for introductory training**.

Efficiency is the Biggest Perceived Benefit, Data Privacy is the Biggest Risk – Word cloud analysis shows "efficiency," "timesaving," and "tasks" as the main benefits, while "data privacy," "security," and "confidentiality" are the biggest concerns, highlighting a trade-off between productivity gains and data protection risks.

Demographic insights

Survey respondents present a diverse cross-section of the organisation, with every role, age group, program being represented.

In terms of role distribution, the Individual Contributor formed the largest group of respondents at over 70 percent, followed by Team Leaders at over 16 percent and Senior Leadership Team at over 7 percent.

The age bracket between 35-44 years old reflect the highest response rate at nearly 31 percent, followed by 25-34 years old and 45-54 years old, both at nearly 28 percent.

Finally, a broad range of programs are represented, with notable participations from People team at close to 20 percent, followed by City Culture at nearly 14 percent, then Customer & Marketing as well as Infrastructure at over 12 percent respectively. No participation was noted in the Office of the CEO, which may hinder insights into perspective from C-suite level.

Overall, this is a fair representation of the role demographics within CoA, with the main demographic being Individual Contributor, aged between 25-54 years old, spanning across various programs.

General sentiment towards Gen AI

To gauge the CoA employees' sentiment towards Gen AI, a sentiment analysis was conducted in question 4 using a Likert scale, with five response options from Strongly Disagree to Strongly Agree for clear statements, along with open ended questions to provide qualitative insights into the matter, which will be represented in form of word clouds.

Insights from CoA employee survey

Quantitative analysis – Likert scale

The findings reveal that a majority of CoA employees have a clear understanding of Gen AI (nearly 69 percent Strongly Agree and Agree) and its associated risks (over 53 percent Strongly Agree and Agree). However, it is also noted that there is a considerable amount of contrasting response for Strongly Disagree and Disagree, at over 19 percent and nearly 28 percent respectively, and overall low neutrality on both statements. This indicates that CoA employees are divided into two categories, one group with a clear understanding of Gen AI and the other with limited understanding of Gen AI.

All in all, the results from the Likert scale reveal that most CoA employees have a clear understanding of Gen AI and its associated risks, causing lower level of trust in Gen AI.

To gain a deeper understanding of CoA employees' perceived risks and benefits towards Gen AI, which is a key factor in determining their sentiment and level of trust, open ended questions were asked in question 8 and 9, and answers were presented in form of word clouds.

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Usage of Gen AI

Usage of Gen AI within the workplace versus outside of work

In question 6 and 7 of the survey, participants were asked on the frequency of usage of Gen AI at work, followed by outside of work. Results are similar for both questions, with contrasting level of usage. Participants have either high level of usage (daily, weekly at nearly 36 percent for “at work” and “outside of work”) or low level of usage (rarely, never at 58 percent for “at work” and over 48 percent for “outside of work”), and low level of neutrality overall (see figure 3 and 4). This indicates that CoA employees are generally more comfortable with using Gen AI outside of work, potentially due to the perceived risks of using Gen AI in the workplace as discussed in the earlier section.

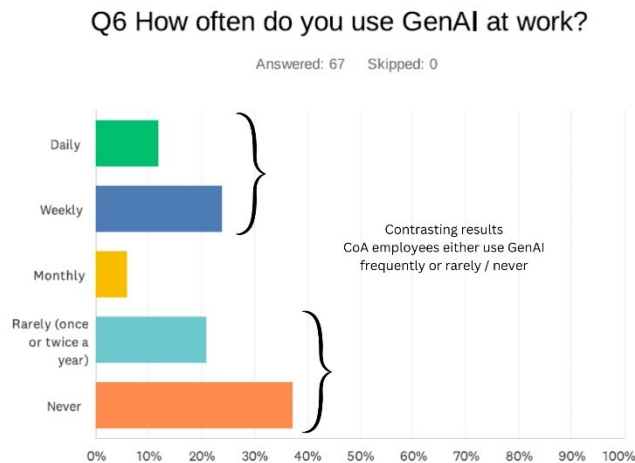


Figure 6: Question 6 | How often do you use Gen AI at work?

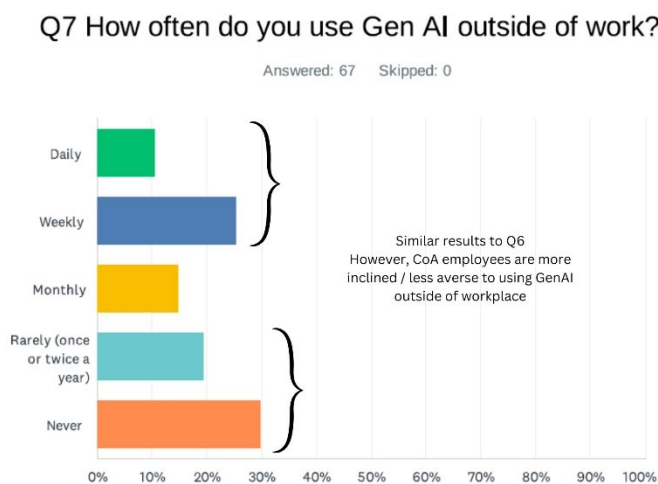


Figure 7: Question 7 | How often do you use Gen AI outside of work?

Sentiment towards usage of Gen AI within CoA

To gain a more tailored insight into CoA employees’ sentiment towards the usage of Gen AI within CoA, another sentiment analysis using a Likert scale was established in question 5, with five response options from Strongly Disagree to Strongly Agree against statements that are specific to CoA (see appendix C).

From the results, it can be inferred that CoA staff are generally open to the use / adoption of Gen AI within CoA, with over 80 percent of employees indicating Strongly Agree and Agree,

The findings also reveal the importance of a clear stance from CoA on the adoption of Gen AI and highlight a strong need for Gen AI training and clear operating guidelines. Over 61 percent of staff agree or strongly agree that they would be open to use Gen AI if CoA formally endorse its usage. Additionally, almost all employees indicate strong interest in having clear guidance on responsible usage (more than 94 percent) and Gen AI training (nearly 88 percent). This can also be seen in the open-ended question 10, whereby CoA were asked on how CoA can support safe usage of Gen AI – keywords highlighted were “*training, workshops, clear policies, guidelines, informing of potential risks*” (see figure 5).



The final section of the survey explores possible use cases of Gen AI within CoA from staff perspective. The results from this will guide the scope of the Gen AI adoption and implementation plan which will be further developed in the subsequent section. From the responses, there is a strong interest for the adoption of Gen AI within customer-facing roles, potentially the adoption of “*chatbot*” within the customer centre space. Content generation within the marketing space is another area with vested interests in Gen AI usage. Finally, keywords such as “*data, information, research*” are also highlighted, indicating high interest in using Gen AI for data mining, analysis and research purposes (see figure 6).



Discussion

As discussed, survey respondents come from a diverse range of roles, age group and program, giving a fair representation of the demographics within CoA, with the main demographic being Individual Contributor, aged between 25-54 years old. All program options were represented, except for contributor from Office of the CEO, which may mean limited insights into C-suite level perspective on Gen AI. However, this is countered by the relatively high participation rate from SLTs and Executives which give reasonable insights into leaderships' perspective on Gen AI.

In terms of sentiment analysis, CoA employees generally display a positive outlook on the usage and adoption of Gen AI within CoA, with even stronger level of confidence if CoA formally endorse its usage and provide clear operating guidelines as well as training. This will also aid in the contrasting results for understanding of Gen AI, whereby staff are either highly knowledgeable on Gen AI or have limited knowledge on it, with low level of neutrality.

Finally, potential use cases of Gen AI as presented by CoA staff include, but are not limited to, customer centre (potentially chatbot), content generation for marketing purposes and data analysis, data mining or research purposes.

6. COA USE CASES

There are many possible use cases for Gen AI at CoA and as the technology develops, more use cases will appear and be able to be capitalised on. Two potential use cases are discussed below including general administrative tasks and AI chatbots in the Customer Centre.

General Administration

One of the largest potential use cases of Gen AI at CoA would be using a Gen AI model to assist in general administrative tasks. Through integrating a Gen AI model into day-to-day tasks, the organisation could possibly realise a range of benefits ranging from improved efficiency to improved communication, as discussed in Section 4. A trial could be implemented, similar to the APS trial of Microsoft Copilot (2024). This would enable the administration to:

- Generate draft documents / policies / reports / etc, ensuring that they are verified and edited. This would save time and could increase consistency across the organisation if the model uses a generalised CoA writing style.
- Gen AI models can edit text to make it grammatically correct, formal or informal and check for consistency.
- Summarise long documents, emails or other forms of text. This allows key points to be conveyed to the reader directly and effectively and allows more time for the employee to spend their time on other tasks.
- Save time on research. The model could find relevant resources and information based on input from the user. The user can specify the type or resource they need, put limitations on date and country of origin to get exactly what they need without researching themselves.
- Certain AI models may also have additional capabilities such as managing calendars, booking meetings and organising reminders.
- Effectively analyse data, identify trends, insights and create reports. This could help inform policy and decision making across the organisation.

AI chatbots in City of Adelaide customer service

Gen AI chatbots can enhance CoA's customer service by providing instant responses to inquiries about council services, regulations and events. They can improve accessibility, reduce wait times, and assist both residents and businesses. This Gen AI chatbot can be integrated into CoA's website as a widget that follows the user throughout their on-page user journey as an "AI personal assistant". ([See real-life Gen AI chatbot example from City of New York Council](#)). However, there are key risks involved that must be managed to ensure accuracy, reliability and public trust.

Potential integration opportunities:

- Rates and payments: Real-time info on due dates and payment options.
- Permit and licensing assistance: Guidance for applications (e.g. building, events, business licenses).
- Waste and recycling enquiries: Bin collection schedules, recycling guidelines.
- Event and venue bookings: Help with reservations and event details.
- Parking and transport information: Updates on zones, fees, public transport links.
- General council services: FAQs on libraries, community programs, recreation.

Key risks involved:

- Inaccurate information: Incorrect details may cause confusion and complaints.
- Legal liability: Misleading advice on approvals or fines could create legal issues, as seen in cases like Air Canada’s chatbot misrepresentation.
- Manipulation risks: Adversarial attacks could prompt inappropriate responses, damaging CoA’s reputation.

Risk mitigation strategies:

- Thorough testing: Ensure accuracy in responses, particularly for regulatory queries.
- Chatbot model selection: A rule-based chatbot may be safer than an advanced AI model. ([See real-life rule-based chatbot example from City of Los Angeles Council](#)).
- Ongoing Monitoring: Regular updates and oversight to maintain accuracy.
- Transparency and disclaimers: Clearly inform users of chatbot limitations and advise verification with staff.

Overall, a well-managed chatbot can improve CoA’s customer service efficiency. However, ongoing efforts to safeguard trust through careful implementation and oversight is essential.

7. RECOMMENDATIONS

The findings from this report demonstrate that Generative Artificial Intelligence (Gen AI) can significantly benefit the City of Adelaide (CoA), enhancing productivity, decision-making, innovation, and operational efficiency. However, successful adoption requires careful management of several critical areas including ethical considerations, privacy, security, environmental sustainability, and workforce impact.

Based on our extensive research, stakeholder feedback, and insights gained from both governmental trials and best industry practices (including AWS guidelines), we propose the following strategic recommendations:

1. Strategic Adoption Approach

- Adopting a phased implementation approach beginning with low-risk pilot projects to build organisational readiness and familiarity.
- Using an **Ideation Canvas** and prioritisation frameworks to identify initial use cases, ensuring alignment with CoA's strategic goals.

2. Governance and Policy

- Developing and maintaining a comprehensive CoA-specific Gen AI policy that clearly outlines acceptable uses, privacy guidelines, data protection, accountability, and ethical standards as outlined in the Generative AI Operating Guideline.
- Establishing an internal governance structure (e.g., AI Centre of Excellence) to oversee model deployment, risk management, and compliance.

3. Infrastructure and Technical Considerations

- Prioritising the adoption of an internal AI model tailored exclusively for CoA, reducing external risks and enhancing security and control.
- Ensuring rigorous vetting of any Gen AI tools and robust cybersecurity measures, aligned with existing information management policies and infrastructure requirements.

4. Training and Education

- Implementing structured training programs tailored to different staff demographics, addressing both technical usage and ethical considerations.
- Providing ongoing education and clearly documented guidelines to enhance staff confidence, mitigate risks, and encourage responsible use.

5. Transparency and Communication

- Maintaining transparency regarding the use of Gen AI with staff, residents, councillors, and stakeholders, clearly communicating purposes, benefits, and risks.
- Continuously engaging stakeholders through regular updates and feedback mechanisms, ensuring public trust and internal buy-in.

6. Legal and Ethical Compliance

- Conduct detailed legal due diligence, ensuring compliance with local government legislation, the Privacy Act 1988, and relevant OAIC guidelines, as outlined in the Operating Guideline.
- Regularly monitor and evaluate models to detect biases, inaccuracies (hallucinations), and ethical breaches, taking immediate corrective actions as necessary.

7. Monitoring and Continuous Improvement

- Regularly update Gen AI policies and procedures based on new insights, technological advancements, or emerging risks.

8. CONCLUSION

Generative AI represents an unprecedented opportunity for the City of Adelaide to position itself as a forward-thinking, innovative, and high-performing local government body.

It aligns closely with the City of Adelaide's Strategic Plan 2024–2028, reinforcing commitments to economic growth, operational efficiency, innovation, and enhanced community engagement. Whilst the associated risks including data security, privacy concerns and ethical challenges are noteworthy, they are manageable with adept policies, targeted training, transparent governance, and careful technology selection.

The organisational survey clearly indicates strong internal interest and support for Gen AI, tempered by legitimate concerns about privacy, security, and ethical issues. Addressing these concerns proactively through structured training, clear guidelines, and transparent governance frameworks is essential for successful adoption.

The lessons learned from the Australian Government's Copilot trial, along with best practices advised by industry leaders like AWS, provide valuable roadmaps for a phased, sustainable approach to implementation. By carefully navigating these challenges through responsible stewardship and proactive risk management, the City of Adelaide can unlock substantial benefits from Generative AI, ensuring it remains competitive, efficient, innovative, and responsive to the needs of its community.

This report aims to serve as a foundational resource, guiding the responsible adoption and integration of Generative AI technologies across the City of Adelaide, laying a strong foundation for future policy development, innovation, and continuous improvement.

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APPENDIX A: PROPOSED OPERATING GUIDELINE

APPENDIX B: SURVEY QUESTIONS

Demographic Questions

- What is your role at CoA? (Individual Contributor, Team Leader (inc WGL), Frontline Leader, Program Manager, Senior Leadership Team (SLT))
- What age group are you? (15-24, 25-34, 35-44, 45-54, 55-64, 65+)
- Which Program do you work in
 - Adelaide Central Market Authority
 - AEDA
 - City Culture
 - City Operations
 - Customer & Marketing
 - Finance & Procurement
 - Governance
 - Information Management
 - Infrastructure
 - Office of Lord Mayor
 - Office of the CEO
 - Park Lands Policy & Sustainability
 - People
 - Regulatory Services
 - Strategic Property & Commercial
 - Strategy Insights & Performance

General Questions

Scale from **Strongly Disagree** to **Strongly Agree** (alternative questions shown in the level 2 dot points)

General sentiment

- I have a good understanding of what Generative AI is.
- I trust Gen AI.
- I have a good understanding of the risks associated with using Gen AI.
- I am comfortable with the risks of using Gen AI.

In the workplace

- I would use Gen AI more if CoA endorsed its usage.
- I am open to the use of Gen AI at CoA.
- I think incorporating Gen AI in my work would support a high performing organisation performance.
- I think it is important that CoA provides clear guidance on the appropriate and responsible use of Gen AI.
- I would want to undertake CoA specific training on Gen AI (risks, safe use and best practice)

Custom format Questions

- How often do you use Gen AI at work (daily/weekly/monthly/rarely (once or twice a year)/never).
 - Please provide some examples of how you have used GenAI in the workplace. (Custom answer format)
- How often do you use Gen AI outside of work (daily/weekly/monthly/rarely (once or twice a year)/never).

General thoughts (open text, 100 words)

- What are the potential benefits of using Gen AI at the City of Adelaide?
- What are the potential risks of using Gen AI at the City of Adelaide?
- How could CoA support you in using Gen AI safely?
- Do you see any potential use cases for Gen AI at the City of Adelaide?

APPENDIX C: SURVEY RESULTS

2025/26 Long Term Financial Plan Workshop 2 - Capital Program

Strategic Alignment - Our Corporation

Public

Tuesday, 16 September 2025
City Finance and Governance
Committee

Presenter: Anthony Spartalis
Chief Operating Officer

PURPOSE OF WORKSHOP

The Long Term Financial Plan (LTFP) is one of the City of Adelaide's key strategic management plans, and requires annual update. This workshop continues along the roadmap for updating the 2025/26 LTFP as provided via E-News on 15 August 2025 [here](#):

This workshop seeks Council member discussion and advice on the underpinning parameters, assumptions, and implications of the Capital Program.

With these agreed assumptions Administration can build the draft LTFP for Committee review on 25 September, with a view to public consultation

KEY QUESTIONS

What observations do Council members have regarding:

- Current path to 100% Asset Renewal Funding Ratio?
- assumptions about significant renewals?
- levels of new and upgrade investment?
- The 1.5% rate revenue allocation to upgrade community buildings in the Park Lands?

- END OF REPORT -

Our Corporation

2025/26 Long Term
Financial Plan (LTFP)

Capital Program

Renewal Program, Significant
Renewals and Capital New
and Upgrade

16 September 2025
Chief Operating Officer

2025/26 LTFP Roadmap

Date	Forum	Role	Topic
15 August	ARC (Workshop)	Discuss	Building the LTFP Roadmap + High level parameters and projections (current LTFP) <input checked="" type="checkbox"/>
26 August (Special)	CFG (Workshop)	Discuss	AEDA Funding Workshop <input checked="" type="checkbox"/>
9 September (Special)	CFG (Workshop)	Discuss	Workshop 1 - Operating Budget - Baseline, Revenue Assumptions, Service Changes, & Strategic Projects <input checked="" type="checkbox"/>
16 September	CFG (Workshop)	Discuss	Workshop 2 - Capital Renewals (AMPs, significant renewals, ARFR target, other adjustments) & Capital New and Upgrade (Level of investment)
25 September (Special)	CFG (Report)	Endorse	Draft LTFP for consultation
14 October	Council	Approve	Draft LTFP for consultation
15 October	Begin public consultation	Consultation	21 days public consultation ends (Strategic Management document)
5 November	End public consultation	Consultation	21 days public consultation ends (Strategic Management document)
11 November	Council (Report)	Note	Consultation feedback report
18 November	CFG (Report)	Endorse	Final draft LTFP (based on consultation feedback)
25 November	Council (Report)	Adopt	Adopt final 2025/26 LTFP

Key Discussion Points

What are
Council
Members'
views...

on the current
path to 100%
ARFR?

What are
Council
Members'
views...

regarding
funding of
significant
renewals?

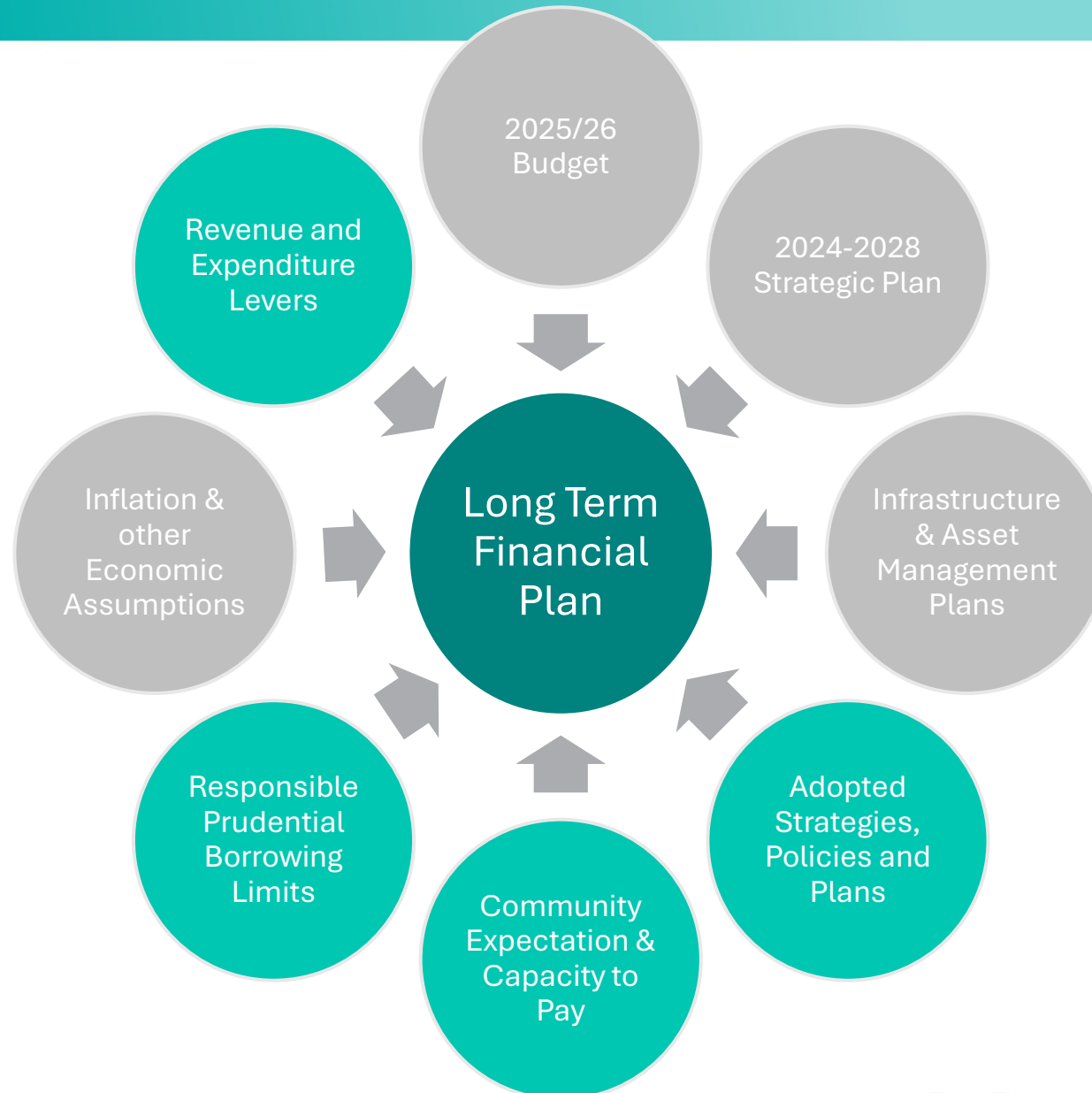
What are
Council
Members'
views...

on the level of
investment in
New and
Upgraded
Assets?

What are
Council
Members'
views...

on the 1.5%
rate revenue
allocation to
upgrade
community
buildings in the
Park Lands?

Basis of Preparation



The 4 Funding Elements

Four areas to be funded, consistent with the budget:

- Operating Budget
- Strategic Projects
- **Asset Renewal Capital Program**
- **New and Upgrade Capital Program**

**The LTFP sets the parameters for the
Annual Business Plan & Budget**

Operating Budget

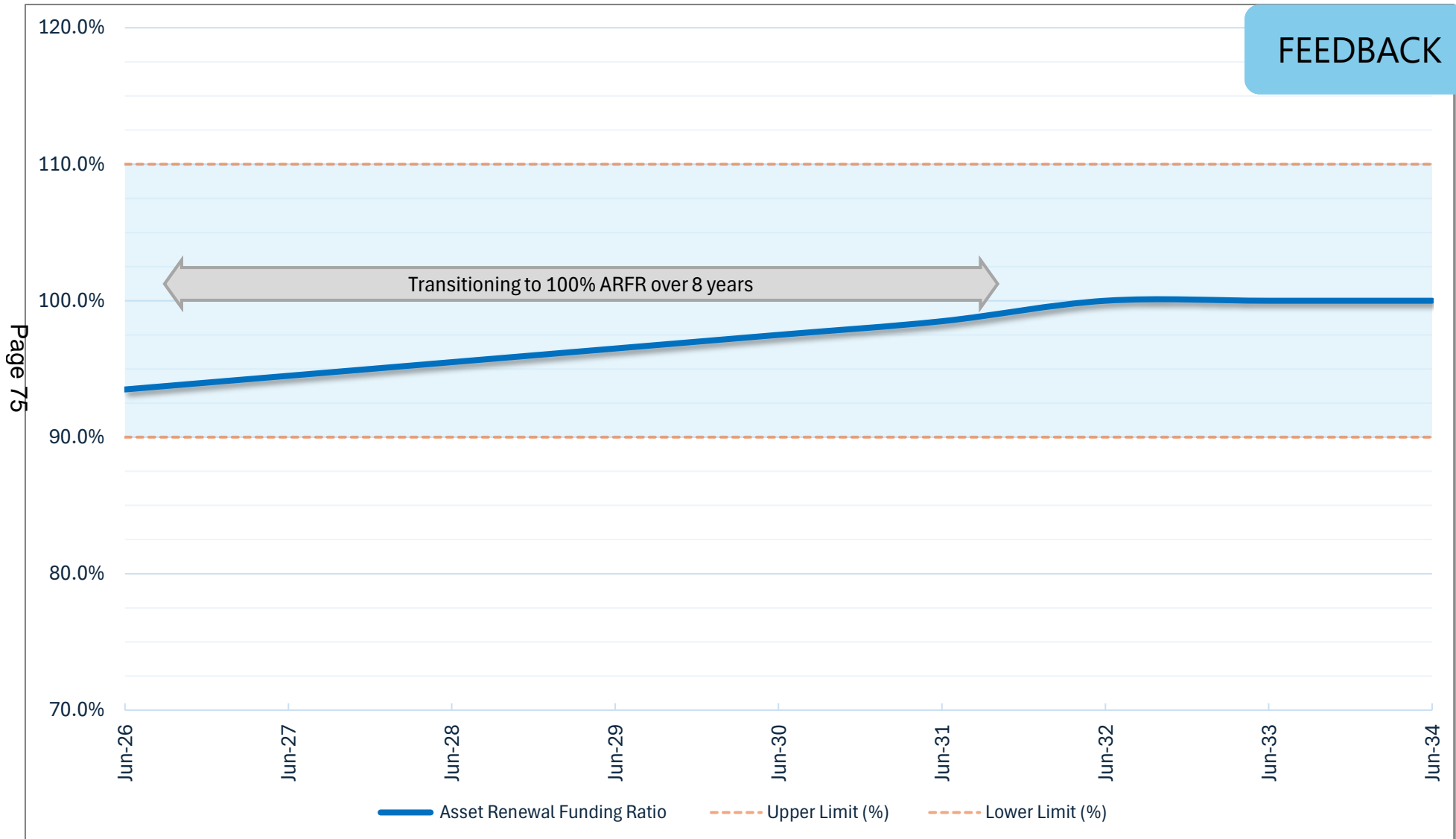
\$'000s	2025-26 Adopted Budget			2025-26 per Adopted LTFP			
	Operating	Projects	Total Adopted Budget	Operating	Projects	Total LTFP	Variance
Income							
Rates Revenues	154,908	0	154,908	154,896	0	154,896	12
Fees and Charges	87,948	170	88,118	86,341	0	86,341	1,777
Grants, Subsidies and Contributions	4,243	653	4,896	4,646	0	4,646	250
Other Income	1,047	0	1,047	1,218	0	1,218	(171)
Total Income	248,146	823	248,969	247,101	0	247,101	1,868
Expenses							
Employee Costs	89,686	1,106	90,792	88,853	0	88,853	(1,939)
Materials, Contracts & Other Expenses	72,906	5,175	78,081	71,063	6,694	77,757	(324)
Sponsorships, Contributions and Donations	5,467	865	6,332	6,334	0	6,334	2
Depreciation, Amortisation & Impairment	64,506	0	64,506	64,462	0	64,462	(44)
Finance Costs	717	0	717	3,626	0	3,626	2,909
Total Expenses	233,282	7,146	240,428	234,337	6,694	241,031	603
Operating Surplus / (Deficit)	14,864	(6,323)	8,541	12,764	(6,694)	6,070	2,471
Net Outlays on Existing Assets							
Capital Expenditure on Renewal & Replacement of Existing Assets		(67,937)	(67,937)		(67,936)	(67,936)	(1)
<i>add back</i> Depreciation, Amortisation and Impairment		64,506	64,506		64,462	64,462	44
<i>add back</i> Proceeds from Sale of Replaced Assets		500	500		500	500	0
Net Outlays on Existing Assets		(2,931)	(2,931)		(2,975)	(2,975)	44
Net Outlays on New and Upgraded Assets							
Capital Expenditure on New and Upgraded Assets		(46,361)	(46,361)		(39,119)	(39,119)	(7,242)
<i>add back</i> Amounts received specifically for New and Upgraded Assets		8,018	8,018		0	0	8,018
<i>add back</i> Proceeds from Sale of Surplus Assets		18,500	18,500		0	0	18,500
Net Outlays on New and Upgraded Assets		(19,843)	(19,843)		(39,119)	(39,119)	19,276
Net Lending / (Borrowing) for Financial Year	14,864	(29,097)	(14,233)	12,764	(48,788)	(36,024)	21,791
Borrowings			50,074			94,834	44,760

Key considerations:

- Maintain transitioning Asset Renewal Funding Ratio (ARFR) to 100% over an 8-year period
- Maintain Asset Renewal Repair Fund over a 3-year period
- Update AMPs to reflect the transition
- Confirm funding assumptions for significant renewals
- Treatment of North Adelaide Golf Course

Asset Renewal Funding Ratio (ARFR)

FEEDBACK



Asset Management Plans (AMPs)

- The 2024/25 LTFP adjusted the AMP program to smooth the AMP and fund the average over the 10 years
- The **unindexed** smoothed 10-Year forecast expenditure based on AMPs at 100% ARFR is \$72.7m pa

AMP Renewal Forecasts (\$'000s)*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	10 Year average
Buildings	11,261	11,261	11,261	11,261	11,261	11,261	11,261	11,261	11,261	11,261	11,261
Lighting & Electrical	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305	5,305
Park Lands & Open Space	3,019	3,019	3,019	3,019	3,019	3,019	3,019	3,019	3,019	3,019	3,019
Transport	28,824	28,824	28,824	28,824	28,824	28,824	28,824	28,824	28,824	28,824	28,824
Urban Elements	5,161	5,161	5,161	5,161	5,161	5,161	5,161	5,161	5,161	5,161	5,161
Water Infrastructure	9,129	9,129	9,129	9,129	9,129	9,129	9,129	9,129	9,129	9,129	9,129
Total Infrastructure Renewals	62,698	62,698	62,698	62,698	62,698	62,698	62,698	62,698	62,698	62,698	62,698
Plant, Fleet & Equipment Replacement	3,653	3,653	3,653	3,653	3,653	3,653	3,653	3,653	3,653	3,653	3,653
Delivery Resources	6,308	6,308	6,308	6,308	6,308	6,308	6,308	6,308	6,308	6,308	6,308
Total Renewal & Replacement of Assets	72,659	72,659	72,659	72,659	72,659	72,659	72,659	72,659	72,659	72,659	72,659

* Excludes Significant Renewals

Asset Management Plans (AMPs)

- Revised **unindexed** 10-Year forecast based on an adjusted AMP to reflect the 8-Year transition is on average, \$70.8m
- A variation of \$17.4m over 10 years compared to 100% AMP

FEEDBACK

AMP Renewal Forecasts (\$'000s)*	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	10 Year average
Buildings	10,529	10,642	10,754	10,867	10,979	11,092	11,261	11,261	11,261	11,261	10,991
Lighting & Electrical	4,960	5,013	5,066	5,119	5,172	5,225	5,305	5,305	5,305	5,305	5,177
Park Lands & Open Space	2,823	2,853	2,883	2,913	2,943	2,974	3,019	3,019	3,019	3,019	2,946
Transport	26,950	27,238	27,526	27,815	28,103	28,391	28,824	28,824	28,824	28,824	28,132
Urban Elements	4,826	4,877	4,929	4,981	5,032	5,084	5,161	5,161	5,161	5,161	5,037
Water Infrastructure	8,536	8,627	8,718	8,809	8,901	8,992	9,129	9,129	9,129	9,129	8,910
Total Infrastructure Renewals	58,623	59,250	59,877	60,504	61,131	61,758	62,698	62,698	62,698	62,698	61,193
Plant, Fleet & Equipment Replacement	3,416	3,452	3,489	3,526	3,562	3,599	3,653	3,653	3,653	3,653	3,458
Delivery Resources	5,898	5,961	6,024	6,087	6,150	6,213	6,308	6,308	6,308	6,308	6,124
Total Renewal & Replacement of Assets	67,936	68,663	69,390	70,116	70,843	71,569	72,659	72,659	72,659	72,659	70,775

* Excludes Significant Renewals

Asset Management Plans (AMPs)

Asset Class	(\$'000)						
	AMP 2025/26		Adopted LTFP 2025/26		Adopted 2025/26 Budget		Variance
	Budget	ARFR	Budget	ARFR	Budget	ARFR	Budget
Asset Renewal Delivery Resource	6,308	100%	5,898	93.5%	5,898	93.5%	-
Buildings	11,261	100%	10,529	93.5%	15,115	134.2%	(4,586)
Lighting & Electrical	5,305	100%	4,960	93.5%	4,960	93.5%	-
Park Lands & Open Space	3,019	100%	2,823	93.5%	1,600	53.0%	1,223
Plant, Fleet & Equipment	3,653	100%	3,415	93.5%	3,715	101.7%	(300)
Transport	28,823	100%	26,950	93.5%	24,489	85.0%	2461
Urban Elements	5,162	100%	4,826	93.5%	3,624	70.2%	1,202
Water Infrastructure	9,129	100%	8,536	93.5%	8,536	93.5%	-
TOTAL	72,659	100%	67,936	93.5%	67,937	93.5%	(1)

Significant Renewals – current assumptions

- Current adopted LTFP assumes both Adelaide Bridge and Torrens Weir renewed in line with adopted AMPs - partially funded by external grants (not yet secured)
- Rundle UPark's life extended to 2029/30 – to be reflected in updated AMP

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Significant Renewals	Financial Year	Total Expenditure (\$'000s)	External Funding (\$'000s)	Net Expenditure (\$'000s)
Adelaide Bridge	2027/28 - 2028/29	60,000	(15,000)	45,000
Torrens Weir Structure	2028/29 – 2029/30	40,000	(26,666)	13,334
Rundle UPark*	2030/31 – 2031/32	15,000	-	15,000
Total Significant Renewals		115,000	(41,666)	73,334

*Total renewal cost = \$60m; \$15m extends life to end of current leases (current adopted assumption)

Significant Renewals – revised assumptions

FEEDBACK

Revised assumptions based on current options analysis*:

- Strengthen the Adelaide Bridge (rehabilitate and increase the load capacity for vehicles only e.g. no tram) extending its life by 25-100 years
- Rehabilitate the Torrens Weir Structure and extend its life by 50 years
- Maintain current assumption for Rundle UPark

Proposed revisions to AMPs / LTFP

Significant Renewals	Financial Year	Total Expenditure (\$'000s)	External Funding (\$'000s)	Net Expenditure (\$'000s)
Adelaide Bridge	2025/26 & 2029/30 - 2032/33	17,502	0	17,502
Torrens Weir Structure	2025/26-2026/27 & 2029/30 - 2032/33	24,640	0	24,640
Rundle UPark	2030/31 – 2031/32	15,000	0	15,000
Total Significant Renewals		57,142	0	57,142
Variance from current LTFP		57,858	(41,666)	16,192

* Outlined in Confidential CEO Briefing to Council 9 September 2025

Significant Renewals

- These significant renewals are “once in a generation” projects - funding levers beyond operating revenue alone should be considered:
 - Advocacy and external grant funding
 - Asset ownership
 - Borrowings (fixed principal and interest structure)

**Confirm current assumptions to extend,
renew, replace or upgrade**

New and Upgraded Assets

Council's current adopted LTFP has committed funding to:

- Mainstreet Revitalisation Upgrades
- Adelaide Central Market
- Adelaide Aquatic Centre Community Playing Field
- Brownhill and Keswick Creek - \$320k annual commitment
- Amount equivalent to 1.5% rates revenue to upgrade buildings in the Park Lands (in addition to Renewals)
- Forward commitment of \$23.2m from 2028/29, to fit within the current Prudential Borrowing Limits

The levers available to Council to deliver New and Upgraded Assets are:

- Surplus cash from operating and renewal activities
- External grant funding
- Borrowings
- Prioritising commitment

Confirm current assumptions for new and upgraded assets

New and Upgraded Assets

FEEDBACK

New and Upgraded Assets \$'000s	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total 10 Years
Central Market Arcade Redevelopment	1,000	-	-	-	-	-	-	-	-	-	1,000
Hindley Street Upgrade *	480	6,640	6,640	-	-	-	-	-	-	-	13,760
Gouger Street Upgrade *	2,209	9,001	3,164	-	-	-	-	-	-	-	14,374
O'Connell Street Upgrade *	612	4,135	9,203	-	-	-	-	-	-	-	13,950
Melbourne Street Upgrade *	1,850	1,683	2,867	-	-	-	-	-	-	-	6,400
Hutt Street Upgrade *	465	4,330	7,684	-	-	-	-	-	-	-	12,479
Brown Hill Keswick Creek	320	320	320	320	320	320	320	320	320	320	3,200
Aquatic Centre Community Playing Field	5,658	-	-	-	-	-	-	-	-	-	5,658
School Safety Implementation Project	150	805	-	-	-	-	-	-	-	-	955
Franklin Street Pedestrian Crossing	120	500	-	-	-	-	-	-	-	-	620
Minor Works Building – Security Upgrades	50	100	300	-	-	-	-	-	-	-	450
West Pallant Street Improvements	33	60	-	-	-	-	-	-	-	-	93
Public Realm Greening Program	3,932	-	-	-	-	-	-	-	-	-	3,932
UPark Central Market – Parking Guidance System	300	600	-	-	-	-	-	-	-	-	900
Community Sports Building Redevelopment - Park 21 West *	4,178	-	-	-	-	-	-	-	-	-	4,178
Community Sports Building Redevelopment - Park 27B *	3,493	-	-	-	-	-	-	-	-	-	3,493
Upgrade to Park Lands Buildings (1.5% Rates equivalent)	0	2,357	2,474	2,547	2,621	2,697	2,781	2,850	2,922	3,024	24,273
Other ^	13,534	-	-	-	-	-	-	-	-	-	13,534
Project Delivery Costs	7,977	4,580	4,898	430	441	453	465	476	486	502	20,708
Assumed forward Commitment				2,500	2,500	2,500	2,500	6,589	6,589		23,178
Total New and Upgraded Expenditure	46,361	35,111	37,550	5,797	5,882	5,970	6,066	10,235	10,317	3,846	167,135
Confirmed External Funding	8,018	2,631	4,669	0	0	0	0	0	0	0	15,318
Net Capital Contribution	38,343	32,480	32,881	5,797	5,882	5,970	6,066	10,235	10,317	3,846	151,817

* Renewal Funding associated with these projects are contained within the AMPs

^ one-off funding for New and Upgraded Assets in 2025/26

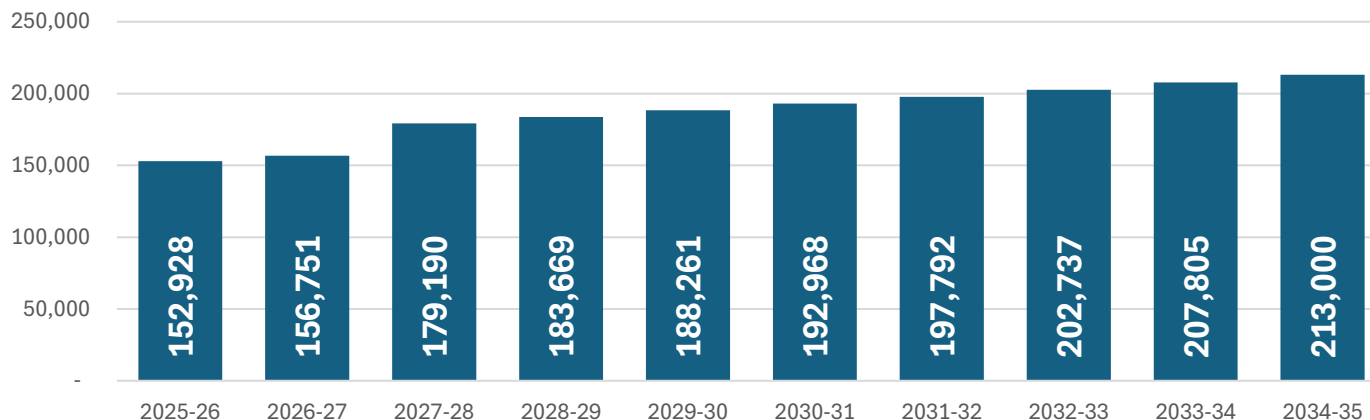
Prudential Borrowing Limits

The maximum level of debt is prescribed by way of **prudential limits**. The Prudential Borrowing Limit adjusts on an annual basis through the calculation of 3 indicators as per the current Treasury Policy:

- Asset Test Ratio
- Interest Expense Ratio
- Leverage Test Ratio

The limit is set based on the lowest figure derived from the above calculations

Currently, the Asset Test Ratio is the calculation setting the upper limit



Prudential Borrowing Limits

- In 2024/25, ESCOSA undertook their review of the City of Adelaide
- It identified that for the outer periods within the current adopted LTFP, Council is at its Prudential Borrowing Limit
- The Audit & Risk Committee noted that Council has been historically conservative in its Prudential Limit setting
- Borrowings is a driver to ensure intergenerational equity, e.g. those benefiting from the New and Upgraded Assets “pay” for the benefit over time

Risks and Opportunities

- Council rate revenue growth
- Government priorities (State and Commonwealth)
- Interest rates
- Inflationary pressures - wages and materials
- Securing external funding
- Delivery of Property Strategy and Action Plan
- Delivery of endorsed Strategies not yet fully funded
- Asset valuations
- COP31 event
- North Adelaide Golf course changes
- Prudential Borrowing Limits
- AEDA Funding / Appropriation

2025/26 LTFP Roadmap

Date	Forum	Role	Topic
15 August	ARC (Workshop)	Discuss	Building the LTFP Roadmap + High level parameters and projections (current LTFP) <input checked="" type="checkbox"/>
26 August (Special)	CFG (Workshop)	Discuss	AEDA Funding Workshop <input checked="" type="checkbox"/>
9 September (Special)	CFG (Workshop)	Discuss	Workshop 1 - Operating Budget - Baseline, Revenue Assumptions, Service Changes, & Strategic Projects <input checked="" type="checkbox"/>
16 September	CFG (Workshop)	Discuss	Workshop 2 - Capital Renewals (AMPs, significant renewals, ARFR target, other adjustments) & Capital New and Upgrade (Level of investment)
25 September (Special)	CFG (Report)	Endorse	Draft LTFP for consultation
14 October	Council	Approve	Draft LTFP for consultation
15 October	Begin public consultation	Consultation	21 days public consultation ends (Strategic Management document)
5 November	End public consultation	Consultation	21 days public consultation ends (Strategic Management document)
11 November	Council (Report)	Note	Consultation feedback report
18 November	CFG (Report)	Endorse	Final draft LTFP (based on consultation feedback)
25 November	Council (Report)	Adopt	Adopt final 2025/26 LTFP

Key Discussion Points

What are
Council
Members'
views...

on the current
path to 100%
ARFR?

What are
Council
Members'
views...

regarding
funding of
significant
renewals?

What are
Council
Members'
views...

on the level of
investment in
New and
Upgraded
Assets?

What are
Council
Members'
views...

on the 1.5%
rate revenue
allocation to
upgrade
community
buildings in the
Park Lands?

Thank you – questions or comments?

City Community Grants 2025/26

Strategic Alignment - Our Community

Public

Tuesday, 16 September 2025
City Finance and Governance
Committee

Program Contact:
Jennifer Kalionis, Associate
Director City Culture

Approving Officer:
Jo Podoliak, Director City
Community

EXECUTIVE SUMMARY

This report presents the City Community Grants Operating Guideline and the 2024/25 grants annual report for noting.

The City Community Grants Program includes two focus areas: Arts and Culture and Community Impact, servicing the cultural and community development sectors respectively.

The implementation of the City Community Grants Operating Guideline will enable the delivery of the City Community Grants in 2025/26 in line with the Business Plan and Budget through the Quick Response (up to \$5,000) and Major Grants (\$5,000 - \$20,000) available to the community across the two funding streams.

RECOMMENDATION

The following recommendation will be presented to Council on 23 September 2025 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL
THAT COUNCIL

1. Notes the City Community Grants Program for 2025/26, which includes two focus areas – Arts and Culture and Community Impact.
2. Notes the City Community Grants Program Operating Guideline contained in Attachment A to Item 7.1 on the Agenda for the meeting of Finance and Governance Committee held on Tuesday 16 September 2025.
3. Notes that the City Community Grants will open to the community in October 2025 with targeted promotions delivered to the cultural and community development sectors.
4. Notes that due to funding availability, multi-year Strategic Partnerships are not considered at this stage but will be reviewed on an annual basis through the Business Plan and Budget process.
5. Notes the Community Grants Program Annual Report 2024/25 contained in Attachment B to Item 7.1 on the Agenda for the meeting of Finance and Governance Committee held on Tuesday 16 September 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Community Vibrant, connected and inclusive Our objective is to support our communities to thrive, create fun, lively and interesting experiences, celebrate and honour community and cultures.
Policy	The CoA Funding Programs Policy (Link 1) provides a framework for how the City of Adelaide provides and manages funding to individuals and organisations applying for support through the City of Adelaide funding programs, including the City Community Grants.
Consultation	Consultation on Operating Guidelines is not required under the Funding Programs Policy.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Not as a result of this report.
Opportunities	Application of the Cultural Policy through revised Arts and Culture Grants Operating Guideline to ensure that Council investment in community projects meets identified priorities.
25/26 Budget Allocation	The 2025/26 Business Plan and Budget outlines an allocation of \$630,000 for the City Community Grants distributed across the Arts and Culture focus area (including the Aboriginal Protocol Grant administered as First Nations Arts and Culture Grant) and the Community Impact focus area.
Proposed 26/27 Budget Allocation	Not as a result of this report.
Life of Project, Service, Initiative or (Expectancy of) Asset	The City Community Grants Program supports community and cultural initiatives in the city in 2025/26 in line with the Strategic Plan objectives.
25/26 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	Applicant funding contributors, including in-kind support, are recorded as part of grant applications and acquittals.

DISCUSSION

1. The City of Adelaide's (CoA)'s Strategic Plan 2024-2028 outlines our commitment to working with the community to shape the future of the city through partnerships that leverage co-investment and grants.
2. The City Community Grants Program supports community groups, organisations and individuals to deliver free and affordable community-led initiatives fostering a vibrant, connected, and inclusive community. By investing in grassroots creativity and collaboration, the Program helps build a city that is welcoming, resilient, and full of life – where everyone feels they belong.
3. At its meeting on 11 June 2024, Council adopted the Funding Programs Policy. To ensure consistency with the Policy, the Operating Guidelines for the CoA Community funding programs were updated prior to their implementation in 2024/25.
4. The 2025/26 Business Plan and Budget allocated a total pool of \$630,000 for City Community Grants, which will be distributed through two focus areas: **Arts and Culture** and **Community Impact**.
5. In 2024/25 and prior years, the Operating Guidelines for the City Community Grants were presented in two individual documents: the Arts and Culture Grants Operating Guideline ([Link 2](#)) and the Community Impact Grants Operating Guideline ([Link 3](#)).
6. These Operating Guidelines have been reviewed and consolidated into one Operating Guideline, with two streams: Arts and Culture and Community Impact. Consolidation of these documents provides a unified Guideline, making it easier for the community to access our grant funds.
7. Consistency with the parent Policy has enabled the integration of the two existing Guidelines into a single Operating Guideline with two distinct streams and clear priorities. This includes aligning eligibility criteria, timeframes, assessment criteria, and the application process.
8. The Operating Guideline aligns with the Funding Programs Policy, the Cultural Policy adopted in 2025 and the Strategic Plan 2024-2028.
9. Key enhancements to the Guidelines for the 2025/27 program include:
 - 9.1. Reduced processing timeframes;
 - 9.2. Major Round strengthened with the addition to the Assessment Panel of an external subject matter expert;
 - 9.3. Major Round Assessment Panel to make recommendations to the Chief Executive Officer for final approval;
 - 9.4. Additional clarity for applicants on the role of Council Members with regards to Canvassing and Lobbying
10. The funding priorities and beneficiaries for each focus area of the program are outlined below:

City Community Grants		
Focus Area	Arts and Culture	Community Impact
Funding Priorities	<ul style="list-style-type: none"> • Amplifying creative capital • Culturally inclusive and socially connected • Reconciliation and truth-telling • Preserving cultural heritage • Creating space for cultural expression 	<ul style="list-style-type: none"> • Welcoming and inclusive • Social inclusion • Active lifestyles • Reconciliation • Connection, learning and wellbeing
Customers	Cultural Sector: <ul style="list-style-type: none"> • Arts and cultural practitioners • Cultural organisations, including community arts and music venues • Priority groups 	Community Development Sector: <ul style="list-style-type: none"> • Community groups and non-profit organisations • Volunteers and local leaders • Social enterprises and grassroots initiatives • Priority groups

11. The City Community Grants Program will open in October 2025 with Quick Response Grants (up to \$5,000) and Major Grants (\$5,000 to \$20,000) available across the two focus areas.
12. Multi-year funding agreements are no longer possible within the scope of the available budget.

13. The CoA Funding Programs Policy requires all funding programs to report outcomes to Council annually and the 2024/25 Community Grants Program Annual Report is presented in **Attachment B**.
-

DATA AND SUPPORTING INFORMATION

Link 1 – City of Adelaide Funding Programs Policy

Link 2 – Arts and Cultural Grant Operating Guideline marked-up version

Link 3 – Community Impact Grants Operating Guideline marked-up version

ATTACHMENTS

Attachment A – Community Impact Grants Operating Guideline.

Attachment B – Community Grants Program Annual Report 2024/2025.

- END OF REPORT -

City Community Grants Operating Guideline

PARENT DOCUMENT: [City of Adelaide Funding Programs Policy](#)

PURPOSE

The purpose of the City Community Grants is to strengthen the community's connection to the City, enhancing its reputation as an inclusive, culturally rich, and connected place to live and visit.

These grants support free and affordable community-based initiatives that foster social inclusion, participation, Reconciliation, active lifestyles, community connections, lifelong learning and wellbeing, vibrant and engaging arts and cultural experiences that inspire residents, attract visitors, and contribute to a dynamic year-round program.

OPERATION

**This Guideline should be read alongside the City of Adelaide Funding Policy.
Strategic Context**

The City Community Grants contribute directly to the City of Adelaide Strategic Plan 2024–2028, in particular the “Our Community” aspiration by:

- Strengthening community connections through inclusive and participatory experiences in the areas of arts, culture, community events, recreation and sport.
- Centering the perspective of Kaurna people as the traditional custodians of the Adelaide Plains and other First Nations communities, and promoting cultural revitalisation through language, storytelling and creative expression.
- Supporting programs that promote active lifestyles, wellbeing, skill development and life-long learning.
- Prioritising community outcomes and enabling locally- led and grassroots initiatives by and for the community.
- An interesting and engaging place to live, learn and visit.
- An inclusive, equitable and welcoming community where people feel a sense of belonging.
- A sustainable city where climate resilience is embedded in all that we do.
- Adelaide's unique experiences and opportunities attract visitors to our city.
- Encourage bold, interesting and purposeful development that supports the changing needs of our community and city.
- Create safe, inclusive and healthy places for our community.
- Achieve a critical mass of jobs and investment and attract and retain businesses by growing a dynamic, holistic economy.

The City Community Grants program has two streams: **Community Impact** and **Arts and Culture**.

The **Community Impact** stream supports activities that deliver on the following priorities:

Priority	Description
Welcoming and Inclusive	Celebrate and elevate the profiles of multicultural communities and create welcoming programs, services and opportunities for newcomers to be welcomed into their neighbourhood.
Social Inclusion	Deliver inclusive responses to meet the needs of isolated and priority groups.
Active Lifestyles	Enable community-led services that provide ways for our community to participate in active leisure, recreation and sport.
Reconciliation	Champion Reconciliation and recognition of First Nations peoples and cultures by identifying opportunities to celebrate and protect Aboriginal and Kurna culture and connection to Country.
Foster Connection, Learning and Wellbeing	Create opportunities for people to connect with each other and for people to expand their knowledge and skills.

The **Arts and Culture** stream supports activities that deliver on the following priorities:

Priority	Description
Amplifying our Creative Capital	Amplify Adelaide's UNESCO City of Music designation to showcase the city's cultural life, talent, strengths and stories on the global stage
	Support cultural jobs and creative careers to position culture and creativity as key drivers of economic development, employment, imagination and innovation.
	Celebrate Adelaide's unique cultural identity and enable opportunities for international exchange and collaboration.
Culturally Inclusive and Socially Connected	Enable all people to contribute, participate and be represented in the cultural life of the city.
	Ensure that access to Adelaide's culture is easy and affordable for everyone, with a focus on: young people, older people, people living with disabilities, culturally and linguistically diverse communities, including both migrant and refugee people, women; and LGBTQIA+ communities.
	Promote a cultural life in Adelaide that showcases the strength of our sector and the diversity of our communities.
Reconciliation and Truth Telling	Honour and strengthen awareness of Kurna culture and connection to Country.

	Celebrate Aboriginal and Torres Strait Islander peoples and cultures in city design, public art, festivals, events, and public spaces.
	Support Aboriginal and Torres Strait Islander-led cultural initiatives, including cultural revitalisation through language, storytelling, cultural burns, and other cultural and creative practices.
Preserving Cultural Heritage, Embracing Progress	Protect and revitalise the city's cultural heritage including world-class architecture, iconic cultural venues, community managed spaces and collections, and preserving the Adelaide Park Lands, open spaces and natural environment.
	Ensure people, culture and creativity are at the centre of planning, design and development decisions in the city.
	Celebrate our local character, food, culture, customs, social practices and traditions, places and spaces.
Creating Space for Cultural Expression	Embed creativity and culture into the everyday life of the city.
	Expand the city's cultural infrastructure, including activating under-utilised spaces, to enhance Adelaide's appeal, foster community and create a sense of belonging.
	Ensure that creativity, along with Adelaide's unique arts, cultural experiences, and stories, is easily accessible, fueling the city's vitality, day and night, and all year-round.

Key Performance Indicators for the City Community Impact Grants include:

- Number and diversity of applicants
- Number and diversity of funded projects
- Percentage of applications received that are from new applicants
- Total number of participants at all funded projects
- Quality of applications submitted
- Acquittal submission rates for successful projects

Eligibility

Applications will be considered from:

- Community groups.
- Individuals, sole traders and partnerships.
- Aboriginal Corporations and Torres Strait Islander Corporations.
- Charities, charitable trusts and not-for-profit organisations.
- Incorporated associations.
- Companies limited by guarantee.
- For-profit organisations <\$250k may apply if delivering community benefit. For-profit organisations with a revenue >\$250k are ineligible.

Projects will not be considered for funding if any of the following apply:

- Projects taking place outside of the City of Adelaide boundaries.
- The applicant has outstanding debts with the City of Adelaide or its subsidiaries.

- Requests for capital expenditure, contingency costs, core business activities or repayment of debts or loans
- Reimbursement of past expenses, including lease and license fees.
- The initiative is already receiving funding from the City of Adelaide or its subsidiaries.
- Conferences, trade shows, award ceremonies, and fundraising activities.
- Interstate or overseas travel and related accommodation expenses.
- Events where most participants are professional athletes or where substantial prize money is awarded.
- Support for individual elite or high-performing athletes.
- Programs and events for private or online-only audiences.
- Training or educational activities offered for the assessment and training of paid staff.
- Projects that denigrate and exclude any groups in the community.
- Activities that include, promote or encourage gambling or excessive consumption of alcohol.
- Current Council employees or former employees who ceased employment less than six months before applying are not eligible for funding.
- The funding request is from State or Federal government departments (except for Statutory Authorities of the State Government) or other Councils.

City Community Grant Funding Categories

	Quick Response	Major Round Grants
Funding available	Up to \$5,000	\$5,000–\$20,000
Timeframe	Available year-round	One competitive round per year
Notification	Within 5 weeks	Within 10 weeks
Duration of funding	1 year	
Examples of projects supported	<ul style="list-style-type: none"> • Creative performances and Art exhibitions • Arts and cultural Festivals and Events • Live music • Public artwork • First Nations-led storytelling and creative practices Including Cultural events, festivals and exhibitions • Multicultural events and gatherings • Community sport and recreation programs • Neighbourhood activities 	
Acquittal	Within 8 weeks of the project concluding	

Funding Source

Funding for the City Community Grants is determined through the City of Adelaide's Annual Business Plan and Budget. Details of funding available will be published upon opening of the grants program.

Assessment Criteria

Criteria	Considerations	Weighting
Strategic Alignment	<ul style="list-style-type: none"> Alignment with the City of Adelaide Strategic Plan 2024–2028. Clear alignment with at least one of the focus areas funding priorities. Alignment with City of Adelaide policies and strategic documents including the Cultural Policy, Reconciliation Action Plan, Disability Access and Inclusion Plan, and the Sustainable Events Guidelines. 	35%
Community and Cultural Benefit	<ul style="list-style-type: none"> Clear benefit to the City of Adelaide community and/or cultural life and/or evidence of need or opportunity. Proposed activity encourages participation, inclusion, wellbeing, learning and skill development, and/or cultural expression. Supports free or low-cost access, especially for priority groups. Locally-led arts, cultural, recreational and community activities. 	35%
Project Viability	<ul style="list-style-type: none"> Feasibility of the project plan, budget, and timeline. Risk management. Applicant's capacity, experience, and collaborators. Defined target audience and outreach strategy. 	30%

How to Apply

Applicants are encouraged to contact the City of Adelaide before commencing an application to discuss their proposal.

Applications must be received by the closing date and deadline as published on the website. Late applications will be deemed ineligible and will not be accepted.

The City Community Grants will be administered in line with Council's Funding Programs Policy.

City of Adelaide grants programs are administered through the SmartyGrants platform. You must register if you are a new SmartyGrants user. If you already have a SmartyGrants account, you can use existing details to log in and complete an application. Your application form can be saved and updated at any time until you click 'submit'.

Applications may be redirected to an alternative CoA funding program during the assessment process if it is deemed more appropriate for the nature and scale of the

project proposed. If this occurs the applicant may be required to provide additional information to meet the priorities of the identified funding program.

Council understands that the formal application and acquittal processes through the SmartyGrants ICT platform may not meet everyone's access needs and provides support to individuals or groups to ensure the Funding Programs are accessible on a case-by-case basis. Please contact the Grants Program Coordinator to discuss further.

Supporting Documentation

The following information will be required during the online application process, so please ensure you have this information prior to commencing the application process.

- The applicant's Australian Business Number or a completed Statement by Supplier form (if you do not have an ABN)
- A clear project budget with expected income and expenditure forecasts
- Booking confirmation for event location
- Written evidence of all confirmed partners and other contributions
- Marketing and Communications Plan

Assessment and Approval

Once submitted, an application will be assessed according to:

- Eligibility criteria
- Assessment criteria
- Available funding

All questions in the application form must be answered and any required attachments provided for the application to be assessed.

Applications for the Major Round will be considered and assessed by an Assessment Panel including at minimum, two City of Adelaide staff and independent assessors with subject matter expertise. Recommendations for funding will be provided to the Chief Executive Officer for approval.

Applicants who meet eligibility and assessment criteria are not guaranteed funding. The success of an application is determined by merit against the assessment criteria and in competition with other submissions.

Notification and Funding

Upon completion of the assessment and approval processes, all applicants will be notified of the outcome of their application in writing.

Successful applicants will be required to:

- Enter into a funding agreement with CoA which may detail benefits in return for the investment as well as mutually agreed Key Performance Indicators (KPIs).
- Adhere to the Funding Program terms and conditions.
- Provide a copy of the organisation's Public Liability Insurance Certificate of Currency (minimum \$20 million)
- Provide a copy of Return-to-Work SA certificate of registration or similar employee insurance (if paid staff are employed)

- Provide a tax compliant invoice for payment/s
- Acknowledge and promote CoA on any marketing and communication materials including social media.
- Work with CoA as required to facilitate additional promotional opportunities.
- Agree to abide by the legal, ethical and moral considerations set out in the Protocols for using First Nations Cultural and Intellectual Property in the Arts for the use of any Aboriginal and Torres Strait Islander material.
- Ensure all people working or volunteering with children as part of this project have a valid Working with Children Check and provide a copy of the organisation's Child Protection Policy/Vulnerable Persons Policy or outline of the organisation's intention to comply with relevant legislation.
- Notify CoA of any changes to the project for which a project change request form may be required to be completed.

Acquitting a Project

All successful applicants will be required to provide a detailed written report on all outcomes and applicable KPIs relating to the project funded by CoA. Acquittals are required within eight weeks of the project concluding. A link to an acquittal form will be provided via SmartyGrants prior to the conclusion of the project. Acquittal information required will include, but is not limited to:

- Final project budget showing how Council funds were spent
- Attendance numbers
- Feedback from participants
- High quality photographs with all rights, licences and permissions for publication
- Examples of marketing materials acknowledging CoA

Applicants with outstanding debts or acquittal reports will be ineligible to apply for any further funding from Council or its subsidiaries.

Fees and Charges

CoA fees and charges apply to all activities, events and festivals held at Council-managed properties, including Community Centres and Libraries, Park Lands, the Adelaide Town Hall or city roads/streets. You must include all CoA fees and charges as part of your application budget, as CoA will not waive fees associated with your event, eg road closures, cleaning, waste, site fees and does not provide in-kind support in addition to funds approved.

Roles and Responsibilities

Council's role is outlined in the Funding Programs Policy. Council administration's role is to: Administer the Community Impact Grants program as set out in this Operating Guideline and in the Funding Programs Policy.

Decision Making/Delegations

Final funding recommendations from the Assessment Panel are provided to the Chief Executive Officer for approval, with successful applicants notified after this process.

Funding Programs can be highly competitive, resulting in a large number of applications that cannot all be supported. The success of an application is determined by its merit against the assessment criteria and in competition with other submissions. Part funding

may be recommended. This decision is carefully considered to maintain the integrity of the application.

Canvassing and Lobbying

Council Members are in regular contact with community members about Council matters. To ensure the fair and equitable distribution of grants in the community, applicants should refrain from communicating with any City of Adelaide employee or Council Member during the Assessment process of their submitted funding application, in any way that may provide an unfair advantage to their application.

While Council Members have a role under Section 22(1)(b) of the *City of Adelaide Act 1998 (CoA Act)* to represent the interests of residents and ratepayers of Council and to facilitate communication between the community and Council, Section 22(4) of the CoA Act provides that Council Members have no direct authority over an employee of Council with respect to the way in which the employee performs his or her duties.

In accordance with Section 62(4c) of the *Local Government Act 1999 (LG Act)*, Council Members are expressly prohibited from directing or seeking to influence an employee of Council in the exercise or performance of a power or function delegated to or performed by the employee, including under the CoA and LG Acts and this Operating Guideline.

Monitoring and Reporting

The performance of the City Community Impact Grants will be monitored through the administrative and financial systems of Council.

An annual report will be provided to Council detailing:

- Performance against identified key performance indicators
- Contribution towards Strategic Plan outcomes
- Summary of funding distributed
- List of all successful applicants and the amounts of funding received
- Outcomes achieved for the previous financial year (based on the project acquittals received in the previous 12 months).

OTHER USEFUL DOCUMENTS

Related Documents

- Funding Programs Policy
- Strategic Plan 2024–2028
- Annual Business Plan and Budget
- Cultural Policy
- Reconciliation Action Plan
- Disability Access and Inclusion
- Sustainable Events Guidelines
- Use of Public Spaces
- Caretaker Policy
- City Boundary Map
- Children and Vulnerable Persons Policy
- Adelaide Events Guidelines
- Development Applications and Approvals

- Local Government Act 1999 (SA)

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Acquittal: information provided by a funding recipient that ensures the funds have been administered responsibly and in line with the funding agreement and conditions of the Funding Program. Also known as a grant evaluation, this will inform the extent to which the funded activities were delivered, and the nature of the outcomes achieved.

Administration: is a term used for Council staff, which in relation to this policy refers to the staff team delivering Funding Programs on behalf of Council.

Applicant: is the person or organisation applying for funding from Council.

Arts: Includes visual arts, craft, music, dance, performance, literature, film, comedy, theatre, fashion design and video game design.

City of Adelaide: means The Corporation of the City of Adelaide (ABN 20 903 762 572) trading as the City of Adelaide.

City Community: this encompasses all aspects of the city community and businesses within the City of Adelaide and North Adelaide boundary.

Core Business Activities: is the normal activities and costs of a business that are necessary to maintain its operations. Using the example of Council and its subsidiaries, this includes customer service, accounting, rent and utilities, maintenance, stock management, and permanent salary costs.

Creative: A creative is an individual or group engaged in artistic expression, innovation, and cultural production, generating cultural, social, and economic value. In this policy, creatives include artists, performers, musicians, designers, architects, digital media professionals, writers, filmmakers, storytellers, cultural practitioners, and heritage workers. They shape identity, foster connections, and drive economic growth, making them essential to Adelaide's thriving cultural landscape.

Culture: Culture is a fundamental human right that enriches lives, fosters creativity, and shapes identity. It reflects our way of life, values, traditions, and beliefs, expressed through art, architecture, festivals, food, language, literature, and music. The City of Adelaide's Cultural Policy defines culture as including the arts, creative industries, and heritage sectors, Aboriginal and Torres Strait Islander cultural practices, diverse identities shaped by migration and history, and cultural expressions reflecting contemporary Adelaide.

For-Profit Organisation: an organisation that operates with the goal of making money. Most businesses are for-profits that serve their customers by selling a product or service. The business owner earns an income from the profit and may also pay shareholders and investors from the profits.

Funding: is the act of providing resources to finance a need, program, or project. While this is usually in the form of money, it can also take the form of effort or time (in-kind) from an organisation or company.

Funding Agreement: a document outlining the funding conditions accepted by either the Council or a subsidiary (dependent on which is managing the Funding Program) and the funding recipient prior to the provision of funding.

Grant: a sum of money provided by Council to deliver a particular outcome.

In-kind Support: real project costs provided free of charge, such as; volunteer labour, administrative support, rent-free accommodation, donations of materials or equipment, and the provision of guidance or advice.

Not-For-Profit Organisation: a legally constituted organisation whose constitution or rules state that profits or surpluses must be used to further the organisation's artistic objectives. Any profits or surpluses cannot be distributed to owners, members or any other individual or group of individuals. The constitution or rules should also make provision for the transfer of assets to a similar organisation should they cease operations.

Priority Groups: Include population groups who require greater support with social determinants of health. In Australia, priority groups include:

- Aboriginal peoples and Torres Strait Islander peoples
- Children and families
- Culturally and linguistically diverse people
- International students.
- Lesbian, gay, bisexual, transgender, intersex, queer/questioning/ asexual (LGBTIQA)
- Older people – 50 years and over
- People experiencing socioeconomic disadvantage
- People who are refugees and asylum seekers
- People with disabilities
- Women
- Young people – 12 to 25 years

SmartyGrants: the online system and database that Council uses to receive, assess, monitor, acquit, evaluate, and record funding submissions.

Terms and Conditions: are special and general arrangement, rules, requirements, standards etc. Forming integral parts of a contract or agreement.

ADMINISTRATIVE

In accordance with Section 91A of the *Local Government (Elections) Act 1999* and the City of Adelaide's Caretaker Policy, during the caretaker period for Local Government elections, no Funding Programs will seek applications or award funding unless there is a specific resolution of Council to enable that to occur.

Should Council resolve that this can occur, funding can then be distributed under delegation. Funding Programs will adjust delivery parameters to allow for this.

As part of Council's commitment to deliver the City of Adelaide Strategic Plan 2024-2028, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

In line with the Funding Programs Policy, this Operating Guideline will be reviewed every four years unless legislative or operational change occurs beforehand. The next review is required in 2028.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2021/74758	Council	08/06/2021	Endorsement of new operating guidelines
ACC2022/127262	Council	12/07/2022	Endorsement of updates to operating guidelines
ACC2023/160370	Council	12/09/2023	Endorsement of updates to operating guidelines
ACC2024/135459	Council	08/10/2024	Noted the revised operating guidelines
	Council		

Contact:

For further information contact the City of Adelaide Grants Program

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Community Grants Annual Report 2024/25

Arts and Cultural Grants Funding Recipients 2024/25

Arts and Cultural Grants – Major Round			
Papercuts Comics Festival	Papercuts Comics Festival	A biennial free to attend three-day festival of comics and graphic novels on 12-14 September 2025. It aims to promote awareness of comics and graphic novels as an artistic and literary medium, showcase the local creative community, connect creators and help them reach new audiences. This project activates City Library and Adelaide Town Hall. And draws attendees from across Australia and NZ.	\$15,000
Ida Sophia Cassar	Patience and Penitencia	Ida Sophia's (Ramsay Art Prize winner) first museum presentation, a durational performance at Samstag Museum of Art, June – July 2026. Patience and Penitencia is about the silent treatment, a punishment often exchanged between women.	\$14,500
Chamber Music Adelaide	On The Terrace 2025	On The Terrace is a free, highly accessible chamber music festival which invites audiences to experience music in unique cultural spaces. Performances take place at the State Library SA; Art Gallery of SA and SA Museum on 2 November.	\$15,000
THE MILL Incorporated	Tarnanthi at The Mill 2025	The Mill is partnering with Tarnanthi Festival to present two new exhibitions by SA based First Nations artists, Shane Cook (Wulli Wulli and Koa (Guwa)) and Rhubee Neale (Arrernte & Anmatjere) on display at The Mill, 17 October 2025 - 16 January 2026.	\$8000
The Little Machine	Exhibition and Event Program 2025	The Little Machine (TLM) is an artist-run gallery space in Regent Arcade. Funding will support the 2025 exhibition program of 6 exhibitions. Exhibitions feature an opening, artist/curator talk (also livestreamed), a published curatorial essay and professional documentation.	\$14,500
Big Picture Club Inc.	Adelaide 48 Hour Film Project 2025	An international filmmaking competition where local filmmakers have 48 hours to write, shoot, edit and score original short films. It attracts approximately 700 attendees locally and places Adelaide in an international calendar of 130 cities worldwide. Submitted films are screened at The Mercury Cinema in October 2025.	\$10,000
Arabic Language and Culture Association of SA (ALCASA)	Arabic Arts Alive: Strengthening Community Connections Through Film, Music, and Dance	A series of community gatherings, Arabic film, music and dance events, and storytelling workshops, culminating in one bigger event featuring music, dance, and storytelling at Carclew in September 2025.	\$15,000
Three D Radio	Transmission Festival (Working title)	Three D Radio and Fresh FM are joining forces for an inclusive, all-ages mini festival, taking place at Carclew in December 2025. The festival will feature two live stages curated by each station.	\$15,000

Mark Valenzuela	TAMBAY DAYS	An extension of Mark Valenzuela's Adelaide Contemporary Experimental (ACE) 2025 Porter Street Commission to be exhibited in August 2025. This element activates ACE's front gallery to make space for the community to come together and celebrate Filipino culture through performances and public programs.	\$10,000
Henry Wolff and Heidi Kenyon	Speculative Re-Wilding: Planting Car Parks for a More-Than-Human Future	A speculative re-wilding project in carparks, blending native and introduced plant species to explore new narratives around biodiversity, ecological complexity, and climate resilience. It is part of the Nature Festival and activates the North Adelaide Community Centre carpark.	\$10,000
Pride Adelaide Inc.	Pride March Adelaide 2025	Held annually in November since 2003, Pride March Adelaide attracts over 6000 people and over 100 community groups and supportive businesses. Pride March celebrates the strength, diversity, creativity, solidarity and history of LGBTIQ+ people and their communities.	\$10,000
Open Space Contemporary Arts T/A OSCA	OnSite	A pop-up exhibition in November 2025 at No.9 Karaoke Bar in Chinatown, presenting site specific artwork curated by Alice McCool, Kim Munro and Yusuf Ali Hayat. 6 culturally diverse artists working across multiple art forms will present new works exploring ideas of place that engage with the location and surrounding communities.	\$11,000
Adelaide Ballet	Dancing Through Degas	Dancing Through Degas reimagines his iconic works—poised ballerinas, backstage moments of the Paris Opera, and the elegance of 19th-century Paris—through a captivating fusion of live ballet performance and cinematic storytelling at ILA during September 2025-----.	\$14,500
Arts and Cultural Grants - Quick Response			
Nicole Walker	In Motion	Showing at Gluttony as part of Adelaide Fringe, In Motion, presented by a team of emerging Adelaide creatives, blends circus, theatre, and dance to tell a story about grief.	\$1720
Helpmann Academy	2025 Graduate Exhibition Project Curator Mentorship Program	An opportunity for an emerging curator to curate the Helpmann Academy Graduate Exhibition, with mentorship from staff at the Samstag Museum of Art, and support from the Samstag, UniSA and Helpmann Academy teams on all curatorial aspects of the exhibition.	\$5000
Bri Hammond	Object Permanence	The inaugural recipient of The Mill's Photographer in Residence program, Bri Hammond, will exhibit at The Mill during Adelaide Fringe. The exhibition marks a departure from commercial to artistic photography with a focus on parenting and connection with other parents.	\$2000
Bonnie Williams	DOWNPOUR	An inclusive production featuring cabaret, burlesque and performance art with a focus on featuring and supporting a diverse lineup, including performers and audiences living with disabilities.	\$5000
Lucinda Zola	Solo Exhibition at Floating Goose Studios - Through My Window	Through My Window is an exhibition by visual artist and musician Lucy Zola that explores tension, dichotomy, and the deeply personal moments that shape our understanding of self and space. Through ceramic sculptures, photography, experimental film and interactive digital works, Lucy invites viewers to examine the complexities of human emotion through the metaphorical and physical lens of windows.	\$1145

Blaide.live	An Evening with Zakir Khan	Adelaide-based Blaide.Live presents a show by Zakir Khan blending spoken word, comedy and storytelling. This event enables South Asian communities of Hindi speakers to experience an event in the Adelaide Town Hall as part of the Adelaide Fringe.	\$4925
Pretty Good Thanks	Queer Club 2025	A locally produced LGBTQIA+ focused mini-festival taking place at the Queen's Theatre during Feast Festival.	\$4000
Laura Wills	Wet, Public Program	A visual arts exhibition at Floating Goose Gallery which includes a range of free to attend public programs including artist wellbeing day, a symposium on water projects, community art workshops and an opening event.	\$5000
Sam Brooks	Flourishing of the Human Spirit	A new mural by artist Sam Brooks in Topham Mall, stretching across two walls and featuring a floral design in consultation with nearby businesses. The mural replaces ageing and worn-out decor.	\$5000
Juanita Navas-Nguyen	Confessions of a Boba Liberalist	An Adelaide Fringe show by local performer Juanita Navas-Nguyen about culture and connection, taking place in new venue the Circulating Library in the Courtyard of Curiosities at the State Library.	\$2950
Grote Business Precinct	Lunar New Year of the Snake art installation	An interactive public artwork created by Makerspace and local artist Min Lin, located in Moonta St and celebrating the Lunar New Year of the Wooden Snake.	\$2700
Georgia Oatley	A Pastoral - Debut Album Launch at The Lab	Georgia Oatley's album launch featuring a lineup of diverse local artists as well as puppetry, visuals created for the performance utilising the venues screens and theatrical elements including live puppetry.	\$3100
Runt! Records	Laneway Pre-Party: Valentine's edition	An all-ages gig featuring live music, DJs and art with a focus on representation of female and gender diverse artists. The project is a collaboration between 2 emerging youth lead SA music collectives (Runt Records and Adelaide Scene) as well as a Brisbane music collective who will host a similar Brisbane based event at the same time, aiming to strengthen national ties between emerging music collectives and record labels.	\$4000
Lumina Vocal Ensemble	A Choral Kaleidoscope - Music from Around the World	Adelaide Fringe performances of choral music in multiple languages performed by local choir Lumina Vocal Ensemble.	\$1962
Royal South Australian Society of Art	James Ashton, artist of the Fleurieu Coast.	A solo retrospective exhibition at the Royal South Australian Society of Arts featuring the art of historical South Australian artist James Ashton and registered as part of the History Festival.	\$3237
Crafty Robot Brewing	Bringing Live to the West End	Crafty Robot Brewing in Adelaide's West End will begin a live music program in their outdoor beer garden/courtyard, programming artists twice a month on a weekend in the afternoon. There is a focus on programming a broad diversity of artists, including multicultural musicians. The performances will be free to attend and can also be heard by passersby due to the location.	\$5000
Flamboyance Tours Pty Ltd	Monthly Meander Series (walking tours)	Support to create marketing materials to promote a series of guided arts and culture tours in the city. The tours will cover topics including city of music history, women's history, Adelaide Arcade history and slow fashion shopping tour. The project is aiming to grow a local audience for Adelaide tours.	\$4000

Songwriters Composers and Lyricists Association (SCALA)	Songcraft Showcase: Showcasing South Australia's best songwriting talent in the heart of Adelaide	The Festival of Original Music is a songwriting competition showcasing original unrecorded new music live in front of judges and an audience at The Jade. The competition is open to anyone to perform in and open to the public to attend for a small ticket fee of \$10. Competitors will receive constructive feedback and there are modest cash prizes to contribute to the winning artist's development.	\$3150
Arts and Cultural Grants – First Nations Arts and Culture			
Bedlam Rigney	Take Your Meds Album Launch	A new album by Cringetrender (Bedlam Rigney), Kurna + Ngarindjerri artist and musician launched at Nexus Arts on 5 April, featuring a powerful night of music, blending raw emotion with high-energy performance.	\$2000
Jonathan Stier	Reconciled Voices	A free community concert at Nexus Arts featuring a lineup of primarily Aboriginal and Torres Strait Islander performers aiming to foster reconciliation and allyship within the community.	\$5000
Natasha Wanganeen	Survival Day	Survival Day creates a safe space for the continuation of singing, dancing and speaking and telling the true history and cultural heritage in evolving ways. The event will include performances by First Nations performers. Survival Day is the main event on the Aboriginal and Torres Strait Islander Calendar besides NAIDOC week and is used by the First Nations Community to perform, practice and teach their culture and traditions.	\$5000
Carclew Inc	Blak Seeds Fest	A First Nations lead family friendly mini festival, alongside a First Nations exhibition. Blak Seeds Fest is made up of an exhibition featuring Carclew's Emerging First Nations Creatives, and the work of local First Nations artists, kicking off with the Blak Seeds Fest mini festival as its opening event. The festival will also include performances by First Nations musicians.	\$5000
The Mill Inc	First Nations Choreographic Lab pilot	A one-week choreographic workshop at The Mill with The Mill's First Nations Dance Program Coordinator, and proud Ngarrindjeri, Narungga and Kurna woman Caleena Sansbury and 4 local First Nations dancers. Following the development there will be a 'Work In Progress' showing open to the public at The Mill.	\$3900
Jackie Saunders	Nexus Artist in Residence	Ngarrindjeri Wirangu artist Jackie Saunders, who also lives with a disability, has an artist residency at Nexus Arts followed by a public exhibition. The artist will be supported with materials and mentoring in different areas including an Aboriginal art mentor, Disability Support Worker and digital expert.	\$4500
Soundstream New Music	Inarma Choir in concert at the Art Gallery of South Australia	Gabrielle Smart will support women's choir Inarma Choir to travel from remote communities in SA and NT to Adelaide to perform a free concert at the Art Gallery of South Australia in December 2025.	\$4960
Mali Harkin-Noack	Burn Your House to the Ground/ Hate Street Dialogue & after/the/slaughter	Development of a theatre piece by 15-year-old Narrunga poet, actor and writer Mali Harkin-Noack with mentorship support followed by an in-development showing of the piece, open to the public to attend.	\$5000

Adelaide Contemporary Experimental	Kudlyu I See You	Support for the creative development, production, editing and delivery of a new artwork by Adam-Troy Francis (Kurna, Ngarrindjeri, and Wirangu language groups) and Arabana/Mudbura Walpiri photographer Colleen Raven which will be the headline new commission in ACE's high-profile Rewriting Landscapes exhibition as part of Tarnanthi Festival 2025.	\$5000
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Community Impact Grants Funding Recipients 2024/25

Organisation	Project	Project Description	2024/25 Funding Awarded
Community Impact Grants – Multiyear Strategic Partnerships Allocations (final funding awarded 2024/25)			
Kuma Kaaru and Nucleus	Kurna Foundational Knowledge Project	The Knowledge Project aims to increase community understanding of Kurna language, culture and customs through in person conversations and digital forums. The project also seeks to empower community to ask cultural questions and to continue to seek cultural knowledge contributing to reconciliation. Learn more about the Kurna Knowledge Project here: Knowledge Project .	\$49,000
On the Flipside	Flipside at City Skate Park	This project's mission is to create an inclusive, creative, and wellness-based engagement of young people in the City of Adelaide through <i>Skate and Meditate</i> sessions, Skate Daze and <i>Workshop Daze</i> events at the Adelaide Skate Park. In 2024/25 an estimated 250 individuals attended the On the Flip Side activities, including 50 city residents.	\$30,000
COTA SA	Conversations in the City	An annual series of forums to inspire, connect and promote healthy ageing and wellbeing in the City of Adelaide. Three forums are delivered annually at the Adelaide Pavilion, Veale Gardens. The events are an opportunity for older people to build relationships and connect to information, including City of Adelaide services for older people. 300 people attended the 2024/25 Forums.	\$25,000
Trees for Life	Regenerate in the Adelaide Park Lands	An intergenerational and intercultural program, co-designed with mental health services, targeting city residents over 55years and young adults/international students who may be living with mental illness, feeling isolated or lonely, to get active in nature. The series of 20 to 25 annual events offer three hour supervised nature-based group activities in the Adelaide Park Lands (Tuthangga Park 17, Pakapakanthi Park 16, and Nantu Wama Park 6) and surrounding CoA natural spaces.	\$33,000
Community Impact Grants – Multiyear Community Programs and Events Allocations (final funding awarded 2024/25)			

Chinatown Association of SA	Lunar New Year	Chinatown Adelaide Lunar New Year Street Party to celebrate the 2024 and 2025 Lunar New Year with the local community and businesses.	\$25,000
Adelaide Tamil Association	Pongal Festival	Harvest Festival is celebrated every year dedicating to the farmers and named after the ceremonial "Pongal", which means "to boil, overflow". The Pongal sweet dish is prepared, first offered to the gods and goddesses, and shared with the community.	\$20,000
Telugu Association of South Australia Incorporated	Game For All Cricket	Community T20 Cricket Tournament. TASA brings members of the community together along with new migrants and international students to engage all in a community tournament.	\$3000
Victorian YMCA Community Programming Pty Ltd	YMCA Adelaide Pushing Project	The Adelaide Pushing Project is the second edition of the successful 'Adelaide Skate Park Activation'. The project aims to promote an active lifestyle outdoors among youths and support them in developing new skills.	\$25,000
Community Impact Grants – Quick Response			
Pride Adelaide Inc	Pride Month 2025	Funding to support Adelaide's Pride Month activities throughout June 2025. The featured event is a Gala night at the Festival Centre with performances and speeches. Workshops, panel discussions, additional performances, and sporting activities will also be hosted during the month.	\$2000
Saturday Club, Scots Church Adelaide	Celebrating Multicultural Communities 2025	Multicultural celebration events in 2025. Nine events in total would be supported. Funding will assist Kurna activities, including Welcome to Country and smoking ceremony.	\$2000
SARAA South Australian Rainbow Advocacy Alliance	IDAHOBIT 50th Anniversary of Decriminalisation of Homosexuality	An exhibition night at Palace Nova East End. Proceedings will include Welcome to Country, talks about discrimination, sexual health, and a movie showing. An expected 150 people will attend the event.	\$2000
Indian Australian Media (SA) Incorporated	mela Adelaide da	A free community event run annually by the Indian Australian Media Association. Activities will include cultural performances, sporting competitions, children's activities, and international music. This event is expected to attract 5000 people.	\$2000
Mentor Healthcare	Haircuts for the Homeless and Needy	A pop-up barbershop in the park lands for low socio-economic clients, and the wider Adelaide community experiencing disadvantage, including those experiencing homelessness. A suggested 6 sessions of free haircuts throughout summer could serve up to 60 people.	\$2000

TQ Productions	Brazilian Folkloric Summer Workshops	A series of 10 free Brazilian dance classes over 5 weeks in January 2025. It is thought that 20 people would participate in each class. Multicultural communities along with international students will be targeted for these activities.	\$2000
Adelaide Park Lands Association	Parklands Loop Collective #8	Adelaide Park Lands Association has been hosting regular free "loop" walks of the City of Adelaide parklands. They are seeking funding to contribute to the promotion of free events. 150 attendances expected.	\$1000
Leo Multicultural Association	Lunar New Year Celebration Community Choir Concert	Lunar New Year community choir concert at Pilgrim Church. Attendees pay a small entry fee to enjoy performances from the orchestra and choir. An expected 80 people will attend the event.	\$1000
Perrin Abbas (Sole Trader)	Yoga at Wellington Square	Yoga with Perrin has been running free yoga classes since 2018 in Wellington Square. In winter they move into Immanuel Lutheran Church. Funding will assist with event delivery costs including venue hire and insurance.	\$1000
Jessica Johnson (Sole Trader)	Watercolour Wellness	2-hour watercolour wellness sessions in the City. The sessions would allow 10 participants each. 2 sessions supported with part funding.	\$1000
Bund der Bayern Inc	Oktober is Over '25 - German Cultural Community Event	A post Oktoberfest family fun day at Carclew. "The event includes a Welcome to Country, live music, and children's face painting. An expected 150 people will attend the event.	\$1200
Resonance Immersion	Candlelit Yin Yoga Class with Live Music	Free yoga sessions with live music in CBD. Part funding would support events in 2025 with 25 people to attend each event.	\$1000
The Adelaide Youth Orchestras	AYO Staff and Volunteer First Aid Training	First Aid training for volunteers. Part funding was awarded to support 5 people to undertake training.	\$1000
Community Impact Grants – Sport Equipment and Uniform Quick Response			
Adelaide Hockey Club	Junior hockey Equipment	Funding to purchase a set of hockey sticks that the club can hand out to kids to remove one barrier to participate in the sport.	\$1000
Adelaide Lutheran Sports Club	First Nations Artwork – Uniforms & Merchandise	A collaborative session with a First Nations artist to create an artwork that embodies our club's journey, values, and diverse membership. This artwork will be incorporated into new merchandise and uniforms.	\$850
inSync Athletics	Event Marquee	Portable marquee for weather protection.	\$350
Riverside Rowing Club	Boat upgrades	King quad maintenance to extend the life of a key asset.	\$700

Club de Petanque d'Adelaide Inc	Playing boules	New playing Boules to support increased club participation.	\$700
East Adelaide Soccer Club Inc	Uniforms and equipment	New uniforms and equipment to support membership growth, including a new women's team in 2025.	\$500
FC CBC Incorporated	Football equipment	Updating club equipment, such as soccer balls, training equipment, and coaches' uniforms.	\$1000
Mercedes Old Collegiate Soccer Club	New balls and cones	News balls and equipment to support this year's expansion from 1 to 2 teams.	\$400
South Australian Precision Team	Dance Troup Christmas Costumes	Purchasing new costumes for Christmas pageant performance, as troupe membership continues to grow.	\$500
West Adelaide Hellas Soccer Club	New goals for Miniroos	Replacing vandalised and weathered movable and portable goals for miniroos (under 8's).	\$700
Asian Community Services	Taichi for Community Wellness and Cultural Connection	Given the importance of cultural representation and community presence—especially in locations like the Adelaide–Qingdao Rose Garden—a contribution of \$450 has been approved to assist with the purchase of uniforms and help establish a consistent, recognisable identity for the group.	\$450
Adelaide University Motorsport Team	World Solar Challenge Race and Preparations	Support uniform costs for their participation in motorsport events, the club aims to enhance community engagement and representation while fostering inclusivity.	\$800
Adelaide City Soccer Club	Installation of sensor lights	Funding to acquire essential equipment due to vandalism, stealing of copper wiring	\$1000
The Adelaide University Swimming Club	Development Coach Accreditation Training and Coached Sessions	Coaching certificate (\$330) and to pay this coach for future training sessions once certified.	\$800
AULC	New Club Uniforms	The new uniforms will enhance performance and team pride, featuring both shorts and skirt options to promote inclusivity.	\$800

Privacy Policy Review

Strategic Alignment - Our Corporation

Public

Tuesday, 16 September 2025
City Finance and Governance
Committee

Program Contact:
Rebecca Hayes, Associate
Director Governance & Strategy

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The purpose of the report is to seek the adoption of the updated Privacy Policy (the Policy).

The Policy establishes the Privacy Governance Framework (the Framework) for the practices and procedures for the City of Adelaide (the CoA) in relation to the collection, use, storage and disclosure of personal information.

Council adopted the current Policy in March 2016 with minor amendments in February 2019, October 2021 and July 2022.

A review of the Policy was completed following the conclusion of the Data Protection and Privacy Internal Audit (May 2024), which highlighted several areas for improvement, including the need to improve and streamline the Framework.

As part of the review, the Policy was shared across CoA business units and tested against key functions, including the Pay by Plate system. An independent legal review was also undertaken to confirm that the Policy is fit for purpose and compliant with the *Privacy Act 1998* (Cth).

The Policy was presented to the Audit and Risk Committee at its meeting on 15 August 2025 with feedback provided and incorporated in the updated Policy.

The current Policy is provided at [Link 1](#). A version of the proposed Privacy Policy with changes tracked is shown in [Link 2](#), and a clean version is shown in **Attachment A**.

RECOMMENDATION

The following recommendation will be presented to Council on 23 September 2025 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

- Adopts the Privacy Policy as contained in Attachment A to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 September 2025.
- Authorises the Chief Executive Officer (or delegate) to make minor, typographical, syntactical and technical updates to the Privacy Policy as contained in Attachment A to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 16 September 2025 to finalise the document.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Create, maintain and integrate plans and policies that reflect, and guide decision making and support our city and our community to thrive.
Policy	This report proposes an update to the Privacy Policy, following the Data Protection and Privacy Internal Audit.
Consultation	Feedback received from the Audit & Risk Committee.
Resource	Not as a result of this report
Risk / Legal / Legislative	A fulsome review of the existing policy was completed following the conclusion of the Data Protection and Privacy Internal Audit in May 2024. The review included testing the Policy against practical examples.
Opportunities	Not as a result of this report
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 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
25/26 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 Privacy Policy (the Policy) establishes the Privacy Governance Framework (the Framework) for the practices and procedures of the City of Adelaide (the CoA) in relation to the collection, use, storage and disclosure of personal information.
2. Council adopted the current Policy in March 2016, with minor amendments made in February 2019, October 2021, and July 2022 (current policy at [Link 1](#)).
3. Notably, the *Privacy Act 1998* (Cth) (the Privacy Act) does not apply to the CoA or any other South Australian Council, however, it is the intention of the CoA that its policies and practices in relation to privacy should be, so far as is reasonably practicable, consistent with the Privacy Principles set out in the Privacy Act, reflecting a best practice approach.
4. The CoA is, however, bound by the *Privacy (Tax File Number) Rule 2015* issued under the Privacy Act. This Ruling requires an organisation in possession or control of a record that contains TFN information to protect that information as it relates to individuals.
5. A review of the Policy was completed following the conclusion of the Data Protection and Privacy Internal Audit (May 2024), which highlighted several areas for improvement, including the need to improve and streamline the Framework.
6. As part of the review, the Policy was shared across CoA business units and tested against key functions, including the Pay by Plate system. An independent legal review was also undertaken to confirm that the Policy is fit for purpose and compliant with the Privacy Act. At its meeting on 15 August 2025, the Audit and Risk Committee reviewed the Policy and provided the following feedback to Administration:
 - 6.1 Includes and responds to the privacy principles as set out in the *Privacy Act 1988* (Cth) (the Privacy Act), within the Policy;
 - 6.2 Ensures the emerging privacy considerations relating to the use of AI are appropriately addressed; and
 - 6.3 Develops, implements and maintains an updated training module for staff on their obligations under the revised Policy.
7. The Privacy Act contains 13 privacy principles that have been incorporated into the Policy in response to the Audit and Risk Committee's feedback.
8. Staff undertake internal training on the Privacy Policy through the "Good Governance" training module. The module will be reviewed to ensure it adequately addresses staff obligations under the revised Policy. Staff are required to complete this training module upon commencement of employment with CoA and every two years thereafter.
9. Consistent with a previous resolution of Council, the considerations surrounding the use of AI will remain an ongoing area of work that Administration will continue to develop in consultation with Council Members. Upon completion, the Privacy Policy will be updated to reflect best practice.

Privacy Policy

10. It is proposed that the Policy be scheduled for review every four years, aligned with the Council term, unless earlier review is required due to legislative or operational changes. A desktop review will be conducted annually.
11. The main amendments to the Policy are as follows:
 - 11.1. Inclusion of the Privacy Governance Framework;
 - 11.2. Inclusion of the Privacy Act privacy principles;
 - 11.3. Definition of Roles and Responsibilities for CoA staff; and
 - 11.4. Appointment of the Associate Director, Governance & Strategy, as the Privacy Officer.

12. A table outlining the changes and corresponding explanations is provided below.

Privacy Policy (2025) table of Key Changes and Explanations

No.	Page	Item	Explanation
1	1	Statement	<p>Inclusion of the Privacy Governance Approach which provides guidance and help local government agencies to comply by -</p> <ul style="list-style-type: none"> • understanding of privacy risks and opportunities • addressing roles and responsibilities • maintaining the interests of the individual • embedding a proactive approach • implementing robust personal information lifecycles • prompt notification of eligible data breaches • ensuring up-to-date privacy policies and procedures • ensuring there is privacy by default and a transparent and open governance approach • embedding a culture of protecting personal information
2	2	Statement	<p>Roles and Responsibilities –</p> <ul style="list-style-type: none"> • key functions within Council • appointment of a Privacy Officer (Associate Director Governance & Strategy)
3	3	Statement	<p>Collection of Personal Information –</p> <ul style="list-style-type: none"> • CoA will take reasonable steps to inform the individual whose personal information it collects.
4	4	Statement	<p>Collection of Sensitive Information -</p> <ul style="list-style-type: none"> • removal of COVID-19 vaccination status and proof of vaccinations requirements • insertion of information that is considered sensitive information about individuals
5	6	Statement	<p>Disclosure to Third Parties –</p> <ul style="list-style-type: none"> • removal of paragraph stating where the third-party provider is not subject to provisions of the Privacy Act
6	8	Statement	<p>Privacy Impact Assessment Methodology –</p> <ul style="list-style-type: none"> • inclusion of steps to follow in identifying risks to privacy and develop appropriate solutions.
7	9	Statement	<p>Freedom of Information –</p> <ul style="list-style-type: none"> • removed as a sub-heading as already included in Access to Personal Information.
		Overall	Other changes relate to the format of the report.

13. The updated Policy showing tracked changes is at [Link 2](#), with a clean copy of the Policy provided as **Attachment A**.

DATA AND SUPPORTING INFORMATION

Link 1 – Current Privacy Policy

Link 2 – Privacy Policy – Tracked changes

ATTACHMENTS

Attachment A – Privacy Policy – no tracked changes

- END OF REPORT -

Privacy Policy

September 2025

Council

non-legislative

PURPOSE

The purpose of this Policy is to establish the basis for the practices and procedures of the City of Adelaide (the **Council**) in relation to the collection, use, storage and disclosure of personal information. The provisions of the *Privacy Act 1988* (Cth) (the **Privacy Act**) do not apply to this Council or any other South Australian Council, however it is the intention of the Council that its policies and practices in relation to privacy should be, so far as is reasonably practicable, consistent with the Privacy Principles set out in the Privacy Act. Council is bound by the Privacy (Tax File Number) Rule 2015 issued under the Privacy Act. This Privacy Policy (the **Policy**) is, therefore, a measure which is intended to promote what the Council considers to be “best practice”.

STATEMENT Privacy Governance Approach

Privacy governance is an integral part of service provisions and is the responsibility of governing authorities, senior management, legal, information management and privacy officers. While effective governance and leadership are essential, collaboration across the Council is a critical factor in achieving a robust privacy program.

This Privacy Governance Approach (the **Approach**) can be used and incorporated into existing governance mechanisms within Council. Oversight and accountability for privacy and the management of personal information can be achieved through existing processes and risk management oversight processes.

The Approach, as articulated within this Policy, exists to provide guidance and help local government agencies to comply by:

- Better understanding of privacy risks and opportunities, including the potential use and implementation of new data-driven technologies (e.g. artificial intelligence (AI)).
- Addressing roles and responsibilities throughout the agency in relation to privacy management.
- Keeping the interests of the individual paramount in a user centric manner.
- Embedding a proactive approach to privacy management and privacy-by-design throughout the agency.
- Implementing robust personal information lifecycles – that is the collection, use, security and disposal of personal information.
- Prompt notification in the event of an eligible data breach and affected individuals where there is unauthorised access to or unauthorised disclosure of, or a loss of personal information that is likely to result in serious harm.
- Ensuring there are up-to-date privacy policies and procedures.
- Ensuring there is privacy-by-default and a transparent and open governance approach whatever the business practice or technology involved.
- Embedding a culture of protecting personal information within the agency.

Privacy Principles

The Privacy Act contains thirteen privacy principles which govern standards, rights, and obligations regarding the collection, use, and disclosure of personal information, the organisation's governance and accountability, integrity, and individual rights.

The Policy refers to and incorporates these privacy principles, which are as follows:

- Open and transparent management of personal information
- Anonymity and pseudonymity
- Collection of solicited personal information
- Dealing with unsolicited personal information
- Notification of the collection of personal information
- Use or disclosure of personal information
- Direct marketing
- Cross-border disclosure of personal information
- Adoption, use or disclosure of government related identifiers
- Quality of personal information
- Security of personal information
- Access to personal information
- Correction of personal information

Roles and Responsibilities

While the mix of roles and responsibilities will vary depending on the circumstances, effective privacy implementation includes the following key functions and roles:

- **Privacy Officer:** Associate Director Governance & Strategy – responsible for ensuring Council protects the privacy of individual's personal information. This includes overseeing the implementation of privacy guidelines, and handling privacy-related enquiries and complaints.
- **Information Management and Cybersecurity staff** – responsible for identifying and monitoring data privacy breaches.
- **Associate Directors** – responsible for considering privacy issues, implementing the Policy and completing the Privacy Impact Assessment Tool as well as managing the handling of personal information across their business unit activities (projects, programs and service delivery).
- **People** – responsible for inducting and training staff on the Policy and procedures via online training.
- **CoA employees** – comply with the Policy and procedures set out by Council.
- **Governance & Strategy Program** – responsible for ensuring management of the Policy, compliance, reporting and providing advice about Council's privacy obligations and needs for flexibility.

For Council to achieve a robust privacy program, collaboration is essential across staff with key roles and responsibilities for privacy, information security and records.

Collection of Personal Information

The Council may collect and hold personal information about current, potential and former

employees, customers, contractors and/or suppliers of the Council, and other persons that the Council has dealings within the course of conducting its functions and objectives.

The personal information that may be collected will depend on the particular purpose for which it is collected (see section 4 "Use and disclosure of personal information"), and may include:

- Telephone numbers
- Name and addresses (postal, residential and e-mail addresses)
- Age and/or date of birth
- Property ownership and/or occupier details
- Details of resident's/ratepayer's spouse or partner
- Development applications, including plans or specifications of buildings
- Pet ownership
- Electoral roll details
- Pensioner / concession information
- Payment history
- Financial, rental or income details
- Details of land valuation
- Preferred addresses and methods of contacts
- Details of employment
- Insurance details
- Records of Council's communications or dealings with an individual including any complaints, incidents, requests or queries
- Information that an individual posts to the Council's Sites, Apps or Channels
- Information collected when an individual accesses the Council's Sites, Apps or Channels, including device ID, device type, IP address, geo-location, computer and connection information, referral URL, statistics on page views, traffic to and from the Council's Sites, Apps and Channels
- For job applicants, contractors and suppliers, information about their occupation, employment history, education and suitability for the role or relationships [including criminal history, social media profiles and whether they hold any licences/permits or police clearances required for the role]
- CCTV footage of your image and recording your voice from any of the Council's premises or broader council area
- Images and your voice from body worn cameras
- Photographs and videos of your image and/or voice from any events or functions organised by the Council or held within its premises or broader Council area

The Council will take reasonable steps to inform the individual whose personal information it collects:

- of the purpose(s) for which the personal information is being collected;
- if the collection of the information is authorised or required by law, that the collection is so authorised or required;
- in general terms, of its usual practices with respect to the use and disclosure of personal information of the kind collected.

Council will take reasonable steps to ensure that personal information it collects is relevant to the purpose(s) of collection and is up to date and complete.

Council will take reasonable steps to ensure that its collection of personal information does not

unreasonably intrude upon an individual's personal affairs.

Council may collect information concerning individuals from a number of private and public sector agencies, which may include, but are not limited to Transport SA, the State Electoral Office, Office of the Valuer General, SA Water, Telstra and from individuals or publicly available websites or sources.

If Council has been provided information from a third party about another person, the third-party warrants that they have the person's permission to do so.

Collection of Sensitive Information

Council may collect sensitive information where relevant to the particular purpose for which it is collected. For example, for current, potential and former employees and/or contractors, the Council may collect health and medical information, diversity information (eg ethnicity, gender etc) and/or information about their criminal history or police clearances (as may be required for their role/engagement).

Council may also collect sensitive information from individuals for the purpose of health and safety compliance established by the Australian Government, and the South Australia Government to enable the Council to make informed health and safety decisions.

Photographs or videos may contain sensitive information about individuals if any of the following information is apparent:

- their racial or ethnic origin;
- their political opinions or associations;
- their religious or philosophical beliefs;
- their trade union membership or associations;
- their sexual orientation or practices;
- their criminal record; or
- their health information.

Council will not collect sensitive information about an individual unless:

- the individual has implied consent, and the collection is reasonably necessary for Council's functions or activities;
- the collection is required or permitted by law;
- the collection is necessary to prevent or lessen a serious and imminent threat to the life or health of any person;
- the collection is necessary for the establishment, exercise, or defence of a legal or equitable claim.

Maintenance and Storage of Personal information

Council will retain an individual's personal information for as long as required to fulfil the purpose for which it was collected, unless a longer retention period is required for the purpose of discharging its legal, accounting and reporting requirements. Council may disclose some personal information to an offshore third-party cloud computing services provider. In this event, Council will take adequate and reasonable steps to assure appropriate data security.

Council will take reasonable steps to:

- protect the personal information it holds from misuse and loss and from unauthorised access,

modification, or disclosure, for example through the use of technical and physical security measures, including restricting access to electronic records through technical access restrictions;

- maintain its record keeping systems to ensure that all personal information collected is up to date, accurate and complete as far as reasonably practicable; and
- ensure that any person who, on behalf of the Council, uses or discloses personal information held by the Council has appropriate authorisation to do so.

Council will promptly and diligently comply with its legal obligations in the event of a data breach involving Tax File Number (TFN) information.

Use and Disclosure of Personal Information

In general, the Council collects, holds, uses and discloses personal information for the following purposes:

- to verify the identity and communicate with individuals;
- to provide and market the Council's services;
- to respond to any feedback, queries or complaints;
- to help the Council to operate, protect, manage, improve, conduct and develop its services, and its customers' experiences, for example, by performing analytics and conducting research;
- to maintain and administer records;
- to process, administer, collect payments from or make payments to individuals, and if applicable, make appropriate taxation deductions;
- to assess suitability of potential employees or contractors;
- to assess performance of current employees or contractors;
- to ensure health and safety on the Council's premises and in the broader council area;
- to provide joint marketing initiatives with other service providers;
- to perform data analysis and/or market research;
- to comply with the Council's reporting and other legal obligations;
- to communicate and promote the Council's activities, as well as progress on key strategic projects and initiatives within the Council area;

As otherwise may be required for the general management and conduct of the Council's legislative functions. CCTV footage specifically may be used for the following purposes:

- detecting and deterring unauthorised access to, and criminal behaviour on the Council premises/in the Council area;
- monitoring the safety and security of the Council's customers, employees, contractors, and suppliers, and completing incidents investigations;
- investigating the actions of staff, contractors and members of the public where an allegation of serious misconduct is identified by Council to have occurred in a Council workplace.

Photographs and videos taken at Council events or functions or held within the Council's premises or broader Council area may be used to:

- publicise and promote activities of the Council, or activities of third parties which are conducted within the Council area; and
- communicate Council initiatives to our residents, as well as the general public.

Where the Council collects personal information for a particular purpose, Council may use and disclose personal information for the purpose for which it was collected, unless specifically requested by the individual not to use the information for that purpose. Any other related purpose

(or directly related, for sensitive information) and otherwise where permitted or required by law or with the individual's implied consent. Council reserves the right to use or disclose the individual's personal information if it is reasonably believed that:

- use or disclosure is reasonably necessary to prevent or lessen a serious or imminent threat to the life or health of the individual concerned or another person;
- use or disclosure is reasonably necessary for the enforcement of the criminal law or of laws imposing a pecuniary penalty.

Direct Marketing:

- Council may use an individual's personal information to contact them from time to time whether by email, phone or SMS, to tell them about services, offers, promotions and events;
- if an individual does not want Council to contact them for these purposes, they can withdraw implied consent and advise at any time by unsubscribing from the mailing list by clicking on the link in the marketing communication or contacting the Customer Services (at the contact details below).

Disclosure to Third Parties

The Council may disclose personal information to third parties contracted by the Council to provide advice or services for the purpose of assisting the Council in providing benefits to individuals (for example: State Electoral Office, Office of the Valuer General, insurers, legal service providers, photographers or videographers).

The Council will take reasonable steps to contract only with third party service providers that are subject to the provisions of the *Privacy Act 1988* and the Australian Privacy Principles.

Integrity and Alteration of Personal Information

Council relies on individuals providing personal information that is accurate, complete and up to date. It is the responsibility of individuals to provide the Council with details of any changes to their personal information as soon as reasonably practicable following such change. Council does not accept responsibility to individuals for any loss or damage arising from reliance on personal information provided to them by Council.

An individual may apply to the Council, in a form determined by the Council, to have their personal information amended so that it is accurate, relevant, complete, up-to-date, and not misleading. If Council is satisfied that the personal information held by it is inaccurate, incomplete, or out of date, Council will take reasonable steps to amend its records accordingly.

Where the Council, on reasonable grounds, decides not to amend a resident's or ratepayer's personal information in the manner requested in the application, the Council will inform the individual of its decision and the reasons for refusing to make the requested amendments. For example, an individual may have signed a talent release form, allowing photos or videos of them to be used without further consultation with the individuals. If requested by a resident or ratepayer, the Council will take reasonable steps to attach to a record containing that individual's personal information a statement provided by that individual of the correction, deletion or addition sought.

Access to Personal Information

A person who wishes to access personal information held by the Council must make a written application to the Freedom of Information Officer. An applicant will be required to pay an

application fee as determined by the *Freedom of Information Act 1991*.

Subject to the provisions of this legislation, the Council may grant or refuse access to personal information as it deems fit.

The Council recognises that there are certain documents, which may contain personal information, that the Council is legislatively required to make available for access by members of the public. An application to access personal information will be dealt with within 30 days of receipt of the request. In certain circumstances, an applicant may be required to satisfy Council staff as to his or her identity.

Personal information may be released to others if requested under the *Freedom of Information Act 1991*, however, in accordance with this legislation, an individual will be consulted to obtain their opinion on release of the information. Should it be determined the information will be released against the views of the individual, they have the right to request a review of the decision, on payment of the prescribed fee, prior to the information being released.

Suppression of Personal Information

An individual's name or address may be suppressed from the Council's Assessment Record and Voters Roll where the Chief Executive Officer is satisfied that inclusion of the name or address on the Assessment Record and/or Voters Roll would place at risk the personal safety of that individual, a member of their family, or any other person.

Enquiries regarding the suppression of personal information should be directed to Customer Services staff at the Customer Service Centre in the first instance.

Privacy Impact Assessment Methodology

The Privacy Impact Assessment Methodology allows decision-makers to systematically identify risks to privacy and develop appropriate solutions. The process is an on-going cycle with the following steps:

- Framing the business objectives: describe the functionality of the project/service and describe the business needs and benefits it serves.
- Framing privacy governance: it is important to know what levels of legal, institutional, or circumstantial requirements are applicable.
- Assessing the system design: identify and catalogue the inputs for the risk analysis (these inputs are the data actions performed by the system, the personal information processed by each data action).
- Assess privacy risks: determine the privacy risk of a particular data action (likelihood that a data action will be problematic and its impact). Assess the likelihood and impact, then calculate and prioritise the risk.
- Selecting privacy controls: support the selection of controls that mitigate the risks identified.
- Monitoring change.

A Privacy Impact Assessment (PIA) identifies the impact that a project may have on individuals' privacy and sets out recommendations for managing, minimising, or eliminating the impact. The assessment is an important component in protecting privacy and should be part of the overall risk management and planning when considering a project that will include the privacy of the Council's

customers.

Privacy issues that are not properly addressed can impact on the community's trust of Council and undermine a project's success. For any project that will involve the handling of personal information the Council should consider undertaking a Privacy Impact Assessment (PIA). Under the Privacy Act, information does not always have to include details such as the individual's name to qualify as personal information. It may include other information that can identify an individual or allow their identity to be determined.

A threshold assessment should be performed to determine if the project is considered to be a high privacy risk project:

- Identify whether your project involves new or changed ways of handling personal information, and Screen for factors that may point to the potential for a high privacy risk project.
- If your project has the potential of being high privacy risk, it is recommended to complete a PIA as part of the project planning stage using the [Privacy Impact Assessment Tool](#).

Cookies and links to other IT sites

To improve the Council's Sites, Apps and advertising, and to help us better understand browsing behaviour, when an individual uses the Council's Sites and Apps, the Council may use website measurement software and other analytics tools and services (including Google Analytics) to gather information such as traffic patterns, mouse click activity, IP addresses, and any other information the individual may provide through use of the Sites or Apps. The Council may also use analytics tools available on its Channels. This information is aggregated and anonymised so that the individual cannot be identified.

Like many other websites on the internet, the Council may use 'cookies' to store and track information about an individual when they are using its Sites or Apps. A cookie is a data file that is sent to an individual's browser from a web server and stored on the individual's computer (or other device), then sent back to the server by the individual's browser each time they access certain sections of the Council's Sites or Apps.

This information helps the Council to remember the individual's preferences and can help to provide them with a tailored experience and customised content and material on the Council's Site and Apps and subsequent websites they may visit. This information may be retained in an anonymous or aggregated form after the Council has erased personal information that identifies individuals from its systems.

The Council also uses cookies to target online advertising to site users. This enables the Council and its partners to target relevant advertising content to individuals. The Council may provide data in an anonymous form from cookies to third parties to enable those third parties to promote the City of Adelaide via online advertising.

Website users can choose to disable cookies via their device's website browser settings. However, if they choose to reject cookies, they may not be able to use or access some features of the services that Council offers.

The Council may have links or references to other websites from our Site and Apps. This policy does not apply to those third-party websites, and the Council takes no responsibility for any information collected by such third parties.

Queries, comments & complaints

Any individual who has any concerns regarding how the Council handles personal information or requires further information can contact the Customer Services staff at the Customer Service Centre in the first instance.

If the individual's concerns cannot be satisfied, they may lodge a formal complaint, under the Corporate Complaint Handling Guideline.

Application of this document

This Policy applies to all people with access to Council information, including but not limited to systems and stores (computer-based or otherwise) including:

- Council staff
- Council Members
- Volunteers
- Work experience placements
- Trainees
- Independent contractors and consultants

OTHER USEFUL DOCUMENTS

Related documents

- Code of Conduct for CoA Employees
- Council Members Allowances and Benefits Policy

Relevant legislation

- *Local Government Act 1999* (SA)
- *Privacy Act 1988* (Cth)
- [Information Privacy Principles](#)
- *Freedom of Information Act 1991* (SA)

Threshold Privacy Assessment - [SA Health Report Template - Blue and White - Helix Position A](#)

GLOSSARY

Throughout this Policy, the below terms have been used and are defined as:

Access means providing to an individual, information about himself or herself that is held by the Council. This may include allowing that individual to inspect personal information or to obtain a copy.

Assessment Record means Council's property listing showing owners and occupiers

Collection means gathering, acquiring, or obtaining personal information from any source and by any means, including information that the Council has come across by accident or has not asked for.

Implied consent means voluntary agreement to some act, practice or purpose.

Disclosure means the release of information to persons or organisations outside the Council. It

does not include giving individuals information about themselves.

Eligible Data Breach means when the unauthorised access, disclosure or loss of TFN information is likely to result in serious harm to one or more individuals.

Freedom of Information Officer means an individual employed by the Council who ensures compliance with the *Freedom of Information Act 1991*, who grants individuals the right to access information held by CoA. Freedom of Information Officers process requests for documents, assess whether information is exempt from disclosure and communicates decisions to applicants.

Notifiable Data Breach Scheme (NDB) means a scheme that the Council is subject to under the *Privacy Act 1988* to the extent that TFN information is involved in an Eligible Data Breach.

Personal Information means information or an opinion (including information or an opinion forming part of a database), whether true or not, and whether recorded in a material form or not, about a natural living individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion, including a photograph or other pictorial representation of an individual, but does not include information that is in:

- generally available publications;
- material kept in public records and archives such as the Commonwealth or State archives; or
- anything kept in a library, art gallery or museum for the purpose of reference, study or exhibition.

Sensitive Information means information or an opinion about an individual's:

- racial or ethnic origin;
- political opinions;
- membership of a political association, a professional or trade association or a trade union;
- religious beliefs or affirmations;
- philosophical beliefs;
- sexual preferences or practices;
- criminal record; or
- health or biometric information.

Voters Roll means a list of entities that are enrolled and entitled to vote in a Council election.

ADMIN

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed at least every four years unless legislative or operational change occurs beforehand. The next review is required in **August 2029**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
	Council	XX Sep 2026	Major Review
ACC2022/96413	CEO	29 July 2022	Minor Review
ACC2021/130146	CEO	25th Oct 2021	Minor review – added Privacy Impact Assessment Tool & Cookies
ACC2019/15874	AD Information Management	12th Feb 2019	Minor review – added in Chatbot provisions and new template
ACC2008/52652	Council	March 2016	Major Review

Contact:

For further information contact the Governance & Strategy Program

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