



# CITY FINANCE AND GOVERNANCE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday, 15 August 2023  
at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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

**1. Acknowledgement of Country**

At the opening of the City Finance and Governance Committee meeting, the Chair will state:

'Council acknowledges that we are meeting on traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognize and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

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

**2. Apologies and Leave of Absence**

Apologies -

Councillor Elliott

**3. Confirmation of Minutes - 25 July 2023**

That the Minutes of the meeting of the City Finance and Governance Committee held on 25 July 2023, be taken as read and be confirmed as an accurate record of proceedings.

View public 25 July 2023 Minutes [here](#).

**4. Reports for Recommendation to Council**

4.1	Review of the Adelaide Economic Development Agency	4 - 81
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4.5	Draft Behavioural Support Policy	157 - 165

**5. Exclusion of the Public**

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In accordance with sections 90(2), (3) and (7) of the *Local Government Act 1999* (SA) the City Finance and Governance Committee will consider whether to discuss in confidence the reports contained within section 6 of this Agenda.

**6. Confidential Reports for Recommendation to Council**

6.1	Delegation to Award Contract [s 90(3) ((b), (d))]	169 - 175
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<b>9.</b>	<b>Closure</b>	

## Review of the Adelaide Economic Development Agency

Tuesday, 15 August 2023  
City Finance and Governance  
Committee

Strategic Alignment - Strong Economies

Public

**Approving Officer:**  
Michael Sedgman - Chief  
Operating Officer

## EXECUTIVE SUMMARY

The Adelaide Economic Development Agency (AEDA) is a fully owned subsidiary of Council under Section 42 of the *Local Government Act 1999 (SA)*.

At its meeting on 21 November 2022 the AEDA Board requested the engagement of an independent, external consultant to undertake an evaluation of AEDA's performance against its Objects and Purpose included in the AEDA Charter and its Business Plan and Budget. KPMG were engaged by the City of Adelaide (CoA) on behalf of AEDA to undertake the review. It was agreed that the outcome of the review be reported to the CoA's Audit and Risk Committee and Council.

At its meeting on 13 December 2022 Council resolved to conduct an independent review of AEDA. That review was commissioned by Council and conducted by Deloitte.

At its meeting on 4 August 2023 the CoA Audit and Risk Committee received reports on the Reviews of AEDA conducted by Deloitte and KPMG.

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## RECOMMENDATION

The following recommendation will be presented to Council on 22 August 2023 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Notes the Review of the Adelaide Economic Development Agency undertaken by KPMG as included in Attachment A, and the Review of the Adelaide Economic Development Agency undertaken by Deloitte as included in Attachment B, to Item 4.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023.
  2. Authorises the Chief Executive Officer to work with the AEDA Board and City of Adelaide administration to implement recommendations of KPMG and Deloitte Reviews.
  3. Notes the implementation plan to address the recommendations of the Reviews will be presented to the City Finance and Governance Committee at its October 2023 meeting.
  4. Notes that external independent advice will be sought to assist the administration in the implementation of the review recommendations with a particular focus on advice in relation to recommendations relating to develop the Economic Development Strategy and Council/Subsidiary governance recommendations as required.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a>
Policy	Clause 4.15 of the AEDA Charter (Link 1 view <a href="#">here</a> ) advises that AEDA will undertake an annual performance evaluation and provide a report on the outcome to Council.
Consultation	Key AEDA stakeholders were consulted during both KPMG and Deloitte Reviews.
Resource	KPMG Review funded through the 2022/23 AEDA budget. Deloitte Review funded through the 2022/23 City of Adelaide Corporate Services budget.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	The Reviews recommend a number of actions to be undertaken to improve the operations and governance of the Adelaide Economic Development Agency and assist AEDA to transition from a COVID response to a strategic operation.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 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
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. At its meeting on 4 August 2023 the City of Adelaide Audit and Risk Committee received reports on the Reviews of the Adelaide Economic Development Agency (AEDA) conducted by Deloitte and KPMG. The Audit and Risk Committee received these reports and resolved to recommend that Council:
  - 1.1. Note the Reviews.
  - 1.2. Note that the Audit and Risk Committee supports development of an implementation plan addressing the recommendations of both reviews showing how the recommendations will be addressed.
  - 1.3. Note that the Audit and Risk Committee supports recording implementation actions in Promapp and reporting through the Strategic Risk and Internal Audit Group.
2. AEDA is a fully owned subsidiary of Council under Section 42 of the *Local Government Act 1999 (SA)*.
3. At its meeting on 21 November 2022 the AEDA Board requested the engagement of an independent, external consultant to undertake an evaluation of AEDA's performance against its Objects and Purpose included in the AEDA Charter and its Business Plan and Budget. It was agreed that the outcome of the review be reported to the City of Adelaide's Audit and Risk Committee and Council.
4. KPMG were engaged by the City of Adelaide (CoA) on behalf of AEDA to undertake the review. The scope of work for the engagement was:
  - 4.1. A review of AEDA's achievements since its inception and delivery against the AEDA Business Plans endorsed by Council as part of its annual Business Plan and Budget process.
  - 4.2. The ability of AEDA to respond to changing economic conditions, priorities and opportunities.
  - 4.3. An examination of economic development models used by other Australian capital cities including those used in Brisbane and Wellington.
  - 4.4. An assessment of the effectiveness of the current model including the identification of strengths and opportunities for improvement; and
  - 4.5. How AEDA has communicated formally to the elected body, Audit Committee and informally to elected members regarding its operations and programs in relation to its annual business plan and programs.
5. At its meeting on 13 December 2022 Council resolved to conduct an independent review of AEDA, as follows:
  - 5.1. *Request the CEO coordinate an independent review of AEDA with a view to assessing the effectiveness of the Agency in relation to its objectives and make to recommendations for its future operation and any improvements including consideration of the relationship between the Agency, Council, and stakeholders. This review is to be conducted by an organisation or individual independent from the Agency with Business and Local Government knowledge and/experience. The review should include the following:*
    - 5.1.1. *Measure of effectiveness of AEDA in service provision to small businesses in the City of Adelaide by the Agency or Council contractors against the objects of the agency and compare this to the outcomes of the previous City of Adelaide Enterprise Adelaide unit.*
    - 5.1.2. *Assessment of any benefit or increased effectiveness of establishing the Agency under Section 42 subsidiary under the Local Government Act 1999 than if its decision-making had been undertaken by the City of Adelaide elected body.*
    - 5.1.3. *Identification of any cost and staff duplication identified in the KPMG report have been addressed and whether Council's administrative capacity has been impacted by the establishment of AEDA*
    - 5.1.4. *Identification any duplication of effort or opportunities to partner with the State Government in the areas of business support and economic development of the City.*
    - 5.1.5. *Identification any governance issues that have arisen related to the performance of the Agency, its staff, or its Board or to the responsibilities of the elected body under the Local Government Act.*
    - 5.1.6. *Evaluation the extent of Rundle Mall trader satisfaction with the Agency's management of the Rundle Mall Precinct.*
    - 5.1.7. *Providing an assessment of the return on investment of AEDA against its own performance targets.*

5.1.8. Consultation with key stakeholders including small business, rundle street traders and precinct groups.

5.1.9. Making recommendations as to whether the agency should continue in its current form.

6. That review was commissioned by Council and conducted by Deloitte.

### Review findings and recommendations

7. Key findings of the KPMG Review broadly related to:

- 7.1. The benefit and importance of the skills and experience of the AEDA Board;
- 7.2. AEDA's ability to deliver on its Charter and the recognition and trust of key stakeholders;
- 7.3. The challenge of Council processes and governance arrangements for AEDA decision-making;
- 7.4. The need for a strategic approach to the CoA's economic development.

8. These key findings resulted in 18 recommendations for the CoA and AEDA:

	<b>KPMG Review recommendations</b>	<b>Suggested Responsibility</b>	<b>Priority level</b>
1	Develop a City of Adelaide Economic development Policy	CoA	Strategic priority
2	Develop the AEDA Strategic Plan	AEDA	Strategic priority
3	Develop the AEDA Long Term Financial Plan	CoA	Strategic priority
4	Conduct a review of the purpose and value of the AEDA Advisory Committee	AEDA	Strategic priority
5	Revisit the original plan and approach for the new Experience Adelaide Visitor Centre	AEDA	Strategic priority
6	Conduct a review of current AEDA resourcing and requirements	AEDA	Strategic priority
7	Expand the AEDA data and insights function from one staff member to a team	AEDA	Strategic priority
8	Investigate the options and benefits of merging the City Experience team into the AEDA model	CoA	Strategic priority
9	Explore moving Mainstreets, Precincts and Place Coordinators to AEDA	CoA	Strategic priority
10	Review expand and strengthen alliances with key strategic partners	AEDA	Strategic priority
11	Investigate additional investment opportunities	AEDA	Strategic priority
12	AEDA Managing Director and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee	CoA	Quick win
13	Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings	CoA	Quick win
14	Identify obligations of ByADL contract and investigate options to continue or exit	AEDA	Quick win
15	Provide a detailed breakdown of budget allocation which aligns actions to progress and accountability	AEDA	Quick win
16	Reassess ambition and contractual obligations for the Wellfest program	AEDA	Quick win
17	Develop streamlined and structured approval between the Board and the City of Adelaide	AEDA	Quick win
18	Develop a brand guideline in collaboration with the City of Adelaide	AEDA	Quick win

9. The key findings of the Deloitte Review were reflected under four broad themes – Strategic context; Value of Independence; Governance and Operations; and Return on Investment.
10. These key findings resulted in 21 recommendations, under the themes of Role Clarity; Governance; Transparency; Quantified Metrics; Economic Strategy; Marketing and Branding. The recommendations were prioritised for immediate, medium, or long-term action:

	<b>Deloitte Review recommendations</b>	<b>Priority level</b>
1	Review and enhance AEDA's capability to provide strategic economic insights for the city	Immediate (within 6 months)
2	Define risk-based requirements for justifying key grant, sponsorship and campaign financing decisions (systematising risk-assessment of funding decisions)	Immediate (within 6 months)
3	Review and simplify Executive reporting structures between AEDA and the CoA	Immediate (within 6 months)
4	Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models	Immediate (within 6 months)
5	Develop an overarching CoA Economic Development Strategy (which would underpin AEDA priorities, targets, measures and deliverables)	Immediate (within 6 months)
6	Develop further CoA strategies to indirectly drive economic growth (eg. strategies for residential population growth, housing)	Immediate (within 6 months)
7	Ensure CoA is acknowledged as the key funding body for large events and campaigns.	Immediate (within 6 months)
8	Diversify economic development activation activities (beyond current retail focus)	Medium (6-12 months)
9	Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA)	Medium (6-12 months)
10	Review AEDA's Mainstreet Precincts engagement model	Medium (6-12 months)
11	Ensure CoA Governance has greater oversight at initial stages of key AEDA operational processes	Medium (6-12 months)
12	Implement an ongoing assurance model for AEDA, and undertake an internal audit on AEDA's administration of grant allocation	Medium (6-12 months)
13	Ensure more targeted AEDA reporting to Council (relevant and aligned to economic activities and with sufficient evidence support)	Medium (6-12 months)
14	Clearly define risk and mitigation strategies required by the Audit and Risk Committee	Medium (6-12 months)
15	Better target strategic AEDA KPIs towards economic development outcomes	Medium (6-12 months)
16	Better employ operational AEDA KPIs, measured against appropriate baselines (including more rigorous project, financial and timeline variation reporting)	Medium (6-12 months)
17	Review marketing and event management services panel contracts to meet both AEDA and CoA business needs.	Medium (6-12 months)
18	Ensure more active, timely engagement with traders in developing AEDA's events and campaign program	Long-term (12+ months)
19	Increase stakeholder access to baseline demographic and economic metrics (to better support their investment and commercial decisions)	Long-term (12+ months)
20	Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders)	Long-term (12+ months)
21	Articulate and document AEDA and CoA marketing units respective roles, responsibilities and collaboration principles	Long-term (12+ months)

### Plans for implementation

11. Council administration is currently developing an implementation plan addressing the recommendations of both Reviews, which will record timelines and responsibility for action.
12. The implementation plan will assess how the recommendations of the two Reviews align and will inform the prioritisation timelines of directly aligned recommendations. An initial assessment of the alignment of recommendations is provided below:



KPMG recommendation	No.	Deloitte recommendation	No.	Aligned
Develop a City of Adelaide Economic Development Policy	1	Develop an overarching City of Adelaide Economic Development Strategy	5	Direct
Develop the AEDA Strategic Plan	2	Develop further CoA strategies to indirectly drive economic growth	6	Direct
Expand the AEDA data and insights function from one staff member	7	Review and enhance AEDA's capability to provide strategic economic insights for the city	1	Direct
Investigate additional investment opportunities	11	Diversify economic development activation activities	8	Direct
Provide a detailed breakdown of budget allocation which aligns actions to progress and accountability	15	Better employ operational AEDA KPIs, measured against appropriate baselines	16	Direct
Develop streamlined and structured approval between the Board and the City of Adelaide	17	Review and simplify Executive reporting structures between AEDA and the CoA	3	Direct
AEDA Managing Director and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee	12	Review and simplify Executive reporting structures between AEDA and the CoA	3	Related
Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings	13	Review and simplify Executive reporting structures between AEDA and the CoA	3	Related
Develop a brand guideline in collaboration with the City of Adelaide	18	Maintain AEDA brand independence	20	Related

13. The implementation plan to address the recommendations from the Reviews will be presented to the October meeting of the City Finance and Governance Committee.
14. Appropriate external independent advice will be sought to assist the administration in the implementation of the review recommendations with a particular focus on advice in relation to recommendations relating to develop the Economic Development Strategy and Council/Subsidiary governance recommendations as required.
15. The recommendations and management actions to address them will be recorded in the CoA Promapp system and regularly monitored and reviewed to ensure delivery. Monitoring will be included in regular Strategic Risk and Internal Audit group update reporting to the Audit and Risk Committee.
16. Council will be provided with updates on implementation regularly via E-News.

#### Review reports

17. KPMG Review is provided as **Attachment A**.
18. Deloitte Review is provided as **Attachment B**.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Charter of the Adelaide Economic Development Agency

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## ATTACHMENTS

**Attachment A** – KPMG Review of AEDA

**Attachment B** – Deloitte Review of AEDA

- END OF REPORT -

# Review of the Adelaide Economic Development Agency (AEDA)

July 2023



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# KPMG has been engaged by the City of Adelaide, to conduct a review of the Adelaide Economic Development Agency

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This report summarises Adelaide Economic Development Agency's (AEDA) achievements since its inception in January 2021, and includes a number of key recommendations to improve the effectiveness of the Agency.

Through detailed analysis, we have identified critical insights and observations that shed light on AEDA's current state, opportunities and challenges, achievements and how AEDA can position the Agency to grow and evolve for its next chapter.

## Review approach

### Stakeholder consultation



Engagement with **over 40 stakeholders** across AEDA, the City of Adelaide (CoA), South Australian Government and business representatives throughout April and May 2023.

### Analysis of AEDA's operating model



Informed by stakeholder interviews and a review of **over 70 pieces of AEDA's key documentation**, business plans, council reports, employee surveys and committee meeting papers.

### Analysis of Economic Development models



Deep dive into Brisbane Economic Development Agency and WellingtonNZ – both **successful entities that are city council subsidiaries**.

## Key findings

### Importance of the skills and experience of the Board

- The skills, experience and capability of the Board provide immense benefit to AEDA, the CoA and the strategic direction of the Agency. For example, via connections and providing valuable insight into the development of the Residential Action Plan.
- Leveraging the Board's expertise is consistent with other successful economic development agencies.

### AEDA can deliver...when given the opportunity

- The talent of AEDA staff and relationship with the Board has created a collaborative and willingness-to-deliver culture that drives high levels of business engagement, demonstrated by:
- AEDA's growing recognition and trust by key stakeholders, including State Government.
  - The Rundle Mall team's achievements in delivering the majority of the 2021 Program Performance Review report recommendations.

### Constricted decision-making

- The level of 'red tape' required by Council for decision making and funding approval is a major challenge. This, among other factors, has likely contributed to the perceived reluctance of AEDA staff and Council to communicate effectively and work together in a collaborative way.
- The timing of yearly budget approvals by Council in June places significant pressure on the AEDA team to plan and deliver key projects in a limited amount of time.

### The need to become more strategic

- When moving from Covid response initiatives to a long-term strategic operation, AEDA face barriers to progress toward future economic development opportunities, including:
- The absence of a City economic development policy by the CoA to provide overall vision and direction.
  - The absence of an AEDA strategic plan and long-term financial plan, to provide a clear purpose, objectives, responsibilities for delivery. These are key requirements stated within the AEDA Charter.

## What's next...

KPMG recommends a considered list of quick wins and strategic priorities. These include (but are not limited to):



AEDA Managing Director/Chair to present the quarterly progress report to the City Finance and Governance Committee



Develop streamlined and structured approval between the Board and the CoA, including clarity on branding and recognition



Conduct a review of current AEDA resourcing with a view to potential expansion



Develop the City Economic Development policy and AEDA Strategic Plan

# KPMG's approach to the review of the AEDA

The Adelaide Economic Development Agency (AEDA) is a subsidiary of the City of Adelaide (CoA), with a city-wide remit to drive and accelerate economic growth, promote the City as a world class destination for visitors, residents, and business, and position Rundle Mall as the State's premier retail and commercial shopping precinct.

The Agency has been in operation for 2.5 years. During that time the world has endured a global pandemic, and AEDA's focus has been primarily on short term operational support and targeted initiatives to assist the City to respond and recover the City economy. Post-pandemic, it is timely to conduct this review to inform the future direction of the Agency, as AEDA moves into its third Annual Business Plan and Budget cycle and transitions to a more strategic focus.

## KPMG's approach to this review included the following:

- Detailed review of over 70 pieces of AEDA's key documentation including (but not limited to) business plans, council reports, employee surveys and committee meeting papers;
- Extensive stakeholder engagement with over 40 key stakeholders across AEDA, the CoA and external stakeholders; and
- Economic model analysis of Brisbane and Wellington Economic Development Agencies, and a high-level snapshot of other comparable 'magnet' cities from across the world.

## The core components of this review are noted below.

### Stakeholder consultation



More than 15 hours of stakeholder engagement was conducted with over 40 stakeholders across AEDA, the CoA, and external stakeholders throughout April and May 2023, via a number of 1:1 and group interviews.

As a result, detailed insight on AEDA achievements, improvements and ways of working has been identified throughout this report.

*All views and discussion captured in this review are aggregated to ensure participant comments are not attributed to individuals.*

### Analysis of Economic Development models



The economic analysis deep dived into Brisbane City Council's economic development focussed subsidiary 'Brisbane Economic Development Agency' (BEDA) and Wellington City Council's economic development focussed subsidiary 'WellingtonNZ' (WNZ).

Key insights were generated from this deep dive analysis and a further high-level analysis was undertaken across key global magnet cities that have a similar population to Adelaide.

### Analysis of AEDA's operating model



The assessment provides a detailed overview of AEDA's performance against its Charter and Business Plans' delivery, since its inception in January 2021.

KPMG's operating model framework was referenced to analyse AEDA's current state, with a key focus on the governance, service delivery, people and process layers of the AEDA model.

Analysis of AEDA reports, key documents and consultation with various internal and external stakeholders was undertaken to understand the strengths, challenges, and opportunities for improvement.

# Overview of findings that emerged from the analysis

Based on this review, AEDA is a successful initiative that provides and capitalises on economic development opportunities for the City of Adelaide and surrounding regions.

Through an in-depth investigation, we have identified valuable insights and observations that shed light on AEDA's current state, opportunities and challenges, achievements, and how AEDA can position the agency to grow and evolve for its next chapter.

“**Now is the time to grow and be more strategic, [for] more opportunities to flow... Council does not have the ED skills to drive this function itself.**”

--- Stakeholder statement



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## AEDA operating model & performance

The AEDA was formed as a subsidiary of the CoA and officially commenced operations in January 2021. The existing 2020-21 budgets for the previous functions were consolidated and transferred under AEDA's management.

From forming AEDA, it is evident that the skills, experience and capability of the Board provide immense benefit to the agency, the CoA and the economic strategic direction of Adelaide. For example, key Board members, through their trusted connections, included major property developers in the consultation for the development of the Residential Action Plan. These connections brought insight into the barriers and opportunities, and informed how each could be overcome or achieved.

The talent and development of AEDA staff has created a collaborative and willingness-to-deliver culture that drives excellent levels of business engagement. This is evidenced by AEDA being recognised and trusted by key stakeholders including the State Government, and from the achievements of the Rundle Mall team in delivering the majority of the 2020 Program Performance Review report recommendations.

The establishment of AEDA has enabled the teams to work together collaboratively to deliver objectives and market the city. This is a key difference from the originating and more siloed CoA structure, where the Marketing team provided an account based services role to the Economic Development team.

However, a key challenge AEDA face in their current operating model is the level of 'red tape' required for decision making and funding approval. These challenges, among other factors, have likely contributed to the perceived reluctance of AEDA staff and Council to communicate effectively and work together in a collaborative way. Further, the late timing of yearly budget approvals by Council in June puts a significant amount of pressure on the AEDA team to plan and deliver key projects in a limited amount of time.



## Economic model analysis

The analysis reviewed two successful Australasian economic development agencies, in Brisbane and Wellington. There were key differences such as the considerable difference in budgets and size of remit, however is important to note that AEDA, across key areas, is operating in alignment to these successful agencies. For example, AEDA is a Council subsidiary and leverages its expertise, capabilities and connections of the Board to increase the economic opportunities of the respective city.

Key findings that emerged from the economic analysis that AEDA should consider are as follows:

- **Organisational structure**

Both agencies are structured similar to organisations with an executive leadership team, who are experts in their fields, and purposeful supporting functions. Each agency's respective council trust and empower the agency to solely focus on the city's economic development, and remove unnecessary processes and approval requirements.

- **Long-term strategic plans**

These agencies utilise a clear and comprehensive long-term strategic plan, that provides a full view and understanding of the remit, and where and when to apply focus. These plans provide a holistic approach to economic development, not just a focus on placemaking or marketing initiatives.

- **Agency and Council collaboration**

Collaboration between the agencies and their respective council is effective and consistent across both agencies, while also leveraging council branding and identity. It is clear that these councils have a strong partnership with their economic development agencies.



## AEDA's next chapter

Based on this review, AEDA is a successful initiative that provides and capitalises on economic development opportunities for the City of Adelaide and surrounding regions.

However, AEDA face considerable barriers that can cloud achievements and progress toward future development opportunities. For example, ByADL was initiated through a Council decision prior to AEDA's establishment. The development of this was supported by a one-off funding allocation of \$250k. Views expressed by key stakeholders noted this was a poor investment decision at the time and continued support may not be justified if expected benefits are not realised.

Another challenge AEDA face moving into the next chapter is the lack of a specific City economic development policy, AEDA strategy and a long-term financial plan, to provide a clear vision and objectives, responsibilities for delivery, or that aligns to State and Federal Government economic policy(s).

In order to successfully move forward, AEDA should consider both quick wins and strategic priorities that include (but not limited to):

- Identify obligations of ByADL contract and investigate options to continue or exit
- Develop the AEDA Strategic Plan
- CoA to develop the City Economic Development Policy
- AEDA Managing Director and/or Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee
- Develop a streamlined and structured Board and CoA approval process
- Develop a clear brand guideline, in collaboration with the CoA.

# Economic factors impacting Adelaide and the world

AEDA needs to consider and respond to economic challenges in order to provide successful delivery, support and opportunities that will grow the city, its people and organisations.

The current economic climate is challenging all businesses, especially small and medium business – those which make up the fabric of South Australia’s economy.

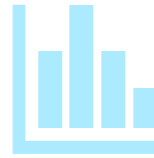
Outlined in **KPMG’s Economic Outlook Q1 2023**, from a production perspective, Australia’s growth during 2022 were in professional, scientific and technical services, transport, postal and warehousing, healthcare and social assistance and accommodation and food services – sectors that largely had been negatively impacted by the COVID-19 pandemic in their abilities to deliver face-to-face services to customers.

From a global economic perspective, the first quarter of the year has witnessed some easing of the supply chain issues, with global energy prices coming down to the levels seen before the war in Ukraine. Prices of other commodities and global food prices have also declined. Headline inflation has therefore now come off its peak.

## Inflation

The dramatic rise in inflation across many economies, and the subsequent response by Central Banks of rapidly raising interest rates has been the impetus for the deterioration of economic conditions.

There is a view that global inflation may now have peaked, notwithstanding the energy crisis that was initiated by the Russia/Ukraine conflict and that is still ongoing, but the return to target inflation levels is expected to be slow and protracted, requiring economic activity to be slowed by tighter policy settings.



# +25 bps

The RBA has lifted the cash rate to 4.10% (as at June 2023) in a bid to tame inflation<sup>4</sup>.

## Cost of living pressures

As inflation rose higher than expected during 2022 and 2023, the rise in the cost of living has significantly impacted Australians in many different areas of their lives.

Keeping the cost of living low was the top government policy issue in December 2022, outperforming the environment and climate change<sup>1</sup>.

# 5.6%↑

Consumer Price Index (CPI) increase in the 12 months to May 2023<sup>2</sup>.

**“We want South Australia to be known as an ambitious and capable state that embraces technology and drives innovation.”**

--- Premier of South Australia, the Hon. Peter Malinauskas MP

## International conflict

Many companies are now re-evaluating their businesses in Russia. Key factors and opportunities South Australian organisations should consider as a result of the conflict include:

- Organisations public position
- Cyber security
- Corporate reporting
- Macroeconomics, trade and supply chain
- Geopolitical volatility and risk profile
- Accelerate the transition to net zero
- Government policy priorities.

# 2 million


Sixty percent of Russian exports are oil and gas


# 60%


Upwards of 2 million refugees has rippled worldwide

## SA Government impacts

There are several key South Australian government initiatives that may also may have an impact on economic growth of the city, including the merger of the University of SA and Adelaide, the state’s focus on green energy transition, and further growth of the space sector. The extension of major event hosting such as the AFL Gather Round and Liv Golf will also support further growth in the tourism and hospitality sectors. Key economic opportunities for AEDA to consider as part of the 2023 South Australian Economic Statement<sup>3</sup> include:

 New Economic Board to be established that will engage widely with industry, businesses and the community to assist the Government in delivering concrete actions to deliver on the Statement, building on the significant work already underway.

 State government introducing the Hydrogen and Renewable Energy Act to support the delivery of its Hydrogen Jobs Plan and to unlock billions of investment dollars for renewable energy projects.

 Establishing the position of Coordinator-General in South Australia to have wide-ranging powers to plan, deliver and coordinate large-scale infrastructure projects, while ensuring their environmental impacts are properly managed.

**“The global green transition is a transformational opportunity for South Australia and its economy.”**

--- Premier of South Australia, the Hon. Peter Malinauskas MP



<sup>1</sup> [https://www.apf.gov.au/About\\_Parliament/Parliamentary\\_departments/Parliamentary\\_Library/pubs/BriefingBook47p/CostOfLiving](https://www.apf.gov.au/About_Parliament/Parliamentary_departments/Parliamentary_Library/pubs/BriefingBook47p/CostOfLiving)

<sup>2</sup> <https://www.abs.gov.au/media-centre/media-releases/monthly-cpi-indicator-annual-rise-56-may-2023>

<sup>3</sup> <https://www.premier.sa.gov.au/south-australian-economic-statement>

<sup>4</sup> <https://www.forbes.com/advisor/au/personal-finance/interest-rate-news>

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# Economic analysis












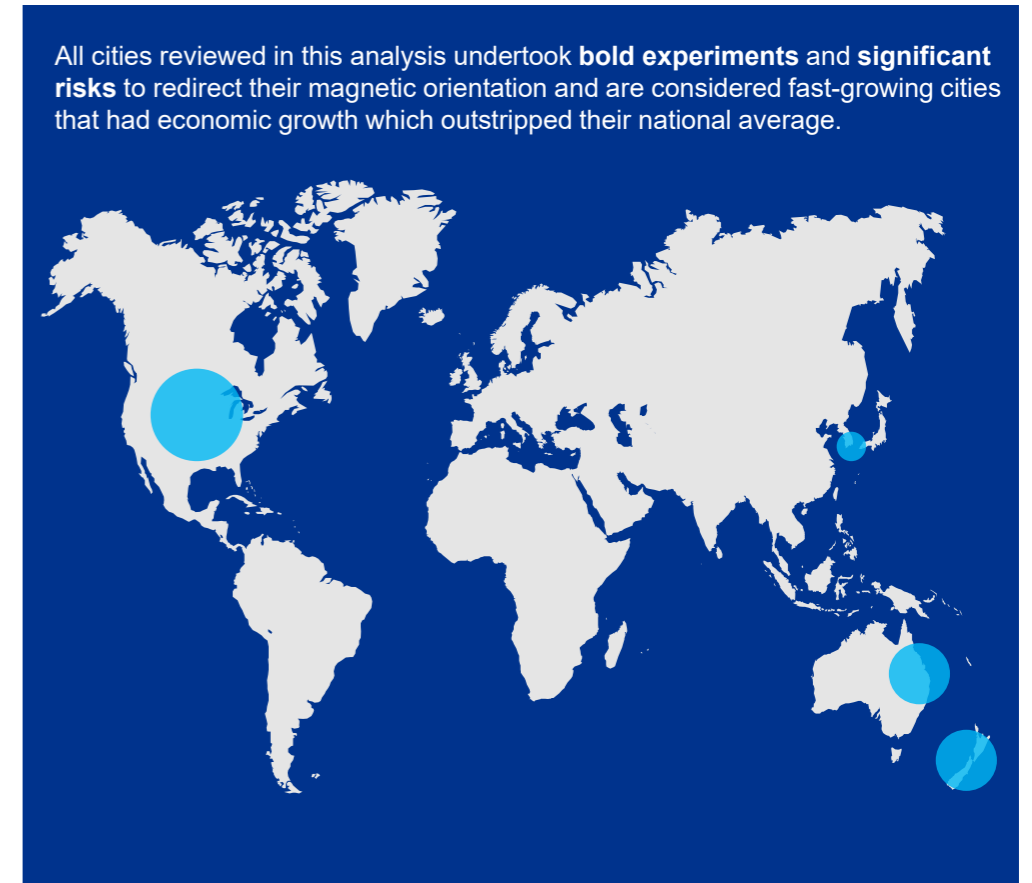
# The criteria for economically successful cities

KPMG UK's 2015 report, 'Magnet Cities,' explored strategies for struggling cities to enhance their economic prospects and compete with global counterparts. It addressed questions on improving city offerings, attracting residents and business investments, and transforming a city into a major player. These findings remain relevant for AEDA today, as they likely contemplate similar questions.

A city with a strong **magnetic pull** draws in new residents, visitors and business investment. Cities like London, New York and Hong Kong exert worldwide magnetic pull, even when faced with economic challenge as people are still drawn to the economic opportunities, mix of residents and global landmarks and arts and culture. Conversely, cities with **magnetic push** cast off residents and businesses as people pack their bags and move to cities with greater magnetic pull. Some cities with a positive magnetic force find that their magnetic pull is overwhelmed by that of neighbouring global or capital cities. For instance, in the UK, cities find it difficult to compete against the super-strength pull of London. The answer is not to lessen the pull of these large successful cities, it is to strengthen the magnetic pull of second cities in order to give people and businesses a valid choice. This is particularly relevant for Adelaide given the proximity to Sydney and Melbourne who have genuine claims to being magnet cities.

Each city and community has its own definition of economic development and as a result each city has its own opportunities, challenges, and priorities<sup>2</sup>. The following details the principles of magnet cities<sup>1</sup>. These principles underpin how each city draws in new residents, visitors and business investment.

 <h3>Attract young wealth creators</h3>	 <h3>Connected to other cities</h3>
<p>Cities that successfully target particular groups of wealth creators do so because there is a logical link to the city. Cities draw upon strengths of their past and present to attract specific groups – groups that share a natural affinity with the city.</p>	<p>If a city is going to attract a new generation of residents, the city must be easy to get in and out of. Quick and economical transport such as high speed trains and modern, efficient airports are important to magnet cities.</p>
 <h3>Constant physical renewal</h3>	 <h3>Cultivate new ideas</h3>
<p>Global cities undergo constant physical renewal. Neighbourhoods change purpose, different areas fall in and out of fashion and new buildings are put up and torn down. Ongoing physical renewal keeps cities interesting and new. This is one of the reasons global cities stay so magnetic.</p>	<p>Cities that nurture and take pride in new ideas. The culture and heritage of the city, mix of residents, academic assets, investment community and physical cityscape all contribute to a culture that cultivates and supports the new.</p>
 <h3>Definable city identity</h3>	 <h3>Fundraisers</h3>
<p>Cities that attract young wealth creators have a strong and clear city identity that new residents identify with. The identity of a city reflects the values, interests, skills and behavioural tendencies of its residents. While it is heavily informed by national identity, a city identity can also be significantly different.</p>	<p>The city governments in magnet cities play a unique financial role. They do not just see themselves as the distributors of city funds. They see themselves as fundraisers on behalf of the entire city. Their job is to attract private investment, research grants and public funds into the city.</p>
 <h3>Strong leaders</h3>	
<p>City reinventions on large scales have strong mayors and civic leaders, who led the city post crisis. In almost every case, that mayor came from a non-political background. These were individuals who were compelled to step up and help save their cities; their overriding concern was not partisan politics. It was finding the quickest and most pragmatic way to turn their city around. These individuals tore down barriers and rejected status quo thinking and approaches.</p>	



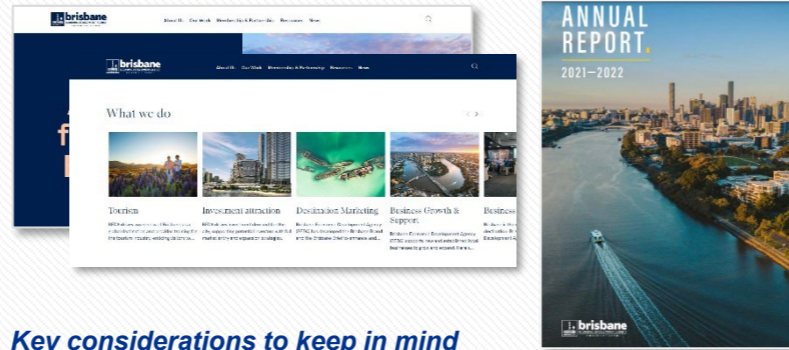
# The economic development agencies in focus

Brisbane Economic Development Agency (BEDA) and WellingtonNZ (WENZ) are the two agencies in focus for this analysis. Information was gathered from agency websites, annual reports and other public sources.

The basis for selection of these agencies included successful economic development agencies in Australasian cities that have been recognised for their innovative economic development strategies and that have a relatively comparable population; one higher and the other lower.

Brisbane has a population of 2.5m, and in 2023 was the only Australian city named as one of TIME's world greatest places, with reference to its new airline partnerships and the Queen's Wharf \$2.6 billion project to reposition the riverfront as the central commercial corridor of the region<sup>1</sup>.

Wellington NZ, has a population of 435K and was the 2022 winner of the global Bloomberg Mayors Challenge; recognised for designing the boldest and most ambitious urban innovations that address current issues including economic recovery and growth, health and wellbeing, climate and environment, and gender and equality<sup>2</sup>.



### Key considerations to keep in mind throughout the analysis:

- ✓ **Subsidiary to council**

<b>City population</b>	2,505,000 (Brisbane Metro Area Population)
<b>Size of council area</b>	1,343 square kilometres
<b>Funding</b>	\$24.1m (includes Brisbane City Council and controlled entities, and state and federal government for FY22)

All statistics are at May 2023

# WellingtonNZ



### Key considerations to keep in mind throughout the analysis:

- ✓ **Subsidiary to council**

<b>City population</b>	435,000 (Wellington Metro Area Population)
<b>Size of council area</b>	444 square kilometres
<b>Funding</b>	\$27.4m (includes Wellington councils, government organisations and private sector for FY22)

All statistics are at May 2023



# Brisbane Economic Development Agency (BEDA)

BEDA is a key contributor to the success of Brisbane's flourishing city and investment opportunities. This deep dive into Brisbane's successful Agency details how it is structured, how it determines where to apply direction and focus, and how the Agency responded to Covid-19 among other key strategic areas.

## Agency structure

BEDA is a wholly owned subsidiary of Brisbane City Council and is the city's official Economic Development Board. Originally formed as Brisbane Marketing that resided within the council, the function underwent a restructure in 2021 to form BEDA. Brisbane City Council's approach to subsidiary agencies goes further than just economic development. Other agencies include (but are not limited to) City of Brisbane Investment Corporation and Brisbane Sustainability Agency. These subsidiaries have their own Boards and reporting functions that sit separate to the council operations.

## Reason for initiative

To grow Brisbane's economy, drive demand and create growth and trade opportunities for local Brisbane businesses<sup>1</sup>. The Brisbane City Council states BEDA is responsible for a number of functions including (but not limited to) deliver recommendations from the Lord Mayor's Economic Recovery Taskforce and to support industry growth and trade in priority areas.

## Internal structure

BEDA operate and are structured like an organisation with an experienced C-Suite executive leadership team (CEO, COO, CFO etc.) along with 82 supporting staff. Internal roles include marketing, events and administration and to ensure council interests are represented, the Lord Mayor is a member of the Board. By using this structure, BEDA operate autonomously where executives can exercise and action decisions within a remit, without the requirement for arduous council approval processes. This structure allows BEDA to be agile and proactive, and is a key contributing factor to the successful delivery that BEDA consistently achieve.

## Measuring for success

Noted by the BEDA CEO, part of Brisbane's winning formula is the genuinely collaborative nature of its commercial culture and while specific performance metrics are unknown, results from strategies prove successful delivery. For example, more than \$349 million in economic activity was generated by investment and industry growth initiatives delivered by BEDA in 2021-22, including the delivery of 20 major events across 2021-22 that generated more than \$68 million in economic activity while attracting 29 new major events and international sporting matches.

## Key strategies

- Being custodian of the Brisbane brand, initiatives include *Brisbane Content Toolkit and Brisbane Brief*
- Create and manage supporting websites *Visit Brisbane* and *Choose Brisbane*
- Implemented the Brisbane Business Hub; physical and virtual places where local businesses can access workshops and business events, business mentoring, business facilities and resources
- Host paid events
- Being the official Convention Bureau
- Lead Brisbane's Major Events Strategy
- Paid membership and partnerships

## Skills and capabilities of leadership

BEDA's ability to achieve the level of success since its inception in 2021, stems from the extensive national and global experience, and capabilities held by the executive team and the Board. BEDA leaders are recognised as experts in their fields and combined have managed major projects worth over \$7billion across a variety of industry and sectors including (but not limited to) financial services; hospitality; manufacturing; arts and culture, major events, sport and media. Specifically, the leadership team have strong capabilities in strategy, partnership management and stakeholder engagement. The Board have extensive capabilities across managing international organisations, public media strategy, tourism strategy, and international arts and culture. The skills and capabilities utilised within BEDA are vital to the economic success of the City of Brisbane as noted by Darren Searle, head of Australia and New Zealand at logistics property specialist Logos "BEDA was the key to the [Logos] Estate's success"<sup>2</sup>.

## Operating strategy

Being structured like a private sector organisation, and having council representation in the form of the Lord Mayor on the Board, allows the executive team to be agile and exercise fast decision making. The Brisbane City Council and BEDA are aligned on BEDA's strategic operations; to work with clear strategic direction, so the Agency can execute strategies and reduce the process and approvals required by council. BEDA and the council will also collaborate on key strategies for the City of Brisbane, including most recently to develop Brisbane's Economic Development Plan 2031 (council branded). BEDA also frequently collaborates and, when appropriate, partners with the QLD state government agencies to deliver economic development initiatives. For example, BEDA partnered with Tourism and Events Queensland to secure and deliver major events such as the Wallabies vs England rugby match.

## Covid response








As part of the Tourism Industry Reference Panel in 2021, a number of Covid response recommendations were raised, including to develop and implement a Brisbane Capital City Visitor Economy Strategy - to be agreed between City and State and embraced by all layers of government and industry and to invest in digital transformation programs for visitor economy businesses<sup>2</sup>. In 2022, Covid response activities included delivery of retail and dining campaigns and a series of activations including the Christmas program designed to promote the city centre. To cement the city's position as a must-visit destination BEDA launched the new destination brand and worked with local creative agencies to launch a new destination brand for the greater Brisbane region. It is noted by BEDA's CEO that while a full recovery will continue to take some time, the return of visitors, business and major events, and the reopening of new flight routes and capacities, presented exciting opportunities in late 2021-22. With its strong strategic plan BEDA drove future demand for Brisbane, while providing support to local businesses rebuilding from challenging times, with the region's visitor economy the most impacted.

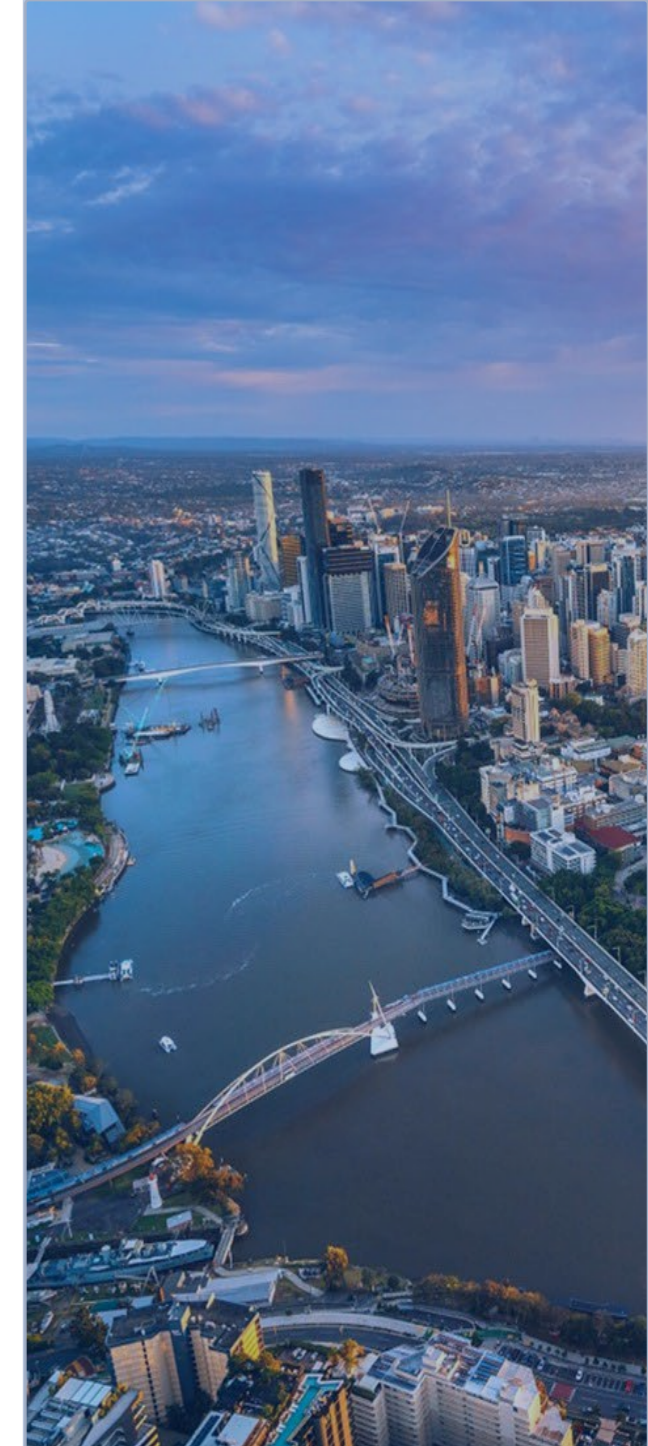
## BEDA focus areas FY21/22



# Brisbane is a magnet city

The below highlights how the Brisbane Economic Development Agency (BEDA) aligns to the magnet cities principles.

	<b>Attract young wealth</b>	BEDA is fiercely focused on attracting new investment and growing Brisbane's global profile. Technology programs are aimed to fast track the global readiness of local companies designing, developing, and manufacturing products to attract investment and retain and create new jobs.
	<b>Constant physical renewal</b>	BEDA supports the redesign and development of Brisbane city. For example, BEDA supported the the successful development of Howard Smith Wharves on the Brisbane River with heritage buildings and saw about \$200 million invested in the project that included a 164-room 5-star hotel, a 359-space car park, 3 restaurants, cafes, bars and event spaces and is mostly pedestrian only.
	<b>Definable city identity</b>	BEDA support and contribute to strategies and activities that residents identify with. The identity of Brisbane reflects the values, interests, skills and behavioural tendencies of its residents. Brisbane's new visual identity is described as contemporary and innovative and represents the colours, nostalgia, confidence and humour of Brisbane, and reflects the city's lifestyle, climate, opportunities and people <sup>2</sup> . Regarding BEDA branding, the organisation has its own distinctive and individual identity, but leverages the City of Brisbane logo which is included on the Agency website and for any formal or informal documentation (annual reporting, media releases etc). This branding strategy clearly signifies a connection and collaboration with the council, but still allows for BEDA to be identified as its own entity.
	<b>Connected to other cities</b>	BEDA worked with Brisbane Airport Corporation and Tourism and Events Qld to recommence airline partnership marketing activity in New Zealand, Singapore, the United States, the United Kingdom, and the Middle East. BEDA also worked with global trade and distribution partners to stimulate and drive preference for Brisbane, and to increase capacity on existing airline routes and secure new airline routes.
	<b>Cultivate new ideas</b>	Since opening in October 2020, Brisbane Business Hub (the Hub) has become a pivotal resource in supporting and growing local businesses, creating a community of more than 7,500 connected business people. In 2021-22, BEDA designed and delivered, alongside business experts, 228 workshops and 188 mentoring sessions.
	<b>Fundraisers</b>	BEDA deliver the Lord Mayor's Women in Business Grant (\$250k) program to help local business women combat the impacts of the pandemic and grow their business. BEDA also support business incentives to generate funds that support growing the Brisbane's economy. In 2022, BEDA delivered the Lord Mayor's Business Awards, highlighting the innovation and excellence of Brisbane businesses contributing to the growth of Brisbane's economy. Regarding BEDA funding; the agency receives grants from the Brisbane City Council and this support is agreed ahead of each financial year. In FY21/22 this funding accounted for 81% of total revenue. BEDA also receive QLD state government funding (8% total revenue for FY21/22) and federal funding (3% total revenue FY21/22). BEDA also generated 8% of its total revenue in FY21/22 from activities including (but not limited to) ticket sales, advertising and industry participation, memberships and venue hire.
	<b>Strong leaders</b>	Given the structure of the Agency, and the detailed review of financial year results in the annual report from CEO, Chairman of the Board and the Lord Mayor, comprehensive reporting to these leaders is assumed and would reflect similar to that of a corporation rather than council reporting. For BEDA to execute the level of strategies and achieve consistent success, this requires a comprehensive measurement framework to track and report against progress, including oversight by key leadership (such as Lord Mayor). Further reporting includes annual reports and detailed financial statements. BEDA has also engaged an audit and risk management committee (ARMC), and a human resource and remuneration committee (HR&RC).



# Wellington Economic Development Agency (WellingtonNZ)

Wellington's economic development agency is a key contributor to Wellington improving its national and international opportunities. This deep dive into Wellington's successful economic development agency details how the agency is structured, how it determines where to apply direction and focus, and how the agency responded to Covid-19 among other key strategic areas.

## Agency structure

WNZ is a Council Controlled Organisation (CCO) with shareholders being Wellington City Council (80%) and Greater Wellington Regional Council (20%). It is able to raise independent funding via commercial and other government partners. WNZ is also the owner of a subsidiary company, CreativeHQ Ltd. CreativeHQ provides business incubation, acceleration and innovation services, and has its own independent Board, including a WNZ Director and CEO.

## Reason for initiative

WNZ exists to facilitate and support economic performance across the region to enhance prosperity, vibrancy and liveability for the 528,000 people who live and work there. Further, WNZ seeks to help bring Wellington's future to life, through storytelling, events and experiences, in supporting talent and jobs for the future, and in attracting investment in the region. The mission is to create a thriving region for all; with more businesses succeeding and employing more people, more people participating in and attending events and experiences, and supporting more collaboration and engagement across the region. The purpose of WNZ is to make the Wellington region 'wildly famous'<sup>1</sup>.

## Internal structure

WNZ operate and is structured like a private sector organisation with an experienced executive leadership team that includes a Chief Executive Officer, General Manager Events and Experiences and a Chief Operating Officer. The supporting team spans across regional development, destination and attraction; events and experience; and marketing and communications. Similar to BEDA, in operating more like an organisation than a traditional government agency, executives can exercise and action decisions within a remit without the requirement for arduous approval processes.

## Measuring for success

WNZ utilises a performance framework with specific KPIs used across the three focus areas for the agency; Jobs for the future, Placemaking, and Collaboration and Engagement. For example, a Placemaking KPI is 'equivalent advertising value from media activity'. The performance framework includes an explanation of the KPI, a forecast result and a target result. Additional internal facing KPIs include financial management (budget tracking), funding diversification (percentage of revenue from commercial/non-council funding) and employee engagement (employee culture surveys). WNZ also ensure that comparative (historical) figures are included in the company's reporting on its performance framework.

## Key strategies

- Operating and managing supporting website Wellingtonnz.com
- Wellington City i-Site (visitor experience centre)
- Wellington Convention Bureau
- Wellington City and regional proposition and narrative
- Tourism, travel and trade destination marketing
- Venues management
- CreativeHQ
- Screen Wellington

## Skills and capabilities of leadership

WNZ senior leadership team has extensive national experience across media, communications, foreign affairs, finance and legal services. Key international experience across international sporting events is crucial for the success of the events and experiences component of the agency. The Board has extensive national and international experience across a range of sectors including, leadership, social marketing, events and sponsorship, financial management, manufacturing, film and media, and indigenous business organisations. These skills and capabilities utilised within this agency are vital to the economic success of Wellington, as noted by WNZ's COO "WellingtonNZ has a wide and varied mandate and need to ensure we have the right people, capability and resources to deliver a positive impact for the region's economy."

## Operating strategy

Being structured like an organisation allows the executive team to be agile and exercise fast decision making. To ensure efficiency is continuous, WNZ try to find ways to share services with CreativeHQ when appropriate and with consolidating all IT platforms to the core WNZ system, teams operate with the appropriate technology required to be as efficient as possible. Purchasing decisions and contract negotiation is assessed to ensure it is appropriate with a level of probity expected in the public sector, and WNZ focus on enhancing its environmental and climate considerations for all purchasing and operational practises. A statement of intent (2020-2023) is publicly available that details the planned activities, intentions and performance measures for WNZ for the subsequent three years. Further, WNZ also recognise that closely collaborating with the central government is key for the successful delivery of key economic development opportunities.

## Covid response

WNZ recognised that a focus on agility and flexibility along with a clear recovery strategy and detailed response framework would allow Wellington's economy to experience a strong recovery position. This strategy was used as the way to approach events, student attraction, film business, and new business activity. WNZ identified key focus areas that included a focus on reimagining the future and considering the long-term impacts and changes that Covid-19 will have on the Wellington regional economy. As a result, during FY19/20 WNZ contributed \$115m in direct economic impact from WNZ activities and initiatives, \$30m in equivalent advertising value and \$2.3m in research and development grants to drive innovation among other major contributions. WNZ recognise the importance of collaboration and partnership to sustain economic confidence in the region and to develop a community-wide vision and action plan.

## WNZ focus areas FY21/22



Jobs for the future







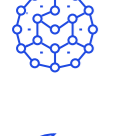


Placemaking

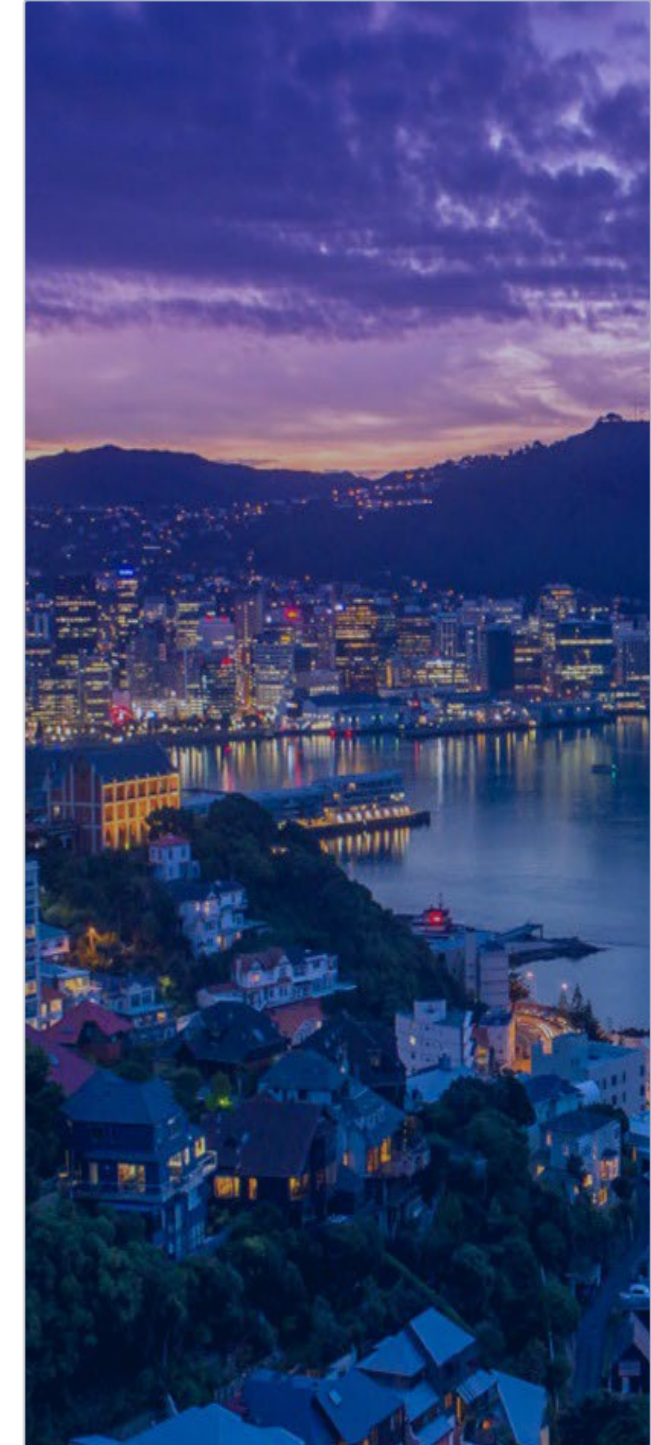


Collaboration and engagement

# Wellington is (becoming) a magnet city

The below highlights how WNZ aligns to the magnet cities principles.

	<p><b>Attract young wealth</b></p>	<p>The key focus areas for WNZ are to contribute to attracting young wealth; support businesses growth and innovation that meets future workforce needs; and to grow partnerships and enhancing the city's creative reputation. For example, to ensure the most innovative and appropriate growth strategies are implemented for Wellington's flourishing screen industry, WNZ contributed to the draft screen sector 2030 transformation strategy, to inform national screen industry objectives. In November 2021, Wellington was awarded the UNESCO City of Film designation.</p>
	<p><b>Constant physical renewal</b></p>	<p>As Wellington prepares for an expected increase of 50,000-80,000 people over the next 30 years, WNZ has contributed to plans on upgrades to transform the city. This includes the City Streets program; up to 83 individual improvements across Wellington, and the <i>Lets Get Wellington Moving program</i> to reduce number of vehicles throughout the city with improved transport options (improved commuting routes including pedestrian and cycling).</p>
	<p><b>Definable city identity</b></p>	<p>With WNZ's destination management plan 2021-2031, the ambition is to make Wellington a zero-carbon city that is famous for experiences that ignite curiosity and that will make you think. This ambition is underpinned by a strategic framework and priority projects such as to develop local IP and to support the tourism industry transition to carbon-zero. Regarding WNZ branding, the agency leverages the style of branding used by Wellington City Council and clearly signifies unison between the two. WNZ website has its own logo font and can be distinguished as its own identity from the Wellington City Council. Formal documentation such as the statement of intent and annual reporting leverage the identity of the council. It is clear that WNZ and the council want to signify collaboration and partnership to audiences via this branding strategy.</p>
	<p><b>Connected to other cities</b></p>	<p>WNZ seek numerous ways to partner with industries and organisations including partnering with ImmigrationNZ to identify international opportunities and how to target markets to benefit the City of Wellington. WNZ has a specific focus on tourism; partnering with key tourism sector partners across the region and nationally to play an active role in developing, reimagining and transforming the tourism industry. For example, WNZ supported the initiative to train more than 2,300 travel agents in person, at Tourism New Zealand events to ensure consistent delivery and effective programs.</p>
	<p><b>Cultivate new ideas</b></p>	<p>CreativeHQ is New Zealand's leading provider of incubation, acceleration and innovation programs. Since inception, CreativeHQ has worked with more than 300 start ups and high growth ventures to develop their business concepts and commercialise opportunities, including pioneering the first acceleration program for Government in 2014 and establishing Wellington as a global GovTech hub.</p>
	<p><b>Fundraisers</b></p>	<p>WNZ funding activities are sourced from the two shareholding councils, from central government agencies who contract WNZ to perform specific services, and a range of commercial, private sector partners, and government partners. Funding partnerships include tourist operators and hotels to support destination marketing and business events attraction. However, WNZ receives its primary funding from its shareholding councils. As well as supplementing core funding, it is evident that commercial funding partnerships connect WNZ more directly with relevant sectors and ensure the work they do is relevant and accountable to those sectors. Per a funding agreement with Wellington City Council, WNZ has made a commitment to continuously measure, monitor, and report on a range of metrics that detail how the region is performing in key areas of WNZ interest, but for which WNZ only has a partial or no direct impact.</p>
	<p><b>Strong leaders</b></p>	<p>WNZ has strong leadership across the Executive team and the Board, as well as the close connection to the council. The strong leadership extends to the governance of the organisation. An appointment (by the shareholders) of an independent Board of Directors was made to govern the organisation and subsequent reporting is actioned through to the Wellington Regional Strategy Committee (WRS) which consists of mayors from territorial authorities across the region, and WCC and Greater Wellington Regional Council (GWRC) councillors. Further reporting includes annual reports that detail internal performance and staff pulse surveys. Risks associated with the successful delivery of WNZ's key focus areas and KPIs are detailed and reported to shareholders as part of the statement of intent.</p>



# A snapshot of other economically successful cities across the globe

As detailed in KPMG's Magnet Cities report, these cities are examples of those that faced significant economic challenge(s), devised ambitious economic strategies and have reaped the benefits of strong, innovative leadership. While the report was produced in 2015, the principles and strategic insight on economic development is still relevant today.

The most progressive magnet cities offered their own risk capital to attract investment and funds. They capitalised city assets and leveraged balance sheets; simply, they 'put skin in the game'. Magnet cities found ways to become less reliant on national, provincial or state governments for financial help.

The cities showcased here pulled generations of young wealthy people, international investment and retained residents. Each city has a valuable economic development operation that is strategic and effectively collaborates with public and private enterprise. It is also important to note that these cities continue to be challenged economically, but have solidified the mentality and designed the tools required to bravely face these challenges, and turn them into opportunities.



## Denver, USA

Population 2.9 million

**Economic challenge:** Oil and gas industry prices collapsed and respective companies went bankrupt. And the city was undiversified that contributed to a recession.

**Economic strategy:** Appointment of a new ambitious Mayor who delivered a new, additional international airport operating via an enterprise fund and issued tax incentives and grants to encourage developers and individual investors to buy and rehabilitate old buildings.

**Economic benefits:** Today, most Americans know Denver is the number one city for millennials. More than half of Denver's population have university degrees. As long as Denver continues to be a haven for young people who love to ski, hike and work hard, it will succeed.

## Oklahoma City, USA

Population 1 million

**Economic challenge:** Due to banking crisis and industry decline and a lack of infrastructure, an entire generation of Oklahoma City's young, the city's future wealth creators, left for booming cities elsewhere.

**Economic strategy:** 1 cent tax increase applied to fund the 'Metropolitan Area Projects' – to invest into the city for physical improvements including to improve the quality of life and change the city's identity.

**Economic benefits:** The city's GDP growth rate outstripped the national average between 2000 and 2010. The city attracted new groups of energetic young people, with improvements in quality of life for existing residents choosing to stay in the city.

## Changwon, South Korea

Population 1 million

**Economic challenge:** Demand instability from foreign companies, rising real estate prices – factories with high employment shut down operations.

**Economic strategy:** The Mayor decided to change the identity of the city – to become the Environmental Capital of Korea and to merge with 3 other cities.

**Economic benefits:** Benefits were realised quickly and economic growth has been remarkable. Between 2010 to 2013 Changwon's GDP increased by USD 7.9 billion.



## Tel Aviv, Israel

Population 4.4 million

**Economic challenge:** To meet the unrelenting demand for roads and houses, the city expanded quickly and somewhat haphazardly.

**Economic strategy:** Delivered a strategic framework for the development of the city – almost entirely focussed on improving the quality of life for residents.

**Economic benefits:** GDP growth exploded. Tel Aviv is currently a city full of young, educated and highly ambitious residents – being a highly liveable city for the young, paved the way to Tel Aviv's current technology renaissance.

## Christchurch, NZ

Population 405,000

**Economic challenge:** Limited residential options and unprofitable city tax scheme and serious environmental event.

**Economic strategy:** Diversify the economy, transform the city centre by attracting and retaining a new cadre of young professionals and to collaborate with the public to form a collective vision for the city.

**Economic benefits:** Named by Lonely Planet as one of the top ten travel destinations for 2013 largely due to the range of pop-ups, murals and infectious recovery spirit. The New York Times declared the city as one of the top places to visit during 2014.

# Key insights for AEDA to consider

The noted findings generated from the economic analysis provide insight on some of the underlying reasons why BEDA and WNZ are successful agencies and significantly contribute to their respective economies.

These insights provide practical opportunities to make the most of what AEDA has to offer. With an agile operating model in place to deliver collaboratively with partners on a well defined strategic plan, greater economic benefits can be experienced across the city.

**It is important to note that while these are both Australasian cities, there are key differences that should be considered when addressing these insights.**<sup>1</sup> Differences include the amount of local, state, federal funding and private funding received, generated revenue, the size of the agency, and the breadth of remit each agency can operate within.

While there are valid reasons as to why AEDA are currently unable to capitalise on some of the same opportunities as these cities, the below considerations are non-funding related, have significantly contributed to the success of these cities, and still greatly apply to AEDA.

With the above considered, it is clear AEDA has been able to demonstrate effectiveness in responding to challenges, rapid changes to economic conditions, and to capitalise on Adelaide's economic priorities and opportunities, without some of the key advantages such as greater funds allocated to other successful cities. AEDA now has the opportunity to exercise more success in the future with the following learnings considered.



## Organisational structure and governance

Both agencies are structured like organisations with an executive leadership team including a CEO and COO/CFO, and purposeful supporting functions.

Evident in the analysis is the respective councils' trust and empowerment toward the agencies to solely focus on the city's economic development, and remove unnecessary process and approval requirements.

This structure allows the agencies to be agile and exercise fast decision making, enabling greater clarity, coordination, efficiency, accountability, and adaptability. It also provides a clear governing and reporting framework that supports the agency to achieve goals and objectives effectively.

**It is acknowledged that Adelaide's size and AEDA's annual budget is significantly smaller than Brisbane and Wellington, however opportunities to expand the current funding model to include more external sources could be more actively pursued.**

**There is also an opportunity to review the AEDA structure and improve governance processes to enable greater agility in decision making and delivery of key objectives.**



## Long-term strategic plan

These agencies utilise clear and comprehensive multi-year strategic plan(s), supported by detailed economic growth strategies.

Evident in these plans is the holistic approach to economic development. For example WNZ has developed an economic development framework that underpins all programs of work.

These agencies use their strategic plan to deliver numerous programs of work that drive significant innovation, investment and partnerships, as well as to deliver initiatives that directly promote the city.

**AEDA currently develops an annual business plan and budget, however the provision of a longer term strategic plan and supporting economic growth strategy/policy, would provide clearer direction and funding stability and enable the Agency to plan broader strategic long term initiatives.**

**AEDA should also consider the elements of the magnet cities principles in the design and development of their strategic plan.**



## Agency collaboration

Collaboration between BEDA and WNZ and their respective councils is effective and consistent.

These agencies also collaborate on strategic planning, and WNZ specifically noted the importance of collaboration between councils and other parties to ensure all plans and strategies integrate, and information sharing occurs. Scale is achieved when collaboration occurs on economic development projects.

Both agencies also leverage council branding and identity. These councils are in partnership with the agencies, and the agencies are seen as providing the council with a strategic advantage.

The councils and agencies play significant but separate roles, and this concept is well defined, understood and supported by both parties. This collaboration has allowed for improved performance, competitive advantage, and successful delivery of initiatives.

**There are opportunities for AEDA, the CoA, State Government, partners and other key stakeholders to collaborate more effectively in planning and delivering economic growth initiatives.**



02

# Governance & operating model analysis



# The forming of AEDA

The below provides an overview of how AEDA was formed.

2008

## Originating structure

The Economic Development function, Marketing and Communications team, and the Visitor Information Centre, originally resided within the CoA organisational structure. Advice and support for new and existing small businesses was provided through the Economic Development and Sustainability Program, and the Business Centre team.

The Rundle Mall Management Authority (RMMA), established in 2008 as a Council subsidiary, was funded by a differential separate rate paid by business and commercial property owners within the Rundle Mall precinct.

The RMMA included a Board of Directors with specialist expertise, and a team with the remit to deliver against their annual Business Plan and Budget, approved by the CoA and Council. The initiatives within this plan focussed on increasing and promoting economic activity within that precinct through various marketing activities, events and sponsorships.

The Precinct and Mainstreets management model in place consisted of eight local precinct groups, funded by the CoA. Stakeholder consultation conducted in 2019, found that precinct boundaries were fragmented, a sense of competition between precincts rather than collaboration, a duplication of resources, an inequitable funding model, and a disconnect to the overarching City vision and other council initiatives.

As a result, challenges and barriers were experienced. These included disparate teams, duplication of resourcing and effort, and no central team or structure driving economic development.

2019

## Review into a new city-wide business model

In 2019, the CoA explored the merits and options for a City Wide Business Model, with the view to establish a single body that would be responsible for attracting local, interstate and overseas visitors, investment and employment, and new residents.

A feasibility study was conducted on behalf of the CoA, guided by a City Wide Business Model Advisory Group comprising CoA executive and management. The goal of the study was to propose a more efficient and effective model for whole of City business initiatives, that would enable a positive impact on the City economy, and provide a fit for purpose governance and funding model.

Extensive stakeholder consultation was undertaken to inform this study and recommendations. The study considered the economic benefits of transitioning from the present model and a comparison of the likely outcomes.

It also reviewed the operating models at the time of other South Australian organisations including the Jetty Road Mainstreet Committee, Goodwood Road Business Association, and RMMA, other Australian capital cities including Brisbane and Fremantle, and overseas entities including Wellington, Auckland Tourism Events and Economic Development, and the Golden Triangle (USA).

One of the governance options considered was for Council to retain administrative control of the model, however this was the lowest ranked option due to a perceived lack of business representation and responsiveness to adapt to commercial demands. The findings concluded that a separate section 42 subsidiary, funded by general rates, with the authority to manage and distribute its own funds, provided the most robust alternative to the current model.

The new collaborative city-wide business model was endorsed by Council in 2020, and is reflected in the CoA 2020-24 Strategic Plan as a key initiative of Outcome 2: Strong Economies.

This decision resulted in the existing Economic Development, Marketing, and Visitor Experience functions with the CoA structure, Precinct support, and the RMMA, merging to form the new AEDA.

2021

## AEDA Charter

The AEDA was formed as a subsidiary of the CoA and officially commenced operations in January 2021, with a remit to:

- Accelerate economic growth in the City, by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth;
- Promote the City as a destination and increase its visitation and use by residents, workers, visitors and the community in general; and
- Position the Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability.

The existing 2020-21 budgets for the previous functions were consolidated and transferred under AEDA's management.

The Agency is governed by a Board with responsibility to manage the business and other affairs, all relevant legislation and any delegations made to it. A decision of the Board is a decision of the Agency. The Board includes up to nine members, including the CoA Lord Mayor, an AEDA Advisory Committee representative, and up to seven members with a range of expertise, experience, and business ownership. Board membership is appointed by the CoA CEO, COO Corporate Services, and three CoA Council representatives.

The AEDA Advisory Committee was established in February 2022, and is represented by up to eight members with local precinct, small business, and industry sector representation. Its purpose is to enquire and report to the Agency on any matter within AEDA's functions and powers, including a formal mechanism for city businesses, main streets, precincts and other stakeholders to provide advice to the Board.

The Charter states that AEDA is to establish its own **Strategic Plan** (four years), Long Term Financial Plan (10 years), and Business Plan and Budget (ABP&B) each year that is approved by Council.

# Current operating model - governance

The following section provides an assessment of the performance of AEDA against its Charter and Business Plan delivery, since its inception in January 2021, across the key operating model pillars.

## Overview

The AEDA Board meets at least 8 times per year and is responsible for key decision making of the Agency, including authorised budget spend, grants, events, and promotional activities. The AEDA Advisory Committee meets at least quarterly, and is responsible for providing advice and City business representation to the Board. Most notably, the key topic of discussion has been the consolidation and restructuring of the City precinct model. The Committee have also commenced hosting a networking event series with City stakeholders to discuss various topics of relevance to help develop, improve, grow and promote the city.

AEDA's Annual Business Plan and Budget (ABP&B) is reviewed and approved by Council as part of the overall CoA annual budget process. A workshop was facilitated in March by AEDA staff with the Councillors to discuss planned initiatives, budget allocation, key success measures, and incorporate feedback and changes into the ABP&B for 2023/24.

Reporting of AEDA performance and progress is provided via:

- AEDA Board meetings (confirmed minutes are also available to Council members for information)
- CoA Audit Committee reporting
- Quarterly Council reporting via the CoA Audit and Risk Committee
- Annual report including financial statements
- More informally, through e-news.

Despite this frequency of reporting, there is a view held by some Councillors that they do not receive adequate updates, and communications with AEDA are not at the level of detail required. A recent decision of the AEDA Board now enables any CoA Councillors to attend AEDA Board meetings in an observer capacity, to gain greater insights and connections with the Agency and Board members. To date, only one Councillor has taken up the offer, and found the Board meetings to be very informative and worth while attending.

## Key opportunities

- Develop City ED policy – the CoA and AEDA staff (including the Board) to work collaboratively, to ensure insights and expertise are considered and incorporated into a growth agenda that all parties support.
- Develop the AEDA Strategic Plan, to provide strategic direction and a four year plan of the key initiatives required to support the growth of the City economy.
- Develop the AEDA LTFP to provide long term financial stability to support the delivery of the Strategic Plan.
- AEDA MD and/or Chair to present the quarterly progress report to the City Finance and Governance Committee, to enable greater discussion and Q&A with stakeholders (rather than as just a Council information report for noting).
- The CoA Lord Mayor to share insights regarding AEDA Board discussions with Councillors (rather than just via E-News update), and encourage them to attend AEDA Board meetings to observe operations and build more positive relationships with Board members.
- Conduct a review of the purpose and value of the AEDA Advisory Committee and identify key improvement opportunities to enable greater alignment and contribution.

## What's working well

- ✓ All stakeholders consulted were supportive of the current AEDA model for driving City economic activity and growth.
- ✓ The value of having a highly skilled and experienced Board advising on the economic direction of the city was also acknowledged by the AEDA team and in multiple stakeholder interviews. An example of value add was during the development of the Residential Action Plan, where key Board members through their trusted connections, were able to include major property developers in the consultation to understand the barriers to building in the city and inform how these could be overcome.

**“The AEDA model, with a skills based Board works. Our credibility with the business community as a subsidiary is high, which allows us to achieve better outcomes.”**

– stakeholder statement

## Key challenges

- No overarching Economic Development (ED) Strategy or Policy currently in place to provide a clear vision and objectives, responsibilities for delivery, or align to State and Federal Government economic policy. This is a deliverable of the CoA Economic Policy function, outlined in the CoA 2022-23 Business Plan and Budget.
- No AEDA Strategic Plan or Long Term Financial Plan (LTFP) in place to provide overall strategic direction and a long term plan for the Agency. These are included as requirements of the AEDA Charter endorsed upon establishment of the Agency.
- There is a view that the Advisory Committee does not provide meaningful value and is an unnecessary layer of governance.
- Lack of formal process for 'out of session' decisions requested of the AEDA Board for approval.
- Councillors feel at arms length to key AEDA decision making and the allocation of grants and funding of different events across the city.
- This lack of strategy, clarity of purpose and the role that AEDA plays in driving economic growth of the City, is currently providing a level of confusion and frustration amongst key stakeholders including Councillors, external partners, and state government.

# Current operating model – service delivery

## Overview

The Agency is led by the Managing Director, who is currently part of the CoA Executive team and reports directly to the CoA CEO. It was noted that this position is currently under review, including a potential change of reporting line to the COO Corporate Services instead of the CEO, with dotted line reporting to the AEDA Board. As this a strategic role with the remit to drive economic development of the city, our view is that this change in reporting line should be carefully considered to ensure strong and visible AEDA representation at the CoA Executive level, and a high level of communication and collaboration between AEDA, the CoA and the Council.

The AEDA staff have a range of experience and expertise in retail, events, property, investment, business support, tourism, brand, and marketing.

The AEDA Board includes a group of highly skilled professionals with business experience and expertise across hospitality, property development, place making, business development, investment, events and tourism. As recommended in the Rundle Mall Program Performance Review, the Board could be further enhanced by including someone with contemporary retail expertise. It was noted that this will be a consideration during the upcoming AEDA Board member appointments for the coming term.

## What's working well

- ✓ Talent attraction and development of AEDA staff, including young professionals who have joined the Agency to deliver key services.
- ✓ Agile and contemporary approach that has enabled authentic and valuable input more in touch with the market AEDA are trying to grow in the City.
- ✓ AEDA staff prefer working under the AEDA model than directly under a CoA organisational structure, as it implies a greater level of professionalism and presence within the business community, and provides them with direct access to a Board of SMEs who can offer relevant and timely advice, direction, and support in delivering the required projects and services that AEDA is responsible for delivering.
- ✓ The skills and expertise of the AEDA Board members and value they add was acknowledged in several internal and external stakeholder interviews. This expertise is seen as critical to building confidence and trust, and driving the City economic growth agenda.
- ✓ Excellent levels of business engagement, with a can-do and collaborative culture of AEDA staff who are smart, willing and passionate about what they do. In the old CoA structure, the Marketing team provided an account based services role to the Economic Development team, whereas now all the teams work together to deliver objectives and market the city.

## Key challenges

- The level of 'red tape' required for decision making and funding approval for events and sponsorships by both the AEDA Board and Council, is limiting AEDA's ability to be agile and to quickly adapt to City community needs, driven by changing economic conditions and other factors.
- No dedicated Events team within AEDA, which places additional pressure on AEDA Marketing staff to organise and run major events with limited capacity and specialist events expertise. The CoA City Experience team manage and facilitate city wide events and projects. This team of 17 staff resides within the City Shaping directorate, but does not currently provide support for AEDA hosted events.
- Perceived reluctance of AEDA staff and the elected Council to communicate effectively and work together in a collaborative way. This has caused a breakdown of some relationships between AEDA, the CoA staff, Councillors and key City stakeholders that now needs to be rebuilt.
- The negative press and Council Chamber comments on AEDA causes high levels of staff frustration and disappointment. Despite this, morale and enthusiasm remains high as staff believe in the model and continue to work hard to deliver the program.
- The late timing of yearly budget process and approval by Council in late June then puts a huge amount of pressure on the team to plan and deliver key projects in a limited amount of time.

## Key opportunities

Conduct a review of current AEDA resourcing and requirements, with a view to potential realignment and growth of current teams.

Include considerations to:

- Expand the AEDA Data and Insights function from one staff member to a team that can dedicate time to collaborate with the business community to understand their needs, and conduct more targeted data analysis, research, and properly measure economy performance and activity levels across the City.
- Investigate the options and benefits of merging the City Experience team into the AEDA model to provide efficiencies and more effective resourcing and expertise to drive city-wide large scale events.
- Mainstreets, Precincts, and Place Co-ordinators also currently reside within the CoA structure and could be better maximised in AEDA to provide insight and business outreach services.
- Develop streamlined (but structured) approval process to enable responsive decision making of key initiatives, events, grants and sponsorships by the Board, with the CoA and Council endorsement only required where necessary.

**“Being able to deliver projects, with multiple stakeholders, within short time frames. Strong teams determined to meet strategic outcomes, effectively and efficiently.” – stakeholder statement**



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# Current operating model – people and process

## Overview

AEDA has a team of 31 staff across Business and Investment, Marketing, and Rundle Mall Management who deliver a range of services including:

- Business support and investment
- Economic data and insights
- Events and Festival sponsorships
- Precincts support
- Residential growth
- Strategic partnerships
- Marketing the city
- Visitor attraction and information services
- Rundle Mall management and promotion.

AEDA partners with SATC, DTI, DPC, and the Property Council, provides funding to support Study Adelaide, Renew Adelaide, Business SA, Business Events Adelaide, Festivals Adelaide, SouthStart, City Precinct Groups, and sponsors major City festivals and events, to deliver economic growth initiatives across the City.

## What's working well

- ✓ AEDA has built trust quickly with key stakeholders and hosted successful business summits, lunches and events. This is supported by the positive results from surveys conducted with City businesses indicating a high level of support and value.
- ✓ Collectively high level engagement and penetration of City businesses with a vast range of programs and activities delivered including a focus on the pandemic and post-Pandemic activities to reactivate the City from an economic lens.
- ✓ The Rundle Mall team were also recognised as doing a 'brilliant' job at delivering on their Plan and have implemented the majority of recommendations from the 2020 Program Performance Review report. The more holistic management of Rundle Mall through additional support by the Business Support and Investment team was also recognised, and anecdotal evidence indicates Rundle Mall Levy payers now receive a greater ROI compared to the previous RMMA services.
- ✓ AEDA is recognised and trusted by State Government and the market to provide key City economic data to inform insights and investment decision making. This was recently acknowledged in the State Government media release regarding the upcoming Illuminate Adelaide event, quoting *"figures from the Adelaide Economic Development Agency show an estimated \$365 million was spent across shops, cafes, restaurants and hotels in Adelaide's CBD in July 2022"*.
- ✓ Reactivation initiatives that have had a direct impact on the economy, including EatsVouchers and the Welcome to Adelaide Packs.

## Key challenges

- A large amount of staff time is spent on coordinating event sponsorships that are small value and provide minimal return on investment.
- AEDA's sponsorship of activities that key strategic partners drive is not always recognised, nor AEDA's contribution visible to City stakeholders.
- No strong push for precinct reform, with varying views regarding where precinct management should reside (AEDA vs the CoA). This has not been an area of focus in the last couple of years due to the higher priorities of establishing the Agency and Covid response activities.
- There is a current view by some CoA staff and Councillors that all AEDA events and marketing should be co-branded to include the CoA logo, and acknowledge their contribution. This differs to views held by some AEDA staff and Board members, who believe business forums and services should be independent to the CoA brand, to provide greater credibility and encourage engagement and take up of AEDA services by City stakeholders.
- Without an overarching long term AEDA Strategic Plan or enabling economic development policy direction, it is challenging for the AEDA team to operate at a more strategic level, and be recognised as a key player in driving the City's economic growth agenda with external bodies.

**“City Experience team being located within the CoA should be reviewed. Events are a key driver for economic impact, yet their focus is based on community and residents. – stakeholder statement**

## Key opportunities

- Review, expand, and strengthen alliances with key strategic partners to ensure value to money and outcomes align with AEDA purpose. Potential expansion to include: Committee for Adelaide, Universities, and the newly formed **State Government Economic Board**.
- This review should also consider the greater role AEDA could play in overseeing and coordinating the delivery of initiatives across these entities, to ensure alignment and common goals, maximise value and reduce duplication of effort.
- Investigate additional investment opportunities to fund AEDA initiatives and partner with State Government and external bodies to deliver more (and more diverse) economic growth focussed services and support to the City community.
- Develop a brand guideline, in collaboration with the CoA, to provide clarity and agreement around the use of the AEDA, the CoA, and combined logos on marketing materials, and inclusion of key AEDA, the CoA, and Council member representation, based on types of hosted events and activities.

# AEDA business plan and performance

The AEDA Business Plan and Budget is funded by the Rundle Mall separate rate paid by businesses that reside within the Rundle Mall precinct, and the CoA.

AEDA's primary focus in the first years of operation, was to support the City and businesses during the Covid-19 pandemic through targeted response and recovery initiatives. This is reflected in the current and previous business plans. To respond to changing economic conditions, priorities and opportunities, AEDA also consults regularly with City business and community stakeholders on their needs and expectations. Where new initiatives or sponsorships and events funding is identified, AEDA adapts the budget allocation accordingly, and seeks AEDA Board and Council approval for any applicable changes required.

To date, AEDA has delivered on the majority of their business plan actions within budget. Further detail of key achievements is provided in Appendix 2. There is an opportunity for AEDA to be more strategic and growth focussed moving forward, underpinned by an overarching AEDA Strategic Plan that provides long term vision and direction.

	Key Focus Areas	Budget	Actual	Actions Delivered	Key Achievements / Measures	Comments
<b>RMMA 2020-21 Business Plan</b>	<ul style="list-style-type: none"> <li>Covid response</li> <li>Precinct information hub</li> <li>Precinct growth</li> <li>Customer experience</li> <li>Rundle Mall branding</li> </ul>	<b>\$9.8m:</b> \$3.8m RM Levy \$3.9m CoA (5 months) \$1.7m RMMA (transfer) \$400k Other	\$231 surplus	35 of 37 (95%)	<ul style="list-style-type: none"> <li>20 festivals/events delivered</li> <li>128 outdoor activation grants</li> <li>88 volunteers serviced 51,918 visitor enquiries</li> <li>AEDA and 'experienceadelaide' socials established</li> <li>4 City reactivation campaigns</li> <li>7 precinct groups supported</li> <li>335 businesses supported</li> </ul>	<ul style="list-style-type: none"> <li>There was no AEDA ABP&amp;B for this transition year. Delivery was based on delivering the existing RMMA Plan.</li> <li><b>\$1.7m</b> of funds from RMMA and <b>\$3.9m</b> from the CoA were transferred to AEDA in January for the remaining 5 months of the FY.</li> <li>Review of RMMA Operating Agreement with the CoA (service levels) was postponed due to Covid response impacts.</li> <li>Four events and some visitor services were also cancelled due to Covid.</li> </ul>
<b>AEDA 2021-22 Business Plan</b>	<ul style="list-style-type: none"> <li>Covid response</li> <li>City growth</li> <li>Brand &amp; marketing</li> <li>Information &amp; data</li> <li>Visitor experience</li> <li>Advocacy</li> </ul>	<b>\$13.7m:</b> \$3.8m RM Levy \$9.3m CoA \$400k AEDA \$200k State Govt / Other	\$17k over budget	65 of 79 (82%)	<ul style="list-style-type: none"> <li>14 festivals/events delivered</li> <li>75 volunteers serviced 24,878 visitor enquiries</li> <li>Inaugural AEDA Business Summit &gt;350 attendees</li> <li>Inaugural Wellfest events attracted 13,000 patrons</li> <li>Quick Response Fund supported 17 events</li> <li>92 shopfront improvement grants</li> <li>Residential Growth Action Plan</li> <li>Retail brand assessment study</li> <li>4 Strategic Partnership grants awarded</li> <li>12 partnership tourism &amp; City activation campaigns</li> </ul>	<ul style="list-style-type: none"> <li>Four events were cancelled due to Covid. Economic Research &amp; Data Analyst joined the team to provide greater focus on city economic performance and insights.</li> <li>Rundle Mall hosted 425 events and was awarded 'Retail Precinct of the Year' by the National Retail Association. A Rundle Mall Program Performance Review was conducted with 28 recommendations, of which 22 were implemented same year.</li> <li>All Plan actions were commenced, with 14 remaining active or partially completed in areas of residential, student, visitor and business growth, establishment of CRM tool to support better communications, and visitor experience centre.</li> </ul>
<b>AEDA 2022-23 Business Plan (progress to end Q3)</b>	<ul style="list-style-type: none"> <li>Covid recovery</li> <li>Business investment</li> <li>Residential &amp; visitor growth</li> <li>Rundle Mall</li> <li>Brand &amp; marketing</li> </ul>	<b>\$14.8m:</b> \$3.9m RM Levy \$10.9m CoA	\$1.5m surplus against YTD budget	46 Plan actions	<ul style="list-style-type: none"> <li>34 measures - 8 achieved, 23 in progress</li> <li>15 events held to date</li> <li>146 shopfront improvement grants awarded</li> <li>5 new event grant applications awarded</li> <li>10 existing event grant applications awarded</li> <li>Adelaide Tourism Operators Program</li> </ul>	<ul style="list-style-type: none"> <li>YTD (to end Q3) surplus is made up of sponsorships, contributions and grants, shopfront, materials, contracts &amp; other expenses, and employee costs.</li> <li>Twitter was removed as a primary social media platform.</li> <li>6 significant retail brands committed to opening stores in Adelaide, <i>Sheike, JD Sports, Uniqlo, Windsor Smith, Tag Heuer and Kookai</i>.</li> <li>Launch of Adelaide Tourism Alliance KPI removed due to SATC review.</li> <li>Experience Adelaide website KPI removed due to review of other metrics.</li> </ul>
<b>AEDA 2023-24 Business Plan</b>	<ul style="list-style-type: none"> <li>Business, Investment &amp; Residential growth</li> <li>Visitor growth</li> <li>Rundle Mall</li> <li>Brand &amp; marketing</li> </ul>	<b>\$13.5m:</b> \$3.9m RM Levy \$9.2m CoA \$400k Other	-	36 Plan actions	<ul style="list-style-type: none"> <li>27 measures</li> </ul>	<ul style="list-style-type: none"> <li>An emphasis on recognition of partnerships funded through Strategic Partnership Program and with state government agencies and others.</li> <li>Significant streamlining of actions from previous year including inclusion of key recommendations from the Rundle Mall place vision project.</li> <li>More focus on outcomes, reduction of key actions and measures.</li> </ul>

# AEDA business plan and performance

The below details a selection of some of AEDA's key achievements, including how these align to the Magnet Cities principles, and key risk areas and opportunities for improvement.

## Key achievements for 2022-23 (Q3)



Cultivate new ideas

Adelaide Fashion Week events attracted more than 800 guests with **retail spending up 5% year on year**.



Cultivate new ideas

161 businesses participated in the Eats Christmas campaign **generating a total spend of \$119.5k** in the city from Nov 2022 – Feb 2023.



Attract young wealth

Games Plus Scholarship launched to **assist business start ups in the video gaming sector**. To date, 10 scholarships have been offered.



Cultivate new ideas

Launched **two tourism partnership campaigns with Accor Australia and Wotif** targeting interstate and intrastate customers.



Strong leaders

Data4Lunch – series of events hosted by leading organisations, with presentations from key partners and more than **100 people in attendance**.



Cultivate new ideas

AEDA engaged a specialist 3rd party to **support 10 city based tourism operators through one-on-one coaching and implementation support**; to build capacity, drive demand and refine tourism product offerings.

## Key delivery risk areas & challenges

- The ByADL online retail shopping platform was established in February 2022 and officially launched in December 2022. It has had limited take up of City businesses (around 80) to date. AEDA paid \$250k to Arcadier, the ByADL services and support provider, and the value it has provided has not been measured. There is a view that this was an unjustified investment decision at the time, and continued funding may not be merited if the expected benefits are not being realised. The proposed target in the draft AEDA 2023-24 Business Plan is to reach 200 City business retailers to achieve 2,000 consumer sales on this platform, with no detailed plan evident on how that will be achieved.
- AEDA invests approximately \$320k in the Wellfest Event Program each year. However it is not clear that the program is delivering on the intended outcomes. The service provider is based in Sydney and their contract has two more years to run.
- The CoA Strategic Plan has a priority action to deliver a new Visitor Experience Centre. Given rising construction and technology costs and potential changes in consumer behaviour following Covid, AEDA staff are undertaking due diligence on the model. The capital component of this project is fully funded by a federal Government City Deal allocation of \$4 million. However if the projected revenue in the operating model is not realised, there is a potential operating project impact for the CoA. It is also noted that SATC is considering development of a digital solution for SA, and there may be opportunities to collaborate with them and align projects to deliver a greater overall solution.
- There is a perceived focus of projects in the Plan to enhance popular, already busy and well tenanted parts of the city, at a cost to the traditional main streets such as King William Street that has high vacancy levels, lower quality tenancies, and average street appeal.
- Many key initiatives and events that occur in the City involve multiple stakeholders including State Government agencies. It can be difficult to measure the specific contribution that AEDA makes in delivering the economic outcomes of these major events, such as increased hotel occupancy levels and increased visitor spend in the City.

## Key opportunities & future considerations

- Apply a more strategic focus during the planning process, by considering what key initiatives are required to achieve the desired outcomes and then determine the funding required to deliver, rather than starting with a set budget and then determining what can fit within it. If the ROI can be justified through appropriate business case then budget constraints should be challenged. For example, in the post-Covid environment with more major conferences being hosted in the City, AEDA could consider increasing funding to maximise flow-on opportunities such as tourism and complementary activities that support these events.
- In order to be more strategic, AEDA also needs a Strategic Plan to provide a long term view and direction, and inform the future annual business plans and budgets.
- Provide a more detailed breakdown of budget allocation and include robust measures of success in the AEDA Annual Business Plan that align specifically to planned actions, to provide greater transparency and accountability of spend and delivery.
- Identify obligations of ByADL contract and investigate options, benefits and risks of continuing to support this platform, or exiting the contract and transitioning the service out of AEDA to alternate provider.
- Reassess ambition and contractual obligations for Wellfest.
- Complete due diligence on the original plan and approach for the new Experience Adelaide visitor centre.

03

# Growing and evolving AEDA





# Growing and evolving into the next chapter

AEDA has provided and capitalised on valued economic development opportunities for the City of Adelaide and surrounding regions. However, for long-term sustainability, AEDA must transition from a Covid-response position to a strategic operation.

When looking to the future, it is apparent that AEDA faces considerable barriers that can cloud achievements and progress toward economic development opportunities. The agency currently lacks a strategic plan, specific economic development strategy or policy, or a long-term financial plan.

The below recommendations provide clear initiatives over the short and medium-to-long term that can support AEDA to move from a Covid-response agenda to a sustainable strategic business.

1

## Quick wins

In no particular order, quick win recommendations, once implemented, will bring **immediate benefit** and impact to AEDA.

Recommendations allocated to strategic priorities are still important to begin designing in the short-term, but once implemented, the benefits will be realised in the medium-to-long-term and bring **significant benefit** and impact to AEDA.

Each recommendation is referenced and further detail can be found in Appendix 1.

### Benefits realised immediately

- AEDA Managing Director and/or Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee (4)
- Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance to AEDA Board meetings (5)
- Identify obligations of ByADL contract and investigate options to continue or exit (7)
- Reassess ambition and contractual obligations for Wellfest (15)
- Provide a detailed breakdown of budget allocation within the ABP&B that aligns actions to progress and accountability (8)
- Develop streamlined and structured approval between the Board, the CoA, and the Council (11)
- Develop a brand guideline, in collaboration with the CoA (14)

~6 – 12 months

2

## Strategic priorities

### Benefits realised in the medium-to-long-term

- Develop the AEDA Strategic Plan (2)
- Develop City Economic Development Policy (1)
- Develop the AEDA Long Term Financial Plan (3)
- Conduct a review of the purpose and value of the AEDA Advisory Committee (6)
- Revisit the original plan and approach for the new Experience Adelaide visitor centre (9)
- Conduct a review of current AEDA resourcing and requirements (10)
- Expand the AEDA Data and Insights function from one staff member to a team (10.1)
- Investigate the options and benefits of merging the City Experience team into the AEDA model (10.2)
- Explore moving Mainstreets, Precincts, and Place Co-ordinators to AEDA (10.3)
- Review, expand, and strengthen alliances with key strategic partners (12)
- Investigate additional investment opportunities (13)

~12+ months

# Key next steps to maintain momentum

The below next steps are recommended for AEDA to maintain momentum and have clarity over what comes next.

## 1 Circulate review with AEDA team, the CoA and Councillors

To ensure transparency and accountability, encourage key stakeholders to engage and consider the outcomes of this review.

Further, AEDA should seek feedback from key stakeholders, either informally or via feedback meetings to discuss.

Encouraging the examination of this comprehensive and independent review allows AEDA to cultivate trust, accountability and transparency, and constructive dialogue with its key stakeholders that will contribute to its long-term success.

## 2 Consider a ways-of-working forum with the CoA

A ways-of-working forum that serves as a platform for AEDA and the CoA administration executive to openly discuss collaboration opportunities and challenges, co-create solutions, align processes, develop team norms, and foster a culture of continuous improvement and streamline inefficiencies.

This forum can address barriers, improve communication, and establish effective working relationships, ultimately improving collaboration and overall performance for both entities.

## 3 Prioritise quick wins for implementation

Prioritising quick wins is a key first step to ensure AEDA are focused and clear on what to implement first and what order best aligns with the agency's objectives. The prioritisation criteria should consider:

- Impact and benefit
- Feasibility (including resource allocation and effort required)
- Alignment to strategic goals
- Risks and dependencies
- Sustainability (while quick wins focus on immediate results, they should also align with long-term objectives and not create additional challenges or complexities).

04

# Appendices



# Appendix 1: Key recommendations - governance

Ref	Recommendation	Benefit to be realised	Delivery recommendation	Key responsibility
1	Develop City Economic Development policy	The CoA should work collaboratively with AEDA staff and the Board to ensure insights and expertise are considered and incorporated into the growth agenda that all parties support. Alignment to State Government ED policy is critical.	Strategic priority	CoA
2	Develop the AEDA Strategic Plan	To provide strategic direction and a four year plan of the key initiatives required to support the growth of the city economy, a long term view and direction, and inform the future annual business plans and budgets, with consideration for: <ul style="list-style-type: none"> <li>Key projects/initiatives required to achieve the desired outcomes</li> <li>The funding required to deliver (rather than starting with a set budget and then seeing what can fit within) – if the ROI can be justified through appropriate business case then budget constraints should be challenged. For example, in the post-Covid environment with more major conferences being hosted in the city, AEDA could consider increasing funding to maximise flow-on opportunities such as tourism and complementary activities that support these events.</li> </ul>	Strategic Priority	AEDA
3	Develop the AEDA Long Term Financial Plan	To provide long term financial stability to support the delivery of the strategic plan.	Strategic priority	AEDA
4	AEDA Managing Director and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee	Noting that invitation to present to the City Finance and Governance Committee is at the discretion of the Committee Chair, this should be encouraged and supported by the CoA as a regular quarterly agenda item. This will then enable greater discussion and Q&A with stakeholders (rather than as just a council information report for noting).	Quick win	CoA
5	Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings	Additional communication other than just via e-news update, and to observe operations and build more positive relationships with Board members.	Quick win	CoA
6	Conduct a review of the purpose and value of the AEDA Advisory Committee	Identify key improvement opportunities to enable greater alignment and contribution of this committee, in line with the future direction / AEDA strategy.	Strategic priority	AEDA
7	Identify obligations of ByADL contract and investigate options to continue or exit	Investigate options, benefits and risks of continuing to support this platform, or exiting the contract and transitioning the service out of AEDA.	Quick win	AEDA
8	Provide a detailed breakdown of budget allocation that aligns actions to progress and accountability	Include robust measures of success in the business plan that align specifically to planned actions, to provide greater transparency and accountability of spend and delivery.	Quick win	AEDA
9	Revisit the original plan and approach for the new Experience Adelaide Visitor Centre	Investigate alternative options for providing in person and digital services to city visitors, including through collaboration with state government and/or other partners. Options analysis should provide detailed costings, expected benefits and outcomes, and include community consultation as input to the preferred model(s) and locations of service delivery.	Strategic priority	AEDA
15	Reassess ambition and contractual obligations for Wellfest Program	To ensure this initiative aligns with AEDA's strategic vision and the AEDA Charter.	Quick win	AEDA

# Appendix 1: Key recommendations - service delivery

Ref	Recommendation	Benefit to be realised	Delivery recommendation	Key responsibility
10	Conduct a review of current AEDA resourcing and requirements	Provide an analysis to inform benefits of potential realignment and growth of current teams, as outlined below.	Strategic priority	AEDA
10.1	Expand the AEDA Data and Insights function from one staff member to a team	Dedicate time to collaborate with business community to understand their needs and conduct more targeted data analysis, research, and properly measure economy performance and activity levels across the city.	Strategic priority	AEDA
10.2	Investigate the options and benefits of merging the City Experience team into the AEDA model	Provide efficiencies and more effective resourcing and expertise to drive major events.	Strategic priority	CoA
10.3	Explore moving Mainstreets, Precincts, and Place Co-ordinators to AEDA	Provide insight and business outreach services.	Strategic priority	CoA
11	Develop streamlined and structured approval between the Board and the CoA	<p>To enable responsive decision making of key initiatives, events, grants and sponsorships by the Board, with the CoA and Council endorsement only required where necessary.</p> <p>Criteria for different levels of approval and escalation to be determined, and may consider factors such as the investment dollar value, risk level or impact to CoA, AEDA and/or external parties, whether the initiative is out of scope of the approved AEDA ABP&amp;B, and urgency to deliver.</p>	Quick win	AEDA

# Appendix 1: Key recommendations – people and process

Ref	Recommendation	Benefit to be realised	Delivery recommendation	Key responsibility
12	Review, expand, and strengthen alliances with key strategic partners	Ensure value for money and outcomes align with AEDA purpose. Potential expansion to include: Business Events Adelaide, Committee for Adelaide, universities, newly formed State Government Economic Board. This review should also consider the greater role AEDA could play in overseeing and coordinating the delivery of initiatives across these entities, to ensure alignment and common goals, maximise value and reduce duplication of effort.	Strategic priority	AEDA
13	Investigate additional investment opportunities	To fund AEDA initiatives and partner with state government and external bodies to deliver more (and more diverse) economic growth focussed services and support to the city community.	Strategic priority	AEDA
14	Develop a brand guideline, in collaboration with the CoA	To provide clarity and agreement around the use of the AEDA, the CoA, and combined logos on marketing materials, and inclusion of key AEDA, the CoA, and Council member representation, based on types of hosted events and activities.	Quick win	AEDA

# Appendix 2: Key achievements (source: AEDA)

## 2020/21 AEDA/RMMA Key Achievements/Measures

- Delivered the City Business Support program in partnership with Business SA supporting 335 businesses
- Supported Renew Adelaide to launch 15 businesses adding 52.5 new jobs to the city's economy
- Supported 7 precincts groups through the delivery of the Mainstreet Development Program
- Delivered a pilot program of welcoming new firms to the city and connecting Executive staff of those firms with Council programs and executive staff
- Supported 128 business through the Outdoor Activation Grant program to enhance the presentation of their business
- Supported 20 events and festivals in the city through the funding of \$1.3m
- In response to COVID-19 over \$85,000 in quick response funding was administered to support events and festivals through the period
- Assisted over 51,000 visitor inquiries through the Visitor Information Services program and delivered the Adelaide Greeter Service and Cruise Ship meet and greet program
- Developed the AEDA Website and Communication Channels
- Promotional Campaigns and Activities:
  - Adelaide's Long Lunch: voucher program that administered 5,000 \$30 vouchers with a redemption rate of 42%
  - City Living Campaign: supported actions from the CoA Residential Growth Action Plan and promoted the city lifestyle as a driver to live in the city
  - Luxury Escapes Campaign: achieved \$24,000 worth of holiday packages sold in the city and North Adelaide
- Rundle Mall:
  - Rundle Mall continued to deliver its program of installations, experiences and activations under the auspices of AEDA
  - Welcoming the Adelaide Fringe Box office, Lunar New Year installation and hosted Urban Kitchen through Taste Australia.

## 2021/22 AEDA Key Achievements/Measures

- Inaugural AEDA Business Summit with over 350 attendees, 97% supported another Summit, 98% were extremely satisfied
- WellFest Adelaide inaugural event attracted over 13,000 patrons across the various elements of the core events
- Acceleration of Residential Growth work:
  - AEDA hosted two roundtable discussions, commissioned an analysis of economic benefit on increasing the city's population and a review of the Planning and Design code, reviewed previous initiatives and work being undertaken in other capital cities and undertook discussions with State Government agencies on potential policy changes and areas of collaboration
  - The Board subsequently endorsed a range of initiatives for Councils consideration that fed into the work being undertaken by CoA in developing policy to increase residential growth in Adelaide
- Through the Strategic Partnership Program 4 Strategic Partnership Grants were awarded to Renew Adelaide, Adelaide Convention Bureau, StudyAdelaide and Festivals Adelaide
- Citywide Shopfront Improvement Grants supported 92 businesses to upgrade and enhance the street appeal and accessibility
- Welcome to Adelaide Program supported new businesses with over 500 employees directly
- Business Support:
  - Supported more than 60 firms with potential employment of more than 2,000 staff on inward investment opportunities
  - Extended contract with Business SA to include State Government contribution – over 460 firms assisted through the initiative
  - 50 business participated in City Business growth Consulting package
- Events & Festival Sponsorship Program: administered funding of \$1.3m to 14 Events and Festivals
- Events Recovery Fund: Supported new and existing events through COVID-19. \$187.5k was administered to 6 expanding events and \$202.5k of funds administered as a quick respond fund to 17 events
- Visitor Information Services program assisted 24,878 visitors, with contribution of over 75 volunteers. Services included the Visitor Information Service, Mobile Visitor Service, Adelaide Greeters program, Cruise Ship meet and Greet, Central Market Booth and Adelaide Town Hall tours. A retail experience in the information centre was also launched.
- Tourism Partnerships: AEDA partnered with SATC, Luxury Escapes, Expedia Group and RAA Travel to deliver promotions
- Promotional Activities and Campaigns:
  - Go to Town Campaign: AEDA partnered with DPC, SATC and the Property Council to deliver the campaign
  - Hit the Town – Winter Campaign: crated more than 50 events and activations
  - Dinner's On Us – Voucher Campaign: 46,000 people entered the draw to win one of 5,000 \$30 dine in dinner vouchers at participating businesses. Total addition to city economy from the campaign was \$225,700.
  - \$30 Eats – Voucher Campaign: 97,000 people entered to win one of 25,000 \$30 vouchers. Total addition to city economy from the campaign was \$1,202,000.
  - ADLocal campaign supported more than 150 business in promotion with more that 690,000 video views
- Rundle Mall:
  - National Retail Association named Rundle Mall as the Retail Precinct of the Year
  - Rundle Mall engaged an external consultant to undertake a performance review and implemented 22 of the 28 recommendations
  - The precinct was supported by over 425 events and activations for events such as Vogue Fashion, Christmas, Black Friday, Boxing Day, Lunar New Year, Festival Season and Urban Kitchen.

# Appendix 2: Key achievements (source: AEDA)

## 2022/23 AEDA Key Achievements/Measures (to date)

As at Q3:

- Rundle Mall:
  - Rundle Mall Performance Review - all 28 recommendations from the Rundle Mall performance review have been completed, with phases 1-5 of the Place Vision and Precinct Strategy also complete
  - MallFest: AEDA secured retail trading exemptions for each Saturday of the Fringe Festival between 5pm-7pm for MallFest. Foot traffic between these hours increased by 101%, with an 18% increase overall across the 5-week period when compared to the same period last year. Retail spend for February also increased by 10% year on year
  - Organic Bin in Rundle Mall pilot project launched: largest green bin trial in a retail precinct
  - Activations and Events have supported the precinct such as Black Friday, Christmas and Lunar New Year.
- Event & Festival Sponsorship: The strategic events fun has supported 15 events to date and the Events & Festival Sponsorship program funded more than a dozen events
- Welcome to Adelaide: over 1,100 staff from firms that were new to the City were supported through the Welcome to Adelaide program
- Shopfront Improvement Grants: 146 businesses were supported through the program to revitalise and upgrade their shopfront
- Adelaide Tourism Operators Program provided support to 10 city based operators via a 3<sup>rd</sup> party specialised through one on one coaching and implementation support. Results included the development of 14 new tourism products, 2 collaborative packages and the review and revitalisation of 25 tourism products
- Industry Briefings: AEDA held 3 data specific industry briefings to share information about the city's economic performance with key city decision makers
- Strategic Partnerships grants provided to Adelaide Convention Bureau, StudyAdelaide, Festivals Adelaide, SouthStart and Renew Adelaide
- Administered Mainstreet Development grants to Precinct Groups
- Delivered ADL Fashion Week, attracting 800 guests over the core events. In comparison to 2021 Vogue Festival numbers, total foot traffic in Rundle Street and Rundle Mall was up 3.5 per cent and 101 per cent respectively. Retail spending was up 5 per cent Year on Year.
- Delivered WellFest Adelaide – 58 city operators led events under the banner event, highlights including sold out Rundle Malls' biggest yoga session event
- Digital Marketplace; byADL: Australia's first citywide digital marketplace was launched with over 80 operators on boarder with more than 2000 products
- Tourism Partnership Campaign – Wotif: Through a partnership with Wotif an advertising package targeted interstate markets from 27 June – 11 August to generate travel bookings for Adelaide. Overall it generated 7240 pax, 6548 room nights, \$1.1M USD in booking revenue and 274 air tickets. These are all significantly up compared to the same time YoY
- Promotional Activities and Campaigns:
  - Destination Adelaide Campaign: campaign launched to attract regional SA and secondary metro Adelaide visitors to the City
  - \$30 Eats Christmas Edition: 3000 \$30 vouchers were distributed to support CBD and North Adelaide Businesses. 161 business participated in the program and the economic benefit to the city direct from the campaign was \$119,547.





## Disclaimers

### Inherent Limitations

This report has been prepared as outlined in the scope provided in the Executive Summary. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed. Due to the inherent limitations of any internal control structure, it is possible that fraud, error or non-compliance with laws and regulations may occur and not be detected. Further, the internal control structure, within which the control procedures that have been subject to the procedures we performed operate, has not been reviewed in its entirety and, therefore, no opinion or view is expressed as to its effectiveness of the greater internal control structure. The procedures performed were not designed to detect all weaknesses in control procedures as they are not performed continuously throughout the period and the tests performed on the control procedures are on sample basis. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, the CoA and AEDA management and personnel consulted as part of the process. KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form. The findings in this report have been formed on the above basis.

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**Deloitte.**



## Review of the Adelaide Economic Development Agency

City of Adelaide

Final Report

21 July 2023

# Executive Summary

## Context

Deloitte has undertaken an independent review of the Adelaide Economic Development Agency (AEDA) in the context of Council Resolution (dated 13 December 2022) with a view to:

Assess the effectiveness of the Agency in relation to its objectives.

Make recommendations for its future operation.

Identify any improvements including consideration of the relationship between the Agency, Council and stakeholders.

More specifically, under the Terms of Reference of this review, findings and recommendations are provided in the context of:

1. The *effectiveness* of AEDA's service provision to support small business.

2. The benefit of AEDA operating as a *subsidiary* to the CoA.

3. *Duplication* of service provision against CoA marketing and events functions.

4. *Duplication* of service provision against other State Government agency functions.

5. *Opportunities* for improved governance.

6. Rundle Mall stakeholder *satisfaction* with service provision by AEDA.

7. *Return on investment* against AEDA's performance targets.

## Methodology

This review incorporated desktop assessments of CoA and AEDA artefacts including (but not limited to) AEDA's Charter and associated Objects, various AEDA and CoA reports, documentation relating to CoA operating guidelines and frameworks, and Council meeting agendas and minutes.

This was supplemented with key stakeholder conversations that included CoA Councillors, CoA and AEDA Executives, CoA and AEDA operating staff, a sample of Rundle Mall owners and operators, centre managers, leasing agents, mainstreet Precinct Presidents, State Government (including the Department of the Premier and Cabinet, the Department for Trade and Investment and SA Tourism Commission), and small business traders.

# Executive Summary

## Key Findings

The key findings in response to the seven lines of enquiry from Council (that underpin the terms of reference for this review) align with the following four broad themes.



### Strategic context

- It is recognised that AEDA are highly valued by CoA and external stakeholders for the provision of delivery services for economic activations.
- Noting the absence of key CoA strategic policies and targets (specifically an **economic development strategy**, as well as residential growth, housing), there is opportunity (and appetite) for AEDA to provide greater advisory services in strategy development.



### Value of Independence

- AEDA has an agility and 'degree of freedom' that makes the Agency an attractive partner for stakeholders.
- AEDA's strong relationships with stakeholders provide access to region specific insights and execution opportunities not easily accessible to Government.
- AEDA's independence provides a level of continuity for external stakeholders (independent of election cycles).



### Governance & Operations

- Requirements for justifying decision making for key financial decisions (i.e. selection of grants, sponsorships, campaigns) have not been clearly defined.
- Documentation of control frameworks are either absent or are not operational in nature, resulting in a lack of rigor in consistent operational processes and reporting.
- There has been limited assurance / review over AEDA's compliance to appropriate control frameworks and Council requirements.



### Return on Investment

- Metrics against AEDA's Business Plan are generally output based and do not measure the effectiveness of investments in driving economic growth outcomes.
- Reporting on social and economic outcomes from major AEDA activations and campaigns is occurring, but nature and format of reporting should be reviewed to improve visibility of economic development outcomes.

# Executive Summary

## Summary of Recommendations

A total of **21 Recommendations** have been identified as part of this Review reflected across the four overarching themes of Strategic Context, Value of Independence, Governance and Operations, and Return on Investment. Of these, **7 are identified as HIGH priorities** for commencement, requiring immediate attention within the next 6 months.

At a more granular level, the Recommendations have been further categorised into reflect specific issues relating to Role Clarity, Governance, Transparency, Quantified Metrics, Economic Strategy, and Marketing and Branding.

1. ROLE CLARITY	PRIORITY
1.1 Review and enhance AEDA's capability to provide economic strategic insights, in line with Recommendation 5.1 for the creation of an economic development strategy.	IMMEDIATE
1.2 Consider diversification of activation drivers for economic development.	MEDIUM
1.3 Establish clear Terms of Reference for cross-over business units (e.g. marketing, grant administration).	MEDIUM
2. GOVERNANCE	
2.1 Define risk-based requirements for justifying key financial decisions for grants, sponsorships, campaigns.	IMMEDIATE
2.2 Simplify and clearly document reporting structures between the Managing Director of AEDA, CEO of CoA and Chair of AEDA.	IMMEDIATE
2.3 Review the engagement model with mainstreet Precincts.	MEDIUM
2.4 Ensure greater formalised oversight by the CoA Governance Unit at initial stages of key operational processes performed by AEDA.	MEDIUM
2.5 Implement ongoing assurance model for AEDA and undertake an internal audit on AEDA's administration of grant allocations.	MEDIUM
2.6 Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models.	IMMEDIATE
3. TRANSPARENCY	
3.1 More targeted reporting by AEDA to Council that is relevant and aligned to desired economic outcomes, and supported with sufficient evidence.	MEDIUM
3.2 Clearly define and agree the type and the level of risk and mitigation strategies AEDA needs to report on to the Audit and Risk Committee.	MEDIUM
3.3 More active and timely engagement with traders in the development of AEDA's program of events and campaigns.	LONG
3.4 Increase accessibility to baseline demographic and economic metrics to better inform investment and commercial decisions.	LONG

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months



# Executive Summary

## Summary of Recommendations (continued ...)

4. QUANTIFIED METRICS	PRIORITY
4.1 Strategic performance KPIs for AEDA (including against its Business Plan) need to be more targeted towards economic development outcomes.	MEDIUM
4.2 Operational performance KPIs for AEDA need to be measured against appropriate baselines.	MEDIUM
5. ECONOMIC STRATEGY	
5.1 Development of an overarching CoA Economic Strategy.	IMMEDIATE
5.2 Further development of other CoA strategies (e.g. residential population growth, housing) that indirectly drive economic growth for the CoA.	IMMEDIATE
6. MARKETING & BRANDING	
6.1 Maintain the independence of the AEDA brand to drive increased engagement and participation with external stakeholders.	LONG
6.2 Acknowledge partnership with the CoA as a key funding body for large events / campaigns.	IMMEDIATE
6.3 Articulate and document roles and responsibilities, and the of principles of collaboration between AEDA and CoA marketing business units.	LONG
6.4 Review established panel contracts for marketing and event management services to ensure they meet the current needs of both AEDA and CoA marketing business units.	MEDIUM

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months



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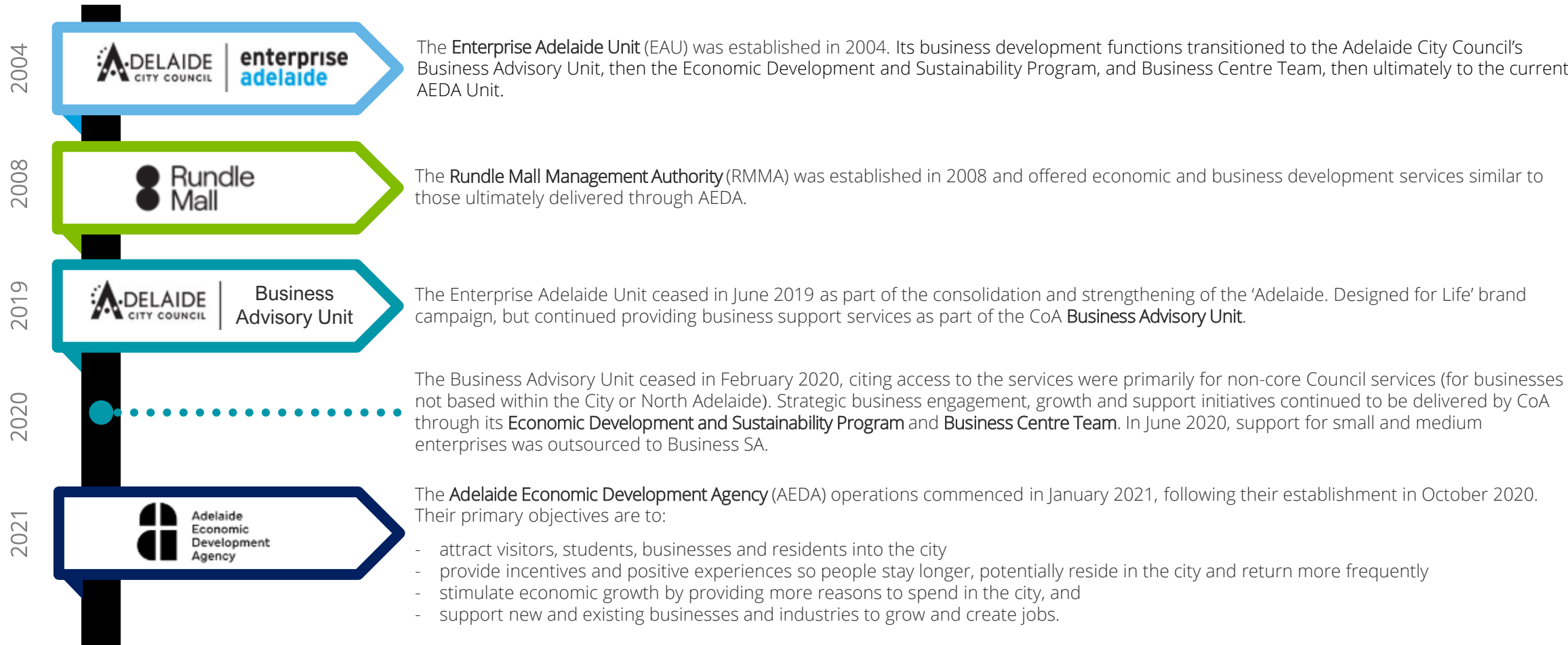
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# 1. Background and Context

The Adelaide Economic Development Agency (AEDA) was established on 6 October 2020, as a subsidiary body of the City of Adelaide (CoA). Operations by AEDA commenced on 18 January 2021, following significant stakeholder engagement and planning around the terms of their Charter.

Being only recently established, it is important to recognise the previous units that were established before AEDA with a similar purpose of stimulating economic growth in the City of Adelaide. These are outlined in the timeline below, which shows the City of Adelaide’s recognition of the importance of accelerating economic growth in the City.

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# Terms of Reference for the Review

## Council Resolution of 13 December 2022



01

Measure of **effectiveness of AEDA in service provision to small businesses** in the City of Adelaide by the Agency or Council contractors **against the objects of the agency and compare this to the outcomes of the previous** City of Adelaide Enterprise Adelaide unit.

02

Assessment of any **benefit or increased effectiveness of establishing the Agency** under Section 42 subsidiary under the *Local Government Act 1999* than if its decision-making had been undertaken by the City of Adelaide elected body.

03

Identification of any **cost and staff duplication identified in the KPMG report** have been addressed and whether Council's administrative capacity has been impacted by the establishment of AEDA.

04

Identification of any **duplication of effort or opportunities to partner with the State Government** in the areas of business support and economic development of the city.

05

Identification any **governance issues** that have arisen **related to the performance of the Agency, its staff, or its Board** or to the responsibilities of the elected body under the *Local Government Act 1999*.

06

Evaluation the extent of **Rundle Mall trader satisfaction** with the Agency's management of the Rundle Mall Precinct.

07

Providing an assessment of the **return on investment** of AEDA against its own performance targets.

08

Consultation with **key stakeholders** including **small business, Rundle Street traders and precinct groups**.

09

Making **recommendations** as to whether the agency should continue in its current form.

# Terms of Reference for the Review

## AEDA's Charter – gazette 24 February 2022

Under the terms of the Charter, AEDA's Powers, Functions and Duties are summarised as follows:	01	02	03	04	05	06	07
Work collaboratively with key external stakeholders to avoid duplication of effort in delivery			●	●			
Market and promote the City of Adelaide <ul style="list-style-type: none"> <li>- commercial and residential property development</li> <li>- existing and new businesses, industries and entrepreneurs</li> <li>- festival and event destination</li> </ul>	●	●		●		●	●
Promote, develop and activate precincts, including: <ul style="list-style-type: none"> <li>- Rundle Mall</li> <li>- main street precincts as commercial hubs of economic, cultural and social significance</li> </ul>	●	●				●	●
Financial management <ul style="list-style-type: none"> <li>- expend CoA allocated funds appropriately</li> <li>- invest funds (where appropriate)</li> <li>- raise funds through sponsorships, grants, advertising, fees and charges</li> </ul>							●
Make recommendations relating to maintenance and upgrade of Rundle Mall's existing infrastructure to a high standard	●						●
Risk management and compliance with relevant legislative and compliance requirements		●			●		
Governance (set up and operation)		●	●		●		
Develop key documents including: <ul style="list-style-type: none"> <li>- Strategic Plan</li> <li>- Long Term Financial Plan</li> <li>- Annual Business Plan</li> <li>- Budget</li> <li>- Quarterly Report to Council's CEO</li> <li>- Annual Report to Council</li> </ul>		●			●		

## 2. Our Approach

### Methodology

Noting that AEDA is approaching its third year of operation, Deloitte was engaged by the City of Adelaide to undertake an independent review of the Agency in response to the matters identified in the Council resolution of 13 December 2022. This includes examining and evaluating AEDA's performance against its Objects and Purpose with a view to identify areas of strengths, areas that could be enhanced, and to make recommendations for its future operations and opportunities.

Our approach is underpinned by four (4) key phases.



# 3. Summary of Key Findings



## Strategic Context

1. AEDA is widely viewed by stakeholders as a delivery agent for activations that support economic development behalf of the City of Adelaide (CoA) and Governments.
2. Noting the absence of key CoA strategic policies and targets (economic, residential population growth, housing), there is opportunity to review the primary function of AEDA (i.e. advisory or delivery body).

## Value of Independence

3. Stakeholders value to independence of AEDA for the following reasons:
  - agility in decision-making (i.e. easier to partner with)
  - provide access to region specific insights not easily accessible to Government

- continuity (i.e. outside of election cycles).
4. The strength of AEDA's brand is underpinned by the team's strong individual relationships with stakeholders.

## Governance & Operations

5. Requirements for justifying decision making for key financial decisions have not been clearly defined, which is a point of confusion for external stakeholders (e.g. business case framework).
6. Reporting structures are not clearly articulated within the AEDA charter, which has resulted in ad-hoc and informal communication between AEDA and CoA.
7. While there is clarity in roles and responsibilities between internal AEDA and CoA business units, this is not formally documented and a point of confusion for both Council and external stakeholders.

8. There is a lack of rigor in relation to AEDA's administration of appropriate control frameworks that drive consistent processes and reporting. This includes (but is not limited to) consideration of governance, risk identification and management, procurement, and assurance.

The underlying issue is the absence of documented CoA control frameworks, and where frameworks are in place, they are not operational in nature.

9. CoA's approach towards assurance over AEDA's operations needs to be better defined. Internal Audit are yet to undertake assurance of AEDA's operations to provide the appropriate oversight required to ensure compliance.

## Return on Investment

10. The *AEDA Business Plan* identifies measures against planned actions. These metrics are generally output based (i.e. complete / partially complete / incomplete) and do not measure the effectiveness of investments at driving economic growth outcomes.
11. AEDA reports on social and economic outcomes from its major activations and campaigns. A stronger reporting framework would provide greater visibility of return on investment to Council and to other key stakeholders.

# Question One

## Summary of observations

Measure of *effectiveness* of AEDA in service provision to small businesses in the City of Adelaide by the Agency or Council contractors against the objects of the agency and compare this to the outcomes of the *previous City of Adelaide Enterprise Adelaide unit*

Key service provisions identified for small businesses		Effectiveness Rating
Support new businesses, industries and entrepreneurs • <i>Market and promote the City of Adelaide</i> • <i>Promote, develop and activate precincts</i>	Rundle Mall Precinct	●
	Other Precincts	●
Support existing businesses, industries and entrepreneurs • <i>Market and promote the City of Adelaide</i> • <i>Promote, develop and activate precincts</i>	Rundle Mall Precinct	●
	Other Precincts	●
Administer allocation of grant funding • <i>Financial management</i>	Rundle Mall Precinct	●
	Other Precincts	●
Curate and deliver marketing campaigns • <i>Market and promote the City of Adelaide</i> • <i>Promote, develop and activate precincts</i>	Rundle Mall Precinct	●
	Other Precincts	●
Curate and promote events and activations • <i>Market and promote the City of Adelaide</i> • <i>Promote, develop and activate precincts</i> • <i>Make recommendations relating to maintenance and upgrade of Rundle Mall's existing infrastructure to a high standard</i>	Rundle Mall Precinct	●
	Other Precincts	●

**Service Provision**

- Function of the previous Enterprise Adelaide Unit to support new and existing small businesses has been lost; **Business SA are not meeting the needs of the small business sector.**
- Preference for a **single point of contact** that can then reach across both AEDA and CoA; preference is for AEDA to play this role.

**Key Observations \***

**Transparency**

- External stakeholders identified highlighted ambiguity in relation to accountability for **administration of grants / programs** (i.e. AEDA or CoA). Greater visibility is also required of grant **assessment framework** to help improve success rate for applicants.
- While AEDA collects and makes available **economic analysis data**, it is **not sufficiently granular** for the commercial sector to make informed business decisions.

**Marketing**

- AEDA did a great job **post-COVID** to bring people back into the CBD.
- Earlier engagement** by AEDA on their proposed program of events / campaigns would benefit traders in their forward planning and increase participation rates.
- Stronger marketing** of events and campaigns required; traders often hear about them too late to actively participate.
- AEDA Business Summit provides **good thought leadership that is relevant** to business stakeholders.

**Operational**


- Alignment of AEDA and CoA **budget cycles required to streamline** timely receipt of funds from successful grant applications.
- Rundle Mall traders feel better supported and serviced by AEDA and happy with the state of Rundle Mall, mostly as a result of the \$3.8m Rundle Mall Levy.

\* Limited access to quantified economic metrics against which to measure 'effectiveness' of services provided. Majority of above observations are primarily based on anecdotal evidence provided through stakeholder engagements.

# Question One

## Detailed observations








Measure of *effectiveness of AEDA in service provision to small businesses in the City of Adelaide by the Agency or Council contractors against the objects of the agency and compare this to the outcomes of the previous City of Adelaide Enterprise Adelaide unit*

Key service provisions identified for small businesses		Effectiveness Rating	Observations <span style="float: right;">  High level of satisfaction.                      Opportunities for improvement.                      To be addressed                 </span>
Support new businesses, industries and entrepreneurs <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>	Rundle Mall Precinct		<ul style="list-style-type: none"> <li>External stakeholders acknowledged that the 'Welcome Packs' for prospective and new traders to the Rundle Mall Precinct are a great idea, but some (new) stakeholders were not aware of them.</li> <li>CBD business insights published by AEDA are of some decision-making value to prospective business investors and existing traders, but awareness was not strong among the external stakeholders sampled.</li> </ul>
	Mainstreet Precincts		<ul style="list-style-type: none"> <li>Services previously provided by Adelaide Enterprise Unit to support emerging and new businesses (which was effective and highly tailored to the needs of potential traders) has now been outsourced to Business SA.</li> <li>External stakeholder consultations identified that AEDA's 'referral model' to other third party providers is not working, with issues including difficulty accessing the right information and often being referred onwards to other parties and paid services.</li> <li>The contract with Business SA expired on 21 December 2022 and AEDA now have an interim 'pay per use' arrangement to provide information and advisory services. This will be reviewed following release of the State Government's <i>Small and Family Business Strategy</i>.</li> <li>CBD business insights published by AEDA are of some decision-making value to prospective business investors and existing traders, but awareness was not strong among the external stakeholders sampled.</li> </ul>
Support existing businesses, industries and entrepreneurs <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>	Rundle Mall Precinct		<ul style="list-style-type: none"> <li>The AEDA Business Summit provides good thought leadership that is relevant to business stakeholders.</li> <li>External stakeholders noted a high level of accessibility and responsiveness from AEDA.</li> <li>Noted a preference for a single point of contact that could then reach across both AEDA and CoA, given CoA is perceived to work in silos, which makes it difficult to find the right contact within the organisation.</li> <li>Rundle Mall stakeholders are happy with the physical state of Rundle Mall, including cleanliness.</li> <li>Not happy with some of the activations (e.g. temporary pop ups), as they detract attention to adjacent established (rate paying) businesses (i.e. decreased mall frontage).</li> </ul>
	Mainstreet Precincts		<ul style="list-style-type: none"> <li>External stakeholders noted that the loss of dedicated Precinct Coordinators has reduced accessibility to services and increased response times.</li> <li>A preference for a single point of contact was also noted as they are typically required to interact with both AEDA (i.e. events and promotions) and CoA (i.e. civic matters).</li> </ul>

# Question One

## Detailed observations






Measure of *effectiveness of AEDA in service provision to small businesses in the City of Adelaide by the Agency or Council contractors against the objects of the agency and compare this to the outcomes of the previous City of Adelaide Enterprise Adelaide unit*

Key service provisions identified for small businesses		Effectiveness Rating	Observations <span style="float: right;">  High level of satisfaction.                      Opportunities for improvement.                      To be addressed                 </span>
Administer allocation of grant funding • <i>Financial management</i>	Rundle Mall Precinct		<ul style="list-style-type: none"> <li>Longer lead times required for grant applications; insufficient time to prepare submissions.</li> <li>Timing of receipt of successful grant funding is an issue, due to misaligned budget processes between AEDA and CoA.</li> </ul>
	Mainstreet Precincts		<ul style="list-style-type: none"> <li>Available grants could be better socialised with precinct traders. Often do not find out about them until submissions close.</li> <li>Ambiguity around assessment framework for grant submissions. External stakeholders noted that grant applications are sometimes unsuccessful due to a lack of transparency of the assessment framework.</li> <li>Focus on grants for large activation events, which does not necessarily align with the needs of precincts, which typically preference smaller scaled activation events.</li> </ul>
Curate and deliver marketing campaigns • <i>Market and promote the City of Adelaide</i> • <i>Promote, develop and activate precincts</i>	Rundle Mall Precinct		<ul style="list-style-type: none"> <li>Rundle Mall Precinct stakeholders are generally happy with the campaigns and promotions and acknowledged that AEDA are doing a great job to drive visitation back into the precinct.</li> </ul>
	Mainstreet Precincts		<ul style="list-style-type: none"> <li>Majority of campaigns curated by AEDA are focused on large scale activations (e.g. events or marketing) that would be of benefit to small businesses.</li> </ul> <p>However, precinct traders often do not find out about them until too late. Potential for increased participation with alternate socialisation of the campaigns with small business traders.</p>
	More generally	n/a	<ul style="list-style-type: none"> <li>From post-campaign reports, voucher redemptions for marketing campaigns (e.g. \$30 Eats) typically resulted in additional spend by participants at venues they would not typically frequent.</li> <li>Participating businesses were broadly distributed across all the Mainstreet Precincts. The evaluation however did not differentiate redemption rates or additional spend across the different precincts.</li> </ul>

# Question One

## Detailed observations

Measure of *effectiveness of AEDA in service provision to small businesses in the City of Adelaide by the Agency or Council contractors against the objects of the agency and compare this to the outcomes of the previous City of Adelaide Enterprise Adelaide unit*

Key service provisions identified for small businesses		Effectiveness Rating	Observations <span style="float: right;">  High level of satisfaction.                      Opportunities for improvement.                      To be addressed                 </span>
Curate and promote events and activations <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> <li>Make recommendations relating to maintenance and upgrade of Rundle Mall's existing infrastructure to a high standard</li> </ul>	Rundle Mall Precinct		<ul style="list-style-type: none"> <li>External stakeholders noted a general increase in foot traffic during events, but difficult to correlate direct uplift contribution as a result of the activation event.</li> <li>Potential for more engagement when planning events to ensure installations do not disrupt 'brick-and-mortar' traders (e.g. pop up kiosks).</li> </ul>
	Mainstreet Precincts		<ul style="list-style-type: none"> <li>External stakeholders noted that major marketing events typically focus on Rundle Mall, with little noticeable uplift – and in some instances downturn – of economic benefits to other precincts. Need for more whole-of-city event activations.</li> <li>Lack of notice and/or information about events that small traders could potentially participate in; tailored communications would help increase awareness.</li> </ul>
	More generally	n/a	<ul style="list-style-type: none"> <li>Review of Top 10 retailers by consumer spend were primarily large retail traders. No visibility on economic impact on small business traders.</li> <li>General retailer feedback in post-event reports correlated with external stakeholder comments, including:                             <ul style="list-style-type: none"> <li>not enough notice</li> <li>not enough marketing</li> <li>good vibe and atmosphere.</li> </ul> </li> </ul>



# Question Two

## Summary of observations

Assessment of any *benefit or increased effectiveness* of establishing the Agency under Section 42 subsidiary under the Local Government Act 1999 than if its decision-making had been undertaken by the City of Adelaide elected body.

Key operational outcomes	Effectiveness Rating
Alignment with Objects of the Agency <ul style="list-style-type: none"> <li>Risk management and compliance with relevant legislative and compliance requirements</li> <li>Develop key documents</li> </ul>	●
Role clarity <ul style="list-style-type: none"> <li>Governance (set up and operation)</li> </ul>	●
Independence <ul style="list-style-type: none"> <li>Governance (set up and operation)</li> </ul>	●
Brand identity <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>	●

Alignment

- There is **strong alignment** with the outcomes listed in AEDA's Business Plan 22-23 and AEDA's Charter (2022), but remit is potentially too broad under AEDA's current resourcing and capability profile.
- The monitoring of AEDA's performance against its current Business Plan does not provide sufficient **insight of the 'value'** of the Agency's contributions against its Objects and Purpose of the Charter.
- This is mostly driven by the strong **need for an overarching CoA Economic Strategy** against which the effectiveness of AEDA's market-facing services can measure.

Similarly, there is the **need for clear CoA residential growth targets** against which AEDA can then develop appropriate initiatives to support, drive and measure residential development activations.

Key Observations

Independence

- Stakeholder perception indicates that AEDA's independence is important for maintaining the agility needed to provide **improved efficiencies** in decision-making and the delivery of initiatives (i.e. free from the machinery of government).
- The diverse expertise, experience and networks of the AEDA Board members was also noted as being of high importance.
- External stakeholder perception also favoured AEDA's independence to **ensure 'best for city' decision-making** (separate to changing political agendas).

- Key services previously delivered by the Adelaide Enterprise Unit to support prospective and existing businesses with the CoA precinct are now **outsourced** to Business SA.

What was not apparent was AEDA's role in **validating the quality of the services provided** by Business SA to support emerging small businesses.

- Within the AEDA and CoA business units**, there appears to be a **clear understanding** of the different roles and responsibilities, but this is not formally documented and remains an operational risk (e.g. staff turnover).
- Outside of AEDA and CoA**, roles and responsibilities are **less clear**, which potentially reduces service delivery efficiencies for both AEDA and CoA.

Role Clarity






- AEDA has established a **strong brand** with the external stakeholders engaged. It is **unclear how awareness of AEDA's brand is placed more broadly** with the small business and residential communities due to the limited sample size.
- While the independence of AEDA's brand does (anecdotally) drive increased local trader participation at events or campaigns, from a public perspective, there is no evidence to suggest brand awareness (AEDA and CoA) influences participation or uptake.
- The strength of AEDA's brand is predicated on the strength of the team's **individual relationships** with stakeholders.

Marketing

# Question Two

## Detailed observations

Assessment of any *benefit or increased effectiveness* of establishing the Agency under Section 42 subsidiary under the Local Government Act 1999 than if its decision-making had been undertaken by the City of Adelaide elected body.

Key operational outcomes	Effectiveness Rating	Observations
<p>Alignment with Objects of the Agency</p> <ul style="list-style-type: none"> <li>Risk management and compliance with relevant legislative and compliance requirements</li> <li>Develop key documents</li> </ul>		<p>  High level of satisfaction.            Opportunities for improvement.            To be addressed         </p> <ul style="list-style-type: none"> <li>There is strong alignment between the actions listed in AEDA's <i>Business Plan FY 22-23</i> and <i>FY 23-24</i> and the Objects and Purpose in AEDA's <i>Charter (2022)</i>. However, the performance indicators against which the FY 22-23 Business Plan are measured lack appropriate metrics to assess the <u>effectiveness</u> of the listed actions the attraction of investment, growth of the visitor economy, support for residential growth, or the marketing the city as a whole (i.e. not only Rundle Mall) – from an economic development lens. It is noted that the FY 2023-24 Business Plan is somewhat improving the quantitative elements of the measures, but there is further opportunity to include metrics better aligned to assessing contribution to economic development.</li> <li>There is a perception that AEDA's remit is too broad, ranging from residential and student housing, attracting commercial investment, tourism and destination marketing to event marketing and delivery; opportunity for refinement to focus limited resources. As a subsidiary established under Section 42 of the <i>Local Government Act 1999</i>, the Agency is positioned to be an advisory body, but currently operates more like a delivery arm of the CoA.</li> <li>AEDA do not current play any role in shaping economic development policy / strategy. There is a clear need for an overarching CoA Economic Strategy against which AEDA can measure the effectiveness of its market-facing services to grow economic development. Both AEDA and CoA currently lack the in-house capabilities to develop an economic strategy.</li> <li>AEDA recognises that marketing Adelaide as a destination city is key for residential growth (which includes growing the student population). However, to support and drive growth, clear residential growth targets (including consideration of target demographics and growth timeframes) need to be set by CoA in alignment with broader DPC strategies, policies and targets.</li> </ul>
<p>Role clarity</p> <ul style="list-style-type: none"> <li>Governance (set up and operation)</li> </ul>		<ul style="list-style-type: none"> <li>It was noted that the key business support services previously delivered by the Adelaide Enterprise Unit have now been outsourced to Business SA. AEDA are engaging with Business SA on a quarterly basis to review and shape the nature of services provided, but a greater focus on insights into satisfaction and effectiveness is needed, particularly for potential and recent new businesses.</li> <li>Within AEDA and CoA, there appears to be clarity amongst the various business units that typically cross over (e.g. marketing, grant administration, governance) regarding roles and responsibilities. There is a risk that without formal documentation (e.g. detailed RACI), ambiguity may be introduced as a result of staff turn over in both AEDA and CoA.</li> <li>Outside of the operational units of AEDA and CoA, roles and responsibilities are less clear. This potentially reduces the efficiency of service provision for both AEDA and CoA as stakeholders do not know who to engage with.</li> </ul>

# Question Two

## Detailed observations

Assessment of any *benefit or increased effectiveness of establishing the Agency under Section 42 subsidiary under the Local Government Act 1999 than if its decision-making had been undertaken by the City of Adelaide elected body.*

Key operational outcomes	Effectiveness Rating	Observations
Independence <ul style="list-style-type: none"> <li><i>Governance (set up and operation)</i></li> </ul>		<p>  High level of satisfaction.            Opportunities for improvement.            To be addressed         </p> <ul style="list-style-type: none"> <li>External stakeholders, from an operational governance perspective, indicated that AEDA's independence resulted in improved agility and efficiency in decision-making and delivery of initiatives (i.e. free from the machinery of government).</li> <li>External government stakeholders also noted the value of AEDA's independence as a major contributing factor for successful partnerships, which are more challenging than partnerships directly with Councils (across metropolitan Adelaide). It was noted that the value of AEDA was in its direct access to frontline stakeholders.</li> <li>The diverse experience and expertise of the AEDA Board members (and their extended networks) was also noted as being important for shaping and delivering activations to successfully promote economic development or residential growth in the CoA.</li> <li>External stakeholder perception also favoured AEDA's independence to promote a 'best for city' decision-making outlook (i.e. separate from changing political agendas associated with election cycles at the Local and ultimately State and Commonwealth Government levels).</li> </ul>
Brand identity <ul style="list-style-type: none"> <li><i>Market and promote the City of Adelaide</i></li> <li><i>Promote, develop and activate precincts</i></li> </ul>		<ul style="list-style-type: none"> <li>External stakeholders noted the strength of AEDA's brand in driving increased Rundle Mall trader participation in events and campaigns. It is uncertain if this sentiment on brand awareness extends to the broader (small) business and residential communities outside of the Rundle Mall precinct. While the independence of AEDA's brand does (anecdotally) drive increased local trader participation at events or campaigns, from a public perspective, there is no evidence to suggest brand awareness (AEDA and CoA) influences participation or uptake. Underpinning the strength of the AEDA brand are the strong individual relationships cultivated with stakeholders (i.e. accessibility, service integrity, reliability, respect).</li> <li>Stakeholders were not confident in correlating additional foot traffic and spend (associated with events) to any patron awareness of the AEDA brand itself.</li> </ul>

# Question Three

## Summary of observations

Identification of any *cost and staff duplication identified in the KPMG report have been addressed* and whether Council's administrative capacity has been impacted by the establishment of AEDA.

In the context of Rundle Mall operations, the KPMG *Rundle Mall Program Performance Review (October 2021)* noted:

“ There is a **risk of duplication** and synergies being missed as a result of AEDA and the CoA having their own **Marketing and Events functions**. ”



“ Review **external Consultant and Marketing services** to determine any overlap of activities **where internal resources could be better utilised**. ”



### Key Observations

#### Role Clarity

- More broadly, CoA Marketing team promotes Council or civic matters, whereas AEDA markets visitor-led activities.
- There is still some ambiguity on roles and responsibilities, but AEDA and CoA marketing teams are working collaboratively towards a **role definition matrix** (i.e. RACI).
- Role and administration of **social media for activation and service provisions** needs to be clarified.






#### Operational

- Event management, campaign strategy development and data analytics services are outsourced by both AEDA and CoA, with **limited internal capability and capacity in-house**.
- Existing **panel contracts** are in place to streamline procurement across both AEDA and CoA.
- It was noted that legacy external service provision contracts did not all **comply with CoA procurement requirements** (e.g. exclusion of termination clauses).

# Question Three

## Detailed observations




Identification of any *cost and staff duplication identified in the KPMG report have been addressed* and whether Council's administrative capacity has been impacted by the establishment of AEDA.


Key operational outcomes	Effectiveness Rating	Observations
<p>Role clarity</p> <ul style="list-style-type: none"> <li>Governance (set up and operation)</li> <li>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</li> </ul>		<p>  High level of satisfaction.            Opportunities for improvement.            To be addressed         </p> <ul style="list-style-type: none"> <li>CoA marketing accountable for Council, civic matters or rate payer led initiatives (e.g. Council elections, community services, sustainability initiatives, "Your Say"), while AEDA markets visitor-led activities (e.g. ExpAdl, Adelaide Fashion Week, Fringe).</li> <li>Ambiguity still exists due to overlap of 'experience' and 'civic' service provisions. For example, the Adelaide park lands are promoted through ExpAdl (i.e. AEDA) from an activation perspective (e.g. picnics), but heritage and park land services (playgrounds, amenities) are the responsibility of CoA.</li> <li>AEDA and CoA marketing teams now meeting regularly and are developing a roles and responsibility matrix (i.e. RACI).</li> <li>AEDA have sufficient autonomy to conceptualise and develop their program of events, whereas CoA marketing focuses on curation, programming and delivery only (i.e. look to other CoA business units for ideation of events).</li> <li>Social media promotion of services and activations needs clarification (roles and administration).</li> </ul>
<p>Marketing resources</p> <ul style="list-style-type: none"> <li>Governance (set up and operation)</li> <li>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</li> </ul>		<ul style="list-style-type: none"> <li>AEDA and CoA outsource event management, campaign strategy, marketing and data analytics services.</li> <li>Panel contracts are in place to streamline procurement between CoA and AEDA marketing teams.</li> <li>It was noted that a legacy external service contract did not align with CoA's standard contractual terms and conditions (i.e. exclusion of termination clauses).</li> </ul>

# Question Four

## Summary of observations

Identification of any *duplication of effort or opportunities to partner with the State Government in the areas of business support and economic development of the city.*

Key operational outcomes	Effectiveness Rating
Operational efficiency • <i>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</i>	
Adelaide as a destination • <i>Market and promote the City of Adelaide</i> • <i>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</i>	
Economic complexity • <i>Market and promote the City of Adelaide</i> • <i>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</i>	
Supporting residential growth • <i>Market and promote the City of Adelaide</i>	


**Key Observations**

**Role Clarity**

- Strong acknowledgement by Government stakeholders that the services delivered by AEDA are very much **complementary** to their own.
- Acknowledged that **purpose and role clarity** (for both AEDA and CoA) still needs to be addressed. The AEDA brand is strong with stakeholders that have engaged with them, but it is not clear how it links to the CoA brand.
- Not always clear what **decision-making delegation** AEDA are empowered with, and what still resides with Council.

**Independence**

- AEDA's independence is valued, noting that Council and State Governments change regularly, so having an independent Agency provides a **level of continuity**.
- AEDA have an **agility** and '**degree of freedom**' that make them **easier to partner** with.
- There are some things that AEDA's independence allows it to do that State Government cannot (e.g. concierge service).






**Operational**

- While State Government generally has much larger geographic centres to focus on, agencies like AEDA provide on-the-ground knowledge and networks (i.e. **region specific**) to help develop and deliver campaigns and events that align to broader Government strategic objectives.
- **Regular and valued engagement** between AEDA and State Government agencies.

# Question Four

## Detailed observations

Identification of any *duplication of effort or opportunities to partner with the State Government in the areas of business support and economic development of the city.*

Key operational outcomes	Effectiveness Rating	Observations
<p>Operational efficiency</p> <ul style="list-style-type: none"> <li><i>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</i></li> </ul>		<p>  High level of satisfaction.            Opportunities for improvement.            To be addressed         </p> <ul style="list-style-type: none"> <li>Independence of AEDA functions incredibly well and does well for promoting economic development in the City.</li> <li>Benefit of having a Board with a diverse range of expertise and networks, which may not necessarily be available if the function remained in CoA.</li> <li>Noted that Council and State Governments change regularly, so having an independent Agency provides a level of continuity.</li> <li>Strong acknowledgement by Government stakeholders that the services delivered by AEDA are very much complementary to their own, noting that Government generally good at 'strategy' but not 'delivery' and 'implementation'.</li> <li>Local Government needs to keep advocating for economic growth to keep State Government accountable for implementation of its strategies.</li> <li>Activations curated by AEDA can provide State Government with a platform to table broader agendas.</li> <li>AEDA have an agility and 'degree of freedom' that make them easier to State Government to partner with.</li> <li>AEDA can move quickly within an authorising framework to execute decisions quickly. This is often a challenge when working with Councils across metropolitan Adelaide.</li> <li>Stakeholders noted a preference to engage with AEDA, but primarily as a conduit into the CoA more broadly (to avoid additional bureaucracy).</li> <li>Not always clear though what decision-making delegation AEDA are empowered with, and what still resides with Council. Role and governance still needs to be addressed.</li> <li>AEDA brand is strong with those who have engaged with them, but it is not clear how it links to the CoA brand; for those that have not already engaged with AEDA, awareness appears to be low.</li> </ul>
<p>Adelaide as a destination</p> <ul style="list-style-type: none"> <li><i>Market and promote the City of Adelaide</i></li> <li><i>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</i></li> </ul>		<ul style="list-style-type: none"> <li>SATC define 12 Regional Tourism Regions, including Adelaide, but it is noted that promotion of Adelaide metropolitan areas is the responsibility of local councils, including the CoA.</li> <li>While State Government generally has much larger geographic centres to focus on, agencies like AEDA provide on-the-ground knowledge, insights and networks to help develop and deliver campaigns and events that align to broader Government strategic objectives.</li> <li>AEDA do a great job at delivering activations that can, when partnered with State Government, be used more broadly to promote Adelaide as a destination, noting that the team at AEDA work well and in a collaborative manner with SATC, meeting on a fortnightly basis.</li> <li>AEDA's capabilities to curate the Visitor Information Centre is not necessarily aligned, and they currently require the support of SATC experience.</li> <li>AEDA is empowered to do things that State Government cannot. For example, AEDA can play a concierge role, which if delivered by State Government may be construed as preferencing one business over another.</li> </ul>

# Question Four

## Detailed observations

Identification of any *duplication of effort or opportunities to partner with the State Government in the areas of business support and economic development of the city.*

Key operational outcomes	Effectiveness Rating	Observations <span style="float: right;">  High level of satisfaction.            Opportunities for improvement.            To be addressed         </span>
Economic complexity <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Work collaboratively with key external stakeholders to avoid duplication of effort in delivery</li> </ul>		<ul style="list-style-type: none"> <li>AEDA is not seen to bring many ideas to Government and are primarily focused on delivering its activations. Focus of AEDA was previously on getting businesses through COVID, but is now perceived to be a ‘follower’ rather than a leader (i.e. others bring the ideas to AEDA who then play a supporting role to deliver activations). This may be due to a lack of an overarching CoA economic development strategy.</li> <li>It was not clear how (or if) AEDA is engaging with other Agencies and Bodies that are driving similar economic development outcomes (e.g. Committee for Adelaide, Property Council of Australia), or what value they could add to drive economic complexity (i.e. do not appear to possess the right skills and capabilities within their current team).</li> </ul>
Residential growth <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> </ul>		<ul style="list-style-type: none"> <li>DPC has a broad population growth strategy with a strong focus to not only bring international students to Adelaide, but to also encourage them to remain in Australia post-completion of their education. Having a vibrant city centre is key to this retention strategy, which is why the partnership between AEDA and DPC is so complementary.</li> <li>CoA may have an overarching strategy to grow the residential population in the City, but not necessarily to the extent of identifying target demographics or residential zones.</li> <li>AEDA are an important and active member of DPC’s Attraction Group, with:               <ul style="list-style-type: none"> <li>across government sharing of market research data</li> <li>ability to operate at a regions specific level that State Government cannot.</li> </ul> </li> </ul>



# Question Five

## Summary of Observations

Identification of any *governance issues* that have arisen *related to the performance of the Agency, its staff, or its Board* or to the *responsibilities of the elected body under the Local Government Act 1999*.

Key operational outcomes	Effectiveness Rating
Operating model <ul style="list-style-type: none"> <li>Risk management and compliance with relevant legislative and compliance requirements</li> <li>Governance (set up and operation)</li> </ul>	●
Management reporting <ul style="list-style-type: none"> <li>Governance (set up and operation)</li> <li>Develop key documents</li> </ul>	●

### Key Observations

- AEDA's governing bodies have been established **without a clear strategic direction / economic policy**, and they currently function more so as a **delivery arm of Council** (which AEDA is not necessarily set up for).  
AEDA do not current play any role in **shaping economic policy / direction**.
- AEDA **access corporate services function within the CoA**, which reduces function duplication and operational efficiencies, but engagement touchpoints are not clearly defined.
- Precinct groups** are not happy with the current operating model, as they feel **under-represented** in AEDA initiatives.

Operating Model

Management Reporting

- Reporting structures are not clearly articulated** within the AEDA charter.  
**Reporting lines between AEDA and CoA Executives are not streamlined** for efficient and effective transfer of information.
- Management reporting currently **does not provide a balanced scorecard**, with reporting skewed to a small number of measures. For example, there is limited reporting of risk to the Audit and Risk Committee.
- Examples of financial reporting includes expenditure on activations and events, but does not provide insight into **fiscal performance against allocated budgets**.

Assurance

- Although within Internal Audit's remit, CoA is yet to perform an **audit of AEDA's operations**. AEDA's financials are externally audited by BDO in conjunction with the CoA's, but there is no clear framework in place to support assurance over AEDA's operations.






Governance Oversight

- AEDA are required under their Charter to comply with CoA control frameworks, which are either absent or not operational in nature.
- The CoA governance function does not have early and consistent oversight over AEDA's **risk assessment** processes for the curation and delivery of events.
- Limited processes / governance to ensure appropriate due-diligence over the **grant and sponsorship agreement process** to ensure it is operating effectively.

# Question Five

## Detailed observations




Identification of any *governance issues* that have arisen *related to the performance of the Agency, its staff, or its Board* or to the *responsibilities of the elected body* under the Local Government Act 1999.

Key operational outcomes	Effectiveness Rating	Observations
<p>Operating model</p> <ul style="list-style-type: none"> <li><i>Risk management and compliance with relevant legislative and compliance requirements</i></li> <li><i>Governance (set up and operation)</i></li> </ul>		<p>  High level of satisfaction.            Opportunities for improvement.            To be addressed         </p> <ul style="list-style-type: none"> <li>There is an absence of an overarching CoA strategic economic vision.</li> </ul> <p>AEDA were established to be a separate body from CoA to allow agility in decision-making for generating economic opportunities for the city. However AEDA's governing bodies have been established without a clear strategic direction / economic policy, and are instead functioning more as a delivery arm for Council; AEDA are not set up to effectively deliver events, which is resource intensive.</p> <ul style="list-style-type: none"> <li>AEDA currently access corporate services function within the CoA to reduce function duplication and operational efficiencies, but touchpoints are not clearly defined.</li> <li>Precinct representation is through a single representative on the AEDA Advisory Committee, which provides the formal mechanism for city businesses, mainstreet Precincts to engage with AEDA on initiatives that may involve them.</li> </ul> <p>Precinct groups are not satisfied that this operating model is functioning successfully, as they currently feel under-represented in AEDA initiatives.</p> <p>Key concerns raised include:</p> <ul style="list-style-type: none"> <li>- promotion is disproportionately focused on Rundle Mall Precinct</li> <li>- lack of consultation on grants or precinct initiatives</li> <li>- information flow between AEDA and Precincts is poor, with precinct groups often first finding out about AEDA initiatives through public marketing (without prior consultation)</li> <li>- absence of AEDA representatives at Precinct group meetings due to a lack of capacity.</li> </ul> <p>There are also currently no mechanisms to review and renominate their representation on the AEDA Advisory Committee.</p>
<p>Management reporting</p> <ul style="list-style-type: none"> <li><i>Governance (set up and operation)</i></li> <li><i>Develop key documents</i></li> </ul>		<ul style="list-style-type: none"> <li>Reporting lines between AEDA and CoA are not clearly articulated within the Charter, and are currently not being streamlined for efficient and effective transfer of information:           <ul style="list-style-type: none"> <li>- AEDA CEO reports to the AEDA Board, informally to the CoA CEO, and sits on the CoA Executive Table</li> <li>- CoA Lord Mayor sits on the AEDA Board</li> <li>- No direct reporting lines between AEDA Board and CoA CEO.</li> </ul> </li> </ul> <p>Although inclusion of the AEDA CEO on the CoA Executive Table helps streamline communications between the two entities, it was noted that there are a number of informal touchpoints between AEDA and CoA Executives where decisions / directives are communicated that remain un-minuted and have bypassed the Board. There is need to clarify and document these reporting lines.</p>

# Question Five

## Detailed observations

Identification of any *governance issues* that have arisen *related to the performance of the Agency, its staff, or its Board* or to the *responsibilities of the elected body* under the Local Government Act 1999.

Key operational outcomes	Effectiveness Rating	Observations <span style="float: right;">  High level of satisfaction.                      Opportunities for improvement.                      To be addressed                 </span>
Management reporting (continued ...) <ul style="list-style-type: none"> <li>• <i>Governance (set up and operation)</i></li> <li>• <i>Develop key documents</i></li> </ul>		<ul style="list-style-type: none"> <li>• External stakeholder engagements identified a perceived lack of transparency and due-diligence over governance and administration of grant funding. Examples were cited of submissions satisfying AEDA's requirements but vetoed by Council; it should be noted that these are anecdotal only and have not been verified.</li> </ul> <p>Internal stakeholder engagements raised concerns that grant acquittal processes are not being appropriately managed, with some organisations receiving multiple allocations for the same outcome.</p> <ul style="list-style-type: none"> <li>• Currently, the process for evaluating and justifying (e.g. business case process) allocation of grant funding and sponsorships and selecting campaigns is varied. In some instances, it is comprehensive, while in other instances it is not. While financial expenditure is required to be approved in line with CoA's delegations of authority, there is currently no clear or consistent process for adequately justifying this expenditure.</li> <li>• AEDA's operational governance and risk management responsibilities are managed by CoA.</li> </ul> <p>CoA's governance function does not have early and consistent oversight over AEDA's risk assessment process for events and are only engaged on an ad hoc basis upon request by AEDA; this may be due to informal or undefined mechanisms within the CoA to trigger oversight over operations. A lack of or late engagement may mean risks are not appropriately mitigated or managed when delivering events.</p> <ul style="list-style-type: none"> <li>• CoA Internal Audit is yet to perform an audit over any of AEDA's operations.</li> <li>• AEDA follows CoA policies and submits its audited financial statements to the CoA Audit and Risk Committee for review and approval.</li> </ul> <p>AEDA's financials are externally audited by BDO (in conjunction with the CoA's), but there is no clear framework in place to support assurance over AEDA's operations. Management reporting currently does not provide a balanced scorecard, with reporting skewed to a small number of measures. For example, there is limited reporting of risk to the Audit and Risk Committee (ARC), and the ARC have not clearly defined and agreed the type and the level of risk and mitigation strategies they expect AEDA to report on.</p> <p>Financial reporting on activations highlighted expenditure, but documentation provided as part of this review failed to report financial performance against original budgets.</p>

# Question Six

## Summary of observations

Evaluation the extent of Rundle Mall trader satisfaction with the Agency's management of the Rundle Mall Precinct

Key service provisions	Satisfaction Rating
Awareness of AEDA's services <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>	●
Service delivery <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>	●
Access to insights data <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>	●

### Key Observations

#### Awareness

- External stakeholders **did not have a clear understanding of AEDA's broad goals, objectives or KPIs** in alignment with its Charter or Business Plan.
- Varying awareness** of AEDA's services.
- Desire for **greater visibility of forward events program** to allow traders to plan and manage marketing programs and budgets.
- AEDA's **engagement with stakeholders** as part of the development of their Strategic Plan is a positive step forwards.

#### Operational

- Rundle Mall stakeholders **generally happy with AEDA**, with a strong preference to engage with AEDA instead of CoA. Reasons cited include:
  - preference for **single point of contact** to help navigate CoA processes and service structure
  - greater commercial / retail acumen.**
- Within the Rundle Mall Precinct, stakeholders would like to see greater **focus outside of Rundle Mall itself** (e.g. laneways, fringes).
- Would like to see greater autonomy for AEDA in decision making and financial management to improve efficiency of grant allocations.




#### Transparency




- Data provided by AEDA is typically **too generalised** to be of use to the traders in informing commercial decisions.
- Some of the data presented **does not align with trader observations** (e.g. foot traffic). Traders would like to better understand the data collection framework, or to have **access to raw data sets.**

# Question Six

## Detailed observations

Evaluation the extent of *Rundle Mall trader satisfaction* with the *Agency's management of the Rundle Mall Precinct*

Key operational outcomes	Satisfaction Rating	Observations
Awareness of AEDA's services <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>		<ul style="list-style-type: none"> <li>External stakeholders did not have a clear understanding of AEDA's broader goals, objectives or KPIs in alignment with its Charter or Business Plan.</li> <li>There was varying awareness of AEDA's service provisions, including events and campaigns.</li> <li>Rundle Mall stakeholders would like greater visibility on event program for sufficient time to engage and participate. Earlier visibility on promotions and events would benefit traders, as most of the large enterprises lock in their marketing programs and budgets early (i.e. 14 month look ahead).</li> <li>Saw the recent engagement by AEDA with stakeholders to develop its Strategic Plan as a positive step forward.</li> </ul>
Service delivery <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>		<ul style="list-style-type: none"> <li>Rundle Mall traders are generally happy with the level and nature of engagements with AEDA, with stakeholders believing that AEDA have done a good job in increasing city vibrancy,</li> <li>Rundle Mall stakeholders cited a preference to engage with AEDA over CoA for the following reasons:               <ul style="list-style-type: none"> <li>greater accessibility of AEDA staff (i.e. single point of contact) to help navigate the more complex and siloed CoA structure</li> <li>greater commercial / retail acumen and focus, in comparison to engagements with CoA.</li> </ul> </li> <li>Rundle Mall stakeholders would like to see the independence from the CoA brand maintained, to allow for greater autonomy on decision making and budgets associated with grant allocations.</li> <li>There was a perception that AEDA has a strong focus on Rundle Mall itself, and not necessarily including the broader Rundle Mall Precinct (i.e. adjacent laneways and fringes).</li> </ul>
Access to insights data <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>		<ul style="list-style-type: none"> <li>Acknowledged that data sharing has improved, but data currently being shared is of limited value to business owners or agents, noting:               <ul style="list-style-type: none"> <li>too high level and generic (i.e. not suitable for informing commercial decisions)</li> <li>confidence in accuracy and interpretation of data is questionable</li> <li>preference to see raw data (instead of "pretty graphics")</li> <li>desire to see demographic trend data for people living in the city.</li> </ul> </li> </ul>

 High level of satisfaction.
  Opportunities for improvement.
  To be addressed

# Question Seven

## Summary of observations

Providing an assessment of the *return on investment* of AEDA against its own performance targets

Key Assessment Areas	Effectiveness Rating
<b>Strategic alignment</b> <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>	<span style="color: red;">●</span>
<b>Activations and marketing</b> <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> <li>Make recommendations relating to maintenance and upgrade of Rundle Mall's existing infrastructure to a high standard</li> </ul>	<span style="color: orange;">●</span>
<b>Financial accountability</b> <ul style="list-style-type: none"> <li>Financial management</li> </ul>	<span style="color: orange;">●</span>

### Alignment

- The AEDA Business Plan FY 2022/23 has good alignment against the Objects and Purpose of the Charter.
- However, KPIs are output based and 'binary', and not suited for measuring effectiveness of planned actions, particularly in reference to economic development targets
- Absence of an overarching CoA Economic Strategy against with AEDA can set economic uplift targets and measure performance.

### Key Observations

- Performance metrics are assessed and documented by AEDA in post-event and post-campaign reports.
- Abridged reports appended to Board papers to Council and 'taken as read' and not necessarily presented and discussed.
- Typical focus of AEDA activations in the retail and hospitality sectors, which does not always address attraction of broader business investment or residential growth outcomes.
- More targeted metrics for measuring direct contribution of activations, marketing campaigns and activities required.
- The Visitor Information Centre is not located appropriately to be effective.

### Marketing






### Transparency

- Acknowledged that not all functions within AEDA's remit will provide a direct return on investment (e.g. AEDA Business Summit, WellFest Adelaide, strategic partnerships).
- Evidence of ad hoc reporting to Council on activation expenditure but reporting on fiscal performance against budgets was absent.

# Question Seven

## Detailed observations





Providing an assessment of the *return on investment* of AEDA against its own performance targets

Key operational outcomes	Satisfaction Rating	Observations <span style="float: right;">  High level of satisfaction.            Opportunities for improvement.            To be addressed         </span>
Strategic alignment <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> </ul>		<ul style="list-style-type: none"> <li>AEDA's Business Plan FY 2022/23 are aligned with their key objectives relative to the Charter (i.e. business, investment and residential growth, visitor growth, Rundle Mall, and brand and marketing).</li> <li>While the KPIs noted against planned actions in the FY 2022/23 Business Plan are a significant improvement over that of FY 2021/22, they remain relatively binary (i.e. Complete / Active / Partially Complete) and are not positioned to assess effectiveness or quantify contribution of the action outcomes against AEDA's key result areas.</li> <li>The absence of a CoA Economic Strategy is likely a contributing factor for the lack of reporting against economic uplift targets and performance.</li> <li>It was acknowledged that not all functions within AEDA's remit necessarily will provide a return on investment.</li> </ul>
Activations and marketing <ul style="list-style-type: none"> <li>Market and promote the City of Adelaide</li> <li>Promote, develop and activate precincts</li> <li>Make recommendations relating to maintenance and upgrade of Rundle Mall's existing infrastructure to a high standard</li> </ul>		<ul style="list-style-type: none"> <li>AEDA compiles post-campaign and post-event reports, which include a summary of the marketing reach, foot traffic, participation rate, redemption rate, spend (including redemption value, additional spend and total spend), and public feedback surveys.</li> </ul> <p>Due to the small sample size of post-activation reports provided as part of this review, observations are not conclusive.</p> <p>The reports reviewed indicate that in regard to economic uplift, the following observations were noted:</p> <ul style="list-style-type: none"> <li>increased foot traffic</li> <li>moderate participation rates</li> <li>increase in average spend over baselines.</li> </ul> <p>No reporting provided on performance against campaign / event budgets or targeted outcome metrics (e.g. participation rate, average additional spend) or opportunities for improvement.</p> <p>The CoA typically provided with abridged reports via Board packs to Council and 'taken as read' and not necessarily presented and discussed.</p> <ul style="list-style-type: none"> <li>AEDA's activations, marketing campaigns and activities appear to typically focus on the retail and hospitality sectors (and predominantly centred around the Rundle Mall Precinct), with limited provisions for attracting broader business investment or residential growth provided as part of this review.</li> <li>Need to consider more targeted metrics for measuring direct contribution of activations, marketing campaigns and activities.</li> <li>The Visitor Information Centre was perceived to not be effective, being too far away from Rundle Mall (i.e. more prominent position) to capture passing visitations.</li> </ul>

# Question Seven

## Detailed observations

Providing an assessment of the *return on investment* of AEDA *against its own performance targets*

Key operational outcomes	Satisfaction Rating	Observations
Financial accountability <ul style="list-style-type: none"> <li>Financial management</li> </ul>		<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">  High level of satisfaction.              Opportunities for improvement.              To be addressed           </div> <ul style="list-style-type: none"> <li>It was acknowledged that not all functions within AEDA's remit necessarily will provide a return on investment (as is typical with most government services). This includes investments to support new and existing businesses that do not return any direct financial return (e.g. AEDA Business Summit, strategic partnerships).</li> <li>Reporting on expenditure for activations and initiatives have historically been provided to Council (reference AEDA Annual Report and sample Council report dated 14 June 2022). It is unclear if this is part of AEDA's formal governance and reporting framework or ad hoc at the request of Council. Reporting included participation rate and total spend (by participants) summaries, but noted that post-campaign and post-event reports were not appended to the report.</li> </ul>



# 4. Overview of Recommendations

## Key themes



# Recommendations

1. ROLE CLARITY	PRIORITY
<ul style="list-style-type: none"> <li>Function and duties of the Agency</li> <li>Operational roles and responsibilities</li> </ul>	
<p><b>1.1 Review and enhance AEDA's capability to provide economic strategic insights, in line with Recommendation 5.1 for the creation of an economic development strategy.</b></p> <ul style="list-style-type: none"> <li>The AEDA <i>Agency Charter (2022)</i> provides sufficient flexibility for AEDA to play both a strategic advisory and delivery role to support and promote economic development within the CoA.</li> <li>It is recognised that AEDA are highly valued by CoA and external stakeholders for the provision of delivery services for economic activations.</li> <li>There is further opportunity (and stakeholder appetite) for AEDA to leverage the experience of its Board members to provide independent advice on the strategy development.</li> <li>This may necessitate a review and realignment of AEDA's resource capabilities to bolster its strategic advisory capabilities.</li> <li>This will be critical for informing AEDA's FY25 Business Plan.</li> </ul>	IMMEDIATE
<p><b>1.2 Consider diversification of activation drivers for economic development.</b></p> <ul style="list-style-type: none"> <li>Established during the COVID pandemic, there has been a strong emphasis to date on supporting the retail and hospitality sectors (particularly within the Rundle Mall Precinct) to drive visitation back into the CBD.</li> </ul> <p>There needs to be greater diversification of activations beyond promotion of the retail industry (i.e. cultural and social sectors) to drive economic development.</p>	MEDIUM
<p><b>1.3 Establish clear Terms of Reference for cross-over business units (e.g. marketing, grant administration)</b></p> <ul style="list-style-type: none"> <li>Clearly define and document roles and responsibilities, and opportunities to collaborate.</li> <li>Establish regular communication touchpoints.</li> </ul>	MEDIUM

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months



# Recommendations

2. GOVERNANCE		PRIORITY
<ul style="list-style-type: none"> <li>Decision making &amp; reporting</li> <li>Operating models</li> <li>Assurance</li> </ul>		
2.1	<b>Define risk-based requirements for justifying key financial decisions for grants, sponsorships, campaigns.</b> <ul style="list-style-type: none"> <li>CoA with AEDA should define requirements for how key financial decisions are to be justified (based on value / nature) and who is required to approve these decisions. For example, large grants / sponsorships to go through consistent business case and evaluation process.</li> </ul>	IMMEDIATE
2.2	<b>Simplify and document reporting lines between AEDA and CoA.</b> <ul style="list-style-type: none"> <li>CoA should clearly articulate who within AEDA is accountable to CoA and for what, and document these reporting lines.</li> </ul>	IMMEDIATE
2.3	<b>Review the engagement model with mainstreet Precincts.</b> <ul style="list-style-type: none"> <li>The review should consider of the current level and nature of engagement touchpoints between AEDA and the Mainstreet Precincts and suggest opportunities to driver greater inclusion and communication.</li> <li>The review should also consider the terms of reference for Mainstreet Precinct representation on the AEDA Advisory Committee to ensure it best meets the needs of the Precinct stakeholders.</li> </ul>	MEDIUM
2.4	<b>Ensure greater oversight by the CoA Governance Unit at initial stages of key operational processes performed by AEDA.</b> <ul style="list-style-type: none"> <li>Conduct assurance reviews of AEDA's key operational processes against CoA's control frameworks to meet legislative or compliance requirements.</li> <li>Key operational processes highlighted include (but are not limited to) the administration of grant funding, procurement processes, and risk assessments for staged events.</li> </ul>	MEDIUM
2.5	<b>Implement ongoing assurance model for AEDA &amp; undertake an internal audit on administration of grant allocations.</b> <ul style="list-style-type: none"> <li>Need for consideration of the full grant allocation lifecycle, including the call for submissions, alignment of the assessment framework against AEDA's objectives, and the approval and acquittal process through CoA. It is noted that a review of the grant management process is already flagged in the <i>FY23/24 Internal Audit Plan</i>.</li> <li>Consider potential streamlining of approvals via AEDA Board (as opposed to via Council).</li> </ul>	MEDIUM

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months

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# Recommendations

<b>2. GOVERNANCE</b> <ul style="list-style-type: none"> <li>Decision making &amp; reporting</li> <li>Operating models</li> <li>Assurance</li> </ul>	<b>PRIORITY</b>
<b>2.6 Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models.</b> <ul style="list-style-type: none"> <li>AEDA's contract with Business SA expired in December 2022 and is currently engaged on a 'pay per use' arrangement.</li> <li>External stakeholder engagement will be critical for understanding the effectiveness of services provided by Business SA (with a particular focus on supporting new and emerging small businesses), to inform any new contractual model.</li> </ul>	<b>IMMEDIATE</b>

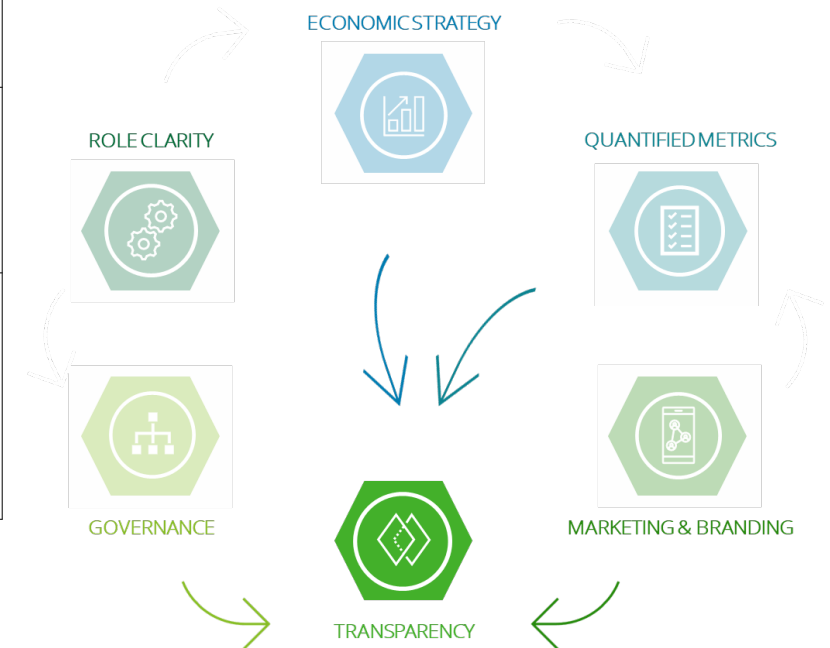
PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months



# Recommendations

3. TRANSPARENCY		PRIORITY
<ul style="list-style-type: none"> <li>Information flow</li> <li>Decision making frameworks</li> </ul>		
3.1	<p><b>More targeted reporting by AEDA to Council that is relevant and aligned to desired economic outcomes, and supported with sufficient evidence.</b></p> <ul style="list-style-type: none"> <li>The volume of information flowing to Council (i.e. not just from AEDA) is such that it may be difficult for Council to 'see the wood from the trees' and details informing decision-making may be easily overlooked.</li> <li>Review report structures and templates to ensure critical content informing decision-making is presented upfront.</li> <li>Context and content of reporting should be ratified with Council upfront on an annual basis.</li> <li>Greater focus on reporting on business plans, budgets and operational performance against economic outcomes.</li> </ul>	MEDIUM
3.2	<p><b>Clearly define and agree the type and the level of risk and mitigation strategies AEDA needs to report on to the Audit and Risk Committee.</b></p> <ul style="list-style-type: none"> <li>Current reporting is too focused on event outcomes and not necessarily on AEDA's strategic / operational / business risk profiles and mitigation strategies, or assurance and control processes.</li> </ul>	MEDIUM
3.3	<p><b>More active and timely engagement with traders in the development of AEDA's program of events and campaigns.</b></p> <ul style="list-style-type: none"> <li>Timely stakeholder engagement and publication of AEDA's forward events and campaigns program will better inform marketing strategies for businesses within the CoA (particularly with Precincts beyond Rundle Mall), which will drive an increase in participation rates.</li> </ul>	LONG
3.4	<p><b>Increase accessibility to baseline demographic and economic metrics to better inform investment and commercial decisions.</b></p> <ul style="list-style-type: none"> <li>Current reporting of statistics (foot traffic, average spend etc) is too generalised to inform investment and commercial decision-making by commercial stakeholders.</li> <li>Potential to present data sets in line with industry sectors, Precincts etc.</li> <li>Consider the provision of access to raw data sets with commercial stakeholders (upon request).</li> </ul>	LONG

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months



# Recommendations

4. QUANTIFIED METRICS	PRIORITY
<ul style="list-style-type: none"> <li>• Definition of metrics aligned to strategic targets</li> <li>• Reporting</li> </ul>	
<b>4.1 Strategic performance KPIs for AEDA (including against its Business Plan) need to be more targeted towards economic outcomes.</b> <ul style="list-style-type: none"> <li>• Performance metrics should consider quantifiable uplift in economic outcomes.</li> </ul>	MEDIUM
<b>4.2 Operational performance KPIs for AEDA need to be measured against appropriate baselines.</b> <ul style="list-style-type: none"> <li>• Greater rigor in project management and associated reporting for delivery of activations and initiatives. This includes financial reporting, which should comparatively assess original budgets (for activities, campaigns and events) against expenditures, and changes in delivery timeframes.</li> </ul>	MEDIUM

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months

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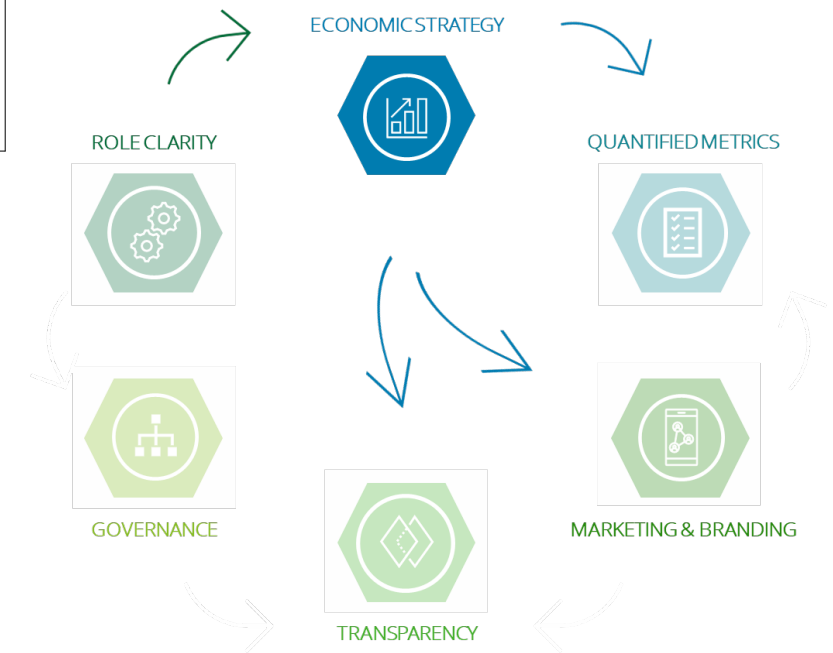


# Recommendations

5. ECONOMIC STRATEGY	PRIORITY
<ul style="list-style-type: none"> <li>Independent advisory</li> </ul>	
<b>5.1 Development of an overarching CoA Economic Development Strategy.</b> <ul style="list-style-type: none"> <li>It was acknowledged by all stakeholders that the CoA does not currently have a defined economic strategy or policy to underpin investment decision-making to deliver economic activation and growth outcomes.</li> <li>It was also acknowledged that neither CoA or AEDA currently have the resource capability to drive the development of an economic strategy.</li> <li>However, with an independent Board (with diverse expertise in hospitality, property development, place making, business development, investment, events and tourism) and direct connectivity to frontline stakeholders, AEDA is well positioned to be a key stakeholder in the development of a 'best-for-city' economic strategy that aligns with broader State and Commonwealth economic objectives.</li> <li>This will be critical for informing AEDA's FY25 Business Plan.</li> </ul>	IMMEDIATE
<b>5.2 Further development of other CoA strategies (e.g. residential population growth, housing) that indirectly drive economic growth for the CoA.</b> <ul style="list-style-type: none"> <li>It was acknowledged that while CoA has broad residential growth and housing strategies, they do not articulate clear target metrics against which AEDA can measure associated planned actions to support economic growth.</li> <li>This will be critical for informing AEDA's FY25 Business Plan.</li> </ul>	IMMEDIATE

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months

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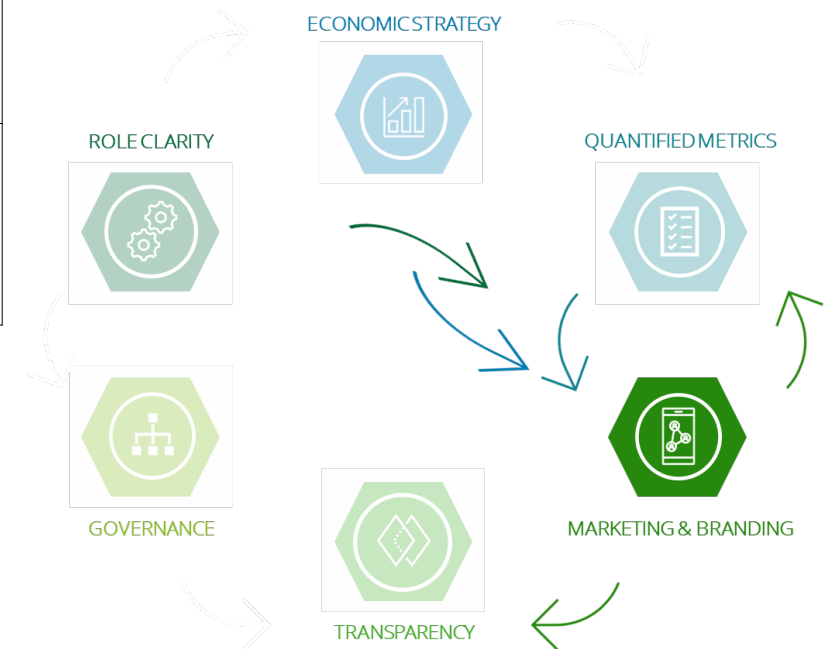


# Recommendations

6. MARKETING & BRANDING		PRIORITY
<ul style="list-style-type: none"> <li>Independence</li> <li>Governance</li> </ul>		
6.1	<p>Maintain the independence of the AEDA brand to drive increased engagement and participation with external stakeholders.</p> <ul style="list-style-type: none"> <li>Stakeholders recognise and value the agility and decision-making efficiency of AEDA, which increases engagement levels.</li> </ul>	LONG
6.2	<p>Acknowledge partnership with the CoA as a key funding body for large events / campaigns.</p> <ul style="list-style-type: none"> <li>For strategic events and campaigns, AEDA should acknowledge the CoA as a major partner / sponsor as part of their marketing.</li> </ul>	IMMEDIATE
6.3	<p>Articulate and document roles and responsibilities, and the of principles of collaboration between AEDA and CoA marketing business units.</p> <ul style="list-style-type: none"> <li>It is understood that a responsibility matrix (i.e. RACI) is currently being developed. This should also set the framework for active collaboration between relevant parties.</li> <li>Formal documentation should be made available to interested internal and external stakeholders.</li> </ul>	LONG
6.4	<p>Review established panel contracts for marketing and event management services to ensure they meet the current needs of both AEDA and CoA marketing business units.</p> <ul style="list-style-type: none"> <li>Broadly includes consideration of event management, campaign strategy, marketing and data analytics services.</li> <li>Important that procurement of external services are streamlined to mitigate and manage procurement and engagement risks (including standard contractual terms and condition).</li> </ul>	MEDIUM

PRIORITY	COMMENCEMENT TIMEFRAME
IMMEDIATE	0 - 6 months
MEDIUM	6 - 12 months
LONG	12+ months

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## Commercial Events and Festivals Sponsorship Program

Strategic Alignment - Strong Economies

Public

Tuesday, 15 August 2023

City Finance and Governance Committee

**Program Contact:**

Greg Ratsch, Acting Managing Director Adelaide Economic Development Agency

**Approving Officer:**

Clare Mockler, Chief Executive Officer

## EXECUTIVE SUMMARY

At the 18 May 2023 meeting of the City Finance and Governance Committee, Council invited the “Adelaide Economic Development Agency (AEDA) to submit to Council for consideration the objectives and the details of its proposal for a new allocation of \$600,000 dollars for a proposed strategic events fund” as part of the 2023/24 Business Plan and Budget (BP&B).

The purpose of this report is to respond to that decision of Council by outlining the objectives and proposed use of approved funding including an allocation of \$100,000 for AEDA to use to leverage events identified as strategic opportunities as well as an allocation of \$500,000 for the delivery of a contestable Commercial Events and Festivals Sponsorship Program.

This report outlines the key elements of the draft Commercial Events and Festivals Sponsorship Program Guidelines.

## RECOMMENDATION

The following recommendation will be presented to Council on 22 August 2023 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves the intended use of the \$600,000 funding allocated by Council to AEDA as part of the 2023/24 BP&B for a proposed strategic events fund as follows:
  - 1.1 \$100,000 allocated for the delivery of initiatives that leverage events and encourage visitors to spend extra days and nights in the city to be used at AEDA’s discretion; and
  - 1.2. \$500,000 allocated for the delivery of a contestable Commercial Events and Festivals Sponsorship Program exclusively for commercial event operators and businesses operating on an expected profit basis.
2. Notes the draft Commercial Events and Festivals Sponsorship Program Guidelines developed to direct the administration of the contestable fund.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a>
Policy	Draft Commercial Events and Festivals Sponsorship Program Guidelines have been developed to direct the administration of the contestable component (\$500,000) of the funding approved by Council [ <b>Attachment A</b> ].
Consultation	Assessments for the contestable component of the funding will be undertaken by a representative/s from AEDA and a representative/s from the City of Adelaide.
Resource	Not as a result of this report
Risk / Legal / Legislative	Funding recipients of the Commercial Events and Festivals Sponsorship Program will be required to a) enter into an agreement with AEDA and CoA detailing benefits in return for the sponsorship investment as well as mutually agreed KPI's; b) provide a Certificate of Currency for Public Liability and Return to Work SA Certificate of Registration; c) complete an acquittal report following the conclusion of the event/festival.
Opportunities	The leveraging component of the funding (\$100,000) will allow AEDA to be agile and flexible in its response to delivering initiatives that leverage events identified as a strategic opportunity. The contestable component of the funding (\$500,000) will allow for the continued support of events and festivals not currently eligible to apply through the annual Events and Festivals Sponsorship Program.
23/24 Budget Allocation	\$100,000 allocated for internal use for the purpose of leveraging events to encourage visitors to spend extra days and nights in the city through marketing and promotion of associated activities and/or delivery of other complementary initiatives. \$500,000 allocated for the delivery of a contestable Commercial Events and Festivals Sponsorship Program.
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Funding available for one year only in 2023/24.
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

# DISCUSSION

1. Contestable Commercial Events and Festivals Sponsorship Program
  - 1.1. In 2021/22 and 2022/23 AEDA administered the Strategic Events Fund introduced as part of Council's City Business Stimulus Program to support the events sector during COVID in response to the decrease in people visiting the city.
  - 1.2. The Strategic Events Fund was funded for an initial two-year period (2021/22 and 2022/23) with \$1,000,000 funding available per annum to support two categories: New Events and Expansion of Existing Events.
  - 1.3. This funding was in addition to the Events and Festivals Sponsorship Program funded annually through the AEDA operating budget. The 2023/24 Events and Festivals Sponsorship budget is \$1,809,000. The program is designed to support not-for-profit organisations, incorporated associations and companies limited by guarantee in the staging of medium and major events and festivals.
  - 1.4. Funding of \$600,000 was sought from Council as part of the 2023/24 BP&B process to allow for the provision of continued support for events and festivals especially those not currently eligible to apply through the Events and Festivals Sponsorship Program.
  - 1.5. The rationale for Council's continued additional investment is strong:
    - 1.5.1. The McGregor Tan research commissioned by Council on attracting people to come back into the City of Adelaide and spend more time here highlighted the importance of events;
    - 1.5.2. As part of AEDA's Annual Business Plan & Budget consultation, 80% of stakeholders agreed that AEDA should be "attracting visitors to the city by providing grants to major events and festivals" and 94% agreed AEDA should be "developing a year-round event and activation calendar that supports city visitation, accommodation and city businesses"; and
    - 1.5.3. The economic benefits of events and festivals are not limited to tourism expenditure. Events and Festivals play a key role in supporting South Australia's creative workforce. More broadly, events and festivals can provide benefits through increased cultural engagement, place-making and destination marketing, or volunteering. These consumer, social and cultural benefits are much more difficult to measure but are, nevertheless, important when considering the value of festivals and events.
  - 1.6. The current annual Events and Festivals Sponsorship Program criteria doesn't allow for applications from commercial organisations operating on an expected profit basis.
  - 1.7. The last two years of the Strategic Events Fund has allowed requests from commercial event/festival organisers in addition to not-for-profit organisations, incorporated associations and companies limited by guarantee.
  - 1.8. To continue to provide support to commercial operators and also create a clear distinction between the two funding programs it is proposed that \$500,000 of the \$600,000 approved by Council be used to support a new program, the Commercial Events and Festivals Sponsorship Program, exclusively for commercial event operators and businesses operating on an expected profit basis.
  - 1.9. Not-for-profit organisations, incorporated associations and companies limited by guarantee have already had an opportunity to apply for funding for events and festivals to be held during 2023/24 through the Events and Festivals Sponsorship Program.
  - 1.10. The City of Adelaide Arts and Culture Grants and Community Impact Grants Programs are yet to open but also offer opportunities for these types of organisations to be considered for funding in 2023/24.
  - 1.11. The approval of Councils BP&B at the end of June 2023 does not support the design and of a funding program that can be implemented immediately. This disadvantages those organisations seeking support for events and festivals held in the first half of the financial year.
  - 1.12. For this reason, it is proposed that the funding program operates on a calendar year basis. Events and festivals occurring between 1 January 31 December 2024 would be eligible to apply. This gives all potential applicants equal opportunity to access funds.
  - 1.13. Draft Commercial Events and Festivals Sponsorship Program Guidelines have been developed to direct the administration of the program. The guidelines incorporate program improvement opportunities identified following a review of the now concluded Strategic Events Fund. The new guidelines can be found in **Attachment A** and are subject to minor changes that may provide further clarity to potential applications but not alter the substance of the guidelines.
  - 1.14. Key elements from the guidelines are summarised below:

Funding category	Small - Medium	Medium - Large
Funding available	Up to \$20,000	Up to \$50,000
Funding pool	\$250,000	\$250,000
Event/festival delivery	Event/festival must occur between 1 January and 31 December 2024	Event/festival must occur between 1 January and 31 December 2024
Timeframe	Two rounds: September 2023 and February 2024	Two rounds: September 2023 and February 2024
Approval	Funding will be presented to the Managing Director, AEDA for consideration and approval.	Funding recommendations up to the value of \$20,000 will be presented to the Managing Director, AEDA for consideration and approval.  Funding recommendations in excess of \$20,000 will be presented to the Managing Director, AEDA and AEDA Board for consideration and approval.

## 2. Event Leveraging

- 2.1. At its meeting on 7 February 2023, the AEDA Board discussed opportunities to use a portion of any future event funding allocation approved by Council as part of the 2023/24 BP&B process to leverage State Government funded events. This would allow AEDA the opportunity to deliver initiatives to encourage visitors to spend extra days and nights in the city through marketing and promotion of associated activities rather than just provide direct support to new events through a funding program.
- 2.2. In response to the Board's request, it is proposed that \$100,000 of the \$600,000 funds approved by Council on 27 June 2023 be used for this purpose. To allow more flexibility and agility it was recommended to the Board and subsequently agreed at its 25 July 2023 meeting that leveraging/marketing activity not be exclusive to State Government funded events.
- 2.3. The utilisation of this portion of funds is at the sole discretion of AEDA and will support the delivery of initiatives that leverage events/areas identified as a strategic opportunity and align with the strategies and actions of the AEDA Business Plan FY 2023/24 including:
  - 2.3.1. Broaden the city's calendar of events and work with the state government to maximise the benefits for the city of major state-led events;
  - 2.3.2. Leverage consumer and business events to drive promotion and sales for city businesses; and
  - 2.3.3. Deliver campaigns that promote the city as a destination to invest, live, and visit.
3. At its meeting on 25 July 2023, the AEDA Board endorsed the intended use of the \$600,000 funding approved by Council for a proposed strategic events fund.

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## ATTACHMENTS

**Attachment A** – Draft Commercial Events and Festivals Sponsorship Program Guidelines

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- END OF REPORT -

**\* this draft guideline is subject to minor changes**

## Commercial Events and Festivals Sponsorship Program

### Guidelines

The Commercial Events and Festivals Sponsorship Program is administered by the Adelaide Economic Development Agency (AEDA), a subsidiary of the City of Adelaide (CoA). The purpose of the program is to provide financial support to eligible for-profit organisations to assist in the staging of events and festivals that create a vibrant and dynamic city experience and support the outcomes of the CoA Strategic Plan 2020-2024 and AEDA Business Plan FY 2023/24.

AEDA invests in an annual calendar of events and festivals, on behalf of CoA, to drive visitation, spend and support for local businesses as well as increase the profile of the city and North Adelaide as a tourist destination. The calendar includes a mix of arts, culture, music, sport and food and wine events held throughout the year.

The Commercial Events and Festivals Sponsorship Program will offer two categories of funding designed to assist in the staging of events and festivals that drive visitation, economic activity and vibrancy for the city.

This document provides potential applicants with information and guidance on the categories on offer and the type of activity that might be supported.

### Before commencing an application via SmartyGrants, make sure you have:

- Read these Guidelines in full; and
- Contacted the relevant staff member as detailed in Table 1 - Funding Categories.

### What These Guidelines Cover

- Who Can Apply?
- Funding Categories
- What Will Not be Funded?
- Assessment Criteria and Weightings by Category
- Use of Public Spaces
- Fees and Charges
- How To Apply?
- Timeframe
- Funding Pool
- Duration of Funding
- Application Assessment and Approval
- Successful Applications
- Post-Event Reporting
- Useful Links
- Important Dates
- Further Information
- Departure from Guidelines



## Who can apply?

Requests will be considered from:

- For-profit organisations including sole traders, partnerships and other commercial organisations and businesses operating on an expected profit basis.

## Table 1 - Funding Categories

Please refer to the below table for information and guidance on what might be funded.

Funding category	Small to Medium	Medium to Large
Funding available	Up to \$20,000	Up to \$50,000
Funding pool	\$250,000	\$250,000
Duration of funding	1 year	1 year
Event/Festival delivery	Event/festival must occur between 1 January and 31 December 2024	Event/festival must occur between 1 January and 31 December 2024
Timeframe	Two Rounds: September 2023 & February 2024	Two Rounds: September 2023 & February 2024
Round One	Open 4 September 2023 Close 29 September 2023	Open 4 September 2023 Close 29 September 2023
Round Two	Open 5 February 2024 Close 1 March 2024	Open 5 February 2024 Close 1 March 2024
Process time	Up to 4 weeks from the closing date*	Up to 6 weeks from the closing date*
Type of event	Category is designed to support small to medium, new, existing, once-off city-based events/festivals or series of recurring events.  e.g. - markets, street parties etc.	Category is designed to support medium to large, new, existing, once off city-based events/festivals or series of recurring events.  e.g. - music festivals etc.
Other funding sources	Required <i>ie self-funded or from other revenue streams</i>	Required <i>ie self-funded or from other revenue streams</i>
How to apply	Interested organisations are required to contact the Sponsorship and Partnership Coordinator prior to applying to determine eligibility.  Suitable requests will be invited to complete an online application form via SmartyGrants.  Contact Details James Landseer 08 8203 7802 j.landseer@aedasa.com.au	Interested organisations are required to contact the Event Sponsorship and Attraction Advisor prior to applying to determine eligibility.  Suitable requests will be invited to complete an online application form via SmartyGrants.  Contact Details Paula Stankiewicz 08 8203 7318 p.stankiewicz@aedasa.com.au
Acquittal	Required within 12 weeks of the conclusion of the event/festival.	Required within 12 weeks of the conclusion of the event/festival.

\*AEDA will endeavour to adhere to these timelines.



## What WILL NOT be Funded?

Applications will be ineligible if any of the following apply:

- The application does not meet the identified priorities of the city as detailed in the CoA Strategic Plan 2020-2024 and AEDA Business Plan 2023/24
- The primary event/festival occurs outside the CoA boundary
- The funding request is to cover CoA Park Land site fees
- The application is already receiving funding from CoA or its subsidiaries
- The application has already been considered for funding by CoA or its subsidiaries and has been unsuccessful
- The event/festival is held online or virtually
- The event/festival is private or invitation only
- The funding request is for 100% of the cost to deliver the event/festival
- The funding request is for an individual venue operating as part of an overarching/umbrella event/festival
- The funding request is for an individual artist and/or performance as part of an overarching/umbrella event/festival
- The organisation operates with an ineffective management structure and is unable to manage budgets and financial commitments
- The funding request contravenes an existing CoA Policy or Operating Guideline
- The funding request is for volunteer-run events/festivals
- The application is for an event/festival that denigrates or excludes any groups in the community
- Event/festival safety and/or environmental hazards are identified
- The funding request is for capital expenditure e.g. purchase or lease of real estate, renovation, repair or maintenance of buildings or purchase of major equipment or material goods such as office furniture, computers, playground etc
- The applicant has outstanding debts with the CoA or its subsidiaries and/or incomplete reporting on previous funding awarded
- The funding request is for reimbursement of funds already spent
- The funding request is for training or education in Government or private institutions, or research activities
- The funding request is for a conference, tradeshow, congress, symposium etc
- The funding request is for prize money, award ceremonies, commemorative events, theatre productions, parades or marches
- The funding request is for travel and/or accommodation expenses
- The funding request is for general fundraising activities and events
- The funding request is from not-for-profit organisations including incorporated associations and companies limited by guarantee





- The funding request is from State or Australian government departments (including statutory authorities of state government) or other councils
- The applicant undertakes canvassing or lobbying of Elected Members and/or employees of the CoA and its subsidiaries in relation to the sponsorship request.

Ineligible applications will not advance to the assessment stage and applicants will be notified.

## Assessment Criteria and Weightings by Category

Table 2 – Small to Medium

Criteria	Consideration	Weighting
<b>Event Plan</b>	The application outlines a clear plan for event delivery and represents value for money and a good return on investment for AEDA/CoA.	25%
<b>Environmental Considerations</b>	Evidence that the event/festival employs sustainable practices relative to the scale and nature of the event/festival.	5%
<b>Marketing and Promotion</b>	Evidence that the event/festival will be promoted through a range of owned and paid channels to attract audiences.	20%
<b>Benefit to City Businesses</b>	Evidence that the event/festival will deliver positive outcomes for city businesses including increased spend and economic activity.	30%
<b>Activation Period</b>	The event/festival activates the city in the off-peak period (April – September)	10%
<b>Financial Viability</b>	The application demonstrates appropriate use of AEDA/CoA funds and provides evidence of a satisfactory budget.	10%
<b>Total</b>		100%



**Table 3 – Medium to Large**

<b>Criteria</b>	<b>Consideration</b>	<b>Weighting</b>
<b>Strong Economies</b>	The degree to which the event/festival provides a measurable economic benefit to the City of Adelaide and supports local businesses through activation of mainstreets and laneways.	30%
<b>Environmental Leadership</b>	The degree to which the event/festival employs environmentally sustainable practices.	5%
<b>Thriving Communities</b>	The degree to which the event/festival creates safe spaces and places that are accessible and inclusive to all.	5%
<b>Dynamic City Culture</b>	The level of commitment to support and showcase local artists and artisans as part of the event/festival.  The ability of the event/festival to attract and increase visitors and attendees and generate visitor bed nights.	20%
<b>Brand and Marketing</b>	Evidence the event/festival will be promoted through a range of channels supported by a satisfactory marketing plan.	20%
<b>Activation Period</b>	The event/festival activates the city in the off-peak period (April – September)	10%
<b>Financial Viability</b>	The degree to which the event/festival and/or organisation is financially viable and sustainable with or without AEDA/CoA sponsorship funding.	10%
<b>Total</b>		100%

**Use of Public Spaces**

If your event/festival proposes to use an outdoor public space(s) (e.g. Park Lands, square, road/street) you are required to make a tentative booking with the CoA Events Team prior to submitting your funding application.

Visit [cityofadelaide.com.au/hire](http://cityofadelaide.com.au/hire) for conditions, fees and the application form. Applicants should note the minimum application lodgement timeframes.

If AEDA approves your request for funding, you are responsible for confirming your venue booking and for all infrastructure required to hold your event or festival.



## **Fees and Charges**

CoA fees and charges apply to all events and festivals held at council managed properties including the 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 e.g. road closures, cleaning, waste, site fees and does not provide in-kind support in addition to funds approved.

## **How To Apply?**

Once you have discussed your proposal with the Event Sponsorship and Attraction Advisor or Sponsorship and Partnership Coordinator you may be invited to complete an application online via SmartyGrants. You must register if you are a new SmartyGrants user. If you already have a SmartyGrants account, you can use your existing details to log in and complete an application. Your application form can be saved and updated at any time until you click 'submit'.

Late applications will not be accepted.

Separate applications must be submitted by organisations applying for funding for multiple events/festivals i.e. one application per event/festival.

All questions in the application form must be answered and any requested attachments provided in order to be assessed. You must not refer to an attached document as your only response to a question. You may, however, reference an attachment in support of your answer.

AEDA reserves the right to request further information in considering an application, as well as the right to reject an application that does not meet the criteria.

Applications may be assigned to an alternative AEDA or CoA funding program during the assessment process if the funding program selected by the applicant is not deemed the most appropriate for the nature and scale of the event/festival proposed.

## **Timeframe**

Two Rounds

R1 Open 4 September 2023

Close 29 September 2023

R2 Open 5 February 2024

Close 1 March 2024

## **Funding Pool**

Small to Medium \$250,000

Medium to Large \$250,000



## **Duration of Funding**

Funding is provided for 1 year for events/festivals held between 1 January to 31 December 2024.

## **Application Assessment and Approval**

Once submitted, applications will be assessed according to:

- Eligibility criteria
- Assessment criteria; and
- Available funding.

Applications will then be considered and assessed by AEDA and CoA staff.

Funding recommendations up to the value of \$20,000 will be referred to the Managing Director, AEDA for consideration and approval.

Funding recommendations in excess of \$20,000 will be presented to the Managing Director, AEDA and AEDA Board for consideration and approval.

The success of an application is determined by merit against a set of assessment criteria. Applications that meet the eligibility and assessment criteria are not guaranteed funding.

## **Successful Applications**

Successful applications may be awarded full or partial funding.

All applicants will receive written notification of the outcome of their application.

All funding decisions made by the AEDA Board and Managing Director are final.

Prior to payment, all successful applicants will be required to:

- Enter into a funding agreement with AEDA and CoA detailing benefits in return for the sponsorship investment as well as mutually agreed KPIs
- Provide AEDA with a Certificate of Currency for Public Liability Insurance (minimum \$20 million) noting the Adelaide Economic Development Agency and the City of Adelaide as interested parties
- Provide AEDA with the organisation's Return to Work SA Certificate of registration, or similar employee insurance policy, if paid staff are employed; and
- Provide AEDA with a tax compliant invoice for the agreed amount of funding plus GST (10%) (if the applicant is registered for GST).

The funding awarded is contingent upon the delivery of the activity as presented in the sponsorship funding application submitted. In the event there are significant changes regarding the delivery of the proposed scope, AEDA's funding commitment may be reviewed.



## **Post-Event Reporting**

All successful applications will be required to provide a detailed written report on all outcomes and applicable KPI's relating to the event/festival funded by AEDA and CoA. A link to an acquittal form will be provided via SmartyGrants at the conclusion of the event/festival. Acquittal reports will be required within 12 weeks from the conclusion of the event/ festival. Applicants who do not complete an acquittal report will be ineligible for any future funding.

## **Useful Links**

Applicants are encouraged to review information found through the following links as the application process includes requirements that are referred to, or require compliance with, the information provided as part of the application completion and assessment process.

- City of Adelaide Boundary Map
- City of Adelaide Strategic Plan 2020 – 2024
- AEDA Business Plan FY 2023/24
- Adelaide Events Guidelines
- Sustainable Event Guidelines
- STRETCH Reconciliation Action Plan
- Disability Access and Inclusion Considerations
- Use of Public Spaces

## **Important Dates (Round 1)**

### **4 September 2023**

Sponsorship applications open

### **29 September 2023**

Sponsorship applications close 5.00pm ACST

### **October 2023**

Applications assessed by CoA and AEDA staff

Funding recommendations presented to Managing Director, AEDA and AEDA Board for consideration and approval

### **November 2023**

Applicants notified of funding request outcome



## **Important Dates (Round 2)**

### **5 February 2024**

Sponsorship applications open

### **1 March 2024**

Sponsorship applications close 5.00pm ACST

### **March 2024**

Applications assessed by CoA and AEDA staff

### **April 2024**

Funding recommendations presented to Managing Director, AEDA and AEDA Board for consideration and approval

Applicants notified of funding request outcome

## **Further Information**

### **Small to Medium Funding Category**

For more information and to discuss the eligibility of your request, please contact James Landseer, Sponsorship and Partnership Coordinator at [j.landseer@aedasa.com.au](mailto:j.landseer@aedasa.com.au) or 08 8203 7802 during office hours.

### **Medium to Large Funding Category**

For more information and to discuss the eligibility of your request, please contact Paula Stankiewicz, Event Sponsorship and Attraction Advisor at [p.stankiewicz@aedasa.com.au](mailto:p.stankiewicz@aedasa.com.au) or 08 8203 7318 during office hours.

### **Departure from Guidelines**

AEDA may, by resolution, where it is justified in the circumstances, determine that the Guidelines or application form will not apply to a particular proposal.

## Community Impact Grants and Strategic Partnerships Program

Tuesday, 15 August 2023  
City Finance and Governance Committee

Strategic Alignment - Thriving Communities

**Program Contact:**  
Jennifer Kalionis, Associate  
Director City Culture

Public

**Approving Officer:**  
Ilia Houridis, Director City  
Shaping

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## EXECUTIVE SUMMARY

At its meeting on 23 May 2023, Council requested a review of the Community Impact Grants and Strategic Partnerships Program Guidelines, that addressed the Assessment Criteria and reporting/communication processes.

This report provides recommendations for amendments to the Community Impact Grants and Strategic Partnerships Program Operating Guidelines based on feedback from Council Members and the community. Approval of these amendments will allow for delivery of the final round of funding under the current Strategic Plan (2020 – 2024), which will open by the end of August 2023 to deliver on outcomes as per the 2023/24 Business Plan and Budget.

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## RECOMMENDATION

The following recommendation will be presented to Council on 22 August 2023 for consideration.

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Adopts the proposed changes to the Community Impact Grants and Strategic Partnerships Operating Guidelines as per Attachment A to Item 4.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023.
2. Notes that the following Grants will open by the end of August 2023, as per the 2023/24 Business Plan and Budget.
  - 2.1. Community Impact Grants
  - 2.2. Arts and Cultural Grants
  - 2.3. Carbon Neutral Catalyst Grants
  - 2.4. Christmas Live Music and Performance Grants.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Thriving Communities</b> This report responds to all areas of Council's Strategic Plan as the Community Impact Grants and Strategic Partnerships Grants Program supports all Strategic Priorities.
Policy	Community Impact Grants and Strategic Partnerships Operating Guidelines ( <a href="#">Link 1 – view here</a> ).
Consultation	Further consultation on a City of Adelaide and Subsidiaries Grants Policy will be undertaken with Council before the end of the 2023 calendar year.
Resource	Not as a result of this report
Risk / Legal / Legislative	Grant recipients are required to provide public liability insurance, sign a grant agreement that identifies the key deliverables of the project and satisfactorily acquit their grant on project completion, inclusive of required approvals.
Opportunities	The City of Adelaide plays a vital role in the grants landscape for our community but also as a capital city. Our grant programs deliver at a localised level within our city boundary and either fill a gap left from available State Funding or complement State and Federal grant programs to enhance impact for our community. Grant recipients can also leverage support from Council programs to access State and Federal Grant programs.
23/24 Budget Allocation	The Community Impact Grants and Strategic Partnerships Program budget in FY 2023/24 is \$688,000.
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Grant recipients are funded on an annual basis and must acquit within two years. Some multi-year grant recipients are mid-way through a three-year term.
23/24 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	Other grant funding contributors, co-contributions and in-kind support from applicants will usually be included in applications for grants. A number of grants recipients also engage volunteers as a contribution.



## DISCUSSION

1. This report responds specifically to the Motion on Notice from Council on the 23 May 2023  
*That a review of the Community Impact & Strategic Partnership Grants Program Guidelines to be conducted, in particular addressing the Assessment Criteria and reporting/communication processes.*
2. To assist in the delivery of the remaining funding categories within the program to the community from the end of August 2023 and the remainder of the calendar year Council is asked to approve the Community Impact Grants and Strategic Partnerships Program (CIGSPP)
3. A significant body of work is underway in relation to the City of Adelaide (CoA) grants, sponsorships, and incentives programs as a whole. A summary of CoA Funding Programs, net 2023/24 budget allocations, guidelines and eligibility criteria is at Link 3 view [here](#).
4. All existing CoA and AEDA Funding Programs will require individual guideline reviews to ensure they support delivery of Council's new Strategic Plan.
5. KPMG Adelaide are nearing completion on an internal audit of CoA and Adelaide Economic Development Agency (AEDA) grants management. The key objectives for the audit include:
  - 5.1. A review of the CoA's supporting grant management governance arrangements in place, including roles and responsibilities and alignment with strategic objectives.
  - 5.2. A review of the end-to-end grant management process, including identification, assessment, prioritisation and selection, evaluation and approval and reporting arrangements.
  - 5.3. This internal audit is already underway and will suggest improvements for the administration of grant programs, with the final report presented to the Strategic Risk and Audit Group in September and Council in October 2023.
6. A draft CoA and Subsidiaries Funding Programs Policy is in progress in anticipation of final recommendations from the KPMG internal audit and direction from the new Strategic Plan.

### Community Impact Grants and Strategic Partnerships Program

7. At its meeting on 23 May 2023, Council resolved to review the CIGSPP, addressing the Assessment Criteria and reporting/communication processes (Link 2 view [here](#)).
  - 7.1. As a result of this resolution, City Culture grant programs including CIGSPP and Arts and Culture Grants have paused pending further engagement with Council.
  - 7.2. Since the start of the 2023/24 financial year, Administration has received 59 enquiries as to the availability of funding in the Quick Response categories for CIGSPP and Arts and Culture Grants, which are limited to \$2,000 per successful application.
  - 7.3. In response to the level of requests, Executive approved the consideration of applications for the Quick Response grant category only, within the CIGSPP and Arts and Culture Grant Programs. This was communicated to Council through an E News on 2 August 2023.

### CIGSPP Budget and Funding Categories

8. In 2022/2023 CIGSPP had an annual budget of \$760,000 and in 2023/24 the budget is \$688,000. The program consists of five categories:

Funding Category	Allocations	Budget 22/23	Budget 23/24
Quick Response Grants	up to \$2,000	\$50,000	\$60,000
Community Impact Grants – Programs and Community Events	between \$2,000-\$25,000	\$349,750	\$242,750
Community Impact - Youth Led Grants	up to \$5,000	\$0	\$20,000
Community Infrastructure Grants	up to \$100,000	\$114,000	\$94,000
Strategic Partnerships	up to \$50,000 per year for three years	\$246,250	\$271,250
<b>Total CIGSPP Funding</b>		<b>\$760,000</b>	<b>\$688,000</b>

9. At its meeting held on 8 June 2021, Council adopted the current CIGSPP Operating Guidelines.
10. At its meeting held on 22 June 2022, Council received a year one review report for the CIGSPP.
  - 10.1. At the same meeting, Council approved, in principle, an increase in the annual budget for the CIGSPP of \$90,000 to \$836,000 from 2023/24.
  - 10.2. Council also approved the following changes to the CIGSPP from 2023/24 onwards:
    - 10.2.1. Increase Quick Response annual budget by \$20,000, from \$50,000 to \$70,000.
    - 10.2.2. Increase Community Infrastructure annual budget by \$50,000 to \$150,000.
    - 10.2.3. Introduce a targeted round of Community Impact Grants in 2023/24, for youth led, youth delivered projects, with a total round budget of \$20,000 for proposals up to \$5,000 in value.
    - 10.2.4. Introduce specific guidelines in relation to project values of the Community Infrastructure category to ensure grants funding support is focused on smaller scale (minor) community projects.
    - 10.2.5. Divide Community Impact Grants into Programs and Events sub-categories and include the option of multiyear funding capped at two years.
    - 10.2.6. Authorises minor changes to CIGSPP Operating Guidelines to be made by the Chief Executive Officer under delegated authority from 2022/23 onwards.
11. Due to a reduction in the operating budget for the CIGSPP in 2023/24, items 8.2.1 and 8.2.2 are no longer possible to administer. All other changes are still recommended, due to be actioned in the delivery of 2023/24 CIGSPP Program and included in the proposed changes to the Operating Guidelines as per **Attachment A**.

#### Proposed CIGSPP Operating Guidelines

12. The funding categories in the proposed CIGSPP Operating Guidelines include:
  - 12.1. Quick Response Grants up to \$2,000.
  - 12.2. Community Impact Youth Led Grants up to \$5,000.
  - 12.3. Community Impact Grants between \$2,000-\$25,000.
  - 12.4. Community Infrastructure Grants up to \$100,000.
  - 12.5. Strategic Partnerships will not open in 2023/24 as funding is already allocated to the eight partnerships approved over the first two years of the funding program.
13. **Attachment A** provides clear 'track changes' to the existing CIGSPP Operating Guidelines, the table below highlights the key changes with supporting information and implications of proposed changes.

	Page #	Amendment made	Notes and Implications
1	4	The Community Impact – Programs and Community Events category has had the following ineligibility parameter added: Commercial organisations with an annual revenue of > \$250,000 will be ineligible to apply.	<ul style="list-style-type: none"> <li>• In the last two financial years, only 7% of applicants across Quick Response and Community Impact Categories were what would be deemed commercial organisations.</li> <li>• <b>In the last two financial years only 2 successful applicants in the major Community Impact and Community Infrastructure rounds have met this criterion and would have been ineligible to apply.</b></li> </ul>
2	4/13	The Community Impact Grants have been split into two sub-categories of: Programs and Community Events.	<ul style="list-style-type: none"> <li>• This will allow for programs and events to be assessed comparatively against each other.</li> <li>• The round opening and closing dates will be the same, as well as the Guidelines, application questions, and assessment criteria.</li> <li>• This was approved by Council on 12/07/2022.</li> </ul>
3	4/13	The Community Impact Grants – Programs and Events category has had the option	<ul style="list-style-type: none"> <li>• Feedback provided by Council Members and some regular stakeholders led to this change.</li> <li>• This was approved by Council on 12/07/2022.</li> </ul>

		added to apply for multi-year funding capped at two years.	
4	5	A definition of 'Community Event' has been added as 'A small or medium sized event with a total cost of no more than \$100,000. The event should be organised by community, or organisers should consult closely with a community reference group and articulate a clear benefit to the City of Adelaide community.'	<ul style="list-style-type: none"> <li>• This definition is being added to the Guidelines as a definition only.</li> <li>• If this was adopted as an eligibility criterion rather than a Guideline definition, this would exclude certain applicants from applying in this program.</li> <li>• The only applicant to meet this criterion and therefore would be ineligible in the last two years would be the Lunar New Year event delivered by China Town Association.</li> <li>• This was noted by Council on 12/07/2022.</li> </ul>
5	5/14	The Community Impact – Youth Led grants category has been added to the program. This category will have one open round per financial year. This category will have a budget of \$20,000 with applicants able to apply for up to \$5,000. The assessment criteria for this category is a simplified version of the Community Impact – Programs and Events category.	<ul style="list-style-type: none"> <li>• This category is recommended as a gap in provision identified by Administration.</li> <li>• This category was approved by Council on 12/07/2022.</li> </ul>
6	7/15	The Community Infrastructure category has had the following ineligibility parameters added: The creation of new assets with a total project value of >\$100k Upgrade or renewal of an existing asset with a total project value of >\$250k	<ul style="list-style-type: none"> <li>• This is recommended to ensure grant funding support is focused on smaller scale (minor) community projects.</li> <li>• This was approved by Council on 12/07/2022.</li> </ul>
7	9	A definition of 'canvassing and lobbying' was added as 'Councillors are in regular contact with community members about council matters. However, to ensure the fair and equitable distribution of grants in the community, applicants may not communicate with any City of Adelaide employee or Councillor in any way that may provide an unfair advantage to their application. If an applicant is found to have done so, their application will immediately be made ineligible and will not be assessed.'	<ul style="list-style-type: none"> <li>• This definition has been added to further minimise the risk of grant applicants canvassing and lobbying members of Council and City of Adelaide staff.</li> <li>• This supports greater transparency within the assessment process as recommended by the LGA the Local Government Association of South Australia's Best Practice Guide for Grants Management 2022.</li> </ul>
8	17-21	The wording of each category's Assessment Criteria has been changed from 'The application achieves at least one of the five City Lifestyle impact streams' to 'The application achieves at least one of the five Community Impact Program Priorities.'	<ul style="list-style-type: none"> <li>• This change is to standardise the wording across the Program to ensure consistency.</li> </ul>

### Eligibility Criteria

14. A significant change to eligibility criteria for CIGSPP is proposed through the CIGSPP Operating Guidelines. Some definitions and examples of the type of organisations this includes, and potential impacts is provided below.

- 14.1. Eligible:
- 14.1.1. A Charity as registered by the Australian Charities and Not-for-profits Commission (ACNC) (The Charities Act 2013 sets out the legal meaning of charity).  
*Examples of this in the 22/23 CIGSPP Program are: The Gold Foundation (Barista Training Program), and Adelaide Youth Orchestra (The Big Busk).*
  - 14.1.2. A Public Benevolent Institution as registered by the ACNC is a type of charitable institution whose main purpose is to relieve poverty or distress.  
*Examples of this in the 22/23 CIGSPP Program are: The Adelaide Crows Foundation (the Kumankga Cup) and Baptist Care SA (Gym for People Experiencing Homelessness).*
  - 14.1.3. Other Incorporated Entity - Organisations or groups who are legally constituted as an incorporated association. May be Not-For-Profit companies limited by guarantee.  
*Examples of this in the 22/23 CIGSPP Program are: Adelaide Tamil Association (Harvest Festival) and Pride Adelaide (Pride Parade 2023).*
  - 14.1.4. Unincorporated community groups / Individuals / Sole Traders – considered for Quick Response Grants only.  
*Examples of this in the 22/23 CIGSPP Program are: Adelaide University Rotaract Club and Indian Australian Association of SA.*
  - 14.1.5. Aboriginal and Torres Strait Islander Corporations.
- 14.2. Eligible only when their annual revenue is < \$250,000:
- 14.2.1. Australian Private Company – a privately owned commercial enterprise.  
*An example of this in the 22/23 CIGSPP Program is Light Sound Art Film (Fall of Kabul Vigil 2022).*
  - 14.2.2. Australian Public Company - a privately owned commercial enterprise which can be listed on the Australian Securities Exchange (ASX), and the public are able to invest in.  
*An example of this in the 22/23 CIGSPP Program is C44 Adelaide Limited (also a registered Charity).*
  - 14.2.3. Social enterprises and commercial organisations  
*parkrun Australia who deliver free weekly runs in three locations in the city would not be eligible to apply for any further funding under these conditions.*
- 14.3. A full list of Organisations and Entity types funded in the last two years can be seen at Link 4 view [here](#).
15. Since inception of the program in 2021, the CIGSPP distributes an online anonymous survey to all grant applicants listed within Smarty Grants annually. Feedback from the survey is used to make small improvements to the program. Please see Link 5 view [here](#), for the summary of 2022/23.

### Reporting / Communication

- 16. In addition to the changes proposed, Administration will present recommendations for upcoming CIGSPP rounds in a different format allowing Council Members more insight into the assessment process within the report.
- 17. Administration recommends an annual report that specifically talks to the outcomes of the CIGSPP after funded programs have been completed. This report would be presented to Council in QF1 of the next financial year. For 2023/24 this would be by 30 September 2024.

### Next Steps

- 18. In order to be able to deliver on the 2023/24 Business Plan and Budget, the following grants will open by the end of August 2023 with comprehensive eligibility criteria accessible at Link 3 view [here](#).
  - 18.1. Community Impact Grants – to be recommended to Council on the 7 November 2023.
  - 18.2. Arts and Cultural Grants
  - 18.3. Carbon Neutral Catalyst Grants
  - 18.4. Christmas Live Music and Performance Grants.
- 19. The diagram below details the next steps in relation to the CIGSPP.

**August 2023:**  
Funding Programs open

**September 2023:**  
KPMG to present findings to Executive

**October 2023:**  
KPMG to present findings to Council

**November 2023:**  
New Strategic Plan presented to Council for adoption  
Community Impact Round 1 - recommended to City  
Community Services Committee on 7 November 2023 and  
SRIA

**December 2023:**  
Individuals Funding Program Guidelines reviewed in line  
with KPMG recommendations, and new Strategic Plan.  
Grants Policy drafted in consultation with Council

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## DATA AND SUPPORTING INFORMATION

**Link 1** - Community Impact Grants and Strategic Partnerships Operating Guidelines

**Link 2** - Motion on Notice - 22 May 2023 - Councillor Noon - Review of the Community Impact Strategic Partnership Grants Program

**Link 3** - City of Adelaide Funding Program Summary -2023-24 Net Budget Allocations

**Link 4** - List of Organisations funded in the last two financial years

**Link 5** - CIGSPP - 2022 / 2023 Feedback review summary

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## ATTACHMENTS

**Attachment A** – Community Impact Grants and Strategic Partnerships Operating Guidelines

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- END OF REPORT -



# Operating Guidelines

## Community Impact Grants & Strategic Partnerships

*Date this document was adopted 8 June 2021* *council*

### PURPOSE

The purpose of the Community Impact Grants and Strategic Partnerships Program is to provide financial support to eligible clubs, groups, educational institutions, organisations and residents to ensure the outcomes of Council's Strategic Plan are realised.

### Introduction

The Community Impact Grants and Strategic Partnerships Program (CIGSPP) was launched in 2021, combining the previous Community Development Grants program and the Sports and Recreation Grants program.

The CIGSPP specifically contributes to the following strategic outcomes:

- Increase community use of and access to the Adelaide Park Lands
- Safe and welcoming community spaces
- Healthy and resilient communities
- Supports initiatives to achieve functional zero homelessness
- Aboriginal and Torres Strait Islander peoples and cultures strongly represented in city life
- Beautiful, surprising places
- Celebration of diverse community and collaborations

These Operating Guidelines provide clear parameters and procedures for the administration and allocation of Council funds, including:

- Program categories, funding rounds and funds allocation;
- Eligibility criteria;
- Application and approval process; and
- Assessment criteria.

### Strategic Context

The Operating Guideline is to be read in conjunction with key strategic documents of Council including:

<p><b>Strategic Plan (2020-2024)</b></p>	<p>Adopted by Council in March 2020, with four key outcomes developed for the City:</p> <p><b>Outcome 1 Thriving Communities</b></p> <p>Council will create a city that is welcoming, inclusive and accessible to all.</p> <p><b>Outcome 2 Strong Economies</b></p> <p>Council will champion a robust and diversified economy where innovation and low costs support growth and investment.</p> <p><b>Outcome 3 Dynamic City Culture</b></p> <p>Council will continue to create a beautiful, diverse city that celebrates its natural, cultural and built heritage.</p> <p><b>Outcome 4 Environmental Leadership</b></p> <p>Council will be a leader in responding to climate change and support our community and businesses to be resilient in the face of environmental challenges.</p> <p>Although the Community Impact Grants Program has links to all four outcomes, its strongest impact falls within Outcomes 1 &amp; 3 and these are highlighted in section 4.1.</p>
<p><b>City of Adelaide Wellbeing Dashboard</b></p>	<p>The City of Adelaide Wellbeing Dashboard is a set of holistic population-level indicators with data sources chosen to show trends over time that will help inform Council's work and priorities. There are seven key categories of the Wellbeing Dashboard:</p> <p><b>General Health</b>  <b>Health Behaviours</b>  <b>Personal Wellbeing</b>  <b>Environment</b>  <b>Place</b>  <b>Social Connection and Engagement</b>  <b>Social Determinants of Health</b></p> <p>Community Impact Grants will contribute mainly to Health Behaviours, Social Connection and Engagement and Personal Wellbeing.</p>

**Program Priorities:**

Activities, events or programs supporting and contributing to Council's key strategic themes that:

Priority	Description
<p><b>Welcoming</b></p>	<p>Create opportunities for people to welcome newcomers into their local neighbourhood</p>

<b>Participation</b>	Encourage residents and community groups to actively participate in their local city community
<b>Reconciliation</b>	Develop and strengthen reconciliation practices. Support, promote and share Aboriginal and Torres Strait Islander cultures recognising the Kaurna people as traditional owners of the land
<b>Social Inclusion</b>	Deliver inclusive responses to meet the needs of isolated and marginalised groups
<b>Neighbourhood Connection</b>	Create opportunities for people to connect with each other. Celebration of diverse community and collaborations

## Operating Guideline

### Categories

The Community Impact Grants and Strategic Partnerships will consist of four separate categories as detailed in **Appendix**.

### Eligibility Criteria by Category:

#### Quick Response

Eligible	Ineligible
<ul style="list-style-type: none"> <li>• <b>Individuals</b></li> <li>• <b>Incorporated Associations</b></li> <li>• <b>Not for profit limited by guarantee</b></li> <li>• <b>Aboriginal and Torres Strait Islander Corporation</b></li> <li>• <b>Educational Institutions</b></li> <li>• <b>Commercial organisations or social enterprises will be considered when delivering a program outside of their usual business that focuses on community participation rather than expected profit basis</b></li> </ul>	<ul style="list-style-type: none"> <li>• State or Local Government departments and private enterprises.</li> <li>• Commercial organisations operating on an expected profit basis including ticketed paid entry events will not be accepted unless it can be demonstrated there is significant benefit for the City community such as in the instance of a social enterprise.</li> </ul>
<p><b>Applications achieving at least one of the five Community Impact Streams:</b></p> <ul style="list-style-type: none"> <li>• <b>Welcoming</b></li> <li>• <b>Participation</b></li> <li>• <b>Reconciliation</b></li> <li>• <b>Social Inclusion</b></li> <li>• <b>Neighbourhood Connection</b></li> </ul>	<p>Applications where:</p> <ul style="list-style-type: none"> <li>• Delivery is occurring outside of the City of Adelaide boundary</li> <li>• Activities, events or programs are duplicating existing services</li> <li>• Expenses are associated with individual or team activities</li> </ul>
<p><b>Activities, events or programs that:</b></p> <ul style="list-style-type: none"> <li>• <b>Encourage the community to engage in City life</b></li> </ul>	<p>Requests for:</p> <ul style="list-style-type: none"> <li>• Reimbursement of funds already spent</li> </ul>



<ul style="list-style-type: none"> <li>• <b>Activate the City including the Park Lands &amp; Squares</b></li> <li>• <b>Support healthy behaviours</b></li> <li>• <b>Represent good return on investment</b></li> </ul>	<ul style="list-style-type: none"> <li>• Reimbursement of costs including lease and licence fees</li> <li>• Conferences, tradeshows, award ceremonies or travel expenses for overseas and interstate</li> <li>• Training or education in government or private institutions, or research activities that will be offered for assessment in such institutions</li> <li>• Funds to provide prize money</li> <li>• General fundraising activities</li> </ul>
	<p>Applicants with outstanding grant acquittals or progress reports and can't provide evidence of delivery</p>

**Community Impact – Programs and Community Events\***

Eligible	Ineligible
<ul style="list-style-type: none"> <li>• <b>Incorporated Associations</b></li> <li>• <b>Not for profit limited by guarantee</b></li> <li>• <b>Aboriginal and Torres Strait Islander Corporation</b></li> <li>• <b>Educational Institution</b></li> <li>• <b>Commercial organisations will be considered when delivering a program outside of their usual business that focuses on community participation rather than expected profit basis.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Individuals**</li> <li>• State or Local Government departments and private enterprises.</li> <li>• Commercial organisations operating on an expected profit basis including ticketed paid entry events will not be accepted unless it can be demonstrated there is significant benefit for the City community such as in the instance of a social enterprise.</li> <li>• Commercial organisations with an annual revenue of &gt;\$250,000</li> </ul>
<p><b>Applications achieving at least one of the five Community Impact Streams</b></p> <ul style="list-style-type: none"> <li>• <b>Welcoming</b></li> <li>• <b>Participation</b></li> <li>• <b>Reconciliation</b></li> <li>• <b>Social Inclusion</b></li> <li>• <b>Neighbourhood Connection</b></li> </ul>	<p>Applications where:</p> <ul style="list-style-type: none"> <li>• Delivery is occurring outside of the City of Adelaide boundary</li> <li>• Include core service delivery or business as usual of the partner organisation</li> <li>• Where funding is used to employ staff to deliver core services of the organisation</li> <li>• Activities, events or programs are duplicating existing services</li> <li>• Expenses are associated with individual or team activities</li> <li>• The majority of participants are professional athletes or prize money is awarded</li> </ul>

**Commented [EJ1]:** The Community Impact Grants have been split into two sub-categories of: Programs and Community Events.

**Commented [EJ2]:** The new ineligibility criteria of commercial organisations with an annual turnover of more than \$250,000 has been added.

<p><b>Activities, events or programs that:</b></p> <ul style="list-style-type: none"> <li>• <b>Encourage the community to engage in City life</b></li> <li>• <b>Activate the City including the Park Lands &amp; Squares</b></li> <li>• <b>Support healthy behaviours</b></li> <li>• <b>Represent good return on investment</b></li> </ul>	<p>Requests for:</p> <ul style="list-style-type: none"> <li>• Reimbursement of funds already spent</li> <li>• Reimbursement of costs including lease and licence fees</li> <li>• Conferences, tradeshows, award ceremonies or travel expenses for overseas and interstate</li> <li>• Training or education in government or private institutions, or research activities that will be offered for assessment in such institutions</li> <li>• General fundraising activities</li> </ul>
	<p>Applicants with outstanding grant acquittals or progress reports and can't provide evidence of delivery</p>

\* A Community Event is small or medium sized event with a total cost of no more than \$100,000. The event should be organised by community, or organisers should consult closely with a community reference group and articulate a clear benefit to the City of Adelaide community.

\*\* Individuals will be considered if they have an ABN and evidence of previous delivery of similar programs.

**Commented [EJ3]:** A definition of 'Community Event' has been added.

**Community Impact – Youth Led Grants**

Eligible	Ineligible
<ul style="list-style-type: none"> <li>• <b>Incorporated Associations</b></li> <li>• <b>Not for profit limited by guarantee</b></li> <li>• <b>Aboriginal and Torres Strait Islander Corporation</b></li> <li>• <b>Educational Institution</b></li> <li>• <b>Individuals between 16-24 years of age who live, work, study or have a strong connection to the City of Adelaide and will be auspiced by a mentoring organisation.</b></li> </ul>	<ul style="list-style-type: none"> <li>• State or Local Government departments and private enterprises.</li> <li>• Commercial organisations operating on an expected profit basis including ticketed paid entry events will not be accepted unless it can be demonstrated there is significant benefit for the City community such as in the instance of a social enterprise.</li> </ul>
<p><b>Applications achieving at least one of the five Community Impact Streams</b></p> <ul style="list-style-type: none"> <li>• <b>Welcoming</b></li> <li>• <b>Participation</b></li> <li>• <b>Reconciliation</b></li> <li>• <b>Social Inclusion</b></li> <li>• <b>Neighbourhood Connection</b></li> </ul>	<p>Applications where:</p> <ul style="list-style-type: none"> <li>• Delivery is occurring outside of the City of Adelaide boundary</li> <li>• Include core service delivery or business as usual of the partner organisation</li> <li>• Where funding is used to employ staff to deliver core services of the organisation</li> </ul>

**Commented [EJ4]:** The Community Impact – Youth Led grants category has been added to the program.

	<ul style="list-style-type: none"> <li>• Activities, events or programs are duplicating existing services</li> <li>• Expenses are associated with individual or team activities</li> <li>• The majority of participants are professional athletes or prize money is awarded</li> </ul>
<p><b>Activities, events or programs that:</b></p> <ul style="list-style-type: none"> <li>• <b>Encourage the City of Adelaide’s youth community to engage in City life</b></li> <li>• <b>Activate the City including the Park Lands &amp; Squares</b></li> <li>• <b>Support healthy behaviours</b></li> <li>• <b>Represent good return on investment</b></li> </ul>	<p>Requests for:</p> <ul style="list-style-type: none"> <li>• Reimbursement of funds already spent</li> <li>• Reimbursement of costs including lease and licence fees</li> <li>• Conferences, tradeshows, award ceremonies or travel expenses for overseas and interstate</li> <li>• Training or education in government or private institutions, or research activities that will be offered for assessment in such institutions</li> <li>• General fundraising activities</li> </ul>
	<p>Applicants with outstanding grant acquittals or progress reports and can’t provide evidence of delivery</p>

**Community Infrastructure**

Eligible	Ineligible
<ul style="list-style-type: none"> <li>• <b>Incorporated Associations</b></li> <li>• <b>Not for profit limited by guarantee</b></li> <li>• <b>Aboriginal and Torres Strait Islander Corporation</b></li> <li>• <b>Educational Institution</b></li> </ul>	<ul style="list-style-type: none"> <li>• Commercial organisations</li> <li>• Individuals</li> <li>• State or Local Government departments</li> <li>• Private enterprises</li> </ul>
<p><b>Projects Increasing community use of and access to the City and Adelaide Park Lands through:</b></p> <ul style="list-style-type: none"> <li>• <b>Creating a multi-use facility</b></li> <li>• <b>Improving Community Access</b></li> <li>• <b>Increasing Carrying Capacity/participation rates</b></li> </ul>	<p>Projects requesting support for:</p> <ul style="list-style-type: none"> <li>• Facilities outside of the City of Adelaide boundary</li> <li>• Council Infrastructure such as paths and streetlights</li> <li>• General or routine maintenance of Council owned or leased facilities such as repairs or maintenance of buildings, top dressing, mowing or weed removal</li> <li>• Purchase of equipment that can be easily removed/non fixed</li> </ul>

	<ul style="list-style-type: none"> <li>• Purchases or improvements that are not integral to the applicant's core activity</li> <li>• The creation of new assets with a total project value of &gt;\$100k</li> <li>• The upgrade or renewal of an existing asset with a total project value of &gt;\$250k</li> </ul>
<p><b>Projects creating</b></p> <ul style="list-style-type: none"> <li>• <b>Safe and welcoming community spaces</b></li> <li>• <b>Healthy and resilient communities</b></li> <li>• <b>Beautiful and surprising places</b></li> </ul>	<p>Requests for:</p> <ul style="list-style-type: none"> <li>• Reimbursement of funds already spent</li> <li>• Reimbursement of costs including lease and licence fees</li> </ul>
<p><b>Projects on public or private land providing approval has been given. Any projects on private land must be consistently open and available to the public.</b></p>	<p>Applicants have not secured Council or Private owner as Landlord approval in writing prior to applying</p>
<p><b>Projects demonstrating environmentally sustainable practices</b></p>	

**Commented [EJ5]:** The Community Infrastructure category has had new ineligibility parameters added

**Strategic Partnerships**

Eligible	Ineligible
<ul style="list-style-type: none"> <li>• <b>Incorporated Associations</b></li> <li>• <b>Aboriginal and Torres Strait Islander Corporation</b></li> <li>• <b>Not for profit limited by guarantee</b></li> <li>• <b>Educational Institution</b></li> <li>• <b>Commercial organisations will be considered when delivering a program outside of their usual business that focuses on community participation rather than expected profit basis.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Individuals*</li> <li>• State or Local Government departments</li> <li>• Private enterprises</li> <li>• Commercial organisations operating on an expected profit basis including ticketed paid entry events will not be accepted unless it can be demonstrated there is significant benefit for the City community such as in the instance of a social enterprise.</li> </ul>
<p><b>Proposals that:</b></p> <ul style="list-style-type: none"> <li>• <b>Clearly align to City of Adelaide Strategic Plan</b></li> <li>• <b>Contributing to the City of Adelaide Wellbeing Dashboard Outcomes</b></li> <li>• <b>Demonstrating innovation and high quality delivery</b></li> </ul>	<p>Proposals that:</p> <ul style="list-style-type: none"> <li>• Include core service delivery or business as usual of the partner organisation</li> <li>• Where funding is used to employ staff to deliver core services of the organisation</li> </ul>

**Commented [EJ6]:** Noting that we will not have a Strategic Partnerships Round in 2023 / 2024 as the budget is currently being used by multi-year projects.

<ul style="list-style-type: none"> <li>• <b>Demonstrating Community engagement, participation and impact</b></li> </ul>	<ul style="list-style-type: none"> <li>• Include activities, events or programs occurring outside of the City of Adelaide boundary</li> <li>• With a total project value over \$250k</li> </ul>
<p><b>Partners who:</b></p> <ul style="list-style-type: none"> <li>• <b>Are financially viable</b></li> <li>• <b>Demonstrate experience and capacity to deliver</b></li> <li>• <b>Can demonstrate positive growth of their organisation as a result of the partnership</b></li> </ul>	<p>Partners who:</p> <ul style="list-style-type: none"> <li>• Cannot provide evidence of financial sustainability</li> <li>• Have previously not delivered the desired outcomes of a strategic partnership or grant agreement with City of Adelaide or have outstanding grant acquittals or progress reports</li> </ul>

\* Individuals will be considered if they have an ABN and evidence of previous delivery of similar programs.

**Applications will be ineligible if any of the following apply:**

- **The applicant undertakes canvassing or lobbying of councillors or employees of the City of Adelaide in relation to their grant application during the application and assessment process;**
- The application does not meet the identified priorities of the City of Adelaide as detailed in Council’s Strategic Plan;
- The Application will contravene an existing City of Adelaide Policy or Operating Guideline;
- Applicants that haven’t acquitted on any previous Council funding or finalised outstanding debts with no evidence of delivery.
- The application is for an activity that has already received funding support from one of Councils other grant programs.

Where applicable, it is a requirement that applicants include a copy of their organisation’s Certificate of Incorporation in the application. In cases where a group does not meet this criterion, it must demonstrate that it is under the patronage of an incorporated organisation that will take legal and financial responsibility for the administration of funds.

Additional notes for:

Auspice organisations – Organisations may auspice a number of applications concurrently per year.

Permits and Fees – Applicants must apply for a permit to undertake activities on Council land, and should factor this cost into their application. All applicants must provide details of public liability insurance cover if undertaking activities on Council land. Council will not waive fees associated with the delivery of events e.g. road closures, cleaning, waste, site fees etc.

Multiple Applications – Multiple applications from the same club, group or organisation across Councils sponsorship or other grants programs will be considered and assessed on their individual merits (though not for the same project).

Canvassing or Lobbying – Councillors are in regular contact with community members about council matters. However, to ensure the fair and equitable distribution of grants in the community, applicants may not communicate with any City of Adelaide employee or Councillor in any way that may provide an unfair advantage to their application. If an applicant is found to have done so, their application will immediately be made ineligible and will not be assessed.

**Commented [EJ7]:** A definition of 'canvassing and lobbying' was added

### Assessment Criteria

To support decision-making, a set of assessment criteria has been developed for each category (see **Appendix**).

### Application and Approval Process

Applicants seeking funding can apply by submitting an application form within the advertised timeframes. Applications can be received through online submission via Smart Grants which will greatly improve the experience for our customers.

Once submitted, an application will be assessed according to:

- The eligibility criteria;
- Assessment criteria; and
- Available funding.

Where an application is incomplete or inaccurate, the applicant will be contacted and asked to supply additional information.

Council understands that formal application and acquittal processes are not accessible and available for everyone and will provide support to individuals or groups to ensure the Community Impact Grants and Strategic Partnerships are fair and accessible.

### Roles and Responsibilities

City of Adelaide's Grants Coordinator is responsible for administering the Community Impact Grants Program and will organise an assessment panel where required. Administration aims to provide all applicants with the opportunity to access, support and feedback while considering the application to the Community Impact Grants Program. Administration is committed to creating opportunities for collaboration and encourages applicants and Council to work together to ensure that shared outcomes can be achieved.

### Decision Making

Based on the above program priorities, eligibility criteria and assessment guidelines, Council's Administration will assess each application received as part of the Community Impact Grants and Strategic Partnerships Program and refer funding recommendations up to the value of \$10k (excluding GST) to the Chief Executive Officer or delegate for determination. An information report listing all successful recipients will be presented to Council annually.

Funding recommendations in excess of \$10k will be presented to Council for endorsement (including multi-year funding recommendations where the combined total is over \$10k). A summary of decision making and turnaround times is provided in **Appendix**.

In addition to funding amounts, Strategic Partnerships will incorporate considerations such as time commitment and operational resources of Council and will be referred to the Chief Executive Officer for determination.

#### **Funding Source**

Funding for Council's Community Impact Grants will be sourced from Council's Integrated Business Plan & Budget annually. All grant funds will be allocated, administered and managed in a responsible and transparent manner. Approved grants will not exceed the annual budget. We have considered other funding sources available to avoid duplication. We have considered other funding sources available to avoid duplication.

#### **Notification and Payment**

All applicants will be notified in writing of the outcome of their application.

All successful applicants will be required to:

- Provide to Council a copy of the organisation's Public Liability Insurance "Certificate of Currency" (minimum \$20 million);
- Provide to Council relevant details for Electronic Funds Transfer of grant monies;
- Sign a funding agreement detailing the grants terms and conditions.

#### **Funding Acquittal**

All successful applicants (including multi-year funding commitments) will be required to provide a detailed written report on all outcomes of the project funded by Council in the form of an acquittal report document (a template will be provided). Community Impact Grants can be delivered over two years. Applicants will be required to set the acquittal year during the application process. If a project spans across two years, a project update will still be required at the end of the first year. Acquittal reports will be required within 6 weeks from the conclusion of each project or annually for multi-year funding commitments. Applicants may also be required to present, promote and share their successful grant projects with the local community/other grant recipients.

#### **Key Performance Indicators**

Key measures of performance for Council from the Community Impact Grants and Strategic Partnership Program will be;

- Alignment of funding with the City of Adelaide Strategic Plan 2020-2024, specifically themes outlined in the assessment criteria;
- Impact on population targets of the City of Adelaide Wellbeing Dashboard
- Funded projects are successfully completed within funding agreement and a report and acquittal is submitted at the end of the project;
- Funded applicants achieve the stated outcomes;
- Annual promotion of Grants program
- Total amount of Council funding distributed annually and total matched funds to measure return on investment

#### **Monitoring and Implementation**

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

**OTHER USEFUL DOCUMENTS****Legislative Requirements**

In adopting this Operating Guideline, it is recognised that there are specific legislative requirements to be met. Relevant legislative requirements are the:

- Local Government Act 1999 (SA);
- City of Adelaide Act 1998 (SA);
- Planning and Design Code 2021 (SA)
- Environmental Protection Act 1993 (SA);
- Planning, Development and Infrastructure Act 2016 (SA);
- The Heritage Act 1993 (SA); and
- Disability Discrimination Act 1992.
- State Public Health Plan (SA Public Health Act 2011)

**Related Documents**

- City of Adelaide Strategic Plan 2020-24

**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 four years unless legislative or operational change occurs beforehand. The next review is required in 2025.

**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

**Contact:**

For further information contact the City Culture Program  
 City of Adelaide  
 25 Pirie ST, Adelaide, SA  
 GPO Box 2252 ADELAIDE SA 5001  
 +61 8 8203 7203  
 city@cityofadelaide.com.au



APPENDIX

**Grant Categories, funding rounds and funds allocation**

There are four Categories of grants within Community Impact Grants and Strategic Partnerships:

- Quick Response Grants – Quick turn grants for small scale community initiatives
- Community Impact Grants – Programs and Community Events - Small to medium sized programs or events
- Community Impact Grants – Youth Led Grants - Small to medium sized activities, events or programs
- Community Infrastructure Grants – Minor Infrastructure improvements available to community groups
- Strategic Partnerships – Large innovative projects that are a mechanism for the City of Adelaide (Council) to work as a genuine and trusted partner with organisations to achieve the aspirations of Council and the partner organisation, adding flexibility and scope not available in our typical grants program.

Funding Category	Quick Response
<b>Annual Budget Allocation</b>	\$400k across Quick Response and Community Impact
<b>Amount per Application</b>	Up to \$2k
<b>Length of Funding Agreement</b>	1 Year
<b>Rounds</b>	Open and assessed year round
<b>Matched Funding</b>	Not required
<b>Delegation</b>	≤\$2k Manager City Lifestyle Delegation
<b>Examples of what WOULD be funded</b>	<p>Activities, events or programs achieving least one of the five Program Priorities. Past examples include:</p> <ul style="list-style-type: none"> <li>• Activities, events or programs that encourage residents and community groups to actively participate in their local community</li> <li>• Training, education and accreditation for volunteers, coaches’ officials, and administrators such as first aid training</li> <li>• Subsidies to support participation by vulnerable community groups</li> <li>• Sporting equipment or uniforms</li> <li>• Commercial organisations/business enterprises starting a new activity outside of their usual business</li> <li>• Subsidies of hire fees</li> <li>• Lifelong learning such as cooking or dance classes</li> <li>• Multi-cultural events and festivals</li> <li>• Reconciliation programs</li> </ul>

**Commented [EJ8]:** The wording of each category's Assessment Criteria has been changed from "The application achieves at least one of the five City Lifestyle impact streams" to "The application achieves at least one of the five Community Impact Program Priorities."

	<ul style="list-style-type: none"> <li>• Health and safety equipment for community programs</li> <li>• Community or resident led initiatives</li> <li>• Come n try activities</li> </ul>
<b>Examples of what WOULD NOT be funded</b>	<ul style="list-style-type: none"> <li>• Activities, events or programs occurring outside of the City of Adelaide boundary</li> <li>• Maintenance costs</li> <li>• Expenses associated with being an individual elite or high performing athlete</li> <li>• Travel costs</li> <li>• Reimbursement of utilities</li> <li>• Requests for reimbursement of funds already spent</li> </ul>

Funding Category	Community Impact – Programs and Community Events
<b>Annual Budget Allocation</b>	\$400k across Community Impact and Quick Response
<b>Amount per Application</b>	≤\$25k
<b>Length of Funding Agreement</b>	1 year (can be delivered across 2 years) OR Multi-year funding - capped at 2 years
<b>Rounds</b>	Two per year (Q1 & Q3)
<b>Matched Funding</b>	Preferred but not essential
<b>Delegation</b>	≤10k CEO Delegation >10k Council Decision
<b>Examples of what WOULD be funded</b>	<p>Activities, events or ongoing programs achieving at least one of the five Program Priorities.</p> <p>Past examples of Community Events include:</p> <ul style="list-style-type: none"> <li>• Multi-Cultural Festivals</li> <li>• Reconciliation events</li> </ul> <p>Past examples of Programs include:</p> <ul style="list-style-type: none"> <li>• Sport and Recreation participation opportunities</li> <li>• Community connections such as cooking or dance classes</li> <li>• Activities, events or programs targeting a specific population such as a women’s running program</li> </ul>

**Commented [EJ9]:** The Community Impact Grants – Programs and Events category has had the option added to apply for multi-year funding capped at two years.

<b>Examples of what WOULD NOT be funded</b>	<ul style="list-style-type: none"> <li>• Activities, events or programs occurring outside of the City of Adelaide boundary or outside of the identified priority areas</li> <li>• Requests for reimbursement of funds already spent</li> <li>• Activities, events or programs duplicating existing services</li> <li>• Activities, events or programs that form part of core service delivery or BAU for organisations</li> <li>• Events where the majority of participants are professional athletes or prize money is awarded</li> <li>• Expenses associated with individual or team activities</li> </ul>
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Funding Category	Community Impact – Youth Led Grants
<b>Annual Budget Allocation</b>	\$20k
<b>Amount per Application</b>	≤\$5k
<b>Length of Funding Agreement</b>	1 year (can be delivered across 2 years)
<b>Rounds</b>	One per year (Q1)
<b>Matched Funding</b>	Not required
<b>Delegation</b>	≤5k CEO Delegation
<b>Examples of what WOULD be funded</b>	<p>Ongoing activities, events or programs achieving at least one of the five Program Priorities.</p> <p>Examples include:</p> <ul style="list-style-type: none"> <li>• Programs, activities or events for young people led by young people</li> <li>• Programs such as youth targeted art, baking, sport, or dance classes</li> <li>• Opportunities for public music performances</li> <li>• Projects that address youth mental health issues</li> <li>• Programs that provide up-skilling or employment skills to younger people</li> </ul>

<b>Examples of what WOULD NOT be funded</b>	<ul style="list-style-type: none"> <li>• Activities, events or programs occurring outside of the City of Adelaide boundary or outside of the identified priority areas</li> <li>• Requests for reimbursement of funds already spent</li> <li>• Activities, events or programs duplicating existing services</li> <li>• Activities, events or programs that form part of core service delivery or BAU for organisations</li> <li>• Events where the majority of participants are professional athletes or prize money is awarded</li> <li>• Expenses associated with individual or team activities</li> </ul>
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Funding Category	Community Infrastructure
<b>Annual Budget Allocation</b>	\$100k
<b>Amount per Application</b>	Up to \$100k
<b>Length of Funding Agreement</b>	1 Year
<b>Rounds</b>	One per year (Q1)
<b>Matched Funding</b>	Preferred but not essential
<b>Delegation</b>	≤\$10k CEO Delegation >\$10k Council Decision
<b>Examples of what WOULD be funded</b>	<p>Upgrades, improvements, replacement and new infrastructure that is available to the City Community. Past examples include:</p> <ul style="list-style-type: none"> <li>• Water Bubblers</li> <li>• Benches</li> <li>• Sports Lighting</li> <li>• Accessibility Improvements to buildings</li> <li>• Sun Protection</li> <li>• Irrigation Systems</li> <li>• Air conditioning</li> <li>• Surfaces (such as tennis courts)</li> <li>• Community Gardens</li> </ul>
<b>Examples of what WOULD NOT be funded</b>	<ul style="list-style-type: none"> <li>• Infrastructure located outside of the City of Adelaide boundary</li> <li>• Council Infrastructure such as paths and streetlights</li> <li>• General or routine maintenance of Council owned facilities</li> <li>• Purchase of equipment that can be easily removed/non fixed</li> </ul>

	<ul style="list-style-type: none"> <li>• Reimbursement of costs including lease and licence fees</li> <li>• Requests for reimbursement of funds already spent</li> <li>• The creation of new assets with a total project value of &gt; \$100k</li> <li>• Upgrade or renewal of an existing asset with a total project value of &gt; \$250k</li> </ul>
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Funding Category	Strategic Partnerships
<b>Annual Budget Allocation</b>	\$250k
<b>Amount per Application</b>	\$25k-\$50k (per annum)
<b>Length of Funding Agreement</b>	1 - 3 Years
<b>Rounds</b>	One per year (Q2) – Call for submissions
<b>Matched Funding</b>	Not required
<b>Delegation</b>	CEO
<b>Examples of what WOULD be funded</b>	<ul style="list-style-type: none"> <li>• Partner led initiatives that deliver on Council's Strategic Plan 2020-2024</li> <li>• Initiatives that deliver mutual benefit to the City and the partner, generally through projects, activities and events</li> </ul> <p>Past examples include:</p> <ul style="list-style-type: none"> <li>• headspace Adelaide's youth led project</li> <li>• One Culture's Football Connection project</li> <li>• Catherine House's Build Your Tribe project</li> <li>• Tika Tirka's Student Connection to Country and Culture on Kurna Land project</li> </ul>
<b>Examples of what WOULD NOT be funded</b>	<ul style="list-style-type: none"> <li>• Core service delivery of the partner organisation</li> <li>• Activities, events or programs occurring outside of the City of Adelaide boundary</li> </ul>

The amount allocated to each category is not fixed. The total funding for the Program is endorsed by Council each financial year.

## Assessment Criteria by Category

## Quick Response

Criteria	Consideration	Weighting
<b>Community Benefit</b>	The application identifies a clear benefit for the community, encouraging residents to access, engage and actively participate in their local community	50%
	The application demonstrates evidence and /or clear reason for why the project was developed	
	A clear plan for identifying the target group is outlined	
<b>Strategic Alignment</b>	The application identifies a clear outcome/s, which is aligned to the City of Adelaide Strategic Plan (2020 – 2024)	25%
	The application achieves at least one of the five Community Impact Program Priorities	
	The application demonstrates consideration of: <ul style="list-style-type: none"> <li>Environmental sustainability (see Environmental Leadership outcomes in the City of Adelaide Strategic Plan 2020-2024)</li> <li>Inclusiveness of all members of our community and accessibility for all</li> <li>Low or no cost for disadvantaged groups</li> </ul>	
<b>Impact</b>	The application outlines measures that will be used to evaluate the impact the project has on the community	25%
	The application outlines a strategy for supporting participants to continue their participation beyond the project/program	
<b>Total</b>		<b>100%</b>

### Community Impact – Programs and Community Events

Criteria	Consideration	Weighting
<b>Community Benefit</b>	The application identifies a clear benefit for the community, encouraging residents to access, engage and actively participate in their local community	40%
	The application demonstrates evidence and /or clear reason for why the project was developed	
	A clear plan for identifying the target group is outlined	
<b>Strategic Alignment</b>	The application identifies a clear outcome/s, which is aligned to the City of Adelaide Strategic Plan (2020 – 2024)	25%
	The application achieves at least one of the five Community Impact Program Priorities	
	The application demonstrates consideration of: <ul style="list-style-type: none"> <li>• Environmental sustainability (see Environmental Leadership outcomes in the City of Adelaide Strategic Plan 2020-2024)</li> <li>• Inclusiveness of all members of our community and accessibility for all</li> <li>• Low or no cost for disadvantaged groups</li> </ul>	
<b>Impact</b>	The application outlines measures that will be used to evaluate the impact the project has on the community	25%
	The application outlines a strategy for supporting participants to continue their participation beyond the project/program	
<b>Financial Risk</b>	The application outlines a plan for delivery – including consideration of risk, integration with other partners and innovation	10%
	The proposal represents good value for money for City of Adelaide	
<b>Total</b>		<b>100%</b>

### Community Impact – Youth Led Grants

Criteria	Consideration	Weighting
<b>Community Benefit</b>	The application identifies a clear benefit for the City youth community	50%
	The application demonstrates evidence and /or clear reason for why the project was developed	
	A clear plan for attracting participation is outlined	
<b>Strategic Alignment</b>	The application identifies a clear outcome/s, which is aligned to the City of Adelaide Strategic Plan (2020 – 2024)	30%
	The application achieves at least one of the five Community Impact Program Priorities	
	The application demonstrates consideration of at least one of Council's strategic directions	
<b>Financial Risk</b>	The application includes a detailed budget with appropriately estimated costings	20%
	The proposal represents good value for money for City of Adelaide	
<b>Total</b>		<b>100%</b>

### Community Infrastructure

Criteria	Consideration	Weighting
<b>Community Benefit</b>	The application identifies a clear benefit for the community and will lead to an increase in community access and/or participation	35%
	The application addresses an identified need, gap or deficiency in the availability of facilities to the community	
	The application demonstrates evidence and/or clear reason for why the project has been developed	



	<p>The application identifies a clear target group that will benefit from the project</p> <p>The application identifies a clear plan to measure the benefit of the project</p>	
<b>Strategic Alignment</b>	<p>The application identifies a clear outcome/s, which is aligned to the City of Adelaide Strategic Plan (2020 – 2024)</p> <p>The application demonstrates consideration of:</p> <ul style="list-style-type: none"> <li>environmental sustainability (see the Environmental Leadership Outcomes in City of Adelaide Strategic Plan 2020-2024)</li> <li>inclusivity of all members of our community and accessibility for all</li> </ul>	25%
<b>Quality Infrastructure</b>	<p>The application demonstrates that the project will:</p> <ul style="list-style-type: none"> <li>increase community access</li> <li>increase a facilities carrying capacity or participation</li> <li>provide fit for purpose facilities</li> <li>address a safety issue or disability access</li> <li>reduce the environmental footprint of the facility</li> <li>improve the aesthetic of a facility</li> </ul>	20%
<b>Financial Risk &amp; Project Delivery</b>	<p>The application outlines a clear plan for delivery – including consideration of risk, integration with other partners and resources required</p> <p>The project proposed represents good value for money and Council will receive a good return on investment</p>	20%
<b>Total</b>		<b>100%</b>

### Strategic Partnerships

Criteria	Consideration	Weighting
<b>Community Engagement, Participation &amp; impact</b>	Delivers at least one of the five identified Impact Streams. Connecting with enabling and encouraging the community to access, engage and actively participate in their local community	25%
<b>Strategic Alignment</b>	Matches a priority and/or identified gap of Council's 2020-2024 Strategic Plan with a particular emphasis on the Thriving Communities and Dynamic City Culture outcomes. Higher weighting would be applied to proposals that delivered on key population level indicators of the City of Adelaide Wellbeing Dashboard	25%
<b>Innovation and Quality</b>	Delivers high quality, new, innovative ideas/projects that kickstart the development of new activities	15%
<b>Evaluation and Wellbeing Outcomes</b>	Demonstrates an integrated approach to evaluation including participants feedback to inform their work and long term behaviour change	15%
<b>Viability</b>	Demonstrates the organisation's ability and capacity to successfully deliver on the partnerships activities	10%
<b>Partner Organisation Opportunity</b>	Will enable growth in the partner organisation and build their capacity to impact positively upon the community	10%
<b>Total</b>		<b>100%</b>

**Application Decision Making & Turnaround Times:**

Category	Assessment Panel	Council Delegation – Council report required for authorisation	CEO Delegation – Information report to Council annually	Application Process Time (from closing date)
<b>Quick Response</b>	X City Lifestyle representative	X	X Manager City Lifestyle Delegation	3 weeks
<b>Community Impact</b> ≤\$10k	✓ • Social Planning and Reconciliation representative	X	✓	4 weeks
>\$10k	• City Lifestyle representative • Third Party	✓	X	16 weeks
<b>Community Infrastructure</b> ≤\$10k	✓ • Infrastructure Planning representative • City Lifestyle representative	X	✓	4 weeks
>\$10k	• Third Party	✓	X	16 weeks
<b>Strategic Partnerships</b>	✓ • Social Planning and Reconciliation representative • City Lifestyle representative • Third Party	X	✓	10 weeks

Tuesday, 15 August 2023

City Finance and Governance  
Committee

Program Contact:

Alana Martin, Manager  
Governance

Approving Officer:

Michael Sedgman - Chief  
Operating Officer

## Draft Code of Practice for Meeting Procedures

Strategic Alignment - Enabling Priorities

Public

### EXECUTIVE SUMMARY

The draft Code of Practice for Meeting Procedures (the Code) has been developed after a series of workshops in January and June 2023 as well as a report to the City Finance and Governance Committee. Feedback from members is the requirement for clear meeting procedures that are easier to understand and separated from the City of Adelaide Standing Orders. The draft Code of Practice is structured to mirror the timeline for meetings, providing guidelines applicable before, during, and after the meeting and provides an overarching statement about the behavioural expectation of Council and Committee members.

For the Code of Practice for Meeting Procedures to be adopted, two-thirds of the Council Members present must vote in favour of the recommendation. If adopted, relevant sections no longer required in the City of Adelaide Standing Orders will to be deleted.

### RECOMMENDATION

The following recommendation will be presented to Council on 22 August 2023 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

That Council

1. Adopts the Code of Practice for Meeting Procedures, as contained in Attachment A to Item 4.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023.
2. Approves the deletion of the following sections of the City of Adelaide Standing Orders
  - 2.1. Chapter Six
    - 2.1.1. Part One - Council and its Committees
    - 2.1.2. Part Three - Selection of Council Members to Nominated Positions
  - 2.2. Chapter Seven
    - 2.2.1. Part One - Council and its Committees
    - 2.2.2. Part Three - Selection of Council Members to Nominated Positions
    - 2.2.3. Part One - Introduction
    - 2.2.4. Part Two - Calling And Notice Of Meetings
    - 2.2.5. Part Three - Place Of Council And Committee Meetings
    - 2.2.6. Part Five – Meeting Documents section 206 only
    - 2.2.7. Part Six - Business at meetings
    - 2.2.8. Part Seven - Start of Meeting and Quorum
    - 2.2.9. Part Eight - Questions
    - 2.2.10. Part Nine - Public involvement at meetings
    - 2.2.11. Part Ten - Motions and addresses by members.
    - 2.2.12. Part 11 – Voting
    - 2.2.13. Part 12 - Meeting Interruption
3. Supports the inclusion of a multifaith prayer OR non-denominational pledge into the Council agenda.
4. Authorises the CEO to make any necessary typographical or syntactical revisions to the Code of Practice for Meeting Procedures.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	The policy replaces sections of the existing City of Adelaide Standing Orders, 2019
Consultation	A workshop was held with Council Members on 24 January, 21 March and 20 June 2023 to seek their views on the direction of the Standing Orders.
Resource	Not as a result of this policy
Risk / Legal / Legislative	The <i>Local Government (Procedures at Meetings) Regulations 2013</i> allows Council to adopt a Code of Practice that establishes procedures for Council and Committee (where the Act or Regulations allow).  Two-thirds of Council members in attendance must vote in favour of the Code of Practice for Meeting Procedures to be adopted.
Opportunities	The procedures are presented in a format that is accessible to Council Members as well as members of the public.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 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
23/24 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 *Local Government (Procedures at Meetings) Regulations 2013* allows Council to adopt a Code of Practice that establishes procedures for Council and Committee meetings.
2. Currently, these procedures are included in Chapter Seven of the City of Adelaide Standing Orders, [Link One](#)
3. A workshop was held with Council Members on 24 January 2023 at which feedback was sought on the structure and content of the Standing Orders, [Link Two](#)
4. At the 21 March 2023 City Finance and Governance Committee Meeting, it was resolved to defer consideration of the adoption of Code of Practice for Meeting Procedures until a workshop could be held.
5. The workshop was held 20 June 2023 and feedback received has been used to finalise a draft Code of Practice - Meeting Procedures, [Link Three](#)
6. Feedback provided outlined a preference for separating the document into prescribed codes and policies.
7. The draft Code of Practice has been developed with consideration given to reviewing meeting procedure documentation from other Councils.
8. The aim of the changes is to:
  - 8.1. improve decision-making and efficiency at meetings
  - 8.2. improve transparency and accessibility for the community
  - 8.3. reduce duplication and repetition of legislation
  - 8.4. streamline documentation.

## Procedure

9. To accommodate the changes requested at the workshop, the City of Adelaide's Standing Orders will remain in place throughout the transition process, with relevant provisions being deleted as new, separate policies and procedures are adopted.
10. Once Council has adopted the full suite of new policies and procedures, the Standing Orders will cease to operate.
11. As a guide, it is anticipated at least six policies will be presented to Council before December 2023, including policies for Council Member allowances and benefits, training, and aspects associated with Council Member behaviour.
12. The Code of Practice for Meeting Procedures (the Code) is the first in this series to be presented to Council and adopting the Code will require the deletion of relevant sections of the Standing Orders.
13. For the Code of Practice for Meeting Procedures to be adopted, two thirds of the members attending the Council meeting must vote in favour.

## Proposed Changes

14. While there are changes to the intent of the document and meeting procedures, the majority of changes relate to structure and layout. Such structural changes include:
  - 14.1. A table of contents and index has been added for ease of navigation.
  - 14.2. A statement of the commitment of the City of Adelaide to the Guiding Principles in the *Local Government (Procedures at Meetings) Regulations 2013* and a scope statement is included.
  - 14.3. Reproduction of the legislation has been removed.
  - 14.4. The document has been structured to follow the order of the meetings:
    - 14.4.1. Before the meeting
    - 14.4.2. During the meeting
    - 14.4.3. After the meeting
    - 14.4.4. Other matters
  - 14.5. Formatting and presentation has been changed to make it easier to read and understand.
15. A summary of how relevant sections of the Standing Orders are addressed and incorporated into the draft Code is provided in the table below.

16. The table and information immediately following the table also outline any significant changes to content being proposed, which reflect feedback received.

<b>City of Adelaide Standing Orders</b>	<b>Proposed Meeting Procedures</b>
1. Introduction	<ul style="list-style-type: none"> <li>• Found at Part 1 and 3</li> <li>• Contains contextual information - a statement of the commitment of the City of Adelaide to the Guiding Principles in the <i>Local Government (Procedures at Meetings) Regulations 2013</i> and a scope statement</li> </ul>
2. Calling and Notice Of Meetings	<ul style="list-style-type: none"> <li>• Found at Part 5 - duplication of legislation is deleted.</li> <li>• Consistent with current provisions</li> </ul>
3. Place of Council And Committee Meetings	<ul style="list-style-type: none"> <li>• Found at Part 5 - duplication of legislation is deleted.</li> <li>• Consistent with current provisions</li> </ul>
4. Items Closed to The Public	<ul style="list-style-type: none"> <li>• This section is to remain in the Standing Orders until the Code of Practice for Public Access to Meetings and Documents is approved by Council (estimated presentation to Council June 2023)</li> </ul>
5. Meeting Documents	<ul style="list-style-type: none"> <li>• The majority of this section is to remain in the Standing Orders until the Code of Practice for Public Access to Meetings and Documents is approved by Council (estimated presentation to Council June 2023)</li> </ul>
6. Business at meetings	<ul style="list-style-type: none"> <li>• The change to the structure of the Council and Committee meeting is found at Part 4.3</li> <li>• Does not dictate the order of the agenda under Part 9 by theme areas</li> <li>• Confidential Orders to be heard at the end of the meeting</li> <li>• Duplication of legislation is deleted</li> </ul>
7. Start of the meeting and quorum	<ul style="list-style-type: none"> <li>• Part 5.3 deals with notification to the public that the meeting is being live streamed</li> <li>• Part 5.7 deals with quorum</li> <li>• Duplication of legislation is deleted</li> </ul>
8. Questions	<ul style="list-style-type: none"> <li>• The process for submitting questions and the way questions are dealt with in the meeting are substantially dealt with in the Parts 4.5 and 5.24</li> <li>• It is noted that Council prefers that a Council Member first raises the question with the administration, before a Question on Notice is submitted</li> <li>• Duplication of legislation is deleted</li> </ul>

<p>9. Public involvement at meetings</p>	<ul style="list-style-type: none"> <li>• Found at Parts 4.8, 5.21 and 5.22</li> <li>• Petitions <ul style="list-style-type: none"> <li>○ The guidelines for accepting petitions have been simplified.</li> <li>○ Petitions must be received by 5.00 pm Wednesday before the publication of the agenda (consistent with Motions on Notice and Questions on Notice) to allow publication in the Council Agenda</li> <li>○ The head petitioner must be named to allow the administration to communicate the results of the petition being lodged with the Council</li> <li>○ Online petitions can be accepted provided the criteria has been met</li> </ul> </li> <li>• Deputations <ul style="list-style-type: none"> <li>○ Three speakers are allowed to speak at one meeting (with leave of the meeting required for more)</li> <li>○ For a matter not on the agenda, the request for a deputation must be received by 5.00 pm Wednesday prior to the publication of the agenda to allow for publication in the Council Agenda</li> <li>○ For a matter that has been listed on the agenda, a deputation request must be received 12:00 pm on the business day prior to the Council Meeting</li> <li>○ Council members can ask questions of the deputation provided they observe the guiding principles contained in the code</li> <li>○ Material distributed to a meeting and referenced as part of the address may be attached to the Minutes for reference if the speaker agrees; this must be done through a resolution of Council. The CEO has delegation to not allow material to be published if it is defamatory, offensive or insulting in content</li> <li>○ Lord Mayor has the discretion to accept deputations received outside of specified timeframes when they are time critical</li> </ul> </li> </ul>
<p>10. Motions and addresses by members.</p>	<ul style="list-style-type: none"> <li>• This section is replaced with Part 5 – At the meeting, which includes all procedural requirements to be observed at a meeting. Much of this is prescribed and is consistent with the Standing Orders.</li> <li>• Part 4.4 Motion on Notice <ul style="list-style-type: none"> <li>○ It is preferred that a member speaks to the Chief Executive Officer, Chief Operating Officer or appropriate Director before a Motion on Notice is submitted regarding context. Councillors must consider alignment with strategic priorities as well as budget impacts</li> </ul> </li> <li>• Part 5.27 Motions Without Notice <ul style="list-style-type: none"> <li>• Only motions relating to matters of urgency will be considered without notice by the Presiding Member</li> <li>• All such motions are to be put in writing and given to the presiding member at the beginning of the meeting; in addition, the proposer of the motion shall include a rationale as to the urgency of the motion. The Presiding Member will then determine whether the motion will be accepted for consideration at that meeting</li> <li>• If the Presiding Member accepts the motion, the rationale for the decision will be included as a notation in the minutes of the Council or Council Committee meeting</li> </ul> </li> </ul>
<p>11. Voting</p>	<ul style="list-style-type: none"> <li>• Part 5.15 consistent with current Standing Orders</li> <li>• The inclusion of electronic voting for the purpose of ballots held when deciding on nominations for positions has been incorporated</li> </ul>
<p>12. Meeting Interruption</p>	<ul style="list-style-type: none"> <li>• Updated to reflect the changes to the <i>Local Government Act 1999 (SA)</i>. Presiding Member has the authority to expel members from the meeting for a period of time</li> </ul>



17. Other notable additions include:
- 17.1. A simple process for 'Nomination to Positions' has been included in this document. As a result, the recommendation calls for Chapter Six Part Three of the Standing Orders to be deleted.
  - 17.2. Section 5.5 includes the requirement for Council Members to fill in a declaration of interest form prior to Council and Committee Meetings. This is consistent with other South Australian Councils, and aids in the accurate recording of the conflict and how the member intends to deal with it.
  - 17.3. Section 5.29 now provides for a Council Meeting finish time of 8.30 pm. Where business has not been concluded by this time, the Presiding Member will request leave of the meeting to extend the meeting time.
  - 17.4. Section 7.2 confirms which meeting procedures can be applied to Council Committees (where this is not covered by the Terms of Reference). This allows for consistency across Council Committees without unnecessary duplication in each Terms of Reference.
  - 17.5. The Council Agenda order has also been changed to have Motions on Notice and Motions without Notice listed before Questions on Notice and Questions without Notice. This order has been changed to allow a better flow of business.
  - 17.6. Requests for information to be tabled has also been expanded to provide clarity to Council Members.
  - 17.7. An index has also been added.

### Prayer

- 18. The Standing Orders currently list the prayer as part of the agenda order for Ordinary Council Meetings
- 19. There is no prescription in relation to the wording or delivery of the prayer in the Standing Orders.
- 20. There is no other policy that covers the prayer.
- 21. As part of the consideration of the meeting procures, Council may want to consider if it continues with the prayer, changes the wording of the prayer to a multifaith prayer or non-denominational pledge (**Attachment B**) or not continue.

### Background

- 22. In 2021, Census data states that 50.8% of the City of Adelaide Population as having No Religion, with a further 9.9% choosing not to state their religion.
- 23. Of those who were religious 12 % were Catholic, 5.6% Anglican and 4.1% Buddhist
- 24. Below is a table that details which Capital City and SA Metropolitan Council's currently have a prayer.

Council	Prayer
Brisbane	Yes
Darwin	Yes
Hobart	No
Melbourne	No
Perth	Yes
Sydney	No
Burnside	No
Campbelltown	No
Charles Sturt	Yes
Holdfast Bay	Yes
Marion	No
Mitcham	No
Norwood Payneham and St Peters	Yes
Onkaparinga	No
Playford	No
Port Adelaide Enfield	No
Prospect	No
Salisbury	Yes
Tea Tree Gully	Yes
Unley	Yes
West Torrens	No
Walkerville	No

### Options for Council

25. Council has the option to
  - 25.1. Continue the current prayer
  - 25.2. Delete the prayer from the Council Agenda.
  - 25.3. Vary the prayer to a multifaith prayer
    - 25.3.1. Example below is based on the City of Unley  
*“We pray for wisdom to provide good governance for the City of Adelaide in the service of our community”*
  - 25.4. Vary the prayer to a non-denomination pledge
    - 25.4.1. Example is based on the City of Campbelltown pledge  
*“May we in this meeting speak honestly, listen attentively, think clearly and decide wisely for the good governance of the City of Adelaide and the wellbeing of those we serve”*
26. Further example wording for a prayer/pledge is provided at Attachment B for Council's consideration.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - Standing Orders

**Link 2** - Standing Orders Presentation

**Link 3** - City Finance and Governance Workshop

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## ATTACHMENTS

**Attachment A** – Code of Practice for Meeting Procedures.

**Attachment B**- Example wording for a prayer/pledge

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- END OF REPORT -

# CODE OF PRACTICE FOR MEETING PROCEDURES

22 August 2023

## 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:

**Contact Officer:** Alana Martin  
**Title:** Manager, Governance  
**Program:** Governance  
**Phone:** (08) 8203 7092  
**Email:** a.martin@cityofadelaide.com.au

### Record Details

**HPRM Reference:**

**HPRM Container:**

### Version History

Version	Revision Date	Revised By	Revision Description

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## 1. GUIDING PRINCIPLES

The City of Adelaide (Council) supports the guiding principle that the procedures to be observed at meetings of Council or a Council Committee should contribute to open, transparent and informed decision making, and encourage appropriate public participation in the affairs of the Council.

Meeting procedures should:

- a. be fair and contribute to open, transparent and informed decision making
- b. encourage appropriate community participation in the affairs of Council
- c. reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting
- d. be sufficiently certain to give the community and decision makers confidence in the deliberations undertaken at the meeting.

*Regulation 4 - Local Government (Procedures at Meetings) Regulations 2013*

## 2. SCOPE

The Code of Practice for Meeting Procedures (the Code) is written for the information of the public, members of Council, members of Council Committees and staff of the City of Adelaide.

It applies to:

- a. ordinary and Special Council meetings
- b. Council committees performing regulatory activities
- c. other Council Committees if the Council has agreed that these rules apply to that committee.

The Code of Practice has been informed by the:

- a. *Local Government Act 1999 (SA) (the Act)*
- b. *Local Government (Procedures at Meetings) Regulations 2013 (SA) (the LG Regs)*
- c. *Local Government (General) Regulations 2013 (SA)*
- d. Behavioural Standards for Council Members (as gazetted 17 November 2022)

The meeting procedures are intended to summarise the legislation and include any Council specific requirements. Where appropriate a reference to the legislation has been provided.

### 2.1 Behavioural Standards

The *Local Government Act 1999 section 75E* requires that members observe the Behavioural Standards as determined by the Minister. The Behavioural Standards are a public declaration of the principles of good conduct and standards of behaviour that the Lord Mayor and members of Council are expected to demonstrate in the performance of their responsibilities as elected community representatives and within the Council Chamber.

### 2.2 Members of the Public

Transparency and accountability of Council decision making is a key aim of *the Local Government Act*. Public access to Council Meetings underpins this. To enable this any person attending a meeting of Council is required to:

## Code of Practice for Meeting Procedures

- a. not behave in a disorderly manner
- b. does not disrupt or interrupt the meeting
- c. be respectful in their language and behaviour
- e. reserve discussion and conversation for before or after the meeting
- f. observe the protocol for electronic devices to be switched off or switched to silent
- g. limit the number of distracting activities.

The Presiding Member, may remind any person attending a meeting of Council (as a participant or an observer) of the expectation of behaviour standards at the beginning of the meeting.

## 3. BEFORE THE MEETING

### 3.1 Frequency and Times of Meetings and Locations

Council and Committee meetings will be held at a time and frequency determined by Council.

All ordinary meetings of Council will be held in the Council Chamber, Town Hall, King William Street, Adelaide, unless determined otherwise by Council.

All ordinary meetings of Council Committees will be held in the Colonel Light Room, Town Hall, King William Street, Adelaide, unless otherwise determined by Council or the Chief Executive Officer.

All special meetings of Council, and Committees will take place in the Colonel Light Room, Town Hall, King William Street, Adelaide, unless determined otherwise by the Council, or the Chief Executive Officer (subject to any prevailing decision of the Council)

Information or briefing sessions convened by the Chief Executive Officer will generally be held in the Colonel Light Room, Town Hall, King William Street, Adelaide, or at a place open to the public unless the discussion is one that the Council or the Chief Executive Officer has declared may be held in confidence.

#### 3.1.1 Notice of Meetings

The Chief Executive Officer must, so far as is reasonably practicable, make available for inspection on the Council's website an up-to-date schedule of the dates, times and places set for meetings of the Council and Council Committees.

Notice of information or briefing sessions will also be made available on Council's website. If the briefing is to be held in confidence, the reasoning for this decision will also be communicated.

The Notice of Meetings will be published on [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au).

### 3.2 Publication of the Council Agenda

An agenda for ordinary Council or Council Committee meetings will be distributed to members and published on the Council website by Friday 12:00 pm of the week before the meeting.

The agenda for every meeting will be available when the notice of meeting is issued and will identify any matters recommended to be considered in confidence. The agenda for meetings, including reports or workshop/discussion items and excluding any items recommended to be received and discussed in confidence, will be made accessible to the public via, the City of Adelaide website at [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au).



## Code of Practice for Meeting Procedures

here the nature of a matter requires that it remains confidential, the matter will be marked 'Confidential' by the Chief Executive in agendas, reports and any other meeting papers dealing with the matter prior to distribution to meeting participants.

The agenda for a special meeting of Council or Committee will, wherever possible, be distributed with at least 24 hours' notice of the meeting.

### 3.3 Developing the Agenda

The Chief Executive Officer is responsible for the development and publication of Council and Committee meetings. To enable effective decision-making at the meetings of Council, members must commit to reading agendas in advance of the meetings and addressing any questions or concerns about the content to the relevant Director or to the Chief Executive Officer.

The Chief Executive Office may change the structure of the agenda at any time.

Agenda structures for Ordinary Meetings of Council and meetings of Council Committees are provided below.

#### Ordinary Meeting of Council Agenda:

1. Acknowledgement of Country
2. Acknowledgement of Colonel William Light
3. Prayer
4. Memorial silence
5. Apologies and Leave of Absence
6. Confirmation of Minutes
7. Deputations
8. Petitions
9. Recommendation/Advice from Committee/s and Advice from Kadaltilla (if required)
10. Reports for Council (Chief Executive Officer Reports)
11. Lord Mayor's Report
12. Councillors' Reports (including external representative reports) (Monthly)
13. Motions on Notice
14. Motions without notice
15. Questions on Notice
16. Questions without Notice
17. Exclusion of the public (if required)\*
18. Confidential Reports (if required)\*

9. Closure \*Note - Items 17 and 18 will only be listed on the Agenda when an Item is presented to Council with a request for consideration in a meeting closed to the public

## Code of Practice for Meeting Procedures

### Council Committees Agenda:

1. Acknowledgement of Country
2. Apologies and Leave of Absence
3. Confirmation of the Minutes
4. Deputations
5. Workshops
6. Reports for recommendation to Council
7. Reports for not in Exclusion of the Public
8. Confidential workshops
9. Confidential reports for noting

Information and Chief Executive Officer Briefing Sessions do not require agendas.

### 3.4 Motion on Notice

Members may bring forward business during a Council meeting as a Motion on Notice.

Before a Motion on Notice is submitted, it is preferred that the member speaks to the **Chief Executive Officer**, Chief Operating Officer or appropriate Director regarding the context. Members should consider alignment with strategic priorities as well as budget impacts when presenting a Motion on Notice.

Motions on Notice can be submitted to the Lord Mayor via the Council Liaison Officer. To support the publication of an agenda within Council timelines, a Motion on Notice must be received by 5:00 pm on the Monday before the publication of the agenda. Any motion received after that time will be listed on the next Council Agenda.

The Lord Mayor may only accept a motion if the subject matter is within the power of the Council.

A member can circulate a proposed motion to other members prior to the meeting to contribute to fully informed decision-making, however, members should not act in a way that could be perceived as seeking a decision.

There can be no debate on the merits of the motion, which may result in a decision being obtained before the formal meeting of the Council (or a committee)

*Regulation 12 - Local Government (Procedures at Meetings) Regulations 2013*

### 3.5 Questions on Notice

To support the publication of the agenda, a Question on Notice for a Council meeting must be submitted via the Council Liaison Officer by 5:00 pm on the Monday before the publication of the agenda.

Before a Question on Notice is submitted, it is preferred that the member speaks to the **Chief Executive Officer**, Chief Operating Officer or appropriate Director regarding the context. Questions and answers will be taken as read, unless otherwise raised with the Lord Mayor prior to the meeting.

*Regulation 9 - Local Government (Procedures at Meetings) Regulations 2013*

### **3.6 Confidential Reports**

Confidential items are scheduled toward the end of the agenda to minimise disruption to the meeting and the public gallery.

To support transparency and accountability, Council prefers to receive reports in public wherever possible and any reports considered in confidence will be in line with relevant legislation.

*Section 90 and 91 Local Government Act 1999*

### **3.7 Late Items and Reports**

From time to time, a report will be prepared for the consideration of Council after the compilation of reports for the preparation of the agenda. This will only occur when there is a matter of urgency that requires a timely decision of Council.

If the late item is not able to be included in the agenda, it will be circulated to members via email and published on Council's website at the earliest opportunity.

### **3.8 Public Access to the Council**

The public can present to a Council meeting via a petition or a deputation.

#### **3.8.1 Petitions**

The public can communicate with Council in a meeting by presenting a petition.

A petition to the Council must:

- a. identify a head petitioner and the contact details of that person
- b. be legible
- c. set out the request or submission of the petitioners
- d. include the name and address of each person who signed the petition
- e. be addressed to the Council and delivered to the principal office of the Council.

Council will accept Electronic Petitions where the above criteria have been met.

A petition must be addressed to the Council and delivered via email to [CouncilGovernance@cityofadelaide.com.au](mailto:CouncilGovernance@cityofadelaide.com.au) in person at the Customer Service Centre at 25 Pirie Street, Adelaide.

The petition must be received by 5:00 pm Wednesday prior to the publication of the agenda to allow it to be included in the public agenda.

*Regulation 10 - Local Government (Procedures at Meetings) Regulations 2013*

If a petition is received, the Chief Executive Officer must ensure that the petition complies with Council specifications. The petition is then placed on the agenda for the next ordinary meeting of Council or a Council Committee as relevant.

If a petition is received after the deadline but prior to the next Ordinary Meeting of Council, verbal notification will be provided to the meeting of receipt of a petition.

If a petition is scheduled for the meeting, a report identifying the topic, the subject of the petition, the number of signatories and the purpose of the petition (being the nature of request or submission) will be presented, with a recommendation acknowledging the number of signatories and the petition to be received.

The original petition will be distributed to the Lord Mayor and members separately.

## Code of Practice for Meeting Procedures

Members of the public may seek a copy of the original petition upon written request to the Chief Executive Officer.

*Regulation 10 - Local Government (Procedures at Meetings) Regulations 2013*

### 3.8.2 Requests for Deputations

The public can appear personally before Council to address the meeting via a deputation.

A person, or persons, wishing to appear via a deputation at a meeting must complete a Registration Form and forward it to the Council by email to [CouncilGovernance@cityofadelaide.com.au](mailto:CouncilGovernance@cityofadelaide.com.au).

For a matter not on the agenda, the request for a deputation must be received by 5:00 pm Wednesday prior to the publication of the agenda to allow for publication in the Council Agenda.

A deputation for a matter on the agenda must be received by 12:00 pm on the business day before the meeting.

A deputation to a special meeting of Council must relate to the purpose of the special meeting. The registration form for a deputation to a special meeting must be lodged no later than two hours prior to the commencement of the special meeting.

Any person(s) wishing to appear via a deputation on behalf of an organisation must provide evidence that the organisation and/or body they represent has approved the deputation.

Deputation requests will be provided to the Lord Mayor, the Presiding Member will determine if the deputation will be heard at the meeting of the Council or refused.

### 3.8.3 Conditions for Accepting a Deputation

Whether a request for deputation is accepted is determined on a case-by-case basis and is dependent on the subject of the request. The Presiding Member, when deciding whether to allow a deputation, will take the following considerations into account:

- a. the subject matter of the proposed deputation
- b. whether the subject matter is within the power of the Council
- c. relevance to the Council agenda for that meeting – and if not
- d. relevance to the Council's powers, functions or role
- e. the size and extent of the agenda for the particular meeting
- f. whether the subject matter has previously been the basis of a deputation at another meeting
- g. the benefit to the Council of receiving the deputation
- h. the history of deputations from the person, i.e. the way the person or organisation has approached deputations previously, the behaviour displayed, the relevance of information presented, or the way information has been presented.

A meeting to receive deputations will provide a maximum of three speaking opportunities per scheduled meeting unless the meeting determines otherwise.

If the request for a deputation is accepted, the person requesting the deputation will be advised and provided the relevant details.

If Council has already received the maximum deputation requests allowed, the person requesting the deputation will be advised that the request must be put to the meeting. At this point the person requesting the deputation will also be given the option to put their request to the next meeting.

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If the Presiding Member refuses to allow a deputation to appear at a meeting, she or he must provide a verbal report explaining the decision to the next meeting of the Council. The meeting may overrule the decision of the Presiding Member.

*Regulation 11 - Local Government (Procedures at Meetings) Regulations 2013*

## 4. AT THE MEETING

Where there is discretion concerning the meeting procedures to be adopted at a Meeting, the guiding principles in this Code should be applied.

Meeting procedures should:

- a. be fair and contribute to open transparent and informed decision-making;
- b. encourage appropriate participation by persons present at the meeting;
- c. reflect levels of formality appropriate to the nature and scope of the responsibilities exercised at the meeting; and
- d. be sufficiently certain to give members and other key stakeholders confidence in the deliberation undertaken at the meeting.

*Regulation 4 - Local Government (Procedures at Meetings) Regulations 2013*

### 4.1 Chair of the Meeting

When the Lord Mayor is present at an Ordinary Council meeting, the Lord Mayor must chair the meeting. In the absence of the Lord Mayor the Deputy Mayor will chair the meeting.

If the Deputy Mayor is not available, a member of the Council is chosen by resolution of the members present.

The Chair and Deputy Chair of Council Committees are appointed by Council on an annual basis unless otherwise stated in the Committee's terms of reference.

*Section 86 - Local Government Act 1999, SA*

The Presiding Member must be fair and impartial to all in a meeting to maintain order and to ensure that the meeting processes adhere to this Code.

*Section 86 - Local Government Act 1999*

### 4.2 Nomination to Positions

The role of the Deputy Mayor is to act in the role of the Lord Mayor when the Lord Mayor is absent.

Voting for the election of the Deputy Mayor and Chairperson of each Committee will be by secret ballot of members.

The Presiding Member is to call for all nominations to appoint members, including, for example, Committee Chairperson, Deputy Mayor or nominations to board and committees.

Nominations do not have to be in writing, nor do they have to be seconded.

If there are more nominations than positions, a ballot will be conducted. A secret ballot may be done electronically or via a paper ballot. A record of individual votes is not retained.

- a. All present indicate which member(s) they wish to vote for via their ballot, and a senior officer conducts the count
- b. The member with the most votes will be declared the winner.
- c. The Chief Executive Officer confirms the count and reports the numbers to the Presiding Member.
- d. In the case of a tied ballot, members are to cast a vote for their preferred candidate from

## Code of Practice for Meeting Procedures

the tied candidates. If a revote cannot determine a clear winner and there is a continuing tie, then lots must be drawn to determine which candidate(s) will be excluded

- e. The name of the candidate/s withdrawn are excluded from the ballot
- f. The Presiding Member then announces the successful candidate.
- g. The meeting makes the appointment by resolution.

### 4.3 Request for Nominations for External Boards or Committees

If an external board or committee requests a nomination from Council, a report to Council will be prepared detailing the purpose of the board or committee, the representation, meeting dates and any applicable remuneration. Additional information including qualifications or accreditation will also be included.

The process for nomination will follow the process outlined above.

Council will require any member appointed as a Council representative to an external organisation to report on their involvement in activities associated with that organisation.

#### Recording of Meetings and Use of Mobile Phones

Recording of meetings (including audio, photographs and/or video) by members or third parties will only be allowed with the prior approval of the Presiding Member.

If the public session of the meeting is being recorded and/or streamed live to the internet, the Presiding Member or the Chief Executive Officer will announce this at the opening of the meeting.

Mobile phones (including other devices capable of emitting sound, should be turned off or in silent mode during Council and Committee Meetings, workshops and Chief Executive Officer Briefings.

Members should limit their use of mobile phones during Council and Committee meetings, workshops and Chief Executive Officer Briefings. If members need to access to their phone, members are required to leave the Council Chamber or Colonel Light Room to take a call without disruption to the meeting.

### 4.4 Minutes of a Meeting

The Chief Executive Officer is responsible for ensuring that minutes are kept of the proceedings at every Council or Council Committee meeting.

The minutes of the proceedings of a meeting must include the following:

- a. the names of the members present at the meeting
- b. each motion carried at the meeting
- c. any disclosure of interest made by a member
- d. details of the making of an order under subsection (2) of section 90 of the Act (see subsection (7) of that section)
- e. a note of the making of an order under subsection (7) of section 91 of the Act in accordance with the requirements of subsection (9) of that section.

In addition to the above, the minutes will also include the following:

- a record of any undertaking given by the Chief Executive Officer
- in relation to a deputation, the identity of the speaker, and the subject and purpose of the address
- an Acknowledgment of Country

## Code of Practice for Meeting Procedures

*Section 91 Local Government Act 1999 and Section 25 - Local Government (Procedures at Meetings) Regulations 2013*

### 4.5 Declaration of Interest

The Act addresses material and general conflicts of interest and disclosure. It is the responsibility of all members to familiarise themselves with these Sections.

Members should review the agenda and supporting papers and reports prior to attending a Council or Council Committee meeting and have considered his or her potential interest in the matters to be discussed at the meeting. A copy of the Conflict of Interest form will be circulated with the agenda.

A member will fill in a Conflict of Interest form prior to the meeting to outline their conflict and how they intend to manage it. This will be submitted to [CouncilGovernance@cityofadelaide.com.au](mailto:CouncilGovernance@cityofadelaide.com.au) who will also provide it to the Presiding Member no later than 12:00 pm on the day of the meeting.

A member who has an interest in a matter before the Council must verbally disclose the interest to the appropriate meeting and on each occasion that the items are discussed.

A disclosure made at a Council meeting will be recorded in the minutes, including the details of whether the member remained in the meeting, and if the member remained, the way all members voted.

If a member wishes to seek advice about a possible conflict of interest before a meeting, they should contact the Manager Governance or Team Leader Council Governance. If necessary, staff will refer the matter to the Council's lawyers for advice.

*Sections 74 and 75A, 75B, 75C and 75D - Local Government Act 1999*

#### 4.5.1 Staff

The Act addresses conflict of interest for staff. It is the responsibility of all staff to familiarise themselves with the relevant sections in the Act.

Consideration by the Council of a Chief Executive Officer's conflict of interest must occur during a meeting open to the public.

A staff member (who has declared a conflict of interest to the Chief Executive Officer) who remains entitled to act in the matter, when providing advice or making recommendations to a meeting, must also disclose the relevant interest to the meeting.

*Section 120 - Local Government Act 1999*

### 4.6 Non-Attendance at Meetings

#### 4.6.1 Leave of Absence

Whilst absence from a meeting may, on occasion, be unavoidable, it is recommended practice to request a 'leave of absence' when a Member knows in advance that they will be unable to attend two or more Council meetings. Council has given delegation to the Chief Executive Officer to grant leave of absence requests. Members absent for more than three consecutive Council meetings without leave of absence being granted may lead to a declaration of a casual vacancy.

#### 4.6.2 Apologies

Apologies for non-attendance at a Council or Council Committee meeting should be forwarded to the Chief Executive Officer before the scheduled start time of the meeting. Apologies will be recorded in the minutes, and time permitting, in the agenda.

#### 4.6.3 Non-Attendance at Meetings

## Code of Practice for Meeting Procedures

A member who does not attend a Council or Council Committee meeting without the benefit of a formal leave of absence or an apology will be recorded in the minutes as absent.

### 4.7 Quorum

The quorum for a meeting is ascertained by dividing the total number of members by two, ignoring any fraction resulting from the division, and adding one. The quorum for a Council meeting is seven.

*Section 85- Local Government Act 1999*

A meeting will commence as soon after the specified start time as a quorum is present.

If the number of apologies received by the Chief Executive Officer indicates that a quorum will not be present at a meeting, the Chief Executive Officer may adjourn the meeting to an alternative specified day and time.

If, at the expiration of 30 minutes from the time specified in the notice of the meeting as the time of commencement, a quorum is not present, the Presiding Member or, in the absence of a Presiding Member, the Chief Executive Officer, will adjourn the meeting to an alternative specified day and time.

### 4.8 Adjournment of Meetings and Meeting Cancellation

If a meeting is adjourned for want of a quorum, the Chief Executive Officer will record in the minutes the reason for the adjournment, the names of the members present, and the date and time to which the meeting is adjourned.

If a meeting is adjourned to another day, the Chief Executive Officer must:

- a. give notice of the adjourned meeting to each member setting out the date, time and place of the meeting; and
- b. give notice of the adjourned meeting to the public by causing a notice setting out the date, time and place of the meeting to be placed on the Council's website.

*Regulation 7 - Local Government (Procedures at Meetings) Regulations 2013*

### 4.9 Managing Confidential Items

Confidential items are scheduled toward the end of the agenda to minimise disruption to the meeting and the public gallery.

All confidential items on the agenda are clearly identified as confidential.

A person receiving a meeting paper marked 'Confidential' must not provide that paper to any other person or discuss or disseminate information in that paper unless the meeting has resolved that the matter is not treated confidentially.

When a resolution is passed to consider an item in confidence:

- a. members of the public gallery and administration not required to be present are asked to leave the meeting room and move to a location where the meeting cannot be overheard or viewed
- b. the doors of the meeting room are closed.

A Council or Council Committee must disconnect any live stream or recording of a meeting for the period that the meeting is closed to the public.



## Code of Practice for Meeting Procedures

Once the item has been considered, the meeting is re-opened, and the public are invited to return.

Members who wish to retain confidential papers for reference are required to keep them in a secure location.

### 4.10 Speaking at the Meeting and Motions

At a Council meeting, the Principal Presiding Member will be addressed as either "Your Worship" or "Lord Mayor". The Presiding Member of a Committee should be addressed as "Chair ...".

The Council or Council Committee cannot make decisions except by resolution. In the meeting, a motion is moved, seconded and debated by the members present.

The following outlines the procedural arrangements for motions and speaking to motions:

- The Presiding Member will call for a mover and seconder in respect of a notice of motion. Any member who moves the motion may speak to it at the time of moving the motion
- If no member seconds the motion it will lapse, and the meeting will progress to the next item of business
- A member moving or seconding a motion will speak to the motion at the time of moving or seconding the motion, unless the Member reserves their right to speak at this time
- A member may only speak once to a motion except:
  - a. to provide an explanation in regard to a material part of his or her speech, but not so as to introduce any new matter;
  - b. or with leave of the meeting; or
  - c. as the mover in reply.
- A member who has spoken to a motion may not move or second an amendment to the motion at a later stage of the debate.
- Only the mover of the original motion will be granted the right to reply (this shall close the debate). This will occur after any or all amendments have been dealt with and immediately prior to the original motion or substantive
- Only a member who has yet to speak in the debate on a question may move a formal motion.
- A member who has spoken to a motion may not move or second an amendment to the motion at a later stage of the debate.
- A member who has spoken in the debate may second a formal motion.

Once debated, the Presiding Member puts the motion to a vote and if carried by a majority of votes, it becomes a resolution of the meeting. Resolutions of the Council are implemented by the Chief Executive Officer.

The Presiding Member can make a statement relevant to the debate prior to the member summing up a motion during Council and Council Committee meetings.

Staff will respond to questions from the floor at the invitation of the Presiding Member and will acknowledge the Presiding Member.

#### 4.10.1 Formal Motion

A formal motion must be in the form set out in sub regulation (14) (and no other formal motion to a different effect will be recognised).

If the formal motion is:

## Code of Practice for Meeting Procedures

- a. that the meeting proceed to the next business, then the effect of the motion, if successful, is, in the case of an amendment, that the amendment lapses and the meeting proceed with the consideration of the motion before the meeting without further reference to the amendment and, in the case of a motion, that the motion lapses and the meeting proceed to the next item of business; or
- b. that *the question be put* - then the effect of the motion, if successful, is that debate is terminated and the question put to the vote by the Presiding Member without further debate; or
- c. that the question lie on the table - then the effect of the motion, if successful, is that the meeting immediately moves to the next item of business, and the question can then only be retrieved at a later time by resolution (and, if so retrieved, the debate is then resumed at the point of interruption); or
- d. that the question be adjourned - then the effect of the motion, if successful, is that the question is disposed of for the time being, but debate can be resumed at a later time (at the point of interruption); or
- e. that the meeting is adjourned - then the effect of the motion, if successful, is that the meeting is brought to an end immediately without the consideration of further business.

If seconded, a formal motion takes precedence over the business at hand and will be put by the Presiding Member without discussion unless the motion is for an adjournment (in which case discussion may occur (but only occur) on the details for resumption).

If a formal motion is lost:

- a. The meeting will be resumed at the point at which it was interrupted: and
- b. If the formal motion was put during the debate (and not at the end of the debate) on a question, then a similar formal motion (i.e. a motion to the same effect) cannot be put until at least one member has spoken on the question.

A formal motion for adjournment must include the reason for the adjournment and the details for resumption.

Any question that lies on the table as a result of a successful formal motion lapses at the next general election.

The Chief Executive Officer must report on each question that lapses at the first ordinary meeting of the Council after the general election.

*Regulation 12- Local Government (Procedures at Meetings) Regulations 2013*

### 4.11 Adjourned Business

If a formal motion for an item to be adjourned is carried:

- a. the adjournment may either be to a later hour of the same day, to another day, or to another place; and
- b. the debate will, on resumption, continue from the point at which it was adjourned.
- c. if a debate is interrupted for want of a quorum and the meeting is then adjourned, the debate will, on resumption, continue from the point at which it was interrupted.

Business adjourned from a previous meeting must be dealt with before any new business at a subsequent meeting.

*Regulation 19 - Local Government (Procedures at Meetings) Regulations 2013*

### 4.12 Amendments to Motions

## **Code of Practice for Meeting Procedures**

An amendment to a motion is an alteration to the wording of a motion; it is not a motion in its own right.

The amendment should not substantially change the intent of the motion nor contradict it (a direct negative). An amendment that goes beyond this is not an amendment and must be rejected by the Presiding Member.

A member who has not spoken to a motion at an earlier stage of the debate may move or second an amendment to the motion.

The following procedures apply to amendments:

- A member who has not spoken to a motion at an earlier stage of the debate may move or second an amendment to the motion
- An amendment will lapse if it is not seconded at the appropriate time
- A member who moves or seconds an amendment (and, if he or she chooses to do so, speaks to the amendment) will, in so doing, be taken to have spoken to the motion to which the amendment relates.
- If an amendment is lost, only one further amendment may be moved to the original motion.
- If an amendment is carried, only one further amendment may be moved to the original motion.

*Regulation 13- Local Government (Procedures at Meetings) Regulations 2013*

### **4.13 Variations**

A mover of a motion or amendment may, with the consent of the seconder, request leave of the meeting to vary, alter or withdraw the motion or amendment.

The Presiding Member must immediately put the question for leave to be granted, and no debate will be allowed on that question.

*Regulation 14- Local Government (Procedures at Meetings) Regulations 2013*

### **4.14 Addresses by Members**

A member must not speak for longer than three minutes at any one time without the leave of the meeting.

If leave is granted, a member may speak for an additional two minutes only.

A member may, with leave of the meeting, raise a matter of urgency or make a personal explanation.

The subject matter of a personal explanation may not be debated.

The contribution of a member must be relevant to the subject matter of the debate.

*Regulation 15- Local Government (Procedures at Meetings) Regulations 2013*

### **4.15 Voting**

The Presiding Member, or any other member, may ask the Chief Executive Officer to read out a motion before a vote is taken.

## **Code of Practice for Meeting Procedures**

The Presiding Member will ask for the votes of those members in favour of the motion and then for the votes of those members against. Those Council Members present must vote.

This process can be repeated as often as is necessary to enable the Presiding Member to determine the result of the voting and then declare the outcome.

A member who is not in his or her seat is not permitted to vote.

*Regulation 16- Local Government (Procedures at Meetings) Regulations, 2013*

### **4.16 Divisions**

A division records the members voting for and against a decision and will be taken at the request of a member. If a division is called for, it must be taken immediately, and the previous decision of the Presiding Member as to whether the motion was carried or lost is set aside.

There is no obligation upon a member to vote in a division in the same manner that he/she voted on the immediately preceding decision.

If the meeting has moved on to the next agenda item, a division cannot be called.

The division will be taken as follows:

- a. the members voting in the affirmative will, until the vote is recorded, stand in their places
- b. the members voting in the negative will, until the vote is recorded, sit in their seats
- c. the Presiding Member will count the number of votes and then declare the outcome.

The Chief Executive Officer will record in the minutes the names of members who voted in the affirmative and the names of the members who voted in the negative in addition to the result of the vote.

*Regulation 17- Local Government (Procedures at Meetings) Regulations 2013*

### **4.17 Division on an Amendment or Formal Motion**

A division will be taken on an amendment or on a formal motion at the request of a member.

The result of the vote as to whether the amendment or formal motion was carried or lost is set aside.

### **4.18 Tabling of Information**

A member may require the Chief Executive Officer to table any documents of the Council relating to a motion that is before a meeting. The Chief Executive Officer must then table the documents within a reasonable time or at a time determined by the Presiding Member after taking into account the wishes of the meeting. If the member who has required the tabling indicates that he or she is unwilling to vote on the motion until the documents are tabled, then the matter must not be put to the vote until the documents are tabled.

In making the request a Council Member must

- a. specify the document or documents that they are seeking with reasonable particularity to enable them to be identified and located; and
- b. explain how the document or documents are relevant to the motion that is before the meeting; and
- c. the request must be reasonable in all of the circumstances.

The Chief Executive Officer may, in tabling a document, indicate that the document should

## Code of Practice for Meeting Procedures

be dealt with confidentially.

*Regulation 18 - Local Government (Procedures at Meetings) Regulations 2013*

### 4.19 Deputations at the Meeting

A person making a deputation must not speak for longer than five minutes at any one time without leave of the meeting. If leave is granted, an additional two minutes only will be provided.

The identity of the person making the deputation, the subject, and the purpose of the address, will be recorded in the Minutes of the meeting.

Material distributed to a meeting and referenced as part of the address may be attached to the Minutes for reference if the speaker agrees; this must be done through a resolution of the Council.

The inclusion of material in the Minutes is subject to an assessment by the Chief Executive Officer as to whether the material is to be disallowed on the basis of it being defamatory, offensive or insulting in content.

Members can ask questions about the deputation provided they observe the guiding principles described in Part One.

The Presiding Member may rule the speaker ineligible to continue in a deputation if in their opinion, the subject matter is:

- a. not one in which the Council has a direct interest or responsibility
- b. not the topic outlined in the request to make a deputation
- c. one which relates to the prosecution of expiation notices, summonses or any other
- d. litigation
- e. more appropriately addressed by other means
- f. vague, irrelevant, insulting or improper.

### 4.20 Short-Term Suspension of Proceedings

The Act allows for short-term suspension of proceedings. If the Presiding Member considers that the conduct of a meeting would benefit from suspending the operation of all or some of the provisions of this Division for a period of time in order to allow or facilitate informal discussions, the Presiding Member may, with the approval of at least two thirds of the members present at the meeting, suspend the operation of this Division (or any part of this Division) for a period determined by the Presiding Member.

If a suspension occurs:

- a. A note of the suspension, including the reasons for any period of suspension, must be entered in the minutes.
- b. the meeting may proceed provided that a quorum is maintained, but during the period of suspension:
  - i. the provisions of the Act must continue to be observed
  - ii. no act or discussion will have any status or significance under the provisions which have been suspended
  - iii. no motion may be moved, seconded, amended or voted on other than a motion that the period of suspension should be brought to an end

## Code of Practice for Meeting Procedures

- c. the period of suspension should be limited to achieving the purpose for which it was declared
- d. the period of suspension will come to an end if:
  - i. the Presiding Member determines that the period should be brought to an end; or
  - ii. at least two thirds of the members present at the meeting resolved that the period should be brought to an end.

*Regulation 20 - Local Government (Procedures at Meetings) Regulations 2013*

### 4.21 Leave of the Meeting

When sought by the Presiding Member, in the absence of objection, leave of the meeting is granted.

Where there is an objection, the Presiding Member, will put the matter to the meeting to vote by a majority show of hands and declare leave granted or declined.

A division may be called on whether a leave of the meeting is granted.

If a member needs to leave the Council Chamber, he or she should indicate this to the Presiding Member (e.g. by standing, facing the chair and making eye contact before leaving the meeting).

This will also provide the minute taker the opportunity to record the movement from the Council Chamber. Members should be aware that as soon as they leave their seats, they are considered to have left the meeting.

### 4.22 Points of Order

If the Presiding Member or a member believe that there has been a breach of the Act or Regulations and so calls a Point of Order, they must briefly state the nature of the alleged breach such that the Presiding Member can determine which if any part of the Act or Regulation has been breached. The nature of the alleged breach will be recorded in the minutes.

The Presiding Member will then make a ruling on the point of order and this will also be recorded in the minutes.

Under section 86(6b) of the Act a member of Council must not, while at a meeting:

- (a) Behave in an improper or disorderly manner or:
- (b) Cause an interruption or interrupt another member who is speaking.

*Regulation 28 -Local Government (Procedures at Meetings) Regulations 2013*

### 4.23 Meeting Interruptions

The Presiding Member may make a statement at the beginning of each meeting that sets out his/her expectations and/or the behavioural standards expected at a formal Council or Council Committee meeting, which may include his/her views about what amounts to improper or disorderly behaviour.

For these purposes, the Macquarie Dictionary definitions are used. The adjective 'proper' is defined as 'conforming to established standards of behaviour or manners, correct or decorous', and the adjective 'improper' is defined as 'not in accordance with propriety or behaviour, manners etc' or 'unsuitable, inappropriate, as for the purpose of the occasion'.

The adjective 'orderly' is defined 'observant of system or method, as persons, the mind, etc.,

## Code of Practice for Meeting Procedures

characterised by or observant of order, rule or discipline' and the adjective 'disorderly' is defined as 'law violating, or opposed to, constituted order, contrary to public order or morality'.

It is at the discretion of the Presiding Member, whether to control improper and/or disorderly behaviour by way of a number of warnings before resorting to reliance upon this section of the Meeting Regulations.

A member of a Council or Council Committee must not, while at a meeting—

- a. behave in an improper or disorderly manner; or
- b. cause an interruption or interrupt another member who is speaking.

This does not apply to a member who is:

- a. objecting to words used by a member who is speaking; or
- b. calling attention to a point of order; or
- c. calling attention to want of a quorum.

If the Presiding Member considers that a Member may have acted in contravention to these regulations, the Member must be allowed to make a personal explanation.

The relevant Member must leave the meeting while the matter is considered by the meeting.

If the remaining Members resolve that a contravention has occurred, those Members may, by resolution:

- a. censure the relevant Member; or
- b. suspend the Member for a part, or for the remainder, of the meeting.

A Member who refuses to leave a meeting, or enters a meeting in contravention of a suspension, is guilty of an offence and a maximum penalty of \$1250 may apply.

The meeting will then consider the conduct and determine if it wishes to take any action against the Member.

If action is to be taken, then in accordance with *regulation 29(5)(a) of the Meeting Regulations* the remaining Members of the Council or Committee can censure the Member by passing a resolution that is an expression or statement of dissatisfaction with the Member's performance, conduct and/or behaviours. Such a resolution has no further effect other than as a formal, public reprimand that is expressed publicly and recorded in the Minutes of the meeting.

Suspension of the Member in accordance with regulation 29(5)(b) of the Meeting Regulations will be reserved for the most serious behaviours.

It is expected that Members will support the Presiding Member, in his/her endeavours to maintain appropriate standards of behaviour during meetings.

*Section 86 (6b) Local Government Act 1999 Regulation 28 A 29 - Local Government  
(Procedures at Meetings) Regulations 2013*

#### **4.24 Interruption of Meetings by Others**

Members of the public who attend meetings of a Council or Council committee must not—

- (a) behave in a disorderly manner; or
- (b) cause an interruption.

These behaviours can result in a maximum penalty of \$500.

*Regulation 30 - Local Government (Procedures at Meetings) Regulations 2013*

#### **4.25 Questions Without Notice**

A member to ask a Question without Notice at a meeting.

The Presiding Member may allow the reply to a Question without Notice to be given at the next meeting.

A Question without Notice and the reply will not be entered in the minutes of the relevant meeting unless the members present at the meeting resolve that this should occur.

The Presiding Member may rule that a Question with or without Notice is not answered.

*Regulation 9 - Local Government (Procedures at Meetings) Regulations 2013*

#### **4.26 Motions Without Notice**

Only Motions relating to matters of urgency will be considered without notice by the Presiding Member.

All such Motions are to be put in writing and given to the Presiding Member at the beginning of the meeting; in addition, the proposer of the Motion shall include a rationale as to the urgency of the Motion. The Presiding Member will then determine whether he or she is prepared to accept the motion for consideration at that meeting.

If the Presiding Member accepts the Motion the rationale for the decision will be included as a notation in the minutes of the Council or Council Committee meeting.

*Regulation 12- Local Government (Procedures at Meetings) Regulations 2013*

#### **4.27 Revoking a Council Decision**

A motion the effect of which, if carried, would be to revoke or amend a resolution passed since the last general election of the Council must be brought by written notice of motion.

If a motion is lost, a motion to the same effect cannot be brought:

- a. until after the expiration of 12 months; or
- b. until after the next general election, whichever is the sooner.

A motion will lapse if it is not seconded at the appropriate time.



## **4.28 Closure of a Meeting**

The Council will aim to determine all matters within the agenda before the close of the meeting. Council and Council Committee meetings will finish once all items have been resolved, or at 8:30 pm, whichever is met sooner.

The Presiding Member may seek leave of the meeting to extend the time of closure of the meeting past 8:30 pm until all business has been resolved.

Any items not resolved at the meeting by midnight of that date will be adjourned until the next meeting of Council (Ordinary or Special).

## **5. AFTER THE MEETING**

### **5.1 Finalising the Minutes of a Meeting**

The Presiding Member must initial or sign the minutes. This can be done in hardcopy or electronically.

On the confirmation of the minutes, the Presiding Member will:

- a. initial each page of the minutes, which are to be consecutively numbered; and
- b. place his or her signature and the date of confirmation at the foot of the last page of the minutes.

*Regulation 8 - Local Government (Procedures at Meetings) Regulations 2013*

copies of the minutes will be provided to each member of the Council within five days after a meeting of the Council or a council committee.

Minutes of meetings of Council and Council Committees will be made available on the City of Adelaide website [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au)

If an audio and or visual recording of a meeting for live streaming (excluding any portion of the meeting closed to the public) is produced, it will be available via the City of Adelaide YouTube channel, accessible on the City of Adelaide website [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au)

The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is not possible, at a subsequent meeting.

*Section 91- Local Government Act 1999*

## **6. OTHER MATTERS**

### **6.1 Special Meetings of Council Committees**

Special meetings of Council Committees may be held at any time. At least four hours notice is required for a Special meeting of a Council Committee.

A request for a Special meeting of a Council Committee must be made to the Chief Executive Officer.

The request may be made by:

- a. the Presiding Member of the Council Committee; or
- b. at least two members of the Council Committee.

*Section 87 - Local Government Act 1999*

### 6.2 Provisions that Apply to Council Committees

Council Committees will determine their own meeting procedures. These will be included in the Committee's Terms of Reference. Where these Terms of Reference are silent the following provisions of these procedures will apply.

- 3.1 Frequency and times of meetings and locations
- 3.2 Publication of the Council Agenda
- 3.3 Developing the agenda
- 3.6 Confidential reports
- 3.7 Late items and reports
- 3.8 Public access to the Council
- 4.3 Recording of Meetings
- 4.4 Minutes of a meeting
- 4.5 Declaration of interest
- 4.6 Non-attendance at meetings
- 4.7 Quorum
- 4.8 Adjournment of meetings and meeting cancellation
- 4.9 Managing confidential matters
- 4.10 Speaking at the meetings
- 4.11 Adjourned business
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- 4.16 Divisions
- 4.17 Division on an Amendment or Formal Motion
- 4.20 Short-term suspension of proceedings
- 4.21 Leave the meeting
- 4.22 Points of Order
- 4.23 Meeting Interruptions
- 4.24 Interruption of meetings by others
- 5.1 Finalising the minutes of a meeting
- 6.1 Special meetings of Council Committees

### 6.3 Administrative

Parts of the Code of Practice can be varied at the discretion of Council if the provision is expressed as being capable of variation. A resolution to vary the Code of Practice must be supported by at least two-thirds of the members of the Council entitled to vote.

#### *Regulation 6 - Local Government (Procedures at Meetings) Regulations 2013*

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. The Code is required to be reviewed within 12 months after the conclusion of each periodic election. In addition to this any variations made by the Council to the Regulations must be reviewed at least once every financial year.

The next review will be conducted in July 2024.

Any required changes due to legislative changes will be made automatically.

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## Examples of Multicultural Prayer/Pledge and Opening Statement

### Multicultural Prayer Examples

1. Holy One, known by many names and beyond all names—Spirit of Life, Spirit of Love, Spirit of Community, Spirit of Justice: We ask your blessings on the people who have been called to lead the community in which we live and work and play.  
\*Referenced from [Invocation for City Council Meeting | WorshipWeb | UUA.org](#)
2. GOD OF MANY NAMES: Jehovah, Yahweh, Allah, The One, the Tao, Spirit of Life, God our Father and God our Mother, come to us all and be a vital presence in the work of all the community of faith. Be present in the work of all the community of faith.  
\*Referenced from [Multifaith Prayer Service for the Nation | Practicing Democracy | Spirituality & Practice \(spiritualityandpractice.com\)](#)
3. We pray that we may be loving and able stewards of this world. We pray that we acknowledge our differences as we seek out our common ground, each of us working toward the good of all.  
\*Referenced from Interfaith Prayer of the World, JCI New Jersey
4. We pray for wisdom to provide good governance for the City of Adelaide in the service of our community.  
\*Referenced from City of Unley
5. May the work we do in this place be conducted in a spirit of service to the life of the people of this city, and to the land it is built upon.
6. May the decisions we make advance this spirit, and the prosperity and true welfare of those we serve.

### Council Pledge Examples

1. We seek wisdom and understanding as we face the duties of our united task, praying for the peace and prosperity of our City.  
\*Referenced from City of Prospect
2. May we in this meeting speak honestly, listen attentively, think clearly and decide wisely for the good governance of the City of Adelaide and the wellbeing of those we serve.  
\*Referenced from City of Campbelltown

### Opening Statement Example

1. We seek understanding and guidance in our debate, as we make decisions that will impact on the lives of all those who reside, study, work in and visit the City of Adelaide. Grant us wisdom as we serve our community.  
\*Referenced City of Burnside

Tuesday, 15 August 2023

City Finance and Governance  
Committee

**Program Contact:**

Alana Martin, Manager  
Governance

**Approving Officer:**

Michael Sedgman - Chief  
Operating Officer

## Draft Behavioural Support Policy

Strategic Alignment - Enabling Priorities

Public

### EXECUTIVE SUMMARY

On 23 May 2023 Council resolved to adopt a Behavioural Support Policy to support appropriate behaviour by members of the council (section 75F of the *Local Government Act 1999 (SA)* ('the Act')).

A Behavioural Support Policy may specify directions relating to behaviours, set out guidelines relating to compliance with the Behavioural Standards for Council Members, or include any other matter relating to the behaviour of council members considered appropriate.

This report recommends that Council support the adoption of a Draft Behavioural Support Policy (the Policy) for public consultation.

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### RECOMMENDATION

The following recommendation will be presented to Council on 22 August 2023 for consideration.

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

That Council:

1. Endorses the Draft Behavioural Support Policy in Attachment A to Item 4.5 on the Agenda for the meeting of the City Finance and Governance Committee on 15 August 2023 for the purposes of public consultation.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b>
Policy	The Behavioural Management Framework consists of <ul style="list-style-type: none"> <li>• The Behavioural Standards for Council Members, determined by the Minister for Local Government</li> <li>• The mandatory Behavioural Management Policy</li> <li>• Behavioural Support Policy (or policies), designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the <i>Local Government Act</i>.</li> </ul>
Consultation	Public Consultation on the Draft Behavioural Support Policy must occur prior to adoption. Council will seek feedback from the community regarding the draft policy. Any feedback received will be provided to Council for its consideration and may inform the content of the final version of the Policy. The Policy must then be adopted by Council to take force. The public consultation is legislatively required to be open for a period of four weeks.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	A Behavioural Support Policy may specify directions relating to behaviours, set out guidelines relating to compliance with those directions and include any other matter relating to the behaviour of council members considered appropriate by the Council.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 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
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g., maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

# DISCUSSION

## Background - Behavioural Management Framework

1. The Behavioural Management Framework (the Framework) is a key part of the recent reforms to *the Local Government Act 1999* (the Act) [Link 1](#).
2. The Framework commenced on 17 November 2022 and includes:
  - 2.1. The *prescribed* Behavioural Standards for Council Members, determined by the Minister for Local Government which apply to all council members in South Australia (section 75E of the Act).
  - 2.2. The *mandatory* Behavioural Management Policy relating to the management of the behaviour of council members and adopted pursuant to section 262B of the Act.
  - 2.3. *Optional* Behavioural Support Policy (or policies), designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Act.
3. In addition, the Behavioural Standards Panel has been formed as an independent statutory authority which has power to impose sanctions on council members who breach the legislative and policy requirements of the Framework.
4. At its meeting of 23 May 2023 Council resolved to:
  1. *Noted the requirements of 75F of the Local Government Act 1999, for the Council to consider if it will adopt a Council Member Behavioural Support Policy.*
  2. *Having met the requirement of section 75F of the Local Government Act 1999, supports adopting a Council Member Behavioural Support Policy*

## Behavioural Standards for Council Members

5. The Behavioural Standards for Council Members (Behavioural Standards) are standards published by the Minister, which all members are required to observe [Link 2](#).
6. Council members must comply with the provisions of these Behavioural Standards in carrying out their functions as public officials. It is the personal responsibility of council members to ensure that they are familiar with and comply with, these Standards at all times.
7. The Behavioural Standards include:
  - 7.1. General behaviour
    - 7.1.1. Show commitment and discharge duties conscientiously.
    - 7.1.2. Act in a way that generates community trust and confidence in the Council.
    - 7.1.3. Act in a manner that is consistent with the Council's role as a representative, informed and responsible decision maker, in the interests of its community.
    - 7.1.4. Act in a reasonable, just, respectful and non-discriminatory way.
    - 7.1.5. When making public comments, including comments to the media, on Council decisions and Council matters, show respect for others and clearly indicate their views are personal and are not those of the Council.
  - 7.2. Responsibilities as a member of Council
    - 7.2.1. Comply with all applicable Council policies, codes, procedures, guidelines and resolutions.
    - 7.2.2. Take all reasonable steps to provide accurate information to the community and the Council.
    - 7.2.3. Take all reasonable steps to ensure that the community and the Council are not knowingly misled.
    - 7.2.4. Take all reasonable and appropriate steps to correct the public record in circumstances where the Member becomes aware that they have unintentionally misled the community or the Council.
    - 7.2.5. Act in a manner consistent with their roles, as defined in section 59 of the Act.
    - 7.2.6. In the case of the Principal Member of a Council, act in a manner consistent with their additional roles, as defined in section 58 of the Act.

7.2.7. Use the processes and resources of Council appropriately and in the public interest.

7.3. Relationship with fellow Council Members

7.3.1. Establish and maintain relationships of respect, trust, collaboration, and cooperation with all Council Members.

7.3.2. Not bully other Council Members.

7.3.3. Not sexually harass other Council Members.

7.4. Relationship with council employees

7.4.1. Establish and maintain relationships of respect, trust, collaboration, and cooperation with all council employees.

7.4.2. Not bully council employees.

7.4.3. Not sexually harass council employees.

8. The Behavioural Standards are relatively high level, rather than detailing specific behavioural instructions which councils may establish themselves in a 'behavioural support policy' (or policies).

**Behavioural Management Policy**

9. Councils will continue to have the primary responsibility for managing instances where standards of behaviour are not met. This will occur through a requirement for councils to have a 'behavioural management policy', which sets out processes and procedures for dealing with complaints about Council Member behaviour.
10. Councils can determine those processes that best suit their individual needs to manage behavioural matters. Instead of undertaking a formal 'investigation' of complaints (which often results in high legal fees and other costs), section 262B of the Act provides significantly more detail as to what council policies may contain and clarifies that councils can deal with complaints as each council considers appropriate, such as written applications, or brief 'hearings' (subject to principles of procedural fairness).
11. Section 262C of the Act also includes a range of actions that a council can take in response to a behavioural issue. These actions include censure motions, public apologies, training, and removal from an office within council (e.g on a committee).
12. The Local Government Association (LGA) has developed a Model Behavioural Management Policy, and transitional regulations automatically make this applicable to all councils, until such time as a council adopts its own policy.
13. As such, the LGA's policy has been incorporated into Council's Standing Orders ([Link 3](#) – Chapter 3, page 23).
14. Legislation requires councils to review the LGA's Behavioural Management Policy prior to November 2023, to either adopt it as is or modify it to suit specific requirements.
15. This timeframe will allow the LGA's Behavioural Management Policy to be operational for a year, and for any gaps or changes required to be identified.

**Behavioural Support Policies**

16. The Behavioural Management Framework also provides for councils to also adopt a Behavioural Support Policy.
17. Through behavioural support policies, councils may decide themselves specific actions, behaviours and standards that their members should adhere to. Councils may prepare and adopt behavioural support policies to support appropriate behaviour by council members and may specify directions or guidelines relating to behaviours that members must observe.
18. Behavioural support policies must not be inconsistent with the Behavioural Standards.
19. While councils are not required to have a Behavioural Support Policy, the Act requires that a council must consider whether they will have a policy or not, and what it could contain, within six months of each periodic election. This ensures that every council will have this conversation early in a new term about the standards and behaviours that they will hold themselves and their fellow members to.



## Consideration by Council

20. Section 75F provides the following in relation to the content of behavioural support policies:
    2. *A Behavioural Support Policy may—*
      - a. *specify directions relating to behaviour that must be observed by members of the council; and*
      - b. *set out guidelines relating to compliance by members with the behavioural standards and directions under paragraph and*
      - c. *include any other matter relating to the behaviour of members considered appropriate by the council.*
    3. *A behavioural support policy—*
      - a. *must not be inconsistent with the behavioural standards; and*
      - b. *must comply with any requirement specified by the behavioural standards.*
      - a. *in any other case—consider whether it should adopt behavioural support policies.*
  21. The LGA Model Behavioural Support Policy has been used to inform the Draft Policy in **Attachment A**.
  22. Council is asked to approve the Draft Behavioural Support Policy for public consultation.
  23. Following public consultation the Policy will be finalised and presented to Council for adoption.
  24. A Council Member Interaction Policy is also being finalised to guide Councillor/Staff interaction. This will be presented to City Finance and Governance Committee at its October 2023 meeting.
- 

## DATA AND SUPPORTING INFORMATION

**Link 1** - Local Government Act

**Link 2** - Behavioural Standards

**Link 3** - Standing Orders

**Link 4** - LGA Model Behavioural Support Policy

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## ATTACHMENTS

**Attachment A** - Draft Behavioural Support Policy for Public Consultation

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- END OF REPORT -

# Council Member Behavioural Support Policy

XX July 2023

Legislative

## PURPOSE

This policy has been prepared and adopted by City of Adelaide pursuant to section 75F of the *Local Government Act 1999* (the Local Government Act). This policy forms part of the Behavioural Management Framework for council members.

Section 75F(2) provides that a Behavioural Support Policy may:

- a. Specify directions relating to behaviour that must be observed by members of the council; and
- b. Set out guidelines relating to compliance by members with the Behavioural Standards for Council Members and directions under clause a. above; and
- c. include any other matter relating to behaviour of council members considered appropriate by the council.

Section 75F(3) provides that a Behavioural Support Policy:

- a. must not be inconsistent with the Behavioural Standards for Council Members; and
- b. must comply with any requirements specified by the behavioural standards.

Council members in South Australia have an obligation to serve the best interests of the people within the community they represent and to discharge their duties conscientiously, to the best of their ability, and for public, not private, benefit at all times.

To serve the community well, council members must work together constructively as a Council. This, in turn will foster community confidence and trust in local government.

Council members will make every endeavour to ensure that they have current knowledge of both statutory requirements and the required standards of practice relevant to their position.

### STATEMENT

We, the Council Members of the City of Adelaide commit to the following values and supporting behaviours:

1. **Value & Respect** – We engage with each other respectfully in robust debate. We listen to others' views and speak to the issue and not the person/s.
2. **Optimism** – We are positive, constructive and creative in our problem solving. We are open minded and are willing to learn from each other and from staff input.
3. **Integrity** – We are well prepared and stay focused on agreed strategic priorities. We uphold decisions of Council. Where it is not a unanimous decision, we respectfully communicate the decision to others.
4. **Connected** – We ensure we provide a safe, supportive environment where people thrive, are listened to and communication is open and transparent.
5. **Excellence** – We value leading toward clear strategic and inspiring goals and implement outcomes that benefit the community as a whole.

### Council member commitments

To support our shared values and behaviours, we, the Council Members of the City of Adelaide agree:

1. That as the currently elected custodians, entrusted to oversee the affairs of the City of Adelaide we have a duty to put the interests of the community before our own interests.
2. As most Council Members will serve at least a four-year term on Council together, it is important to spend time focused on building and maintaining positive and constructive relationships and participate in workshops and undertake training.
3. To fulfill our duties, we will establish and maintain relationships of respect, trust, confidentiality, collaboration, and cooperation with other Council Members and the employees of council.
4. As a democratic tier of the government in South Australia we acknowledge our role in representing a wide diversity of viewpoints within the community. We:
  - a) Recognise that it is appropriate and important for a range of views to be expressed at council meetings.
  - b) accept we are likely to disagree at times as part of robust debate, but we will always show respect in our differences.
  - c) undertake, when we disagree, that we will do this respectfully. In

particular, we undertake, when disagreeing with others, that we will focus on the merits of the argument and not make personal or derogatory remarks about other Council Members or council employees.

5. At council meetings we will engage with each other in a respectful and civilised manner, and we will exercise care in expressing views regarding the conduct of other Council Members and council employees.
6. The Presiding Member has the primary role in maintaining good order at council meetings. However, all Council Members will responsibly lead in demonstrating and supporting constructive and positive behaviour in effective decision making at Council.
7. When engaging and communicating with council administration we will do so in accordance with the requirements of the CEO and relevant legislation, recognising the separation of powers between Council Members and the CEO and the importance of working together constructively to achieve outcomes for the community.

To support the undertakings made above, the Council Members of the City of Adelaide additionally commit to participating in activities to monitor and review the shared values and behaviours throughout the term of Council.

### **Other matters relating to the behaviour of Council Members**

We, the council members of the City of Adelaide consider it appropriate and agree that all council members will act in accordance with the following specific obligations:

#### **Media**

1. Council members may express their individual personal views through the media. When this occurs, it needs to be clear that any such comment is a personal view and does not represent the position of Council.
2. If Council Members choose to express dissent in the media, they should address the policy issues and refrain from making personal criticism of other Council Members or council staff. Any such commentary should not include any remarks that could reasonably be construed as being derogatory, defamatory or insulting to any person
3. Council Members may link and disseminate key information from official Council social media platforms in messaging to the community

but should refrain from changing or interpreting the information.

4. For clarity, this policy does not attempt to prevent robust political debate in the media on political issues. This policy does set rules on how views should be expressed.

### Communication and engagement

1. Council Members, as representatives of Council, will communicate and engage with the community on Council's key directions, providing factual information on the challenges and opportunities respectfully and in accordance with resolutions of Council.

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#### OTHER USEFUL DOCUMENTS

[Council Member Behavioural Standards](#)  
[Standing Orders Containing the Behavioural Management Policy](#)

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#### GLOSSARY

#### 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 six months after each general election.

#### Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2018/9000 (example)	CEO/Council/Governance	XX/XX/2023	Original document

#### Contact:

For further information contact the Governance Program

City of Adelaide  
25 Pirie ST, Adelaide, SA  
GPO Box 2252 ADELAIDE SA 5001  
+61 8 8203 7203  
[city@cityofadelaide.com.au](mailto:city@cityofadelaide.com.au)

## Exclusion of the Public

Tuesday, 15 August 2023  
**City Finance and  
Governance Committee**

**Program Contact:**  
Alana Martin, Manager  
Governance

2018/04291  
Public

**Approving Officer:**  
Clare Mockler, Chief  
Executive Officer

## EXECUTIVE SUMMARY

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

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

For the following Chief Executive Officer Report seeking consideration in confidence

### **6.1** Delegation to Award Contract [section 90(3) (b) & (d) of the Act]

The Order to Exclude for Item 6.1:

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

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## ORDER TO EXCLUDE FOR ITEM 6.1

### THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE:

1. Having taken into account the relevant consideration contained in section 90(3) (b) & (d) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the City Finance and Governance Committee dated 15 August 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 6.1 [Delegation to Award Contract] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

This Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to identify the proponent and to confer a commercial advantage on a person with whom the council is conducting business and prejudice the commercial position of the council, with the potential to confer a commercial advantage to a third party competitor of a person with whom the council is conducting business.

Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information may result in release of information prior to the finalisation of 'commercial in confidence' negotiation with the proponent and because the disclosure of Council's commercial position may severely prejudice Council's ability to discuss/participate or influence a proposal for the benefit of the Council and the community in this matter and in relation to other contract negotiations.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the City Finance and Governance Committee dated 15 August 2023 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 6.1 [Delegation to Award Contract] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (b) & (d) of the Act.
-

## DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
  - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
  - (b) *cause a loss of confidence in the council or council committee; or*
  - (c) *involve discussion of a matter that is controversial within the council area; or*
  - (d) *make the council susceptible to adverse criticism.*
5. Section 90(7) of the Act requires that an order to exclude the public:
  - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
  - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
  - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following report is submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 6.1 – Delegation to Award Contract
    - 6.1.1 Is not subject to an Existing Confidentiality Order.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (b) & (d) of the Act
      - (b) information the disclosure of which –
        - (i) could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting, or proposing to conduct, business, or prejudice the commercial position of the council; and (ii) would, on balance, be contrary to the public interest.
      - (d) commercial information of a confidential nature (not being a trade secret) the disclosure of which—
        - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
        - (ii) would, on balance, be contrary to the public interest

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## ATTACHMENTS

Nil

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- END OF REPORT -



Document is Restricted

## Expansion of Adelaide Free Wi-Fi to Victoria Park

Strategic Alignment - Strong Economies

Public

Tuesday, 15 August 2023  
City Finance and Governance  
Committee

**Program Contact:**  
Sonjoy Ghosh, Manager  
Information Management

**Approving Officer:**  
Michael Sedgman - Chief  
Operating Officer

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## EXECUTIVE SUMMARY

Council at its meeting on 26 April 2023 requested a report on expanding the Adelaide Free Wi-Fi network to provide coverage along the western side of Victoria Park / Pakapakanthi (Park 16).

Adding five additional wi-fi access points to expand the coverage of Adelaide Free Wi-Fi along the western side of Victoria Park / Pakapakanthi (Park 16) is expected to cost \$275,000. Necessary infrastructure such as conduits, pits and fibre optics is required to provide a reliable and robust service to our community and brings significant cost. The work could take an additional 1-2 months beyond the current expected project completion timeframe of August 2023.

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## RECOMMENDATION

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

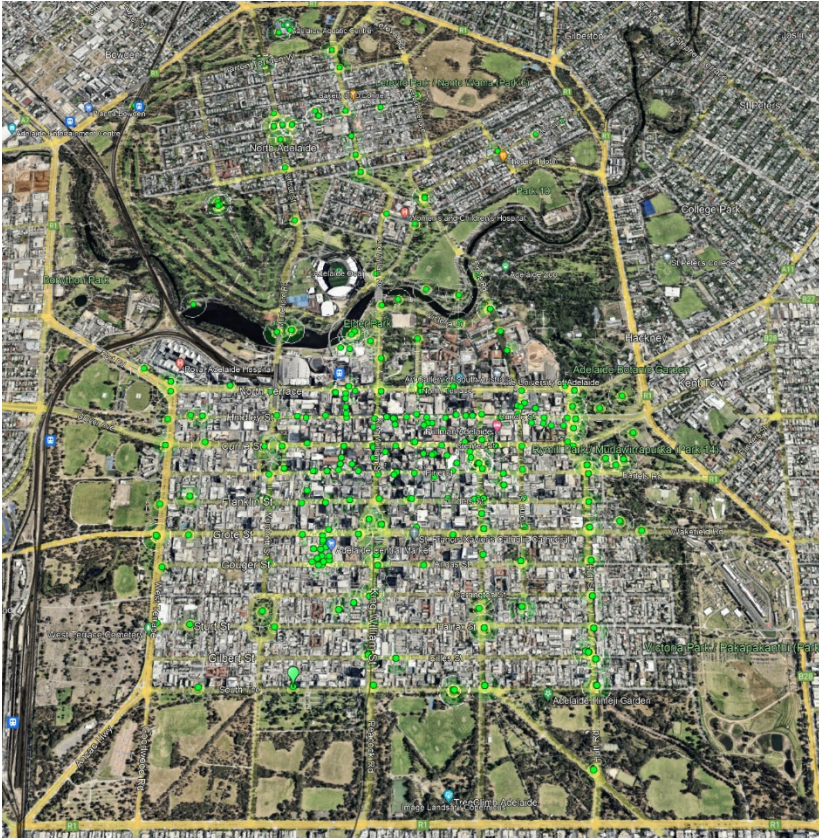
1. Notes the expected cost of expanding the Adelaide Free Wi-Fi Network to the western side of Victoria Park / Pakapakanthi (Park 16) is \$275,000, and its potential completion time of 1-2 months.
  2. Notes this expansion project has not been included in the 2023-24 Annual Business Plan and Budget.
  3. Notes the draft Master Plan for Victoria Park / Pakapakanthi (Park 16) report identifies the incorporation of smart technologies across the park including public wi-fi.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<a href="#">Strategic Alignment – Strong Economies</a>
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	An additional \$275,000 will need to be identified in the 2023/24 budget.
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
23/24 Budget Allocation	\$400,000 is allocated in 2023/24 to completing the original 251 access point network, however, the \$275,000 for an additional five access points is not allocated.
Proposed 24/25 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
23/24 Budget Reconsideration (if applicable)	An additional \$275,000 budget would need to be identified in the 2023/24 quarterly budget reconsideration.
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

# DISCUSSION

1. The “ADLFree powered by TPG” Wi-Fi network is a joint-funded initiative between the City of Adelaide and the Australian Government, being delivered through the Adelaide City Deal.
2. The ADLFree Wi-Fi project is a \$4.8 m over 5 years, with the Australian Government funding \$3m through the Adelaide City Deal and City of Adelaide allocating \$1.8 m. \$400,000 is allocated in the 2023/24 budget for the completion of the current project.
3. This project is reaching completion, with all 251 access points to be installed and fully operational by the end of August 2023. Image 1 below shows the locations of the access points across the City.



*Image 1: ADLFree powered by TPG access point locations.*

4. Council at its meeting on 26 April 2023 requested a report exploring expanding the Adelaide Free Wi-Fi network to provide coverage along the western side of Victoria Park / Pakapakanthi (Park 16).
5. Council at its meeting on 11 July 2023 also endorsed the draft Victoria Park / Pakapakanthi (Park 16) Master Plan for community consultation and identified a smart park as a key principle that included consideration for public wi-fi around the Park.

6. As shown in Image 2, five locations have been identified as ideal locations to provide good coverage in the southern part of Victoria Park / Pakapakanthi (Park 16). These locations are based on existing light poles in the area that can be used to mount the access points.



*Image 2: Proposed five access point locations.*

7. The costs estimate provided to Council is approximately \$275,000 for the installation and commissioning of the five access points. The majority of the cost is associated with the installation of the necessary infrastructure, such as conduits, pits, and fibre optics to the five locations to ensure that we provide a reliable and robust service to our community.
8. Adding the five additional points could take 1-2 months beyond the expected project completion date of the end of August 2023.
9. This initiative has not been included in the 2023/24 Annual Business Plan and Budget.

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## ATTACHMENTS

Nil

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- END OF REPORT -

## Strategic Plan 2020-24 Year Three Progress Report

Strategic Alignment - Enabling Priorities

Public

Tuesday, 15 August 2023

City Finance and Governance  
Committee

**Program Contact:**

Bree Goodchild, Manager  
Strategy Insights and  
Performance

**Approving Officer:**

Michael Sedgman  
Chief Operating Officer

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## EXECUTIVE SUMMARY

The City of Adelaide (CoA) 2020-24 Strategic Plan (Strategic Plan) was adopted by Council on 10 March 2020 and sets the vision for Adelaide to be the most liveable city in the world. The vision is delivered through four community outcomes: Thriving Communities; Strong Economies; Dynamic City Culture; and Environmental Leadership. These community outcomes are underpinned by corporate Enabling Priorities.

The Strategic Plan Year Three Progress Report marks the third year of delivery of the Strategic Plan's 49 key actions, and reports activity which occurred during 2022-23. This annual progress report is an important accountability and transparency activity, with a report provided to Council and available on Council's website.

In year three, 47 of the Strategic Plan's 49 Key Actions are *on track*, and two are *complete*. No actions were *deferred* or *commenced*.

15 Measures of Success quantify Strategic Plan outcomes and are measured against a combination of internal and external data sources.

During year three eight Measures of Success recorded favourable movement, four recorded unfavourable movement and three had no new available data at the time of the update.

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## RECOMMENDATION

The following recommendation will be presented to Council on 22 August 2023 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Notes the progress report provided for year three (2022-23) of the City of Adelaide 2020-2024 Strategic Plan provided as Attachment A to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	Whilst this report presents a review of the delivery of the Strategic Plan 2020- 2024, there is no direct policy implication as a result of this report.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
22/23 Budget Allocation	Not as a result of this report
Proposed 23/24 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The current Strategic Plan was endorsed for 2020-2024. The 2024-2028 Strategic Plan is currently under development
22/23 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. The City of Adelaide 2020-2024 Strategic Plan (the Strategic Plan) was developed and adopted before the COVID-19 pandemic, and articulates the vision for Adelaide to be the most liveable city in the world through four community outcomes – Thriving Communities, Strong Economies, Dynamic City Culture, and Environmental Leadership. These outcomes are supported by Enabling Priorities, which outline how the City of Adelaide works to achieve these outcomes.
  2. Under each of the community outcomes are statements describing aspirations for the city. The aspirations are achieved through the delivery of the 49 Key Actions and monitored through 15 Measures of Success.
  3. The third year of delivery for the Strategic Plan coincided with the COVID-19 pandemic no longer being declared a public health emergency in South Australia. Council continues to support the community to recover and thrive as life with COVID-19 becomes the norm.
  4. Throughout 2022-23, the focus was to future-proof our city and continue to deliver services to attract people to live, work, play, study, visit and undertake business in the city. In this context, efforts have continued to deliver on the vision and goals outlined in the Strategic Plan, including City of Adelaide’s vision to become the most liveable city in the world.
  5. At 30 June 2023, of the 49 Key Actions in the Strategic Plan, 47 are on track and two were completed.
  6. The two completed key actions were 2.10 - Implement a city-wide business model (Strong Economies) – p.17; and 5.07 Implement Sustainable (financial, environmental, social, culture) Procurement Policy (Enabling Priorities) – p.35.
  7. Of the 15 Measures of Success, eight saw favourable movement during 2022/23 compared to the baseline year, four experienced unfavourable movement, and three had no available data updates at the time of writing.
  8. The Measures of the Success which experienced *favourable* movement were:
    - 8.1. The city’s population is growing (Thriving Communities) – p.8
    - 8.2. Our residents are more physically active (Thriving Communities) – p.8
    - 8.3. The city has a greater share of the State’s economy (Strong Economies) – p.14
    - 8.4. There is more pedestrian movement in key areas of the city (Strong Economies) – p.14
    - 8.5. Increased cultural infrastructure (Dynamic City Culture) – p.20
    - 8.6. Council has the financial capacity to meet its long-term commitments (Enabling Priorities) – p.33
    - 8.7. Council services meets the needs of the community (Enabling Priorities) – p.33
    - 8.8. Council delivers on its operational efficiency targets (Enabling Priorities) – p.33
  9. The Measures of the Success which experienced *unfavourable* movement were:
    - 9.1. People feel safe in the city (Thriving Communities) – p.9
    - 9.2. More domestic and international visitors (Dynamic City Culture) – p.20
    - 9.3. Less waste to landfill (Environmental Sustainability) – p.28
    - 9.4. More residents agree that Council is taking steps to protect our environment (Environmental Sustainability) – p.28
  10. Where updated data was not available, details of previous data movements have been included to provide context. Measures of Success which did not have updated data at the time of writing were:
    - 10.1. More businesses in the city think the city is a good place to do business (Strong Economies) – unfavourable movement based on previous data but favourable movement for other indicators – p.14
    - 10.2. More city users agree that the city is dynamic and full of rich and diverse experiences (Dynamic City Culture) – unfavourable movement based on previous data – p.20
    - 10.3. Community greenhouse gas emissions are lower (Environmental Sustainability) – p.28
  11. Detailed updates against Key Actions and Measures of Success are provided in **Attachment A**.
-



# ATTACHMENTS

**Attachment A** - Strategic Plan 2020-24 Year 3 Progress Report

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- END OF REPORT -

Adelaide.  
The most liveable  
city in the world.  
**2020 – 2024  
Strategic Plan**

**2022-2023  
Progress  
Report**  
*Year three of four*



CITY OF  
ADELAIDE



## **Kurna Acknowledgement**

City of Adelaide acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land, water and air.

We acknowledge that they are of continuing importance to the Kurna people living today.

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

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## Frequently used terms in this document

<b>ABS</b>	<b>Australian Bureau of Statistics</b>
<b>AEDA</b>	<b>Adelaide Economic Development Agency</b>
<b>CoA</b>	<b>City of Adelaide</b>
<b>CUP</b>	<b>City User Profile</b>
<b>City user</b>	<b>Any visitor to the city</b>

# Summary

---

## This progress report documents the delivery of the 49 Key Actions and 15 Measures of Success from the City of Adelaide 2020 – 2024 Strategic Plan.

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On 10 March 2020, the 146th Council of the City of Adelaide (CoA), adopted the 2020 – 2024 Strategic Plan. The Strategic Plan sets the vision for Adelaide to be the most liveable city in the world. The Strategic Plan identifies four outcomes, through which the vision will be delivered:

- Thriving Communities;
- Strong Economies;
- Dynamic City Culture; and
- Environmental Leadership.

The four outcomes are underpinned by corporate enabling priorities.

The outcomes reflect the aspirations of the community and Council, focuses partnership and advocacy activities and drives programs and projects.

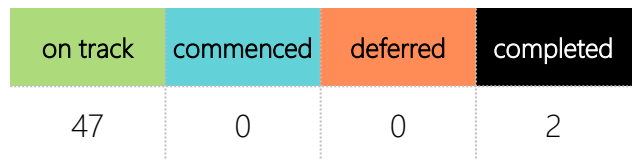
The 2022 – 2023 progress report marks the third year of delivery against the 49 key actions in the 2020-2024 Strategic Plan. It also coincided with the COVID-19 pandemic no longer being declared a public health emergency in South Australia. As life with COVID-19 becomes the 'norm', supporting the community to recover and thrive has remained a Council priority.

## Key Actions

The status of the 49 Key Actions have been marked as;

- **on track** - work to progress the Key Action has continued during 2022 – 2023.
- **commenced** - work on the Key Action began in 2022 - 2023.
- **deferred** – work to commence the Key Action has been delayed
- ☑ **completed** – the Key Action has been achieved and there is no further activity required.

Of the 49 Key Actions, 47 are ongoing, and two were completed. There were no commenced or deferred actions in 2022-23.



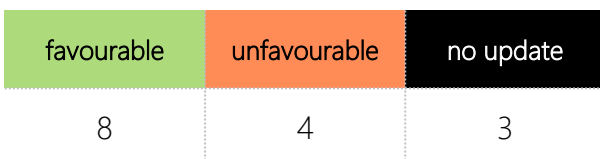
## Measures of Success

Measures of Success are a simple statement of the preferred state of play based on the latest data. The updates of the 15 Measures of Success are indicated as either;

- **favourable movement** - means new data is available, and the direction of change is preferred against the baseline.
- **unfavourable movement** - new data is available, but the direction of change is not preferred against the baseline.
- **no update available** - there was no new data was available at the time of writing.

Each Measure of Success is quantifiable and used to monitor whether the CoA has achieved the intended outcome. The data used has been carefully selected from CoA and external data sources so that they can be reliably tracked over time to indicate trends.

Of the 15 Measures of Success, eight recorded favourable movement, four recorded unfavourable movement, and three did not have data available at the time of reporting.



## Explaining a Measures of Success

To assist the reader, outlined below is an explanation of a Measure of Success, detailing the individual components and what they each mean.

1. the selected indicator of what success looks like.
2. the direction of movement.
3. what is measured or counted.
4. the first data point to enable comparison.
5. the latest data available to help indicate movement.
6. where the data comes from.
7. additional information to provide context around the data.

### ----- EXAMPLE -----

- 1 The city's population is growing
- 2 ● **Favourable Movement**
- 3 Measured by:  
Estimated resident population
- 4 Baseline:  
25,549 (2018 – 19)
- 5 Update:  
25,746 (2020 – 21)
- 6 Source:  
ABS, estimated resident population, regional population by age and sex presented by profile.id
- 7 Commentary:  
Almost all of CoA's population growth comes from international migration .....



OUTCOME 1

# Thriving Communities

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

## How we will deliver this outcome

● on track     
 ● commenced     
 ● deferred     
  completed

<span style="color: green;">●</span>	1.01	Leverage the Adelaide Park Lands to promote health, wellbeing, and lifestyle experiences
<span style="color: green;">●</span>	1.02	Build and be guided by the Wellbeing Dashboard
<span style="color: green;">●</span>	1.03	Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
<span style="color: green;">●</span>	1.04	Develop diverse places, and facilities with and for young people
<span style="color: green;">●</span>	1.05	Support health and housing for vulnerable people and young people
<span style="color: green;">●</span>	1.06	Support volunteerism to build community capacity and connectedness
<span style="color: green;">●</span>	1.07	Develop plans to improve mobility and physical and digital access and connectedness
<span style="color: green;">●</span>	1.08	Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways
<span style="color: green;">●</span>	1.09	Pursue affordable, reliable links to airports, regions, and suburbs
<span style="color: green;">●</span>	1.10	Support delivery of welcoming civic infrastructure/third spaces to foster community connections through the adoption of universal and sustainable design principles
<span style="color: green;">●</span>	1.11	Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

## What we want to achieve together

- Healthy and resilient communities
- Safe and welcoming community spaces
- Well-planned and inclusive residential population growth
- Functional zero homelessness
- A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes
- Increase community use of and access to the Adelaide Park Lands

## Additional information on data sources in this section

**ABS, estimated resident population, regional population by age and sex presented by profile.id**

The estimated resident population is the official measure of the population produced by the ABS and is based on the concept of usual residence. It refers to all people, regardless of nationality, citizenship or legal status, who usually live in Australia.

### CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience as that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of issues such as Park Lands usage, mainstreet revitalisation, community connectedness and safety in the city.

### CoA CUP Survey

The CoA CUP Survey has been conducted annually since the early 2000s. The purpose of the CUP Survey is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.



## How we will know we succeeded

### The city's population is growing

#### Favourable Movement

Measured by: Estimated resident population

Baseline: 25,426 (2019)

Update: 26,120 (2022)

Source: ABS, estimated resident population, regional population by age and sex

**Commentary:** The CoA population growth has increased but has not been at the pace of growth experienced prior to the COVID-19 pandemic. Almost all the CoA's population growth comes from international migration which was curtailed by COVID-19 pandemic travel restrictions. The ending of the public health emergency and lifting of restrictions will likely see a return to international migration, in addition to the Australian Government's decision to increase migration levels. Note that the population figures here may be different to those previously published due to the revision of population estimates by the ABS.

### Our residents are more physically active

#### Favourable Movement

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

Baseline: 4.13 (2019)

Update: 4.9 (2022)

Source: CoA Resident Survey

**Commentary:** The frequency at which city residents exercised for at least half an hour a week increased since the baseline year and compared to 2021 (4.5). The disruptions caused by the COVID-19 pandemic public health emergency may have caused residents to reevaluate their lifestyle and place a greater weight upon living a healthier lifestyle.

### People feel safe in the city

#### Unfavourable Movement

Measured by: Percentage of residents and city users agreeing that the city has public spaces that they feel safe to use

Baseline: Residents – 89% (2020)      City users 88% (2021)

Update: Residents – 80% (2022)      City users – 86% (2022)

Source: CoA Resident Survey CoA CUP Survey

**Commentary:** Perceptions of safety in the city has experienced a decline compared to the baseline. City residents' perception of safety in public spaces saw a greater fall than city user perceptions of safety, noting that the data is compared over different years. This could be attributed to after a couple of years of the COVID-19 public health emergency and living more isolated and insular lives; people needing to reaccustom themselves to participating in and sharing urban spaces. This leads to visibly fewer people in the city, which also impact on perceptions of safety in an area.

## How we will deliver this outcome

### 1.01 Leverage the Adelaide Park Lands to promote health, wellbeing, and lifestyle experiences

#### On track

Through a CoA Community Impact Grant, Trees for Life created the 'Regenerate' program, where the Park Lands were the central location for BushCare activities with associated workshops and activities such as nature walks, propagating native plants, boomerang throwing, and bird watching at the new Pakapakanthi Wetlands, to list a few. The partnership was aimed at, but not exclusively for, over 55 year olds and international students to encourage social connections as well as being outside in nature for improved mental health and wellbeing. The program hosted a total of 28, three-hour Park Land based events over 24 months.

A Community Impact Grant also supported the establishment of the North Adelaide Lefevre Park parkrun, providing community access to a free 5km group run every weekend. Participants have the choice to run, walk or volunteer, promoting a healthy lifestyle and improving social cohesion in the community. Other Park Lands programs in 2022-2023 supported through the Community Impact Grants initiative included: Mentor Walks, Club 8 Sports, and Swing Dance Adelaide Community Dance Series.

### 1.02 Build and be guided by the Wellbeing Dashboard

#### On track

Data collection for the CoA Wellbeing Dashboard's 34 indicators for 2022 was completed in June 2023, which is the fourth year of data collected. The data assists in shaping programs, such as nutrition, and walking tours for our international students and an ageing population. It is intended that data from the Wellbeing Dashboard will be integrated into City Plan in 2023.

### 1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness

#### On track

On 9 August 2022 Council resolved to continue its partnership with the SA Housing Authority to deliver the Homeless and Vulnerable People project subject to State Government funding, including funding support for a homelessness conference.

The Adelaide Zero Partnership agreement was signed by the CoA and the Toward Home Alliance in March 2023 for a project extension until 2025.

### 1.04 Develop diverse places, and facilities with and for young people

#### On track

The CoA proudly supported Youth Week 2023, held from 24 March to 2 April 2023. Nine Youth Week events were held, focusing on art, fashion, physical activity, shared food, nature and new friendships. To achieve this, the CoA collaborated with 12 partner agencies, including Headspace, Scots Church, Spoken Word, Adelaide University College, Study Adelaide, Youth Inc and the Art Bus.

Activities were enjoyed by 160 young people. The Youth Week website landing page receiving 927 views and 823 social media clicks, including a new exploration of using the popular youth advertising medium platform, Snapchat.

## 1.05 Support health and housing for vulnerable people and young people

### On track

The CoA presented to the July 2022 Remote and Regional Safety and Wellbeing Taskforce (RRSWT) meeting on its action to develop culturally safe places that recognise cultural authority on Kaurna land and welcome other language groups to socialise and receive support while in Adelaide.

The CoA through the RRSWT endorsed a summer response to support the expected increase in remote and regional visitors into Adelaide. The response involved an identified site in Wirraminthe / Park 23 / Edwards Park where people from regional and remote communities who are vulnerable and sleeping in public spaces within the CoA were supported from December 2022 to April 2023. The response was multi-agency with support through the RRSWT, including the CoA, Department of Human Services Outreach team, Toward Home Alliance, South Australia Police and Drug and Alcohol Services South Australia. The CoA provided a small marquee, electricity, water, cleansing services and supported a barbecue at the site via a Quick Response Grant.

The CoA commenced a review of its Homelessness, Social Housing and Housing Affordability Policy with a view to developing a separate Housing Policy and Homelessness Policy.

The CoA, with support of a Gender Equality Project Committee, partnered with twelve city-based hospitality venues to launch Project Night Light, a pilot program to help improve women's safety in licensed premises.

## 1.06 Support volunteerism to build community capacity and connectedness

### On track

Following the impact of the COVID-19 pandemic public health emergency, 2022-23 saw a return to volunteer recruitment. 54 new volunteers were recruited, totalling 220 across the CoA, each involved in diverse roles associated with the BMX track, Community Centres, Golf Course, Healthy Ageing, Greenwaste Centre and Adelaide Town Hall, plus much more. 'The Change Markers' was the theme of Volunteer Week 2023 recognising the power of volunteers to drive change and ensure volunteering is inclusive of all members of the community.

## 1.07 Develop plans to improve mobility and physical and digital access and connectedness

### On track

The CoA's roll out of the next generation Adelaide Free Wi-Fi network is well underway with all access points installed in June 2023. Final testing and commissioning of the network is scheduled to be completed by August 2023.

## 1.08 Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways

### On track

The Walking Strategy Discussion Paper was presented to Council in August 2022. The Council decided to disband the CEO Cycling Working Group in March 2023. The CoA North-South bikeways project remains active with construction forecast to be completed in 2023-24. Projects completed in 2022-23 include the Fitzroy Terrace, Rymill Park, South Terrace, Rundle Park and Bonython Shared Use Paths.

### 1.09 Pursue affordable, reliable links to airports, regions, and suburbs

#### On track

The CoA is exploring opportunities and advocating for enhancing transport links with the State Government as part of its ongoing discussions for an Integrated Transport Strategy. The Integrated Transport Strategy is included within the 2023-24 Business Plan and Budget.

### 1.10 Support delivery of welcoming civic infrastructure / third spaces foster community connections through the adoption of universal and sustainable design principles

#### On track

The CoA community centres currently host 72 ongoing programs, many facilitated by volunteers including local residents. In the first six months of 2022, 149 community groups and businesses have utilised the space, hosting 852 workshops, meetings and gatherings, with an estimated 19,984 participants, including resident group and association meetings, cultural group gatherings and programs led by Department of Health Services Children's Centre, Housing Choices SA, Unity Housing and ARTA Cultural Centre.

To support greater accessibility the CoA Minor Works Building Community Centre Lift Upgrade Project is in the procurement phase.

In May 2023 Communication Access accreditation was successfully renewed for three years for the CoA Library Centres and Customer Centre.

The CoA has completed a Strategic Infrastructure Assessment of which the results and findings will be presented to Council in 2023-2024. This will inform strategic planning for CoA community facilities.

### 1.11 Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

#### On track

The CoA has undertaken significant pavement rehabilitation works on Currie Street and Grenfell Street. The CoA continues to work with the State Government on the E-scooter trial and implementing initiatives with E-scooter operators to provide for a safer and more convenient experience. Further development of strategies to appropriately integrate emerging modes of transport will be incorporated into the scope of the CoA's Integrated Transport Strategy, which is included within the 2023-24 Business Plan and Budget.



## OUTCOME 2

# Strong Economies

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

### How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

●	2.01	Develop 88 O'Connell Street
●	2.02	Redevelop Adelaide Central Market Arcade and Market District
●	2.03	Establish a Smart Visitor Experience Centre
●	2.04	Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate
●	2.05	Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city
●	2.06	Support and develop diverse creative and social industry sectors
●	2.07	Develop spatial plans to support future growth in the city
●	2.08	Facilitate creative uses of the public realm and ventures in underutilised city buildings
●	2.09	Activate main streets and develop unique precincts to support a diverse range of businesses and communities
☑	2.10	Implement a City-Wide Business Model

## What we want to achieve together

- The lowest cost capital city with the least red tape
- Greater digital capabilities and connectivity through Ten Gigabit Adelaide, enhancing capacity for innovation
- Attraction and retention of a broad range of business and investment
- Be a test bed for innovation in diverse industries
- Main streets and laneways activated for economic growth

## Additional information on data sources in this section

### City of Adelaide Economic Profile presented by economy.id

Estimates of local economic value are based on information compiled by the National Institute of Economic and Industry Research using a range of data sources such as the ABS labour force survey, the Australian Tax Office and Centrelink. Gross Regional Product (GRP) is the equivalent of gross domestic product (GDP) at the local level.

### City of Adelaide Kepler Data

Pedestrian movement is indicated by a count of mobile devices detected by sensors across the CoA. The volume of devices detected is a proxy for the level of pedestrian activity.

### CoA Business Insights Survey

The CoA Business Insights Survey was first conducted in 2020. Its purpose was to build a better understanding of local business perception on a range of topics and to complement existing business data published by the ABS. Information collected include business demographics such as industry, location and size as well as business perceptions on topics such as the impacts of COVID-19, business confidence and the types of support that businesses would like to see from the CoA.

## How we will know we succeeded

### The city has a greater share of the State's economy

#### ● Favourable Movement

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

Baseline: 17.3% (2018 – 19)

Update: 17.7% (2021- 22)

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

**Commentary:** Gross regional product (GRP) measures the wealth of a local economy. In 2022, the CoA's economy totalled \$21.9 billion. While the share of the CoA's economy has increased slightly since the baseline year, the value of the CoA's economy in dollar terms has increased by 10.33% since 2019 outpacing the 8.9% for South Australia during the same period. Please note that current figures may differ from previously published figures due to revision of the data.

### There is more pedestrian movement in key areas of the city

#### ● Favourable Movement

Measured by: Monthly average of unique detections across the city

Baseline: 9.9 million (year to April 2020)

Update: 11.6 million (year to April 2023)

Source: CoA – Kepler Analytics

**Commentary:** The baseline data represents pre-COVID-19 pandemic city life. In the 12 months to April 2023, there were an estimated 11.6 million unique detections across the city. This represents a 19.3% increase from the baseline figure and is a clear indication that pedestrian activity has now exceeded pre-pandemic levels. The increase in pedestrian activity could be attributed to several factors. These include an increased number of interstate visitors, return of the international students, and the ongoing calendar of events and activities to attract visitors to the city.

### More businesses in the city think the city is a good place to do business

#### ⊘ No update available (unfavourable movement based on previous data but favourable movement for other indicators)

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

Baseline: 72% (2020)

Update: No update for 2022-23

Source: CoA Business Insights Survey

**Commentary:** As there was no Business Insights Survey conducted in 2022 due to the timing coinciding with caretaker period, an updated figure is not available. The latest data available for this measure was from 2021, which indicated that 64% of city businesses agreed that the city was a good place to do business. This represents a decline from the 72% captured in the baseline data. Anecdotally, much of the CoA's business community spent 2022-23 recovering from the COVID-19 pandemic public health emergency and the associated travel restrictions which saw a notable decline in business traffic. As the capital of South Australia, the CoA is well positioned to recover promptly and this is evident with the CoA having continued GRP growth and increased share of the South Australian economy.

## How we will deliver this outcome

### 2.01 Develop 88 O'Connell Street

#### On track

Construction is continuing on-site with the basement works nearing completion. In August 2022, Commercial and General announced that the project had secured Mercato as its flagship tenant to be located on the corner of O'Connell Street and Tynte Streets.

### 2.02 Redevelop Adelaide Central Market Arcade and Market District

#### On track

ICD Property through its builder, Multiplex, have undertaken site preparatory works to separate the Central Market Arcade and Central Market buildings for demolition. Central Market Trader loading zones have been established on Grote and Gouger Streets. Demolition of the Central Market Arcade commenced in June. Supporting measures have been implemented within the precinct including the establishment of UPark Andrew (Street) and modifying parking times to accommodate and encourage visitation.

### 2.03 Establish a Smart Visitor Experience Centre

#### On track

In establishing a Smart Visitor Experience Centre the CoA is in lease negotiations with the State Library of South Australia. The CoA engaged a consultant who prepared a feasibility study on the operating model and draft cost estimates. Currently request for tender specifications are being prepared.

### 2.04 Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate

#### On track

The CoA is maintaining a free and co-contribution business advisory service via Business SA. The CoA is providing continued funding support to Renew Adelaide to support new entrepreneurs.

The CoA has established a partnership with SouthStart to deliver Startup Week (made up of 27 events) and two other events to further develop the Start-Up ecosystem and improve access to finance. The CoA delivered three activations via Adelaide CreaTech City Challenge. The CoA is continuing a Digital Games Industry Package and attracted two AAA Gaming Studios to establish in Adelaide. The CoA has provided support to firms looking to expand out of Lot Fourteen. The CoA undertook a joint marketing sounding exercise to establish a co-working space for Bio-Med businesses in the Bio-Med City.

### 2.05 Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city

#### On track

Kadaltilla (formerly the Adelaide Park Lands Authority) supported a comprehensive review of CoA's Community Land Management Plans for the Adelaide Park Lands in February 2023 which Council endorsed in April 2023 for consultation. The Plans provide a streamlined; single consolidated reference to the CoA's management of the Adelaide Park Lands.



## 2.06 Support and develop diverse creative and social industry sectors

### On track

The CoA is working with the Adelaide South-West Community Centre to identify relocation sites. There have been no properties within the parameters and price range outlined by the Council decision. The CoA Community Centres continue to offer a diverse range of programs. A CoA partnership with The Note magazine supported a new publication showcasing the Adelaide music scene and industry, through highlighting 840 music gigs in the CoA over a six-month period and the content displayed over 10,000 times. The \$24,000 of CoA funding yielded over \$131,000 in advertising. In collaboration with South Australian Fashion Industries Association (SAFIA), Fashion Est. was created and launched in North Adelaide Village as a retail / studio / event space to support emerging fashion designers.

## 2.07 Develop spatial plans to support future growth in the city

### On track

A program of work to deliver the City Plan was prepared with a series of investigations commissioned to inform land supply, social infrastructure and economic considerations. The CoA engaged a multi-disciplinary team of urban design consultants in early March 2023 to develop urban design principles and future scenarios for the city that can be used for targeted engagement with the community in future project phases. Progress on the spatial mapping tool for City Plan progressed with over 400 data layers currently embedded in the tool.

## 2.08 Facilitate creative uses of the public realm and ventures in underutilised city buildings

### On track

As part of the CoA's Vacant Tenancy Revitalisation project, a vacant retail store in North Adelaide Village has been activated through the Fashion Est. initiative to support emerging South Australian fashion designers.

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

### On track

The CoA's Place Coordination approach continues for Hindley Street, Hutt Street, O'Connell Street and Melbourne Street, with a range of place-specific programs and initiatives delivered through the single-point-of-contact Place Coordinators to support the local traders and communities. This has included events, activations and installations, marketing campaigns, voucher schemes, street art and trails, all supported by ongoing engagement and consultation. The CoA's East End Unleashed initiative continues to complement the Adelaide Fringe by allowing extended outdoor dining by 41 businesses and on-street performances in the East End, focused on Rundle Street, Vardon Avenue and Ebenezer Place. The CoA's Winter Weekends initiative is delivered in multiple precincts on Friday and Saturday nights in June, July and August. Winter Weekend activates the city during the traditionally quieter months in partnership with over 40 hospitality businesses and involves more than 35 local musicians and artists.

## 2.10 Implement a City Wide Business Model

### **Completed**

This action was completed in 2020-21 and included transforming the Rundle Mall Management Authority into the Adelaide Economic Development Authority (AEDA). The objectives and purpose of AEDA are to:

- accelerate economic growth in the CoA by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth.
- promote the CoA as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community in general.
- position the Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability.

AEDA is governed by a skills-based Board. The Lord Mayor is Council's representative on the Board.



## OUTCOME 3

# Dynamic City Culture

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

### How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

● 3.01	Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kaurna people as traditional owners
● 3.02	Pursue world and state heritage listing for the Adelaide Park Lands and city layout
● 3.03	Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
● 3.04	Support development of new cultural and civic infrastructure for the city
● 3.05	Upgrade major recreational facilities
● 3.06	Develop asset management plans to provide for future generations
● 3.07	Deliver diverse parks and playspaces
● 3.08	Increase public art throughout the city in collaboration with the private sector
● 3.09	Connect city users to place through curated city experiences
● 3.10	Support community diversity, cultural expression, experiences and participation
● 3.11	Expand Adelaide's global reputation as a 'magnet city' through world class events, festivals and activation

## What we want to achieve together

- Aboriginal and Torres Strait Islander peoples and cultures strongly represented in city life
- Beautiful, surprising places
- Global connections and collaborations
- Celebration of diverse community and collaborations
- New and civic culture infrastructure
- Protection, preservation, and promotion

## Additional information on data sources in this section

### Tourism Research Australia

Data on the number of domestic and international visitors are collected via the National Visitor Survey (NVS) and the International Visitor Survey (IVS) respectively. The NVS has been conducted since the late 1990s and provides an official measure of travel by Australian residents with over 100,000 interviews conducted each year. Domestic visitors are those who have had an overnight trip to the city of Adelaide in the given time period. The IVS usually samples 40,000 departing, short-term international visitors across eight major international airports in Australia. International visitor estimates were benchmarked using Overseas Arrivals and Departures information collected through passenger cards.

### CoA Cultural Infrastructure Data

A definition of cultural infrastructure was developed to enable CoA to quantify such infrastructure. Drawing on international and national best practice and reflecting the five key drivers outlined in the CoA Cultural Strategy 2017 – 2023, cultural infrastructure allows for the creation of spaces, places and resources that support or accommodate the production and/ or consumption of cultural activities. It refers to both physical and digital spaces as well as purposeful investment by CoA where culture is created, experienced, participated in, shared or sold.

### CoA CUP Survey

The CoA CUP Survey has been conducted regularly since the early 2000s. The purpose is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

# How we will know we succeeded

## More domestic and international visitors

### ● Unfavourable Movement

Measured by: Number of domestic and international visitors

Baseline: 2.7 million (year to December 2019)

Update: 2.1 million (year to December 2022)

Source: Tourism Research Australia, unpublished data

**Commentary:** Domestic and international visitation continues to be impacted by COVID-19 as visitation levels to the city remain below pre-pandemic levels. In 2022, there were a total of 2.1 million visitors to the City of Adelaide. This is lower than the levels recorded in 2019 but is higher than the number of visitors in 2021 (1.7 million). Domestic visitation accounted for the bulk of visitation to the city in 2022, with 2 million domestic visitors to the city and 88,960 international visitors. Much of domestic visitation to South Australia comes from people interstate holidaying here or visiting friends and relatives. Those are the visitor segments that have continued to lead the recovery of tourism locally. According to Tourism Research Australia forecasts, it is anticipated that national domestic tourism will exceed pre-pandemic levels this year while international tourism will take longer to recover.

## Increased cultural infrastructure

### ● Favourable Movement

Measured by: Number of spaces for people to create or experience art and culture

Baseline: 1,338 (2019 – 20)

Update: 1,399 (2022 – 23)

Source: CoA data

**Commentary:** Cultural infrastructure enables CoA to create beautiful and surprising places that celebrate, showcase, and represent Adelaide's diverse community, cultures and creativity. Culture infrastructure includes 'physical' spaces such as theatres, museums, galleries; and 'intangible' infrastructure such as grants and digital spaces. Cultural infrastructure in the city increased in 2022-23 to 1,399, representing a 4.5% from the baseline year. Compared to the 2021-22 however, cultural infrastructure decreased from 1,408. The decline from the previous years are due to several businesses closing down or moving into the suburbs.

## More city users agree that the city is dynamic and full of rich and diverse experiences

### ⊖ No update available (unfavourable movement based on previous data but favourable movement for other indicators)

Measured by: Share of city users who perceive the city as a welcoming and dynamic place full of rich and diverse experiences

Baseline: 80% (2019) Update:

No update for 2022 – 23

Source: CoA CUP Survey

**Commentary:** City users via previous CUP surveys have generally agreed that the CoA is dynamic and full of rich and diverse experiences. In 2022, which is the latest data available, 82% of city users agreed that the city is a 'welcoming place full of rich and diverse experiences. In 2023 a CUP survey has yet to be undertaken so data is not available at the time of publication. Maintaining this high proportion, despite disruptions to activity due to COVID-19 pandemic public health emergency, may be a reflection on the many incentives, events and activations delivered to enliven the CoA.

## How we will deliver this outcome

### 3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kurna people as traditional owners

#### On track

The final meeting of the CoA Reconciliation Committee for the 146th Council of the CoA was held on 7 September 2022. After the November 2022 Local Government elections, the 147th Council of the CoA reestablished the Committee and the first meeting was held on 22 March 2023. A key item considered included the Voice to Commonwealth Parliament.

### 3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout

#### On track

A workshop on the CoA city layout and Park Lands and Mount Lofty Ranges Rural Settlement Landscape World Heritage Listing bid was held on 25 and 26 August 2022. In a keystone achievement, the bid received South Australian State Government support to develop a Tentative Listing Submission in February 2023. The bid is being progressed with a project governance structure being prepared and engagement with First Nations people identified as a priority.

### 3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion

#### On track

The CoA continued to deliver the Heritage Promotions Program to celebrate the built and cultural heritage, develop the heritage narrative and raise community awareness. This was achieved through Weekly Flashback Friday posts, monthly Heritage Incentives Scheme posts, ongoing review of Historical Walking Trails and City Heritage web pages and delivery of the

Heritage Plaques program. The CoA provided financial support towards Patricia Sumerling's City Hotels publication. The CoA was once again the major partner of South Australia's History Festival, held between 1-31 May 2023 and launched on 13 April 2023. In 2023, the History Festival offered approximately 550 events across South Australia, with all regions represented. Of those events, 27% were being held within the CoA and 80% were free of charge. The CoA registered 38 events for the public to attend including tours of the Town Hall, talks about Colonel William Light, and the city's namesake Queen Adelaide, along with the ghosts and ghouls self-guided trial beginning at the city library, a guided tour through historic lower North Adelaide, an exhibition celebrating North Adelaide's historic pubs, and several children's history and heritage activities in Hutt Street. The CoA supported the City of Adelaide Prize award that recognises projects that bring streets and public spaces alive.

### 3.04 Support development of new cultural and civic infrastructure for the city

#### On track

The CoA undertook a Cultural Infrastructure Feasibility Study in 2022-23 to better inform opportunities and needs across the city. Internal and external consultation was undertaken to finalise the Cultural Infrastructure Feasibility Study Report.

### 3.05 Upgrade major recreational facilities

#### On track

The CoA continued planning for the addition of a mini golf facility within the North Adelaide Par 3 Golf Course. In partnership with the South Australian State Government, a new City Skate Park was constructed in Gladys Elphick Park / Narnungga (Park 25). The CoA provided the Adelaide Archery Club with a \$100,000 Community Infrastructure Grant to increase storage capacity and provide accessible toilets and change facilities in Bullrush Park / Warnpangga (Park 10). The CoA completed construction of a new community sports pavilion in Bunday's Paddock / Tidlangga (Park 9), providing fit for purpose community sports facilities and new public amenities.

### 3.06 Develop asset management plans to provide for future generations

#### On track

The CoA currently has a suite of Asset Management Plans to support long term asset budgeting, maintenance and renewal. In August 2022 the Recommended Levels of Service for the Urban Elements Asset Management Plan was presented to Council. The Asset Management Plans are currently being reviewed with those covering Transportation, Urban Elements, Open Space and Buildings scheduled to go out for community consultation in 2023, and Stormwater and Lighting and Electrical in 2024.

### 3.07 Deliver diverse parks and playspaces

#### On track

Engagement to support Kadaltilla (formerly the Adelaide Park Lands Authority) to review the Adelaide Park Lands Management Strategy 2015-2025 was undertaken. Amendments to the Strategy are being finalised for further consultation with the State Government, adjoining Local

Government and the community. The CoA is working to deliver a Master Plan for Victoria Park / Pakapakanthi (Park 16) to improve greening, historical and cultural interpretation and to accommodate a broad range of uses. Kadaltilla supported a comprehensive review of Community Land Management Plans for the Adelaide Park Lands in February 2023 which Council endorsed in April 2023 for consultation. The reviewed Plans provide a single consolidated reference to the CoA's management of the Adelaide Park Lands.

### 3.08 Increase public art throughout the city in collaboration with the private sector

#### On track

Planning for the CoA's City of Music Laneway projects continue, including the corresponding public artwork commissions for The Angels, and Archie Roach and Ruby Hunter laneways. Significant Public Art commissions such as the Place of Reflection are in delivery following stakeholder consultation and workshops. A CoA partnership with Guildhouse has delivered seven public artworks with private businesses and stakeholders, in locations such Leigh Street, Solomon Street, Tavistock Lane, and Hutt Street. Concept designs and a feasibility study were undertaken in partnership with Illuminate Adelaide for proposals for light-based artwork commissions in Light Square by Ouchhh Studios and concept designs for Melbourne Street developed by two artists. The CoA has provided support and advice on community-driven proposals for commemorative artworks, such as the Place of Courage by Spirit of Woman. Several Women in the Chamber portraits are underway including the unveiling of Aunty Shirley Peisley AM's portrait, and portraits of Catherine Helen Spence, and Mary Lee. CoA infrastructure projects with public art outcomes are ongoing including the Hutt Street Entry Statement.

### 3.09 Connect city users to place through curated city experiences

#### On track

The CoA's New Year's Eve, delivered a Family Event in Rymill Park and Midnight Moments across the city with a footfall of 414,000 and 50,000 attending CoA events. The CoA Christmas Festival delivered live music, performance and decorations and facilitated the Christmas Pageant to return to the streets with 240,000 visitors, and a program of community events attracting 30,000 visitors. Visitor spend was up 22% in December 2022 from December 2021. The CreaTech City Challenge (funded \$300,000 by the South Australian State Government) enabled three artworks to be delivered, connecting city users to place. Fortune Cookie was hosted for six months in the Adelaide Central Market. The Artofficial Truth Machine (ATM-001) hosted for three months by Rundle Place, and the Herding Caterpillars AR and VR experiences in the Park Lands and on North Terrace for Nature Festival. The CoA's Activation Program supported Gravity and Other Myths to deliver world-class acrobatics on mainstreets in April and May 2023. The delivery of Unseen by DragonMill, a 'dark mofo' style theatre and fire experience every Friday and Saturday night in June 2023 was also supported. Ruck-n'Roll was a CoA partnership with Music SA to showcase local talented musicians on-street and in venues during the Australian Football League's Adelaide-based Gather Round Festival of Footy. The CoA continues to support both the CoA Concert Band and the CoA Pipe Band to each deliver eight annual community music events.

### 3.10 Support community diversity, cultural expression, experiences and participation

#### On track

The CoA's Community Impact and Strategic Partnerships program supported various multicultural and diverse community events and programs throughout 2022-23, including:

- The 2023 Chinatown Adelaide Lunar New Year Street Party held on the 22 January featuring cultural performances, food stalls, and the lighting of firecrackers.
- Uluru Statement of the Heart – a Deeper Understanding event held in the Adelaide Town Hall in May 2023, with Keynote speaker Noel Pearson, as well as a forum to discuss the upcoming Voice to Parliament referendum.
- Bijoy Mela 2022: The Multicultural Festival is the flagship event in the South Australian Bangladeshi Community Association (SABCA) annual activities. The festival included family-friendly children activities, Bangladeshi traditional dances and songs performed by Bangladeshi artists, along with different multicultural communities, and diverse food and boutique stalls.
- Adelaide Telangana Association Festival of Flowers Celebrations 2022. The project included diverse community organisations gathering during the festival of flowers event and sharing the cultural and traditional experiences.
- The Finest Filth's First Birthday Extravaganza was held at My Lover Cindi nightclub on 8 October 2022. This event presented LGBTQIA+ performers including musicians, DJs, burlesque, dancers, and drag performers.



### 3.11 Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals and activation

#### On track

In addition to the annual funding, during the interim period between General Managers for the Adelaide UNESCO City of Music, the CoA provided administrative support to enable the office to continue to operate. A new General Manager was appointed in 2022 and the office has completed a new strategic plan. In early 2023 the Adelaide UNESCO City of Music Office relocated to the ground floor at 25 Pirie Street. Following an internal assessment and negotiations, this was delivered as an in-kind agreement with a peppercorn rent to activate and showcase the City of Music designation.

The CoA ran the Support for Tunes in June live music, showcasing jazz musicians at the Adelaide Central Market on Fridays during winter. Eight major live music only festivals were held in the Adelaide Park Lands in 2022-23, including Harvest Rock, Listen In, Rufus Du Sol, Festival X, Side by Side, Field Trip NYE, Wildlands and St Jerome's Laneway Festival. The CoA facilitated 600 events in total, 200 of those attracting more than 1,500 patrons.







## OUTCOME 4

# Environmental Leadership

Council will be a leader in responding to climate change and support our community and businesses to be resilient in the face of environmental challenges

### How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

● 4.01	Increase street tree canopies and green infrastructure in city hot spots and public spaces
● 4.02	Implement improvements to city-wide waste and recycling services to support the transition to a circular economy
● 4.03	Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change
● 4.04	Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
● 4.05	Enhance biodiversity in the Park Lands and connect our community to nature
● 4.06	Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations
● 4.07	Support all CBD businesses to be green accredited
● 4.08	Protect and conserve the heritage listed Adelaide Park Lands

## What we want to achieve together

- One of the world's first carbon neutral cities by 2025, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development

## Additional information on data sources in this section

### CoA Community Carbon Inventory

CoA has been tracking community greenhouse gas emissions through inventories since 2007. These have been prepared in accordance with the Global Protocol for Community Scale Greenhouse Gas Emissions Inventories. The protocol measures the emissions within CoA boundaries using 'scopes', which allow for international comparisons.

### CoA Waste Audit

In 2022, a series of comprehensive waste audits were conducted throughout the CoA including into CoA's own operations. The purpose of the audits was to establish baseline data to assess the efficacy and efficiency of CoA's waste approach and programs, understand user material generation and user behaviour, and identify opportunities to reduce waste.

### CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of topics such as Park Lands suage, mainstreet revitalisation, community connectedness and safety in the city.

## How we will know we succeeded

### Community greenhouse gas emissions are lower

#### ⊖ No update available

Measured by: Tonnes of carbon dioxide equivalent (CO<sub>2</sub>e)

Baseline: 1.03 million tonnes of CO<sub>2</sub>e (2018 – 19)

Update: No updated data available

Source: CoA Community Carbon Inventory

**Commentary:** Updated data for the community greenhouse gas emissions was provided for Year One. As the community inventory is updated every second year, an updated figure for Year Two will not be available until late 2023.

### Less waste to landfill

#### ● Unfavourable Movement

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

Baseline: 53.6% (2019)

Update: 50% (2022)

Source: CoA Waste Audit 2022

**Commentary:** In 2022, the CoA undertook a comprehensive waste audit which utilised the same methodology as the baseline audit in 2019. While waste audits are only a measure at a point in time and can vary from day to day, it indicated that there has been a slight reduction of the amount of waste diverted from landfill in the kerbside bin system.

### More residents agree that Council is taking steps to protect our environment

#### ● Unfavourable Movement

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

Baseline: 69% (2020)

Update: 63% (2022)

Source: CoA Resident Survey

**Commentary:** In 2022, Resident Survey respondents were less likely than in 2020 (the baseline year) to agree that the CoA is taking effective steps to protect the natural environment. Whilst the CoA has maintained environmental leadership as a key outcome, this fall could reflect an increased awareness and public consciousness towards environmental action driven by extreme and devastating weather events across Australia and overseas that highlight the urgency of addressing climate change.

## How we will deliver this outcome

### 4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces

#### On track

Due to scope and funding complexities for the Sturt Street West Project, the CoA are currently negotiating with Green Adelaide for alternate project scope options and locations. The CoA's Urban Greening Strategy is progressing and is anticipated to be completed in 2023, which will guide future greening programs.

### 4.02 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy

#### On track

The CoA installed new organics bins in Rundle Mall was launched on 31 August 2022 with the Deputy Premier Susan Close. The program continues to offer a range of activations, incentives and education to increase food organic recycling in public places. Reuse and Recycle Hubs which support residents to divert hard-to-recycle items from landfill and supports recovery of problem waste materials were designed and installed at the CoA Customer Centre in Pirie Street and the City Library. The project was developed in partnership with UniSA was launched on 5 September 2022.

The CoA in partnership with the Cities of Charles Sturt and Port Adelaide Enfield launched a soft plastics kerbside collection pilot project on 6 December 2022 as part of the National Plastics Recycling Scheme (NPRS). The pilot is initially open to 1000 residents in CoA. The program is fully subscribed and a significant number of bags have been scanned at the CoA's material recovery facility (CAWRA). The CoA commenced a six-month trial of 10c drink container recycling rails in April 2023. The recycling rails are installed to one side of four existing city street bins located along Grenfell Street, Exchange Plaza and through to Paul Kelly Lane.

The CoA commissioned a waste audit of its kerbside collection service for comparison with the 2019 audit and to assess progress toward targets in the CoA's Resource Recovery Action Plan 2020-2028.

### 4.03 Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change

#### On track

The CoA Urban Greening Strategy is progressing and is anticipated to be complete in 2023, which will guide future greening programs.

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

#### On track

A review of CoA's Sustainability Incentive Scheme was completed, and revised rebates were endorsed by Council on 12 July 2022. The endorsed Sustainability Incentive Scheme rebates commenced from 1 January 2023. The CoA focused on community education and activations to promote active transport and sustainability by strata communities with eight cycling activations in October 2022 and a Strata Forum on environmental upgrades in November 2022. A range of video stories about business low carbon choices were produced. The South Australian State Government Fleet Pledge was launched in September 2022, with CoA involvement.

The CoA commenced work in April 2023 to develop an electric vehicle (EV) transition roadmap. Capacity studies were progressed to install additional EV chargers within U-Park facilities, and a partnership with the RAA has begun installation. CoA contributed to the Council of Capital City Lord Mayors Climate Group to support advocacy positions on Climate Action, Inquiry into Plastic Pollution and Electric Vehicle Policy.

#### 4.05 Enhance biodiversity in the Park Lands and connect our community to nature

##### On track

The CoA, in collaboration with Green Adelaide, launched the first Nature Festival: Film as part of the Nature Festival in October 2022. The festival is a platform for emerging film-makers to share stories of nature with the community. The awards night was held on 14 October 2022 at the Mercury Cinema. The CoA supported volunteer participation in revegetation activities, and promotion of butterfly conservation events. Interpretive signage on biodiversity and water sensitive urban design was installed in Tainmuntilla/Mistletoe Park (Park 11). Annual participation in the CoA Urban River Torrens Recovery project delivered terrestrial weed and carp control in the Karrowirra Pari (River Torrens).

#### 4.06 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations

##### On track

The CoA's final report on the Carbon Neutral Adelaide Action Plan 2016-2021 was released in September 2022. The Carbon Neutral Adelaide brand was transferred to CoA from the South Australian State Government and regular newsletters for Partners were reintroduced. The CoA worked with the RACE for 2030 Cooperative Research Centre to develop a proposal for pathways to a Carbon Neutral Rundle Mall partnership. The proposal is under external assessment. The CoA achieved carbon neutrality for its operational emissions for the 2022 financial year through the Climate Active certification process. The CoA received a global A-List rating for our 2022 CDP reporting. The CoA tendered for carbon offset procurement in March 2023 and is assessing offsets to maintain carbon neutral certification. The community inventory of greenhouse gas emissions is underway.

#### 4.07 Support all CBD businesses to be green accredited

##### On track

To support businesses to be green accredited a new CitySwitch model was launched nationally in September 2022. The CoA hosted an event on 8 December 2022 which was attended by about 40 people. An awards ceremony and reporting procedures are currently being developed in collaboration with CitySwitch national team. A Showcase and networking event was held on 13 April 2023 with a presentation from the Lord Mayor.

#### 4.08 Protect and conserve the heritage listed Adelaide Park Lands

##### On track

With Commonwealth Government financial support, a draft National Heritage Management Plan has been prepared to support the National Heritage Listing of the CoA's Park Lands and City Layout. Consultation on the draft Plan is being undertaken.

The CoA made a range of informal and formal submissions in relation to State Government proposals for built form in the Park Lands including as it relates to the new Women's and Children's Hospital, development of the Aquatic Centre, and a Police Barracks.

A CoA submission was made to the Expert Panel on the Planning System Implementation Review and feedback provided on third party Code Amendments including for the Aquatic Centre (State Government) and the Port Road former Brewery site (private proponent).



# Enabling Priorities

Council will continue to work innovatively and collaboratively with partners and the community

## How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

●	5.01	Review and improve the way we collect and present data to share insights with the community
●	5.02	Demonstrate bold governance leadership in the Local Government Sector
●	5.03	Build on effective advocacy and partnerships, locally, nationally and globally
●	5.04	Implement the Strategic Property Review
●	5.05	Develop new revenue opportunities for Council operations
●	5.06	Review Council services to balance efficiencies with meeting community expectations
●	5.07	Implement Sustainable (financial, environmental, social, cultural) Procurement Policy – Previously marked complete
●	5.08	Implement new approaches to engaging the community in Council decision-making
●	5.09	Encourage and support new ideas and concepts



## What we want to achieve together

- Bold leadership and strategic partnerships to meet challenges and take up new opportunities
- A cohesive and integrated set of strategies and plans to deliver community outcomes
- Transparent decision-making based on data and evidence
- Community consultation underpins everything we do
- Robust financial management
- New efficiencies and revenue streams
- Share and celebrate what we do

## Additional information on data sources in this section

### CoA Quarterly Finance Report

The data is sourced from the third major budget reconsideration by Council for 2022 – 23, which is the latest information available at the time of writing. The purpose of the review is to adjust the budget for any changes in circumstances and priorities since the adoption of the budget in June 2022. The asset sustainability ratio, asset test ratio and leverage test ratio are some of the key indicators of the CoA's financial performance and position.

### CoA Business Insights Survey

The CoA Business Insights Survey was first conducted in 2020. Its purpose was to build a better understanding of local business perception on a range of topic and to complement existing business data published by the ABS. Information collected include business demographics such as industry, location, and size as well as business perceptions on topics such as the impacts of COVID-19 pandemic public health emergency, business confidence and the types of support that businesses would like to see from the CoA.

### CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of topics such as Park Lands suage, mainstreet revitalisation, community connectedness and safety in the city.

### CoA CUP Survey

The CoA CUP Survey has been conducted regularly since the early 2000s. The purpose is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

# How we will know we succeeded

## Council has the financial capacity to meet its long-term commitments

### ● Favourable Movement

Legislated Target:

- Asset Sustainability Ratio (ASR) is 90% to 110% (Council resolved to achieve 90% in the 2022/23 BP&B)

Councils adopted Treasury Policy sets:

- Asset test ratio (ATR): maximum 50%
- Leverage Test Ratio (LTR): 1.5 years

**Update:** ASR - 88%\* (not met)      ATR - 3%\* (met)      LTR – 0.1 years\* (met)

Source: CoA 2022 – 23 Q3 Finance Report (Subject to change based on preliminary end of year figures)

**Commentary:** The ASR expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans (AMPs). The target is legislated to be between 90% to 110% as determined by the Local Government Association of South Australia. However, Council resolved in the 2022 – 2023 Business Plan and Budget that the ratio is set at 90%. It is assumed that over the long-term, asset renewals will be funded in line with the Asset Management Plans and the sustainability ratio returns to 100%. The ATR and LTR are part of CoA's adopted Treasury Policy and represents the borrowings as a share of total saleable property assets, and the total borrowings relative to General Rates Revenue (less Landscape Levy) respectively.

## Council services meets the needs of the community

### ● Favourable Movement

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

Baseline ('21): 43% of city businesses satisfied with Council services; 65% of city residents satisfied with Council services ; 66% of city users satisfied with Council services

**Update ('22):** Business satisfaction with Council services – no updated data; 63% resident satisfaction with Council services; 73% of city users satisfied with Council services

Source: CoA Resident Survey CoA CUP Survey

**Commentary:** Residents, city users and city businesses were asked to rate their overall satisfaction with Council services with baseline figures for overall satisfaction established in 2021. There was no update around city business satisfaction with Council services as the business survey was not conducted in 2022. Updated data from the Resident Survey showed that overall satisfaction with council services fell slightly from 65% to 63% between 2021 and 2022. In contrast, city users satisfaction rose from 66% in 2021 to 73% in 2022.

## Council delivers on its operational efficiency targets

### ● Favourable Movement

**Update:** Achieved

Source: CoA 2022 – 23 Q3 Finance Report

**Commentary:** The 2022 – 23 target is to deliver \$4.83 million operational efficiency. As of the third Quarter Finance Report \$4.66 million had been delivered with the remaining \$0.17 million to be delivered in the fourth Quarter to conclude the 2022 – 23 year.

*\*Based on third Quarter 2022 – 2023 as end of year figures not yet available*

## How we will deliver this outcome

### 5.01 Review and improve the way we collect and present data to share insights with the community

#### On track

The CoA has developed a consistent approach to conducting research, insights identification, analysis and sharing. To complement this there has been consideration of the necessary processes, technology and people's needs to support the effective implementation. The approach is centred on building capability across the organisation to drive evidence-based decision-making.

### 5.02 Demonstrate bold governance leadership in the Local Government Sector

#### On track

The Statutes Amendment (Local Government Review) Act 2021 brought about changes to multiple pieces of legislation that affect the CoA. Given the breadth of changes, their commencement was staggered to enable the local government sector to prepare. All legislative reforms and changes affecting the CoA have now been implemented.

### 5.03 Build on effective advocacy and partnerships, locally, nationally and globally

#### On track

The CoA has developed a Stakeholder Management Plan to provide a framework for building connections that grow the CoA. Changes in leadership following Federal, State and Local Government elections have meant a focus on establishing and fostering relationships, identifying areas of strategic alignment and priority, and potential partnership - including funding opportunities.

The CoA has secured nearly \$20 million in external grant funding income. It is forecasted to exceed

2021-2022's total, with \$20 million compared to just under \$14 million for 2021-22.

The Capital City Committee hosted an Adaptive Reuse Forum in May 2023 on the reuse of city spaces for residential accommodation. Through the Council of Capital City Lord Mayors, the CoA provides national leadership for advocacy on climate action with other levels of government. Significant sister city milestones were celebrated, with 2022 marking the 50th anniversary of the relationship with the City of Christchurch, New Zealand and the 40th anniversary for the City of Himeji, Japan.

### 5.04 Implement the Strategic Property Review

#### On track

The CoA's Whitmore Square apartments have been sold including 13 affordable apartments via the South Australian State Government's HomeSeeker program. The former Bus Station site was released to the open market for sale and redevelopment via a multi-stage expression of interest process with Renewal SA selected as the preferred proponent enabling a significant mixed-use development. CoA assets remain subject to ongoing review and Council decisions. The CoA is also investigating the acquisition of key land and/or property holdings in line with the strategic objectives.

### 5.05 Develop new revenue opportunities for Council operations

#### On track

A new CoA advertising revenue stream has been secured with revenue uplift commencing July 2023. The CoA Mini Golf Business Case and Design Tender was completed ready for Council endorsement in July 2023. If endorsed new revenue would commence in July 2024

## 5.06 Review Council services to balance efficiencies with meeting community expectations

### On track

To support transparency and informed decision making, the CoA's Executive receive quarterly corporate health check dashboards. A Council's Elected Member's dashboard has also been developed to support them in their responsibilities. The CoA's quarterly reporting approach has been implemented, which indicate the delivery of the CoA's subsidiaries, services, strategic and capital projects against its planned activities of the Business Plan and Budget. Performance measures have been incorporated within the CoA's service planning and are monitored throughout the year. The performance measures are currently being applied to program planning across the organisation to better align planned work and its delivery to the responsible area of the organisation.

## 5.07 Implement Sustainable (financial, environmental, social, cultural) Procurement Policy

### Completed

The implementation of a CoA sustainable procurement policy was completed in 2020-21.

## 5.08 Implement new approaches to engaging the community in Council decision-making

### On track

The CoA is committed to innovative and constructive community engagement. Developing insights and seeking and listening to the voice of the community is critical to inform the CoA's decision-making and service delivery. Market research was conducted in 2022 to understand city users' barriers and motivations to return to post Covid-19. The research has informed advocacy and leadership in key stakeholder relationships, service modification and project proposals for the 2022-23 and 2023-24 Business Plan and Budgets.

To support transparency and informed decision making, an improved quarterly reporting approach has been implemented. The quarterly reports include insights on City and Community Profiles. The use of social media polls has continued to complement existing engagement approaches for larger engagement projects. This method reaches more people more quickly, and results in a snapshot of feedback on targeted questions, reducing the reliance on the community to read through large volumes of information before being able to respond to surveys. Face to face engagement has been a focus of this Council and has been positively received by the community. An upgrade to the CoA's community engagement tool, the YourSay platform has improved the stability of the site and the communities experience of accessing information and sharing their views about the services, projects, and programs that the CoA delivers. The CoA facilitated more than 46 engagement projects over the 2022-23 financial year.

## 5.09 Encourage and support new ideas and concepts

### On track

Innovation is one of the CoA's organisational values and the desired behaviours are reinforced through the performance and development conversations process, learning and training programs and leadership development opportunities. CoA initiatives including Reignite Adelaide and CoA's business planning process enable employees to propose new ideas and concepts for consideration and development. Across the organisation, teams work collaboratively on projects aimed at generating customer centric solutions. CoA employee feedback is sought through various channels including face to face workshops, culture and engagement surveys and feedback questionnaires. Feedback contributes to new idea development and implementation and helps measure employee perceptions on new ideas and concepts.

**City of Adelaide**  
**25 Pirie Street Adelaide**

[cityofadelaide.com.au](http://cityofadelaide.com.au)  
[strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

## Developing the 2024 – 2028 Strategic Plan

Strategic Alignment - Enabling Priorities

Public

Tuesday, 15 August 2023

City Finance and Governance  
Committee

**Program Contact:**

Bree Goodchild, Manager  
Strategy, Insights and  
Performance

**Approving Officer:**

Michael Sedgman, Chief  
Operating Officer

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## EXECUTIVE SUMMARY

Council is required under the *Local Government Act (SA) 1999* to review the suite of Strategic Management Plans within two years of a periodic election.

The Strategic Plan review project will facilitate this, by incorporating the development of the 2024-2028 Strategic Plan and a review of the Strategic Management Framework, alongside the work being brought separately to Council on the Long-Term Financial Plan, City Plan, and Asset and Infrastructure Management Plans.

Council administration is currently preparing a report on feedback from market research undertaken in support of the Strategic Plan, and one outlining an Integrated Engagement Framework for community engagement linking the Strategic Plan and other key strategy documents.

Over the past several months Council has provided direction to inform the development of the 2024-2028 Strategic Plan through decisions, workshops and articulation of priorities of the 2023/24 Business Plan and Budget on the key issues, policy positions and the deliverables sought over this term.

This report provides Council Members with a summary of a draft structure for the 2024-2028 Strategic Plan and proposes a roadmap for the development of the Strategic Plan for presentation to Council in December 2023.

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## RECOMMENDATION

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE:

1. Notes the proposed structure for the 2024-2028 Strategic Plan provided in this report.
  2. Notes the high-level summary of the initial research activities to support the Strategic Plan development, Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023.
  3. Notes a minor amendment to the Strategic Plan Review project timeline provided in Attachment B to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 15 August 2023, to include a special meeting of the City Finance and Governance Committee.
  4. Notes that Council will receive a Draft Strategic Plan document for adoption for the purposes of public consultation in September 2023.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> Development of the 2024-2028 Strategic Plan shows leadership in the sector and represents Council's role as a Capital City Council.
Policy	Developing a new Strategic Plan requires public consultation under Council's Community Consultation Policy. There are likely to be additional changes to strategies and plans as well as policy implications associated with any new direction articulated in the Strategic Plan 2024-2028
Consultation	Council's consultation policy requires a minimum of 6-week consultation on the Strategic Plan.
Resource	The delivery of this project will be within existing budget and resources.
Risk / Legal / Legislative	Council is legally required to review the suite of Strategic Management Plans, including the Strategic Plan within two years of a periodic Local Government election.
Opportunities	Developing a new Strategic Plan provides Council Members the opportunity to articulate what they see the future of the City to be and what the deliverables that will be the key focus areas to achieve this vision in the next four years.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 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
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. The role of a capital city council is diverse and complex. Our core role is delivering services to the community of the City of Adelaide and the way we deliver these reflects our diverse responsibilities to ratepayers, visitors, workers, residents, key stakeholders and the State of South Australia.
2. As the capital city of South Australia, Adelaide has a vital role to play in shaping the future of our state.
3. Councils are legislatively required to have a suite of plans that form a Strategic Management Framework which outline objectives, measures and finances. Other City strategies, plans and policies support delivery of Strategic Management Framework plans.
4. Our Strategic Management Framework includes the Strategic Plan, Long Term Financial Plan, Asset and Infrastructure Management Plans, and City Plan (City built form). These are our long-term planning documents, which inform one another and integrate delivery.
5. Council is legislatively required to review the Strategic Plan and Long Term Financial Plan by November 2024 consequent on the commencement of a new Council term. In addition an annual review of the Long Term Financial Plan is required which also includes the Chief Executive Officer's Statement of Financial Sustainability.
6. Council received information about these responsibilities and the Strategic Management Framework during a CEO Briefing on 25 July 2023.
7. Consideration has been given to how the Strategic Plan can:
  - 7.1. clearly articulate the long term goals of Council, and a four-year delivery plan (the detail)
  - 7.2. enable Council to build policy positions, and build and review strategies and action plans over the Council term.
8. The proposed structure for the 2024-2028 Strategic Plan is based on Council's decisions, feedback in workshops, and policy setting. It includes:
  - 8.1. Long Term considerations
    - 8.1.1. A Vision for the future of Adelaide – a leading aspirational statement summarising the focus of the plan and guiding decision-making on the future of the City.
    - 8.1.2. Aspirations that help articulate the vision, expressed as outcomes which help shape future policy positions of Council.
  - 8.2. 4 Year considerations incorporating:
    - 8.2.1. Priorities which sit across the four-year plan – “headline” projects for the term.
    - 8.2.2. Objectives for achieving long term outcomes.
    - 8.2.3. Key Actions that describe the outcomes that will be delivered for each objective.
    - 8.2.4. Targets and Measures that define what long term success looks like
    - 8.2.5. A Strategic Resource Plan to enable and support the delivery of the Strategic Plan. This document outlines the financial, and non-financial resources required to achieve strategic objectives across the Strategic Management Plans by articulating:
      - 8.2.5.1. The financial principles and parameters that will enable the delivery of the Long Term Financial Plan,
      - 8.2.5.2. The revenue and financing structures,
      - 8.2.5.3. The financial indicators, our position and targets,
      - 8.2.5.4. The Administrative functions that are required to deliver the Strategic Plan for a four year period. This will include the technology and people resources and workforce needs (which will align to a workforce strategy).
9. Administration will draft a Strategic Plan and Strategic Resource Plan that reflects Council's preferred language and structure, based on Council's feedback to date, and feedback on this report.

### Initial Research Activities Summary

10. As part of the Strategic Plan Review project, the State of the City research report was presented to the City Finance and Governance Committee at its 25 July 2023 meeting, and subsequently to Council at its meeting of 25 July 2023. This report formed a key part of the evidence base in the development of a Strategic Plan.



11. To further inform the development of the Strategic Plan 2024-2028, Council has engaged McGregor Tan to conduct market research (between 28 July and 11 August 2023) with 800 community members about their thoughts for the future of the city.
12. Results of this research were not available at the time of producing this report, but will be presented to the City Finance and Governance Committee in September 2023, along with a report outlining an Integrated Engagement Framework for the community engagement activities associated with Council's Strategic Plan 2024-2028, City Plan, and Integrated Transport Strategy. The intention of the integrated approach is to ensure that the more significant plans and strategies that Council is considering are being developed in a cohesive way and that clarity is provided to the community on the role and functions of each plan. The Integrated Community Engagement Framework will enable the community's feedback from each activity to inform the next, and will consider:
  - 12.1. The Strategic Plan's role in setting Council's vision, aspirations and commitments for outcomes for the city and community over the next four years. Community Engagement on the Strategic Plan is planned to occur from mid September to the end of October 2023.
  - 12.2. The City Plan's role in informing the public realm requirements and opportunities in a spatial format for the next ten years. Community Engagement on the City Plan is planned to occur in early 2024.
  - 12.3. The Transport Strategies' role in setting the movements and accessibility requirements and opportunities and the related infrastructure requirements. Community Engagement on the Transport Strategy is planned to occur from April 2024.
13. In addition as part of the planned research for the development of the Strategic Plan, McGregor Tan has sought the input of influential city leaders via in-depth interviews to seek their views on the future of the City and Council's role. This input was sought through letters of invitation from both the Lord Mayor and Chief Executive Officer, which secured interviews with the following:
  - 13.1. Lucy Hood MP (SA Parliament, Member for Adelaide)
  - 13.2. Hon Nick Champion MP (Minister for Trade and Investment; Planning; Housing and Urban Development)
  - 13.3. Rick Persse (Under Treasurer, Department of Treasury and Finance)
  - 13.4. Nikki Govan (Chair, Board of AEDA)
  - 13.5. Professor Chris Daniels (Chair, Green Adelaide)
  - 13.6. Andrew Kay (CEO, Business SA)
  - 13.7. Liam Golding (CEO, Urban Development Institute in South Australia)
  - 13.8. Bruce Djite (Executive Director, Property Council of Australia (SA))
  - 13.9. Jeremy Kwan (Director, Estate Planning and Investment, University of Adelaide) - representative nominated by the University.
  - 13.10. Philip Clatworthy (Director, Facilities Management, University of South Australia) – representative nominated by the Uni)
14. The key message flowing from the in-depth interviews was strong support for Council's role as an enabler of development and growth in the city. Themes include:
  - 14.1. Development, including affordable housing;
  - 14.2. Development of distinct precincts;
  - 14.3. Events in the city such as through the management of road closures and increased promotions and signage;
  - 14.4. The education sector and the pursuit of innovation and research and development;
  - 14.5. Attraction of businesses to set up in the city;
  - 14.6. A strong business eco system which makes doing business easy;
  - 14.7. Understanding and promotion of the distinct character and uniqueness of the Park Lands;
  - 14.8. Advocacy for residents;
  - 14.9. Increased greening such as through increasing tree canopy and the use of sustainable infrastructure materials.

15. Emerging messages from stakeholder interviews (as at 4 August 2023) are included in **Attachment A**, and a report on the complete McGregor Tan work will be presented to Council at a later date.

### **Project Timeline**

16. At its meeting on 25 July 2023, the City Finance and Governance Committee sought an additional meeting to discuss Strategic Plan engagement feedback. This will occur in November 2023, before the adoption of the final 2024-2028 Strategic Plan.
17. It is proposed that the City Finance and Governance Committee is provided the analysis of the initial market research, and a Draft 2024-28 Strategic Plan, at a special meeting on 5 September 2023. Council could then endorse the Draft for public consultation on 12 September 2023.
18. Following this, public engagement will occur to the end of October, with Council receiving engagement findings and an updated 2024-28 Strategic Plan for consideration in late November / early December.
19. This minor amendment to the project timeline will enable Council to meet its required 6-week consultation period and remain on track for its December 2023 adoption. An updated Strategic Plan Review Project Timeline is provided as **Attachment B**.

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## ATTACHMENTS

**Attachment A** – 2024-2028 Strategic Plan - emerging messages from stakeholder interviews

**Attachment B** - Strategic Plan Review Project Timeline

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- END OF REPORT -

## Attachment A

### 2024-2028 Strategic Plan - emerging messages from stakeholder interviews (at 4 August 2023)

- A desire for Council to implement approved master plans.
- Amplifying the strength and uniqueness of our Park Lands through sensitive and complimentary development and event infrastructure.
- Seeking confirmation about what a city within a park means to potential residents, visitors, workers and how Council can further lean into this distinct character.
- Greening streets, through increased tree canopy, use of sustainable infrastructure and materials including light posts, medium strips etc as well as enabling businesses and education institutions to green unused roads was highlighted.
- Ensuring the Council supports business and events with road closures, traffic management, signage, promotion etc is imperative. Working in collaboration with State Government to attract major events is seen to be an opportunity for council beyond the roads/ traffic management role it plays.
- The research identifies that Adelaide is a city that is generally easy to navigate despite there being some issues with parking and congestion.
- There is some tension with the pursuit of innovation and being known as a considered, planned, conservative and contained city. Whilst the conservatism is cited as part of the charm of Adelaide being a well-planned city, it can be seen as limiting, so continuous action to shift this mindset and historic construct is important.
- The knowledge economy is a complex idea, and positioning Adelaide as a global leader in higher education with clear career pathways into research and development, entrepreneurship, innovation is desirable. Supporting more big business and global research institutions to operate out of Adelaide was suggested.
- Ensuring there are opportunities and choices for graduates to pursue is important. Participants believe this is fundamentally the role of State Government but the Council should have a strong voice and position at the table.
- The development of Lot 14/old Royal Adelaide Hospital site was used as an example, seeking Council's advocacy for this development and acting as a communications conduit to residents/ business about its progress as we are all the benefactors
- It was acknowledged that whilst Council is not necessarily responsible for many developments and investment attraction the role they play in advocating for residents, the city and communicating progress widely and transparently is seen as their main role.

# Project Timeline

Nov/Dec/ Jan/Feb	March	April	June	July	August	September	September	November	Nov/Dec
<b>Strategic Management Framework</b>	<b>Finances, Services, &amp; Assets Discussion</b>	<b>Proposed Project Approach and Preliminary structure</b>	<b>State of the City data and information analysis</b>	<b>Vision and Preliminary Themes</b> <b>Engagement with Community</b>	<b>Refining Strategic Plan structure impact on Strategic Management Framework</b>	<b>Receive Initial Market Research and consider the Draft Strategic Plan</b>	<b>ADOPT Draft Strategic Plan for Community Engagement</b>	<b>ADOPT Community Engagement Feedback</b>	<b>ADOPT Final Document</b>
<b>30 Nov, 24 Jan, 7 and 20 Feb</b>	<b>4 March</b>	<b>18 April</b>	<b>18 July</b>	<b>25 July</b> Engage 28 July – 11 Aug	<b>15 and 22 August</b>	<b>5 September</b>	<b>12 September</b> Engagement to occur 15 Sept–30 Oct Min 6 weeks	<b>21 November</b> <b>28 November</b>	<b>21 November</b> <b>12 December</b>
Elected Member Portal, Training and Workshops	Elected Member Portal, Training and Workshops	Elected Member Portal, Training and Workshops	Elected Member Portal Committee Workshop/ Council Decision	Elected Member Portal Committee Workshop and Council Decision	Committee / Council Decision	Special Committee	Council Decision	Council Decision	Committee / Council
<b>Focus</b>	<b>Focus</b>	<b>Focus</b>	<b>Focus</b>	<b>Focus</b>	<b>Focus</b>	<b>Focus</b>	<b>Focus</b>	<b>Focus</b>	<b>Focus</b>
Introduction to: <ul style="list-style-type: none"> <li>Strategy, Finance and Assets</li> <li>Strategic Plan and Services</li> <li>Strategic Management Framework</li> <li>Research and Engagement</li> </ul>	Introduction to: <ul style="list-style-type: none"> <li>Services and Program Plans</li> <li>Asset Management Plans and Capital projects</li> <li>Budgets, revenue, borrowings and debt</li> <li>Long Term Financial Plans</li> </ul>	Provision of the proposed Strategic Plan project approach and timelines Elected Member discussion on structure of plan and timeframe to deliver Community Engagement discussion  *Administration will continue with Project delivery in May	Administration to present data, insights and analysis on the city that will support planning for strategic outcomes. Early discussion on key themes/focus areas	Vision & theme development discussions  Endorsement of initial community pre-engagement approach to be conducted in August (commissioning McGregor to conduct 800 person survey to inform development of the Strategic Plan)	Refine the structure of the plan, including Vision, aspiration and priorities  Endorse structure for the Strategic Plan and seek input including measures and review.  Provide information on the Market research and Strategic Resource Plan	Receive the analysis of the Market Research and consider the community and stakeholder Feedback  Receive a Draft Strategic Plan and discuss  Receive a Proposed engagement approach for the Draft Strategic Plan	Endorse the Draft Strategic Plan for Community Engagement, commencing 15 September to 30 October.	Hold a meeting to consider the community feedback and the analysis  Adopt the engagement feedback and consider how this may impact the final Strategic Plan  Discuss any potential changes to Strategic Plan	Committee to receive a final Strategic Plan for consideration ahead of the adoption by Council 12 December

## Community Buildings in the Park Lands

Strategic Alignment - Thriving Communities

Public

**Tuesday, 15 August 2023**  
**City Finance and Governance**  
**Committee**

**Program Contact:**  
Jennifer Kalionis, Associate  
Director City Culture

**Approving Officer:**  
Ilia Houridis, Director City  
Shaping

## PURPOSE OF WORKSHOP

The purpose of the workshop is to seek feedback from the Committee on a series of draft policy principles that will inform the development of a Council policy on community sports buildings in the Park Lands.

The development of this policy is a result of a Council Decision on 27 June 2023, where Council requested a report from Administration by September 2023, providing policy options for Park Lands buildings for the provision of fit-for-purpose facilities including toilets, changerooms and storage.

The following documents are referenced in the workshop papers:

- Investing in Community Sports Infrastructure: Summary Report of Discussion Paper – Link 1 view [here](#)
- Park Lands Building Design Principles – July 2023 – Link 2 view [here](#)
- Community Sports Infrastructure Research – July 2023 – Link 3 view [here](#)
- [Adelaide Park Lands Building Design Guidelines](#)

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## KEY QUESTIONS

- What amendments to the draft policy principles and/or additional policy principles would Members like to see?
- What is an appropriate level of City of Adelaide co-funding of sports infrastructure projects that are leased by State Sporting Associations and Educational Institutions that are of good financial standing?
- What are Members views regarding the inclusion of associated sports infrastructure (such as lighting) within these principles?

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- END OF REPORT -

# Thriving Communities

Community Buildings in the Park Lands  
Seeking feedback from Council Members on draft principles to  
shape a new Policy requested by Council by September 2023

City Culture  
Jennifer Kalionis

# Community Buildings in the Park Lands

## Key Messages



2 May 2023

Committee workshop on co-investment in Park Lands community sports infrastructure

27 June 2023

Council Decision requesting:  
-Report by September 2023 on policy options for Park Lands buildings for the provision of fit-for-purpose facilities

26 May to 18 June 2023

Significant community feedback on community sports buildings through 2023/24 BP&B consultation

July 2023

Research commissioned to inform policy options  
ACC2023/89849 and ACC2023/89856

# Community Buildings in the Park Lands

## Key Questions



### KEY QUESTION

What amendments to the draft policy principles and/or additional policy principles would Members like to see?

### KEY QUESTION

What is an appropriate level of CoA co-funding of sports infrastructure projects that are leased by State Sporting Associations and Educational Institutions that are of good financial standing?

### KEY QUESTION

What are Members view regarding the inclusion of associated sports infrastructure (such as lighting) within these principles?



# Community Buildings in the Park Lands

## Implications



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Implication	Comment
Policy	The draft policy principles presented in this workshop will inform the development of a draft Council policy regarding community sports buildings and associated infrastructure in the Park Lands. This policy will need to be read in conjunction with the Adelaide Park Lands Building Design Guidelines and Park Lands Leasing and Licensing Policy.
Consultation	A workshop will be held with Kadaltilla / Adelaide Park Lands Authority on 24 August 2023. Community consultation on a draft Policy will be required following consideration by Council in September 2023. ACSARA (Lessee for Park 21W) has been kept informed with regards to the proposed timing of this policy work.
Budget Consideration	Not as a result of this report
Risk / Legal / Legislative	The draft policy will reference peak sports association facility guidelines and relevant legislation to ensure minimum standards are met for accessible and inclusive community facilities.
Opportunities	The policy will enable the City of Adelaide to have a transparent decision making process in co-funding leased and licensed facilities in the Park Lands and to capitalise on external funding opportunities to enhance Council community assets.

# Community Buildings in the Park Lands

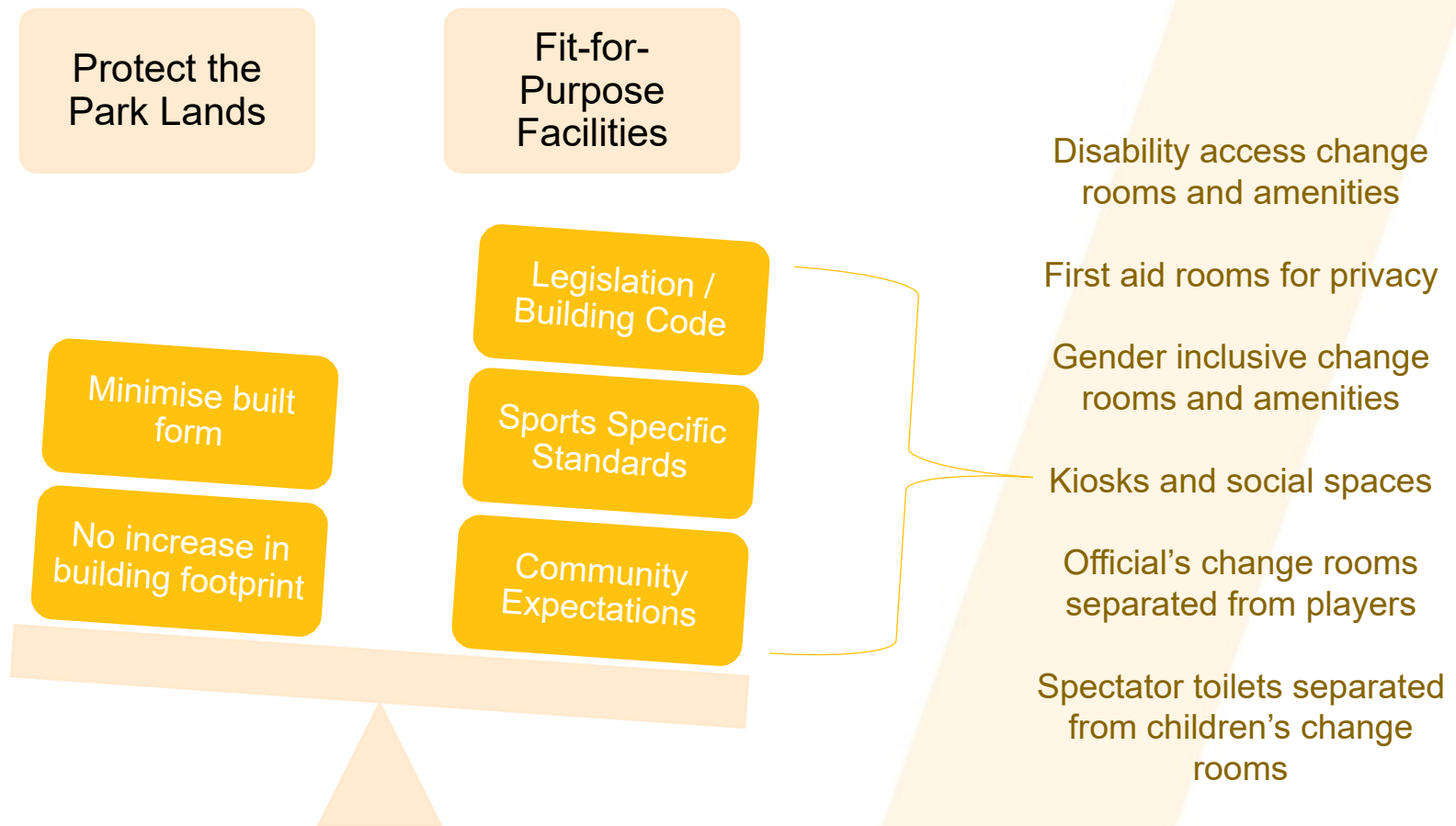
## Strategic Context

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Document	Strategy / Principle
<p><b>Adelaide Park Lands Management Strategy</b></p> 	<p>Upgrade and enhance buildings and structures responsive to their park setting</p> <p>Strengthen the role of the Park Lands as a regional destination for competitive sport</p> <p>Optimise the use of sport and recreation areas outside game and training times</p>
<p><b>Park Lands Building Design Guidelines</b></p> 	<p>Buildings must provide well-designed, fit-for-purpose facilities while offering civic destinations for wider community gatherings and enjoyment of the Park Lands</p> <p>Balance the visual impact of built form within the Park Lands</p> <p>Community sports buildings are required to activate sporting precincts...offering purpose designed, safe and accessible facilities...while also providing multi-function spaces for flexible use by the wider non-sporting community</p>

# Building Legislation, Standards & Community Expectations

There have been changes to legislation, standards and community expectations since most Park Lands buildings were constructed. It will be challenging to replace our existing building stock and not increase building floor area.



# Community Buildings in the Park Lands

## Considerations

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Accessibility to sport and physical activity by people of all ages, abilities and genders, including active transport infrastructure



Multi-functional spaces with safe, adaptable, flexible and versatile spaces, optimised layouts and smart design



Kaurna engagement and community engagement and activation to foster social interaction and a sense of community



Sustainable, climate responsive, resilient and green infrastructure



Technology integration from wi-fi connectivity to smart lighting and irrigation systems



Collaboration and partnerships that allow for shared resources and expertise



Participation and wellness including integration of Park Lands and natural elements to enhance the mental and physical wellbeing of communities

# Community Buildings in the Park Lands

## Draft Policy Principles

### **P1. Balance a minimal infrastructure footprint and scale with fit for purpose facilities required to support local community sport**

- Aim for 'local' level provision with a standard scope for consideration, noting elements that are viewed as core elements by community

Sports Building Elements	Associated Infrastructure Elements
Changerooms with showers and toilets	
Match officials' changerooms	
Kitchen / Kiosk	
Public toilets	
First aid room	
Internal storage	
Common area	
Covered outdoor areas	
	Sports lighting
	Sports surfaces
	Safety netting / fencing

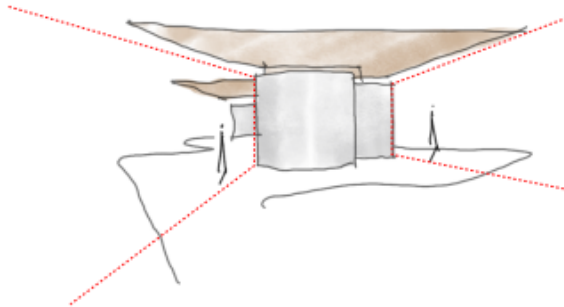
# Community Buildings in the Park Lands

## Draft Policy Principles

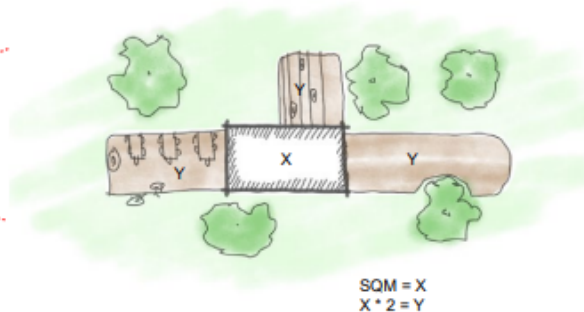
### P1.1 Deliver community sports buildings that perform their purpose while prioritising no net loss of Park Lands

- Prioritise reducing building scale and minimising visual impact
- Prioritise good design, optimal site selection and efficient circulation to reduce building scale

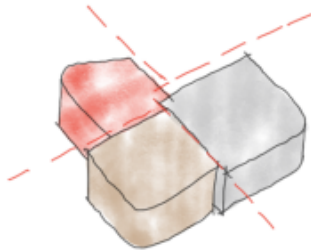
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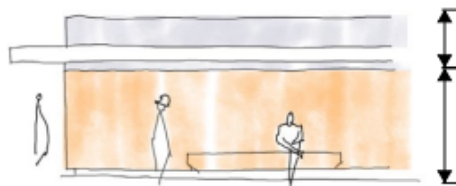
Generous roof canopy for the public sphere



Proposed Development =  $Xm^2$   
Public = Y  
 $Y = Xm^2 \times 2$



Break down the mass and scale of the development



Play with proportions to humanise.

# Community Buildings in the Park Lands

## Draft Policy Principles

### **P2. Maximise sustainable development and environmental performance**

- Achieve a 6 Green Star rating or equivalent
- Integrate greening and permeable landscapes
- Prioritise siting for environmental and Park Lands benefits
- Encourage shared use - hubs



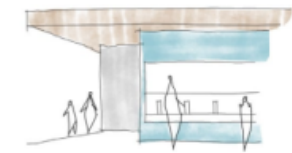
# Community Buildings in the Park Lands

## Draft Policy Principles

### P3. Create high quality welcoming and accessible facilities to maximise community use

- Design in context of the broader precinct in a whole of park approach
- Provide generous verandas for shelter and shade
- Provide community amenities on building facades at ground level
- Implement universal design principles to create a welcoming environment for everyone

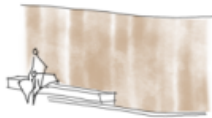
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Amenity on the facade



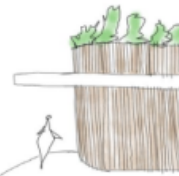
Play and Sporting facilities embedded into the building form.



Seating on the facade



Water fountain



Shade around the building form



Picnic amenity



# Community Buildings in the Park Lands

## Draft Policy Principles

### P4. Optimise community participation

- Prioritise community sport participation over elite competition
- Prioritise sports requirements with additional community and commercial uses secondary
- Transparent financial reporting to the public about allocation of revenue generated towards Park Lands conservation and community benefits



# Community Buildings in the Park Lands

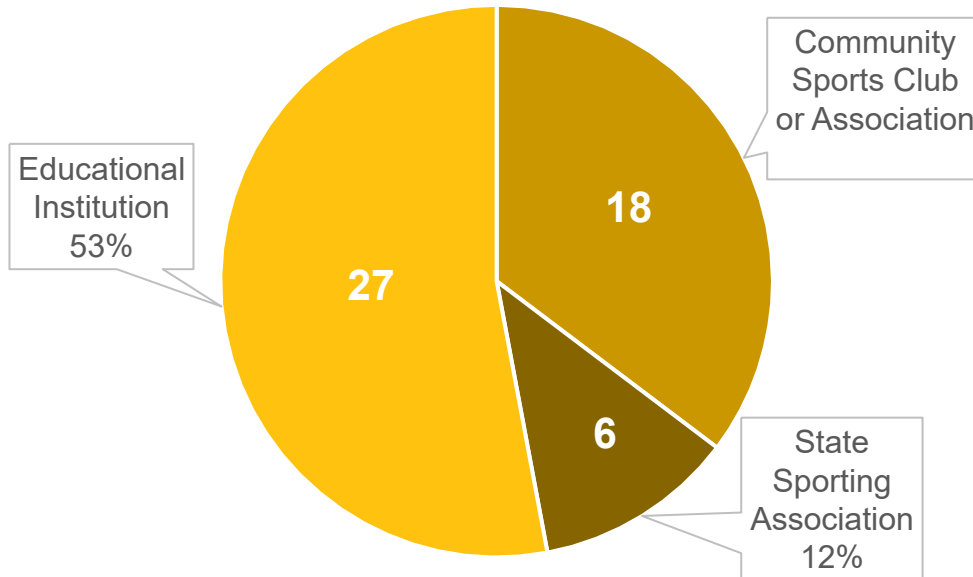
## Funding Considerations

### Provide transparent and equitable co-funding of community sports buildings

- Prioritise CoA funding of:
  - scope elements
  - projects co-designed by CoA and consistent with APLMS
  - improvements to Council assets
- Co-funding up to 50% of total project cost of an approved leased or licensed facility improvement project where the head lessee is a community sport (not for profit) club or association

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Leased Sports Buildings



Community Sports Club or Association	State Sporting Association	Educational Institution
Eg Adelaide Archery Club	Eg SA Croquet Association	Eg Adelaide University

# Community Buildings in the Park Lands

## Key Questions

### KEY QUESTION

What amendments to the draft policy principles and/or additional policy principles would Members like to see?

### KEY QUESTION

What is an appropriate level of CoA co-funding of sports infrastructure projects that are leased by State Sporting Associations and Educational Institutions that are of good financial standing?

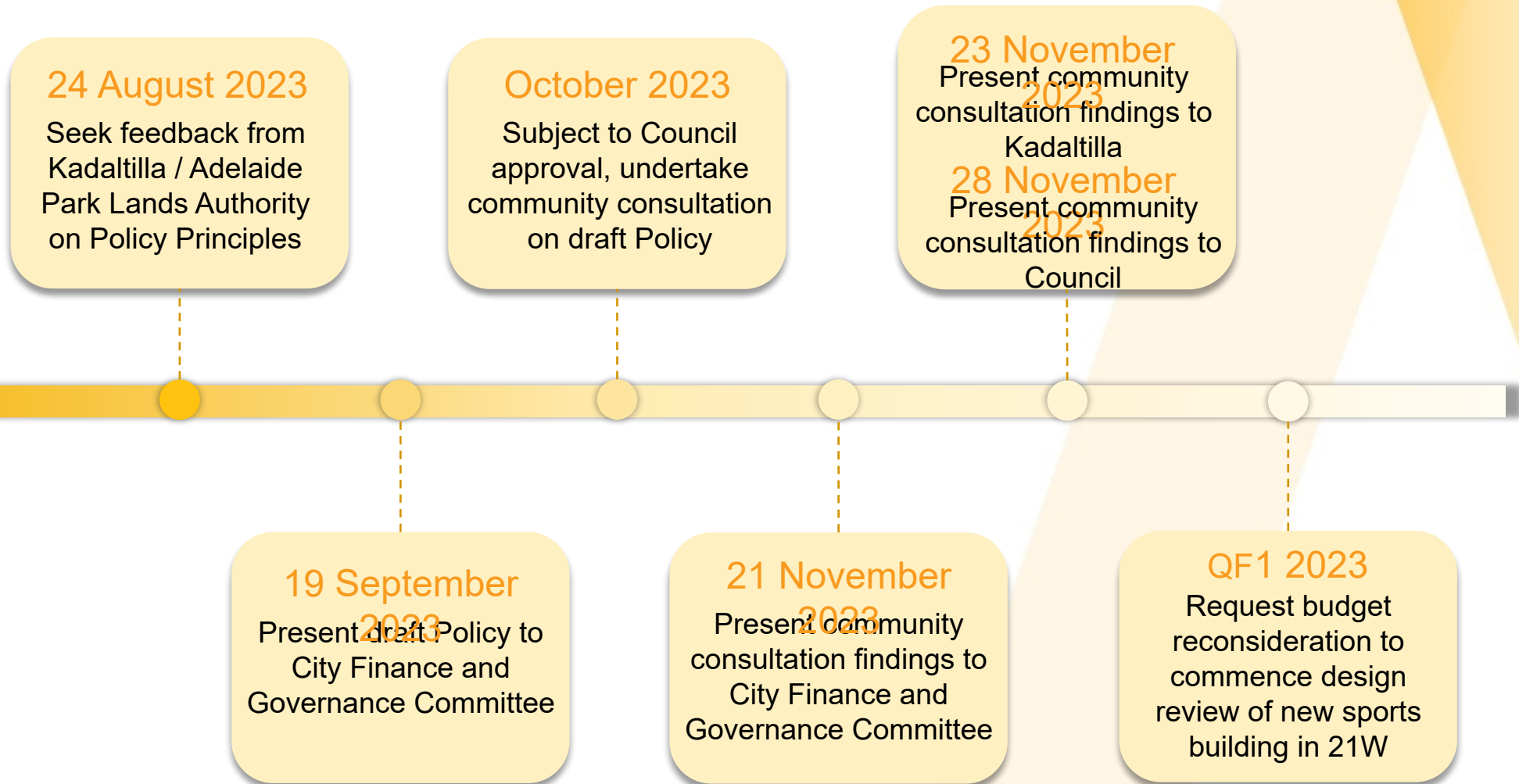
### KEY QUESTION

What are Members view regarding the inclusion of associated sports infrastructure (such as lighting) within these principles?

# Community Buildings in the Park Lands

## Next Steps

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## Long Term Financial Plan Assumptions

Strategic Alignment - Enabling Priorities

Public

**Friday, 15 August 2023**

Finance and Governance  
Committee

**Program Contact:**

Anthony Spartalis - Manager  
Finance & Procurement

**Approving Officer:**

Michael Sedgman - Chief  
Operating Officer

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## EXECUTIVE SUMMARY

*The Local Government Act 1999 (SA)* requires Council to adopt a Long Term Financial Plan (LTFP) within two years of being elected. In addition, an annual review of the LTFP is undertaken, which will also include a Chief Executive Officer (CEO) Statement of Financial Sustainability.

Council has resolved, through the setting of the CEO's key performance indicators (KPIs), that the LTFP be presented to Council by the end of October 2023.

The development of the LTFP builds upon the work undertaken for the 2023/24 Business Plan and Budget. This report, and the associated presentation, represent the beginning of the process to confirm the assumptions to be applied to the LTFP.

This report and the associated presentation have considered feedback received during the Audit and Risk Committee meeting held 4 August 2023.

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## RECOMMENDATION

### THAT THE FINANCE AND GOVERNANCE COMMITTEE

1. Receives and notes the 2023/24 to 2032/33 Long Term Financial Plan presentation as set out in Attachment A to Item 8.2 on the Agenda for the Finance and Governance Committee meeting held 15 August 2023, with feedback to be determined by the Finance and Governance Committee.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<p><b>Strategic Alignment – Enabling Priorities</b></p> <ul style="list-style-type: none"> <li>• Transparent decision-making based on data and evidence</li> <li>• Robust financial management</li> </ul>
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	<i>Local Government Act 1999 (SA)</i>
Opportunities	To consider feedback from the Committee for the build of the LTFFP
22/23 Budget Allocation	Not as a result of this report
Proposed 23/24 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not applicable
22/23 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. The *Local Government Act 1999 (SA)* states that a council must develop and adopt a long term financial plan, for a period of at least 10 years (s122 (1a) (a)), within 2 years after each general election of the council (s122 (4) (b)).
2. City of Adelaide reviews the LTFP annually and updates it, and reports revised projections, based on each quarterly budget review.
3. Further, s122 (4a) (a) requires an annual report from the chief executive officer on the sustainability of the council's long-term financial performance and position.
4. At the Council meeting dated 27 June 2023, Council resolved, as part of the CEO's KPIs, that the LTFP needs to be presented to Council by the end of October 2023.
5. At the Council meeting dated 27 June 2023, Council adopted the 2023/24 Annual Business Plan and Budget.
6. The development of the LTFP builds upon the work undertaken for the Annual Business Plan and Budget.
7. This report and the associated presentation have considered feedback received during the Audit and Risk Committee meeting held 4 August 2023.
8. This report, and the associated 2023/24 to 2032/33 Long Term Financial Plan presentation (**Attachment A**), represent the beginning of the process to develop and adopt the LTFP by confirming the assumptions to be applied to the LTFP.
9. Of particular note:
  - 9.1. The LTFP assumes rate revenue increases in line with CPI, and when combined with growth associated with new rateable properties, the rate revenue percentage increase is in excess of the percentage increase in key operational costs.
  - 9.2. CPI, which is forecast by various bodies, is the preferred escalator over LGPI, which is a lag indicator.
  - 9.3. Enterprise Agreements are used as the basis for salaries and wages increases, noting the differing timeframes associated with each agreement, with the Wages Price Index (WPI) used beyond agreement expiries.
  - 9.4. Interest rates sourced from Deloitte Access Economics 10 year Government Bond data – updated quarterly.
  - 9.5. Capital renewal expenditure reflects Infrastructure and Asset Management Plans:
    - 9.5.1. Significant asset renewals contemplated within the LTFP include the Adelaide Bridge, and Torrens Weir structure.
    - 9.5.2. Assumes the 90% Asset Renewal Funding Ratio (ARFR), based on the decision from the previous term of Council, transitions to 100% over the next 4 years.
  - 9.6. Capital enhancements (new and upgrade) reflect Council's decision to fund \$15 million per annum over the current term (which is escalated and assumed to continue beyond the current term for the life of the LTFP).
  - 9.7. The assumption for the Adelaide Aquatic Centre is worst case and assumes a \$20 million dollar contribution, which is all treated as operational.
10. Current assumptions for CPI, interest rates and WPI are based on Deloitte Access Economics June 2023 forecasts.

### Next Steps

11. The process to develop and adopt the LTFP include:
  - 11.1. Update the LTFP and assumptions based on feedback from the Finance and Governance Committee
  - 11.2. Update the LTFP for the accounting treatment of the Adelaide Aquatic Centre

11.3. Present the LTFP and CEO Statement of Sustainability to the City Finance & Governance Committee meeting 19 September 2023

11.4. Council Adoption of LTFP at the Council meeting 26 September 2023

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## ATTACHMENTS

The following attachment is for pre-reading and will be presented to seek feedback at the meeting.

**Attachment A** - 2023/24 to 2032/33 Long Term Financial Plan presentation

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- END OF REPORT -





# 2023/24 to 2032/33 Long Term Financial Plan

## Assumptions



# 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.



# 2023/24 to 2032/33 Long Term Financial Plan

## Assumptions

1. Basis of Preparation
2. Assumptions
3. Risks and Opportunities
4. Key Financial Indicators
5. Next Steps



# Basis of Preparation

Projecting forward, the LTFP considers

- The 2023/34 base year/budget with assumptions applied over subsequent years, adjusted for known changes
- Council's 2020-2024 Strategic Plan and Infrastructure and Asset Management Plans, including planned investment in new projects and infrastructure
- The social, economic and political environment, including indicators such as population growth, inflation and interest rates
- Anticipated changes in future service levels that reflect the needs and expectations of the community
- Funding and expenditure levers available to Council, including revenue and financing guidelines such as Council's Rating Policy and Treasury Policy
- Revenue opportunities and cost drivers, including the impact of climate change and other factors on the city
- A rigorous assessment of Council's current financial position and financial sustainability



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# Key Assumptions

underpinning this LTFP

- Rates Revenue in line with forecast inflation (excludes growth from new developments)
- Fees and charges in line with forecast inflation
- Salaries and wages forecasts based on enterprise agreements; once expired, Wage Price Index (WPI) applied
- Other revenue and expenditure growth, in general, in line with forecast inflation
- Interest rates relative to market expectations
- Capital renewal expenditure in line with Infrastructure and Asset Management Plans (IAMPs)
- Capital enhancements (new and upgrade) in line with Council Decision to fund \$15m over current term of council and assumed continuation.



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# Price Indexation

- Deloitte Access Economics utilised as source data for projected Consumer Price Index (CPI) for Adelaide, a state-based projection which increases the relevance to the LTFP - reputable data source ensures consistency of assumptions across the life of the plan

Rate %	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
CPI – SA*	3.9%	2.4%	2.4%	2.5%	2.5%	2.4%	2.3%	2.3%	2.4%	2.4%

\* Source: June 2023 Deloitte Access Economics

- For the purpose of the LTFP (as opposed to annual budgets), the following Income and Expenditure items escalate, on average, in line with CPI - unless specific circumstances are expected to have a material impact on the item:
  - Rates Revenue for existing properties through Property Valuations
  - Fees and Charges
  - Materials, Contract & Other Expenses
  - Grants, Subsidies and Contributions
- Rates Revenue growth from new developments and capital improvements is assumed at 1% over the life of the plan

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# Wage Price Indexation

- Salaries and wages forecasts based on increases in current (and expected) enterprise agreement outcomes
- Where no agreement exists, due to expiry, increase based on South Australia Wage Price Index (WPI), as forecasted by Deloitte Access Economics
- Actual increases dependent on future enterprise agreement negotiations, with new agreements reflected in LTFP upon completion of negotiations
- Increases in the Superannuation Guarantee consistent with Australian Taxation Office advice

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Rate %	EB Period	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Wages (AWU)	23/24 to 25/26	4.0%	3.0%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%	3.2%	3.3%
Salaries (ASU)*	22/23 to 24/25	3.0%	3.0%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%	3.2%	3.3%
Leisure*	22/23 to 24/25	3.0%	3.0%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%	3.2%	3.3%
UPark	WPI - SA*	3.6%	3.4%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%	3.2%	3.3%
Common Law Contracts	WPI - SA*	3.6%	3.4%	3.0%	3.1%	3.1%	3.1%	3.1%	3.1%	3.2%	3.3%
Super Increase		0.5%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

\* Enterprise Agreements received 4% on 1 January 2023

\*\* Source: June 2023 Deloitte Access Economics



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# Interest Rates

- Borrowings principally utilised for new and major infrastructure projects, including city shaping projects such as the Central Market Arcade development, significant community infrastructure and commercially focused projects with a financial return on investment (utilised from the Future Fund)
- Council’s services, projects and infrastructure works predominantly funded through rates, fees and charges, and grants and subsidies
- Deloitte Access Economics 10-year Government Bond data used as source for the LTFP plus a margin of 1.25%.

Rate %	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
Interest Rate *	5.35%	4.5%	4.3%	4.2%	4.2%	4.3%	4.3%	4.3%	4.3%	4.3%

- Source: June 2023 Deloitte Access Economics plus margin from 2024-25
- \*\* 2023-24 Interest Rate is our current borrowing rate as at August 2023

- Interest rates are reviewed quarterly, based on latest information and indicators



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# Depreciation, Amortisation and Impairment

- Depreciation informed by Infrastructure and Asset Management Plans and, reflects increases in valuations (CPI) and new asset movements
- Amortisation and impairments determined by condition audits and revaluations; no operating impacts are envisaged given that any movements are adjusted through the revaluation reserve



# Asset Renewals

- Infrastructure and Asset Management Plans (IAMPs), part of Council’s Strategic Management Plans, reviewed in detail every four years to identify asset condition and consumption to assist in resource and maintenance planning; detailed modelling enables Council to optimise maintenance and renewal expenditure to ensure asset sustainability
- The 10-year IAMPs consider new infrastructure needs to meet future community service expectations, in a sustainable manner
- Forecast expenditure based on existing IAMPs prepared in 2016, overlaid with the latest modelling from condition audits
- LTFP updated as detailed IAMPs are finalised by 30 June 2024

*Note: The Asset Renewal Funding Ratio was set at 90% across the life of the plan from the previous term of Council. The proposed LTFP assumes an incremental increase to 100% over the next 4 years.*

10 Year Asset Renewal Program	\$'000s
Bridges	76,033
Buildings	111,218
Pathways	62,014
Kerb and Water Table	22,207
Lighting & Electrical	20,657
Park Lands & Open Space	40,063
Roads	67,011
Water Infrastructure	93,798
Traffic Signal	16,274
Urban Elements	40,540
<b>Total Infrastructure Renewals</b>	<b>549,815</b>
Plant, Fleet & Equipment Replacement	18,171
Commercial Plant, Fleet & Equipment Replacement	1,245
IT Renewals	18,295
Corporate Overheads	63,253
<b>Total Renewal &amp; Replacement of Assets</b>	<b>650,778</b>



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# Significant Asset Renewals

- Significant renewals required in accordance with AMP in the mid-long term
- Current assumption is that Levels of Service will remain the same
- Further renewal optimisation modelling required to refine funding requirements through the development of the Asset Management Plans

Significant Renewals	Financial Year	\$'000s
Adelaide Bridge	2030/31	63,000
Torrens Weir Structure	2028/29	40,000

- Rundle UPark, in line with its most recent useful life assessment (June 2030) is assumed to cease operations in 2029/30



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# New and Significant Upgrades

- Major projects, including property development such as Central Market Arcade redevelopment and Street Upgrades, incorporated in the LTFP where a Council decision or commitment to progress the project exists
- Capital, operational expenditure and income incorporated after extensive modelling.
- Current projects incorporated in the LTFP beyond 2023/24 are:

Projects	Financial Year	\$'000s
Central Market Arcade Redevelopment	2024/25	15,917
Hindley Street Upgrade	2024/25 - 2025/26	12,600
Gouger Street Upgrade	2024/25 - 2026/27	14,500
Hutt Street Upgrade	2024/25 - 2026/27	12,500
O'Connell Street Upgrade	2024/25 - 2027/28	15,000
Melbourne Street Upgrade	2025/26 - 2027/28	6,500
Brown Hill Keswick Creek	2024/25 - 2032/33	2,880

- Assumed forward commitment of \$15m per year (escalated) continues beyond 2027/28

\$'000s	2023-24 Budget	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
New and Upgraded Assets	(50,318)	(31,437)	(15,320)	(15,920)	(15,820)	(17,162)	(17,546)	(17,937)	(18,354)	(18,785)



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# Risks and Opportunities

- LTFP, whilst based upon latest available information, is a future projection and therefore subject to risk
- Inherent risks, such as unforeseen economic, political, environmental and market changes, are difficult to anticipate - on this basis, key risks should be considered as a guide to future actions and opportunities
- LTFP is a tool for Council to assess the long-term financial sustainability of its decisions
- Examples of key risks include:
  - Property Valuations: forecast valuation growth, and hence growth in rate revenue, has a material compounding impact on the LTFP
  - Interest Rate Risk: interest rates movement can impact council's ability to sustain and repay borrowings
  - Inflationary pressures on materials: movement in materials costs, especially for infrastructure, can impact delivery cost, and the value of our assets
  - Inflationary pressures on wages: cost of living pressures may result in higher wage increases through Enterprise Agreements in the medium to long term



# Adelaide Aquatic Centre Redevelopment

- The State Government's election commitment of \$82.0m to redevelop and operate a new Adelaide Aquatic Centre, delivers the new venue and car parking - this has increased in value to \$135m
- The State expects Council to contribute funding towards demolition of the existing facility and reinstatement to Park Lands post demolition
- On 27 June 2023, Council approved to negotiate and execute a Project Agreement for the development of the new Adelaide Aquatic Centre, subject to:
  - a 42 year lease for the new centre, in line with CoA's Lease and Licence Policy
  - a commitment to funding up to \$20m across the 2024/25 and 2025/26 financial years, that only extends to demolition of the existing venue and provision of a new playing field
- The LTFP has been updated to include the \$20m within operating expenditure.
- Administration is working with Council's external auditors as to the appropriate accounting treatment for the transaction between operating and capital expenditure.



# Key Financial Indicators

Financial Indicator	Explanation	Target	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Operating Surplus Ratio</b>	Operating surplus as a percentage of operating revenue	0%-20%	0.9%	(3.4%)	(4.4%)	2.0%	1.8%	1.3%	0.7%	(1.1%)	(1.5%)	(1.5%)
<b>Net Financial Liabilities</b>	Financial liabilities and a percentage of operating income	Less than 80%	(0.7%)	15%	40%	41%	42%	60%	61%	84%	87%	89%
<b>Asset Renewal Funding Ratio</b>	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	90%	92.5%	95.0%	97.5%	100%	100%	100%	100%	100%	100%
<b>Asset Test Ratio</b>	Borrowings as a percentage of total saleable property assets	Maximum 50%	10%	13%	18%	19%	20%	31%	32%	45%	47%	48%
<b>Interest Expense Ratio</b>	Annual interest expense relative to General Rates Revenue (Less Landscape Levy)	Maximum 10%	0.4%	1.3%	1.7%	2.0%	2.3%	3.0%	3.6%	4.3%	5.0%	5.0%
<b>Leverage Test Ratio</b>	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.2	0.3	0.5	0.5	0.5	0.8	0.8	1.2	1.2	1.2
<b>Cash Flow fom Operations Ratio</b>	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	101%	100%	99%	106%	106%	91%	106%	87%	103%	103%
<b>Borrowings</b>	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits (\$157m in 2023-24)	20%	26%	37%	38%	40%	62%	64%	90%	93%	97%



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## Next Steps

- Update for the Accounting Treatment of Adelaide Aquatic Centre
- Long Term Financial Plan and CEO Statement of Sustainability to Finance & Governance Committee – 19 September 2023
- Council Adoption of LTFP – 26 September 2023



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# Appendix - LTFP

## Statement of Comprehensive Income

\$'000s	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>Income</b>										
Rates Revenues	135,395	139,809	145,177	151,533	156,845	162,207	167,534	172,918	178,756	184,830
Statutory Charges	14,683	14,990	15,356	15,739	16,132	16,521	16,896	17,280	17,689	18,112
User Charges	70,002	64,926	63,524	71,043	72,816	74,571	76,268	72,280	73,992	75,760
Grants, Subsidies and Contributions	4,449	4,547	4,318	4,426	4,536	4,646	4,751	4,859	4,974	5,093
Investment Income	150	154	157	161	165	169	173	177	181	186
Reimbursements	338	346	355	364	373	382	390	399	409	419
Other Income	465	477	488	500	513	525	537	549	562	576
<b>Total Income</b>	<b>225,481</b>	<b>225,249</b>	<b>229,377</b>	<b>243,766</b>	<b>251,381</b>	<b>259,022</b>	<b>266,550</b>	<b>268,464</b>	<b>276,565</b>	<b>284,975</b>
<b>Expenses</b>										
Employee Costs	85,013	83,050	85,581	88,215	90,929	93,764	96,680	99,689	102,859	106,231
Materials, Contracts & Other Expenses	81,672	90,569	91,328	85,060	87,183	89,285	91,316	92,301	94,486	96,743
Depreciation, Amortisation & Impairment	56,040	56,835	59,353	62,012	64,675	67,403	70,406	71,744	74,510	76,991
Finance Costs	835	2,514	3,122	3,550	4,050	5,139	6,224	7,577	8,985	9,370
<b>Total Expenses</b>	<b>223,561</b>	<b>232,969</b>	<b>239,384</b>	<b>238,837</b>	<b>246,837</b>	<b>255,591</b>	<b>264,626</b>	<b>271,312</b>	<b>280,841</b>	<b>289,336</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,920</b>	<b>(7,720)</b>	<b>(10,007)</b>	<b>4,929</b>	<b>4,544</b>	<b>3,431</b>	<b>1,924</b>	<b>(2,847)</b>	<b>(4,276)</b>	<b>(4,361)</b>
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-
Asset Disposal & Fair Value Adjustments	1,125	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	14,075	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>17,120</b>	<b>(7,720)</b>	<b>(10,007)</b>	<b>4,929</b>	<b>4,544</b>	<b>3,431</b>	<b>1,924</b>	<b>(2,847)</b>	<b>(4,276)</b>	<b>(4,361)</b>
Changes in Revaluation Surplus - I,PP&E	-	(17,069)	11,970	-	-	-	-	-	-	-
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>(17,069)</b>	<b>11,970</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>17,120</b>	<b>(24,789)</b>	<b>1,963</b>	<b>4,929</b>	<b>4,544</b>	<b>3,431</b>	<b>1,924</b>	<b>(2,847)</b>	<b>(4,276)</b>	<b>(4,361)</b>

# Appendix - LTFP

## Statement of Financial Position

\$'000s	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>ASSETS</b>										
<b>Current Assets</b>										
Cash and Cash Equivalents	800	800	800	800	800	800	800	800	800	800
Trade & Other Receivables	35,560	43,990	11,293	12,000	12,374	12,750	13,120	13,214	13,613	14,027
Inventories	541	541	541	541	541	541	541	541	541	541
Non-Current Assets Held for Sale	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>36,901</b>	<b>45,331</b>	<b>12,634</b>	<b>13,341</b>	<b>13,715</b>	<b>14,091</b>	<b>14,461</b>	<b>14,555</b>	<b>14,954</b>	<b>15,368</b>
<b>Non-Current Assets</b>										
Financial Assets	377	340	306	275	248	223	201	181	162	146
Equity Accounted Investments in Council Businesses	1,928	2,248	2,568	2,888	3,208	3,528	3,848	4,168	4,488	4,808
Investment Property	2,928	2,957	2,987	3,016	3,047	3,077	3,108	3,139	3,170	3,202
Infrastructure, Property, Plant & Equipment	1,942,188	1,948,402	2,001,771	2,008,418	2,034,837	2,082,490	2,087,029	2,141,182	2,145,520	2,149,315
Other Non-Current Assets	129	129	129	129	129	129	129	129	129	129
Non-Current Receivable	26,027	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,973,576</b>	<b>1,954,076</b>	<b>2,007,760</b>	<b>2,014,726</b>	<b>2,041,468</b>	<b>2,089,447</b>	<b>2,094,315</b>	<b>2,148,799</b>	<b>2,153,469</b>	<b>2,157,600</b>
<b>TOTAL ASSETS</b>	<b>2,010,477</b>	<b>1,999,407</b>	<b>2,020,394</b>	<b>2,028,068</b>	<b>2,055,183</b>	<b>2,103,538</b>	<b>2,108,775</b>	<b>2,163,354</b>	<b>2,168,423</b>	<b>2,172,968</b>
<b>LIABILITIES</b>										
<b>Current Liabilities</b>										
Trade & Other Payables	14,316	15,107	15,729	16,222	17,091	18,125	19,140	19,862	20,858	21,031
Provisions	14,574	15,011	15,460	15,936	16,427	16,940	17,467	18,011	18,584	19,194
Borrowings (Lease Liability)	5,066	5,142	5,264	4,649	5,066	5,066	5,066	5,066	5,066	5,066
<b>Total Current Liabilities</b>	<b>33,956</b>	<b>35,259</b>	<b>36,453</b>	<b>36,808</b>	<b>38,584</b>	<b>40,130</b>	<b>41,673</b>	<b>42,939</b>	<b>44,508</b>	<b>45,291</b>
<b>Non-Current Liabilities</b>										
Trade & Other Payables	293	293	293	293	293	293	293	293	293	293
Borrowings	30,184	47,688	70,727	77,708	83,389	131,770	138,543	199,702	212,474	225,589
Provisions	1,773	1,826	1,881	1,939	1,998	2,061	2,125	2,191	2,261	2,335
Borrowings (Lease Liability)	36,064	30,922	25,658	21,009	36,064	30,998	25,932	20,867	15,801	10,735
<b>Total Non-Current Liabilities</b>	<b>68,313</b>	<b>80,729</b>	<b>98,559</b>	<b>100,949</b>	<b>121,745</b>	<b>165,122</b>	<b>166,893</b>	<b>223,053</b>	<b>230,829</b>	<b>238,952</b>
<b>TOTAL LIABILITIES</b>	<b>102,269</b>	<b>115,988</b>	<b>135,012</b>	<b>137,756</b>	<b>160,328</b>	<b>205,252</b>	<b>208,566</b>	<b>265,991</b>	<b>275,337</b>	<b>284,243</b>
<b>Net Assets</b>	<b>1,908,208</b>	<b>1,883,419</b>	<b>1,885,382</b>	<b>1,890,311</b>	<b>1,894,855</b>	<b>1,898,286</b>	<b>1,900,210</b>	<b>1,897,362</b>	<b>1,893,086</b>	<b>1,888,725</b>
<b>EQUITY</b>										
Accumulated Surplus	801,303	794,000	783,993	788,922	793,466	796,896	798,821	795,973	791,697	787,336
Asset Revaluation Reserves	1,066,521	1,049,452	1,061,422	1,061,422	1,061,422	1,061,422	1,061,422	1,061,422	1,061,422	1,061,422
Other Reserves	-	-	-	-	-	-	-	-	-	-
Future Reserve Fund	40,384	39,967	39,967	39,967	39,967	39,967	39,967	39,967	39,967	39,967
<b>Total Council Equity</b>	<b>1,908,208</b>	<b>1,883,419</b>	<b>1,885,382</b>	<b>1,890,311</b>	<b>1,894,855</b>	<b>1,898,286</b>	<b>1,900,210</b>	<b>1,897,362</b>	<b>1,893,086</b>	<b>1,888,725</b>

# Appendix - LTFP

## Statement of Changes in Equity

\$'000s	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>Balance at the end of previous reporting period</b>	1,891,088	1,908,208	1,883,419	1,885,382	1,890,311	1,894,855	1,898,286	1,900,210	1,897,362	1,893,086
a. Net Surplus / (Deficit) for Year	17,120	(7,720)	(10,007)	4,929	4,544	3,431	1,924	(2,847)	(4,276)	(4,361)
b. Other Comprehensive Income	-	(17,069)	11,970	-	-	-	-	-	-	-
Total Comprehensive Income	17,120	(24,789)	1,963	4,929	4,544	3,431	1,924	(2,847)	(4,276)	(4,361)
<b>Balance at the end of period</b>	<b>1,908,208</b>	<b>1,883,419</b>	<b>1,885,382</b>	<b>1,890,311</b>	<b>1,894,855</b>	<b>1,898,286</b>	<b>1,900,210</b>	<b>1,897,362</b>	<b>1,893,086</b>	<b>1,888,725</b>



A UNIQUE TEAM CREATING AN EXTRAORDINARY CITY

# Appendix - LTFP

## Statement of Cash flows

\$'000s	2023-24 Plan	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>Cash Flows from Operating Activities</b>										
<u>Receipts</u>										
Operating Receipts	226,982	216,818	228,575	243,059	251,007	258,646	266,180	268,370	276,166	284,561
<u>Payments</u>										
Operating Payments to Suppliers and Employees	(174,706)	(168,215)	(179,761)	(176,337)	(181,605)	(187,632)	(194,199)	(200,550)	(206,926)	(213,725)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>52,276</b>	<b>48,603</b>	<b>48,814</b>	<b>66,722</b>	<b>69,401</b>	<b>71,014</b>	<b>71,981</b>	<b>67,820</b>	<b>69,240</b>	<b>70,835</b>
<b>Cash Flows from Investing Activities</b>										
<u>Receipts</u>										
Amounts Received Specifically for New/Upgraded Assets	5,295	-	-	-	-	-	-	-	-	-
Proceeds from Surplus Assets	27,125	18,500	-	-	-	-	-	-	-	-
Sale of Replaced Assets	630	500	500	500	500	500	500	500	500	500
<u>Payments</u>										
Expenditure on Renewal/Replacement of Assets	(50,416)	(48,682)	(51,932)	(52,739)	(54,922)	(97,894)	(57,400)	(107,961)	(60,494)	(62,001)
Expenditure on New/Upgraded Assets	(49,998)	(31,117)	(15,000)	(15,920)	(15,820)	(17,162)	(17,546)	(17,937)	(18,354)	(18,785)
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(67,684)</b>	<b>(61,119)</b>	<b>(66,752)</b>	<b>(68,479)</b>	<b>(70,562)</b>	<b>(114,877)</b>	<b>(74,766)</b>	<b>(125,718)</b>	<b>(78,668)</b>	<b>(80,606)</b>
<b>Cash Flows from Financing Activities</b>										
<u>Receipts</u>										
Proceeds from Borrowings	20,285	17,504	23,039	6,981	5,681	48,380	6,773	61,159	12,772	13,115
<u>Payments</u>										
Repayment from Borrowings	-	-	-	-	-	-	-	-	-	-
Repayment of Lease Liabilities	(4,877)	(4,989)	(5,102)	(5,224)	(4,521)	(4,518)	(3,989)	(3,262)	(3,344)	(3,344)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>15,408</b>	<b>12,515</b>	<b>17,938</b>	<b>1,758</b>	<b>1,160</b>	<b>43,863</b>	<b>2,784</b>	<b>57,897</b>	<b>9,428</b>	<b>9,771</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>
plus: Cash & Cash Equivalents at beginning of period	800	800	800	800	800	800	800	800	800	800
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>

# Appendix - LTFP

## Uniform Presentation of Finances

\$'000s	2023-24 Budget	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
Income	225,481	225,249	229,377	243,766	251,381	259,022	266,550	268,464	276,565	284,975
less Expenses	(223,561)	(232,969)	(239,384)	(238,837)	(246,837)	(255,591)	(264,626)	(271,312)	(280,841)	(289,336)
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	1,920	(7,720)	(10,007)	4,929	4,544	3,431	1,924	(2,847)	(4,276)	(4,361)
<b>Net Outlays on Existing Assets</b>										
Capital Expenditure on Renewal & Replacement of Existing Assets	(50,416)	(48,682)	(51,932)	(52,739)	(54,922)	(97,894)	(57,400)	(107,961)	(60,494)	(62,001)
add back Depreciation, Amortisation and Impairment	56,040	56,835	59,353	62,012	64,675	67,403	70,406	71,744	74,510	76,991
add back Proceeds from Sale of Replaced Assets	630	500	500	500	500	500	500	500	500	500
<b>Net Outlays on Existing Assets</b>	5,624	8,154	7,421	9,273	9,753	(30,491)	13,006	(36,216)	14,017	14,989
<b>Net Outlays on New and Upgraded Assets</b>										
Capital Expenditure on New and Upgraded Assets	(50,318)	(31,437)	(15,320)	(15,920)	(15,820)	(17,162)	(17,546)	(17,937)	(18,354)	(18,785)
add back Amounts received specifically for New and Upgraded Assets	5,295	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets	27,100	18,500	-	-	-	-	-	-	-	-
<b>Net Outlays on New and Upgraded Assets</b>	(17,923)	(12,937)	(15,320)	(15,920)	(15,820)	(17,162)	(17,546)	(17,937)	(18,354)	(18,785)
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(10,379)</b>	<b>(12,504)</b>	<b>(17,906)</b>	<b>(1,718)</b>	<b>(1,523)</b>	<b>(44,223)</b>	<b>(2,615)</b>	<b>(57,000)</b>	<b>(8,614)</b>	<b>(8,156)</b>

