



# COUNCIL AGENDA & REPORTS

for the meeting

Tuesday, 12 December 2023

at 5.30 pm

in the Council Chamber, Adelaide Town Hall

© 2023 CITY OF ADELAIDE. ALL RIGHTS RESERVED.



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

## **Agenda**

<b>Item</b>	<b>Pages</b>
<b>1. Acknowledgement of Country</b> The Lord Mayor will state:  ‘Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognize and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.  And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’	
<b>2. Acknowledgement of Colonel William Light</b> The Lord Mayor will state:  ‘The Council acknowledges the vision of Colonel William Light in determining the site for Adelaide and the design of the City with its six squares and surrounding belt of continuous Park Lands which is recognised on the National Heritage List as one of the greatest examples of Australia’s planning heritage.’	
<b>3. Prayer</b> The Lord Mayor will state:  ‘We pray for wisdom, courage, empathy, understanding and guidance in the decisions that we make, whilst seeking and respecting the opinions of others.’	
<b>4. Pledge</b> The Lord Mayor will state:  ‘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.’	
<b>5. Memorial Silence</b> The Lord Mayor will ask all present to stand in silence in memory of those who gave their lives in defence of their Country, at sea, on land and in the air.	
<b>6. Apologies and Leave of Absence</b> Nil	
<b>7. Confirmation of Minutes - 28 November 2023</b> That the Minutes of the meeting of the Council held on 28 November 2023, be taken as read and be confirmed as an accurate record of proceedings, subject to the division for Item 17.2 to read as follows:  Councillor Abrahamzadeh requested that a division be taken on the motion.	

Division

For (7):

Councillors Abrahamzadeh, Couros, Davis, Hou, Li, Siebentritt and Snape.

Against (4):

Deputy Lord Mayor, Councillor Martin and Councillors Elliott, Giles and Noon.

The division was declared in favour of the motion

View public 28 November 2023 Minutes [here](#).

**8. Declaration of Conflict of Interest**

**9. Deputations**

Granted at time of Agenda Publication - 7/12/2023

**9.1** Deputation - Ms Jane Johnston - StudyAdelaide

**10. Petitions**

Nil

**Recommendation/Advice from Committee/s and Kadaltilla / Adelaide Park Lands Authority**

**11. Advice of Kadaltilla / Adelaide Park Lands Authority**

Nil

**12. Recommendations of the Reconciliation Committee**

Nil

**13. Recommendation of the Special City Finance and Governance Committee - 5 December 2023** 5 - 152

**14. Recommendations of the Special Infrastructure and Public Works Committee - 5 December 2023** 153 - 395

**15. Recommendation of the Special City Planning, Development and Business Affairs Committee - 5 December 2023** 396 - 432

**16. Reports for Council (Chief Executive Officer's Reports)**

**16.1** Kadaltilla Strategic Plan 2023-2028 433 - 448

**16.2** Adoption of the Behavioural Management Policy 449 - 466

**16.3** Q3 Forward Procurement Report 467 - 470

**16.4** Appointment of Council Members to the Council Assessment Panel 471 - 474

**17. Lord Mayor's Reports**

**18. Councillors' Reports**

**19. Motions on Notice**

**19.1** Councillor Noon - MoN - Artwork 475 - 477

**19.2** Councillor Giles - MoN - Airbnb and short-term rental market 478 - 479

**20. Motions without Notice**

**21. Questions on Notice**

Nil

**22. Questions without Notice**

<b>23.</b>	<b>Exclusion of the Public</b>	480 - 484
	In accordance with sections 90(2),(3) and (7) of the <i>Local Government Act 1999 (SA)</i> Council will consider whether to discuss in confidence the reports contained within section 24 of this Agenda.	
<b>24.</b>	<b>Confidential Reports for Council (Chief Executive Officer's Reports)</b>	
<b>24.1</b>	Hilton Leasing Matter [S90(3) (b), (d)]	485 - 521
<b>24.2</b>	Appointment of Adelaide Economic Development Agency Board Members [S90(3) (a)]	522 - 525
<b>24.3</b>	Appointment of Independent Council Assessment Panel Members [S90(3) (a)]	526 - 529
<b>24.4</b>	Citizen of the Year Awards [S90(3) (a), (o)]	530 - 537
<b>24.5</b>	Capital City Committee Update [S90(3) (g), (j)]	538 - 541
<b>25.</b>	<b>Closure</b>	

Tuesday, 12 December 2023  
Council

## Recommendations of the Special City Finance and Governance Committee – 5 December 2023

Strategic Alignment - Enabling Priorities

Public

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

### EXECUTIVE SUMMARY

The City Finance and Governance Committee considered the following Items at its Special meeting held on 5 December 2023 and resolved to present to Council the following recommendation for Council determination:

- Item 5.1 – Draft Strategic Plan 2024-2028 Consultation Feedback

### RECOMMENDATION

1. **Recommendation 1** – Item 5.1 - Draft Strategic Plan 2024-2028 Consultation Feedback

THAT COUNCIL:

1. Receives the feedback included in the Consultation Summary report provided in Attachment A to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023 and the Consultation Submissions provided as Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
2. Notes the recommended changes to the Revised Draft Strategic Plan 2024-2028 – with track changes within Attachment C to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
3. Adopts the Strategic Plan 2024-2028 provided in Attachment D to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
4. Authorises the Chief Executive Officer to make editorial amendments to the Strategic Plan document design, structure and content, noting that the Administration has engaged an external provider to review the language in the document to ensure it reflects Council's Vision for 2024-2028, and that this will be reflected in a final document to be presented to Council at its meeting of 12 December 2023.

## DISCUSSION

1. The City Finance and Governance Committee met at a Special meeting of the Committee on Tuesday 5 December 2023. The Agenda with public reports for the meeting can be viewed [here](#).
2. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.
3. The following matters were the subject of deliberation:
  - 3.1. Item 5.1 – Draft Strategic Plan 2024-2028 Consultation Feedback

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

    1. Receives the feedback included in the Consultation Summary report provided in Attachment A to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023 and the Consultation Submissions provided as Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
    2. Notes the recommended changes to the Revised Draft Strategic Plan 2024-2028 – with track changes within Attachment C to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
    3. Adopts the Strategic Plan 2024-2028 provided in Attachment D to Item 5.1 on the Agenda for the Special meeting of the City Finance and Governance Committee held on 5 December 2023.
    4. Authorises the Chief Executive Officer to make editorial amendments to the Strategic Plan document design, structure and content, noting that the Administration has engaged an external provider to review the language in the document to ensure it reflects Council's Vision for 2024-2028, and that this will be reflected in a final document to be presented to Council at its meeting of 12 December 2023.

For ease, Attachments A, B, C & D relating to Recommendation 1, Item 5.1, have been included at the end of this recommendation report.
4. The Committee also received a workshop/overview on the business plan and budget process.

---

## DATA AND SUPPORTING INFORMATION

**Link 1** – City Finance and Governance Committee Agenda

---

## ATTACHMENTS

---

- END OF REPORT -

# We are planning for our future.

Tell us your thoughts on our Draft Strategic Plan 2024–2028.



Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**

## CITY OF ADELAIDE DRAFT STRATEGIC PLAN 2024-2028

# CONSULTATION SUMMARY

**Formal consultation on the City of Adelaide Draft Strategic Plan 2024-2028 occurred between the 27 October 2023 and 20 November 2023**

### Feedback received included:

- 25 written submissions
- 18 surveys completed
- 85 participants across eight community sessions
- 62 pieces of general feedback

This was enabled by:

- Notification of consultation via the Government Gazette, the advertiser and Councils website
- 1,330 visits Council's Yoursay page
- 457 visitors who downloaded the Draft Strategic Plan 2024-2028
- 7,582 impressions via social media (i.e. number of times the content was viewed),
- 4,994 people reached via social media (users who saw the content)
- 81 interactions with posts via social media and one comment.

### What we heard?

The feedback was largely aligned to the intention of the Draft Strategic Plan 2024-2028:

- 67% of Written Submissions in support of all or some of the Draft Strategic Plan 2024-2028.
- 72% of online survey responses were in support of the vision statement.
- **Our Community** - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 89% were in support of all or some of the Key Actions.
- **Our Environment** - 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 100% were in support of all or some of the Key Actions.
- **Our Economy** - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions.
- **Our Places** - 89% of the online survey responses were in support of all or some of the Aspirations and Outcomes for 89% were in support of all or some of the Key Actions.
- **Our Corporation** - 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes and 94% were in support of all or some of the Key Actions.
- Of the responses that referenced the Proposed Resource Plan 50% were in support and 50% were neutral.



## Primary themes

The primary emerging themes from all points of feedback received:

### **Climate Action:**

Over 30 items of feedback relating to trees and greening, green infrastructure, renewal energy, climate mitigation, circular economy and education.

### **Transport and Movement:**

Over 30 items of feedback relating to active transport, new connections to the suburbs and increased public transport.

### **Places and Streets:**

Almost 30 items of feedback relating to shared green spaces - community gardens, pocket parks and spaces for community to come together, precincts and main streets, Park Lands and parking.

### **Housing and Development:**

Over 20 items of feedback relating to residential growth and a need for medium density housing, affordable housing, adaptive re-use and heritage considerations.

## Secondary themes

The secondary themes arising from the consultation feedback include (*all 15 or less items of feedback*):

### **Inclusive and Connected Communities:**

Improved community culture, community diversity, being inclusive of Kaurua, LGBTQIA+, disability and refugee communities.

### **Arts, Culture and Activation:**

More experiences in the City to attract and retain visitors, public art and public (culture and music) infrastructure needs.

### **Safety and Wellbeing:**

Safety for women and support for the homeless.

### **Economic Development:**

Importance of small and retail businesses, less regulation, supporting diverse businesses, and attracting tech industry and creative industry.

### **Corporation:**

Feedback on the short consultation period, document structure, rates and innovation.

*The following sections provides more detailed analysis of the consultation feedback.*

## Context

Under *Section 122 of the Local Government Act 1999 (SA)*, Council must develop and adopt strategic management plans for the management of its area. The following documents comprise these strategic management plans - Strategic Plan 2024-2028, Long Term Financial Plan 2023-2033, Asset Management Plans and City Plan.

Section 122 (4b) requires that the City of Adelaide reviews its strategic plan within two years of a general election of the council, which last occurred in November 2022.

On the 24 October 2023 the City of Adelaide Council endorsed the Draft Strategic Plan 2024-2028 for public consultation, commencing 9.00am Friday 27 October to 9.00am Monday 20 November 2023.

The 21-day consultation period meets the minimum requirements of Section 50 of the *Local Government Act 1999 (SA)*, however, is less than the six-week consultation period required as per Council's Community Consultation Policy. The 21-day consultation period ensures that Council meets the legislative requirements for public consultation and ensure that there is sufficient time for collate, analyse and incorporate the feedback ahead of Council's consideration of the final Strategic Plan on 12 December 2023.

## Use of feedback

Council will receive the final Strategic Plan, 2024-2028 at its meeting of 12 December for consideration and recommended adoption.

In January, the Administration will launch the Strategic Plan and integrate the content into planning and delivery for the following four years

The Administration will amend Services, Programs and Projects to align to the new Strategic Plan and any necessary budget impacts will be considered/proposed.

Council will be developing the 2024/25 Business Plan and Budget in line with the commitments of the new Strategic Plan 2024-2028

Council will continue to progress and consider other key policy decisions and endorse strategic documents throughout the first half of 2024 which the Strategic Plan (and consultation feedback) will inform, including:

- Homelessness Strategy
- Housing Strategy
- Economic Development Strategy
- Transport Strategy
- Asset Management Plans
- City Plan

## Approach

The purpose of community engagement was to inform the community and stakeholders, of the City of Adelaide's Draft Strategic Plan 2024-2028 and its objectives; and provide them with an opportunity to provide feedback.

The tools used to convey these messages included:

- A Public Notice in the Government Gazette on the 26 October 2023 and The Advertiser newspaper on the 27 October 2023.
- Correspondence from the Lord Mayor to the South Australian House of Assembly Member for Adelaide and South Australian Legislative Councillors; the Commonwealth House of Representatives Member for Adelaide and South Australian Senators.
- Email from the City of Adelaide's Chief Executive Officer to South Australian Local Governments, boards and subsidiaries of the City of Adelaide Council and key stakeholders.
- Emails from key City of Adelaide staff such as through Place Coordinators, Customer Service and Adelaide Economic Development Agency to their respective networks and stakeholder lists such as resident associations and precinct groups.
- Promotional advertisements on Customer Service points including the digital screens that Council operates, Libraries and Community Centres.
- Social Media campaign via City of Adelaide Twitter feed, LinkedIn, Instagram and Facebook page, as well as Chinese social media. Across the various social media channels, we received 7,582 impressions (i.e. number of times the content was viewed), 4,994 reached (users who saw the content) and 81 interactions with posts.
- 'Your Say Adelaide' engagement platform - the community was encouraged to engage and provide input through the 'Your Say Adelaide' website via surveys.
- Distribution of 20,000 postcards across City of Adelaide residential and commercial properties.

The following community sessions were also held:

- 15:30 – 17:30 Tuesday 31 October  
Rundle Mall
- 13:00 – 15:00 Wednesday 1 November  
North Adelaide Library
- 09:00 – 11:00 Thursday 2 November  
Central Market
- 10:00 – 12:00 Wednesday 8 November  
Hutt Street Library
- 11:00 – 13:00 Thursday 9 November  
Melbourne Street
- 10:00 – 12:00 Tuesday 14 November  
City of Adelaide Customer Centre
- 12:00 – 14:00 Wednesday 15 November  
City of Adelaide Customer Centre
- 14:30 – 16:30 Thursday 16 November  
Minor Works Building

## Survey Responses

The City of Adelaide provides an online Your Say community engagement platform that enabled the sharing of information, capture and collation of feedback from community members on the Draft Strategic Plan 2024-2028. Community members indicated their views on specific elements of the Draft Strategic Plan 2024-2028 and could contribute further comments. During the consultation period, there were 1,330 visits to the Your Say page, 495 informed visitors (i.e. downloaded documents or visited multiple pages) and 18 survey responses.

### Respondents

Respondents were able to provide select demographic information in submitting a survey.

**Ratepayers:** 33% (6) identified as a ratepayer of the City of Adelaide

**Residents:** Adelaide -6; North Adelaide -2; Other – 10

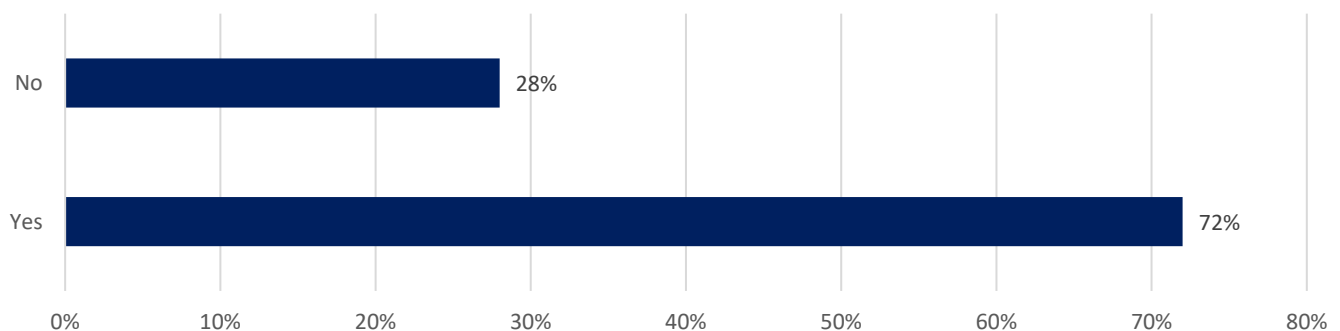
When asked 'how you participate' in City life, respondents answered: Shop and Play – 17 ; Work – 13; Live 11; Study – 6; business owner – 5; recreation – 2.

### Feedback summary

The Your Say page asked specific questions regarding support for the Draft Strategic Plan 2024-2028 Vision and Aspirations (Outcomes and Key Actions). The following tables outline the responses to these questions.

#### Vision

**Table 1: Do you support the vision in the draft City of Adelaide Strategic Plan 2024-2028, 'Our Adelaide. Bold. Aspirational. Innovative.'?**

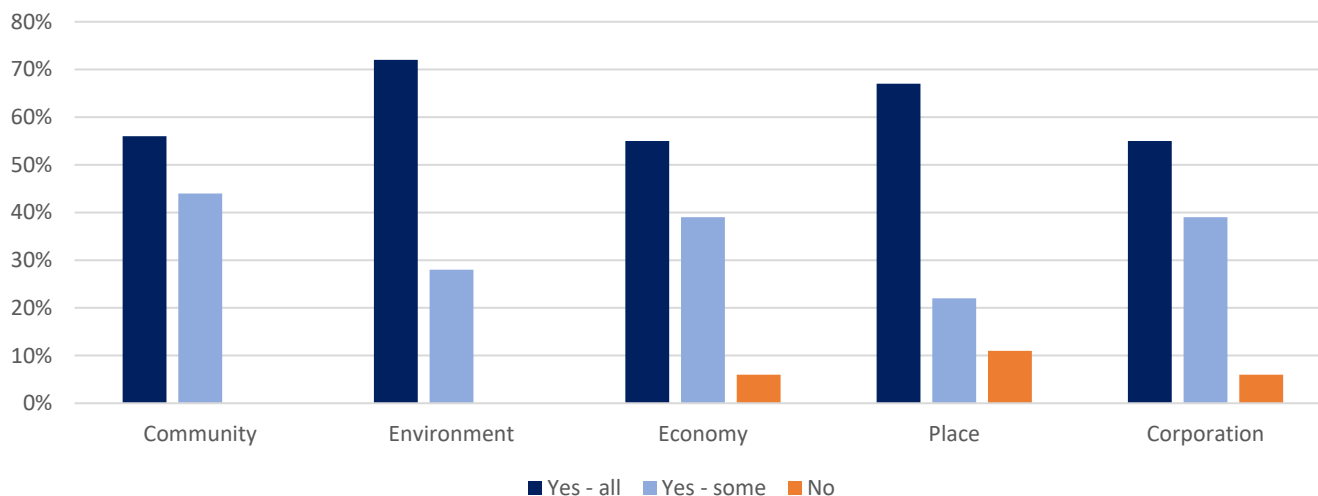


13 respondents or 72% indicated that they supported the draft vision. Five respondents or 28% indicated they do not support the draft vision for its lack of depth, it did not reflect the outcomes and key actions, and there was a lack of representation of Adelaide's desires in liveability, human scale, sustainability and health.

In summary, respondents were largely supportive of the proposed Vision.

## Aspirations - Outcomes

**Table 2: Do you support the Aspiration - Outcomes**



Of the 18 responses to the Draft Strategic Plan 2024-2028's Aspirations – Outcomes, the feedback was largely aligned to the intention of the Draft Strategic Plan 2024-2028, with:

- 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Community
- 100% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Environment
- 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Economy
- 89% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Places
- 94% of the online survey responses were in support of all or some of the Aspirations and Outcomes for Our Corporation

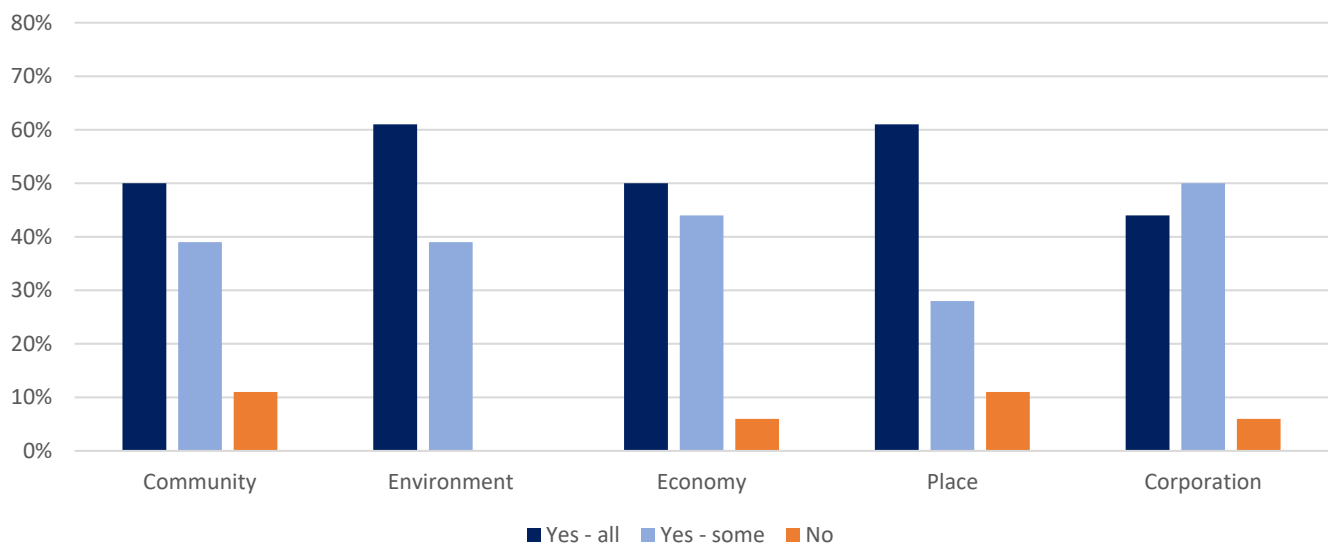
Other observations include:

- 'Our Environment' had the highest 'Yes' support (with zero 'No' responses)
- 'Our Place' had the next highest level of 'Yes' support but also had the highest 'No' responses.
- 'Our Economy' and 'Our Corporation' had a similar spread of majority 'Yes' support, minor 'No' responses and substantial 'Yes – some' support.
- 'Our Community' had a majority of 'Yes' support followed by 'Yes – some' with zero 'No' responses.

In summary, respondents were largely supportive of the proposed Aspirations and Outcomes.

## Aspirations – Key Actions

**Table 3: Do you support the Aspiration - Key Actions**



Of the 18 responses for the Draft Strategic Plan 2024-2028's Aspirations – Key Actions, the feedback was largely aligned to the intention of the Draft Strategic Plan 2024-2028, with:

- 89% of the online survey responses were in support of all or some of the Key Actions for Our Community
- 100% of the online survey responses were in support of all or some of the Key Actions for Our Environment
- 94% of the online survey responses were in support of all or some of the Key Actions for Our Economy
- 89% of the online survey responses were in support of all or some of the Key Actions for Our Places
- 94% of the online survey responses were in support of all or some of the Key Actions for Our Corporation

Other observations include:

- 'Our Environment' had the highest level of 'Yes' support with zero 'No' responses.
- Our Place had the equal highest 'Yes' support but was more spread with the equal highest 'No' responses, and the lowest 'Yes – some'.
- 'Our Economy' had a 50% 'Yes' support followed closely by 'Yes – some'.
- 'Our Corporation' had 'Yes – some' support as its highest followed by 'Yes'.
- 'Our Community' had 50% 'Yes' support with the equal highest 'No' responses.

In summary, respondents were largely supportive of the proposed Key Actions.



## **Additional Ideas Suggested by Online Respondents**

While not a requirement in submitting a survey, each respondent was provided an opportunity to provide further feedback in response to their answers to the survey. A copy of these is provided in full in Attachment B.

The primary themes raised in the survey responses are consistent with the overall themes, being:

- Climate Action
- Transport and Movement
- Places and Streets
- Housing and Development

On average eight individuals took an opportunity to provide further feedback to their survey answers, with the most feedback provided for Question One (Vision) and Questions Two (Community) and Three (Environment).

In line with the Integrated Community Engagement Framework, some of the submissions contained specific ideas which will be considered through the development of other strategies, plans, policies, services, programs and projects of Council, including:

### **Public Health and Wellbeing**

- Adelaide should aim to be a people-first city, and that means less cars.
- Need for greater focus on anti-social behaviour, mental health and crime.
- Prioritising safe environments and gender equality for workers and patrons will create economic and social sustainability.
- Need for improved access and inclusion of LGBTI, refugee and disability communities.
- The more people in the city, the safer the city and less people will be deterred from coming to the CBD.
- Dynamic economy needs to be considered holistically, supporting the right attractors to the City and enabling people to access them.

### **Built Form and Park Lands**

- Need to reduce and offset the embodied carbon emissions from construction, and developers need to build environmentally sustainable apartment buildings.
- More efficient use of land in the city for people, Adelaide could be bold and work towards a European mid-rise city rather than high rise.
- More medium density and multiple bedrooms dwellings to support families into the city.
- Active transport should be a key pillar of leading as a low emissions city and embedding low carbon into the transport system; public transport (needs to be free) and active transport needs to replace cars.

### **City of Adelaide's Role**

- Corporation aspiration is the longest and should be standard business – little bold, aspirational or innovative about it.
- Need to engage more with universities / academics in delivering these strategies.

## Community Sessions - General feedback

Eight community sessions were held across the city with 85 face-to-face interactions. These sessions generated 61 ideas on postcards (*noting that there was one social media post, which resulted in 62 total general feedback submissions made*)

### Feedback summary

These postcards provided an opportunity for community members to record any thoughts on the Strategic Plan and therefore, were more qualitative in nature than the online survey.

Of the post cards received, 60% aligned to the intention of the Draft Strategic Plan 2024-2028. 37 of the postcards connected with themes already in the Draft Strategic Plan 2024-2028. 25 postcards raised additional themes or ideas not clearly articulated in the Draft Strategic Plan 2024-2028. These included:

#### Built Form

Should be mid-rise not high-rise with better density management, adaptation of buildings, use sustainable materials.

#### Active Streets

Protect the heritage listed City Layout (grid street pattern) and not just the Park Lands, less cars, more people, human scale and branding through consistent urban design.

#### Community Development

A plural city with multiple precincts defined by localised design to create neighbourhoods focused on a sense of belonging, sense of place, and active participation.

#### Safer City

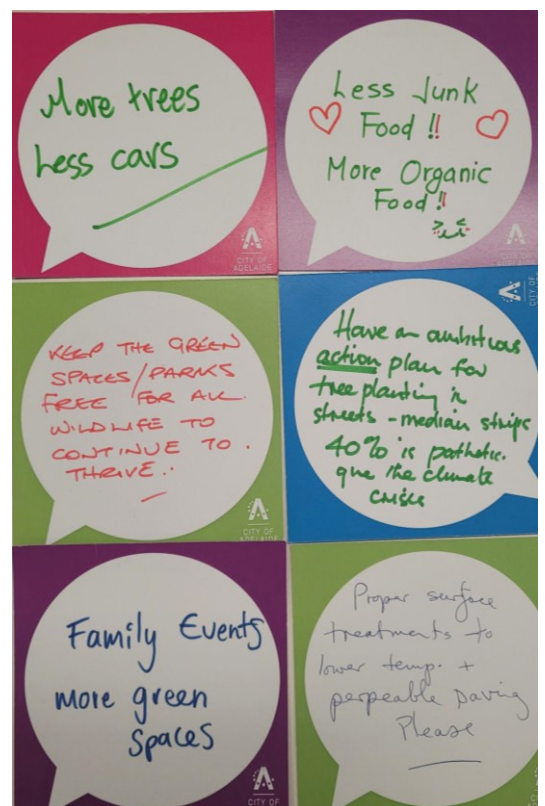
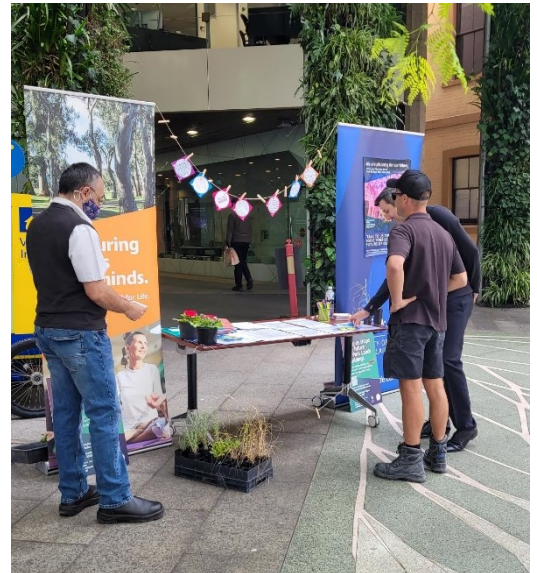
More gender equality, safety through design, programs and creating communities, engaging youth in their city, being family friendly in design.

#### Urban Greening

More street trees, greenery on built form, no more buildings in Park Lands, revegetation; Park Lands, streets layout and heritage protection, diversification of Park Land characteristics. More productive landscapes, community gardens to connect community, organic food and green infrastructure

**Active Transport and Parking** - Less cars, reduce car emissions, reduce road space, more cycling, walking and public transport, longer and cheaper parking for visitors.

**Economic Development** – Bring people into the city, develop nighttime economy and nightlife, encourage technology business, better engagement with universities.



## Written submissions

An opportunity was provided to write in (email and post) general submissions, separate to the surveys provided. 25 individuals and organisations took an opportunity to do so. Six of these submissions were received outside the formal consultation period, however an extension was provided to allow these to be received. A full copy of these submissions is provided in Attachment B.

### Feedback summary

68% of written submissions were in support of all or some of the Draft Strategic Plan 2024-2028.

The primary themes raised in the survey responses are consistent with the overall themes, being:

- Climate Action
- Transport and Movement
- Places and Streets
- Housing and Development

In line with the Integrated Community Engagement Framework, some of the submissions contained specific ideas which will be considered through the development of other strategies, plans, policies, services, programs and projects of Council, including:

#### Greening, Climate Adaptation and Built Form

- Better urban design of apartments with communal gardens and less car parking.
- Require green development targets, liveability index in planning approvals.
- Avoid substandard buildings which are over dense and over size.
- Reduce embodied energy in buildings, and more climate mitigation.
- More trees and treelined streetscapes

#### Transport, Infrastructure and Streetscapes

- Development outside the City of Adelaide needs to support the capital city's primacy, including denser inner suburban apartments, dedicated passenger transport corridors, and avoiding greenfield developments.
- Tram line extensions to improve accessibility and revitalise city streets.
- Integrate streetscapes with health (active transport, cooler landscapes) and sustainability (replace bitumen with trees).

#### Community development, connection and inclusion

- Design for more gender equality and women's safety especially in a nighttime city.
- Support for equality, homelessness support and Kaurna representation

#### Arts and Culture

- Public Art, Music and cultural infrastructure
- Recognition of the role of events and festivals in the vibrancy of the City and the tourism and economic impacts

# We are planning for our future.

Tell us your thoughts on our Draft Strategic Plan 2024–2028.



Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**

## CITY OF ADELAIDE DRAFT STRATEGIC PLAN 2024-2028 CONSULTATION SUBMISSIONS

### SURVEYS, GENERAL FEEDBACK AND WRITTEN SUBMISSIONS

**18** surveys completed

**62** general feedback

**25** written submissions

**From our online YourSay platform, to in-person drop-in style sessions, to individual and businesses providing formal e-mail responses, 105 total items of feedback on the Draft plan were received.**

These pieces of feedback are provided on the following pages as:

#### 1. **Survey responses**

Survey respondents were encouraged to provide additional comments. These comments are provided verbatim below. *The major themes emerging from these comments are noted in the Summary Consultation Report (Attachment A).*

*Please note that it was optional to provide additional feedback, as such the number of verbatim comments will not align with the numbers of surveys completed.*

#### 2. **General feedback**

Feedback received from a variety of sources, including post-cards filled out by members of the public at our face-to-face sessions and social media

#### 3. **Written submissions**

These submissions are split into those received within the formal consultation period and those who were granted an extension to submit late. *Please note that two members of the public have asked for their details to be removed from their submission and are provided as "anonymous"*



# 1. Survey Responses

## **Question 1:**

**Do you support the vision in the draft City of Adelaide Strategic Plan 2024-2028, 'Our Adelaide. Bold. Aspirational. Innovative?'**

-----

While I do agree with the proposed vision, I believe it lacks ambition. Adelaide is extremely car focused and the current public transport system is poorly developed, making suburbs not well connected to one another. This issue is leaving no choice for its citizens but to use their cars. Investing massively in public transport for the revival of the trams (e.g. ADELlink project) would help to make the city greener, easier to navigate/visit without a car and densify certain suburbs. Furthermore expanding the tram system would attract new services, shops and restaurants/bars to certain suburbs and ultimately densify those same suburbs. A well-designed and well-connected public transport system = densification = more services to citizens = improved quality of life

-----

Great to be bold and aspirational. I hope it follows through in reality!

-----

This document does not have anything bold within it and the key actions are more akin to motherhood statements. The draft plan has no unifying thread throughout it.

-----

Statements are generic but positive. Would be good to see "healthy" included in the vision for the community because if we prioritise health, active transport, city greening, community connections etc. all can follow.

-----

I think that a long term plan, with strongly defined measures of success, leads to positive outcomes for the city.

-----

The vision and goals set out in the document are forward looking and appropriate to the scale and character of the city. No details provided on tangible outcomes of the integrated transport strategy

-----

Adelaide punches above its weight for a relatively small capital city! Bold Aspirational Innovative are strong & ambitious goals which resonate with me!

-----

It seems to lack vision for the Arts

-----

Seems reasonable.

-----

Adelaide must improve in all these areas to be competitive nationally and internationally as a place to live work and invest as well as visit

-----

Whilst I am supportive of the overall strategic plan for 2024 - 2028. I believe there needs to be a greater importance put on prioritising primary prevention, women's safety and gender equality - including the safety of the CBD and its hospitality venues, festivals and events. As an SA Tourism branded 'festival' state, with the biggest artist festival in the Southern Hemisphere, as well as the number of hospitality venues within the city that reflect our culture and beating heart, the government has a responsibility to support the staff and patrons that visit these venues. There is an extremely high rate of sexual harassment within hospitality venues (See Not So Hospitable for data context). Initiatives such as Project Night Light, which offered accessible education on making venues a safer environment is an incredible

initiative and the first of its kind in Australia. We need allocated funding on these types of initiatives that create direct and tangible social change to support women's safety, swell as the cities safety overall.

-----  
It would have been nice to see a bit more ambition from this plan. I'm supportive of most of the small, but good steps here.

-----  
"It is too big to make a simple yes/no meaningful.

-----  
I'm more no than yes as I think Adelaide's strengths worth playing up - liveable, human scale, sustainable - are about focussing on what we already do well whereas this proposed vision is pursuing more/bigger.

## **Question 2:**

### **Do you support the Outcomes and Key Actions (p.11) under the 'Our Community' aspiration?**

-----  
Yes, BUT we don't have to go all super-high-rise. Why doesn't Adelaide be bold and work towards a European mid-rise city, say 10 stories or less? More light on our streets, less wind impacts, etc etc.

-----  
The target of 50,000 residents is unachievable with current investment and apathy towards development. It took 30 years to build one development on O'Connell Street - and that almost did not happen. There is nothing under key actions that would even begin to shift the dial. On wellbeing, the best the Adelaide City Council could do for the wellbeing of all South Australians is focus on its job and get a few things right. Commerce in the city is dying, streets are poorly maintained. There has not been an upgrade in many decades to some streets. Lighting is poor. The immediate environs we live in has a substantial impact on wellbeing. Neither the actions or outcomes on inclusion make mention of LGBTI Communities, nor the plight of refugees who come to Australia (or those who do not get to), yet actions relating to First Nations people are listed twice, and further on in the document. This is highly exclusionary. There is no mention at all of anti-social behaviour, mental health or crime. These are serious issues in the CBD and have been overlooked.

-----  
I would like to see more focus on health as well as wellbeing.

-----  
I approve of all the outcomes and key actions, but feel that the council may not be setting their goals high enough.

-----  
Volunteer opportunities should include revegetating the Park Lands

-----  
Too much emphasis on Indigenous outcomes which represent a small portion of the COA population. It's important but should not take precedence due to the sheer number of other cultures in the COA.

-----  
I think activities directed to support specific cultures are potentially divisive



There needs to be a higher priority of Gender Equality and Women's safety. Initiatives such as Project Night Light, which offered accessible education on making venues a safer environment is an incredible initiative and the first of its kind in Australia. We need allocated funding on these types of initiatives that create direct and tangible social change to support women's safety, swell as the cities safety overall. It is within the City of Adelaide's best interest to give venues accessible education on primary prevention and education such as bystander intervention training, sexual harassment and the laws. Hospitality workers, and patrons spending money in this city is what helps support our healthy economy. Prioritising safety means we're prioritising sustainability of our city long term. Safety matters, and it should be prioritised."

Particularly supportive of this aspect "An increase in the share of family households from 12.5% to 15% living in the city". Would love to see more medium density housing in the CBD, comprising 3+ bedrooms, made of buildings up to 5-6 stories, with safe green courtyards for kids to play in. Ground-level, surface parking lots are not a good use of city land - these should all be housing, green space, or even arts venues.

I'd like more recognition and support of small business which are huge contributors to community.

### **Question 3:**

#### **Do you support the Outcomes and Key Actions (p.12) under the 'Our Environment' aspiration?**

While all of these actions are necessary, they are useless if the citizens of Adelaide are still massively using their cars. Adelaide's public transport system needs to be updated and expanded to give its citizen a better alternative to their cars.

Yes, but promotion of active travel and active transport should be a key pillar of leading as a low emissions city. It's so much more effective (and cheaper!) than switching to electric vehicles.

No net loss of Park Lands is a good start but what about returning Park Lands that have been lost? We must return Park Lands as open green accessible space. What will you do to offset the embodied carbon emissions within concrete in buildings in the CBD? Why is there no mention of active transport at all? The last council managed to go to 100% renewable energy, this draft plan does not come close to showing how we would meet a 42% reduction by 2030. The ACC will struggle to meet its goal of increasing green open space given the Park Lands already exist and the remainder is built form in the CBD and North Adelaide.

Disappointed by the focus on EV charging, when there are many other ways to improve the environmental impact of transport in the city. For example, road design that encourages low-carbon methods of active or public transport would have a much greater effect in such a dense city. These improvements would also come at a lower ongoing cost to the city.

Nothing in this section mentions transport strategies, public, bicycle, private vehicle or otherwise.

In order to achieve the environmental goals you must ensure that property developers build environmentally sustainable apartment buildings that are affordable to maintain & support

environmentally sustainable activity by tenants. Solar power could provide power at least for the common areas providing more affordability for the owners. Developers tend to not think of the practicalities of inner city living! The affordability of strata levies is essential to attracting owner occupancy & therefore encourages a sense of community! We don't need resort facilities we need affordability!

NO NEW DEVELOPMENTS on the Park Lands. "No net loss" is misleading, there should be no loss, only gain through revegetation and strict preservation of what Park Lands we have left. State Heritage Listing is achievable and its absence in this draft feels deliberate. I will not stand for the ongoing destruction of the Park Lands.

Yes there needs to be KPI around tree canopy and this is a good start.

However no specific action regarding the River Torrens. Improving the quality of the water into and along the Torrens River, and the amenity of the banks along the Torrens is a must.

Supportive, but would have loved to see much more ambition around active transport and reducing private vehicle traffic in the city. It's a bit of a missed opportunity to not have some targets for this in the environment section.

We need promotion and support of active transport!

#### **Question 4:**

#### **Do you support the Outcomes and Key Actions (p.13) under the 'Our Economy' aspiration?**

There is not one action under "our economy" that would reverse Adelaide's economic decline. Parking & public transport are the largest impediments to coming in to the CBD. Convenience and cost are major consumer drivers for most, followed by consumer experience. The CBD has few experiences to offer, and on convenience and cost the CBD loses to suburban shopping centres every day. To suggest that 82% of people who believe the city is a welcoming dynamic place is incredibly suspect. I suggest you seriously look at that statistic in the context of your action item about data and insights. There is no acknowledgement of the substantial regulatory burden the ACC places on local businesses. Local shops already pay the highest rent in the state, and are subjected to some of the worst trading conditions.

I am concerned these outcomes and actions could be hijacked by an agenda that is focused on exploitation rather than a more holistic evaluation.

Anything the council can do to bring in more people and help business thrive is great. The more people in the city, the safer the city will be and less people will be deterred from coming to the CBD. I would like to see the COA work with developers to help create a luxury retail precinct in the CBD. Adelaide is the only mainland state capital without one. With Burnside village expansive we risk losing these brands to the suburbs as soon as 12-18 months which would be devastating for the city's reputation. "

However statements are too non specific ie what EXACTLY is going to be done? For example, if you wish to increase visitor numbers to the city, as you cannot increase car parking, make ALL public transport within the City of Adelaide free.

-----  
Like to see the target of increasing foot traffic - would help if there were more low car and car-free spaces to bring people into.

-----  
I'd like more recognition and support of small business which collectively are huge contributors to the economy.

**Question 5:**

**Do you support the Outcomes and Key Actions (p.14) under the 'Our Places' aspiration?**

-----  
Bring on the long overdue main street upgrades!! And the transport strategy! But this is an area the city could be more bold in. Adelaide should aim to be a people-first city, and that means less cars.

-----  
Under 'our places' there is not one social infrastructure project listed for construction. Commencing designs, developing strategies, reviewing plans. When will something be built?

-----  
"drivers, cyclists and pedestrians" is not an appropriate descriptor for 2024-2028. It is likely that micro mobility etc. will need to be integrated into the city. Driving is also being given too central a place over public transport users.

-----  
Strongly agree with all parts of this section. I look forward to seeing the impact it will have on the city.

-----  
Public transport needs to be free, and improved.

-----  
"review", "revise", and "commence" - are not meaningful indicators of "success"

-----  
need to decide where you want residential towers ie spread throughout, localised as currently mostly corner Frome and North Terrace, increase dwelling density in North Adelaide which doesn't know if it is part of the city or a suburb

-----  
In support of previous comments, it is within the councils' best interested to support the safety of our venues and places within the city CBD. Unfortunately, unless the council continues to priorities accessible education and funding initiatives such as Project Night Light, the city will continue to bread harassment and violence. Supporting places, means supporting the wellbeing and safety of both staff and patrons of the wider community. Please fund initiatives supportive of Gender Equality and women's safety.

-----  
Supportive of including pedestrians, cyclists, and people who use mobility devices into the places aspect. Really supportive of affordable housing and office/business spaces. Supportive of improving disability access and inclusion.

**Question 6:**

**Do you support the Outcomes and Key Actions (p.15) under the 'Our Corporation' aspiration?**

-----  
Disappointingly, this section is twice as large as the other sections. It shows the focus on the ACC is internal, when it must be external facing towards the community. While the items are not necessarily controversial, they are standard for any well-run corporation or department. They should not really need to be included in a Strategic Plan at all - unless they are not happening - which brings me to the odd inclusion of a goal to "ensure strategic and capital projects are delivered on time and on budget" and the decision of that target being 75%. This figure is too low. However, given there are so few capital projects planned it may be achievable.

-----  
Would be great to see more engagement with universities / academics in delivering these strategies.

-----  
not specific enough. Not enough numbers to measure outcomes against.

**Question 7:**

**An accompanying Resource Plan is proposed to support and enable the implementation of the draft Strategic Plan 2024-2028. Do you have any comments on the Resource Plan 2024-2028?**

-----  
Surpluses are wafer thin and borrowings are growing too quickly. Rate revenue predicted to be 3% is too optimistic, unless the ACC will again put council rates up.

-----  
I am not equipped to provide feedback on this.

-----  
Pages 25 and 26 too wooly, nothing for outcomes to be measured against.

**Question 7:**

**Do you have any further comments on the draft Strategic Plan 2024-2028?**

-----  
This draft plan is not bold and it is certainly not aspirational. There is also no innovation within this draft plan at all. It is a compilation of actions that are already in train, or reviewing plans and strategies which barely add to the fabric of the City of Adelaide's society.

-----  
As a resident who bought into North Adelaide to live a hopefully car-free lifestyle, I would like to see greater focus on transitioning Adelaide to become a walkable city rather than the current drivers paradise. It does appear that there are a reasonable number of suggestions to this effect, just not

enough to give me confidence that they will actually happen (given the recent experience of the anti-pedestrian, pro-car policies of Team Adelaide).

-----  
I am very pleased to see the positive commitments being made. However, I fear that many of the proposed actions will be delayed if not strongly pushed forward by the council.

-----  
Park Lands should be a major priority. I strongly oppose the impending aquatic centre and hospital developments as well as future developments over the precious Park Lands.

-----  
I would like to see some bold decisions. More than just planting trees and goals around population. What can be done to attract more tourists both local and international to spend time in the CBD. Adelaide needs to be on international visitors must see lists. I think this would start with Rundle Mall, North Terrace and Victoria Square. Victoria Square and North Terrace is unfinished and Rundle mall lacks atmosphere. The ACC has a reputation of starting projects but not seeing them through to completion. This must stop. Another observation is there are too many 'preachers' and protests in Rundle mall. It puts a lot of people and in particular families visiting the mall off as being yelled at by someone's religious beliefs is offensive and unharmonious. Surely this can be legislated against. this would not be tolerated in a Westfield centre."

-----  
Adelaide desperately needs a large concert hall venue for classical music - a permanent home for the ASO. The Festival Centre is not big enough for a symphony orchestra. I would like to see the City of Adelaide working with State Government to fill this glaring hole in our Arts facilities.

-----  
Not sufficient detail on specific projects as to goals, what they are and how they will be implemented, North side of North Terrace is an extremely unique cultural boulevard internationally but doesn't rate a mention in your plan. "

-----  
There needs to be a higher priority on Women's Safety and gender Equality. This includes funding initiatives that supports accessible education and primary prevention in our night life community. Evidence continues to support that primary prevention is the best way to stop normalised behaviours of sexual harassment and assault. Our CBD is full of hospitality venues, and it is more needed than ever to support education to change our culture for the better. Safety matters, women's safety matters and accessible education should be our council's responsibility. Please prioritise social change for the better.

-----  
I'd like to see more focus on active transport (and a corresponding reduction in car reliance) and small businesses

## 2. General feedback

### In-person sessions:

**The below verbatim comments were received at the eight drop-in sessions held across Adelaide and North Adelaide during the consultation period.**

***They have been provided in no-particular order.***

-----  
Hoping for less homeless on the streets

-----  
More events or nightlife - Experiences to keep the city awake but not everyday

-----  
Safer bike tracks - separate bike paths/ separate pedestrian

-----  
More trees less cars

-----  
More support for the homeless - housing, clothing, mental health, spiritual

-----  
Get rid of e-scooters. Adelaide is a great landscape and climate for walking

-----  
Open up side streets & lanes so that they are pedestrian friendly - Charles St, fisher St, Stephens place, Lindes lane - currently all dead zones

-----  
More plants - create green walls on buildings

-----  
Cheaper housing, homelessness support, funding for art projects

-----  
Cheaper housing

-----  
More disability services and disability transport options

-----  
Less Junk food, More organic food

-----  
More health workshops, yoga classes. Information sessions on: healthy eating, recycling, home composting

-----  
Can COA lobby the state govt to alter the 6 month lease of Victoria park to the Adelaide Motor Sport. Love Events - dislike the 6 months of Chaos

-----  
More green sustainable spaces, establish neighbourhood vegie gardens where people can grow and share produce

-----  
Plant more Euro trees in the parklands to help reduce the temperature - Big green leafy trees

-----  
Please put the fairy lights back up on the Vaughan Place trees

-----  
Greenery on top of bus stops/shelters

-----  
Organic community gardens - food self sufficiency



Less grass, plant vegetables, tea, more Medicinals

More greenery, eg native trees. Increase stops for the city connector bus

Family events, more green spaces

Central Market should have a environmental friendly policy - discount on bring your own container. A policy for phasing out gladwrap, polystyrene trays etc including marketing of this

Accessible EV charging

No buildings on original colonel light vision of parklands, no high-rises on North Tce, no more casinos

Incentive for tech businesses to create more jobs

homelessness on gouger St, parking is difficult in the gouger Chinatown area, need more police patrols for security issues in the area

Not enough affordable car parks around the central market

Reduce council rates for retirees

City living high density strata fees unaffordable

More 30min - 1 hour on street parking giving traders the opportunity of quick coffee & lunch for customers, more street cleaning, more awareness for business owners to keep tidy.

Provide SAFE business environment, increase police force, reduce shoplifting & robberies

Do parklands have to be event spaces? What about having events in streets? Greened streets

Take some of the bitumen off streets to plant trees eg create medium strips in wider streets - add plants in medium strip in Wakefield St.

Proper surface treatments to lower temperatures & permeable paving please

There is a goal for an increase of people living in the city from 26k to 50k by 2036 - why not a goal for trees? A dramatic increase

If the Hutt St upgrade slows traffic & results in a more pleasant place for pedestrians & visitors then yes spend the money

Make the tree planting plan available to the public - have achievable goals & meet them. Action not just talk.

Have an ambitious action plan for tree planting in streets - median strips. 40% is pathetic

Main street upgrade - Bike lane for Hutt St?

The council needs to address increased emissions from vehicles. Electricity is a state concern.

21 days is not enough time for community consultation! Especially before the Xmas period

Street Greening - Tree planting map for where "hot spots" have been identified. Baseline 27% increase to 40% is not adequate! More greening with tree canopies

Can Empty shops be used temporarily for the homeless, More relaxed enterprise funding - e-scooter behaviours, Company accountability

Plenty of colour. Longer parking

Keep the green spaces/parklands free for all wildlife to continue to thrive

Horticulture team are doing a great job. Planter boxes melb st - should all be the same design and maintained

More green spaces, more spaces/activities for youth

The tram is enjoyable to ride - more tram lines. The city is compact and easy to get out of, hope it stays that way. Keep new buildings in the style of existing architecture

I like the green belt around the inner city & note the new trees plantings around. Love the street canopies in where I live (Victoria/Sussex st). More trees please.

Mixed of old & new buildings. Good interesting design. Mix of activities, spaces of discovery, more pedestrian friendly please

Build in a stepped fashion - eg street level, single story, awnings plants for pedestrian experience & comfort = human scale. Behind stepped up heights - no straight up facades (they are claustrophobic & dominating)

Build in a way to respect: human scale, heritage, sense of place, harmonise with history & style, add non concrete/steel/glass features eg wood, add vertical gardens,

Building a community is missing from the plan. what are we doing to build a community, more than just events and amenity. What are we doing to create culture - sense of people living here and how we define ourselves?

Strengthening community development - sense of belonging by facilitating and creating spaces that bring people together to connect. Not just activities and events but informal interactions

Can not see connection between strategy, activities and budget

City should have multiple neighbourhoods and precincts. A plural city. Each different. Can be reflected in local urban design and branding to create a sense of place

More public BBQs in the middle of the city (not just parks)

It's important to leave the natural environment in the Park Lands the community is enjoying it just as it is. We don't need closed off sections and the festivals can go on the grass area (for example Oz Asia). People want to be able to feel the natural environment in the Park Lands. Maintain the pathways, but keep the natural environment.

-----

Can we look at the fee structure for motor sports in the Park Lands. Are they paying to set up and pack down? It seems to be taking a lot more time than and a lot more space than in previous years.

-----

What is the City Council doing about business development in the city? I'm considering doing International Studies in Adelaide but concerned that I won't be able to get employment after I finish my studies. As a result I'm looking at studying in Sydney or Brisbane.

-----



***An example of the postcards collected at the face to face drop-in sessions (pictured Rundle Mall)***

-----

### **FEEDBACK ATTACHED TO SOCIAL MEDIA POSTS ABOUT THIS CONSULTATION**

Some simple ideas that are good for building vibrancy and visitor interest from overseas: painted steps like in Vienna, rotating sculpture every 15 minutes like Kafkas head in Prague (maybe the pigeon?) hole in the wall wine like in Florence (hugely popular on Insta with big line ups of beautiful people) Pics added for info. So many simple but effective ideas from overseas - more pics following  
<pictures not attached to this report>

-----

### 3. Written submissions

**Robert Warn Mon 30/10/2023**

**SUBJECT: Strategic Plan**

Error 404 meant I couldn't enter your survey.

Adelaide has unique qualities that define it. Changes should not endanger this.

Tree lined CBD streets..... increase please and refuse developers attempts to remove any. Require developers plant additional trees.

No further incursions into the parklands: possible exceptions, sporting facilities OPEN to the public, food outlets etc.

An earlier plan called for a ring of apartment buildings circling city. Greenhill Rd, D'quetteville Tce, etc.

Transport corridors from the suburbs. Bus only lanes. Where feasible, rail/light rail.

Sth East Freeway. At capacity? Dangerous. Existing rail line could be used for park and ride. Not fast. But safer. Mt Barker developments add more pressure to the freeway and to demand for alternative routes / modes of transport.

The above just 'off the top of my head '.

Robert Warn

-----

**Jenny Wallace Tue 31/10/2023**

**SUBJECT: Feedback Draft Strategic City Plan 2024-2028**

To the planning team

I currently work as a volunteer in Visitor Information Centre services in the city centre and I meet people from all over the world. After growing up on a farm, I have lived in the Adelaide suburbs for many years while enjoying a career in healthcare. I am now looking at downsizing from my family home to live on the periphery of the city. I have failed to find any suitable apartments near the parklands or with access to a communal green space where I would be happy to live.

I have some great concerns about the well-being of people living in high density housing with limited access to green spaces for recreation, relaxation and gardening. As the suburbs become denser, the traditional backyard has been lost to more and more housing. This is even worse in the city as I have watched city apartments being built without any communal green space to share or even any plantings around the apartment blocks. Too many apartments overlook other buildings, hard surfaced access areas or parking facilities and some even face onto other walls!

I see slow progress in compensating for the land lost to concrete and asphalt by tree replacement programs in the city, the inclusion of green courtyards in apartment complexes or the promotion of roof top gardens. Too many apartments are built without even a balcony! How can anyone expect to live happily and healthily like this?

While the city centre has several major green squares, they are not adequately safe nor private to use freely for the number of residents that surround them. Adelaideans are well known to love their backyards and the hobby of gardening. There is no possibility for an ordinary person being able to afford an apartment close to the city parklands. Even then, there are very few communal garden plots available for city dwellers.

I believe strongly that more communal gardens need to be established in the parklands and on apartment building rooftops. This will improve the environment, air quality, the bee population, the biodiversity of our insects and contribute enormously to our health and well-being. As a state well known for its quality of produce and primary industry, it is important to encourage the next generation of residents to learn the value and joy of growing some of one's food, those who may never benefit from a backyard.

Can some car parks be replaced with green spaces and the parking stations built under the peripheral parklands? There are many innovative ways to store vehicles on the periphery of a city, one only has to look at European cities in France, Germany and Switzerland to see how this has been managed. One does not need a car in the city. The parks can be private or public, accessible with an App and paid for with an account. Security is managed by surveillance, access using security codes and dedicated walkways or private direct link tunnels.

Thank you for considering my feedback.

Kind regards,

Jennifer Wallace

-----

**Alex Bogdanova Mon 06/11/2023**

**SUBJECT: Draft Strategic Plan 2024-2028**

Dear City of Adelaide team,

Thank you for the opportunity to comment on the Draft Strategic Plan. I was trying the online Survey, however, it doesn't work. The link is broken.

I'm a Sustainability Lead in the Buildings and Precincts team at Mott MacDonald, recently moved to Adelaide from Sydney. We collaborated with a number of councils back then on setting up requirements and targets for developments and rezoning.

Reading through the table Our Environment on page 12, it seems there's a lack of methodology and strategies to measure. For example, this target:

No net increase in the urban heat island effect

Doesn't state how it can be achieved. What is the baseline? How is it measured and tracked? How the council, developers and companies can comply?

We've done a lot of work in this space and are happy to share the findings and recommendations. We also supported the Green Building Council of Australia to write the requirements for the Urban Heat Island credit in the new Communities rating.

Following the above, we want to stress the impacts of the green canopy and how insufficient 40% green cover is. An increase in tree canopy cover from the 2022 baseline of 27% to 40% by 2028

Adelaide has a relatively aged population. It puts even more pressure on reducing risks of high and extreme heat stresses, that are very likely to occur on a regular basis in the near future due to the higher frequency and severity of heat waves.

In addition, there are no active mobility strategies, and car parking reduction, but an increase instead. What about the pedestrianisation of some streets? This would provide an enhanced street layout, create places for people not cars, boost the local economy and attract people, as well as fight against Urban Heat, and increased energy demand, while providing safer space.

Studies show how the reduction of car parking spots increases sales rates in small shops and hospitality, not the opposite as many believe in Australia.

These changes might sound intimidating, but they don't cost much to the city and after seeing positive outcomes, no one wants to go back.

Please, let me know if you'd like to have a chat or even a workshop.

Best,

Alex Bogdanova

Sustainability and ACD Lead SA      MArch, MPM

-----

**Ben Smith Wed 08/11/2023**

**SUBJECT: Strategic plan to be seen to be doing something.**

Feedback on "Strategic Plan"

I will assume you all believe you are genuinely in pursuit of a better future. However, when you say you want Adelaide to "Lead as a Low Carbon Emissions City" it sounds, frankly, delusional.

A switch to some EVs and better recycling seems to be the sum of it. Is there any plan at all to reduce the reliance on cars and the large number of cars coming into the city every day to use the Council's car parks? Any plans at all to reduce on street car parking and car lanes to transfer the space to pedestrians and active transport? Not a lot apparently.

You say you want Adelaide to be; "Resilient, protected and sustainable. In ten years Adelaide will be a nation leading Green City in a Park showcasing the benefits of green infrastructure, increased biodiversity and a community that is adaptive and resilient to climate change"

Well, sadly, these just sound like very hollow words unless you actually put forward a plan to achieve this.

I wish I could say something more optimistic.

Cheers Ben

-----

**Luke Foreman Fri 10/11/2023**

**SUBJECT: City of Adelaide Planning**

Hi City of Adelaide,

I am of the view that the North Adelaide needs the tram line extension to O'Connell Steet North Adelaide from Adelaide Oval like urgently.

Businesses in the area need this extension from Adelaide Oval to O'Connell Street urgently and besides this it would revitalise the area.

The way I see it I think, the SA Government supports the tram line. I note the ACC supports the tram line. The only issue is whether the

Torrens Bridge can withstand a tram. When the bridge had the trams crossing for about 60 years.

Please, this needs to be a priority for the ACC to get this tram extension moving.

Regards,

Luke Foreman

North Adelaide

-----

**Geoff Gaskell Sat 11/11/2023**

**SUBJECT: Our Environment: City of Adelaide Strategic Plan 2024-2028**

I am a resident and owner at [REDACTED] Adelaide, opposite Walyu Yarta Park 21. I wish to contribute some suggestions for improvement of this park.

I take note of and gain support from the following outcome given in the Plan:

'Be active in the promotion of the status, attributes and character of our open spaces ....by protecting and strengthening their integrity and values.

Among the key actions are the following:

- Protect and restore native habitat.....
- Work with partners to create innovative ways to create or convert underutilized areas to green spaces.

Among the KPIs are:

- An increase in biodiversity.
- An increase in the number of trees planted and improved replacement ratios for any trees that are removed in the CBD.
- An increase in tree canopy cover from the 2022 baseline of 27% to 40% by 2028.

**My assessment of the current situation in this park.**

There is a very well-maintained and irrigated garden area immediately adjacent to South Terrace that is very much enjoyed by many people and should continue to be maintained to the current standard.

There is a community garden to the rear of this area that is unfenced and has deteriorated due in part to the nature of the soil, being highly alkaline, leading to poor growth of vegetables planted there.

Beyond the irrigated lawn area there are several large areas of grassland that is regularly mowed and occasionally used by community groups, divided by rows of Eucalyptus tree species; there are two smaller areas of low bush and trees that are used on occasion by rough sleepers or others looking for a hideaway, adjacent to other smaller areas of mostly Eucalypt species.

Along Greenhill Road there are areas, several irrigated, that are used occasionally for people playing casual games of soccer, and two buildings that are available for use by teams but seem not to be used as such. There are two tennis/basketball courts also.

### **Proposals for development/improvement.**

1. The large open areas need a better plan for use that will enable more people to experience a variety of native vegetation that is attractive to birds; at present the Noisy Miners dominate the open Eucalypt plantings, and other native shrubs that have vibrant flower characteristics would encourage visitors, planted as an understory to more Eucalypts, preferably those native to the Adelaide area. Native grasses could also be planted.
2. It would be useful if a list of trees and plants in the park was made so that people could identify them, as a way of connecting to the environment. A sign or notice board could be placed at a suitable location to assist in this.
3. The value of the community garden should be reviewed and an alternative or adjacent site considered after consultation with the current group members and with input from other community garden members. Fencing could be considered also.

In summary, part of this park is already highly appreciated by many people for its horticultural and recreational values, but the remainder is neglected and does not deliver on the key actions listed above; an increase in biodiversity can be achieved by considering the first proposal above and an increase in tree canopy cover would be a valuable additional benefit.

I am impressed with the comprehensive coverage of the Strategic Plan and support it fully, but I have focussed on the park closest to my home that I love and visit daily.

Geoff Gaskell.

-----

**Steve Hamnett Sun 12/11/2023**

**SUBJECT: Draft Strategic Plan 2024-2028**

The purpose of this email is to make a brief comment on the draft Strategic Plan 2024-2028.

I have lived in the City of Adelaide for some 20 years. My home is in [REDACTED] a minor residential street comprised primarily of local heritage places. Over the time that I have lived there I have been grateful to the City Council for a number of initiatives, including permitting two way cycling in what is a one way street for cars; and the establishment of a number of street trees, many of which are now reaching maturity.

However, while these and other initiatives have been most welcome, they have sometimes been a little ad hoc in their conception and implementation. I am pleased to see, therefore, at page 14 of the Draft



Strategic Plan, a reference to the preparation of an Integrated Transport Strategy. This seems essential to the plan's aspiration to make Adelaide a more liveable and walkable city (The two go together, of course).

An Integrated Transport Strategy will need to be wide-ranging, focusing in part on strategic movement questions such as the need to divert through traffic away from Adelaide's streets and the management of traffic signals and sequencing to assist in achieving this and other purposes.

But an Integrated Transport Strategy also needs to include detailed design principles for local streets to ensure that these give priority to pedestrians and to sustainable modes of travel. This has also been an aspiration of the City of Adelaide for some years, but my experience of Little Sturt Street and of similar local streets in the south-west part of the city, is that there is still much that could be done to reduce vehicle speeds and to 'traffic calm' these streets with a view to enhancing their liveability by prioritizing residential environments and pedestrian movement. Planners have known how to do this for more than half a century, taking inspiration from the Dutch planners who first set out around 1970 the principles for creating the 'woonerf' (usually translated as 'living street') in which various techniques are employed to slow down traffic and force drivers to share the street safely with the pedestrians and cyclists whose movements are prioritised. I have no doubt that Council's planners are fully aware of what is involved in the design of 'living streets' but a council-wide approach to adopting and implementing principles for their design should be a high priority in an Integrated Transport Strategy. Of course, a first step would be to reduce speed limits in streets which are intended to be 'liveable and walkable'. The speed limit adopted by the Dutch for their living streets is 15 kph.

Stephen Hamnett

Adelaide

-----

**Luke Foreman Mon 13/11/2023**

**SUBJECT: ACC Strategic Planning**

Hi ACC, I think its also worth considering electrical/power cables being run underground in North Adelaide. Besides the damage they must do to trees in the area there is also concern about starting fires from cables and the environmental damage they cause. However there appears to be some underground cables in some areas. There was an opportunity to run the cables with the recent underground gas and sewerage upgrade in the area.

Regards,

Jane Foreman

North Adelaide

-----

**Gabby Low Thu 16/11/2023**

**SUBJECT: Draft Strategic Plan 2024-2028 - FEEDBACK**

Dear City of Adelaide,

I am emailing you with feedback and suggestions for the draft Strategic Plan 2024-2028.

Currently the Plan makes no reference to gender equality and women's safety. I encourage you to reconsider the priorities of the Plan and ensure that these issues are reflected in it.

When women feel unsafe it leads to changes in behaviour, avoiding traveling alone at night, avoiding public transport, or even refraining from going out at all. This cautious behaviour can profoundly hinder access to opportunities. Understanding gendered experience of public space in the city environment is essential.

Through TABOOs work in researching period poverty in the City of Adelaide we know that when public spaces are not equipped with the resources necessary to support women and people who menstruate, social and economic engagement decreases. This leads to negative ramifications on individual and community health and wellbeing.

I urge you to reconsider the draft Strategic Plan 2024-2028 priorities and ensure that it reflects developments in women's safety and gender equality.

Thank you for your time.

Kind regards,

Gabby Low

Gabby Low (she/her) | Public Health Lead | TABOO Period Products

tabooau.co

Please include my following feedback - I've added a few extra points from my initial email.

When women feel unsafe it leads to changes in behaviour, avoiding traveling alone at night, avoiding public transport, or even refraining from going out at all. This cautious behaviour can profoundly hinder access to opportunities. Understanding gendered experience of public space in the city environment is essential.

Through TABOOs work in researching period poverty in the City of Adelaide we know that when public spaces are not equipped with the resources necessary to support women and people who menstruate, social and economic engagement decreases. This leads to negative ramifications on individual and community health and wellbeing. Through a survey conducted with city users on the provision of period products in public spaces, 44.4% of participants reported that they had experienced financial barriers to period products, 27.8% of participants reported that they had experienced geographical barriers to period products, and 58.3% of participants reported they had experienced social and cultural barriers to period products. Women are disproportionately affected by these statistics. These barriers subsequently lead to disengagement and negative health outcomes and drive gender inequality.

Kind regards,

Gabby

-----

**Jonasson, Asa (GISA) Fri 17/11/2023**

**SUBJECT: Submission - Draft City of Adelaide Strategic Plan 2024-2028**

Dear Strategy, Planning & Engagement Team

Please find attached the Green Industries SA (GISA) submission for the Draft City of Adelaide Strategic Plan 2024-2028.

Should City of Adelaide wish to discuss this submission please don't hesitate to contact GISA, contact details are included in the submission.

Regards

Åsa

Åsa Jonasson (She/Her)| Project Officer, Transformation and Innovation

Green Industries SA

W: [greenindustries.sa.gov.au](https://greenindustries.sa.gov.au)

OFFICIAL



**Government of South Australia**  
Green Industries SA

**Draft Strategic Plan Feedback**  
**The City of Adelaide**  
GPO Box 2252  
ADELAIDE SA 5001

Via email: [strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

ABN 76 149 388 126

Level 4  
81-95 Waymouth Street  
Adelaide SA 5001

GPO Box 1047  
Adelaide SA 5001

Tel +61 8 8204 2051  
Fax +61 8 204 1911

[www.greenindustries.sa.gov.au](http://www.greenindustries.sa.gov.au)

Dear Strategy, Planning & Engagement Team

**Re: Draft City of Adelaide Strategic Plan 2024-2028**

Green Industries SA (GISA) is a statutory corporation under the *Green Industries SA Act 2004* (GISA Act) supporting the development of the circular economy and building on South Australia's achievements in waste management and resource efficiency.

Green Industries SA (GISA) welcomes the opportunity to provide this submission for consideration on the draft *City of Adelaide Strategic Plan 2024-2028* (draft Strategic Plan).

The circular economy provides significant opportunities for economic development, reducing greenhouse gas emissions and supporting long term social well-being and resilience. Incorporating circular economy principles can drive outcomes and key actions identified across all achievement areas of the Strategic Plan: Our Community, Our Environment, Our Economy, Our Places and Our Corporation. Feedback on specific outcomes in the draft Strategic Plan for your consideration is provided in attachment 1.

Should City of Adelaide wish to discuss GISA's submission further, please do not hesitate to contact Jessica Wundke, Manager Policy Reform, Green Industries SA on 08 8204 2051 or at [jessica.wundke@sa.gov.au](mailto:jessica.wundke@sa.gov.au).

I look forward to seeing the Strategic Plan being implemented and continuing to work with City of Adelaide to on measures that support the State's transition to a more circular economy.

Yours sincerely

A handwritten signature in black ink, appearing to read "I. Overton".

Professor Ian Overton  
Chief Executive  
**GREEN INDUSTRIES SA**

16 November 2023

OFFICIAL

## OFFICIAL

## ATTACHMENT 1

## OUR COMMUNITY

**Outcome - Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit**

Events offer the community valuable experiences and opportunities to grow and connect. To minimise impacts of the materials generated at these events and ensure waste does not distract from that experience, the GISA *Waste and Recycling at Events and Venues Better Practice Guide*<sup>1</sup> could be used by those coordinating or issuing approvals for events to set minimum requirements for waste and recycling systems and service ware. Working with event organisers to implement better practice not only encourages progressive waste management strategies, it improves community engagement with diverting waste from landfill in other settings.

## OUR ENVIRONMENT

**Outcome - Lead as a Low Carbon Emissions City**

Global, national and local ambitions are for a net-zero economy by 2050. Adelaide City's goal should be for a zero carbon emissions city, not a low carbon emissions city.

The circular economy is an economic model that seeks to improve materials productivity by reducing reliance on virgin resources, the continued circulation and extended lifecycle of resources at their highest functioning utility, and in a manner that eliminates waste, pollution and harm to the environment.

The South Australian Economic Statement recognises that decarbonisation, sustainability and the circular economy are essential elements to reduce greenhouse gas emissions and limit resource use, with an aim to slow climate change and live within planetary boundaries. The key action identified in the draft Strategic Plan to 'Generate, lead and support new circular economy activities to support sustainability and economic outcomes' aligns with *South Australia's Waste Strategy 2020-2025*<sup>2</sup> (SA Waste Strategy). Driving South Australia's transition to a circular economy and making the state a national centre for reuse, remanufacturing, recycling and composting, achieving positive environmental outcomes while building local industry and creating business opportunities locally and overseas is an overarching objective in the SA Waste Strategy.

To support a number of key actions under this outcome, circular economy principles should be incorporated into procurement policies. In 2023, GISA launched the Circular Procurement Knowledge Hub ([www.greenindustries.sa.gov.au/circular-procurement](http://www.greenindustries.sa.gov.au/circular-procurement)) providing tools, guidelines, case studies and training to help organisations integrate circular economy principles into procurement processes.

**Outcome - Be a sustainable climate resilient city and embed climate resilience in all that we do**

The City of Adelaide *Resource Recovery Strategy (Organics, Recycling and Waste) 2020-2028* notes that 43% of household general waste bins is food waste that could have been diverted from landfill. For businesses that use a general waste and recycling bin provided by City of Adelaide, this is even higher at 51.8%.

Capturing food waste and organics through source segregated organic collection systems will be critical to meet the waste diversion and climate targets outlined in the draft Strategic Plan.

Reduction, capture of source segregated streams and high value utilisation of food waste is a strategic priority for GISA. *Valuing our Food Waste: South Australia's strategy to reduce and divert household and business food waste*<sup>3</sup> outlines programs and priority actions required to deliver on SA Waste Strategy targets.

<sup>1</sup> <https://www.greenindustries.sa.gov.au/tools-guides/waste-recycling-events-venues>

<sup>2</sup> [www.greenindustries.sa.gov.au/resources/sa-waste-strategy-2020-2025](http://www.greenindustries.sa.gov.au/resources/sa-waste-strategy-2020-2025)

<sup>3</sup> [www.greenindustries.sa.gov.au/resources/valuing-our-food-waste](http://www.greenindustries.sa.gov.au/resources/valuing-our-food-waste)



## OFFICIAL

## ATTACHMENT 1

The benefits of capturing food and organic waste for processing into compost and soil improvement products, extend far beyond landfill diversion targets to support the broader objective of this section. Application of high quality compost outputs, regenerates natural systems, improving soil health and structure, increasing water holding capacity, requiring less artificial fertilisers and water inputs.

The City of Adelaide has a unique dwelling and business profile in the South Australian context. In some settings, this will require innovative collection solutions to increase waste diversion and resource recovery.

There are recognised additional challenges associated with waste management and resource recovery services in high density settings. In most cases, existing higher density buildings must have tailored collection service arrangements to enable residents to divert food and other organics. The *'Better Practice Guide Waste Management in Residential and Mixed-Use Development'*<sup>4</sup> was developed to support developers, planners, architects, facilities managers and the waste industry by providing best practice guidance to incorporate segregated waste management systems and provide sufficient and safe access for collection vehicles in new higher density developments. Planning is underway to update the guide and GISA would welcome City of Adelaide's involvement in this process.

GISA partnered with City of Adelaide to install new bin infrastructure in Rundle Mall to capture food waste and compostable materials alongside recycling, general waste and 10c collections. The placement of systems to capture food and organic waste in a high traffic area, significantly expands community messaging and normalises food waste diversion to green organics bins across settings. The new systems not only enable the community to divert food waste, but also puts in place the infrastructure required to capture the compostable alternatives when announced single-use plastic bans for food and beverage containers come into effect in 2024.

GISA notes the inclusion of a key action to 'work with the community to divert more waste from landfill' in the draft Strategic Plan. Alongside implementing best practice waste and recycling systems, education and engagement is vital. GISA strongly recommends that City of Adelaide continues to work with GISA to use state wide Which Bin branding across all residential education and communications campaigns to encourage consistent, cohesive education to the community.

## OUR PLACES

**Outcome - Encourage bold, interesting and purposeful development**

The draft Strategic Plan discusses repurposing and adaptive reuse and improvement of buildings as well as upgrades and retrofit as some of the key opportunities and actions in supporting a circular economy and low-carbon outcome in City of Adelaide. These are recommendations echoed in global leading initiatives, and also outlined in the GISA funded and Green Building Council of Australia led action plan *Circular economy for South Australia's built environment*<sup>5</sup>.

Recognising the significance of the emissions and raw materials of the built environment sector both in South Australia and globally, Green Industries SA partnered with the Green Building Council of Australia, Dsquared and the Adelaide Sustainable Building Network on the development of a Discussion Paper in 2022 to engage with industry, academia, local and state government stakeholders and exploring the current state, opportunities and barriers for circular economy for SA's built environment ahead of the release of the action plan earlier this year.

As well as building upon the critical steps needed to accelerate industry participation in both the commercial and residential sector, the report relates to the transformation required to reach net zero, including; design, construction, regenerative practices, procurement, education and training, planning

<sup>4</sup> [www.greenindustries.sa.gov.au/resources/better-practice-guide-for-waste-management-in-residential-mixed-use-developments-2014-](http://www.greenindustries.sa.gov.au/resources/better-practice-guide-for-waste-management-in-residential-mixed-use-developments-2014-)

<sup>5</sup> [www.greenindustries.sa.gov.au/resources/circular-economy-in-sas-built-environment-action-plan-2023](http://www.greenindustries.sa.gov.au/resources/circular-economy-in-sas-built-environment-action-plan-2023)

OFFICIAL

**ATTACHMENT 1**

codes and regulations. The plan includes a number of recommendations and identifies opportunities that can contribute to achieving aligned objectives in the draft Strategic Plan.

**Tony Saulters Fri 17/11/2023**

**SUBJECT: Submission - City of Adelaide Draft Strategic Plan 2024-2028**

Dear Mr Sim

I write in relation to your recent request for submissions regarding City of Adelaide's Draft Strategic Plan.

Please find attached a letter signed by Business Events Adelaide's Chair, Mr Jim Kouts.

If you require any further information, I can be contacted on the details below.

Kind regards

Tony



**Tony Saulters** – General Manager Strategy & Public Affairs

Adelaide, South Australia, 5000

W [www.businesseventadelaide.com.au](http://www.businesseventadelaide.com.au)





Level 2, 74 Pirie Street  
Adelaide, South Australia 5000  
Phone 1300 277 774  
[businesseventsadelaide.com.au](https://businesseventsadelaide.com.au)

17 November 2023

Mr Nathan Sim  
Coordinator, Strategic Planning  
Strategy, Planning & Engagement  
City of Adelaide  
[strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

Dear Mr Sim

**Submission – City of Adelaide Draft Strategic Plan 2024-2028**

*Business Events Adelaide* appreciates the opportunity to comment on 'City of Adelaide's Draft Strategic Plan 2024-28' as a major economic contributor to South Australia generally, and City of Adelaide (CoA) more specifically.

*Business Events Adelaide* (formerly Adelaide Convention Bureau) is a 49-year-old, independent, not-for profit, membership organisation. It competes on the global stage to win business events for Adelaide and achieves above-average results. Over the three years FY21 to FY23, *Business Events Adelaide* secured 392 international and domestic business events, resulting in 691,000 bed nights – predominantly in the off-peak Monday to Thursday period – and generating \$678m for the State economy.

As a consequence of most business events occurring at large venues – most notably the Adelaide Convention Centre – and with many major hotels also being within city bounds, the vast majority of business event-generated revenue is retained within the CBD.

Winning business events to Adelaide delivers much more than simply a high daily delegate spend, although this is an impressive \$632 per day compared to a tourist's \$179. Business events also provide an economic tail of multiplying benefits that often endure years into the future. Further details of how *Business Events Adelaide* contributes to the State's strategic imperatives are set out in **attachment 1**.

*Business Events Adelaide* receives funding from the State Government and CoA, as well as generating a third of its annual budget from its 130 strong membership of business event service providers. As you would be aware, a decision was taken in FY22 to reduce CoA's contribution from \$380,000 per annum to \$300,000 pa. This was regrettable at the time, but our Board took the view that this was a consequence of constraints resulting from the COVID pandemic. It has expressed its disappointment to the Lord Mayor and Councilors directly that this funding level has not since been revisited.

***Business Events Adelaide key points - November 2023***

The business events sector delivers to the State more than \$2.5b annually of which *Business Events Adelaide* directly contributes \$250m.

As an economic driver, *Business Events Adelaide* works directly into the Department of Premier & Cabinet Executive – Chief Executive Officer Damien Walker and Chief Operating Officer Wayne Hunter.

Operating funding was increased in the FY23 State Budget mid-year review, and from FY24 \$2.1m has been secured for two years out to FY25. *Business Events Adelaide* also receives access to an annual \$5m Government bid fund, secured for a further two and half years out to FY25.

The business events sector is far more than tourism. It has a different KPI and a different business model. While business events are a strong short-term contributor to the visitor economy - with its delegates spending more than \$632 a day compared with a tourist at under \$179 - it is far more than that. The State Government recognises it also delivers quantifiable long-term benefits to the economy from the economic tail of research collaborations, business partnerships, new company startups in Adelaide and even a contribution to population growth with the arrival of new professional and skilled workers.

Vitality, this economic tail from business events is aligned with the State's focus areas and innovations districts such as BioMed City, Lot 14, Waite, Tonsley Innovation District and Techport. This is the strategic two-pronged 'attack' of Business Events Adelaide for the betterment of the State.

*Business Events Adelaide* works closely with its Strategic Partners - including the Adelaide Convention Centre, Adelaide Airport Ltd, Adelaide Oval, Accor Hotels, Hilton Hotel and Stamford Hotels - as well as a further 130 (and growing) members from across the business events delivery sphere.

Business Events Adelaide currently has a bidding pipeline out to FY29, with competitive advantages including:

- National geographic centrality.
- Accessible, walkable, clean, green and spacious city.
- Ability to leverage off new infrastructure and world class technology.
- Proximity and size of innovation districts including medical research, universities, learning economy.
- Cost advantages.
- 'Team Adelaide' member collaboration methodology.
- Access to political leaders.
- Bespoke experiences.



The continued reduced funding is at odds with State Government, who conversely added \$500,000 to their allocation during mid-year budget review in FY23 for the subsequent two financial years, as well as guaranteeing access to an annual \$5m Government bid fund for the same period.

The additional funding was not to top up decreased revenue support from elsewhere; it was a strategic response that recognised winning business events is becoming ever more difficult, with competition fierce. It allowed *Business Events Adelaide*'s board to plan with confidence, exploring new possibilities in the business event sector. It has an ambitious program of bid opportunities that augers well for future success but requires the attraction - and retention - of skilled and experienced people in areas such as business development, research, corporate incentive, cultural knowledge, marketing and public relations in order to achieve its aims.

Despite competing priorities, the Department of Premier and Cabinet, along with Treasury colleagues, share the view that business events represent an investment opportunity rather than a cost, with a demonstrated high rate of return. As part of its strategic planning, *Business Events Adelaide* requests that CoA similarly recognises the value that it represents to the businesses, residents and ratepayers of the CoA and reconsider the funding that it provides.

If we can offer more specific information, or if you would like to meet with *Business Events Adelaide* to discuss further, please do not hesitate to contact CEO Damien Kitto on 0410 124 413 or [damien@businessseventsadelaide.com.au](mailto:damien@businessseventsadelaide.com.au)

Yours sincerely



Jim Kouts  
Chair

Attachment 1 – *Business Events Adelaide* key points

**David Ness Fri 17/11/2023**

**SUBJECT: Draft Strategic Plan**

Dear Lord Mayor and Council

I am pleased to comment on the draft document as follows:

**Our Adelaide: Bold. Aspirational, Innovative**

Unfortunately, 'Bold' and 'Audacious' are usually seen as Big.

Adelaide cannot be sustainable if growth is accelerated.

As mentioned below, I prefer if 'Sufficient' is mentioned, rather than Bold.

I may have missed it, but I could not find equitable mentioned in the Plan. Surely that should be an important strategic objective?

**Our Environment:**

While resilient to climate change is mentioned, a commitment to climate mitigation is lacking.

Could this be added please?

**Lord Mayor Introduction**

The draft City Plan includes 2 scenarios, Low and High Growth.

I respectfully disagree that increasing our population to 50,000 by 2036 is "sensible", also this statement pre-empts the findings of the Plan.

Can the low growth population of 36,000 also be included please? A population "between 36,000 and 50,000" could be used.

Having discussed 'sufficiency' with the Lord Mayor, who kindly participated in Sufficiency Summit on 4 May, I would like to see this signalled in her comments and elsewhere in the Plan, which is dominated by terms such as bold and audacious.

Sufficiency is defined as avoiding demand for energy, materials, land, water and other natural resources while ensuring well-being for all within planetary boundaries.

**Our Opportunities**

"The physical form...is changing to accommodate... growth through new developments".

This contradicts the Council/Capital City Committee Policy on 'adaptive reuse'.

Please clarify that developments may involve some new developments where required, although the emphasis will be on adaptive reuse.

And the 50,000 figure is there again!!

The meaningless word 'quality' is used throughout the Plan e.g, quality housing, quality amenities. What is that? Please replace with a more specific term.

Again, the emphasis is on climate resilience and adaptation with no mention of mitigation, which also includes reducing the size and floor area of any new buildings to reduce embodied emissions.

A "Green City in a Park with new ways to reuse old buildings and a greener built form, supporting a circular economy and a low-carbon city".

Whilst reuse is positive, what is 'greener built form'. This may imply that more high rise towers with green features such as roof and hanging gardens and low-carbon materials are 'green'. This is not the case, because accounting for embodied carbon and avoiding resource consumption requires that we seek to constrain excessive new builds, such as that approved for former PO Site Grote Street.

Circular economy as understood and practice mainly involves recycling and some reuse, but fails to acknowledge need to avoid, rethink, and reduce resource consumption.

Similarly, low carbon is usually applied to materials, whereas most carbon/embodied carbon can be saved by building less and via adaptive reuse.

Embodied carbon is currently not mentioned in the Climate Change Plan, nor is it accounted for amid all the massive new building activity envisaged.

### **Our Role**

Partner: Education/Research Partnership(s) with Universities should be included.

Also, I am very concerned at Council's close relationship with property industry via AEDA, especially in 'City Shaping'.

See also later....

### **Our Response**

"Our city must grow if we want to thrive".

This is too vague, it could imply huge growth in new building activity which AEDA seeks via its so-called City Shaping projects.

This flies in the face of ambitions for city to meet Paris agreement. In fact, a research paper to be published on 20 Nov shows how we will be unable to meet climate and other ambitions if we accelerate high growth in buildings and floor area.

Here we find more 'quality' : quality housing, quality services. I hope we can have a quality council!

### **Our Community**

Very concerning to read again about increase of population to 50,000 by 2036.

As we can see from 237 Grote St, the increase in affordable housing is minimal and such projects mainly benefit the wealthy.

We should also be an 'inclusive' community. Not sure if mentioned, but should be.

### **Our Environment**

Lead as a Low-carbon Emissions City: sustainable practices and materials are not enough, especially when relying on carbon offsets.

We need to take a top-down view of building activity in city, and seek to constrain overall growth in new builds and new floor area, while encouraging reuse and managing existing building stock.

Reduction on emissions of 42% by 2030 is far off the mark. Australian Scientists have demanded a 75% cut by 2030, and reaching net zero by 2035.

This is necessary to respond to the declared Climate Emergency.

This is possible by introducing 'sufficiency' into our city and state govt policies (see <https://sufficiencysummit.com/programme>)

Having participated in the International Sufficiency Summit on 4 May 2023, the Lord Mayor and some Councillors would be aware of this.

### **Our Economy**

As mentioned above, I am concerned at the undue influence of AEDA on the City Shaping.

'Grow our economy', which usually results in more and bigger projects, should not be our main aim. Thinking in EU and beyond is turning towards 'Beyond Growth', with a focus not on GDP and economic growth but improving health/wellbeing, education, incomes, equity, and the like, known as 'The Wellbeing Economy'.

### **Our Places**

Here we find 'quality' again, as in 'quality street upgrades', also 'bold and purposeful development' whatever that means. It may be interpreted as 'Big', which is NOT the way to go.

I should be pleased to discuss further, and trust that my and other submissions may be made publicly available.

Kind regards

David

Dr David Ness

Adjunct Professor UniSA

and City Resident

-----

**Nathan Sim Sat 18/11/2023**

**SUBJECT: Draft Strategic Plan feedback**

*This submission was received as a hard copy via the Customer Centre at 25 Pirie Street and processed by Central Records on the 20/11/2023, as well as an electronic version emailed through on the 18/11/2023.*

C/O City of Adelaide Customer Service Centre  
25 Pirie Street, Adelaide

23 NOV 2023

**Re: draft Strategic Plan feedback**

As a worker, visitor and someone who does their business in the city, please find attached my feedback on the City of Adelaide's draft Strategic Plan.

For your convenience I have summarised my feedback under the following headings.

Contextually the City of Adelaide has 25,000 residents in a state of 1.7 million. Those who can afford to rent or live in the city are 1% of South Australians who can. Awareness of this context is important if you want to ensure your public policy is considerate of all South Australians who use the City or want to but are excluded.

**1. A Customer Focussed City**

I would preface my feedback with the context that we have a household annual income of over \$200K with 4 children, plus 5 family members with disabilities. Our expenditure in the city is determined by necessity. As I currently work within the city, I also use this opportunity to use lawyers, accountants, optometrists, physios, dentist etc located within the City. When I have not worked in the city we rarely come in because the times we have tried, we have repeatedly found it to be neither child friendly or disability accessible and inclusive experiences.

You might want to learn from IKEA who deliberately target children as customers and lock them in for life. If the City of Adelaide deliberately put children and accessibility and inclusion first it would provide indelible experiences locking Adelaideans into 'customers for life'. Some of my fondest childhood memories involve weekend family outings to the City I wanted to replicate with my own but alas negative experiences have put us off visiting the city.

**2. Duration of Consultation Insufficient**

Please note that as a fulltime worker and primary carer of five, being given 24 days to provide feedback on a 26-page strategic plan to guide the state capital for the next 4 years is insufficient. I will not be able to provide feedback on all but have selected some primary points and provided what feedback I can to enhance the document. Also because of this limited timeframe my comments may be focused on absences, as I do not have time to provide comments about all the positive elements of the plan and indeed will not have time to comment on the resources plan. Also, the 24-day consultation period is non-complaint with Council's own Community Consultation Policy which states six weeks consultation.

**3. Accessible and Inclusive of Neurodiverse**

Council produces a lot of material for public consumption and is notorious for producing material which is flashy and glossy. As a neurodiverse person often material which is loaded with graphics, colours, geometric shapes and irrelevant photos of around the city can make understanding the document and the information contained within inaccessible due to sensory overload. In this instance, except for the geometric shapes on the cover which add no value to the purpose of the document, at least it is not loaded with multiple colour

Page 1 of 5



changes and pictures like other council publications. Council needs to seriously consider its legal obligations under the Disability Inclusion Act 2018 to ensure public information is accessible, and perhaps have a document production team trained in producing material which is accessible and inclusive.

#### 4. Duration of Plan

Your Strategic Plan is one of several Strategic Management Plans. The duration of 2024 – 2028 is questionable. Some would say 4 years is not strategic. Some would say your strategic plan has a lot of key actions but what of those are deliverable in the next 4 years. I would highlight that there is scheduled to be a council election in November 2026 two years into this plan. Does this mean a new council will then say "this is not our plan, we want a new one"? So effectively this plan is only relevant for 36 months or less. I would put forward a couple of options.

- a. You could extend this plan to 2030 to cover the current term (147<sup>th</sup> Council) plus the next Council term (148<sup>th</sup> Council) and provide a longer term of consistency. Especially for the stakeholders your plan proposes to work with as partners; and to also save Council resources from constantly rewriting the same documents. The Local Government Act still allows you to review a strategic management plan over the course of its life.
- b. Alternatively, do you need an end date at all? You could apply the same metrics you use for your other strategic management plans to your strategic plan. The City of Adelaide has had a strategic plan for over 20 years but completely rewrites it every 4 years. You do not do this to your asset management plans and long term financial management plan which are permanent documents with a ten year horizon which are updated annually to ensure they are always projecting ten years ahead, and they do not have an end date on them. Can your strategic plan apply these same metrics and then you can work on having your strategic management plans speaking to one another better.

Also please note the title page says 2024 -2028 and then page two talks about the aspirations over ten years – This confuses the reader on the timeframe of the plan.

#### 5. First Nations

First well done. Your current strategic plan makes no mention of reconciliation. However, regarding the draft (and comment should be sought from your Reconciliation Committee):

- a. It is the accepted protocol to have an "Acknowledge of Country". Your draft plan has a "Kaurua Acknowledgement". This is inconsistent with accepted protocols. Furthermore, you need to ensure your Acknowledgement is reflective of the City of Adelaide being the statutory South Australian Capital City to serve all South Australians and should recognise all first nations.  
Recommendation – change to Acknowledge of Country.
- b. While I have noted inconsistent wording of an Acknowledgement of Country among the City of Adelaide's various publications, Council should revisit this statement. It current states "We recognise and respect their cultural heritage, beliefs and relationship with the **land**." Acknowledging only 'land' is a cultural misrepresentation. If you truly wished to embed recognition of First Nation's culture I would recommend amending the Acknowledgment to state either "...relationship to land, air and water" or "relationship to country". The former is more reflective of first nations culture and consistent with several State Government institutions.  
Recommendation – change to "...relationship to land, air and water."

Page 2 of 5



- c. Your publication includes an Acknowledgement in Kurna written language. Given First Nations had no written language this could be considered culturally insensitive and forcing First Nations into cultural assimilation to non-indigenous cultures. In the spirit of reconciliation, the Council should engage the Kurna to produce a painting reflecting their cultural connection to the City of Adelaide landscape which can be used in publications and promotions to compliment the Acknowledgement to Country. These actions would be more respectful of First Nations culture and contribute to embedding reconciliation into business as usual.

## 6. Procurement Action

Procurement is one of the best actions an organisation can use to support its business direction. However, despite the draft Strategic Plan's multiple objectives and key actions I cannot see one about ensuring your Procurement Policy aligns with your direction and ensures all purchasing is consistent with your Strategic Plan.

Currently all corporations in Australia over \$100m must (or any can voluntarily) have a modern slavery statement outlining how their procurement policy and supply chains are reviewed to ensure they do not support slavery. I would be disappointed to find out that the City of Adelaide's supply chain support governments like Myanmar, Russia, Israel, etc, or from a climate resilience perspective supports in their supply chain businesses who mine fossil fuels or cause environmental damage, or from a reconciliation perspective support in their supply chain businesses who detrimentally affect First Nations and our common heritage like damaging cultural sites.

Knowingly making purchases with public monies which are inconsistent with your values and strategic direction is self-defeating; and making purchase without understanding who you are providing public monies too is negligence. Can Council confidently say they are certain their supply chains are consistent with their values and strategic direction?

If your strategic plan changes every 4 years, it should be a standard action that you revise your procurement policy to ensure all purchases are consistent with and support delivery of your plan.

## 7. Water Security, Food Security and Energy Security in a Climate Resilient Age

The State's Public Health Plan among numerous other plans acknowledges climate change as the biggest public policy and public health issue of the next generations. Climate change also means the Adelaide of my childhood will never be an experience for my children. It also means that if you fail to address climate change as the most pressing public policy issue in Australia, trying to ensure Adelaide has a vibrant street culture will be undeliverable if the outside pavement is 55 degrees and the energy sector has shortages resulting in air-conditioning not working. Heat is and will continue to be the largest natural hazard killer of Australia's and people won't be interested in supporting cafes, **the reality is they will be dying.**

If you want to make Adelaide liveable and viable you must tackle food, water and energy security in a climate resilient age. I cannot say that your draft Strategic Plan puts climate resilience front and centre as a clear and present danger, as we are talking not about liveability but survival. The draft strategic plan:

- a. Makes no mention of the heritage listed city layout (only the parklands) which includes the grid street pattern. Streets were historically for pedestrians. A viable climate resilient city should return streets from cars to people, and then you can rip up the expanses of bitumen which make the city hotter and put in interlocking tree canopies which connect the parklands through the city both north south and east west, creating a biophilic city.
- b. Makes no mention of energy security – you could encourage localised energy security with neighbourhood batteries. If all new development is high rise apartments there is benefit in requiring each to have a floor dedicated to batter storage to stabilise the network.
- c. Makes no mention of food security – you could utilise the parklands and streetscapes as food productive landscapes.
- d. Makes no mention of water security - the State Government has a water security statement, not only can you more efficiently store and access stormwater, but you could also work with SAWater to treat, store and use the permanent supply of sewer water to make Adelaide streets and parklands an oasis.

## 8. Capital City Primacy

The draft Strategic Plan introduction acknowledge that the City of Adelaide is the geographic, civic, cultural and economic centre of metropolitan Adelaide and South Australia. However, the objectives and key actions are very local government centric in stopping at your boundary. The City of Adelaide is the statutory state capital of South Australia. There is no State Government Department dedicated to Adelaide's primacy so this falls entirely on the City of Adelaide to pursue – which was the intent of the City of Adelaide Act 1998.

In this instance I think the Strategic Plan would benefit from dedicated objectives and key actions (perhaps its own section) speaking to this matter and how metropolitan Adelaide should support the primacy of Adelaide. Be that higher density residential development in adjoining Councils on the outward side of the Parklands, better public transport to provide better connectivity between historically well connected inner urban areas and the City, etc. It would be great to see your strategic plan talk to this and not leave a policy position void.

## 9. Vision

The proposed vision is sufficiently in descript and subjective to question how will you measure you have or have not achieved it? Which then poses the question, if you can not why have it at all?

## 10. General comments

- Page 2 - Table of Contents – Mentions Principles, but there are none listed on page 2.
- Page 2 - Language – can be superfluous and tautological. i.e "...vision for the future", or "increased number of residents..." Just needs to say 'Vision' and 'increased residents'.
- Page 2 - Our Corporation - would be best to align with the six outcomes listed in the Our Corporation section as currently page 2 description does not mention Council's role in community planning, strategic planning and asset management.
- Page 7 – Consistent presentation of information – graphic mentions parklands in hectares and total city area in sqkm - to enable the reader to easily compare data it would be beneficial to use one metric.



- Page 9 – Our Role – this section lists a range of roles council undertakes, but it is hard to see how this is reflected in the document against the key actions you will undertake. It would be best to use the same language for line of site and continuity.
- Resources plan - Great move including a resourcing plan to try and provide some rigour in outlining the resourcing impacts of delivering the vision. This approach should be a requirement for all the strategies and action plans the City of Adelaide generates – each one should be required to indicate their resourcing impacts so Council can make an informed decision on whether they are deliverable.

I hope these comments are of value and I thank you for the opportunity to provide comment.

Nathan Sim

Cc  
City of Adelaide Access and Inclusion Advisory Panel  
City of Adelaide Reconciliation Committee

**Heather Nimmo Sun 19/11/2023**

**SUBJECT: Strategic Plan community consultation 2023 from Heather Nimmo**

Attn Nathan Sim

Coordinator, Strategic Planning

E: StrategicPlan@cityofadelaide.com.au

Dear Nathan,

Could you confirm receipt of this submission?

Best wishes,

Heather Nimmo

Nathan Sim  
Coordinator, Strategic Planning  
E: StrategicPlan@cityofadelaide.com.au

In this submission on the *City of Adelaide draft Strategic Plan 2024-2028*, I have chosen to look only at the section on the environment (p13):

There are three outcomes in the plan:

1. *Lead as a Low Carbon Emissions City,*
2. *Be a sustainable climate resilient city and embed climate resilience in all that we do.*
3. *Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value.*

Given time constraints and my experience in bush regeneration and revegetation, both as a long-term volunteer with *Bush for Life* in Park 17 and now, through tree-planting in Park 16 with *Green Pakapakanthi* (the 2024 GP 500 trees race), I have decided to address only outcome number 3. However, I support all three outcomes.

#### **Key Actions (No.3)**

1. *Continue the support for the Kadaltilla Adelaide Parklands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans*
2. *Enhance the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes*
3. *Protect and restore native habitat in our city*
4. *Work with partners to create innovative ways to create or convert underutilised areas to green space*
5. *Advocate for Park Lands development to be low impact*

#### **Indicator of Success/Measures/Targets of these 5 Key Actions.**

1. *An increase in biodiversity in the Park Lands*

#### **Supported, but this should:**

- Include Kaurna practitioners, knowledge and practice (including annual cool burns of native grasses). It must not be tokenistic.
- set a specific, verifiable, target
- and that target needs to be bold.

Increase in percentage (which can come off a low base) or actual numbers of plants? Increase in area covered (and how much is currently covered) or increase in number of plants? How to measure (and define) current biodiversity? How many plants? How many species? Endangered plant species? How does a warming climate influence plant choice? What is the timeline for the increase? How to balance roses and natives? And the target must include the cost of planting, watering and maintenance (money and staff), and this must be included in Council and State budgets.

2. *An increase in the number of trees planted and improved replacement ratios for any trees that are removed in the CBD*

Supported but see above. Why are there no trees in the Wakefield Street median strip? Why can't wider streets have median strips created for tree-planting (which will also slow traffic and make for a more child-friendly environment). Why can't some parking spaces be given over to trees?

3. *An increase in tree canopy cover from the 2022 baseline of 27% to 40% by 2028*

Supported but see above. Percentages can increase dramatically from a very low base. The actual number of trees shows what we've got now and what we intend to get. Make the Council tree map readily available so that people can see where the gaps are, and what species are providing canopy. Involve volunteers, and especially children, in the growing, planting and caring for trees e.g. through the *One Child One Tree* project where the main goal is 'a social innovation that is aimed at tackling the combined climate and biodiversity crises and promoting social harmony.'

4. *An increase in the amount of green spaces*

Supported but given that so much of our Park Lands (especially the eastern Park Lands) is fenced off for events (and this should be resisted by Council, especially regarding the two car race events' extended occupation), we need to think where else we can create green spaces. Such as reclaiming space from roads through creating median strips and removing some parking spaces where there is plenty of nearby off-street parking, and removing paving in public spaces, where possible, to create pocket parks.

5. *Achieve world heritage listing of our Park Lands and protect their national heritage listing status*

Supported but how will it be achieved? And why not State Heritage, which could be achieved almost overnight (there have been years of reports/assessments etc and delaying tactics) if the current State government wished it to happen. See below.

6. *No net loss of Park Lands*

Supported but given the actions of State governments, who see the Park Lands as 'free land' for their pet projects, it will be difficult to stop this without legislation by State governments to provide proper protection for the Park Lands from State governments. Is this likely to happen? Only if they see votes in it. Therefore, as has been the case for years, citizens must come together to protect the Park Lands from politicians (and their developer friends). Join the Adelaide Park Lands Association.

7. *Review and update the Integrated Biodiversity Management Plan 2018-2023*

Supported. This is essential and should be informed by Kaurna knowledge and practices (see above).

I hope the Strategic Plan results in fully funded Action Plans (of bold but achievable goals) rather than unfunded Master Plans, destined to join those gathering dust on Council shelves.

Yours sincerely,

Heather Nimmo      19 November 2023

**Aaron Schroeder Sun 19/11/2023**

**SUBJECT: City of Burnside Submission - Draft City of Adelaide Strategic Plan 2024 2028**

Dear Mr Nathan Sim,

Please find attached a submission on the draft City of Adelaide Strategic Plan 2024-2028 from Mr Barry Cant, Director Environment and Place, on behalf of the City of Burnside.

Please do not hesitate to contact me should you have any questions regarding this submission.

Regards,



**Aaron Schroeder** | Strategic Projects & Planning Manager  
City of Burnside

[www.burnside.sa.gov.a](http://www.burnside.sa.gov.a)





19 November 2023

Nathan Sim, Coordinator Strategy Planning

[strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

**Subject: Draft City of Adelaide Strategic Plan 2024-2028**

Dear Mr Nathan Sim,

The City of Burnside is grateful for the opportunity to provide feedback on the draft *City of Adelaide Strategic Plan 2024-2028*. The growth of Adelaide's CBD and the use and sustainability of the Park Lands are of interest to all South Australians, especially residents of neighbouring councils such as the City of Burnside.

The *Burnside City Master Plan – Connecting People to Places* provides a strategic approach to managing population growth, development and transport in Burnside. It sets out where the City of Burnside will accommodate population growth in a planned, sustainable way, while preserving our urban character, tree canopy and streetscapes. The *Burnside City Master Plan* also guides Council in meeting future infrastructure needs and tackling transport planning in a coordinated way. As such, the *Burnside City Master Plan* identifies various goals that are relevant to the *City of Adelaide Strategic Plan*.

The *Burnside City Master Plan* highlights the need for more convenient and direct public transport routes, particularly into the CBD. In addition to the obvious benefits to Burnside residents, such as easing congestion and 'rat-running', improved bus services would encourage more workers, shoppers and visitors back into the CBD, contributing to the City of Adelaide's economic growth objective. The City of Burnside would welcome initiatives to partner with the City of Adelaide and the State Government to improve public transport patronage.

Similarly, the *Burnside City Master Plan* identifies priority cycling routes throughout our city, including connections with the Park Lands and the CBD. Again, working together with the City of Burnside on these connections would increase the number of people visiting Adelaide.

The City of Burnside welcomes the *City of Adelaide Strategic Plan* targets to increase the number of people living in the city. While the *Burnside City Master Plan* identifies specific areas for population growth, it also balances this with increased protections in other areas aimed at preserving and enhancing Burnside's existing urban character and tree canopy. Encouraging more people to live within the City of Adelaide will help ease pressure for unsustainable growth within Burnside.

Post PO Box 9, Glenside SA 5065  
Civic Centre 401 Greenhill Road, Tusmore SA 5065  
Phone (08) 8366 4200 Fax (08) 8366 4299  
Email [burnside@burnside.sa.gov.au](mailto:burnside@burnside.sa.gov.au)  
[www.burnside.sa.gov.au](http://www.burnside.sa.gov.au) ABN 66 452 640 504



The *Burnside City Master Plan* targets residential growth in key corridors, including Fullarton Road and Greenhill Road. Accordingly and as per the City of Burnside's submission to the *Adelaide Park Lands Management Strategy* review last year, we would welcome opportunities to work with the City of Adelaide to facilitate better pedestrian and cycling connections for Burnside residents to the eastern Park Lands. Similarly, there may be opportunities for our councils to work together to ensure adequate car parking around this corner of the city to prevent overflow in Burnside residential streets.

A common theme in all these suggestions is improved connectivity to the CBD and Park Lands for residents living in neighbouring suburbs and as described this would achieve mutual benefits for both the City of Adelaide and surrounding council areas. As such, we respectfully request your consideration of a key action around this theme for inclusion in the *City of Adelaide Strategic Plan*.

Likewise, with planned increased residential growth along the western fringes of the City of Burnside, open space and associated infrastructure within the eastern Park Lands for both active and passive recreation will become increasingly important over time. Again, there are mutual strategic benefits for the City of Adelaide from this "fringe" residential growth and this could be a key consideration for the review of the *Active City Strategy* envisaged within the draft *City of Adelaide Strategic Plan*.

Lastly, the City of Burnside applauds the inclusion of aspirational targets for tree canopy increase within the *City of Adelaide Strategic Plan*, and also supports the other key actions proposed in relation to environmental sustainability. A possible additional indicator of success under the outcome to "*Lead as a Low Carbon Emissions City*" could be a targeted increase in active transport (walking / cycling) and public transport into and throughout the city. This would also provide direction for some of the other suggestions provided in this submission.

Thank you again for the opportunity to provide feedback on the draft *City of Adelaide Strategic Plan 2024-2028*. If you wish to discuss anything in this submission, please contact Aaron Schroeder, Strategic Projects and Planning Manager on 83664125 or via e-mail, [ASchroeder@burnside.sa.gov.au](mailto:ASchroeder@burnside.sa.gov.au).

Yours sincerely,



**Barry Cant**

Director Environment and Place

**Liam Golding Mon 20/11/2023**

**SUBJECT: UDIA Strategic Plan 2024-28**

Dear Strategic Plan Team,

Please find attached letter to the Lord Mayor representing the UDIA's submission to the Draft Strategic Plan consultation.

More than happy to discuss further as needed.

Kind regards

Liam

**Liam Golding**

Chief Executive

**Urban Development Institute of Australia (SA)**

w [www.udiasa.com.au](http://www.udiasa.com.au)

e [udiasa@udiasa.com.au](mailto:udiasa@udiasa.com.au)  
t 08 8359 3000  
w [www.udiasa.com.au](http://www.udiasa.com.au)

Urban Development Institute of Australia  
(South Australia) Inc.  
Level 1, 26 Flinders Street  
Adelaide SA 5000



The Right Honourable  
The Lord Mayor of Adelaide  
Dr Jane Lomax-Smith AM  
City of Adelaide  
GPO Box 2252  
ADELAIDE SA 50001

20<sup>th</sup> November 2023

Dear Lord Mayor,

Thank you for the opportunity to comment of the City of Adelaide Draft Strategic Plan 2024-2028 (the Draft Plan). The Draft Plan is an important document that seeks to chart a course for the city for the coming four years that will underpin the continued evolution of our city to ten-year vision targets and beyond.

The Draft Plan is being developed at a time when the city, state and the nation is in the midst of a Housing Affordability Crisis. The solution to the crisis is widely accepted; it is to increase the supply of housing. As such, we have an acute and urgent need for the provision of all forms of housing. The vast majority of the housing that will be built to respond to this crisis will be delivered by the private sector.

In this context, it is noted and welcomed that the Draft Plan notes up front the need to consider quality housing for the expected 50,000 residents that will call our city home in the near future. This population target matches that set in the Greater Adelaide Regional Plan Discussion Paper (GARP Discussion Paper) which is expected to be achieved within 20 years. With the GARP Discussion Paper process currently underway and there should be capacity to continue to match the Draft Plan to the finalised GARP targets for CBD population.

Furthermore, it is noted that the City of Adelaide *Our Adelaide, Our Future: City Plan Adelaide 2036* is currently progressing through its project timeline with public consultation anticipated early next year. Once again, alignment of the Strategic Plan with other State and Local Government plans will be important to ensure the needed consistency of policy direction to allow the development sector to pursue the needed investment with confidence.



Within the UDIA's submission to the GARP Discussion Paper, we had the following to say in relation to the State Government's statements regarding population growth in the CBD:

*Central Business District Population Targets*

The projected population targets for the CBD are bold and will need progressive and forward-thinking initiatives to be realised. A bigger capital city can further the revitalisation of the heart of the Greater Adelaide region and is a necessary step to drive Adelaide as a global city and a great place to live and work. The ambition for a more densely populated city centre and the many benefits this additional population can bring to the city itself as well as the broader metropolitan area is supported.

Indeed, the State Government's data quotes over 25,000 people now living in the City of Adelaide with 4,500 more people living in the city compared to 10 years ago. Doubling the population by 2036 years will be a significant challenge but is a target the UDIA applauds.

As such, the UDIA would recommend embracing the creation of an authorising environment that is conducive to development and that will support significant population growth within the City of Adelaide. Indeed, the scale of the challenge calls for more the capacity to flex up the provisions supportive of population growth the Strategic Plan in the situation where early tracking shows growth to be happening too slowly.

The UDIA calls on the City to be ambitious in identifying precincts and sites that can support population growth and greater density. All locations adjacent the Parklands represent opportunities to support greater density and to leverage the opportunities provided by the adjacent open space. The 760 hectares of National Heritage-listed Parklands represents one of the strongest assets the City has to support population growth. We should be ensuring all the Parklands are green usable open space supporting the green infrastructure targets described in the Draft Plan. This will help deliver a community that is adaptive and resilient to climate change while also facilitating the needed additional housing.

The UDIA also notes the desire of the City to see Adelaide as a diverse collection of unique or distinctive neighbourhoods and precincts. While this is a fine goal, the primary objective of the city should be growth to reach the fundamental population targets. This growth should be achieved by projects that represent quality development where the priorities of excellent design and construction standards are first and foremost. Ensuring excellent development outcomes are delivered on developments will bring in the population and vibrancy so desired. It would be counterproductive to knock back developments because they don't fit with a dictated precinct plan attempting to engineer an outcome instead of allowing vibrancy to develop organically through projects that demonstrate the highest standards of design and delivery.

Finally, the UDIA recognises the existing portfolio of assets held by the City of Adelaide. Where the Council aims to create and drive new opportunities for its community via diverse commercial activities, we strongly encourage Council to recognise the capacity of the private sector to deliver on these goals. Review of the Strategic Property Action Plan can identify sites and assets that can be developed to better deliver on the strategic goals of the city. We encourage the Council to embrace the private development sector's energy and capacity to innovate and deliver.

The Draft Plan shows a welcome vision for the City of Adelaide. Growing to a population of 50,000 by 2036 is the key goal as it will underpin so much else envisaged in the Draft Plan. Population growth will deliver significant economic, social, and cultural opportunities that can solidify Adelaide's place as one of the world's most liveable cities.

Yours sincerely



Liam Golding  
CHIEF EXECUTIVE

-----

**Penelope Bennett Mon 20/11/2023**

**SUBJECT: Feedback: City of Adelaide's draft Strategic Plan 2024 - 2028**

Dear Strategic Plan team,

Thank you for the opportunity to provide feedback on the draft Strategic Plan 2024-2028. While there are many positive statements, I am quite concerned about the lack of clarity and commitment towards 'bold' change for transport and street outcomes, and the critical links between transport and climate and sustainability and more equitable outcomes. At the moment, to be frank, nobody is accountable for mode shift or the number of people being killed or injured on our streets (or other health outcomes related to the impacts of motorised vehicle use); delivering infrastructure (spend) is reported on but not the human outcomes, and we all know, "What gets measured, gets managed."

In comparison, other cities are discussing significant change and setting targets for streets and transport, including for different groups (eg children). For example, City of Sydney:

- sets specific targets to measure progress for active and public transport use, and also for accessibility ("By 2030 every resident will be around a 10-minute walk to what they need for daily life").
- talks to responding to the climate emergency with transformative change, including for transport. City of Sydney has 10 strategic direction, including 3. Public places for all, 5. **A city of walking, cycling and public transport**, and 6. An equitable and inclusive city.

The recent 2023 Benchmarking Adelaide Report compared Adelaide to other similar cities in terms of size, lifestyle and endowment. While Adelaide performed strongly in many areas, it was noted that Adelaide is behind comparable peers in terms of the efficiency of its transport services, with longer public transport commute times and poor cycling infrastructure:

- Car use is higher compared to similar cities.
- Adelaide ranks last among its peers for the quality of its cycle network, which reduces accessibility to people, jobs, education and shopping, and uptake of cycling has been slow compared to peers.
- Shared micromobility uptake is relatively limited, and currently there are shared e-scooters but no cycle-share scheme in operation.
- Adelaide was the only peer city where time lost to traffic congestion increased since 2019 (a 16% increase in hours lost compared to a 27% improvement among 14 peers).

We cannot continue with the false idea about 'balanced outcomes' and 'choice' when we have entrenched and inequitable imbalance towards car dominance, and when the research and other cities are setting out a clear hierarchy of transport modes. We need a city with efficient, people-focussed streets with fewer cars and more space for connected, green active transport routes (and spaces to enjoy life) and for prioritised public transport.

Please consider the following revisions/additions/deletions to better align with what other cities are doing, and to be 'bold' and effective in achieving desired outcomes [with rationale]:

### Under **Our Environment**

Outcome: Lead as a Low Carbon Emissions City

Key actions: Design the transport network to prioritise active and public transport and support. *[Why? Increasing the level of active travel, especially cycling, is key to achieving decarbonisation of the transport network, as well as other desired outcomes for emissions, sustainability and liveability.]*

Indicator of Success/Measures/Targets

Outcome: Be a sustainable climate resilient city and embed climate resilience in all that we do

Key Actions: Increase tree canopy cover on paths, and cycle routes on streets. *[Why? Shade for walking and shade for cycling are two of the 19 scoring metrics for Healthy Streets. Trees make streets more attractive and comfortable for walking/wheeling and cycling, especially when we expect rising temperatures.]*

Indicator of Success/Measures/Targets Upgrade and renewal of paths and streets to target minimum 75% linear coverage of walking space and at least 50% linear coverage of cycling space. *[These align with the targets for a score of "2" on a scale of 0-3 for the Healthy Streets Metrics. Current tree canopy cover targets in the draft plan are under green spaces and Park Lands and do not seem to capture the important synergies between trees and active travel.]*

### **Our Places interesting, purposeful and safe**

Outcome Our community assets are adaptable, accessible and responsibly maintained, to deliver healthier streets and places. [Please be explicit about the need for us to be responsible for making decisions about our built environment that are human-centred and embed public health in transport, public realm and planning. As City of Sydney and others are doing, please also spell out the need to create places for all: accessible.]

Key actions: ~~Work with partners to achieve diversity of transport to ensure drivers, cyclists and pedestrians can safely and easily move within the city and minimise road incidents and decrease fatalities.~~ [This statement is contradictory and goes against the position and actions that other cities are taking, and the weight of evidence that we **must actively reduce car use** (please see some literature below). The transport team and CoA as an organisation cannot deliver on interlinked climate, accessibility and sustainable, active transport and public transport outcomes with such a statement.

While *some* people need to drive or be driven, the proposition that it should be easy to drive into a city is

inappropriate. Please revise it to something as follows.] Create a transport network to enable more people to walk/wheel, cycle and use public transport, with Healthy Streets: streets that are safe, welcoming and joyful places for everyone to walk/wheel, cycle and spend time engaging with other people.

#### Indicator of Success/Measures/Targets

Double the number of children walking/wheeling and cycling to school by 2030.

Triple the number of city workers cycling to work, and double the number of local residents walking/wheeling to work by 2030.

No fatalities from road crashes and a reduction in serious injuries by at least 30% by 2031 (baseline 2018-2020 3 year average).

[We need to be clear and accountable about mode shift (and be more inclusive in measures – not just focus on journey to work) and reducing the number of people dying and suffering from serious injuries. The safety targets proposed have alignment with the SA Road Safety Strategy: by 2050 zero lives lost and by 2031 50% reduction in lives lost and 30% reduction in serious injuries; within CoA we have road environments that should be less likely to result in deaths compared to country/higher speed roads, so zero deaths is reasonable and achievable, as are reductions in serious injuries.]

#### References:

Kuss, P. & Nicholas, K.A. (2022) *A dozen effective interventions to reduce car use in European cities: Lessons learned from a meta-analysis and transition management*. Case studies on Transport Policy <https://doi.org/10.1016/j.cstp.2022.02.001>

Piatkowski, D. P., Marshall, W. E., & Krizek, K. J. (2019). *Carrots versus Sticks: Assessing Intervention Effectiveness and Implementation Challenges for Active Transport*. Journal of Planning Education and Research, 39(1), 50-64. <https://doi.org/10.1177/0739456X17715306>

Rasmussen et al (2022) *Carrot or Stick? - Traffic Policy Instruments to Influence Sustainable Transport Behaviour*. Danish Journal of Transportation Research [10.5278/ojs.djtr.v4i.6659](https://doi.org/10.5278/ojs.djtr.v4i.6659)

Xiao et al (2022) *Shifting towards healthier transport: carrots or sticks? Systematic review and meta-analysis of population-level interventions* The Lancet Planetary Health, 6(11) [https://doi.org/10.1016/S2542-5196\(22\)00220-0](https://doi.org/10.1016/S2542-5196(22)00220-0)

-----

### **THE FOLLOWING FEEDBACK WAS RECEIVED AT A DROP IN SESSION VERBALLY AND SUMMARISED BY STAFF. THE CUSTOMER REQUESTED THAT THEIR DETAILS BE PROVIDED**

**Kathleen Patitsas Thu 16/11/2023**

#### **Our Environment**

It's important that we green the side of the buildings and focus on Urban Greening Strategies. To encourage greening initiatives, incentive should be given to developers to encourage them to ensure greening has been incorporated into the sides of buildings. New residents facing north are absolutely roasting and haven't been properly considered. If we could think of ways in which we could continue to improve and include greening on the sides of the buildings, this could help with lowering the temperature of the whole city. Imagine how much cooler everything would be if we increase the

greening. We should be looking at what our biodiversity baseline is and what we could do to bring it back. What changes have there been since 2003 and when are we getting another biodiversity study? The whole of nature deserves to be respected. When we're looking at and thinking about biodiversity, we're also protecting our future. We should have a poster to see the key biodiversity areas in the City of Adelaide as a resource for everyone in the community to see.

### **Our Community**

It would be nice if we had a different form of interaction in community centres. It would be beneficial to have someone from a different cultural background each week. The multicultural festival is great, but it's only a one off. Nexus would be a great place to start with this initiative, but you could also take it to the streets. Another community development initiative could be talks about family heritage. Family heritage is where we gain our pride for multiculturalism. Having guest speakers talk to our community from different backgrounds would benefit the community immensely. Libraries are one of the most sustainable beautiful features of this city. We lost our Grote Street library and there are no libraries on this side of town. It makes us feel like we're the overlooked side. Libraries play a crucial part in our society and assist with community development.

### **Our Economy**

I don't think we need a growth economy, it should be primarily sustainable. It shouldn't be too expensive, it should be sustainable and focused on a circular economy.

### **Our Places**

This should be a city archive where the history and information from our community can be stored and celebrated. Currently there isn't any available that where place where information from the community can be included. It would be great to have a place where you can celebrate the community with a little archive as well. City of Adelaide currently doesn't have a historian or archaeologist at council. They should be an archaeologist who can provide services for the city of Adelaide. Before creating the skate park this should have been an archaeologist dig and we should be able to call on these services when they are required. It would be great to have one day a year when we open up the old buildings in the city for the community to explore. This could be managed with the booking system and would showcase the history of our areas. Having open days would build a sense of community in the City of Adelaide

-----

**ANONYMOUS Tue 14/11/2023**

**SUBJECT: 2024-2028 Strategic plan - feedback**

Dear Sir/Madam,

having read the draft Strategic Plan 2024 to 2028 with great interest, I wanted to comment on two points of note:

page 11 - first Outcome - supporting increased residential growth. While I understand the thinking behind this objective, an increase in the residential population, and therefore the number of residential buildings in the city, needs to be checked against rigorous planning controls, with a proper balance between the interests of developers on the one hand, and those of local residents on the other, to avoid



sub-standard development (over- size buildings, over- dense building complexes, incongruous design features etc), allowing, in all cases, proper consideration of any relevant heritage factors.

page 12 - last Outcome - protect and strengthen the integrity and value of the Park Lands and other green spaces. There often seems to be a view that the only parts of the Park Lands that matter are those used for sports and other recreational activities, along with the various formal gardens and landscaped areas, while the more natural areas (the olive groves, the areas of scrub-land and bush) are sometimes referred to as "unused", "dusty", "unloved" and "rarely visited" (often by those supporting development). Many locals really value these more natural areas of the Park Lands and marvel that they exist so close to the CBD. The suggestion that they aren't appreciated is simply wrong. I'd suggest that the last Outcome also refer to the objective of maintaining the diverse characteristics of different sections of the Park Lands, such that the balance between more natural areas, areas used for sports and recreation, and landscaped areas and formal gardens, is maintained.

Yours sincerely,

Adelaide 5000

-----

**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Jo O'Callaghan Mon 20/11/2023**

**SUBJECT: RE: City of Adelaide draft strategic plan**

Thanks Adam,

See attached, happy to discuss anything further through the consultation period.

Jo + Fringe team,

Ngaityalya, Thank you,

**Jo O'Callaghan**

Executive Director Programs and Development

She/Her

***Respectfully operating on Kurna Land***



Attention: City of Adelaide

Monday November 20<sup>th</sup> 2023

**RE: Feedback on the Draft Strategic Plan 24 -28**

Adelaide Fringe is a world-renowned, annual arts festival that celebrates culture, place and artists from across the globe. With more than 60 years of heritage, Fringe's innovative and inclusive approach as an open-access arts festival has made it a hub for emerging talent, as well as a destination for established artists from around the world. The Adelaide Fringe has a huge cultural impact on the state of South Australia. It celebrates diversity and encourages social cohesion through cultural exchange, bringing people together and providing a platform for artists to share their unique perspectives with a global audience. 1 in 2 South Australians are estimated to have attended a Fringe event in 2023, with 4.5 million attendances across the Festival.

There are many elements of the *Draft Strategic Plan 24 -28* we support, and we see growth in the CBD to 50,000 residents an exciting opportunity for Adelaide's future. Adelaide Fringe is an essential part of the fabric of building vibrant and connected communities and we hope to continue to collaborate with the City of Adelaide in building an inclusive and engaging festival, for locals and tourists alike. We are specifically interested in how major events, activations and arts and culture are factored into the plan's place making strategies, and the infrastructure and capital budgets allocated for arts and cultural spaces across the 4 years of the plan. We recommend budgeting for public infrastructure for arts and cultural activities as part of this plan, especially around the creation of new main streets and expansion of neighbourhoods. It is also essential to consider how urban design interacts with temporary events, road closures and active transport engagement within communities, rather than prioritising cars and car parks.

Some key considerations in response to the paper are;

**Our Community:**

- Aboriginal and Torres Strait Islander leadership within the plans development and implementation is essential, especially in recognition of the connection to cultural heritage and country.
- Wellbeing and making Adelaide a comfortable place to live is a great outcome. We commend this as a priority in the hope that delivery of permanent infrastructure to enable many venues and facilities to become more accessible (eg with ramps and lifts) would be a great outcome.
- Sponsorship of events and festivals like Fringe is essential to our operation but should be in line with the impact we deliver to the City and we recommend an increase in the allocation of Funding and grants for arts culture and events in the CBD.
- Fringe is keen to work with council administration to run information sessions to local city residents through the precinct coordinators about what's on and will have specific

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

buzz@adelaidefringe.com.au adelaidefringe.com.au

Principal Partner



ABN 71 660 859 461





campaigns for this in collaboration with council. We encourage the place making teams and precinct group funding as an essential part of the strategy.

- Fringe urgently request the council to play a role in getting the West End activated during Fringe. There is a lot of Fringe activity in the west, but it needs to be brought together and the dots joined. We want to play a part in bringing together businesses in the west with venues, council, government to get Fringe activity thriving in the West. Council led activities like East End Unleashed also need to happen in the West.

#### Our Environment:

- Consider mandating minimum requirements of allocated space for cultural infrastructure within developments. Noting that these spaces need support not just in infrastructure but ongoing maintenance and activation budgets. Many examples exist across Australia mandating a 1% spend on public art in any new developments over \$2million. How could a similar requirement be implemented not only on public art but also the activation of theatres, galleries and live music hubs. IUT is clear that green space is a priority of Council because of its benefit to residents and visitors alike but Arts and cultural spaces should also be considered in this was as a requirement to a liveable city.
- Supporting spaces that already exist to continue when regenerating neighbourhoods is essential, the displacement and subsequent closure of arts and cultural spaces such as the Bakehouse Theatre operating for decades in the CBD until last year, has had a significant impact on community and our festival offering. We can't let the market dictate what the development of arts and cultural spaces look like, as often these spaces are not commercially viable. It is important to acknowledge that these spaces improve quality of life, creating community connections, reducing isolation and have a big impact on health and wellbeing in the community.
- Developments need to make it easier for operators to run arts and cultural spaces, and the easiest way to do this would be to implement free or highly subsidised rental spaces within community – the business models of many creative spaces can't be measured on commercial success and often these operators can't afford to pay commercial rent. A requirement or of subsidy for (similar to how we regulate green space) within a community is needed.

#### Our Places:

- We would like to highlight the ongoing need for flexible environments where road closures and activations in green space are regular and welcomed occurrences, and where communities are built to expand and contract in this way, and that this use of the park lands is seen as a benefit to residents not a hindrance.
- Accessible infrastructure, including car parks, toilets, and accessible venues/ shop fronts etc need to be priorities and communicated clearly to residents and visitors alike
- Infrastructure upgrades for events and community activities in the park lands and civic spaces need to remain a priority, with Light Square at the top of the list needing more than

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

buzz@adelaidefringe.com.au adelaidefringe.com.au

Principal Partner



ABN 71 660 859 461





the current power upgrade allocated, toilets, lighting and footpath are just some of the recommendations we have formerly communicated.

#### Our Corporation:

- Finding alternative business modelling to support commercial investors who run events in the CBD rather than charge high park hire fees is an essential part of a forward thinking city plan. This should be looked into with longevity of commercial investment and activity in mind, and recognition that interstate competitors area actively financially incentivising these types of activities should be noted. The reduction of the park land hire fees for the 2023 2024 FY budget is a great start but there is more to be done to incentivise activities, cultural offerings and events that bring millions of people and huge economic return to the city.
- Council administration and AEDA often cite the criteria that event grants are prioritised if they happen between April and January. This specifically excludes Fringe activities. The entrepreneurs in Fringe time need the assistance of council/AEDA grants to offset costs too. The Fringe ecosystem is made up of thousands of entrepreneurs who take enormous risks to deliver the Fringe. They cannot continue to do this with no support. Costs are going up and the scenario is precarious. Fringe operators with great track records need to be able to access those events funds when we have a track record of delivering extraordinary benefits and long-term success. We don't think there is full understanding of how precarious the budgets are for all these entrepreneurial event presenters, venues and hub organisers in Fringe time. We want this golden time to continue for the city, and for events and activations to be prioritised within the new strategic Plan 24 - 28.
- Transparency is needed on who is assessing the AEDA grants, who is recommending, who is making the final decisions. Please publish the outcomes of the funding decisions.

#### Our Economy:

- Understanding that Festivals are an essential and necessary part of the tourism economy and collaboration on growth targets for tourists is key
- Adelaide Fringe delivered 10,000 direct and indirect jobs to the state of South Australia in 2023, as just one of many stakeholders delivering high employment opportunities in the CBD it's important to include arts and cultural engagement and opportunities in jobs and economic growth conversations.
- The Adelaide Fringe receives \$300k in event sponsorship from the City of Adelaide/AEDA. The annual spend from council on events/festivals is around \$5 million per year. This means the Fringe gets roughly 6% of the annual spend on events/festivals. The Fringe delivers around 40% of the annual CBD outcomes from festivals/events including the number of visitors into the city attending events, the vibrancy etc but only 6% of the annual event funds are awarded from Council to Fringe. This unbalance needs to be addressed, so that venue hubs and entrepreneurs in the Fringe landscape are supported to continue year on year.
- We recommend that the council and AEDA set their funding for events in a way that is transparent and commensurate to the scale and depth of what the event delivers. Can the

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

buzz@adelaidefringe.com.au adelaidefringe.com.au

Principal Partner



ABN 71 660 859 461



council please set up an assessment framework and reporting template that includes economic impact, social impact, jobs created, visitor nights, return on investment for the council/AEDA in terms of economic activity per dollar invested and also number of people attracted per dollar invested and social impact per dollar invested – this would mean it can be easily assessed if events are disproportionately funded or not and would reduce the amount of assumptions made.

- Fringe continually battles a set of negative messages about how much money Fringe “already gets” from Council – in reality Fringe activity is underfunded given scale of the activity and the return. We would appreciate Council addressing this – we suggest it is done by awarding grants to Fringe venues across the city to make their activity viable. This funding would also support other Festivals all year within the strategy.
- The Council earns (approx.) \$1million a year from Fringe-related activity from items such as park fees, banner advertising, car park space hires, street closure fees etc, that means the council award \$300k out in sponsorship and then get back (in direct hire income) \$1 million.
- On top of this direct income, Fringe also delivers 72,500 hotel bed nights to the City of Adelaide and \$58.7 million in expenditure generated in the City of Adelaide – again it needs looking after. Fringe currently gives the council an ROI of \$200 to \$1 - it is not sustainable.
- We regularly hear statements (from within Council admin) that festivals utilising the parklands mean the parklands are not available for the public. This may be a valid point for the festivals where the public need to pay a very high ticket price to enter the fence of their festival but in the case of Fringe, the entry is free; hundreds of thousands of members of the public are in the parklands during Fringe – for free – so in fact during Fringe the parklands are as accessible for public than any other time of year.
- We seek collaboration as a stakeholder and hope the strategic plan can focus in this area. It is frustrating that council run events that leverage the success and brand of Adelaide Fringe without actually collaborating eg. Mall Fest in Rundle Mall that used Fringe artists and had pink branding but zero collaboration.

Ngaityalya, Thank you,

Adelaide Fringe,

**P** 08 8100 2000

**E** buzz@adelaidefringe.com.au

136 Frome St, Adelaide SA 5000 | *Respectfully operating on Kaurna Land*

136 Frome Street Adelaide SA 5000

Tel. +61 8 8100 2000

buzz@adelaidefringe.com.au adelaidefringe.com.au

Principal Partner



ABN 71 660 859 461



**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**The North Adelaide Society Inc. Mon 20/11/2023**

**SUBJECT: Re: Consultation - Strategic Plan 2024-28**

Clare Mockler

Chief Executive Officer

20 November 2023

Corporation of the City of Adelaide

Attention: Nathan Sim, Coordinator, Strategic Planning

By email only: StrategicPlan@cityofadelaide.com.au

Dear Clare (and Nathan)

Consultation – Draft Strategic Plan 2024-28 – Feedback

I note that consultation formally closed at 9am this morning and that you have kindly granted an extension of time, which I have foreshortened to not impede your internal processes.

Please accept the attached letter and its attachment as the consultation commentary and feedback of The North Adelaide Society Inc. in relation to the above matter.

Yours sincerely,

Elbert

(for TNAS)





THE NORTH ADELAIDE SOCIETY Inc.

POST OFFICE BOX 60, NORTH ADELAIDE, SOUTH AUSTRALIA 5006

email is the preferred mode of correspondence

**Clare Mockler**  
**Chief Executive Officer**  
Corporation of the City of Adelaide

20 November 2023

**Attention:** Nathan Sim, Coordinator, Strategic Planning  
By email only: StrategicPlan@cityofadelaide.com.au

Dear *Clare (and Nathan)*

**Consultation – Draft Strategic Plan 2024-28 – Feedback**

Please accept this letter and *attachment* as the consultation commentary and feedback of The North Adelaide Society Inc. (TNAS) (membership: >200) in relation to the above matter.

It is intended to necessarily confine commentary to the terms of the draft strategic plan (the **draft**). In so doing, TNAS notes that the Corporation (CoA) and City Council (ACC) are subject to legislative obligations under the *City of Adelaide Act* (ss. 29 & 30) and *Local Government Act* (ss. 8 & 131) about the performance of roles and functions and the development of “*plans (which may take various forms) for the management of its area, to be called collectively the strategic management plans*”.

TNAS is not able to address all the content and nuances of the draft and hopes that in deliberations about the draft, the CoA and ACC will keep foremost in mind:

1. The diversity of the “*City of Adelaide community*” and precincts within the area of the City of Adelaide;
2. That people, the environment, and the experiences of people living, working, visiting, or doing business or commerce, are what make a city and its environs;
3. That ‘one size does not fit all’; the character and liveability of residential localities ought not be subjugated to the commercial, economic, or cultural/entertainment pursuits within or contiguous with the city centre (i.e. CBD), including those of the CoA (and ACC) in its own commercial or economic pursuits (e.g., as owner of land at 62-100 O’Connell Street; or in accepting private commercial risk);
4. The strategic plan should focus on discharging statutory and regulatory roles; and supporting the public and the public interest in the future of the City of Adelaide and community.
5. To avoid any perceived or actual conflict of interest or ethical risk, the strategic plan ought not conflate or confuse statutory, regulatory and public roles with the ‘private’ or ‘commercial’ interests of the CoA as an owner of private land (i.e., land not in the public domain) or operator of a commercial enterprise in a manner does not clearly differentiate those roles or interests.

*Thank you for your consideration (and brief time extension).*

Your sincerely,

*The North Adelaide Society Inc. (est. 1970)*

Contact:

Elbert Brooks, Chairperson

TNAS ©2023

**The North Adelaide Society Inc. (est. 1970)**

**CONSULTATION – COMMENTS – FEEDBACK**

**About: Draft Strategic Plan 2024-2028**

*Project Information (source: <https://yoursay.cityofadelaide.com.au/draft-strategic-plan-2024-2028>)*

*Help us shape the future of the City of Adelaide! Shaping the future of the city requires bold thinking and long-term planning. The City of Adelaide has drafted a plan that sets our vision, aspirations, objectives and key actions over the next four years.*

*The City of Adelaide draft Strategic Plan 2024-2028 is our roadmap for the future, both as a capital city and a local government. It outlines what we want to achieve, the steps we need to take, and the direction we are heading. The vision for the city is focussed through five aspirations. These aspirations have been developed through collaboration with Council Members and informed by insights from community discussions, research, and feedback on what is important to you. Gathering your feedback on the City of Adelaide draft Strategic Plan 2024-2028 is the first of several phases where we will invite the community to provide feedback on key strategic documents. Over the next 12 months, we will continue to build on what we hear and have conversations about the future of the city through the City Plan and other key policies and strategies. We want to hear your feedback on the draft Strategic Plan.*

*Do you agree with the draft Strategic Plan? Did we get it right? What have we missed?*

*You can provide feedback.*

**INTRODUCTION**

1. The North Adelaide Society Inc. (TNAS) hopes that in your deliberations, the Corporation (CoA) and City Council (ACC)<sup>1</sup> will keep foremost in mind:
  - 1.1. The diversity of the "City of Adelaide community"<sup>2</sup> and precincts within the area of the City of Adelaide;<sup>3</sup>
  - 1.2. That people, the environment, and the experiences of people living, working, visiting, or doing business or commerce, are what make a city and its environs;
  - 1.3. That 'one size does not fit all'; the character and liveability of residential localities ought not be subjugated to the commercial, economic, or cultural/entertainment pursuits within or contiguous with the city centre (i.e. CBD), including those of the CoA (and ACC) in its own commercial or economic pursuits (e.g., as owner of land at 62-100 O'Connell Street; or in accepting private commercial risk);
  - 1.4. The strategic plan should focus on discharging statutory and regulatory roles; and supporting the public and public interest in the future of the City of Adelaide.
  - 1.5. To avoid any perceived or actual conflict of interest or ethical risk, the strategic plan ought not conflate or confuse statutory, regulatory and public roles with the 'private' or 'commercial' interests of the CoA as an owner of private land (i.e., land not in the public domain) or operator of a commercial enterprise in a manner does not clearly differentiate those roles or interests.
2. **TNAS** is not able to address all the content and nuances of the draft.

<sup>1</sup> "Adelaide City Council or the Council means The Corporation of the City of Adelaide", s 4, City of Adelaide Act 1998. However, for convenience, in this consultation feedback, CoA can be taken to refer to the administrative arm and ACC to the elected arm of The Corporation of the City of Adelaide, unless the context indicates otherwise.

<sup>2</sup> "City of Adelaide community includes all people who live, work, study or conduct business in, or who visit, use or enjoy the services, facilities and public places of, the City of Adelaide", s 4, City of Adelaide Act 1998

<sup>3</sup> "City of Adelaide means the area of the Adelaide City Council", s 4, City of Adelaide Act 1998



## COMMENTS & FEEDBACK<sup>4</sup>

3. The City of Adelaide and Adelaide as a Capital City, is generally enhanced by its **long-standing strategic support** for a city of 'human scale'<sup>5</sup> with 'humanistic' approaches proportionate to the context of, and linkages between, its various and diverse neighbourhoods, precincts, localities, and communities.<sup>6</sup>
4. The city and its variously diverse localities, exist in the **service of people** (not the converse). That ought to be reflected in the strategic plan without hyperbole and hubris that has become a feature of contemporary governance.
5. In the context of a monopolistic local government capital city entity subject to legislative and representational obligations, a **'strategic plan' should reflect adaptive strategic thinking** and higher level *policy* and *objectives* directed to the mid-longer term both broadly and nuanced to the diversity of localities and interests within and impacting on its area. The exposition in "*Our Role*" exemplifies the complexities of that context.
6. There is **utility in separately addressing** the *strategic* (why) from *operational* action required (how) and *reporting* against measures of activity and outcomes (what).
7. The **overuse** of adjectives, hyperbole and hubris diminishes the strategic *thinking* that ought to underpin a strategic plan.  
  
This is not to suggest that descriptors such as "aspirational", "creative", "innovative", "liveable", "adaptive", "together" are misplaced, quite the contrary when used sparingly and appropriately. Those sorts of descriptors are more likely to be interpreted in a positive sense.  
  
A descriptor such as "bold" is more likely to be interpreted in a negative sense as being imposed or without warning, consultation or mandate.  
  
A phrase such as "zero functional homelessness" is at risk of misapprehension without explanation of its meaning or replaced with other terminology.
8. While strategic plans are required to be honest and forthright, their **language ought not be apt to mislead or cause misapprehension**. Too often there is a vast chasm between the language of policy or operational documents and the actual or perceived implementation thereof. Similarly, the incidence and pace of consultation is increasingly inversely proportional to responsiveness.
9. Use of "**budget repair**" is at risk of inferring financial despair as opposed to budget planning *simpliciter*.
10. Use of "**spatial planning**" is at risk of inferring that that tool is the 'master' rather than the 'servant' of people living, working or visiting the City of Adelaide, whereas that phrase combined with, or linked to, "people" demonstrates that there is a symbiotic relationship as between people and spaces (land, air, location, environment). "*Spatial planning*" is a clever tool but without reference to people and purpose, results in 'vacuous planning'.
11. To suggest that there will be "*50,000 residents that will call our city home in the near future*" (i.e., 2036) is at **risk of overstating** what is at best simply a target, projection or aspiration. It says nothing of composition, place or impacts. 26% of the current 26,120 residents are students

<sup>4</sup> The comments and feedback herein are intended to be general and in critique rather than as criticism. The views expressed are not intended to reflect adversely on, or diminish the work or efforts of any person, entity or team concerned with any aspect of the content, intent, structure, or purpose of the draft.

<sup>5</sup> '*humanistic urban environment*', Jan Gehl

<sup>6</sup> This is not to suggest that this was always the case with every council or within the period of every council.



(~6,800) who are temporary or short-term and whose needs substantively differ from longer-term renters and dwelling owners.<sup>7</sup>

A strategic plan or intent **could be expressed** as gradually increasing the population of the City of Adelaide by providing appropriate infrastructure while conserving the heritage and character of residential and business localities. The actions required would include identifying suitable localities and requisite infrastructure. The measures would include the extent and composition of increase, infrastructure investment, and conservation.

12. Use of "activate" and "activation" suggest a current absence of activity or that current land use is to be disparaged. The **use of these adjectives** in a strategic plan is both disparaging and says nothing of the activity that is sought to be achieved in place of whatever activity currently occurs. In that regard, those expressions are without utility.
13. One might be unkind and suggest that the expression "**council driven**" is a contradiction in terms. Nonetheless, it is a phrase of uncertain meaning and intent. Is it the strategic intent that the council itself will become the primary driver for delivery as opposed to establishing or facilitating a requisite strategic, policy or operational framework?
14. To refer to "88 O'Connell" (not an address but a trading name of a private commercial enterprise) or any other **private development in a strategic plan is astonishing**. That is the more so given the absence of any prior strategic plan of the CoA or ACC to establish three concrete high rise towers rising to 16 levels (in stark contrast to its wider locality) within an area of low rise heritage and character dwellings, and massively exceeding what had been endorsed by a previous council arising from extensive community consultation. Respectfully, that is simply offensive and disingenuous.
15. To refer in a strategic plan to **specific entities** of the CoA or ACC is, respectfully, fraught with difficulties. There is a serious governance risk that doing so will limit or proscribe future policy decisions or options, or cause embarrassment, if for whatever reason a decision is made that seeks to impact the operation, span of effect, or existence of such entities. There is no governance requirement to make any such specific reference. The strategic intent is presumably that the CoA or ACC make use of internal or external available capabilities or structures in the operation of, for example, the Adelaide Central Market.
16. It is **odd** that "*Our Response*" follows "*Our Role*" and precedes the other groupings, when the groupings are presumably the mainstay topics of the strategic plan (see further discussion below).

The "**Response**" is less a 'response' and more about context: "**Our Context**". In the context of 'Our Context' one might ask for a 'fact check' about the assertion of having heard "*over the past decade*" from our community that "*our city must grow if we want to thrive*".

Over the last century, the City of Adelaide has grown economically, its Adelaide Park Lands have regrettably shrunk, and its population has begun to increase since about the mid-1990s, more markedly in the last decade or so. But for the Covid-period, the city centre and environs have largely "thrived", albeit neither a useful nor preferred expression. With all due respect, that is not the issue, nor is the issue merely semantics. The City of Adelaide has a **current context that need not be expressly or inferentially deprecated**.

<sup>7</sup> In the mid-1990s, there was much discussion about increasing the residential population of the City of Adelaide having regard to the peak in 1915 of 43,000. There was almost no discussion of the often appalling circumstances in which many of those residents lived. There is a substantive difference in liveability needs as between permanent residents (owners & renters) and temporary residents (students & visitors) that is obfuscated by use of a global rather than granulated number and a strategic intent (i.e., gradually increasing the population of the City of Adelaide while conserving the heritage and character of residential localities).



The **strategic future issue** is adaptation and adaptability to current and future demands: economic, commercial, retail, population, infrastructure (social, cultural and physical) and liveability; and the strategic challenge of enhancing attributes that make the "City of Adelaide" and the "City of Adelaide community" different and preferable to other cities and regional centres.

17. The **absence of appropriate descriptors** can be as problematic as the inclusion of inappropriate descriptors.
18. For example, "**Our Community** – *vibrant, connected and inclusive*" has three objectives, one of which oddly infers that our communities do not presently "*thrive*" (as opposed to supporting our diverse communities), another of which connotes that our community is not presently fun, lively and interesting (as opposed to enhancing the experience of living, working and visiting).

One does not need to deprecate to enhance or uplift. Not every community wants to be "vibrant". It is also **odd that "liveability" is not one of the descriptors**.

Respectfully, leaving aside the manner of expression, the "**outcomes**" listed in the table are **undoubtedly objectives**; the "**Key Actions**" are oddly weighted to "*homelessness*"; and the indicator column might best be confined to a measure capable of being achieved in the life of the strategic plan. Similarly, for example, the "*review [of] the active city strategy*" is an action, its completion is a measure.

19. Regrettably, **similar remarks can be made** in relation to each of the other mainstay topics of the draft plan and it is not helpful to deal in detail with each seriatim, albeit some explicit comments may assist.<sup>8</sup>
20. In relation to "**Our Environment**", there are two matters that cannot pass without explicit comment.

**First**, with respect, it is position of TNAS that it is **unintelligible to speak of "activate our Park Lands"** when in fact the Park Lands are parklands and every day and night (24/7) are continuously used passively, actively, ecologically, and usually reverently. It would be a strategic intent to rehabilitate and make publicly accessible Park Lands that are presently inaccessible.

**Second**, it would be incomprehensible for the ACC to have as an "*objective*" to be merely "*climate conscious and resilient*", whatever that may mean. The matters included in the "**Outcome**" column are more appropriately included under "*Our Objective is to*" (save that "*Lead as a Low Carbon Emissions City*" is more appropriately expressed as "**Be** a low carbon emissions city").

21. In relation to "**Our Economy**", reference is made to earlier comments about expressions and language, the confused matter of "objective/outcome" and the appropriateness of descriptions of actions and indicators.

Creating "*strong skilled workforces*"<sup>9</sup> may be an objective within the CoA, it is **most difficult to understand it as a strategic objective** for the City of Adelaide, as opposed to supporting the education economy and the City of Adelaide as a city and place for higher education (however expressed).

It is not self-evident what "*in alignment with the community*" means in the context of "*growing our economy*". Nor is it apparent why support for agility and change is confined to "*existing*"

<sup>8</sup> The absence of a specific comment ought not be understood as condonation of content.

<sup>9</sup> "Strong" seems misplaced as opposed to "highly" skilled.

*businesses*"; surely that equally applies to all businesses consistent with what is expressed in "Our Opportunities".

22. It is a **matter of sad comment that "responsive"** is only expressed in relation to "Our Economy", "businesses", "financial", and capability of the Corporation's employees concerning challenges. Nought is expressed about the notion of "responsive" in relation to consultation, community, environment, and places.
23. Commentary in relation to "**Our Places**" would be repetitious of the notions and matters already addressed.

However, **one matter of import** is especially pertinent to "Our Places". The City of Adelaide and this State was previously renown for its support of public art (static, cultural, theatrical), and as being a creative city open to new ideas and encouraging the boundaries and edges of art and forms of art, both *per se* and within public spaces. Alas, no more, but what more it could be if there were to be applied the art of reflection and cause strategic thought and action.

24. **Finally**, it would be mischievous to make no reference to the **use of the expression "In ten years"** in the draft strategic plan, and would be unethical and inimical to the process.

Does the "Corporation" really envisage that it must wait "ten years" before "*people will want to work for us and collaborate with us and the Corporation will lead the sector in terms of transparency, financial sustainability and accountability*"? Wow, surely not.

Does the CoA and the ACC seriously envisage having a strategic intent to wait "ten years" for each of the mainstay topics appearing on page 2 of the draft strategic plan. Surely not.

**Surely "In ten years" ought simply to be expunged asap.**

25. **Thank you** for the opportunity to provide comment and feedback. I regret that time constraints have not permitted an earlier and more fulsome comments but note that this "*is the first of several phases where [CoA] will invite the community to provide feedback*".

*The North Adelaide Society Inc. (est. 1970)*

20 November 2023



**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**ANONYMOUS Mon 20/11/2023**

The Lord Mayor  
City of Adelaide  
25 Pirie Street, Adelaide

By email [strategicplan@cityofadelaide.com.au](mailto:strategicplan@cityofadelaide.com.au)

I welcome the opportunity to comment on the City of Adelaide's draft Strategic Plan 2024-2028 (the Plan) outlining the future directions for Adelaide as a capital city and a local government.

These comments will follow the same format as the Plan, considering first the content and direction followed by the supporting Resource Plan.

**DIRECTION OUTLINED IN THE DRAFT STRATEGIC PLAN**

**General comments**

1. The Plan has many commendable objectives, and the format is functional and appropriate, particularly as it includes a Resource Plan. Having 'measurable indicators of success/measures/targets' is laudable and in line with Peter Drucker's saying, 'You can't manage what you can't measure.' Unfortunately, they do not occur consistently throughout the Plan. For instance, *development relating to fostering connection, learning, and well-being* had no measurable outcomes and may require revisiting this objective.
2. In addition, some of the statements in the draft Plan are vague and could be subject to differing interpretations. For instance, use of the word 'support.' The draft Plan indicates it will 'support an inclusive, fair and thriving economy, enabling .....'<sup>1</sup>. Likewise, sometimes a 'review' is suggested with no pathway indicated to implement the findings, and similarly, what is meant by a 'partnership' may require further clarification. Perhaps a short glossary of terms may be appropriate.
3. At times, there is a disconnect between the objectives of each response, the key actions, and the indicators. A better alignment between these headings may assist the document in becoming an unambiguous framework for the future.
4. Lastly, in response to the Greater Adelaide Regional Plan, the document tabled for Council consideration proposed seven city focus areas which are difficult to align with the five themes within the draft City of Adelaide Strategic Plan. A consistent approach to the City's future planning across all significant documents would assist residents and others in better understanding the Council's direction and generating greater accountability.

**Specific comments.**

*Our Community*

---

<sup>1</sup> Refer to page 8 of the Draft Strategic Plan.



5. The organisations I am a member of are not anti-development; however, both have independently called for a fairer planning system for residents. For instance, SECRA (South East City Residents Association) has indicated in its response to GARP (Greater Adelaide Regional Plan) that city growth should maintain or improve the liveability of its residents. Likewise, CASA (Community Alliance of South Australia), a peak community body, has the tagline to put 'people back into planning.'
6. It would be pleasing to see the Council's endorsement of a liveability index selected from the various measures available.<sup>2</sup> A suggested way to build this into decision-making is to develop and use a consistent methodology for establishing liveability to assist the Council in considering the built form. For instance, a liveability index could help the Council Assessment Panel or the State Commission Assessment Panel consider development applications. Likewise, it could be used to discuss upgrading Hutt Street with residents.
7. It is noted that AEDA (Adelaide Economic Development Authority) financially supports precinct groups with ongoing costs and grants. This funding source is unavailable to residents' groups, as is ongoing assistance from the Council. At the same time, the proposed appointment of Community Development Officers is welcome, pending further information, and I am sure they would appreciate the assistance and knowledge found in residents' groups.
8. Other matters that the resident groups have found to be barriers to providing feedback to Council administration and councillors are the short time frames for formal consultations, and the constraints of Your Say online processes. Seeing the Council reconsider a report that did not accurately document the community response was pleasing, showing that residents' contribution to council decision-making is considered. It should be noted that when resident organisations such as SECRA make representative submissions, they represent a membership of approximately one hundred people, and the Council should give their submissions appropriate weighting. The resident groups also valued regular catch-up meetings with the Lord Mayor for a frank exchange of information and views about contemporary matters. Finally, Council submissions to the State Government on matters such as GARP or the reviews of the Planning and Design Code may benefit from community engagement before finalising them.
9. Returning to the AEDA, concern is expressed about its operation, given the significant financial contribution made by the Council and note that the high-level governance issues emerging from the reviews of AEDA are not reflected in the Plan.

#### *Our Environment*

10. I note the Plan's support of Kadiltilla, its charter, and its business plan. However, further precision is needed to address the objective to *advocate for Park Lands development to be low-impact* to ensure that major events align

---

<sup>2</sup> For an example see The views.id platform is home to the Living in Place survey data, insights and resources created by .id's social research team, Community Views at <https://home.id.com.au/community-views>.



with Council policies and direction. This may provide an opportunity to incorporate the Council's resolution to ask the SA Motor Sport Board to develop a sustainability policy for the Adelaide 500 event by 2024.

11. Moreover, there is support for developing an interpretative function for the Adelaide Park Lands generally but the Wetlands in particular, whether in a centre (perhaps a reuse of an existing building), through information technology, or a combination of both. The uniqueness of the nationally listed Adelaide Park Lands, which surround the city, presents a remarkable opportunity for residents, visitors, and businesses alike to learn about and value Nature, particularly as Adelaide experiences the impact of climate change. This is an aspirational goal worth pursuing and should be part of the Plan.

#### *Our Places*

12. I am pleased to note the key action to encourage people to use public or active transport alternatives to cars, significantly reducing greenhouse gases and global warming. Resident groups and the Transport Action Network held a seminar on integrated transport solutions, which provides a new approach to public transport with an underground rail loop in the city as a vital part of the transition. This outcome may also incorporate Council initiatives such as pedestrian-responsive traffic lights and changes to Grenfell Street to improve bus management. I note that an integrated transport policy is a component of the Plan.
13. As a participant in the Lord Mayors Roundtable on Hutt Street, I found the report arising from the community-based meetings disappointing both in content and process. Of importance to residents in the southeast was, among other matters, the reduction in speed along Hutt Street along with traffic calming initiatives, eliminating U-turns to provide safer road crossings, continuous footpaths, and improved regulation of e-scooters and separate cycle lanes, for instance. These elements should be part of a comprehensive approach to a Hutt Street upgrade.
14. Heritage and culturally significant places are to be protected and, where possible, upgraded, adapted, or reused under the Plan. Many heritage buildings in the southeast were not given local heritage designation due to a ministerial decision in 2013, and a review to gain protection for these heritage buildings would be welcome.
15. The social justice initiatives in the Plan for the homeless and disabled are supported, and the City of Adelaide may further its work in this area in cooperation with the State and Federal Governments.

#### *Our Corporation*

16. The Plan's key broader communication actions, including a new customer and resident focus, are supported particularly given the anticipated growth of Adelaide, and I look forward to receiving further details of its operation. I also appreciate the times Councillors made themselves available to seek out and listen to the views of our community.

### **RESOURCE PLAN**

This Plan complements the Strategic Plan by outlining the financial and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year implementation over 2024-2028.

*Four-year Financial Plan*

17. I would like to raise the following questions in the Resource Plan.

- In Financial Principles, is it the intention to fund new rateable properties, and is it an appropriate use of the Council's resources?
- Is the Long Term Financial Plan intended to vary programs in light of 'consideration of Council's appropriate role and responsibilities'?
- In Treasury Policy, is it appropriate to increase borrowings and attract the increasing financial costs? Further, does the Future Fund keep pace with inflation? A more conservative view would be restricting borrowings during rising interest rates and achieving a balanced budget.

I wish you well in finalising the Plan, and please do not hesitate to contact me should you require further information on matters raised in this submission.

Kind Regards

-----  
**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Adelaide City of Music Tue 21/11/2023**

**SUBJECT: ACOM City of Adelaide Draft Strategic Plan 2024-2028 Submission**

Hi Jade,

Apologies for the delay, please find attached the Adelaide City of Music Ltd - City of Adelaide Draft Strategic Plan 2024-2028 Submission.

ACOM welcomes the opportunity to support the City of Adelaide in the development of its new strategic plan.

The submission aims to highlight the positive impact music and culture has on place, community, and economy and potential mechanisms to embed vision and support within the Strategic Plan.

Thank you again for your understanding. Please feel free to call if you wish to discuss any aspect of this submission.

Regards

Joe

Joe Hay

General Manager

Adelaide City of Music Ltd

Adelaide

W: [adelaidecityofmusic.com.au](http://adelaidecityofmusic.com.au)





## Adelaide City of Music Ltd City of Adelaide Draft Strategic Plan 2024-2028 Submission

Adelaide is a dynamic and innovative city with a beautiful environment and culture that attracts people to live, work, and study and as a result is regularly rated one of the most liveable cities in the world. For Adelaide to remain competitive in the global market for talent and investment, it must continue to nurture and promote these strengths.

Adelaide is Australia's only UNESCO City of Music. Awarded in 2015, Adelaide's UNESCO City of Music designation is global recognition of the city's musical past, present and future: it's an acknowledgement of the extraordinary strength and diversity of Adelaide's music culture; the network of artists, organisations, institutions, and businesses that support the development, creation, and performance of music; and the programs and people that use music to shape education, health, and wellbeing, to cross social divides and to bring people together.

The designation provides a unique platform to promote and celebrate our innovative and dynamic city and creative culture and is a bridge to connect, collaborate, and attract people and expertise from around the world.

Adelaide City of Music's (ACOM) role is to capture and celebrate the city's music culture, to represent it and engage the UNESCO Creative Cities Network, and to celebrate and create opportunities for the city's music culture around the world.

A tourism and student magnet, Adelaide is a university city and renowned for its year-round festivals and cultural activities with historical, new, and outdoor venues and adaptive spaces.

The Adelaide City of Music commends the City of Adelaide on developing and broad ranging vision for the future of our state's capital. The core principles of boldness, innovation, and aspiration each reflect important cultural values if the city is to remain competitive.

Although reflected within the *City of Adelaide Draft Strategic Plan 2024-2028* (the Plan) **Our Community** column, Adelaide City of Music feels the Plan should place greater emphasis on the impact music and culture has on place, community, and economy and identify and integrate effective mechanisms for it to strengthen and grow throughout the Plan.



The City of Adelaide's **Cultural Policy** should continue to capture and report on the matrix of Adelaide's artists, arts organisations, institutions, infrastructure, and resources and develop an integrated response to support, strengthen, and enhance activities, infrastructure, and enterprise and highlight key partners, initiatives, and outcomes.

The **Cultural Policy and Community Wellbeing Plan** should reflect the role and potential of music to improve health and wellbeing and to identify initiatives and resources to explore, innovate, and deliver positive outcomes.

Adelaide is a Music and Festival City with year-round performances and events and a vibrant night economy. **Our Economy** should recognise and report on the economic contribution music, creative industries, music education, and cultural activities delivers to the city.

**Our Economy, Our Community, and Our Place** should explore initiatives that encourage and support innovation and experimentation, that reimagine the use of space, and that support cultural evolution and growth.

Within **Our Places**, the City of Adelaide should review its live music and late-night economy plan and integrate into the **City Plan** to ensure increased housing, and new city design contributes and protects, to not reduces or impinges late night, live music, and cultural activity in the city. The City Plan (and **Wellbeing Plan**) should also ensure the inclusion of music performance, technology, and infrastructure.

Within **Our Corporation** the Plan should encourage a corporate culture that continues to champion and enable innovation, live music, cultural expression and activity.

Learning from global cultural cities who have experienced rapid expansion, the City Plan should ensure good mix of housing is developed to ensure it remains affordable and representative.

Adelaide City of Music is committed to promoting and supporting Reconciliation, and First Nations culture and artists. An important aspect of reconciliation, the Plan should explore more programs and public places for music to bring people together and to build understanding, health, and wellbeing.





The Plan should explore cultural and public infrastructure that employs music to encourage participation, promotes a sense of welcome and wellbeing amongst First Nations people.

The Plan should explore capability development and encourage greater participation of First Nations people across all aspects of the City of Adelaide.

**Our Environment** should reflect the abundance of adaptive public spaces and the need to ensure appropriate levels of public resources and infrastructure to adequately delivery events small and large across the CBD and Parklands.

The Plan should identity opportunities to partner with the Federal and State Government to explore intersections of tourism, migration, infrastructure, education, and planning and to ensure alignment in vision and resourcing.

With the creation of the new Adelaide University, the Plan should explore initiatives and new public infrastructure that can use music and culture to facilitate greater integration, attract students back to the city, showcase diversity, and potential new enterprise, partnerships, and opportunities.

With technology making the world smaller by the day, Adelaide is the perfect home to conduct a global career. The Plan should identify ways to support the development of new, and activation of existing creative networks and connections. The Plan should identify mechanisms and partners to attract more people to live, work, and study in Adelaide and ensure we remain technologically competitive.

Adelaide is truly a global city, connected and ranked amongst the most liveable cities in the world. Adeliade City of Music believes music and culture has an important impact on place, community, and economy and encourages the City of Adelaide to enhance and priorities it across the City of Adelaide Draft Strategic Plan 2024-2028.

Thank you for considering Adelaide City of Music's submission.

-----

**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Sue O'Malley Tue 23/11/2023**

**SUBJECT: RE: Request Extension - Draft Strategic Plan 2024-2028**

Good Morning

Please find attached the Precision Group submission.

We acknowledge the time for acceptance expired 11 hours ago.

Thank you again for the opportunity.

Any queries do not hesitate to contact me.



**SUE O'MALLEY**  
Communications Consultant

**Precision Group of Companies Pty Ltd**

Sydney NSW 2000  
[www.precision.com.au](http://www.precision.com.au)



**November 23, 2023**

**City of Adelaide's Strategic Plan 2024-2028**

Precision Group welcomes the opportunity to provide feedback to the City of Adelaide's Strategic Plan 2024-2028 – Draft for Strategic Consultation. We sincerely thank the City of Adelaide for affording us the opportunity to make a submission.

Precision Group was founded in South Australia in 1994 with its acquisition of a neighbourhood centre in Campbelltown. Precision Group's first major acquisition was in 1997, with the Port Canal Shopping Centre along with the adjacent Customs House office building in Port Adelaide.

Precision Group acquired Adelaide Central Plaza in 1999 and undertook a major redevelopment of the Property. This six-level project was the biggest retail development in Rundle Mall in a decade and included the flagship David Jones department store and 40 specialty shops providing a link between the shopping Precinct of Rundle Mall with the cultural institutions on North Terrace.

Adelaide Central Plaza was officially opened by the then Premier of South Australia Mr. John Olsen on 31 August 2000. This was the first new downtown store to be opened for David Jones in 40 years.

Precision Group has longstanding investments in South Australia within the City of Adelaide and the City of Port Adelaide Enfield.

Precision Group now owns and manages 10 properties valued at \$1b+ across Australia and New Zealand.

**Precision Group of Companies Pty Limited**  
ACN 115 176 111

Level 25, 9 Castlereagh Street  
Sydney NSW 2000

GPO Box 4250  
Sydney NSW 2001

T +61 (0)2 9225 1400  
[www.precision.com.au](http://www.precision.com.au)



We welcome an opportunity to discuss this submission with the City of Adelaide.

Adelaide Central Plaza is currently seeking commitments from international luxury brands to lease retail space and establish substantial luxury brand stores within the Property. If this is achieved, it will involve a major redevelopment of the Property that would take place in the financial years ending 30 June 2024 and 30 June 2025.

Precision Group estimates that the redevelopment will cost more than \$120 million and, once complete, will feature prominent, Rundle-Mall-facing international luxury brand stores with multi-million-dollar fit outs of the highest international standard.

Precision Group hopes for this development to act as a catalyst for a major transformation of the Rundle Mall Precinct.

With reference to page 13 of the City of Adelaide's Strategic Plan 2024-2028 – Draft for Strategic Consultation – Our Economy growing, innovative and responsive:

- The Rundle Mall Precinct is not specifically cited within any of the Outcome – Key Actions – Indicators of Success/Measures/Targets.
- The events of recent years have had a profound impact on the Adelaide CBD retail economy.
- The once densely peopled hub for commerce and government, shopping, tourism, entertainment, education, and accommodation is still recovering from the emptying shock of the pandemic.
- A full recovery is only possible with continued local government assistance, more workers returning to CBD offices and more tourists and students from overseas.
- Precision Group is advocating for greater emphasis from the City of Adelaide for both capital and operational resources for the Rundle Mall Precinct.
- Leadership and the active engagement of the Rundle Mall Precinct is essential and must remain front of mind for the City of Adelaide in 2024 and beyond.

- Precision Group acknowledges the importance of City of Adelaide investment in public space upgrades in and around Rundle Mall and encourages Council to continue to commit to and deliver such upgrades in consultation with building owners to beautify the overall retail environment but also spark investment by Rundle Mall property owners in capital upgrades to their buildings.
- Precision Group is advocating for additional public investment in Precinct growth.
- Greater spending on marketing and brand positioning for Rundle Mall to emerge as the ultimate destination for retail where discerning clientele can indulge in cultural and shopping experiences via frequent events and activations that bring visitors into the Precinct to spend is encouraged.
- Rundle Mall needs to regain its mantra as the vibrant heart and premier shopping and entertainment destination in Adelaide.
- Precision Group welcomes the opportunity to further partner with the City of Adelaide to generate demand through promotions and innovative marketing and invites the City of Adelaide to consider how it might provide further support to enable the Rundle Mall Precinct to return to prosperity through retail, arts, sports and cultural events.

-----

**SUBMISSION RECEIVED AFTER CLOSE OF CONSULTATION. EXTENSION GRANTED.**

**Cherie Casiero (DIT) Thu 23/11/2023**

**SUBJECT: RE: Seeking Feedback | City of Adelaide Draft Strategic Plan 2024 - 2028 - DIT response**

OFFICIAL

Dear Claire,

Please find attached correspondence from the Director, Transport Strategy and Network Planning relating to the City of Adelaide Draft Strategic Plan 2024-2028.

Please accept our sincere apologies for the delay in responding.

Thank you.

Kind regards,

Cherie

**Cherie Casiero**



**Government of South Australia**  
Department for Infrastructure  
and Transport

Adelaide SA 5000



OFFICIAL

In reply please quote #20873994

Ms Clare Mockler  
Chief Executive Officer, City of Adelaide  
5 Pirie Street  
Adelaide, South Australia 5000

Dear Ms Clare Mockler

**RE: City of Adelaide's Draft Strategic Plan 2024-2028**

Thank you for reaching out and providing information about the City of Adelaide's draft Strategic Plan 2024-2028 (the Plan).

The Department for Transport and Infrastructure (the Department) appreciates the opportunity to contribute to the public consultation process as a key stakeholder. Overall, the City of Adelaide's vision and aspirations outlined within the Plan align with our strategic vision to deliver transport for a liveable and prosperous South Australia. Further to this, the Plans strategic objectives provide an important opportunity to progress and support the Departments future strategic priorities particularly related to public transport and active transport.

The Plan mentions a range of priority major road upgrades that will be progressed over the coming years. We look forward to continuing to work with the City of Adelaide to ensure alignment in design with our functional hierarchy and broader network priorities, for these important road projects.

A key measure of success within the Plan is the delivery of a City of Adelaide Integrated Transport Strategy. We look forward to being involved as a primary stakeholder for this important project, to ensure integrated land use and transport outcomes are optimised for both parties.

The Department is in the early phases of developing a state-wide Transport Strategy. We expect to engage key stakeholders and the broader community, throughout 2024, and look forward to engaging with the City of Adelaide on this priority project. Working collaboratively, will be critical to the overall success of both organisations strategic transport endeavours and we look forward to working with Council to ensure continued synergies between our respective projects and initiatives.

Further to the above, the Department offers the following specific comments in relation to the Plan:

Our Places:

- The proposed Integrated Transport Strategy needs to account for future population growth within Adelaide city, including an integrated plan that addresses the movement of people and



**TRANSPORT  
STRATEGY AND  
NETWORK  
PLANNING**

Level 07 83 Pirie Street  
Adelaide SA 5000  
Kaurna Country

GPO Box 1533  
Adelaide SA 5001  
DX 171

**T** 1300 872 677  
**W** dit.sa.gov.au

ABN 92 366 288 135

**Build. Move.  
Connect.**

Reference number: #20873994

OFFICIAL

Page 1 of 2

OFFICIAL

goods into and out of the CBD. Suggest Council add additional metrics such as % trips by active travel / public transport and / or % investment in these modes.

- The proposed Integrated Transport Strategy should also give consideration to the competing demands for kerb-space and particularly the need for dedicated pick-up and drop-off zones for rideshare services and other general road users. On and off street parking will also need to be carefully considered.
- Road safety could have a greater focus in the Plan, to ensure alignment with State and National Road Safety objectives.
- When Council Asset Management Plans are updated, we would welcome the opportunity to engage with Council to align functional hierarchy and discuss strategic priorities associated with the renewal and ongoing maintenance of its assets.

We look forward to engaging regularly with the City of Adelaide. Given the development of our respective strategy documents we propose a bi-monthly meeting with Council, to deliver more cohesive and coordinated outcomes for the community.

Please don't not hesitate to contact Mr Heath Newberry, Manager Transport and Asset Strategy

Yours sincerely



Russell Troup  
Director, Transport Strategy and Network Planning

23 November 2023

Reference number: #

OFFICIAL

Page 2 of 2

-----  
**END OF SUBMISSIONS RECEIVED**



# City of Adelaide Strategic Plan 2024–2028



Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**



As the capital city of South Australia, Adelaide has a vital role to play in shaping the future of our state.

## Our Adelaide. Bold. Aspirational. Innovative.

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

Our Community:	<b>Vibrant, connected and inclusive</b> In ten years Adelaide will be a thriving Capital City with an increased number of residents and visitors. Year-round events and quality amenities will support vibrancy, community <a href="#">development and</a> connections, and celebrate our cultural heritage and diversity.
Our Environment:	<b>Resilient, protected and sustainable</b> In ten years Adelaide will be a nation leading Green City in a Park showcasing the benefits of green infrastructure, increased biodiversity <a href="#">and sustainability</a> and a community that is adaptive and resilient to climate change.
Our Economy:	<b>Growing, innovative and responsive</b> In ten years Adelaide will have strengthened its role as the economic focal point of the state, attracting investment and talent from around the world. New and diverse industries will complement our existing economic strengths and city businesses will be successful.
Our Places:	<b>Interesting, purposeful and safe</b> In ten years Adelaide will be a diverse collection of unique or distinctive neighbourhoods and precincts. Our streets will be <a href="#">people oriented, safe,</a> lively, accessible and accentuate its <a href="#">human scale</a> architecture and history.
Supported by:	
Our Corporation:	<b>High performing, customer-centric and bold</b> In ten years people will want to work for us and collaborate with us and the Corporation will lead the sector in terms of transparency, financial sustainability and accountability.



# Kaurna Acknowledgement



City of Adelaide tampendi, ngadlu Kaurna yertangga banbabanbalyarnendi (inbarendi). Kaurna meyunna yaitya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kaurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

City of Adelaide acknowledges the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

# Contents

Vision	02
Aspirations	02
Principles	02
 Kaurna Acknowledgement	 03
 Lord Mayor introduction	 05
Council Members	06
 Our City	 07
Our Opportunities	08
Our Role	09
 <b>Our Response</b>	 <b>10</b>
Our Community	11
Our Environment	12
Our Economy	13
Our Places	14
Our Corporation	15
 Strategic Planning Framework	 17
Related Strategies, Plans and Policies	18
 <b>Draft Resource Plan</b>	 <b>19</b>

# Lord Mayor Introduction

Shaping the future of a city requires bold thinking and long-term planning.

The capital city council is custodian of the heart of our state and it's up to us to be both aspirational and audacious in our vision for Adelaide's CBD.

But we also need to deliver on the core business of council – roads, rates, and rubbish – if we want to be bold in other areas and live in a city of which we can be proud.

The City of Adelaide's Strategic Plan 2024-2028 charts a course for our Council to achieve its long-term goals across the economy, the environment and throughout our community.

This Strategic Plan aspires to improve our streetscapes, deliver economic viability for businesses, help property owners to better utilise and profit from their investment and boost residential access, affordability and amenity.

The Plan also maps out how Council can maintain its assets, reduce kerbside waste, achieve zero functional homelessness, and sensibly increase our population to 50,000 people by 2036.

It's also about providing certainty for business owners, potential investors, and residents – matched by a commitment to deliver on our promises.

Our residents, workers, and visitors are also an important part of our Strategic Plan, and we value your feedback during this consultation period.

The Strategic Plan gives us an opportunity to choose a different trajectory for Adelaide, and its future over the next four years.

But importantly, it will be our promise to deliver on our commitments.

**Dr Jane Lomax-Smith AM**

Lord Mayor City of Adelaide

# Council Members

Our Council Members for the 2022-2026 term of Council:



From left to right:

Councillor Mary Couros (North Ward), Councillor Arman Abrahamzadeh OAM (Area), Councillor Keiran Snape (South Ward), Councillor Simon Hou (Central Ward), The Right Honourable Lord Mayor of Adelaide Dr Jane Lomax-Smith AM, Councillor David Elliott (Central Ward), Councillor Carmel Noon (Central Ward), Councillor Henry Davis (South Ward), Deputy Lord Mayor Phillip Martin (North Ward), Councillor Janet Giles (Area), Councillor Dr Mark Siebentritt (South Ward), Councillor Jing Li (Central Ward)



# Our City

The City of Adelaide is the capital of South Australia and the heart of the state's civic, cultural and commercial life. Centre to a metropolitan area of 1.3 million residents and a state of 1.7 million residents, it is a local government with more than 26,000 residents. Our strategic planning needs to acknowledge and manage these dual responsibilities.

## We are bold, aspirational and innovative.

Built on the traditional lands of the Kaurna people with a rich and deep Aboriginal heritage, Colonel Light planned Adelaide in 1837 with an inspired idea: an active city centre and an abundance of open space with the River Torrens at its heart. Colonel Light laid out the streets surrounded by Park Lands with squares and gardens to offer relief to the urban form. The Park Lands are now heritage-listed and are cherished for their beautiful amenity, multiplicity of uses and unique role as a gateway to the city.

Our iconic Adelaide Central Markets, Rundle Mall and Park Lands provide commercial, social and green spaces for people to meet, play and relax. In its built form and public spaces, Adelaide is an attractive, contemporary city whose people take pride in urban design excellence and innovation while recognising and valuing the City's cultural and built form heritage and the unique features of Colonel Light's plan.

Adelaide's spirit and social wellbeing is complemented by its world-wide reputation for creating progressive and unique solutions to ensure the City's ongoing renewal. Adelaide is resilient, bold, trailblazing, enterprising and innovative. Withstanding the times of global social and economic disruption, Adelaide is emerging with a reputation of being a leading commercial, knowledge sharing and ideas exchange city.

Our city continues to recover from the impacts of COVID-19 pandemic and as we seek to strengthen what we know makes Adelaide one of the world's most liveable cities, we also know that we are in a position to look to the future and build a city that leverages our past to grow an exceptional Capital City that all South Australians can be proud of.

### Our City

**760<sub>ha</sub>**

**Park Lands**  
including 29 Parks  
and 6 Squares

**14,660**

**total private  
dwellings**

**\$21.9<sub>B</sub>**

**City of Adelaide  
Gross Regional  
Product**  
17.6% of Gross State Product

**15.6<sub>sqkm</sub>**

**total  
land area**

**12,265**

**local  
businesses**

**157,498**

**local jobs**

### Our Community

**26,120**

**total residents**

**47%**

**aged between  
18 -34**

**45%**

**born overseas**

**26%**

**study at Tafe or  
University**

**20%**

**aged 60 and  
over**

**36%**

**speak a  
language other  
than English**

**50%**

**renting**

# Our Opportunities

[Our city and community have weathered challenges and uncertainty over the past few years – the post covid environment, inflation forecasts, housing crisis and climate change are at the top of Council's agenda. With these challenges comes opportunities.](#)

As our population changes, health, diversity, wellbeing and equity will continue to play important roles. In a decade, the number of, and the types of residents in our city will increase and be more diverse. The physical form of our city is changing to accommodate this growth through new developments. This provides an opportunity to better consider appropriate and **quality housing** for the expected 50,000 residents that will call our city home in the near future. Spatial planning will help to guide where this growth is best placed to occur, complemented by **revitalisation** of our streets and precincts where **year-round events** and **quality amenities** will support vibrancy, community connections, and celebrate our cultural heritage and diversity.

The pandemic required new ways of social connectivity, not only through digital means, but through the importance of more local based opportunities. Our city in the future will be a diverse collection of **unique neighbourhoods and precincts** and we have an opportunity to make sure our streets are lively, accessible, and promote connectivity.

In the future, the impacts of climate change will be more urgent so we will need to support our city to adapt and be **climate resilient**. We will ensure that our residents and visitors are prepared, and where possible protected, from adverse hazards such as heatwaves. Adelaide can be a nation leading **Green City in a Park** with new ways to re-use old buildings and a **greener built form**, supporting a **circular economy** and **low-carbon** city. This will be demonstrated by showcasing the benefits of **green infrastructure**, increased biodiversity and a community that is adaptive and resilient to climate change.

Uncertain global economic conditions generated from COVID-19 recovery, resource and material shortages, logistical challenges, interest rate rises and international conflicts and geo-political tensions, are likely to continue and will impact national and local economies. These challenges have encouraged us to re-consider how we **procure**, how we increase our **local workforce**, how we can be **financially sustainable** and how we **partner** across all levels of government and with private enterprises.

We will focus on our economy and how people are choosing to work, **emerging industries** and the ongoing **digital transformation** through artificial intelligence and cashless transactions. We will support an inclusive, fair and thriving economy, enabling current and emerging businesses to be innovative and responsive to future needs.

The approach we take will help the city respond to the challenges that will unfold over the coming years and will have a transformative impact on our city, community and businesses.

# Our Role

The City of Adelaide has developed this Strategic Plan (the Plan) as guided by the *Local Government Act (SA) 1999*, which requires councils to develop and adopt plans for the management of its area, and the *City of Adelaide Act 1998*. This Plan is supported by a Resource Plan which guides the financial, infrastructure and resources that underpin delivery over the next four years, as well as a suite of longer-term plans.

In developing this Plan, we understand and acknowledge that the role of a capital city council is diverse and complex. As the Capital City Council for all South Australians, we have a responsibility to be outward looking, to work collaboratively with Federal, State and Local Governments and to demonstrate excellence, innovation and exceptional service provision. [We have the opportunity to work collaboratively to achieve broad outcomes reinforcing the Council's significant and far-reaching role.](#)

Our core role is delivering services to the community and the way we deliver these reflects the diversity of our responsibilities to ratepayers, visitors, workers, residents, key stakeholders and the State of South Australia.

This document articulates the key roles and duties that Council assumes and performs.

- Leader: Development of strategies, policies, programs and services.
- Owner/Custodian: Manage assets that are under the care and control of Council.
- Regulator: Undertake responsibilities pursuant to relevant legislation.
- Information Provider: Provision of information to the general community and identified stakeholders.
- Advocate: Represent the interests of our community to influence issues/opportunities that impact our city.
- Facilitator/Initiator: Bring together and/or engage with individuals, community groups, industry, government agencies and other stakeholders to address issues impacting the City.
- Agent: Managing the provision of services to the community on behalf a third party (e.g. State or Federal Government) where there is demonstrated need and significant benefit to the community.
- Direct Provider: Deliver services, projects or programs without resources from external parties.
- Partner: Work with others to deliver service, program or project outcomes. We will continue to build strong partnerships to advocate for the benefit of the city and leverage these to seek co-investment, grants and contributions to the benefit of our community. Key partnerships include those with the Federal, State and Local Government sectors, and strategic non-government (private sector, community groups and not-for-profit) organisations.

# Our Response



As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. Over the past decade, we have heard from our community that our city must grow if we want to thrive, but this growth should not come at the expense of what has made our city one of the most liveable in the world.

To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability.



# Our Community

vibrant, connected and inclusive

## Our Objective is to:

- Support our communities to [be healthy and to](#) thrive
- Create fun, lively and interesting experiences
- Celebrate and honour community and cultures

Outcome	Key Actions	Indicator of Success/Measures/Targets
Drive housing outcomes that attract and retain residents in our city	<p>Work with partners to identify new and innovative ways to reduce rough sleeping and homelessness</p> <p>Contribute towards achieving Zero Functional Homelessness</p> <p>Support increased residential growth and housing affordability through partnerships and advocacy</p> <p><a href="#">Reduce rental pressures by increasing supply and unlocking properties for long-term tenants</a></p>	<p><a href="#">Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy</a></p> <p><a href="#">An increase in the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy</a></p> <p>An increase in the number of people living in the city from 26,000 to 50,000 by 2036</p> <p>A reduction <a href="#">to functional zero</a> in the incidences of people sleeping rough or experiencing homelessness <a href="#">by 2026 in line with Council's Homelessness Strategy</a></p> <p>An increase in the share of family households from 12.5% to 15% living in the city</p> <p><a href="#">Review of the Housing and Homelessness Policy, defining the role of Council in providing solutions and creating an action plan in 2024</a></p> <p><a href="#">29 State Government housing outcomes per month are provided in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy</a></p>
Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit	<p>Enable community-led services that provide ways for our community <a href="#">to connect and</a> participate in active <a href="#">lifestyles</a>, leisure, recreation and sport</p> <p><a href="#">Drive social change and strengthen communities through locally-driven arts, cultural and recreational led activities that enhance social cohesion/inclusion and welcome visitors</a></p> <p><del>Encourage partnerships, grants and sponsorship of a diverse range of arts, culture, events and activations</del></p> <p><a href="#">Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities.</a></p> <p><del>Lead and E</del><a href="#">Create opportunities for people to expand knowledge and skills, to learn and master</a></p>	<p>An increase in residents' wellbeing from 70% to 75% life satisfaction</p> <p><del>An increase in</del><a href="#">Develop a target to track increases in participation in arts, events and cultural experiences facilitated or supported by the City of Adelaide</a></p> <p>Review the Active City Strategy <a href="#">by 2025</a></p> <p>Develop an overarching grants policy to support <del>the diversity of grants for</del><a href="#">in arts, culture, community development, recreation and wellbeing by 2025</a></p> <p><a href="#">Review library and community centre service delivery model to better meet the evolving community's need by 2025.</a></p> <p><del>An increase in library and community centre patronage</del></p> <p>Develop a Community Wellbeing Plan</p>

		An increase in diversity of volunteer opportunities and for volunteer participation in line with the national average standards
Be an inclusive and welcoming community <a href="#">that people feel a sense of belonging</a>	<p>Champion <del>r</del>Reconciliation and recognition of <del>Aboriginal and Torres Strait Islander First Nations</del> peoples and culture by identifying opportunities to celebrate and <del>protect</del> <del>elevate</del> Aboriginal and Kaurna culture and connection to <del>e</del>Country</p> <p>Celebrate and elevate <a href="#">our community culture and</a> the profiles of multicultural communities and create welcoming programs and services</p> <p><a href="#">Support belonging through an inclusive and welcoming community that recognises <del>m</del>diversity and enables people of all abilities living, working and visiting the city</a></p> <p><a href="#">Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by</a> <del>Ensure</del><a href="#">ensuring</a> our services and projects are <a href="#">accessible and</a> inclusive <del>and offer opportunities</del> for all</p>	<p><del>Fulfill the commitments of, and renew, the City of Adelaide Stretch Reconciliation Action Plan</del></p> <p><a href="#">Establish and deliver a new Stretch Reconciliation Action Plan by 2024</a></p> <p><a href="#">Develop a target to increase the number of <del>Aboriginal and Torres Strait Islander First Nation</del> An increase in the number of Aboriginal and Torres Strait Islander-led community reconciliation activities</a></p> <p>Promote multicultural events and activities in our city</p> <p><del>An increase in the number of citizens inducted at the City of Adelaide</del><a href="#">A Citizenship Ceremonies</a></p> <p><a href="#">Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City through Council's Cultural Policy</a></p> <p><del>Renew our Disability Access and Inclusion Plan and deliver on targets</del></p> <p><a href="#">Establish and deliver a new Diversity, Access and Inclusion Plan by 2024</a></p> <p><a href="#">Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs</a></p> <p><a href="#">Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities</a></p>

# Our Environment

resilient, protected and sustainable

## Our Objective is to:

- Protect, enhance, and activate our Park Lands and open space
- Be climate conscious and resilient
- Prioritise sustainability in our decisions for the future

Outcome	Key Actions	Indicator of Success/Measures/Targets
Lead as a Low Carbon Emissions City	<p>Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services</p> <p>Generate, lead and support new circular economy activities to support sustainability and economic outcomes</p> <p>Work with partners including universities, and researchers to innovate and transform carbon reliance</p> <p>Advocate for an increase in sustainable practices and materials in all development, offset by tree and renewal energy integration</p>	<p><a href="#">Develop a target to increase green infrastructure in our assets to support our environment</a></p> <p>Increase the number of electric vehicle charging stations <a href="#">from 54 in line with Council's Climate Strategy</a></p> <p><a href="#">Public eElectric vVehicle charging infrastructure is available for all users, including micro-mobility, catalysing the uptake of eElectric vVehicles in Adelaide and improving Council and community performance on transport emissions.</a></p> <p><a href="#">Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes</a></p> <p><a href="#">An increase in the use of recycled or sustainable materials in procurement practices</a></p> <p><a href="#">No net increase in the urban heat island effect</a></p> <p><a href="#">Support aA 50% reduction in the city's community greenhouse gas emissions by 2030 of 42% from the 2020 baseline by 2030 with an ambition to be net zero by 2035</a></p>
Be a sustainable climate resilient city and embed climate resilience in all that we do	<p>Work with our partners to plan for <a href="#">_and lead_and educate our community on</a> a climate resilient future</p> <p><a href="#">Support Advocate and partner in</a> the adaptation of buildings and industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes</p> <p>Work with partners to access data to track the number of green upgrades or new buildings</p> <p>Provide progressive waste management and resource recovery services</p> <p><a href="#">Work Partner</a> with the community to divert more waste from landfill</p>	<p>Develop a Sustainability Governance and Reporting Framework and capture and share data and learnings</p> <p>All asset investment (design, construct and maintenance) considers and embeds appropriate climate resilient measures</p> <p><a href="#">Support the community to reduce their climate impact through the new City of Adelaide Climate Strategy</a></p> <p><a href="#">Evolve and implement our climate adaptation actions in response to the impacts of climate change</a></p> <p><a href="#">50 dwellings are delivered annually through adaptive reuse of underutilised buildings</a></p> <p><a href="#">All new dwellings built from 2025 are fully electric (no internal gas supply)</a></p> <p><a href="#">An increase in our resource recovery rates 5% of waste is dealt with in the City of Adelaide</a></p>

		<u>Divert 80% of residential kerbside waste collection from landfill. An increase in waste diverted from landfill from kerbside residential bins from 50% to 75%</u>
Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value	<p>Continue the support for the Kadalilla Adelaide Parklands Authority Subsidiary and the delivery of the Kadalilla Charter and Business Plans</p> <p><u>Enhance Lead and advocate for</u> the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes</p> <p>Protect and restore native habitat in our city</p> <p>Work with partners to create innovative ways to create or convert underutilised areas to green space,</p> <p><u>Advocate for no new development in the Park Lands and returning Park Lands that have been alienated.</u></p> <p><u>Advocate for Park Lands development to be low impact</u></p>	<p><u>An increase in biodiversity in the Park Lands. There is a net increase in biodiversity, habitats, and ecosystems health within the City of Adelaide by 2030</u></p> <p><u>An increase in the number of trees planted and improved replacement ratios for any trees that are removed in the CBD. Net increase of 485 street trees every year until 2035</u></p> <p><u>Support a net increase in street trees annually aligned to heat island data within Council's Climate Strategy</u></p> <p><u>An increase in tree canopy cover from the 2022 baseline of 27% to Support 40% tree canopy cover by 2035 20285</u></p> <p><u>Develop a target to An increase in the amount of green spaces to support our environment</u></p> <p>Achieve world heritage listing of our Park Lands, and protect their national heritage listing status <u>and pursuing State Heritage Listing to strengthen protections</u></p> <p>No net loss of Park Lands</p> <p>Review and update the Integrated Biodiversity Management Plan 2018-2023</p>



# Our Economy

growing, innovative and responsive

## Our Objective is to:

- Continue to grow our economy in alignment with the community
- Support existing businesses to be agile and responsive to change
- Create strong skilled workforces

Outcome	Key Actions	Indicator of Success/Measures/Targets
Adelaide's unique experiences and opportunities attract visitors to our city	<p>Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans as a unique cultural experience</p> <p><u>Work Partner</u> with the State Government, <u>universities, associations, community and advocacy groups</u> to activate and upgrade precincts to stimulate investment, <u>and</u> visitation <u>and maximise opportunities</u></p> <p>Refresh the way in which information is provided to visitors to the City</p> <p>Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business</p> <p><u>Work with associations, community and advocacy groups to maximise opportunities</u></p>	<p>Deliver the key actions of ACMA</p> <p>An increase <u>in</u> the number of people who visit the city from 2.1 million to 2.5 million by 2028 <u>through local, interstate and international visitation.</u></p> <p>An increase in foot traffic in key and emerging precincts <u>annually in line with the Council's Economic Development Strategy</u></p> <p>An increase in spend across the city</p> <p>Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities</p>
Grow <u>the a dynamic holistic</u> economy to achieve a critical mass of jobs, investment and attract and retain businesses	<p>Continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans as the City's reshapes following COVID-<u>19</u> impacts</p> <p>Provide services and information that contribute towards a high productivity economy</p> <p>Work with partners, <u>universities</u> and businesses to attract investment and improve employment opportunities</p> <p>Create partnerships to grow and develop current and emerging sectors such as medical, technology, <u>creative</u> and professional services sectors</p> <p><u>Create efficiencies and reduce barriers to support small, medium and large-scale businesses to open and thrive in our City.</u></p>	<p><u>Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product</u></p> <p>Deliver and implement a City of Adelaide Economic Development Strategy <u>by 2024 to drive growth</u></p> <p>Deliver the key actions of <u>the</u> AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment</p> <p>Deliver economic data and insights to our business community.</p> <p>An increase of businesses who think the city is a good place to do business from 64% to 75%</p> <p>An increase in the number of new businesses and investment in the city</p> <p><u>An increase in the City's share of state's economy</u></p> <p><u>Increase the use of social enterprises and First Nations Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement</u></p>

## Recommendation 1 - Item 5.1 - Attachment C

Create new Council driven development opportunities for our community via diverse commercial activities	<p>Work with partners on the completion of major development outcomes that focus on economic and housing outcomes such as 88 O'Connell, Market Square and the former Bus Station</p> <p>Establish the Future Fund to support investment in revenue generating activities to reduce ratepayer burden</p>	<p>Review the Strategic Property Action Plan <a href="#">in 2024</a> to manage opportunities including car parks and other commercial assets for our community</p> <p><a href="#">Achieve-Develop</a> sales and tenancy targets associated with <a href="#">City of Adelaide</a> housing developments</p> <p>Develop and implement governance arrangements for the Future Fund</p>
---	---	--

# Our Places

interesting, purposeful and safe

## Our Objective is to:

- Manage assets to meet the needs of our community
- Encourage bold, interesting and purposeful development
- Facilitate and activate our places in a safe and accessible way for our community

Outcome	Key Actions	Indicator of Success/Measures/Targets
Our community assets are adaptable and responsibly maintained	<p>Deliver quality street <a href="#">and laneway</a> upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, <a href="#">safe</a> and unique</p> <p>Create new assets to meet emerging community needs</p> <p>Support the maintenance and development of bold and interesting community, cultural and civic places and infrastructure in step with residential growth, <a href="#">enabling connections into and out of the city</a>.</p> <p>Work with partners to achieve diversity of transport to ensure drivers, cyclists and pedestrians can safely and easily move within the city and minimise road incidents and decrease fatalities.</p>	<p>Commence the design of the Hindley <a href="#">Street</a> upgrade project by 2023/2024</p> <p>Commence the design of the Gouger <a href="#">Street</a> upgrade project by 2023/2024</p> <p>Commence the design of the O'Connell <a href="#">Street</a> upgrade project by 2024/2025</p> <p>Commence the design of the Hutt <a href="#">Street</a> upgrade project by 2024/2025</p> <p>Commence the design of the Melbourne <a href="#">Street</a> upgrade project by 2025/2026</p> <p>Develop and implement an Integrated Transport Strategy <a href="#">by 2024</a></p> <p>Revise the Asset Management Plans <a href="#">by June 2024</a></p>
Encourage bold, interesting and purposeful development <a href="#">that supports the changing needs of our community and city</a>	<p><a href="#">Lead the development of</a> <del>Develop</del> a City Plan that provides guidance on city growth, development, <a href="#">design</a>, amenity needs and accessibility to make Adelaide a liveable and walkable city that people are proud to call home</p> <p><a href="#">Create and advocate for multiuse green spaces such as open space, community gardens and pocket parks that enable shared use and community connection</a></p> <p>Encourage repurposing, adaptive reuse and improvement of buildings and facilities</p> <p>Support the development of diverse and affordable office spaces and housing</p> <p>Protect, share and elevate our heritage and culturally significant places, maintaining the character while encouraging adaptive reuse, repurposing and upgrading buildings</p>	<p><a href="#">Develop the City Plan by 2024</a></p> <p>An increase in the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%</p> <p>An increase in the number of dwellings in our city <a href="#">from 14,660 (2021) to 17,780 by 2026 and 22,770 by 2031</a></p> <p><a href="#">15% of new dwellings are available as affordable purchase or rental to low and moderate income earners</a></p> <p>No net loss of local heritage places <a href="#">and maintain a minimum of 1,850 places</a></p> <p>Review the heritage overlays to ensure our heritage places are known and accommodated during development <a href="#">by 2025</a></p> <p>Deliver conservation management plans for heritage assets <a href="#">by 2025</a></p>
Responsibly deliver regulatory services and work with partners to create safe, inclusive and healthy places for our community	<p>Maintain and improve <a href="#">Disability, LGBTQIA+- and refugee-vulnerable or minority group</a> <del>Access and inclusion</del> <a href="#">in our places</a></p> <p>Create opportunities for sustained activation <a href="#">in</a> the city through outdoor dining, parking, leases and licences</p>	<p>Achieve Disability Access compliance in <a href="#">all</a> new and upgraded infrastructure</p> <p>Review the Disability Access and Inclusion Plan</p> <p>Review the Wellbeing Plan</p> <p>Review the Dog and Cat Management Plan</p> <p><a href="#">Review and implement by-laws which respond to community needs</a></p>

## Recommendation 1 - Item 5.1 - Attachment C

	<p>Encourage interesting and unique experiences in public spaces through permit management</p> <p>Support <del>food</del> businesses to operate safely</p> <p>Provide services that encourage responsible pet ownership</p>	
--	---	--



# Our Corporation

High performing, customer-centric and bold

Our Objective is to provide:

- Effective Leadership and Governance
- Exceptional Customer Experience
- Financial Sustainability
- People Engagement
- Strategy, Value and Efficiency
- Technology and Information

Outcome	Key Actions	Indicator of Success/Measures/Targets
Effective Leadership and Governance	<p>Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions</p> <p>Enable effective governance, risk management, accountability and transparency at all times in decision making</p>	<p>Implement a Pro Disclosure Policy by June 2024</p> <p>Reduce the number of items and Council decisions considered and held in confidence</p> <p>Deliver a robust internal audit program that aligns to service outcomes:-</p> <p>Review <a href="#">and monitor</a> the Governance Structure to ensure best practice <a href="#">decision making and enable effective and</a> advice for Council's undertakings</p> <p>Review Emergency Management <a href="#">Plans</a> and response <a href="#">by 2025</a></p>
Exceptional Customer Experience	<p>Listen and respond to our community, embedding their perspective to support decision-making</p> <p>Focus on the experience of our customers to ensure outcomes meet expectations</p> <p>Promote and communicate the work of Council</p>	<p><a href="#">Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease through the Voice of Customer Survey</a></p> <p>Review marketing and communication policies and practices to ensure website and social media content is reflective of current decisions, projects and services</p>
Financial Sustainability	<p>Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services</p> <p>Achieve high value procurement and contracts management outcomes</p> <p>Improve service efficiency by identifying new revenue streams and creating new opportunities for income</p>	<p>Review the Rating System to ensure optimum outcomes <a href="#">by 2024</a></p> <p>Determine future funding requirements for community assets such Torrens Weir enhancement and replacement/strengthening of Adelaide Bridge</p> <p><a href="#">100% of procurement is done in line with relevant Council policies and supports Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies and targets</a></p> <p><a href="#">Increase in forward procurement plans that reflect targets relating to climate resilience, Aboriginal and Torres Strait Islander employment and locally sourcing.</a></p> <p><a href="#">Review the Procurement Policy and Guidelines to incorporate circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024</a></p> <p>Financial indicators are in line with annual targets (as outlined in the Long-Term Financial Plan) with</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
		a focus on Asset Renewal Funding Ratio between 90% and 110%  Grow the share of non-rates based revenue

Outcome	Key Actions	Indicator of Success/Measures/Targets
People Engagement	<p>Attract and retain people with skills and behaviours which align with our organisational objectives and values</p> <p>Create an organisational culture that enables bold and experienced leadership, where our people thrive and are proud to work, <a href="#">making the City of Adelaide an employer of choice</a></p> <p>Identify and develop the skills, capabilities, and leadership needed to support a high performing organisation</p> <p>Support ways of working, which enable informed decision-making and enable agility, collaboration, and innovation</p>	<p>Aboriginal and Torres Strait Islander Employment Rate greater than 2%</p> <p>Deliver and maintain a Workforce Strategy <a href="#">by 2024</a></p> <p>Deliver a City of Adelaide Graduate Program</p> <p>Action recommendations from the Curtin University Thrive workplace culture survey and WHS targets to generate positive employee outcomes</p>
Strategy, Value and Efficiency	<p>Work with local, national and international partners <a href="#">to deliver the outcomes of the Strategic Management Framework</a> to move our city into the future</p> <p>Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive</p> <p>Use community feedback, data and research to monitor, maintain and adapt our range of quality services to continuously improve the value and efficiency</p>	<p>Develop and implement a Strategic Partnerships Framework to achieve best practice outcomes including benchmarking opportunities <a href="#">by 2024</a></p> <p>Review the Strategic Planning Framework to ensure consistency and integration of governing documents <a href="#">in 2024</a></p> <p>Ensure Strategic and Capital Projects are delivered on time and on budget (target 75%)</p> <p>Business, Resident and City User Surveys identify overall satisfaction with Council services</p> <p>Review the Community Engagement approach <a href="#">by 2025</a></p> <p><a href="#">Develop baseline data for relevant measures in the Strategic Plan by 2024</a></p>
Technology and Information	<p>Focus on integration, digital opportunities and innovative solutions to support business efficiency and <a href="#">customer focused</a> performance improvements</p> <p>Continue to efficiently maintain the rich historical significance of our archival and civic collection</p>	<p>Deliver and maintain Business Systems Roadmap <a href="#">to support business efficiency</a></p> <p>Deliver Workforce Management System upgrades</p> <p>Implement data integration solutions for Customer Insights to drive efficiency outcomes</p> <p>Increase awareness and engagement of staff through the use of better systems</p> <p>Improve and drive efficiency outcomes through the integration of customer data and insights</p>

# Strategic Planning Framework

This Plan forms part of the City of Adelaide's suite of Strategic Management Plans.

<b>Strategic Plan Community</b>	Long Term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
<b>Long Term Financial Plan Financial</b>	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long term financial sustainability of the City of Adelaide.
<b>Asset Management Plans Infrastructure</b>	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets.
<b>City Plan Development / Built form</b>	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Structure of the Strategic Plan 2024-2028 and supporting documents:

## Long Term considerations

Vision	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.
Aspirations	That help articulate the vision, expressed as outcomes which help shape future policy positions of Council.

## Short Term considerations

Principles	Inform primary areas of focus to drive outcomes across the four-year plan.
Objectives and Outcomes	Describe what will be achieved and the strategies employed.
Key Actions	What is being delivered under each objective relevant to Council's responsibilities (How we will do it)
Indicators of Success/ Measures/Targets	Provide an understanding of what long term success looks like (Measures of Success)

## Resource Plan

The Strategic Plan is supported by a Resource Plan - the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year delivery over 2024-2028.

## List of related Strategies, Plans and Policies

To support the Strategic Management Planning environment, Council has a suite of related Strategies, Plans and Policies. These will be changed and refined over time to reflect the Strategic Plan delivery. The below list highlights the primary relationship of each related strategy, plan or policy, noting that some of these have multiple relationships to the aspirations. For a complete list of strategies, plans and policies, please visit the City of Adelaide website <https://www.cityofadelaide.com.au/about-council/plans-reporting/strategies-plans-policies/>.

### Our Community

- Active City Strategy
- Adelaide Events Guidelines
- Adelaide Parklands Leasing and Licencing Policy
- Adelaide Parklands Management Strategy (statutory)
- Cultural Strategy
- Dog and Cat Management Plan (statutory)
- Smart Move Transport and Movement Strategy
- Stretch Reconciliation Action Plan
- Wellbeing Plan (statutory)

### Our Environment

- [Kadaltilla](#) / Adelaide Park Lands Authority Subsidiary Charter
- Integrated Biodiversity Management Plan
- Resilient East Regional Climate Change Action Plan
- Water Sensitive City Action Plan

### Our Economy

- Adelaide Economic Development Agency Subsidiary Charter
- Carbon Neutral Strategy
- Waste Resource Recovery Strategy
- Property Strategy

### Our Places

- Adelaide Central Market Authority Subsidiary Charter
- Heritage Strategy and Action Plan
- Disability Access and Inclusion Plan (statutory)
- Homelessness, Social Housing and Affordable Housing Policy

### Our Corporation

- By-Laws
- Community Land Management Plans (statutory)
- Annual Business Plan and Budget (statutory)
- Procurement Policy
- Consultation Policy



# **Draft Resource Plan 2024 - 2028**

Council has also developed a Resource Plan which underpins this Plan by outlining the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year implementation over 2024-2028. The Strategic Plan and the Resource Plan will work in concert with the Long-Term Financial Plan, Asset Management Plans and City Plan to inform the Annual Business Plan and Budget. Council's decision making is informed by strategies, plans and policies that articulate the provision of services, programs and projects. Program Plans ensure all work is planned and delivered.

The role of a capital city council is diverse and complex, which impacts the way we deliver services. We are a leader, a service provider, a regulator, an owner, a facilitator and an advocate. By measuring the delivery of our objectives and key actions, our community will know what we have achieved. Targets provide further direction to ensure we are delivering on our vision for the future, while allowing Council to measure and track progress through quarterly reports and an Annual Report each year.

## Financial

### Financial Principles

To deliver on our priorities and ensure financial sustainability for current and future generations, the below Financial Principles have been applied:

- Continue to deliver current services and assets, indexed in line with Consumer Price Index (CPI)
- Fees and charges are equitable and responsive to changing community needs
- Ensure an effective rating system
- Maintain an operating surplus
- Capitalise on external funding opportunities through retiming projects to align to stakeholder objectives, recognising the potential need for increased borrowings in order to respond to opportunities
- Consider new and different revenue streams to reduce reliance on existing revenue sources
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- New or enhanced services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/or through savings
- Capital renewal expenditure will be based on asset management plans
- Consider the disposal, purchase and /or repurposing of property assets to support community outcomes, without incurring a financial loss
- Borrowings may be used to fund new and upgrade projects (which include major projects)
- Ideally operations, expenses or renewal projects are funded from within budget.

When considering these principles, Council considers the service or project in the context of Council's:

- Roles and responsibilities;
- Statutory obligation;
- Ability to give effect to an adopted strategy, policy or plan;
- Levers and discretion to intervene to address market challenges, opportunities or failure; or
- Ability to gain value, efficiency or effectiveness in relation to dollars spent.

Council's Financial Principles ensure that Council's measures and targets can be met over the longer term.

### Financial Sustainability

The Council's financial resources have the capacity to absorb cyclical economic factors, social trends and financial shocks. Funding decisions are an important method of providing the capacity to meet financial sustainability in the medium and long term, along with planning, stability of revenue and costs, proportionality of revenues with benefits over time and a "balanced" operating result.

Financial sustainability is also central to supporting intergenerational equity (or fairness), which ensures that the costs associated with expenditure are spread over time relevant to the communities that will draw benefit. Council's Long Term Financial Plan has assumed that existing service levels are maintained while seeking efficiency improvements in line with appropriate planning, measures and benchmarks.

### Long Term Financial Plan

A high level ten-year Long Term Financial Plan has been developed as part of Council's ongoing financial planning to assist Council to plan within a longer term strategic framework. The key components of the plan are:

- Assessment of Council's current financial position and achieving longer term financial sustainability.
- Ensuring Financial Principles are met.
- Consideration of Council's appropriate role and responsibilities.
- Ensuring alignment with the Strategic Plan and maintenance of high priority expenditure programs.
- Ensuring alignment with agreed service provision and delivery standards.
- Ensuring alignment with Revenue and Financing guidelines, including Rating and Treasury Policies.
- Ensuring alignment with Asset Management Plans.
- Ensuring alignment with other plans and strategies.
- Costing proposed strategies before they are agreed.

The specific assumptions and outcomes underpinning the Long Term Financial Plan are:

- Rates Revenue in line with forecast inflation (in addition to 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 Asset Management Plans (AMPs).
- Capital enhancements (new and upgrade) in line with Council Decision to fund \$15m per annum over current term of council and assumed continuation.

The Long Term Financial Plan will be periodically adjusted to reflect the recent decisions of Council to ensure sustainability is maintained.

### Four Year (Long Term) Financial Plan

Council's four year financial view, taken from the Long Term Financial Plan, provides the funding for Council's Strategic Plan. This period sees significant investment in Council priorities including upgrades to several streets, partnerships with the State Government on major projects such as the former Adelaide Aquatic Centre site, Strategic Property developments including the Franklin Street Bus Station redevelopment, Market Square and 88 O'Connell and ongoing delivery of core services. Significant renewal projects including Torrens Weir and ~~Adelaide King William Street~~ Bridge influence future year commitments.

Indicators	2023-24	2024-25	2025-26	2026-27	2027-28
Operating Surplus Ratio - Target: 0%-20%	0.9%	1%	0.9%	2.8%	2.6%
Net Financial Liabilities - Target: Less than 80%	(1%)	15%	39%	38%	39%
Asset Renewal Funding Ratio - Target: 90%-110%	90%	93%	95%	98%	100%
Asset Test Ratio - Target: Maximum 50%	10%	13%	18%	18%	19%
Interest Expense Ratio - Target: Maximum 10%	0.4%	1.3%	1.7%	2.0%	2.3%
Leverage Test Ratio - Target: Maximum 1.5 years	0.2	0.3	0.5	0.5	0.5
Cash Flow from Operations Ratio -Target: < than 100%	101%	100%	102%	107%	107%
Borrowings	20%	26%	36%	36%	37%

General OperatingOperating Position

\$'000s	2023-24	2024-25	2025-26	2026-27	2027-28
<b>Income</b>					
Rates Revenues	135,395	139,809	145,177	151,533	156,845
Statutory Charges	14,683	14,990	15,356	15,739	16,132
User Charges	70,002	64,926	66,509	74,101	75,951
Grants, Subsidies and Contributions	4,449	4,547	4,318	4,426	4,536
Investment Income	150	154	157	161	165
Reimbursements	338	346	355	364	373
Other Income	465	477	488	500	513
Total Income	225,481	225,249	232,361	246,825	254,516
<b>Expenses</b>					
Employee Costs	85,013	83,050	85,581	88,215	90,929
Materials, Contracts & Other Expenses	81,672	80,569	82,199	86,191	88,343
Depreciation, Amortisation & Impairment	56,040	56,835	59,353	62,012	64,675
Finance Costs	835	2,525	3,117	3,502	3,970
Total Expenses	223,561	222,980	230,250	239,920	247,917
<b>Operating Surplus</b>	1,920	2,268	2,111	6,905	6,598

Rate revenue

Rates are an important source of revenue, accounting for approximately 60% of the total annual revenue. Council assumes a 3% growth in future rate income, primarily from valuation reviews and new properties.

Other revenue

The Council operates a number of fee based facilities including the Adelaide Aquatic Centre, Adelaide Golf Links, UPark, Adelaide Town Hall and the Property Portfolio (including Adelaide Central Market). Each fee based facility provides valued services for ratepayers and visitors and is an important source of revenue. Council generates income from statutory charges, set by State Government legislation, in addition to the charging of fees for Council services including on-street parking-machine tickets and properties' premises hire income.



Treasury Policy

\$'000s	2023-24	2024-25	2025-26	2026-27	2027-28
Projections					
New Borrowings	20,285	17,515	20,921	5,005	3,626
Principal Paid	-	-	-	-	-
Gross Borrowings	70,568	87,666	108,587	113,592	117,219
Future Fund	40,384	39,967	39,967	39,967	39,967
Net Borrowings	30,184	47,699	68,620	73,625	77,252
Prudential Borrowing Limit	157,628	181,387	191,951	202,867	207,932

The Long Term Financial Plan identifies borrowing [as](#) an important funding source particularly for strategic expenditure relating to new and upgraded projects and Strategic Property activities. Borrowing is undertaken in accordance with Council's Treasury Policy which underpins decision making for the funding of Council's operations in the context of cash flow, budgeting, borrowings and investments.

## Infrastructure and Property

### Asset Management

\$'000s	2023-24	2024-25	2025-26	2026-27	2027-28
Major Projects	36,386	30,917	21,100	15,920	15,820
New and Upgrades	13,932	520	320	320	320
Renewal	50,416	48,682	51,932	52,739	54,922
Total Capital	100,734	80,119	73,352	68,979	71,062

The Council owns, and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for city users. Asset Management Plans have been developed to provide effective and comprehensive management of its asset portfolio, with a three year view to deliver the required levels of service for the community and meet strategic and legislative requirements. Rolling condition audits provide information for the ongoing improvement of assets to ensure they inform the Annual Business Plan and Budget.

Renewal and replacement capital expenditure is based on asset management plans which consider the optimal timeframe for asset replacement based on whole of life costing. Total capital expenditure shall be managed in a way which avoids disruptive adjustments to activities, programs and revenue raising efforts.

### Property and New and Upgraded Assets

Council's property portfolio seeks to address strategic objectives for growth in the city and provides additional net revenue to Council, assisting to manage expenditure commitments. Consequently, it is important that both the value of the portfolio and its returns (both net of borrowings) are protected to avoid adverse impacts with regard to intergenerational equity, rates and expenditure programs in the future.

The Property Strategy aims to optimise the performance of the property portfolio. It promotes a partnership approach to acquire or repurpose property assets with the private sector and other tiers of government to leverage their value, to meet strategic objectives or to sell under-performing assets with sale proceeds reinvested into new income generating opportunities.

## Resources

### Service Delivery Influences

Influences which may impact on the scope and level of services to be provided over the next four years include:

- Local Government Price Index increases on relevant goods and services, which has historically tracked at approximately 1% above the CPI.
- Current Enterprise Agreements for most staff provide for wages and salary increases of 3% and 4% from 2024.
- Increase in utility charges with indications that sustainability premiums will continue into the future.
- A stronger focus on renewals and maintenance of assets, specifically to mainstreets.
- Service and infrastructure needs for a growing and changing population in the city.
- Commitments to major projects and partnership initiatives.
- Council revenue from commercial operations and other fees and charges expected to be impacted due to fewer people working in the city post-COVID-19.
- Impact of increasing interest rates on Council's borrowings.

### Information Technology

Council recognises the strategic importance of technology investment to deliver integrated technology solutions that improve access to information, streamline processes, safeguard information and systems and encourage collaboration across the organisation, to enable the delivery of customer focused services to our community. The Business Systems Roadmap sets out the program of works over the next four years in Council's ongoing journey to be a digitally enabled, integrated, innovative, secure and inclusive Council.

Council has an ongoing program of works that focusses on four key areas:

- Customers at the centre: We understand our customers and provide services to meet their diverse needs.
- Secure and reliable: We train our staff and use technology to increase safety and security for our customers and their information.
- Data Driven: We use data and insights to improve our engagement and experiences with our customers and communities to make better and faster decisions.
- Seamless: Our services are simple, intuitive, with purpose and seamless for a better experience for our customers and communities.

### Our People

FTE	2023-24	2024-25	2025-26	2026-27	2027-28
Our Community	95.7	69.4	69.4	69.4	69.4
Our Environment	40.2	39.2	39.2	39.2	39.2
Our Economy	157	157	157	157	157
Our Places	321.3	321.3	321.3	321.3	321.3
Our Corporation	160.6	174.4	170.4	170.4	170.4
TOTAL	774.8	761.3	757.3	757.3	757.3

Appropriate resourcing capacity and capability is critical to deliver on the Strategic Plan responsibilities and be responsive to new and emerging challenges. Workforce planning enables the Corporation to attract, develop and retain the skills, knowledge and experience required to deliver across the duration of the Strategic Plan, and creating a performance culture in which individuals are aligned to delivering organisational priorities.

The Corporation, in the way it supports customers, conducts business, delivers services, develops its people and supports good governance must reflect the Council's vision and enable its achievement. The Corporation's commitment to be genuinely responsive to the changing needs of people, business and communities is paramount to the delivery of the Strategic Plan, requiring effective delivery now, and clear plans for the future.

A focus on efficiencies and continuous improvement will enable FTEs numbers to be maintained at current levels over the four-year period. At times, consultancy services or additional contract or temporary staff will be required to ensure our service delivery and people resources are scalable.

### Employee Values and Behaviours

At City of Adelaide our values provide the context for how we work together and with others. They are the standard against which we hold ourselves and others accountable. We are committed to building a high performing, inclusive and sustainable workplace for the future that is based on and fosters these values and recognises alignment to them is integral to our culture.

- Achievement
- Collaboration
- Customer Commitment
- Integrity
- Innovation

### Our Corporation's Purpose

As an organisation we will be:

- An exceptional service provider
- A reliable and trusted partner
- A professional administrator
- A high achieving, best practice organisation



# City of Adelaide Strategic Plan 2024–2028



Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**







As the capital city of South Australia,  
Adelaide has a vital role to play in shaping the future of our state.

**Our Adelaide.**  
**Bold.**  
**Aspirational.**  
**Innovative.**





To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

## **Our Community:**

### **Vibrant, connected and inclusive**

In ten years Adelaide will be a thriving Capital City with an increased number of residents and visitors. Year-round events and quality amenities will support vibrancy, community development and connections, and celebrate our cultural heritage and diversity.

## **Our Environment:**

### **Resilient, protected and sustainable**

In ten years Adelaide will be a nation leading Green City in a Park showcasing the benefits of green infrastructure, increased biodiversity and sustainability and a community that is adaptive and resilient to climate change.

### **Supported by:**

## **Our Corporation:**

### **High performing, customer-centric and bold**

In ten years people will want to work for us and collaborate with us and the Corporation will lead the sector in terms of transparency, financial sustainability and accountability.

## **Our Economy:**

### **Growing, innovative and responsive**

In ten years Adelaide will have strengthened its role as the economic focal point of the state, attracting investment and talent from around the world. New and diverse industries will complement our existing economic strengths and city businesses will be successful.

## **Our Places:**

### **Interesting, purposeful and safe**

In ten years Adelaide will be a diverse collection of unique or distinctive neighbourhoods and precincts. Our streets will be people oriented, safe, lively, accessible and accentuate its human



# Kaurna Acknowledgement

City of Adelaide tampendi, ngadlu Kaurna  
yertangga banbabanbalyarnendi (inbarendi).  
Kaurna meyunna yaitya mattanya Womma  
Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko  
yerta ngadlu tampendi. Yellaka Kaurna meyunna  
itto yailtya, tappa purruna, yerta kuma burro  
martendi, burro warriappendi, burro tangka  
martulyaiendi. Kumarta yaitya miyurna iyangka  
yalaka ngadlu tampinhi.

City of Adelaide acknowledges the traditional  
Country of the Kaurna people of the Adelaide Plains  
and pays respect to Elders past and present. We  
recognise and respect their cultural heritage, beliefs  
and relationship with the land. We acknowledge  
that they are of continuing importance to the  
Kaurna people living today. And we also extend that  
respect to other Aboriginal Language Groups and  
other First Nations.



# Contents

Lord Mayor Introduction .....	6
Council Members .....	7
Our City .....	8
Our Opportunities .....	9
Our Role .....	10
Our Response .....	11
Our Community .....	12
Our Environment .....	14
Our Economy .....	16
Our Places .....	18
Our Corporation .....	20
Strategic Planning Framework .....	22
Resource Plan 2024–2028 .....	24

# Lord Mayor Introduction



Shaping the future of a city requires bold thinking and long-term planning.

The capital city council is custodian of the heart of our state and it's up to us to be both aspirational and audacious in our vision for Adelaide's CBD.

But we also need to deliver on the core business of council – roads, rates, and rubbish – if we want to be bold in other areas and live in a city of which we can be proud.

The City of Adelaide's Strategic Plan 2024-2028 charts a course for our Council to achieve its long-term goals across the economy, the environment and throughout our community.

This Strategic Plan aspires to improve our streetscapes, deliver economic viability for businesses, help property owners to better utilise and profit from their investment and boost residential access, affordability and amenity.

The Plan also maps out how Council can maintain its assets, reduce kerbside waste, achieve zero functional homelessness, and sensibly increase our population to 50,000 people by 2036.

It's also about providing certainty for business owners, potential investors, and residents – matched by a commitment to deliver on our promises.

Our residents, workers, and visitors are also an important part of our Strategic Plan, and we value your feedback during this consultation period.

The Strategic Plan gives us an opportunity to choose a different trajectory for Adelaide, and its future over the next four years.

But importantly, it will be our promise to deliver on our commitments.

Dr Jane Lomax-Smith AM

Lord Mayor City of Adelaide

# Council Members

Our Council Members for the 2022-2026 term of Council:



*From left to right:*

Councillor Mary Couros (North Ward), Councillor Arman Abrahamzadeh OAM (Area), Deputy Lord Mayor Keiran Snape (South Ward), Councillor Simon Hou (Central Ward), The Right Honourable Lord Mayor of Adelaide Dr Jane Lomax-Smith AM, Councillor David Elliott (Central Ward), Councillor Carmel Noon (Central Ward), Councillor Henry Davis (South Ward), Councillor Phillip Martin (North Ward), Councillor Janet Giles (Area), Councillor Dr Mark Siebentritt (South Ward), Councillor Jing Li (Central Ward)

# Our City

The City of Adelaide is the capital of South Australia and the heart of the state's civic, cultural and commercial life. Centre to a metropolitan area of 1.3 million residents and a state of 1.7 million residents, it is a local government with more than 26,000 residents. Our strategic planning needs to acknowledge and manage these dual responsibilities.

## We are bold, aspirational and innovative.

Built on the traditional lands of the Kaurna people with a rich and deep Aboriginal heritage, Colonel Light planned Adelaide in 1837 with an inspired idea: an active city centre and an abundance of open space with the River Torrens at its heart. Colonel Light laid out the streets surrounded by Park Lands with squares and gardens to offer relief to the urban form. The Park Lands are now heritage-listed and are cherished for their beautiful amenity, multiplicity of uses and unique role as a gateway to the city.

Our iconic Adelaide Central Market, Rundle Mall and Park Lands provide commercial, social and

green spaces for people to meet, play and relax. In its built form and public spaces, Adelaide is an attractive, contemporary city whose people take pride in urban design excellence and innovation while recognising and valuing the City's cultural and built form heritage and the unique features of Colonel Light's plan.

Adelaide's spirit and social wellbeing is complemented by its world-wide reputation for creating progressive and unique solutions to ensure the City's ongoing renewal. Adelaide is resilient, bold, trailblazing, enterprising and innovative. Withstanding the times of global social and economic disruption, Adelaide is emerging with a reputation of being a leading commercial, knowledge sharing and ideas exchange city.

Our city continues to recover from the impacts of COVID-19 pandemic and as we seek to strengthen what we know makes Adelaide one of the world's most liveable cities, we also know that we are in a position to look to the future and build a city that leverages our past to grow an exceptional Capital City that all South Australians can be proud of.

### Our City

**760<sub>ha</sub>**

Park Lands including 29 parks and six squares

**15.6<sub>km<sup>2</sup></sub>**

total land area

**14,660**

private dwellings

**12,265**

local businesses

**\$21.9<sub>b</sub>**

City of Adelaide Gross Regional Product.  
17.6% of Gross State Product

**157,498**

jobs

### Our Community

**26,120**

residents

**47%**

aged between 18 - 34

**20%**

aged 60 and over

**45%**

born overseas

**36%**

speak a language other than English

**26%**

study at Tafe or University

**50%**

renting



# Our Opportunities

**Our city and community have weathered challenges and uncertainty over the past few years – the post covid environment, inflation forecasts, housing crisis and climate change are at the top of Council's agenda. With these challenges comes opportunities.**

As our population changes, health, diversity, wellbeing and equity will continue to play important roles. In a decade, the number of, and the types of residents in our city will increase and be more diverse. The physical form of our city is changing to accommodate this growth through new developments. This provides an opportunity to better consider appropriate and **quality housing** for the expected 50,000 residents that will call our city home in the near future. Spatial planning will help to guide where this growth is best placed to occur, complemented by **revitalisation** of our streets and precincts where **year-round events** and **quality amenities** will support vibrancy, community connections, and celebrate our cultural heritage and diversity.

The pandemic required new ways of social connectivity, not only through digital means, but through the importance of more local based opportunities. Our city in the future will be a diverse collection of **unique neighbourhoods and precincts** and we have an opportunity to make sure our streets are lively, accessible, and promote connectivity.

In the future, the impacts of climate change will be more urgent so we will need to support our city to adapt and be **climate resilient**. We will ensure that our residents and visitors are prepared, and where possible protected, from adverse hazards such as heatwaves. Adelaide can be a nation leading **Green City in a Park**

with new ways to re-use old buildings and a **greener built form**, supporting a **circular economy** and **low-carbon city**. This will be demonstrated by showcasing the benefits of **green infrastructure**, increased biodiversity and a community that is adaptive and resilient to climate change.

Uncertain global economic conditions generated from COVID-19 recovery, resource and material shortages, logistical challenges, interest rate rises and international conflicts and geo-political tensions, are likely to continue and will impact national and local economies. These challenges have encouraged us to re-consider how we **procure**, how we increase our **local workforce**, how we can be **financially sustainable** and how we **partner** across all levels of government and with private enterprises.

We will focus on our economy and how people are choosing to work, **emerging industries** and the ongoing **digital transformation** through artificial intelligence and cashless transactions. We will support an inclusive, fair and thriving economy, enabling current and emerging businesses to be innovative and responsive to future needs.

The approach we take will help the city respond to the challenges that will unfold over the coming years and will have a transformative impact on our city, community and businesses.

# Our Role

**The City of Adelaide has developed this Strategic Plan (the Plan) as guided by the *Local Government Act (SA) 1999*, which requires councils to develop and adopt plans for the management of its area, and the *City of Adelaide Act 1998*. This Plan is supported by a Resource Plan which guides the finance, infrastructure and resources that underpin delivery over the next four years, as well as a suite of longer-term plans.**

In developing this Plan, we understand and acknowledge that the role of a capital city council is diverse and complex. As the Capital City Council for all South Australians, we have a responsibility to be outward looking, to work collaboratively with Federal, State and Local Governments and to demonstrate excellence, innovation and exceptional service provision. We have the opportunity to work collaboratively to achieve broad outcomes reinforcing the Council's significant and far-reaching role.

Our core role is delivering services to the community and the way we deliver these reflects the diversity of our responsibilities to ratepayers, visitors, workers, residents, key stakeholders and the State of South Australia.

This document articulates the key roles and duties that Council assumes and performs.

- **Leader:** Development of strategies, policies, programs and services.
- **Owner/Custodian:** Manage assets that are under the care and control of Council.
- **Regulator:** Undertake responsibilities pursuant to relevant legislation.
- **Information Provider:** Provision of information to the general community and identified stakeholders.
- **Advocate:** Represent the interests of our community to influence issues/opportunities that impact our city.
- **Facilitator/Initiator:** Bring together and/or engage with individuals, community groups, industry, government agencies and other stakeholders to address issues impacting the City.
- **Agent:** Managing the provision of services to the community on behalf a third party (e.g. State or Federal Government) where there is demonstrated need and significant benefit to the community.
- **Direct Provider:** Deliver services, projects or programs without resources from external parties.
- **Partner:** Work with others to deliver service, program or project outcomes. We will continue to build strong partnerships to advocate for the benefit of the city and leverage these to seek co-investment, grants and contributions to the benefit of our community. Key partnerships include those with the Federal, State and Local Government sectors, and strategic non-government (private sector, community groups and not-for-profit) organisations.

# Our Response

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. Over the past decade, we have heard from our community that our city must grow if we want to thrive, but this growth should not come at the expense of what has made our city one of the most liveable in the world.

To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability.



# Our Community

## vibrant, connected and inclusive

Our Objective is to:

- Support our communities to thrive
- Create fun, lively and interesting experiences
- Celebrate and honour community and cultures

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Drive housing outcomes that attract and retain residents in our city</b>	<p>Work with partners to identify new and innovative ways to reduce rough sleeping and homelessness</p> <p>Contribute towards achieving Zero Functional Homelessness</p> <p>Support increased residential growth and housing affordability through partnerships and advocacy</p> <p>Reduce rental pressures by increasing supply and unlocking properties for long-term tenants</p>	<p>Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy</p> <p>An increase in the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy</p> <p>An increase in the number of people living in the city from 26,000 to 50,000 by 2036</p> <p>A reduction to functional zero in the incidences of people sleeping rough or experiencing homelessness by 2026 in line with Council's Homelessness Strategy</p> <p>An increase in the share of family households from 12.5% to 15% living in the city</p> <p>29 State Government housing outcomes per month are provided in the City of Adelaide for people experiencing homelessness to 2026 in line with Council's Homelessness Strategy</p>



Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit</b>	<p>Enable community-led services that provide ways for our community to connect and participate in active lifestyles, leisure, recreation and sport</p> <p>Drive social change and strengthen communities through locally-driven arts, cultural and recreational led activities that enhance social cohesion/inclusion and welcome visitors</p> <p>Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities.</p> <p>Lead and create opportunities for people to expand knowledge and skills, to learn and master</p>	<p>An increase in residents' wellbeing from 70% to 75% life satisfaction</p> <p>Develop a target to track increases in participation in arts, events and cultural experiences facilitated or supported by the City of Adelaide</p> <p>Review the Active City Strategy by 2025</p> <p>Develop an overarching grants policy to support diversity in arts, culture, community development, recreation and wellbeing by 2025</p> <p>Review library and community centre service delivery model to better meet the evolving community's need by 2025.</p> <p>Develop a Community Wellbeing Plan</p> <p>An increase in diverse opportunities for volunteer participation in line with the national standards</p>
<b>Be an inclusive and welcoming community that people feel a sense of belonging</b>	<p>Champion Reconciliation and recognition of Aboriginal and Torres Strait Islander peoples and culture by identifying opportunities to celebrate and elevate Kaurna culture and connection to Country</p> <p>Celebrate and elevate our community culture and the profiles of multicultural communities and create welcoming programs and services</p> <p>Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city</p> <p>Create sustained, respectful, and inclusive opportunities that encourage full participation of people from diverse backgrounds in the cultural and social life of the City by ensuring our services and projects are accessible and inclusive for all</p>	<p>Establish and deliver a new Stretch Reconciliation Action Plan by 2024</p> <p>Develop a target to increase the number of Aboriginal and Torres Strait Islander-led community reconciliation activities</p> <p>Promote multicultural events and activities in our city</p> <p>Establish and deliver a new Diversity, Access and Inclusion Plan by 2024</p> <p>Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs</p> <p>Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities</p>

# Our Environment

## resilient, protected and sustainable

Our Objective is to:

- Protect, enhance, and activate our Park Lands and open space
- Be climate conscious and resilient
- Prioritise sustainability in our decisions for the future

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Lead as a Low Carbon Emissions City</b>	<p>Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services</p> <p>Generate, lead and support new circular economy activities to support sustainability and economic outcomes</p> <p>Work with partners including universities, and researchers to innovate and transform carbon reliance</p> <p>Advocate for an increase in sustainable practices and materials in all development, offset by tree and renewal energy integration</p>	<p>Develop a target to increase green infrastructure in our assets to support our environment</p> <p>Increase the number of electric vehicle charging stations from 54 in line with Council's Climate Strategy</p> <p>Public electric vehicle charging infrastructure is available for all users, including micro-mobility, catalysing the uptake of electric vehicles in Adelaide and improving Council and community performance on transport emissions.</p> <p>Review Procurement Policies and Guidelines by 2024 to include requirements that support Circular Economy outcomes</p> <p>Support a 50% reduction in the city's community greenhouse gas emissions by 2030 from the 2020 baseline with an ambition to be net zero by 2035</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Be a sustainable climate resilient city and embed climate resilience in all that we do</b>	<p>Work with our partners to plan for, lead and educate our community on a climate resilient future</p> <p>Advocate and partner in the adaptation of buildings and industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and processes</p> <p>Work with partners to access data to track the number of green upgrades or new buildings</p> <p>Provide progressive waste management and resource recovery services</p> <p>Partner with the community to divert more waste from landfill</p>	<p>Develop a Sustainability Governance and Reporting Framework and capture and share data and learnings</p> <p>All asset investment (design, construct and maintenance) considers and embeds appropriate climate resilient measures</p> <p>Support the community to reduce their climate impact through the new City of Adelaide Climate Strategy</p> <p>50 dwellings are delivered annually through adaptive reuse of underutilised buildings</p> <p>All new dwellings built from 2025 are fully electric (no internal gas supply)</p> <p>5% of waste is dealt with in the City of Adelaide</p> <p>Divert 80% of residential kerbside waste collection from landfill</p>
<b>Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value</b>	<p>Continue the support for the Kadaltilla Adelaide Parklands Authority Subsidiary and the delivery of the Kadaltilla Charter and Business Plans</p> <p>Lead and advocate for the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes</p> <p>Protect and restore native habitat in our City</p> <p>Work with partners to create innovative ways to create or convert underutilised areas to green space,</p> <p>Advocate for no new development in the Park Lands and returning Park Lands that have been alienated</p>	<p>There is a net increase in biodiversity, habitats, and ecosystems health within the City of Adelaide by 2030</p> <p>Support a net increase in street trees annually aligned to heat island data within Council's Climate Strategy</p> <p>Support 40% tree canopy cover by 2035</p> <p>Develop a target to increase green spaces to support our environment</p> <p>Achieve world heritage listing of our Park Lands, and protect their national heritage listing status and pursue State Heritage Listing to strengthen protections</p> <p>No net loss of Park Lands</p> <p>Review and update the Integrated Biodiversity Management Plan 2018-2023</p>



# Our Economy

## growing, innovative and responsive

Our Objective is to:

- Continue to grow our economy in alignment with the community
- Support existing businesses to be agile and responsive to change
- Create strong skilled workforces



Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Adelaide's unique experiences and opportunities attract visitors to our city</b>	<p>Continue the support for the Adelaide Central Market Authority (ACMA) Subsidiary and the delivery of the ACMA Charter and Business Plans as a unique cultural experience</p> <p>Partner with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities</p> <p>Refresh the way in which information is provided to visitors to the City</p> <p>Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business</p>	<p>Deliver the key actions of ACMA</p> <p>An increase in the number of people who visit the city from 2.1 million to 2.5 million by 2028 through local, interstate and international visitation</p> <p>An increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy</p> <p>An increase in spend across the city</p> <p>Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities</p>



Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Grow a dynamic holistic economy to achieve a critical mass of jobs, investment and attract and retain businesses</b>	<p>Continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans as the City's reshapes following COVID-19 impacts</p> <p>Provide services and information that contribute towards a high productivity economy</p> <p>Work with partners, universities and businesses to attract investment and improve employment opportunities</p> <p>Create partnerships to grow and develop current and emerging sectors such as medical, technology, creative and professional services sectors</p> <p>Create efficiencies and reduce barriers to support small, medium and large-scale businesses to open and thrive in our City</p>	<p>Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product</p> <p>Deliver and implement a City of Adelaide Economic Development Strategy by 2024 to drive growth</p> <p>Deliver the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment</p> <p>Deliver economic data and insights to our business community</p> <p>An increase of businesses who think the city is a good place to do business from 64% to 75%</p> <p>An increase in the number of new businesses and investment in the city</p> <p>Increase the use of social enterprises and Aboriginal Torres Strait Islander owned businesses through City of Adelaide procurement</p>
<b>Create new Council driven development opportunities for our community via diverse commercial activities</b>	<p>Work with partners on the completion of major development outcomes that focus on economic and housing outcomes such as 88 O'Connell, Market Square and the former Bus Station</p> <p>Establish the Future Fund to support investment in revenue generating activities to reduce ratepayer burden</p>	<p>Review the Strategic Property Action Plan in 2024 to manage opportunities including car parks and other commercial assets for our community</p> <p>Develop sales and tenancy targets associated with City of Adelaide housing developments</p> <p>Develop and implement governance arrangements for the Future Fund</p>

# Our Places

## interesting, purposeful and safe

Our Objective is to:

- Manage assets to meet the needs of our community
- Encourage bold, interesting and purposeful development
- Facilitate and activate our places in a safe and accessible way for our community

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Our community assets are adaptable and responsibly maintained</b>	<p>Deliver quality street and laneway upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique</p> <p>Create new assets to meet emerging community needs</p> <p>Support the maintenance and development of bold and interesting community, cultural and civic places and infrastructure in step with residential growth, enabling connections into and out of the city</p> <p>Work with partners to achieve diversity of transport to ensure drivers, cyclists and pedestrians can safely and easily move within the city and minimise road incidents and decrease fatalities</p>	<p>Commence the design of the Hindley Street upgrade project by 2023/2024</p> <p>Commence the design of the Gouger Street upgrade project by 2023/2024</p> <p>Commence the design of the O'Connell Street upgrade project by 2024/2025</p> <p>Commence the design of the Hutt Street upgrade project by 2024/2025</p> <p>Commence the design of the Melbourne Street upgrade project by 2025/2026</p> <p>Develop and implement an Integrated Transport Strategy by 2024</p> <p>Revise the Asset Management Plans by June 2024</p>

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Encourage bold, interesting and purposeful development that supports the changing needs of our community and city</b>	<p>Lead the development of a City Plan that provides guidance on city growth, development, amenity needs and accessibility to make Adelaide a liveable and walkable city that people are proud to call home</p> <p>Create and advocate for multiuse green spaces such as open space, community gardens and pocket parks that enable shared use and community connection</p> <p>Encourage repurposing, adaptive reuse and improvement of buildings and facilities</p> <p>Support the development of diverse and affordable office spaces and housing</p> <p>Protect, share and elevate our heritage and culturally significant places, maintaining the character while encouraging adaptive reuse, repurposing and upgrading buildings</p>	<p>Develop the City Plan by 2024</p> <p>An increase in the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%</p> <p>An increase in the number of dwellings in our city from 14,660 (2021) to 17,780 by 2026 and 22,770 by 2031</p> <p>15% of new dwellings are available as affordable purchase or rental to low and moderate income earners</p> <p>No net loss of local heritage places and maintain a minimum of 1,850 places</p> <p>Review the heritage overlays to ensure our heritage places are known and accommodated during development by 2025</p> <p>Deliver conservation management plans for heritage assets by 2025</p>
<b>Responsibly deliver regulatory services and work with partners to create safe, inclusive and healthy places for our community</b>	<p>Maintain and improve disability, LGBTQIA+ and vulnerable or minority group access and inclusion</p> <p>Create opportunities for sustained activation in the city through outdoor dining, parking, leases and licences</p> <p>Encourage interesting and unique experiences in public spaces through permit management</p> <p>Support businesses to operate safely</p> <p>Provide services that encourage responsible pet ownership</p>	<p>Achieve Disability Access compliance in all new and upgraded infrastructure</p> <p>Review the Disability Access and Inclusion Plan</p> <p>Review the Wellbeing Plan</p> <p>Review the Dog and Cat Management Plan</p> <p>Review and implement by-laws which respond to community needs</p>

# Our Corporation

## high performing, customer-centric and bold

Our Objective is to:

- Effective Leadership and Governance
- Exceptional Customer Experience
- Financial Sustainability
- People Engagement
- Strategy, Value and Efficiency
- Technology and Information

Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Effective Leadership and Governance</b>	<p>Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions</p> <p>Enable effective governance, risk management, accountability and transparency at all times in decision making</p>	<p>Implement a Pro Disclosure Policy by June 2024</p> <p>Reduce the number of items and Council decisions considered and held in confidence</p> <p>Deliver a robust internal audit program that aligns to service outcomes</p> <p>Review and monitor the Governance Structure to ensure best practice decision making and enable effective advice for Council's undertakings</p> <p>Review Emergency Management Plans and response by 2025</p>
<b>Exceptional Customer Experience</b>	<p>Listen and respond to our community, embedding their perspective to support decision-making</p> <p>Focus on the experience of our customers to ensure outcomes meet expectations</p> <p>Promote and communicate the work of Council</p>	<p>Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease</p> <p>Review marketing and communication policies and practices to ensure website and social media content is reflective of current decisions, projects and services</p>
<b>Technology and Information</b>	<p>Focus on integration, digital opportunities and innovative solutions to support business efficiency and customer focused performance improvements</p> <p>Continue to efficiently maintain the rich historical significance of our archival and civic collection</p>	<p>Deliver and maintain Business Systems Roadmap to support business efficiency</p> <p>Deliver Workforce Management System upgrades</p> <p>Implement data integration solutions for Customer Insights to drive efficiency outcomes</p> <p>Increase awareness and engagement of staff through the use of better systems</p> <p>Improve and drive efficiency outcomes through the integration of customer data and insights</p>



Outcome	Key Actions	Indicator of Success/Measures/Targets
<b>Financial Sustainability</b>	<p>Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services</p> <p>Achieve high value procurement and contracts management outcomes</p> <p>Improve service efficiency by identifying new revenue streams and creating new opportunities for income</p>	<p>Review the Rating System to ensure optimum outcomes by 2024</p> <p>Determine future funding requirements for community assets such Torrens Weir enhancement and replacement/ strengthening of Adelaide Bridge</p> <p>100% of procurement is done in line with relevant Council policies and supports Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies and targets Review the Procurement Policy and Guidelines to incorporate circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024</p> <p>Financial indicators are in line with annual targets (as outlined in the Long-Term Financial Plan) with a focus on Asset Renewal Funding Ratio between 90% and 110%</p> <p>Grow the share of non-rates based revenue</p>
<b>People Engagement</b>	<p>Attract and retain people with skills and behaviours which align with our organisational objectives and values</p> <p>Create an organisational culture that enables bold and experienced leadership, where our people thrive and are proud to work, making the City of Adelaide an employer of choice</p> <p>Identify and develop the skills, capabilities, and leadership needed to support a high performing organisation</p> <p>Support ways of working, which enable informed decision-making and enable agility, collaboration, and innovation</p>	<p>Aboriginal and Torres Strait Islander Employment Rate greater than 2%</p> <p>Deliver and maintain a Workforce Strategy by 2024</p> <p>Deliver a City of Adelaide Graduate Program</p> <p>Action recommendations from the Curtin University Thrive workplace culture survey and WHS targets to generate positive employee outcomes</p>
<b>Strategy, Value and Efficiency</b>	<p>Work with local, national and international partners to deliver the outcomes of the Strategic Management Framework to move our city into the future</p> <p>Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive</p> <p>Use community feedback, data and research to monitor, maintain and adapt our range of quality services to continuously improve the value and efficiency</p>	<p>Develop and implement a Strategic Partnerships Framework to achieve best practice outcomes including benchmarking opportunities by 2024</p> <p>Review the Strategic Planning Framework to ensure consistency and integration of governing documents in 2024</p> <p>Ensure Strategic and Capital Projects are delivered on time and on budget (target 75%)</p> <p>Business, Resident and City User Surveys identify overall satisfaction with Council services</p> <p>Review the Community Engagement approach by 2025</p> <p>Develop baseline data for relevant measures in the Strategic Plan by 2024</p>

# Strategic Planning Framework

This Plan forms part of the City of Adelaide's suite of Strategic Management Plans.

<b>Strategic Plan</b> Community	Long Term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
<b>Long Term Financial Plan</b> Financial	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> Infrastructure	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets
<b>City Plan</b> Development/ Built Form	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Structure of the Strategic Plan 2024-2028 and supporting documents:

## Long Term considerations

Vision	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.
Aspirations	That help articulate the vision, expressed as outcomes which help shape future policy positions of Council.

## Short Term considerations

Principles	Inform primary areas of focus to drive outcomes across the four-year plan.
Objectives and Outcomes	Describe what will be achieved and the strategies employed.
Key Actions	What is being delivered under each objective relevant to Council's responsibilities (How we will do it)
Indicators of Success/ Measures/Targets	Provide an understanding of what long term success looks like (Measures of Success)

## Resource Plan

The Strategic Plan is supported by a Resource Plan - the financial, and non-financial resources require for the Administration to enable and support the Strategic Plan's four-year delivery over 2024-2028.

## List of related Strategies, Plans and Policies

To support the Strategic Management Planning environment, Council has a suite of related Strategies, Plans and Policies. These will be changed and refined over time to reflect the Strategic Plan delivery. The below list highlights the primary relationship of each related strategy, plan or policy, noting that some of these have multiple relationships to the aspirations. For a complete list of strategies, plans and policies, please visit the City of Adelaide website <https://www.cityofadelaide.com.au/about-council/plans-reporting/strategies-plans-policies/>.

### Our Community

- Active City Strategy
- Adelaide Events Guidelines
- Adelaide Parklands Leasing and Licencing Policy
- Adelaide Parklands Management Strategy (statutory)
- Cultural Strategy
- Dog and Cat Management Plan (statutory)
- Smart Move Transport and Movement Strategy
- Stretch Reconciliation Action Plan
- Wellbeing Plan (statutory)

### Our Environment

- Integrated Biodiversity Management Plan
- Kadaltilla / Adelaide Park Lands Authority Subsidiary Charter
- Resilient East Regional Climate Change Action Plan
- Water Sensitive City Action Plan

### Our Economy

- Adelaide Economic Development Agency Subsidiary Charter
- Carbon Neutral Strategy
- Property Strategy
- Waste Resource Recovery Strategy

### Our Places

- Adelaide Central Market Authority Subsidiary Charter
- Disability Access and Inclusion Plan (statutory)
- Heritage Strategy and Action Plan
- Homelessness, Social Housing and Affordable Housing Policy

### Our Corporation

- Annual Business Plan and Budget (statutory)
- By-Laws
- Community Land Management Plans (statutory)
- Consultation Policy
- Procurement Policy



# Resource Plan

## 2024 - 2028

Council has also developed a Resource Plan which underpins this Plan by outlining the financial, and non-financial resources required for the Administration to enable and support the Strategic Plan's four-year implementation over 2024-2028. The Strategic Plan and the Resource Plan will work in concert with the Long-Term Financial Plan, Asset Management Plans and City Plan to inform the Annual Business Plan and Budget. Council's decision making is informed by strategies, plans and policies that articulate the provision of services, programs and projects. Program Plans ensure all work is planned and delivered.

The role of a capital city council is diverse and complex, which impacts the way we deliver services. We are a leader, a service provider, a regulator, an owner, a facilitator and an advocate. By measuring the delivery of our objectives and key actions, our community will know what we have achieved. Targets provide further direction to ensure we are delivering on our vision for the future, while allowing Council to measure and track progress through quarterly reports and an Annual Report each year.



# Financial

## Financial Principles

To deliver on our priorities and ensure financial sustainability for current and future generations, the below Financial Principles have been applied:

- Continue to deliver current services and assets, indexed in line with Consumer Price Index (CPI)
- Fees and charges are equitable and responsive to changing community needs
- Ensure an effective rating system
- Maintain an operating surplus
- Capitalise on external funding opportunities through retiming projects to align to stakeholder objectives, recognising the potential need for increased borrowings in order to respond to opportunities
- Consider new and different revenue streams to reduce reliance on existing revenue sources
- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- New or enhanced services, assets or maintenance requiring an increase in operating costs are to be funded from the adjustment of priorities, rate revenue or other revenue increases and/or through savings
- Capital renewal expenditure will be based on asset management plans
- Consider the disposal, purchase and /or repurposing of property assets to support community outcomes, without incurring a financial loss
- Borrowings may be used to fund new and upgrade projects (which include major projects)
- Ideally operations, expenses or renewal projects are funded from within budget.

When considering these principles, Council considers the service or project in the context of Council's:

- Roles and responsibilities;
- Statutory obligation;
- Ability to give effect to an adopted strategy, policy or plan;
- Levers and discretion to intervene to address market challenges, opportunities or failure; or
- Ability to gain value, efficiency or effectiveness in relation to dollars spent.

Council's Financial Principles ensure that Council's measures and targets can be met over the longer term.

## Financial Sustainability

The Council's financial resources have the capacity to absorb cyclical economic factors, social trends and financial shocks. Funding decisions are an important method of providing the capacity to meet financial sustainability in the medium and long term, along with planning, stability of revenue and costs, proportionality of revenues with benefits over time and a "balanced" operating result.

Financial sustainability is also central to supporting intergenerational equity (or fairness), which ensures that the costs associated with expenditure are spread over time relevant to the communities that will draw benefit. Council's Long Term Financial Plan has assumed that existing service levels are maintained while seeking efficiency improvements in line with appropriate planning, measures and benchmarks.

## Long Term Financial Plan

A high level ten-year Long Term Financial Plan has been developed as part of Council's ongoing financial planning to assist Council to plan within a longer term strategic framework. The key components of the plan are:

- Assessment of Council's current financial position and achieving longer term financial sustainability.
- Ensuring Financial Principles are met.
- Consideration of Council's appropriate role and responsibilities.
- Ensuring alignment with the Strategic Plan and maintenance of high priority expenditure programs.
- Ensuring alignment with agreed service provision and delivery standards.
- Ensuring alignment with Revenue and Financing guidelines, including Rating and Treasury Policies.
- Ensuring alignment with Asset Management Plans.
- Ensuring alignment with other plans and strategies.
- Costing proposed strategies before they are agreed.

The specific assumptions and outcomes underpinning the Long Term Financial Plan are:

- Rates Revenue in line with forecast inflation (in addition to 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 Asset Management Plans (AMPs).
- Capital enhancements (new and upgrade) in line with Council Decision to fund \$15m per annum over current term of council and assumed continuation.

The Long Term Financial Plan will be periodically adjusted to reflect the recent decisions of Council to ensure sustainability is maintained.

### Four Year (Long Term) Financial Plan

Council's four year financial view, taken from the Long Term Financial Plan, provides the funding for Council's Strategic Plan. This period sees significant investment in Council priorities including upgrades to several streets, partnerships with the State Government on major projects such as the former Adelaide Aquatic Centre site, Strategic Property developments including the Franklin Street Bus Station redevelopment, Market Square and 88 O'Connell and ongoing delivery of core services. Significant renewal projects including Torrens Weir and Adelaide Bridge influence future year commitments.

Indicators	2023–24	2024–25	2025–26	2026–27	2027–28
Operating Surplus Ratio – Target: 0%–20%	0.9%	1%	0.9%	2.8%	2.6%
Net Financial Liabilities – Target: Less than 80%	(1%)	15%	39%	38%	39%
Asset Renewal Funding Ratio – Target: 90%-110%	90%	93%	95%	98%	100%
Asset Test Ratio – Target: Maximum 50%	10%	13%	18%	18%	19%
Interest Expense Ratio – Target: Maximum 10%	0.4%	1.3%	1.7%	2.0%	2.3%
Leverage Test Ratio – Target: Maximum 1.5 years	0.2	0.3	0.5	0.5	0.5
Cash Flow from Operations Ratio – Target: < than 100%	101%	100%	102%	107%	107%
Borrowings	20%	26%	36%	36%	37%

### General Operating

#### Operating Position

\$'000s	2023–24	2024–25	2025–26	2026–27	2027–28
<b>Income</b>					
Rates Revenues	135,395	139,809	145,177	151,533	156,845
Statutory Charges	14,683	14,990	15,356	15,739	16,132
User Charges	70,002	64,926	66,509	74,101	75,951
Grants, Subsidies and Contributions	4,449	4,547	4,318	4,426	4,536
Investment Income	150	154	157	161	165
Reimbursements	338	346	355	364	373
Other Income	465	477	488	500	513
Total Income	225,481	225,249	232,361	246,825	254,516
<b>Expenses</b>					
Employee Costs	85,013	83,050	85,581	88,215	90,929
Materials, Contracts & Other Expenses	81,672	80,569	82,199	86,191	88,343
Depreciation, Amortisation & Impairment	56,040	56,835	59,353	62,012	64,675
Finance Costs	835	2,525	3,117	3,502	3,970
Total Expenses	223,561	222,980	230,250	239,920	247,917
<b>Operating Surplus</b>	<b>1,920</b>	<b>2,268</b>	<b>2,111</b>	<b>6,905</b>	<b>6,598</b>

### Rate Revenue

Rates are an important source of revenue, accounting for approximately 60% of the total annual revenue. Council assumes a 3% growth in future rate income, primarily from valuation reviews and new properties.

### Other revenue

The Council operates a number of fee based facilities including the Adelaide Aquatic Centre, Adelaide Golf Links, UPark, Adelaide Town Hall and the Property Portfolio (including Adelaide Central Market). Each fee based facility provides valued services for ratepayers and visitors and is an important source of revenue. Council generates income from statutory charges, set by State Government legislation, in addition to the charging of fees for Council services including on-street parking-machine tickets and properties' premises hire income.

### Treasury Policy

\$'000s	2023–24	2024–25	2025–26	2026–27	2027–28
Projections					
New Borrowings	20,285	17,515	20,921	5,005	3,626
Principal Paid	-	-	-	-	-
Gross Borrowings	70,568	87,666	108,587	113,592	117,219
Future Fund	40,384	39,967	39,967	39,967	39,967
Net Borrowings	30,184	47,699	68,620	73,625	77,252
Prudential Borrowing Limit	157,628	181,387	191,951	202,867	207,932

The Long Term Financial Plan identifies borrowing as an important funding source particularly for strategic expenditure relating to new and upgraded projects and Strategic Property activities. Borrowing is undertaken in accordance with Council's Treasury Policy which underpins decision making for the funding of Council's operations in the context of cash flow, budgeting, borrowings and investments.



## Infrastructure and Property

### Asset Management

\$'000s	2023–24	2024–25	2025–26	2026–27	2027–28
Major Projects	36,386	30,917	21,100	15,920	15,820
New and Upgrades	13,932	520	320	320	320
Renewal	50,416	48,682	51,932	52,739	54,922
<b>Total Capital</b>	<b>100,734</b>	<b>80,119</b>	<b>73,352</b>	<b>68,979</b>	<b>71,062</b>

The Council owns, and is responsible for the management, operation and maintenance of a diverse asset portfolio that provides services and facilities for city users. Asset Management Plans have been developed to provide effective and comprehensive management of its asset portfolio, with a three year view to deliver the required levels of service for the community and meet strategic and legislative requirements. Rolling condition audits provide information for the ongoing improvement of assets to ensure they inform the Annual Business Plan and Budget.

Renewal and replacement capital expenditure is based on asset management plans which consider the optimal timeframe for asset replacement based on whole of life costing. Total capital expenditure shall be managed in a way which avoids disruptive adjustments to activities, programs and revenue raising efforts.

### Property and New and Upgraded Assets

Council's property portfolio seeks to address strategic objectives for growth in the city and provides additional net revenue to Council, assisting to manage expenditure commitments. Consequently, it is important that both the value of the portfolio and its returns (both net of borrowings) are protected to avoid adverse impacts with regard to intergenerational equity, rates and expenditure programs in the future.

The Property Strategy aims to optimise the performance of the property portfolio. It promotes a partnership approach to acquire or repurpose property assets with the private sector and other tiers of government to leverage their value, to meet strategic objectives or to sell under-performing assets with sale proceeds reinvested into new income generating opportunities.

## Resources

### Service Delivery Influences

Influences which may impact on the scope and level of services to be provided over the next four years include:

- Local Government Price Index increases on relevant goods and services, which has historically tracked at approximately 1% above the CPI.
- Current Enterprise Agreements for most staff provide for wages and salary increases of 3% and 4% from 2024.
- Increase in utility charges with indications that sustainability premiums will continue into the future.
- A stronger focus on renewals and maintenance of assets, specifically to mainstreets.
- Service and infrastructure needs for a growing and changing population in the city.
- Commitments to major projects and partnership initiatives.
- Council revenue from commercial operations and other fees and charges expected to be impacted due to fewer people working in the city post-COVID-19.
- Impact of increasing interest rates on Council's borrowings.

### Information Technology

Council recognises the strategic importance of technology investment to deliver integrated technology solutions that improve access to information, streamline processes, safeguard information and systems and encourage collaboration across the organisation, to enable the delivery of customer focused services to our community. The Business Systems Roadmap sets out the program of works over the next four years in Council's ongoing journey to be a digitally enabled, integrated, innovative, secure and inclusive Council.

Council has an ongoing program of works that focusses on four key areas:

- Customers at the centre: We understand our customers and provide services to meet their diverse needs.
- Secure and reliable: We train our staff and use technology to increase safety and security for our customers and their information.
- Data Driven: We use data and insights to improve our engagement and experiences with our customers and communities to make better and faster decisions.
- Seamless: Our services are simple, intuitive, with purpose and seamless for a better experience for our customers and communities.

## Our People

FTE	2023–24	2024–25	2025–26	2026–27	2027–28
Our Community	95.7	69.4	69.4	69.4	69.4
Our Environment	40.2	39.2	39.2	39.2	39.2
Our Economy	157	157	157	157	157
Our Places	321.3	321.3	321.3	321.3	321.3
Our Corporation	160.6	174.4	170.4	170.4	170.4
<b>TOTAL</b>	<b>774.8</b>	<b>761.3</b>	<b>757.3</b>	<b>757.3</b>	<b>757.3</b>

Appropriate resourcing capacity and capability is critical to deliver on the Strategic Plan responsibilities and be responsive to new and emerging challenges. Workforce planning enables the Corporation to attract, develop and retain the skills, knowledge and experience required to deliver across the duration of the Strategic Plan, and creating a performance culture in which individuals are aligned to delivering organisational priorities.

The Corporation, in the way it supports customers, conducts business, delivers services, develops its people and supports good governance must reflect the Council's vision and enable its achievement. The Corporation's commitment to be genuinely responsive to the changing needs of people, business and communities is paramount to the delivery of the Strategic Plan, requiring effective delivery now, and clear plans for the future.

A focus on efficiencies and continuous improvement will enable FTE numbers to be maintained at current levels over the four-year period. At times, consultancy services or additional contract or temporary staff will be required to ensure our service delivery and people resources are scalable.

### Employee Values and Behaviours

At City of Adelaide our values provide the context for how we work together and with others. They are the standard against which we hold ourselves and others accountable. We are committed to building a high performing, inclusive and sustainable workplace for the future that is based on and fosters these values and recognises alignment to them is integral to our culture.

- Achievement
- Collaboration
- Customer Commitment
- Integrity
- Innovation

### Our Corporation's Purpose

As an organisation we will be:

- An exceptional service provider
- A reliable and trusted partner
- A professional administrator
- A high achieving, best practice organisation



**Adelaide.  
Designed for Life.**

**City of Adelaide**

25 Pirie Street  
Adelaide SA 5000

**P** 08 8203 7203

**W** [cityofadelaide.com.au](http://cityofadelaide.com.au)



## Recommendations of the Infrastructure and Public Works Committee – 5 December 2023

Tuesday, 12 December 2023  
Council

Strategic Alignment - Enabling Priorities

Public

**Approving Officer:**  
Alana Martin, Governance

### EXECUTIVE SUMMARY

The Infrastructure and Public Works Committee considered the following Items at its Special meeting held on 5 December 2023 and resolved to present to Council the following recommendations for Council determination:

- Item 5.1 – Affixation of Common Seal - Funding Deed under State Bicycle Fund 2023/24
- Item 5.2 – Draft Urban Elements Asset Management Plan
- Item 5.3 – Draft Transportation Asset Management Plan

### RECOMMENDATION

**1. Recommendation 1 – Item 5.1 - Affixation of Common Seal - Funding Deed under State Bicycle Fund 2023/24**

THAT COUNCIL

1. Notes the successful grant funding application to the 2023/24 State Bicycle Fund which includes the bicycle pedestrian actuated crossing adjacent to the Park Lands Trail on Hutt Road and two shared use pathways within Rymill Park /Murlawirrapurka (Park 14) to provide lighting.
2. Authorises the Lord Mayor and Chief Executive Officer to affix the Common Seal of the Council to the State Bicycle Funding Deed.

**2. Recommendation 2 – Item 5.2 - Draft Urban Elements Asset Management Plan**

THAT COUNCIL

1. Notes the draft Urban Elements Asset Management Plan as per Attachments A and B to Item 5.2 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December 2023.
2. Endorses the draft Urban Elements Asset Management Plan as per Attachments A and B to Item 5.2 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December, for the purposes of public consultation.

**3. Recommendation 3 – Item 5.3 - Draft Transportation Asset Management Plan**

THAT COUNCIL

1. Notes the draft Transportation Asset Management Plan as per Attachments A and B to Item 5.3 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December 2023.
2. Endorses the draft Transportation Asset Management Plan as per Attachments A and B to Item 5.3 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December, for the purposes of public consultation.

## DISCUSSION

1. The Infrastructure and Public Works Committee met on Tuesday 5 December 2023. The Agenda with reports for the Special meeting can be viewed [here](#).
2. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.
3. The following matters were the subject of deliberation
  - 3.1. Item 5.1 - Affixation of Common Seal - Funding Deed under State Bicycle Fund 2023/24

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE:

THAT COUNCIL:

    1. Notes the successful grant funding application to the 2023/24 State Bicycle Fund which includes the bicycle pedestrian actuated crossing adjacent to the Park Lands Trail on Hutt Road and two shared use pathways within Rymill Park /Murlawirrapurka (Park 14) to provide lighting.
    2. Authorises the Lord Mayor and Chief Executive Officer to affix the Common Seal of the Council to the State Bicycle Funding Deed.
  - 3.2. Item 5.2 - Draft Urban Elements Asset Management Plan

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

    1. Notes the draft Urban Elements Asset Management Plan as per Attachments A and B to Item 5.2 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December 2023.
    2. Endorses the draft Urban Elements Asset Management Plan as per Attachments A and B to Item 5.2 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December, for the purposes of public consultation.

For ease, Attachments A and B relating to Recommendation 2, Item 5.2, have been included at the end of this recommendation report.
  - 3.3. Item 5.3 - Draft Transportation Asset Management Plan

THAT THE INFRASTRUCTURE AND PUBLIC WORKS COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

    1. Notes the draft Transportation Asset Management Plan as per Attachments A and B to Item 5.3 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December 2023.
    2. Endorses the draft Transportation Asset Management Plan as per Attachments A and B to Item 5.3 on the Agenda for the Special meeting of the Infrastructure and Public Works Committee held on 5 December, for the purposes of public consultation.

For ease, Attachments A and B relating to Recommendation 3, Item 5.3, have been included at the end of this recommendation report.

---

## DATA AND SUPPORTING INFORMATION

**Link 1** – Infrastructure and Public Works Committee Public Agenda

---

## ATTACHMENTS

---

- END OF REPORT -





# Urban Elements Draft Asset Management Plan Summary









## Contents

<b>1</b>	PURPOSE OF THE PLAN	4
<b>2</b>	OUR URBAN ELEMENTS	4
<b>3</b>	COMMUNITY ENGAGEMENT AND CUSTOMER SATISFACTION	6
<b>4</b>	CURRENT AND FUTURE DEMAND	7
<b>5</b>	STRATEGIC PLANNING	8
<b>6</b>	LIFECYCLE MANAGEMENT	10
<b>7</b>	FINANCIAL SUMMARY	12
<b>8</b>	POTENTIAL SERVICE AND RISK IMPACTS	14
<b>9</b>	MONITORING AND IMPROVEMENT PROGRAM	15

# EXECUTIVE SUMMARY

## 1 The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than \$2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

Under South Australia's *Local Government Act 1999*, we are required to develop Asset Management Plans for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure asset class under our care and control. The City of Adelaide has six Asset Management Plans, which include Transportation, Park Lands & Open Space, Buildings, Water Infrastructure, Lighting & Electrical and Urban Elements.

The fundamental purpose of this Urban Elements Asset Management Plan is to outline the Council's high-level asset management priorities for the operation, maintenance and renewal of our assets over the next 10 years. Additionally, it aims to improve the long-term strategic management of our urban elements, to cater for the community's required levels of service both now and into the future.

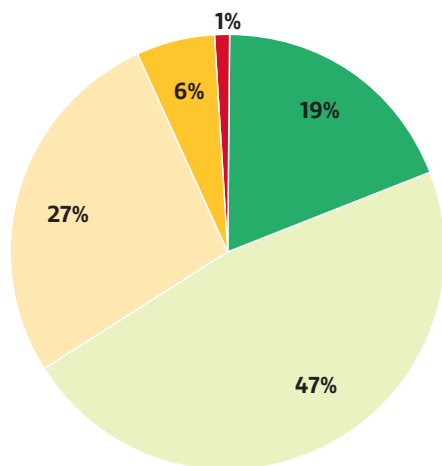
The plan defines the current state of our \$105.3 million urban elements portfolio, as well as the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance target.

## 2 Our Urban Elements

The City of Adelaide's urban elements portfolio is valued at approximately \$105.3 million and provides vital services which enable the health and wellbeing of our community and support access and use to key amenities within the City and Park Lands. These assets include Public Art and Monuments, Street and Park Lands Furniture (e.g. bike racks, seat, wayfinding signage) and Urban Structures (e.g. rotundas, retaining walls and bus shelters).



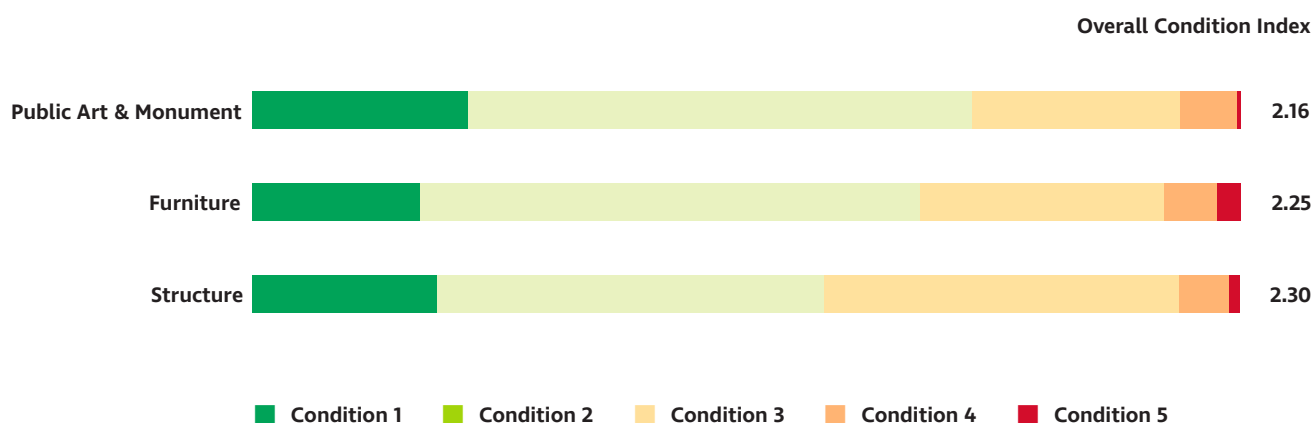
To monitor the performance of our urban elements, we undertake regular condition audits (typically every 4 years). Asset condition information is analysed with respect to technical intervention criteria to inform our maintenance and renewal programs. The current condition of our urban elements portfolio is rated in a good to fair condition, with an overall condition index rating of 2.2. 93% of assets are rated in a very good to fair condition and 7% of assets are rated in poor or very poor condition, which form the general basis of our future renewal program priorities.



Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

Typical examples of each condition state for our urban elements assets are shown in Appendix E.

Overall, the majority of each of the Urban Elements sub-classes are rated in a very good to fair condition with only a small proportion of assets rated in poor and very poor condition. This is considered a healthy condition distribution, however ongoing investment will be required to ensure levels of service are maintained.





### 3 Community Engagement & Customer Satisfaction

In November 2021, we undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for the services provided by our urban elements. A summary of the responses is shown below.

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
Park Lands Urban Elements	94%					●
City Streets Urban Elements	88%					●

The overall feedback confirmed appropriate levels of customer satisfaction for our Urban Elements.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in August 2022. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Urban Elements Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.



## 4 Current and Future Demands

It is anticipated that City of Adelaide will be subject to considerable change over the next ten years. This will result in our urban elements being subject to new demands that have the potential to impact future service delivery and the requirements of our existing assets.

Key demand drivers and future challenges will include:

- City growth
- Changing demographic
- Tourism & event growth
- Climate change and carbon neutrality
- Emerging technology
- Legislation & regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternative options, which facilitates service provision without the need to invest in new or upgraded infrastructure.

Demand management will include:

- Continuing to engage with our community through annual City User Profile surveys
- Delivering priority upgrade/new projects identified within the Strategic Plan and strategic documents
- Ensuring climate risk mitigation and adaptation is a key focus for strategic planning, asset management and project delivery
- Continuing to review and update design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes through increased usage of recycled materials
- Continuing to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices
- Continuing to monitor changes to legislation and ensure appropriate adaptation into asset management practices



## 5 Strategic Planning

Under the *Local Government Act (SA) 1999*, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below:

<b>Strategic Plan</b> <i>Community</i>	Long term with a four year delivery focus. <i>Planning for the vision and aspirations of the Adelaide Capital City.</i>
<b>Long-Term Financial Plan</b> <i>Financial</i>	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> <i>Infrastructure</i>	Suite of ten year Plans. <i>Planning for the sustainable renewal and maintenance of Council assets.</i>
<b>City Plan</b> <i>Development / Built Form</i>	Ten year Spatial Plan. <i>Planning for the future land uses and built form of the Adelaide Capital City.</i>

Through the City of Adelaide Draft Strategic Plan 2024 – 2028, Council's vision is:

### **Our Adelaide. Bold. Aspirational. Innovative.**

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

<b>Our Community:</b>	Vibrant, connected and inclusive
<b>Our Environment:</b>	Resilient, protected and sustainable
<b>Our Economy:</b>	Growing, innovative and responsive
<b>Our Places:</b>	Interesting, purposeful and safe
<b>Our Corporation:</b>	High performing, customer-centric and bold

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

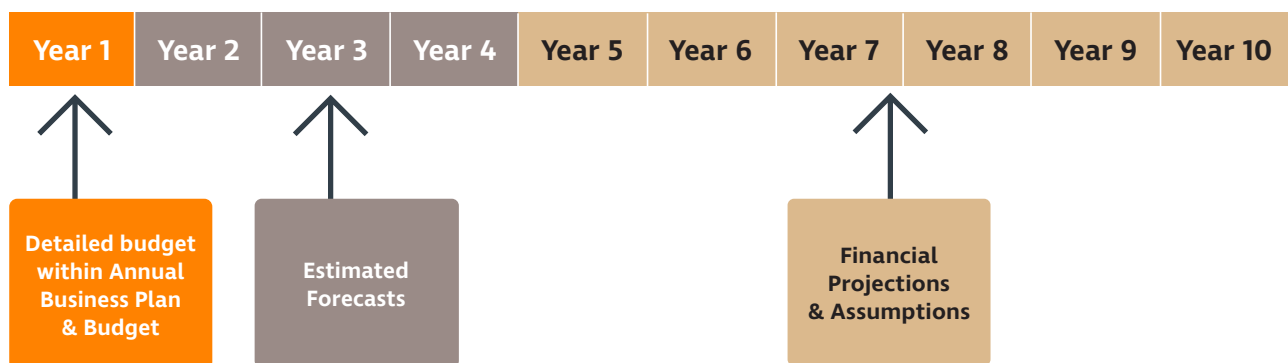
- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city
- Quality Housing - Strive for liveability and affordability to attract and retain residents
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first
- Unique Experiences - Create interesting experiences for our residents, workers and visitors
- Climate Resilience - Embed climate resilience in all that we do
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan provides a four-year view of new and upgrade projects, resources, and budget requirements to deliver our Strategic Plan aspirations and objectives.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

### Long Term Financial Plan – 10 Years



## 6 Lifecycle Management

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets





This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs. Renewal requirements have been identified through a combination of condition audits, engineering recommendations and predictive modelling.

Operational and Maintenance activities are generally evaluated and prioritised with respect to budget provisions within the Long-Term Financial Plan and Annual Business Plan and Budget. Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for transportation assets, with a view to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. The associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports, to then be considered within the Long-Term Financial Plan and Business Plan and Budget.

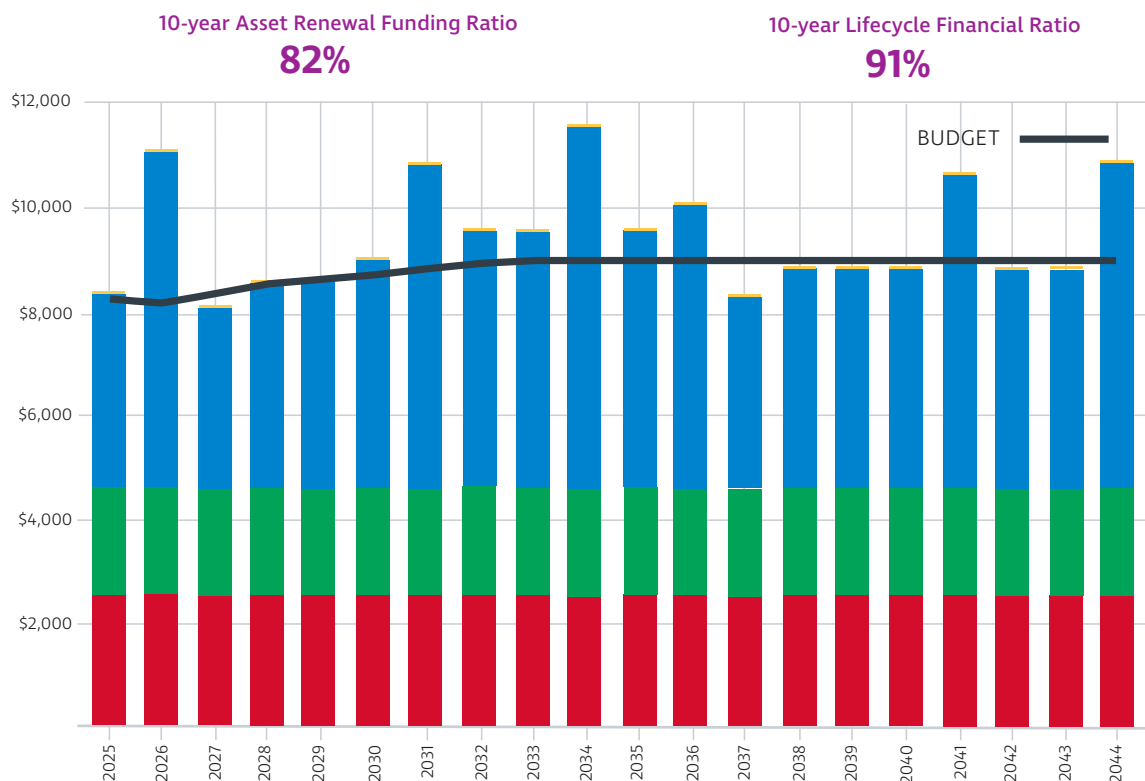


## 7 Financial Summary

This Asset Management Plan defines the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets. The lifecycle costs necessary to operate, maintain and renew our assets as outlined within this Asset Management Plan is approximately \$9.49 million on average each year across the 10-year planning period. The associated 10-year annual average financial forecasts for renewal, maintenance and operation are presented below for each asset class.

Public Art & Monuments	Furniture	Structure	Total
<b>\$0.45 M</b> Renewal Cost	<b>\$2.85 M</b> Renewal Cost	<b>\$1.58 M</b> Renewal Cost	<b>\$4.88 M</b> Renewal Cost
<b>\$0.36 M</b> Maintenance Cost	<b>\$1.40 M</b> Maintenance Cost	<b>\$0.32 M</b> Maintenance Cost	<b>\$2.08 M</b> Maintenance Cost
<b>\$0.05 M</b> Operation Cost	<b>\$2.45 M</b> Operation Cost	<b>\$0.02 M</b> Operation Cost	<b>\$2.52 M</b> Operation Cost
<b>\$0.86 M</b> Lifecycle Cost	<b>\$6.70 M</b> Lifecycle Cost	<b>\$1.92 M</b> Lifecycle Cost	<b>\$9.49 M</b> Lifecycle Cost

Currently, the lifecycle budget allocation within the Long-Term Financial Plan is only \$8.61 million on average each year. This leaves a funding shortfall of \$0.88 million on average each year and means we currently only have 91% of the costs (Lifecycle Financial Ratio) to deliver the required activities to sustain current levels of service.



### LIFECYCLE SUMMARY

Annual Average first 10 years

Lifecycle Forecast	\$9,493,661
Planned Budget	\$8,608,408
Shortfall	-\$885,253



### MAINTENANCE

Annual Average first 10 years

Maintenance Forecast	\$2,084,675
Planned Budget	\$2,084,675



### OPERATION

Annual Average first 10 years

Operation Forecast	\$2,526,802
Planned Budget	\$2,526,802



### RENEWAL

Annual Average first 10 years

Renewal Forecast	\$4,882,184
Planned Budget	\$3,996,932





Noting that this Asset Management Plan has not forecast any additional operational and maintenance requirements, the identified lifecycle funding shortfall is associated with the revised asset renewal forecasting. Each urban elements asset class generally requires additional renewal funding across the 10-year planning period.

The Asset Renewal Funding Ratio indicates that over the next 10 years our current budgets within the Long-Term Financial Plan account for 82% of the forecast funding required for the optimal renewal of our urban elements. Contributing factors for the gap between the forecast renewal costs and current budgets within the Long-Term Financial Plan include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Utilising advanced predictive modelling within this Asset Management Plan, that analyses asset condition information to better recognise the changing asset investment needs over time to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (we have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Only what is funded within the Long-Term Financial Plan and approved through the Annual Business Plan and Budget can be delivered. Should the Long-Term Financial Plan be unable to accommodate the revised asset renewal forecasts recommended within this Asset Management Plan, there will be associated service and risk impacts.

Continuing to leverage off external funding opportunities will allow us to maintain and enhance the quality of the service we provide, while reducing financial pressures through the efficiencies in an increased revenue. We will continue to work in partnership with both the State and Federal Governments to pursue these opportunities for both renewal and significant new and upgrade projects.



## 8 Potential Service and Risk Impacts

If the forecast activities outlined within this Asset Management Plan (operations, maintenance, renewal) are unable to be accommodated into the Long-Term Financial Plan, there will be potential service consequences for users. These service consequences include:

- Reduced levels of service for the urban elements portfolio (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations)

The associated risk consequences include:

- Increased safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with services not aligning with community expectations
- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased economic risk associated with reduced business activity, events and tourism
- Intergenerational inequity (passing on costs and risk to future generations)

If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long-Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and maintenance inspections
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our levels of service to establish an acceptable balance between cost, level of service and risk
- Developing a communication strategy to manage expectations and educate the community around affordable levels of service
- Continuing to seek out external funding opportunities
- Prioritisation of the delivery of key actions from the Improvement Plan





## 9 Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

Improvement Plan Actions	
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.
2	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects.
3	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long Term Financial Plan.
4	Continue to undertake regular condition audits and revaluation for all our urban elements assets within the nominated 4-year cycles, including regular review of asset useful lives.
5	Continue to review our technical standards and their application across the City and Park Lands with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.
6	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.
7	Improve the capture of carbon emission data for technical standards and project procurement to support lower carbon decision making.
8	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis.
9	Review and standardise asset hierarchies for all asset classes within Streets and Park Lands.
10	Review customer service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.
11	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement resulting from vandalism or knockdowns.







# Urban Elements Draft Asset Management Plan









## Contents

<b>1</b>	EXECUTIVE SUMMARY	4
<b>2</b>	INTRODUCTION	16
<b>3</b>	LEVELS OF SERVICE	23
<b>4</b>	FUTURE DEMAND	38
<b>5</b>	LIFECYCLE MANAGEMENT PLAN	43
<b>6</b>	RISK MANAGEMENT PLANNING	60
<b>7</b>	FINANCIAL SUMMARY	66
<b>8</b>	PLAN IMPROVEMENT AND MONITORING	71
<b>9</b>	REFERENCES	74
<b>10</b>	APPENDICES	75

# 1.0 EXECUTIVE SUMMARY

## 1.1 The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than \$2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

Under South Australia's *Local Government Act 1999*, we are required to develop Asset Management Plans for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure asset class under our care and control. The City of Adelaide has six Asset Management Plans, which include Transportation, Park Lands & Open Space, Buildings, Water Infrastructure, Lighting & Electrical and Urban Elements.

The fundamental purpose of this Urban Elements Asset Management Plan is to outline the Council's high-level asset management priorities for the operation, maintenance and renewal of our assets over the next 10 years. Additionally, it aims to improve the long-term strategic management of our urban elements, to cater for the community's required levels of service both now and into the future.

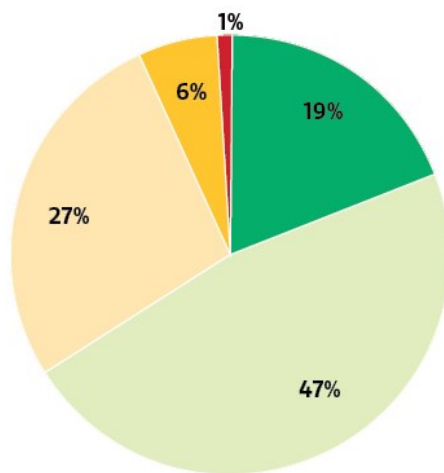
The plan defines the current state of our \$105.3 million urban elements portfolio, as well as the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance target.

## 1.2 Our Urban Elements

The City of Adelaide's urban elements portfolio is valued at approximately \$105.3 million and provides vital services which enable the health and wellbeing of our community and support access and use to key amenities within the City and Park Lands. These assets include Public Art and Monuments, Street and Park Lands Furniture, and Urban Structures (e.g. rotundas, retaining walls and bus shelters).



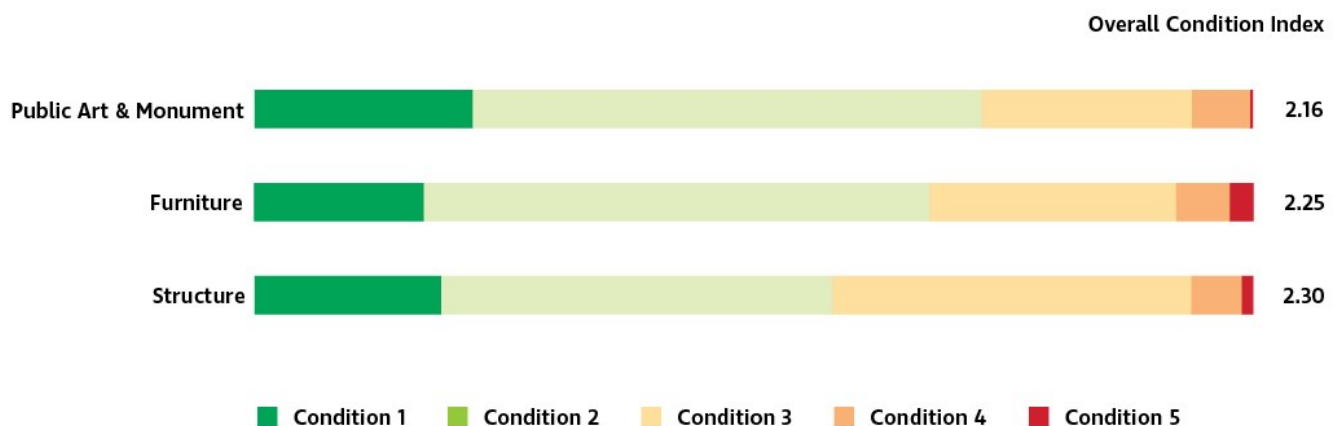
To monitor the performance of our urban elements, we undertake regular condition audits (typically every 4 years). Asset condition information is analysed with respect to technical intervention criteria to inform our maintenance and renewal programs. The current condition of our urban elements portfolio is rated in a good to fair condition, with an overall condition index rating of 2.2. 93% of assets are rated in a very good to fair condition and 7% of assets are rated in poor or very poor condition, which form the general basis of our future renewal program priorities.



Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

Typical examples of each condition state for our urban elements assets are shown in Appendix E.

Overall, the majority of each of the Urban Elements sub-classes are rated in a very good to fair condition with only a small proportion of assets rated in poor and very poor condition. This is considered a healthy condition distribution, however ongoing investment will be required to ensure levels of service are maintained.







### 1.33 Community Engagement & Customer Satisfaction

In November 2021, we undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for the services provided by our urban elements. A summary of the responses is shown below.

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
Park Lands Urban Elements	94%					●
City Streets Urban Elements	88%					●

The overall feedback confirmed appropriate levels of customer satisfaction for our Urban Elements.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in August 2022. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Urban Elements Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.



## 1.4 Current and Future Demands

It is anticipated that City of Adelaide will be subject to considerable change over the next ten years. This will result in our urban elements being subject to new demands that have the potential to impact future service delivery and the requirements of our existing assets.

Key demand drivers and future challenges will include:

- City growth
- Changing demographic
- Tourism & event growth
- Climate change and carbon neutrality
- Emerging technology
- Legislation & regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternative options, which facilitates service provision without the need to invest in new or upgraded infrastructure.

Demand management will include:

- Continuing to engage with our community through annual City User Profile surveys
- Delivering priority upgrade/new projects identified within the Strategic Plan and strategic documents
- Ensuring climate risk mitigation and adaptation is a key focus for strategic planning, asset management and project delivery
- Continuing to review and update design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes through increased usage of recycled materials
- Continuing to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices
- Continuing to monitor changes to legislation and ensure appropriate adaptation into asset management practices



## 1.5 Strategic Planning

Under the *Local Government Act (SA) 1999*, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below:

<b>Strategic Plan</b> <i>Community</i>	Long term with a four year delivery focus. <i>Planning for the vision and aspirations of the Adelaide Capital City.</i>
<b>Long-Term Financial Plan</b> <i>Financial</i>	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> <i>Infrastructure</i>	Suite of ten year Plans. <i>Planning for the sustainable renewal and maintenance of Council assets.</i>
<b>City Plan</b> <i>Development / Built Form</i>	Ten year Spatial Plan. <i>Planning for the future land uses and built form of the Adelaide Capital City.</i>

Through the City of Adelaide Draft Strategic Plan 2024 – 2028, Council's vision is:

### **Our Adelaide. Bold. Aspirational. Innovative.**

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

<b>Our Community:</b>	Vibrant, connected and inclusive
<b>Our Environment:</b>	Resilient, protected and sustainable
<b>Our Economy:</b>	Growing, innovative and responsive
<b>Our Places:</b>	Interesting, purposeful and safe
<b>Our Corporation:</b>	High performing, customer-centric and bold

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city
- Quality Housing - Strive for liveability and affordability to attract and retain residents
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first
- Unique Experiences - Create interesting experiences for our residents, workers and visitors
- Climate Resilience - Embed climate resilience in all that we do
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan provides a four-year view of new and upgrade projects, resources, and budget requirements to deliver our Strategic Plan aspirations and objectives.



Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

### Long Term Financial Plan – 10 Years



## 1.6 Lifecycle Management

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets

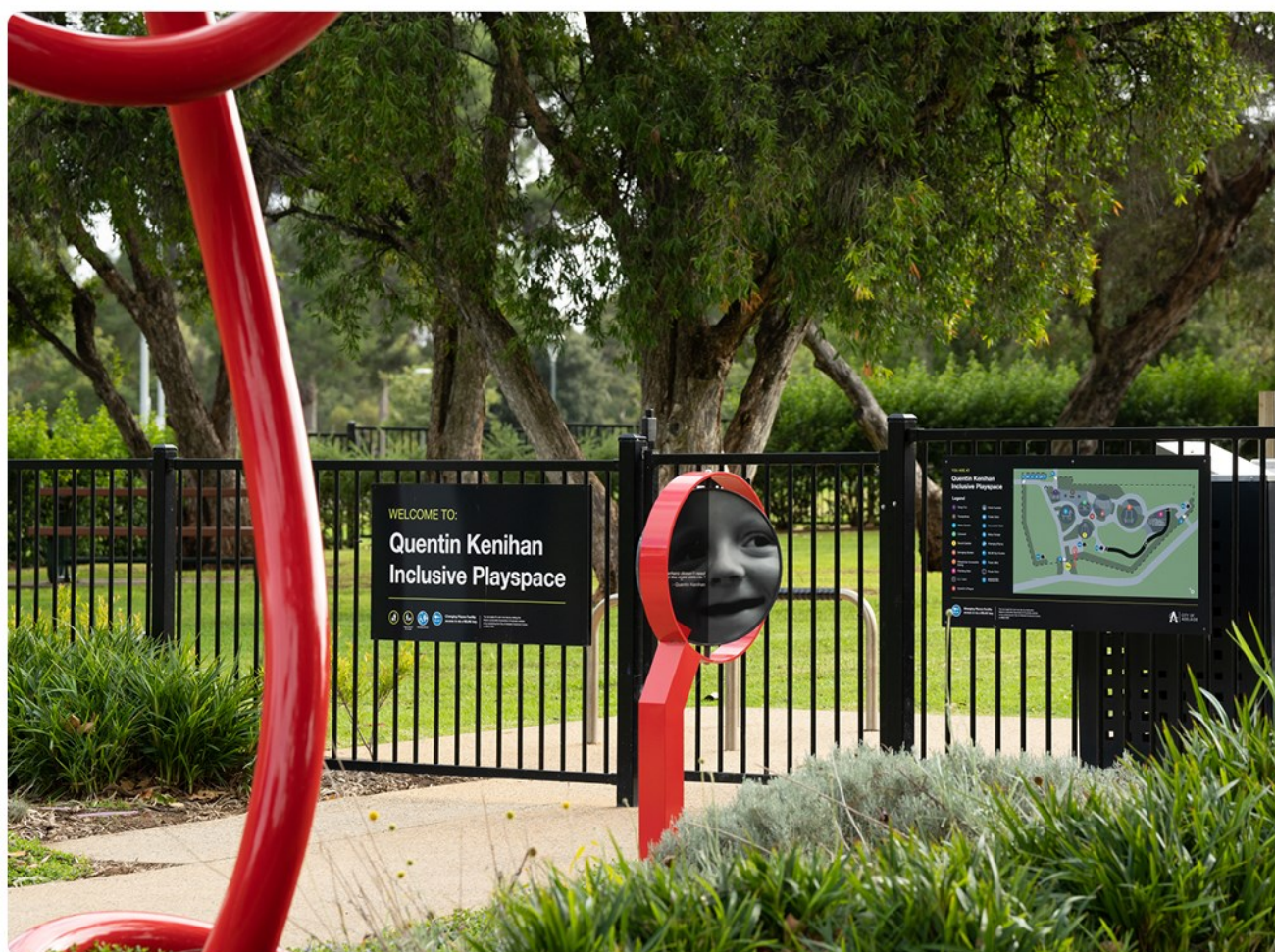




This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs. Renewal requirements have been identified through a combination of condition audits, engineering recommendations and predictive modelling.

Operational and Maintenance activities are generally evaluated and prioritised with respect to budget provisions within the Long-Term Financial Plan and Annual Business Plan and Budget. Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for transportation assets, with a view to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. The associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports, to then be considered within the Long-Term Financial Plan and Business Plan and Budget.

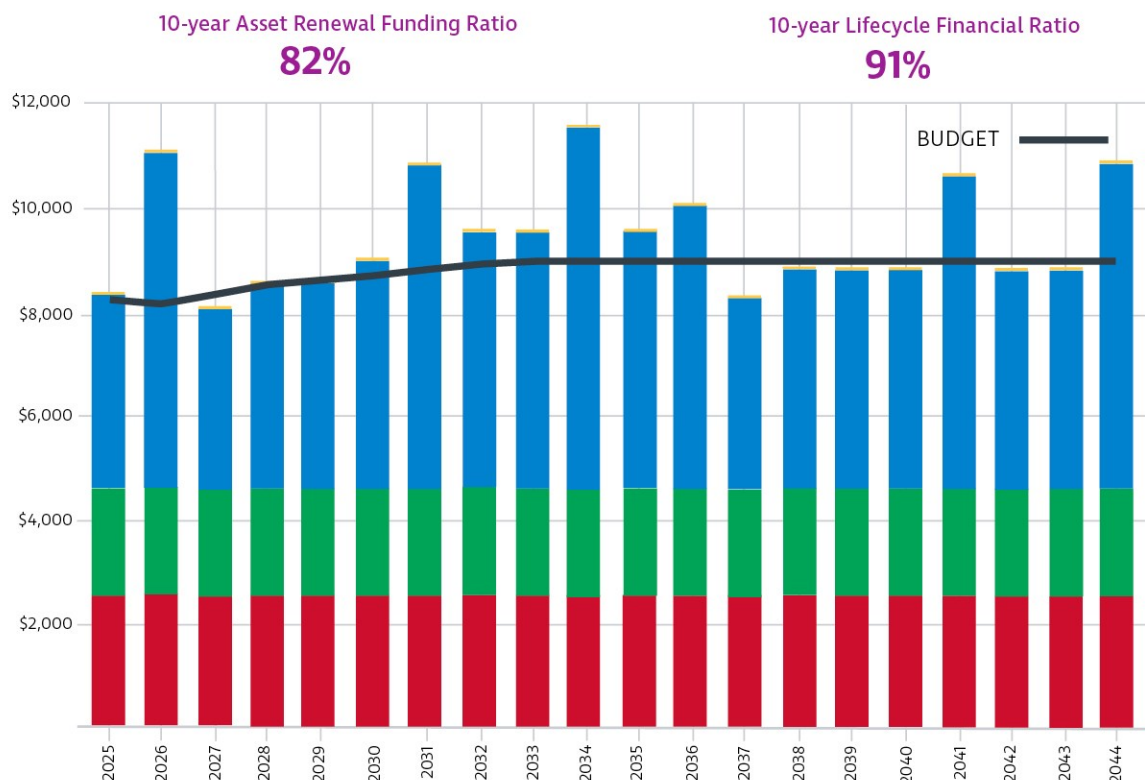


## 1.7 Financial Summary

This Asset Management Plan defines the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets. The lifecycle costs necessary to operate, maintain and renew our assets as outlined within this Asset Management Plan is approximately \$9.49 million on average each year across the 10-year planning period. The associated 10-year annual average financial forecasts for renewal, maintenance and operation are presented below for each asset class.

Public Art & Monuments	Furniture	Structure	Total
<b>\$0.45 M</b> Renewal Cost	<b>\$2.85 M</b> Renewal Cost	<b>\$1.58 M</b> Renewal Cost	<b>\$4.88 M</b> Renewal Cost
<b>\$0.36 M</b> Maintenance Cost	<b>\$1.40 M</b> Maintenance Cost	<b>\$0.32 M</b> Maintenance Cost	<b>\$2.08 M</b> Maintenance Cost
<b>\$0.05 M</b> Operation Cost	<b>\$2.45 M</b> Operation Cost	<b>\$0.02 M</b> Operation Cost	<b>\$2.52 M</b> Operation Cost
<b>\$0.86 M</b> Lifecycle Cost	<b>\$6.70 M</b> Lifecycle Cost	<b>\$1.92 M</b> Lifecycle Cost	<b>\$9.49 M</b> Lifecycle Cost

Currently, the lifecycle budget allocation within the Long-Term Financial Plan is only \$8.61 million on average each year. This leaves a funding shortfall of \$0.88 million on average each year and means we currently only have 91% of the costs (Lifecycle Financial Ratio) to deliver the required activities to sustain current levels of service.



### LIFECYCLE SUMMARY

Annual Average first 10 years

Lifecycle Forecast	\$9,493,661
Planned Budget	\$8,608,408
Shortfall	-\$885,253



### MAINTENANCE

Annual Average first 10 years

Maintenance Forecast	\$2,084,675
Planned Budget	\$2,084,675



### OPERATION

Annual Average first 10 years

Operation Forecast	\$2,526,802
Planned Budget	\$2,526,802



### RENEWAL

Annual Average first 10 years

Renewal Forecast	\$4,882,184
Planned Budget	\$3,996,932





Noting that this Asset Management Plan has not forecast any additional operational and maintenance requirements, the identified lifecycle funding shortfall is associated with the revised asset renewal forecasting. Each urban elements asset class generally requires additional renewal funding across the 10-year planning period.

The Asset Renewal Funding Ratio indicates that over the next 10 years our current budgets within the Long-Term Financial Plan account for 82% of the forecast funding required for the optimal renewal of our urban elements. Contributing factors for the gap between the forecast renewal costs and current budgets within the Long-Term Financial Plan include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Utilising advanced predictive modelling within this Asset Management Plan, that analyses asset condition information to better recognise the changing asset investment needs over time to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (we have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Only what is funded within the Long-Term Financial Plan and approved through the Annual Business Plan and Budget can be delivered. Should the Long-Term Financial Plan be unable to accommodate the revised asset renewal forecasts recommended within this Asset Management Plan, there will be associated service and risk impacts.

Continuing to leverage off external funding opportunities will allow us to maintain and enhance the quality of the service we provide, while reducing financial pressures through the efficiencies in an increased revenue. We will continue to work in partnership with both the State and Federal Governments to pursue these opportunities for both renewal and significant new and upgrade projects.



## 1.8 Potential Service and Risk Impacts

If the forecast activities outlined within this Asset Management Plan (operations, maintenance, renewal) are unable to be accommodated into the Long-Term Financial Plan, there will be potential service consequences for users. These service consequences include:

- Reduced levels of service for the urban elements portfolio (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations)

The associated risk consequences include:

- Increased safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with services not aligning with community expectations
- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased economic risk associated with reduced business activity, events and tourism
- Intergenerational inequity (passing on costs and risk to future generations)

If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long-Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and maintenance inspections
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our levels of service to establish an acceptable balance between cost, level of service and risk
- Developing a communication strategy to manage expectations and educate the community around affordable levels of service
- Continuing to seek out external funding opportunities
- Prioritisation of the delivery of key actions from the Improvement Plan





## 1.9 Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

Improvement Plan Actions	
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.
2	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects.
3	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long Term Financial Plan.
4	Continue to undertake regular condition audits and revaluation for all our urban elements assets within the nominated 4-year cycles, including regular review of asset useful lives.
5	Continue to review our technical standards and their application across the City and Park Lands with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.
6	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.
7	Improve the capture of carbon emission data for technical standards and project procurement to support lower carbon decision making.
8	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis.
9	Review and standardise asset hierarchies for all asset classes within Streets and Park Lands.
10	Review customer service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.
11	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement resulting from vandalism or knockdowns.

## 2.0 Introduction

### 2.1 Background

First shaped by the Kurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life. The physical layout of the city enhances the attributes that make Adelaide unique. From the Nationally Heritage Listed Park Lands that surround our city, to the compact layout that makes the city walkable and cyclable, to our unique neighbourhoods and precincts, all these factors place Adelaide on the path to being one of the most liveable cities in the world. Despite our small footprint, the City of Adelaide is home to over 26,000 residents, 12,000 businesses and accommodates over 300,000 visitors daily, contributing close to 18% of the State's economic value.

The City of Adelaide's Urban Elements Portfolio is valued at approximately \$105.3 million and has been developed over time through major investment across multiple generations. The Urban Element Portfolio includes assets such as Public Art, monuments, wayfinding signage, bus stops, street furniture, bicycle racks, parking machines and sensors, and minor structures. These assets provide services which enable the health and wellbeing of our community and support access and use to key amenities within the City and Park Lands.

With projected City and metropolitan growth, a changing climate and advancements in technology, it is anticipated that higher demand will be placed on our existing assets and there will be increasing requirements for new and upgraded infrastructure.

With Council's strategic objectives to create a City that is welcoming, inclusive and accessible to all, it is critical to ensure that our urban elements continue to be appropriately managed, ensuring we provide appropriate services and benefits for both current and future generations.

This Urban Elements Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period. The infrastructure assets covered by this Asset Management Plan, including their quantities and replacement costs are shown in Table 2.1 below.

**Table 2.1: Infrastructure Assets covered by the Urban Elements Asset Management Plan**

Asset Class	Asset Type	Quantity	Replacement Value
Public Art & Monuments	Public Art & Monuments	664	\$39,281,152
Street and Park Lands Furniture	BBQ	49	\$1,098,141
	Bike Rack	1420	\$846,884
	Bin	1157	\$3,168,900
	Bollard	1396	\$3,345,673
	Custom Sign	63	\$115,081
	Drinking Fountain	146	\$857,895
	Parking Machine	292	\$1,682,520
	Smart Parking Solution	2964	\$3,242,187
	Picnic Table	142	\$577,537
	Planter Box	703	\$3,698,829
	Seat	1855	\$11,835,415
	Wayfinding Signage	565	\$1,168,287
Urban Structure	Boat Landing	11	\$5,063,043
	Boat Ramp	1	\$116,878
	Bus Shelter	134	\$3,278,877
	Fence	908	\$11,463,070
	Flagpole	71	\$314,659
	Gate	356	\$248,256
	Other Structure	120	\$6,612,695
	Retaining Wall	248	\$7,298,775
<b>Total</b>		<b>13,265</b>	<b>\$105,314,754</b>

This Asset Management Plan is to be read in conjunction with the Asset Management Policy, Strategic Asset Management Plan and the following key planning documents:

- City of Adelaide Strategic Plan (2024-2028)
- Active City Strategy (2013-2023)
- Adelaide Park Lands Management Strategy (2014-2025)
- Carbon Neutral Strategy (2015-2025)
- Climate Change Risk Adaptation Action Plan (2021-2026)
- Community Land Management Plans
- Cultural Strategy (2017-2023)
- Disability Access and Inclusion Plan (2019-2022)
- Heritage Strategy and Action Plan (2021-2036)
- Park Land and Precinct Master Plans
- Public Art Action Plan (2019-2022)
- Public Health and Wellbeing Plan (2020-2025)
- Smart Move Transport and Movement Strategy (2012-2022)
- The 30-Year Plan for Greater Adelaide (2017) - State Government

As existing planning documents are updated and new planning documents are approved by Council, Asset Management Plans will be reviewed and updated as required.

Infrastructure projects will reference the Adelaide Design Manual for transformational projects supported by upgrade/new funding allocated with the Business Plan and Budget and Long Term Financial Plan.

## **2.2 Goals and Objectives of Asset Ownership**

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers.

The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 <sup>1</sup>
- ISO 550002

---

<sup>1</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

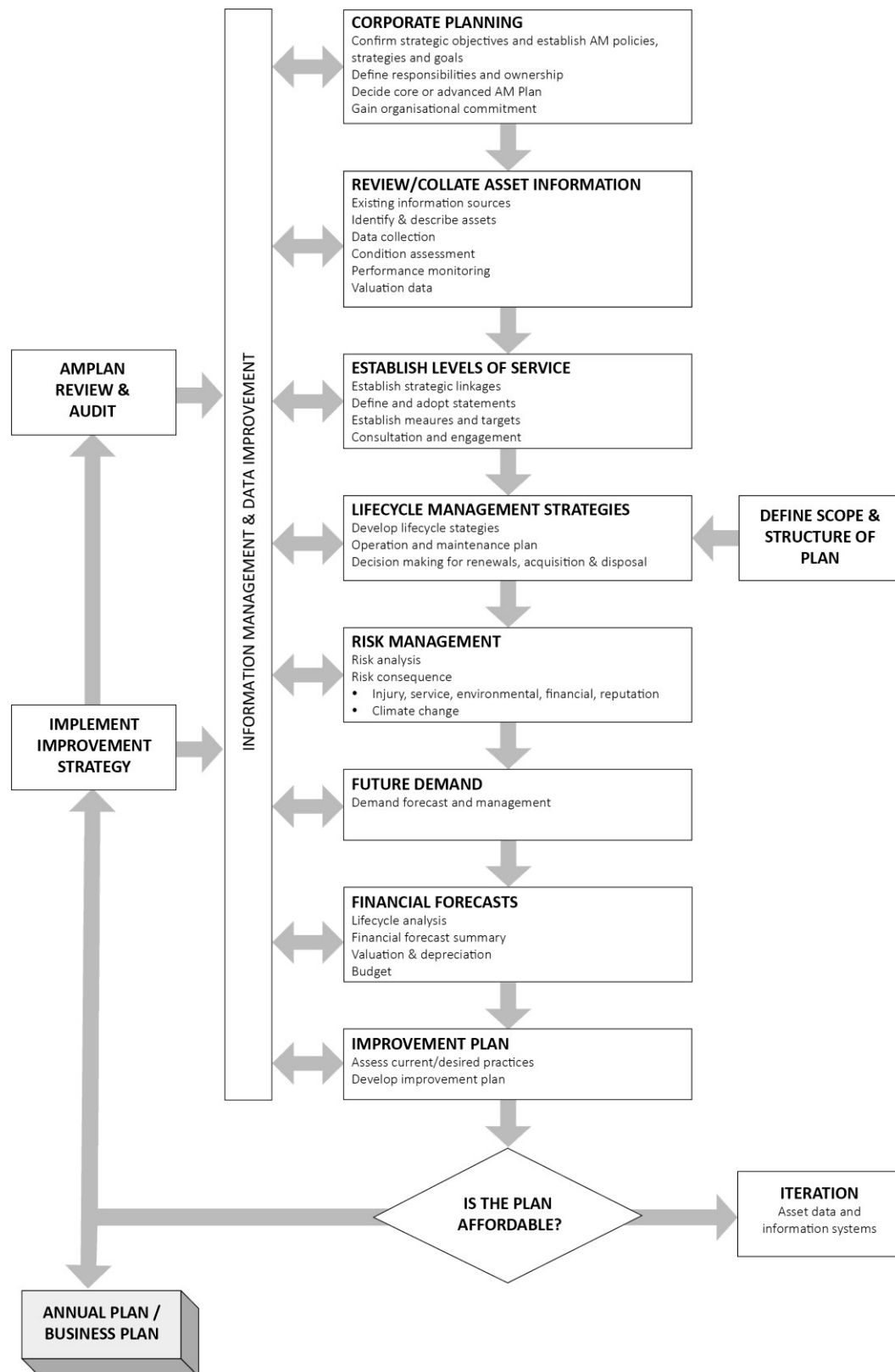
<sup>2</sup> ISO 55000 Overview, principles and terminology



A road map for preparing an Asset Management Plan is shown below:

**Figure 2.2: Road Map for preparing an Asset Management Plan**

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 2.3 Key Stakeholders & Organisational Responsibilities

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.3

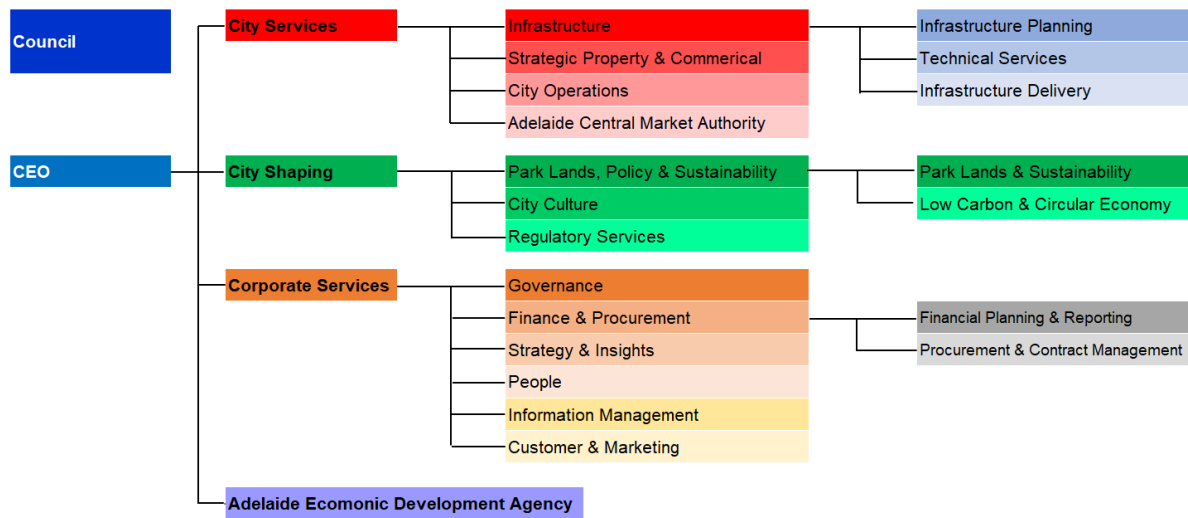
**Table 2.3: Key Stakeholders in the Asset Management Plan**

Key Stakeholder	Role in Asset Management Plan
Residents, Ratepayers & Businesses	Provide feedback on current and desired levels of service, which is considered in the development of Asset Management Plans.
Workers, Visitors, Tourists and Students	
Capital City Committee (CCC)	Intergovernmental body established under the City of Adelaide Act (1998) which initiates new projects to enhance and promote the development of the City of Adelaide as the capital city of the state.
Lord Mayor & Elected Members	Represent and advocate for the needs of the community and set high level direction through the development of asset management principles in the Strategic Plan. Approve the Asset Management Plan and Long-Term Financial Plan, to ensure the organisation maintains financial sustainability over the short, medium and long terms, with consideration of community needs/expectations and corporate risk management requirements.
Chief Executive Officer & Executive Leadership Team	Responsible for the allocation of resources and development of sound asset management practice across the organisation as well as ensuring that all asset management activities are consistent with the objectives of Council's Strategic Plan, the Business Plan and Budget process and the Long-Term Financial Plan. Responsible for ensuring the financial projections in the adopted Asset Management Plans are reflected in the Long-Term Financial Planning and include sustainable maintenance, operations, renewal, and upgrade costs of current and future assets.
Associate Director Infrastructure	Responsible for providing leadership and direction for Council's Asset Management Framework and Project Delivery.
Infrastructure Planning	Responsible for the lifecycle management of Council's Infrastructure Assets and the development of Asset Management Plans, ensuring alignment with the Strategic Management Framework and principles and objectives outlined in the Strategic Plan and other relevant corporate planning documents.
City Culture	Responsible for developing Public Art Action Plan, assessing and initiating new Public Art assets as well as providing technical advice for Public Art refurbishment and maintenance issues.
Park Lands & Sustainability	Responsible for developing the Adelaide Park Lands Management Strategy, Park Lands and Square Master Plans and initiating priority Park Lands & Open Space upgrade/new project initiatives. Responsible for facilitating the identification of climate change risks and potential impacts to infrastructure assets.

Key Stakeholder	Role in Asset Management Plan
Low Carbon & Circular Economy	Responsible for facilitating the identification of opportunities to improve environmental and circular economy outcomes within infrastructure standards and specifications.
Strategy & Insights	Responsible for the Strategic Management Framework, including the development of the Strategic Plan in consultation with the Executive Leadership Team, Elected Members and key strategic stakeholders.
Technical Services	Responsible for technical design documentation to facilitate construction of infrastructure projects, review and update infrastructure technical standards to ensure they are fit-for-purpose as well as the provision of general engineering and technical advice.
Infrastructure Delivery	Responsible for delivering Capital Works Projects identified in the Asset Management Plan and Annual Business Plan and Budget.
Financial Planning & Reporting	Responsible for the development and currency of the Asset Accounting Policy, Fixed Asset Guideline, as well as the preparation of asset sustainability and financial reports, which incorporate depreciation and asset revaluations in compliance with Australian accounting standards.
Procurement & Contract Management	Responsible for ensuring appropriate procedures are in place to enable efficient and effective procurement and contract management that demonstrates value for money and ensure public money is appropriately spent in accordance with the Local Government Act.
City Operations	Responsible for delivering day-to-day maintenance and operational activities, ensuring works are prioritised, planned and delivered consistently with operational and maintenance plans.
Regulatory Services	Responsible for issuing permits with conditions to enable external parties to undertake works on Council Infrastructure as well as enforcing rectification for works that are not compliant with CoA construction standards.
Department of Infrastructure and Transport (DIT)	Collaborative partner for major projects.
Service Authorities (e.g. SA Water, South Australian Power Networks)	Service authorities will continue to be consulted to coordinate any works planned by either Council or the service authority, so asset investment is not compromised.

Our organisational structure for service delivery associated with infrastructure assets is shown in Figure 2.3.

Figure 2.3: Organisational Structure





### 3.0 LEVELS OF SERVICE

#### 3.1 Customer Research and Expectations

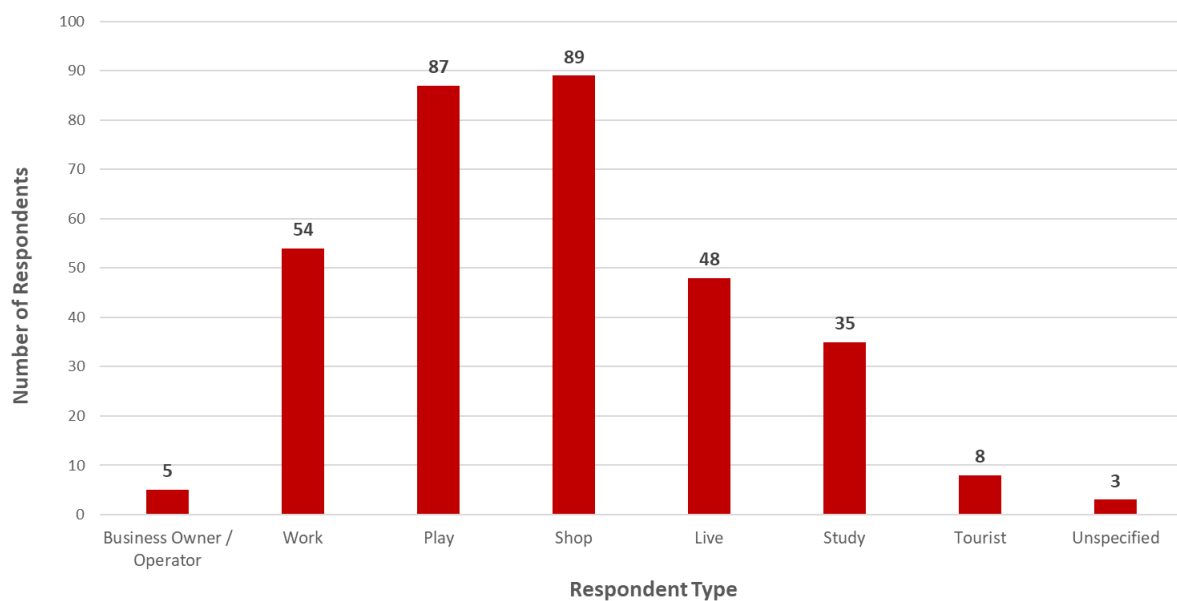
In November 2021, the City of Adelaide undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for users who utilise the services provided by our Urban Elements. The engagement was advertised on signage in City Streets as well as through the City of Adelaide's social media platforms.

The insights from the Survey are intended to be used to identify where current levels of service are not meeting the community's expectation. This will enable recommendations to be made to Council regarding future resourcing requirements for specific services.

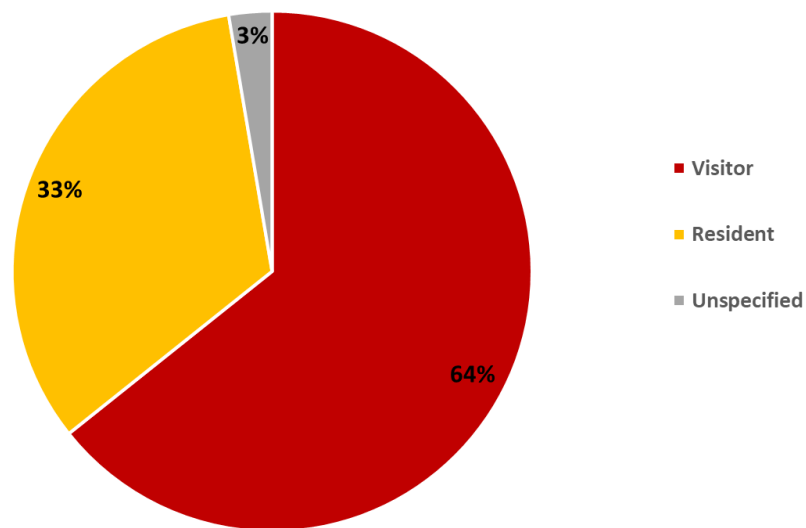
The engagement process was primarily undertaken through questionnaire surveys (113 total respondents), where information was collected online using the YourSay platform (61 respondents), as well as through on street intercepts at various locations across the City (52 respondents). Additional information and feedback relating to CoA's infrastructure assets was also collected through the 2021 Resident Survey (318 comments) and engagement with the Disability Access and Inclusion Panel (44 comments).

The demographic distribution of respondents who provided feedback is presented across Figures 3.1.1 to 3.1.3. There were significantly more survey responses received from visitors compared to residents and a very even balance across genders.

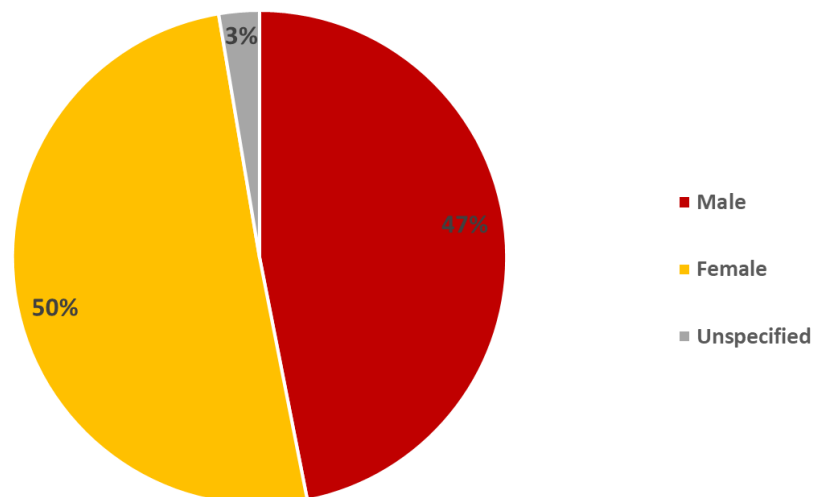
**Figure 3.1.1 - Respondent Distribution**



**Figure 3.1.2 - Respondent Distribution (Residents v Visitors)**



**Figure 3.1.3 - Respondent Distribution (Gender)**



To ensure that data was collected to enable a clear line of sight for decision making purposes, the questionnaire was structured to differentiate responses relating to City's streets Urban Elements and Park Lands Urban Elements.

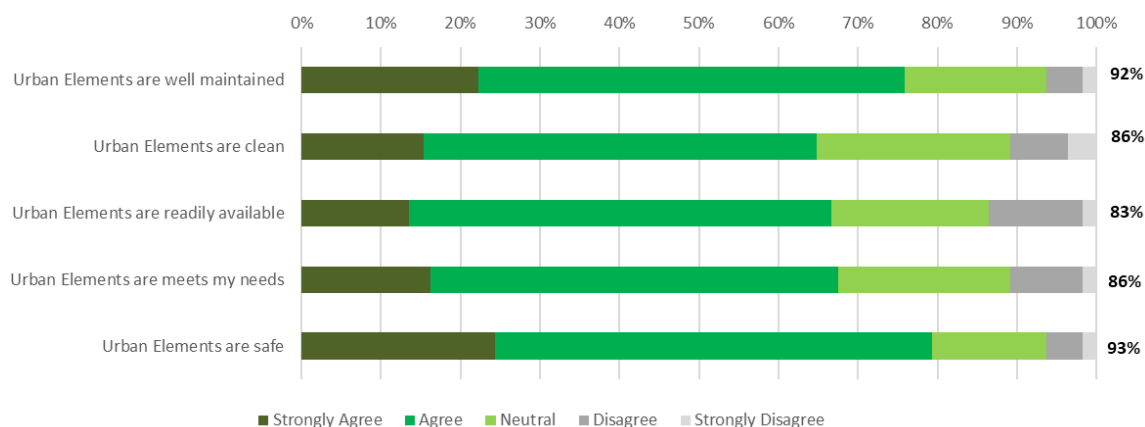
For each performance measure question, a customer satisfaction indicator was calculated which represents the percentage of respondents who were satisfied with the service (neutral responses were omitted from the calculation). These figures can then be compared against CoA's organisation scorecard target of 70% satisfaction to identify where our services are not being delivered in line with community expectations.

The results for City Streets and Park Lands Urban Elements assets are presented and discussed below.

## City Streets

Majority of respondents were satisfied with the overall performance of our Urban Elements located on city streets. Each of the performance measures had satisfaction indicators exceeding CoA's 70% target, as shown in Figure 3.1.4 below.

**Figure 3.1.4 - City Streets Urban Elements**



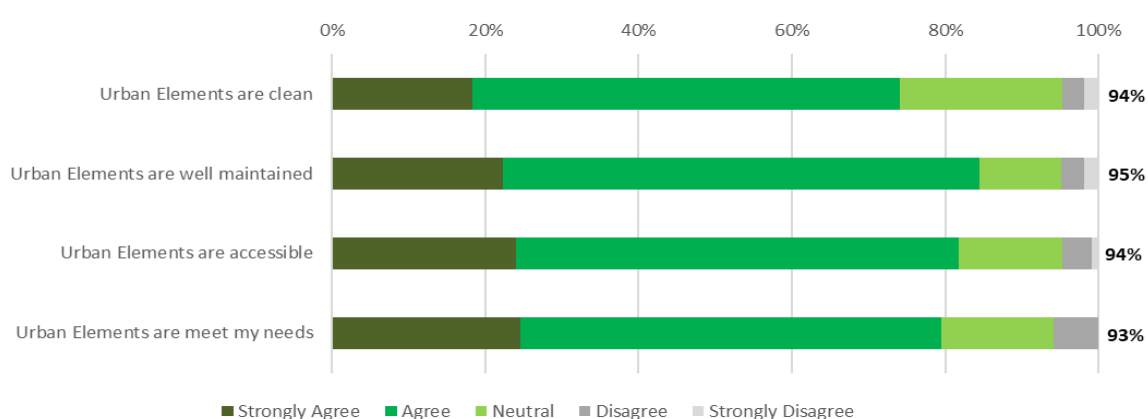
Where respondents stated that they were not satisfied, general themes of the written feedback received are as summarised below:

- Desire for additional seating with shade or shelter
- Desire for additional bins located on city streets, with increased frequency for emptying
- Desire to see more public art in the City
- Not enough drinking fountains located outside of the Park Lands and squares

## Park Lands

Majority of respondents were satisfied with the overall performance of our Urban Elements located in the Park Lands. Each of the performance measures had satisfaction indicators exceeding CoA's 70% target, as shown in Figure 3.1.5 below.

**Figure 3.1.5 – Park Lands Urban Elements**



Where respondents stated that they were not satisfied, general themes of the written feedback received are as summarised below:

- Desire for more seating and picnic tables in the Park Lands
- Desire for more shade and seating within Squares
- Desire for additional bins located in the Park Lands, with increased frequency for emptying

## Summary

The individual satisfaction indicators calculated for City Streets and Park Lands have been grouped, averaged and presented in Table 3.1 below to provide a high-level summary of the community's feedback with respect to our urban elements assets.

**Table 3.1: Consultation Summary Table**

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-85%)	Excellent (>85%)
Park Lands Urban Elements	94%					●
City Streets Urban Elements	88%					●

The overall feedback confirmed appropriate levels of customer satisfaction for all Urban Elements assets.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in August 2022. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Urban Elements Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.

For the next revision of this Asset Management Plan, it is recommended that questions asked through community engagement align with the three key Urban Element groups (Public Art & Monument, Street and Park Lands Furniture and Urban Structures). This has been recognised as an action within the Improvement Plan (Chapter 8).

## 3.2 Strategic Planning

Under the Local Government Act (SA) 1999, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below in Table 3.2.1:

**Table 3.2.1: Strategic Management Documents**

<b>Strategic Plan</b> Community	Long term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
<b>Long-Term Financial Plan</b> Financial	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> Infrastructure	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets.
<b>City Plan</b> Development / Built Form	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Through the City of Adelaide Draft Strategic Plan 2024-2028, Council's vision is:

***Our Adelaide. Bold in our approach. Proud of who we are.***

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

<b>Our Community:</b>	<b>Vibrant, connected and inclusive</b>
<b>Our Environment:</b>	<b>Resilient, protected and sustainable</b>
<b>Our Economy:</b>	<b>Growing, innovative and responsive</b>
<b>Our Places:</b>	<b>Interesting, purposeful and safe</b>



**Our Corporation: High performing, customer-centric and bold**

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan will provide a 4-year view of the projects, resources, and budgets required to deliver our Strategic Plan objectives. It informs the Long-Term Financial Plan (as shown in Figure 3.2.1) and acts as the key link between the Strategic Plan and Annual Business Plan & Budget, providing transparency between our vision and the key projects we deliver.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan. Infrastructure projects will reference the Adelaide Design Manual for transformational projects supported by upgrade/new funding allocated with the Resource Plan and Long-Term Financial Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

**Figure 3.2.1: Long-Term Financial Plan**



The relevant aspirations and objectives of the City of Adelaide Draft 2024-2028 Strategic Plan and how they are considered within this Asset Management Plan are summarised in Table 3.2.2

**Table 3.2.2: Strategic aspirations, objectives and outcomes and how these are considered in this Plan**

Aspirations	Objectives	Outcomes	Asset Management Alignment
<p>Our Communities</p> <p><i>Vibrant, connected and inclusive</i></p>	<p>Support our communities thrive</p> <p>Create fun, lively and interesting experiences</p> <p>Celebrate and honour community and cultures</p>	<p>Drive housing outcomes that attract and retain residents in our city</p> <p>Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit</p> <p>Be an inclusive and welcoming community</p>	<ul style="list-style-type: none"> <li>• Create welcoming civic infrastructure that enables City growth and fosters community connections through the adoption of universal and sustainable design principles</li> <li>• Create enabling infrastructure to support world class events, festivals and activation</li> <li>• Support the development of new cultural and civic infrastructure</li> <li>• Deliver key infrastructure projects and programs outlined within the Disability Access and Inclusion Plan</li> <li>• Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities</li> </ul>
<p>Our Environment</p> <p><i>Resilient, protected and sustainable</i></p>	<p>Be climate conscious and resilient</p> <p>Prioritise sustainability in our decisions for the future</p> <p>Protect, enhance, and activate our Park Lands and open space</p>	<p>Lead as a Low Carbon Emissions City</p> <p>Be a sustainable climate resilient city and embed climate resilience in all that we do</p> <p>Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value</p>	<ul style="list-style-type: none"> <li>• Increase the use of recycled or sustainable materials</li> <li>• Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services</li> <li>• Adapt to climate change and enhancing our climate resilience through upgrading our existing assets and creating new assets</li> <li>• Ensure all asset investment (design, construct and maintenance) considers and embeds appropriate climate resilience measures</li> <li>• Enhance the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes</li> <li>• Protect and restore native habitat in our city</li> <li>• Increase in tree canopy cover and green spaces</li> </ul>
<p>Our Economy</p> <p><i>Growing, innovative and responsive</i></p>	<p>Continue to grow our economy in alignment with the Community</p> <p>Support existing businesses to be agile and responsive to change</p> <p>Create strong skilled workforces</p>	<p>Adelaide's unique experiences and opportunities attract visitors to our city</p> <p>Grow the economy to achieve a critical mass of jobs, investment and attract and retain businesses</p> <p>Create new Council driven development opportunities for our community via diverse commercial activities</p>	<ul style="list-style-type: none"> <li>• Deliver infrastructure upgrade projects to attract increased visitation into the City and promote business development and economic growth</li> <li>• Explore project partnership opportunities with State Government, developers and other third-parties</li> </ul>
<p>Our Places</p> <p><i>Interesting, purposeful and safe</i></p>	<p>Manage assets to meet the needs of our community</p> <p>Encourage bold, interesting and purposeful development</p> <p>Facilitate and activate our places in a safe and accessible way for our community</p>	<p>Our community assets are adaptable and responsibly maintained</p> <p>Encourage bold, interesting and purposeful development</p> <p>Responsibly deliver regulatory services and work with partners to create safe, inclusive and healthy places for our community</p>	<ul style="list-style-type: none"> <li>• Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities</li> <li>• Ongoing review of asset management strategies and technical standards to optimise whole-of-life costs</li> <li>• Continue to undertake regular condition audits and revaluation for all our urban elements within the nominated 4-year cycles, including regular review of asset useful lives.</li> <li>• Deliver Main Street and precinct revitalisation upgrades</li> <li>• Deliver Park Land and Streetscape improvements to cater for emerging community needs</li> <li>• Preserve and promote heritage assets</li> <li>• Maintain and improve disability access and inclusion</li> </ul>

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of infrastructure assets including Australian Legislation, State Legislation and State Regulations. Legislative requirements relevant to the Urban Elements Asset Management Plan are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage
Adelaide Park Lands Act 2005	An Act and Framework that promotes the special status, attributes, and character of the Adelaide Park Lands; to provide for the protection of those Park Lands and their management as a world class asset to be preserved as an urban park for the benefit of present and future generations
Australian Accounting Standards	Standards that set out the financial reporting standards relating to the revaluation and depreciation of assets
Australian Standards	All of Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice techniques.
Australian Road Rules 1999	The Australian Road Rules have been made into regulations under the Road Traffic Act (South Australia) and came into operation throughout Australia on 1 December 1999
City of Adelaide Act 1998	An Act to establish mechanisms to enhance the role of the city of Adelaide as the capital city of South Australia; to make special provision in relation to the local governance of the city of Adelaide; and for other purposes
Civil Liability Act 1936	An Act to outline liability of road authorities under Section 42
Development Act 1993	An Act to provide for planning and regulate development in the state; to regulate the use of management of land and building; and for other purposes
Disability Discrimination Act 1992	An Act to provide protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes

Linear Parks Act 2006	An Act to provide the protection of the River Torrens Linear Park, as world-class assets to be preserved as public parks for the benefit of present and future generations
Local Government Act 1999	An Act to set out the role, purpose, responsibilities, and powers of local governments including the preparation of a Long Term Financial Plan supported by asset management plans for sustainable service delivery
State Records Act 1997	An Act to ensure Local Government's record and store all relevant information as set out by the State Government of South Australia
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works

### 3.4 Customer Levels of Service

Customer Levels of Service measure how the community receives a service and whether the organisation is providing community value. Levels of service are monitored and adjusted from the public consultation process, customer satisfaction surveys and customer service centre feedback.

The Customer Levels of Service are considered in terms of:

**Quality**                How good is the service ... what is the condition or quality of the service?

**Function**             Is it suitable for its intended purpose .... Is it the right service?

**Capacity**            Is the service over or under used ... do we need more or less of these assets?

In Table 3.5, under each of the service measures types (Quality, Function, Capacity) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.



**Table 3.4.1: Customer Level of Service Measures (Public Art & Monuments)**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Current Budget
<b>Quality</b>	Condition – Public Art & Monument are well maintained and in an appropriate condition	Customer service requests relating to reported hazards and maintenance of Public Art & Monument	2022 - 29 requests Past 4 years –32 average /year	Customer service requests are expected to increase as Public Art & Monument deteriorate
		Customer satisfaction survey results relating to art work and monument maintenance	City Streets - 92% (across all UE assets) Park Lands - 95% (across all UE assets)	Customer satisfaction ratings are expected to decrease as Public Art & Monument deteriorate
	<b>Confidence levels</b>		<b>High</b>	<b>Medium</b>
	Amenity - Public Arts and monuments are clean	Customer service requests relating to the cleanliness of Public Art & Monument	2022 – 7 requests * Past 4 years – 6 average/year *  * Assume 1% of graffiti requests related to Public Art and monument assets	Customer service requests are expected to remain the same
		Customer satisfaction survey results relating to the cleanliness of Public Art & Monument	City Streets - 86% (across all UE assets) Park Lands – 94% (across all UE assets)	Customer satisfaction ratings are expected to stay the same
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Function</b>	Fit for Purpose - Public Art & Monument represent the intended purpose, easily understood and meets community needs	Customer satisfaction surveys results relating to Public Art & Monument meeting community needs	City Streets – 86% (across all UE assets) Park Lands – 93% (across all UE assets)	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>High</b>	<b>Medium</b>
<b>Capacity</b>	Capacity – There are an appropriate number of Public Arts and monuments to meet demand	Customer service requests relating to new Public Arts and monuments	Not currently measured	Subject to Council adoption of upgrade/new projects through Business Plan and Budget, noting the Council decision to ensure a minimum of 1.3% of the annual capital works budget is allocated to Public Art works (new, renewal, refurbishment)
		Ongoing investment in new public art in accordance with Public Art Action Plan	Delivery of adopted annual capital works program (minimum 1.3% of the Capital Works Program contribution to public art)	
	<b>Confidence levels</b>		<b>High</b>	<b>Medium</b>

**Table 3.4.2: Customer Level of Service Measures (Street and Park Lands Furniture)**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
<b>Quality</b>	Condition – Street and Park Lands furniture are free from hazards and in a condition appropriate for use	Customer service requests relating to reported hazards and maintenance requirements for Street and Park Lands furniture.	2022 - 2316 requests Parking machine faults – 2063 Other furniture - 253  Past 4 years – 2801 average /year Parking machine faults – 2635 Other furniture - 166	Customer service requests are expected to increase as furniture deteriorates
		Customer satisfaction survey results relating to Street and Park Land furniture maintenance	City Streets - 92% (across all UE assets) Park Lands - 95% (across all UE assets)	Customer satisfaction ratings are expected to decrease as furniture deteriorates
	<b>Confidence Level</b>		<b>High</b>	<b>Medium</b>
	Amenity - Street and Park Lands furniture are clean	Customer service requests relating to the cleanliness of Street and Park Lands furniture	2022 – 26 requests Past 4 years – 58 average /year	Customer service requests are expected to stay the same
		Customer satisfaction survey results relating to the cleanliness of Street and Park Lands furniture	City Streets - 86% (across all UE assets) Park Lands – 94% (across all UE assets)	Customer satisfaction ratings are expected to stay the same
	<b>Confidence Level</b>		<b>High</b>	<b>Medium</b>
<b>Function</b>	Fit for Purpose - Street and Park Lands furniture provides adequate facilities to meet community needs	Customer satisfaction surveys results relating to Street and Park Lands furniture meeting community needs	City Streets – 86% (across all UE assets) Park Lands – 93% (across all UE assets)	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence Level</b>		<b>High</b>	<b>Medium</b>
<b>Capacity</b>	Capacity – There are an appropriate number of Street and Park Lands furniture to meet demand	Customer service requests relating to new Street and Park Lands furniture	2022 – 61 requests Past 4 years – 74 average /year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence Level</b>		<b>High</b>	<b>Medium</b>

**Table 3.4.3: Customer Level of Service Measures (Urban Structure)**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
<b>Quality</b>	Condition – Urban Structures are free from hazards and are in a condition appropriate for use	Customer service requests relating to reported hazards and maintenance requirements of urban structures	2022 – 20 requests Past 4 years – 20 average /year	Customer service requests are expected to increase as urban structures deteriorate
		Customer satisfaction survey results relating to urban structures maintenance	City Streets - 92% (across all UE assets) Park Lands - 95% (across all UE assets)	Customer satisfaction ratings are expected to decrease as urban structures deteriorate
	<b>Confidence Level</b>		<b>High</b>	<b>Medium</b>
	Amenity – Urban structures are clean and free of debris and rubbish	Customer service requests relating to the cleanliness of urban structures	2022 – 6 requests Past 4 years – 6 average /year	Customer service requests are expected to stay the same
		Customer satisfaction survey results relating to the cleanliness of urban structures	City Streets - 86% (across all UE assets) Park Lands – 94% (across all UE assets)	Customer satisfaction ratings are expected to stay the same
	<b>Confidence Level</b>		<b>High</b>	<b>Medium</b>
<b>Function</b>	Fit for Purpose – Urban structures provide adequate facilities to meet community needs	Customer satisfaction surveys results relating to urban structures meeting community needs	City Streets – 86% (across all UE assets) Park Lands – 93% (across all UE assets)	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence Level</b>		<b>High</b>	<b>Medium</b>
<b>Capacity</b>	Capacity - Appropriate number of urban structures to meet demand	Customer service requests relating to new urban structures	2022 – 2 requests Past 4 years – 2 average /year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence Level</b>		<b>Medium</b>	<b>Medium</b>

### 3.5 Technical Levels of Service

To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a stormwater pipe with a larger size) or a new service that did not exist previously (e.g. a new library)
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs)
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, stormwater pipe replacement and building component replacement)
- **Disposal** – the activities to remove and/or dispose of an asset that may be considered as underperforming, underutilised or obsolete

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>3</sup>

Table 3.6 show the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this Asset Management Plan.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

---

<sup>3</sup> IPWEA, 2015, IIMM, p 2|28.



**Table 3.5.1: Technical Levels of Service (Public Art & Monuments)**

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
<b>Acquisition (upgrade/new)</b>	Upgrade / New Projects	To create new Public Art & Monument to meet the needs of the community	Delivery of key upgrade/new projects, in line with the Council decision to ensure a minimum of 1.3% of the annual capital works budget is allocated to Public Art works (new, renewal, refurbishment)	Upgrade/new projects aligned to Strategic Plan objectives and the Public Art Action plan are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process
			<b>Budget</b>	As adopted annually in BP&B	To be developed
<b>Operation</b>	Condition Audits	To collect asset condition data to inform capital renewal planning and asset revaluation	Condition audit frequency of all Public Art and monument assets	Every 4 years	Every 4 years
	Cleansing	To ensure art and monument assets are clean and free of graffiti	Cleansing frequency	Cleansing and graffiti removal works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Condition Audits - \$50,000 (every 4 years) Cleansing: \$50,000	To be reviewed with planned updates to operations and maintenance standards
<b>Maintenance</b>	Maintenance Audits	To ensure defects are proactively identified and prioritised	Frequency of asset maintenance audits	Monuments and Public Art - Every 6 months Fountain Public Art – Daily	To be reviewed with planned updates to operations and maintenance standards
	Maintenance Activities	To ensure assets are maintained in an appropriate condition free of hazards	Completion of planned and reactive maintenance	Maintenance works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Maintenance - \$364,000	To be reviewed with planned updates to operations and maintenance standards
<b>Renewal</b>	Renewal Projects	To ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% of assets in condition 4 or 5	Condition 4 - 9% Condition 5 – 1%	Condition 4 – less than 5% Condition 5 – 0%
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100%
			<b>Budget</b>	\$376,000	\$450,000 (10 Year Average)
<b>Disposal</b>	Disposal Projects	To ensure that assets that may be underperforming, underutilised or obsolete are removed from service	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget Process.	Assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget Process.
			<b>Budget</b>	As adopted annually in BP&B	As adopted annually in BP&B

**Table 3.5.2: Technical Levels of Service (Street and Park Lands Furniture)**

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
<b>Acquisition (upgrade/new)</b>	Upgrade / New Projects	To provide new or upgraded street and park lands furniture to ensure assets are safe, fit for purpose and service the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process
			<b>Budget</b>	As adopted annually in BP&B	To be developed
<b>Operation</b>	Condition Audits	To collect asset condition data to inform capital renewal planning and asset revaluation	Condition audit frequency of all urban elements	Every 4 years	Every 4 years
			<b>Budget</b>	Condition Audits – \$100	Condition Audits – \$100k every 4 years
	Cleaning	To ensure furniture assets are clean and free of debris and graffiti	Cleaning Frequency	BBQ Cleaning – Daily Street Bin Emptying – Daily Park Bin Emptying - Weekly Other furniture assets -if graffiti presents cleaned in two days	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Furniture Cleansing: \$532,753 Public Litter Bin Emptying: \$1,920,477	To be reviewed with planned updates to operations and maintenance standards
<b>Maintenance</b>	Maintenance Audits	To ensure defects are proactively identified and prioritised	Frequency of asset maintenance audits	Parking Machine – Monthly BBQ – Quarterly Other Furniture Assets – Every 6 months	To be reviewed with planned updates to operations and maintenance standards
	Maintenance Activities	To ensure assets are maintained in an appropriate condition free of hazards	Completion of planned and reactive maintenance	Maintenance works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Furniture Maintenance - \$1,398,000	To be reviewed with planned updates to operations and maintenance standards
<b>Renewal</b>	Renewal Projects	To ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% of assets in condition 4 & 5	Condition 4 - 5% Condition 5 – 2 %	Condition 4 – less than 10% Condition 5 – 0%
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			<b>Budget</b>	\$1,750,000	\$3,050,184 (10 Year Average)
<b>Disposal</b>	Disposals Projects	To ensure that assets that may be underperforming, underutilised or obsolete are removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			<b>Budget</b>	As adopted annually in BP&B	As adopted annually in BP&B

**Table 3.5.3: Technical Levels of Service (Urban Structure)**

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
<b>Acquisition (upgrade/new)</b>	Upgrade / New Projects	To provide new or upgraded urban structures to ensure assets are safe, fit for purpose and service the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process
			<b>Budget</b>	As adopted annually in BP&B	To be developed
<b>Operation</b>	Condition Audits	To collect asset condition data to inform capital renewal planning and asset revaluation	Condition audit frequency of all urban elements	Every 4 years	Every 4 years
			<b>Budget</b>	Condition Audits - \$100,000	Condition Audits – \$100k every 4 years
	Cleaning	To ensure structures are clean and free of debris and graffiti	Cleaning Frequency	If graffiti presents cleaned in two days	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Structure Cleansing: \$25,000	To be reviewed with planned updates to operations and maintenance standards
<b>Maintenance</b>	Maintenance Audits	To ensure defects are proactively identified and prioritised	Frequency of asset maintenance audits	Inspected every 6 months	To be reviewed with planned updates to operations and maintenance standards
	Maintenance Activities	To ensure assets are maintained in an appropriate condition free of hazards	Completion of planned and reactive maintenance	Maintenance works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Urban structures - \$323,000	Determined on an annual basis
<b>Renewal</b>	Renewal Projects	To ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% of assets in condition 4 & 5	Condition 4 - 5% Condition 5 - 1%	Condition 4 – less than 5% Condition 5 – 0%
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			<b>Budget</b>	\$1,176,000	\$1,780,000 (10 Year Average)
<b>Disposal</b>	Disposals Projects	To ensure that assets that may be underperforming, underutilised or obsolete are removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			<b>Budget</b>	As adopted annually in BP&B	As adopted annually in BP&B

## 4.0 FUTURE DEMAND

### 4.1 Demand Drivers

The drivers affecting demand on assets include population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, and environmental impacts.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### 4.3 Demand Impact and Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can also include non-asset solutions with a focus on providing the required service without the need for the organisation to invest in new or upgraded infrastructure. Management actions could include reducing the demand for the service or educating users around alternative options. It is important to ensure that these strategies consider the associated risks and consequences.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.



**Table 4.3: Demand Management Plan**

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
City Growth	2021 Statistics:  Residents - 25,551 Businesses – 11,519 Daily Visitors – 321,500	2041 Forecast:  Residents - 46,000  Anticipated ongoing business growth in line with residential city growth projections.  Anticipated daily visitor growth in line with Metropolitan Adelaide growth	City growth will place higher demands on our urban elements, with increasing level of service expectations. This will likely result in the need to install additional assets to service community needs.	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to enhance the urban elements portfolio and accommodate city growth through upgrading existing assets and creating new assets to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives
Changing Demographic	2021 Statistics  0 to 11 Years      1,246      (5%) 12 to 17 Years      587      (2%) 18 to 34 Years      12,117      (51%) 35 to 49 Years      4,409      (19%) 50 to 59 Years      2,281      (10%) 60 to 69 Years      2,233      (10%) 70 Years & Above      2,633      (3%)	2041 Forecast  0 to 11 Years      2,633      (6%) 12 to 17 Years      1,501      (3%) 18 to 34 Years      21,771      (47%) 35 to 49 Years      8,933      (19%) 50 to 59 Years      4,272      (9%) 60 to 69 Years      3,274      (7%) 70 Years & Above      4,175      (9%)	Changing expectations from a culturally and demographically diverse customer base will result in our urban elements being subject to new demands.  With a forecast aging population, there will be increasing demands for providing additional rest and refuge areas for the community (e.g. furniture and shading structure) to ensure the city is accommodating for people of all ages and abilities.	Ongoing engagement with city users through annual City User Profile surveys, and ensuring that Strategic Documents are updated on a cyclic basis to reflect changes with community expectations.  Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Tourism & Event Growth	A key objective in Council’s 2023-24 Business Plan and Budget was to provide ‘year round’ events that attract people to visit the City.  Investment in public infrastructure has also been identified as part of the South Australian Tourism Plan (2020) and the SA Visitor Economy Sector Plan 2030.  In 2020 annual tourism expenditure in Adelaide was estimated to be approximately \$3.9 billion	Cultural and event infrastructure will be an ongoing and increasing priority for both the City of Adelaide and South Australian State Government.  It is projected that annual tourism expenditure will continue to grow and it is estimated to be \$7.7 billion/year by 2030.	Increasing demands on our urban elements to facilitate tourism and event growth by supporting new cultural, civic and event infrastructure in the City and connecting city users to place through curated city experiences.	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to support tourism and event growth. This Asset Management Plan will ensure asset renewals will be consider and align where practical with these key upgrade/new initiatives.

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Environmental Sustainability & Carbon Neutrality	<p>Changes to the global climate (climate change) are clear. Documented increases in the average air and ocean temperature (by over 1 °C), widespread melting of snow and ice, and rising average sea level are just some examples.</p> <p>City of Adelaide's 2020-2024 Strategic Plan has an objective to become one of the world's first carbon neutral cities by 2025. Additionally, a Climate Action Plan (2022-2025) has been developed to ensure we continue to drive down our carbon footprint and mitigate climate impacts for our residents and visitors.</p> <p>Currently City of Adelaide include recycled materials in urban elements, where there is demonstrated environmental benefits that also consider cost and performance.</p>	<p>Inaction to climate change and climate risk will result in negative health impacts to our community and potentially impact to our businesses and economy. Reduced water availability and increasing heat will result in increased stress and resources required for maintaining and operating our assets.</p> <p>To effectively manage climate change and climate risk Council will need to continue to respond through substantial reductions in greenhouse gases (mitigation controls) and helping to prepare for and respond to the changing climate (adaptation controls).</p>	<p>There will be an increased demand to ensure we utilise more environmentally sustainable materials and construction technique for urban elements, with lower carbon footprint and improved circular economy outcomes.</p> <p>Additionally, there will also be increasing community demand for bike infrastructure, shelters, shading structures and drinking fountain assets.</p>	<p>Our Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus.</p> <p>Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes, as well as ensure they are more resilient to withstand extreme weather events.</p> <p>Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key corporate planning documents (referenced in Section 2.1), which support environmental sustainability and climate risk mitigation and adaptation. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.</p>
Emerging Technology	Asset construction techniques and associated materials are currently undertaken in line with industry standards	Alternative construction techniques and materials with durability and sustainability benefits will continue to become more readily available and standardised.	Improvements in construction techniques and materials could result in improved comfort, asset durability, increased asset lifespans, reduced whole-of-life costs and improved environmental outcomes.	Continue to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches and methodologies to inform appropriate changes to standards and practices.
	Asset management systems and condition audit methodologies are in line with industry standards and best practice	Asset management systems and technology will continue to evolve over time, particularly with respect to the collection of condition data and monitoring of asset deterioration over time.	Improved asset information and systems will enable improved decision making and efficiencies with respect to optimising whole-of-life-costs and managing asset risks.	
	On-street parking assets (i.e. parking machines and smart parking solutions) provides services through current technology platforms.	Intelligent parking systems will continually be developed and enhanced. It is anticipated there will be further opportunities to improve communications and connections between users and parking services.	Enhancements to intelligent parking systems will introduce efficiencies, resulting in new and enhanced services being provided through emerging technologies, potentially including non-asset solutions.	
Legislation & Regulation	Legislation exists which outlines requirements for how Council must manage infrastructure assets.	There is potential for future changes to legislation will influence how Council's infrastructure is managed	New legislation may impose or require changes to asset management planning principles and activities. They may include requirements that have a financial and/or service level impact that must be met.	Continue to monitor changes to legislation and ensure appropriate adaptation into asset management practices. Any material impacts would be considered as part of the Annual Business Plan and Budget process and included in the next revision of the Asset Management Plan.

#### **4.4 Asset Programs to meet Demand**

The new assets required to meet demand will be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit City of Adelaide to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs.

All upgrade/new projects responding to demand will involve developing business cases, cost estimates and facilitating decision making to integrate upgrade/new project initiatives with operational asset management planning and the Long-Term Financial Plan. This process will be facilitated with Council and the Community through the Annual Business Plan & Budget Process.

#### **4.5 Climate Change Adaptation**

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts. As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.

**Table 4.5 Managing the Impact of Climate Change on Urban Elements Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increasing temperatures and more frequent, long-running and intense heatwaves	<p>The number of days over 40°C to double by 2050</p> <p>Average temperatures to increase across all seasons by between 1.5°C and 2°C by 2050</p>	<p>Increased heat and UV related damage to assets</p> <p>Reduced lifespan of urban elements assets</p> <p>Increased costs to provide the same level of service</p> <p>Premature obsolescence as functionality is not met</p>	<p>Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will include:</p> <ul style="list-style-type: none"> <li>• Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to withstand extreme heat events</li> <li>• Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost</li> <li>• Reducing the impacts of heat through increasing canopy cover and providing additional rest and refuge areas for the community</li> </ul>
Less rain overall but more intense storms and flooding	<p>Average annual rainfall to decrease by 7% by 2050</p> <p>Intensity of heavy rainfall events to increase by at least 10% by 2050</p>	<p>Increased stormwater related damage to assets</p> <p>Reduced lifespan of urban elements assets</p> <p>Increased costs to provide the same level of service</p> <p>Premature obsolescence as functionality is not met</p>	<p>Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will consider:</p> <ul style="list-style-type: none"> <li>• Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to increased flood risk and inundation</li> <li>• Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost</li> </ul>

The impact of climate change on assets is a new and complex discussion and further impacts and management strategies will considered and developed in future revisions of this Asset Management Plan. It is recommended to continue monitoring the impacts of climate conditions and associated cost implications as further investigation is undertaken and more data becomes available. This is included as a key action within this Asset Management Plans Improvement Plan.



## 5.0 LIFECYCLE MANAGEMENT PLAN

### 5.1 Lifecycle Management Overview

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and financial sustainability requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets

An overview of the asset lifecycle is shown in Figure 5.1 below:

**Figure 5.1: Asset Lifecycle Overview**



The lifecycle management plan details how CoA plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.

## 5.2 Background Data

### 5.2.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.2.1 and all figure values are shown in current day dollars.

**Table 5.2.1: Assets covered by this Plan**

Asset Class	Asset Type	Quantity	Replacement Value
Public Art & Monuments	Public Art & Monuments	664	\$39,281,152
Street and Park Lands Furniture	BBQ	49	\$1,098,141
	Bike Rack	1420	\$846,884
	Bin	1157	\$3,168,900
	Bollard	1396	\$3,345,673
	Custom Sign	63	\$115,081
	Drinking Fountain	146	\$857,895
	Parking Machine	292	\$1,682,520
	Smart Parking Solution	2964	\$3,242,187
	Picnic Table	142	\$577,537
	Planter Box	703	\$3,698,829
	Seat	1855	\$11,835,415
	Wayfinding Signage	565	\$1,168,287
Urban Structure	Boat Landing	11	\$5,063,043
	Boat Ramp	1	\$116,878
	Bus Shelter	134	\$3,278,877
	Fence	908	\$11,463,070
	Flagpole	71	\$314,659
	Gate	356	\$248,256
	Other Structure	120	\$6,612,695
	Retaining Wall	248	\$7,298,775
<b>Total</b>		<b>13,265</b>	<b>\$105,314,754</b>

### 5.2.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.2.2.

**Table 5.2.2: Known Service Performance Deficiencies**

Asset/Location	Service Deficiency
Bike Racks	Community engagement and ongoing customer service requests have identified demand for additional bike racks. The 2023/24 Business Plan and Budget includes a program to install additional bike racks and this program is recommended to continue into the future to re-align service provision with the evolving needs of the community.
Bus Shelter/Shelter/Drinking Fountain	Community engagement has identified demand for additional drinking fountains, shelters and shading structures within city streets and the Park Lands. This aligns with a key adaptation action outlined within our Climate Action Plan (2022-2025) to provide additional convenience and comfort in response to the increase effects of climate change.

### 5.2.3 Asset condition

Condition is measured using a 1 – 5 grading system<sup>4</sup> as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management plan results are translated to a 1 – 5 grading scale for ease of communication.

**Table 5.2.3: Condition Grading System**

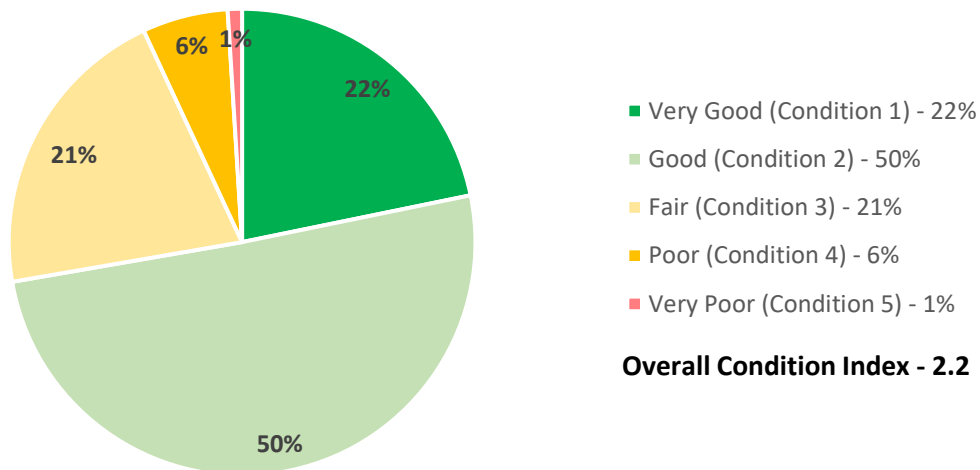
Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

<sup>4</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

### Public Art & Monuments

Public Art & Monument are typically condition audited every 4 years, with the most recent audit undertaken in 2022. Figure 5.1.3 presents the predicted Public Art & Monument condition distribution as of September 2023. Overall, the majority of our Public Art & Monument are rated in a very good to fair condition (93%), with a small proportion of assets rated in poor (6%) and very poor condition (1%). Ongoing investment will be required to refurbish assets to ensure levels of service are maintained in conjunction with minimising whole-of-life costs (i.e. prevent increased maintenance and renewal costs from not renewing assets at the appropriate time).

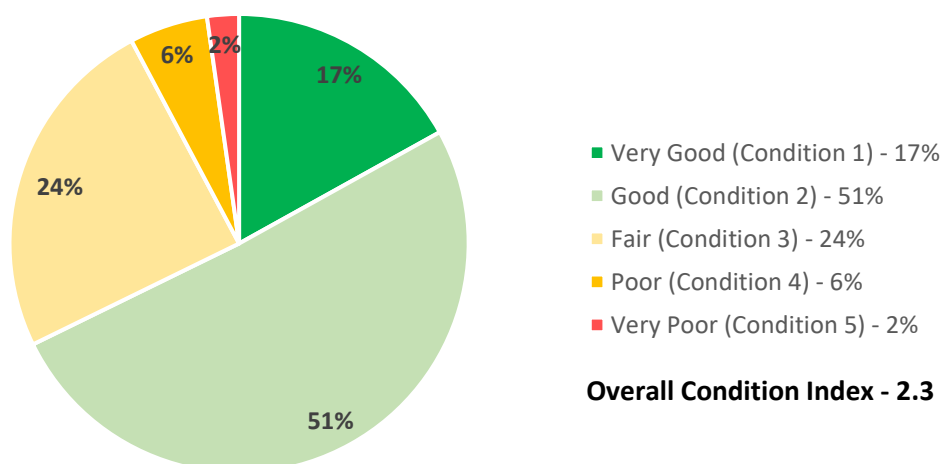
**Figure 5.2.3.p: Asset Condition Profile (Public Art & Monuments)**



### Street and Park Lands Furniture

Street and Park Lands Furniture is typically condition audited every 4 years, with the most recent audit undertaken in 2020. Figure 5.1.3 presents the predicted furniture condition distribution as of September 2023. Overall, the majority of our furniture is in a very good to fair condition (92%), with a small proportion of assets rated in poor and very poor condition (8%). Ongoing investment will be required to renew and replace assets to ensure levels of service are maintained.

**Figure 5.2.3.f: Asset Condition Profile (Street and Park Lands Furniture)**

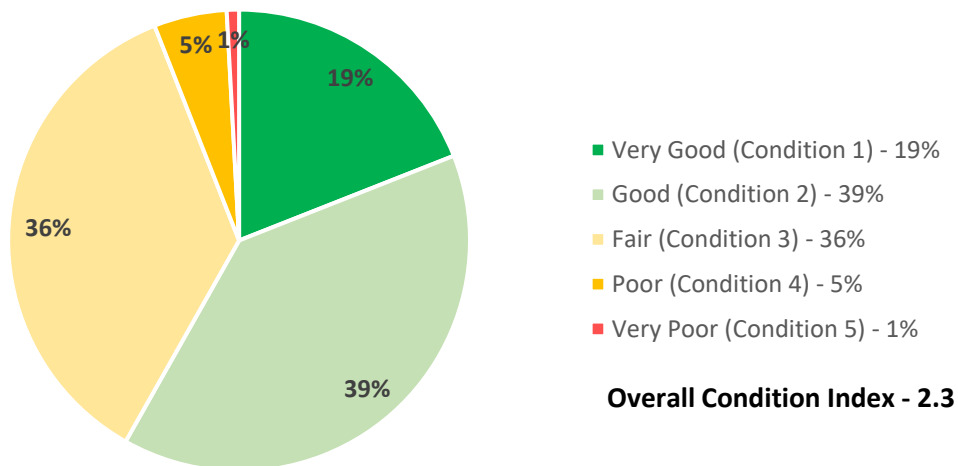




## Urban Structure

Structures are typically condition audited every 4 years, with the most recent audit undertaken in 2020. Figure 5.1.3 presents the predicted structure condition distribution as of September 2023. Overall, the majority of our structures are rated in a very good to fair condition (94%), with a small proportion of assets rated in poor and very poor condition (6%). Ongoing investment will be required to renew and refurbish our structures to ensure levels of service are maintained in conjunction with minimising whole-of-life costs (i.e. prevent increased maintenance costs).

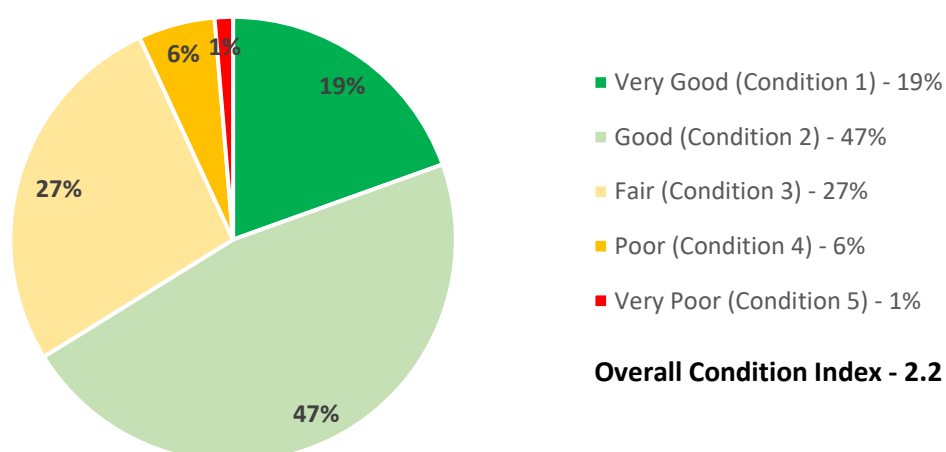
**Figure 5.2.3.s: Asset Condition Profile (Urban Structure)**



## Summary

Overall, the current condition of our urban elements portfolio is rated in a good to fair condition, with a combined overall condition index rating of 2.2. 93% of assets are rated in a very good to fair condition and 6% of assets are rated in poor or very poor condition, which will form the general basis of our renewal program priorities.

**Figure 5.2.3.all: Urban Elements Portfolio Condition Profile**



### 5.3 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include furniture repairs, painting worn surfaces and securing loose nuts and bolts. Requirements are informed by both customer service requests and proactive maintenance inspections.

Currently, maintenance activities are generally evaluated and prioritised with respect to annual budgets. This process is undertaken by experienced staff, where risk-based assessment and resource allocation considers the severity of the defect as well as its location. Any critical maintenance requirements that cannot be accommodated within exiting budgets and assessed through regular budget reviews to ensure resources are appropriately re-allocated.

Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for Urban Elements Assets, with a view to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk and customer expectations. This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

Updated standards will document both maintenance intervention levels and response times. Intervention levels will document the criteria for actioning maintenance defects and response times will set targets that we aim to work within to repair defects. Typically, both of these elements will vary depending on the severity of the defect as well as its position/location within the asset hierarchy.

Monitoring whether maintenance activities are being delivered in accordance with the specified intervention levels and response times, will enable us to understand whether resourcing levels are sufficient. Where resourcing levels are identified as insufficient, additional budget requirements can be considered through the business plan and budget process, or intervention levels and response times can be adjusted with respect to budget constraints.

#### 5.3.1 Maintenance Budget Trends

The trend in maintenance budgets for all urban element assets over the past 4 years is shown in Table 5.3.1.

**Table 5.3.1: Maintenance Budget Trends**

Year	Public Art & Monument	Furniture	Structure
2020/21	\$305,593	\$1,241,779	\$271,335
2021/22	\$371,790	\$1,411,316	\$339,846
2022/23	\$553,558	\$1,754,328	\$373,115
2023/24	\$364,105	\$1,397,666	\$322,904

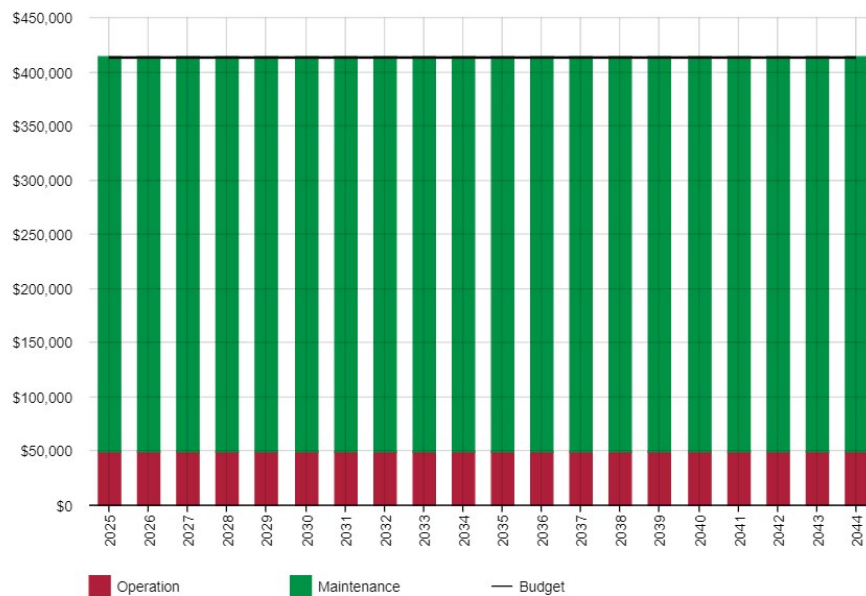
#### 5.3.2 Summary of future operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

### Public Art & Monuments

The forecast operations and maintenance costs for Public Art & Monument, relative to the proposed operations and maintenance budgets are shown in Figure 5.4. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

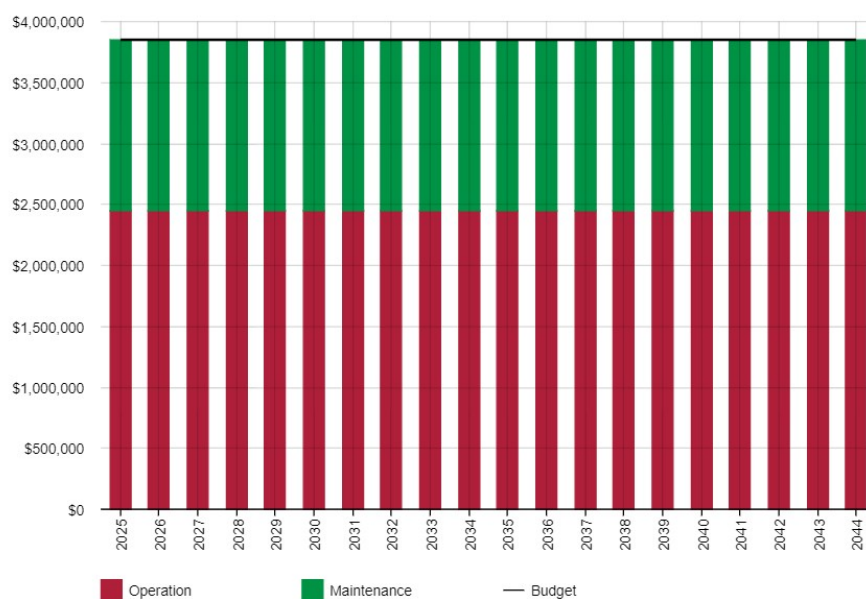
**Figure 5.3.2.p.: Operations and Maintenance Summary (Public Art & Monument)**



### Street and Park Lands Furniture

The forecast operations and maintenance costs for Street and Park Lands Furniture, relative to the proposed operations and maintenance budgets are shown in Figure 5.4. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

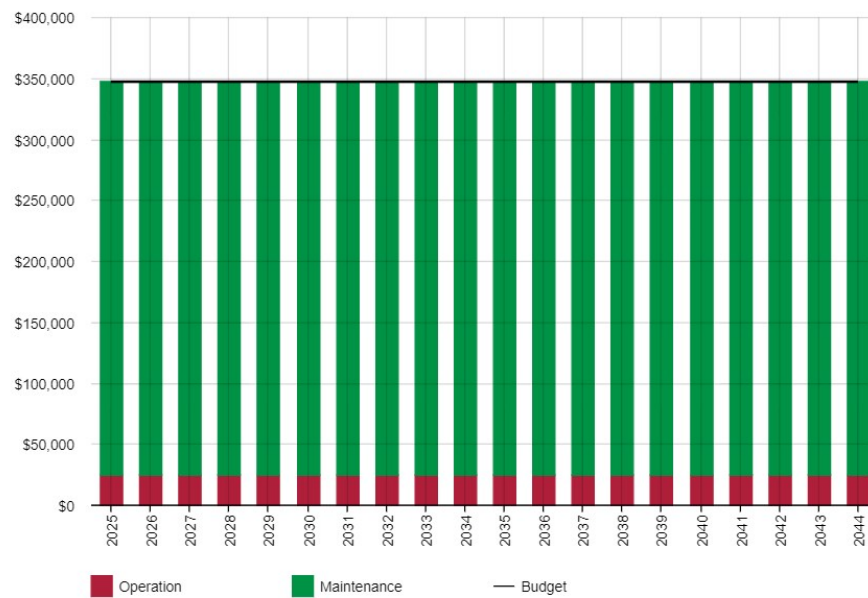
**Figure 5.3.2.f: Operations and Maintenance Summary (Street and Park Lands Furniture)**



## Urban Structure

The forecast operations and maintenance costs for Structures, relative to the proposed operations and maintenance budgets are shown in Figure 5.4. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

**Figure 5.3.2.s.: Operations and Maintenance Summary (Urban Structure)**





## 5.4 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition (new/upgrade) resulting in additional future operations and maintenance costs.

Asset renewal is typically undertaken to:

- Ensure ongoing reliability of existing infrastructure to deliver the service it was constructed to facilitate
- Ensure infrastructure is of sufficient quality to meet the service requirements
- Optimise whole-of-life costs, when maintenance activities are no longer economical

Within this Asset Management Plan, asset renewal requirements have been identified by utilising replacement costs and remaining useful life estimates that have been derived through a combination of condition audits, engineering recommendations and predictive modelling.

Predictive modelling provides a basis for evidence-based decision making, where the financial requirements for different level of service scenarios can be estimated across the short, medium and long-term. Additionally, it allows us to understand the relationship between cost, level of service and risk and can effectively demonstrate the consequences of not appropriately funding asset renewal. An overview of the predictive modelling utilised in this Asset Management Plan is shown in Figure 5.4.1 and is discussed further for each asset class in Section 5.4.1.

**Figure 5.4.1: Predictive Modelling Overview**



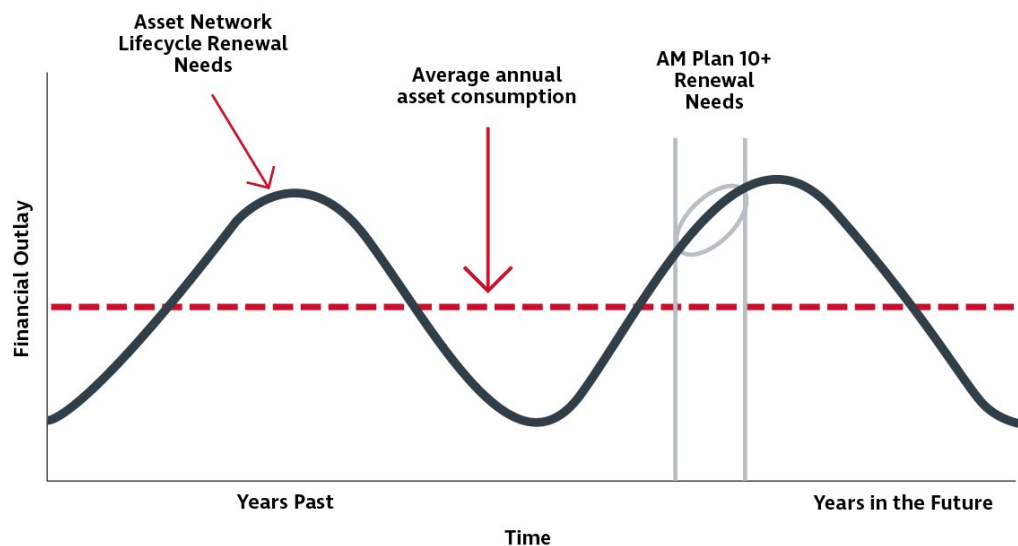
This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. Assets can generally be cost effectively maintained and provide appropriate levels of service up to a fair condition, however assets in poor and very poor condition have higher risk profiles and maintenance treatments are generally not economical. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs.

Asset renewal planning is undertaken with a holistic and integrated approach, to ensure consideration is given to asset functionality, adjacent assets and Council's higher-level strategic objectives (e.g. new and upgrade

requirements). This allows capital works programming to be optimised through the development of logical works packages, that provide value to the community and minimise disruption.

It is important to understand that infrastructure networks are comprised of assets with varying age profiles and different useful lives and replacement costs. This results in having to replace more assets in some periods when compared with others and means that it's very unlikely that asset renewal needs will be consistent over time. Figure 5.4.2 highlights a typical scenario of varying asset renewal expenditure requirements over the asset lifecycle.

**Figure 5.4.2: Asset Network Lifecycle Renewal Needs**



To account for fluctuations in asset lifecycle renewal needs and enable efficient resourcing planning, often there will be a need to smooth out expenditure requirements over multiple years through a combination of deferring renewal (where appropriate) and bringing scheduled works forward.

At times, this may result in a small number of assets exceeding prescribed renewal intervention criteria, requiring projects to be prioritised with respect to available budget. It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a higher consequence of failure
- Have higher usage and the subsequent impact on users would be more significant
- Have higher than expected operational and maintenance costs

Prioritisation criteria used to inform the renewal forecasts within this Asset Management Plan include:

- Compliance with current legislative requirements
- Asset condition
- Asset hierarchy and criticality
- Cost effectiveness of maintenance investment
- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Community interest

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in 2023.

**Table 5.4: Useful Lives of Assets**

Asset Category	Asset (Sub)Category	Useful life *
Public Art and Monument	Public Art and Monument	5-10 year refurbishment cycles
Street and Park Lands Furniture	BBQ	10 years
	Bike Rack	15 years
	Bin	10 years
	Bollard	15 years
	Custom Sign	10 years
	Drinking Fountain	10 years
	Parking Machine	10 years
	Smart Parking Solution	5 years
	Picnic Table	20 years
	Planter Box	15 years
	Seat	20 years
	Wayfinding Signage	20 years
Urban Structure	Boat Landing	20-80 years
	Boat Ramp	80 years
	Bus Shelter	20 years
	Fence	15 years
	Flagpole	30 years
	Gate	15 years
	Other Structure	15-20 years
	Retaining Wall	60 years

\* useful life will vary dependant on asset hierarchy/material/component

### 5.4.1 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

#### Public Art and Monuments

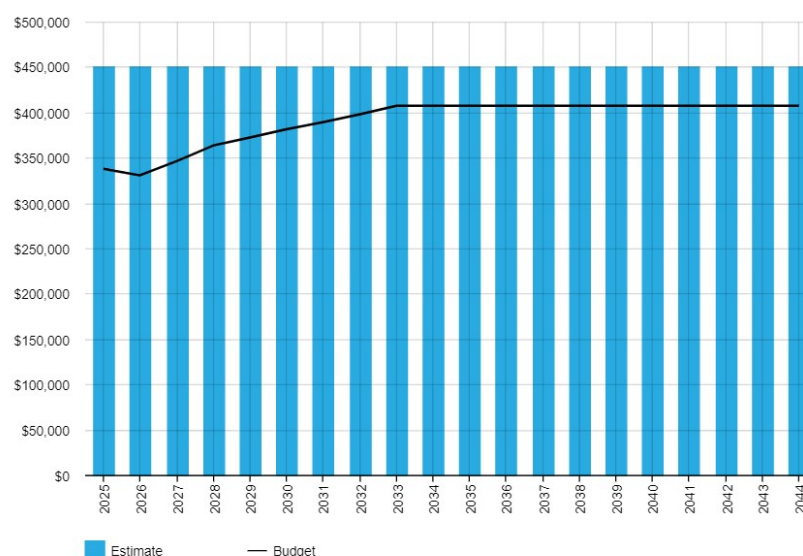
Due to the cultural and aesthetic value provided by Public Art and Monuments, assets are assessed and refurbished on a cyclic basis to maintain structural integrity and aesthetics. Full replacement of our Monuments is generally not feasible due to heritage conservation requirements and the fact that Public Art assets need to be managed in accordance with formal agreements with artists for the period nominated for presentation. Full replacement of assets will only be considered when it is not possible to appropriately maintain assets through cyclic refurbishment programs.

It is estimated that \$450,000 will be required on an annual basis to ensure Public Art & Monument are assessed and refurbished in accordance with the recommended frequencies below:

- Large memorials, monuments and heritage assets – every 5 years
- Small memorials and other Public Art – every 10 years

The projected 20-year renewal forecast compared against the current Long Term Financial Plan budget allocation for Public Art and Monuments is shown in Figure 5.4.1 below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is shown that there is a minor funding shortfall over the first 7 years and additional funding is required to maintain current levels of service.

**Figure 5.4.1.p.: Forecast Renewal Costs (Public Art and Monuments)**



#### Street and Park Lands Furniture

Predictive modelling identified that the existing budget allocations within the Long-Term Financial Plan were insufficient to maintain current service levels, resulting in the health of the furniture network steadily declining over time. Various renewal strategies were considered for the furniture network utilising predictive scenario modelling, which are presented and further discussed in Appendix F.

The recommended asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 (< 10%) and prohibit assets reaching condition 5 (target of 0%). Street and Park Lands Furniture are generally renewed individually when asset deteriorates to condition 4. As on-street parking assets (i.e. parking machines



and smart parking solutions) have a heavy reliance on operating platforms, to leverage advances in new and emerging technology, it is recommended that these assets are all replaced at the same time as a group at the expiration of their recommended useful life.

To enable this, our general Street and Park Lands and Furniture will require:

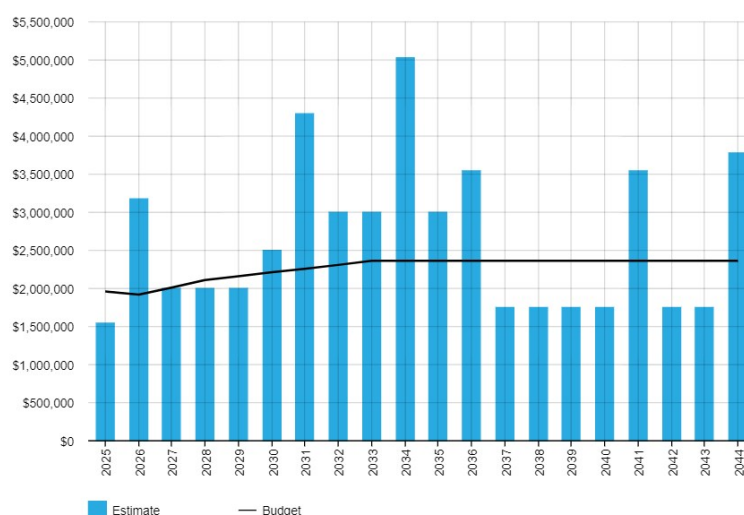
- \$1.8 m / year - between years 1 and 5
- \$2.8 m / year - between years 6 and 11
- \$1.75 m / year - between years 12 and 20

On top of this there will be cyclic renewal requirements associated with our on-street parking assets, which include:

- \$1.8m in years 2, 7, 12 and 17 (smart parking solution - 5 year useful life)
- \$2.1m in years 10 and 20 (parking machines - 10 year useful life)

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for Street and Park Lands Furniture is shown in Figure 5.4.1 below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall in specific years and additional funding is required to maintain service levels. Not funding the shortfall will result in the health of the asset network slowly deteriorating over time and pose potential financial risks associated with lost revenue from on-street parking assets.

**Figure 5.4.1.f.: Forecast Renewal Costs (Street and Park Lands Furniture)**



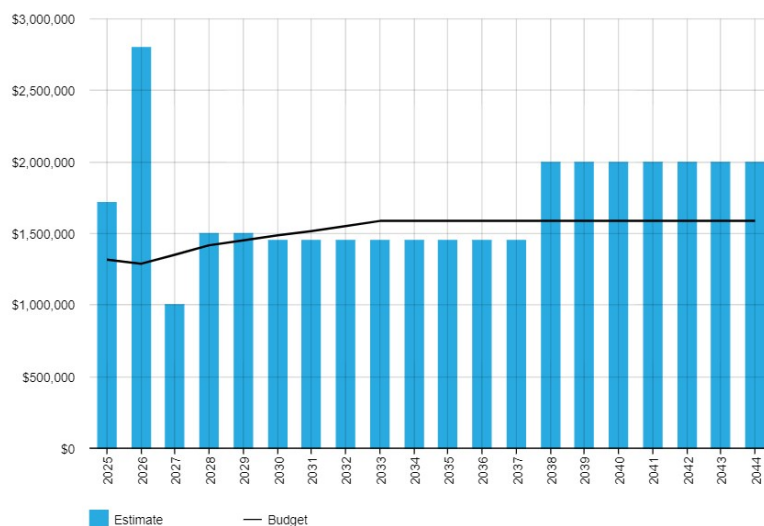
## Urban Structures

Predictive modelling identified that the existing budget allocations within the Long-Term Financial Plan were insufficient to maintain current service levels, resulting in the health of our structures steadily declining over time. Various renewal strategies were considered for our structures utilising predictive scenario modelling, which are presented and further discussed in Appendix F.

The recommended asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 (target < 5%) and prohibit assets reaching condition 5 (target 0%). To enable this, increased renewal funding of \$1.7m, \$2.8m is required over the first two years, where the investment spike in year 2 is associated with the replacement of our Christmas Tree. From years 6 to year 13, renewal funding requirements reduce to \$1.5m each year to maintain service levels. From years 14 to 20 investment requirements slightly increase further to \$2m each year to address the forecast medium to long term renewal requirements.

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for Structures is shown in Figure 5.4.1 below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall and additional funding is required to maintain service levels. Not funding the shortfall will result in the health of the asset network slowly deteriorating over time resulting in risk of asset failure and service disruption that cannot be rectified through maintenance resources.

**Figure 5.4.1.s.: Forecast Renewal Costs (Urban Structures)**



## **5.5 Acquisition of Assets (New & Upgrade)**

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Adelaide.

Opportunities for acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, initiatives identified within strategic plans and corporate strategies as well as partnerships with third parties (e.g. State Government and Developers).

Potential new and upgrade works should be reviewed to verify that they are essential to City of Adelaide's needs and include analysis to understand ongoing operations, maintenance and renewal requirements to ensure that the services are sustainable over the longer term.

While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required renewal scheduling is aligned (where practical) with key new and upgrade initiatives linked to our Strategic Plan through Integrated Delivery Planning.

Prioritisation and scheduling of new and upgrade works is currently undertaken on an annual basis through the business plan and budget process, where key prioritisation criteria include:

- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Asset condition
- Compliance with current legislative requirements
- Community interest

The Resource Plan will provide a 4-year view of new and upgrade projects, resources, and budgets required to deliver our Strategic Plan objectives. It will inform the Long-Term Financial Plan and act as the key link between the Strategic Plan and Annual Business Plan & Budget.

Transformational new and upgrade projects will reference the Adelaide Design Manual that have allocated funding within the Resource Plan and Long-Term Financial Plan.

## **5.6 Disposal of Assets**

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Disposal can be considered when an asset has been identified as underperforming, underutilised, or obsolete and does not provide value to the community.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports. To enable informed decision making, reports will include any anticipated impacts to service provision as well as financial impacts including disposal costs, revenue gained and estimated reductions in annual operations and maintenance expenditure that will be included into the Business Plan and Budget and Long-Term Financial Plan.

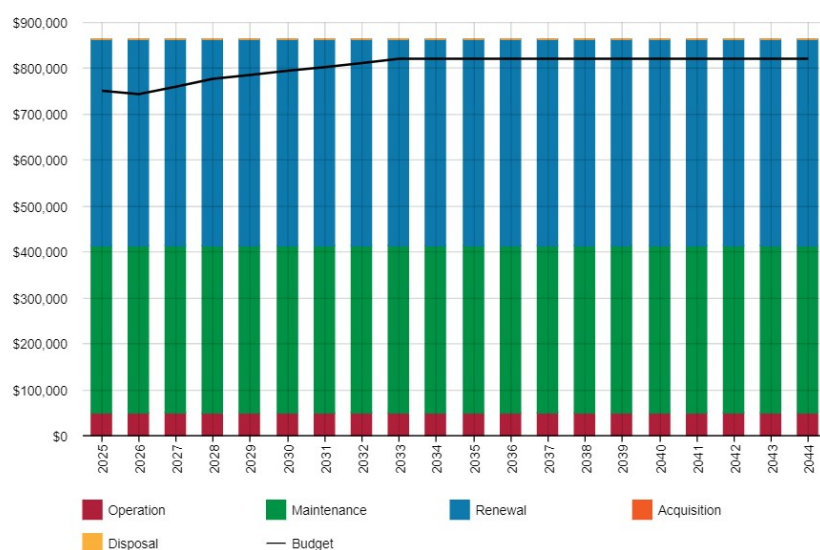
## 5.7 Summary of Asset Forecast Costs

The total financial projections from this Asset Management Plan are shown in Figure 5.7 below for each asset category. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is discussed in detail within sections 5.3 and 5.4.

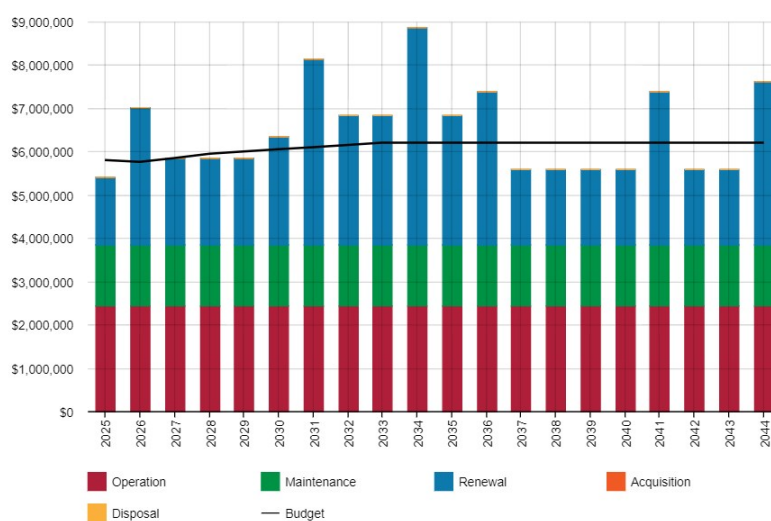
### Public Art and Monument

**Figure 5.7.1: Lifecycle Summary (Public Art and Monument)**



### Street and Park Lands Furniture

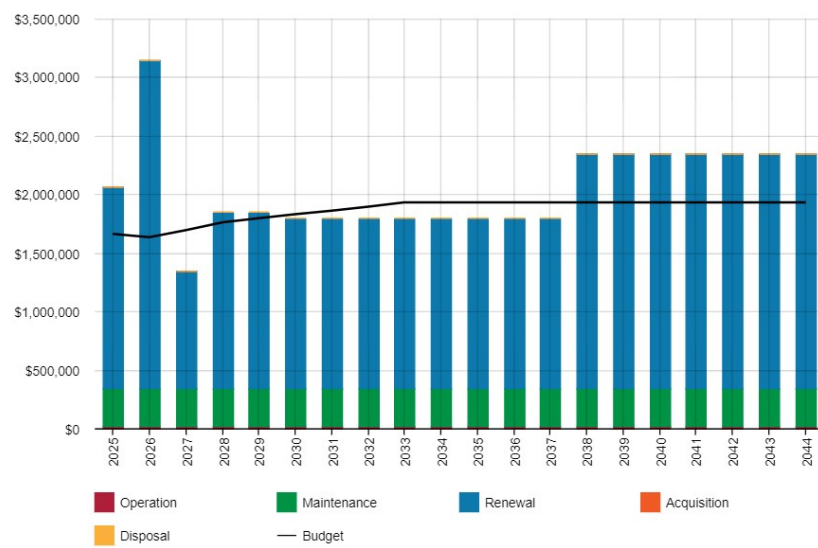
**Figure 5.7.2: Lifecycle Summary (Street and Park Lands Furniture)**





## Urban Structure

**Figure 5.7.3: Lifecycle Summary (Urban Structure)**



## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’<sup>5</sup>.

An assessment of risks<sup>6</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Asset Category	Critical Asset(s)	Failure Mode	Impact
Public Art & Monuments	Water features associated with Public Art & Monuments	Poor water quality and outbreaks of waterborne disease	Public safety Illness related to water quality
	Public Art & Monuments	Asset not managed in accordance with agreement with artist.  Breach in moral rights laws	Legal and reputational damages
Urban Structures	Bus stops, rotundas and shelters	Structural deterioration resulting in structure restrictions or physical collapse.	Reduced accessibility, or injury/ fatality as a result of collapse
On-street Parking Assets	Parking machines and Smart Parking Solution	Technology failure or vandalism	Loss of revenue

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

<sup>5</sup> ISO 31000:2009, p 2

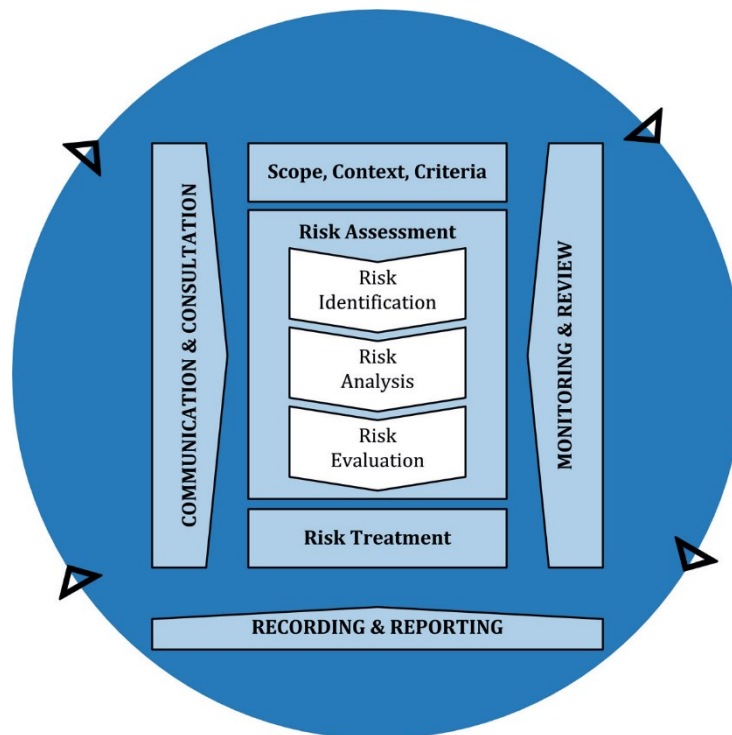
<sup>6</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

## 6.2 Risk Assessment

The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.



**Fig 6.2 Risk Management Process – Abridged**  
Source: ISO 31000:2018, Figure 1, p9

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>7</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Strategic Risk and Internal Audit Group (SRIA).

<sup>7</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

**Table 6.2: Risks and Treatment Plans**

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Costs
All Urban Elements Assets	Renewal, maintenance and operational budgets are not adopted as recommended in Asset Management Plan, resulting in increased asset risk, reduced levels of service and increased whole of life costs	High	Reduce levels of service, to better align asset management activities with financial constraints. This will result in renewal and maintenance activities being prioritised, with respect to available budgets.	Medium	Within existing resources / budgets
Public Art & Monument Water Features	Public illness associated with outbreak of waterborne disease	High	Daily inspections of fountains and sanitation procedures are undertaken within SA Health guidelines	Low	Within existing resources / budgets
On-Street Parking Assets	Parking machines and smart parking solution become obsolete due to the asset not being compatible with enabling technology, resulting in asset not operating and loss of revenue	High	Enabling technology changes are monitored on an ongoing basis. Asset useful life and asset management planning considers anticipated changes in technology	Low	Within existing resources / budgets



### 6.3 Infrastructure Resilience Approach

The resilience of our infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Ensuring we remain resilient to the impacts of projected future climate will require ongoing investigation, monitoring and adaption within future revisions of this Asset Management Plan. This has been recognised as a key action within the Improvement Plan (Chapter 8).

**Table 6.3: Resilience Assessment**

Threat / Hazard	Assessment Method	Current Resilience Approach
Increasing temperatures and more frequent, long-running and intense heatwaves	Data SA Climate Projections for South Australia  Climate change modelling scenarios based on weather station data	Implementation key actions from the Climate Change Risk Adaptation Action Plan, which include:  Continuing to work with industry to identify new/superior products (or new applications) for application in CoA  Developing an Urban Greening Strategy to guide future investment for improved canopy cover and natural cooling

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this Asset Management Plan are based on the objective to achieve the optimum benefits from the available resources.

### 6.4.1 What we cannot do

Based on our current Long-Term Financial Plan budgets, there are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years.

#### Maintenance & Operations

Currently, maintenance activities are evaluated and prioritised with respect to available budgets. While make-safe treatments are always undertaken as soon practical (generally within 24 hours), we are currently unable to undertake all permanent repairs within the timeframes aligned with community expectations. Following the completion of this Asset Management Plan, we will be updating maintenance standards to formalise maintenance intervention levels and response times, with the objective of establishing an acceptable balance between cost, risk and customer expectations.

This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

#### Renewal

There is an estimated \$1.54m renewal funding shortfall on average per year over the next 10 years, to continue to provide services in line with community expectations and reduce whole-of-life costs. This is further summarised for each urban elements asset category in Table 6.4 below.

**Table 6.4.1: Renewal funding shortfall**

Asset Category	Forecast renewal costs over next 10 years (annual average)	Current budget allocation over next 10 years (annual average)	Renewal funding shortfall over next 10 years (annual average)
Public Art & Monuments	\$450,000	\$379,325	-\$70,675
Street and Park Lands Furniture	\$3,050,184	\$2,197,971	-\$852,213
Urban Structures	\$1,780,000	\$1,477,104	-\$302,896
Total	\$5,280,184	\$4,054,400	-\$1,225,784

#### Acquisition (New & Upgrade)

It will not be possible to deliver all new and upgrade initiatives identified within corporate strategies and action plans within the 10 year planning period. New and upgrade initiatives will be prioritised and assessed against key criteria (see section 5.5) and considered with respect to available budgets. This process will be undertaken in consultation with the community through the business plan and budget process and the development of the Resource Plan.

#### **6.4.2 Service trade-off**

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduced levels of service for the urban elements portfolio (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations)

#### **6.4.3 Risk trade-off**

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Increased public safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with service provisions not aligning with community expectations
- Increased financial risks associated with surplus maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased economic risk associated with reduced business activity, events and tourism
- Intergenerational inequity (burdening future generations)

## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years)
- Medium term forecast costs/proposed budget (over 10 years of the planning period)

#### Asset Renewal Funding Ratio

The forecast renewal costs along with the proposed renewal budget, and the cumulative shortfall, is detailed in Appendix C and summarised in Table 7.1.1-1 with an overall Asset Renewal Funding Ratio of 82%.

**Table 7.1.1-1: Asset Renewal Funding Ratio**

Public Art and Monuments	Street and Park Lands Furniture	Urban Structures	Total
83%	76%	92%	82%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 82% of the funds required for the optimal renewal of assets.

Contributing factors for the gap between the forecast renewal costs and current budgets include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Utilising advanced predictive modelling within this Asset Management Plan, that analyses asset condition information to better recognise the changing asset investment needs over time to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (we have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

#### Medium term – 10 year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs for the urban element assets over the 10 year planning period is \$9,493,661 (\$9.49 million) on average per year.

The current (budgeted) operations, maintenance and renewal funding is \$8,608,408 (\$8.61 million) on average per year giving a 10 year funding shortfall of \$885,253 (\$0.89 million) on average per year.



This indicates that 90.68% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

This information is presented in further detail for each asset class in Table 7.1.1-2 below.

**Table 7.1.1-2: 10-Year Financial Indicator**

Asset Class	Forecast operations, maintenance and renewal costs (10-year average)	Current operations, maintenance and renewal funding (10-year average)	Funding Shortfall/ Surplus (10-year average)	10 Year Financial Indicator
Public Art & Monuments	\$863,152	\$787,101	-\$76,052	91.19%
Street and Park Lands Furniture	\$6,706,081	\$6,017,713	-\$688,368	89.74%
Urban Structure	\$1,924,427	\$1,803,594	-\$120,833	93.72%
Total	\$9,493,661	\$8,608,408	-\$885,253	90.68%

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

#### **7.1.2 Forecast Costs (outlays) for the Long-Term Financial Plan**

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long-Term Financial Plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the Asset Management Plan or revising the Long-Term Financial Plan.

The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are provided in Appendix F. These costs include renewal, maintenance and operations of our existing assets. For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and are accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required.

## **7.2 Funding Strategy**

The proposed funding for assets is outlined in the City of Adelaide Annual Business Plan and Budget and Long-Term Financial Plan.

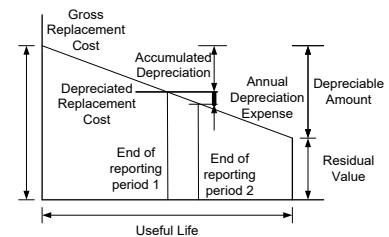
The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

### 7.3 Valuation Forecasts

#### 7.3.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at fair value cost to replace service capacity in accordance with Australian Account Standards.

Gross Replacement Cost	\$105,314,751
Depreciable Amount	\$66,776,600
Depreciated Replacement Cost <sup>8</sup>	\$72,134,242
Depreciation	\$4,027,758



A more comprehensive breakdown for each asset class is shown in Table 7.3.1.

**Table 7.3.1: Asset Valuations**

Financial Figure	Public Art and Monument	Street and Park Lands Furniture	Urban Structure	Total
Gross Replacement Cost	\$39,281,152	\$31,637,348	\$34,396,251	\$105,314,751
Depreciable Amount	\$743,001	\$31,637,348	\$34,396,251	\$66,776,600
Depreciated Replacement Cost <sup>9</sup>	\$38,807,347	\$16,032,650	\$17,294,245	\$72,134,242
Annual Depreciation	\$69,341	\$2,416,065	\$1,542,351	\$4,027,757

#### 7.3.2 Valuation forecast

Asset values are forecast to increase as additional assets are added to the network.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Increases to in asset valuation are formally recognised through asset revaluations in conjunction with updates to Asset Management Plans, which are both typically undertaken every 4 years.

<sup>8</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>9</sup> Also reported as Written Down Value, Carrying or Net Book Value.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this Asset Management plan and provides readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- All current assets will remain within the organisation's ownership throughout the planning period
- Renewal forecasts associated with Adelaide Bridge assume the full replacement of the existing structure. The scope, costs and timing of the recommended capital works will be better understood following the completion of the Options Analysis (currently underway and scheduled for completion in 2024). Outcomes will be revised into this Asset Management Plan and Long Term Financial Plan in the future as soon as practical
- Renewal forecasts are based on costs associated with like for like or modern equivalent replacement and are based off current design standards and any legislated requirements. They do not account for additional costs to upgrade assets or install new ancillary assets
- Renewal forecast have been derived from treatment rates established from quantity surveyor estimates or contract rates, applied to asset dimensions recognised within the Asset Management System
- Renewal forecasts have been escalated into FY24/25 dollars (based on historic and forecast inflation)
- Renewal forecasts account for external design requirements, where costs are allocated within each FY of the Asset Management Plan as a "Design Program" where applicable (typically between 5-10% of annual construction costs, depending on asset class)
- Renewal forecasts consider asset condition, asset functionality and integrated planning principles
- Renewal forecasts have been aligned where appropriate with upgrade projects approved by Council and recognised in the Long-Term Financial Plan
- Renewal forecasts do not account for internal staff resourcing. These resources are to be allocated through a capital resource overhead and accommodated into the Long-Term Financial Plan separately
- Asset useful lives align with current levels of service and are based on the judgment and experience of internal staff
- Asset remaining useful life estimates are based off asset condition data and technical asset deterioration profiles which are based on the judgement and experience of internal staff
- Asset useful life and remaining useful life estimates assume existing maintenance resourcing levels are continued
- Acquisition (upgrade/new) costs are not recognised within this Asset Management Plan. These costs will be recognised in the Resource Plan and incorporated into Long-Term Financial Plan separately
- Operations and maintenance forecasts are prioritised and delivered with respect to existing budget (standards to be reviewed and associated cost impacts to be incorporated into a future revision of this Asset Management Plan)
- Operations and maintenance forecasts do not currently account for the future acquisition of new assets through upgrade/new projects or gifted assets (to be incorporated into a future revision of this Asset Management Plan)
- The Long-Term Financial Plan will appropriately escalate financial outlays communicated within this Asset Management Plan

## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale<sup>10</sup> in accordance with Table 7.5.1.

**Table 7.5.1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in Table 7.5.2. This Asset Management Plan's Improvement Plan (Chapter 8) outlines further steps recommended to be undertaken to continue to increase the maturity and confidence in asset management and financial forecasts.

**Table 7.5.2: Data Confidence Assessment for Data used in Asset Management Plan**

Public Art and Monument	Street and Park Lands Furniture	Urban Structure
Medium	Medium - High	Medium - High

Further information to support this assessment at a more granular level is provided in Appendix H.

<sup>10</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.



## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices<sup>11</sup>

#### 8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is from the accounting module of CoA's Asset Management System (Assetic).

#### 8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is from CoA's Asset Management System (Assetic).

### 8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.	Strategy, Insights & Performance, with organisational support  Infrastructure Planning	Within existing resource allocations	2024/25
2	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long Term Financial Plan.	Infrastructure Planning, City Operations	Within existing resource allocations	2024-25 2025-26
3	Continue to undertake regular condition audits and revaluation for all of our Urban Elements within the nominated 4-year cycles, including regular review of asset useful lives.	Infrastructure Planning	Within existing resource allocations	Ongoing
4	Review and standardise asset hierarchies for all asset classes within Streets, Park Lands and Buildings Categories.	Infrastructure Planning, City Operations	Within existing resource allocations	2024/25
5	Review customer service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.	Infrastructure Planning, City Operations, Customer Centre	Within existing resource allocations	2024/25

<sup>11</sup> ISO 55000 Refers to this as the Asset Management System

6	Review community engagement survey questions to better align with specific asset categories and Level of Service measures	Infrastructure Planning	Within existing resource allocations	Ongoing
7	Continue to review our technical standards and their application across the City and Park Lands, with respect to climate resilience, performance, whole-of-life cost and amenity.	Infrastructure Planning, Technical Services	Within existing resource allocations	Ongoing
8	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.	Sustainability, Infrastructure Planning	Within existing resource allocations	Ongoing
9	Improve the capture of carbon emission data for technical standards to support lower carbon decision making	Low Carbon & Circular Economy, Infrastructure Planning, Technical Services	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
10	Improve the capture of carbon emission data for project procurement to support lower carbon decision making	Low Carbon & Circular Economy, Procurement, Infrastructure Delivery	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
11	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis	Strategy, Insights & Performance, Infrastructure Planning	Within existing resource allocations	2024/25
12	Further develop processes to ensure asset data is updated following the completion of maintenance work and emergency asset replacement resulting from vandalism	Infrastructure Planning, City Operations,	Within existing resource allocations	2024/25
13	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new projects	City Services Executive	Within existing resource allocations	2024-25 2025-26

### **8.3 Monitoring and Review Procedures**

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budgets will be incorporated into the Long-Term Financial Plan once completed.

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within two years of a general Council election, pursuant to section 122 of the Local Government Act 1999 (SA).

### **8.4 Performance Measures**

The effectiveness of this Asset Management Plan can be measured in the following ways:

The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the Long-Term Financial Plan,

The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the Asset Management Plan,

The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,

The Asset Renewal Funding Ratio achieving the Organisational target (90-110%)

Achieving Technical Level of Service objectives

Reviewing changes to customer service request numbers and customer satisfactory surveys

Progressing with the implementation of Improvement Actions identified in Table 8.2

Reviewing and update of the Plan at minimum every four years

## 9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus).
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/AIFMM](http://www.ipwea.org/AIFMM).
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of Adelaide 2020-2024 Strategic Plan, <https://www.cityofadelaide.com.au/about-council/plans-reporting/strategic-planning/>



## 10.0 APPENDICES

## Appendix A      Operation Forecast

The forecast operational costs for the urban elements portfolio are shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

**Table A1 - Operation Forecast Summary (Public Art & Monument)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2025	\$49,047	\$0	\$49,047
2026	\$49,047	\$0	\$49,047
2027	\$49,047	\$0	\$49,047
2028	\$49,047	\$0	\$49,047
2029	\$49,047	\$0	\$49,047
2030	\$49,047	\$0	\$49,047
2031	\$49,047	\$0	\$49,047
2032	\$49,047	\$0	\$49,047
2033	\$49,047	\$0	\$49,047
2034	\$49,047	\$0	\$49,047

**Table A2 - Operation Forecast Summary (Street and Park Lands Furniture)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2025	\$2,453,230	\$0	\$2,453,230
2026	\$2,453,230	\$0	\$2,453,230
2027	\$2,453,230	\$0	\$2,453,230
2028	\$2,453,230	\$0	\$2,453,230
2029	\$2,453,230	\$0	\$2,453,230
2030	\$2,453,230	\$0	\$2,453,230
2031	\$2,453,230	\$0	\$2,453,230
2032	\$2,453,230	\$0	\$2,453,230
2033	\$2,453,230	\$0	\$2,453,230
2034	\$2,453,230	\$0	\$2,453,230

**Table A3 - Operation Forecast Summary (Urban Structure)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2025	\$24,524	\$0	\$24,524
2026	\$24,524	\$0	\$24,524
2027	\$24,524	\$0	\$24,524
2028	\$24,524	\$0	\$24,524
2029	\$24,524	\$0	\$24,524
2030	\$24,524	\$0	\$24,524
2031	\$24,524	\$0	\$24,524
2032	\$24,524	\$0	\$24,524
2033	\$24,524	\$0	\$24,524
2034	\$24,524	\$0	\$24,524

**Appendix B      Maintenance Forecast**

The forecast maintenance costs for the urban elements portfolio are shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

**Table B1 - Maintenance Forecast Summary (Public Art & Monument)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2025	\$364,105	\$0	\$364,105
2026	\$364,105	\$0	\$364,105
2027	\$364,105	\$0	\$364,105
2028	\$364,105	\$0	\$364,105
2029	\$364,105	\$0	\$364,105
2030	\$364,105	\$0	\$364,105
2031	\$364,105	\$0	\$364,105
2032	\$364,105	\$0	\$364,105
2033	\$364,105	\$0	\$364,105
2034	\$364,105	\$0	\$364,105

**Table B2 - Maintenance Forecast Summary (Street and Park Lands Furniture)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2025	\$1,397,666	\$0	\$1,397,666
2026	\$1,397,666	\$0	\$1,397,666
2027	\$1,397,666	\$0	\$1,397,666
2028	\$1,397,666	\$0	\$1,397,666
2029	\$1,397,666	\$0	\$1,397,666
2030	\$1,397,666	\$0	\$1,397,666
2031	\$1,397,666	\$0	\$1,397,666
2032	\$1,397,666	\$0	\$1,397,666
2033	\$1,397,666	\$0	\$1,397,666
2034	\$1,397,666	\$0	\$1,397,666

**Table B3 - Maintenance Forecast Summary (Urban Structure)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2025	\$322,904	\$0	\$322,904
2026	\$322,904	\$0	\$322,904
2027	\$322,904	\$0	\$322,904
2028	\$322,904	\$0	\$322,904
2029	\$322,904	\$0	\$322,904
2030	\$322,904	\$0	\$322,904
2031	\$322,904	\$0	\$322,904
2032	\$322,904	\$0	\$322,904
2033	\$322,904	\$0	\$322,904
2034	\$322,904	\$0	\$322,904

## Appendix C      Renewal Forecast Summary

The forecast renewal costs for urban elements, relative to current renewal budgets are shown below, in conjunction with the annual renewal budget shortfall and the cumulative budget shortfall over the 10-year planning period. All Forecast costs are shown in 2024-25 dollar values.

**Table C1 - Renewal Forecast Summary (Public Art & Monument)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2025	\$450,000	\$338,379	-\$111,621	-\$111,621
2026	\$450,000	\$331,186	-\$118,814	-\$230,435
2027	\$450,000	\$347,092	-\$102,908	-\$333,343
2028	\$450,000	\$364,179	-\$85,821	-\$419,164
2029	\$450,000	\$372,870	-\$77,130	-\$496,293
2030	\$450,000	\$381,951	-\$68,049	-\$564,342
2031	\$450,000	\$389,600	-\$60,400	-\$624,743
2032	\$450,000	\$398,452	-\$51,548	-\$676,290
2033	\$450,000	\$407,887	-\$42,113	-\$718,404
2034	\$450,000	\$407,887	-\$42,113	-\$760,517

The 10-year planning period, the forecast renewal costs are \$4.50m, with a current budget allocation of \$3.74m, resulting in a cumulative budget shortfall of \$0.76m. This equates to an asset renewal funding ratio of 83%.

**Table C2 - Renewal Forecast Summary (Street and Park Lands Furniture)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2025	\$1,550,000	\$1,960,712	\$410,712	\$410,712
2026	\$3,180,000	\$1,919,033	-\$1,260,967	-\$850,254
2027	\$2,000,000	\$2,011,198	\$11,198	-\$839,056
2028	\$2,000,000	\$2,110,211	\$110,211	-\$728,845
2029	\$2,000,000	\$2,160,570	\$160,570	-\$568,275
2030	\$2,500,000	\$2,213,189	-\$286,811	-\$855,087
2031	\$4,294,800	\$2,257,506	-\$2,037,294	-\$2,892,381
2032	\$3,000,000	\$2,308,804	-\$691,196	-\$3,583,577
2033	\$3,000,000	\$2,363,469	-\$636,531	-\$4,220,108
2034	\$5,027,041	\$2,363,469	-\$2,663,572	-\$6,883,680

The 10-year planning period, the forecast renewal costs are \$28.55m, with a current budget allocation of \$21.67m, resulting in a cumulative budget shortfall of \$6.88m. This equates to an asset renewal funding ration of 76%.



**Table C3 - Renewal Forecast Summary (Urban Structure)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2025	\$1,720,000	\$1,317,659	-\$402,341	-\$402,341
2026	\$2,800,000	\$1,289,650	-\$1,510,350	-\$1,912,692
2027	\$1,000,000	\$1,351,587	\$351,587	-\$1,561,105
2028	\$1,500,000	\$1,418,127	-\$81,873	-\$1,642,978
2029	\$1,500,000	\$1,451,970	-\$48,030	-\$1,691,008
2030	\$1,450,000	\$1,487,331	\$37,331	-\$1,653,677
2031	\$1,450,000	\$1,517,114	\$67,114	-\$1,586,564
2032	\$1,450,000	\$1,551,587	\$101,587	-\$1,484,977
2033	\$1,450,000	\$1,588,324	\$138,324	-\$1,346,653
2034	\$1,450,000	\$1,588,324	\$138,324	-\$1,208,329

The 10-year planning period, the forecast renewal costs are \$15.77m, with a current budget allocation of \$14.56m, resulting in a cumulative budget shortfall of \$1.21m. This equates to an asset renewal funding ration of 92%.

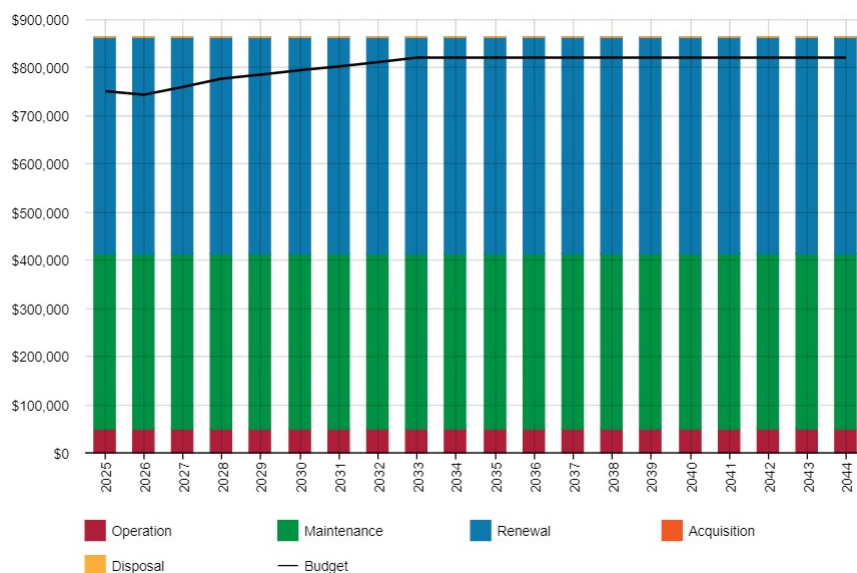
## Appendix D Budget Summary by Lifecycle Activity

The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are provided in shown below. These costs include renewal, maintenance, and operations of our existing assets. For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and are accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required. All forecast renewal costs are shown in 2024/25 dollar values and operations/maintenance costs are shown in 2023/24 dollar values.

**Table D2 – Budget Summary by Lifecycle Activity (Public Art & Monument)**

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2024/25	\$0	\$49,047	\$364,105	\$338,379	\$0
2025/26	\$0	\$49,047	\$364,105	\$331,186	\$0
2026/27	\$0	\$49,047	\$364,105	\$347,092	\$0
2027/28	\$0	\$49,047	\$364,105	\$364,179	\$0
2028/29	\$0	\$49,047	\$364,105	\$372,870	\$0
2029/30	\$0	\$49,047	\$364,105	\$381,951	\$0
2030/31	\$0	\$49,047	\$364,105	\$389,600	\$0
2031/32	\$0	\$49,047	\$364,105	\$398,452	\$0
2032/33	\$0	\$49,047	\$364,105	\$407,887	\$0
2033/34	\$0	\$49,047	\$364,105	\$407,887	\$0

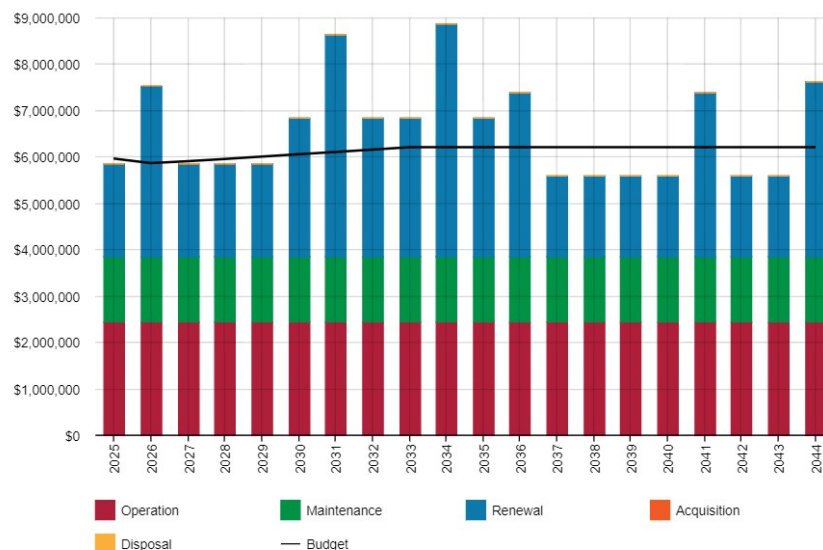
\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)



**Table D3 – Budget Summary by Lifecycle Activity (Street and Park Lands Furniture)**

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2024/25	\$0	\$2,453,230	\$1,397,666	\$1,960,712	\$0
2025/26	\$0	\$2,453,230	\$1,397,666	\$1,919,033	\$0
2026/27	\$0	\$2,453,230	\$1,397,666	\$2,011,198	\$0
2027/28	\$0	\$2,453,230	\$1,397,666	\$2,110,211	\$0
2028/29	\$0	\$2,453,230	\$1,397,666	\$2,160,570	\$0
2029/30	\$0	\$2,453,230	\$1,397,666	\$2,213,189	\$0
2030/31	\$0	\$2,453,230	\$1,397,666	\$2,257,506	\$0
2031/32	\$0	\$2,453,230	\$1,397,666	\$2,308,804	\$0
2032/33	\$0	\$2,453,230	\$1,397,666	\$2,363,469	\$0
2033/34	\$0	\$2,453,230	\$1,397,666	\$2,363,469	\$0

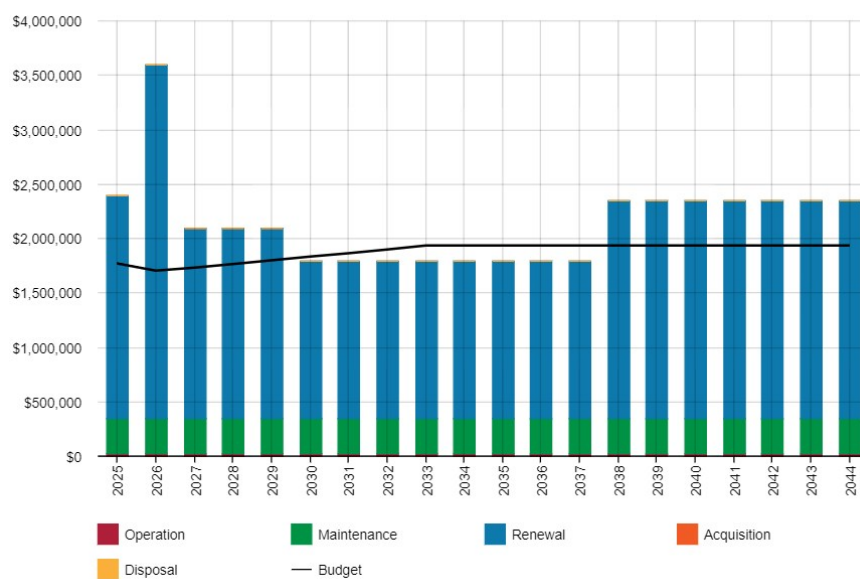
\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)



**Table D4 – Budget Summary by Lifecycle Activity (Urban Structure)**

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2024/25	\$0	\$24,524	\$322,904	\$1,317,659	\$0
2025/26	\$0	\$24,524	\$322,904	\$1,289,650	\$0
2026/27	\$0	\$24,524	\$322,904	\$1,351,587	\$0
2027/28	\$0	\$24,524	\$322,904	\$1,418,127	\$0
2028/29	\$0	\$24,524	\$322,904	\$1,451,970	\$0
2029/30	\$0	\$24,524	\$322,904	\$1,487,331	\$0
2030/31	\$0	\$24,524	\$322,904	\$1,517,114	\$0
2031/32	\$0	\$24,524	\$322,904	\$1,551,587	\$0
2032/33	\$0	\$24,524	\$322,904	\$1,588,324	\$0
2033/34	\$0	\$24,524	\$322,904	\$1,588,324	\$0

\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)





**Appendix E     Asset Condition Images and Intervention Levels**

Public Art & Monument

Public Art & Monument	Refurbishment Cycle
Large Memorial, Significant Public Art	5 years
Small Memorial, plaque, other Public Art	10 years

Before Refurbishment

Fair/Poor condition, showing wear and tear, some maintenance work required



After Refurbishment

Good condition, minor maintenance work required



## Street and Park Lands Furniture

Treatment Name	Useful life *	Intervention Level
BBQ Renewal	10 years	Condition 4
Bike Rack Renewal	15 years	Condition 4
Bin Renewal	10 years	Condition 4
Bollard Renewal	15 years	Condition 4
Custom Sign Renewal	10 years	Condition 4
Drinking Fountain Renewal	10 years	Condition 4
Parking Machine Renewal	10 years	End of Useful Life
Smart Parking Solution	5 years	End of Useful Life
Picnic Table	20 years	Condition 4
Planter Box	15 years	Condition 4
Seat	20 years	Condition 4
Wayfinding Signage	20 years	Condition 4

## Condition 1

**Very Good:** free of defects, only planned and/or routine maintenance required



## Condition 2

**Good:** minor defects, increasing maintenance required plus planned maintenance



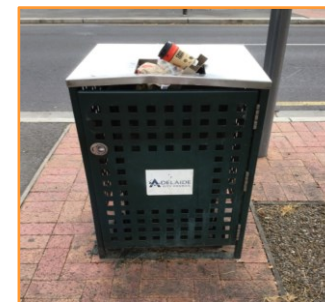
## Condition 3

**Fair:** defects requiring regular and/or significant maintenance to reinstate service



## Condition 4

**Poor:** significant defects, higher order cost intervention likely








## Condition 5

**Very Poor:** physically unsound and/or beyond rehabilitation, immediate action required



Urban Structure

Treatment Name	Useful life *	Intervention Level
Boat Landing	20-80 years	Condition 4
Boat Ramp	80 years	Condition 4
Bus Shelter	20 years	Condition 4
Fence	15 years	Condition 4
Flagpole	30 years	Condition 4
Gate	15 years	Condition 4
Other Structure	15-20 years	Condition 4
Retaining Wall	60 years	Condition 4

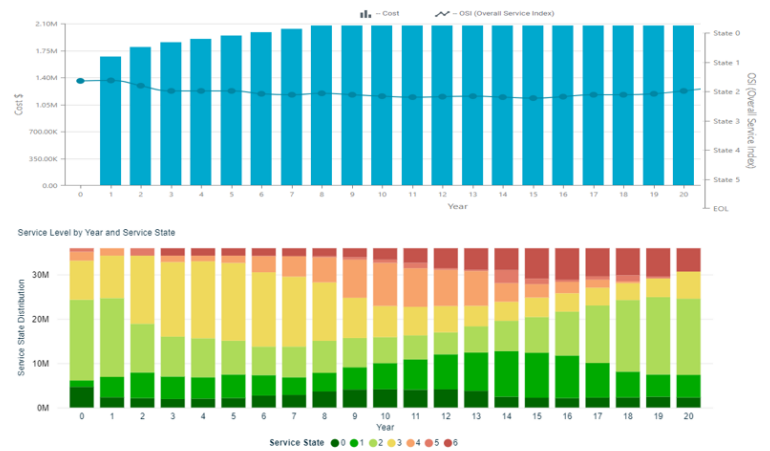
Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
<b>Very Good:</b> free of defects, only planned and/or routine maintenance required	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service	<b>Poor:</b> significant defects, higher order cost intervention likely	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required
				

Appendix F     Asset Renewal Scenario Modelling

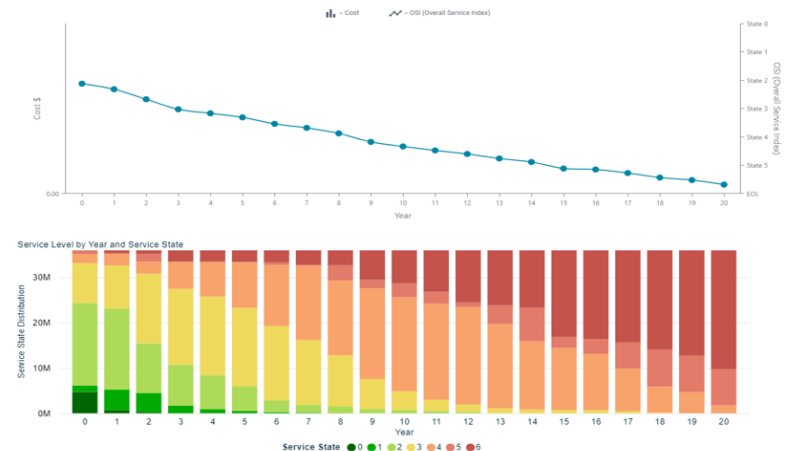
Street and Park Lands Furniture

Street and Park Lands Furniture – Predictive Scenario Modelling

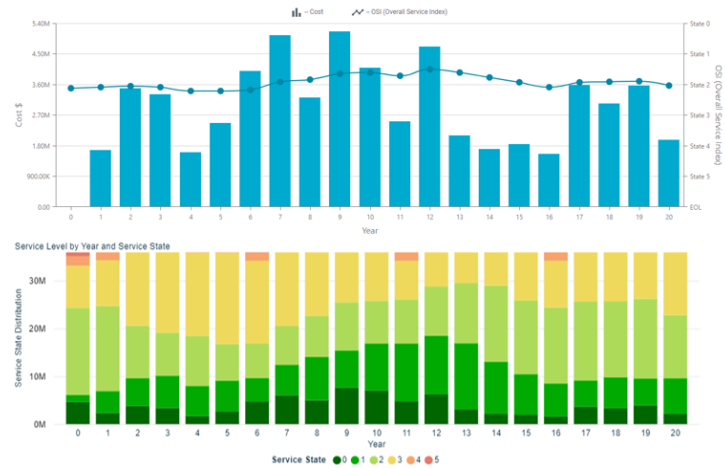
LTFP Budget



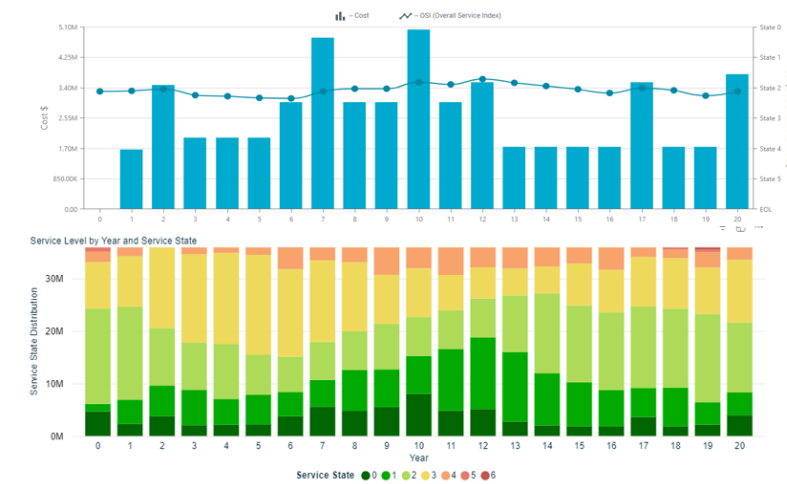
Zero Budget



Unconstrained Budget

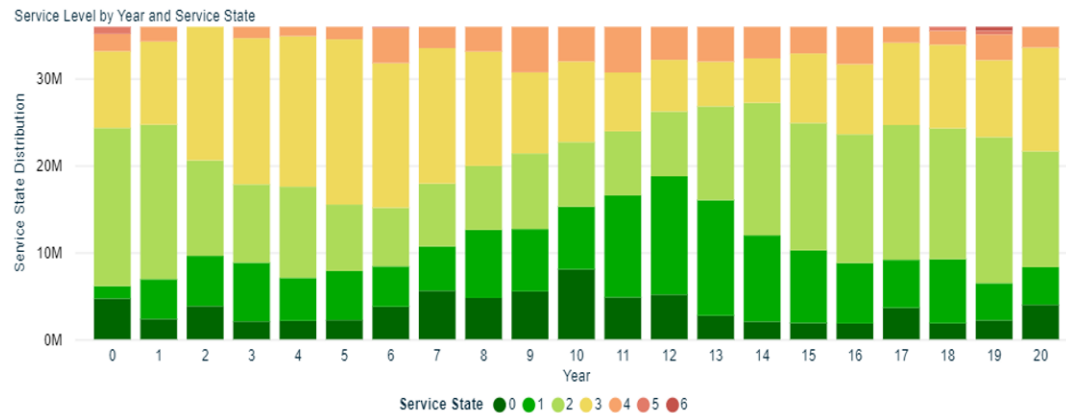


Recommended Strategy & Budget





## Street and Park Lands Furniture - Recommended Strategy

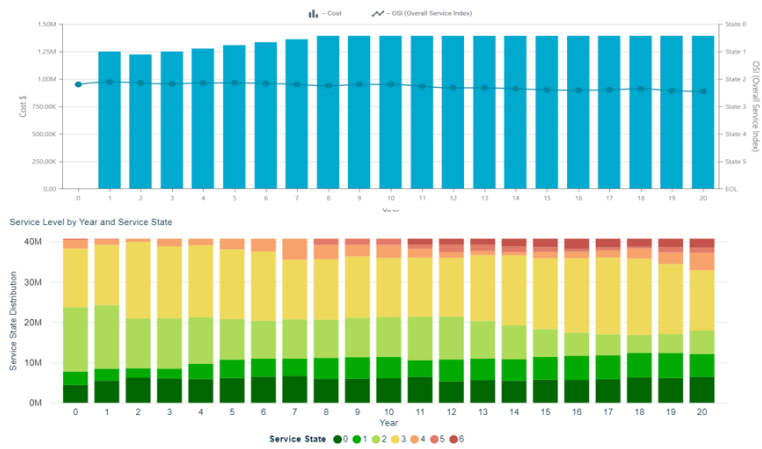


- The LTFP budget would see asset condition slowly deteriorate over the 20-year projection
- The recommended strategy is a more balanced approach than the unconstrained budget whilst addressing the shortfalls of the LTFP budget.
- The unconstrained budget outlines the required budget to prevent any assets falling into condition 4, which requires significant spikes of investment in specific years.
- Overall service state of the network is maintained around condition state 2.1 by the recommended strategy
- Small quantity of assets fall in condition 4 (<10%) and minimal assets fall into condition 5 (1%). The long-term projection is less than 10% of assets falling into condition 4.
- Considered acceptable from a risk management perspective noting that isolated service deficiencies can be managed through maintenance programs.
- Conclusion – recommended this strategy is adopted

Urban Structure

Structure– Predictive Scenario Modelling

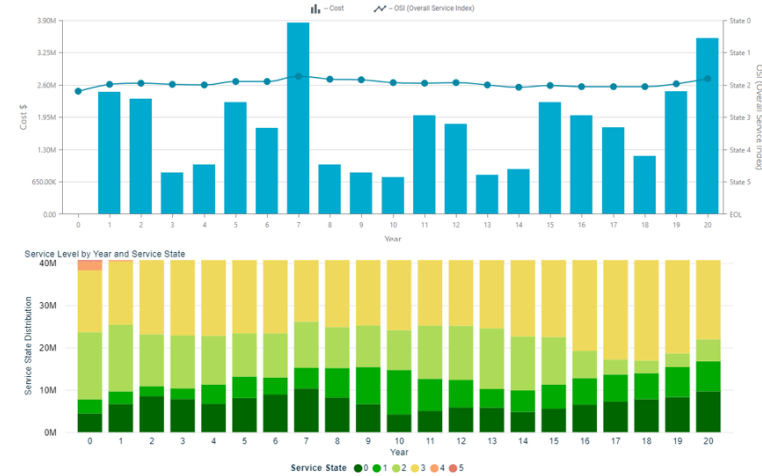
LTFP Budget



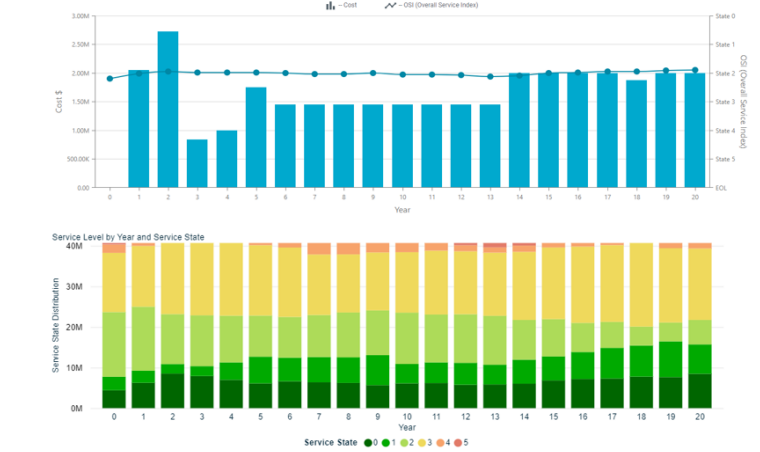
Zero Budget



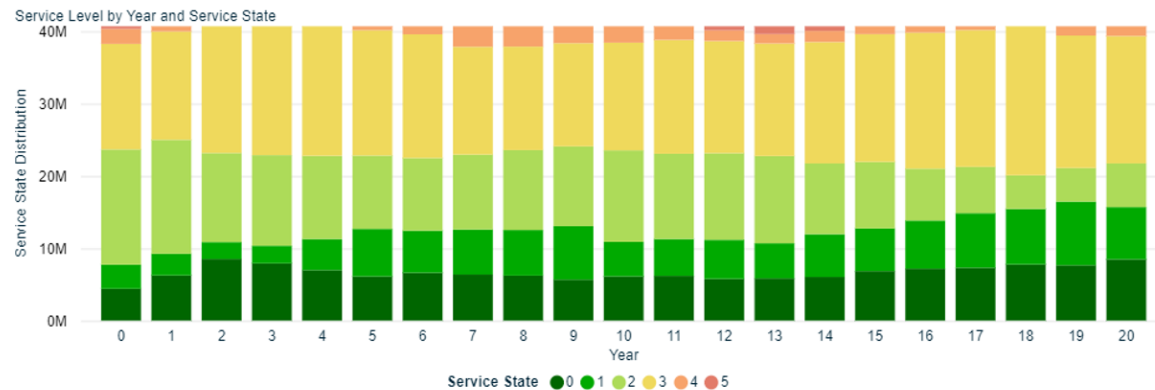
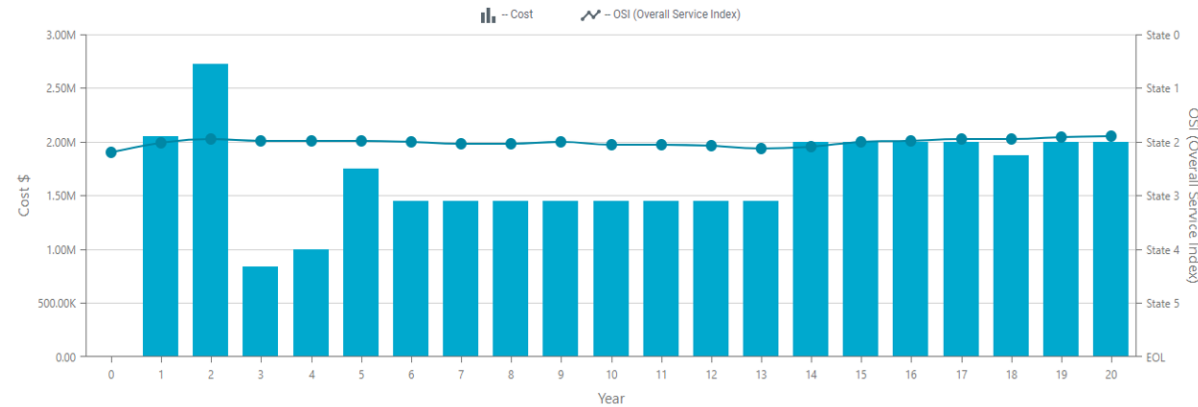
Unconstrained Budget



Recommended Strategy & Budget



## Structure– Recommended Strategy



- The LTFP budget would see asset condition slowly deteriorate over the 20-year projection
- The recommended strategy is a more balanced approach than the unconstrained budget whilst addressing the shortfalls of the LTFP budget.
- The unconstrained budget outlines the required budget to prevent any assets falling into condition 4, which requires significant spikes of investment in specific years.
- Overall service state of the network is maintained around condition state 1.9 by the recommended strategy
- Small quantity of assets fall in condition 4 (<7%) and minimal assets fall into condition 5 (<3%). The long-term projection is less than 5% of assets falling into condition 4.
- Considered acceptable from a risk management perspective noting that isolated service deficiencies can be managed through maintenance programs.
- Conclusion – recommended this strategy is adopted

## Appendix G Data Confidence Assessment for Data Used in Asset Management Plan

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in the tables below.

**Table H1: Data Confidence Assessment for Data used in Asset Management Plan (Public Art & Monument)**

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	Medium	Based off known requirements and known costs for condition audits
Maintenance forecast	Low	Maintenance requirements are not forecasted, currently just aligned to existing budget allocations
Asset values	High	Asset valuations have been inflated for 24/25 period
Asset useful lives	High	In line with industry standards with regular review
Condition modelling & Treatment Cost	Medium	Public Art & Monument condition audit was undertaken in 2021. Due to the uniqueness of each public art & monument, the treatment cost is estimated based on recent refurbishment project cost. Total refurbishment requirement is calculated based on the estimated refurbishment cost and recommended refurbishment cycle.
Disposal forecast	Low	Not accommodated within this Asset Management Plan

**Table H2: Data Confidence Assessment for Data used in Asset Management Plan (Furniture and Structure)**

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	Medium	Based off known requirements and known costs for condition audits
Maintenance forecast	Low	Maintenance requirements are not forecasted, currently just aligned to existing budget allocations
Asset values	High	Asset valuations have been inflated for 24/25 period
Asset useful lives	High	In line with industry standards with regular review
Condition modelling	Medium	Furniture and Structure condition audit was undertaken in 2020 and has been validated by internal staff to be of reliable quality. Predictive modelling was undertaken with Brightly's Predictor software package to estimate remaining useful life of assets
Disposal forecast	Low	Not accommodated within this Asset Management Plan









# Transportation Draft Asset Management Plan Summary



CITY OF  
ADELAIDE







## Contents

<b>1</b>	PURPOSE OF THE PLAN	4
<b>2</b>	OUR TRANSPORTATION ASSETS	4
<b>3</b>	COMMUNITY ENGAGEMENT AND CUSTOMER SATISFACTION	6
<b>4</b>	CURRENT AND FUTURE DEMAND	7
<b>5</b>	STRATEGIC PLANNING	8
<b>6</b>	LIFECYCLE MANAGEMENT	10
<b>7</b>	FINANCIAL SUMMARY	12
<b>8</b>	POTENTIAL SERVICE AND RISK IMPACTS	14
<b>9</b>	MONITORING AND IMPROVEMENT PROGRAM	15



# EXECUTIVE SUMMARY

## 1 The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than \$2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

Under South Australia's *Local Government Act 1999*, we are required to develop Asset Management Plans for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure asset class under our care and control. The City of Adelaide has six Asset Management Plans, which includes Transportation, Park Lands & Open Space, Buildings, Water Infrastructure, Lighting & Electrical and Urban Elements.

The fundamental purpose of this Transportation Asset Management Plan is to outline the Council's high-level asset management priorities for the operation, maintenance and renewal of our assets over the next 10 years. Additionally, it aims to improve the long-term strategic management of our transportation assets, to cater for the community's required levels of service both now and into the future.

The plan defines the current state of our \$1.14 billion transportation asset portfolio, as well as the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets.

## 2 Our Transportation Assets

The City of Adelaide's transport network is valued at approximately \$1.14 billion and provides vital services that support pedestrians, cyclists, motorists, and public transport users to move into and around the City and Park Lands. These assets include roads, kerb and watertable, footpaths, bridges and traffic signals.

### Roads

Quantity – 129 kilometres  
Total Value – \$296.5 million

### Kerb and Watertable

Quantity – 292 kilometres  
Total Value – \$119.7 million

### Footpaths

Quantity – 292 kilometres  
Total Value – \$486.4 million

### Traffic Signals

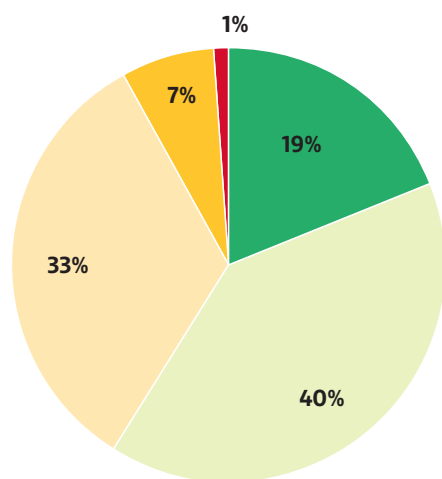
Quantity – 138 sites  
Total Value – \$59.4 million

### Bridges

Quantity – 37 sites  
Total Value – \$178.4 million



To monitor the performance of our transportation assets, we undertake regular condition audits (typically every 4 years). Asset condition information is analysed with respect to technical intervention criteria to inform our maintenance and renewal programs. The current condition of our transportation network is rated in a good to fair condition, with an overall condition index rating of 2.3. 92% of assets are rated in a very good to fair condition and 8% of assets are rated in poor or very poor condition, which form the general basis of our future renewal program priorities.



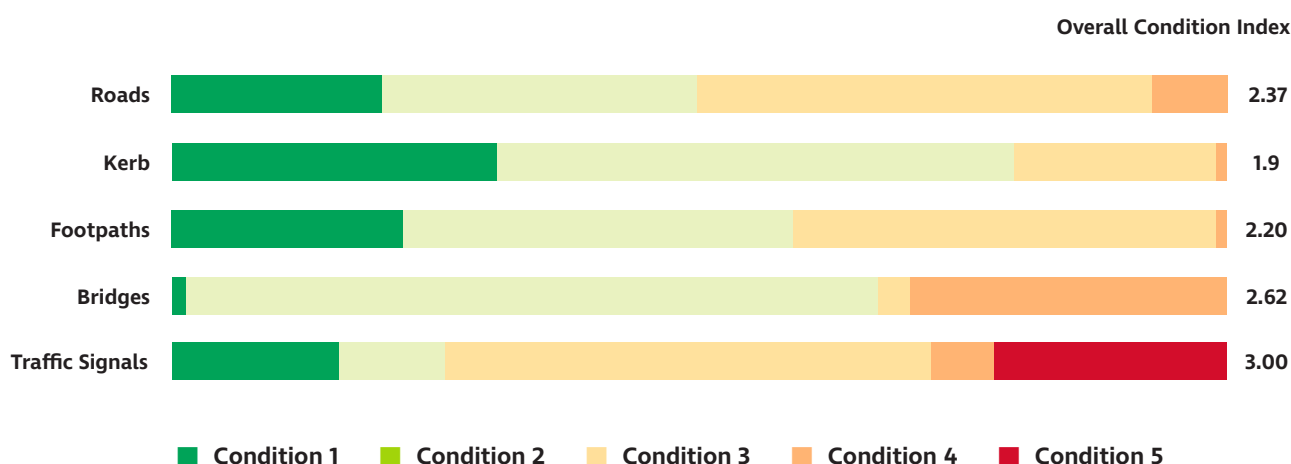
Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

Typical examples of each condition state for our transportation assets are shown in Appendix E.

Overall, the majority of our road, kerb and footpath assets are rated in a very good to fair condition with only a small proportion of assets rated in poor and very poor condition. This is considered a healthy condition distribution, however ongoing investment will be required to ensure levels of service are maintained.

Our bridges are generally rated in a good overall condition, with the exception of Adelaide Bridge, an aging asset constructed in 1931 that is approaching the end of it's useful life. Adelaide Bridge primarily accounts for the significant proportion of the bridge network currently rated in poor condition, with the bridge requiring significant rehabilitation or replacement within this Asset Management Plan's 10-year planning period.

Our traffic signal network has a significant number of assets rated in a poor to very poor condition. While this does not present any immediate operational risks due to effective proactive maintenance programs, accelerated renewal investment will be proposed within the first 5 years of this Asset Management Plan, with priorities informed by a comprehensive condition audit scheduled for 2024.





### 3 Community Engagement & Customer Satisfaction

In November 2021, we undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for the services provided by our transportation assets. A summary of the responses is shown below.

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
City Street Roads	87 %					●
City Street Footpaths	77 %				●	
City Street Cycle Lanes	52 %		●			
Park Lands Footpaths	88 %					●
Park Lands Cycle Paths	87 %					●

The overall feedback confirmed appropriate levels of customer satisfaction for all transportation assets, with the exception of City street cycle lanes. It is evident that there is a significant gap between current service provisions and the expectations of the community with respect to City street cycling facilities. The community's view was that on-road cycling infrastructure needs to be more accessible, easier to navigate and safer, in order to better meet their needs. It is anticipated that the completion of the Integrated Transport Strategy in 2024 and the subsequent initiation, funding and delivery of key upgrade/new cycling infrastructure projects will over time incrementally bridge the gap between customer expectations and service provisions.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in June 2022. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Transportation Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.



## 4 Current and Future Demands

It is anticipated that the City of Adelaide will be subject to considerable change over the next ten years. This will result in our transportation assets being subject to new demands that have the potential to impact future service delivery and the requirements of our assets.

Key demand drivers and future challenges will include:

- City growth
- Changing demographic
- Tourism & event growth
- Climate change and carbon neutrality
- Emerging technology
- Legislation & regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternative options, which facilitates service provision without the need to invest in new or upgraded infrastructure.

Demand management will include:

- Continuing to engage with our community through annual City User Profile surveys
- Finalising the Integrated Transport Strategy (2024)
- Delivering priority upgrade/new projects identified within the Strategic Plan and strategic documents
- Ensuring climate risk mitigation and adaptation is a key focus for strategic planning, asset management and project delivery
- Continuing to review and update design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes through increased usage of recycled materials
- Continuing to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices
- Continuing to monitor changes to legislation and ensure appropriate adaptation into asset management practices





## 5 Strategic Planning

Under the *Local Government Act (SA) 1999*, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below:

<b>Strategic Plan</b> <i>Community</i>	Long term with a four year delivery focus. <i>Planning for the vision and aspirations of the Adelaide Capital City.</i>
<b>Long-Term Financial Plan</b> <i>Financial</i>	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> <i>Infrastructure</i>	Suite of ten year Plans. <i>Planning for the sustainable renewal and maintenance of Council assets.</i>
<b>City Plan</b> <i>Development / Built Form</i>	Ten year Spatial Plan. <i>Planning for the future land uses and built form of the Adelaide Capital City.</i>

Through the City of Adelaide Draft Strategic Plan 2024 – 2028, Council's vision is:

### **Our Adelaide. Bold. Aspirational. Innovative.**

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

<b>Our Community:</b>	Vibrant, connected and inclusive
<b>Our Environment:</b>	Resilient, protected and sustainable
<b>Our Economy:</b>	Growing, innovative and responsive
<b>Our Places:</b>	Interesting, purposeful and safe
<b>Our Corporation:</b>	High performing, customer-centric and bold

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

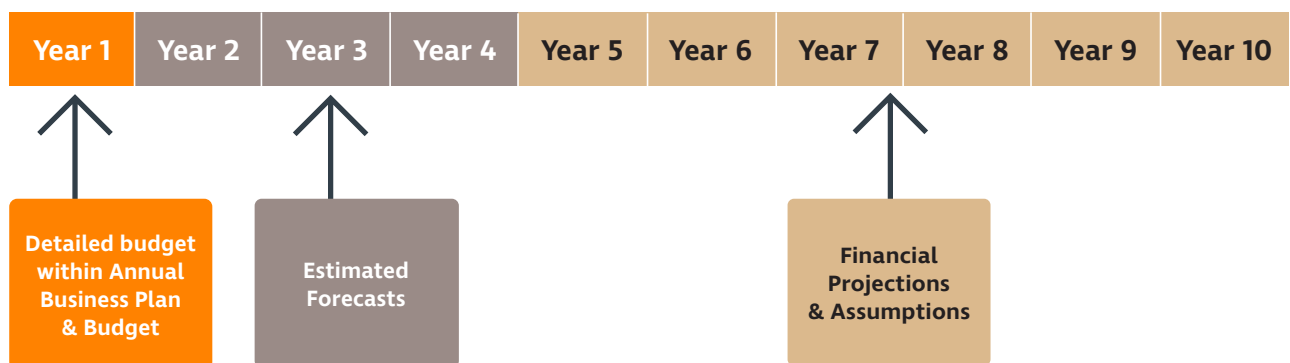
- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city
- Quality Housing - Strive for liveability and affordability to attract and retain residents
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first
- Unique Experiences - Create interesting experiences for our residents, workers and visitors
- Climate Resilience - Embed climate resilience in all that we do
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan provides a four-year view of new and upgrade projects, resources, and budget requirements to deliver our Strategic Plan aspirations and objectives.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

### Long Term Financial Plan – 10 Years



## 6 Lifecycle Management

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets





This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs. Renewal requirements have been identified through a combination of condition audits, engineering recommendations and predictive modelling.

Operational and Maintenance activities are generally evaluated and prioritised with respect to budget provisions within the Long-Term Financial Plan and Annual Business Plan and Budget. Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for transportation assets, with a view to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. The associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports, to then be considered within the Long-Term Financial Plan and Business Plan and Budget.



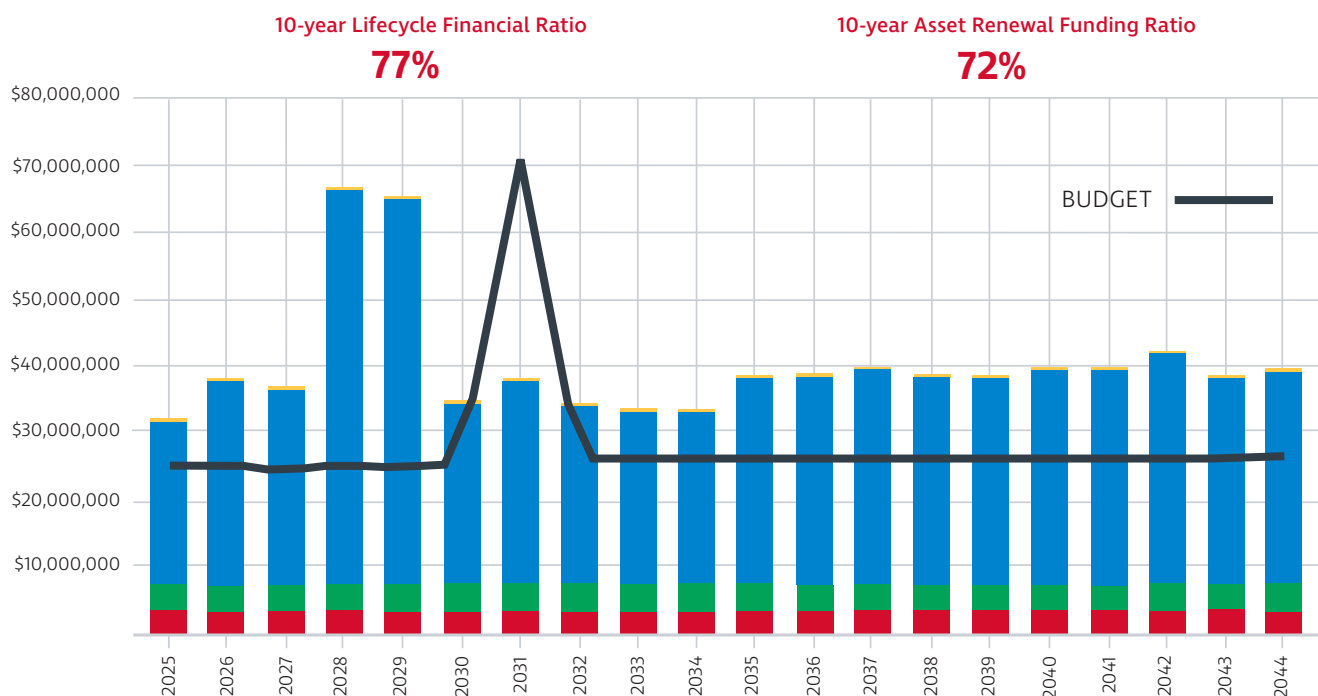


## 7 Financial Summary

This Asset Management Plan defines the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets. The lifecycle costs necessary to operate, maintain and renew our assets as outlined within this Asset Management Plan is approximately \$41.23 million on average each year across the 10-year planning period. The associated 10-year annual average financial forecasts for renewal, maintenance and operation are presented below for each asset class.

Roads	Kerbs	Footpaths	Bridges	Traffic Signals	Total
<b>\$9.57 M</b> Renewal Cost	<b>\$3.08 M</b> Renewal Cost	<b>\$9.85 M</b> Renewal Cost	<b>\$7.26 M</b> Renewal Cost	<b>\$3.86 M</b> Renewal Cost	<b>\$33.62 M</b> Renewal Cost
<b>\$1.04 M</b> Maintenance Cost	<b>\$0.47 M</b> Maintenance Cost	<b>\$1.64 M</b> Maintenance Cost	<b>\$0.23 M</b> Maintenance Cost	<b>\$0.50 M</b> Maintenance Cost	<b>\$3.87 M</b> Maintenance Cost
<b>\$1.56 M</b> Operation Cost	<b>\$0.03 M</b> Operation Cost	<b>\$1.50 M</b> Operation Cost	<b>\$0.06 M</b> Operation Cost	<b>\$0.59 M</b> Operation Cost	<b>\$3.73 M</b> Operation Cost
<b>\$12.17 M</b> Lifecycle Cost	<b>\$3.58 M</b> Lifecycle Cost	<b>\$12.99 M</b> Lifecycle Cost	<b>\$7.55 M</b> Lifecycle Cost	<b>\$4.95 M</b> Lifecycle Cost	<b>\$41.23 M</b> Lifecycle Cost

Currently, the lifecycle budget allocation within the Long-Term Financial Plan is only \$31.74 million on average each year. This leaves a funding shortfall of \$9.49 million on average each year and means we currently only have 77% of the costs (Lifecycle Financial Ratio) to deliver the required activities to sustain current levels of service.



### LIFECYCLE SUMMARY

Annual Average first 10 years

Lifecycle Forecast	\$41,255,000
Planned Budget	\$31,738,330
Shortfall	-\$9,486,670



### MAINTENANCE

Annual Average first 10 years

Maintenance Forecast	\$3,871,000
Planned Budget	\$3,871,000



### OPERATION

Annual Average first 10 years

Operation Forecast	\$3,733,500
Planned Budget	\$3,733,500



### RENEWAL

Annual Average first 10 years

Renewal Forecast	\$33,620,500
Planned Budget	\$24,133,830



Noting that this Asset Management Plan has not forecast any additional operational and maintenance requirements, the identified lifecycle funding shortfall is associated with the revised asset renewal forecasting. Each transportation asset class generally requires additional renewal funding across the 10-year planning period.

The Asset Renewal Funding Ratio indicates that over the next 10 years our current budgets within the Long-Term Financial Plan account for 72% of the forecast funding required for the optimal renewal of our transportation assets. Contributing factors for the gap between the forecast renewal costs and current budgets within the Long-Term Financial Plan include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Utilising advanced predictive modelling within this Asset Management Plan, that analyses asset condition information to better recognise the changing asset investment needs over time to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (we have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Only what is funded within the Long-Term Financial Plan and approved through the Annual Business Plan and Budget can be delivered. Should the Long-Term Financial Plan be unable to accommodate the revised asset renewal forecasts recommended within this Asset Management Plan, there will be associated service and risk impacts.

Continuing to leverage off external funding opportunities will allow us to maintain and enhance the quality of the service we provide, while reducing financial pressures through the efficiencies in an increased revenue. We will continue to work in partnership with both the State and Federal Governments to pursue these opportunities for both renewal and significant new and upgrade projects.



## 8 Potential Service and Risk Impacts

If the forecast activities outlined within this Asset Management Plan (operations, maintenance, renewal) are unable to be accommodated into the Long-Term Financial Plan, there will be potential service consequences for users. These service consequences include:

- Reduced levels of service for the transportation network (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations)

The associated risk consequences include:

- Increased safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with services not aligning with community expectations
- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased economic risk associated with reduced business activity, events and tourism
- Intergenerational inequity (passing on costs and risk to future generations)

If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long-Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and maintenance inspections
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our levels of service to establish an acceptable balance between cost, level of service and risk
- Developing a communication strategy to manage expectations and educate the community around affordable levels of service
- Continuing to seek out external funding opportunities
- Prioritisation of the delivery of key actions from the Improvement Plan



## 9 Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

Improvement Plan Actions	
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.
2	Finalise Integrated Transport Strategy in 2024 and identify key priority projects for inclusion within the Resource Plan. Asset Management Plans to be reviewed and updated where required, considering any impacts to planned asset renewal programs.
3	Revise asset renewal forecasts for Adelaide Bridge following the completion of Options Analysis (currently underway).
4	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new transportation projects.
5	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long Term Financial Plan.
6	Continue to undertake regular condition audits and revaluation for all our transportation assets within the nominated 4-year cycles, including regular review of asset useful lives.
7	Continue to review our technical standards and their application across the transportation network with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.
8	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.
9	Improve the capture of carbon emission data for technical standards and project procurement to support lower carbon decision making.
10	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis.
11	Review and standardise asset hierarchies for all asset classes within Streets and Park Lands.
12	Review customer service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.
13	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement resulting from vandalism or knockdowns.









# Transportation Draft Asset Management Plan









## Contents

<b>1</b>	EXECUTIVE SUMMARY	4
<b>2</b>	INTRODUCTION	16
<b>3</b>	LEVELS OF SERVICE	22
<b>4</b>	FUTURE DEMAND	42
<b>5</b>	LIFECYCLE MANAGEMENT PLAN	47
<b>6</b>	RISK MANAGEMENT PLANNING	69
<b>7</b>	FINANCIAL SUMMARY	76
<b>8</b>	PLAN IMPROVEMENT AND MONITORING	81
<b>9</b>	REFERENCES	84
<b>10</b>	APPENDICES	85



# 1.0 EXECUTIVE SUMMARY

## 1.1 The Purpose of the Plan

The City of Adelaide is responsible for an extensive and diverse asset portfolio valued at more than \$2 billion, which represents a significant investment made over multiple generations. These assets play a vital role in providing essential services to our community and it is critical to ensure these assets continue to be effectively managed to enable ongoing service provision and benefits for both current and future generations.

Under South Australia's *Local Government Act 1999*, we are required to develop Asset Management Plans for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure asset class under our care and control. The City of Adelaide has six Asset Management Plans, which includes Transportation, Park Lands & Open Space, Buildings, Water Infrastructure, Lighting & Electrical and Urban Elements.

The fundamental purpose of this Transportation Asset Management Plan is to outline the Council's high-level asset management priorities for the operation, maintenance and renewal of our assets over the next 10 years. Additionally, it aims to improve the long-term strategic management of our transportation assets, to cater for the community's required levels of service both now and into the future.

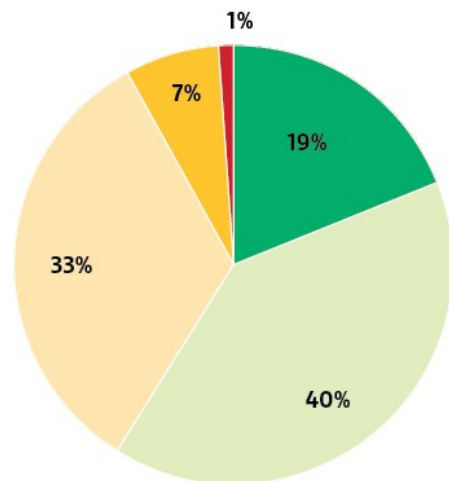
The plan defines the current state of our \$1.14 billion transportation asset portfolio, as well as the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets.

## 1.2 Our Transportation Assets

The City of Adelaide's transport network is valued at approximately \$1.14 billion and provides vital services that support pedestrians, cyclists, motorists, and public transport users to move into and around the City and Park Lands. These assets include roads, kerb and watertable, footpaths, bridges and traffic signals.



To monitor the performance of our transportation assets, we undertake regular condition audits (typically every 4 years). Asset condition information is analysed with respect to technical intervention criteria to inform our maintenance and renewal programs. The current condition of our transportation network is rated in a good to fair condition, with an overall condition index rating of 2.3. 92% of assets are rated in a very good to fair condition and 8% of assets are rated in poor or very poor condition, which form the general basis of our future renewal program priorities.



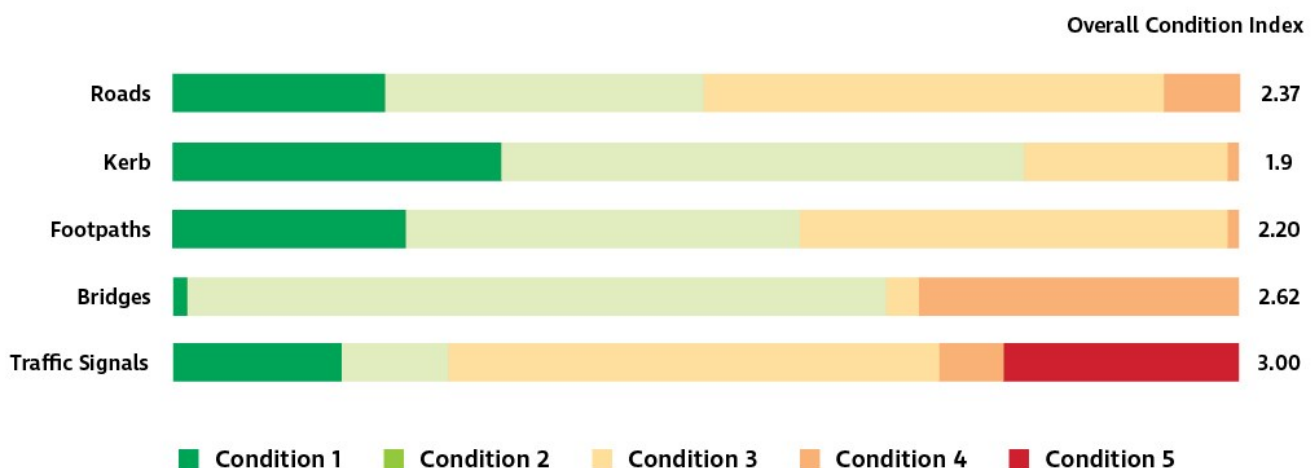
Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

Typical examples of each condition state for our transportation assets are shown in Appendix E.

Overall, the majority of our road, kerb and footpath assets are rated in a very good to fair condition with only a small proportion of assets rated in poor and very poor condition. This is considered a healthy condition distribution, however ongoing investment will be required to ensure levels of service are maintained.

Our bridges are generally rated in a good overall condition, with the exception of Adelaide Bridge, an aging asset constructed in 1931 that is approaching the end of its useful life. Adelaide Bridge primarily accounts for the significant proportion of the bridge network currently rated in poor condition, with the bridge requiring significant rehabilitation or replacement within this Asset Management Plan's 10-year planning period.

Our traffic signal network has a significant number of assets rated in a poor to very poor condition. While this does not present any immediate operational risks due to effective proactive maintenance programs, accelerated renewal investment will be proposed within the first 5 years of this Asset Management Plan, with priorities informed by a comprehensive condition audit scheduled for 2024.







### 1.3 Community Engagement & Customer Satisfaction

In November 2021, we undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for the services provided by our transportation assets. A summary of the responses is shown below.

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-84%)	Excellent (>85%)
City Street Roads	87 %					●
City Street Footpaths	77 %				●	
City Street Cycle Lanes	52 %		●			
Park Lands Footpaths	88 %					●
Park Lands Cycle Paths	87 %					●

The overall feedback confirmed appropriate levels of customer satisfaction for all transportation assets, with the exception of City street cycle lanes. It is evident that there is a significant gap between current service provisions and the expectations of the community with respect to City street cycling facilities. The community's view was that on-road cycling infrastructure needs to be more accessible, easier to navigate and safer, in order to better meet their needs. It is anticipated that the completion of the Integrated Transport Strategy in 2024 and the subsequent initiation, funding and delivery of key upgrade/new cycling infrastructure projects will over time incrementally bridge the gap between customer expectations and service provisions.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in June 2022. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Transportation Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.



## 1.4 Current and Future Demands

It is anticipated that the City of Adelaide will be subject to considerable change over the next ten years. This will result in our transportation assets being subject to new demands that have the potential to impact future service delivery and the requirements of our assets.

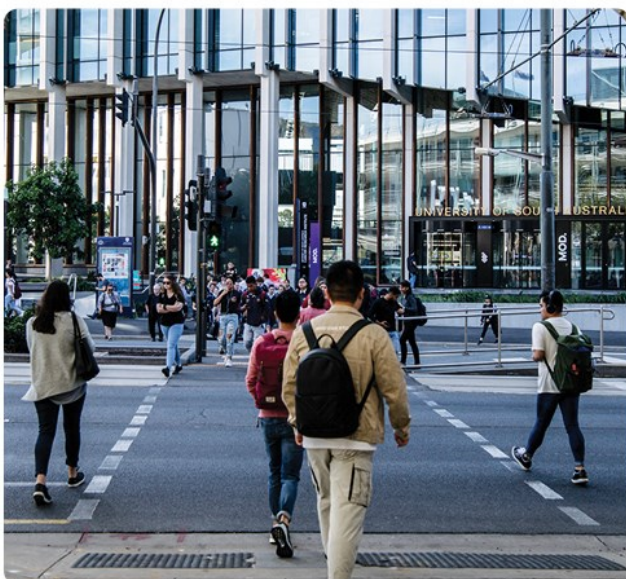
Key demand drivers and future challenges will include:

- City growth
- Changing demographic
- Tourism & event growth
- Climate change and carbon neutrality
- Emerging technology
- Legislation & regulation

Demand for new services will be managed through a combination of managing existing assets, upgrading existing assets, providing new assets and demand management. Demand management practices can include non-asset solutions, such as educating the community around alternative options, which facilitates service provision without the need to invest in new or upgraded infrastructure.

Demand management will include:

- Continuing to engage with our community through annual City User Profile surveys
- Finalising the Integrated Transport Strategy (2024)
- Delivering priority upgrade/new projects identified within the Strategic Plan and strategic documents
- Ensuring climate risk mitigation and adaptation is a key focus for strategic planning, asset management and project delivery
- Continuing to review and update design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes through increased usage of recycled materials
- Continuing to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices
- Continuing to monitor changes to legislation and ensure appropriate adaptation into asset management practices





## 1.5 Strategic Planning

Under the *Local Government Act (SA) 1999*, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below:

<b>Strategic Plan</b> <i>Community</i>	Long term with a four year delivery focus. <i>Planning for the vision and aspirations of the Adelaide Capital City.</i>
<b>Long-Term Financial Plan</b> <i>Financial</i>	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> <i>Infrastructure</i>	Suite of ten year Plans. <i>Planning for the sustainable renewal and maintenance of Council assets.</i>
<b>City Plan</b> <i>Development / Built Form</i>	Ten year Spatial Plan. <i>Planning for the future land uses and built form of the Adelaide Capital City.</i>

Through the City of Adelaide Draft Strategic Plan 2024 – 2028, Council's vision is:

### **Our Adelaide. Bold. Aspirational. Innovative.**

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

<b>Our Community:</b>	Vibrant, connected and inclusive
<b>Our Environment:</b>	Resilient, protected and sustainable
<b>Our Economy:</b>	Growing, innovative and responsive
<b>Our Places:</b>	Interesting, purposeful and safe
<b>Our Corporation:</b>	High performing, customer-centric and bold

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city
- Quality Housing - Strive for liveability and affordability to attract and retain residents
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first
- Unique Experiences - Create interesting experiences for our residents, workers and visitors
- Climate Resilience - Embed climate resilience in all that we do
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan provides a four-year view of new and upgrade projects, resources, and budget requirements to deliver our Strategic Plan aspirations and objectives.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

### Long Term Financial Plan – 10 Years





## 1.6 Lifecycle Management

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets



This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs. Renewal requirements have been identified through a combination of condition audits, engineering recommendations and predictive modelling.

Operational and Maintenance activities are generally evaluated and prioritised with respect to budget provisions within the Long-Term Financial Plan and Annual Business Plan and Budget. Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for transportation assets, with a view to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. The associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports, to then be considered within the Long-Term Financial Plan and Business Plan and Budget.



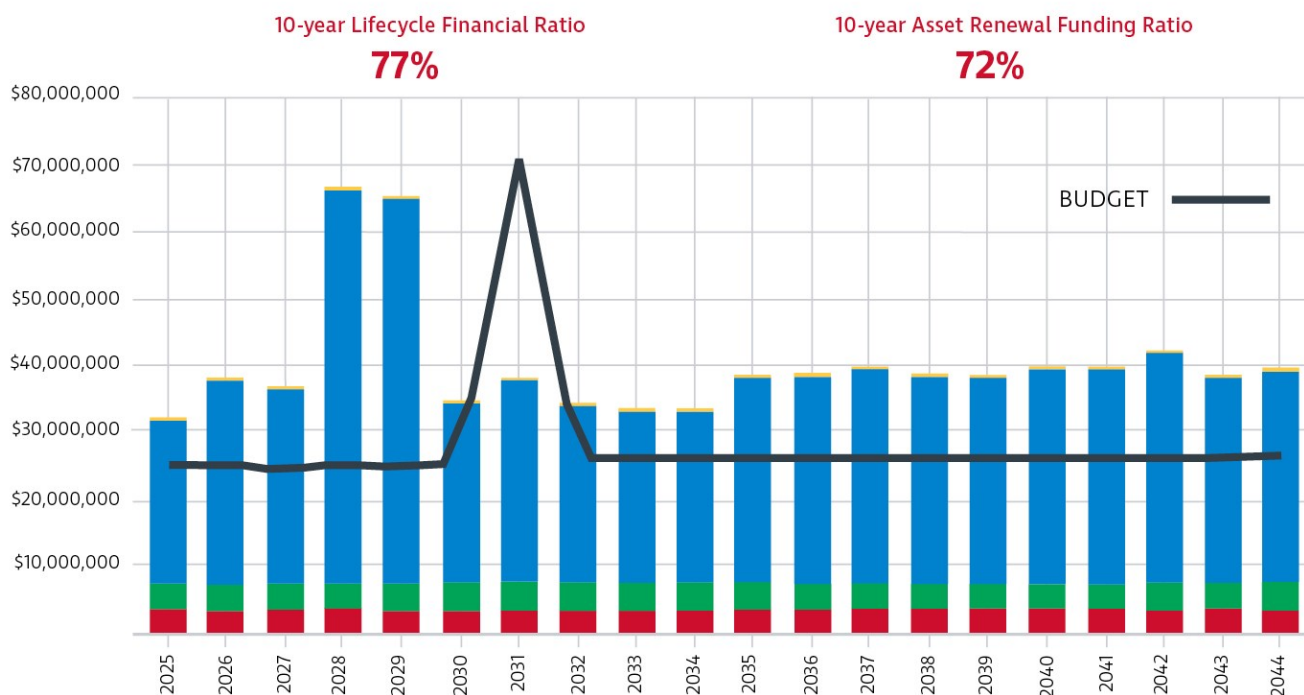


## 1.7 Financial Summary

This Asset Management Plan defines the asset management activities and associated funding requirements recommended for inclusion into the Long-Term Financial Plan to achieve our asset performance targets. The lifecycle costs necessary to operate, maintain and renew our assets as outlined within this Asset Management Plan is approximately \$41.23 million on average each year across the 10-year planning period. The associated 10-year annual average financial forecasts for renewal, maintenance and operation are presented below for each asset class.

Roads	Kerbs	Footpaths	Bridges	Traffic Signals	Total
<b>\$9.57 M</b> Renewal Cost	<b>\$3.08 M</b> Renewal Cost	<b>\$9.85 M</b> Renewal Cost	<b>\$7.26 M</b> Renewal Cost	<b>\$3.86 M</b> Renewal Cost	<b>\$33.62 M</b> Renewal Cost
<b>\$1.04 M</b> Maintenance Cost	<b>\$0.47 M</b> Maintenance Cost	<b>\$1.64 M</b> Maintenance Cost	<b>\$0.23 M</b> Maintenance Cost	<b>\$0.50 M</b> Maintenance Cost	<b>\$3.87 M</b> Maintenance Cost
<b>\$1.56 M</b> Operation Cost	<b>\$0.03 M</b> Operation Cost	<b>\$1.50 M</b> Operation Cost	<b>\$0.06 M</b> Operation Cost	<b>\$0.59 M</b> Operation Cost	<b>\$3.73 M</b> Operation Cost
<b>\$12.17 M</b> Lifecycle Cost	<b>\$3.58 M</b> Lifecycle Cost	<b>\$12.99 M</b> Lifecycle Cost	<b>\$7.55 M</b> Lifecycle Cost	<b>\$4.95 M</b> Lifecycle Cost	<b>\$41.23 M</b> Lifecycle Cost

Currently, the lifecycle budget allocation within the Long-Term Financial Plan is only \$31.74 million on average each year. This leaves a funding shortfall of \$9.49 million on average each year and means we currently only have 77% of the costs (Lifecycle Financial Ratio) to deliver the required activities to sustain current levels of service.



### LIFECYCLE SUMMARY

Annual Average first 10 years

Lifecycle Forecast	\$41,255,000
Planned Budget	\$31,738,330
Shortfall	-\$9,486,670



### MAINTENANCE

Annual Average first 10 years

Maintenance Forecast	\$3,871,000
Planned Budget	\$3,871,000



### OPERATION

Annual Average first 10 years

Operation Forecast	\$3,733,500
Planned Budget	\$3,733,500



### RENEWAL

Annual Average first 10 years

Renewal Forecast	\$33,620,500
Planned Budget	\$24,133,830



Noting that this Asset Management Plan has not forecast any additional operational and maintenance requirements, the identified lifecycle funding shortfall is associated with the revised asset renewal forecasting. Each transportation asset class generally requires additional renewal funding across the 10-year planning period.

The Asset Renewal Funding Ratio indicates that over the next 10 years our current budgets within the Long-Term Financial Plan account for 72% of the forecast funding required for the optimal renewal of our transportation assets. Contributing factors for the gap between the forecast renewal costs and current budgets within the Long-Term Financial Plan include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Utilising advanced predictive modelling within this Asset Management Plan, that analyses asset condition information to better recognise the changing asset investment needs over time to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (we have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

Only what is funded within the Long-Term Financial Plan and approved through the Annual Business Plan and Budget can be delivered. Should the Long-Term Financial Plan be unable to accommodate the revised asset renewal forecasts recommended within this Asset Management Plan, there will be associated service and risk impacts.

Continuing to leverage off external funding opportunities will allow us to maintain and enhance the quality of the service we provide, while reducing financial pressures through the efficiencies in an increased revenue. We will continue to work in partnership with both the State and Federal Governments to pursue these opportunities for both renewal and significant new and upgrade projects.



## 1.8 Potential Service and Risk Impacts

If the forecast activities outlined within this Asset Management Plan (operations, maintenance, renewal) are unable to be accommodated into the Long-Term Financial Plan, there will be potential service consequences for users. These service consequences include:

- Reduced levels of service for the transportation network (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations)

The associated risk consequences include:

- Increased safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with services not aligning with community expectations
- Increased financial risks associated with additional maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased economic risk associated with reduced business activity, events and tourism
- Intergenerational inequity (passing on costs and risk to future generations)

If the forecast activities outlined within this Asset Management Plan are unable to be accommodated into the Long-Term Financial Plan, we will endeavour to manage these risks within available funding by:

- Continuing to undertake regular asset condition and maintenance inspections
- Prioritising all asset renewal and maintenance activities with respect to available budget
- Revising our levels of service to establish an acceptable balance between cost, level of service and risk
- Developing a communication strategy to manage expectations and educate the community around affordable levels of service
- Continuing to seek out external funding opportunities
- Prioritisation of the delivery of key actions from the Improvement Plan



## 1.9 Monitoring and Improvement Program

The next steps resulting from this Asset Management Plan to improve asset management practices are:

Improvement Plan Actions	
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.
2	Finalise Integrated Transport Strategy in 2024 and identify key priority projects for inclusion within the Resource Plan. Asset Management Plans to be reviewed and updated where required, considering any impacts to planned asset renewal programs.
3	Revise asset renewal forecasts for Adelaide Bridge following the completion of Options Analysis (currently underway).
4	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new transportation projects.
5	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long Term Financial Plan.
6	Continue to undertake regular condition audits and revaluation for all our transportation assets within the nominated 4-year cycles, including regular review of asset useful lives.
7	Continue to review our technical standards and their application across the transportation network with respect to climate resilience, circular economy, recycled materials, durability and performance, whole-of-life cost, amenity, and heritage requirements.
8	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.
9	Improve the capture of carbon emission data for technical standards and project procurement to support lower carbon decision making.
10	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis.
11	Review and standardise asset hierarchies for all asset classes within Streets and Park Lands.
12	Review customer service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.
13	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement resulting from vandalism or knockdowns.



## 2.0 INTRODUCTION

### 2.1 Background

First shaped by the Kurna People of the Adelaide Plains, then by Colonel William Light, Adelaide is a dynamic, accessible and safe city, that offers an enviable quality of life. The physical layout of the city enhances the attributes that make Adelaide unique. From the Nationally Heritage Listed Park Lands that surround our city, to the compact layout that makes the city walkable and cyclable, to our unique neighbourhoods and precincts, all these factors place Adelaide on the path to being one of the most liveable cities in the world. Despite our small footprint, the City of Adelaide is home to over 26,000 residents, 12,000 businesses and accommodates over 300,000 visitors daily, contributing close to 18% of the State's economic value.

The City of Adelaide's transport network is valued at approximately \$1.14 billion and supports pedestrians, cyclists, motorists, and public transport users to move into and around the City and Park Lands. These transportation assets are vital to the health and wellbeing of the community and have been developed over time through major investment across multiple generations.

With projected City and metropolitan growth, a changing climate, and advancements in technology, it is anticipated that higher demand will be placed on our existing assets and there will be increasing requirements for new and upgraded infrastructure.

With Council's strategic objectives to create a City that is welcoming, inclusive, and accessible to all, it is critical to ensure that our transportation network continues to be appropriately managed, ensuring we provide appropriate services and benefits for both current and future generations.

This Transportation Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period. The infrastructure assets covered by this Asset Management Plan, including their quantities and replacement costs are shown in Table 2.1 below.

**Table 2.1: Infrastructure Assets covered by Transportation Asset Management Plan**

Asset Class	Quantity/Dimension	Replacement Value
Roads	129 kilometres	\$296.5 million
Kerb and Watertable	292 kilometres	\$119.7 million
Bridges	37 sites	\$178.6 million
Footpaths	292 kilometres	\$486.4 million
Traffic Signals	138 sites	\$59.4 million
Total		\$1.14 billion

This Asset Management Plan is to be read in conjunction with the Asset Management Policy, Strategic Asset Management Plan and the following key Corporate planning documents:

- City of Adelaide Strategic Plan (2024-2028)
- Active City Strategy (2013-2023)
- Adelaide Park Lands Management Strategy (2014-2025)
- Carbon Neutral Strategy (2015-2025)
- Climate Change Risk Adaptation Action Plan (2021-2026)
- Community Land Management Plans
- Disability Access and Inclusion Plan (2019-2022)
- Heritage Strategy and Action Plan (2021-2036)
- Park Land and Precinct Master Plans

- Public Art Action Plan (2019-2022)
- Public Health and Wellbeing Plan (2020-2025)
- Smart Move Transport and Movement Strategy (2012-2022)
- The 30-Year Plan for Greater Adelaide (2017) - State Government
- Integrated Transport and Land Use Plan for Greater Adelaide - State Government
- South Australian Walking Strategy (2022-2032) – State Government
- South Australia’s Road Safety Strategy (to 2031) – State Government

As existing planning documents are updated and new planning documents are approved by Council, Asset Management Plans will be reviewed and updated as required.

Infrastructure projects will reference the Adelaide Design Manual for transformational projects supported by upgrade/new funding allocated with the Business Plan and Budget and Long-Term Financial Plan.

## **2.2 Goals and Objectives of Asset Ownership**

Our goal for managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers.

The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing, and appropriately controlling risks, and
- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are:

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015 <sup>1</sup>
- ISO 55002 <sup>2</sup>

---

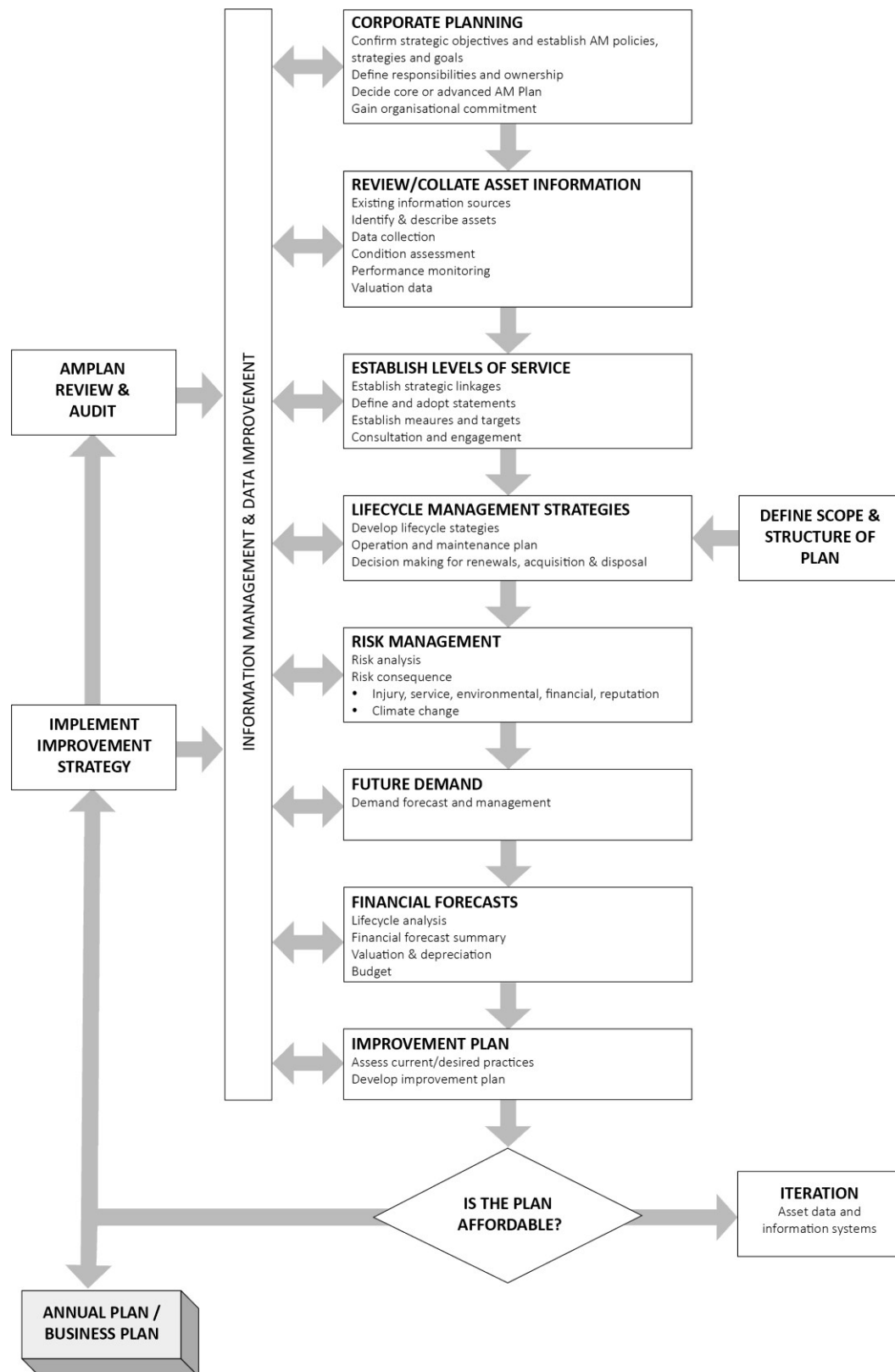
<sup>1</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

<sup>2</sup> ISO 55000 Overview, principles and terminology

A road map for preparing an Asset Management Plan is shown below:

**Figure 2.2: Road Map for preparing an Asset Management Plan**

Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11



## 2.3 Key Stakeholders & Organisational Responsibilities

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.3.

**Table 2.3: Key Stakeholders in the Asset Management Plan**

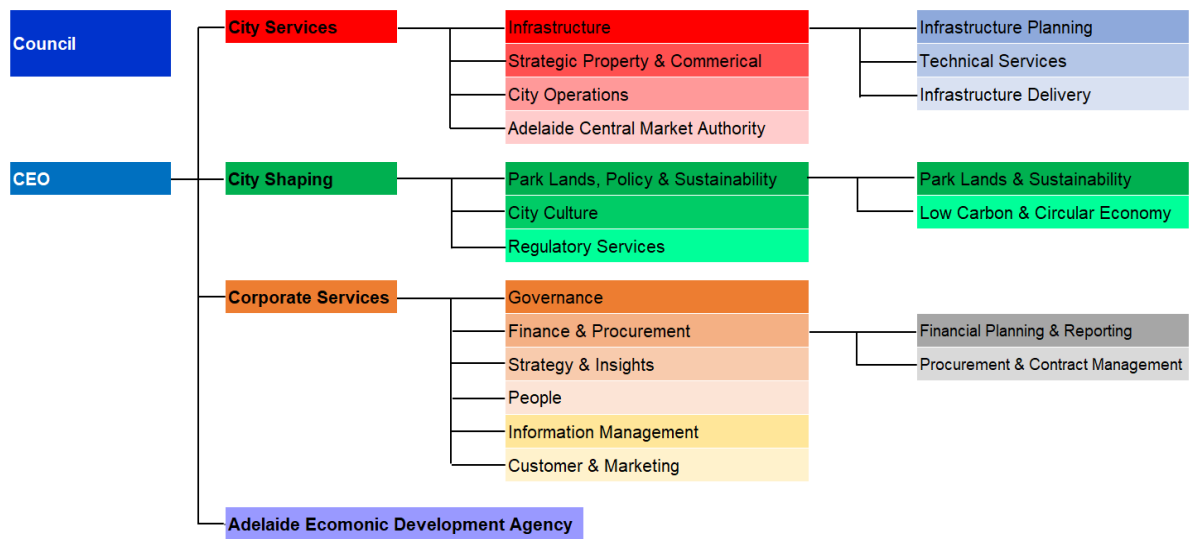
Key Stakeholder	Role in Asset Management Plan
Residents, Ratepayers & Businesses	Provide feedback on current and desired levels of service, which is considered in the development of Asset Management Plans.
Workers, Visitors, Tourists and Students	
Capital City Committee (CCC)	Intergovernmental body established under the City of Adelaide Act (1998) which initiates new projects to enhance and promote the development of the City of Adelaide as the capital city of the state.
Lord Mayor & Elected Members	Represent and advocate for the needs of the community and set high level direction through the development of asset management principles in the Strategic Plan. Approve the Asset Management Plan and Long-Term Financial Plan, to ensure the organisation maintains financial sustainability over the short, medium, and long terms, with consideration of community needs/expectations and corporate risk management requirements.
Chief Executive Officer & Executive Leadership Team	Responsible for the allocation of resources and development of sound asset management practice across the organisation as well as ensuring that all asset management activities are consistent with the objectives of Council's Strategic Plan, the Business Plan and Budget process and the Long-Term Financial Plan. Responsible for ensuring the financial projections in the adopted Asset Management Plans are reflected in the Long-Term Financial Planning and include sustainable maintenance, operations, renewal, and upgrade costs of current and future assets.
Associate Director Infrastructure	Responsible for providing leadership and direction for Council's Asset Management Framework and Project Delivery.
Infrastructure Planning	Responsible for the lifecycle management of Council's Infrastructure Assets and the development of Asset Management Plans, ensuring alignment with the Strategic Management Framework and principles and objectives outlined in the Strategic Plan and other relevant corporate planning documents.
Park Lands & Sustainability	Responsible for developing the Adelaide Park Lands Management Strategy, Park Lands and Square Master Plans and initiating priority Park Lands & Open Space upgrade/new project initiatives. Responsible for facilitating the identification of climate change risks and potential impacts to infrastructure assets.



Key Stakeholder	Role in Asset Management Plan
Low Carbon & Circular Economy	Responsible for facilitating the identification of opportunities to improve circular economy outcomes within infrastructure standards and specifications.
Traffic & Transport	Responsible for developing the Integrated Transport Strategy, Corridor Planning Studies and initiating priority Transportation upgrade/new project initiatives as well as providing technical traffic advice for capital works projects and operational issues.
Strategy & Insights	Responsible for the Strategic Management Framework, including the development of the Strategic Plan in consultation with the Executive Leadership Team, Elected Members, and key strategic stakeholders.
Technical Services	Responsible for technical design documentation to facilitate construction of infrastructure projects, review, and update infrastructure technical standards to ensure they are fit-for-purpose as well as the provision of general engineering and technical advice.
Infrastructure Delivery	Responsible for delivering Capital Works Projects identified in the Asset Management Plan and Annual Business Plan and Budget.
Financial Planning & Reporting	Responsible for the development and currency of the Asset Accounting Policy, Fixed Asset Guideline, as well as the preparation of asset sustainability and financial reports, which incorporate depreciation and asset revaluations in compliance with Australian accounting standards.
Procurement & Contract Management	Responsible for ensuring appropriate procedures are in place to enable efficient and effective procurement and contract management that demonstrates value for money and ensure public money is appropriately spent in accordance with the Local Government Act.
City Operations	Responsible for delivering day-to-day maintenance and operational activities, ensuring works are prioritised, planned and delivered consistently with operational and maintenance plans.
Regulatory Services	Responsible for issuing permits with conditions to enable external parties to undertake works on Council Infrastructure as well as enforcing rectification for works that are not compliant with CoA construction standards.
Department of Infrastructure and Transport (DIT)	Collaborative partner for major projects.
Service Authorities (e.g. SA Water, South Australian Power Networks)	Service authorities will continue to be consulted to coordinate any works planned by either Council or the service authority, so asset investment is not compromised.

Our organisational structure for service delivery associated with infrastructure assets is shown in Figure 2.3.

Figure 2.3: Organisational Structure



### 3.0 LEVELS OF SERVICE

#### 3.1 Customer Research and Expectations

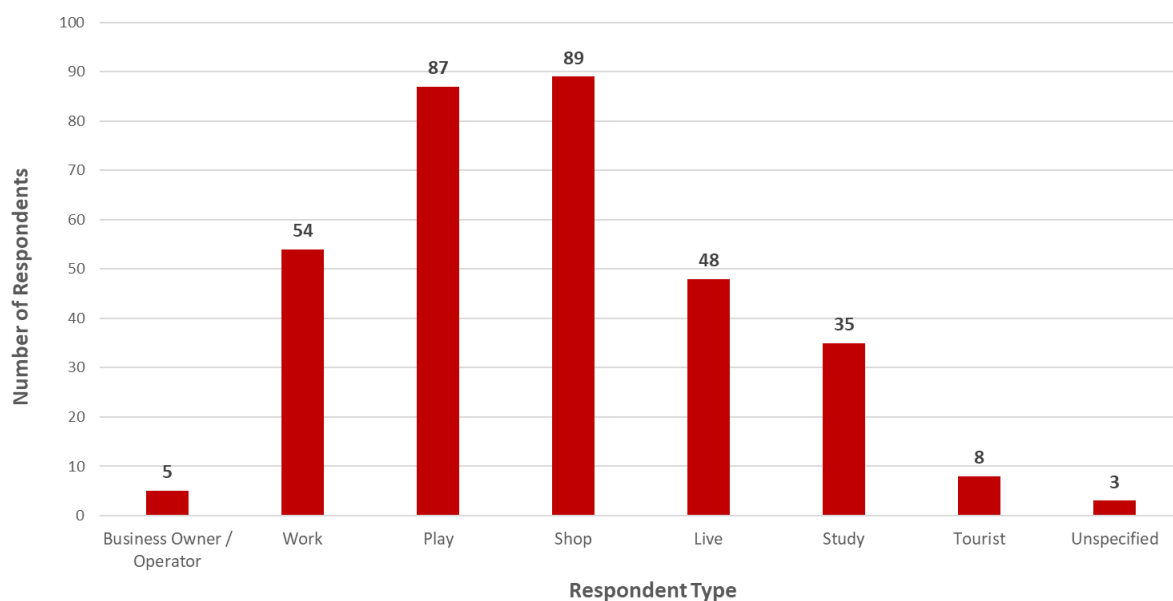
In November 2021, the City of Adelaide undertook an engagement process with City residents and visitors to better understand and measure levels of customer satisfaction for users who utilise the services provided by our Transportation infrastructure. The engagement was advertised on signage in City Streets as well as through the City of Adelaide's social media platforms.

The insights from the Survey are intended to be used to identify where current levels of service are not meeting the community's expectation. This will enable recommendations to be made to Council regarding future resourcing requirements for specific services.

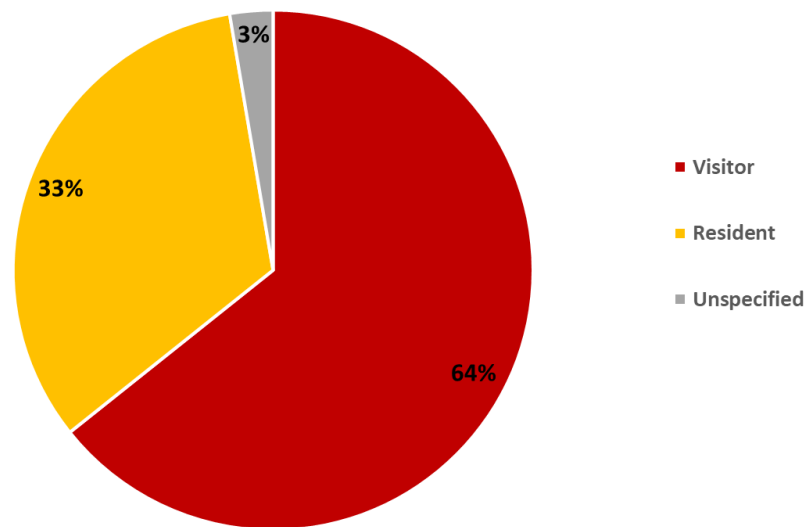
The engagement process was primarily undertaken through questionnaire surveys (113 total respondents), where information was collected online using the YourSay platform (61 respondents), as well as through on street intercepts at various locations across the City (52 respondents). Additional information and feedback relating to CoA's infrastructure assets was also collected through the 2021 Resident Survey (318 comments) and engagement with the Disability Access and Inclusion Panel (44 comments).

The demographic distribution of respondents who provided feedback is presented across Figures 3.1-1 to 3.1-3. There were significantly more survey responses received from City visitors compared to residents and an even balance across genders.

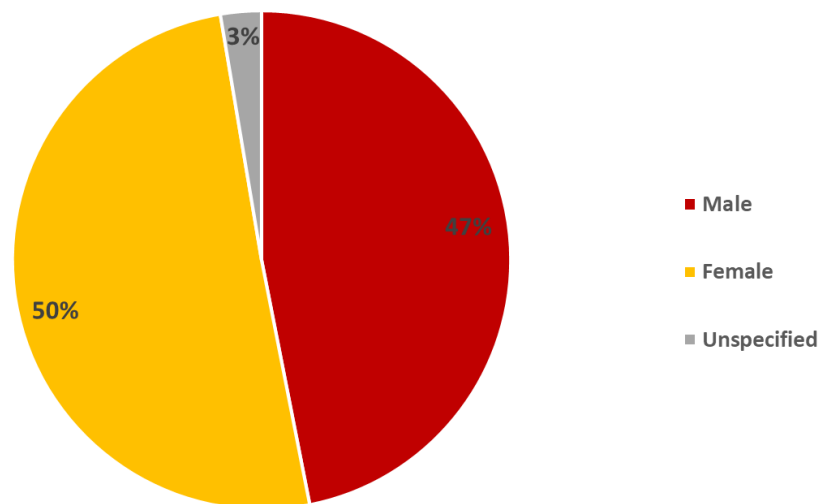
**Figure 3.1-1: Respondent distribution**



**Figure 3.1-2: Respondent Distribution (Residents v Visitors)**



**Figure 3.1-3: Respondent Distribution (Gender)**

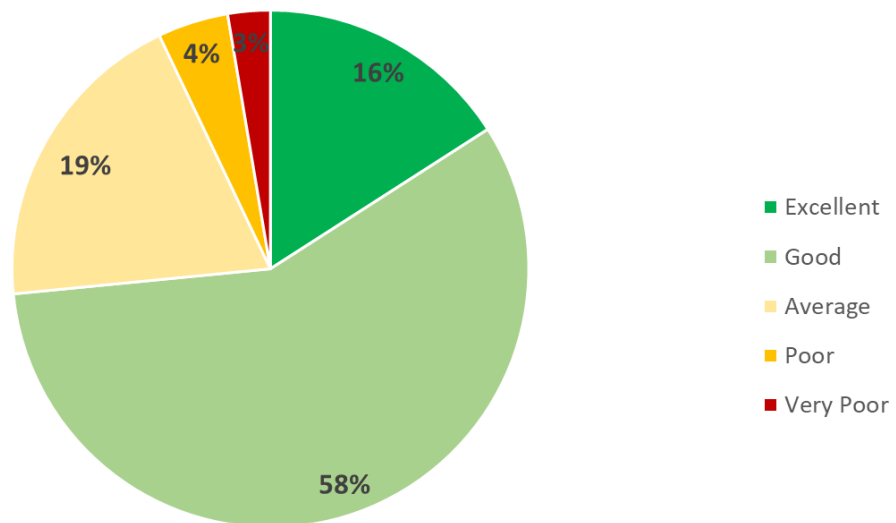


To ensure that data was collected to enable a clear line of sight for decision making purposes, the questionnaire was structured to differentiate responses received from the various user groups who utilise the transportation network (i.e. cyclists, pedestrians and motorists) as well as differentiate responses relating to the City's Streets and the Park Lands.

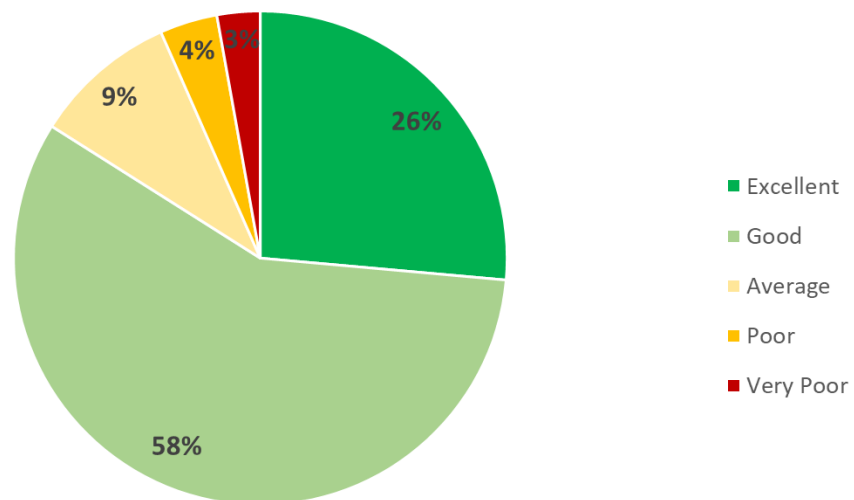
Figure 3.1-4 and 3.1-5, provides a high level overview of the survey respondents perception of how well City Streets and Park Lands are maintained. Respondents were predominately satisfied with the overall performance in maintaining the City's Streets and Park Lands, with 74% responding as Good or Excellent for City Streets and 84% responding as Good or Excellent for the Park Lands.



**Figure 3.1-4: Overall Performance in Maintaining the City's Streets**



**Figure 3.1-5: Overall Performance in Maintaining the Park Lands**



More targeted questions were also asked with respect to the different user groups who utilise the transportation network (i.e. cyclists, pedestrians and motorists).

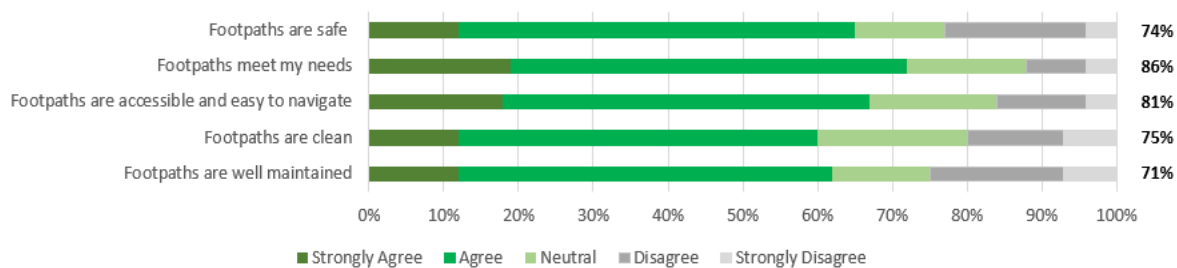
For each performance measure, a customer satisfaction indicator was calculated which represents the percentage of respondents who were satisfied with the service (neutral responses were omitted from the calculation). These figures can then be compared against CoA's organisation scorecard target of 70% satisfaction to identify where our services are not being delivered in line with community expectations.

The results for City Streets and Park Lands for pedestrian, cycling and motorist user groups are presented and discussed below.

### City Streets – Pedestrian User Group

Generally, pedestrians were satisfied with the overall performance of the City’s footpaths, where each of the performance measures had satisfaction indicators exceeding CoA’s 70% target, as shown in Figure 3.1-6 below.

**Figure 3.1-6: City Streets - Pedestrian User Group Results**



Where respondents stated they were not satisfied, general themes of the written feedback received included:

- More priority should be given to pedestrians at traffic lights to improve safety and reduce wait times
- Not all footpaths are accessible for those who have mobility aids
- More of the overall road reserve should be allocated to pedestrians (vehicle dominated)
- Some paved areas become slippery after significant rainfall events

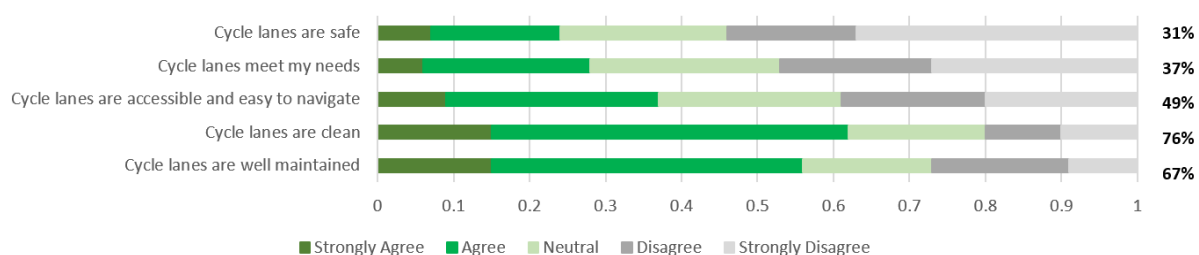
General themes in the feedback received from the Disability Access and Inclusion Panel included:

- A higher level of service is required for footpath maintenance and renewal programs to ensure footpaths are safe and accessible
- Undulating footpaths and steep crossfalls significantly limit accessibility
- Objects and clutter on footpaths significantly limit accessibility
- Footpath materials should consider surface temperature during hot weather for guide dogs
- Importance of pram ramp alignment and warning tactiles at intersections to ensure safe path of travel
- Some paved areas become slippery after significant rainfall events

### City Streets – Cyclist User Group

Generally, cyclists were not satisfied with the performance/provision of cycling infrastructure in the City. Results identify that where cycling infrastructure exists, it is generally considered clean and well maintained. However, most satisfaction indicators were below CoA’s 70% target, highlighting that the City’s cycling infrastructure needs to be more accessible, easier to navigate, and safer to meet the needs of the community. The survey results are summarised in Figure 3.1-7 below.

**Figure 3.1-7: City Streets - Cyclist User Group Results**



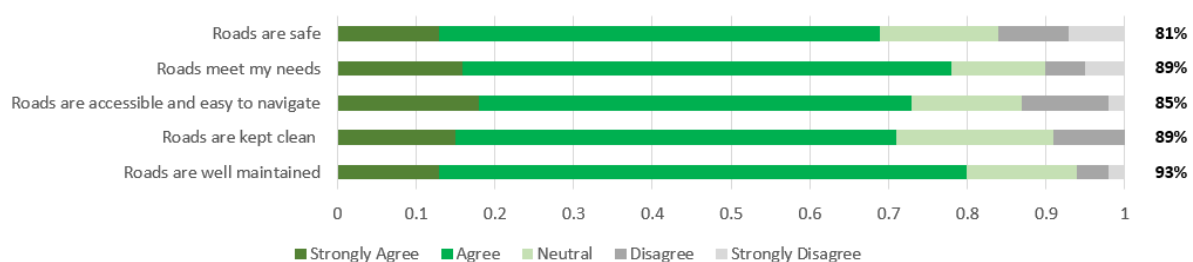
Where respondents stated they were not satisfied, general themes of the written feedback received included:

- There are currently not enough dedicated cycling lanes
- The cycling network is not well connected and often bike lanes end without warning
- Cycling lanes are often obstructed by trade and delivery vehicles
- Cycling lanes feel too close to parked cars
- There is a nervousness to cycle on roads due to the danger of cars
- Cyclists would feel safer riding in the City if there were more separated bike lanes

### City Streets – Motorist User Group

Predominantly, motorists were satisfied with the overall performance of the City's roads, where each of the 5-performance measure had satisfaction indicators exceeding CoA's 70% target, as shown in Figure 3.1-8 below.

**Figure 3.1-8: City Streets – Motorist User Group Results**



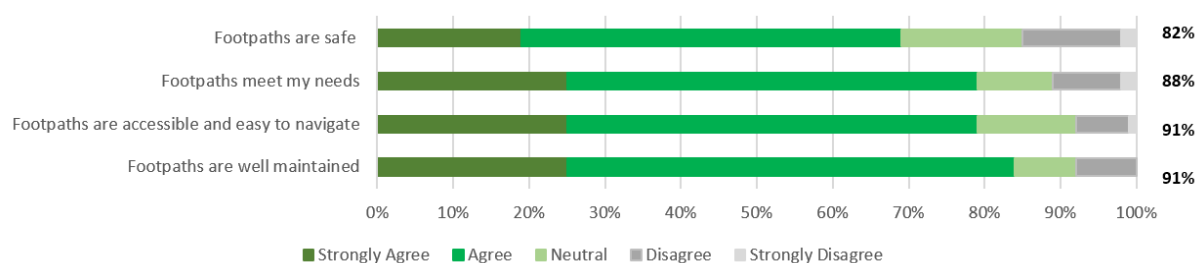
Where respondents stated they were not satisfied, general themes of the written feedback received included:

- Traffic congestion on specific main roads
- Difficulty in seeing linemarking when it rains
- Deterioration of bus lanes, particularly the Currie-Grenfell corridor (which has since been addressed through a capital works project in 2023)

### Park Lands - Pedestrian User Group

Predominantly, pedestrians were satisfied with the overall performance of the Park Lands footpaths, where each of the performance measures had satisfaction indicators exceeding CoA's 70% target, as shown in Figure 3.1-9 below.

**Figure 3.1-9: Park Lands - Pedestrian User Group**



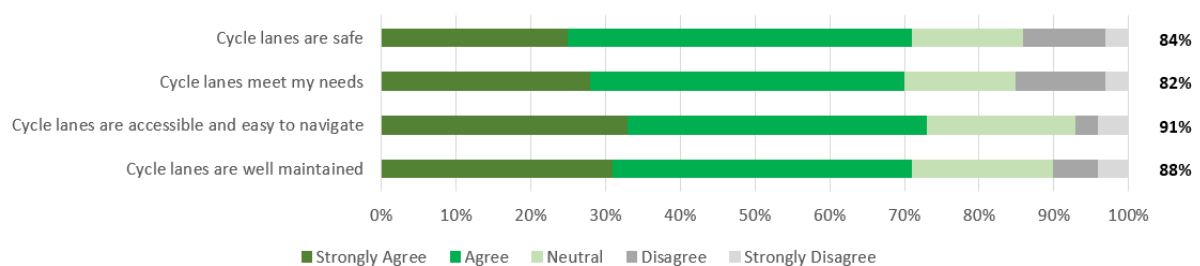
Where respondents stated they were not satisfied, general themes of the written feedback received included:

- Lighting is insufficient in certain locations leading to feeling unsafe at night
- Signage and wayfinding could be improved
- Wider shared use paths would facilitate a higher level of comfort

### Park Lands - Cyclist User Group

Predominantly, cyclists were satisfied with the performance/provision of cycling infrastructure in the Park Lands, where each of the performance measures had satisfaction indicators exceeding CoA's 70% target, as shown in Figure 3.1-10 below.

**Figure 3.1-10: Park Lands - Cyclist User Group**



Where respondents stated they were not satisfied, general themes of the written feedback received were consistent with the pedestrian user group, which included:

- Lighting is insufficient in certain locations leading to feeling unsafe at night
- Signage and wayfinding could be improved
- Wider shared use paths would facilitate a higher level of comfort

### Summary

The individual satisfaction indicators calculated for each user group have been grouped, averaged, and presented in Table 3.1 below to provide a high-level summary of the community's feedback with respect to our transportation assets. Feedback was not sought for bridge, traffic signal and kerb assets as experience has shown that the community typically generalise feedback against road, footpath and cycling infrastructure, and not against these ancillary assets. Additionally, traffic signals and bridges are managed through more technical intervention levels to ensure asset risk and service continuity are effectively managed.

**Table 3.1: Consultation Summary Table**

Category	Average Score	Very Poor (<40%)	Poor (40-54%)	Average (55-69%)	Good (70-85%)	Excellent (>85%)
City Street Roads	87 %					•
City Street Footpaths	77 %				•	
City Street Cycle Lanes	52 %		•			
Park Lands Footpaths	88 %					•
Park Lands Cycle Paths	87 %					•



The overall feedback confirmed appropriate levels of customer satisfaction for all transportation assets, with the exception of City Street Cycle Lanes. It is evident that there is a significant gap between current service provisions and the expectations of the community with respect to City Street cycling facilities. The community's view was that on-road cycling infrastructure needs to be more accessible, easier to navigate and safer, in order to better meet their needs.

It is anticipated that the completion of the Integrated Transport Strategy (currently under development in FY23/24) and the subsequent initiation, funding and delivery of key upgrade/new cycling infrastructure projects will over time incrementally bridge the gap between customer expectations and service provisions.

It is critical that the Transportation Asset Management Plan appropriately recognises the strategic direction set by the Integrated Transport Strategy, and a key action has been included within this Asset Management Plan's Improvement Plan (Section 8.2) to ensure it is reviewed and updated where required following Council adoption of the Integrated Transport Strategy.

A Recommended Levels of Service Report was presented to Council, with the recommendations approved in June 2022. This report noted the community consultation undertaken and the associated benchmarking of current user satisfaction. Additionally, Council also approved the development of the Transportation Asset Management Plan based on the planning principles and recommended management strategies presented within the report and its attachments.

### 3.2 Strategic Planning

Under the Local Government Act (SA) 1999, we are legislatively required to establish a suite of Strategic Management Plans, which guide Council's future planning, asset management and financial sustainability. An overview of these strategic management plans are shown below in Table 3.2-1:

**Table 3.2-1: Strategic Management Documents**

<b>Strategic Plan</b> Community	Long term with a four year delivery focus. Planning for the vision and aspirations of the Adelaide Capital City.
<b>Long-Term Financial Plan</b> Financial	Ten year Plan, revised annually to ensure a ten year view is maintained. Planning for the long-term financial sustainability of the City of Adelaide.
<b>Asset Management Plans</b> Infrastructure	Suite of ten year Plans. Planning for the sustainable renewal and maintenance of Council assets.
<b>City Plan</b> Development / Built Form	Ten year Spatial Plan. Planning for the future land uses and built form of the Adelaide Capital City.

Through the City of Adelaide Draft Strategic Plan 2024-2028, Council's vision is:

***Our Adelaide. Bold. Aspirational. Innovative.***

To ensure we can build on this vision for the future, our aspirations will guide our focus and delivery:

<b>Our Community:</b>	Vibrant, connected and inclusive
<b>Our Environment:</b>	Resilient, protected and sustainable
<b>Our Economy:</b>	Growing, innovative and responsive
<b>Our Places:</b>	Interesting, purposeful and safe
<b>Our Corporation:</b>	High performing, customer-centric and bold

As Adelaide grows, we will need to consider economic vitality, social connectivity and wellbeing, distinctive precincts, environmental and financial sustainability, asset management and service delivery. To ensure we maintain our liveability and to support growth, these principles will underpin everything we do:

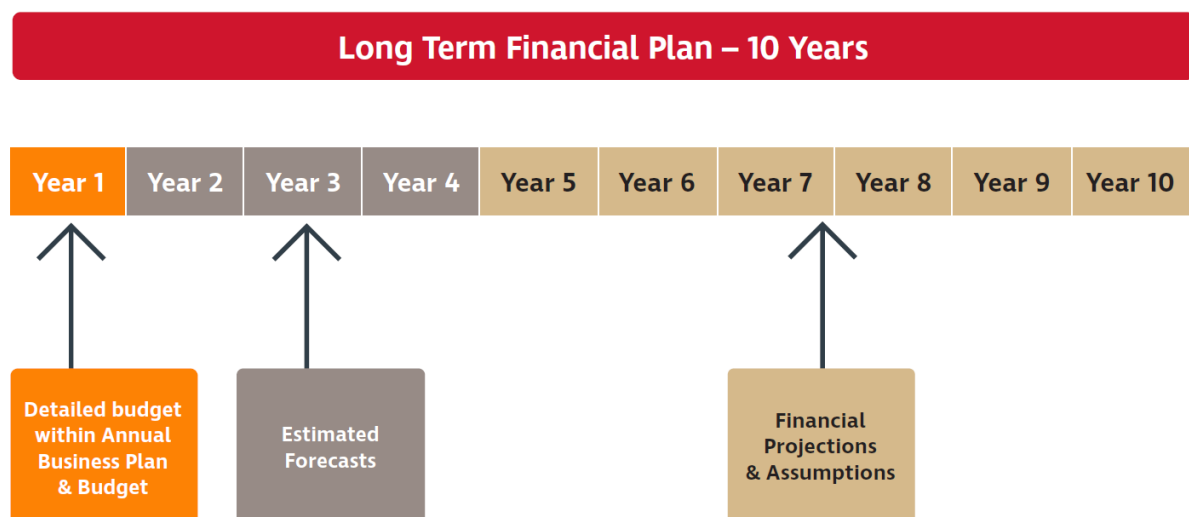
- Exceptional Amenity - Be bold and courageous in our pursuit of excellence for our city.
- Quality Housing - Strive for liveability and affordability to attract and retain residents.
- Community Connection - Strengthen connection, accessibility, diversity and inclusivity by putting people first.
- Unique Experiences - Create interesting experiences for our residents, workers and visitors.
- Climate Resilience - Embed climate resilience in all that we do.
- Economic Growth - Encourage innovation, investment and development in current and emerging sectors.
- Budget Repair - Provide quality services and ensure long-term financial sustainability

The Strategic Plan is supported by a suite of long and short-term strategies and action plans as well as a Resource Plan. The Resource Plan will provide a 4-year view of the projects, resources, and budgets required to deliver our Strategic Plan objectives. It informs the Long-Term Financial Plan (as shown in Figure 3.2) and acts as the key link between the Strategic Plan and Annual Business Plan & Budget, providing transparency between our vision and the key projects we deliver.

Integrated Delivery Planning ensures that prudent and efficient decisions are made, with line-of-sight between Council's Strategic Plan objectives and the major infrastructure projects we deliver. While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required asset renewals are aligned (where practical) with key new and upgrade projects specified within the Resource Plan. Infrastructure projects will reference the Adelaide Design Manual for transformational projects supported by upgrade/new funding allocated with the Resource Plan and Long-Term Financial Plan.

Each year our annual business plan and budget formalises funding allocations to continue providing services and progress new projects. It enables existing projects to move from one delivery stage to the next (e.g. progress concept design to detailed design and detailed design to construction) as well as consider emerging risks and opportunities that may result from Council decisions, community requests or other external factors.

**Figure 3.2: Long-Term Financial Plan**



The relevant aspirations and objectives of the City of Adelaide Draft 2024-2028 Strategic Plan and how they are considered within this Asset Management Plan are summarised in Table 3.2-2.

**Table 3.2-2: Strategic aspirations, objectives and outcomes and how these are considered in this Plan**

Aspirations	Objectives	Outcomes	Asset Management Alignment
<p>Our Communities</p> <p><i>Vibrant, connected and inclusive</i></p>	<p>Support our communities thrive</p> <p>Create fun, lively and interesting experiences</p> <p>Celebrate and honour community and cultures</p>	<p>Drive housing outcomes that attract and retain residents in our city</p> <p>Foster connection, learning and wellbeing, making Adelaide an interesting and comfortable place to live and visit</p> <p>Be an inclusive and welcoming community</p>	<ul style="list-style-type: none"> <li>• Create welcoming civic infrastructure that enables City growth and fosters community connections through the adoption of universal and sustainable design principles</li> <li>• Create enabling infrastructure to support world class events, festivals and activation</li> <li>• Support the development of new cultural and civic infrastructure</li> <li>• Deliver key infrastructure projects and programs outlined within the Disability Access and Inclusion Plan</li> <li>• Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities</li> </ul>
<p>Our Environment</p> <p><i>Resilient, protected and sustainable</i></p>	<p>Be climate conscious and resilient</p> <p>Prioritise sustainability in our decisions for the future</p> <p>Protect, enhance, and activate our Park Lands and open space</p>	<p>Lead as a Low Carbon Emissions City</p> <p>Be a sustainable climate resilient city and embed climate resilience in all that we do</p> <p>Be active in the promotion of the status, attributes and character of our green spaces and the Park Lands by protecting and strengthening their integrity and value</p>	<ul style="list-style-type: none"> <li>• Increase the use of recycled or sustainable materials</li> <li>• Implement sustainable, renewable and green systems, infrastructure, practices and materials in our projects and services</li> <li>• Adapt to climate change and enhancing our climate resilience through upgrading our existing assets and creating new assets</li> <li>• Ensure all asset investment (design, construct and maintenance) considers and embeds appropriate climate resilience measures</li> <li>• Enhance the environmental value, productivity, quality and biodiversity of the Park Lands, squares, open space and streetscapes</li> <li>• Protect and restore native habitat in our city</li> <li>• Increase in tree canopy cover and green spaces</li> </ul>
<p>Our Economy</p> <p><i>Growing, innovative and responsive</i></p>	<p>Continue to grow our economy in alignment with the Community</p> <p>Support existing businesses to be agile and responsive to change</p> <p>Create strong skilled workforces</p>	<p>Adelaide's unique experiences and opportunities attract visitors to our city</p> <p>Grow the economy to achieve a critical mass of jobs, investment and attract and retain businesses</p> <p>Create new Council driven development opportunities for our community via diverse commercial activities</p>	<ul style="list-style-type: none"> <li>• Deliver infrastructure upgrade projects to attract increased visitation into the City and promote business development and economic growth</li> <li>• Explore project partnership opportunities with State Government, developers and other third-parties</li> </ul>
<p>Our Places</p> <p><i>Interesting, purposeful and safe</i></p>	<p>Manage assets to meet the needs of our community</p> <p>Encourage bold, interesting and purposeful development</p> <p>Facilitate and activate our places in a safe and accessible way for our community</p>	<p>Our community assets are adaptable and responsibly maintained</p> <p>Encourage bold, interesting and purposeful development</p> <p>Responsibly deliver regulatory services and work with partners to create safe, inclusive and healthy places for our community</p>	<ul style="list-style-type: none"> <li>• Deliver asset renewal and asset maintenance programs to ensure our assets are safe for people of all ages and abilities</li> <li>• Ongoing review of asset management strategies and technical standards to optimise whole-of-life costs</li> <li>• Continue to undertake regular condition audits and revaluation for all our transportation assets within the nominated 4-year cycles, including regular review of asset useful lives</li> <li>• Deliver Main Street and precinct revitalisation upgrades</li> <li>• Deliver Park Land and Streetscape improvements to cater for emerging community needs</li> <li>• Improve accessibility and connectivity for pedestrians, cyclists, and public transport users through delivering key projects from the integrated transport strategy (under development)</li> <li>• Preserve and promote heritage assets</li> <li>• Maintain and improve disability access and inclusion</li> </ul>

### 3.3 Legislative Requirements

There are many legislative requirements relating to the management of infrastructure assets including Australian Legislation, State Legislation and State Regulations. Legislative requirements relevant to the Transportation Asset Management Plan are outlined in Table 3.3.

**Table 3.3: Legislative Requirements**

Legislation	Requirement
Aboriginal Heritage Act 1988	An Act to provide for the protection and preservation of the Aboriginal heritage
Adelaide Park Lands Act 2005	An Act and Framework that promotes the special status, attributes, and character of the Adelaide Park Lands; to provide for the protection of those Park Lands and their management as a world class asset to be preserved as an urban park for the benefit of present and future generations
Australian Accounting Standards	Standards that set out the financial reporting standards relating to the revaluation and depreciation of assets
Australian Standards	All of Council's infrastructure projects are undertaken in accordance with Australian Standards, or in the absence of, best practice guidelines
Australian Road Rules 1999	The Australian Road Rules have been made into regulations under the Road Traffic Act (South Australia) and came into operation throughout Australia on 1 December 1999
City of Adelaide Act 1998	An Act to establish mechanisms to enhance the role of the city of Adelaide as the capital city of South Australia; to make special provision in relation to the local governance of the city of Adelaide; and for other purposes
Civil Liability Act 1936	An Act to outline liability of road authorities under Section 42
Code of Technical Requirements (Part 2)	Outlines the design and construction parameters to which traffic management devices must comply.
Development Act 1993	An Act to provide for planning and regulate development in the state; to regulate the use of management of land and building; and for other purposes
Disability Discrimination Act 1992	An Act to provide protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people
Environmental Protection Act 1993	An Act to provide for the protection of the environment: to establish the Environmental Protection Authority and define functions and powers and for other purposes



Highways Act 1926	An Act to provide for the appointment of a Commissioner of Highways and to make further and better provisions for the construction and maintenance of roads and works and for other purposes
Linear Parks Act 2006	An Act to provide the protection of the River Torrens Linear Park, as world-class assets to be preserved as public parks for the benefit of present and future generations
Local Government Act 1999	An Act to set out the role, purpose, responsibilities, and powers of local governments including the preparation of a Long-Term Financial Plan supported by asset management plans for sustainable service delivery
Roads (Opening and Closing) Act 1991	An Act to provide for the opening and closing of roads and allows for formalisation of roadway status
Road Traffic Act 1961	An Act to prescribe the duties of road users; to provide for nationally consistent road rules; to provide for vehicle standards, mass, and loading requirements; to provide for the installation, use, and maintenance of traffic control devices; to provide for the closing of roads for traffic management and other purposes
State Records Act 1997	An Act to ensure Local Government's record and store all relevant information as set out by the State Government of South Australia
Work Health and Safety Act 2012	Provides minimum standards for health and safety of individuals performing works

### 3.4 Customer Levels of Service

Customer Levels of Service measure how the community receives a service and whether the organisation is providing community value. Levels of service are monitored and adjusted from the public consultation process, customer satisfaction surveys and customer service centre feedback.

The Customer Levels of Service are considered in terms of:

- Quality**            How good is the service ... what is the condition or quality of the service?
- Function**        Is it suitable for its intended purpose .... Is it the right service?
- Capacity**        Is the service over or under used ... do we need more or less of these assets?

In Tables 3.4 under each of the service measures types (Quality, Function, Capacity) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.4.a-b: Customer Level of Service Measures (Roads, includes Kerb and Watertable)**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Current Budget
<b>Quality</b>	Condition - Roads are free from hazards and are in a condition appropriate for use	Customer service requests relating to reported road hazards	2022 - 105 requests Past 4 years – average 124/year	Customer service requests are expected to increase as the road network deteriorates
		Customer service requests relating to reported kerbing defects	2022 - 18 requests Past 4 years – average 14/year	Customer service requests are expected to increase as the kerb network deteriorates
		Customer satisfaction rating from survey results relating to road maintenance	Cyclists - 67% Motorists – 93%	Customer satisfaction ratings are expected to decrease as the road network deteriorates
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Amenity - Roads are clean and free of debris and rubbish	Customer service requests relating to reported road cleanliness issues	2022 - 165 requests Past 4 years – average 163/year	Customer service requests are expected to stay the same
		Customer satisfaction survey results relating to road cleanliness	Cyclists - 76% Motorists - 89%	Customer satisfaction ratings are expected to stay the same
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Function</b>	Accessibility - Road network is well connected and accessible allowing for efficient movements	Customer satisfaction surveys relating to road accessibility	Cyclists – 49% Motorists – 85%	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Fit for Purpose - Road network provides adequate facilities to enable multi-modal transport options (buses, cyclists)	Customer service requests relating to unsatisfactory on-road cycling facilities	2022 - 27 requests Past 4 Years – average 23/year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
		Customer satisfaction surveys relating to road infrastructure meeting user needs	Cyclists – 37% Motorists – 89%	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Safety – Road network accommodates safe movements of vehicles and cyclists	Number of incidents reported in road crash data within City of Adelaide	2022 – 549 incidents Past 4 Years - average 607/year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
		Customer satisfaction surveys relating to road safety	Cyclists – 31% Motorists – 81%	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Capacity</b>	Capacity – Roads network has adequate capacity to minimise traffic congestion and delays	Customer service requests relating to congestion and delays.	2022 - 151 requests Past 4 years – average 186/year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>

**Table 3.4.c: Customer Level of Service Measures (Footpaths)**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Current Budget
<b>Quality</b>	Condition – Footpaths are free from hazards and are in a condition appropriate for use	Customer service requests relating to reported footpath and cycle path hazards	2022 – 164 requests Past 4 years – average 181/year	Customer service requests are expected to increase as the footpath network deteriorates
		Customer satisfaction survey results relating to footpath and cycle path maintenance	Pedestrians – 81% * Cyclists – 88% ^	Customer satisfaction ratings are expected to decrease as the footpath network deteriorates
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Amenity - Footpaths are clean and free of debris and rubbish	Customer service requests relating to reported footpath cleanliness	2022 – 181 requests Past 4 years – average 265/year	Customer service requests are expected to stay the same
		Customer satisfaction survey results relating to footpath cleanliness	Pedestrians - 76%	Customer satisfaction ratings are expected to stay the same
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Function</b>	Accessibility - Footpath network is well connected and accessible to users allowing for efficient movements	Customer satisfaction surveys relating to footpath accessibility	Pedestrians - 86% * Cyclists – 91% ^	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Fit for Purpose - Footpath network provides adequate facilities to enable multi-modal transport options (pedestrians, cyclists, public transport interchange)	Customer satisfaction surveys relating to footpath infrastructure meet user needs	Pedestrians – 87% * Cyclists – 82% ^	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Safety – Footpath network accommodates safe movements of pedestrians and cyclists	Customer satisfaction surveys relating to footpath and cycle path safety	Pedestrians - 78% * Cyclists – 84% ^	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Capacity</b>	Capacity – Footpath network has adequate capacity to minimise congestion and delays	Customer service requests relating to congestion	2022 – 12 requests Past 4 years average – 20 per year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>

\* Customer satisfaction index represents average scores from City Streets and Park Lands indices

^ Customer satisfaction index represents scores from Park Lands only

**Table 3.4.d: Customer Level of Service Measures (Bridges)**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Current Budget
<b>Quality</b>	Condition - Bridges are free from hazards and are in a condition appropriate for use	Customer service requests relating to reported bridge hazards and maintenance	2022 - 3 requests Past 4 years – average 6/year	Customer service requests are expected to increase as the bridge network deteriorates
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Amenity - Bridges are clean and free of debris, rubbish, and graffiti	Customer service requests relating to reported bridge cleanliness issues, including graffiti	2022 - 34 requests Past 4 years – average 20/year	Customer service requests are expected to remain the same
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Function</b>	Accessibility - Bridge network enables access to provide for efficient movements	Customer service requests relating to bridge accessibility	2022 - 0 requests Past 4 years – average 3/year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
	Safety – Bridge network accommodates safe movements of vehicles and cyclists	Customer service requests relating to reported bridge safety incidents	2022 - 0 requests Past 4 years – average 1/year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Capacity</b>	Structural Capacity – Bridge assets have adequate load capacity to cater for demand	Customer service requests relating to incompatible loadings with signed load limits	2022 - 2 requests Past 4 years – average 2/year	Customer service requests are expected to remain the same
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>



**Table 3.4.e: Customer Level of Service Measures (Traffic Signals)**

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Current Budget
<b>Quality</b>	Condition – Traffic Signals are operational and are in a condition appropriate for use	Customer service requests relating to traffic signal faults and maintenance issue	2022 – 55 requests Past 4 years average - 54/year	Customer service requests are expected to increase as the traffic signal network deteriorates
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>
<b>Function</b>	Fit for Purpose – Signalised Intersections have the functionality to enable efficient movements for all modes of transport (e.g. pedestrians, cyclists, public transport, private vehicles)	Customer service requests relating to signal optimisation and timing/sequencings issues	2022 – 59 requests Past 4 years average - 21/year	Expected to gradually decrease over time as system optimisation improvements are implemented
		Percentage of signalised intersection connected to SCATS Network, to enable optimised sequencing based off demand	94%	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>High</b>	<b>High</b>
<b>Capacity</b>	Capacity – Appropriate number of signalised intersection/crossing sites to meet demand	Customer service requests relating to new signalised intersection and crossing locations	2022 – 8 requests Previous 4 years average – 2/year	Subject to Council adoption of upgrade/new projects through Business Plan and Budget
	<b>Confidence levels</b>		<b>Medium</b>	<b>Medium</b>

### 3.5 Technical Levels of Service

To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a stormwater pipe with a larger size) or a new service that did not exist previously (e.g. a new library)
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc)
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs)
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, stormwater pipe replacement and building component replacement)
- **Disposal** – the activities to remove and/or dispose of an asset that may be considered as underperforming, underutilised or obsolete

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.<sup>3</sup>

Table 3.5 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this Asset Management Plan.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

---

<sup>3</sup> IPWEA, 2015, IIMM, p 2 | 28.

**Table 3.5.a-b: Technical Levels of Service (Roads, includes Kerb and Watertable)**

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
<b>Acquisition (upgrade/new)</b>	Upgrade / New Projects	To upgrade and further develop the road network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long-Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process.
			<b>Budget:</b>	As adopted annually in BP&B	To be developed
<b>Operation</b>	Condition Audits	To collect asset condition data to inform capital renewal planning and revaluation	Frequency of full condition audit of road network	Every 4 years	Every 4 years
	Street Sweeping	To ensure roads are clean and free of debris	Street sweeping frequency	Category 1 – Swept Daily Category 2 – Swept Weekly Category 3 – As required based on inspection	To be reviewed with planned updates to operations and maintenance standards
	Line Marking Reapplication	To ensure road markings are visible and enable safe travel movements	Completion of line marking reapplication works	Line marking works are completed following performance-based inspections	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Condition Audits –\$300,000 (every 4 years) Street Sweeping – \$980,000 Line Marking – \$530,000	To be reviewed with planned updates to operations and maintenance standards
<b>Maintenance</b>	Maintenance Audits	To ensure road defects are proactively identified and prioritised	Frequency of road network maintenance audits	Category 1 – 6 Monthly Category 2 – 12 Monthly Category 3 – 18 Monthly	To be reviewed with planned updates to operations and maintenance standards
	Maintenance Activities	To ensure roads are maintained in a serviceable condition free of hazards	Completion of planned and reactive maintenance	Maintenance works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Road Maintenance - \$1,040,000 Kerb Maintenance - \$465,000	To be reviewed with planned updates to operations and maintenance standards
<b>Renewal</b>	Renewal Projects	To ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% road and kerb assets in condition 4 & 5	Condition 4 - 7% Condition 5 - 0%	Condition 4 – less than 5% Condition 5 – 0%
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			<b>Budget</b>	Roads - \$5,850,000 Kerb - \$1,846,000	Roads - \$9,500,000 (10 Year Average) Kerb - \$3,078,500 (10 Year Average)
<b>Disposal</b>	Disposals Projects	To ensure that assets that may be underperforming, underutilised or obsolete are removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			<b>Budget</b>	As adopted annually in BP&B	As adopted annually in BP&B

**Table 3.5.c: Technical Levels of Service (Footpaths)**

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
<b>Acquisition (upgrade/new)</b>	Upgrade / New Projects	To upgrade and further develop the footpath and cycleway network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long-Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process.
			<b>Budget:</b>	As adopted annually in BP&B	To be developed
<b>Operation</b>	Condition Audits	To collect asset condition data to inform capital renewal planning and revaluation	Condition audit frequency of entire footpath network	Every 4 years	Every 4 years
	Footpath Sweeping	To ensure footpaths are clean and free of debris	Footpath sweeping frequency	Category 1 – Swept Daily Category 2 - Swept Weekly Category 3 – Informed by daily inspections	To be reviewed with planned updates to operations and maintenance standards
	Footpath Scrubbing	To ensure footpaths are clean and free of debris	Footpath scrubbing frequency	Category 1 - Scrubbed daily Category 2 – Scrubbed twice a week Category 3 – Scrubbed once a week Category 4 – Scrubbed once a fortnight Category 5 – Informed by daily inspections	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Condition Audits – \$150k (every 4 years) Footpath Scrubbing - \$480,000 Footpath Sweeping - \$980,000	To be reviewed with planned updates to operations and maintenance standards
<b>Maintenance</b>	Maintenance Audits	To ensure footpath defects and line marking requirements are proactively identified and prioritised.	Frequency of footpath network maintenance audits	Category 1 – 6 Monthly Category 2 – 12 Monthly Category 3 – 18 Monthly	To be reviewed with planned updates to operations and maintenance standards
	Maintenance Activities	To ensure footpaths are maintained in a serviceable condition free of hazards	Completion of planned and reactive maintenance	Maintenance works are delivered based on priority (location and severity) with consideration of available budget	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	Footpath Maintenance - \$1,640,000	To be reviewed with planned updates to operations and maintenance standards
<b>Renewal</b>	Renewal Projects	To ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% paths in condition 4 & 5	Condition 4 - 1 % Condition 5 - 0 %	Condition 4 – less than 5% Condition 5 - 0 %
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			<b>Budget</b>	\$5,174,000	\$9,850,000 (10 Year Average)
<b>Disposal</b>	Disposals Projects	To ensure that assets that may be underperforming, underutilised or obsolete are removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			<b>Budget</b>	As adopted annually in BP&B	As adopted annually in BP&B



**Table 3.5.d: Technical Levels of Service (Bridges)**

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
<b>Acquisition (upgrade/new)</b>	Upgrade / New Projects	To upgrade and further develop the bridge network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long-Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process.
			<b>Budget:</b>	As adopted annually in BP&B	To be developed
<b>Operation</b>	Condition Audits	To collect asset condition data to inform capital renewal planning and revaluation	Condition audit frequency of all bridges	Level 2 Inspection: - Every 4 years Level 1 Inspection – Every Year	Level 2 Inspection: - Every 4 years Level 1 Inspection – Every Year
			<b>Budget</b>	Increased frequency for assets approaching end of serviceable life Condition Audits – \$250,000 (every 4 years)	Increased frequency for assets approaching end of serviceable life Condition Audits – \$250,000 (every 4 years)
<b>Maintenance</b>	Maintenance Audits	To ensure bridge defects are proactively identified and prioritised	% of bridge network audited on an annual basis	100%	100%
	Maintenance Activities	To ensure bridges are maintained in a serviceable condition free of hazards	Completion of planned and reactive maintenance	Maintenance works are delivered based on recommendations from engineering inspections	Maintenance works are delivered based on recommendations from engineering inspections
<b>Renewal</b>			<b>Budget</b>	\$230k	Determined on an annual basis
	Renewal Projects	To ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% of bridges in condition 4 & 5	Condition 4 - 30% Condition 5 - 0 %	Condition 4 – 0% Condition 5 – 0%
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			<b>Budget</b>	\$2,159,000	\$7,262,000 (10 Year Average)
<b>Disposal</b>	Disposals Projects	To ensure that assets that may be underperforming, underutilised or obsolete are removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			<b>Budget</b>	As adopted annually in BP&B	As adopted annually in BP&B

**Table 3.5.e: Technical Levels of Service (Traffic Signals)**

Lifecycle Category	Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance	Recommended Performance
<b>Acquisition (upgrade/new)</b>	Upgrade / New Projects	To upgrade and further develop the traffic signal network to ensure it safe, fit-for-purpose and meets the needs of the community	Delivery of key upgrade/new projects	Upgrade/new projects aligned to Strategic Plan objectives are initiated through the Business Plan and Budget process on an annual basis, where projects are evaluated and prioritised based on strategic alignment and financial capacity.	Upgrade/new projects aligned to Strategic Plan objectives are informed by City Plan, with financial requirements accommodated into the Long-Term Financial Plan. Initiatives are confirmed to proceed annually through the Business Plan and budget process.
			<b>Budget:</b>	As adopted annually in BP&B	To be developed
<b>Operation</b>	Condition Audits	To collect asset condition data to inform capital renewal planning and revaluation	Full condition audit of traffic signal network	Every 4 years	Every 4 years
	SCATS Management Service	Ongoing management service with DIT to manage traffic signals operations through SCATS	Managed service is provided by DIT in accordance with agreement.	Managed service is provided by DIT in accordance with agreement.	Managed service is provided by DIT in accordance with agreement.
	Power Supply	Utility costs associated with providing power to operate signalised intersections	Ongoing power supply to operate traffic signals	Ongoing power supply to operate traffic signals	Ongoing power supply to operate traffic signals
			<b>Budget</b>	Condition Audits: \$250,000/4yrs SCATS Fee: \$422,000/Year Power Supply : \$104,000/Year	Condition Audits: \$250,000/4yrs SCATS Fee: \$422,000/Year Power Supply : \$104,000/Year
<b>Maintenance</b>	Maintenance Audits	To ensure Traffic Signal Network defects are proactively identified prior to faults occurring.	Maintenance inspections of traffic signal network	Each site inspected every 6 months	To be reviewed with planned updates to operations and maintenance standards
	Maintenance Activities	To ensure traffic signals are maintained in a serviceable condition free of hazards to enable reliable and ongoing service provision	Planned and reactive maintenance works are complete within contracted KPI timeframes	Priority 1 – make safe within 1 hour Priority 2 – rectify within 1 working day Priority 3a – rectify within 5 working days Priority 3b – rectify within 10 working days	To be reviewed with planned updates to operations and maintenance standards
			<b>Budget</b>	\$496,000	To be reviewed with planned updates to operations and maintenance standards
<b>Renewal</b>	Renewal Projects	To ensure assets are renewed, providing service in line with community expectations at lowest lifecycle costs	% of traffic signal network in condition 5	22%	Less than 5 %
			Asset renewal funding ratio	90% (existing Asset Management Plan)	100% (assuming budget is adopted)
			<b>Budget</b>	\$2,255,000	\$3,860,00 (10 Year Average)
<b>Disposal</b>	Disposals Projects	To ensure that assets that may be underperforming, underutilised or obsolete are removed from service.	Disposal of assets	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget	Major assets are recommended for disposal through Council decision, with financial requirements identified and incorporated through the Business Plan and Budget
			<b>Budget</b>	As adopted annually in BP&B	As adopted annually in BP&B

## **4.0 FUTURE DEMAND**

### **4.1 Demand Drivers**

The drivers affecting demand on assets include population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, and environmental impacts.

### **4.2 Demand Forecasts**

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

### **4.3 Demand Impact and Demand Management Plan**

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can also include non-asset solutions with a focus on providing the required service without the need for the organisation to invest in new or upgraded infrastructure. Management actions could include reducing the demand for the service or educating users around alternative options. It is important to ensure that these strategies consider the associated risks and consequences.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this Asset Management Plan.

**Table 4.3: Demand Management Plan**

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
City Growth	2021 Statistics:  Residents - 25,551 Businesses – 11,519 Daily Visitors – 321,500	2041 Forecast: 46,000 residents 2036 Target: 50,000 residents  Anticipated ongoing business growth in line with residential city growth and South Australian State growth projections  Anticipated daily visitor growth in line with South Australian State growth projections	City growth will place increasing demands on transportation infrastructure, with growing volumes of pedestrians, motorists, cyclists, and public transport users using the network to get into and around the City.  This will result in increased level of service expectations as well as competing demands for the services provided by our transportation assets (e.g. off street parking, pedestrian, cycling and public transport infrastructure).	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to enhance the transportation network and accommodate city growth through upgrading existing assets and creating new assets to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Changing Demographic	2021 Statistics  0 to 11 Years      1,246      (5%) 12 to 17 Years      587      (2%) 18 to 34 Years      12,117      (51%) 35 to 49 Years      4,409      (19%) 50 to 59 Years      2,281      (10%) 60 to 69 Years      2,233      (10%) 70 Years & Above      2,633      (3%)	2041 Forecast  0 to 11 Years      2,633      (6%) 12 to 17 Years      1,501      (3%) 18 to 34 Years      21,771      (47%) 35 to 49 Years      8,933      (19%) 50 to 59 Years      4,272      (9%) 60 to 69 Years      3,274      (7%) 70 Years & Above      4,175      (9%)	Changing expectations from a culturally and demographically diverse customer base will result in our transportation network being subject to new demands.  This will result in competing demands for the services provided by our transportation assets (e.g. parking, cycling, public transport) and with a forecast aging population, there will be increasing demands for higher levels of service to ensure transportation infrastructure is safe, accessible and well connected for people of all ages and abilities.	Ongoing engagement with city users through annual City User Profile surveys, and ensuring that Strategic Documents are updated on a cyclic basis to reflect changes with community expectations.  Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to align service provision with the evolving needs of the community. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.
Tourism & Event Growth	A key objective in Council’s 2023-24 Business Plan and Budget was to provide ‘year round’ events that attract people to visit the City.  Investment in public infrastructure has also been identified as part of the South Australian Tourism Plan (2020) and the SA Visitor Economy Sector Plan 2030.  In 2020 annual tourism expenditure in Adelaide was estimated to be approximately \$3.9 billion	Cultural and event infrastructure will be an ongoing and increasing priority for both the City of Adelaide and South Australian State Government.  It is projected that annual tourism expenditure will continue to grow and it is estimated to be \$7.7 billion/year by 2030.	Increasing demands on transportation infrastructure to facilitate tourism and event growth by supporting new cultural, civic and event infrastructure in the City and connecting city users to place through curated city experiences.	Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key Corporate planning documents (referenced in Section 2.1) to support tourism and event growth. This Asset Management Plan will ensure asset renewals will be consider and align where practical with these key upgrade/new initiatives.



Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Environmental Sustainability & Carbon Neutrality	<p>Changes to the global climate (climate change) are clear. There are documented increases in the average air and ocean temperature, widespread melting of snow and ice, and rising average sea levels.</p> <p>City of Adelaide's 2020-2024 Strategic Plan has an objective to become one of the world's first carbon neutral cities by 2025. Additionally, a Climate Action Plan (2022-2025) has been developed to ensure we continue to drive down our carbon footprint and mitigate climate impacts for our residents and visitors.</p> <p>Currently City of Adelaide include recycled materials in transportation projects, where there is demonstrated environmental benefits that also consider cost and performance.</p>	<p>Inaction to climate change and climate risk will result in negative health impacts to our community and potentially impact to our businesses and economy. Reduced water availability and increasing heat will result in increased stress and resources required for maintaining and operating our assets.</p> <p>To effectively manage climate change and climate risk Council will need to continue to respond through substantial reductions in greenhouse gases (mitigation controls) and helping to prepare for and respond to the changing climate (adaptation controls).</p>	<p>There will be an increased demand to ensure we utilise more environmentally sustainable materials and construction techniques for transportation projects, with lower carbon footprint and improved circular economy outcomes.</p> <p>Additionally, there will also be increasing community demand for improved public transport services and cycling infrastructure to support active modes of transport with reduced carbon emissions.</p> <p>The increasing uptake in electric vehicle usage for both public transport and private commuter vehicles, will place additional demand on the structural capacity of our pavements and bridges, due to increased vehicle loadings associated with more substantial battery mass.</p>	<p>Our Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus.</p> <p>Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes, as well as ensure they are more resilient to withstand extreme weather events.</p> <p>Delivery of prioritised upgrade/new projects identified in the Strategic Plan and key corporate planning documents (referenced in Section 2.1), which support environmental sustainability and climate risk mitigation and adaptation. This Asset Management Plan will ensure asset renewals will consider and align where practical with these key upgrade/new initiatives.</p>
Emerging Technology	Asset construction techniques and associated materials are currently undertaken in line with industry standards	Alternative construction techniques and materials with durability and sustainability benefits will continue to become more readily available and standardised.	Improvements in construction techniques and materials could result in improved asset durability, increased asset lifespans, reduced whole-of-life costs and improved environmental outcomes.	Continue to partner with industry, to monitor and evaluate new and emerging technologies, with trials of new materials, approaches, and methodologies to inform appropriate changes to standards and practices.
	Asset management systems and condition audit methodologies are in line with industry standards and best practice.	Asset management systems and technology will continue to evolve over time, particularly with respect to the collection of condition data and monitoring of asset deterioration over time.	Improved asset information and systems will enable improved decision making and efficiencies with respect to optimising whole-of-life-costs and managing asset risks.	
	Intelligent transport systems are currently used to control traffic signals and manage traffic flow to enhance the efficiency of our transportation network.	Intelligent transport systems are continually being developed and enhanced. It is anticipated they will provide further opportunities to optimise communications and connections between transportation and people through artificial intelligence, smart technologies, mobility solutions and driverless vehicles.	Enhancements to intelligent transport systems will introduce efficiencies into the transportation network, and potentially result in new and enhanced services being provided through emerging technologies.	
Legislation & Regulation	Legislation exists which outlines requirements for how Council's must manage infrastructure assets.	There is potential for future changes to legislation will influence how Council's infrastructure is managed.	New legislation may impose or require changes to asset management planning principles and activities. They may include requirements that have a financial and/or service level impact that must be met.	Continue to monitor changes to legislation and ensure appropriate adaptation into asset management practices. Any material impacts would be considered as part of the Annual Business Plan and Budget process and included in the next revision of the Asset Management Plan.

#### **4.4 Asset Programs to meet Demand**

The new assets required to meet demand will be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit City of Adelaide to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs.

All upgrade/new projects responding to demand will involve developing business cases, cost estimates and facilitating decision making to integrate upgrade/new project initiatives with operational asset management planning and the Long-Term Financial Plan. This process will be facilitated with Council and the Community through the Annual Business Plan & Budget Process.

#### **4.5 Climate Change Adaptation**

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts. As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5

**Table 4.5 Managing the Impact of Climate Change on Transportation Assets and Services**

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increasing temperatures and more frequent, long-running and intense heatwaves	<p>The number of days over 40°C to double by 2050</p> <p>Average temperatures to increase across all seasons by between 1.5°C and 2°C by 2050</p>	<p>Increased heat related damage to assets including bitumen softening, accelerated asphalt oxidation and concrete cracking.</p> <p>Reduced lifespan of transportation assets</p> <p>Increased costs to provide the same level of service</p> <p>Premature obsolescence as functionality is not met</p>	<p>Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will include:</p> <ul style="list-style-type: none"> <li>Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to withstand extreme heat events</li> <li>Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost</li> <li>Reducing the impacts of heat through increasing canopy cover and providing additional rest and refuge areas for the community</li> </ul>
Less rain overall but more intense storms and flooding	<p>Average annual rainfall to decrease by 7% by 2050</p> <p>Intensity of heavy rainfall events to increase by at least 10% by 2050</p>	<p>Increased stormwater related damage to assets including earth, rubble and concrete erosion resulting in a loss of structural integrity/strength</p> <p>Reduced lifespan of transportation assets</p> <p>Increased costs to provide the same level of service</p> <p>Premature obsolescence as functionality is not met (e.g. bridge inundated by open channel flows)</p>	<p>Strategic Planning, Asset Management and Project Delivery (including design and procurement) will continue to focus on ensuring that climate risk mitigation and adaption is a key focus. Mitigation and adaptation measures will consider:</p> <ul style="list-style-type: none"> <li>Ongoing reviews and updates to our design standards and technical specifications to ensure our assets transition towards having a lower carbon footprint with improved circular economy outcomes as well as ensure they are more resilient to increased flood risk and inundation</li> <li>Proactively reviewing our asset management strategies with respect to the impacts of climate change, to ensure we continue to provide the agreed level of service at the lowest lifecycle cost</li> <li>Developing stormwater management plans to identify assets at risk and priority mitigation controls such as upgrading existing underground assets and creating new assets such as wetlands and detention basins to increase water storage capacity</li> <li>Continue to explore new sustainable water supply opportunities to irrigate and maintain amenity for our streetscapes and Park Lands</li> </ul>

The impact of climate change on assets is a new and complex discussion and further impacts and management strategies will considered and developed in future revisions of this Asset Management Plan. It is recommended to continue monitoring the impacts of climate conditions and associated cost implications as further investigation is undertaken and more data becomes available. This is included as a key action within this Asset Management Plans Improvement Plan.

## 5.0 LIFECYCLE MANAGEMENT PLAN

### 5.1 Lifecycle Management Overview

In order to effectively manage our assets, it is important to understand the relationship between all stages of the asset lifecycle. Effective asset management and sustainable financial planning requires a balance between the maintenance, renewal and disposal of existing assets and the delivery of new and upgraded assets.

Our goal is to provide assets that service the needs of the community, providing the agreed levels of service at the lowest lifecycle cost. To enable this, it is important to understand:

- How our assets are performing
- How our assets should be operated and maintained
- When our assets should be renewed
- When we should consider upgrading existing assets or constructing new assets
- How funding for new and upgraded assets is prioritised
- When we should consider disposing underperforming or underutilised assets

An overview of the asset lifecycle is shown in Figure 5.1 below:

**Figure 5.1: Asset Lifecycle Overview**



The lifecycle management plan details how CoA plans to manage and operate the assets at the agreed levels of service (Refer to Section 3) while managing life cycle costs.



## 5.2 Background Data

### 5.2.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.2.1 and all figure values are shown in current day dollars.

**Table 5.2.1: Assets Covered by this Plan**

Asset Class	Quantity/Dimension	Replacement Value
Roads	129 kilometres	\$296.5 million
Kerb and Watertable	292 kilometres	\$119.7 million
Bridges	37 sites	\$178.4 million
Footpaths	292 kilometres	\$486.4 million
Traffic Signals	138 sites	\$59.4 million
Total		\$1.14 billion

### 5.2.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there are insufficient resources to address all known deficiencies. Locations where deficiencies in service performance are known are detailed in Table 5.2.2.

**Table 5.2.2: Known Service Performance Deficiencies**

Asset / Location	Service Deficiency
On-Road Cycling Network	User engagement and ongoing customer service requests have identified that the City's on-road cycling infrastructure needs to be more accessible, easier to navigate and safer to meet the needs of the community.
Residential Street Footpath Functionality	There are a number of small residential streets within the City of Adelaide where footpath widths prohibit inclusive and accessible access for people of all ages and abilities. A number of these streets were built over 50 years ago and often renewal programs alone cannot address functionality deficiencies and supporting upgrade funding may be required.
Access Ramp Compliance	There are a significant number of access ramps within the City of Adelaide that are not compliant with current Australian Standards and Disability Discrimination Act requirements. These are a result of historic constructions and changes to standards over time. These sites are incrementally being addressed through CoA's footpath renewal program, access ramp renewal program and streetscape upgrade projects. In specific circumstance, supporting upgrade funding may be required to upgrade and re-configure intersections to provide access ramps and crossing points in accordance with Australia Standards.

Traffic Signal Functionality	There are a number of traffic signal sites within the City of Adelaide where opportunities to enhance safety, efficiency and reliability have been identified. These sites are incrementally being improved through CoA's renewal program and the Federal Government's Blackspot Program.
Currie-Grenfell Corridor	The Currie-Grenfell corridor serves as the City's primary bus transit link and interchange. The existing road corridor is not considered to be fit-for-purpose, due to the lack of pedestrian and interchange facilities, and overall streetscape amenity.
Adelaide Bridge	Adelaide Bridge was originally constructed in 1931 and is approaching the end of its design life, with increasing and ongoing maintenance requirements. The bridge is planned for renewal/rehabilitation within this Asset Management Plan with the existing structure currently having a 26T load limit which restricts access to heavy vehicle traffic.

### 5.2.3 Asset condition

Condition is measured using a 1 - 5 grading system as detailed in Table 5.2.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the Asset Management plan results are translated to a 1 – 5 grading scale for ease of communication.

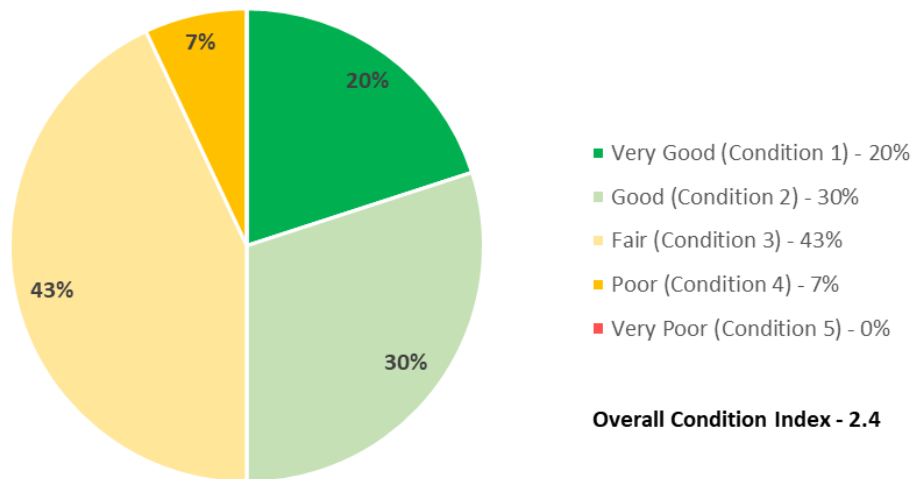
**Table 5.2.3: Condition Grading System**

Condition Grading	Description of Condition
1	<b>Very Good:</b> free of defects, only planned and/or routine maintenance required
2	<b>Good:</b> minor defects, increasing maintenance required plus planned maintenance
3	<b>Fair:</b> defects requiring regular and/or significant maintenance to reinstate service
4	<b>Poor:</b> significant defects, higher order cost intervention likely
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation, immediate action required

## Roads

The road network is typically condition audited every 4 years, with the most recent audit undertaken in 2019. Figure 5.2.3.a presents the predicted road network condition distribution as of September 2023. Overall, the majority of the road network is in a very good to fair condition (93%), with a small proportion of assets rated in poor condition (7%). Ongoing investment will be required to resurface and rehabilitate road assets to ensure levels of service are maintained in conjunction with minimising whole-of-life costs (i.e. prevent increased maintenance and renewal costs from not renewing assets at the appropriate time).

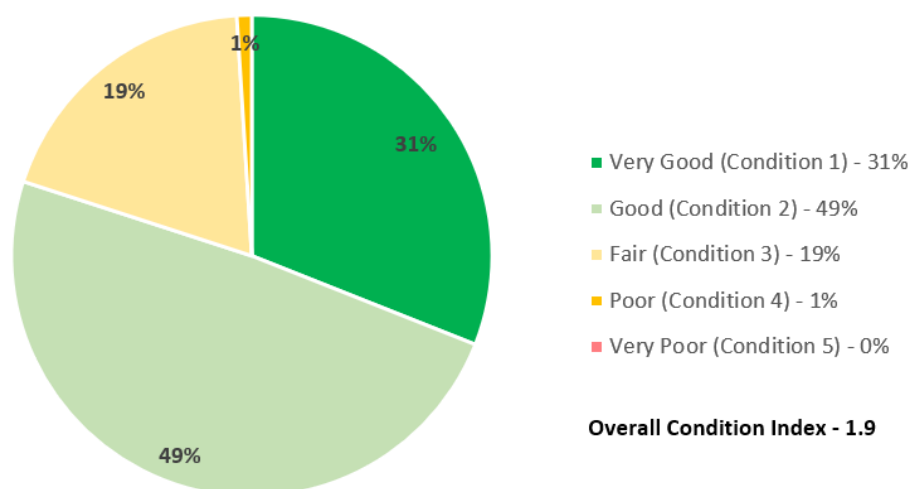
**Figure 5.2.3.a: Condition Profile (Roads)**



## Kerb and Watertable

The kerb and watertable network is typically condition audited every 4 years, with the most recent audit undertaken in 2019. Figure 5.2.3.b presents the predicted kerb and watertable network condition distribution as of September 2023. Overall, the majority of the kerb and watertable network is rated in a very good to fair condition (99%) with only 1% of the network rated in poor condition. Ongoing renewal investment will be required to ensure sustainable management of the Kerb asset.

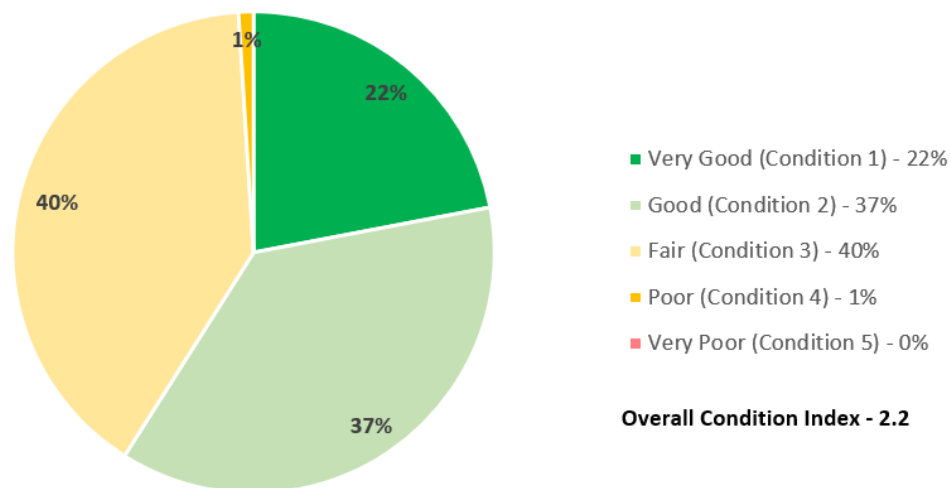
**Figure 5.2.3.b: Condition Profile (Kerb and Watertable)**



## Footpaths

The footpath network is typically condition audited every 4 years, with the most recent audit undertaken in 2021. Figure 5.2.3.c presents the predicted footpath network condition distribution as of September 2023. Overall, the majority of the footpath network is rated in a very good to fair condition (99%) with a very small proportion of assets rated in poor and very poor condition (1%). It is important to note that a significant quantity of the footpath network is currently rated in a fair condition (40%), which will result in significant renewal requirements in the medium term. Ongoing investment will be required to renew and rehabilitate footpath assets to ensure levels of service are maintained in conjunction with minimising whole-of-life costs.

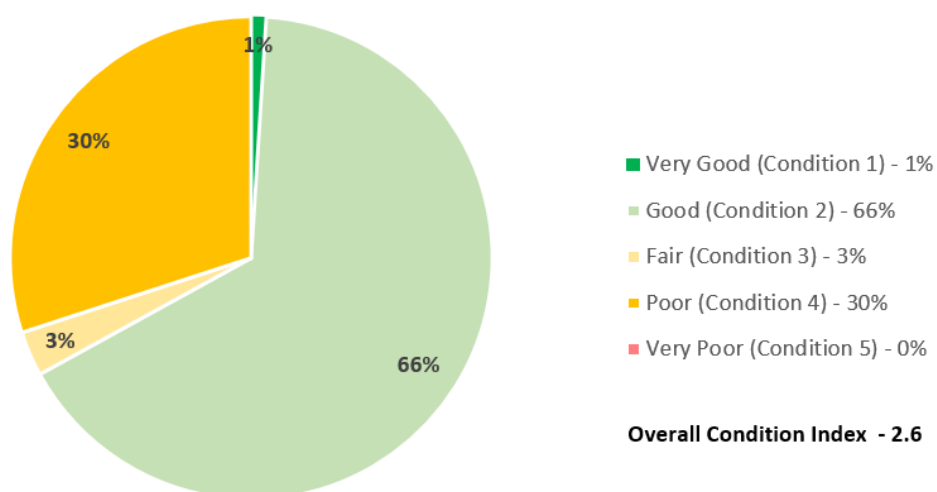
**Figure 5.2.3.c: Condition Profile (Footpaths)**



## Bridges

The bridge network is typically condition audited every 4 years, with the most recent audit of the full bridge network undertaken in 2019. Several road bridges have been audited in 2023, including Adelaide Bridge which has more frequent audits undertaken due to the age of the asset. Figure 5.2.3.d presents the predicted bridge network condition distribution as of September 2023. Overall majority of the bridge network is in a very good to fair condition (70%), with Adelaide Bridge being the major contributor for 30% of the network being rated in poor condition. Renewal or rehabilitation of Adelaide Bridge will be a critical investment requirement within this Asset Management Plan, that will be further discussed in Chapter 5.

**Figure 5.2.3.d: Condition Profile (Bridges)**



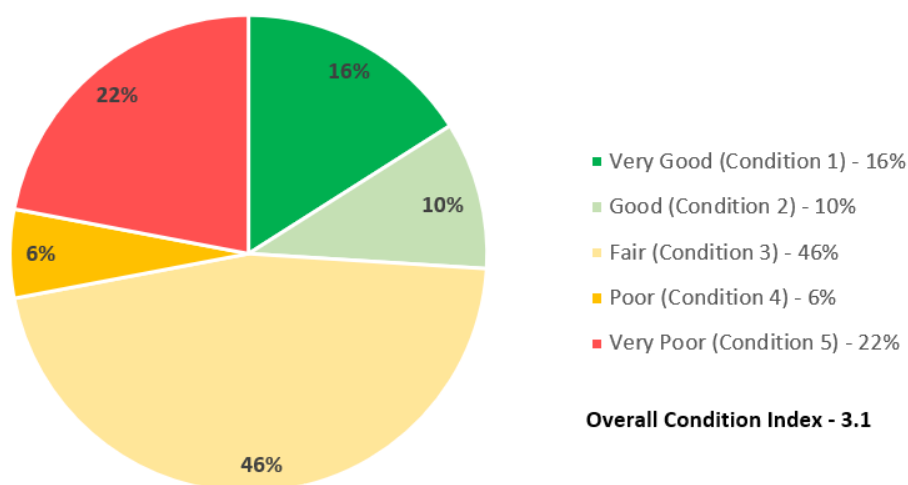


### Traffic Signals

The traffic signal network is typically condition audited every 4 years, with the most recent audit undertaken in 2019. Figure 5.2.3.e presents the predicted traffic signal network condition distribution as of September 2023. Overall the majority of the traffic signal network is rated in very good to fair condition (72%). However, 28% of the traffic signal network is rated in a poor to very poor condition. Accelerated renewal investment will be required over the short term to address these deficiencies.

It is important to note that the previous condition audit methodology assigned a very poor condition score rating (condition 5) to older installation that are not compliant with current standards. However, these assets are considered safe and manageable within the short term through proactive maintenance inspections and works programming.

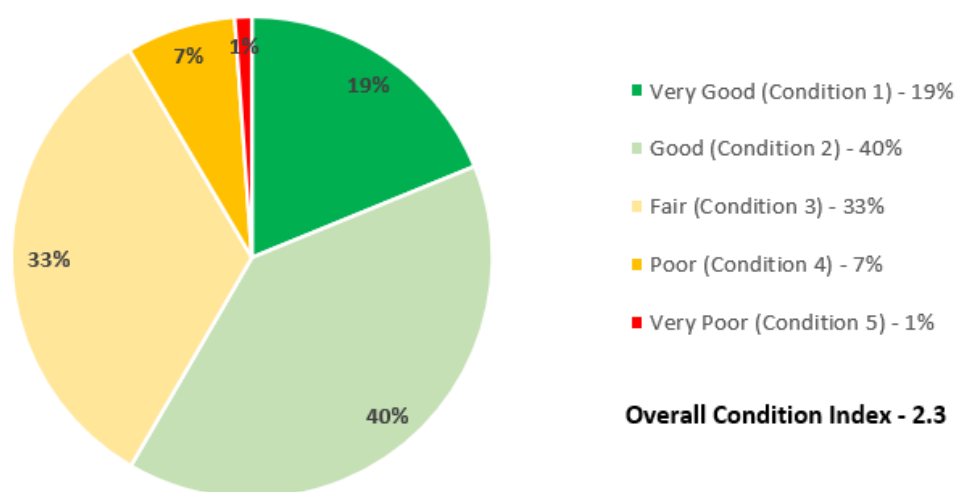
**Figure 5.2.3.e: Network Condition Profile (Traffic Signals)**



### Summary

Overall, the current condition of our transportation network is rated in a good to fair condition, with a combined overall condition index rating of 2.3. 91% of assets are rated in a very good to fair condition and 9% of assets are rated in poor or very poor condition, which will form the general basis of our renewal program priorities.

**Figure 5.2.3.f: Transportation Network Condition Profile**



### 5.3 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, line marking re-application, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include footpath repairs, asphalt patching, and equipment repairs. Requirements are informed by both customer service requests and proactive maintenance inspections.

Currently, maintenance activities are generally evaluated and prioritised with respect to annual budgets. This process is undertaken by experienced staff, where risk-based assessment and resource allocation considers the severity of the defect as well as its location. Any critical maintenance requirements that cannot be accommodated within exiting budgets and assessed through regular budget reviews to ensure resources are appropriately re-allocated.

Following the completion of this Asset Management Plan, we will be reviewing operations and maintenance standards for Transportation Assets, with a view to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

Updated standards will document both maintenance intervention levels and response times. Intervention levels will document the criteria for actioning maintenance defects and response times will set targets that we aim to work within to repair defects. Typically, both of these elements will vary depending on the severity of the defect as well as its position/location within the asset hierarchy.

Monitoring whether maintenance activities are being delivered in accordance with the specified intervention levels and response times, will enable us to understand whether resourcing levels are sufficient. Where resourcing levels are identified as insufficient, additional budget requirements can be considered through the business plan and budget process, or intervention levels and response times can be adjusted with respect to budget constraints.

#### 5.3.1 Maintenance Budget Trends

The trend in maintenance budgets for all transportation assets over the past 4 years is shown in Table 5.3.1.

**Table 5.3.1: Maintenance Budget Trends**

Year	Roads	Kerbing	Footpaths	Bridges	Traffic Signals
2020-21	\$572,787	\$77,714	\$903,034	\$27,788	\$460,755
2021-22	\$918,727	\$287,114	\$1,283,404	\$29,216	\$431,584
2022-23	\$1,113,857	\$382,269	\$2,534,640	\$28,341	\$600,165
2023-24	\$1,040,564	\$461,628	\$1,642,929	\$228,619	\$495,537

### 5.3.2 Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The hierarchy for each transportation asset class is shown in Table 5.3.2.

**Table 5.3.2: Asset Service Hierarchy**

Asset Class	Asset Hierarchy
Roads and Kerb and Watertable	Major Arterial Roads (e.g. West Terrace)
	Minor Arterial Roads (e.g. Port Road)
	Primary Collector (e.g. King William Street)
	Local Collector (e.g. Melbourne Street)
	Local Access and Car Parks (e.g. Archer Street)
Footpaths	City Streets (e.g. North Terrace)
	Residential Streets (e.g. Archer Street)
	Park Lands (e.g. Rymill Park Footpaths)
Bridges	Road Bridges (e.g. Adelaide Bridge)
	Major Footbridges (e.g. University Footbridge)
	Minor Footbridges (e.g. Parklands Bridges)
Traffic Signals	Signalised Intersections (e.g. King William Street / Pirie Street intersection)
	Pedestrian Actuated Crossings (e.g. Victoria Drive adjacent University)
	Koala Crossings (e.g. East Terrace adjacent Glover Playground)

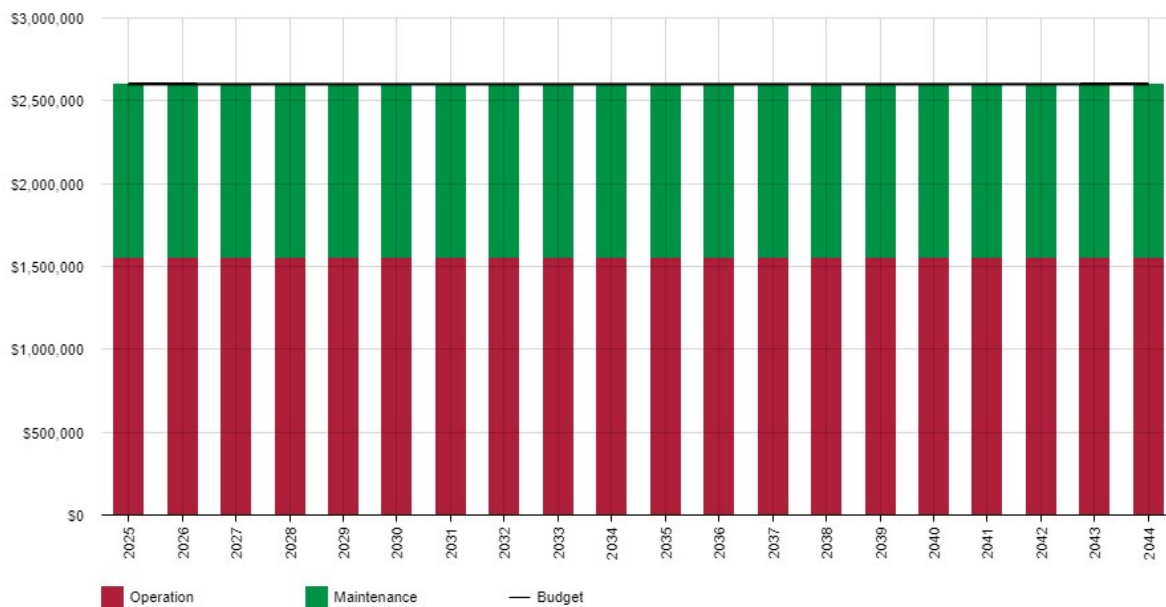
### 5.3.3 Summary of future operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease.

## Roads

The forecast operations and maintenance costs for the road network, relative to the proposed operations and maintenance budgets are shown in Figure 5.3.3.a. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

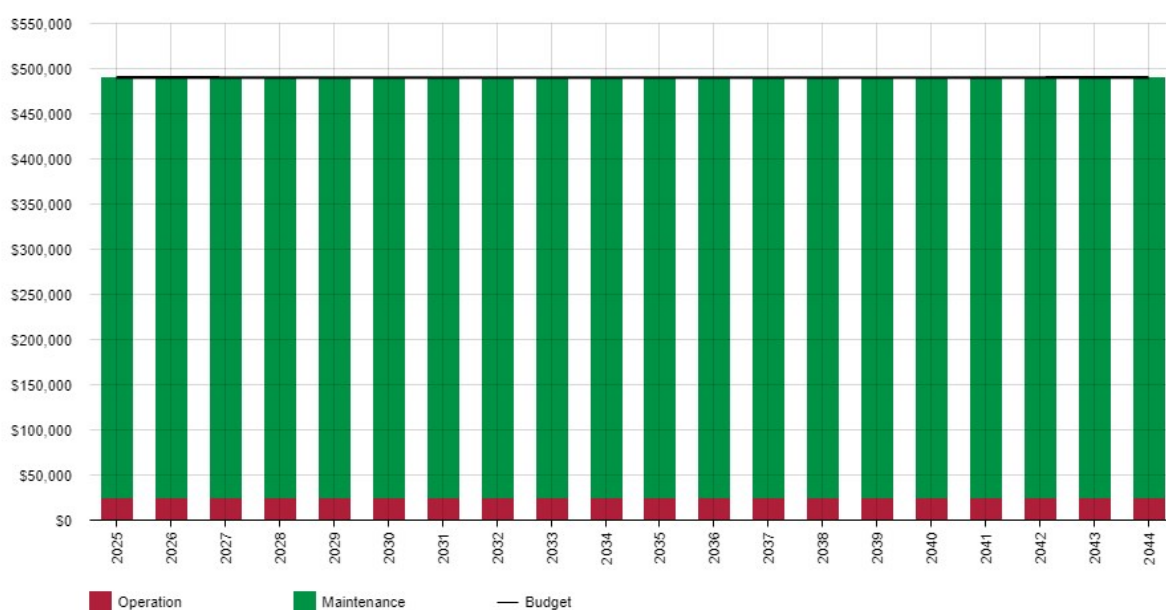
**Figure 5.3.3.a: Operations and Maintenance Summary (Roads)**



## Kerb and Watertable

The forecast operations and maintenance costs for the kerb and watertable network, relative to the proposed operations and maintenance budgets are shown in Figure 5.3.3.b. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

**Figure 5.3.3.b: Operations and Maintenance Summary (Kerb and Watertable)**

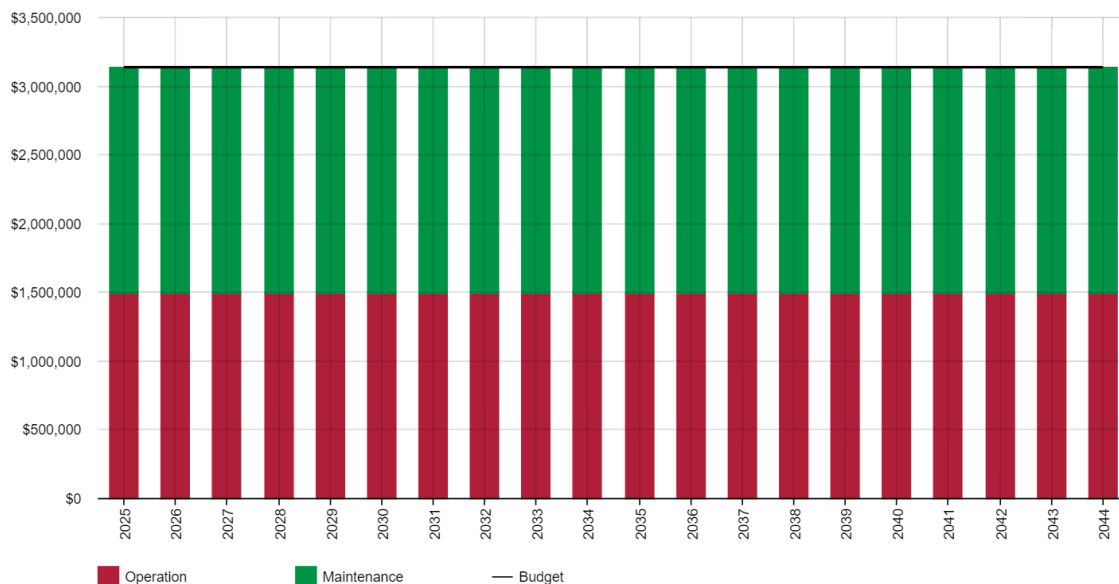




## Footpaths

The forecast operations and maintenance costs for the footpath network, relative to the proposed operations and maintenance budgets are shown in Figure 5.3.3.c. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

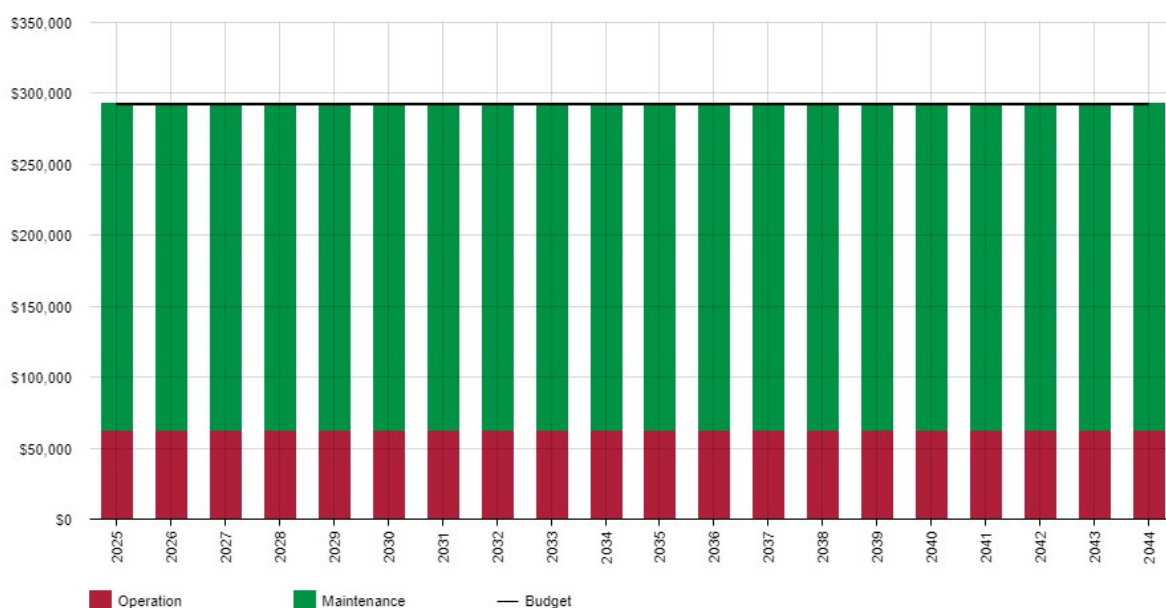
**Figure 5.3.3.c: Operations and Maintenance Summary (Footpaths)**



## Bridges

The forecast operations and maintenance costs for the bridge network, relative to the proposed operations and maintenance budgets are shown in Figure 5.3.3.d. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

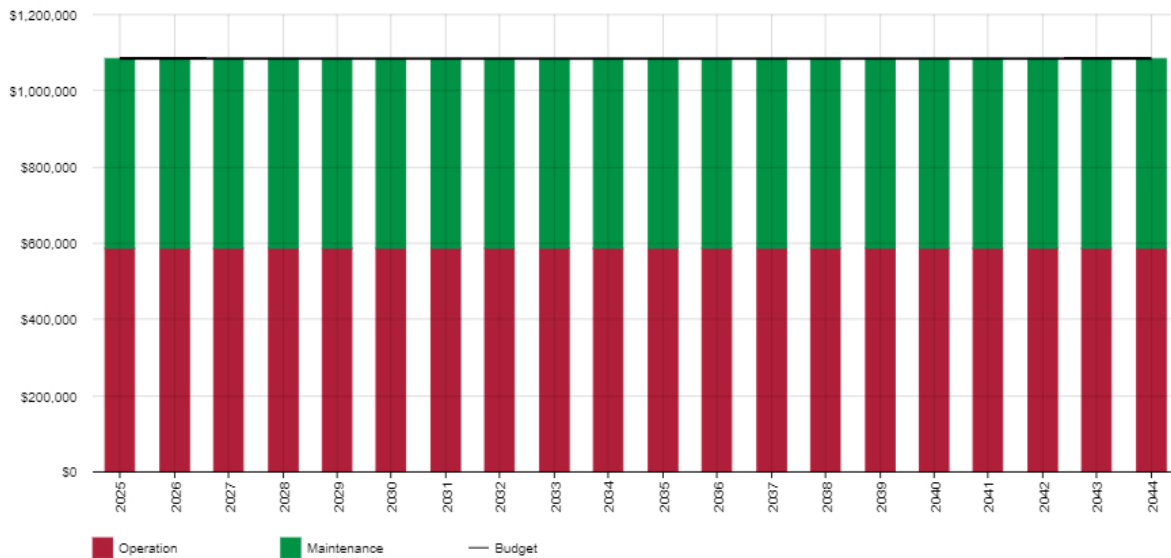
**Figure 5.3.3.d: Operations and Maintenance Summary (Bridges)**



### Traffic Signals

The forecast operations and maintenance costs for the traffic signal network, relative to the proposed operations and maintenance budgets are shown in Figure 5.3.3.e. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

**Figure 5.3.3.e: Operations and Maintenance Summary (Traffic Signals)**



## 5.4 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces, or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition (new/upgrade) resulting in additional future operations and maintenance costs.

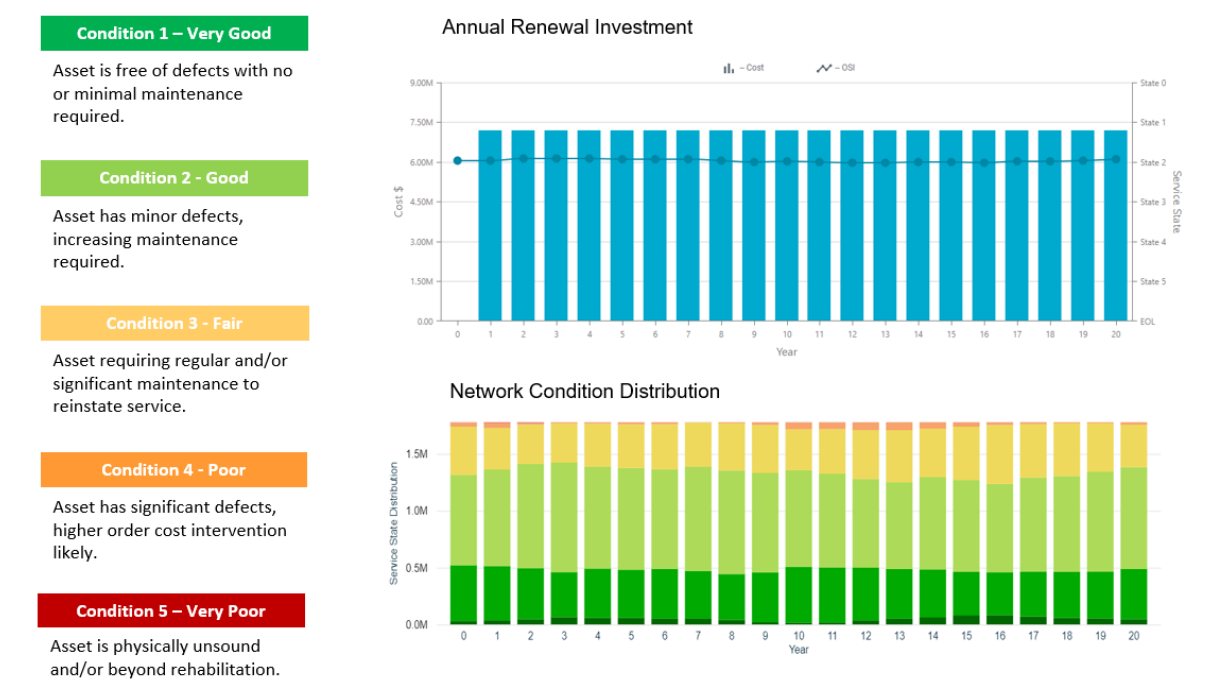
Asset renewal is typically undertaken to:

- Ensure ongoing reliability of existing infrastructure to deliver the service it was constructed to facilitate
- Ensure infrastructure is of sufficient quality to meet the service requirements
- Optimise whole-of-life costs, when maintenance activities are no longer economical

Within this Asset Management Plan, asset renewal requirements have been identified by utilising replacement costs and remaining useful life estimates that have been derived through a combination of condition audits, engineering recommendations and predictive modelling.

Predictive modelling provides a basis for evidence-based decision making, where the financial requirements for different level of service scenarios can be estimated across the short, medium, and long-term. Additionally, it allows us to understand the relationship between cost, level of service and risk and can effectively demonstrate the consequences of not appropriately funding asset renewal. An overview of the predictive modelling utilised in this Asset Management Plan is shown in Figure 5.4-1 and is discussed further for each asset class in Section 5.4.1.

**Figure 5.4-1: Predictive Modelling Overview**

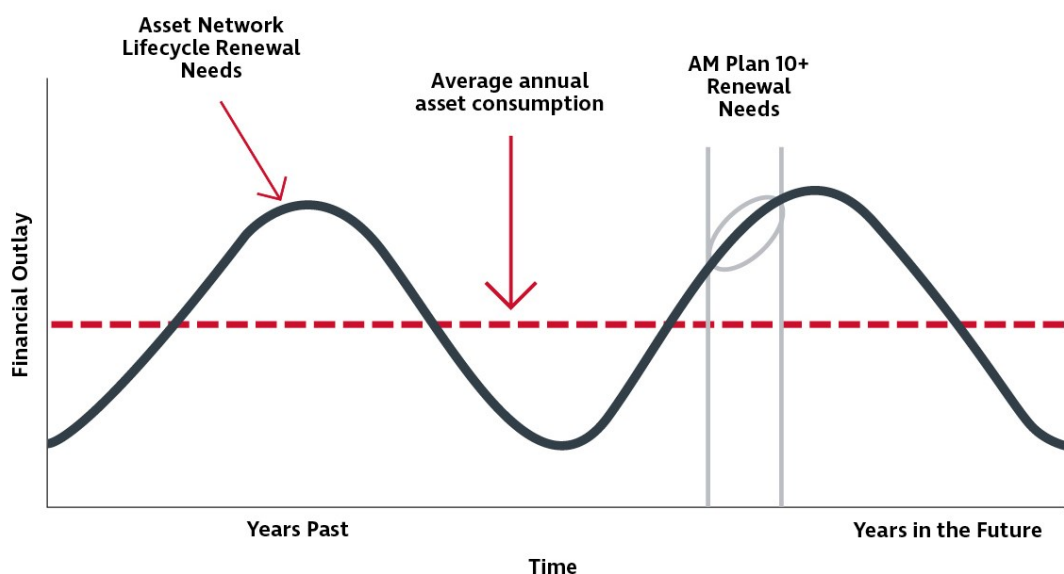


This Asset Management Plan's renewal strategy aims to minimise the number of assets that deteriorate into a poor condition and prohibit assets reaching a very poor condition. Assets can generally be cost effectively maintained and provide appropriate levels of service up to a fair condition, however assets in poor and very poor condition have higher risk profiles and maintenance treatments are generally not economical. This strategy ensures we can continue to provide services in line with the community's expectations, appropriately manage risk and optimise whole-of-life costs.

Asset renewal planning is undertaken with a holistic and integrated approach, to ensure consideration is given to asset functionality, adjacent assets and Council's higher-level strategic objectives (e.g. new and upgrade requirements). This allows capital works programming to be optimised through the development of logical works packages, that provide value to the community and minimise disruption.

It is important to understand that infrastructure networks are comprised of assets with varying age profiles and different useful lives and replacement costs. This results in having to replace more assets in some periods when compared with others and means that it's very unlikely that asset renewal needs will be consistent over time. Figure 5.4-2 highlights a typical scenario of varying asset renewal expenditure requirements over the asset lifecycle.

**Figure 5.4-2: Asset Network Lifecycle Renewal Needs**



To account for fluctuations in asset lifecycle renewal needs and enable efficient resourcing planning, often there will be a need to smooth out expenditure requirements over multiple years through a combination of deferring renewal (where appropriate) and bringing scheduled works forward.

At times, this may result in a small number of assets exceeding prescribed renewal intervention criteria, requiring projects to be prioritised with respect to available budget. It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a higher consequence of failure
- Have higher usage and the subsequent impact on users would be more significant
- Have higher than expected operational and maintenance costs

Prioritisation criteria used to inform the renewal forecasts within this Asset Management Plan include:

- Compliance with current legislative requirements
- Asset condition
- Asset hierarchy and criticality
- Cost effectiveness of maintenance investment
- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Community interest



The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.4. Asset useful lives were last reviewed in 2023.

**Table 5.4: Useful Lives of Assets**

Asset Class	Asset Sub Class	Useful life *
Roads	Road Surface	15-25 years
	Road Pavement	30-80 years
Kerb and Water table	Concrete	60-80 years
	Bluestone	120 years
	Granite	120 years
Footpath	Asphalt	30 years
	Concrete Flagstone	40-50 years
	Granite & Slate	40-50 years
	Interlocking Pavers	40-50 years
	Small Format Concrete Pavers	40-50 years
	In-Situ Concrete	40-50 years
	Rubble	10-20 years
Traffic Signals	Poles	25 years
	Lanterns	10 years
	Controllers	10 years
	UPS	10 years
	Target Board	15 years
	Push Button	10 years
	Audio Tactile	10 years
	Top Box	10 years
	Conduits	40 years
	Pits	40 years
	CCTV	5 years
Bridges	Road Bridges	20-100 years
	Major Footbridges	40-100 years
	Minor Footbridges	20-80 years

\* useful life will vary dependant on asset hierarchy/material/component

#### 5.4.1 Summary of Future Renewal Costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figures 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

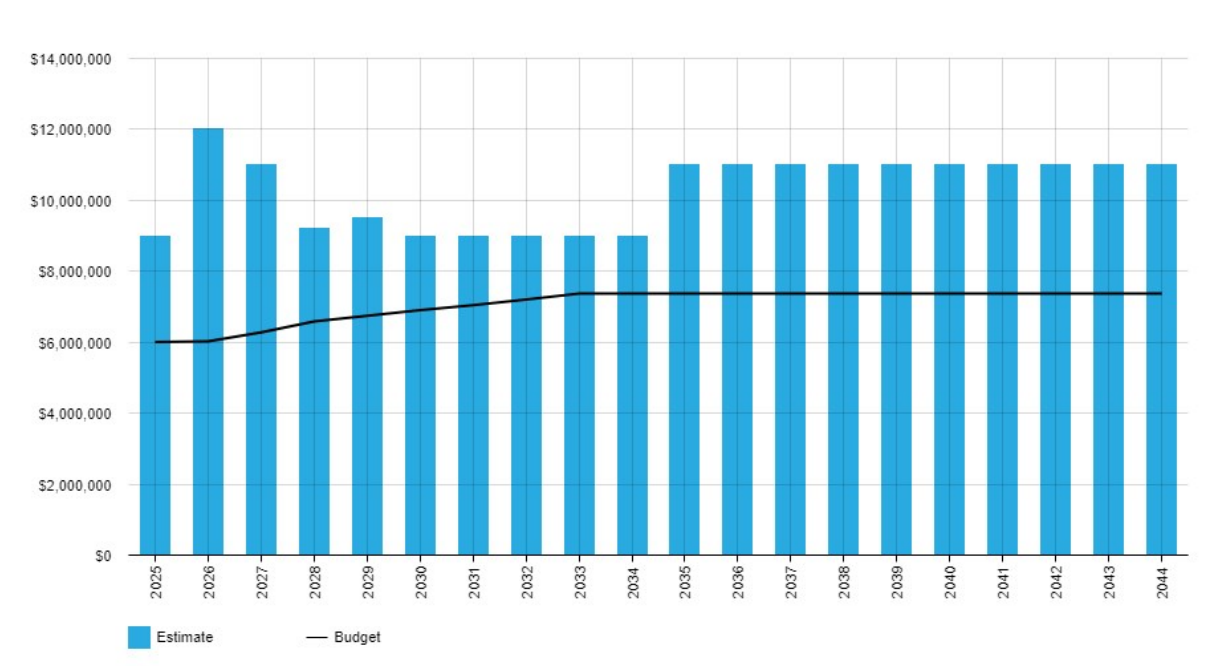
## Roads

Predictive modelling identified that the existing budget allocations within the Long-Term Financial Plan were insufficient to maintain current service levels, resulting in the health of the road network steadily declining over time. Various renewal strategies were considered for the road network utilising predictive scenario modelling, which are presented and further discussed in Appendix F.

The recommended asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 (target less than 5%) and prohibit assets reaching condition 5 (target 0%). To enable this, increased renewal funding of \$9m, \$12m, \$11m, \$9.2m, and \$9.5m is required over the first five years to address the initial renewal backlog, with investment requirements then reducing to \$9m per year between years 6 and 10 to maintain service levels. From 2035 renewal funding is required to increase moderately to \$11m per year to address the forecast medium to long term renewal requirements. Specific renewal intervention levels for different road hierarchies as well as typical images of each condition state are documented in Appendix E.

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for the road network is shown in Figure 5.4.1.a below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall and additional funding is required to address the renewal backlog and maintain current levels of service. Not funding the shortfall will result in the health of the road network to continue steadily decreasing over time, resulting in increased whole-of-life costs and risks of asset failure that cannot be rectified through maintenance resources.

**Figure 5.4.1.a: Forecast Renewal Costs (Roads)**



## Kerb and Watertable

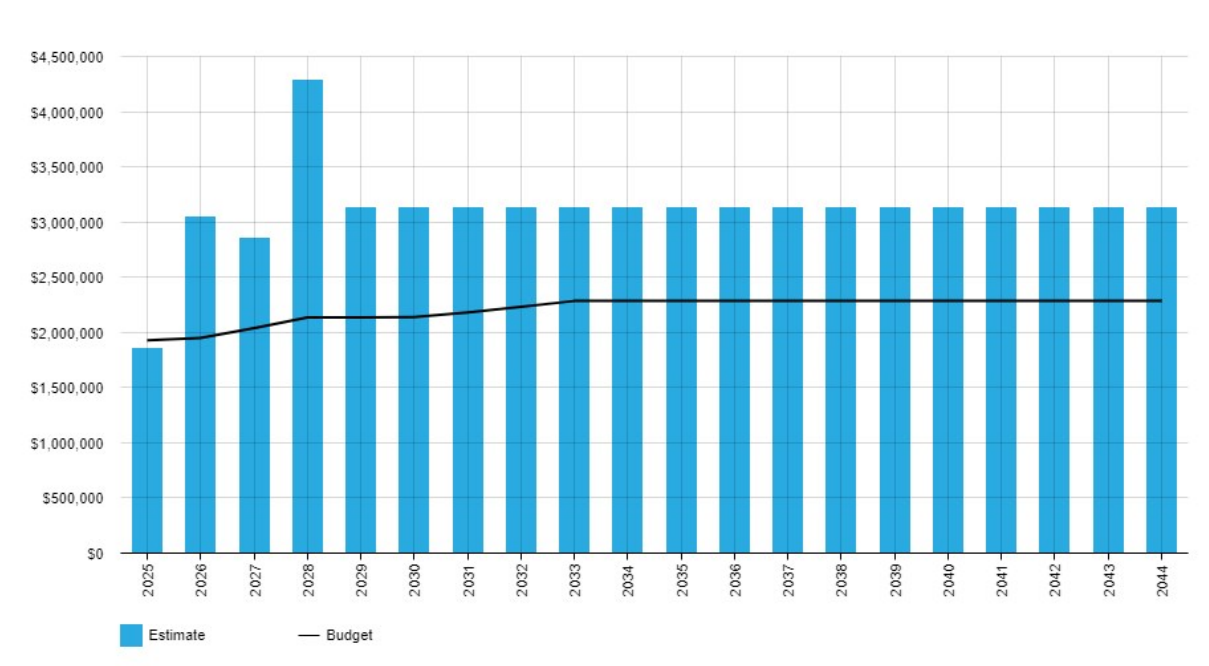
Predictive modelling identified that the existing budget allocations within the Long-Term Financial Plan were insufficient to maintain current service levels, resulting in the health of the kerb and watertable network steadily declining over time. Various renewal strategies were considered for the kerb and watertable network utilising predictive scenario modelling, which are presented and further discussed in Appendix F.

The recommended asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 (< 5%), prohibit assets reaching condition 5 (target of 0%) and ensure aging assets in a fair condition showing signs of deterioration are renewed concurrently with adjacent road and footpath renewal projects.

To enable this, increased renewal funding of \$1.85m, \$3.05m, \$2.85m, and \$4.29m is required over the first 4 years, with investment requirements then reducing to \$3.125m each year to maintain service levels. Specific renewal intervention levels as well as typical images of each condition state are documented in Appendix E.

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for the kerb and watertable network is shown in Figure 5.4.1.b below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall and additional funding is required to address the renewal backlog and maintain current levels of service. Not funding the shortfall will result in the health of the kerb and watertable network to continue steadily decreasing over time, resulting in increased whole-of-life costs and risks of asset failure that cannot be rectified through maintenance resources.

**Figure 5.4.1.b: Forecast Renewal Costs (Kerb and Watertable)**

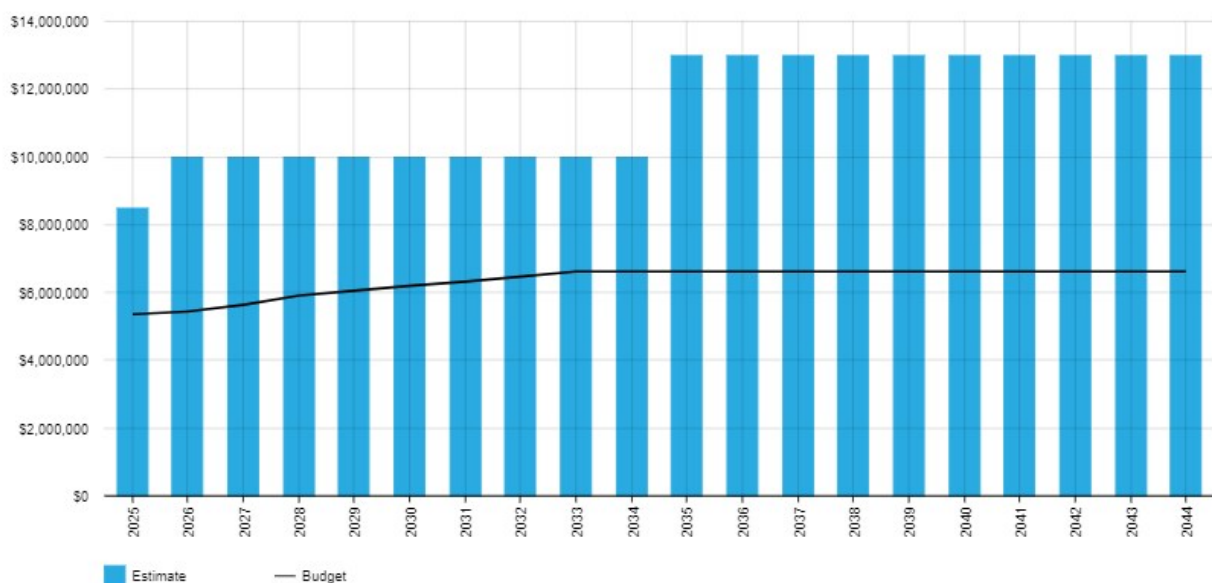


## Footpaths

Predictive modelling identified that the existing budget allocations within the Long-Term Financial Plan were insufficient to maintain current service levels, resulting in the health of the footpath network steadily declining over time. Various renewal strategies were considered for the footpath network utilising predictive scenario modelling, which are presented and further discussed in Appendix F.

The recommended asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 (target < 5%) and prohibit assets reaching condition 5 (target 0%). To enable this, \$10m is required each year for the first 10 years, with a further increase to funding up to \$13m each year between years 11 and 20. This significant investment is required to address the substantial number of assets currently rated in a fair condition (40% of the network) that have forecast renewals across the 20-year planning period. Specific renewal intervention levels for different footpath hierarchies and material types, as well as typical images of each condition state are documented in Appendix E.

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for Footpaths is shown in Figure 5.4.1.c below (note: all figure values are shown in current day dollars). When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall and additional funding is required to address the backlog of asset renewals and maintain service levels. Not funding the shortfall will result in the health of the footpath network to continue steadily decreasing over time, resulting in significant risks of asset failure and service disruption that cannot be rectified through maintenance resources.

**Figure 5.4.1.c: Forecast Renewal Costs (Footpaths)**

### Bridges

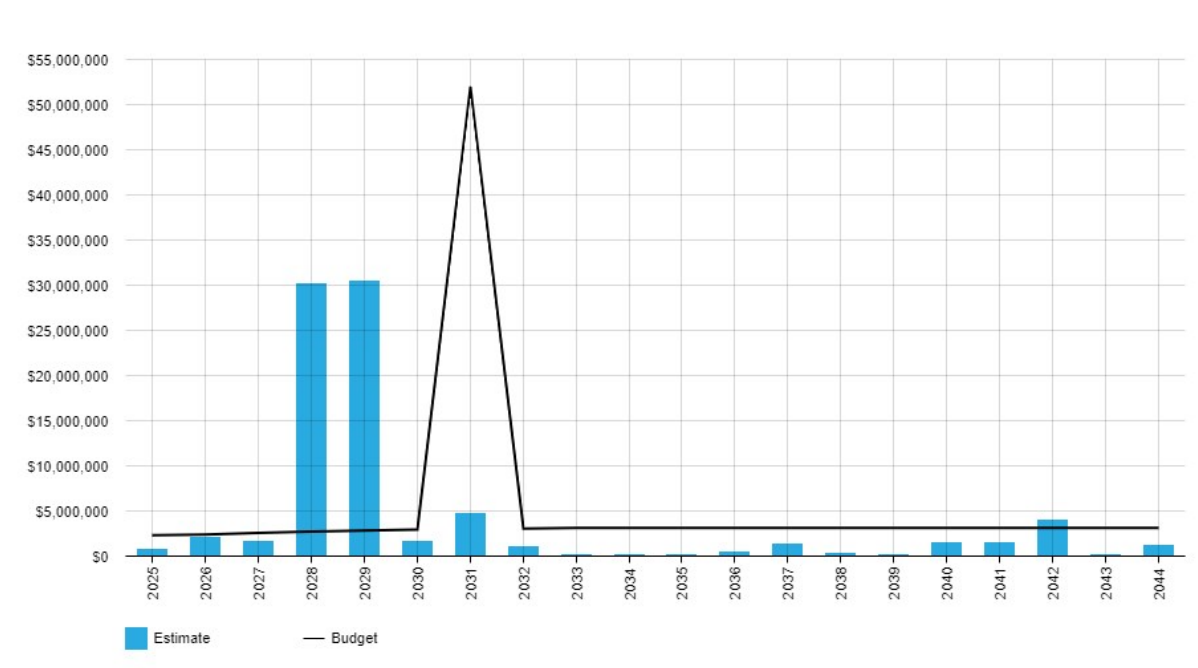
Renewal requirements for our bridge assets are informed by regular engineering inspections. Each inspection monitors any change in condition for individual bridge components and re-forecasts an associated remaining useful life estimate. The recommended asset renewal strategy for the bridge portfolio aims to reduce the number of assets that deteriorate beyond condition 3 and prohibit assets reaching condition 4 or 5 (target 0%). Due to the high value and long life of individual bridge components, forecast replacement and/or rehabilitation requirements vary substantially over the 20-year period, and can generally not be “smoothed” for budgeting purposes.

Adelaide Bridge (located on King William Road, crossing the Torrens) will be a key priority within this Asset Management Plan, as condition monitoring has identified the aging bridge (constructed in 1931) is approaching the end of its useful life. Within the next 5 years significant capital works will be required to either rehabilitate or replace the bridge, as it is becoming uneconomical to continue maintaining the bridge. Recent engineering inspections and preliminary project planning has recognised that the renewal/ rehabilitation of Adelaide Bridge requires scheduling and budgeting adjustments within the Asset Management Plan and Long Term Financial Plan, bringing works forward and spreading forecast costs over two financial years.

For preliminary planning purposes, renewal forecasts have assumed the full replacement of Adelaide Bridge, however an options analysis is currently being undertaken to inform recommendations to finalise the scope, cost and timing of capital works moving forward. The options analysis will consider capital costs, intended lifespan and durability, operational and maintenance costs, heritage retention and current and future loading requirements. Revision of asset renewal forecasts following the completion of the options analysis has been recognised as a key action within the Improvement Plan (Chapter 8).

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for Bridges is shown in Figure 5.4.1.d below (note: all figure values are shown in current day dollars).

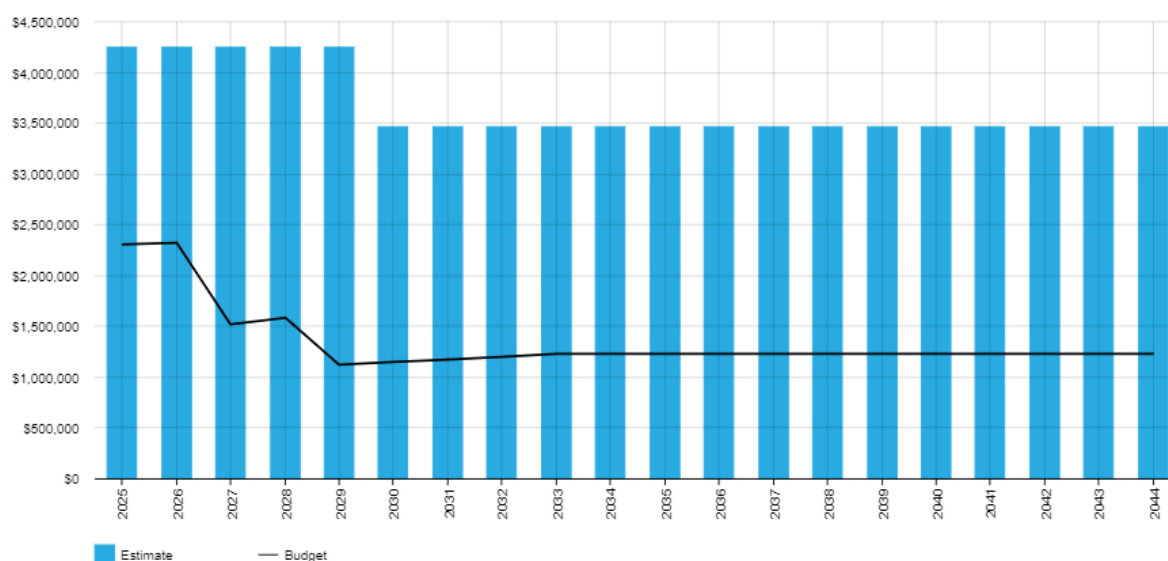


**Figure 5.4.1.d: Forecast Renewal Costs (Bridges)**

### Traffic Signals

The projected 20-year renewal forecast compared against the current Long-Term Financial Plan budget allocation for Traffic Signals is shown in Figure 5.4.1.e below. The asset renewal strategy aims to reduce the number of assets that deteriorate into condition 4 and 5. To enable this, increased renewal funding of \$4,25M is required over the first five years to address the current asset renewal backlog (assets in condition 4 and 5), however following this investment reduces to \$3.47M per year, to maintain service levels.

When comparing the forecast renewal costs against the existing budget allocation (black line), it is evident that there is a funding shortfall and additional funding is required to address the backlog of asset renewals and maintain service levels. Not funding the shortfall will result in the health of the traffic signal network to continue steadily decreasing over time, resulting in significant risks of asset failure and service disruption that cannot be rectified through maintenance resources.

**Figure 5.4.1.e: Forecast Renewal Costs (Traffic Signals)**

## **5.5 Acquisition of Assets (New & Upgrade)**

Acquisition reflects new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the City of Adelaide.

Opportunities for acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, initiatives identified within strategic plans and corporate strategies as well as partnerships with third parties (e.g. State Government and Developers).

Potential new and upgrade works should be reviewed to verify that they are essential to City of Adelaide's needs and include analysis to understand ongoing operations, maintenance and renewal requirements to ensure that the services are sustainable over the longer term.

While this Asset Management Plan does not identify financial forecasts associated with new and upgrade projects, it does ensure required renewal scheduling is aligned (where practical) with key new and upgrade initiatives linked to our Strategic Plan through Integrated Delivery Planning.

Prioritisation and scheduling of new and upgrade works is currently undertaken on an annual basis through the business plan and budget process, where key prioritisation criteria include:

- Alignment with Strategic Plan objectives and corporate strategies
- Financial capacity and sustainable financial management principles
- Council decisions
- Asset functionality deficiencies
- Asset condition
- Compliance with current legislative requirements
- Community interest

The Resource Plan will provide a 4-year view of new and upgrade projects, resources, and budgets required to deliver our Strategic Plan objectives. It will inform the Long-Term Financial Plan and act as the key link between the Strategic Plan and Annual Business Plan & Budget.

Transformational new and upgrade projects will reference the Adelaide Design Manual that have allocated funding within the Resource Plan and Long-Term Financial Plan.

## **5.6 Disposal of Assets**

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Disposal can be considered when an asset has been identified as underperforming, underutilised, or obsolete and does not provide value to the community.

This Asset Management Plan does not identify financial forecasts associated with asset disposal, however where recommended, significant assets will be identified for decommissioning and disposal through Council Reports. To enable informed decision making, reports will include any anticipated impacts to service provision as well as financial impacts including disposal costs, revenue gained and estimated reductions in annual operations and maintenance expenditure that will be included into the Business Plan and Budget and Long-Term Financial Plan.

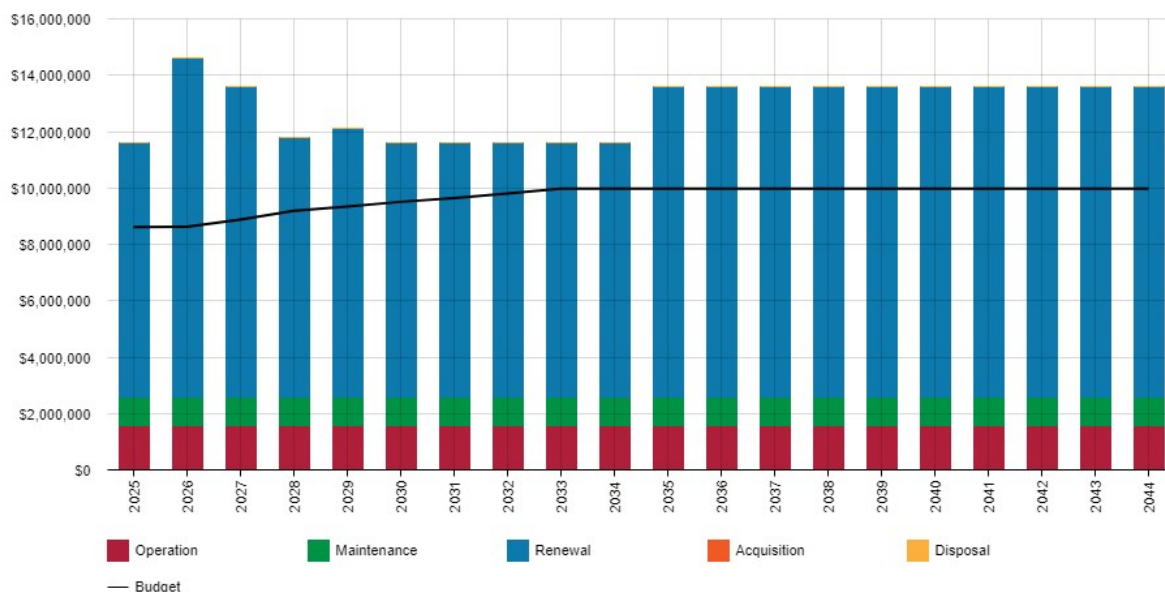
## 5.7 Summary of Asset Forecast Costs

The total financial projections from this Asset Management Plan are shown in Figures 5.7 below for each asset class. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is discussed in detail within sections 5.3 and 5.4.

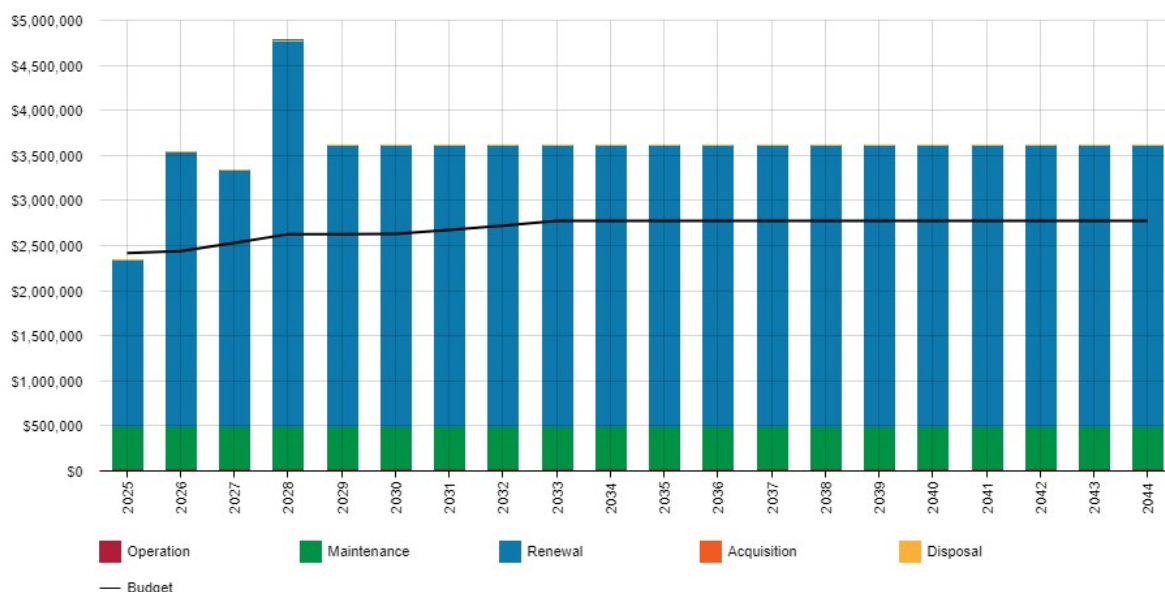
### Roads

**Figure 5.7.a: Lifecycle Summary (Roads)**



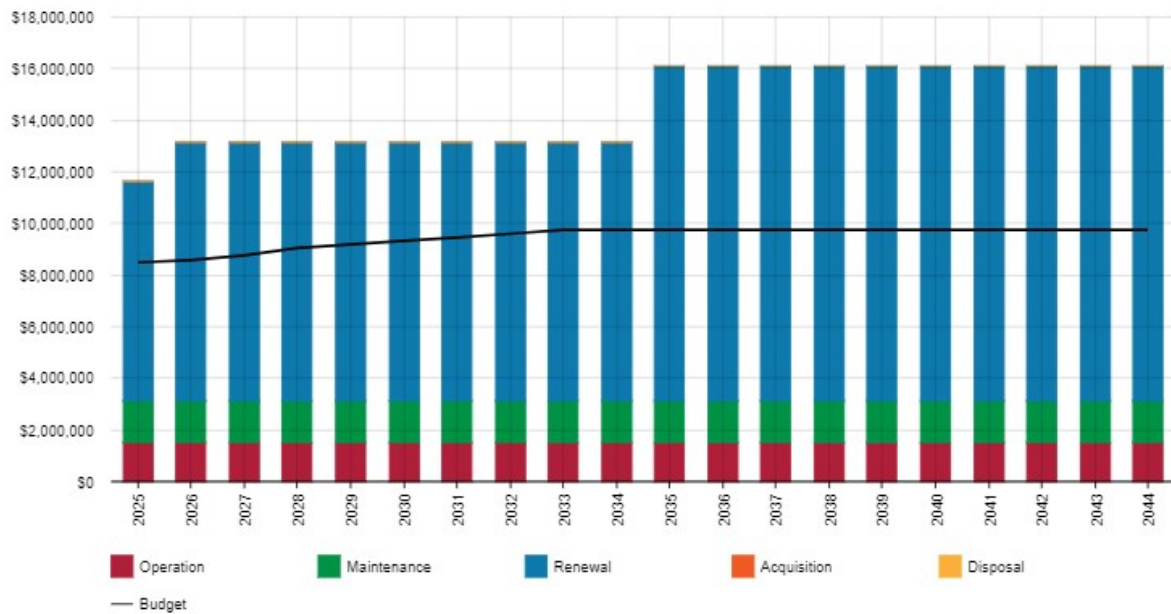
### Kerb and Watertable

**Figure 5.7.b: Lifecycle Summary (Kerb and Watertable)**



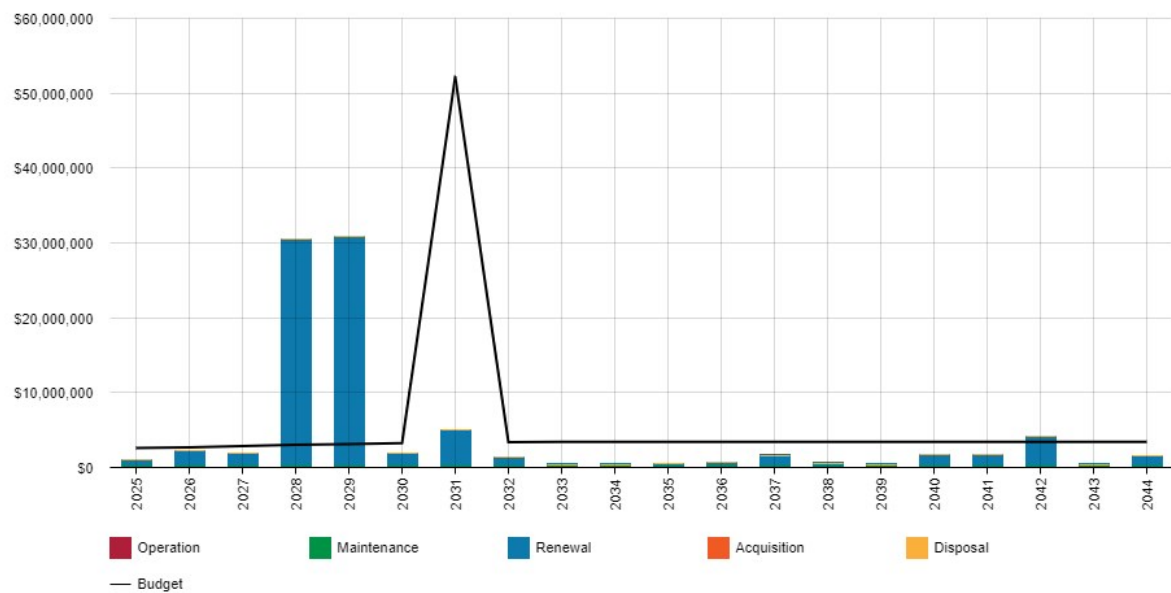
## Footpaths

**Figure 5.7.c: Lifecycle Summary (Footpaths)**



## Bridges

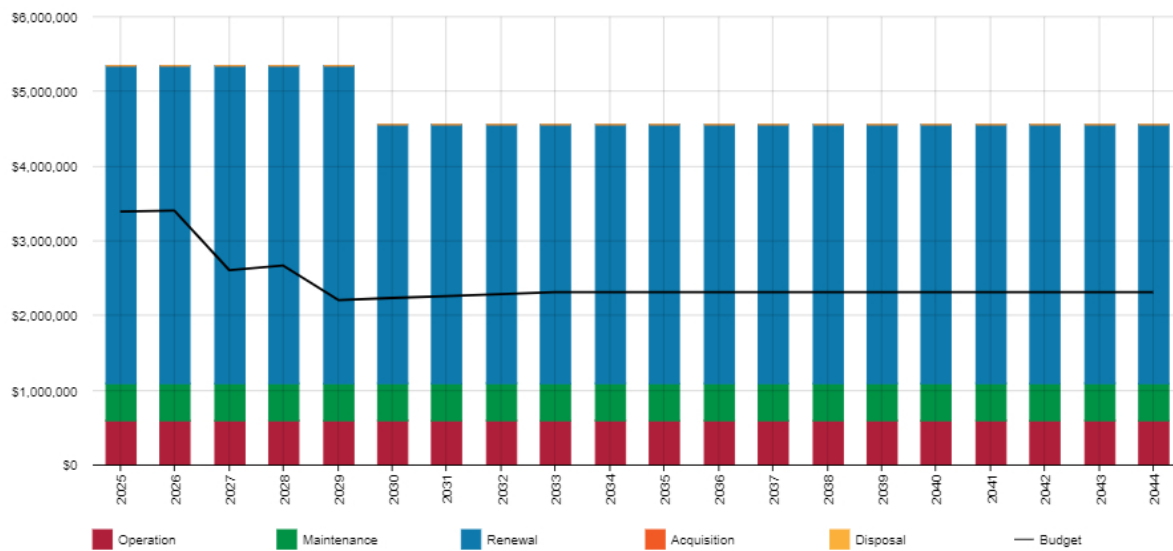
**Figure 5.7.d: Lifecycle Summary (Bridges)**





## Traffic Signals

*Figure 5.7.e: Lifecycle Summary (Traffic Signals)*



## 6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’<sup>4</sup>.

An assessment of risks<sup>5</sup> associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

**Table 6.1 Critical Assets**

Asset Class	Critical Asset(s)	Failure Mode	Impact
Bridges	All Road Bridges	Structural deterioration resulting in bridge restrictions or physical collapse.	Reduced capacity and accessibility, resulting in significant disruption to the transportation network or fatality as a result of collapse
Roads	Arterial and Primary Collector Network	Structural deterioration of road pavement, resulting in cracking, deformation, and potholes.  Road damage due to service authority incidents such as water main bursts.	Public safety risks association with dangerous road defects and disruption to the transportation network
Footpaths	City Street Footpaths (High Volume)	Structural and environmental deterioration of footpaths resulting in trip hazards, depressions, and loose pavers.  Footpath damaged by service authorities and development.	Public safety risks associated with dangerous footpath defects and disruption to the transportation network
Traffic Signals	All Signalised Intersections	Electrical fault and/or equipment failure	Public safety risks associated with inoperative traffic control devices and disruption to the transportation network

<sup>4</sup> ISO 31000:2009, p 2

<sup>5</sup> REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

## 6.2 Risk Assessment

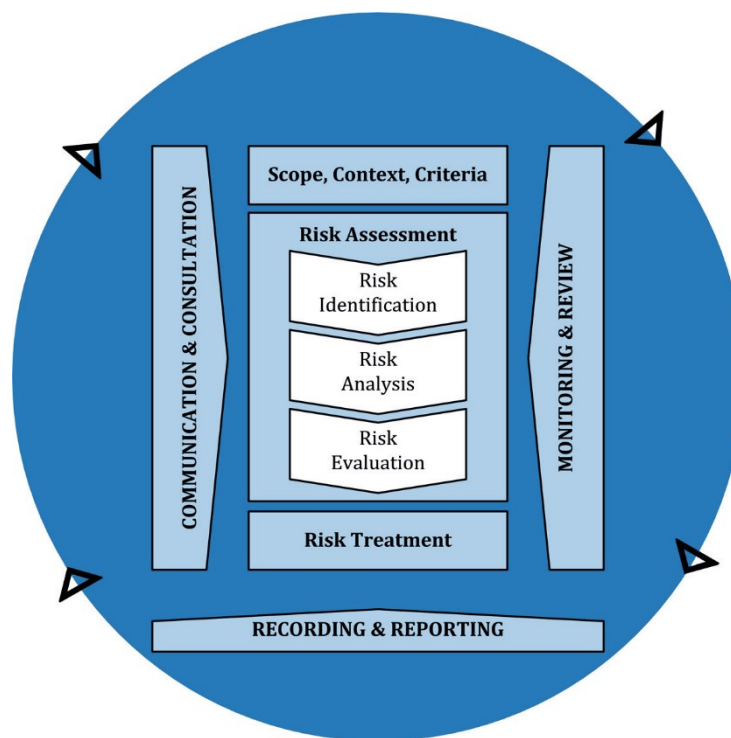
The risk management process used is shown in Figure 6.2 below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of International Standard ISO 31000:2018.

**Fig 6.2 Risk Management Process – Abridged**

(Source: ISO 31000:2018, Figure 1, p9)



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Extreme' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Strategic Risk and Internal Audit Group (SRIA).

**Table 6.2: Risks and Treatment Plans**

Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Cost
All Transportation Assets	Renewal, maintenance, and operational budgets are not adopted as recommended in Asset Management Plan, resulting in increased asset risk, reduced levels of service and increased whole of life costs	High	Reduce levels of service, to better align asset management activities with financial constraints. This will result in renewal and maintenance activities being prioritised, with respect to available budgets.	Medium	Within existing resources / budgets
	Increasing demands placed on the transportation network, with growing volumes of pedestrians, motorists, cyclists, and public transport users using the network to get into and around the City. This will result in increased level of service expectations as well as competing demands for the services provided by our transportation assets (e.g. off street parking, pedestrian, cycling and public transport infrastructure).	High	Engage with the community and develop an Integrated Transport Strategy to establish a long-term vision for the transportation network.  Delivery of prioritised upgrade/new projects identified within the Transport Strategy to enhance the transportation network and accommodate city growth through upgrading existing assets and creating new assets to align service provision with the evolving needs of the community.	Medium	Within existing resources / budgets  Upgrade/new projects are considered as part of the Annual Business Plan & Budget
	CoA do not have the financial capacity to undertake all recommended upgrades in conjunction with asset renewal projects to address functionality deficiencies and strategic objectives.	High	Upgrade opportunities associated with significant renewal projects are discussed with Council on an annual basis through the Business Plan and Budget Process. Prior to allocating resources to detailed design and construction activities, concept design options are developed with cost estimates and presented to CoA's Senior Leadership Team, to confirm project priority in conjunction with the recommended scope and timing of works.	Medium	Upgrade/new projects are considered as part of the Annual Business Plan & Budget
	Compromised decision making caused by insufficient asset information	High	Continue to regularly collect and update asset condition and financial information in our asset management system, to inform sound decision making.  Undertake predictive scenario modelling to effectively communicate the relationship between cost, level of service and risk to inform asset management strategies.	Medium	Within existing resources / budgets
	Accelerated asset deterioration and technical obsolescence, resulting in assets requiring renewal earlier than scheduled within Asset Management Plan.	High	Undertake regular condition audits and routine maintenance inspections to understand asset deterioration trends. Review emerging renewal priorities on a regular basis and update the 4-year renewal plan through the business plan and budget process on an annual basis as required.	Medium	Within existing resources / budgets
	Increasing operational and maintenance requirements and costs	High	Undertake routine maintenance inspections and maintenance planning to proactively identify financial risks associated with maintenance requirements to provide the agreed level of service.  Review and update maintenance standards, intervention levels and response times following adoption of Asset Management Plan.  Utilise established processes through the annual business plan and budget to submit a business case to re-forecast additional operational and maintenance costs.	Medium	Within existing resources / budgets



Asset at Risk	What can Happen	Risk Rating	Risk Treatment Plan	Residual Risk	Treatment Cost
All Transportation Assets	Third party works (e.g. utility trenching) are not constructed in accordance with CoA standards, resulting in potential hazards to public and/or premature asset failure and reduced useful life.	High	All third-party works require City Works Permits, to ensure works are delivered in accordance with City Works Guidelines and CoA standards.  Defects and omission inspections are undertaken following the completion of works to ensure compliance with CoA standards. Where defects are identified the third-party is instructed to undertake required rectifications works.	Medium	Within existing resources / budgets
	Gifted assets associated with developments are not constructed in accordance with CoA standards, resulting in potential hazards to public and/or premature asset failure and reduced useful life.	High	All third-party works require City Works Permits, to ensure works are delivered in accordance with City Works Guidelines and CoA standards. Additionally, where appropriate, infrastructure agreements are established with developers to ensure proposed works are designed and constructed in accordance with CoA standards.  Defects and omission inspections are undertaken following the completion of works to ensure compliance with CoA standards and/or infrastructure agreement. Where defects are identified the developer is instructed to undertake required rectifications works.	Medium	Within existing resources / budgets
Roads	Occurrence of significant road defects, such as potholes and deformations, resulting in hazards to road users.	High	Cyclic condition audits and routine maintenance inspections to monitor the condition of the road network. Delivery of planned and reactive maintenance programs with annual reviews of the capital works program to re-prioritise and incorporate emerging risks.	Medium	Within existing resources / budgets
Footpaths	Occurrence of significant footpath defects, such as vertical displacements/trip hazards or loose/missing pavers, resulting in hazards to cyclists and pedestrians.	High	Cyclic condition audits and routine maintenance inspections to monitor the condition of the footpath network. Delivery of planned and reactive maintenance programs with annual reviews of the capital works program to re-prioritise and incorporate emerging risks.	Medium	Within existing resources / budgets
Traffic Signals	Occurrence of significant traffic signal defects, causing electrical faults and/or equipment failure, resulting in major disruption to the transportation network.	High	Cyclic condition audits and routine maintenance inspections to monitor the condition of the traffic signal network. Delivery of planned and reactive maintenance programs with annual reviews of the capital works program to re-prioritise and incorporate emerging risks.	Medium	Within existing resources / budgets
Bridges	Structural failure of bridge assets as a result of lifecycle deterioration, resulting in catastrophic events, including death.	Very High	The condition of all bridge assets is monitored on a regular basis through Level 2 condition inspections which are undertaken every 2-4 years (based of asset age and risk profile) in conjunction with Level 1 maintenance inspections which are undertaken annually. Level 2 inspections are undertaken by structural engineering consultants in accordance with the Department of Infrastructure and Transport's Road Structures Inspection Manual.  Significant renewal and rehabilitation requirements identified are incorporated into renewal forecasting of asset management plans and essential maintenance requirements that are identified through inspections are considered through the Business Plan and Budget process annually.	Medium	Inspections are funded within existing resources / budgets  Additional maintenance budget requirements are considered where required annually

### 6.3 Infrastructure Resilience Approach

The resilience of our infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Ensuring we remain resilient to the impacts of projected future climate will require ongoing investigation, monitoring and adaption within future revisions of this Asset Management Plan. This has been recognised as a key action within the Improvement Plan (Chapter 8).

**Table 6.3: Resilience Assessment**

Threat / Hazard	Assessment Method	Current Resilience Approach
Increasing temperatures and more frequent, long-running and intense heatwaves	Data SA Climate Projections for South Australia  Climate change modelling scenarios based on weather station data	Implementation key actions from the Climate Change Risk Adaptation Action Plan, which include: <ul style="list-style-type: none"> <li>Continuing to work with industry to identify new/superior products (or new applications) for application in CoA</li> <li>Developing an Urban Greening Strategy to guide future investment for improved canopy cover and natural cooling</li> </ul>
Less rain overall but more intense storms and flooding	Data SA Climate Projections for South Australia  Climate change modelling scenarios based on weather station data	Implementation key actions from the Climate Change Risk Adaptation Action Plan, which include: <ul style="list-style-type: none"> <li>Undertaking a full underground audit of our stormwater network and developing a Stormwater Management Plan to understand current and future upgrade priorities to manage flood risk</li> <li>Development of flexible spatial flood modelling layers in GIS</li> </ul>

## 6.4 Service and Risk Trade-Offs

The decisions made in adopting this Asset Management Plan are based on the objective to achieve the optimum benefits from the available resources.

### 6.4.1 What we cannot do

Based on our current Long-Term Financial Plan budgets, there are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years.

#### Maintenance & Operations

Currently, maintenance activities are evaluated and prioritised with respect to available budgets. While make-safe treatments are always undertaken as soon practical (generally within 24 hours), we are currently unable to undertake all permanent repairs within the timeframes aligned with community expectations. Following the completion of this Asset Management Plan, we will be updating maintenance standards to formalise maintenance intervention levels and response times, with the objective of establishing an acceptable balance between cost, risk, and customer expectations.

This activity has been recognised as an action within the Improvement Plan of this Asset Management Plan (Chapter 8), where the associated financial impacts will need to be further considered in future revisions of this Asset Management Plan and the Long-Term Financial Plan.

#### Renewal

There is an estimated \$9.49 million renewal funding shortfall on average per year over the next 10 years, to continue to provide services in line with community expectations and reduce whole-of-life costs. This is further summarised for each transportation asset class in Table 6.4.1 below.

**Table 6.4.1: Renewal funding shortfall**

Asset Class	Forecast renewal costs over next 10 years (annual average)	Current budget allocation over next 10 years (annual average)	Renewal funding shortfall over next 10 years (annual average)
Roads	\$9,570,000	\$6,756,660	-\$2,813,340
Kerb and Watertable	\$3,078,500	\$2,621,077	-\$947,423
Footpaths	\$9,850,000	\$6,061,640	-\$3,788,360
Bridges	\$7,262,000	\$7,699,644	\$437,644
Traffic Signals	\$3,860,000	\$1,484,810	-\$2,375,190
Total	\$33,620,500	\$24,133,830	-\$9,486,670

#### Acquisition (New & Upgrade)

It will not be possible to deliver all new and upgrade initiatives identified within corporate strategies and action plans within the 10-year planning period. New and upgrade initiatives will be prioritised and assessed against key criteria (see section 5.5) and considered with respect to available budgets. This process will be undertaken in consultation with the community through the business plan and budget process and the development of the Resource Plan.

#### **6.4.2 Service trade-off**

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Reduced levels of service for the transportation network (maintenance and renewal backlog)
- Reduced customer satisfaction levels associated with the management of our existing assets
- Intergenerational inequity (burdening future generations)

#### **6.4.3 Risk trade-off**

The operations and maintenance activities and capital projects that cannot be undertaken may sustain or create risk consequences. These risk consequences include:

- Increased public safety risks associated with assets deteriorating beyond recommended intervention levels
- Increased reputational risks associated with service provisions not aligning with community expectations
- Increased financial risks associated with surplus maintenance requirements that cannot be accommodated within existing budgets
- Increased financial risks associated with higher renewal and/or rehabilitation treatments as asset renewals are not funded at the optimal point in time
- Increased economic risk associated with reduced business activity, events and tourism
- Intergenerational inequity (burdening future generations)



## 7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

### 7.1 Financial Sustainability and Projections

#### 7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- Asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years)
- Medium term forecast costs/proposed budget (over 10 years of the planning period)

#### Asset Renewal Funding Ratio

The forecast renewal costs along with the proposed renewal budget, and the cumulative shortfall, is detailed in Appendix C and summarised in Table 7.1.1-1 with an overall Asset Renewal Funding Ratio<sup>6</sup> of 72%.

**Table 7.1.1-1: Asset Renewal Funding Ratio**

Roads	Kerbing	Footpaths	Bridges	Traffic Signals	Total
71%	69%	62%	106%	38%	72%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 72% of the funds required for the optimal renewal of assets.

Contributing factors for the gap between the forecast renewal costs and current budgets include:

- Not achieving our Asset Renewal Funding Ratio targets over the past 4 financial years as a result of covid-19 resourcing impacts and project delays associated with post-pandemic market saturation.
- Utilising advanced predictive modelling within this Asset Management Plan, that analyses asset condition information to better recognise the changing asset investment needs over time to maintain service levels.
- Ensuring we accurately recognise asset replacement costs, utilising current unit rates that take into consideration increasing costs associated with inflation and industry escalations (We have experienced significant increases in project unit rates, noting that the Local Government Association (LGA) have indicated that costs and materials have increased up to 25% post pandemic).

#### Medium Term – 10 Year Financial Planning Period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner. This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs for the transportation network over the 10 year planning period is approximately \$41.23 million on average per year.

<sup>6</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The current (budgeted) operations, maintenance and renewal funding is approximately \$31.74 million on average per year giving a 10 year funding shortfall of approximately \$9.49 million on average per year.

This indicates that 77% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

This information is presented in further detail for each asset class in Table 7.1.1-2 below.

**Table 7.1.1-2: 10-Year Financial Indicator**

Asset Class	Forecast operations, maintenance, and renewal costs (10-year average)	Current operations, maintenance, and renewal funding (10-year average)	Funding Shortfall/ Surplus (10-year average)	10 Year Financial Indicator
Roads	\$12,170,000	\$9,356,660	-\$2,813,340	77%
Kerb and Watertable	\$3,568,500	\$2,621,077	-\$947,423	73%
Footpaths	\$12,987,500	\$9,199,140	-\$3,788,360	71%
Bridges	\$7,554,500	\$7,992,144	\$437,644	106%
Traffic Signals	\$4,944,500	\$2,569,310	-\$2,375,190	52%
Total	\$41,225,000	\$31,738,330	-\$9,486,670	77%

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

### 7.1.2 Forecast Costs (outlays) for the Long-Term Financial Plan

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the Long-Term Financial Plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the Asset Management Plan or revising the Long-Term Financial Plan.

The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are provided in Appendix F. These costs include renewal, maintenance, and operations of our existing assets. For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and are accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required.

## 7.2 Funding Strategy

The proposed funding for assets is outlined in the City of Adelaide Annual Business Plan and Budget and Long-Term Financial Plan.

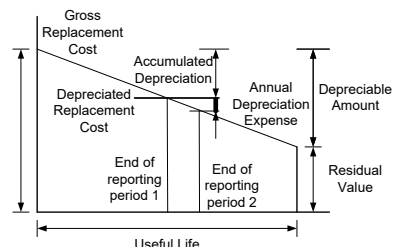
The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

### 7.3 Valuation Forecasts

#### 7.3.1 Asset Valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at fair value cost to replace service capacity in accordance with Australian Accounting Standards.

Gross Replacement Cost	\$1,141 million
Depreciable Amount	\$991 million
Depreciated Replacement Cost <sup>7</sup>	\$630 million
Depreciation	\$21.6 million



A more comprehensive breakdown for each asset class is shown in Table 7.3.1.

**Table 7.3.1: Asset Valuations**

Financial Figure	Roads	Kerbs	Footpaths	Traffic Signals	Bridges
Gross Replacement Cost	\$296,523,651	\$119,743,095	\$486,356,980	\$59,352,017	\$178,560,278
Depreciable Amount	\$245,814,270	\$119,743,095	\$386,975,659	\$59,352,017	\$178,560,278
Depreciated Replacement Cost <sup>8</sup>	\$201,261,941	\$71,147,657	\$280,119,321	\$19,835,336	\$57,534,949
Annual Depreciation	\$7,196,174	\$1,443,182	\$7,782,769	\$3,041,692	\$2,088,132

#### 7.3.2 Valuation Forecast

Asset values are forecast to increase as additional assets are added to the network.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

Increases to asset valuation are formally recognised through asset revaluations in conjunction with updates to Asset Management Plans, which are both typically undertaken every 4 years.

<sup>7</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>8</sup> Also reported as Written Down Value, Carrying or Net Book Value.

## 7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this Asset Management plan and provides readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- All current assets will remain within the organisation's ownership throughout the planning period
- Renewal forecasts associated with Adelaide Bridge assume the full replacement of the existing structure. The scope, costs and timing of the recommended capital works will be better understood following the completion of the Options Analysis (currently underway and scheduled for completion in 2024). Outcomes will be revised into this Asset Management Plan and Long Term Financial Plan in the future as soon as practical
- Renewal forecasts are based on costs associated with like for like or modern equivalent replacement and are based off current design standards and any legislated requirements. They do not account for additional costs to upgrade assets or install new ancillary assets
- Renewal forecast have been derived from treatment rates established from quantity surveyor estimates or contract rates, applied to asset dimensions recognised within the Asset Management System
- Renewal forecasts have been escalated into FY24/25 dollars (based on historic and forecast inflation)
- Renewal forecasts account for external design requirements, where costs are allocated within each FY of the Asset Management Plan as a "Design Program" where applicable (typically between 5-10% of annual construction costs, depending on asset class)
- Renewal forecasts consider asset condition, asset functionality and integrated planning principles
- Renewal forecasts have been aligned where appropriate with upgrade projects approved by Council and recognised in the Long-Term Financial Plan (e.g. Main Streets)
- Renewal forecasts do not account for internal staff resourcing. These resources are to be allocated through a capital resource overhead and accommodated into the Long-Term Financial Plan separately
- Asset useful lives align with current levels of service and are based on the judgment and experience of internal staff
- Asset remaining useful life estimates are based off asset condition data, renewal intervention levels aligned with current levels of service and technical asset deterioration profiles which are based on the judgement and experience of internal staff and available industry standards
- Asset useful life and remaining useful life estimates assume existing maintenance resourcing levels are continued
- Acquisition (upgrade/new) costs are not recognised within this Asset Management Plan. These costs will be recognised in the Resource Plan and incorporated into Long-Term Financial Plan separately
- Operations and maintenance forecasts are prioritised and delivered with respect to existing budget (standards to be reviewed and associated cost impacts to be incorporated into a future revision of this Asset Management Plan)
- Operations and maintenance forecasts do not currently account for the future acquisition of new assets through upgrade/new projects or gifted assets (to be considered through the annual business plan and budget and incorporated into future revisions of this Asset Management Plan)
- The Long-Term Financial Plan will appropriately escalate financial outlays communicated within this Asset Management Plan



## 7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this Asset Management Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale<sup>9</sup> in accordance with Table 7.5-1.

**Table 7.5-1: Data Confidence Grading System**

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E. Very Low	None or very little data held.

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in Table 7.5-2. This Asset Management Plan's Improvement Plan (Chapter 8) outlines further steps recommended to be undertaken to continue to increase the maturity and confidence in asset management and financial forecasts.

**Table 7.5-2: Data Confidence Assessment for Data used in Asset Management Plan**

Roads	Kerbs	Footpaths	Bridges	Traffic Signals
Medium - High	Medium - High	Medium - High	Medium - High	Medium

Further information to support this assessment at a more granular level is provided in Appendix H.

<sup>9</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

## 8.0 PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices

#### 8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is from the accounting module of CoA's Asset Management System (Assetic).

#### 8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is from CoA's Asset Management System (Assetic).

### 8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

**Table 8.2: Improvement Plan**

Task	Task	Responsibility	Resources Required	Timeline
1	Finalise a 4-year Resource Plan to identify key upgrade/new projects to deliver Council's Strategic Plan objectives. Once key projects are recognised within the Long Term Financial Plan, Asset Management Plans will be updated to ensure associated acquisition costs (upgrade/new) and ongoing operational and maintenance costs are appropriately recognised, in conjunction with any scheduling adjustments required for asset renewal programs.	Strategy, Insights & Performance, with organisational support  Infrastructure Planning	Within existing resource allocations	2024-25
2	Finalise Integrated Transport Strategy and identify key priority projects for inclusions within the Resource Plan. Review any key impacts to existing asset renewal programs.	Infrastructure Planning	Within existing resource allocations	2024-25
3	Revise asset renewal forecasts for Adelaide Bridge following the completion of Options Analysis (currently underway).	Infrastructure Planning	Within existing resource allocations	2024-25
4	Continue to work in partnership with both the State and Federal Governments to pursue external funding opportunities for both renewal and significant upgrade/new transportation projects.	City Services Executive	Within existing resource allocations	2024-25 2025-26
5	Review and update operations and maintenance standards, to develop more structured and proactive maintenance regimes which provide an acceptable balance between cost, risk, and customer expectations. Include changes into future revisions of this Asset Management Plan and Long-Term Financial Plan.	Infrastructure Planning, City Operations	Within existing resource allocations	2024-25 2025-26

6	Continue to undertake regular condition audits and revaluation for all our transportation assets within the nominated 4-year cycles, including regular review of asset useful lives.	Infrastructure Planning	Within existing resource allocations	Ongoing
7	Continue to review our technical standards and their application across the transportation network with respect to climate resilience, performance, whole-of-life cost, amenity, and heritage requirements.	Infrastructure Planning, Technical Services	Within existing resource allocations	Ongoing
8	Continue to monitor forecast climate change impacts to ensure we remain resilient through proactively implementing appropriate mitigation and adaptation controls.	Sustainability, Infrastructure Planning	Within existing resource allocations	Ongoing
9	Improve the capture of carbon emission data for technical standards to support lower carbon decision making	Low Carbon & Circular Economy, Infrastructure Planning, Technical Services	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
10	Improve the capture of carbon emission data for project procurement to support lower carbon decision making	Low Carbon & Circular Economy, Procurement, Infrastructure Delivery	Led by existing resources, with external support identified through the Business Plan and Budget	Ongoing
11	Review of corporate performance measure targets for customer satisfaction, to assist with performance gap analysis	Strategy, Insights & Performance, Infrastructure Planning	Within existing resource allocations	2024-25
12	Review and standardise asset hierarchies for all asset classes within Streets, Park Lands and Buildings Categories.	Infrastructure Planning, City Operations	Within existing resource allocations	2024-25
13	Review customer service requests codes to better align with Level of Service reporting and operational and maintenance sub-activities.	Infrastructure Planning, City Operations, Customer Centre	Within existing resource allocations	2024-25
14	Further develop processes to ensure asset data is updated following the completion of contracted maintenance work and emergency asset replacement resulting from vandalism or knockdowns	Infrastructure Planning, City Operations,	Within existing resource allocations	2024-25

### **8.3 Monitoring and Review Procedures**

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The Asset Management Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budgets will be incorporated into the Long-Term Financial Plan once completed.

The Asset Management Plan has a maximum life of 4 years and is due for complete revision and updating within two years of a general Council election, pursuant to section 122 of the Local Government Act 1999 (SA).

### **8.4 Performance Measures**

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the Long-Term Financial Plan
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the Asset Management Plan
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans
- The Asset Renewal Funding Ratio achieving the Organisational target (90-110%)
- Achieving Technical Level of Service objectives
- Reviewing changes to customer service request numbers and customer satisfactory surveys
- Progressing with the implementation of Improvement Actions identified in Table 8.2
- Reviewing and update of the Plan at minimum every four years



## 9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus).
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/AIFMM](http://www.ipwea.org/AIFMM).
- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2012, Practice Note 6 Long-Term Financial Planning, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn6>
- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- City of Adelaide 2020-2024 Strategic Plan, <https://www.cityofadelaide.com.au/about-council/plans-reporting/strategic-planning/>

## 10.0 APPENDICES

## Appendix A      Operation Forecast

The forecast operational costs for the transportation network are shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

### Roads

**Table A1 - Operation Forecast Summary (Roads)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024-25	\$1,560,000	\$0	\$1,560,000
2025-26	\$1,560,000	\$0	\$1,560,000
2026-27	\$1,560,000	\$0	\$1,560,000
2027-28	\$1,560,000	\$0	\$1,560,000
2028-29	\$1,560,000	\$0	\$1,560,000
2029-30	\$1,560,000	\$0	\$1,560,000
2030-31	\$1,560,000	\$0	\$1,560,000
2031-32	\$1,560,000	\$0	\$1,560,000
2032-33	\$1,560,000	\$0	\$1,560,000
2033-34	\$1,560,000	\$0	\$1,560,000

### Kerb and Watertable

**Table A2 - Operation Forecast Summary (Kerb and Watertable)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024-25	\$25,000	\$0	\$25,000
2025-26	\$25,000	\$0	\$25,000
2026-27	\$25,000	\$0	\$25,000
2027-28	\$25,000	\$0	\$25,000
2028-29	\$25,000	\$0	\$25,000
2029-30	\$25,000	\$0	\$25,000
2030-31	\$25,000	\$0	\$25,000
2031-32	\$25,000	\$0	\$25,000
2032-33	\$25,000	\$0	\$25,000
2033-34	\$25,000	\$0	\$25,000

**Footpaths****Table A3 - Operation Forecast Summary (Footpaths)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024-25	\$1,497,500	\$0	\$1,497,500
2025-26	\$1,497,500	\$0	\$1,497,500
2026-27	\$1,497,500	\$0	\$1,497,500
2027-28	\$1,497,500	\$0	\$1,497,500
2028-29	\$1,497,500	\$0	\$1,497,500
2029-30	\$1,497,500	\$0	\$1,497,500
2030-31	\$1,497,500	\$0	\$1,497,500
2031-32	\$1,497,500	\$0	\$1,497,500
2032-33	\$1,497,500	\$0	\$1,497,500
2033-34	\$1,497,500	\$0	\$1,497,500

**Bridges****Table A4 - Operation Forecast Summary (Bridges)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024-25	\$62,500	\$0	\$62,500
2025-26	\$62,500	\$0	\$62,500
2026-27	\$62,500	\$0	\$62,500
2027-28	\$62,500	\$0	\$62,500
2028-29	\$62,500	\$0	\$62,500
2029-30	\$62,500	\$0	\$62,500
2030-31	\$62,500	\$0	\$62,500
2031-32	\$62,500	\$0	\$62,500
2032-33	\$62,500	\$0	\$62,500
2033-34	\$62,500	\$0	\$62,500

**Traffic Signals****Table A5 - Operation Forecast Summary (Traffic Signals)**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2024-25	\$588,500	\$0	\$588,500
2025-26	\$588,500	\$0	\$588,500
2026-27	\$588,500	\$0	\$588,500
2027-28	\$588,500	\$0	\$588,500
2028-29	\$588,500	\$0	\$588,500
2029-30	\$588,500	\$0	\$588,500
2030-31	\$588,500	\$0	\$588,500
2031-32	\$588,500	\$0	\$588,500
2032-33	\$588,500	\$0	\$588,500
2033-34	\$588,500	\$0	\$588,500



## Appendix B      Maintenance Forecast

The forecast maintenance costs for the transportation network are shown below. Future revisions of this Asset Management Plan will further review forecast requirements based on updated operations and maintenance standards. All values are shown in current day dollars.

### Roads

**Table B1 - Maintenance Forecast Summary (Roads)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024-25	\$1,040,000	\$0	\$1,040,000
2025-26	\$1,040,000	\$0	\$1,040,000
2026-27	\$1,040,000	\$0	\$1,040,000
2027-28	\$1,040,000	\$0	\$1,040,000
2028-29	\$1,040,000	\$0	\$1,040,000
2029-30	\$1,040,000	\$0	\$1,040,000
2030-31	\$1,040,000	\$0	\$1,040,000
2031-32	\$1,040,000	\$0	\$1,040,000
2032-33	\$1,040,000	\$0	\$1,040,000
2033-34	\$1,040,000	\$0	\$1,040,000

### Kerb and Watertable

**Table B2 - Maintenance Forecast Summary (Kerb and Watertable)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024-25	\$465,000	\$0	\$465,000
2025-26	\$465,000	\$0	\$465,000
2026-27	\$465,000	\$0	\$465,000
2027-28	\$465,000	\$0	\$465,000
2028-29	\$465,000	\$0	\$465,000
2029-30	\$465,000	\$0	\$465,000
2030-31	\$465,000	\$0	\$465,000
2031-32	\$465,000	\$0	\$465,000
2032-33	\$465,000	\$0	\$465,000
2033-34	\$465,000	\$0	\$465,000

**Footpaths****Table B3 - Maintenance Forecast Summary (Footpaths)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024-25	\$1,640,000	\$0	\$1,640,000
2025-26	\$1,640,000	\$0	\$1,640,000
2026-27	\$1,640,000	\$0	\$1,640,000
2027-28	\$1,640,000	\$0	\$1,640,000
2028-29	\$1,640,000	\$0	\$1,640,000
2029-30	\$1,640,000	\$0	\$1,640,000
2030-31	\$1,640,000	\$0	\$1,640,000
2031-32	\$1,640,000	\$0	\$1,640,000
2032-33	\$1,640,000	\$0	\$1,640,000
2033-34	\$1,640,000	\$0	\$1,640,000

**Bridges****Table B4 - Maintenance Forecast Summary (Bridges)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024-25	\$230,000	\$0	\$230,000
2025-26	\$230,000	\$0	\$230,000
2026-27	\$230,000	\$0	\$230,000
2027-28	\$230,000	\$0	\$230,000
2028-29	\$230,000	\$0	\$230,000
2029-30	\$230,000	\$0	\$230,000
2030-31	\$230,000	\$0	\$230,000
2031-32	\$230,000	\$0	\$230,000
2032-33	\$230,000	\$0	\$230,000
2033-34	\$230,000	\$0	\$230,000

**Traffic Signals****Table B5 - Maintenance Forecast Summary (Traffic Signals)**

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2024-25	\$496,000	\$0	\$496,000
2025-26	\$496,000	\$0	\$496,000
2026-27	\$496,000	\$0	\$496,000
2027-28	\$496,000	\$0	\$496,000
2028-29	\$496,000	\$0	\$496,000
2029-30	\$496,000	\$0	\$496,000
2030-31	\$496,000	\$0	\$496,000
2031-32	\$496,000	\$0	\$496,000
2032-33	\$496,000	\$0	\$496,000
2033-34	\$496,000	\$0	\$496,000

## Appendix C      Renewal Forecast Summary

The forecast renewal costs for the transportation network, relative to current renewal budgets are shown below, in conjunction with the annual renewal budget shortfall and the cumulative budget shortfall over the 10-year planning period. All Forecast costs are shown in 2024-25 dollar values.

### Roads

**Table C1 - Renewal Forecast Summary (Roads)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2024-25	\$9,000,000	\$6,012,500	-\$2,987,500	-\$2,987,500
2025-26	\$12,000,000	\$6,024,915	-\$5,975,085	-\$8,962,585
2026-27	\$11,000,000	\$6,278,253	-\$4,721,747	-\$13,684,332
2027-28	\$9,200,000	\$6,587,336	-\$2,612,664	-\$16,296,996
2028-29	\$9,500,000	\$6,744,541	-\$2,755,459	-\$19,052,456
2029-30	\$9,000,000	\$6,908,797	-\$2,091,203	-\$21,143,658
2030-31	\$9,000,000	\$7,047,140	-\$1,952,860	-\$23,096,518
2031-32	\$9,000,000	\$7,207,274	-\$1,792,726	-\$24,889,244
2032-33	\$9,000,000	\$7,377,920	-\$1,622,080	-\$26,511,324
2033-34	\$9,000,000	\$7,377,920	-\$1,622,080	-\$28,133,404

Across the 10-year planning period, the forecast renewal costs are \$9.06m, with a current budget allocation of \$67.6 m, resulting in a cumulative budget shortfall of -\$28.1 m. This equates to an asset renewal funding ratio of 71%.

### Kerb and Watertable

**Table C2 - Renewal Forecast Summary (Kerb and Watertable)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2024-25	\$1,850,000	\$1,927,263	\$77,263	\$77,263
2025-26	\$3,050,000	\$1,949,323	-\$1,100,677	-\$1,023,414
2026-27	\$2,850,000	\$2,040,522	-\$809,478	-\$1,832,892
2027-28	\$4,285,000	\$2,134,700	-\$2,150,300	-\$3,983,192
2028-29	\$3,125,000	\$2,136,504	-\$988,496	-\$4,971,688
2029-30	\$3,125,000	\$2,139,332	-\$985,668	-\$5,957,356
2030-31	\$3,125,000	\$2,182,170	-\$942,830	-\$6,900,186
2031-32	\$3,125,000	\$2,231,756	-\$893,244	-\$7,793,430
2032-33	\$3,125,000	\$2,284,598	-\$840,402	-\$8,633,832
2033-34	\$3,125,000	\$2,284,598	-\$840,402	-\$9,474,234

Across the 10-year planning period, the forecast renewal costs are \$30.8 m, with a current budget allocation of \$21.3 m, resulting in a cumulative budget shortfall of -\$9.5 m. This equates to an asset renewal funding ratio of 69%.

**Footpaths****Table C3 - Renewal Forecast Summary (Footpaths)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2024-25	\$8,500,000	\$5,358,068	-\$3,141,932	-\$3,141,932
2025-26	\$10,000,000	\$5,438,504	-\$4,561,496	-\$7,703,428
2026-27	\$10,000,000	\$5,632,741	-\$4,367,259	-\$12,070,687
2027-28	\$10,000,000	\$5,910,045	-\$4,089,955	-\$16,160,642
2028-29	\$10,000,000	\$6,051,086	-\$3,948,914	-\$20,109,556
2029-30	\$10,000,000	\$6,198,454	-\$3,801,546	-\$23,911,102
2030-31	\$10,000,000	\$6,322,573	-\$3,677,427	-\$27,588,528
2031-32	\$10,000,000	\$6,466,242	-\$3,533,758	-\$31,122,288
2032-33	\$10,000,000	\$6,619,343	-\$3,380,657	-\$34,502,944
2033-34	\$10,000,000	\$6,619,343	-\$3,380,657	-\$37,883,600

Across the 10-year planning period, the forecast renewal costs are \$98.5 m, with a current budget allocation of \$60.6 m, resulting in a cumulative budget shortfall of -\$37.8 m. This equates to an asset renewal funding ratio of 62%.

**Bridges****Table C4 - Renewal Forecast Summary (Bridges)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2024-25	\$750,000	\$2,304,447	\$1,554,447	\$1,554,447
2025-26	\$1,995,000	\$2,398,110	\$403,110	\$1,957,557
2026-27	\$1,600,000	\$2,555,835	\$955,835	\$2,913,392
2027-28	\$30,150,000	\$2,722,292	-\$27,427,708	-\$24,514,316
2028-29	\$30,500,000	\$2,829,490	-\$27,670,510	-\$52,184,824
2029-30	\$1,550,000	\$2,942,315	\$1,392,315	-\$50,792,512
2030-31	\$4,750,000	\$51,890,316	\$47,140,316	-\$3,652,195
2031-32	\$1,100,000	\$3,069,429	\$1,969,429	-\$1,682,766
2032-33	\$100,000	\$3,142,104	\$3,042,104	\$1,359,338
2033-34	\$125,000	\$3,142,104	\$3,017,104	\$4,376,442

Across the 10-year planning period, the forecast renewal costs are \$72.6 m, with a current budget allocation of \$77.0 m, resulting in a cumulative budget surplus of \$4.4 m. This equates to an asset renewal funding ration of 106%.



**Traffic Signals****Table C5 - Renewal Forecast Summary (Traffic Signals)**

Year	Renewal Forecast	Renewal Budget	Annual Budget Shortfall	Cumulative Budget Shortfall
2024-25	\$4,250,000	\$2,306,950	-\$1,943,050	-\$1,943,050
2025-26	\$4,250,000	\$2,322,837	-\$1,927,163	-\$3,870,213
2026-27	\$4,250,000	\$1,522,001	-\$2,727,999	-\$6,598,212
2027-28	\$4,250,000	\$1,585,710	-\$2,664,290	-\$9,262,502
2028-29	\$4,250,000	\$1,124,090	-\$3,125,910	-\$12,388,412
2029-30	\$3,470,000	\$1,151,466	-\$2,318,534	-\$14,706,946
2030-31	\$3,470,000	\$1,174,523	-\$2,295,477	-\$17,002,423
2031-32	\$3,470,000	\$1,201,212	-\$2,268,788	-\$19,271,211
2032-33	\$3,470,000	\$1,229,653	-\$2,240,347	-\$21,511,558
2033-34	\$3,470,000	\$1,229,653	-\$2,240,347	-\$23,751,905

Across the 10-year planning period, the forecast renewal costs are \$38.6m, with a current budget allocation of \$14.85m, resulting in a cumulative budget shortfall of -\$23.7m. This equates to an asset renewal funding ratio of 38%.

## Appendix D Budget Summary by Lifecycle Activity

The forecast costs (outlays) required for consideration in the 10 year Long-Term Financial Plan are provided in shown below. These costs include renewal, maintenance, and operations of our existing assets. For the next revision of this Asset Management Plan, it is recommended to include the acquisition costs (upgrade/new) that are specified within the Resource Plan and are accommodated within the Long-Term Financial Plan. This has been recognised as an action within the Improvement Plan (Chapter 8). Costs associated with asset disposal, will continue to be identified through Council Reports and accommodated within the annual Business Plan and Budget and Long-Term Financial Plan as required. All forecast renewal costs are shown in 2024/25 dollar values and operations/maintenance costs are shown in 2023/24 dollar values.

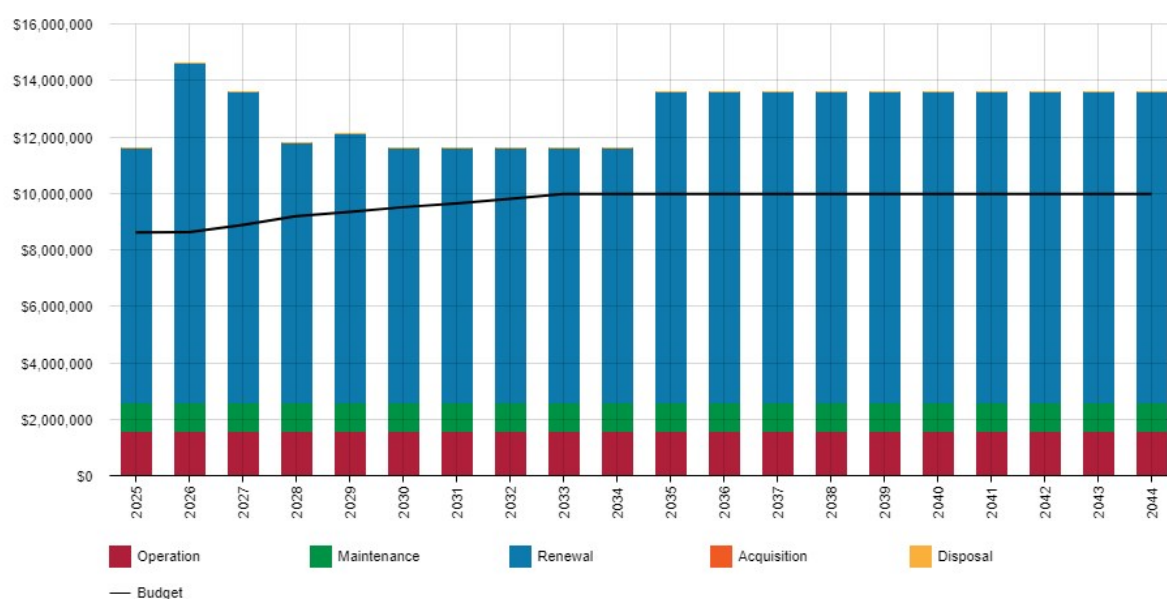
### Roads

**Table D1 – Budget Summary by Lifecycle Activity (Roads)**

Year	Acquisition *	Operation	Maintenance	Renewal	Disposal
2024-25	\$0	\$1,560,000	\$1,040,000	\$9,000,000	\$0
2025-26	\$0	\$1,560,000	\$1,040,000	\$12,000,000	\$0
2026-27	\$0	\$1,560,000	\$1,040,000	\$11,000,000	\$0
2027-28	\$0	\$1,560,000	\$1,040,000	\$9,200,000	\$0
2028-29	\$0	\$1,560,000	\$1,040,000	\$9,500,000	\$0
2029-30	\$0	\$1,560,000	\$1,040,000	\$9,000,000	\$0
2030-31	\$0	\$1,560,000	\$1,040,000	\$9,000,000	\$0
2031-32	\$0	\$1,560,000	\$1,040,000	\$9,000,000	\$0
2032-33	\$0	\$1,560,000	\$1,040,000	\$9,000,000	\$0
2033-34	\$0	\$1,560,000	\$1,040,000	\$9,000,000	\$0

\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)

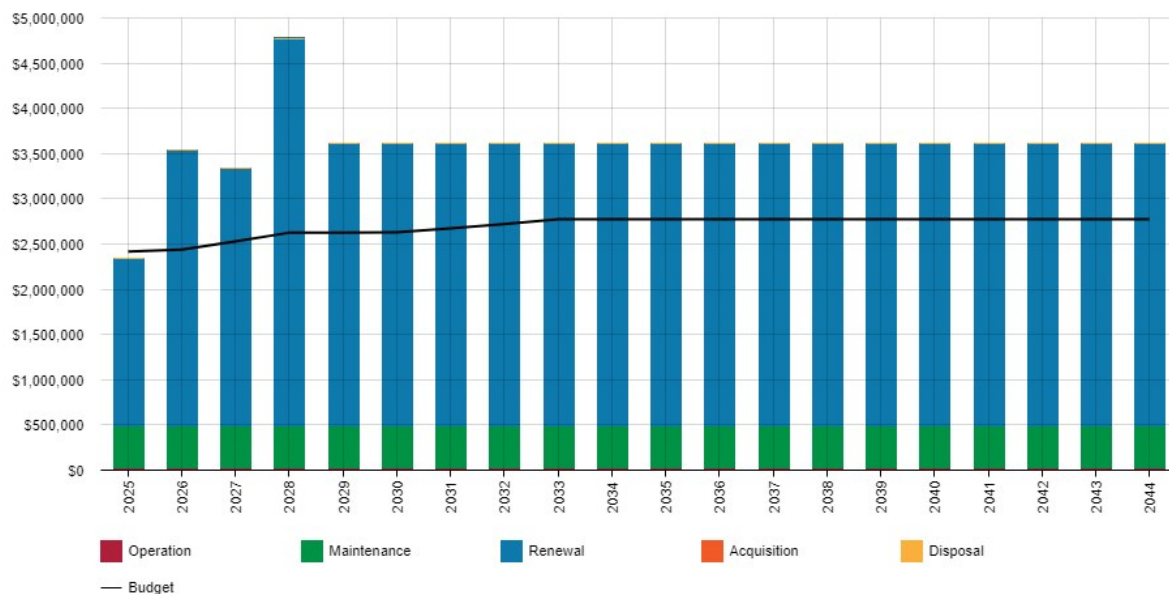
**Figure D1: Budget Summary by Lifecycle Activity (Roads)**



**Kerb and Watertable****Table D2 – Budget Summary by Lifecycle Activity (Kerb and Watertable)**

Year	Acquisition*	Operation	Maintenance	Renewal	Disposal
2024-25	\$0	\$25,000	\$465,000	\$1,850,000	\$0
2025-26	\$0	\$25,000	\$465,000	\$3,050,000	\$0
2026-27	\$0	\$25,000	\$465,000	\$2,850,000	\$0
2027-28	\$0	\$25,000	\$465,000	\$4,285,000	\$0
2028-29	\$0	\$25,000	\$465,000	\$3,125,000	\$0
2029-30	\$0	\$25,000	\$465,000	\$3,125,000	\$0
2030-31	\$0	\$25,000	\$465,000	\$3,125,000	\$0
2031-32	\$0	\$25,000	\$465,000	\$3,125,000	\$0
2032-33	\$0	\$25,000	\$465,000	\$3,125,000	\$0
2033-34	\$0	\$25,000	\$465,000	\$3,125,000	\$0

\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)

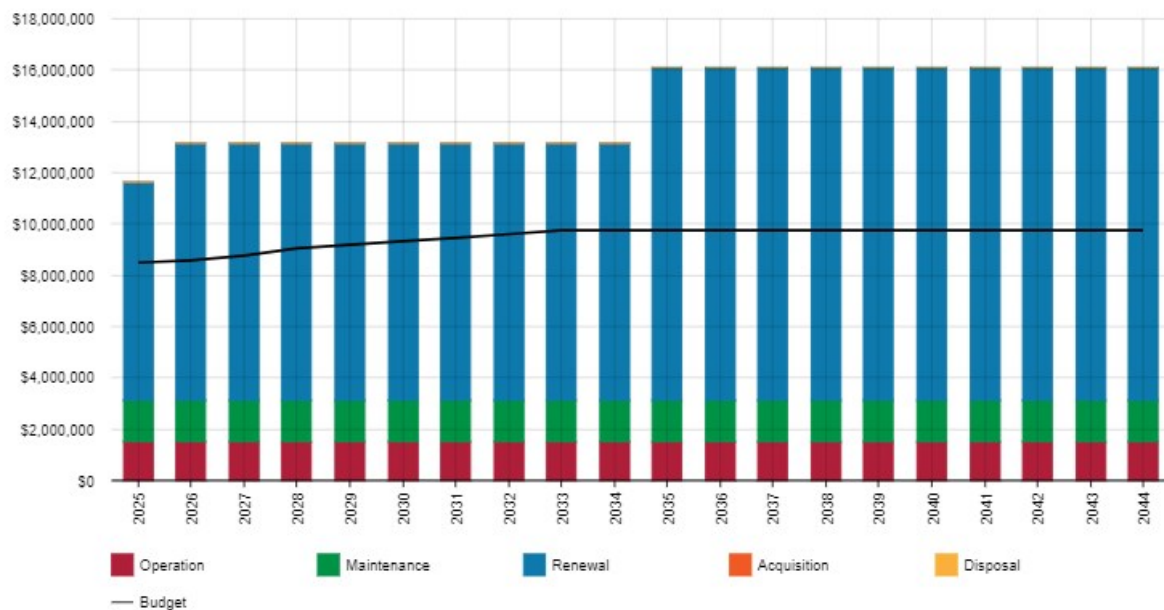
**Figure D2 – Budget Summary by Lifecycle Activity (Kerb and Watertable)**

## Footpaths

**Table D3 – Budget Summary by Lifecycle Activity (Footpaths)**

Year	Acquisition*	Operation	Maintenance	Renewal	Disposal
2024-25	\$0	\$1,497,000	\$1,640,000	\$8,500,000	\$0
2025-26	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2026-27	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2027-28	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2028-29	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2029-30	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2030-31	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2031-32	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2032-33	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0
2033-34	\$0	\$1,497,000	\$1,640,000	\$10,000,000	\$0

\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)

**Figure D3 – Budget Summary by Lifecycle Activity (Footpaths)**

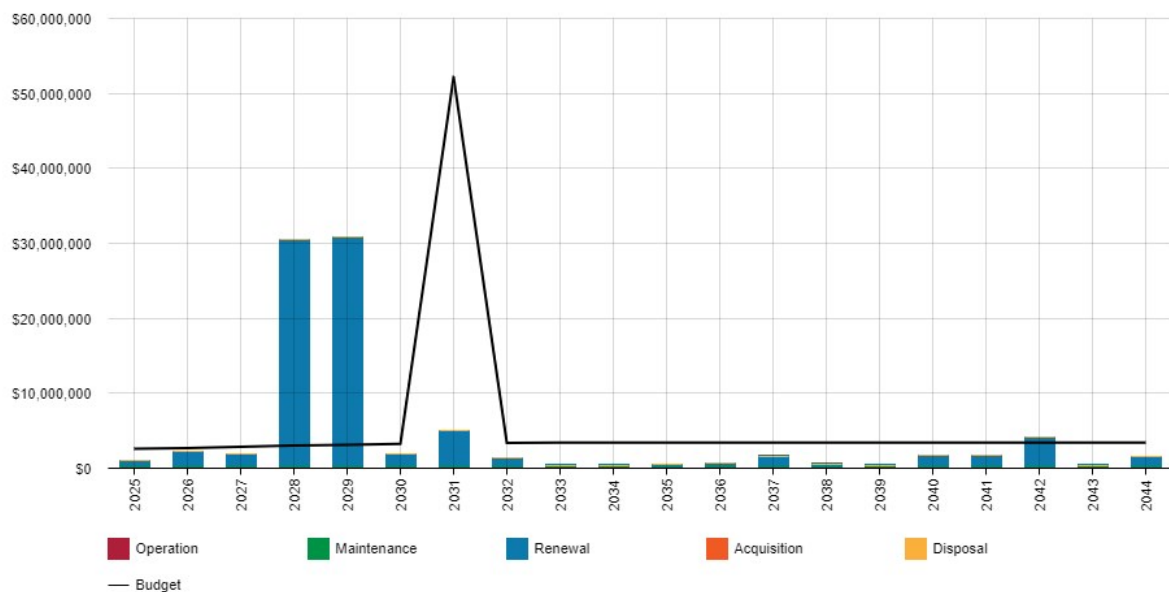


## Bridges

**Table D4 – Budget Summary by Lifecycle Activity (Bridges)**

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2024-25	\$0	\$62,500	\$230,000	\$750,000	\$0
2025-26	\$0	\$62,500	\$230,000	\$1,995,000	\$0
2026-27	\$0	\$62,500	\$230,000	\$1,600,000	\$0
2027-28	\$0	\$62,500	\$230,000	\$30,150,000	\$0
2028-29	\$0	\$62,500	\$230,000	\$30,500,000	\$0
2029-30	\$0	\$62,500	\$230,000	\$1,550,000	\$0
2030-31	\$0	\$62,500	\$230,000	\$4,750,000	\$0
2031-32	\$0	\$62,500	\$230,000	\$1,100,000	\$0
2032-33	\$0	\$62,500	\$230,000	\$100,000	\$0
2033-34	\$0	\$62,500	\$230,000	\$125,000	\$0

\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)

**Figure D4 – Budget Summary by Lifecycle Activity (Bridges)**

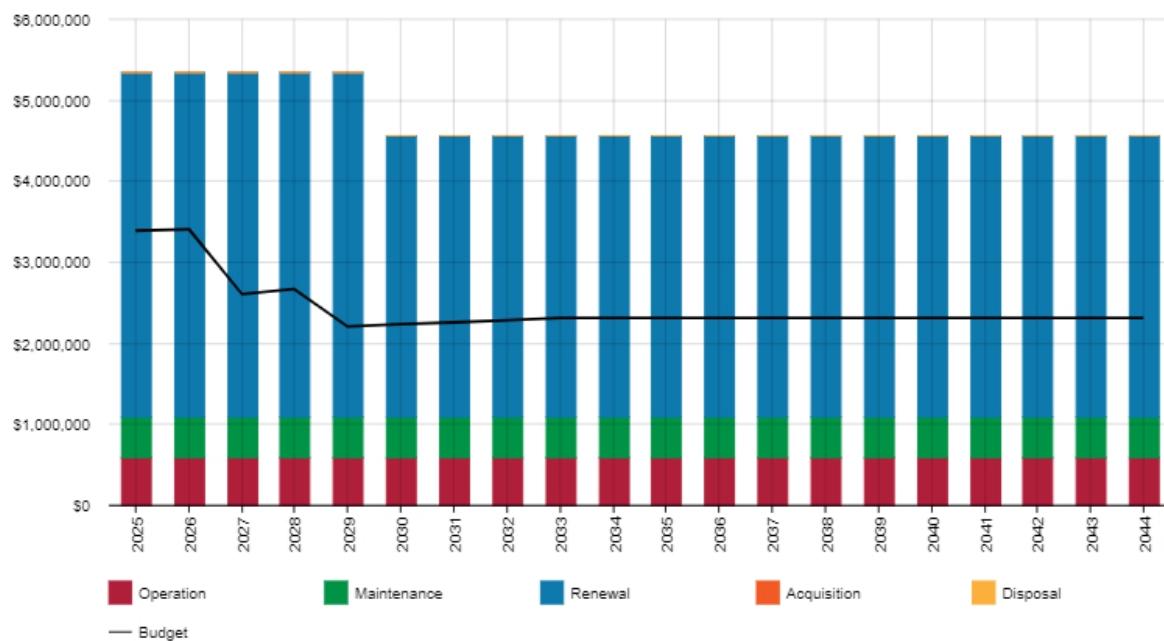
## Traffic Signals

**Table D5 – Budget Summary by Lifecycle Activity (Traffic Signals)**

Year	Acquisition *	Operation	Maintenance	Renewal	Disposal
2024-25	\$0	\$588,500	\$496,000	\$4,250,000	\$0
2025-26	\$0	\$588,500	\$496,000	\$4,250,000	\$0
2026-27	\$0	\$588,500	\$496,000	\$4,250,000	\$0
2027-28	\$0	\$588,500	\$496,000	\$4,250,000	\$0
2028-29	\$0	\$588,500	\$496,000	\$4,250,000	\$0
2029-30	\$0	\$588,500	\$496,000	\$3,470,000	\$0
2030-31	\$0	\$588,500	\$496,000	\$3,470,000	\$0
2031-32	\$0	\$588,500	\$496,000	\$3,470,000	\$0
2032-33	\$0	\$588,500	\$496,000	\$3,470,000	\$0
2033-34	\$0	\$588,500	\$496,000	\$3,470,000	\$0

\*Costs accounted for within the Resource Plan and incorporated into Long-Term Financial Plan separately (i.e. not through the Asset Management Plan)

**Figure D5 – Budget Summary by Lifecycle Activity (Traffic Signals)**



**Appendix E     Asset Condition State Overview & Renewal Intervention Levels**

## Roads

**Table E1.1: Renewal Condition Intervention Levels (Roads)**

Hierarchy	Road Surface		Road Pavement	
	Intervention Level	Useful Life	Intervention Level	Useful Life*
Major Arterial Roads	4	15 years	4	40-80 years
Minor Arterial Roads	4	15 years	4	40-80 years
Primary Collector	4	15 years	4	30-80 years
Local Collector	4.5	20 years	4	50-80 years
Local Access and Car Parks	4.5	25 years	4.5	50-80 years

\*Useful Life will be dependent on specific rehabilitation treatment selected following pavement investigation and options analysis.

**Table E1.2: Asset Condition Examples (Roads)**

Condition	Example
<b>Condition 1</b>  Very Good:  Free of defects, only planned and/or routine maintenance required	
<b>Condition 2</b>  Good:  Minor defects, increasing maintenance required plus planned maintenance	



**Condition 3**

Fair:

Defects requiring regular and/or significant maintenance to reinstate service



**Condition 4**

Poor:

Significant defects, higher order cost intervention likely



**Condition 5**

Very Poor:

Physically unsound and/or beyond rehabilitation, immediate action required



**Table E1.3: Capital Intervention Matrix (Road – Major Arterial, Minor Arterial, and Primary Collector)**

PCI	SCI				
	1	2	3	4	5
1	-	-	-	50mm P&R + LP	50mm P&R + LP
2	-	-	-	50mm P&R + LP	50mm P&R + LP
3	-	-	-	50mm P&R + HP	50mm P&R + HP
4	Rehabilitation	Rehabilitation	Rehabilitation	Rehabilitation	Rehabilitation
5	Reconstruction	Reconstruction	Reconstruction	Reconstruction	Reconstruction

**Table E1.4: Capital Intervention Matrix (Road – Local Collector)**

PCI	SCI				
	1	2	3	4	4.5-5
1	-	-	-	-	40mm P&R + LP
2	-	-	-	-	40mm P&R + LP
3	-	-	-	-	40mm P&R + HP
4	Rehabilitation	Rehabilitation	Rehabilitation	Rehabilitation	Rehabilitation
4.5-5	Reconstruction	Reconstruction	Reconstruction	Reconstruction	Reconstruction

**Table E1.5: Capital Intervention Matrix (Road – Local Access and Car Parks)**

PCI	SCI				
	1	2	3	4	4.5-5
1	-	-	-	-	40mm P&R + LP
2	-	-	-	-	40mm P&R + LP
3	-	-	-	-	40mm P&R + HP
4	-	-	-	-	40mm P&R + HP
4.5-5	Reconstruction	Reconstruction	Reconstruction	Reconstruction	Reconstruction

PCI= Pavement Condition Index

SCI = Surface Condition Index

50mm P&R + LP refers to Planing and Reinstating (P&R) the top 50mm of asphalt with Light Patching (LP)



40mm P&R + HP refers to Planing and Reinstating (P&R) the top 40mm of asphalt with Heavy Patching (HP)



**Kerb and Watertable****Table E2.1: Renewal Condition Intervention Levels (Kerb and Watertable)**

Hierarchy	Concrete		Bluestone		Granite	
	Intervention Level	Useful Life (Years)	Intervention Level	Useful Life (Years)	Intervention Level	Useful Life (Years)
Major Arterial Roads	4	60-80	4	120	4	120
Minor Arterial Roads	4	60-80	4	120	4	120
Primary Collector	4	60-80	4	120	4	120
Local Collector	4	60-80	4	120	4	120
Local Access and Car Parks	4	60-80	4	120	4	120

**Table E2.2: Asset Condition Examples (Kerb and Watertable)**

Condition	Example
<b>Condition 1</b>  Very Good:  Free of defects, only planned and/or routine maintenance required	
<b>Condition 2</b>  Good:  Minor defects, increasing maintenance required plus planned maintenance	



**Condition 3**

Fair:

Defects requiring regular and/or significant maintenance to reinstate service



**Condition 4**

Poor:

Significant defects, higher order cost intervention likely



**Condition 5**

Very Poor:

Physically unsound and/or beyond rehabilitation, immediate action required







**Table E3.1: Renewal Condition Intervention Levels (Footpaths)**

Surface Type	Hierarchy 1 Intervention Level	Hierarchy 2 Intervention Level	Hierarchy 3 Intervention Level	Hierarchy 4 Intervention Level	Parklands Intervention Level
Asphalt	4	4	4	4	4.25
Concrete Flagstone	4	4	4	4	4
Granite	4	4	4	4	4
In-situ Concrete	4	4	4	4	4
Interlocking Pavers	4	4	4	4	4
Polished Concrete	4	4	4	4	4
Rubble	4	4	4	4	4.25
Slate	4	4	4	4	4

**Table E1.2: Asset Condition Examples (Footpaths)**

Condition	Example
<b>Condition 1</b>  Very Good:  Free of defects, only planned and/or routine maintenance required	
<b>Condition 2</b>  Good:  Minor defects, increasing maintenance required plus planned maintenance	



**Condition 3**

Fair:

Defects requiring regular and/or significant maintenance to reinstate service



**Condition 4**

Poor:

Significant defects, higher order cost intervention likely



**Condition 5**

Very Poor:

Physically unsound and/or beyond rehabilitation, immediate action required



**Bridges****Table E4.1: Renewal Condition Intervention Levels (Bridges)**

Bridge Component	Intervention Level	Useful Life (Years)
Abutment	4	50-80
Apron	4	50
Apron Protection	4	50
Arch	4	80
Batter Protection	4	20-50
Culvert	4	80
Deck - Slab	4	20-80
Deck - Wearing Surface	4	20-80
Handrails	4	30-75
Headwall	4	80
Kerb	4	30
Outlet Protection	4	80
Piers	4	50
Primary Beams or Trusses	4	30-80
Secondary Beams or Joists	4	30-75
Solid Weir Substructure and Footings	4	50
Wingwall	4	50-80

**Traffic Signals*****Table E5.1: Renewal Condition Intervention Levels (Traffic Signals)***

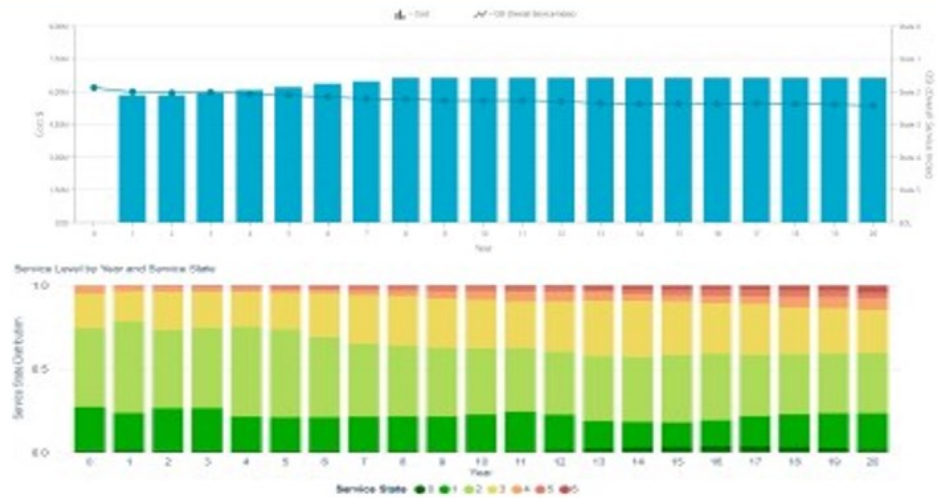
<b>Traffic Signals Component</b>	<b>Intervention Level</b>	<b>Useful Life (Years)</b>
Audio Tactile Renewal	4	10
Detector Loop Renewal	4	10
Lantern Renewal	4	10
Target Board Renewal	4	15
Pit Renewal	4	40
Pole Renewal	4	25
Push Button Renewal	4	10
Controller Renewal	4	10
Top Box Renewal	4	10
UPS Renewal	4	10
Conduit Renewal	4	40
CCTV Renewal	4	5



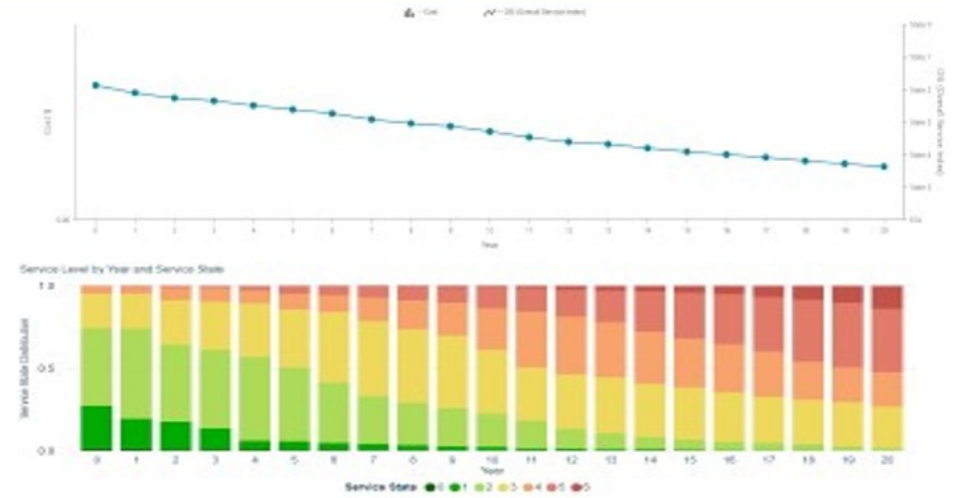
## **Appendix F     Asset Renewal Scenario Modelling**

# Road Network – Predictive Scenario Modelling

LTFP Budget



Zero Budget



Unconstrained Budget



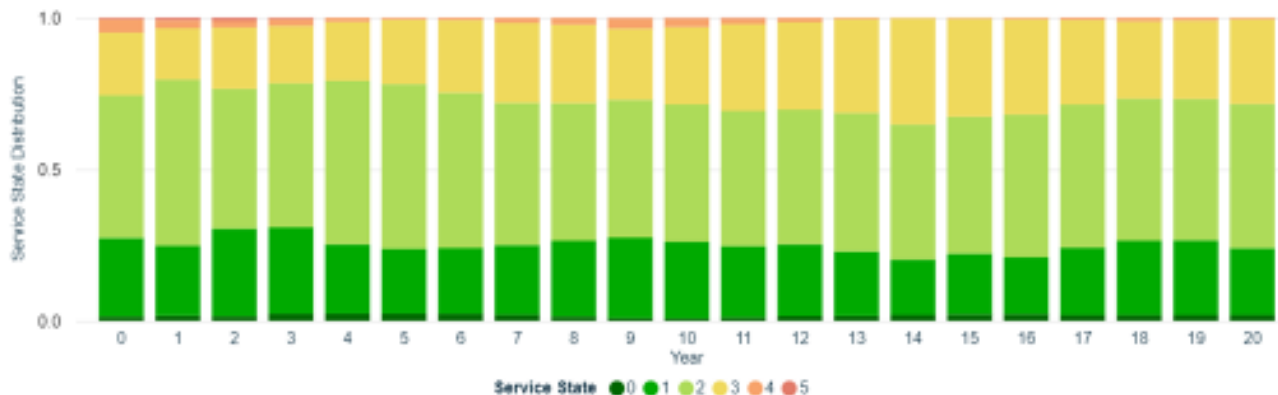
Recommended Strategy & Budget



## Road Network – Recommended Strategy



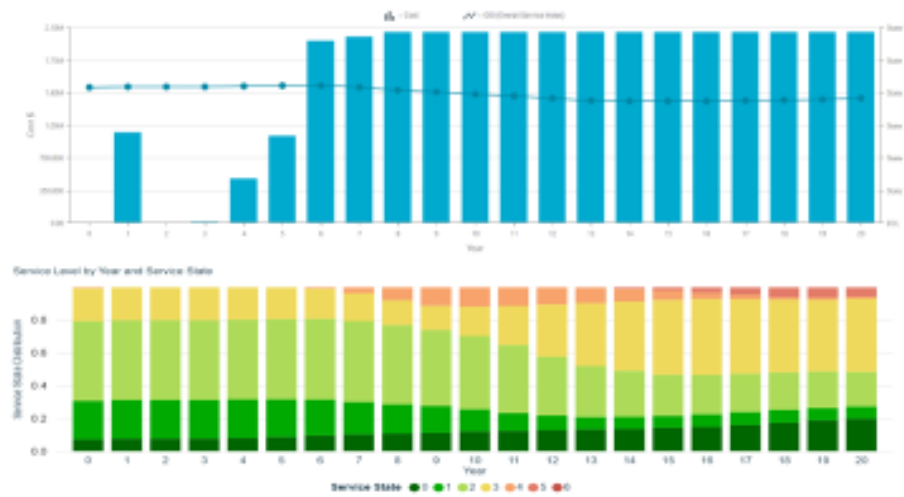
Service Level by Year and Service State



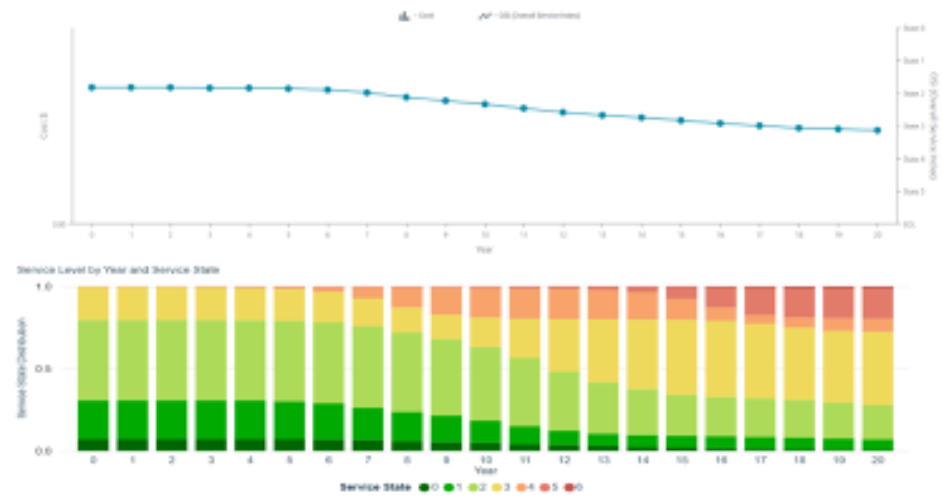
- The LTFP budget is insufficient to maintain service levels and would result in the road network slowly deteriorating over time.
- The unconstrained model projects the financial requirements to renew assets in accordance with specified renewal intervention criteria (Appendix E), which results in significant spikes of investment in specific years.
- The recommended strategy takes a more balanced approach, finding an acceptable equilibrium between budget requirements and service state outcomes, to smoothen out the unconstrained model.
- The overall service index of the network is maintained around condition state 2. Small quantities of assets fall into condition state 4 (<5%) and no assets fall into condition state 5 (with exceptions in years 2 and 3, as the initial renewal backlog is managed)
- This is considered acceptable from a risk management perspective noting that isolated service deficiencies can be managed through maintenance programs.
- Note: annual design programs (\$600k) and a heavy patching program (\$400k) have been included in addition to these figures for inclusion into the AM Plan.

# Kerb and Watertable Network – Predictive Scenario Modelling

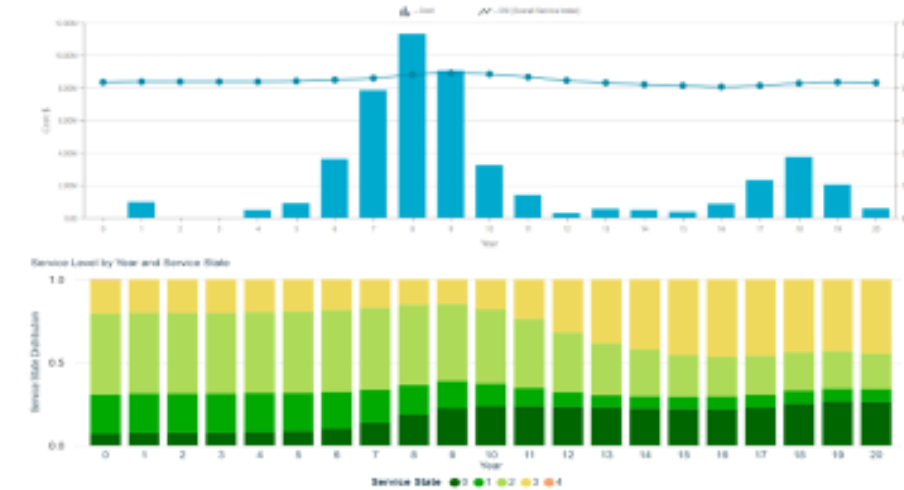
LTFP Budget



Zero Budget



Unconstrained Budget



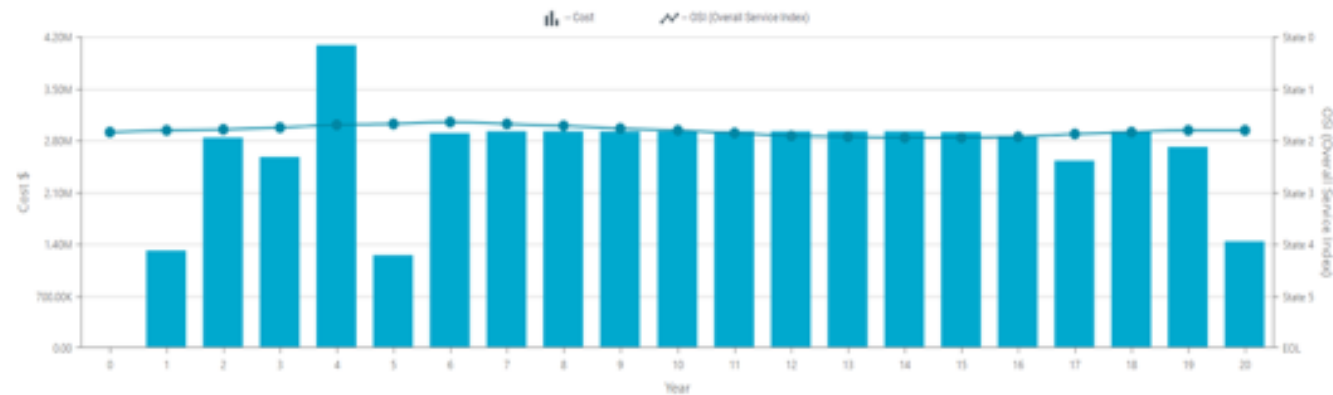
Recommended Strategy & Budget



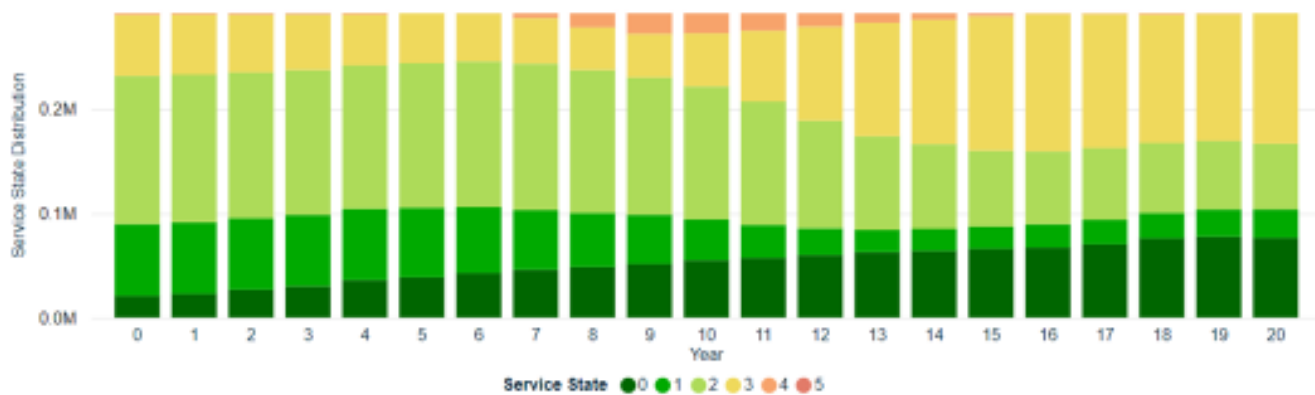
F)



## Kerb and Watertable Network – Recommended Strategy



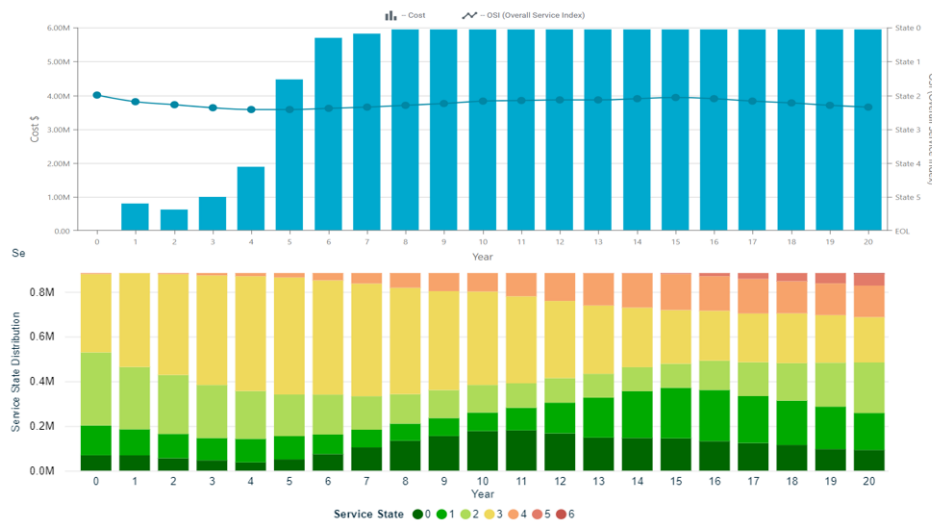
Service Level by Year and Service State



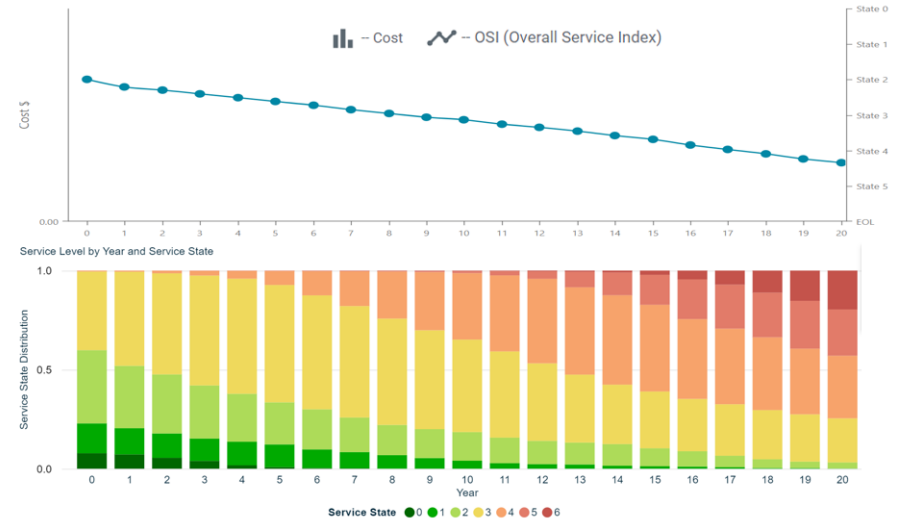
- The LTFP budget is insufficient to maintain service levels and would result in the road network slowly deteriorating over time.
- The unconstrained model projects the financial requirements to renew assets in accordance with specified renewal intervention criteria (Appendix E), which results in significant spikes of investment in specific years.
- The recommended strategy takes a more balanced approach, finding an acceptable equilibrium between budget requirements and service state outcomes, to smoothen out the unconstrained model.
- The overall service index of the network is maintained around condition state 2. Small quantities of assets fall into condition state 4 (<5%) and no assets fall into condition state 5 (with exceptions in years 9, 10, and 11, as the significant spike seen in the unconstrained model is managed)
- This is considered acceptable from a risk management perspective noting that isolated service deficiencies can be managed through maintenance programs.
- Note: annual design programs (\$200k) have been included in addition to these figures for inclusion into the AM Plan.

# Footpath Network – Predictive Scenario Modelling

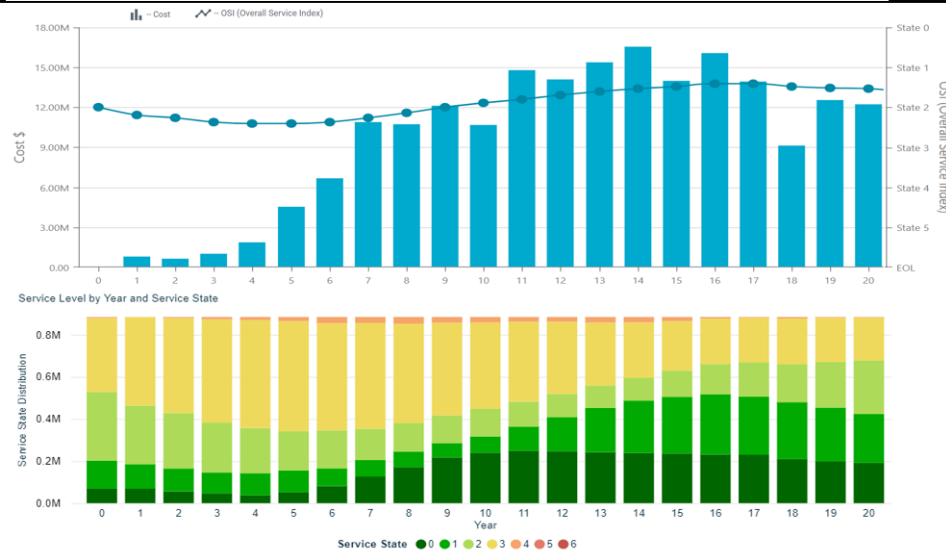
LTFP Budget



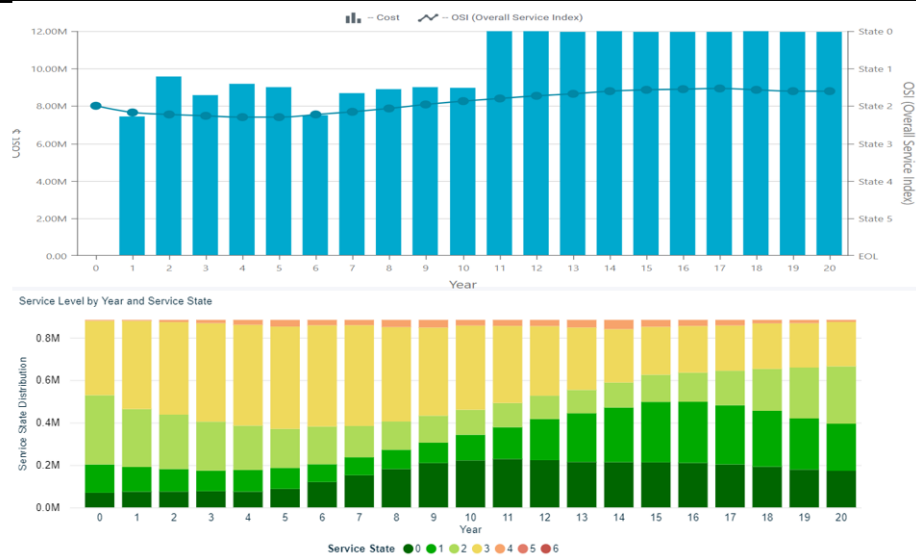
Zero Budget



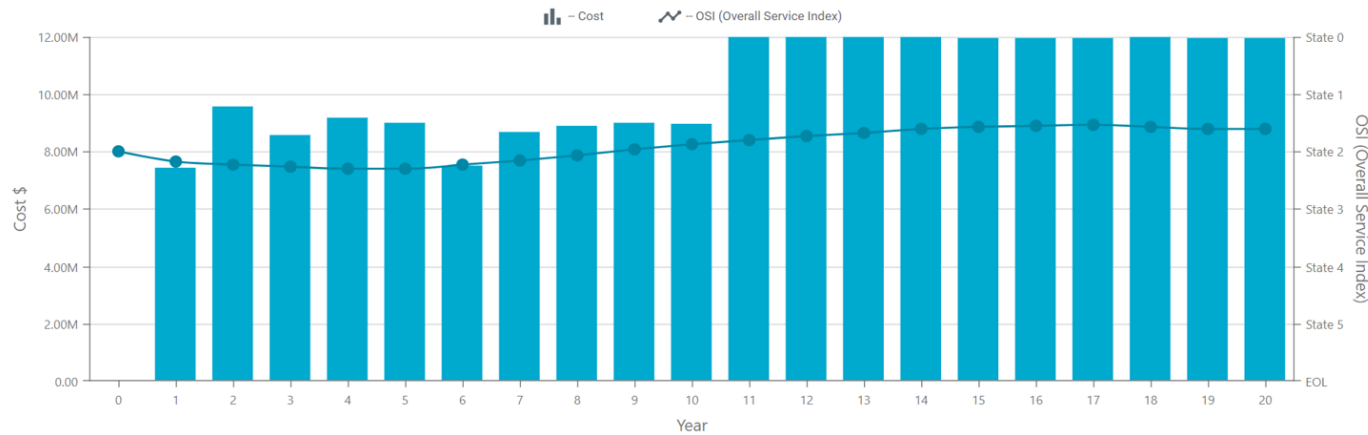
Unconstrained Budget



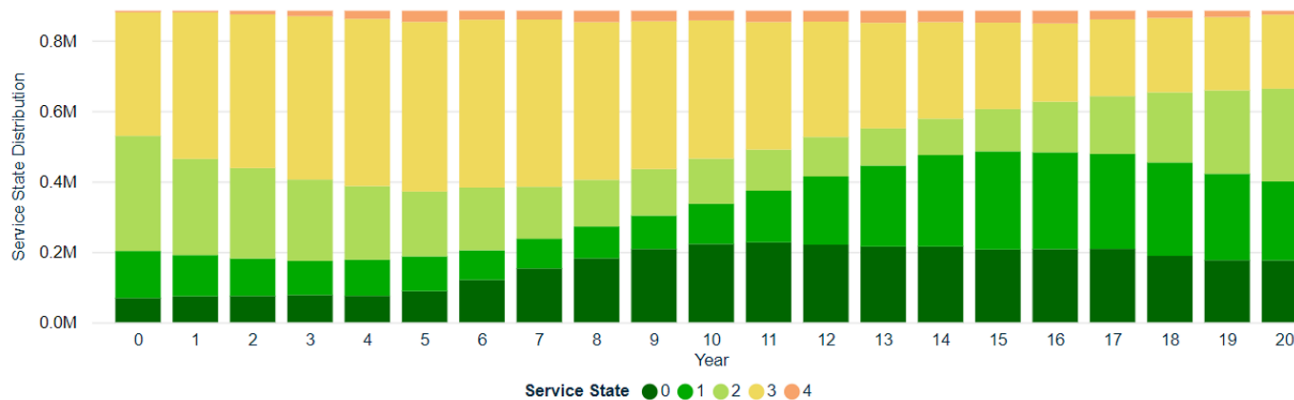
Recommended Strategy & Budget



## Footpath Network – Recommended Strategy



Service Level by Year and Service State



- The LTFP budget is insufficient to maintain service levels and would result in the footpath network slowly deteriorating over time.
- The unconstrained model projects the financial requirements to renew assets in accordance with specified renewal intervention criteria (Appendix E), which results in significant spikes of investment in specific years.
- The recommended strategy takes a more balanced approach, finding an acceptable equilibrium between budget requirements and service state outcomes, to smoothen out the unconstrained model.
- The overall service index of the network is maintained around condition state 2. Small quantities of assets fall into condition state 4 (<5%) and no assets fall into condition state 5
- Note: annual design programs (\$450k), footpath refurbishment program (\$450k) and access ramp renewal program (\$100k) have been included in addition to these figures for inclusion into the AM Plan.

## Appendix G Data Confidence Assessment for Data Used in Asset Management Plan

The estimated confidence level for and reliability of data used in this Asset Management Plan is shown in the tables below.

### Roads

**Table G1: Data Confidence Assessment for Data used in Asset Management Plan (Roads)**

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	Medium	Based off known requirements and known costs for condition audits
Maintenance forecast	Low	Maintenance requirements are not forecasted, currently just aligned to existing budget allocations
Asset values	High	Asset valuations have been inflated for 2024/25 period
Asset useful lives	High	In line with industry standards with regular review
Condition modelling	High	Road condition audit was undertaken in 2019 and has been validated by internal staff to be of reliable quality. Predictive modelling was undertaken with Brightly's Predictor software package to estimate remaining useful life of assets
Disposal forecast	Low	Not accommodated within this Asset Management Plan

### Kerb and Watertable

**Table G2: Data Confidence Assessment for Data used in Asset Management Plan (Kerb and Watertable)**

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	Medium	Based off known requirements and known costs for condition audits
Maintenance forecast	Low	Maintenance requirements are not forecasted, currently just aligned to existing budget allocations
Asset values	High	Asset valuations have been inflated for 2024/25 period
Asset useful lives	High	In line with industry standards with regular review
Condition modelling	Medium	Kerb condition audit was undertaken in 2019 and has been validated by internal staff to be of reliable quality. Predictive modelling was undertaken with Brightly's Predictor software package to estimate remaining useful life of assets
Disposal forecast	Low	Not accommodated within this Asset Management Plan



**Footpaths****Table G3: Data Confidence Assessment for Data used in Asset Management Plan (Footpaths)**

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	Medium	Based off known requirements and known costs for condition audits
Maintenance forecast	Low	Maintenance requirements are not forecasted, currently just aligned to existing budget allocations
Asset values	High	Asset valuations have been inflated for 2024/25 period
Asset useful lives	High	In line with industry standards with regular review
Condition modelling	Medium	Footpath condition audit was undertaken in 2021 and has been validated by internal staff to be of reliable quality. Predictive modelling was undertaken with Brightly's Predictor software package to estimate remaining useful life of assets
Disposal forecast	Low	Not accommodated within this Asset Management Plan

**Bridges****Table G4: Data Confidence Assessment for Data used in Asset Management Plan (Bridges)**

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	Medium	Based off known requirements and known costs for condition audits
Maintenance forecast	Low	Maintenance requirements are not forecasted, currently just aligned to existing budget allocations, with additional budget bids put forward annually as required
Asset values	High	Asset valuations have been inflated for 2024/25 period
Asset useful lives	High	In line with industry standards with regular review
Condition modelling	Medium	Condition audit of bridge network was undertaken in 2019, with several road bridges having more recent audits in 2023. Remaining life estimates are made based from engineering inspections and recommendations.
Disposal forecast	Low	Not accommodated within this Asset Management Plan

**Traffic Signals****Table G5: Data Confidence Assessment for Data used in Asset Management Plan (Traffic Signals)**

Data	Confidence Assessment	Comment
Demand drivers	High	Based off corporate planning documents and strategies
Growth projections	High	Based off State government projections and industry research and analysis
Acquisition forecast	Low	Not accommodated within this Asset Management Plan
Operation forecast	High	Based off ongoing costs for the provision of a SCATS fee, power supply charges and condition audits.
Maintenance forecast	Medium	Maintenance requirements are based off contracted standards for inspections; planned/reactive maintenance works, with associated KPI's
Asset values	High	Asset valuations have been inflated for 2024/25 period
Asset useful lives	High	In line with industry standards with regular review
Condition modelling	Low	Condition audit of traffic signal network was undertaken in 2019, however audit methodology has deficiencies for underground assets to inform remaining useful life estimates
Disposal forecast	Low	Not accommodated within this Asset Management Plan



Tuesday, 12 December 2023  
Council

## Recommendation of the Special City Planning, Development and Business Affairs Committee – 5 December 2023

Strategic Alignment - Enabling Priorities

Public

**Approving Officer:**  
Alana Martin, Governance

### EXECUTIVE SUMMARY

The City Planning, Development and Business Affairs Committee considered the following Item at its Special meeting held on 5 December 2023 and resolved to present to Council the following recommendation for Council determination:

- Item 5.1 – Draft Integrated Climate Strategy for Consultation

### RECOMMENDATION

1. **Recommendation 1** – Item 5.1 - Draft Integrated Climate Strategy for Consultation

THAT COUNCIL:

1. Endorses the draft Integrated Climate Strategy contained in Attachment A to Item 5.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 5 December 2023, for the purposes of public consultation.
2. Endorses the draft Integrated Climate Strategy Engagement Plan contained in Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 5 December 2023, for the purposes of public consultation.
3. Authorises the Chief Executive Officer to make minor and technical amendments to the documents contained in Attachment A and Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 5 December 2023, for the purposes of finalising the documents for public consultation.



## DISCUSSION

1. The City Planning, Development and Business Affairs Committee met at a Special meeting of the Committee on Tuesday 5 December 2023. The Agenda with public reports for the meeting can be viewed [here](#).
2. Where the resolution of the Committee differs from the recommendation published in the Committee agenda, the Committee's recommendation to the Council is listed first, with the original recommendation provided in grey and italics.
3. The following matter was the subject of deliberation:

- 3.1. Item 5.1 – Draft Integrated Climate Strategy for Consultation

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

1. Endorses the draft Integrated Climate Strategy contained in Attachment A to Item 5.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 5 December 2023, for the purposes of public consultation.
2. Endorses the draft Integrated Climate Strategy Engagement Plan contained in Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 5 December 2023, for the purposes of public consultation.
3. Authorises the Chief Executive Officer to make minor and technical amendments to the documents contained in Attachment A and Attachment B to Item 5.1 on the Agenda for the Special meeting of the City Planning, Development and Business Affairs Committee held on 5 December 2023, for the purposes of finalising the documents for public consultation.

For ease, Attachments A and B relating to Recommendation 1, Item 5.1, have been included at the end of this recommendation report.

---

## DATA AND SUPPORTING INFORMATION

**Link 1** – City Finance and Governance Committee Agenda

---

## ATTACHMENTS

---

- END OF REPORT -



# Integrated Climate Strategy 2030

Resilient, Protected, Sustainable

**Draft 22 November 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.





# Contents

Acknowledgement of Country	2
Contents	3
From the Lord Mayor	4
Introduction	5
Our Policy	6
Our goals and priorities	7
Goal 1. A climate resilient city	8
Goal 2. A net zero city	14
Goal 3: A city where nature thrives	19
Goal 4: Transition to a decarbonised economy	22
Goal 5: A climate leading capital city council	25
Delivery and Resourcing	29
Partnerships	30
Strategic Alignment	31

Front Cover Image: Sunset from the rooftop of M Suites Hotel in North Adelaide – featuring strong energy efficiency principles in the building design, air conditioning system and rooftop solar.



# From the Lord Mayor

Climate change has been unremitting, irrevocable, and constant not just in the City of Adelaide, but for communities across the globe.

Cities have a crucial role to play – both as significant contributors to climate change and as the places where most people choose to live.

While extreme heat and weather events may have altered our environments, our perception of what is happening has also changed.

We now know demolishing buildings risks wasting embedded energy and valuable resources.

We understand unless we plant more trees, and increasing canopy cover, our city will get hotter.

We know that unless we invest in cooling infrastructure now, our city will cease to function well when days are much hotter.

Adelaide is audacious in its ambition to become a leader in transitioning to a low carbon economy, and now is the time to fast-track those goals.

That's why the City of Adelaide is taking a leadership position in addressing climate change and resilience, including through carbon neutral certification of our operations since 2020.

We are focused on what we can do now to continue driving down our carbon footprint and adapting our assets and services to climate impacts.

We are ramping up our action to strive for net zero emissions by 2035, and a 50% reduction in 2020 greenhouse gas levels by 2030.

Our Council is working to maintain and enhance our natural ecosystems and move to a circular economy. As a world-class city, there is ample opportunity in accelerating the transition to a low carbon, green and electrified city.

Climate change is an issue that affects us all and we must all play our part in its solutions. The onus is on us to play our part the solutions to support communities into the future.

We don't want to let our grandchildren look back on this era and think we could have done it better.

**Dr Jane Lomax-Smith**

Lord Mayor



# Introduction

The City of Adelaide has developed this Integrated Climate Strategy to set our vision for a resilient, protected and sustainable city where people can live, work, study and play and adapt to changes in the climate that bring social and economic opportunity and disruption.

Our city will be one where our communities are interconnected, prepared and resilient in the face of changing conditions and extreme weather.

People will be able to move to, from, and around the city safely, comfortably, and sustainably as the city streets are kept cool with trees and plants and shaded against the summer sun.

Wetlands, biodiversity and ecosystems are enhanced, protected and thriving as the natural lifeline of the city and important assets to offset heat impacts.

The diversion of material from landfill into recycling, composting, and circular economy alternatives will continue to grow.

The Strategy is driven by a bold ambition to make a step change towards a decarbonised city.

The world requires emissions to be reduced drastically to avoid the worst impacts of climate change. For most, this means halving emissions by 2030 and zero emissions by 2050.

City of Adelaide has taken action to address climate change since 2015, when it set itself the aim to be one of the world's first carbon neutral cities.

Nations, cities and states need to adopt stronger targets for absolute emissions reduction.

City of Adelaide is updating its baseline year from 2007 to 2020 and bringing forward the target for 'net zero' from 2050 to 2035. The Strategy is our plan to achieve this target to:

**Halve our climate impact by 2030 and make it nil by 2035.**

City of Adelaide achieved a 5% emission reduction from 2020 to 2022. Our new target requires 50% emission reduction from 2020 levels by 2030.

City of Adelaide acknowledges that an increase in global temperatures is already locked in and there is

a need to build resilience, adapt and show leadership.

The Strategy focuses Council's effort on the priorities and scale of action required by the community and through the City of Adelaide's own operations across five goals:

**Goal 1: A climate resilient city** – we adapt to our climate by understanding risks, preparing our infrastructure and assets to withstand change, and ensuring our community is prepared.

**Goal 2: A net zero city** – we play our part in global efforts to halt climate change.

**Goal 3: A city where nature thrives** – our natural ecosystems are protected and enhanced in a changing climate.

**Goal 4: Transition to a decarbonised city** – the economy transitions to become low carbon and circular.

**Goal 5: A climate leading capital city** – we accept the challenge as one of the world's leading cities in addressing climate change.

Our Strategy will be delivered in partnership with other levels of government, business and community organisations. We will prioritise action and investment in physical infrastructure, community development, natural assets, and economic sustainability.

We will listen deeply and learn from Kaurna people who have cared for Country for thousands of years to learn from their spiritual and cultural knowledge and connection with the landscape.

The Strategy is informed by detailed assessment of climate change risk, modelling of future climate scenarios and clear pathways to drive carbon emission reduction.

By working together, our city will be resilient, protected and sustainable.

# Our Policy

Climate change has far-reaching risks for the environment, economy, communities and our lifestyles.

City of Adelaide supports meaningful and immediate climate action to reduce emissions and address the impacts of climate change risk such that:

1. Adelaide is a city where government, non-government, communities, industry and research institutions coordinate action to adapt, respond to and mitigate climate change to ensure it is climate ready.
2. Climate change risk governance and management frameworks are essential to understand and manage impacts on Council business, assets, infrastructure and service provision.
3. Proactive action to reduce energy use, grow renewable and low carbon energy sources, and continuous reduction of greenhouse gas emissions is necessary to transition Council operations to net zero emissions.
4. Access to data, public reporting and disclosure of emissions for the community and Council operations builds confidence in the climate-related ambition, performance and leadership of City of Adelaide.
5. City of Adelaide maintains a Treasury Policy and preferences investment securities and financial institutions which do not invest in the fossil fuel industry.
6. City of Adelaide supports the transition to electric vehicles and decarbonisation of the transport system and acknowledges that this requires appropriate electric vehicle, cycling and walking infrastructure, and zero emission public transport.

Council's role will be to:

**Lead.** We will set science-based targets in line with international climate science, trial innovative and emerging systems, products and technologies for climate mitigation and adaptation, and showcase leading climate-related initiatives.

**Deliver.** We will procure and provide services that contribute to reducing community emissions or fund other organisations to deliver relevant services as appropriate; and take action to minimise the risks of climate change to Council services, assets, infrastructure, natural resources and biodiversity.

**Facilitate.** We will facilitate community-led climate action by connecting interested parties; raising awareness of climate-related information and initiatives; and incentivising action.

**Advocate.** We will advocate for relevant climate targets, investment and programs to be established at State and Federal level and recognition of the impacts of embodied carbon.



# Our goals and priorities

Goal 1. A climate resilient city	Goal 2. A net zero city	Goal 3. A city where nature thrives	Goal 4. Transition to a decarbonised economy	Goal 5. A climate leading capital city council
<b>Priority:</b> A cool city with no urban heat island effect	<b>Priority:</b> All homes and businesses will be electrified and powered by renewables	<b>Priority:</b> Caring for Country in partnership with Kurna Miyurna	<b>Priority:</b> Growth in circular economy industries in the city	<b>Priority:</b> Reduce City of Adelaide's operational carbon emissions by 75% from 2020 to 2030 and achieve absolute zero emission by 2035
<b>Priority:</b> Greening supported by sustainable water resources	<b>Priority:</b> Public EV charging infrastructure is available for all users, including micro-mobility, catalysing the uptake of EVs in Adelaide	<b>Priority:</b> Biodiversity, native grasslands and woodlands are protected and enhanced	<b>Priority:</b> Procurement decisions that localise supply, prioritise reuse and drive green industries	<b>Priority:</b> Transitioning our corporate fleet to zero emissions
<b>Priority:</b> Homes and businesses are protected from climate hazards	<b>Priority:</b> Triple the number of city workers who cycle to work, and double the number of local residents who walk to work	<b>Priority:</b> Karrawirra Pari, waterways, Adelaide Park Lands and Squares act as arteries connecting our native species	<b>Priority:</b> Zero avoidable kerbside waste to landfill ('zero waste') by 2035	<b>Priority:</b> Climate change and sustainability are integrated into how we do business



Image: Clean wood waste for recycling into woodchip mulch at Jeffries Transfer Station



# Goal 1. A climate resilient city

We will adapt to our climate by understanding risks, preparing our infrastructure and assets to withstand change, and ensuring our community is prepared.

94% impervious surfaces in the city	6,300 kilolitres per year of irrigation water for greening and the Adelaide Park Lands	5,259 megalitres total flow of stormwater discharged from properties and streets which could be harvested	1,243 megalitres of water used by City of Adelaide
-------------------------------------	--	---	--

The science is certain. Global temperatures, climate systems and seasonal weather patterns are changing. The rate of change and extent of impacts is directly linked to human activities from the past, present and future.

Climate change is impacting all aspects of life in Australia, from the way our community functions, through to our economy and environment. Without a coordinated global response, conditions will become more challenging as greenhouse gases continue to increase in the atmosphere over the coming century.

The outlook for Adelaide is a hotter, drier climate with increasing frequency and intensity of extreme events such as heatwaves and floods. To remain a liveable and prosperous community we need to adapt, prepare and develop resilience to a changing climate.

**76% of the City of Adelaide’s operational climate risks relate to increasing temperatures, reduced rainfall and flooding.**

The impact of a changing climate have already been felt in Adelaide. In September 2016 major storms brought damaging winds and flooding which disrupted power supply for 24 hours.

Extreme heat across the city and damaging bushfires in the peri-urban areas during the 2019 summer directly impacted health and wellbeing across the community and resulted in direct impacts on city businesses.

We’re adapting to the increasing heat by:

- Planting trees – canopy in public spaces has increased by 6.3% in the last 7 years.
- Developing an Urban Greening Strategy to grow tree canopy and green infrastructure where it is most needed.
- Auditing community buildings and assets to optimise cooling options.

We’re adapting to reduced rainfall by:

- Efficiently watering open spaces with climate controlled irrigation networks.
- Investing in a diversity of water resources such as recycled wastewater, harvested stormwater and roadside rainfall runoff.
- Strategically planning water resources for the Adelaide Park Lands so we can continue to sustain our natural assets.
- Investing in infrastructure that delivers climate independent water sources to reduce reliance on drinking water.

We’re adapting to increased rainfall intensity by:

- Surveying and modelling stormwater networks and planning a flood resilient system for the future.

We’re assisting community climate resilience by:

- Providing information about climate ready homes and other environmental sustainability topics.
- Providing a Sustainability Incentives Scheme which has invested over \$1.5 million to support over 700 community projects since 2015, including nearly 400 solar installations.

## Key resilience challenges

Adelaide's climate is characterised by hot summers, with prolonged heatwaves a common feature. High temperatures in urban areas can have significant impacts on the liveability of a city, and on the health and wellbeing of its people.

Our communities face these challenges unequally and Council is also focused on increasing social and affordable housing, and removing homelessness through our Housing Strategy, Investing in Our Housing Future, and Homelessness Strategy, Everybody's Business.

### Extreme Heat

Extreme heat has implications for health, the environment and liveability of the city, particularly as the number of days over 40°C in Adelaide is expected to double by 2030.

In January 2019, Adelaide was named the 'hottest city on the planet' as temperatures in the CBD soared to 47.7°C. We have experienced prolonged heatwave conditions, with 2009 recording a 10% higher mortality rate than normal during a 13 day heatwave event.

Climate patterns such as El Nino will exacerbate heatwaves in both intensity and duration, with observations in Adelaide already indicating a five-fold increase in days over 40°C since 2012.

Overnight (diurnal) temperatures during heatwave events are expected to be higher, meaning cooler evenings will not provide respite.

### Urban Heat

In the City of Adelaide, temperatures in the built-up areas can be as much as 8°C hotter than in the surrounding Adelaide Park Lands (Guan et al., 2013).

The difference in temperature is caused by heat captured in roads, footpaths and buildings, and heat emitted from sources such as vehicles and air-conditioning units. This is known as the urban heat island (UHI) effect.

The western and northern areas of the CBD are the hottest parts of the city. This corresponds with greater amounts of hard surfaces, lower levels of vegetation and vehicle traffic.

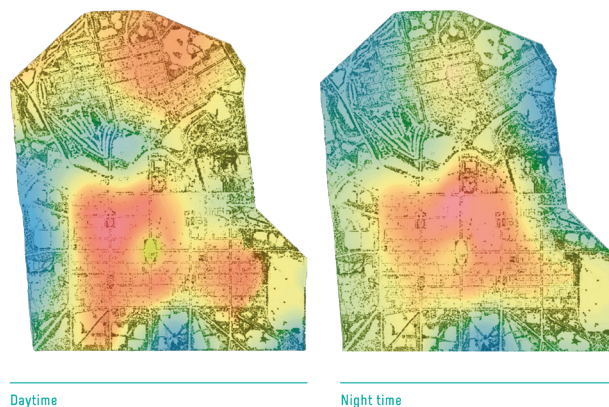


Figure 1. UHI effect shown as the variation in mean daily maximum and minimum temperatures during the day and night (Neto Duarte et al., 2016).

High temperatures have been shown to reduce social and recreational activity in the city, particularly where there is an absence of urban greening (Sharifi, 2016). This reduction in activity during heatwaves has a direct impact on business and economic activity.

### Water Security

Water resources will be impacted by hotter and drier conditions and prolonged drought conditions. The Mount Lofty and River Murray watersheds are at risk of not meeting urban drinking water demands and new and more sustainable water resources need to be created, storing water in times of high rainfall and having multiple sources during drought.

More than 70% of water in the City of Adelaide is used on the Adelaide Park Lands and open spaces. Much of this is sourced from the Glenelg Adelaide Recycled Wastewater Scheme (GARWS) operated by SA Water. In years of low rainfall, Adelaide's potable water is sourced from desalinated water. Both resources are climate independent, but also energy intensive and higher in salinity than natural rainfall.

### Assets and Infrastructure

City of Adelaide has an infrastructure and asset portfolio worth \$2 billion that provide a variety of services to the community and the State as the capital city. The portfolio includes urban elements such as roads, bridges, footpaths, kerbs and drainage.

Increasing heat and intense rainfall will reduce the useful life of assets, and given the long-term design life of many of these assets, they can be particularly vulnerable to climate change impacts.

## Climate Justice

Climate change will disproportionately affect vulnerable people in our community as multiple factors such as chronic health conditions, low quality housing, housing insecurity, and fewer resources afford less ability to adapt to impacts.

We will prioritise programs, activities, and actions for people and communities most impacted and least able to adapt.

## Homelessness

People sleeping rough are especially vulnerable to shocks, such as extreme weather events including heat stress, rain and flooding, and the Covid-19 pandemic. City of Adelaide acknowledges the impacts of climate change on people experiencing homelessness and will ensure our responses reflect climate justice principles related to representation, inclusion, and protection.

## Housing

Housing is a significant contributor to global warming through energy use, building materials and waste. With all levels of government working to increase housing supply, all new housing developments should consider embodied carbon, sustainability, and sufficiency principles.

We will explore innovation in housing design, adaptive reuse of existing buildings, sustainability, and housing models which improve affordability through cost of living.

## Case Study – Urban Heat & City Activity

Research from the CRC for Low Carbon Living: Urban Microclimates Project investigated the impacts of urban heat on human thermal comfort and activity levels in Adelaide.

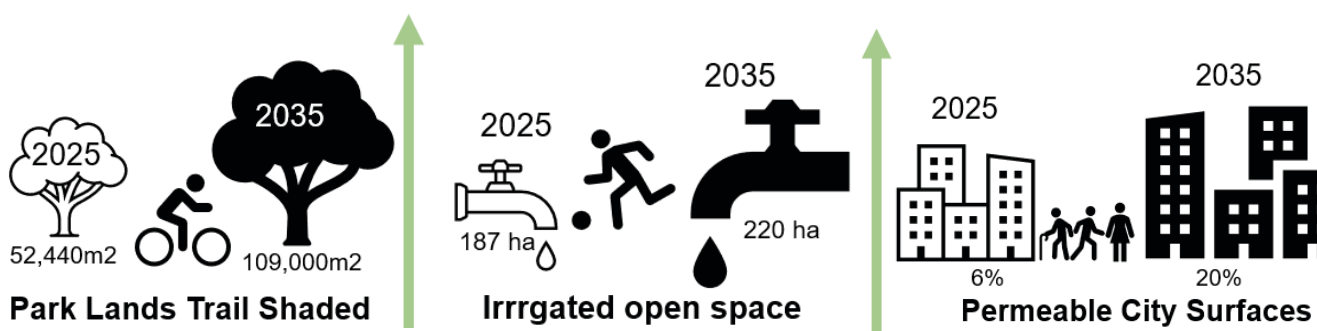
The research examined the impact of heat on three categories of activity – ‘necessary’, ‘optional’ and ‘social’. Necessary activities were unavoidable everyday activities such as travelling to school or work. Optional activities related to activities such as eating, sitting and site seeing – Optional and social activities are critical to the life and vibrancy of the city.

The research found that optional activities are more sensitive to the impacts of urban heat and start to decrease after the temperature reaches 28–32°C. Activities in public spaces with more urban greenery show higher resilience to heat stress.

The research is clear – providing urban greening is key to the vibrancy and life of the city, and failure to reduce urban heat will have economic and social consequences.

## Priorities for a climate resilient city

PRIORITIES	SCALE OF ACTION REQUIRED		INTEGRATED BENEFITS
	Where we are	What is needed	
1 A cool city with no urban heat island effect	Temperatures in the built-up areas can be as much as 8°C hotter than in the Adelaide Park Lands	Reduce the temperature of road surfaces by more than 9°C compared to existing bitumen surfaces in full sun	Net Zero City Nature Thrives Circular Economy Climate Leader
2 Greening supported by sustainable water resources	52,440m <sup>2</sup> of Adelaide Park Lands Trail is shaded by tree canopy	109,000m <sup>2</sup> of Adelaide Park Land Trail to be covered by continuous tree canopy	
	33% canopy cover in streets and parks	40% canopy cover by 2035	
	117 average annual net increase in street trees between 2015 and 2022	Net increase of 485 street trees every year until 2035	
	1.5% of street trees have WSUD passive watering	40% of street trees (5,143) have WSUD passive watering by 2030 and 60% by 2035	
	6.1% of the built city area is permeable	Double the permeability in the built city areas	
	Increase the area of stormwater micro-catchments directed to gardens from 19.037 hectares (2.3%)	20% of city stormwater drainage catchment is directed to WSUD green assets (159 ha)	
3 Homes and businesses are protected from climate hazards	163 hectares of the Adelaide Park Lands is irrigated, with 60% of water sourced from sustainable supplies	220 hectares of the Adelaide Park Lands are irrigated, and sustainable water increases to 95% for outdoor use	Net Zero City Nature Thrives Climate Leader
	20% AEP and 10% AEP minor drainage service level	Upgrade existing stormwater infrastructure to meet future climate scenarios for rainfall intensity	
	40% of Infrastructure Assets are rated as High for 2030 climate risk	2030 Climate Risk ratings for Infrastructure Longevity is Medium or Low	





### Priority: A cool city with no urban heat island effect

Keeping the city cooler will require more shade, less hard, dark surfaces and higher soil moisture. This can be achieved through well-designed buildings, fewer and narrower roads and hard surfaces, and light-coloured, natural and permeable pavements.

The Adelaide Park Lands provide a critical cool refuge with large, irrigated spaces, open watercourses and broad trees that provide shade and respite. We will design these spaces to be useable in hotter months.

City of Adelaide's heat mapping tells us that the afternoon sea breeze in summer is useful for cooling Adelaide's CBD and that urban development should intentionally be designed to harness this airflow.

We will shade and cool areas where people move around and use the city, such as footpaths, outdoor dining, events, sports, main streets and retail destinations.

Using our heating mapping we know where hot spots are located throughout the city and will target these areas for cooling.

#### What has been done

In 2020, City of Adelaide together with Climate KIC, assessed the performance of three different road surface products to reduce heat from dark bitumen roads.

This project was the first in Australia to capture the day time and night time surface temperatures for new road sealant products.

The results showed varying success of between a 2.9°C and 8.7°C difference in reduced surface temperature.

Widespread use of the most effective product could generate a 1°C temperature drop at a city scale, equivalent to having 33% of Adelaide roads covered by shade from tree canopy (currently 27% in 2022).

### Priority: Greening supported by sustainable water resources

Over the last seven years the City of Adelaide's tree canopy has grown. The largest increase in canopy has occurred in the Adelaide Park Lands with an additional 3,018 trees with three successive high rainfall years (La Nina) boosting tree health and growing conditions.

This contrasts with city streets and public spaces where space is highly contested above and below ground.

Whilst tree canopy cover along roads and streets has grown, streets and public spaces need to perform better as the city's economy and population grow.

We will make space for more urban trees and make standard water sensitive urban design (WSUD) in our streets to harness stormwater runoff and direct it to raingardens, permeable areas and soakage inlets.

#### What has been done

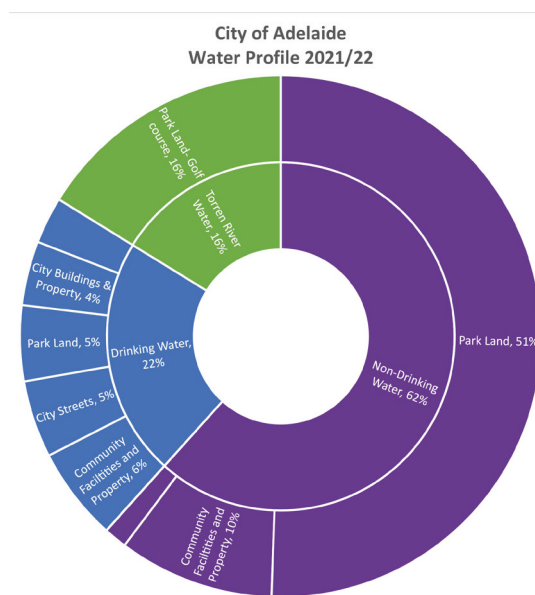
Using LiDAR and aerial photography, City of Adelaide's tree canopy (above 1m) was spatially mapped in 2015 and 2022.

The mapping provides an evidence based assessment of tree canopy change and will be used to identify opportunities to increase tree canopy:

- City wide tree canopy has increased from 21.7% to 27.6% from 2015 to 2022.
- 18% of all tree canopy is located along roads and streets.
- 27 streets that had no tree in 2015, now have at least one tree in 2022.

City of Adelaide has been actively monitoring its water consumption for more than 20 years (Figure 2) and has an expansive network of recycled water, that provides more than 700 megalitres of treated wastewater each year to the Adelaide Park Lands, Whitmore, Victoria and Light Squares and the entrance to the Royal Adelaide Hospital.

Figure 2 – City of Adelaide Water Profile 2021/22



We will continue to invest in a citywide network of sustainable water infrastructure through partnerships and co-funded projects.

We will continue to automate irrigation systems and install real-time smart water meters to monitor consumption at public facilities.

We will install a recycled water standpipe at the Council Nursery to provide a sustainable water supply for streetscape watering.

### **Priority: Homes and businesses are protected from climate hazards**

Drainage networks constructed to mitigate rainwater inundation of homes and properties more than 100 years ago are no longer providing the same level of protection.

This is due to changes in the urban environment, less permeable surfaces and connection of new stormwater networks to receiving watercourses. Stormwater infrastructure needs to contend with increased rainfall intensity and short duration events which may overwhelm existing pipes and channels quickly, causing flooding.

We will undertake comprehensive stormwater management planning across the City of Adelaide's catchments, in partnership with the State Government, to ensure the stormwater network is planned to meet the needs of the community under climate scenarios.

We will increase the resilience of City of Adelaide's infrastructure assets through detailed planning for climate change, new design requirements and investment.

*Image: Uniting Church Netball Association Club Rooms receiving a 'cool roof' treatment in Adelaide's Josie Agius Park/Wikaparntu Wirra (Park 22)*



# Goal 2. A net zero city

## We play our part in global efforts to halt climate change

39% community carbon emissions from energy use in 2022	45% community carbon emissions from transport in 2022	11% community carbon emissions from refrigerants in 2022	5% community carbon emissions from waste in 2022
--	---	--	--

Climate change is the largest crisis facing the world and we need all hands on deck to prevent the worst of its impacts.

While we work to address the impacts already being felt by climate change, there’s still a major task ahead of us to slow it down – that starts with understanding what our impacts are.

City of Adelaide calculates greenhouse gas emissions generated by its community in a carbon inventory, which is prepared in accordance with the Greenhouse Gas Protocol for Community Scale Greenhouse Gas Emissions inventories (GPC) and shared publicly.

Between 2007 and 2022 our residential population grew by 41% and Gross Regional Product increased by 58 per cent. An important global goal is “decoupling” economic growth from the use of fossil fuels that drives climate change.

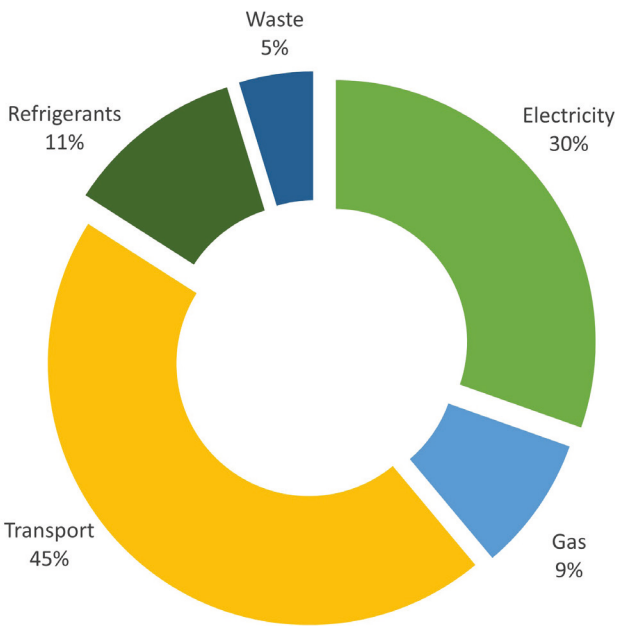
Following great gains in the first decade of the century, City of Adelaide set an aspirational target of a 35% reduction of our community emissions from 2006 by 2020 – the community achieved a 26% decrease by 2022.

By mid 2022:

- Emissions from electricity had **decreased by 62%** – primarily due to the State’s rapid and world-leading transition to renewable electricity.
- Emissions from gas **increased by 10%.**
- Emissions from transport **increased by 64%,** including flights originating from or visiting the city.
- Waste emissions made up about 5% and refrigerants (from air conditioners and refrigerators) made up 11% of the total.

In 2022, community carbon emissions comprised of energy use (39%), transport (45%), refrigerants (11%) and waste (5%).

Figure 2. Community emission 2021/22



Building energy comprised 39% of City of Adelaide’s community carbon emissions. Commercial buildings and apartments made up around 91% of this energy. Emissions from electricity are dropping fast – 62% since 2007 – while gas remains steady.

The biggest areas of influence for the next 10 years will be in the transition from gas to electric in buildings, and support for electric and low carbon vehicles.

## Our achievements to now



### More than 15MW

of solar capacity installed in the city and North Adelaide, quadrupled since 2016



### 65 % renewable electricity

in the South Australian grid



### Over 54

public electric vehicle chargers installed since 2017, the amount of electricity dispatched increased 10-fold to 2023



### Over 220

Carbon Neutral Adelaide partners



### Over 700 projects

supported by \$1.5 million in incentives for sustainability provided by the Council



### 50 small businesses

received free energy efficiency audits in 2021



### 23 small businesses

received over \$81,000 towards efficiency upgrades



### First organic waste separation

trial for outdoor spaces in Adelaide's Rundle Mall

## Priorities for a net zero city

PRIORITIES	SCALE OF ACTION REQUIRED		INTEGRATED BENEFITS
	Where we are	What is needed	
4 All homes and businesses will be electrified and powered by renewables	Between 10 and 20 homes and businesses electrified with Council support per year	500 homes and businesses electrified each year, and all-electric new buildings	Net Zero City Nature Thrives Climate Leader
	Over 90 solar installations in 2022–23, 20 with Council support	300 new solar installations each year	
5 Public EV charging infrastructure is available for all users, including micro-mobility, catalysing the uptake of EVs in Adelaide	City of Adelaide first installed publicly available EV charging infrastructure in 2017, to demonstrate and provide leadership to the emerging EV industry and users, with 54 installed across our UPark businesses and on-street in 2022	Install an additional 100 public EV and bicycle chargers between 2022–2025 in collaboration with partners	
6 Triple the number of city workers who cycle to work, and double the number of local residents who walk to work	2.6% of city workers cycling to work (around 3,400 individuals)	10% of city workers choose to cycle to work, at least 10,000 extra people per day	
	24% of local residents walking to work (around 3,000 individuals)	48% of local residents choosing to walk to work, at least 6,000 extra people per day	



## **Priority: All homes and businesses will be electrified and powered by renewable energy**

South Australia has a world leading renewable energy grid and regularly experiences days and weeks where the State's electricity needs are met entirely with wind and solar. The State Government has committed to a fully decarbonised grid by 2030 and is likely to beat this deadline.

City of Adelaide seeks to make the most of this world-leading grid through electrification, converting all energy sources to electricity.

Once the city's electricity is 100% renewable, this alone will result in a 35% reduction in the community's carbon emissions from 2020. If all city buildings are electrified, this will increase to a 44% drop in carbon emissions.

Our award-winning Sustainability Incentives Scheme provides rebates to support our community to make this transition, such as replacing gas appliances with electric, undertaking home energy assessments and solar installations.

In 2024 we will embark on an electrification program to support harder-to-electrify strata residential and commercial buildings to transition.

While the fit-out choice of new buildings is not under direct Council control, we support all new houses in the city being all-electric from 2025.

We will continue to investigate the use of community batteries and energy projects that capitalise on our green grid and support more affordable electricity, grid stability, and equitable sharing of renewable resources.

### **What has been done**

88 O'Connell Street is being developed as a mixed use of apartments, commercial and retail, with sustainability principles at the forefront.

Residents will benefit from highly efficient, all-electric apartments with the most up-to-date kitchen appliances, air conditioning, centralised HVAC system for reuse of heat within the building, and electric vehicle chargers. The apartment designs are targeting a rating of 7 stars under the National House Energy Rating Scheme (NatHERS), one star higher than the minimum standards at the time of building, and 15% better performing than the construction code requirements.

<sup>1</sup> Australian Electric Vehicle Market Study (ARENA and Energeia, 2018)

The building provides shading treatments, double glazing and light-coloured external finishes to block and reflect heat, together with green landscaping.

## **Priority: Public EV charging infrastructure is available for all users catalysing the update of EVs, including micro-mobility, in Adelaide**

Car vehicle ownership in the City of Adelaide indicates strong transition to low emissions vehicles. To support this uptake, we will develop the city's EV charging network to contribute to an overall sustainable transport system that maintains the city as an attractive place to live and work, and as an exciting destination for a range of visitors.

City of Adelaide's role will be to use its influence and market power to strike a balance between market demand for accessible EV charging infrastructure and broader integrated transport and city outcomes.

The most recent amendments to the National Construction Code (NCC) in Australia stipulate that starting from October 2024, 100% of car parking spaces in new apartment buildings must be EV-Ready along with 10% of office car parking and 20% of other commercial parking spaces.

We will work with developers and the development industry to support information provision and guidance for EV infrastructure.

For Adelaide, accelerating the shift to electric vehicles offers an opportunity for both improving local air quality and reducing noise and carbon emissions. This transition will be supported by City of Adelaide guiding the installation of new public electric vehicle chargers according to usage type.

City of Adelaide has a high population density compared to other parts of the metropolitan area – as well as high job density. These factors create demand for EV charging beyond what can be provided in private residences.

An accelerated EV uptake trajectory<sup>1</sup> would mean 25% of vehicles owned in 2030 and 100% in 2050 are electric, compared to 5% in 2030 and 75% in 2050 predicted with no government intervention.

Public charging solutions will be required to maintain the City of Adelaide as a preferred destination for visitors, as existing building stock is upgraded over time to support EVs.

City of Adelaide's EV transition roadmap comprises seven key actions:

1. Facilitate the deployment of EV charging infrastructure within the City of Adelaide by establishing a clear framework for the rollout of EV chargers at strategic locations.
2. Enable the market-led provision of on-street EV chargers in select locations which support the transition to EVs and minimise impacts on public realm.
3. Work with private sector providers to lead on-street charging trials in residential areas with limited private off-street charging and constrained charging options.
4. Partner with industry for the provision of destination charging within U-Park facilities.
5. Work with residential strata corporations to remove the barriers of installing EV charging infrastructure within multi-unit dwellings constructed prior to October 2024.
6. Advocate to the State Government for a coordinated approach to on-route and hub EV charging networks that considers the aspirations of the City of Adelaide for our community, environment, economy and places.
7. Advocate to the State Government for inclusion of EV charging provisions in legislation and statutory documents such as the Planning and Design Code and that pertain to EV parking for charging.

A carbon neutral UPark service is being developed to reduce carbon impact while electric vehicle price parity and a second-hand market is developing.

We will continue to support residents and businesses to install electric vehicle chargers through the Sustainability Incentives Scheme.

## Investment Principles for EV Infrastructure

A net zero city	Aligns to sustainability objectives and powered by renewable energy
	Integrated with active transport infrastructure
Fosters attractive and competitive destinations	Aligned to key destinations
	Facilitates a range of visitor types and supports businesses, events, and visitations
User-Oriented, convenient and consistent	Interoperable, allowing charging for various vehicle types
	Reliable and minimises network downtime and disruption
	Conveniently located to support city users
Future-ready and innovative	Seeks to leverage new technologies and digital technology for management
	Seeks opportunities for pilots and trials
Fair and equitable	Meets the needs of all city users, including residents
	Equitable provision for residents and to support businesses
Leverages partnerships and collaboration	Active across advocacy, education, partnership and provision
	Delivered in partnerships with the private sector where appropriate
	EV owners have access to information on latest trends and opportunities

**Priority: Triple the number of city workers cycling to work, and double the number of local residents walking to work.**

Transport emissions account for around 45% of the community's carbon footprint. Movement of people to and around the city is essential for economic activity and vibrancy, and the City of Adelaide seeks to realise opportunities for low carbon, safe and equitable options for all.

Around the world, cities are being re-envisioned to create healthier streets that enable more people to walk, wheel, cycle, scoot or use public transport. Increasing the range and uptake of low carbon transport options in the city is essential to meeting ambitious carbon targets, community expectations and creating a liveable neighbourhoods.

For commuting into the city, over 43% of people use a car, equivalent to over 56,000 people. Around one quarter of those trips are coming from areas that



could be cycled in less than a 30-minute one-way trip. The average travel distance to the CBD is relatively short, at just over 13km compared to more than 18km for Sydney and Melbourne, 17km for Brisbane and 16km for Perth.

The Strategy seeks to create step change to dramatically increase walking, wheeling and cycling uptake by:

- Creating calmer, more pleasant and shady streets
- Creating a network of protected cycle lanes and intersections
- Increasing priority at intersections for pedestrian and cyclists.

*Image: Community engagement to support cycling to work, Spring 2023.*





# Goal 3: A city where nature thrives

## Natural ecosystems are protected and enhanced in a changing climate

One endangered ecological community*	Three threatened fauna species and one threatened flora species	183 indigenous plant species many of which are remnant to the Adelaide Plains	10 of the 33 native mammal species remain in the Adelaide Park Lands	1,300 megalitres of stormwater drains to local waterways per year
--------------------------------------	---	---	--	---

\*Based on 2017/18 Flora and Fauna Surveys of the Adelaide Park Lands

The Adelaide Park Lands are a unique part of the City of Adelaide’s character and culture. They receive approximately 10 million visits a year, for a wide variety of purposes. Their landscapes are highly variable and include open woodlands and grasslands, creeks, wetlands, a river, sporting fields, event spaces, curated gardens, playgrounds, roads and paths.

Embedded within these landscapes are areas of remnant native vegetation, mainly in the form of open grassy woodland and grasslands. These areas attract and host hundreds of species of associated wildlife, including some with conservation significance.

Karrawirri Pari/River Torrens is a significant ecosystem in the city winding through the Adelaide Park Lands on route from the Mt Lofty Ranges to Gulf St Vincent.

City of Adelaide has been protecting and enhancing biodiversity in the Adelaide Park Lands for many years, with the support of partners and the community.

This Strategy confirms our commitment to biodiversity conservation at the ecosystem, species, and genetic level, and sets new directions for management.

**Adelaide is a city for nature, unrivalled by any other Australian capital city. We will protect and enhance nature for nature’s sake, through First Nations’ perspectives and nature positive design.**

Nature-positive design focuses on the repair and regeneration of our species and ecosystems for nature’s sake.





## Priorities for a city where nature thrives

PRIORITIES	SCALE OF ACTION REQUIRED		INTEGRATED BENEFITS
	Where we are	What is needed	
7 Caring for Country in partnership with Kurna Miyurna	Return of cultural fire to the Adelaide Park Lands with Kurna Kardla Parranthi (cultural burn)	In collaboration with Kurna, integrated, celebrated, and promoted 'Caring for Country' approaches	Resilience Climate Leader
8 Biodiversity, native grasslands and woodlands are protected and enhanced	Establish a comprehensive baseline of species, vegetation communities, and habitats to inform decision-making, guide management actions, and evaluate success	There is a net increase in biodiversity, habitats, and ecosystem health within the City of Adelaide by 2030	
9 Karrawirra Pari, waterways, Adelaide Park Lands and Squares act as arteries connecting our native species	Increase the stormwater catchment area diverted through large-scale treatment systems such as swales, basins and wetlands from 124.4 ha in 2020 (8%)	15% of urban stormwater catchment is directed to large-scale treatment systems	
	3.31 ha of aquatic and riparian flora and fauna in the River Torrens and urban water courses in 2022	Greater diversity of aquatic and terrestrial flora and fauna in the River Torrens and urban water courses	
	187 tonnes of stormwater (gross) pollutants captured and diverted to improve water quality in creeks and rivers in 2020	Reduce catchment-wide stormwater pollutant discharge loads by 856,922 kg/yr to meet SA Water Quality Targets	

### Priority: Caring for Country in partnership with Kurna Miyurna

Kurna Miyurna hold native title over a large portion of the Adelaide Plains, including the City of Adelaide. The health, diversity and abundance of the land is due to thousands of years of Kurna care. As a result, the ecosystems that were intact at the time of colonisation were carefully managed including the use of fire to clear and rejuvenate the land.

Many native species have adapted to rely on heat, flame or the chemicals in smoke to trigger seed germination. This practice has been halted since colonisation and seeds lay dormant in the soil.

We will work in partnership with Kurna Miyurna to return Caring for Country practices and principles to management of the Adelaide Park Lands.

We will investigate a Kurna interpretation program for the Pakapakanthi Wetlands.

### What has been done

In 2021, Kurna Kardla Parranthi (cultural burn) saw the return of cultural fire to the Adelaide Park Lands in Tuthangga (Park 17). An Adelaide Park Lands cultural fire management plan has also been prepared by Kurna people.

Implementation of this plan will begin to repair areas of native grassland and woodland. There are known opportunities associated with the cultural burn (e.g. site preparation, monitoring).

Increasing collaboration with Kurna Miyurna will provide cultural benefits for traditional owners and benefit our native ecosystems and local biodiversity by returning to the land practices that formed the landscape.

**Priority: Biodiversity, native grasslands and woodlands are protected and enhanced**

Native grasslands and woodlands are a window into the natural and cultural history of the Adelaide Park Lands. They attract, provide habitat and host native species that have lineage that pre-date colonisation.

As climate change increases its impact, heat refuges will become increasingly important for wildlife and the ecological integrity of our natural systems will assist in protecting against extreme weather events.

City of Adelaide has identified six Key Biodiversity Areas in the Adelaide Park Lands. We will continue to manage these areas to improve their ecological integrity and identify ways to expand and identify new biodiversity areas.

Through seed collection and native plant germination, City of Adelaide is contributing to the protection of important native seed banks.

We are focused on a comprehensive survey of the biodiversity of the Adelaide Park Lands to provide an evidenced base for our effort.

We will continue to work with communities and not-for-profit organisations to ensure the integrity of the city's biodiversity. We will strengthen our relationship to research institutions and the Adelaide Botanic Gardens in our quest to be native positive.

**Priority: Karrawirra Pari, waterways, Adelaide Park Lands and Squares act as arteries connecting our native species**

Water has always influenced the culture and creation of Adelaide. Karrawirra Pari is of continuing importance to the Kaurna people, for its association with food, hunting, resources and the Red Kangaroo Dreaming.

Other waterways that flow through the city include Park Lands Creek and Botanic Creek. These natural water courses have been augmented to drain rainfall runoff from urban areas, bringing with it pollutants. The waterways of the city are also impacted by stormwater discharging from upstream which requires active management of blue-green algae in the Torrens Lake, silting at Torrens Weir, woody weeds and pests such as carp.

City of Adelaide remains committed to slowing the flow of water, preventing pollutants, and enhancing aquatic and terrestrial biodiversity to restore highly valued areas of nature in our city.

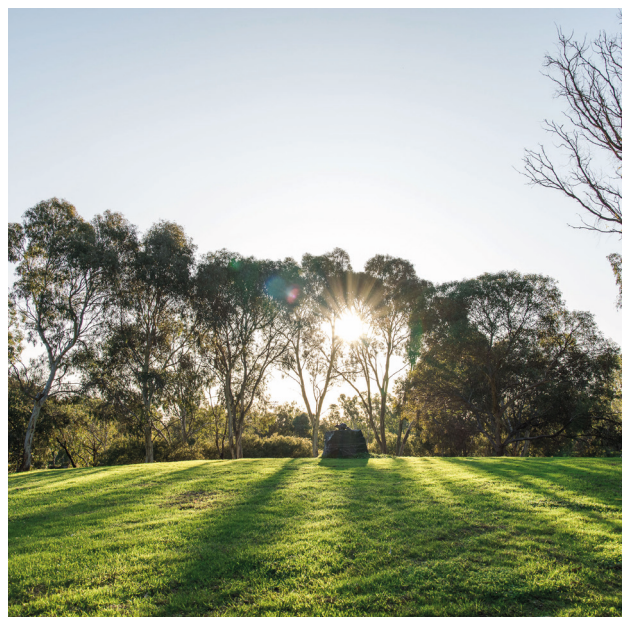
We will restore aquatic biodiversity in Karrawirra Pari by establishing in-lake macrophyte zones to naturally filter stormwater and establish habitat for a diversity of riparian creatures.

We will renew Rymill Lake with integrated natural water management systems to sustain water quality.

We will rehabilitate watercourses such as Botanic Creek, Wirrarninith Wetlands, Park Lands Creek with native vegetation and protect their natural flow regime by managing urban stormwater volumes.

Waterways act as movement corridors for biodiversity, increasing the resilience of native animals and the spread of seed, pollen and other genetic material.

We will identify connections between areas of biodiversity and along waterways and restore these areas to nature.



**What has been done**

**Wirrarninithi Wetlands**

In Kaurna language Wirrarninithi (pronounced Wirranindi) means 'being transformed into a green forested area'.

During the last twenty years Wirrarninithi has been improved by planting trees, shrubs and grasses like those that were here prior to European colonisation.

The site is now used for recreation and is an environmentally valuable area for biodiversity.

The Park is the location for key initiatives for connecting with Country including Kids on Country.

# Goal 4: Transition to a decarbonised economy

## The economy transitions to become low carbon and circular

Adelaide has over 10,000 multi-unit dwellings in 600 strata and community title buildings

75% of waste bin contents in multi-unit dwellings are unrecovered resources

Over half of multi-unit waste bins were full of green organics waste that could be diverted

Only half of the materials that kerbside residents generate are successfully diverted from landfill

Worldwide, total material extraction is on the rise and has almost doubled since 2000, reaching 100 billion tonnes today<sup>2</sup>.

The prevailing linear economic model, characterized by a ‘take-make-dispose’ approach, results in the squandering of valuable materials in landfills, all while we persist in depleting precious natural resources for new production.

The concept of a low carbon and circular economy addresses concerns regarding resource scarcity, environmental pollution, and the economic constraints tied to current patterns of production and consumption. It prolongs the lifespan of materials, diminishing the necessity for extracting fresh natural resources. It urges re-evaluation of our consumption patterns, prompting us to question the need for new purchases and explore alternatives such as reuse, repair, refurbishment, and participation in product-sharing services.

Transition to a low carbon and circular economy opens avenues for innovation, economic expansion, and job creation. This requires structural changes that go beyond recycling. It comprises of a new understanding that there is not waste but only resources that can be reused and modified.

City of Adelaide will be a catalyst for change to address embodied carbon and achieve more circularity by 2035. To make this a reality, we will involve broad stakeholders and the State Government to localise supply chains and prioritise reuse.



Images: Electronic Recycling Australia (ERA) facility in Mansfield Park where customer drop-off to the Reuse and Recycling Hubs is processed.



<sup>2</sup> The Circularity Gap Report 2023



## Priorities for a transition to a decarbonised economy

PRIORITIES	SCALE OF ACTION REQUIRED		INTEGRATED BENEFITS
	Where we are	What is needed	
10 Growth in circular economy industries in the city	Establish baseline of existing circular economy industries including on its value and employment opportunities	Growth in circular economy industries in the city	Net Zero City Nature Thrives Climate Leader
11 Procurement decisions that localise supply, prioritise reuse and drive green industries	Establish baseline of common supply chains used by City of Adelaide and its community	Increase in sustainable supply chains commonly used by City of Adelaide and its community	
12 Zero avoidable kerbside waste to landfill ('zero waste') in 2035	50% landfill diversion rate from residential kerbside collections <sup>3</sup>	Divert 85% of residential kerbside collected waste from landfill	
	Food waste in landfill is over 30% by weight	Food waste in landfill is below 5% by weight	
	588 kilograms of waste generated per year per premise in 2022	Reduce waste generation by 15% per capita	
	21% of recycling bins from residential kerbside collections have some form of contamination	21% of recycling bins from residential kerbside collections have some form of contamination	

<sup>3</sup> Waste and recycling audit report from 2022

### Priority: Growth in circular economy industries in the city

City of Adelaide is unique, agile and ready for change. Our leading industries are well poised to capitalise on the economic benefits of a circular economy.

City of Adelaide will foster critical connections and support industry in this transition by leveraging the city's points of differentiation.

We will focus on six key areas:

1. **Food.** Reduce food waste generation and increase diversion of food waste from landfill.
2. **Fashion.** Boost the local economy through innovation in textile/fashion industry leading to retaining high quality resources in circulation and reducing impacts of fast fashion.
3. **Furniture.** Reduce the level of waste generated from discarded furniture, in particular from student accommodation and short-term rental accommodation.

4. **Fix-it (Repair).** Boost community resilience, reduce cost of living, keep materials in circulation through skill-share and repair.
5. **Fit-outs.** Support fit outs in city businesses to include circular economy and move higher up on the waste management hierarchy.
6. **Festivals.** Avoid waste generation, recover more resources, and boost circular economy in festivals and events.

### Priority: Procurement decisions that localise supply, prioritise reuse and drive green industries

To influence supply chains, City of Adelaide will review its procurement practices to select products that:

- Replace raw materials with low embodied carbon, sustainably produced, renewable and recycled content.
- Reduce carbon emissions and keep materials in circulation for longer and at their highest value.





Image: Event Recycling System at WOMAdelaide

### **Priority: Zero avoidable kerbside waste to landfill ('zero waste') in 2035**

City of Adelaide residents live in a range of houses including many people choosing to call medium or high-density premises, like row houses cottages or apartments, home.

Traditional 3-bin kerbside waste collection services are effective for some residents, but new models will be investigated to support multi-unit dwellings (MUDs) and higher density living.

Our focus in creating zero kerbside waste to landfill is removing food organics from the waste stream:

- **Food Organics** – change the frequency of collection of the food organics kerbside bin from fortnightly to weekly.
- **Research Partnership** – partner on a 3-year program of world-leading research to understand the behaviours that contribute to food waste.

- **Trials** – partner to deliver interventions that reduce food waste for residents, visitors, and businesses, with a focus on multi-unit dwellings, dining and hospitality.

City of Adelaide provides a kerbside service for eligible businesses. We will review these services to ensure equity and increase resource recovery.

### **What has been done**

City of Adelaide in collaboration with Green Industries SA and the Adelaide Economic Development Agency introduced a three bin waste collection system in Rundle Mall in 2022 to support separation and recycling of food waste, compostable packaging, and bottles and cans.

The program was supported through a business incentive program, activations and events in the retail precinct.

# Goal 5: A climate leading capital city council

**We accept the challenge as one of the world's leading cities in addressing climate change**

25% operational emissions from gas use in buildings

17% operational emissions from transport choices for fleet and commuting

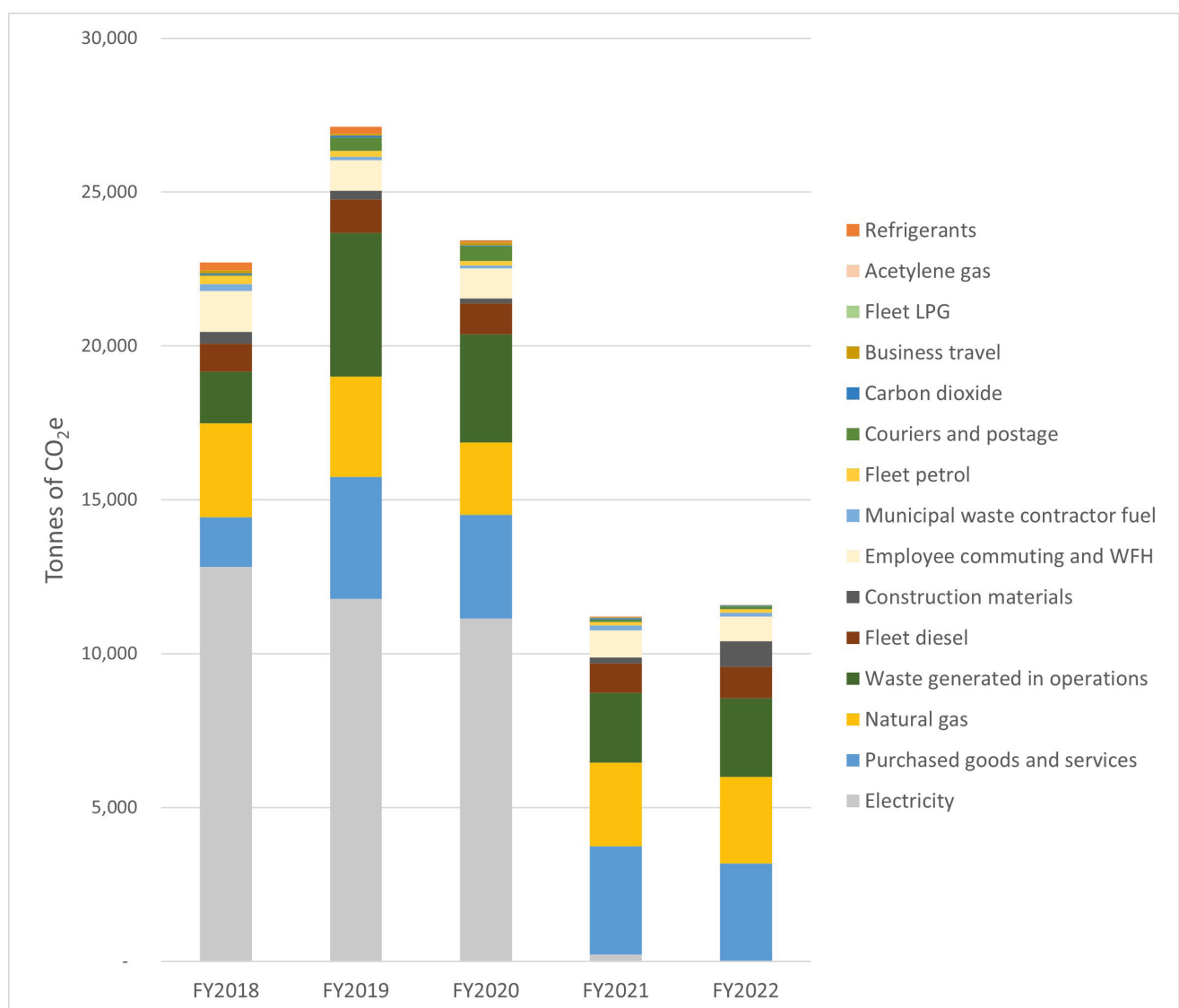
57% operational emissions from supply chain purchases

Our role in leading by doing cannot be underestimated. We aim to inspire others and share what we learn.

We have already achieved a 49% reduction in operational emissions, largely gained through moving to a 100% renewable electricity contract.

The remaining emissions will take concerted effort, as we explore new technologies and balance emission reductions with cost effectiveness and fit-for-purpose requirements.

We still have work to do to drive down our absolute emissions.



## Priorities for a climate leading capital city council

PRIORITIES	SCALE OF ACTION REQUIRED		INTEGRATED BENEFITS
	Where we are	What is needed	
13 Reduce City of Adelaide's operational carbon emissions 75% from 2020 to 2030, and achieve absolute zero emissions by 2035	49% emissions reduction from 2020 to 2023	75% emission reduction from 2020 by 2030, and absolute zero by 2035	Net Zero City Resilience Nature Thrives Climate Leader
	13 buildings use natural gas	No buildings use natural gas	
	Partial measurement of embodied carbon	Embodied carbon is measured and minimised across all asset renewals and capital works	
	55% landfill diversion rate from City of Adelaide operations <sup>4</sup>	Divert 95% of waste from City of Adelaide activities and events from landfill	
14 Transitioning our corporate fleet to zero emissions	65% of light passenger vehicles are zero emission	100% of light passenger vehicles are zero emission	
	No zero emission utility vehicles and one hybrid truck	Transition over 70 utility vehicles and 20 trucks to zero emission models	
15 Climate change and sustainability are integrated into how we do business	Climate risk is reported through Council's Audit and Risk Committee	Climate resilience and risk are effectively measured and mitigated	
	Ad hoc assets and infrastructure are climate ready	Programmed approach for assets and infrastructure to be climate ready	
	Minimum standards for development on Council owned or operated land	All Council operations are undertaken with minimum sustainability requirements	

<sup>4</sup> REMONDIS Australia: Customer reporting for the City of Adelaide July 2023

Image: Selection of City of Adelaide Fleet vehicles – Hyundai IONIQ 5 and an SEA Hino 100% electric truck





**Priority: Reduce City of Adelaide's operational climate emission 75% from 2020 to 2030, and achieve absolute zero emissions by 2035**

City of Adelaide has been Climate Active carbon neutral certified since 2020. Our progress towards carbon neutral certification has been a 20-year journey, improving efficiencies and employing smart technology to drive down emissions.

We have measured emissions in a formal corporate inventory since 2016.

**After more than a decade of action, operational emissions have been halved to 12,152 tonnes of CO<sub>2</sub>-equivalent.**

Council operates on a 100% renewable energy contract that removed all electricity emissions and reduced the City of Adelaide's carbon footprint by 52% from 2020 to 2021.

The challenge is to electrify the remaining buildings, vehicles and plant as renewals and replacements are due.

The remaining corporate emissions footprint is comprised of:

- Gas use in buildings (25%)
- Transport choices for fleet and commuting (17%)
- Supply chain purchases, including information technology, catering, waste, building maintenance, asphalt and concrete collectively (57%).

**What has been done**

City of Adelaide purchases a mix of Australian and international carbon offsets for its emissions footprint.

We purchase from credible certification schemes as permitted under the Federal Government's Climate Active Program. Nature-based projects that provide co-benefits for biodiversity and communities, and renewable energy projects in developing countries that will hasten the global transition away from fossil fuels, are prioritised.

City of Adelaide is leading a study to investigate how carbon offsets and local benefits can be generated in South Australia, in collaboration with nearly half the councils in the state.

**Priority: Transitioning our corporate fleet to zero emissions**

City of Adelaide has made great strides in transitioning its fleet to all-electric with over half of the Council's light passenger fleet converted to electric vehicles.

In 2022, City of Adelaide purchased a 100% electric Hino truck, the first in South Australia. We will continue to monitor the market for new electric vehicles models like utilities and trucks and encourage our contractors and suppliers to explore these options when they become available.

City of Adelaide is a founding member of the South Adelaide Government Electric Vehicle Fleet Pledge Program where we have pledged to integrated electric vehicles into our fleet as cost effective and fit for purpose models become available.

Our targets for completing the transition of our operational vehicles to electric are:

Type	Total vehicles*	Status 2023	Target 2030
Utility passenger	70	0%	75%
Golf carts, shuttles, small sweepers	37	100%	100%
Medium and heavy vehicles	22	4% – pilot	50%
Light passenger vehicles	20	65%	100%
Ride on mowers	18	0%	50%
Horticulture 'gators'	13	54%	100%
Light rigid trucks	15	0%	50%

\*The total count of vehicles changes frequently, due to the renewal schedule.



**Priority: Climate change and sustainability are integrated into how we do business**

Climate change and sustainability are everyone's responsibility at the City of Adelaide and will be integrated into how we do business.

In implementing the Strategy:

- We will maintain transparent reporting of climate change impacts for our organisation and our community.
- We will purchase goods and services that are low carbon, sustainable, and incorporate recycled materials.
- We will consider climate change risk and sustainability in all capital works projects and asset renewals.
- We will plan for climate resilience through our infrastructure and asset management plans and long-term financial plan.

- We will integrate sustainability in our project and asset management frameworks.
- We will provide training and induction in City of Adelaide's climate and sustainability commitments to all new employees.
- We will advocate to our State and Federal Governments and engage with our communities.





# Delivery and Resourcing

A resource plan and monitoring approach for the Strategy is in development. Key delivery mechanisms include:

## **Climate Change Action Initiative Fund**

City of Adelaide has an established Climate Change Action Initiative Fund to drive investment in the Strategy. The Fund can be scaled up proportional to Council's priorities as determined through its annual business plan and budget processes.

## **Sustainability Incentives Scheme**

Partnerships and support to businesses and communities will be through our Sustainability Incentives Scheme which provides rebates for residents, businesses, and not-for-profit groups to make sustainable practices and technology more accessible and affordable.

## **Urban Greening**

Over the 2022/23 and 2023/24 financial years Council allocated \$1.7 million to greening to increase tree canopy cover in the City of Adelaide and the Adelaide Park Lands.

## **Asset Management & Long-term Financial Plans**

Council will progressively review its long-term Asset Management and Financial Plans to capture the costs and required service levels for improved resilience of Council's infrastructure and asset portfolio.

## **Audit and Risk Committee**

Reporting of climate risk will be through Council's Audit and Risk Committee. Progress towards the Strategy will be reported in Council's Annual Report.



# Partnerships

Engagement with the residents and businesses in the City of Adelaide is critical to becoming net zero carbon and nature positive, because much of the decision-making for change rests with them.

Partnerships are fostered to deliver multiple priority outcomes and catalyse action in the community. Our partnership and engagement approaches are for sharing knowledge; supporting early adoption of great ideas and technology; fostering business growth for climate solutions; and celebrating excellence and leadership. Established partnerships for climate responses and nature protection include:

## **Kaurna Yerta Aboriginal Corporation**

The holders of Native Title for Greater Adelaide who hold traditional knowledge and values in caring for country over tens of thousands of years, with the City of Adelaide at the heart of Kaurna Yerta (Country).

## **Carbon Neutral Adelaide Partners**

A group of more than 220 organisations launched in 2017 and facilitated by Council, who support the goal of a carbon neutral city and actively 'play their part' through sharing knowledge, collaborating and advocacy.

## **Capital City Committee**

An intergovernmental body whose primary function is to enhance and promote the development of the city of Adelaide as the capital city of the state, through projects, engagement, partnerships and investment.

## **Capital City Committee of Lord Mayors**

Operated for over 50 years, the CCCLM represents the interests of the Lord Mayors of Australia's eight capital cities and ACT Chief Minister. In 2019, the CCCLM made a commitment to work together over the long term on climate action and City of Adelaide has a formal role on the climate action working group.

## **Carbon Neutral Cities Alliance**

A collaboration of 22 leading global cities formed in 2015 working to achieve carbon neutrality in the next 10–20 years, representing the most aggressive greenhouse gas reduction targets undertaken anywhere by any city.

## **Resilient East**

A group of eight Councils under a State Government sector agreement who collaborate to tackle climate change impacts and increase adaptation at a regional scale.

## **Green Industries SA**

SA Government department that supports development of the circular economy and fosters the resource recovery and recycling sectors through funding and education.

## **Green Adelaide**

A statutory board established in July 2020 by the Government of South Australia, with a vision to create a cooler, greener, wilder and climate-resilient Adelaide that celebrates our unique culture.

## **Cooperative Research Centres and Universities**

Project partnerships have been established with the Fight Food Waste CRC to tackle food waste in restaurant districts and multi-unit dwellings and the RACE for 2030 CRC to investigate pathways to a net zero Rundle Mall.

## **Community and business groups**

Several other local groups have connections to the Adelaide Park Lands, for example through tree-planting and bush care, business activity, advocacy and recreation. These include residents' associations and precinct groups.

Community and business engagement is a dynamic practice, evolving in line with the increasing sophistication of climate responses. It can include general information campaigns, research collaborations, art and cultural activity, project working groups, seeking advice and fostering cooperation, and more.



# Strategic Alignment

## City of Adelaide

City of Adelaide endorsed a draft Strategic Plan 2024–2028 on 24 October 2024 that sets a vision:

**Our Adelaide. Bold. Aspirational. Innovative.**

This draft Integrated Climate Strategy delivers the Environment pillar of the Strategic Plan:

**Our Environment: resilient, protected and sustainable.**

It provides additional detail about how Council will deliver the following outcomes:

- Lead as a Low Carbon Emissions City
- Be a sustainable climate resilient city and embed climate resilience in all that we do.
- Be active in the promotion of the status, attributes and character of our green spaces and the Adelaide Park Lands by protecting and strengthening their integrity and value

City of Adelaide is preparing **City Plan 2036** to support growth in the city and North Adelaide. City Plan includes spatial mapping and digital tool to improve evidenced based decision making.

## State Government

The draft Strategy has been prepared with reference to key strategic documents of the Government of South Australia including:

**South Australian Economic Statement – Smart, Sustainable, Inclusive:** sets the vision of the State Government for South Australia, to be ‘an economy fit for the future, improving the wellbeing of all South Australians’. It contains three missions in response to the challenges South Australian’s face today and will face in the future; to capitalise on the global green transition, be a partner of choice in an insecure world and build South Australia’s talent.

**South Australia’s Electric Vehicle Action Plan:** in 2020, the State Government released the Electric Vehicle Action Plan, which outlines their ambition to bring forward the adoption of EVs and achieve a 50% reduction in State greenhouse gas emissions by 2030 from 2005 levels. The Action Plan includes actions to make EVs the common choice for motorists by 2030, and the default choice by 2035.

**Green Industries SA Strategic Plan 2021–2025:** this strategic plan outlines how South Australia can ensure a sustainable future while maintaining a thriving economy. Green Industries SA’s five strategic priorities will focus on: Circular products and services, Circular consumption, Circular resource recovery, Circular sectors and Circular capacity over the next five years. This strategic plan delivers a circular economy roadmap that aligns with the United Nations’ Sustainable Development Goals.







**City of Adelaide**  
25 Pirie Street  
Adelaide SA 5000

**P** 08 8203 7203

**W** [cityofadelaide.com.au](http://cityofadelaide.com.au)





# Engagement Plan

**Project Title:** Draft Integrated Climate Strategy

**Project Manager:** David Bills  
**Title:** Manager, Low Carbon and Circular Economy  
**Project Contact:** Rebecca Short, Partnerships & Engagement Advisor

Approval sign off

	Name	Signature	Date
Approver (Manager / Associate Director)			.../.../2023
Engagement Officer			.../.../2023

Version: 1.0  
Prepared by: (Project Manager or Project Initiator)  
Date: 22 November 2023  
Status: Draft

## STRATEGIC LINK

- 2024-2028 Draft Strategic Plan outcome - Lead as a low carbon city

## LEGISLATIVE REQUIREMENTS

- There is no legislative requirement to engage on the draft Integrated Climate Strategy (draft Strategy). However, the City of Adelaide has fostered an involved and engaged community and businesses who are striving for a low carbon future for the city.

## PURPOSE OF YOUR ENGAGEMENT

- To hear from community, business and other stakeholders and partners about the climate goals and priorities contained in the draft Strategy.
- To promote awareness of the draft Strategy among the community and businesses including how they take action on climate.

## ENGAGEMENT OBJECTIVE

- Inform the community of Council's strategic direction and priorities for climate action
- To identify opportunities to partner with organisations in delivery of the Integrated Climate Strategy
- Build additional subscribers to the City of Adelaide Carbon Neutral Partners network
- Seek feedback to further develop the draft Strategy, to final version.

## QUESTIONS

- Whether the community supports the overall approach
- What feedback the community has for progression to a final Integrated Climate Strategy
- How businesses and stakeholders can see themselves participating in delivery of the Integrated Climate Strategy.

## ENGAGEMENT METHODS

- Climate data and carbon emissions pathways can be complex – the engagement will focus on quality of life in the city and opportunities for business to transition and partnerships with City of Adelaide.
- Participation by an anti-climate action community in previous climate engagements – the engagement will acknowledge opposing views as necessary but clearly state Council's position on climate.
- The draft Strategy is aspirational – the engagement will acknowledge additional funding is required to deliver on the scale of action identified in the draft Strategy.

## KEY MESSAGES

- Council has a long-term commitment to ecological sustainability and responding to climate change.
- Council acknowledges that climate change is a significant threat to the wellbeing and lifestyles of community and business.
- An Integrated Climate Strategy brings together City of Adelaide's strategic approach to nature protection, water conservation, climate change mitigation through de-carbonisation, and climate resilience.

- The draft Strategy has bold targets and visions to progress to a net zero carbon city, that is resilient to climate change, it is aspirational and will require additional investment by Council.

## TIMEFRAMES

Milestone	Timing
Report to Committee	5 December 2023
Decision of Council	12 December 2023
Engagement preparation	6 weeks (to 31 January 2024)
Engagement period	6 weeks (February to March 2024)

## LEVEL OF ENGAGEMENT

Level of Engagement	Inform	Consult
<b>Goal</b>	<b>One way communication</b> to provide balanced and objective information to assist understanding about something that is going to happen or has already happened.	Two way communications designed to obtain feedback on ideas, alternatives and proposals to inform <b>our decision making</b> .
<b>Approach</b>	We will <b>share information</b> about a decision or direction.	We will <b>explore options</b> , gain feedback and an understanding of your concerns and preferences.
<b>Role of Stakeholder/ Community</b>	<b>Listen</b>	<b>Contribute</b>

## EVALUATION PLAN

The consultation will be evaluated with the following performance indicators:

- Support of participants in the process to reconsider the policy.
- Feedback about the process.
- Timeframes and budget were delivered.



## Kadaltilla Strategic Plan 2023-2028

Strategic Alignment - Environmental Leadership

Public

**Program Contact:**

Michael Sedgman, Chief  
Operating Officer Corporate  
Services

**Approving Officer:**

Clare Mockler, Chief Executive  
Officer

## EXECUTIVE SUMMARY

Following the appointment of new Council nominated Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) Board Members in early 2023, the Board requested that the Kadaltilla Strategic Plan 2020-2025 is revised to align with their new vision and priorities over the next term.

Pursuant to section 6.4.1 of its Charter, Kadaltilla is required to:

- a) *prepare a Strategic Plan, with an operational period of no less than four (4) years, linking the core business activities of the Authority to the relevant Council and State strategic, operational and organisational requirements as they relate to the Adelaide Park Lands with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period.*
- b) *consult with and receive approval from the Council prior to adopting or amending the Strategic Plan and once approved by the Council that Strategic Plan becomes the current Strategic Plan for the Authority.*
- c) *review the contents of the then current Strategic Plan annually in consultation with the Council.*

A workshop was held with Kadaltilla Board Members on 30 August 2023 to design a revised Strategic Plan dated 2023-2028. Kadaltilla endorsed the Kadaltilla Strategic Plan 2023-2028 at the Board meeting on 23 November 2023.

The purpose of this report is to seek the approval of the Kadaltilla Strategic Plan 2023-2028.

## RECOMMENDATION

### THAT COUNCIL

1. Approves the Kadaltilla / Adelaide Park Lands Authority's Strategic Plan 2023-2028 as included as Attachment A to Item 16.1 on the Agenda for the meeting of Council held on 12 December 2023.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Environmental Leadership</b> The Kadaltilla Strategic Plan addresses key actions 4.5 “ <i>Enhance biodiversity in the Park Lands and connect our community to nature</i> ” and 4.8 “ <i>Protect and conserve the heritage listed Adelaide Park Lands</i> ”.
Policy	The Strategic Plan is to be reviewed annually by Kadaltilla in consultation with the Council.
Consultation	Kadaltilla’s advice on its Strategic Plan from 23 November 2023 is tabled at the Council meeting on 12 December 2023 to fulfill the requirements to consult with and receive approval from the Council prior to adopting or amending the Strategic Plan.
Resource	Not as a result of this report
Risk / Legal / Legislative	The Strategic Plan contributes to the effective governance of Kadaltilla.
Opportunities	Not as a result of this report
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	The Strategic Plan is subject to annual review.
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 Adelaide Park Lands Authority is established under section 5(2) of the [Adelaide Park Lands Act 2005 \(SA\)](#) (the Act) as a subsidiary of the City of Adelaide to provide strategic advice to both Council and the State Government on the management of the Adelaide Park Lands.
2. As per its Charter, the Adelaide Park Lands Authority is known as the Kadaltilla / Adelaide Park Lands Authority (Kadaltilla).
3. Pursuant to section 6.4.1 of its Charter, Kadaltilla is required to:
  - a) *prepare a Strategic Plan, with an operational period of no less than four (4) years, linking the core business activities of the Authority to the relevant Council and State strategic, operational and organisational requirements as they relate to the Adelaide Park Lands with supporting financial projections setting out the estimates of revenue and expenditure as necessary for the period.*
  - b) *consult with and receive approval from the Council prior to adopting or amending the Strategic Plan and once approved by the Council that Strategic Plan becomes the current Strategic Plan for the Authority.*
  - c) *review the contents of the then current Strategic Plan annually in consultation with the Council.*
4. Following the appointment of three new Council nominated Kadaltilla Board Members, and reappointment of two Council nominated Kadaltilla Board Members, in early 2023, the Board requested that the [Kadaltilla Strategic Plan 2020-2025](#) is revised to align with their new vision and priorities over the next term.
5. A workshop was held with Kadaltilla Board Members on 30 August 2023 to design a revised Strategic Plan dated 2023-2028 (Attachment A).

## Revised Strategic Plan

6. The 2023-2028 Strategic Plan has a new date in line with the revised actions and key measures over the next six years.
7. The draft 2023-2028 Strategic Plan has been formatted to be consistent with the [City of Adelaide 2020-2024 Strategic Plan](#), the other [City of Adelaide subsidiaries](#), and in line with the other [State Government Strategic Plans](#).
8. The 'Purpose' has been expanded to include reference to the promotion of, and the economic values of, the Park Lands.
9. The 'Guiding Principles' has been expanded to strengthen engagement with the State Government.
10. The 'Governance' has been revised to ensure better alignment with the Act and engagement with the State Government.
11. The themes of the four pillars remain similar to the previous Strategic Plan. The main changes within each pillar include:
  - 11.1. The 'Cultural Value' pillar has expanded promotion of the Park Lands and removes mention of the annual Community Forum as its undertaking is already a legislative requirement.
  - 11.2. The 'Environmental Performance' pillar has been revised to encouraged promotion of ecologically sustainable initiatives and further research into the impact of climate change on the Park Lands.
  - 11.3. The 'Management and Protection' pillar advocates for the creation of more funding opportunities and seeks the assessment of the landscape value of the Adelaide Park Lands including economic, environmental and cultural significance.
  - 11.4. The "Expert Advice" pillar seeks greater advocacy in State Government projects and increases the profile of Kadaltilla.
12. The 'Data and Insights' section has been removed as data and insights should be incorporated into all reports that go to Kadaltilla.
13. The draft Kadaltilla Strategic Plan 2023-2028 was endorsed by Kadaltilla at the Board meeting on 23 November 2023.

### **Next Steps**

14. As per its Charter, Kadaltilla must consult with and receive approval from the Council prior to adopting or amending the Strategic Plan.
15. Following approval by Council, a copy of the Kadaltilla Strategic Plan 2023-2028 (Attachment A) will be submitted to the Minister for Planning.

---

## **DATA AND SUPPORTING INFORMATION**

**Link 1** - Adelaide Park Lands Act 2005 (SA)

**Link 2** - Kadaltilla Strategic Plan 2020-2025

**Link 3** – City of Adelaide 2020-2024 Strategic Plan

**Link 4** – Adelaide Central Market Authority Strategic Plan 2023-28

**Link 5** – Lot Fourteen Strategic Plan 2022-2026

---

## **ATTACHMENTS**

**Attachment A** – Kadaltilla Strategic Plan 2023-2028

---

- END OF REPORT -



# Kadaltilla

Adelaide Park Lands Authority

## 2023–2028 Strategic Plan





# Acknowledgement of Country

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) acknowledges the Kurna people as the traditional owners of the Adelaide Plains and pays respect to Elders past and present. Kadaltilla recognises and respects the cultural heritage, beliefs and relationship which the Kurna people have with the land and acknowledges that they are of continuing importance to the Kurna people living today.

Kadaltilla extends that respect to other Aboriginal Language Groups and other First Nations.

Kadaltilla is the principal advisor to both the Council and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands.

Kadaltilla is a traditional Kurna word meaning Green place/ Green lands/Parklands.



# Contents

Acknowledgement of Country .....	2
Message from the Presiding Member .....	4
Message from the Deputy Presiding Member .....	5
The Role of Kadaltilla in the Governance of the Park Lands .....	6
Our Strategy .....	8
Our Strategic Pillars .....	9
Cultural Value .....	10
Environmental Performance .....	12
Management and Protection .....	14
Expert Advice .....	16
Governance Structure .....	18
Timelines .....	18





# Message from the Presiding Member

The Kadaltilla Strategic Plan outlines a bold vision for making sure the Park Lands can live up to its promise as one of Australia’s – if not the world’s – most treasured urban areas.

The 760ha of natural area that surrounds the City of Adelaide has always served as a place of refuge and respite for our community.

While the Adelaide Park Lands has significant environmental importance as a home for native flora and fauna, their significance also extends to the positive effect on our residents’ mental health and wellbeing.

The Park Lands offer a range of experiences, from walking trails through wooded areas, to native wetlands thriving with biodiversity and bird life, countless sporting pitches and many recreation spaces.

Our population is increasing, and private open space is diminishing through infill development, so our public open space is increasingly precious.

Over the next five years, we want to maintain their cultural value and improve their sustainability – all while taking on expert advice from peak organisations to help guide us along the way.

Culturally, securing World Heritage listing for the Adelaide Park Lands is a key objective in this Strategic Plan. The Park Lands sets us apart from other capital cities. We’ll be working closely with the State Government to lodge a submission to ensure our city gets the international recognition it deserves.

Climate change is going to play a key role in shaping the future of our open space in years to come. As global warming ramps up, Adelaide is on track to become a 50-degree city with more frequent and intense hot weather patterns.

Increased tree cover, and other initiatives, don’t just help cool the environment and reduce urban heat islands. They can reduce airborne particles and improve our resident’s respiratory health.



As such, this Plan promises to regularly review tree canopy, biodiversity, and sustainability across our networks of parks to map changes and find home for improvement.

We are continuing to deliver key projects under the Adelaide Park Lands Management Strategy, including the Victoria Park/Pakapakanthi (Park 16) Master Plan. The Master Plan for this 72ha parcel includes increasing tree canopy, improved facilities, and better access for pedestrians and cyclists.

Above all, this Strategic Plan charts a shared vision to safeguard the future of Adelaide’s Park Lands as an irreplaceable natural asset that not only connects us to nature but helps to connect us with each other.

**Jane Lomax-Smith**  
Lord Mayor of Adelaide

# Message from the Deputy Presiding Member

The Park Lands are vital to Adelaide and an enviable asset of our city. Our aim is to make sure everyone in South Australia can use and enjoy the Park Lands while enhancing their unique character and cultural heritage as our population grows. Rather than seeing the parks as a boundary to the city, we view them as an integral part of what makes Adelaide a great place to live.

Our strategy focuses on objectives, initiatives and measures of success to ensure this vision is both monitored and carried out effectively. We want all South Australians to continue to experience the beauty and the many environmental, health and economic benefits that come from the Park Lands and, as such, it is imperative that the Park Lands are well utilised and their integrity preserved for future generations.

**Elinor Walker**





# The Role of Kadaltilla in the Governance of the Park Lands

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) is the principal advisor to both the City of Adelaide and the State Government on the protection, management, enhancement, and promotion of the Adelaide Park Lands.

Kadaltilla is established pursuant to section 5 of the *Adelaide Park Lands Act 2005 (SA)* and operates as a subsidiary of the City of Adelaide, pursuant to section 42 of the *Local Government Act 1999 (SA)*. Kadaltilla acts in accordance with its Charter and as set out in the *Adelaide Park Lands Act 2005 (SA)*.

The inaugural meeting of the Authority was held on 7 February 2007 and its first full financial year of operation was 2007–2008. On 11 May 2023, the Minister approved a change to Kadaltilla’s Charter so that it would be branded as the ‘Kadaltilla/Adelaide Park Lands Authority’ (Kadaltilla).

The City of Adelaide and the State Government of South Australia are committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians.

The City of Adelaide manages about 80% of the Adelaide Park Lands. The State Government manages the remaining 20% which is predominantly comprised of the educational, institutional and biomedical precinct along North Terrace, but also includes the Adelaide Botanic Gardens and Botanic Park/Tainmuntilla.

The City of Adelaide, on behalf of its communities of the City of Adelaide and the State, is committed to ensuring that Kadaltilla delivers maximum benefit for the future of Adelaide’s Park Lands as the City of Adelaide’s defining feature.



Kadaltilla was established to undertake the following Functions, as set out in the *Adelaide Park Lands Act 2005 (SA)*:

1. To undertake a key policy role with respect to the management and protection of the Adelaide Park Lands
2. To prepare, and as appropriate, to revise the Adelaide Park Lands Management Strategy in accordance with the requirements of the *Adelaide Park Lands Act 2005 (SA)*
3. To provide comments and advice on any management plan prepared by the Adelaide City Council or a State Authority under the *Adelaide Park Lands Act 2005 (SA)* or the *Local Government Act 1999 (SA)* that relates to any part of the Adelaide Park Lands; and to monitor and, as appropriate, to provide comments, advice or reports in relation to the implementation or operation of any such plan
4. To provide comments or advice in relation to the operation of any lease, licence or other form of grant of occupation of land within the Adelaide Park Lands
5. On the basis of any request or on its own initiative, to provide advice to the Adelaide City Council or to the Minister on policy, development, heritage or management issues affecting the Adelaide Park Lands
6. To promote public awareness of the importance of the Adelaide Park Lands and the need to ensure that they are managed and used responsibly
7. To ensure that the interests of South Australians are taken into account, and that community consultation processes are established, in relation to the strategic management of the Adelaide Park Lands
8. To administer the Adelaide Park Lands Fund
9. To undertake or support other activities that will protect or enhance the Adelaide Park Lands, or in any other way promote or advance the objects of the *Adelaide Park Lands Act, 2005 (SA)*





## Our Strategy

The Adelaide Park Lands are the largest inner urban park system in Australia. Nationally Heritage listed for their unique design – they are the city’s lungs, backyard, playground, meeting space and more. They are there for everyone to enjoy, enhancing physical and mental well-being, and they secure Adelaide’s place as one of the planet’s most liveable cities.

### Purpose

To be the trusted voice on the Adelaide Park Lands which actively conserves, promotes, and enhances the environmental, economic, cultural, recreational, and social importance value of the Adelaide Park Lands

### Guiding Principles

- Preserve and strengthen the integrity of the Adelaide Park Lands
- Promote the values of the Park Lands – as Adelaide’s defining feature, and an internationally unique asset
- Partner with Council and the State Government to advocate the benefits of the Adelaide Park Lands
- Advise Government at all levels on the management and usage of the Adelaide Park Lands for the benefit of all South Australian’s

### Governance

- Maximise utilisation of skills, knowledge, and enthusiasm of the Board through effective meetings that foster dialogue and the development of shared thinking
- Hold strategic workshops on major initiatives in the Adelaide Park Lands
- Provide early input into issues relating to the Park Lands to ensure Kadaltilla’s advice is timely and relevant
- Monitor the implementation of major projects arising from the Adelaide Park Lands Management Strategy
- Engage with the State Government as their key advisory Board to the Park Lands
- Scrutinise functions of the Board to ensure alignment with the *Adelaide Park Lands Act 2005*
- Advocate for the value of Kadaltilla as a proactive, accountable, independent, skills-based board that advises on Park Lands management and protection



## Our Strategic Pillars

### CULTURAL VALUE

Promote the cultural values of the Park Lands including Kaurna culture, heritage and wellbeing

### ENVIRONMENTAL PERFORMANCE

Maintain and improve climate resilience and the landscape values of the Park Lands

### MANAGEMENT AND PROTECTION

Treat the Park Lands holistically with an adaptive future focused approach

### EXPERT ADVICE

Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence



# Cultural Value

Promote the cultural values of the Park Lands including Kurna culture, heritage, and wellbeing

## APLMS Signature Projects

- Cultural Mapping

## Objectives

- 1.1 Seek Kurna cultural authority in everything we do
- 1.2 Assist with Kurna cultural mapping
- 1.3 Advocate for the featuring of the Adelaide Park Lands in relevant promotional campaigns
- 1.4 Champion the development of World Heritage listing nomination

## Initiatives

- 1.1 Partner with Kurna culture authority
- 1.2 Support Kurna Cultural mapping progress
- 1.3 Develop specialist branding and promotion of Kadaltilla and the Park Lands
- 1.4 Regularly review World Heritage listing submission progress

## Measures of Success

- 1.1 Each matter that comes before Kadaltilla considers Kurna culture
- 1.2 Kurna Cultural mapping completed and used to inform Kadaltilla considerations by 2024
- 1.3 Adelaide Park Lands featured in relevant promotional campaigns
- 1.4 State Government support for World Heritage listing submission by 2026





# Environmental Performance

Maintain and improve climate resilience and the landscape values of the Park Lands

## APLMS Signature Projects

- Karrawirra Pari Restoration
- Reimagined Rymill Park (Murlawirrapurka)
- Strategic Water Resources

## Objectives

- 2.1 Define, protect, and enhance landscape values and design qualities
- 2.2 Promote ecologically sustainable initiatives and monitor tree canopy cover, biodiversity, and environmental sustainability and design quality
- 2.3 Consider climate resilience in everything we do
- 2.4 Research the impact of climate change on the Park Lands
- 2.5 Increase the accessibility of evidence-based information
- 2.6 Improved Irrigation and Water Management across the Park Lands

## Initiatives

- 2.1 Establish performance principles for the Adelaide Park Lands
- 2.2 Regularly review tree canopy cover, biodiversity, and environmental sustainability in the Park Lands
- 2.3 Undertake a climate impact assessment of the Adelaide Park Lands
- 2.4 Develop a better understanding of environmental values and trends
- 2.5 Regular online Adelaide Park Lands updates (inclusive of events, trends, gardens and botanical features and items dealt with at Kadaltilla)
- 2.6 Investigate options for alternative recycled water sources to reduce reliance on bores

## Measures of Success

- 2.1 Landscape values of the Adelaide Park Lands have been defined, protected and enhanced
- 2.2 Ecologically sustainable initiatives promoted, and tree canopy cover, biodiversity, and environmental sustainability and design quality have been regularly reviewed
- 2.3 Deliver a climate impact assessment of the Adelaide Park Lands
- 2.4 Environmental values and trends presented to Kadaltilla
- 2.5 Customers are well informed through regular online Adelaide Park Lands updates
- 2.6 Reduction in use of bore water and increase in use of recycled water





# Management and Protection

Treat the Park Lands holistically with an adaptive future focused approach

## APLMS Signature Projects

- Victoria Park Pakapakanthi Master Plan
- Whitmore Square Ipparrityi Master Plan
- Light Square Wauwi Master Plan
- Helen Mayo Park

## Objectives

- 3.1 Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy
- 3.2 Advocate for and establish Funding Mechanisms to support delivery of the Adelaide Park Lands Management Strategy
- 3.3 Review State Government Management Plans
- 3.4 Advocate for progression of State Heritage Listing by the State Government
- 3.5 Assess the landscape value of the Adelaide Park Lands including economic, environmental and cultural significance

## Initiatives

- 3.1 Regular review of the progress of the Adelaide Park Lands Management Strategy priority projects
- 3.2 Identify funding opportunities for priority projects in the Adelaide Park Lands Management Strategy
- 3.3 Partner with the State Government to advise on management plans for areas of Adelaide Park Lands controlled by State Government
- 3.4 Continued support provided for the State Heritage listing
- 3.5 Undertake an assessment of economic, environmental and cultural significance of the Adelaide Park Lands

## Measures of Success

- 3.1 Adelaide Park Lands Management Strategy priority projects implemented
- 3.2 Funding secured for priority projects in the Adelaide Park Lands Management Strategy
- 3.3 Advice provided to the State Government for the preparation of management plans for areas of Adelaide Park Lands controlled by State Government
- 3.4 State Heritage listing progressed by the State Government
- 3.5 Board Members are well informed through regular updates





# Expert Advice

Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence

## APLMS Signature Projects

- APLMS Review and Update
- Park Lands Trail Improvement Plan
- National Heritage Management Plan

## Objectives

- 4.1 Provide advice on plans, projects, and policies for the Adelaide Park Lands
- 4.2 Engage with City of Adelaide and State Government including input into State Government initiatives
- 4.3 Review leasing and licensing and event management policies together with other relevant Park Lands use policies
- 4.4 Strengthen Kadaltilla's engagement with City of Adelaide, State Government, and adjoining Councils
- 4.5 Increase the profile of the Kadaltilla Board

## Initiatives

- 4.1 Regular review all plans, projects, and policies for the Adelaide Park Lands to ensure that have undergone review by Kadaltilla where appropriate
- 4.2 Partner with Council and the State Government to increase the accessibility of Kadaltilla
- 4.3 Create a Policies section on the Kadaltilla portal
- 4.4 Strategic stakeholder engagement on Adelaide Park Lands related matters
- 4.5 Create and maintain a social media profile detailing the business of Kadaltilla

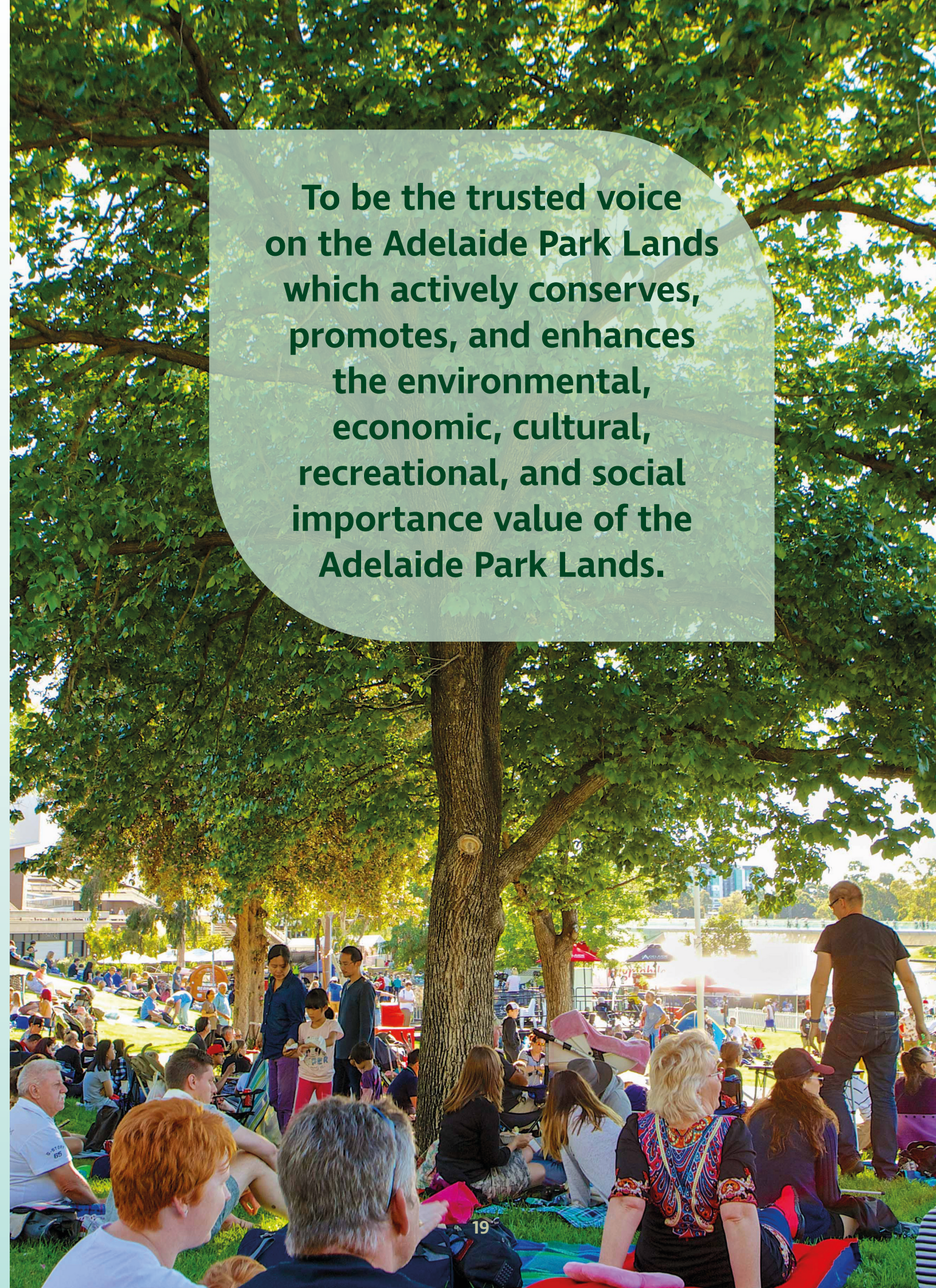
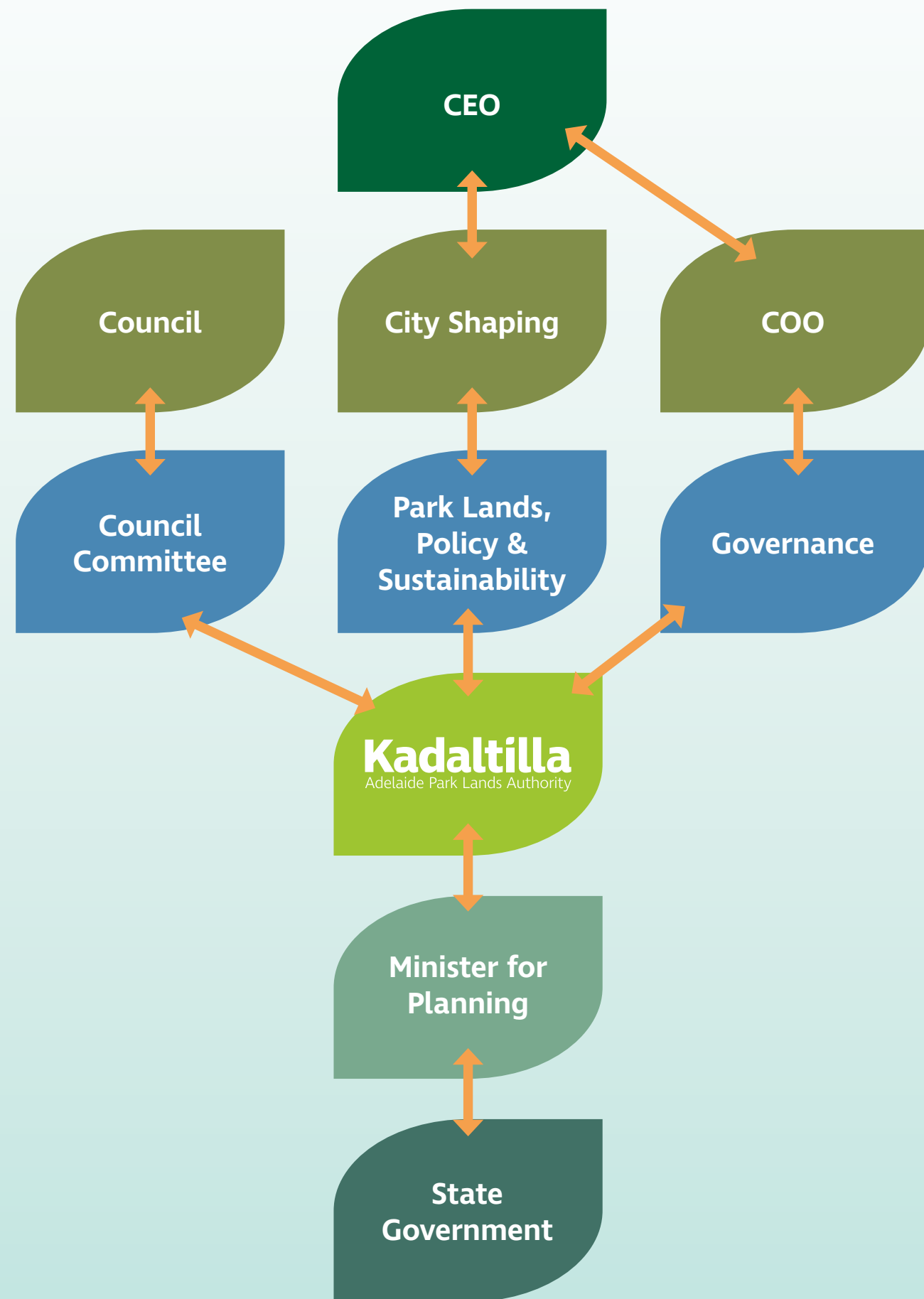
## Measures of Success

- 4.1 Advice of Kadaltilla is endorsed and adopted
- 4.2 State Government engages with Kadaltilla on State Government initiatives
- 4.3 Kadaltilla makes policy submissions on State and Local Government matters where deemed necessary
- 4.4 The City of Adelaide, State Government, and adjoining Councils actively engage with Kadaltilla
- 4.5 The public are aware of, and educated about, the business of Kadaltilla





# Governance Structure



To be the trusted voice on the Adelaide Park Lands which actively conserves, promotes, and enhances the environmental, economic, cultural, recreational, and social importance value of the Adelaide Park Lands.



Timeframes

#	Measures of Success	Timeframe
1.1	Each matter that comes before Kadaltilla considers Kurna culture	November 2024 – Ongoing
1.2	Kurna Cultural mapping completed and used to inform Kadaltilla considerations by 2024	November 2024
1.3	Adelaide Park Lands featured in relevant promotional campaigns	March 2025
1.4	State Government support for World Heritage listing submission by 2026	December 2026
2.1	Landscape values of the Adelaide Park Lands have been defined, protected, and enhanced	July 2026 – Ongoing
2.2	Ecologically sustainable initiatives promoted, and tree canopy cover, biodiversity, and environmental sustainability and design quality have been regularly reviewed	December 2024 – Ongoing
2.3	Deliver a climate impact assessment of the Adelaide Park Lands	December 2027
2.4	Environmental values and trends presented to Kadaltilla	December 2026 – Ongoing
2.5	Customers are well informed through regular online Adelaide Park Lands updates	December 2024 – Ongoing
2.6	Reduction in use of bore water and increase in use of recycled water	December 2028
3.1	Adelaide Park Lands Management Strategy priority projects implemented	December 2028
3.2	Funding secured for priority projects in the Adelaide Park Lands Management Strategy	December 2028
3.3	Advice provided to the State Government for the preparation of management plans for areas of Adelaide Park Lands controlled by State Government	July 2024 – Ongoing
3.4	State Heritage listing progressed by the State Government	December 2028
3.5	Board Members are well informed through regular updates	November 2024 – Ongoing
4.1	Advice of Kadaltilla is endorsed and adopted	December 2024 – Ongoing
4.2	State Government engages with Kadaltilla on State Government initiatives	December 2028
4.3	Kadaltilla makes policy submissions on State and Local Government matters where deemed necessary	July 2027 – Ongoing
4.4	The City of Adelaide, State Government, and adjoining Councils actively engage with Kadaltilla	November 2026 – Ongoing
4.5	The public are aware of, and educated about, the business of Kadaltilla	December 2025







# Kadaltilla

Adelaide Park Lands Authority

P (08) 8203 7203

E [kadaltilla@cityofadelaide.com.au](mailto:kadaltilla@cityofadelaide.com.au)

W [cityofadelaide.com.au/Kadaltilla](http://cityofadelaide.com.au/Kadaltilla)



## Adoption of the Behavioural Management Policy

Tuesday, 12 December 2023  
Council

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Alana Martin, Manager  
Governance

Public

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

## EXECUTIVE SUMMARY

After the 2022 Local Government Elections, the new behavioural standards commenced which replaced the previous code of conduct provisions.

It is mandatory for all councils to prepare and adopt a Behavioural Management Policy (Policy) in accordance with section 262B of the *Local Government Act 1999* (the Act).

The Policy has been drafted based on the Local Government Association model policy and steps out the process required if a complaint is received regarding Council Member Behaviour.

## RECOMMENDATION

### THAT COUNCIL

1. Adopts the Council Member Behavioural Management Policy as contained in Attachment A to Item 16.2 on the Agenda for the meeting of the Council held on 12 December 2023.
2. Approves the deletion of Chapter 3 – General Duties and Member Integrity and Behaviour from the City of Adelaide Standing Orders.
3. Appoints the Chief Executive Officer as the Behavioural Standards Panel Contact Officer.
4. Authorises the Chief Executive Officer to make any minor editorial and formatting changes as required to finalise the Council Member Behavioural Management Policy as contained in Attachment A to Item 16.2 on the Agenda for the meeting of the Council held on 12 December 2023.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	This Policy is part of the behavioural management framework set out in the Act. This Policy should be read in conjunction with the Council Member Behavioural Support Policy and the Council Member Staff Interaction Policy.
Consultation	Not as a result of this report.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Council must prepare and adopt a policy relating to the management of behaviour
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	Not as a result of this report.
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 Behavioural Management Framework (the Framework) is a key part of the recent reforms to the Local the Act.
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.
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.

### **Behavioural Standards for Council Members**

4. The Behavioural Standards for Council Members (Behavioural Standards) are standards published by the Minister, which all members are required to observe.
5. 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.
6. The Behavioural Standards include:

#### General Behaviour

- 6.1. Show commitment and discharge duties conscientiously.
- 6.2. Act in a way that generates community trust and confidence in the Council.
- 6.3. 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.
- 6.4. Act in a reasonable, just, respectful and non-discriminatory way.
- 6.5. 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.

#### Responsibilities as a member of Council

- 6.6. Comply with all applicable Council policies, codes, procedures, guidelines and resolutions.
- 6.7. Take all reasonable steps to provide accurate information to the community and the Council.
- 6.8. Take all reasonable steps to ensure that the community and the Council are not knowingly misled.
- 6.9. 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.
- 6.10. Act in a manner consistent with their roles, as defined in section 59 of the Act.
- 6.11. 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.
- 6.12. Use the processes and resources of Council appropriately and in the public interest.

#### Relationships with fellow Council Members

- 6.13. Establish and maintain relationships of respect, trust, collaboration, and cooperation with all Council Members.
- 6.14. Not bully other Council Members.
- 6.15. Not sexually harass other Council Members.

#### Relationships with council employees

- 6.16. Establish and maintain relationships of respect, trust, collaboration, and cooperation with all Council employees.
- 6.17. Not bully council employees.
- 6.18. Not sexually harass council employees.

7. The Behavioural Standards are relatively high level, rather than detailing specific behavioural instructions.
8. On the 17 October 2023, at the City Finance and Governance Committee (Committee), Council was presented with a Council Member Complaints Policy which would become the Policy once adopted. The Committee recommended to Council that:
  1. *Notes the review of the mandatory Behavioural Management Policy and requests administration to provide further advice at an upcoming City Finance and Governance Committee Meeting.*
9. To date, administration continues to work on providing further advice to the Committee.
10. Council is required to adopt a Policy following the Local Government Periodic Elections that deals with specific behavioural standards for Council Members. It is recommended that Council adopt the model Policy developed by the Local Government Association (LGA) until the Council Member Complaints Policy can be finalised.

### **Behavioural Management Policy**

11. The primary responsibility for managing instances where standards of behaviour are not met will remain with the Council. This will occur through a requirement for Council to have a 'behavioural management policy', which sets out processes and procedures for dealing with complaints about Council Member behaviour.
12. Council can determine the process that best suit the 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).
13. Section 262C of the Act also includes a range of actions that 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).
14. A complaint may be referred to the Behavioural Standards Panel in accordance with section 262Q of the Act.
15. Section 262Q states that:
 

*A complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour by a member of a council may be referred to the Panel by:*

  - *Resolution of the council; or*
  - *The principal member of the council; or*
  - *At least 3 members of the council; or*
  - *A responsible person in accordance with section 75G(5)*
16. The 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.
17. As such, the LGA's policy has previously been incorporated into Council's Standing Orders (Chapter 3, page 23).
18. By adopting a stand-alone Policy, the information contained in the Standing Orders will be deleted.

---

## **ATTACHMENTS**

### **Attachment A – Council Member Behavioural Management Policy**

---

- END OF REPORT -



# COUNCIL MEMBER BEHAVIOURAL MANAGEMENT POLICY

12 December 2023

Legislative

## PURPOSE

This Policy has been prepared and adopted pursuant to section 262B of the *Local Government Act 1999* (the Local Government Act).

This Behavioural Management Policy forms part of the Behavioural Management Framework for Council Members and sets out the approach to the management of complaints about the behaviour of Council Members. It sets out the process to be adopted where there has been an alleged breach of the Behavioural Standards for Council Members, this Behavioural Management Policy and/or any Behavioural Support Policy adopted by the Council (**the behavioural requirements**).

## 1. PRINCIPLES

Nothing in this Policy is intended to prevent council members from seeking to resolve disputes and complaints in a proactive, positive and courteous manner before they are escalated.

The following principles will apply:

- Where a council member considers there has been behaviour that is inconsistent with the **behavioural requirements**, a council member may, in appropriate circumstances, seek to respectfully and constructively raise this issue with the member concerned, without the need to lodge a complaint under this Policy;
- If a matter proceeds to a complaint, all council members will continue to comply with the procedures set out in this Policy and support the person responsible for managing the complaint;
- a consistent approach to the assessment, investigation and resolution of complaints will be adopted to facilitate timely and efficient resolution and minimisation of costs;
- Where required, Council may engage the assistance of skilled advisors and support persons in the assessment, investigation and resolution of complaints and avoid adopting an unreasonably legalistic approach.
- ongoing training and relevant resources will be provided to all council members to ensure they have the skills and knowledge necessary to perform their role in accordance with the **behavioural requirements** and the *Local Government Act 1999*.
- training and relevant support will be provided to persons with specific obligations under this Policy to facilitate the management, reporting and resolution of complaints alleging a breach of the **behavioural requirements**.

Council will manage complaints under this Policy with as little formality and

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

technicality and with as much expedition as the requirements of the matter and the Local Government Act allow and with proper consideration of the matter. Council is not bound by rules of evidence but will inform itself in the manner considered most appropriate given the nature of the complaint

---

## **2. THE COMPLAINTS MANAGEMENT PROCESS**

This Policy sets out the procedures for dealing with an allegation of a breach of the **behavioural requirements** applying to council members. These procedures do not apply to complaints about council employees or the council as a whole.

A complaint made in accordance with this Policy must be lodged within 6 months of the behaviour that is inconsistent with the **behavioural requirements** occurring. A decision may be made to accept a complaint lodged more than 6 months after the behaviour that is inconsistent with the **behavioural requirements** occurring on a case-by-case basis, at the discretion of the person responsible for managing the complaint.

Community members can lodge a complaint with the Council in accordance with this Policy but cannot lodge a complaint directly with the Behavioural Standards Panel.

### 2.1 Dispute versus Complaint

It is important to distinguish between a dispute and a complaint. A dispute is generally a difference of opinion or disagreement between two parties. It may involve a heated discussion or some other unsatisfactory exchange between parties but may not amount to conduct inconsistent with the **behavioural requirements**. Ideally disputes will be handled directly by the parties involved and will not escalate to a complaint requiring action (even informal action) under this Policy. The Lord Mayor (or another person) may play a role in facilitating a resolution to a dispute.

This Policy is intended to deal with matters where conduct is alleged to have been inconsistent with the **behavioural requirements**, rather than where members of council have differences of opinion, even when robustly put.

### 2.2 Confidentiality

Complaints made in accordance with this Policy will be managed on a confidential basis until such a time as they are required to be reported to Council in a public meeting in accordance with this Policy or are otherwise lawfully made public or disclosed.

Access to information relating to complaints and information about complaints will be limited to parties to the complaint and individuals with a responsibility within the complaint handling process or as otherwise provided for within this Policy. *(Note: there are circumstances in the Work Health and Safety Act 2012 where information must be disclosed, for example where the health and safety of an employee is at risk).*

A person who has access to information about a complaint (including the complainant and the person complained about) must not directly, or indirectly disclose to any person (including to a council member) that information except:

- For the purpose of dealing with the complaint
- Where required by law
- For the purpose of obtaining legal advice or legal representation, or medical or psychological assistance from a medical practitioner, psychologist or counsellor
- Where the disclosure is made to an external party, investigating the complaint, or mediator/conciliator engaged in accordance with this Policy
- Where the information has been made public in accordance with this Policy or this Policy otherwise authorises or requires the disclosure of the information.

This is not to be confused with formal consideration at a Council Meeting of any matter arising from application of this Policy. Items presented to Council must be assessed on a case-by-case basis in accordance with the requirements of section 90 of the *Local Government Act 1999*.

A complainant may request their identity be kept confidential from the person complained about. This does not constitute an anonymous complaint. The person responsible for managing the complaint will consider such requests on a case-by-case basis, having regard to any applicable legal requirements.

### 2.3 Stages of Action

This Policy has three distinct stages to the approach that will be taken to address complaints about the behaviour of Council Members:

- Part 1: Informal Action: Where the matter can be resolved directly between the parties.
- Part 2: Formal Action: Where the matter cannot be resolved using informal action and a formal process of consideration is required.
- Part 3: Referrals to the Behavioural Standards Panel: the circumstance under which the Mayor, the Council or other authorised person(s) will make a referral.

### 2.4 Part 1: Informal Action

Council encourages informal resolution of concerns regarding behaviour alleged to be contrary to the **behavioural requirements**. A person may therefore consider raising the matter directly with the council member concerned.

Alternatively, a person may raise their concern with the Mayor on an informal basis. If the concerns relate to or involve the Mayor the person may raise the matter with the Deputy Mayor (if appointed) or other council member appointed by the Council as the person responsible for managing complaints under this Policy.

If the Mayor or person responsible for managing the complaint considers that access to resources to support impacted parties and facilitate early resolution of the matter should be provided, the Mayor or person responsible for managing the complaint will request the CEO to facilitate access to relevant resources. The CEO will not refuse any reasonable request for resources made in accordance with

this Policy.

#### 2.4.1 Record Keeping

Where the Mayor or person responsible for managing the complaint addresses the matter through informal action, a record should be made setting out:

- Details of the complainant
- Details of the person complained about
- A summary of the matter
- A summary of actions taken in response
- Details of agreed actions (if any)

If informal action does not successfully resolve the matter, the record may be made available to an investigation process as provided for under this Policy or to the Behavioural Standards Panel.

#### 2.5 Part 2: Formal Action

This Part sets out the process for formal action in response to a complaint regarding the behaviour of council members and addresses the manner in which a complaint will be:

- Received
- Assessed
- Investigated
- Resolved
- Recorded

A complaint made under the Behavioural Management Policy must:

- be received in writing. Subject to an alternative resolution of the Council, a complaint should be marked with "Confidential Council Member Complaint" and forwarded to the relevant email or physical address as published on the Council's website.
- Provide the name of the council member who has allegedly breached the behavioural requirements, the name and contact details of the complainant, the name and contact details of the person submitting the complaint (if different to the complainant) and the name and contact details of any witnesses or other persons able to provide information about the complaint.
- Be specific (including identifying the behavioural requirements the complainant alleges have been breached)
- Provide as much supporting evidence as possible to assist an investigation, including the grounds and circumstances of the complaint (e.g. where, when, impact of the behaviour, actions taken to try to resolve the issue, relevant records or documents)
- Identify the outcome being sought
- Be lodged within six (6) months of the alleged conduct occurring on the basis that it is important to address alleged breaches of behavioural requirements in a timely manner (with discretion provided to the person responsible for



managing the complaint to allow a longer time limit to apply in particular cases. This will be assessed on a case-by-case basis).

### 2.5.1 Receipt of Complaint

This step is an administrative process undertaken by the CEO or delegate:

- Receipt
- initial acknowledgement
- record keeping; and
- allocation of the matter to the person responsible for managing the complaint.

The CEO or delegate does not undertake an assessment of the merits of the complaint.

Receipt of the complaint will be acknowledged within 2 business days or as soon as reasonably practicable and a copy of this Policy will be provided to the person making the complaint.

The complaint should be directed to the person responsible for managing the complaint in accordance with this Policy.

A complainant may withdraw their complaint at any stage.

### 2.5.2 Initial complaint assessment

An initial assessment is not an investigation or adjudication of a complaint and no findings as to the merits of the complaint will be made at this stage.

#### Step 1

The person responsible for managing the complaint will undertake an assessment of it to determine whether the content of the complaint relates to the behavioural requirements and whether the conduct occurred in the context of the council member carrying out their official functions and duties.

In undertaking the assessment, the person responsible for managing the complaint will have regard to the following matters: *(Note: The person responsible for managing the complaint will also have regard to whether the council has obligations to report the matter to either the Local Government Association Mutual Liability Scheme (LGAMLS) or the Local Government Association Workers Compensation Scheme (LGAWCS), pursuant to the Rules of those Schemes and council's agreement with those bodies.)*

- the person that is making the complaint (or on whose behalf the complaint has been made) has a sufficient interest in the matter
- the complaint is trivial, frivolous or vexatious or not made in good faith
- the complaint has been lodged with another authority
- the subject matter of the complaint has been or is already being investigated by the Council or another body
- it is unnecessary or unjustifiable for the Council to deal with the complain

- the council has dealt with the complaint adequately.

## **Step 2**

If the person responsible for managing the complaint considers the matter warrants further consideration, the person complained about should be advised that a complaint has been received and is undergoing an initial assessment in accordance with this Policy. They should be provided a summary of the matter, at a sufficient level of detail, to understand the nature of the allegations and enable them to provide a preliminary response. This may be achieved by a discussion between the person responsible for managing the complaint and the person complained about, taking into account the principles of this Policy. The person complained about may have a support person present during any discussions.

## **Action from initial assessment**

The person responsible for managing the complaint will determine what action will result from the initial assessment. A matter may proceed to formal consideration under this Policy, unless there are grounds to take one of the following actions pursuant to section 262B(2)(b):

- refusing to deal with the complaint (*note: Section 270(4a)(a)(i) of the Local Government Act 1999 precludes a review of a decision to refuse to deal with the complaint*)
- determining to take no further action
- referring to an alternative resolution mechanism or to propose training for relevant parties (e.g. facilitated discussion, provision of training, mediation, arbitration, conflict resolution, etc.)
- referring the matter to another body or agency (e.g., the Ombudsman SA or the Behavioural Standards Panel)

The outcome of the initial assessment will be advised to the complainant and person complained about in writing as far as is permitted by law.

## **Refusing to deal with the complaint/Determining to take no further action**

Where the person responsible for managing the complaint makes a decision not to proceed with formal consideration of the matter the following steps should be taken:

- The complainant must be provided written reasons explaining the decision
- the person complained about should be provided with a brief summary of the complaint and the reasons for not proceeding.
- A record of these steps and the decision not to proceed should be made.

## **Decision to refer to alternative resolution mechanism:**

The person responsible for managing the complaint may form the view that the optimal way to deal with the complaint is to implement an alternative resolution

mechanism such as facilitated discussion, mediation, arbitration, conflict resolution or training.

The person responsible for managing the complaint should discuss the use of a proposed alternative resolution mechanism with the complainant and the person complained about to determine whether there is support for this approach.

If so, the person responsible for managing the complaint should request the CEO take steps to facilitate access to appropriate internal or external support (not being for the purposes of obtaining legal advice) for parties to the complaint. The CEO will not refuse any reasonable request for resources made in accordance with this Policy.

The complainant and the person complained about should be provided written confirmation of the alternative resolution mechanism to be used for the purposes of resolving the complaint.

#### *Decision to refer to another body or agency*

Where the person responsible for managing the complaint makes a decision to refer the matter to another body or agency the person will follow any direction from that body or agency regarding what information is to be provided to the complainant and the elected member complained about regarding the referral.

#### *Decision to proceed to formal consideration:*

Where the person responsible for managing the complaint makes a decision to proceed to formal consideration the following steps should be taken:

- the person complained about should be provided with a copy of this Policy, contact details of the person responsible for managing the complaint and a summary document setting out:
  - the specific provision(s) of the **behavioural requirements** alleged to have been breached; and
  - the circumstances where this breach is alleged to have occurred.

In circumstances where the complainant has not requested their identity be kept confidential, a copy of the complaint may be provided in full.

- the complainant should be advised of the decision to proceed and the contact details of the person responsible for managing the complaint.

#### **2.5.3 Formal Consideration**

Where a decision to formally consider the complaint has been made the person responsible for managing the complaint will determine how to proceed:

- The person responsible for managing the complaint may determine that they are the appropriate person to formally consider the complaint; or
- The person responsible for managing the complaint may determine to engage a third party to formally consider the complaint, for example:

- an investigator who will report to the person responsible for managing the complaint; or
- an external service provider with skills relevant to the matter who will report to the person responsible for managing the complaint.

If the person responsible for managing the complaint determines a third party should be engaged, they will request the CEO to facilitate engagement of an appropriate service provider. The CEO will not refuse any reasonable request for resources made in accordance with this Policy.

The person responsible for managing the complaint will advise both the complainant and the person complained about that they are able to have a support person accompany them during discussions relating to the complaint.

It is the expectation of Council that both the complainant and the person complained about will cooperate with any such process to consider the complaint and, if requested, participate in meetings in a timely manner.

*Failure by the elected member complained about to comply with this requirement may be taken into account when considering the actions to be taken under section 262B(2)(e) of the Local Government Act and may constitute grounds for referral to the Behavioural Standards Panel for misbehaviour.*

Further consideration by the person responsible for managing the complaint (or the third party engaged), may (at the discretion of that person) involve:

- explore the complaint with the complainant and the person who is the subject of the complaint
- speaking with other persons who have been nominated by the parties to have observed the behaviour
- speaking directly with witnesses to the conduct complained about
- requesting the provision of information or documents relevant to the investigation, which may include access to audio or video recordings of meetings.

During the formal consideration of a matter appropriate records should be kept by the person responsible for managing the complaint.

#### 2.5.4 Report

The person responsible for managing the complaint (or the third party engaged) should ensure a report is prepared summarising the matter and setting out their findings, conclusions and recommendations. The report should set out:

- Allegations made in the complaint
- Summary of evidence to which the investigation had regard
- Findings
- Conclusions
- Recommendations

A report will generally include a recommended action for the parties to consider and/or participate in such as, but not limited to the imposition of sanctions as per the Local Government Act:



- discussions with parties to the complaint to seek agreement
- formal mediation if not already undertaken
- Conciliation
- Arbitration
- Education and further training

A copy of the draft report should be provided to the parties to the complaint who should be given a reasonable opportunity, but no more than ten business days, to make submissions in relation to the draft report. The person responsible for managing the complaint (or the third party engaged) may provide a longer period of time for lodgement of submissions to the draft report at their discretion. The person responsible for managing the complaint (or the third party engaged) should have regard to any submissions made in preparing a final report.

#### Outcome – No breach found

Where the finding is that no breach of the behavioural requirements has occurred a final report should be prepared by the person responsible for managing the complaint (or third party engaged) and provided to the complainant and the person complained about.

The complaint will remain confidential in accordance with the requirements of this Policy, except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled (*Note: that the complainants identity may need to be redacted*) at the next practicable Council meeting. If no such request is received, no further action will be taken.

#### Outcome – agreed actions (breach found)

Where the finding is that a breach of the behavioural requirements has occurred and the complainant and the person complained about (*Note: Where the conduct complained about is not raised by the person directly affected by the conduct it will usually be appropriate to discuss the proposed resolution with that person prior to finalising agreement. This is intended to apply in a circumstance where the 'victim' is not the complainant to provide them a reasonable opportunity to have input into the resolution*) agree to a path for resolution, that agreement will be documented including matters such as:

- actions to be undertake
- responsibility for completing actions
- timeframes for completion of actions
- what will occur if there is a repeat of the behaviours complained about
- monitoring arrangements for completion of actions
- what will occur if the actions aren't completed
- confirmation that the matter is considered resolved

The agreement reached will be made in writing, including a commitment by parties to the complaint to abide by the agreement (which may be by electronic means). A copy of the agreement will be retained by each party and a copy held in Council records.

The complaint will remain confidential in accordance with the requirements of this Policy except at the request of the person complained about. If such a request is made, a copy of the final report will be tabled (*Note: that the complainants identity may need to be redacted*) at the next practicable Council meeting.. The matter must be reported in the Council's Annual Report which must contain the information required by the regulations (*Schedule 4(1)(d), Local Government Act 1999*).

#### ***Outcome – no agreed action (breach found)***

Where the finding is that a breach of the behavioural requirements has occurred and the parties to the complaint have failed to reach agreement as to the resolution of the matter a final report should be presented to Council for determination. The person responsible for managing the complaint should request the CEO to include the final report in the Council Agenda as soon as practicable.

#### **2.5.5 Actions of Council**

Where the parties are not able to agree on an approach to resolve the matter, the matter will be provided to Council for determine the actions to be taken which may include:

- taking no further action
- passing a censure motion in respect of the member;
- requiring the member to issue a public apology (in a manner determined by the Council)
- requiring the member to undertake a specified course of training or instruction;
- removal or suspension from one or more offices held in the member's capacity as a member of the Council or by virtue of being a member of the Council – but not the office of Member of the Council;

If Council determines to take action, a report on the matter must be considered at a meeting open to the public (*Section 262C(2), Local Government Act 1999*).

Where Council determines to take no further action, the complainant will be advised of this along with reasons, which may include:

- a) the ground that, having regard to all the circumstances of the case, it is unnecessary or unjustifiable for the council to deal with or continue to deal with the complaint;
- b) the ground that the subject matter of the complaint has been or is already being investigated, whether by the council or another person or body; or
- c) the ground that the council has dealt with the complaint adequately.

In making a determination under section 262C(1) Council should be reasonably prescriptive about the manner and time periods in which the action must be completed. Section 262E defines a failure to comply with a requirement of the council under 262C(1) as 'misbehaviour' which may result in a referral to the Behavioural Standards Panel.

The matter must be reported in the Council's Annual Report which must contain the information required by the regulations ([Schedule 4\(1\)\(d\), Local Government Act 1999](#)).

#### 4.6. Behavioural Standards Panel

The Behavioural Standards Panel is an independent statutory authority consisting of three members and has powers to impose sanctions on council members who breach the **behavioural requirements**.

In accordance with section 262Q of the *Local Government Act 1999* a complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour may be made to the Panel by certain persons as set out below. The Panel's jurisdiction arises in the circumstances set out below:

<b>Legislative Definition</b>	<b>Plain language explanation</b>
<p><b><i>misbehaviour</i></b> means—</p> <ul style="list-style-type: none"> <li>a) a failure by a member of a council to comply with a requirement of the council under section 262C(1); or</li> <li>b) a failure by a member of a council to comply with a provision of, or a requirement under, the council's behavioural management policy; or</li> <li>c) a failure by a member of a council to comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1;</li> </ul>	<p>Misbehaviour means:</p> <ul style="list-style-type: none"> <li>a) a council member fails to take the action required by council; or</li> <li>b) a council member fails to comply with this policy; or</li> <li>c) a council member fails to comply with an agreement reached pursuant to this policy</li> </ul>
<p><b><i>repeated misbehaviour</i></b> means a second or subsequent failure by a member of a council to comply with Chapter 5 Part 4 Division 2;</p>	<p>A second or subsequent breach of the <b><i>behavioural requirements</i></b></p>
<p><b><i>serious misbehaviour</i></b> means a failure by a member of a council to comply with section 75G.</p>	<p>A breach of health and safety duties (including sexual harassment) as set out in section 75G of the <i>Local Government Act 1999</i></p>

A complaint alleging misbehaviour, repeated misbehaviour or serious misbehaviour by a member of council may be referred to the Panel by ([Section 262Q, Local Government Act 1999](#)):

- A resolution of the council;
- the Mayor; or

- at least 3 members of the council
- Responsible person under 75G – direction not to attend meeting.

#### **Behavioural Standards Panel Contact Officer**

Council must appoint a person as the contact officer for matters referred to the Behavioural Standards Panel. The contact officer is responsible for the provision of information to and receipt of notice from the Behavioural Standards Panel.

---

## **5. RESPONSIBILITIES**

The Mayor, Deputy Mayor (if appointed) or other council member appointed by the council as the person responsible for managing complaints is responsible under this Policy to:

- Perform the tasks bestowed upon the person responsible for dealing with a complaint pursuant to this Policy
- In consultation with the CEO, facilitate access to resources to support impacted parties and resolve the concerns raised in a timely manner prior to the matter becoming serious, or escalating to a formal complaint.
- In consultation with the CEO, engage external resources to assist with investigation and resolution of matters.

The CEO (or delegate) is responsible under this Policy to:

- manage the administrative receipt, acknowledgement, record keeping and allocation of a complaint lodged in accordance with this Policy
- facilitate access to external resources to support the resolution of complaints lodged in accordance with this Policy.

The Behavioural Standards Panel Contact Officer (appointed by the council) is responsible under this Policy to:

- comply with any lawful request of the Panel for information related to a matter under consideration.
- Receive and respond to notices relating to matters under consideration by the Panel.

Where the Behavioural Standards Panel Contact Officer is not the CEO, the Contact Officer should keep the CEO informed of the status of matters under consideration by the Panel.

---

## **6. RELATED LEGISLATION**

*Independent Commission Against Corruption Act 2012*

*Local Government Act 1999*

*Ombudsman Act 1972*

*Public Interest Disclosure Act 2018*



## 7. GLOSSARY

***Behavioural Management Framework*** – comprises four components:

- The legislative framework within which all council members must operate;
- The Behavioural Standards for Council Members, determined by the Minister for Local Government, which apply to all council members in South Australia;
- The mandatory Behavioural Management Policy (this document) relating to the management of behaviour of council members and adopted pursuant to section 262B of the *Local Government Act*;
- Optional Behavioural Support Policy (or policies) designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the Local Government Act.

***behavioural requirements*** – in this document refers collectively and individually to the Behavioural Standards for Council Members, the Behavioural Management Policy and any Behavioural Support Policies adopted by the Council.

***Behavioural Standards for Council Members*** – established by the Minister for Local Government, and published as a notice in the SA Government Gazette, specifying standards of behaviour to be observed by members of councils; and providing for any other matter relating to behaviour of members of councils.

***frivolous*** – includes without limitation, a matter of little weight or importance, or lacking in seriousness.

***misbehaviour*** – is defined in section 262E of the Local Government Act 1999 as:

- a) A failure by a member of a council to comply with a requirement of the council under section 262C(1); or
- b) A failure by a member of a council to comply with a provision of, or a requirement under, the council's behavioural management policy; or
- c) A failure by a member of a council to comply with an agreement reached following mediation, conciliation, arbitration or other dispute or conflict resolution conducted in relation to a complaint under Division 1

***person responsible for managing the complaint*** means, subject to any resolution of the Council to the contrary –

1. the Mayor;
2. if the complaint relates to or involves the Mayor, the Deputy Mayor;
3. if the complaint relates to or involves the Mayor and Deputy Mayor, another council member appointed by Council.

***repeated misbehaviour*** – is defined in section 262E of the Local Government Act 1999 as a second or subsequent failure by a member of a council to comply with Chapter 5 Part 4 Division 2 (Ch 5-Members of council, Pt 4-Member integrity and behaviour, Div 2-Member behaviour)

***serious misbehaviour*** – is defined in section 262E of the Local Government Act 1999 as a failure by a member of a council to comply with section 75G (Health and safety duties)

***trivial*** – includes without limitation, a matter of little worth or importance; that is trifling; or insignificant.

***vexatious*** – includes a matter raised without reasonable grounds or for the predominate purpose of causing annoyance, delay or detriment, or achieve another wrongful purpose

---

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

### **Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2018/9000 (example)	Council	12/12/23	

### **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

## Q3 Forward Procurement Report

Tuesday, 12 December 2023  
Council

Strategic Alignment - Enabling Priorities

**Program Contact:**  
Anthony Spartalis - Manager  
Finance & Procurement

Public

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

## EXECUTIVE SUMMARY

In accordance with Council's Procurement Policy and Operating Guidelines, a Forward Procurement Report is presented to Council every quarter outlining significant planned procurement activities for the next quarter.

Significant procurements are defined as those with procurement expenditure estimated to be equal to or above \$2 million, excluding GST.

This report covers Quarter 3 of the 2023/2024 financial year.

All of the procurement budgets and projects were previously approved by Council and no additional decision is sought. The report is provided for information purposes only.

## RECOMMENDATION

### THAT COUNCIL:

1. Notes the Procurements set out in Attachment A to Item 16.3 on the Agenda for the meeting of Council held on 12 December 2023, which will be released to the market during Quarter 3 of the 2023/2024 financial year.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	Strategic Alignment – Enabling Priorities
Policy	This report is prepared in accordance with the requirements of Council's Procurement Policy. Council's current delegations for procurement are outlined in the Procurement Policy and Procurement and Contract Approvals Operating Guideline.
Consultation	Programs were consulted with respect to significant procurement activity that is anticipated to occur in the first quarter of the 2023/24 financial year.
Resource	Not as a result of this report
Risk / Legal / Legislative	Section 49 of the <i>Local Government Act 1999 (SA)</i> outlines the principles that Council will apply to procurement.
Opportunities	Not as a result of this report
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 purpose of the Quarterly Forward Procurement Report is to provide further information and visibility to Council on major procurement and contracting activity.
2. The following is an extract from the Procurement Policy, adopted by Council on 14 December 2021:  
*“The Council will have regard to the following measures in ensuring probity, accountability and transparency”*
  - Council Members will be provided with a quarterly forward procurement plan for consideration, detailing tenders and subsequent contracts that have an estimated value of over \$2,000,000 (ex GST) or that are high risk and will require Council Member approval;
  - Council Members will be requested to approve the award of all contracts that exceed \$2,000,000 (ex GST).”
3. As such, a Quarterly Forward Procurement Report is provided to Council each quarter outlining planned procurement activities with an estimated spend over \$2,000,000.
4. This report covers Quarter 3 of the 2023/2024 financial year.
5. The Procurements listed in **Attachment A** of this report will be released to the market during Quarter 3 of the 2023/2024 financial year.
6. The Procurement Policy ([Link 1 view here](#)) requires the provision of a forward procurement plan for expected expenditure over \$150,000 be made publicly available on the City of Adelaide website. This report is prepared at the start of the financial year and represents an estimate of procurements based on the approved business plan and budget and upcoming expiring contracts. This is also available on the website.
7. All of the procurement budgets and projects were previously approved by Council and no additional decision is sought. This report is provided for information purposes only.

---

## DATA AND SUPPORTING INFORMATION

**Link 1** – [Procurement Policy](#)

---

## ATTACHMENTS

**Attachment A** – Quarter 3 2023/2024 Forward Procurement Report

---

- END OF REPORT -

# ATTACHMENT A

## Quarter 3 2023/24 Forward Procurement Report

Program	Description	Proposed Procurement Approach	Anticipated Total Procurement Value	Expected Qtr at Market	Comments
AEDA	Experience Adelaide Centre Stage 2	Open Tender	\$3.4m (\$600k 23/24 & \$2.8m 24/25)	Deferred to Q3 23/24 from Q2 23/24	A workshop with Council Members is planned for February 2024 with procurement process anticipated to occur in March 2024
City Services	Gas & Bulk Fuel Supply	State Government Panel	\$8.4m (\$1.2m est. annually for 7 yrs)	Deferred to Q3 23/24 from Q2 23/24	Supply of gas and bulk fuel for City of Adelaide operational needs. Previous SAG Panel contract was for 7 years

## Appointment of Council Members to the Council Assessment Panel

Tuesday, 12 December 2023  
Council

Strategic Alignment - Thriving Communities

**Program Contact:**  
Alana Martin, Manager  
Governance

Public

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

### EXECUTIVE SUMMARY

The City of Adelaide Council Assessment Panel (CAP) was established in October 2017 in accordance with the *Planning, Development and Infrastructure Act 2016 (SA)* (PDI Act). Section 83 of the Act stipulates membership of the CAP must be no more than five members, one of which may be a member of Council.

This report seeks a Council decision to appoint a Council Member and a Deputy Council Member to the CAP under the PDI Act as the current appointment concludes on 31 December 2023.

### RECOMMENDATION

#### THAT COUNCIL

1. Approves the appointment of a Council Member to the City of Adelaide Council Assessment Panel until 31 December 2024.
2. Approves the appointment of a deputy Council Member to the City of Adelaide Council Assessment Panel until 31 December 2024.
3. Councillor \_\_\_\_\_ be appointed as a member of the Council Assessment Panel commencing from 1 January 2024 and expiring on 31 December 2024.
4. Councillor \_\_\_\_\_ be appointed as a deputy member of the Council Assessment Panel commencing from 1 January 2024 and expiring on 31 December 2024.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2020-2024 Strategic Plan	<b>Strategic Alignment – Enabling Priorities</b> The CAP undertakes development assessment which is integral in assisting the growth of the city's population and to ensure the city is designed and developed so it is safe and enjoyable for all.
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	The formation and structure of the CAP is set out in section 83 of the <i>Planning, Development and Infrastructure Act 2016</i> . The recommendation of the report is in accordance with these provisions.  If a Council Member is nominated for the position, and upon subsequent acceptance of the nomination by this Member, this Council Member will have to declare a material conflict of interest and vacate the Chamber before the matter is being discussed and voted on. This is required as the Member would receive remuneration in the form of sitting fees depending on the outcome of the consideration of the matter.
Opportunities	Not as a result of this report
23/24 Budget Allocation	General Operating – Sitting Fees – Council Member receives \$550 per meeting attended.
Proposed 24/25 Budget Allocation	General Operating – Sitting Fees – Council Member receives \$550 per meeting attended. The sitting fees receive budget allocation.
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 first City of Adelaide CAP was established in October 2017. The Panel's role is to determine development applications assigned to the CAP via delegation.
2. Section 83 of the PDI Act stipulates the membership of the CAP. The Act allows up to one Council Member to sit on the CAP. While this is not mandated and Council may elect not to appoint a Council Member to serve, one has traditionally been appointed.
3. In addition to a Council Member, Council determined in December 2022 to appoint a Deputy Council Member. The purpose of a Deputy Member is to substitute for another member when they are absent. This ensures meetings are not cancelled due to a lack of quorum.
4. At its meeting on 13 December 2022, Council appointed the Deputy Lord Mayor, Councillor Martin to be the Council Member and Councillor Noon to be the Deputy Council Member on the CAP to 31 December 2023.
5. Following the Deputy Lord Mayor, Councillor Martin's resignation as a CAP Member, Council appointed Councillor Snape to fill the vacancy until 31 December 2023.

## Appointment of Council Members

6. This report seeks a Council decision to appoint a Council Member and a Deputy Council Member to the CAP under the PDI Act until 31 December 2024.
7. A confidential report to facilitate the appointment of Independent Members to the CAP is listed on the Agenda for this Council meeting.
8. Independent Members on the CAP are required to be accredited as Planning Level 2 'Accredited Professionals'. This requires meeting criteria set out in the PDI Act; however, this does not apply to a Council Member sitting on the CAP.
9. The PDI Act requires Council to be satisfied the Council Member nominated is appropriately qualified to act as a member of the CAP, based on the person's experience in Local Government.
10. All members of the CAP need to adhere to the Assessment Panel Members – Code of Conduct (Link 1 view [here](#)). This requires, for example, that the Council Member on CAP will not discuss development proposals or future development proposals with applicants or representors that are likely to be heard by the panel. This is further expanded upon in the Plan SA Fact Sheet 'Elected Members on Assessment Panels' (Link 2 view [here](#)).
11. There are no changes proposed to the CAP Terms of Reference (Link 3 view [here](#)) or CAP Meeting Procedures (Link 4 view [here](#)).
12. Pursuant to Part 4.2 of the Code of Practice for Meeting Procedures:
  - *The Presiding Member is to call for all nominations to appoint members.*
  - *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.*
  - *All present indicate which member(s) they wish to vote for via their ballot, and a senior officer conducts the count.*
  - *The Member with the most votes will be declared the winner.*
  - *The Chief Executive Officer confirms the count and reports the numbers to the Presiding Member.*
  - *In the case of a tied ballot, members are to cast a vote for their preferred candidate from 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.*
  - *The name of the candidate/s withdrawn are excluded from the ballot.*
  - *The Presiding Member then announces the successful candidate.*
  - *The meeting makes the appointment by resolution.*
13. Given the receipt of a pecuniary benefit, the Council Member nominated for appointment to the CAP will be required to declare a material conflict of interest in the appointment and leave the Chamber in accordance with the Conflict of Interest provisions of the *Local Government Act 1999 (SA)*.

## Remuneration

14. CAP members are paid a sitting fee of \$550 per meeting. This fee is intended to remunerate the members for time spent reviewing agenda documents, attendance at meetings and undertaking site inspections in preparation for each item on the agenda.

---

## DATA AND SUPPORTING INFORMATION

**Link 1** – Plan SA Code of Conduct ‘Assessment Panel Members – Code of Conduct’

**Link 2** – Plan SA Fact Sheet ‘Elected Members on Assessment Panels’

**Link 3** – CAP Terms of Reference

**Link 4** – Meeting Procedures for CAP term 2022/2023

---

## ATTACHMENTS

Nil

---

- END OF REPORT -

## Councillor Noon - MoN - Artwork

Tuesday, 12 December 2023  
**Council**

**Council Member**  
Councillor Carmel Noon

Public

**Contact Officer:**  
Ilia Houridis - Director City Shaping

## MOTION ON NOTICE

**Councillor Carmel Noon will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

'That Council:

1. Request Council staff work with the Festival Centre Trust and Foundation to progress the manufacture and installation of an artwork to commemorate the long standing relationship of the late Barry Humphries with Her Majesty's Theatre, the City of Adelaide and multiple significant heritage conservation projects in Adelaide and South Australia.
2. Request a report be returned to Council by the end of May 2024 outlining a project plan, final design and potential for funding between the City of Adelaide and the Foundation.'

---

## ADMINISTRATION COMMENT

1. The management of proposals, development and delivery of memorials by external parties is administered through the City of Adelaide's Operating Guidelines, and fact sheet relevant to this process.
2. If the motion is supported, Administration will work with the Adelaide Festival Centre Trust and Foundation to guide the development of their major memorial submission to Council, to establish a memorial commemorating Mr John Barry Humphries, AO CBE (17 February 1934 to 22 April 2023) in the City of Adelaide, which would outline the:
  - 2.1. Scope of the Memorial - overview of the proposal and budget.
  - 2.2. Concept - outline the nature and intent of the memorial, including a concept statement, dimensions and indicative image/s of the concept.
  - 2.3. Location Rationale - Nomination of three proposed locations, in preference order, and the reasons that these locations are preferred.
  - 2.4. Community Support - All memorial applications will need to be based on a community need, with demonstration that they are highly valued by a particular community and generally supported by the broader community.
  - 2.5. Cost - outline of the estimated total budget for the project and confirmation that the donor commits to fully fund the development, delivery, and ongoing maintenance of the major memorial.
3. As part of the process, Administration will seek advice from the following groups:
  - 3.1. Public Art Round Table on the artistic merit and cultural considerations.
  - 3.2. City of Adelaide experts on logistics and organisational strategic alignment.

### Background

4. The subject, Mr Barry Humphries was an Australian comedian, actor, artist, author and satirist.

- 4.1. Born in Victoria, he passed away in Sydney, and will be honoured with a State Memorial Service at the Sydney Opera House on 15 December 2023.
- 4.2. He was best known for writing and playing his stage and television characters Dame Edna Everage and Sir Les Patterson which brought him international recognition and appeared in numerous stage productions, films, and television shows.
- 4.3. Mr Humphries had a long association with Adelaide Festival Centre and a special relationship with Her Majesty's Theatre dating starting in 1953 and he presented eleven shows at the venue over the years. He debuted his character Edna Everage at 'Her Maj' in 1965 and Dame Edna Everage is recognised as part of the Walk of Fame at the Adelaide Festival Centre.
- 4.4. He was a patron of Her Majesty's Theatre's recent and very successful redevelopment fund and championed other heritage conservation and redevelopment projects in Adelaide and South Australia, including the preservation of Queens Theatre, one of the oldest surviving buildings in Adelaide and the oldest theatre on the mainland.
5. To progress major memorials there are two approaches that Council can consider, these are Donation and Commissioning.

#### **Donation of Memorial by Adelaide Festival Centre Trust and Foundation**

6. The City of Adelaide may accept proposals or gifts, donations, or loans of public art that align with the statements of intent, goals and deliverables outlined in the Public Art Action Plan.
7. A Council decision will need to be sought following receipt of a preliminary report seeking support for the memorial to progress.
8. If approved, the Adelaide Festival Centre Trust and Foundation (donor) will be advised of Council's decision and invited to further detail and fully scope their major memorial submission to meet Council standards and feedback.
9. Once completed, a Council decision will subsequently be sought in response to this final submission. This report will seek Council's in-principal agreement that a memorial should be developed for a stated purpose in the city at one of three proposed and possible locations with nomination of the locations in preference order.

#### **Commissioning of Memorial by Council**

10. Council manages proposals for memorials by external parties. It does not through its existing administrative framework commission memorials however, Council can exercise its discretion to support the commission of a commemorative artwork of Mr Humphries through a decision of Council.
  - 10.1. An indicative budget for the commission of a new significant artwork such as life size figurative bronze statue is in the range of \$200,000 to \$300,000, which includes; artist's fees, expert labour, materials, engineering, casting, plinth, footings, excavation, installation, remediation plaques and future maintenance as such a work would have an expected enduring life span of up to and beyond 50+ years.
  - 10.2. If Council were to financially support the commission, this would need to be considered as part of the 2024/25 Annual Business Plan and Budget processes, or through future quarterly budget review processes.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	The City of Adelaide Memorials Operating Guidelines require that a proposal for a memorial to Council includes evidence of community support.  Any proposed artwork outcome would need engagement with the Public Art Round Table and experts across Council at a minimum and depending on the proposed subject and location.
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	City of Adelaide is working with numerous stakeholders regarding requests for delivery of memorials (small and large). Delivery of a



	memorial artwork would need to be negotiated with City of Adelaide's Infrastructure Delivery team, supported by a project team comprising members across Creative City, Technical Design and Asset Management teams.
Budget reallocation	Not applicable, at this stage.
Capital investment	<p>Not applicable, at this stage.</p> <p>As part of future Business Plan and Budget processes, a future capital investment of \$50,000 to \$75,000 is estimated for installation of the memorial dependant on location and amenity. Annual ongoing maintenance costs would need to be considered as part of the investigations, for a minimum period of 15 years.</p> <p>However further capital funding may be required if Council supports the broader commissioning and fabrication of the artwork. Similar major memorials and artworks have cost between \$200,000 and \$300,000 incorporating concept design, detailed design phases, technical documentation, artist fees, fabrication, installation, unveiling and future maintenance.</p>
Staff time in preparing the workshop / report requested in the motion	Estimated at a minimum of 90 hours for consultation with external parties including the Adelaide Festival Centre Trust and Foundation, City of Adelaide teams planning, commission of a concept design, community engagement, engagement with Public Art Round Table, report preparations for Kadaltilla, Committee and Council.
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 5.5 hours.

---

- END OF REPORT -

## Councillor Giles - MoN - Airbnb and short-term rental market

Tuesday, 12 December 2023  
Council

**Council Member**  
Councillor Janet Giles

Public

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

## MOTION ON NOTICE

**Councillor Janet Giles will move a motion and seek a seconder for the matter shown below to facilitate consideration by the Council:**

### THAT COUNCIL:

1. In line with the aim of council's housing policy to increase the supply and affordability of rental properties in the city and North Adelaide, requests administration research and provide information to Council about the short-term rental market in Adelaide and North Adelaide and its impact on housing supply and rental affordability.

This research to include:

- the number and vacancy rates of these properties
- current council rating policy for these properties,
- the average nightly rate and annual income of these properties,
- the average number of properties per owner,
- the impact of the short-term rental market on the hotel sector and visitor economy
- examples of how other capital cities in Australia and elsewhere manage/ regulate this market

This research be provided in time for consideration as part of the 24/25 council budget.

---

## ADMINISTRATION COMMENT

1. A CEO Briefing - Rating Review Discussion (12 December 2023), which forms part of the 2024/25 Annual Business Plan and Budget (ABP&B) roadmap, provided available rating-related options to explore for incorporation into the 2024/25 ABP&B.
2. One of these options was to consider Council's approach to rating short-stay accommodation. Some of the initial research and work already undertaken addresses, at a high level, most of the points raised by the motion. This includes identifying potential providers of the information required.
3. It should be noted that some of the information required may not be available (for example, private information identifying owners) and this will be addressed through the ABP&B process.
4. Administration has been exploring the various mechanisms available through the *Local Government Act 1999* (SA) to facilitate optimally rating such properties to achieve desired outcomes in relation to housing, balanced with economic development.

Should the motion be carried, the following implications of this motion should be considered. Note any costs provided are estimates only – no quotes or prices have been obtained:	
Public consultation	Not applicable
External consultant advice	Not applicable
Legal advice / litigation (eg contract breach)	Not applicable
Impacts on existing projects	Not applicable
Budget reallocation	Not applicable
Capital investment	Not applicable
Staff time in preparing the workshop / report requested in the motion	Not applicable
Other	Not applicable
Staff time in receiving and preparing this administration comment	To prepare this administration comment in response to the motion on notice took approximately 5.5 hours.

---

- END OF REPORT -

## Exclusion of the Public

Tuesday, 12 December 2023

Council

**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 Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Executive Officer that the public be excluded from this Council meeting for the consideration of information and matters contained in the Agenda.

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

- 24.1** Hilton Leasing Matter [section 90(3) (b) and (d) of the Act]
- 24.2** Appointment of Adelaide Economic Development Agency Board Members [section 90(3) (a) of the Act]
- 24.3** Appointment of Independent Council Assessment Panel Members [section 90(3) (a) of the Act]
- 24.4** Citizen of the Year Awards [section 90(3) (o) of the Act]
- 24.5** Capital City Committee Update [section 90(3) (j) and (g) of the Act]

The Order to Exclude for Item 24.1, 24.2, 24.3, 24.4 and 24.5:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

---

## ORDER TO EXCLUDE FOR ITEM 24.1

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (b) and (d) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 12 December 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 24.1 [Hilton Leasing Matter] 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 contains certain information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to confer a commercial advantage on a person with whom the council is conducting business, prejudice the commercial position of the council and prejudice the commercial position of the person who supplied the information and confer a commercial advantage to a third party.

More specifically, the disclosure of certain information in this report could reasonably prejudice the commercial position of the council including its future commercial dealings given that it contains financial information and further direction with regard to Council's land holding.

### Public Interest

The Council is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances given that the information in this report, including certain financial information and further direction, may prejudice its future commercial dealings within regard to its land holding. On this basis, the disclosure of such information may severely prejudice the City of Adelaide Council's ability to influence the proposal for the benefit of the City of Adelaide Council and the community in this matter.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 12 December 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 24.1 [Hilton Leasing Matter] 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) and (d) of the Act.

## ORDER TO EXCLUDE FOR ITEM 24.2

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (a) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 12 December 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 24.2 [Appointment of Adelaide Economic Development Agency Board Members] 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 contains confidential information that must be considered in confidence in order to protect the personal affairs of the nominee.

Public discussion and disclosure of information in this report prior to a resolution being determined by Council may potentially implicate the nominee's reputation in the business community.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 12 December 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 24.2 [Appointment of Adelaide Economic Development Agency Board Members] 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) (a) of the Act.

## ORDER TO EXCLUDE FOR ITEM 24.3

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (a) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 12 December 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 24.3 [Appointment of Independent Council Assessment Panel Members] 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 confidential as the expressions of interest contain personal information, the disclosure of which could represent an unreasonable disclosure of personal affairs.

The Council is satisfied the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information would unduly impact applicants who have expressed an interest to join the Council Assessment Panel in confidence.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 12 December 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 24.3 [Appointment of Independent Council Assessment Panel Members] 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) (a) of the Act.

## ORDER TO EXCLUDE FOR ITEM 24.4

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (o) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 12 December 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 24.4 [Citizen of the Year Awards] 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 confidential as it contains information relating to recommend award recipients prior to the presentation of the awards at the Australia Day Citizenship Ceremony scheduled for Thursday, 25 January 2024.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 12 December 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 24.4 [Citizen of the Year Awards] 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) (o) of the Act.

## ORDER TO EXCLUDE FOR ITEM 24.5

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (j) and (g) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the Council dated 12 December 2023 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 24.5 [Capital City Committee Update] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

#### Grounds and Basis

The disclosure of information in this report would breach 'Cabinet in confidence' information presented to the Capital City Committee (CCC) established under the *City of Adelaide Act 1998* which has provided for a State/Capital City inter-governmental forum (the CCC) to operate and the associated duty of confidence and duty as a member of the inter-governmental forum.

#### Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information would divulge information provided on a confidential basis, and would be acting contrary to the CCC operational provisions, and could undermine the CCC operations and prejudice the position of the State Government and/or Council in relation to current/future proposals prior to State Government and/or City of Adelaide evaluation and deliberation.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Council dated 12 December 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 24.5 [Capital City Committee Update] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (j) and (g) of the Act.

## 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 reports are submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 24.1 – Hilton Leasing Matter
    - 6.1.1 Is subject to Existing Confidentiality Orders dated 3/10/2023, 7/11/2023 and 14/11/2023.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (b) and (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;
  - 6.2 Information contained in Item 24.2 – Appointment of Adelaide Economic Development Agency Board Members
    - 6.2.1 Is not subject to an Existing Confidentiality Order
    - 6.2.2 The grounds utilised to request consideration in confidence is section 90(3) (a) of the Act
      - (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
  - 6.3 Information contained in Item 24.3 – Appointment of Independent Council Assessment Panel Members
    - 6.3.1 Is not subject to an Existing Confidentiality Order
    - 6.3.2 The grounds utilised to request consideration in confidence is section 90(3) (a) of the Act

- (a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
- 6.4 Information contained in Item 24.4 – Citizen of the Year Awards
  - 6.4.1 Is not subject to an Existing Confidentiality Order
  - 6.4.2 The grounds utilised to request consideration in confidence is section 90(3) (o) of the Act
    - (o) information relating to a proposed award recipient before the presentation of the award
- 6.5 Information contained in Item 24.5 – Capital City Committee Update
  - 6.5.1 Is not subject to an Existing Confidentiality Order
  - 6.5.2 The grounds utilised to request consideration in confidence is section 90(3) (j) and (g) of the Act
    - (j) information the disclosure of which—
      - (i) would divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the council, or a person engaged by the council); and
      - (ii) would, on balance, be contrary to the public interest.
    - (g) matters that must be considered in confidence to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty.

---

## ATTACHMENTS

Nil

---

- END OF REPORT -



Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted



Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted



Document is Restricted

Document is Restricted

Document is Restricted

Document is Restricted