



# CITY FINANCE AND GOVERNANCE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday, 20 February 2024  
at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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

**1. Acknowledgement of Country**

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

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

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

**2. Apologies and Leave of Absence**

Nil

**3. Confirmation of Minutes - 21/11/2023 & 5/12/2023**

That the Minutes of the meeting of the City Finance and Governance Committee held on 21 November 2023 and the Special meeting of the City Finance and Governance Committee held on 5 December 2023, be taken as read and be confirmed as an accurate record of proceedings.

View public 21 November 2023 Minutes [here](#) and public 5 December 2023 Minutes [here](#).

**4. Declaration of Conflict of Interest**

**5. Deputations**

**6. Workshops**

6.1 2024/25 Business Plan and Budget - Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas 4 - 17

6.2 By-Law Review 18 - 38

**7. Reports for Recommendation to Council**

7.1 2023/24 BP&B Q2 Progress Report 39 - 146

7.2 Civic Recognition and Protocol Policy 147 - 166

7.3 Flags and Banners Policy 167 - 177

7.4 Council Member Complaints Policy 178 - 193

7.5 Complaint Operating Guideline - Chief Executive Officer 194 - 203

7.6	Local Government Participation and Elections Review	204 - 215
<b>8.</b>	<b>Reports for Noting</b>	
	Nil	
<b>9.</b>	<b>Exclusion of the Public</b>	216 - 218
	In accordance with sections 90(2), (3) and (7) of the <i>Local Government Act 1999</i> (SA) the City Finance and Governance Committee will consider whether to discuss in confidence the reports contained within section 10 of this Agenda.	
<b>10.</b>	<b>Confidential Reports for Recommendation to Council</b>	
10.1	Visitor Experience Centre [s 90(3) ((b))]	219 - 228
10.2	Capital City Committee Update [s 90(3) ((g), (j))]	229 - 232
<b>11.</b>	<b>Closure</b>	

## 2024/25 Business Plan and Budget - Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

**20 February 2024**  
**City Finance and Governance  
Committee**

**Presenter:** Anthony Spartalis,  
Acting Chief Operating Officer

Strategic Alignment - Our Corporation

Public

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## PURPOSE OF WORKSHOP

The purpose of the Business Plan and Budget is to demonstrate responsible management of public funds to support community outcomes, represent Council commitment to the community through annual priorities and proposed deliverables for the year, alignment to our services, strategies and action plans, and articulates the challenges and opportunities of the current environment.

The workshop will outline:

- Financial Sustainability within the context of the LTFP
- Asset Management Plans and the 2024/25 Renewal Program
- Annual Priorities for the 2024/25 Business Plan and Budget
- Process to build the Annual Budget
- Levers, level of influence and projections based on assumptions
- Council Member's ideas

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- END OF REPORT -

# Our Corporation

## 2024/25 Business Plan and Budget

Financial Sustainability,  
Priorities, Finance  
Levers and Council  
Member's Ideas

20 February 2024  
Acting Chief Operating Officer



# Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## 2024/25 BP&B Timeline



Date	Forum	Role	Theme	Topic	
5 December	CFG (Workshop)	Noting	Introduction	Introduction and foundation to building a BP&B (Roadmap)	<input checked="" type="checkbox"/>
12 December	Special CEO Briefing	Noting	Rates	Rate Review Discussion	<input checked="" type="checkbox"/>
6 February	Special CEO Briefing	Noting	Budget	What underpins the build of the 2024/25 BP&B (Parameters, Assumptions and Principles, including Fees and Charges)	<input checked="" type="checkbox"/>
13 February	Special CEO Briefing	Noting	Plan and Budget	Financial Sustainability and Priorities – Strategic Plan, LTFP, AMPs (including presentation from Adam Wilson – CEO of ESCOSA)	<input checked="" type="checkbox"/>
16 February	Audit and Risk Committee	Noting	Budget	What underpins the build of the 2024/25 BP&B (Parameters, Assumptions and Principles, including Fees and Charges)	<input checked="" type="checkbox"/>
20 February	CFG (Workshop)	Discuss	Plan and Budget	Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas	
7 March	Special CFG (Workshop)	Discuss	Plan and Budget	Operating Budget: Strategic Projects, Service Changes, Priorities and Budget Levers (including Fees and Charges)	
19 March	CFG (Workshop)	Discuss	Plan and Budget	Capital Budget: Capital Projects, Priorities and Budget Levers	
9 April	Council	Endorse	Key Projects	Final list of Strategic and Capital projects	
12 April	Audit and Risk Committee	Endorse	Draft	Draft 2024/25 BP&B for community consultation purposes	
16 April 23 April	CFG Council	Endorse	Draft	Draft 2024/25 BP&B for community consultation purposes	
26 April – 19 May	-	Participate	Consultation	Community Consultation (including presentation of Draft 2024/25 BP&B to Subsidiary boards)	
21 May	Special Council	Participate	Consultation	Special hearing for public consultation	
11 June	Council	Receive	Draft	Receipt of submissions	
18 June 25 June	CFG Council	Adopt	Final	Final 2024/25 BP&B	

## Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

# Financial Sustainability within the context of the LTFP

In order to guide financial strategy and future decision making to ensure long term financial sustainability can be achieved, Council endorsed a set of Financial Principles, which include:

- Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
- Fees and charges reflect cost of services provided
- Maintain an operating surplus
- Capitalise on external funding, fast-tracking projects that attract such funding, recognising the potential need for increased borrowings in order to respond to external funding opportunities
- 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
- Capital renewal expenditure will be based on asset management plans
- 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
- Borrowings will be used to fund new and upgrade projects (which include major projects) and not used to fund operations, expenses or renewal projects

A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.

## Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

# Asset Management Plans

Renewal Program	24/25 Draft AMPs	24/25 Proposed (92.5% ARFR)	LTFP (92.5% ARFR)	Variance
Bridges	750	694	2,304	1,611
Buildings	12,114	11,205	7,248	(3,958)
Pathways	8,500	7,863	5,358	(2,504)
Kerb and Water Table	1,850	1,711	1,927	216
Lighting & Electrical	2,414	2,233	2,233	-
Park Lands & Open Space	2,995	2,770	3,547	777
Roads	9,000	8,325	6,013	(2,313)
Water Infrastructure	6,400	5,920	5,182	(738)
Traffic Signal	4,250	3,931	2,307	(1,624)
Urban Elements	3,720	3,441	3,617	176
<b>Total Infrastructure</b>	<b>51,993</b>	<b>48,094</b>	<b>39,736</b>	<b>(8,357)</b>
Plant, Fleet & Equipment Replacement	1,613	1,492	1,492	-
Commercial Plant, Fleet & Equipment	214	198	198	-
IT Renewals	1,720	1,591	1,591	-
Delivery Resources	6,124	5,665	5,665	-
<b>Total Renewal Program</b>	<b>61,664</b>	<b>57,039</b>	<b>48,682</b>	<b>(8,357)</b>

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Council are in the process of reviewing and updating its AMPs, which is resulting in a funding variance against the LTFP. In line with the Financial Principles, this variance will be funded through an increase in Rates Income and Fees and Charges, and reduction in maintenance costs

Under the *Local Government Act 1999 (LGA)*, Council are required to develop Asset Management Plans (AMPs) for a period of at least 10 years, which includes information about the operation, maintenance, renewal, acquisition, expansion, upgrade and disposal for each infrastructure assets class under our care and control.

The **Asset Renewal Funding Ratio (ARFR)** illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans definition. The LGA recommends a ratio of between 90-110%

### Financial Principles:

- Capital renewal expenditure will be based on asset management plans
- Borrowings will not be used to fund renewal projects



# Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## Annual Priorities

### Developing Annual Priorities

Council is required to set objectives, referred to as Annual Priorities By CoA, each financial year as per the *Local Government Act 1999*. Priority setting is an important part of Council setting and sharing its leadership approach and vision, to drive outcomes for the city. These are derived directly from the 70 Key Actions of Councils 2024-2028 Strategic Plan.

#### Annual Priorities Considerations

- Strategies and Plans of Council
- Council Member feedback and insights
- Capital priorities i.e. mainstreets and Charles St, One Market
- Services, Program and Projects planning and delivery
- Community Insights into Council Services – surveys, engagements, customer interactions etc
- State and Federal Government Priorities
- Legislative responsibilities
- Research initiatives such as a State of the City assessment and consideration of trends
- PESTLE Assessment to determine risks and opportunities

#### Recommended Priority Key Actions for 2024/25

##### Community

- Support increased **residential growth** and **housing affordability** through partnerships and advocacy
- Reduce rental pressures by increasing **housing supply** and unlocking properties for long- term tenants

##### Environment

- Work with our partners to plan for, lead and educate our community on a **climate resilient future**
- Work with partners to create innovative ways to create or convert underutilised areas to **green space**

##### Economy

- Work with partners, universities and businesses to **attract investment** and **improve employment opportunities**

##### Place

- Encourage repurposing, **adaptive reuse** and improvement of buildings and facilities
- Deliver quality street and **laneway** upgrades, **mainstreets**, **precincts**, and **neighbourhood revitalisation** and improvements that make Adelaide well-designed, safe and unique

##### Corporation

- Focus on **budget repair** and ensure responsible financial management through the principle of intergenerational equity while delivering quality services

## Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

# Process to Build Annual Budget

- Maintain base budget: reflects existing services and service levels
- Identify and apply permanent differences: throughout the year - Council Decisions and on-going cost/revenue impacts (e.g. Adelaide Aquatic Centre)
- Apply escalators: Enterprise Agreement, CPI (goods and services) and Other (including some revenue items)
- Incorporate one-off differences to base budget: temporary business changes (e.g. temporary closure of Central Market Arcade)
- Consider new initiatives:  $\updownarrow$  service levels or stop/start a service or strategic projects, defined to be delivered within a scope and over a defined period of time to deliver on Council's Strategic Plan objectives
- Review consolidated position
- Set target surplus through adjusting levers: new initiatives, services provided, fees + charges, rate revenue & target savings - others?

# Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## Levers and Level of Influence

- Full discretion on all levers in the long term
- Renewal Program based on evidence and revised AMPs – difficult to change in short term but can change service levels in longer term
- Some services difficult to get financial improvement quickly
- Upgraded Assets can, subject to need, be deferred
- Borrowings result from decisions relating to New Capital spend

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	<b>Expenditure</b> (cash outflows)	<b>Funding</b> (cash inflows)
<b>Limited discretion</b> In the short term	Renewal program	Grants and sponsorship
<b>Some discretion</b> in the short term	Business activities / services Upgraded assets Maintenance activities	Borrowings
<b>Full discretion</b> in the short term	Strategic projects New assets Major projects	Rates Fees and user charges Strategic Property activities



# Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## 24-25 Projections Based on Current Assumptions

\$'000s	2024-25		
Operating Position	LTFP	Base	Variance
<b>Income</b>			
Rates Revenues	139,809	140,555	746
Fees and Charges	79,915	82,330	2,415
Grants, Subsidies and Contributions	4,547	4,335	(212)
Other Income	977	1,176	199
<b>Total Income</b>	<b>225,248</b>	<b>228,396</b>	<b>3,148</b>
<b>Expenses</b>			
Employee Costs	83,050	83,395	(345)
Materials, Contracts & Other Expenses	74,293	79,522	(5,229)
Sponsorships, Contributions and Donations	6,277	6,013	264
Depreciation, Amortisation & Impairment	56,835	56,438	397
Finance Costs	2,525	786	1,739
<b>Total Expenses</b>	<b>222,980</b>	<b>226,154</b>	<b>(3,174)</b>
<b>Operating Surplus / (Deficit)</b>	<b>2,268</b>	<b>2,242</b>	<b>(26)</b>
<b>Capital Program</b>			
Renewal/Replacement of Assets	48,682	57,039	(8,357)
New and Upgraded Assets	31,437	52,961	(21,524)
<b>Total Gross Capital Program</b>	<b>80,119</b>	<b>110,000</b>	<b>(29,881)</b>
<b>Borrowings</b>	<b>47,699</b>	<b>72,098</b>	<b>(24,399)</b>

### Operating Position

- Base budget reflects existing services and service levels with a Strategic Project allocation of \$5.671m.
- Does not include any new or changes to Services as a result of the Strategic Plan or recent Policies endorsed. These will be considered on 7<sup>th</sup> March.

### Capital Program

- Renewal/Replacement of Assets based on revised AMPs.
- Where an AMP for an asset class is yet to be revised, the proposed budget aligns to the existing LTPF allocation.
- LTFP allocation for New and Upgraded Assets includes \$15.000m commitment for Mainstreets, \$15.917m for One Market.
- Overall capital program assumes continuation of \$110.000m delivery.

### Borrowings

- Based on the current base 2024/25 Budget, forecast borrowings will increase by \$24.399m to \$72.098m
- In order to sustain this level of borrowing and continue to repay over 20 years, an operating surplus of \$4.629m would need to be generated in 2024/25, and \$5.844m from 2025/26 (assuming peak debt is reached at 30 June 2025)

## Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

# 24-25 Projections Based on Current Assumptions

Financial Indicator	Explanation	Target	2024/25 LTFP	2024/25 Base
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	1.0%	1.0%
Net Financial Liabilities	Financial liabilities and a percentage of operating income	Less than 80%	15%	29%
Asset Sustainability Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	92.5%	92.5%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	13%	20%
Interest Expense Ratio	Interest expense as a percentage of General Rates Revenue (less Landscape Levy)	Maximum 10%	1.3%	1.3%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.3	0.5
Cash Flow from Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	100%	95%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits	26%	40%

- Operating Surplus Ratio sits just within the target ratio.
- Cash flow from Operations base indicator illustrates that there is insufficient cash flow from the operating position to fund the renewal/replacement of assets.
- All other ratios are within Target range.

# Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## Levers

	Operating Position	\$'000s	Rates Equivalent Revenue % Increase
1	Target Operating Position	4,629	
2	Current Base Operating Position	2,242	2.80%
3	Shortfall	2,387	1.50%

	Renewals	\$'000s	Rates Equivalent Revenue % Increase
4	Asset Management Plans @ 92.5%	57,039	
5	Renewals per LTFP	48,682	
6	Shortfall	8,357	5.95%

1. Target Operating Surplus position required to adequately service borrowings (interest and principal payments)
2. Base Operating Position incorporates Q2 adjustments, and LTFP assumptions (CPI of 2.8% applied)
3. Difference between 1 and 2, which equates to an additional 1.5% increase to Rates revenue
4. Draft renewals position as per 92.5% of the draft Asset Management Plans being considered by Council in 2023/24.
5. Renewal Program as per the adopted LTFP.
6. Difference between 4 and 5, which equates to an additional 5.95% increase to Rates revenue

### Key Financial Principles:

- 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
- Consider new and different revenue streams and the approach to commercial businesses to reduce reliance on existing revenue sources
- Borrowings will be used to fund new and upgrade projects (which include major projects) and not used to fund operations, expenses or renewal projects

# Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## Levers

The following Operating Position and KFI's are presented illustrating the targetting operating position and Renewals funded through an increase in Rates Revenue

\$'000s	2024-25		
	LTFP	Revised	Variance
<b>Operating Position</b>			
<i>Income</i>			
Rates Revenues	139,809	151,299	11,490
Fees and Charges	79,915	82,330	2,415
Grants, Subsidies and Contributions	4,547	4,335	(212)
Other Income	977	1,176	199
<b>Total Income</b>	<b>225,248</b>	<b>239,140</b>	<b>13,892</b>
<i>Expenses</i>			
Employee Costs	83,050	83,395	(345)
Materials, Contracts & Other Expenses	74,293	79,522	(5,229)
Sponsorships, Contributions and Donations	6,277	6,013	264
Depreciation, Amortisation & Impairment	56,835	56,438	397
Finance Costs	2,525	786	1,739
<b>Total Expenses</b>	<b>222,980</b>	<b>226,154</b>	<b>(3,174)</b>
<b>Operating Surplus / (Deficit)</b>	<b>2,268</b>	<b>12,986</b>	<b>10,718</b>

Capital Program			
Renewal/Replacement of Assets	48,682	57,039	(8,357)
New and Upgraded Assets	31,437	52,961	(21,524)
<b>Total Gross Capital Program</b>	<b>80,119</b>	<b>110,000</b>	<b>(29,881)</b>

<b>Borrowings</b>	<b>47,699</b>	<b>54,818</b>	<b>(7,119)</b>
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Key Financial Indicator (KFI's)	Target	2024/25
Operating Surplus Ratio	0%-20%	5.4%
Net Financial Liabilities	Less than 80%	20%
Asset Sustainability Ratio	90%-110%	92.5%
Asset Test Ratio	Maximum 50%	15%
Interest Expense Ratio	Maximum 10%	1.2%
Leverage Test Ratio	Maximum 1.5 years	0.4
Cash Flow from Operations Ratio	Greater than 100%	100%
Borrowings	Within Prudential Limits	30%

Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## Member's Ideas

To be updated prior to briefing – once ideas are received



# Financial Sustainability, Priorities, Finance Levers and Council Member's Ideas

## Next Steps



### Developing the 2024/25 BP&B Council Timelines

The 2024/25 BP&B timeline seek to manage the process in an efficient and transparent manner.

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Date	Topic
7 Mar – Special CFG	Workshop – Operating Budget: Strategic Projects, Service Changes, Priorities and Budget Levers (including Fees and Charges)
19 Mar – CFG	Workshop – Capital Budget: Capital Projects, Priorities and Budget Levers
9 Apr – Council	Report – Final list of Strategic and Capital projects
12 Apr - ARC	Report - Draft 2024/25 BP&B for community consultation purposes
16 Apr - CFG 23 Apr – Council	Report – Draft 2024/25 BP&B for community consultation purposes
26 Apr – 19 May	Community Consultation (including presentation of Draft 2024/25 BP&B to Subsidiary boards)
21 May – Special Council	Report – Special hearing for public consultation
11 Jun – Council	Report – Receipt of submissions
18 Jun – CFG 25 Jun – Council	Report – Final 2024/25 BP&B

## By-law Review

Strategic Alignment - Our Corporation

Tuesday, 20 February 2024

City Finance and Governance  
Committee

**Presenters:**

**Steve Zaluski, Associate  
Director Regulatory Services  
Steph Paprzycki-Baker, Team  
Leader Community Safety**

Public

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## PURPOSE OF WORKSHOP

Legislation requires that City of Adelaide's by-laws are reviewed before 1 January 2025.

The review process will involve Council feedback and endorsement, public consultation and publication in the South Australia Government Gazette.

This initial workshop provides an overview of the approach and seeks feedback from Council Members on areas they would like considered in the review.

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## KEY QUESTIONS

Do Council Members have any feedback with the proposed timeframe and approach?

Do Council Members have specific areas or themes they would like considered in the by-law review?

On the specific areas highlighted, do Council Members have feedback regarding:

- Moveable Signs (A-Frames)
- eScooters
- Access to Park Lands

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- END OF REPORT -

# Our Corporation

## By-law Review

### Regulatory Services

Steve Zaluski, Associate Director Regulatory Services  
Steph Paprzycki-Baker, Team Leader Community Safety

Niina Kaurna yartangka.  
You are on Kaurna Country

Kaurna Murlapaka

Attachment A

- Section 246 of *the Local Government Act 1999* empowers SA Councils to enact by-laws focusing on public health, safety, environmental protection and community welfare.
- Legislation requires that the City of Adelaide's (CoA) by-laws are reviewed by 1 January 2025.
- Revised by-laws will require public consultation and endorsement by Council and the Legislative Review Committee before being ratified.
- The purpose of this workshop is to:
  - Build awareness around the purpose of by-laws and their place in the legislative framework.
  - Provide an overview of the review process, timeline and Council engagement.
  - Obtain feedback from Council Members on any areas to consider in the review, in addition to feedback on specific tensions identified.

**QUESTION**

Do Council Members have feedback on the proposed timeframe and approach?

**QUESTION**

Do Council Members have feedback on:

- Moveable Signs (A-Frames)
- eScooters
- Access to Park Lands

**QUESTION**

Do Council Members have specific areas or themes they would like considered in the by-law review?

# By-law Review Implications



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Implication	Comment
Policy	By-laws form part of the legislative framework and can complement policy positions to deliver on Council’s legal obligations and strategic outcomes.
Consultation	Public consultation will be required once draft by-laws have been endorsed by Council.
Budget Consideration	Not applicable at this stage.
Risk / Legal / Legislative	By-laws are enacted via Section 246 of <i>the Local Government Act 1999</i> . Legislation requires that the CoA’s by-laws are reviewed by 1 January 2025.
Opportunities	By-laws assist Council to regulate a safe, accessible and activated public realm. The by-law review provides an opportunity to ensure our by-laws reflect current community expectations and Council’s Strategic Plan.

## Legislative Context

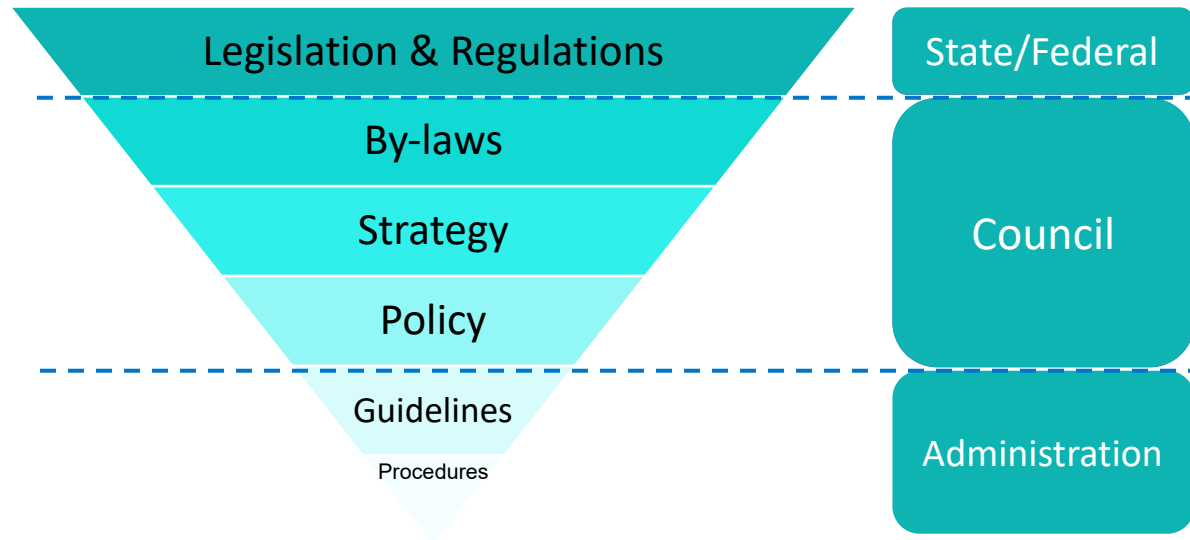
- By-laws empower Councils to address important local issues not addressed by State or Federal laws.
- By-laws must not conflict with, or repeat, existing legislation.
- CoA by-laws are specific to our Council area and enforced by Authorised Officers of the CoA.
- Breaches to by-laws can result in expiations and further legal action.

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## Strategic Context

- The by-law review will be guided by the 2024-2028 Strategic Plan.
- The review is being undertaken cognisant of recent community feedback provided through consultations on the Strategic Plan, City Plan and other works.

## Regulatory Framework



- CoA's nine by-laws have been developed over time based on 'model by-laws' drafted by the LGA, and in response to legislative changes or community interest.
- Although our by-laws are specific to CoA, many by-laws are similar in nature across multiple SA Local Governments.
- The following table outlines the purpose of each by-law and provides example conditions for context.
- The complete set of by-laws and clauses is available here: [City of Adelaide By-laws | City of Adelaide](#)



By-law	Purpose	Example Condition of the By-law
<b>1. Permits and Penalties By-law 2018</b>	To provide for a permit system and set penalties for breaches of by-laws.	<ul style="list-style-type: none"> <li>A person who contravenes or fails to comply with a by-law is liable to the penalty referred to in the <i>Local Government Act 1999</i>.</li> </ul>
<b>2. Moveable Signs By-law 2018</b>	To protect visual amenity and public safety on roads by setting standards for the design and placement of moveable signs.	<ul style="list-style-type: none"> <li>A Moveable Sign (e.g. an A-Frame) must be placed adjacent the business it relates to.</li> <li>There is a limit of one Moveable Sign per eligible business premise.</li> </ul>
<b>3. Local Government Land By-law 2018</b>	For the management of all land vested in or under the care, control and management of the Council.	<ul style="list-style-type: none"> <li>A person cannot use any kind of amplifier or sound-amplifying device on Local Government Land without permission.</li> <li>A person cannot feed any bird on Local Government Land.</li> </ul>
<b>4. Roads By-law 2018</b>	For the management of roads vested in or under the control of the Council.	<p>A person must not, without permission, on any Road:</p> <ul style="list-style-type: none"> <li>Camp or remain overnight whether in the open or vehicle.</li> <li>Chain or affix a bicycle to any pole, fence or other structure, other than on a structure specifically designed for that purpose.</li> </ul>

# By-law Review

## Current State (cont...)



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By-law	Purpose	Example Condition of the By-law
<b>5. Waste Management By-law 2018</b>	For the prevention of nuisances, obstructions and risks to public health by regulating and controlling kerbside removal of waste from premises.	<ul style="list-style-type: none"> <li>An occupier must place the relevant waste container in accordance with this by-law on the day of, or the night before (and not before these times) the scheduled collection day.</li> <li>An occupier must ensure that the lid of each Container is able to be closed and kept closed, except when waste is being deposited in or removed.</li> </ul>
<b>6. Rundle Mall By-law 2018</b>	For the management of Rundle Mall as a Pedestrian Mall.	<p>A person must not in Rundle Mall or in the vicinity of Rundle Mall:</p> <ul style="list-style-type: none"> <li>Smoke in any area to which the Council has resolved this subparagraph shall apply</li> <li>Use a Wheeled Recreational Device.</li> </ul>
<b>7. Dogs By-law 2018</b>	To limit the number of dogs that can be kept on premises and to provide for the control and management of dogs in the Council area.	<ul style="list-style-type: none"> <li>A person must not, without the Council's permission, keep more than one dog in a Small Dwelling or more than two dogs on any premise other than a Small Dwelling.</li> <li>A person must not allow a dog under that person's Control to be in, or remain in, a 'Dog on Leash Area' unless the dog is secured by a strong leash not exceeding two metres in length.</li> </ul>
<b>8. Cats By-law 2018</b>	To provide for the control and management of cats in the Council area.	<ul style="list-style-type: none"> <li>A person must not on any premises, without the Council's permission, keep more than two cats over three months in age.</li> </ul>
<b>9. Lodging Houses By-law 2018</b>	For the controlling, licensing, inspecting and regulating of lodging houses.	<ul style="list-style-type: none"> <li>A person must not, without permission of Council, use any part of a Lodging House in any a manner contrary to its permitted use or terms of Licence.</li> </ul>

# By-law Review Review Process and Timeline



- Internal review has been underway since 2023, following the below timeframe for by-laws to be ratified by 1 January 2025.

Implication	Comment
<b>Internal Engagement and External Research/Benchmarking</b>	September 2023 – February 2024
<b>Council Engagement (1) – Workshop</b> To discuss project objectives and seek initial feedback from Council Members	February 2024
<b>Workshop feedback used to investigate further and produce draft by-laws</b>	February – April 2024
<b>Council Engagement (2) – Committee/Council Report</b> Seek endorsement of draft by-laws for public consultation	May 2024
<b>Public Consultation on draft by-laws, including targeted consultation of key stakeholder groups</b> *Dog and Cat by-laws require referral to the Dog and Cat Management Board	May 2024
<b>Council Engagement (3) – Committee/Council Report</b> Share public consultation results and any by-law revisions & seek endorsement of draft by-laws	July 2024
<b>Submission to Legislative Review Committee and Gazetting of by-laws</b>	August – October 2024
<b>By-laws come into effect</b>	1 January 2025



- 1. External Environmental Scan** – *for Council awareness*
- 2. Proposed Administrative Updates** – *for noting and eventual endorsement*
- 3. Emerging Tensions** – *for feedback during workshop*

## 1. External Environmental Scan – *for Council awareness*

- CoA by-laws are broadly consistent with other SA Councils.
- Capital City comparisons are difficult due to differing legislative frameworks.
- The State Government and other relevant agencies are considering changes and new model by-laws.
- Administration will be mindful of these as our review takes place.
- It is unlikely that proposing to alter a by-law regarding an issue currently being considered for change by the State Government would be supported.
- Any changes sought regarding the following items may be placed on-hold.

### Topics being considered externally:

*Review of Dog & Cat Management Act  
(relating predominantly to cats)*

*Legislation regarding enforceable on-street  
parking controls for electric vehicles (EVs)*

*eScooters and micro mobility devices*

*Planning and Design Code amendments and  
reform*

## 2. Proposed Administrative Updates – *for noting and eventual endorsement*

- Wholesale changes are not anticipated.
- The current by-laws have been in place for many years and enable effective governance, public safety and access.
- An opportunity does exist to ensure our by-laws use modern language, reflect current community interests, are easily understood and address operational issues.
- Administration will draft revised by-laws for Council endorsement which respond to the themes identified here, however these won't substantially alter the core purpose of the by-law.

### **Administrative Updates**

- *Wording not always aligned to current legislation*
- *Language difficult to interpret for members of the public*
- *Potential to reduce number of clauses with broader terms*
- *Minor inconsistencies across by-laws to be rectified*
- *Use of more inclusive modern language*

### **Minor Technical Update Examples**

- *Waste Management – requiring business waste bins to be identifiable as belonging to a specific premise*
- *Dogs – enacting enforceable signage in Dog Parks*

### 3. Emerging Tensions – *for feedback during workshop*

#### Moveable Signs (A-Frames)

**Question:** Do Council Members wish to increase the number of businesses able to use A-Frames; reduce the number of A-Frames on footpaths; or maintain the status quo?

Page 31

Greater flexibility & more A-Frames on footpaths

Reduce A-Frames on footpaths



### 3. Emerging Tensions – *for feedback during workshop*

#### Moveable Signs (A-Frames)

- Businesses do not require a permit to place A-Frames on the footpath, subject to meeting by-law eligibility requirements.
- Requirements relate to needing a ground floor presence and adequate footpath space directly outside the premise.
- Requests are often received to use A-Frames in ways that conflict with current by-law conditions.
- Signs are used for business promotion, however add to the amount of clutter on footpaths impacting pedestrian access. While not recorded, it's estimated that between 500-1000 A-Frames are regularly on CoA footpaths.
- It's unclear how many businesses would continue to use A-Frames if a permit or fee was required, similar to other capital cities.

Page 32

#### Greater flexibility & more A-Frames on footpaths

- Requests received which are declined due to current by-law conditions include:
  - Using more than one A-Frame per business
  - Placing signs in a higher traffic locations, not directly in front of the business
  - Placing signs against the building line
  - Using an A-Frame without a ground level street presence
- Eligibility conditions are within CoA's ability to alter.
- Additional A-Frames on footpaths would further impact pedestrian access, amenity and aesthetics.

#### Reduce A-Frames on footpaths

- De-cluttering footpaths increases pedestrian access and supports principles of placemaking, active transport & disability access.
- Improving pedestrian movement on footpaths supports Council's Disability & Inclusion Action Plan and is likely to support the Integrated Transport Strategy when developed.
- Digital advertising is considered to have reduced the reliance on A-Frames for business promotion significantly in recent years.
- Reductions could be achieved in multiple ways: tightening eligibility; introducing a permit and fee; designating maximum numbers in streets; or replacing private signs with wayfinding infrastructure (funding required).



### 3. Emerging Tensions – *for feedback during workshop*

#### eScooters

**Question:** Do Council Members seek tighter restrictions regarding eScooter parking? If so and noting the potential impacts, should designated parking areas be on footpaths, parking bays or a mix?

Maintain/increase current flexibility

Restrict parking to designated bays



- *eScooter usage is not currently a by-law issue, given the State Government trial and pending outcome.*
- *Feedback is sought now because if legislated, a by-law may assist to regulate eScooter parking in future.*
- *It is within Council's authority to set more specific controls for eScooter parking if desired.*
- *Restrictions to eScooter parking can occur now via the permit system, or through a by-law if legislation is created.*

### 3. Emerging Tensions – for feedback during workshop

#### eScooters

- eScooter parking conditions are quite flexible in most parts of the city. Permits state parked eScooters must:
  - *Not cause disruption or nuisance and must ensure they do not compromise or have a negative impact on other street users.*
  - *Not be parked where it poses a safety hazard, or could interfere with pedestrian access generally or access to amenities.*
- Designated parking areas are promoted, but not mandated except for a selected number of streets.
- Technology has improved since eScooters were first launched, enabling greater control on mandated parking areas.
- Both models (flexible in some areas, designated bays in other areas) can be used should Council desire this approach.
- Feedback on which model is preferred in which circumstance is beneficial if seeking this approach.

#### Maintain/increase current flexibility

- The flexible pick up/drop off approach makes eScooter usage attractive to users as a form of transport.
- The current approach does not impact on-street parking.
- The current approach does not require additional resources to strategically identify and manage dedicated parking zones.
- Feedback from the public has raised concerns about parked eScooters blocking footpaths and impacting access.

#### Restrict parking to designated areas

- Will reduce eScooters left inappropriately on footpaths and improve pedestrian access.
- May make eScooters less desirable and therefore impact usage as a mode of transport.
- Would be delivered by increasing designated parking zones:
  - Expected to require substantially more dedicated eScooter parking zones on footpaths or on-street parking bays.
  - Implementation would require additional staff resourcing to design and deliver, and funding for infrastructure (if required).

### 3. Emerging Tensions – *for feedback during workshop*

#### Accessing Park Lands for sports & events

**Question:** How do Council Members wish to approach vehicle access to Park Lands during peak demand times?  
If reducing vehicle access on Park Lands, which approach would Council Members seek to adopt?

Page 35

Flexibility for vehicles on Park Lands at peak times

Reduce vehicles on Park Lands regardless of competition/event type



### 3. Emerging Tensions – *for feedback during workshop*

#### Accessing Park Lands for sports & events

- By-laws currently prevent vehicles driving and parking on Park Lands without a permit.
- Most license/lease holders are issued one parking permit for maintenance purposes. No other permits are issued.
- During sports competition days, large numbers people attend Park Land sites, often via car.
- A flexible approach to parking compliance is currently adopted. The approach seeks to balance the impact to Park Lands and delivering on the by-law, with supporting Park Lands activation and enabling convenient access for short periods of time.
- Previous enforcement activity has negatively impacted sporting clubs and license holders.
- Each Park Land location has unique circumstances, meaning a ‘one-size-fits-all’ approach is unlikely to be possible.
- Many people visiting the Park Lands for sports are not direct members of the lease holder, and often carry sporting equipment and/or children, making parking proximity a key concern.

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#### Flexibility for vehicles on Park Lands at peak times

- Contrary to the current by-law and Park Lands Strategy.
- Potential to negatively impact Park Lands condition, and create unsafe driving/parking behaviour as it is unregulated.
- Likely to be well received by the sporting clubs which regularly use Park Lands.
- Some locations have more merit than others due to the amount of conveniently located on-street parking not being equal across all Park Lands.
- Potential to charge a fee for temporary parking and use funds to remediate or enhance Park Lands.

#### Reduce vehicles on Park Lands regardless of competition/event type

- Able to be delivered through a number of short and long term approaches, including:
  - Stronger enforcement approach (vehicle expiations or penalties for license holders).
  - Physical barriers at key points preventing driving on Park Lands.
  - Creating more parking capacity – either on street or additional hard stand.
  - Programs providing transit between central parking areas and key Park Land sites (e.g. shuttle buses).
- Other methods can be investigated if Council seeks to address the tension in this manner.
- Each approach to is likely to have different flow-on impacts to Park Lands users.

**QUESTION**

Do Council Members have feedback on the proposed timeframe and approach?

**QUESTION**

Do Council Members have feedback on:

- Moveable Signs (A-Frames)
- eScooters
- Access to Park Lands

**QUESTION**

Do Council Members have specific areas or themes they would like considered in the by-law review?

# By-law Review Review Process and Timeline



Internal review has been underway since 2023, following the below timeframe for by-laws to be ratified by 1 January 2025.

Implication	Comment
<b>Internal Engagement and External Research/Benchmarking</b>	September 2023 – February 2024
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## 2023/24 BP&B Q2 Progress Report

Strategic Alignment - Our Corporation

Public

Tuesday, 20 February 2024

City Finance and Governance  
Committee

**Program Contact:**

Michelle Arbon, Acting Manager  
Strategy, Insights and  
Performance

**Approving Officer:**

Anthony Spartalis - Acting Chief  
Operating Officer

## EXECUTIVE SUMMARY

The first Business Plan and Budget 2023/2024 (BP&B) of the newly elected Council focuses on delivering services and projects in a post-COVID-19 budget repair environment. Council has planned over \$100 million of capital expenditure on renewal, new and upgrade or major projects to support the continued development and maintenance of our City. The BP&B 2023/2024 articulates how we will work with partners to support city growth, investment, affordable housing, climate resilience and city-wide improvements, while remaining committed to protecting our Park Lands and greening our city.

This report presents the performance and delivery status of Council's commitments against the BP&B for the second quarter (October to December 2023) and was presented to the Audit and Risk Committee on 16 February 2024. Included with these updates are recommendations for any business plan and budget changes and a summary of the quarterly performance of Council subsidiaries.

Quarterly reporting is an important part of monitoring the organisation's performance and effectiveness against Council's planned activities, which is required under Section 122 (1) of the *Local Government Act (SA) 1999*. It enables Council to make informed and timely decisions to maintain or change its services, assets, and budgets to meet community expectations and needs, maintaining or improving Council's financial position, and enabling Council to be responsive to risks and opportunities.

Quarterly reports are provided to support Council in monitoring the integrity of Council's financial statements and reporting, as well as its reviewing and overseeing progress on the Business Plan and Budget. This process supports Council's commitment to transparency and accountability.

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## RECOMMENDATION

The following recommendation will be presented to Council on 27 February 2024 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives the quarterly update for the Business Plan and 2023/24 Budget as provided in Attachment A to 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024, and notes the highlights of deliverables, status updates and risks and opportunities provided for Projects, Portfolios and Subsidiaries.
2. Approves adjustments for the Business Plan and Budget 2023/24 as identified in this report and reflected in Attachment A to 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
3. Approves the budgeted year end Operating Position, which includes:
  - 3.1. Total operating income of \$230.537m

- 3.2. Total operating expenses (including depreciation) of \$228.534m
  - 3.3. An operating surplus of \$2.003m
  4. Approves total capital expenditure of \$110.336m for the 2023/24 year.
  5. Approved total borrowings of \$42.106m projected to 30 June 2024
  6. Notes the year-to-date Operating Position (Financial Performance) for the quarter as presented in Attachment A to 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024, which includes:
    - 6.1. Total operating income of \$118.306m
    - 6.2. Total operating expenses (including depreciation) of \$109.307m
    - 6.3. An operating surplus of \$8.999m
    - 6.4. Total Capital Expenditure of \$40.741m
    - 6.5. Net Cash borrowings position of \$3.076m, with \$5.700m in borrowings, offset by \$2.624m in deposits.
  7. Notes the detailed quarterly updates of Council Subsidiaries as provided as Attachments B, C, D & E to 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
  8. Notes the updated Long Term Financial Plan as provided in Attachment A to 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
-



## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<a href="#">Strategic Alignment – Our Corporation</a>
Policy	Not resulting from this report
Consultation	Not resulting from this report
Resource	Not resulting from this report
Risk / Legal / Legislative	The regular monitoring and reporting of Council's performance is a key step in mitigating risks events that could impact the delivery of the Strategic Plan and Business Plan and Budget. This includes monitoring the performance of services, business activities, project delivery and the performance of subsidiaries.
Opportunities	The provision of quarterly reporting assists Council to fulfill its obligations of Section 122(1) of the <i>Local Government Act 1999 (SA)</i> with regard to the development, management and monitoring of Council's Strategic Management Plans
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

## Financial Summary

### Year to Date Financial Summary

1. The year-to-date operating position as at 31 December 2023 is an operating surplus of \$8.999m, which is \$5.686m better when compared to the adopted budget of \$3.313m for this period.
  - 1.1. Total operating income of \$118.306m.
  - 1.2. Total operating expenditure of \$109.307m.
2. This variance is driven by:
  - 2.1. Income is \$2.598m favourable due to higher fees and charges of \$1.922m as well as other income of \$0.633m mainly generated from private works reimbursements.
  - 2.2. Expenditure is \$3.088m favourable and is largely driven by timing of materials, contracts and other expenses including professional services \$3.744m, consultant fees \$0.519m, and waste services \$0.419m, offset by external contractors (\$2.983m). Resource costs are also \$0.836m favourable (Employee costs and contractual labour).
3. The year-to-date Capital Expenditure as at 31 December 2023 is \$40.741m, which is \$18.977m lower when compared to the adopted budget of \$59.718m for this period. This is largely due to the timing of Central Market Arcade Redevelopment \$5.571m, Rymill Park Lake \$3.949m, and On-Street Parking Meter Replacement \$1.307m.
4. As of 31 December 2023, Council had net borrowings of \$3.076m, with \$5.700m in borrowings, offset by \$2.624m in deposits.

### Projected Annual Financial Summary

5. The proposed quarter review continues to deliver an end of year operating surplus of \$2.003m (0.051m higher than the revised budget of \$1.952m):
  - 5.1. Total estimated operating income of \$230.537m.
  - 5.2. Total estimated operating expenditure (including depreciation) of \$228.534m.
6. Total proposed Capital Expenditure for the year is \$110.336m.
7. Grant funding to support capital expenditure on new/upgraded assets of \$1.170 m (\$1.001m reduction to adopted budget of \$2.171 largely due to the retiming of projects into future years).
8. The above changes result in an increase to Council's forecasted borrowings as of 30 June 2024 to \$42.106m from \$40.553m in the adopted BP&B 2023/24.
9. Updated financial statements are provided from page 8 in **Attachment A**.

## **Adjustments to the Business Plan and Budget**

10. Operating Program, which includes Program deliverables and budgets, inclusive of Strategic Projects:
  - 10.1. Adjustments to the services and activities Council delivers total \$0.132m reduction in net expenditure, consisting of:
    - 10.1.1. Permanent changes to the budget of \$0.106m decrease in net expenditure, driven by an increase in fees and charges revenue of \$0.360m, offset by an increase in operating expenditure of \$0.254m.
    - 10.1.2. Temporary (one-off) changes to the budget of \$0.026m decrease in net expenditure, driven by \$0.743m increase in revenue, offset by an increase in operating expenditure of \$0.717m.
  - 10.2. Adjustments to Strategic Projects total \$0.081m increase in net expenditure, consisting of:
    - 10.2.1. New funding (new Strategic Projects) is required for three projects, for a total \$0.273m
    - 10.2.2. Additional funding (a variance increase) is required for three projects, for a total \$0.043m
    - 10.2.3. Decreased funding (a variance decrease) is required for six projects, for a total \$0.235m
  - 10.3. For information on these changes refer to the Portfolio updates from page 20 in **Attachment A**.
11. Capital Program, which includes Major Projects, New and Significant Upgrades and Renewals:

- 11.1. Capital expenditure is proposed to increase to \$110.336m for the year, which is \$0.056m higher than the budget of \$110.280m, due to new grant interest.
  - 11.1.1. Major Projects show a revised expenditure of \$42.068m
  - 11.1.2. New and Upgrade projects show revised expenditure of \$14.115m
  - 11.1.3. Renewals expenditure remains \$54.153m
- 11.2. Adjustments to the Capital Program include:
  - 11.2.1. Re-timing of works of \$4.652m for continuing Major and New and Significant projects into 2024-25 as part of the annual business plan and budgeting process
  - 11.2.2. new grant interest of \$0.056m for Major Projects
  - 11.2.3. Project administrative costs of \$4.437m
  - 11.2.4. Renewal remained unchanged
- 11.3. For information on these changes refer to the Capital Works update from page 14 and the appendix from page 38 in **Attachment A**.

### **Strategic Project Summary**

12. Including adjustments Council has a commitment of \$9.597m (\$5.959m net of grant funding) to deliver 38 Strategic Projects for the rest of 2023/24. As provided in the Portfolio Updates from page 20 of **Attachment A**, at the end of Quarter 2:
  - 12.1. Three projects were completed.
  - 12.2. 31 projects had both timeframe to deliver and budget on track.
  - 12.3. Four projects had both timeframe to deliver and budget at risk and are being managed and may exceed estimated time and adopted budget.
  - 12.4. Two projects have been deferred to a future financial year.
  - 12.5. For information on these changes refer to the Portfolio updates from page 20 in **Attachment A**.

### **Capital Program summary**

13. Including adjustments Council has a commitment of \$110.336m to deliver 406 projects for the rest of 2023/24 as part of its Capital Works Program. As summarised from page 15 and detailed in the Appendix from page 38, of **Attachment A**, at the end of Quarter 2:
  - 13.1. Six New and Significant Upgrade Projects and 28 Renewal Projects, were completed in the quarter.
  - 13.2. Five projects had both the timeframe to deliver and budget at risk and is being managed but may exceed estimated time and adopted budget.
  - 13.3. 11 projects had timeframe to deliver at risk and are being managed but may exceed estimated time.
  - 13.4. Four projects had budget at risk and is being managed and may exceed estimated adopted budget.
  - 13.5. One project had timeframe to deliver off track and budget at risk and is being managed but may exceed estimated adopted budget.
  - 13.6. Two projects have a timeframe to deliver off track.
  - 13.7. Two projects have a budget off track.

### **Assessment of KPIs**

14. KPI 1: 70% of Projects capitalised within 10 Weeks - considered to be on track as 85% of completed projects were capitalised within 10 weeks of practical completion at the end of this Quarter.
15. KPI 2: < 10% Variance between Preliminary Year End and Annual Financial Statement – no update this quarter, as this is an annual measure which is determined at the end of the financial year.

### **Council Subsidiaries**

16. Detailed quarterly updates of Council owned Subsidiaries, the Adelaide Central Market Authority, Adelaide Economic Development Agency and Kadaltilla / Park Lands Authority, are provided in **Attachments B, C & D** respectively.
17. Council is also a member of the Regional Subsidiary, the Brown Hill and Keswick Creek Stormwater Board, whose detailed quarterly update is provided in **Attachment E**.

Year to Date Financial Summary – Adelaide Central Market Authority

18. The year-to-date operating position as at 31 December 2023 is an operating surplus of \$0.125m, which is \$0.331m better when compared to the approved budget of (\$0.206m) deficit for this period.
  - 18.1. Total operating income of \$2.650m.
  - 18.2. Total operating expenditure of \$2.525m.

Year to Date Financial Summary – Adelaide Economic Development Agency

19. The year-to-date operating position as at 31 December 2023 is an operating deficit of \$4.458m, which is \$1.012m better when compared to the adopted budget of \$5.470m deficit for this period.
  - 19.1. Total operating income of \$2.243m.
  - 19.2. Total operating expenditure of \$6.701m.

Year to Date Financial Summary – Kadaltilla / Adelaide Park Lands Authority

20. The year-to-date operating position as at 31 December 2023 is an operating deficit of \$0.101m, which is \$0.025m better when compared to the adopted budget of \$0.126m or this period.
  - 20.1. Total operating income of \$NIL.
  - 20.2. Total operating expenditure of \$0.101m.

**Long Term Financial Plan (LTFP)**

21. The LTFP provided in **Attachment A** has been updated to reflect the following:
    - 21.1. The starting year for the LTFP 2023/24 has been updated to reflect the proposed Q2 Budget
    - 21.2. Updated assumptions for South Australia Consumer Price Index (SA CPI), Wages Price Index (SA WPI), and Interest Rates based on the December projections provided by Deloitte Access Economics (DAE)
    - 21.3. Impact of Council decisions during 2023/24 which have an impact on the LTFP beyond 2023/24
    - 21.4. Position reached with the State Government for the Adelaide Aquatic Centre outcome.
  22. Consistent with the adopted LTFP, the analysis provided in Attachment A indicates that that the City of Adelaide is currently financially sustainable and can remain so for the forecast period covered by the 2023/24 to 2032/33 LTFP.
  23. The Key Financial Indicators (KFIs) highlight matters where a Council decision is required with regard to future financial sustainability. Long term financial sustainability is therefore subject to ongoing decisions and effort, and in particular (but not limited to):
    - 23.1. Ensuring decisions are consistent with Council's adopted financial principles
    - 23.2. Continued growth in revenue, through both rates and commercial activities, at or above the rate of growth in expenses
    - 23.3. Investment of \$15m per annum for the life of the LTFP on new and upgrade projects
    - 23.4. The future of Rundle UPark
    - 23.5. Successful resolution of external funding for the renewal of the Torrens Weir and Adelaide Bridge
    - 23.6. Ongoing advocacy for reductions in exemptions and mandatory rebates
    - 23.7. Ongoing advocacy for funding assistance for projects of significance, and
    - 23.8. Use of the Future Fund for particular projects and initiatives
  24. A separate report will be presented to Council with recommendations to address the above matters to ensure and maintain future financial sustainability. The report will be presented with sufficient time for Council consideration, prior to adoption of the 2024/25 to 2033/34 LTFP.
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## ATTACHMENTS

**Attachment A** – City of Adelaide 2023/24 Business Plan and Budget: Quarter 2 Progress Report

**Attachment B** – Adelaide Central Market Authority Quarter 2 update

**Attachment C** – Adelaide Economic Development Agency Quarter 2 update

**Attachment D** – Kadaltilla / Park Lands Authority Quarter 2 update

**Attachment E** – Brown Hill Keswick Creek Quarter 2 update

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- END OF REPORT -

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# 2023/24 Business Plan & Budget

Investing in streets, parks and the community

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## October to December 2023 Quarter Two Progress Report



CITY OF  
ADELAIDE

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# Kurna Acknowledgement

City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako. Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna 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 Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.










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## Legend




Throughout this document, these icons represent:

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### Status:

-    that the project timeline, delivery and budget are on track (based on latest adopted schedule and budget)
-    that the project has risks that are being managed and may exceed estimated time and adopted budget
-    that the project is no longer on track or within adopted budget / delivered outside of schedule and budget

### Budget:

-  that there is no change from the most recent adopted budget to the proposed budget
-  that there is a decrease from the most recent adopted budget to the proposed budget
-  that there is an increase from the most recent adopted budget to the proposed budget

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# Acting CEO message

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## **Delivering the 2023/24 Business Plan and Budget**

It is my pleasure to provide the second quarter progress report against the 2023/24 Business Plan and Budget to the Council and our Community.

The report highlights our progress in delivering the vision of our Strategic Plan over the second quarter of 2023/24 through the delivery of our programs, projects and services implementing the Council's endorsed priorities and strategies.

The delivery of the 2023/24 Capital Program has seen good progress with works advancing on Market Square, the Market to Riverbank Laneways Upgrade, Rymill Park Lake, Town Hall Facade Conservation project and the annual Renewal Program. Capital expenditure to the end of December 2023 totalled \$40.741m. In addition to expenditure, a further \$37.698m was contracted, totalling \$78.439m to the end of the second quarter. This is a strong position for quarter two and is a significant contribution towards Council delivering its \$110.336m Capital Program for 2023/24.

There has been strong delivery on the 2023/24 Strategic Projects including the City Plan, Adaptive Re-use Housing Initiative, and completion of the free Wi-Fi upgrade. Strategic Project expenditure to the end of December 2023 totalled \$4.374m.

I hope you will find this Business Plan and Budget Quarterly Update a comprehensive, yet easy to read summary of activities, projects and expenditure over the last quarter.

Our ongoing financial planning and management over the past quarter has seen delivery of an operating result favourable to the budget, with a forecast operating surplus of \$2.003m, ensuring that we remain in a strong position to deliver on our commitment to financial sustainability.

Michael Sedgman

# Headline deliverables

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Quarter update for our headline deliverables / projects, which have been identified due to their complexity, risk, budget and / or impact on our city and community.

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## Strategic Projects

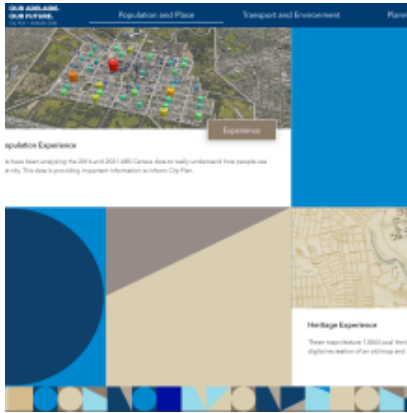


### ● **Adaptive Re-use Housing Initiative**

Adopted Budget: \$0.128m

Project commenced with the first steering group meeting occurring in November 2023.

Works carried out during the quarter included building audits to identify suitable sites, case studies and engagement with key stakeholders.



### ● **City Plan**

Adopted Budget: \$0.390m

Feedback from the 'City Plan Studio' sessions relating to urban design principles and draft development scenarios collated, leading to updates to the City Plan.

Procurement is currently underway for a consultant for Stages 3 and 4; community consultation and finalisation of the City Plan to be delivered by 30 June 2024.



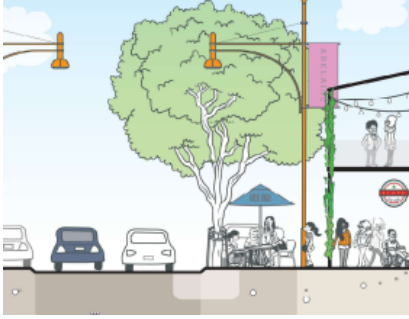
### ● **Deliver next generation Adelaide Free Wi-Fi**

Adopted Budget: \$0.098m

The Adelaide Free Wi-Fi network project, delivered through the Adelaide City Deal, was completed in quarter 2.

The network is now available to the public, following a \$4.8m overhaul to improve the speed, coverage and reliability of the network.

## Major / New and Upgrade Projects



### ● Hindley Street Revitalisation

Adopted Budget: \$1.680m

Stage: Design only

Hindley Street detailed design has commenced with external consultants engaged.



### ● Mary Lee Park Sports Building

Adopted Budget: \$2.062m

Stage: Plan/ Design

Sports lighting design released for tender for a design and construct lighting specialist. Construction to occur in quarter 3.



### ● Melbourne Street improvements

Adopted Budget: \$0.845m

Stage: Build/ Construct

Public consultation regarding the wombat crossing(s) undertaken.

Planning undertaken during the quarter for construction to commence in quarter 3.



### ● Central Market Arcade Redevelopment

Adopted Budget: \$15.000m

Stage: Build/ Construct

Main demolition works completed, including removal of remaining on-site structural elements and asbestos removal works, in accordance with asbestos removal plans formulated with appropriate authorities.



### ▲ Market to Riverbank Laneways Upgrade

Adopted Budget: \$2.160m

Stage: Build/ Construct

Construction progressed, with works along the west side and works in front of Her Majesty's Theatre continuing, and complete in front of Care Park.

Stakeholder engagement is ongoing, including weekly internal progress reports and regular contractor updates.



### ▲ Murlawirrapurka / Rymill Park upgrade

Adopted Budget: \$5.152m

Stage: Build/ Construct

Construction has progressed. Additional renewal funding has been required for soil management for contaminated soil found beneath Rymill Park Lake, which required removal for public safety.

*(Budget includes renewal funding)*

## Renewals



### ● **Town Hall Facade Conservation**

Adopted Budget: \$3.600m

Stage: Build/ Construct

Conservation works on the Pirie Street facade progressed during this quarter. The King William facade will commence in February.

The 2023/24 budget has been decreased by \$0.87m as the remaining budget will be re-timed into 2024/25.



### ● **Plant and Fleet Replacement**

Adopted Budget: \$2.700m

Stage: Build/ Construct

All purchase commitments have been placed for the Plant and Fleet replacement for 2023/24. Delivery of plant and fleet will be monitored to ensure arrival prior to End of Financial Year.



### ● **Jeffcott Street South Renewal Project**

Adopted Budget: \$2.178m

Stage: Build/ Construct

All major works between Wellington Square and Montefiore Hill are completed, including significant enhancement to heritage bluestone kerbing and surfaces.

### ● **Parking Meter Solution Renewal**

Adopted Budget: \$1.930m

Stage: Plan/ Design

Contracting process is progressing and pre-work/preparation is underway.

### ▲ **CCTV / Security and BMS Network Renewal and Compliance Program**

Adopted Budget: \$1.000m

Stage: Plan/ Design

The security access control server has been installed, including a site-by-site audit of security and access needs.

### ● **Road Resurfacing**

Adopted Budget: \$5.390m

Stage: Build/ Construct

Negotiation with contractor has resulted in a fast-tracked delivery of the road program. This has resulted in approximately 80% of the road program delivered by the end of quarter 2.

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# Budget update

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## Summary

### December Year To Date (YTD):

- The operating position as at the end of quarter 2 is a surplus of \$8.999m, which is \$5.686m favourable to the Year to Date (YTD) budget of \$3.313m. This is driven by:
  - Income is \$2.598m favourable due to higher fees and charges of \$1.922m across parking and golf, as well as other income of \$0.632m mainly generated from private works reimbursements.
  - Expenditure is \$3.088m favourable and is largely driven by timing of materials, contracts and other expenses including professional services \$3.744m, consultant fees \$0.519m, and waste services \$0.419m, offset by external contractors (\$2.983m). Resource costs are also \$0.836m favourable (Employee costs and contractual labour).
- The Capital Projects spend of \$40.741m is \$18.977m lower than the YTD budget of \$59.718m. This is largely due to the timing of Central Market Arcade Redevelopment \$5.571m, Rymill Park Lake \$3.949m, and On-Street Parking Meter Replacement \$1.307m.
- Council had net cash borrowings of \$3.076m as at 31 December, with \$5.700m in borrowings, offset by \$2.624m in deposits.

### Quarter 2 Operating Position

The proposed quarter 2 adjustments increase the operating surplus from \$1.952m to \$2.003m, an increase of \$0.051m driven by:

- Additional income of \$1.143m through the recognition of Commercial fees and charges \$0.591m including the introduction of 2 new car parks, net increase in grant recognition of \$0.329m, accounting treatment for the recognition of interest for 88 O'Connell Street of \$0.584m, offset by a one-off rates objection \$0.150m and forecast reduction in on-street parking \$0.194m.
- Employee costs have increased by \$0.008m and include funding for an additional 1.8 FTE funded through savings and grant funding. Additional savings were identified in Employee provisions.
- Materials, contracts and other expenses have increased by \$0.649m and includes Insurance premium increases \$0.294m, de-silting in the River Torrens \$0.200m, expending Rundle Mall Management previous years' surpluses \$0.176m and UPark customer carbon credit offsets \$0.166m offset by cleaning contract savings \$0.167m.
- Depreciation and Finance costs have increased as a result of the revaluation of leased buildings.

Within the operating position movement above, **Strategic Projects** have increased by \$0.080m from \$5.897m to \$5.959m.

- The **Capital Program** is proposed to increase by \$0.056m from \$110.280m to \$110.336m as a result of project administrative costs to deliver the program of \$4.437m and grant funded projects \$0.056m relating to interest received, offset by additional re-timing of works from 2022/23 of \$4.437m.
- **Borrowings** are forecast to increase by \$1.553m from \$40.553m to \$42.106m.

## **Operating Position (Financial Performance)**

<b>\$000's</b>	<b>YTD Actuals</b>	<b>YTD Budget</b>	<b>Variance</b>	<b>Full Year Budget (Q1)</b>	<b>Q2 Review</b>	<b>Variance</b>
Income						
Rates Revenues	67,506	67,599	(93)	135,281	135,131	(150)
Fees and Charges	44,372	42,450	1,922	84,598	84,978	380
Grants, Subsidies and Contributions	5,343	5,206	137	8,562	8,891	329
Other Income	1,085	453	632	953	1,537	584
<b>Total Income</b>	<b>118,306</b>	<b>115,708</b>	<b>2,598</b>	<b>229,394</b>	<b>230,537</b>	<b>1,143</b>
Expenses						
Employee Costs	40,692	41,073	381	82,435	82,443	(8)
Materials, Contracts and Other Expenses	38,433	39,988	1,555	81,807	82,456	(649)
Sponsorships, Contributions and Donations	2,646	2,887	241	6,325	6,275	50
Depreciation, Amortisation and Impairment	27,079	28,020	941	56,040	56,473	(433)
Finance Costs	457	427	(30)	835	887	(52)
<b>Total Expenses</b>	<b>109,307</b>	<b>112,395</b>	<b>3,088</b>	<b>227,442</b>	<b>228,534</b>	<b>(1,092)</b>
<b>Operating Surplus</b>	<b>8,999</b>	<b>3,313</b>	<b>5,686</b>	<b>1,952</b>	<b>2,003</b>	<b>51</b>

## **Capital Program**

Capital Program						
Major Projects	15,866	21,984	6,118	41,716	42,068	(352)
New and Upgraded projects	2,760	4,138	1,378	14,411	14,115	296
Renewal / Replacement of Assets	22,115	33,596	11,481	54,153	54,153	0
<b>Total Capital Expenditure</b>	<b>40,741</b>	<b>59,718</b>	<b>18,977</b>	<b>110,280</b>	<b>110,336</b>	<b>(56)</b>

## **Operating program – adjustments**

<b>\$000's</b>	<b>budget</b>	<b>proposed</b>	<b>variance</b>
<b>2023/24 Budgeted Operating Position</b>			<b>1,952</b>
<b>Rates</b> Higher level of one-off objections due to construction status of properties.	135,281	135,131	(150)
<b>Park Lands Event Fees</b> Council decision to reduce Park Lands Event Fees based on the Park Lands Fee Policy review (\$117k) offset by an increase in bookings \$100k.	613	596	(17)
<b>New Years Eve</b> Forecast income associated with New Years Eve did not eventuate.	(589)	(650)	(61)
<b>Development Assessment (DA)</b> Change to DA fees, including no charge for 'complying' applications \$21k and lodgement fees \$49k.	347	277	(70)
<b>On-Street Parking Fees</b> Forecast reduced revenue	12,955	12,761	(194)
<b>Off-Street Parking Fees (UPark)</b> Forecast additional revenue	29,179	29,422	243
<b>UPark new revenue streams</b> Net new revenue streams for 218-232 Flinders Street and 247 Pirie Street. Gross income of \$347k, offset by additional expenditure of \$131k.	-	216	216
<b>Roads to Recovery Grant</b> 2022/23 funding received in 2023/24, resulting in additional income.	255	510	255
<b>88 O'Connell Street Interest Income</b> Accounting treatment for the recognition of the remainder of the project milestone payment due to CoA in 24/25. Zero bottom line over the project life.	-	584	584
<b>River Torrens / Karrawirra Parri Dredging</b> De-silting works required within the River Torrens	-	(200)	(200)
<b>Insurance Premiums</b> Net increase in insurance premiums received for 2023/24 across Mutual Liability, Workers Compensation, Income Protection and Asset Mutual.	(4,597)	(4,747)	(150)
<b>Rundle Mall Management</b> Increase in budget due to Surpluses generated through underspends in previous years in line with the AEDA Charter \$176k, as well as an increase in Depreciation expense for Assets purchased in 2022/23 \$42k	(4,250)	(4,468)	(218)
<b>Cleaning</b> Savings identified through the procurement of a new cleaning contract.	(2,978)	(2,811)	167
<b>Carbon Neutral Certification</b> Purchase of Carbon Credits to offset emissions generated by UPark customers.	-	(166)	(166)
<b>Other Minor Adjustments</b> Other adjustments that are individually minor in value	-	-	(188)
<b>Proposed Quarter 2 Budget Review Operating Position</b>			<b>2,003</b>
<b>Total Proposed Adjustment</b>			<b>51</b>

## **Operating program – adjustments Continued**

The following changes have a net nil impact on the Operating Program, as grant funding received fully offsets incurred expenditure:

<b>\$000's</b>	<b>budget</b>	<b>proposed</b>	<b>variance</b>
<b>Community and Neighbourhood Development Program</b> Grant funding received from State Government to fund a position over 3 Financial Years, 2023/24 cost of \$80k.	-	-	-
<b>Arts and Culture Grant</b> Grant of \$50k not to be received or expended in 2023/24	-	-	-
<b>Re-Adaptive Housing</b> Grant funding received from Capital City Committee to fund operating expenditure over 2 Financial Years, 2023/24 cost of \$90k	-	-	-

## **Capital program – adjustments**

<b>\$000's</b>	<b>budget</b>	<b>proposed</b>	<b>Variance</b>
<b>Major Projects</b> Significant works of a capital nature that are over the prudential limit, multi year or have significant grant funding being administered via a contractual deed.	41,716	42,068	(352)
<b>New and Upgrades</b> Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.	14,411	14,115	296
<b>Renewals</b> Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.	54,153	54,153	0
<b>Total Adjustment</b>	<b>110,280</b>	<b>110,336</b>	<b>(56)</b>



## Financial indicators

		Target	Adopted	Q1	Q2
<b>Operating Surplus Ratio</b>	Operating surplus as a percentage of operating revenue	0%-20%	0.9%	0.9%	0.9%
<b>Net Financial Liabilities</b>	Financial liabilities as a percentage of operating income	Less than 80%	-1%	0.7%	7.6%
<b>Asset Renewal Funding Ratio</b>	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	90%	97%	97%
<b>Asset Test Ratio</b>	Borrowings as a percentage of total saleable property assets	Maximum 50%	10%	13%	14%
<b>Interest Expense Ratio</b>	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	0.4%	0.6%	1.4%
<b>Leverage Test Ratio</b>	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.2	0.3	0.3
<b>Cash Flow from Operations Ratio</b>	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	101%	99%	99%
<b>Borrowings</b>	Borrowings as a percentage of the Prudential Borrowing Limit	Within Prudential Limits	30.184m	40.553m	\$42.106m
			20%	27%	28%

# Treasury Reporting

The tables below present the debt and cash investment information as required by Council's Treasury Policy.

Table 1 shows the borrowing facilities taken out by Council. Council had borrowings of \$5.700m as at 31 December 2023:

Borrowings Facility *	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report \$'000s	Maturity Date
LGFA CAD 554	\$30m	Variable	5.35%	Nil	-	16/12/2023**
LGFA CAD 555	\$70m	Variable	5.35%	\$5.700m	(\$5.700m)	15/06/2033

\* Note CAD facilities are flexible and allows Council to convert all or part of it into a fixed rate interest only loan for a maximum of 5 years.

\*\* Existing facility expired on 16/12/2023. Future facilities will be discussed with Council for approval in line with the review of the Treasury Policy.

Table 2 shows cash invested by Council. Council had \$2.624m in cash investments at 31 December 2023:

Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000s	Maturity Date
LGFA General	\$-m	Variable	4.55%	-	(\$1.527m)	-
NAB	\$3.1m	Variable	4.55%	\$2.624m	0.960m	-

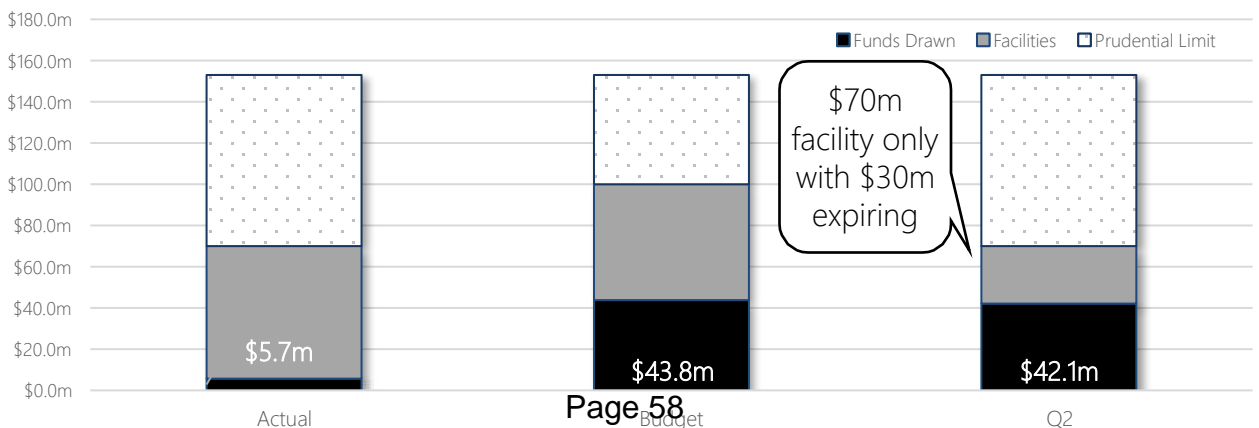
Total borrowings without the Future Fund offset (\$20.021m) would otherwise be \$23.097m

Table 3 provides the Prudential Limit Ratios as outlined in Council's Treasury Policy:

Prudential Limit Ratio **	Comments	Limits	December 2023 YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	0.1%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy)	Max 1.5 years	0.04
Asset Test	The percentage of total borrowings to Council's saleable property assets.	Max 50%	1.86%

\*\* Prudential borrowing limit as at 31 December 2023 is \$152.927 million (an increase from \$149 million as per adopted budget)

**Borrowings:** showing current facilities against our prudential limit and forecasted position



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# Capital Works update

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## Summary

At the end of 2022/23 several Major and New & Upgrade projects including their renewal components had not reached their intended outcome, with works required to continue in 2023/24. The impact was a budget re-timing at end of year of \$6.623m. These projects were identified based on the project plans and scheduling for the delivery in 2023/24 and will be re-timed in future years as part of the annual business plan and budgeting process.

- Experience Adelaide Visitor Centre \*
- Flinders Street Improvements (Detailed Design)
- Hindley Street Revitalisation (Detailed Design)
- Bonython Park / Tulya Wardli Shared Path Lighting, Retaining Wall and Footpath Upgrade
- Torrens Retaining Structure adjacent Red Ochre
- Wakefield Street Renewals & Streetscape Improvements (Detailed Design)
- Developer works - James Place Upgrade
- Stephens Street and Sanders Place Upgrade (Investigation and Concept Design)

The City of Adelaide is committed to the delivery of a \$110.336m capital program. Incorporated in the program are the project administrative costs to deliver the program. To incorporate these costs into the current budget it is recommended to re-time the following project works to the value of the \$4.437m. These projects were identified based on the project plans, conflicting projects impacting on delivery in specific areas and scheduling for the delivery in 2023/24 and will be re-timed as part of the annual business plan and budgeting process.

- Market to Riverbank (M2R) Shopfront Program \*
- North-South (N-S) Bikeway \*
- Glen Osmond Road, Hutt Road and Park 17 Improvements
- Park 27B Hellas Sports Club Building \*
- Melbourne Street Improvement \*
- City Dirt Masterplan
- Rundle Mall Sound System
- Greener City Streets Program (In conjunction with N-S Bikeway Project)
- New Public Lighting - Stafford Street, Stafford Lane and O'Halloran Street
- Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project)
- Replacement of Car Park Management System (CPMS)

\* Grant funded projects

## Summary - continued

- \$15.866m has been spent to date and \$15.223m has been contracted across major projects, resulting in 75% of the 2023/24 program currently committed.
- \$2.760m has been spent to date and \$1.636m has been contracted across new and upgrade projects, resulting in 31% of the 2023/24 program currently committed.
- \$22.115m has been spent to date and \$20.838m has been contracted across renewal projects, resulting in 79% of the 2023/24 program currently committed.
- Proposed revised budgets (subject to Council endorsement this quarter): Major Projects \$42.068m; New and Significant upgrades \$14.415m; and Asset Renewals \$54.153m.

<b>\$'000</b>	<b>Projects*</b>	<b>budget</b>	<b>expenditure</b>	<b>commitments</b>	<b>remaining</b>
Major Projects	26	\$41,716	\$15,866	\$15,223	\$10,626
New and Significant upgrades	97	\$14,411	\$2,760	\$1,636	\$10,016
Renewals	313	\$54,153	\$22,115	\$20,838	\$11,200
<i>Major Projects (with renewal)</i>	10	\$6,110	\$1,173	\$3,876	\$1,062
<i>New/Upgrade (with renewal)</i>	22	\$1,397	\$90	\$67	\$1,239
<i>Corporate Overhead</i>	n/a	\$5,500	\$2,986	\$0	\$2,514
<i>Bridges</i>	4	\$360	\$119	\$5	\$236
<i>Buildings</i>	40	\$9,667	\$2,428	\$6,017	\$1,221
<i>ICT</i>	7	\$1,792	\$1,111	\$604	\$78
<i>Lighting and Electrical</i>	24	\$2,202	\$468	\$501	\$1,233
<i>Park Lands assets</i>	17	\$1,060	\$1,632	\$829	(\$1,401)
<i>Plant and Fleet</i>	5	\$3,215	\$1,159	\$2,119	(\$63)
<i>Traffic Signals</i>	12	\$2,143	\$848	\$1,550	(\$255)
<i>Transport</i>	118	\$14,844	\$8,227	\$3,932	\$2,684
<i>Urban Elements</i>	46	\$4,013	\$688	\$564	\$2,761
<i>Water infrastructure</i>	8	\$1,850	\$1,186	\$774	(\$110)
<b>Total</b>	<b>406*</b>	<b>\$110,280</b>	<b>\$40,741</b>	<b>\$37,697</b>	<b>\$31,842</b>

### Note

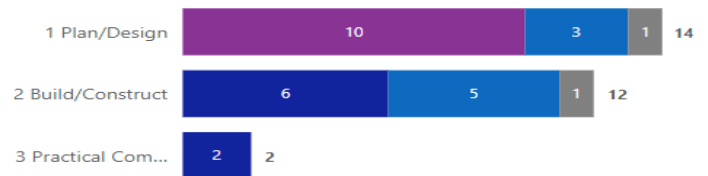
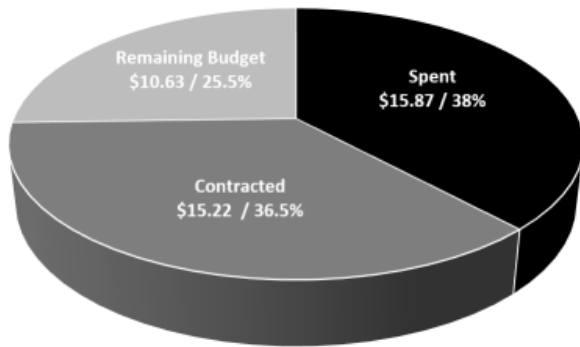
\*Total Project count: mixed-funded projects are only counted once in the total project count

- Transport is made up of Roads, Pathways and Kerb and Water Table
- Plant and Fleet includes Commercial Plan and Fleet
- some projects have been broken down into sub-projects, so total appears different

# Major Projects

Major Projects are significant works of a capital nature that are over the prudential limit, multi-year, or have significant grant funding.

## Approved Budget



**Project Type** ● Construct ● Design ● Design and Construct ● Other  
*some projects have been broken down into sub-projects, so total appears different*

## Planning updates:

The second quarter has seen good progress in the delivery of our major projects. Progress highlights include:

- The Central Market Arcade Redevelopment has commenced construction works.
- Pitt Street project (final section of the Market to Riverbank program) and Rymill Park Lake upgrade project commenced work on site, with planned completion in June 2024.
- CCTV network renewal scheduled to finish next quarter.
- Hindley Street Main Street Revitalisation project and Charles Street streetscape upgrade designs have commenced.
- Hutt Street Entry Statement has gone to market with works expected to commence next quarter.
- North-South Bikeway remaining sections (construction) have gone to market with scoped works aimed to commence in March.

## Budget updates:

The Annual forecast expenditure this quarter has increased by \$0.352m from an approved Q1 budget of \$41.716m to a proposed budget of \$42.068m.

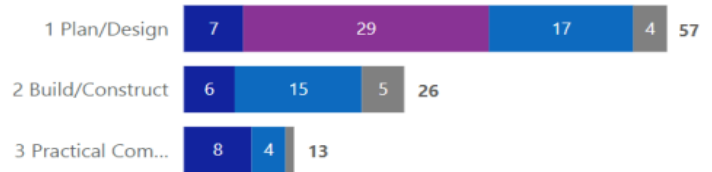
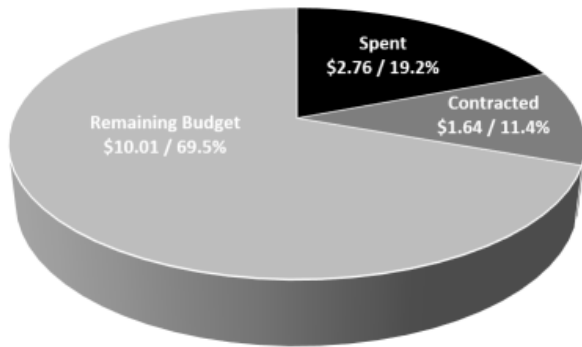
Significant demand was made on the Major project budget in Q2 due to project administrative costs delivering the program and cost increases to existing projects of \$3.628m. The majority of the required funding comes from the re-timing of \$2.829m of Major Projects into future years (subject to budget approval) and savings from other Major projects \$0.502m. This leaves a shortfall of \$0.297m which is funded from a budget transfer of savings from New and Significant upgrade projects to Major projects.

The ledger has increased further by grant interest of \$0.056m.

# New and Significant Upgrades

New and Significant Upgrade projects are works of a capital nature that are either introducing new assets or significantly upgrading existing assets, usually by extending the footprint of an asset or increasing the level of service the asset provides.

## Approved Budget



**Project Type** ● Construct ● Design ● Design and Construct ● Other  
*some projects have been broken down into sub-projects, so total appears different*

## Planning updates:

The second quarter has seen some progress in the delivery of our New and Upgrade program. Progress highlights are:

- seven projects have reached practical completion this quarter, including Blackspot Signal upgrade works at the intersections of Currie/Morphett Streets and Jeffcott/Ward Streets, Adelaide Wi-Fi and Torrens Lake earth retaining structure at the University Footbridge.
- Blackspot Signal upgrade works at the intersections of Morphett Street/South Terrace will be completed next quarter.
- Field Street and the Greener City Streets program have awarded contracts, Rymill Park upstream supply has completed tender evaluation with construction commencing next quarter.
- Several new projects have been created from available savings during the quarter, for example, Adelaide Central Market Dry Room investigation and Hutt Road permeable pavement pilot project.

## Budget updates:

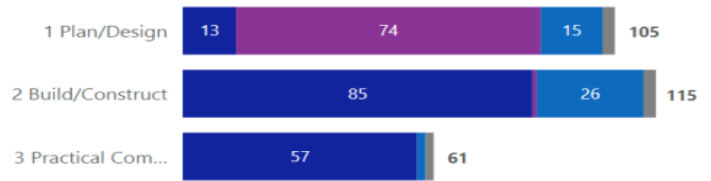
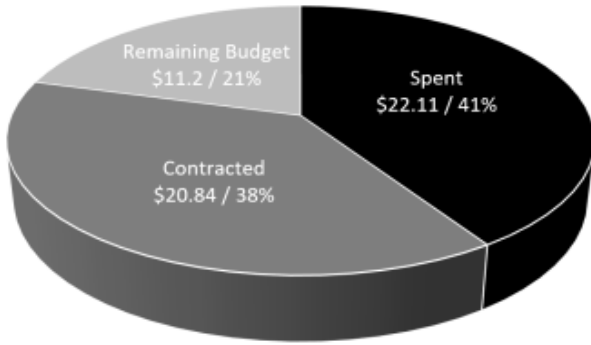
The Annual forecast expenditure this quarter has decreased by \$0.296m from an approved Q1 budget of \$14.411m to a proposed budget of \$14.115m.

\$1.823m of project works are proposed to be re-timed into future years (subject to budget approval). This reduction is proposed to be used to cover \$1.527m of project administrative costs delivering the program and cost increases to existing projects. This allows \$0.296m to be transferred to Major projects to contribute to the existing funding shortfall.

# Renewals

Renewals are works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.

## Approved Budget



**Project Type** ● Construct ● Design ● Design and Construct ● Other  
*some projects have been broken down into sub-projects, so total appears different*

## Planning updates:

Significant progress has been made across all asset classes for Renewals in the second quarter. Progress highlights are:

- 28 projects have achieved practical completion this quarter, including Gawler UPark façade panel replacement, Francis Street stormwater renewals, 'bud' lighting renewal and various road and footpaths renewal projects
- Several projects have commenced construction, including six traffic signal renewals at major intersections and the traffic signal controller renewal program as well as the LED renewal program
- Several projects completed their procurement activity this quarter with delivery commencing in future quarters, including Pinky Flat Pond and surrounds, George Street lighting and Pioneer Women's Garden Heritage wall renewal
- A number of projects are forecasting completion in the next quarter, including Jeffcott Street South, Eagle Chambers IT Server Room AC unit renewal, Adelaide Pavillion AC renewal and various road and footpaths renewal projects

## Budget updates:

The annual forecast expenditure this quarter has remained unchanged at \$54.153m.

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# Portfolio updates

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## City Shaping

The City Shaping Portfolio leverages and celebrates our role as a Capital City Council and delivers the services that lead, shape and enable a creative, dynamic, resilient and diverse city both now and into the future.

### **Programs:**

- City Culture
- Park Lands, Policy and Sustainability
- Regulatory Services

### **Key Focus areas:**

- City activation, initiatives, grants and sponsorship
- Park Lands greening, management and improvements
- Develop the City Plan
- Partnerships that support creative and resilient communities
- Kaurna heritage and voice and cultural mapping of the Park Lands
- Heritage promotion and protection

## City Services

The City Services Portfolio delivers essential local government services for our community, making it easier to conduct business in our city, and providing a safe and attractive urban environment.

### **Programs:**

- City Operations
- Infrastructure
- Strategic Property and Commercial

### **Key Focus areas:**

- Capital Works Program, including Major Projects, New and Significant Upgrades and renewals
- Main street revitalisation and improvements
- Maintenance of public realm and city presentation

## Corporate Services

The Corporate Services Portfolio provides effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency, and innovation.

### **Programs:**

- Customer and Marketing
- Finance and Procurement
- Governance
- Information Management
- People
- Strategy, Insights and Performance
- *Adelaide Central Market Authority*
- *Adelaide Economic Development Agency*
- *Kadaltilla / Adelaide Park Lands Authority*

### **Key Focus areas:**

- Revised Strategic Management Framework and new Strategic Plan
- New and different ways to engage our community
- Adelaide free Wi-Fi expansion and improvements
- City of Adelaide Graduate Program



# City Shaping

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	13,519	13,718	(199)
Expenditure	(21,078)	(23,267)	2,189
Net Operating Surplus / (Deficit)	(7,559)	(9,549)	1,990

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	Variance
Office of the Director, City Shaping	-	-	-	(652)	(652)	-
City Culture	12,004	11,956	(48)	(27,438)	(27,370)	68
Park Lands, Policy and Sustainability	296	43	(253)	(7,817)	(7,554)	263
Regulatory Services	15,054	14,984	(70)	(9,902)	(9,943)	(41)
Strategic Projects	128	218	90	(2,482)	(2,612)	(130)
Total	27,482	27,201	(281)	(48,291)	(48,131)	160

# City Shaping

## Planning updates / changes

- Completed Strategic Projects:
  - Social Planning Homelessness and Adelaide Zero Project Resourcing
- New Strategic Projects:
  - Park 21 West - New Community Sports Building
- Council decisions relating to:
  - EV Transition Roadmap
- Administrative changes relating to:
  - Additional funding for Light Square Masterplan. No change in scope, increase in funding to meet tender responses, which came in above budget (higher than estimate)
  - Funding for Park Lands Greening
  - Additional funding for Social Planning Homelessness and Adelaide Zero Project Resourcing
  - Timing of funding for Adaptive Re-use Housing Initiative (receipt of grant payment from State Government)

## Budget updates / changes

- Operational budget changes resulting in \$0.281m reduction to income, as well as \$0.411m reduction in expenditure:
  - Reduction in Income of \$0.117m through Council Decision relating to Park Lands Fee Policy review
  - Reduced income through forecast revenue across Development Assessment, New Years Eve and Park Lands Events \$0.031m
  - 1.0 additional FTE for Graduate Planner role transferred from People Program. 2 year fixed-term contract from January 2024
- Changes to the operational budget identified above includes funding for New Strategic Projects this quarter of \$0.032m, and net increase of \$0.008m across existing projects

## Select Portfolio achievements from this quarter

- The 2023 Christmas Festival and the return of New Year's Eve celebrations to Elder Park were successful and attracted record numbers of patrons.
- Multiple strategies and policies have been developed with Council for consultation and Council final endorsement, draft Homelessness Strategy, and draft Integrated Climate Strategy. The Economic Development Strategy Round Table was held on 14 December 2023.
- The Community Land Management Plan for the Adelaide Park Lands was endorsed, and the Adelaide Aquatic Centre Project Agreement between the Department of Infrastructure and Transport was executed in October 2023.
- CEO KPI Achieved - Develop a Housing Policy that supports the provision of affordable and social housing. Presented to Council by end December 2023.

# City Shaping | Budget

## City Culture

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	variance	budget	proposed	variance
Office of the A/D City Culture	-	-	-	(385)	(385)	-
Adelaide Town Hall	2,863	2,863	-	(2,921)	(2,914)	7
Aquatic Centre	6,593	6,593	-	(7,443)	(7,430)	13
City Experience	695	616	(78)	(4,080)	(4,080)	-
City Lifestyle	1,245	1,245	-	(4,661)	(4,654)	7
Creative City	82	112	30	(2,902)	(2,861)	41
Libraries	526	526	-	(5,046)	(5,046)	-
<b>Total</b>	<b>12,004</b>	<b>11,956</b>	<b>(48)</b>	<b>(27,438)</b>	<b>(27,370)</b>	<b>68</b>

## Park Lands, Policy and Sustainability

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
A/D, Park Lands Planning & Policy	-	-	-	(356)	(356)	-
City Planning and Heritage	43	43	-	(3,660)	(3,650)	10
Low Carbon & Circular Economy	-	-	-	(1,909)	(1,909)	-
Park Lands, Policy & Sustainability	-	-	-	(1,639)	(1,639)	-
Kadaltilla / Park Lands Authority	253	-	(253)	(253)	-	253
<b>Total</b>	<b>296</b>	<b>43</b>	<b>(253)</b>	<b>(7,817)</b>	<b>(7,554)</b>	<b>263</b>

## Regulatory Services

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
A/D, Regulatory Services	-	-	-	(843)	(843)	-
City Development	3,340	3,270	(70)	(2,588)	(2,629)	(41)
City Safety	458	458	-	(1,641)	(1,641)	-
On-Street Parking Compliance	11,256	11,256	-	(4,725)	(4,725)	-
<b>Total</b>	<b>15,054</b>	<b>14,984</b>	<b>(70)</b>	<b>(9,902)</b>	<b>(9,943)</b>	<b>(41)</b>

# City Shaping | Strategic Projects

	Plan		Expenditure (\$'000)				
	delivered by		budget	proposed	variance		
<b>Office of the Director, City Shaping</b>							
Adaptive Re-use Housing Initiative*	●●●	October 2025	●●●	(128)	(218)	(90)	↔
<b>City Culture</b>							
Aquatic Centre Investigations	●●●		●●●	(75)	(75)	0	↔
City Activation	●●●	June 2024	●●●	(400)	(400)	0	↔
Cultural Mapping of the Adelaide Park Lands	●●●	June 2024	●●●	(75)	(75)	0	↔
<b>Park Lands, Policy and Sustainability</b>							
City Wide Waste and Recycling Program	●▲●		●▲●	(788)	(788)	0	↔
Delivering the City Plan	●●●		●●●	(390)	(390)	0	↔
Local Heritage Assessments - 20th Century Buildings	●●●		●●●	(70)	(70)	0	↔
Master Plan of Light Square	●▲●	June 2024	●▲●	(75)	(90)	(15)	🔒
Park 21 West - New Community Sports Building	●●●	February 2024	●●●	-	(32)	(32)	🔒
Park Lands Biodiversity Survey	●●●	June 2024	●●●	(150)	(150)	0	↔
Park Lands Greening	●●●		●●●	(30)	(15)	15	🔒
Social Planning Homelessness and Adelaide Zero Project Resourcing	●●●	Complete	●●●	(200)	(208)	(8)	🔒
<b>Regulatory Services</b>							
On-Street Parking Compliance Technology and Customer Analytics Reform	●●●		●●●	(100)	(100)	0	↔
<b>Total</b>				<b>(2,482)</b>	<b>(2,612)</b>	<b>(130)</b>	🔒

\* fully funded by State Government Grant

# City Services

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	32,373	29,327	3,046
Expenditure	(60,790)	(62,298)	1,508
Net Operating Surplus / (Deficit)	(28,417)	(32,971)	4,554

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	proposed	variance	budget	proposed	variance
Office of the Director, City Services	-	-	-	(677)	(677)	-
City Operations	2,482	2,482	-	(43,161)	(43,389)	(228)
Infrastructure	211	722	511	(44,520)	(44,602)	(82)
Strategic Property and Commercial	52,322	53,303	981	(32,238)	(32,810)	(572)
Strategic Projects	3,020	3,020	-	(5,123)	(5,212)	(89)
Total	58,035	59,527	1,492	(125,719)	(126,690)	(971)

# City Services

## Planning updates / changes

- New Strategic Projects:
  - Telecommunication Infrastructure and Communication System - Part 1
- Council decisions relating to:
  - Future Fund Governance Framework Establishment
- Administrative changes relating to:
  - Additional funding for Asset Condition Audit
  - Reduction in funding for Climate Change Risk Adaptation Actions Year Two
  - Moonta Street Roof Installation Feasibility Study is no longer occurring this financial year.
  - Smart Lighting Platform Technical Specification is no longer occurring this financial year.

## Budget updates / changes

- Operational budget changes resulting in \$1.492m additional income offset by \$0.972m additional expenditure:
  - Parking Revenue of \$0.397m offset by associated operating expenditure of \$0.297m
  - \$0.584m income for the accounting treatment for the recognition of the remainder of the 88 O'Connell Street project milestone payment due to CoA in 24/25
  - Additional Grant funding of \$0.255m for Roads to Recovery, as well as \$0.255m reallocation from Corporate Services portfolio
  - De-silting works required within the River Torrens / Karrawirra Parri \$0.200m
  - Increase in Emergency Services Levy \$0.050m
  - Legal Settlement \$0.100m
  - Additional 2.0 FTE Infrastructure Graduates. 2-year Fixed Term Contract from January 2024 transferred from the People program.
- Changes to the operational budget identified above includes funding for New Strategic Projects this quarter of \$0.229m, offset by savings or reallocations of \$0.140m

## Select Portfolio achievements from this quarter

- First six (6) months reflects the largest spend profile associated with Capital Works delivery.
- Significant progress in the development of six (6) Asset Management Plans for Council review and endorsement prior to the 30 June 2024.
- Commercial businesses (UParks and North Adelaide Golf Links) have reflected a favourable variance to budget and increased visitation numbers.

# City Services | Budget

## City Operations

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D City Operations	-	-	-	(2,922)	(2,964)	(42)
Manager, City Maintenance	-	-	-	(184)	(384)	(200)
Manager, City Presentation	-	-	-	(199)	(199)	-
Cleansing	7	7	-	(7,053)	(7,075)	(22)
Facilities	-	-	-	(4,614)	(4,522)	92
Horticulture	2,334	2,334	-	(13,668)	(13,697)	(29)
Infrastructure Maintenance	-	-	-	(5,820)	(5,831)	(11)
Trades	107	107	-	(4,884)	(4,890)	(6)
Waste	29	29	-	(3,603)	(3,603)	-
Workshops	6	6	-	(214)	(224)	(10)
<b>Total</b>	<b>2,482</b>	<b>2,482</b>	<b>-</b>	<b>(43,161)</b>	<b>(43,389)</b>	<b>(228)</b>

## Infrastructure

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D Infrastructure	-	-	-	(632)	(714)	(82)
Infrastructure Planning and Delivery	211	722	511	(43,378)	(43,378)	-
Technical Services	-	-	-	(510)	(510)	-
<b>Total</b>	<b>211</b>	<b>722</b>	<b>511</b>	<b>(44,520)</b>	<b>(44,602)</b>	<b>(82)</b>

## Strategic Property and Commercial

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
A/D Strategic Property & Commercial	-	-	-	(473)	(473)	-
Commercial	221	221	-	(915)	(918)	(3)
Parking	42,378	42,775	397	(13,685)	(14,060)	(375)
North Adelaide Golf Course	3,443	3,443	-	(3,579)	(3,606)	(27)
Strategic Property Development	-	584	584	(765)	(765)	-
Strategic Property Management	6,280	6,280	-	(12,821)	(12,988)	(167)
<b>Total</b>	<b>52,322</b>	<b>53,303</b>	<b>981</b>	<b>(32,238)</b>	<b>(32,810)</b>	<b>(572)</b>

# City Services | Strategic Projects

	Plan		Expenditure (\$'000)			
	delivered by		budget	proposed	variance	
<b>City Operations</b>						
Private Laneways Fee-for-Service Trial	●●●		●●● (50)	(50)	0	↻
<b>Infrastructure</b>						
Asset Condition Audit	●●●		●●● (179)	(199)	(20)	🔒
Climate Change Risk Adaptation Actions Year 2	●●●		●●● (200)	(160)	40	🔒
Conservation Management Plans for Heritage Assets	●●●	June 2024	●●● (200)	(200)	0	↻
Lighting and Electrical Data Collection	●●●		●●● (300)	(300)	0	↻
Moonta Street Roof Installation Feasibility Study	●●●	Deferred	●●● (50)	-	50	🔒
North Terrace West Masterplan	●▲●		●▲● (100)	(100)	0	↻
Resilient Flood Planning*	●●●	May 2025	●●● (2,325)	(2,325)	0	↻
SA Power Networks (SAPN) Luminaire Upgrades	●▲●	June 2024	●▲● (100)	(100)	0	↻
Smart Lighting Platform Technical Specification	●●●	Deferred	●●● (40)	-	40	🔒
Stormwater Network Cleaning	●●●	February 2024	●●● (500)	(500)	0	↻
Transport Strategy	●▲●		●▲● (350)	(350)	0	↻
Telecommunication Infrastructure and Communication System - Part 1	●●●		●●● -	(229)	(229)	🔒
Underground of powerlines	●●●		●●● (239)	(239)	0	↻
<b>Strategic Property and Commercial</b>						
88 O'Connell Project Delivery	●●●		●●● (30)	(30)	0	↻
Central Market Arcade Redevelopment	●●●	January 2026	●●● (280)	(280)	0	↻
Future Fund Governance Framework Establishment	●●●		●●● (30)	-	30	🔒
Strategic Property Action Plan Implementation	●●●		●●● (150)	(150)	0	↻
<b>Total</b>			(5,123)	(5,212)	(89)	🔒

\* fully funded by Federal Government Grant



# Corporate Services

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	72,414	72,662	(248)
Expenditure	(25,564)	(25,004)	(560)
Net Operating Surplus / (Deficit)	46,850	47,658	(808)

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Office of the Chief Operating Officer	-	-	-	(1,148)	(939)	209
Customer and Marketing	1	1	-	(6,249)	(6,499)	(250)
Finance and Procurement	134	134	-	(4,283)	(4,283)	-
Governance	-	-	-	(3,735)	(4,213)	(478)
Information Management	1,430	1,430	-	(13,312)	(13,312)	-
People	-	-	-	(3,945)	(3,741)	204
Strategy, Insights & Performance	-	-	-	(1,474)	(1,474)	-
Corporate Activities *	132,729	132,323	(406)	3,837	3,949	112
Strategic Projects	400	400	-	(1,823)	(1,775)	48
<b>Total</b>	<b>134,694</b>	<b>134,288</b>	<b>(406)</b>	<b>(32,132)</b>	<b>(32,287)</b>	<b>(155)</b>

## Subsidiaries

Adelaide Central Market Authority	4,914	4,914	-	(5,310)	(5,310)	-
Adelaide Economic Development Agency	4,269	4,354	85	(12,465)	(12,809)	(344)
Kadaltilla / Adelaide Park Lands Authority	-	253	253	-	(253)	(253)
<b>Total Subsidiaries</b>	<b>9,183</b>	<b>9,521</b>	<b>338</b>	<b>(17,775)</b>	<b>(18,372)</b>	<b>(597)</b>
<b>Total Corporate Services (including Subsidiaries)</b>	<b>143,877</b>	<b>143,809</b>	<b>(68)</b>	<b>(49,907)</b>	<b>(50,659)</b>	<b>(752)</b>

\*Corporate Activities includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management Target, and capital overhead.

# Corporate Services

## Planning updates / changes

- Completed Strategic Projects:
  - Deliver next generation Adelaide Free Wi-Fi network as part of the Adelaide City Deal
  - Promoting the City during Adelaide 500
- New Strategic Projects:
  - Grant Management Software to facilitate identification of funding opportunities
- Council decisions relating to:
  - Not applicable
- Administrative changes relating to:
  - Reduction in funding for Cyber Security Enhancement
  - Subsidiaries of Council (ACMA, AEDA and Kadaltilla) now reporting through Corporate Services

## Budget updates / changes

- Operational budget changes resulting in \$0.406m reduction in income, as well as \$0.378m additional funding:
  - Reallocation of Roads to Recovery Funding of \$0.255m to Infrastructure Program
  - Increase in Rates objections \$0.150m
  - Reallocation of Searches & Information budget of \$0.209m to Customer & Marketing from the Chief Operating Officer in line with an increase in Search Fees for expiation notices
  - Transfer of Councillor Support from Office of the Lord Mayor to Governance \$0.471m, and Graduate positions to programs of reporting responsibility \$0.163m
  - Additional Insurance Premium budget of \$0.060m
  - Movement in Employee provisions \$0.164m
  - Transfer of 3.0 Graduate Roles from 1 January 2024 to City Services and City Shaping Portfolios \$0.123m
- New Strategic Funding of \$0.012m for the Grant Management Software, offset by \$0.060m savings.
- Subsidiary net operating movements of \$0.259m increase in budget through:
  - Additional Income and Expenditure for Adelaide Fashion Week \$35k and AEDA Summit \$50k
  - Increase in budget due to Surpluses generated through underspends in previous years in line with the AEDA Charter \$176k, as well as an increase in Depreciation expense for Assets purchased in 2022/23 \$42k

# Corporate Services

## Select Portfolio achievements from this quarter

- Council adoption of key strategic documents – Annual Report 2022/23 including Annual Financial Statements; City of Adelaide Strategic Plan 2024-28; Kadaltilla Strategic Plan 2023-28; Long Term Financial Plan.
- Delivery of the Adelaide Free Wi-Fi project.
- Council adoption of policies to ensure better Council transparency and meeting effectiveness.
- Recruitment and selection of five graduates through CoA's new Graduate Program, to attract and retain talent and develop the CoA workforce.
- Approval and commencement of an AEDA Review implementation plan.
- Contracted for comprehensive mass appraisal valuations to inform 2024-25 property valuations for rating purposes.
- Voice of Customer survey data has trended upwards for Ease of Service and Customer Satisfaction and both measures met the 70% KPI target in December.

### Adelaide Central Market Authority

- Strong progress against the initiatives and measures set out in the 2023/24 business plan and budget with 95% actions progressed, ongoing or on track.
- The operating position of \$331,000 favourable to budget YTD is due to additional leasing income and 100% rental occupancy, and by a favourable variance in expenditure due to the timing of professional fees for the leasing of the future Market Expansion.
- December and Christmas trade successful with the same average daily visitation as 2022. Annual traffic in 2023 reached 8.15m, 9.4% higher than the 7.45m in 2022. Producer in Residence stall has seen 100% occupancy from July to Dec 2023 (8 businesses).

### Adelaide Economic Development Agency

- The University of Adelaide/ThinLab, MTPConnect and South Start received Strategic Partnership Program funding to support smaller growth oriented small businesses to scale up.
- A campaign promoting citywide shopping around the Black Friday period was developed and delivered over the fortnight leading up to and including Black Friday through to Cyber Monday. The campaign highlighted the unique attributes of shopping in the city. Foot traffic in Rundle Mall increased by 8.2% on last year.
- ADL Fashion Week was held in October with 33 events and 80 additional fashion related experiences or offers. Eighty eight percent of tickets across the core events were sold.
- The Commercial Events and Festivals program committed \$240,000 in funding to seven events in the medium-large category and \$136,500 to nine small-medium events.

### Kadaltilla / Adelaide Park Lands Authority

- Delivered the Kadaltilla 2023-2028 Strategic Plan.
- Delivered the final two Annual Community Forum events in October 2023.
- Embarked on a Park Lands Site Tour with Kadaltilla Board Members.
- Undertook public Expressions of Interest for the vacant Council appointed Board Member position with skills in tourism and event management.
- Consulted with the State Planning Commission regarding Kadaltilla's Greater Adelaide Regional Plan submission.
- Continued the comprehensive review of Adelaide Park Lands Management Strategy 2015-2025 (APLMS), including delivery of digital version.

# Corporate Services | Budget

## Customer and Marketing

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Customer & Marketing	-	-	-	(213)	(213)	-
Customer Experience	1	1	-	(3,769)	(3,978)	(209)
Marketing & Communications	-	-	-	(2,269)	(2,310)	(41)
<b>Total</b>	<b>1</b>	<b>1</b>	<b>-</b>	<b>(6,249)</b>	<b>(6,499)</b>	<b>(250)</b>

## Finance and Procurement

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Finance & Procurement	-	-	-	(265)	(265)	-
Financial Planning & Reporting	-	-	-	(1,811)	(1,811)	-
Procurement & Contract Management	-	-	-	(990)	(990)	-
Rates & Receivables	134	134	-	(1,217)	(1,217)	-
<b>Total</b>	<b>134</b>	<b>134</b>	<b>-</b>	<b>(4,283)</b>	<b>(4,283)</b>	<b>-</b>

## Governance

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Governance & Risk	-	-	-	(209)	(209)	-
Corporate Governance	-	-	-	(1,965)	(1,972)	(7)
Council Governance	-	-	-	(573)	(1,045)	(471)
Legal Governance	-	-	-	(987)	(987)	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,735)</b>	<b>(4,213)</b>	<b>(478)</b>

# Corporate Services | Budget

## Information Management

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Information Management	7	7	-	(1,379)	(1,379)	-
Project Delivery	1,400	1,400	-	(2,553)	(2,553)	-
Service Desk	-	-	-	(1,111)	(1,111)	-
Technology, Infrastructure & Platforms	23	23	-	(8,268)	(8,268)	-
<b>Total</b>	<b>1,430</b>	<b>1,430</b>	<b>-</b>	<b>(13,312)</b>	<b>(13,312)</b>	<b>-</b>

## People

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager People	-	-	-	(698)	(493)	204
People Experience	-	-	-	(1,355)	(1,355)	-
People Safety and Wellbeing	-	-	-	(751)	(751)	-
People Services	-	-	-	(1,141)	(1,141)	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(3,945)</b>	<b>(3,741)</b>	<b>204</b>

## Strategy, Insights and Performance

Operating Budget (excludes Strategic Projects)	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Manager, Strategy, Insights & Performance	-	-	-	(187)	(187)	-
Project Management Office	-	-	-	(155)	(155)	-
Strategy and Insights	-	-	-	(1,132)	(1,132)	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,474)</b>	<b>(1,474)</b>	<b>-</b>

# Corporate Services | Budget

## Adelaide Central Market Authority

<b>Operating Budget</b> (excludes Strategic Projects)	<b>Income (\$'000)</b>			<b>Expenditure (\$'000)</b>		
	<b>budget</b>	<b>Proposed</b>	<b>Variance</b>	<b>budget</b>	<b>proposed</b>	<b>Variance</b>
ACMA Operations	4,820	4,820	-	(5,073)	(5,073)	-
Online Market Platform	94	94	-	(236)	(236)	-
<b>Total</b>	<b>4,914</b>	<b>4,914</b>	<b>-</b>	<b>(5,310)</b>	<b>(5,310)</b>	<b>-</b>

## Adelaide Economic Development Agency

<b>Operating Budget</b> (excludes Strategic Projects)	<b>Income (\$'000)</b>			<b>Expenditure (\$'000)</b>		
	<b>budget</b>	<b>Proposed</b>	<b>Variance</b>	<b>budget</b>	<b>proposed</b>	<b>variance</b>
Manager Director AEDA	-	-	-	(748)	(748)	-
Business and Investment	-	50	50	(2,429)	(2,520)	(91)
Marketing	-	35	35	(1,847)	(1,882)	(35)
Rundle Mall Management	4,250	4,250	-	(4,250)	(4,468)	(218)
Visitor Economy	19	19	-	(3,191)	(3,191)	-
<b>Total</b>	<b>4,269</b>	<b>4,354</b>	<b>85</b>	<b>(12,465)</b>	<b>(12,809)</b>	<b>(344)</b>

## Kadaltilla / Park Lands Authority

<b>Operating Budget</b> (excludes Strategic Projects)	<b>Income (\$'000)</b>			<b>Expenditure (\$'000)</b>		
	<b>budget</b>	<b>proposed</b>	<b>variance</b>	<b>budget</b>	<b>proposed</b>	<b>variance</b>
Kadaltilla / Adelaide Park Lands Authority	-	253	253	-	(253)	(253)

# Corporate Services | Strategic Projects

	Plan		Expenditure (\$'000)				
	delivered by		budget	proposed	variance		
<b>Finance and Procurement</b>							
External Property Valuations		April 2024		(240)	(240)	0	
Transactional Banking		June 2024		(150)	(150)	0	
<b>Information Management</b>							
Records Digitisation		June 2024		(80)	(80)	0	
Cyber Security Enhancement		June 2024		(160)	(100)	60	
Deliver next generation Adelaide Free Wi-Fi*		Complete		(98)	(98)	0	
<b>Strategy, Insights and Performance</b>							
Grant Management Software to facilitate identification of funding opportunities		June 2024		-	(12)	(12)	
<b>Adelaide Economic Development Agency</b>							
Destination Adelaide Promotion				(300)	(300)	0	
Promoting the City during Adelaide 500		Complete		(75)	(75)	0	
Strategic Events Fund		June 2024		(600)	(600)	0	
Welcome to Adelaide				(120)	(120)	0	
<b>Total</b>				<b>(1,823)</b>	<b>(1,775)</b>	<b>48</b>	

\* Partially funded by Federal Government Grant

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# Regional Subsidiary and Offices

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Further to these subsidiaries, the City of Adelaide is also a member of:

## **Brown Hill and Keswick Creek Stormwater Board**

The Regional Subsidiary, known as the Brown Hill and Keswick Creeks Stormwater Board, was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five constituent Councils and subsequently approved by the Minister for Local Government.

*Reporting for this Board is done separately and is not embedded in the City of Adelaide quarterly reporting, however where available, the Board's own reports and plans will be provided as attachments as well as being available on the Board's website.*

## **Office of the Chief Executive Officer (CEO)**

Supports the CEO to lead a sustainable, successful organisation, to make well informed decisions to deliver on Council's priorities, and to foster productive partnerships both with industry, and local government and other government bodies through the delivery of effective intergovernmental relations.

### **Key Focus areas:**

- Capital City oversight
- Communication and Public Relations
- Executive Support and Administration
- Grants and Advocacy
- Partnerships and Intergovernmental Relations

## **Office of the Lord Mayor**

Supports the Lord Mayor and Council Members to foster productive relationships with peak bodies, other government bodies and the community, to deliver our strategic priorities, plan, and fulfill our Capital City leadership responsibilities.

### **Key Focus areas:**

- Civic Protocols and Events
- Communication and Public Relations
- Lord Mayor and Council Administration
- Partnerships and Intergovernmental Relations



# Office of the CEO and Office of the Lord Mayor

YTD Operating Position	(\$'000)		
	Actual	Budget	variance
Income	-	-	-
Expenditure	(1,875)	(1,825)	(50)
Net Operating Surplus / (Deficit)	(1,875)	(1,825)	(50)

Operating Budget	Income (\$'000)			Expenditure (\$'000)		
	budget	Proposed	Variance	budget	proposed	variance
Office of the CEO	-	-	-	(1,470)	(1,470)	-
Civic Events, Partnerships, & Other Events	-	-	-	(587)	(467)	120
Councillor Support	-	-	-	(471)	-	471
Lord Mayor's Office Administration	-	-	-	(997)	(1,117)	(120)
Strategic Projects	-	-	-	-	-	-
Total	-	-	-	(3,525)	(3,054)	471

## Plan and Budget updates / changes identified:

- Councillor Support budget and responsibility has been transferred to the Governance Program within the Council Governance team
- Permanent reallocation of Civic Events, Partnerships, & Other Events have been identified to fund an additional 1.0 FTE within the Lord Mayor's Office Administration.
- Budgets for both the Office of the Lord Mayor and Office of the CEO are on track with expenditure.

*There are no Strategic or Capital Projects within this program and as a result there are no changes identified to planning timeframes.*

## Select Portfolio achievements from this quarter

- Capital City Committee met in November 2023.
- Hosted a delegation from George Town, Penang between from 4 to 8 December, including a formal Anniversary Dinner to celebrate the 50th Anniversary of the sister city relationship with George Town, Penang.
- Continued planning the celebration to mark the 10th anniversary of the sister city relationship with Qingdao.
- A Citizenship Ceremony and 16 civic events were delivered during the quarter.
- Lord Mayor hosted a stand for over 200 guests for the National Pharmacies Christmas Pageant on 4 November, including welcoming Father Christmas to Town Hall with the Premier.
- Lord Mayor also hosted a Council Member End of Year Dinner on 9 November 2023 with 16 guests including Councillors and partners.
- Lord Mayor additionally hosted the SA State Government Small Business Strategy 2023-2030 Round Table on 13 November where Minister Michaels' presented, and the Economic Development Strategy Round Table Forum held on 14 December.

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# Long Term Financial Plan

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## Summary

### Long Term Financial Plan (LTFP) updates:

- The starting year for the LTFP 2023/24 has been updated to reflect the proposed Q2 Budget
- Updated assumptions for South Australia Consumer Price Index (SA CPI), Wages Price Index (SA WPI), and Interest Rates based on the December projections provided by Deloitte Access Economics (DAE)
- Impact of Council Decisions during 2023/24 which have an ongoing impact on the LTFP, including:
  - Bilingual FTE \$0.088m
  - An increase to New Year's Eve Funding \$0.177m
  - Reduction in Park Lands Event Fees \$0.087m
  - Increase to Customer & Marketing 3.8 FTE as a result of the Council decision to fund 8 Property Information Officer's \$0.334m
  - Park Land Fee Policy review \$0.117m
- Council decision to fund 218-232 Flinders Street \$1m from 2024/25
- Position reached with State for Adelaide Aquatic Centre outcome

## **Financial sustainability**

“A council's long-term financial performance and position is sustainable where planned long-term service and infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services.”

### **Financial Principles and Finance Strategy**

In order to guide financial strategy and future decision making to ensure long term financial sustainability can be achieved, Council endorsed the following Financial Principles:

- Transparency in decision making
- Continue to deliver a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI)
- Fees and charges reflect cost of services provided
- Maintain the rating system
- Maintain an operating surplus
- Capitalise on external funding, fast-tracking projects that attract such funding, recognising the potential need for increased borrowings in order to respond to external funding opportunities
- Consider new and different revenue streams and the approach to commercial businesses 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
- Capital renewal expenditure will be based on asset management plans
- 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
- Consider the disposal, purchase and /or repurposing of property assets to unlock the potential and future prosperity of the City, without incurring a financial loss
- Borrowings will be used to fund new and upgrade projects (which include major projects) and not used to fund operations, expenses or renewal projects

### **How do we monitor and communicate financial sustainability?**

A suite of financial sustainability indicators (KFIs) is used to measure Council's financial performance, to guide decision making on major projects and significant components within the LTFF, and to secure its continued financial sustainability.

The LGA endorsed KFIs, which are incorporated into reporting based on the Model Financial Statements (LGA endorsed), are:

- The Operating Surplus Ratio
- The Net Financial Liabilities Ratio
- The Asset Renewal Funding Ratio.

Council also considers an additional four indicators to monitor its ability to borrow in line with its Prudential Borrowing Limit:

- Asset Test Ratio
- Interest Expense Ratio
- Leverage Test Ratio
- Cashflow from Operations Ratio.

# Financial sustainability

## Operating Surplus Ratio

This indicator represents the difference between day-to-day income and expenses for a period, as is expressed the Operating surplus as a percentage of operating revenue.

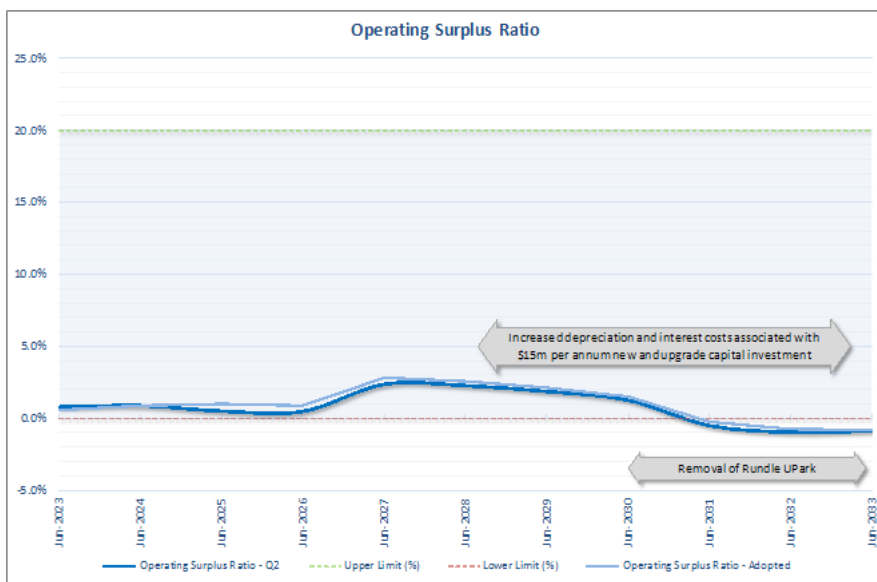
A council's long-term financial sustainability is dependent upon ensuring that, on average over time, its expenses are less than associated revenues. If a council is not generating an operating surplus in most periods then it is unlikely to be operating sustainably.

### What is being measured:

This indicator represents the percentage by which the major controllable revenue source varies from day to day operating expenses. Financial sustainability is indicated where a council consistently achieves operating surpluses and has soundly based projections showing it can continue to do so in the future, having regard to asset management and the service level needs of its community.

### Target:

The *Local Government Act (SA) 1999* target is to achieve an average operating surplus ratio between 0% and 10% over any five-year period. However, as a Capital City Council, the City of Adelaide has significant responsibilities in improving its public realm and considers that an average operating surplus ratio between 0% and 20%, over any five-year period, is a more appropriate target.



### Explanation of LTFP Projected Results:

The chart above compares the adopted budget against Q2. Which illustrates minimal change. The ratio continues to highlight the need for decisions around revenue growth, capital investment and a solution for Rundle UPark.

The underlying structural budget is sustainable in the short to medium term and, subject to Council's eventual position on the matters discussed above, has the ability to remain sustainable in the longer term.

## Financial sustainability

### Net Financial Liabilities Ratio

This indicator represents the money owed to others less money held, invested or owed to Council as is expressed as Financial Liabilities as a percentage of operating income.

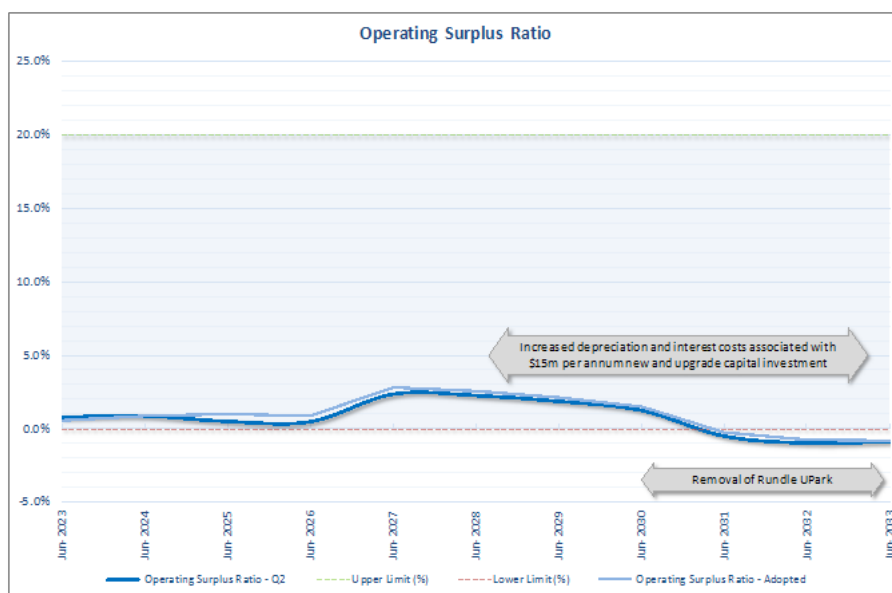
A council's indebtedness should be managed to ensure its liabilities and associated costs can be met without the prospect of disruptive service cuts and/or excessive rate increases (ie without impinging on financial sustainability). There is in essence no right or wrong target level for net financial liabilities (defined as total liabilities less financial assets) as this depends on infrastructure plans. The ideal target is that net financial liabilities are no greater than annual operating revenue and not less than zero.

#### What is being measured:

This indicator represents the significance of the net amount owed compared with operating revenue. It measures the extent to which Council is managing its debt and highlights that borrowings are often an effective means of financial sustainability, rather than trying to fund all assets and services from operating income.

#### Target:

The LGA recommends that the target for Net Financial Liabilities should be greater than zero (and less than 100%, that is, the amount owed is equal to or less than total annual income). The more conservative target set by City of Adelaide is that liabilities as a percentage of total operating revenue will not exceed 80%.



#### Explanation of LTFP Projected Results:

The chart above compares the adopted budget against Q2, which illustrates the impact of extra debt from some major projects there is minimal change. City of Adelaide's net financial liabilities are, until 2031/32, within the prescribed target for the life of the plan. The negative ratio from 2031/32 (updated from 2030/31) onwards reflects a combination of Council continuing to invest in assets, matched to a decrease in operating revenue from the removal of UPark Rundle. Averages demonstrate a positive position over the life of the LTFP however, borrowings and/or operating revenue needs to be addressed to bring the ratio back within target and remain so beyond the life of the LTFP.

## Financial sustainability

### Asset Renewal Funding Ratio

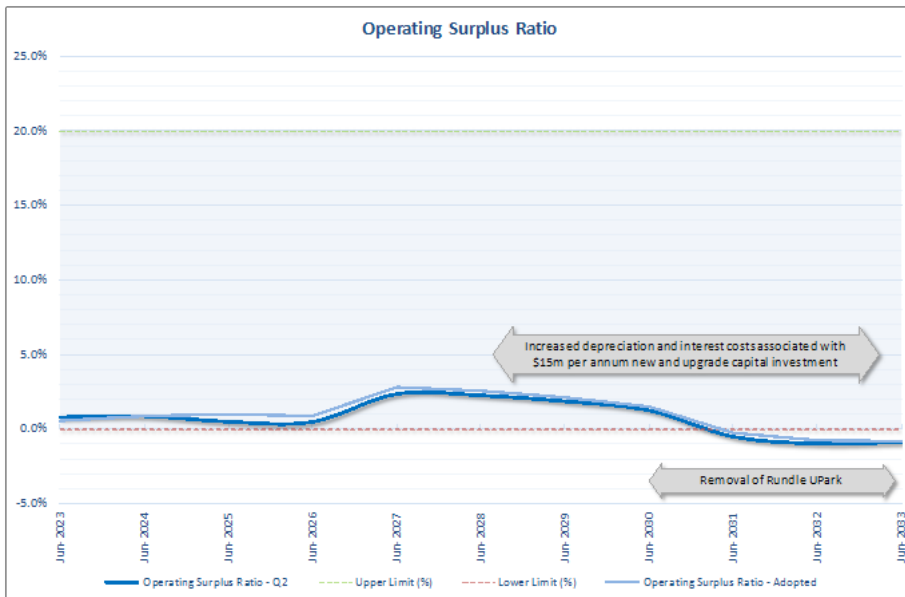
This ratio represents expenditure on asset renewals as a percentage of forecast expenditure required as per the asset management plans.

#### What is being measured:

This indicator expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans.

#### Target:

The *Local Government Act (SA) 1999* recommends a target ratio between 90% and 110%. A ratio lower than 100% suggests that Council is not maintaining assets and infrastructure in order to optimise asset lives. A ratio higher than 100% suggests that Council is replacing assets earlier than needed or at a level in excess of that set in the asset management plans.



#### Explanation of LTFP Projected Results:

It is assumed that over the long term financial plan, asset renewals will be funded in line with the Strategic Asset Management Plans. Averages demonstrate a positive position over the life of the LTFP however, borrowings and/or operating revenue needs to be addressed to bring the ratio back within target and remains so beyond the life of the LTFP.

The 2023/24 projection (approximately 97%) represents the expected expenditure of the proposed capital program, above the 90% target.

The eventual result for 2023/24 will be based on actual expenditure as at 30 June 2024.

## **Financial sustainability**

### **Borrowings Ratios and Prudential Limits**

The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a physical monetary limit on the level of borrowings, an upper limit is determined through its financial indicators. When borrowing, Council will consider these indicators in terms of total borrowings, and the ability to service the interest incurred and debt repayments.

#### What is being measured:

- Asset Test Ratio: Borrowings as a percentage of total saleable property assets
- Interest Expense Ratio: Annual interest expense relative to General Rates Revenue (less Landscape Levy)
- Leverage Test Ratio: Total borrowings relative to General Rates Revenue (less Landscape Levy) expressed as the number of years of General Rates Revenue required to repay borrowings

#### Target:

The Treasury Policy reviewed in 2022 ensures Council's ability to manage cash and borrowings in accordance with prescribed limits. The Prudential limits set within the Treasury Policy are:

- Asset Test Ratio: Maximum of 50%
- Interest Expense Ratio: Maximum of 10%
- Leverage Test Ratio: Maximum 1.5 Years

Prudential limits are breached when one of the ratios fall outside the targets stipulated in the policy. The breach must be reported with remediation actions to the CEO immediately.

#### Explanation of LTFP Projected Results:

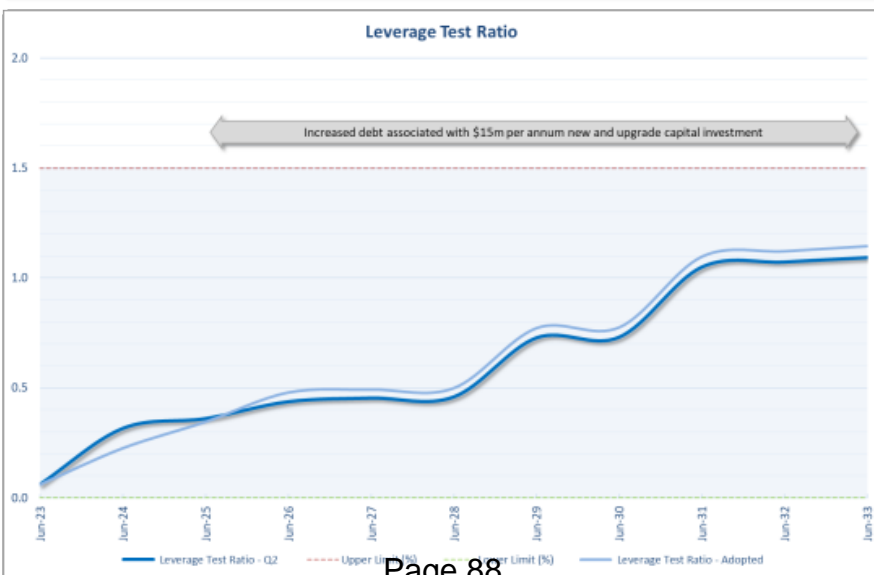
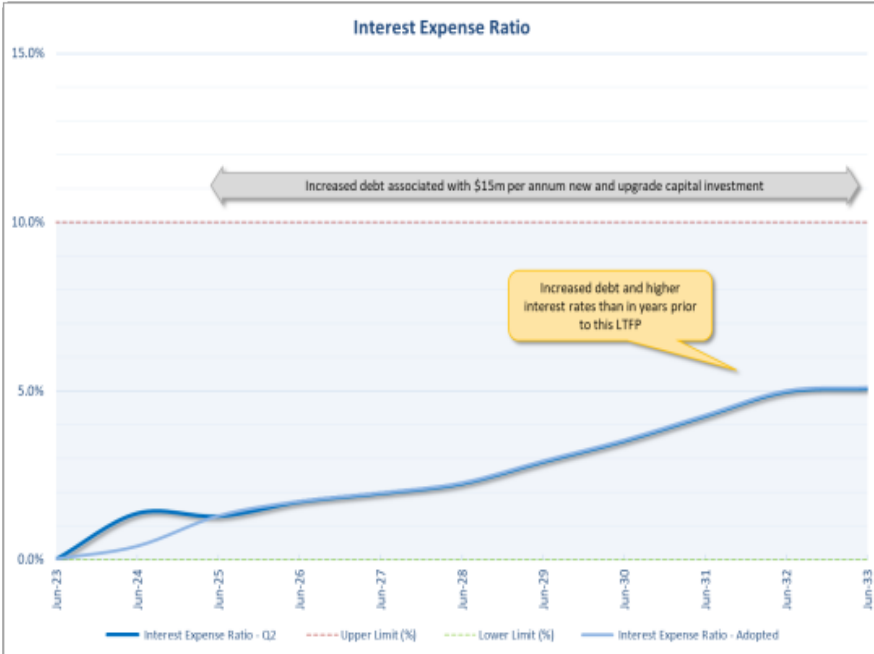
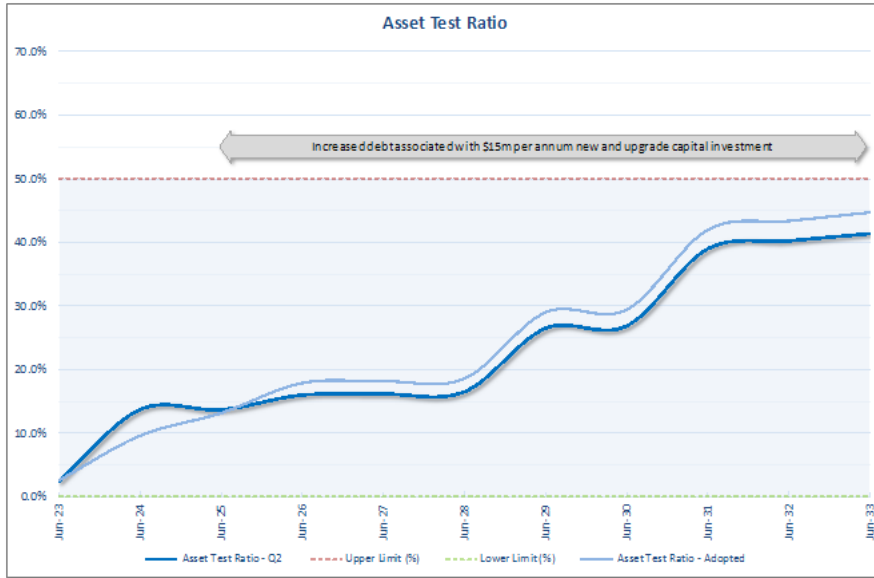
The charts on the following page compares the adopted budget against Q2, and illustrate minimal change. City of Adelaide's borrowings are within the prescribed targets across the Long Term Financial Plan.

Averages over the life of the LTFP show Council's ability to keep borrowing within prudential limits. The averages are reflective of plans for sustained borrowings for capital delivery over the life of the LTFP.

The increase in 2023/24 levels are the direct consequence of higher levels of debt as at 30 June 2024 than previously projected, and result from a higher capital spend.

# Financial sustainability

## Borrowings Ratios and Prudential Limits





## Financial sustainability

### Cash Flow from Operations

This ratio measures Cash Flow from Operations as a percentage of forecast expenditure in the asset management plans and is expressed as operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets.

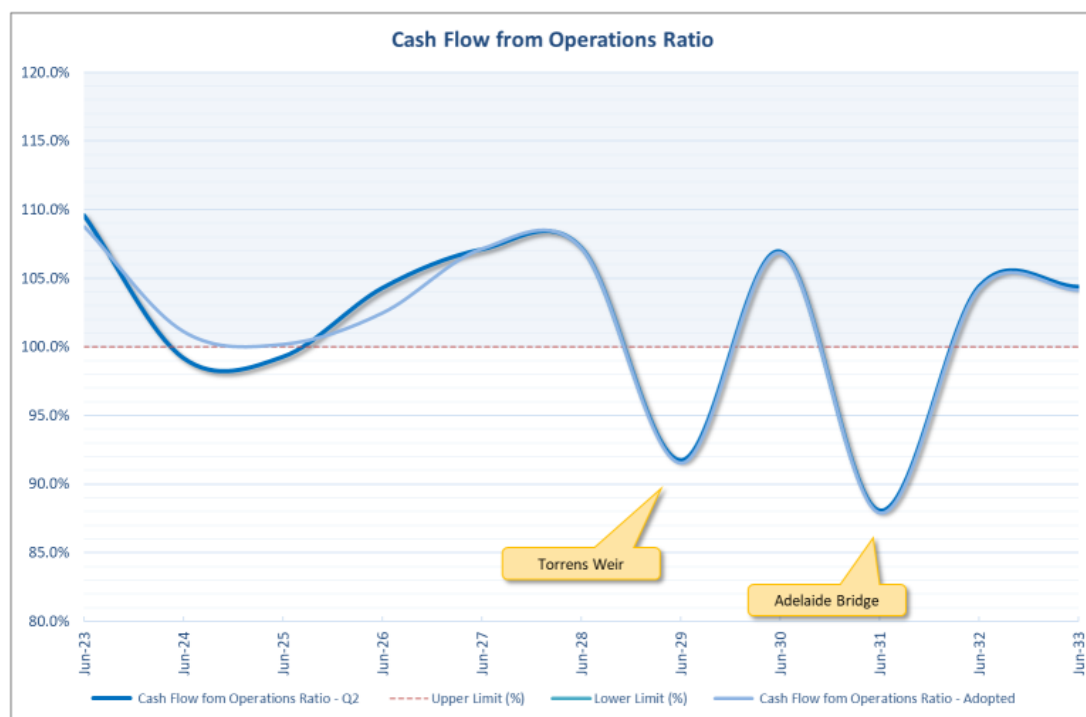
#### What is being measured:

This indicator shows whether Council is generating adequate cash from its operations to cover the replacement of assets over time.

A lower ratio indicates that Council is not generating enough cash from operations to cover asset replacement (less than 100%). As a result, Council will need to fund the replacement of assets from unsustainable sources of income resulting in increased levels of borrowings over time.

#### Target:

A result greater than 100% suggests Council's operations will generate enough cashflow to support the funding of asset replacement over time.



#### Explanation of LTFP Projected Results:

The chart above compares the adopted budget against Q2. Most years of the LTFP project a positive result.

Years 6 and 8 of the plan reflect the significant renewals required in these years. This ratio highlights the risk in Council's ability to fully fund the larger renewals that are identified in the LTFP in the later years. This is not to suggest deficiency in renewal, but rather highlight the opportunity in advance to seek alternative funding sources such as State or Federal grants to assist with the funding of significant asset renewal projects for the benefit of the wider SA metropolitan area.

## **Financial sustainability**

In conclusion, and consistent with the adopted LTFP, the analysis indicates that the City of Adelaide is currently financially sustainable and can remain so for the forecast period covered by the 2023-24 to 2032-33 Long Term Financial Plan.

In all cases, Council remains relatively sustainable for each relevant indicator. The results highlight matters where a Council decision is required with regard to future financial sustainability. Long term financial sustainability is therefore subject to ongoing decisions and effort, and in particular (but not limited to):

- Ensuring decisions are consistent with Council's adopted financial principles
- Continued growth in revenue, through both rates and commercial activities, at or above the rate of growth in expenses
- Investment of \$15m per annum for the life of the LTFP on new and upgrade projects
- The future of Rundle UPark
- Successful resolution of external funding for the renewal of the Torrens Weir and Adelaide Bridge
- Ongoing advocacy for reductions in exemptions and mandatory rebates
- Ongoing advocacy for funding assistance for projects of significance, and
- Use of the Future Fund for particular projects and initiatives

A separate report will be presented to Council with recommendations to address the above matters to ensure and maintain future financial sustainability. The report will be presented with sufficient time for Council consideration, prior to adoption of the 2024/25 to 2033/34 LTFP.

## Financial indicators

	Target	2023-24 Q2	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
<b>Operating Surplus Ratio</b>	Operating surplus as a percentage of operating revenue 0%-20%	0.9%	0.5%	0.5%	2.3%	2.2%	1.8%	1.2%	(0.5%)	(1.0%)	(0.9%)
<b>Net Financial Liabilities</b>	Financial liabilities as a percentage of operating income Less than 80%	7.6%	19%	39%	39%	39%	56%	57%	78%	80%	81%
<b>Asset Renewal Funding Ratio</b>	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans 90%-110%	97%	92.5%	95.0%	97.5%	100%	100%	100%	100%	100%	100%
<b>Asset Test Ratio</b>	Borrowings as a percentage of total saleable property assets Maximum 50%	14%	14%	18%	18%	18%	28%	28%	40%	42%	43%
<b>Interest Expense Ratio</b>	Number of times General Rates Revenue (less Landscape Levy) can service the annual interest expense Maximum 10%	1.4%	1.3%	1.7%	2.0%	2.3%	2.9%	3.5%	4.3%	5.0%	5.1%
<b>Leverage Test Ratio</b>	Total borrowings relative to General Rates Revenue (Less Landscape Levy) Maximum 1.5 years	0.3	0.4	0.5	0.5	0.5	0.8	0.8	1.1	1.1	1.1
<b>Cash Flow from Operations Ratio</b>	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets Greater than 100%	99%	99%	104%	107%	107%	92%	107%	88%	104%	104%
<b>Borrowings</b>	Borrowings as a percentage of the Prudential Borrowing Limit Within Prudential Limits	42.106m	49.814m	68.870m	74.201m	77.683m	123.786m	128.145m	186.804m	197.009m	207.308m
		28%	27%	35%	35%	36%	56%	57%	81%	83%	85%

The explanation for the variations in each KFI is provided in the previous section.

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# Glossary

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## Budget:

*Financial Indicators:* Measures used to assess Council's financial performance, to guide decision making on major projects, and ensure its continued financial sustainability.

*Reallocation:* Reallocation of funds from one source to another.

*Reclassification:* A change of a project categorisation to reflect the scope, size or funding source of a projects (e.g. Renewal to Major Project).

*Retimed:* Deliberate change of timing of a project into a future year based on an agreed decision.

*Subsidiaries:* Established by Council under Section 42 of the *Local Government Act (SA) 1999* that operate under independent boards or organisations that City of Adelaide either operates or supports.

## Capital Works:

*Major project:*

Significant works of a capital nature that are over the prudential limit, multi-year or have significant grant funding.

*New and upgrade:*

Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.

*Renewal:*

Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.

## Project Management Phases:

*Commit/Concept:* A project plan is being finalised with scope, and greater understanding of budget timing and stakeholder management.

*Design:* Projects for which only the design phase will be undertaken in the current year, with construction occurring in another financial year.

*Design / Detail Planning:* The planning and design phase of a project, which includes activities such as project planning and technical design.

*Build/Construct (also Deliver):* The build and construction phase of a project, which includes activities such as tendering, and construction/creating an asset.

*Practical Completion:* The practical completion phase of a project, where works are completed to a point where an area/asset is open and created in our asset system. Depreciation commences at this point.

*On Hold:* Project status indicating a decision of Executive or Council is required and cannot proceed until a decision is reached.

## Types of projects:

*Capital project:* A long term project to establish, develop, improve or renew a capital asset.

*Strategic project:* Delivers the Strategic Plan and are generally 'once off' that have been prioritised to be delivered in a specific timeframe. Strategic Project budgets are operational in nature (not capital) and are aligned to a relevant service.

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# Appendix: Risk and opportunities

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## **Summary of key risks and opportunities being managed:**

- The City of Adelaide Strategic Plan 2024-2028 and its vision, '*Our Adelaide. Bold. Aspirational. Innovative.*' sets the strategic direction for the city over the next four years and outlines Council's key actions and deliverables. By providing a platform to publicly position Council, it enables us to clearly articulate and promote the work we do on behalf of community and businesses. Implementing the Integrated Community Engagement Framework will also allow us to engage more effectively so we can better understand our community's needs.
- Delays in delivery of Central Market Arcade Redevelopment will have a negative impact on the performance on the Market.
- Continued macroeconomic trends such as rising interest rates and cost of living pressures create a subsequent impact on potential spend in city businesses.
- Continuing challenges associated with Capital Works delivery relating to costs associated with materials and resources and the availability of contractors to service the projects.
- The current review and update of Council's Asset Management Plans (AMPs) provides the opportunity for Council and the community to provide input to how we maintain our assets, including levels of service. The AMPs are to be delivered by 30 June 2024.
- Retention, attraction and recruitment of staff is a national challenge.
- Endorsement of the draft Housing Strategy, draft Homelessness Strategy, and draft Integrated Climate Strategy provides Council and the community the opportunity to provide input on these important strategic documents that will shape the future of the city.

# Appendix: Detailed Capital Works

## Major Projects

Title	Plan		2023/24 Budget (\$'000)			
	delivered by		budget	proposed	variance	
<b>Initiate / Commit / Concept</b>						
218-232 Flinders Street	●●●		●●● 8,700	8,700	0	↻
Experience Adelaide Visitor Centre	●●●	February 2025	●●● 614	614	0	↻
Gouger Street Revitalisation (Concept Design)	●●●	September 2026	●●● 500	500	0	↻
Hutt Street and South Terrace Stormwater Improvements (Detailed Design)	●●●		●●● 66	66	0	↻
Jeffcott Street Pavement Rehab. and Catchment 13 Stormwater Improvements (Concept Design)*	●●●		●●● 20	20	0	↻
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	●●●		●●● 50	50	0	↻
<b>Design / Detailed Planning</b>						
Carriageway Park / Tuthangga (Park 17) Improvements (Detailed Design)*	●▲●		●●● 210	45	165**	⏸
Charles Street Streetscape Upgrade*	●●●	January 2025	●●● 800	800	0	↻
Flinders Street Improvements (Detailed Design)*	●●●		●●● 3	3	0	↻
Hindley Street Revitalisation (Detailed Design)	●●●	December 2026	●●● 1,680	1,680	0	↻
Hutt Street Entry Statement (Construction)	●▲●	October 2024	●▲● 2,942	3,362	(420)	⏸
Mary Lee Park (Park 27B) Community Sports Building Redevelopment (Construction)	●●●	April 2024	●●● 2,062	791	1,271**	⏸
Wakefield Street Improvements (Detailed Design)	●●●	February 2026	●●● 1	1	0	↻
<b>Deliver</b>						
Central Market Arcade Redevelopment	●●●	February 2026	●●● 15,000	15,000	0	↻
City of Adelaide Bikeways (North-South)	●▲●	August 2024	●▲● 3,091	1,403	1,688**	⏸
City Safe CCTV Network Upgrade*	●▲●	June 2024	●●● 2,890	2,925	(35)	⏸
Market to Riverbank Laneways Upgrade	●●●	June 2024	●●● 2,160	2,103	57**	⏸
Melbourne Street Improvements	●●●	October 2024	●●● 845	695	150**	⏸
Rymill Park /Murlawirrapurka (Park 14) Lake Upgrade (Construction)*	●▲●	June 2024	●●● 5,152	5,173	(21)	⏸
<b>Major Projects Total</b>			<b>46,786</b>	<b>43,931</b>	<b>2,855</b>	<b>⏸</b>

\* The budget for these projects includes renewal funding. Page 94\* budget to be considered as part of 2024/25 BP&B 49

# New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
<b>Initiate / Commit / Concept</b>							
Adelaide Central Market -Dry Storage			●●●	-	50	(50)	🚫
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)*	●●●	February 2025	●●●	41	41	0	🔄
Botanic Catchment Water Course Rehabilitation (Detailed Design)*	●●●		●●●	191	191	0	🔄
City Activation (Festoon Lighting)	●▲●	September 2024	●▲●	105	105	0	🔄
City Operations Android Tablet Procurement	●●●	May 2024	●●●	132	132	0	🔄
Climate Change Action Initiative Fund (CCAIF)	●●●		●●●	332	332	0	🔄
Electric Vehicle Charging Infrastructure in UParks	●▲●	June 2024	●●●	68	68	0	🔄
Flinders Street Pedestrian Crossing Improvements (Adjacent Pilgrim Lane)	●●●		●●●	10	10	0	🔄
Francis Street Public Art	●●●	May 2024	●●●	-	39	(39)	🚫
Glen Osmond Road & Hutt Road Intersection Upgrade	●●●		●●●	50	50	0	🔄
Gunson Street Improvements (Detailed Design)*	●●●		●●●	90	90	0	🔄
Illuminate Adelaide Public Artwork	●●●	June 2024	●●●	-	200	(200)	🚫
Implementation of Resource Recovery (Organics, Recycling, Waste) Strategy & Action Plan 2020-2028	●▲●	December 2023	●●●	170	150	20	🚫
Kingston Terrace Bus Stop Upgrades (Construction)	●●●	March 2024	●●●	150	150	0	🔄
Minor Traffic Signal Safety Upgrades (Construction)	●▲●		●●●	50	33	18	🚫
New Access Ramps for Accessible Car Parks (Construction)	●●●		●●●	50	50	0	🔄
New Street and Parklands Bicycle Racks (Construction)	●●●	June 2024	●●●	25	25	0	🔄
Public Art	●●●		●●●	500	300	200	🚫
Royal Avenue Improvements (Detailed Design)*	●●●	April 2024	●●●	80	80	0	🔄
Rundle Mall Sound System	●●●	August 2024	●▲●	960	256	704**	🚫
Southwest Community Centre	●●●	May 2024	●●●	1,500	1,500	0	🔄
Stafford Street Public Lighting Upgrade (Construction)	●●●	March 2025	●●●	225	25	200**	🚫
Town Clerks Walk and Red Gum Park / Karrawirra (Park 12) Improvements (Detailed Design)*	●●●		●●●	50	50	0	🔄
Upark Equipment Test Bed Network Switch	●●●		●●●	19	19	0	🔄
Vincent Street and Vincent Place Improvements (Concept & Detailed Design)*	●▲●		●▲●	112	112	0	🔄
Ward Street Improvements (Concept Design)*	●●●		●●●	70	70	0	🔄
Whitmore Square Stage 2 Masterplan Implementation Upgrades (Concept Design)*	●●●		●●●	60	60	0	🔄

# New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
<b>Design / Detailed Planning</b>							
Adelaide Central Market Authority (ACMA) - New Parents Room				15	15	0	
Adelaide Central Market Authority (ACMA) - New Security Gates		March 2024		75	75	0	
Adelaide Central Market Authority (ACMA) - New Trolley Bays and Trolleys		July 2024		130	130	0	
City Dirt BMX Facility Master Plan - Blue Gum Park/Kurangga (Park 20)				57	30	27**	
Hutt Road Earthen Levee Embankment				50	50	0	
Kingston Terrace Streetscape and Stormwater Improvements (Detailed Design)*				74	74	0	
Light Square Electrical Infrastructure Upgrade		May 2024		400	400	0	
Mini Golf in North Adelaide Golf Course Development (Future Fund)				11	11	0	
Newlands Lane - Public Lighting Renewal				10	10	0	
Place of Courage / Spirit of Woman (Park 27)				95	95	0	
Public Art Action Plan - Capital Projects		December 2023		12	12	0	
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction)		July 2024		300	300	0	
Stephens Street and Sanders Place Improvements (Detailed Design)				1	1	0	
Strangways Terrace Golf Course Carpark and Access Improvements (Detailed Design)				33	33	0	
Torrens Retaining Structure (Construction)				280	280	0	
West Pallant Project Steet Lighting Design				35	35	0	
<b>Deliver</b>							
Brougham Place Footpath Improvements & Greening		February 2024		159	159	0	
Brown Hill Keswick Creek - Stormwater Project (Financial Contribution)				320	320	0	
Central Market Arcade Redevelopment		February 2026		200	200	0	
Christmas 2024		June 2024		200	200	0	
Christmas Festival Capital Budget		December 2023		200	200	0	
Field Street Improvements (Construction)*		July 2024		2,203	2,203	0	
Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project)		October 2024		550	-	550**	
Greener City Streets Program		February 2024		914	874	40**	



# New and Significant Upgrades

Title	Plan		2023/24 Budget (\$'000)				
	delivered by		budget	proposed	variance		
<b>Deliver</b>							
Hutt Road / Park Lands Trail Signalised Crossing (Construction)	●●●	September 2024	▲●●	332	1,044	(712)	🔒
Minor Traffic Signal Safety Upgrades - 3G Hardware Replacement	●●●	June 2024	●●●	-	18	(18)	🔒
Mistletoe Park / Tainmuntilla (Park 11) Public Lighting Upgrade (Construction)*	●●●	September 2024	●●●	672	672	0	🔒
Morphett Street and South Intersection Traffic Signal Safety Upgrade (Construction)	●●●	February 2024	●●●	150	150	0	🔒
New Street and Park Lands Furniture (Construction)	●●●	June 2024	●●●	50	50	0	🔒
North Terrace / Station Road Footpath Improvements (Construction)	●●●	April 2024	●●●	353	353	0	🔒
Public Art 21-22	●●●	January 2024	●●●	85	85	0	🔒
Replacement of UPark Car Park Management System (CPMS)	●●●	June 2024	●●●	229	10	219**	🔒
Rymill Park /Murlawirrapurka (Park 14) Sustainable Water Supply (Construction)	●●●	April 2024	●●●	1,000	1,000	0	🔒
Skate Park CCTV and Greening	●●●	December 2023	●●●	34	34	0	🔒
<b>Complete</b>							
Adelaide Free Wi-Fi Electrical Works	●●●	October 2023	●●●	12	12	0	🔒
Currie Street and Morphett Street Intersection Traffic Signal Safety Upgrade (Construction)	●●●	December 2023	●●●	48	48	0	🔒
Installation of compliant handrailing to Weir 3 Footbridge	●●●	December 2023	▲●●				🔒
Laptops for Additional Resources	●●●	November 2023	●●●	184	169	15	🔒
Reignite Adelaide - East End Festival and Event Place Retractable Bollards	▲●●	October 2023	●●●	6	0	6	🔒
Torrens Lake Earth Retaining Structure adjacent University Footbridge	●●●	December 2023	●●●	715	268	448	🔒
<b>Cancelled</b>							
ACMA -2112 - Cool room	●●●		●●●	89	0	89	🔒
Kerbing - Hutt St/South Tce Stormwater	●●●		▲●●	2	2	0	🔒
Town Hall Complex Improvements	●●●		●●●	8	0	8	🔒
West Pallant Street Improvements (PLEC)	●●●		●●●				🔒
<b>New and Significant Upgrade Total</b>				<b>15,333</b>	<b>13,810</b>	<b>1,523</b>	<b>🔒</b>

# Renewals

Category	Total	Design only	Plan / Design	Build / Construct	On Hold	Complete
Bridges	4	2	-	1	-	1
Buildings	40	6	6	18	-	10
ICT Renewals	7	-	4	3	-	-
Lighting & Electrical	24	8	1	11	-	4
Park Lands Assets	17	4	3	9	-	1
Plant and Fleet	5	-	1	3	-	1
Traffic Signal	12	3	-	9	-	-
Transport	118	40	6	35	-	37
Urban Elements	46	6	9	23	-	8
Water Infrastructure	8	5	-	1	-	2
<b>Renewal Total</b>	<b>281</b>	<b>74</b>	<b>30</b>	<b>113</b>	<b>-</b>	<b>64</b>

*Note*

- Transport is made up of Roads, Pathways and Kerb and Water Table
- Plant and Fleet includes Commercial Plan and Fleet
- Total Project count: mixed-funded projects are only counted once in the total project count

## Renewal Projects COMPLETED this quarter

	Category
Installation of compliant handrailing to Weir 2 Footbridge	Bridges
Gawler Upark - Facade Panel Replacement	Buildings
ATH Renewal of Commercial Assets - Round Tables	Buildings
Undertake Site Portable Fire Extinguisher remediation works.	Buildings
Accelerated Works Town Hall Chiller	Buildings
Lighting Renewal - Bud lighting Removals and Reinstatements Works	Lighting & Electrical
Three Rivers Fountain Lighting	Park Lands Assets
Boom Gate Renewal – Nursery	Plant and Fleet
23/24 Road Resurfacing - Roper Street - Flinders Street to Wakefield Street	Transport
Pavement Gawler Place - Pirie St. to Flinders St.	Transport
Road Resurfacing and Footpath Renewal - Marlborough Street and Churchill Street	Transport
23/24 Road Resurfacing - Morphett Street - Whitmore Square to South Terrace	Transport
23/24 Road Resurfacing - Gray Court & Petronella Lane - Wright Street to Sturt Street	Transport
Road Resurfacing - Anster Street & Surrounding Lanes - Waymouth Street to Dead End	Transport
Footpath Renewal - Park 22 - Horticulture Hub Access Path	Transport
23/24 GPO Footpath Project	Transport
Footpath Renewal - Park 1 / Golf Course	Transport
Footpath Renewal - Brougham Gardens - Various Locations	Transport
Footpath Renewal - Park 13 / Rundle Park - Various Locations	Transport
Public Art - The Spheres - Malls Balls - Rundle Mall	Urban Elements
Public Art - Sun Dial - Pennington Gardens - Park 26	Urban Elements
Public Art - Days In The Diocese - Park 21	Urban Elements
Public Art - Picanniny Commemorative Drinking Fountain - Park 14	Urban Elements
Public Art - South African War Memorial - North Terrace	Urban Elements
Moonta Street Chinese Gateway	Urban Elements
Boat Landing Renewal - Park 12 South Bank Adjacent Jolleys Boat House	Urban Elements
Francis Street Project	Water Infrastructure
Park 16 - Channel Rehabilitation and Erosion Protection	Water Infrastructure

# Appendix: Financial statements

## Statement of Comprehensive Income

\$'000s

	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2
<u>Income</u>			
Rates Revenues	135,395	135,281	135,131
Statutory Charges	14,683	14,683	14,613
User Charges	70,002	69,915	70,365
Grants, Subsidies and Contributions	4,449	8,562	8,891
Investment Income	150	150	734
Reimbursements	338	338	338
Other Income	465	465	465
<b>Total Income</b>	<b>225,481</b>	<b>229,394</b>	<b>230,537</b>
<u>Expenses</u>			
Employee Costs	81,586	82,435	82,443
Materials, Contracts and Other Expenses	85,100	88,130	88,730
Depreciation, Amortisation and Impairment	56,040	56,040	56,473
Finance Costs	835	835	887
<b>Total Expenses</b>	<b>223,561</b>	<b>227,442</b>	<b>228,534</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,920</b>	<b>1,952</b>	<b>2,003</b>
Asset Disposal & Fair Value Adjustments	1,125	1,125	1,125
Amounts Received Specifically for New or Upgraded Assets	14,075	10,651	8,053
<b>Net Surplus / (Deficit)</b>	<b>17,120</b>	<b>13,728</b>	<b>11,181</b>
Changes in Revaluation Surplus- I,PP&E	-	-	(13,843)
<b>Total Other Comprehensive Income</b>	<b>17,120</b>	<b>13,728</b>	<b>(2,662)</b>

## Statement of Financial Position

\$'000s

2022/23 Adopted  
Budget

2023/24 Q1

2023/24 Q2

	2022/23 Adopted Budget	2023/24 Q1	2023/24 Q2
<b>ASSETS</b>			
<u>Current Assets</u>			
Cash and Cash Equivalents	800	800	800
Trade & Other Receivables	35,560	41,964	42,081
Inventories	541	741	741
<b>Total Current Assets</b>	<b>36,901</b>	<b>43,505</b>	<b>43,622</b>
<u>Non-Current Assets</u>			
Financial Assets	377	754	754
Equity Accounted Investments in Council Businesses	1,928	1,938	1,938
Investment Property	2,928	2,939	2,939
Infrastructure, Property, Plant and Equipment	1,942,188	1,877,539	1,877,162
Other Non-Current Assets	129	1,306	1,306
Non-Current Receivable	26,027	26,027	26,100
<b>Total Non-Current Assets</b>	<b>1,973,576</b>	<b>1,910,503</b>	<b>1,910,200</b>
<b>TOTAL ASSETS</b>	<b>2,010,477</b>	<b>1,954,008</b>	<b>1,953,822</b>
<b>LIABILITIES</b>			
<u>Current Liabilities</u>			
Trade and Other Payables	14,316	14,158	14,966
Provisions	14,574	14,045	27,888
Other Current Liabilities	5,066	5,066	5,066
<b>Total Current Liabilities</b>	<b>33,956</b>	<b>33,269</b>	<b>47,920</b>
<u>Non-Current Liabilities</u>			
Trade and Other Payables	293	293	293
Borrowings	30,184	40,553	42,106
Provisions	1,773	2,036	2,036
Other Non-Current Liabilities	36,064	36,064	36,064
<b>Total Non-Current Liabilities</b>	<b>68,313</b>	<b>78,947</b>	<b>80,499</b>
<b>TOTAL LIABILITIES</b>	<b>102,269</b>	<b>112,216</b>	<b>128,420</b>
<b>Net Assets</b>	<b>1,908,208</b>	<b>1,841,792</b>	<b>1,825,402</b>
<b>EQUITY</b>			
Accumulated Surplus	801,303	791,995	789,449
Asset Revaluation Reserves	1,066,521	1,018,226	1,004,383
Future Reserve Fund	40,384	31,571	31,571
<b>Total Council Equity</b>	<b>1,908,208</b>	<b>1,841,792</b>	<b>1,825,402</b>

## Statement of Changes in Equity

\$'000s

	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2
Balance at the end of previous reporting period	1,891,088	1,828,064	1,828,064
a. Net Surplus / (Deficit) for Year	17,120	13,728	11,181
b. Other Comprehensive Income	-	-	(13,843)
Total Comprehensive Income	17,120	13,728	(2,662)
<b>Balance at the end of period</b>	<b>1,908,208</b>	<b>1,841,792</b>	<b>1,825,402</b>

## Statement of Cash flows

\$'000s

\$'000s	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q1
<u>Cash Flows from Operating Activities</u>			
<i>Receipts</i>			
Operating Receipts	226,982	229,532	227,550
<i>Payments</i>			
Operating Payments to Suppliers and Employees	(174,706)	(177,335)	(175,848)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>52,276</b>	<b>52,196</b>	<b>51,701</b>
<u>Cash Flows from Investing Activities</u>			
<i>Receipts</i>			
Amounts Received Specifically for New/Upgraded Assets	5,295	2,171	1,170
Proceeds from Surplus Assets	27,125	27,125	27,125
Sale of Replaced Assets	630	630	630
<i>Payments</i>			
Expenditure on Renewal/Replacement of Assets	(50,416)	(54,153)	(54,153)
Expenditure on New/Upgraded Assets	(49,998)	(55,807)	(55,863)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)	(320)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(67,684)</b>	<b>(80,354)</b>	<b>(81,412)</b>
<u>Cash Flows from Financing Activities</u>			
<i>Receipts</i>			
Proceeds from Borrowings	20,285	33,034	34,587
<i>Payments</i>			
Repayment from Borrowings	-	-	-
Repayment of Lease Liabilities	(4,877)	(4,877)	(4,877)
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>15,408</b>	<b>28,158</b>	<b>29,710</b>
<b>Net Increase (Decrease) in Cash Held</b>	<b>-</b>	<b>-</b>	<b>-</b>
plus: Cash and Cash Equivalents at beginning of period	800	800	800
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>	<b>800</b>

	2023/24 Adopted Budget	2023/24 Q1	2023/24 Q2
<u>Income</u>			
Rates Revenues	135,395	135,281	135,131
Statutory Charges	14,683	14,683	14,613
User Charges	70,002	69,915	70,365
Grants, Subsidies and Contributions	4,449	8,562	8,891
Investment Income	150	150	734
Reimbursements	338	338	338
Other Income	465	465	465
<b>Total Income</b>	<b>225,481</b>	<b>229,394</b>	<b>230,537</b>
<u>Expenses</u>			
Employee Costs	81,586	82,435	82,443
Materials, Contracts and Other Expenses	85,100	88,130	88,730
Depreciation, Amortisation and Impairment	56,040	56,040	56,473
Finance Costs	835	835	887
<b>Total Expenses</b>	<b>223,561</b>	<b>227,442</b>	<b>228,534</b>
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>1,920</b>	<b>1,952</b>	<b>2,003</b>
<u>Net Outlays on Existing Assets</u>			
Capital Expenditure on Renewal and Replacement of Existing Assets	(50,416)	(54,153)	(54,153)
add back Depreciation, Amortisation and Impairment	56,040	56,040	56,473
add back Proceeds from Sale of Replaced Assets	630	630	630
<b>Net Outlays on Existing Assets</b>	<b>5,624</b>	<b>1,887</b>	<b>2,320</b>
<u>Net Outlays on New and Upgraded Assets</u>			
Capital Expenditure on New and Upgraded Assets	(50,318)	(56,127)	(56,183)
add back Amounts received specifically for New and Upgraded Assets	5,295	2,171	1,170
add back Proceeds from Sale of Surplus Assets	27,100	27,100	27,100
<b>Net Outlays on New and Upgraded Assets</b>	<b>(17,923)</b>	<b>(26,856)</b>	<b>(27,913)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(10,379)</b>	<b>(23,016)</b>	<b>(23,590)</b>

# Appendix: Long Term Financial Plan

## Statement of Comprehensive Income

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 1	2023-24 Quarter 2	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>Income</b>												
Rates Revenues	135,395	135,281	135,131	140,452	146,035	152,436	157,782	163,177	168,533	173,947	179,855	186,122
Statutory Charges	14,683	14,683	14,613	15,041	15,377	15,762	16,156	16,545	16,922	17,306	17,719	18,158
User Charges	70,002	69,915	70,365	65,612	67,302	74,922	76,794	78,646	80,435	76,541	78,369	80,311
Grants, Subsidies and Contributions	4,449	8,562	8,891	4,567	4,345	4,454	4,565	4,675	4,781	4,890	5,007	5,131
Investment Income	150	150	734	154	158	162	166	170	174	178	183	187
Reimbursements	338	338	338	348	357	366	375	384	393	402	411	422
Other Income	465	465	465	479	491	503	516	529	541	553	566	580
<b>Total Income</b>	<b>225,481</b>	<b>229,394</b>	<b>230,537</b>	<b>226,653</b>	<b>234,065</b>	<b>248,605</b>	<b>256,354</b>	<b>264,126</b>	<b>271,778</b>	<b>273,817</b>	<b>282,110</b>	<b>290,911</b>
<b>Expenses</b>												
Employee Costs	81,586	82,435	82,443	80,546	83,001	85,500	88,090	90,758	93,517	96,393	99,452	102,617
Materials, Contracts & Other Expenses	85,099	88,130	88,730	84,371	86,210	90,612	92,877	95,116	97,279	98,400	100,750	103,246
Depreciation, Amortisation & Impairment	56,040	56,040	56,473	57,979	60,497	63,156	65,819	68,547	71,550	72,889	75,654	78,135
Finance Costs	835	835	887	2,525	3,117	3,502	3,970	5,044	6,138	7,526	9,000	9,477
<b>Total Expenses</b>	<b>223,561</b>	<b>227,442</b>	<b>228,534</b>	<b>225,422</b>	<b>232,826</b>	<b>242,770</b>	<b>250,755</b>	<b>259,465</b>	<b>268,485</b>	<b>275,207</b>	<b>284,856</b>	<b>293,475</b>
<b>Operating Surplus / (Deficit)</b>	<b>1,920</b>	<b>1,952</b>	<b>2,003</b>	<b>1,231</b>	<b>1,239</b>	<b>5,835</b>	<b>5,599</b>	<b>4,661</b>	<b>3,293</b>	<b>(1,390)</b>	<b>(2,746)</b>	<b>(2,564)</b>
Physical Resources Received Free of Charge												
Asset Disposal & Fair Value Adjustments	1,125	1,125	1,125	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	14,075	10,651	8,053	-	-	-	-	-	-	-	-	-
<b>Net Surplus / (Deficit)</b>	<b>17,120</b>	<b>13,728</b>	<b>11,181</b>	<b>1,231</b>	<b>1,239</b>	<b>5,835</b>	<b>5,599</b>	<b>4,661</b>	<b>3,293</b>	<b>(1,390)</b>	<b>(2,746)</b>	<b>(2,564)</b>
Changes in Revaluation Surplus - I,PP&E												
<b>Total Other Comprehensive Income</b>	<b>-</b>	<b>-</b>	<b>(13,843)</b>	<b>-</b>	<b>18,470</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Comprehensive Income</b>	<b>17,120</b>	<b>13,728</b>	<b>(2,662)</b>	<b>1,231</b>	<b>19,709</b>	<b>5,835</b>	<b>5,599</b>	<b>4,661</b>	<b>3,293</b>	<b>(1,390)</b>	<b>(2,746)</b>	<b>(2,564)</b>



## Statement of Financial Position

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 1	2023-24 Quarter 2	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash and Cash Equivalents	800	800	800	800	800	800	800	800	800	800	800	800
Trade & Other Receivables	35,560	41,964	42,081	45,151	13,123	13,937	14,371	14,806	15,235	15,349	15,814	16,307
Inventories	541	741	741	741	741	741	741	741	741	741	741	741
Non-Current Assets Held for Sale	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Assets</b>	<b>36,901</b>	<b>43,505</b>	<b>43,622</b>	<b>46,692</b>	<b>14,664</b>	<b>15,479</b>	<b>15,912</b>	<b>16,347</b>	<b>16,776</b>	<b>16,890</b>	<b>17,355</b>	<b>17,848</b>
<b>Non-Current Assets</b>												
Financial Assets	377	754	754	679	611	550	495	445	401	361	325	292
Equity Accounted Investments in Council Businesses	1,928	1,938	1,938	2,258	2,578	2,898	3,218	3,538	3,858	4,178	4,498	4,818
Investment Property	2,928	2,939	2,939	2,968	2,998	3,028	3,058	3,089	3,120	3,151	3,183	3,214
Infrastructure, Property, Plant & Equipment	1,942,188	1,877,539	1,877,162	1,899,602	1,960,233	1,966,136	1,991,411	2,038,017	2,041,511	2,094,621	2,097,921	2,100,698
Other Non-Current Assets	129	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306
Non-Current Receivable	26,027	26,027	26,100	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>1,973,576</b>	<b>1,910,503</b>	<b>1,910,200</b>	<b>1,906,814</b>	<b>1,967,727</b>	<b>1,973,919</b>	<b>1,999,489</b>	<b>2,046,396</b>	<b>2,050,196</b>	<b>2,103,618</b>	<b>2,107,233</b>	<b>2,110,330</b>
<b>TOTAL ASSETS</b>	<b>2,010,477</b>	<b>1,954,008</b>	<b>1,953,822</b>	<b>1,953,506</b>	<b>1,982,391</b>	<b>1,989,397</b>	<b>2,015,401</b>	<b>2,062,743</b>	<b>2,066,972</b>	<b>2,120,508</b>	<b>2,124,588</b>	<b>2,128,178</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Trade & Other Payables	14,316	14,158	14,966	17,008	18,690	19,273	20,185	21,273	22,341	23,074	24,124	24,385
Provisions	14,574	14,045	27,888	21,596	15,113	15,569	16,041	16,527	17,030	17,554	18,112	18,689
Borrowings (Lease Liability)	5,066	5,066	5,066	5,142	5,264	4,649	5,066	5,066	5,066	5,066	5,066	5,066
<b>Total Current Liabilities</b>	<b>33,956</b>	<b>33,269</b>	<b>47,920</b>	<b>43,745</b>	<b>39,067</b>	<b>39,491</b>	<b>41,292</b>	<b>42,866</b>	<b>44,437</b>	<b>45,695</b>	<b>47,302</b>	<b>48,140</b>
<b>Non-Current Liabilities</b>												
Trade & Other Payables	293	293	293	293	293	293	293	293	293	293	293	293
Borrowings	30,184	40,553	42,106	49,814	68,870	74,201	77,683	123,786	128,145	186,804	197,009	207,308
Provisions	1,773	2,036	2,036	2,098	2,160	2,225	2,293	2,362	2,434	2,509	2,589	2,671
Borrowings (Lease Liability)	36,064	36,064	36,064	30,922	25,658	21,009	36,064	30,998	25,932	20,867	15,801	10,735
<b>Total Non-Current Liabilities</b>	<b>68,313</b>	<b>78,947</b>	<b>80,499</b>	<b>83,127</b>	<b>96,981</b>	<b>97,729</b>	<b>116,333</b>	<b>157,440</b>	<b>156,805</b>	<b>210,473</b>	<b>215,692</b>	<b>221,008</b>
<b>TOTAL LIABILITIES</b>	<b>102,269</b>	<b>112,216</b>	<b>128,420</b>	<b>126,873</b>	<b>136,049</b>	<b>137,220</b>	<b>157,625</b>	<b>200,306</b>	<b>201,242</b>	<b>256,167</b>	<b>262,994</b>	<b>269,148</b>
<b>Net Assets</b>	<b>1,908,208</b>	<b>1,841,792</b>	<b>1,825,402</b>	<b>1,826,633</b>	<b>1,846,342</b>	<b>1,852,177</b>	<b>1,857,776</b>	<b>1,862,437</b>	<b>1,865,731</b>	<b>1,864,341</b>	<b>1,861,594</b>	<b>1,859,030</b>
<b>EQUITY</b>												
Accumulated Surplus	801,303	791,995	789,449	788,397	791,886	798,121	803,720	808,381	811,674	810,284	807,538	804,974
Asset Revaluation Reserves	1,066,521	1,018,226	1,004,383	1,004,383	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853	1,022,853
Future Reserve Fund	40,384	31,571	31,571	33,854	31,604	31,204	31,204	31,204	31,204	31,204	31,204	31,204
<b>Total Council Equity</b>	<b>1,908,208</b>	<b>1,841,792</b>	<b>1,825,402</b>	<b>1,826,633</b>	<b>1,846,342</b>	<b>1,852,177</b>	<b>1,857,776</b>	<b>1,862,437</b>	<b>1,865,731</b>	<b>1,864,341</b>	<b>1,861,594</b>	<b>1,859,030</b>

## Statement of Changes in Equity

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 1	2023-24 Quarter 2	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>Balance at the end of previous reporting period</b>	1,891,088	1,828,064	1,828,064	1,825,402	1,826,633	1,846,342	1,852,177	1,857,776	1,862,437	1,865,730	1,864,340	1,861,594
a. Net Surplus / (Deficit) for Year	17,120	13,728	11,181	1,231	1,239	5,835	5,599	4,661	3,293	(1,390)	(2,746)	(2,564)
b. Other Comprehensive Income	-	-	(13,843)	-	18,470	-	-	-	-	-	-	-
Total Comprehensive Income	17,120	13,728	(2,662)	1,231	19,709	5,835	5,599	4,661	3,293	(1,390)	(2,746)	(2,564)
<b>Balance at the end of period</b>	<b>1,908,208</b>	<b>1,841,792</b>	<b>1,825,402</b>	<b>1,826,633</b>	<b>1,846,342</b>	<b>1,852,177</b>	<b>1,857,776</b>	<b>1,862,437</b>	<b>1,865,730</b>	<b>1,864,340</b>	<b>1,861,594</b>	<b>1,859,030</b>

## Statement of Cash flows

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 1	2023-24 Quarter 2	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>Cash Flows from Operating Activities</b>												
<u>Receipts</u>												
Operating Receipts	226,982	229,532	227,550	217,062	232,592	247,791	255,921	263,691	271,349	273,703	281,645	290,418
<u>Payments</u>												
Operating Payments to Suppliers and Employees	(174,706)	(177,335)	(175,848)	(170,286)	(171,388)	(179,019)	(184,320)	(190,303)	(196,855)	(203,281)	(209,731)	(216,641)
<b>Net Cash provided by (or used in) Operating Activities</b>	<b>52,276</b>	<b>52,196</b>	<b>51,701</b>	<b>46,777</b>	<b>61,204</b>	<b>68,772</b>	<b>71,601</b>	<b>73,388</b>	<b>74,494</b>	<b>70,422</b>	<b>71,914</b>	<b>73,777</b>
<b>Cash Flows from Investing Activities</b>												
<u>Receipts</u>												
Amounts Received Specifically for New/Upgraded Assets	5,295	2,171	1,170	-	-	-	-	-	-	-	-	-
Proceeds from Surplus Assets	27,125	27,125	27,125	18,500	-	-	-	-	-	-	-	-
Sale of Replaced Assets	630	630	630	500	500	500	500	500	500	500	500	500
<u>Payments</u>												
Expenditure on Renewal/Replacement of Assets	(50,416)	(54,153)	(54,153)	(48,682)	(51,932)	(52,739)	(54,922)	(97,894)	(57,400)	(107,961)	(60,494)	(62,001)
Expenditure on New/Upgraded Assets	(49,998)	(55,807)	(55,863)	(31,417)	(23,407)	(16,320)	(15,820)	(17,259)	(17,644)	(18,038)	(18,461)	(18,910)
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)
<b>Net Cash provided by (or used in) Investing Activities</b>	<b>(67,684)</b>	<b>(80,354)</b>	<b>(81,412)</b>	<b>(61,419)</b>	<b>(75,158)</b>	<b>(68,879)</b>	<b>(70,562)</b>	<b>(114,973)</b>	<b>(74,865)</b>	<b>(125,819)</b>	<b>(78,775)</b>	<b>(80,732)</b>
<b>Cash Flows from Financing Activities</b>												
<u>Receipts</u>												
Proceeds from Borrowings	20,285	33,034	34,587	19,631	19,055	5,331	3,482	46,103	4,359	58,659	10,205	10,299
<u>Payments</u>												
Repayment from Borrowings	-	-	-	-	-	-	-	-	-	-	-	-
Repayment of Lease Liabilities	(4,877)	(4,877)	(4,877)	(4,989)	(5,102)	(5,224)	(4,521)	(4,518)	(3,989)	(3,262)	(3,344)	(3,344)
Repayment of Bonds & Deposits	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided by (or used in) Financing Activities</b>	<b>15,408</b>	<b>28,158</b>	<b>29,710</b>	<b>14,642</b>	<b>13,954</b>	<b>108</b>	<b>(1,039)</b>	<b>41,585</b>	<b>370</b>	<b>55,397</b>	<b>6,861</b>	<b>6,955</b>
<b>Net Increase (Decrease) in Cash Held</b>												
plus: Cash & Cash Equivalents at beginning of period	800	800	800	800	800	800	800	800	800	800	800	800
<b>Cash &amp; Cash Equivalents at end of period</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>

## Uniform Presentation of Finances

\$'000s	2023-24 Adopted Budget	2023-24 Quarter 1	2023-24 Quarter 2	2024-25 Plan	2025-26 Plan	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan
<b>Income:</b>												
Rates Revenues	135,395	135,281	135,131	140,452	146,035	152,436	157,782	163,177	168,533	173,947	179,855	186,122
Statutory Charges	14,683	14,683	14,613	15,041	15,377	15,762	16,156	16,545	16,922	17,306	17,719	18,158
User Charges	70,002	69,915	70,365	65,612	67,302	74,922	76,794	78,646	80,435	76,541	78,369	80,311
Grants, Subsidies and Contributions	4,449	8,562	8,891	4,567	4,345	4,454	4,565	4,675	4,781	4,890	5,007	5,131
Investment Income	150	150	734	154	158	162	166	170	174	178	183	187
Reimbursements	338	338	338	348	357	366	375	384	393	402	411	422
Other Income	465	465	465	479	491	503	516	529	541	553	566	580
<b>Total Income</b>	<b>225,481</b>	<b>229,393</b>	<b>230,536</b>	<b>226,653</b>	<b>234,065</b>	<b>248,605</b>	<b>256,354</b>	<b>264,126</b>	<b>271,778</b>	<b>273,817</b>	<b>282,110</b>	<b>290,911</b>
<b>Expenses:</b>												
Employee Costs	81,586	82,435	82,443	80,546	83,001	85,500	88,090	90,758	93,517	96,393	99,452	102,617
Materials, Contracts & Other Expenses	85,099	88,130	88,730	84,371	86,210	90,612	92,877	95,116	97,279	98,400	100,750	103,246
Depreciation, Amortisation & Impairment	56,040	56,040	56,473	57,979	60,497	63,156	65,819	68,547	71,550	72,889	75,654	78,135
Finance Costs	835	835	887	2,525	3,117	3,502	3,970	5,044	6,138	7,526	9,000	9,477
<b>less Total Expenses</b>	<b>223,561</b>	<b>227,441</b>	<b>228,533</b>	<b>225,422</b>	<b>232,826</b>	<b>242,770</b>	<b>250,755</b>	<b>259,465</b>	<b>268,485</b>	<b>275,207</b>	<b>284,856</b>	<b>293,475</b>
<b>Operating Surplus / (Deficit) before Capital Amounts</b>	<b>1,920</b>	<b>1,952</b>	<b>2,003</b>	<b>1,231</b>	<b>1,239</b>	<b>5,835</b>	<b>5,599</b>	<b>4,661</b>	<b>3,293</b>	<b>(1,390)</b>	<b>(2,746)</b>	<b>(2,564)</b>
<b>Net Outlays on Existing Assets</b>												
Capital Expenditure on Renewal & Replacement of Existing Assets	(50,416)	(54,153)	(54,153)	(48,682)	(51,932)	(52,739)	(54,922)	(97,894)	(57,400)	(107,961)	(60,494)	(62,001)
add back Depreciation, Amortisation and Impairment	56,040	56,040	56,473	57,979	60,497	63,156	65,819	68,547	71,550	72,889	75,654	78,135
add back Proceeds from Sale of Replaced Assets	630	630	630	500	500	500	500	500	500	500	500	500
<b>Net Outlays on Existing Assets</b>	<b>5,624</b>	<b>1,887</b>	<b>2,320</b>	<b>9,298</b>	<b>8,565</b>	<b>10,417</b>	<b>10,897</b>	<b>(29,347)</b>	<b>14,150</b>	<b>(35,072)</b>	<b>15,161</b>	<b>16,133</b>
<b>Net Outlays on New and Upgraded Assets</b>												
Capital Expenditure on New and Upgraded Assets	(50,318)	(56,127)	(56,183)	(31,737)	(23,727)	(16,320)	(15,820)	(17,259)	(17,644)	(18,038)	(18,461)	(18,910)
add back Amounts received specifically for New and Upgraded Assets	5,295	2,171	1,170	-	-	-	-	-	-	-	-	-
add back Proceeds from Sale of Surplus Assets	27,100	27,100	27,100	18,500	-	-	-	-	-	-	-	-
<b>Net Outlays on New and Upgraded Assets</b>	<b>(17,923)</b>	<b>(26,856)</b>	<b>(27,913)</b>	<b>(13,237)</b>	<b>(23,727)</b>	<b>(16,320)</b>	<b>(15,820)</b>	<b>(17,259)</b>	<b>(17,644)</b>	<b>(18,038)</b>	<b>(18,461)</b>	<b>(18,910)</b>
<b>Net Lending / (Borrowing) for Financial Year</b>	<b>(10,379)</b>	<b>(23,016)</b>	<b>(23,590)</b>	<b>(2,708)</b>	<b>(13,922)</b>	<b>(68)</b>	<b>676</b>	<b>(41,945)</b>	<b>(201)</b>	<b>(54,500)</b>	<b>(6,047)</b>	<b>(5,341)</b>

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# Adelaide Central Market

Quarter 2 Report, 1 October 2023 – 31 December 2023



## Executive Summary

The Adelaide Central Market Authority is making strong progress against the initiatives and measures set out in the 2023/24 business plan and budget with 95% actions progressed, ongoing or on track. The operating position of \$331,000 favourable to budget YTD is due to additional leasing income, 100% rental occupancy, and minimal debt, compounded by a favourable variance in expenditure due to the timing of professional fees for the leasing of the future Market Expansion.

December and Christmas trade were a success with the same average daily visitation than 2022. Annual traffic in 2023 reached 8.15M, 9.4% higher than the 7.45M in 2022. However, results have plateaued somewhat since July 2022 with growth in 2024 likely to be harder to achieve in the context of cost of living pressures, muted retail results Australia wide and potential impact of local development works.

## Financial Report

### Operating budget

\$'000	Year to Date			Revised Budget
	Actual	Budget	Var	
Income	2,649	2,457	192	4,914
Expenditure	2,525	2,663	138	5,310
Net Operating Surplus/(Deficit)	125	(206)	331	(395)

### Income

- Favourable rental income (124K) and electricity recovery (\$68K)

### Expenditure

- \$100K favourable expense variance is mostly due to the timing of spend on professional fees and consultancy relating to One Market leasing.

## Risks and Opportunities

- The construction of Market Square, the decreased capacity in the Central Market car park, as well as economic conditions and cost of living pressures may impact on potential spend in Market. Visitation has plateaued in Quarter 2, except for December with a visitation increase of 10% vs 2022 when comparing date to date.
- Leasing remains strong with 100% occupancy.

## Business Plan & Budget 2023/24 and Strategic Plan Measures

The 2023/24 ACMA Business Plan and Budget includes 44 priority actions across the five strategic pillars of the ACMA Strategic Plan 2023/28: Our Customers, Our Traders, Our Business, Our Community and Our Market.

Summary Strategic actions	On track	Needs attention	Off track
OUR CUSTOMERS	10	0	0
OUR TRADERS	4	0	0
OUR BUSINESS	16	1	0
OUR COMMUNITY	5	0	0
OUR MARKET	7	1	0
<b>TOTAL</b>	<b>42</b>	<b>2</b>	<b>0</b>

The two actions requiring urgent attention in quarters 3 and 4 relate to the Market Expansion and are essential to attract and secure future tenancies. Dependencies include the completion of the CMAR program of works (led by ICD/CoA) and Leasing Strategy advice (in progress):

- Development of EOI for Market Expansion
- Completion of One Market Retail and Fit Out Guidelines

## OUR CUSTOMERS

We will keep customer experiences at the heart of all decisions, every day.

OBJECTIVE (Strategic Plan 2023-2028)	Key Achievements and Measures
1.1 Know our customer	<p>Customer Experience Tracker: Full year results presented to ACMA Board in December 23 - 82% of Market Visitors were satisfied or completely satisfied with the Market.</p> <hr/> <p>Customer perception and pre-construction/ mid construction Impact research: presented to ACMA Board in December 23: 100% Satisfaction for in-person surveys (up from 97% in May). Summary shared with traders in Jan 2024.</p> <hr/> <p>Align trading hours to customer preferences:</p> <ul style="list-style-type: none"> <li>• 86% of traders said 2023 Christmas trading hours were suitable for their customers.</li> <li>• 24th December (Christmas Eve) stall opening rate: 98%</li> <li>• 31st December (New Years Eve) stall opening rate: 62.6%</li> </ul>
1.2 Engage our customer	<p>Market Vibrancy - elevated events and activations:</p> <ul style="list-style-type: none"> <li>• Bastille Day celebrated Jul23 - live music, cooking demos, kids activities, walking tour, crepe pop up.</li> <li>• Seafood &amp; Sounds event in November.</li> <li>• Saturday Market Day program continues with live music and free kids activities.</li> <li>• Producer in Residence stall has seen 100% occupancy from July to Dec 2023</li> <li>• The 2023 Christmas Campaign &amp; Activation investment was \$75k, including live music, cooking demonstrations, kid's activities, and Christmas village, roving entertainment, in-market decorations, signage, design, printing, promotion and an extensive advertising campaign. 46 activations, 5 more than last year.</li> </ul> <hr/> <p>Connected customers: Improved car park experience and precinct wayfinding during Christmas trade with:</p> <ul style="list-style-type: none"> <li>• 3 hours free car park offer (Andrew and Grote Upark): to Friday nights and Sundays in Dec for Christmas and New Year.</li> <li>• Upark internal traffic management</li> <li>• Gouger st Traffic Management</li> <li>• Precinct Map showing 7 car parks within 3 min walk to Market.</li> </ul>

1.3 Deliver extraordinary customer experiences

Delivered demonstrations and tastings with well know chefs. Collaboration with:

- Katie Spain and Adam podcast with 570 listens as of late December.
- Ex Masterchef Larissa Sewell for Christmas affordable menu campaign, alongside luxe recipes for premium publications.
- 11 Cooking Demonstrations were held including OzHarvest (September), Karena and Justin James (October), Fogolar Furlan/Lorenzo Andriola (November), Larissa Sewell (December) and Mandy Hall (co-hosting).

Online market: Survey completed with results in July 23: Among online shoppers 87% are satisfied with their overall experience, and less than 5% dissatisfied.

## OUR TRADERS

We will work with our traders to support them in the delivery of an exceptional shopping experience.

OBJECTIVE (Strategic Plan 2023-2028)	Achievements and Measures
2.1 Support Trader success	Supported traders with retail visual merchandise Completed at YTD: Adelaide Nut /Fair Seafood/ Yoghurt Shop/ Something Wild/ Fleurieu Milk

## OUR BUSINESS

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results.

OBJECTIVE (Strategic Plan 2023-2028)	Achievements and Measures
3.1 Ensure our Market is financial self sufficient	<ul style="list-style-type: none"> <li>• Cleaning Contract expiry Feb24: Following tender process, saving of \$100K per year following alignment with CoA. New contractor SKG transitioning on 01/03/2024.</li> <li>• Identified cost efficiencies for exhaust cleaning, benefiting traders too.</li> </ul> <p>Lease revenue: 11 out of 16 leases renewed at end of Q2, in line with tenancy schedule. Q1: Achieved 100% occupancy</p> <p>Leasing framework completed. Independent retail valuations completed for existing market. Retail valuations for Market expansion delivered in Q2.</p>
3.2 Deliver Retail & Leasing Strategy	<p>Retail mix, completed: Fair Seafood launched: unique offer, reviving southeast corner. Rental Valuations for Market Expansion Request for proposal for Leasing strategy and services.</p>
3.3 Deliver Marketing Strategy	<p>Marketing purpose:</p> <ul style="list-style-type: none"> <li>• 'Only at the Market' Campaign refresh: rolled out Sept 2023 and ongoing including in-Market signage.</li> <li>• Christmas campaign: ASR media value was \$755k with 90 pieces of media content shared relating to the Market Christmas over November and December.</li> </ul> <p>Access:</p> <ul style="list-style-type: none"> <li>• Clear customer communication upon loss of car parking for development and open for business-as-usual messaging:</li> <li>• Increase in communication surrounding 3 hours free promotion, as well as nearby alternative parking options.</li> <li>• Refresh of external wayfinding signs as well as CMAR construction hoarding to raise awareness and access to Market.</li> </ul> <p>Tourism: #1 Top attraction in Adelaide, Trip Advisor, Jan 2024</p> <ul style="list-style-type: none"> <li>• Worked with AEDA on The Santa Course promotion, as well as multiple business conferences with branded merchandise and produce giveaway.</li> <li>• Connection with major City events, completed at YTD: Adelaide International players visit &amp; promotional video, Jan 24 Tour Down Under: 'Wines of the Tour' event, Jan 24 and TDU Village presence (signage and 30sec TVC) Lunar New Year collaboration.</li> </ul>



- Delivered targeted offer for tourists with self guided tour podcast.
- Collaboration with SATC and State Government (tram wrap, airport completed).
- Blog Coverage on SouthAustralia.com

3.4 Ensure the Market remains safe & secure environment

Security - Completed:

- Implemented Wors Security system: reporting online - August 2023
  - Body worn security camera implemented - July 2023
  - Roster adapted resulting in cost savings
  - Review of emergency evacuation procedures + staff training -1/11/23
  - Emergency management manual updated October 2023
  - Upskilling/training of new security team provided for all security guards to act as Chief Warden, Nov 23
- 
- Partnerships: Regular SAPOL meetings re planning of Christmas and other major activations.

3.5 Treat Traders as business partners

Traders group: Established new Terms of Reference upon update of ACMA Charter dated October 2023 + coordination of Election of new trader group (TRC) in Nov/ Dec 2023. Meet bi-monthly from December 23

Communications with traders:

- 'Market Talk' (internal communications with traders) design refresh including increase in visual content.
- Actively engaged with traders re Christmas trading hours, resulting in record 88% survey participation.
- High engagement for TRC election (59% voted) and post Christmas survey (53% completed the survey vs 20% in 2022)

3.6 Deliver brilliant basics

- Christmas Operations: 92% of traders were satisfied with the operations of the Market with 51% of traders being very satisfied (2023 Christmas traders survey)
- Increase in Pest control management activities depending on requirements.
- weekly meetings with cleaning supplier and ACMA/ COA.

Waste program now renewed for 2 years in line with CoA (expire Sept 2025)  
New contractor SKG transitioning on 01/03/2024.

3.7 Focus on people and capability

Engaged and trained two staff to fill existing vacant positions with a full management team from December 23, which will relieve management team from the demands of extended trading hours and weekend shifts. Ongoing management of TOIL for corresponding duty management shifts.

Acting roles as training opportunities: MM acting as CM, gaining leasing and revenue generating perspective as well as technical and negotiation skills.  
Industry events as relevant

## OUR COMMUNITY

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results.

### OBJECTIVE

(Strategic Plan 2023-2028)

### Achievements and Measures

4.1 Connect with our community

Sustainability:

- Water bottle refill station delivered.
- Request for proposal Sustainability consultant
- Sustainable September delivered.

Social reach:

- Donation of all ingredients for Catherine House Christmas Lunch (70 at-risk women)
- Weekly OzHarvest food rescue collections equating to approx 270kg / 550 meals per week.
- In-Market OzHarvest fundraising over Christmas raised \$5,663 across four days - equating to 11,326 meals.

- Monthly Guide Dogs fundraising

4.2 Contribute to the wider Market precinct	<p>Engagement with CoA and precinct stakeholders</p> <ul style="list-style-type: none"> <li>• Meetings with Gouger St precinct to discuss events, attendance at monthly GBP Committee meetings.</li> <li>• Supported Christmas precinct activations.</li> <li>• Ongoing negotiation for Lunar new year with organising committee.</li> <li>• Delivered traffic management Strategy over Christmas peak visitation to manage decrease in ACM car parking, including street management and coms campaign for other parking options.</li> </ul>
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## OUR MARKET

We will deliver infrastructure and programs that address the current and emerging needs for our customers and traders.

OBJECTIVE (Strategic Plan 2023-2028)	Achievements and Measures
5.1 Ensure quality outcomes for our Market	<p>Trolley investigation: Concept stage delivered, community consultation to follow.</p> <hr/> <p>Customer amenities: Feasibility and investigation completed in in FY2023/24 for Parents Room on northern Roadway. Completed bid for detailed design and construction as part of FY24/25 Budget process, subject to capital funding.</p> <hr/> <p>Market Expansion - Completed Dec 2023: Market Expansion Leasing Valuation, New One market Lease template</p> <hr/> <p>Advocacy for traders:</p> <ul style="list-style-type: none"> <li>• Negotiated to move coolrooms on vacant construction site to avoid congestion on Gouger</li> <li>• Trader advocacy when exploring additional storage facilities for market expansion</li> <li>• And negotiating road closure and LNY Event with Chinatown</li> </ul> <hr/> <p>Communications to stakeholders about market expansion: 23 project updates to traders YTD. Adjustment of frequency of communication and filtering relevant area - segregation by aisle/zone to increase accurate targeting for relevant information.</p>
5.2 Review technology systems to inform decision making	<p>September 2023, 7 new counter locations, now capturing external street trade improved technology</p>

## Upcoming quarter ACMA: 1 January 2024 – 30 March 2024

- Market activations, including Saturday Market Day activities, Lunar New Year, Sauce Day events, Easter and Fringe
- Marketing:
  - Calendar 24/25 development will begin Q3.
  - Easter Campaign
  - Tourism: JetStar Advertising & Gather round brand awareness campaign
- Sustainability:
  - Review of the waste process options
  - Consultancy to advise sustainability strategy with report to Board
- Entry lighting and canopies repairs in progress
- Trolley project: Community consultation phase
- Market Expansion:
  - EOI brochure delivery in Q3/Q4
  - Fit Out guidelines process to start
  - Leasing and project advisory services procurement

## Q2 Key Achievements



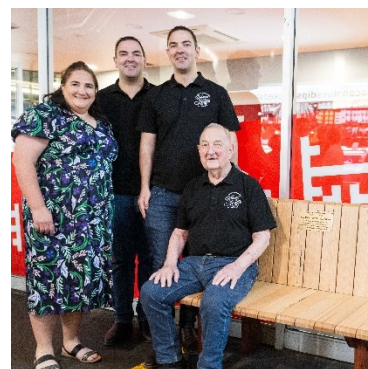
### Seafood + Sounds

October 27 & 28 saw a celebration of South Australian seafood, with trader specials, exclusive pop-ups, live music and cooking demonstrations with industry leading chefs. Over the two days more than 1200 serves of Asian style Chilli Crab were served up, as well as a pop-up Oyster and Wine Bar.



### Christmas 2023

The busiest trading period for the Market saw an extensive marketing campaign, alongside a month-long calendar of live music, school choirs and roving entertainment. 2023 saw the collaboration with Masterchef alumni Larissa Sewell in a Christmas lunch for 8 guests for under \$150 using Market ingredients.



### Oulianoff Bench Unveiling

With the support of traders, ACMA commissioned and unveiled a bench and plaque dedicated to Stephan Oulianoff and his late wife Maria from the Central Organic stall. Stephan Oulianoff has been part of the Market for more than 50 years and illustrates the strength of the Market community.



### Refillable Milk Station

In collaboration with Fleurieu Milk Company, the Market unveiled the first refillable milk station in South Australia. This is another valuable step in our sustainability journey and has been very positively received by shoppers.



### Fair Seafood Opening

Australia's first and only seafood wholesaler and retailer to offer 100% fisher-to-consumer traceability on all products opened in the south-east corner. They offer a range of freshly caught seafood as well as a menu of seasonal dishes for dine-in.



### 100% Market Occupancy

The opening of Fair Seafood, with another unique and innovative food offer, signals 100% leasing occupancy across the Market - a very positive sign for the upcoming Market Expansion that confidence in the Market remains strong.

# Adelaide Economic Development Agency

## Quarter 2 Report

1 October 2023 – 31 December 2023

### Executive Summary

Between 1 October 2023 and 31 December 2023, AEDA:

- Approved \$503,855 of funding to 29 organisations across 4 funding programs
- Delivered events including Adelaide Fashion Week and Wellfest Adelaide
- Heightened promotion and activity in Rundle Mall to capitalise on Black Friday and the Christmas trading periods
- Supported the visitor economy through participation in the Australian Tourism Export Council's Meeting Place event, delivery of services through the Visitor Information Centre and delivery of a cooperative marketing campaign with the SATC.

Budget is on track with variances primarily relating to staffing vacancies and timing of receipt of invoices from grant recipients.

Tracking against business plan remains strong with eleven measures completed/met and a further eleven on track.

### Financial Report

Operating Position	December YTD			Annual			
	\$000s	2023/24 Actuals	2023/24 Q1 Budget	Variance	2023/24 Q1 Budget	2023/24 Proposed	Variance
<b>Income</b>							
Rundle Mall Levy		1,960	1,930	30	3,890	3,890	0
Rundle Mall User charges		242	180	62	360	360	0
CoA Contribution		0	0	0	9,291	9,332	41
Other Income		41	9	31	19	104	85
<b>Total Income</b>		<b>2,243</b>	<b>2,120</b>	<b>123</b>	<b>13,560</b>	<b>13,686</b>	<b>126</b>
<b>Expenses</b>							
Employee Costs		1,954	2,272	318	4,579	4,620	41
Materials, Contracts and Other Expenses		2,807	3,664	857	5,794	6,055	216
Sponsorship, Contributions and Donations		1,919	1,654	(265)	3,187	3,187	0
Depreciation, Amortisation and Impairment		21	0	(21)	0	42	42
<b>Total Expenses</b>		<b>6,701</b>	<b>7,590</b>	<b>889</b>	<b>13,560</b>	<b>13,904</b>	<b>344</b>
<b>Operating Surplus / Deficit</b>		<b>(4,458)</b>	<b>(5,470)</b>	<b>1,012</b>	<b>0</b>	<b>(218)</b>	<b>(218)</b>

## Income

- Rundle Mall Levy income is favourable in comparison to the YTD budget as there have been no objections. This represents the \$30k favourable variance
- Rundle Mall user charges are favourable to YTD budget
- Other income includes retail sales from the Visitor Information Centre \$7k along with Adelaide Fashion Week income, which offsets some expenses in that activity.

## Expenditure

Favourable expense variances are currently the result of timing and staff vacancies.

## Variations and Budget Requests

Quarter 2 budget adjustments:

- Recognition of Rundle Mall prior year underspend of \$176k and depreciation of \$42k budgets
- Recognition of \$85k income - \$35k for Adelaide Fashion Week and \$50k forecast for AEDA Summit ticket sales. This will then to be offset by corresponding expenses, resulting in nil bottom line increase/decrease
- \$41k for 1.0 FTE increase for the Economic Research & Data Analyst Graduate. 2-year Fixed Term Contract from January 2024 in line with City of Adelaide Graduate program.

## Risks and Opportunities

- Continued macroeconomic trends such as rising interest rates and cost of living pressures create a subsequent impact on potential spend in city businesses
- With new office stock coming online, opportunity exists to increase investment attraction activity

NB: AEDA's strategic risks are included within the City of Adelaide's Strategic Risk Register, which is reported through the Strategic Risk and Internal Audit Group that then reports into the Audit and Risk Committee

## Board and Advisory Committee Term Changes

Within quarter two recruitment was undertaken for a Board Member position in preparation for the conclusion of Manuel Ortigosa's term that expired in January 2024. Jim Kouts was recommended for appointment by the selection panel and the appointment was endorsed by Council on 12 December 2023.

The term of office for Eloise Hall, Dino Vrynios, David West and Andrew Wallace for their positions on the Advisory Committee expired on 31 October 2023. Recruitment was undertaken and Lauren Giorgio and James Black were appointed to the Committee. Nikki Hamdorf was also appointed to the Committee via the vote of the collective Precinct groups as their representative on the Committee.

## Grant Funding Approved

### Strategic Partnership Program

Funding was approved by the AEDA Board at its meeting on 27 October 2023 to deliver intensive support programs which will aim to help the growth of participating businesses:

Organisation	Funding
The University of Adelaide/ThincLab	\$155,669
MTPConnect	\$114,213
SouthStart	\$135,118

### New Year's Eve 2023 Activities and Events Fund for Businesses

Funding was approved in-line with the delegation of Council by the Acting Managing Director, AEDA on 11 October 2023 to support NYE events and activities:

Event	Funding
Chaise-lounge	\$6,000
Lion Hotel New Years Eve Block Party	\$20,000
New Year's Eve at Eleven	\$8,000
Bai Long Night on New Year's Eve	\$4,355
New Year's Owl	\$4,000
NYE at the Queen's Head Adelaide	\$10,000
NYE Balcony Party with Friends	\$5,000
Austral East End Street Party	\$20,000

### Commercial Events and Festivals Sponsorship Program

Funding was approved by the AEDA Board at its meeting on 27 October 2023 to support the following events in the **medium-large** category. Based on information provided in the applications, these events are expected to deliver \$95.1 million in economic benefits:

Event	Date(s)	Funding
Laneway Festival Adelaide	9 February 2024	\$35,000
Garden of Unearthly Delights	15 February - 17 March 2024	\$40,000
Gluttony	15 February - 17 March 2024	\$45,000
Wonderland Spiegeltent Hub	16 February - 17 March 2024	\$20,000
Fool's Paradise	16 February - 17 March 2024	\$35,000
Adelaide Motorsport Festival	15 - 17 March 2024	\$40,000
Asia Street Food Festival	14 - 17 November 2024	\$25,000

Funding was approved by the Acting Managing Director, AEDA on 6 November 2023 to support the following events in the **small-medium** funding category. Based on information provided in the applications, these events are expected to deliver over \$13 million in economic benefits:

Event	Date(s)	Funding
Blitz Golf Adelaide	19 January 2024	\$14,000
Ebenezer Night Markets	3 February - 16 March 2024	\$5,000
Gathered Market in the Mall	11 February - 1 December 2024	\$18,000
The Courtyard of Curiosities	15 February - 17 March 2024	\$14,000
Sidebyside 2024	24 - 25 February 2024	\$14,000
Holi Festival Adelaide	9 - 10 March 2024	\$19,500
Home Base: Footy Place	4 - 7 April 2024	\$20,000
EMPYRE Fire Festival 2024	28 September 2024	\$20,000
Summer Sessions Vardon Ave	15 November - 21 December 2024	\$12,000

## Mainstreet Development Program

The following Precinct Groups have received the mainstreet development program grant following the receipt of their acquittal of 2022-23 funding and their business plan for 2023-24

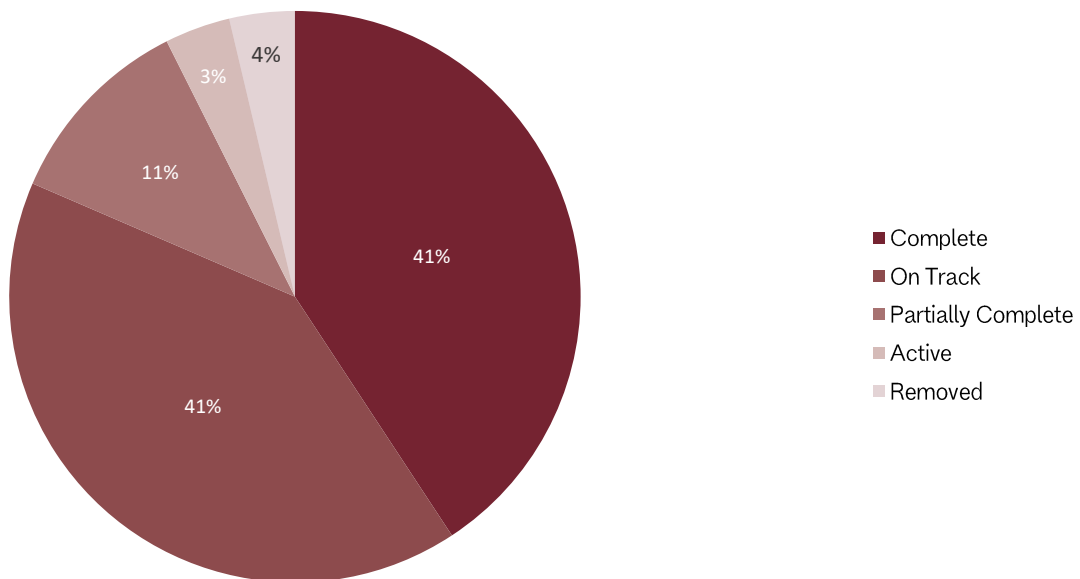
Organisation	Funding
City South Association	\$25,000
Grote Business Precinct	\$25,000

## Business Plan & Budget and Strategic Plan Measures

The 2023/24 AEDA Business Plan and Budget includes 27 measures across the four key areas, Business, Investment & Residential Growth; Visitor Economy; Rundle Mall and Brand and Marketing.

As at the end of the quarter two progress against the measures are as follows:

- 11 measures have been 'Complete';
- 11 measures are 'On Track', meaning the pro-rata measure is tracking ahead or in-line with the target;
- 3 measures are 'Partially complete', as some progress has been made towards the target, but we are not tracking ahead of the pro-rata benchmark;
- 1 measure is 'Active' which means work is being done towards the target but no numerical figure towards the target has been recorded and;
- 1 target has been removed from tracking



## Business, Investment and Residential Growth

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
50 inward investment proposals/local expansions supported, with at least 10,000sqm of office space committed to	On Track	50	37	+12
1,000 Welcome to Adelaide employee introduction packs distributed	Partially Complete	1,000	312	-188
30+ vacant shopfronts/premises activated	Partially Complete	30	13	-2
Deliver AEDA Business Summit	On Track	1	0	-
Deliver 3 industry briefing events	On Track	3	2	+0.5
Enrolled international student numbers 5+% above 2019 levels (44,318 students across all segments) <b>Source: StudyAdelaide</b>	Complete	44,318	48,019	7,678
2+% increase in the number of city workers above 2020/21 levels (148,369) <b>Source: Economy.id</b>	Complete	2% (151,336)	157,498	+7,645
2+% increase in the number of city businesses above 2020/21 levels (12,018) <b>Source: ABS</b>	Complete	2% (12,518)	12,558	+290
2 campaigns/projects/market interventions to support emerging industries in the city	Complete	2	5	+3

## Visitor Economy

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
Delivery of the new Experience Adelaide Visitor Centre	Active	1	0	1
Maintain accreditation of the Visitor Information Centre	Complete	1	1	-
8 training sessions with VIC volunteers and staff	On Track	8	6	+2
2 destination marketing campaigns or initiatives with the state government to increase the number of people visiting the city	On Track	2	1	-
20 new bookable city tourism products/experiences	On Track	20	12	2
City hotel occupancy above 70%	Partially Complete	70%	68%	-2%



## Rundle Mall

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
3 recommendations from Rundle Mall place vision workshop implemented	On Track	3	2	+0.5
5 major brands committed to Rundle Mall	On Track	5	3	+0.5
Stakeholders agree that the volume and quality of communication and data/insights to stakeholders has improved over the previous 12 months	On Track	1	-	-
Rundle Mall average strip vacancy rates below 8%	Complete	8%	5.7%	2.3%
Average vacancy rates below 20% for arcades, centres and laneways in the Rundle Mall precinct	Complete	20%	19%	1%
3 significant campaigns that are aligned with exclusive city events and festivals	Complete	3	3	-
Uplift in foot traffic across 3 major events/festivals	Complete	3	3	-
Uplift in market share across 3 major events/festivals	On Track	3	2	+0.5
Moving annual total market share remains above 5%	Complete	5%	5.7%	+0.7%

## Brand & Marketing

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
Generate \$2 million in advertising space rate with reference to City of Adelaide/AEDA	On Track	\$2m	\$1.3m	+\$300,000
Support 200 city businesses to establish or extend their e-commerce capability on byADL.com.au	Removed	200	N/A	-
Total city expenditure above \$4.45b	Complete	\$4.450b	\$4.560b	+\$110k

\*Difference relates to the difference between the measure and the quarter 2 pro-rata benchmark, not the full KPI.

## Key Achievements



ADL Fashion Week

The second ADL Fashion Week was held Friday 20 to Sunday 22 October 2023 with 33 events and 80 additional fashion-related experiences or offers. Tickets across AFW events reached 87.6% of capacity (1,720 / 1,964 tickets).

Of the 33 events, 21 were part of the citywide Associated Events Program - an initiative that created opportunity for city businesses to leverage the festival benefits. These events reached 78.6% of capacity with \$44k generated in ticket sales.

Benefits included advantages beyond the festival period. 78.6% of surveyed respondents said that attending the event would increase their likelihood of shopping in the city, 83% said it increased their chances of engaging with the SA fashion industry and 82% agreed that it strengthened Rundle Mall's positioning as a place of fashion.

Industry participants believed participating increased awareness of their brand (73%) and increased business exposure/publicity (46%). 18% said they received bookings and 27% said it generated future leads. Following the event, three brands expressed interest in conducting a pop up in Rundle Mall.

Within Rundle Mall, the Gift with Purchase offer performed extremely well with 47.9% more customers visiting to take up the offer (3,076), 9.4% higher average spend per customer (\$348) and 61.8% higher total spend recorded (\$1,069,209) on receipts redeemed.

Rundle Mall Foot traffic over the weekend was up 9.7% on AFW 2022 weekend and market share was 6.1% up on benchmark for Oct 5.2%



Strategic Partnership Program

The 2023-24 Strategic Partnerships program aimed to support to initiatives that support growth oriented business in the city. The University of Adelaide/ThinLab, MTPConnect and South Start were awarded funds to deliver programs.

Throughout the quarter existing Strategic Partners delivered on the following achievements: Renew Adelaide launched ten new ventures into vacant premises including Dulcie Vintage, Longplay Bistro and Frida las Vegas. 120 Grenfell St was offered as a new available site.

Adelaide Business Events supported Dreamtime, attended by 94 international business event planners, the Professional Organisers Association Conference, that was attended by more than 400 professional conference organisers, event planners and industry suppliers and hosted a Famil for the Direct Selling Association of Singapore to showcase Adelaide's best attractions and activities.

Festival City Adelaide hosted a leadership breakfast that informed stakeholders and government about the opportunities and challenges facing the festival sector and delivered a TV Commercial Campaign during ADL500 to cross promote the broader event calendar.

StudyAdelaide hosted their Christmas Garden party attended by over 400 international students, launched a new Accommodation Advisory Service for international students, visited Vietnam, Cambodia and India meeting with over 220 education agents and helped Adelaide host the Australian International Education Conference with over 1,700 delegates.



Christmas & Boxing Day in Rundle Mall

AEDA and City of Adelaide combined resources to deliver a new decorative, interactive city-wide experience called 'The Santa Course'. Nine giant inflatable illuminated, and bespoke Santa's were placed around the city, with 3 being located in Rundle Mall. Complementing the Santa Course in the Mall was the Santa Course Christmas trail, street entertainment and performances (including Australia Girls Choir and the Adelaide Symphony Orchestra) and extended Christmas trading hours.

Despite signs of slight reductions of foot traffic to the precinct in December (-2% in total traffic in December YoY) the foot traffic over the Christmas and Boxing Day period in relation to the activations was strong:

- The last Thursday before Christmas experienced total traffic 40% higher than the average of the four Thursdays before it and 28% higher than the average day of the month.
- On the same Thursday passerby traffic was 51% higher than the average of the four Thursdays before it and 41% higher than the average day of the month.
- Boxing Day total traffic was 26% higher than 2022.



WellFest Adelaide

WellFest Adelaide 2023 was delivered over the weekend of 06 –08 October 2023 and the program consisted of:

- Over 65 city-wide free and paid experiences as part of the city-wide activation
- WellFest Adelaide Amazing Race – 7 checkpoints around ADL CBD and finishing in Rundle Mall. Gawler Place activated with DJ, Cosi as the MC and goodie bag for each entrant.
- WellFest Adelaide B2B Breakfast presented by Showcase SA at the Hotel Grand Chancellor
- Vera Mai "Moon Feast" A place, taste and story of first nations foods and experience in partnership with Nature Festival at Carclew.

The event analysis further noted the potential for longer term impact in terms of:

- Benefits to organisations participating in the event with all operating participants indicating they were satisfied with the involvement in the event and 43% rating it as 10/10 in terms of beneficial outcomes.
- A community wellbeing impact that has longer term economic outcomes, with 92% of attendee respondents believing the event had had positive impact on their mental wellbeing, 74% on their physical wellbeing, and 89% on their social wellbeing.

Longer term tourism outcomes –92% of survey respondents indicated that they would be likely (29%) or very likely (63%) to attend the event in 2024 should it be repeated.



### Black Friday – Citywide Campaign

Following a resolution of Council, a campaign promoting shopping in the city over the Black Friday period was delivered from 13-27 November, covering the fortnight leading up to and including Black Friday through to Cyber Monday.

Promotion highlighted the unique attributes of shopping in the city including longer trading hours, best bargains and greatest choice.

Advertising directed shoppers to a Shop Black Friday page on the Experience Adelaide website.

Results included:

- 16,900 landing page views from 13,600 visitors - the highest performing page across the site and 3 times higher than the next best performing page
- Radio/podcasts: 244,734 spots (2,000+ hrs of airtime)
- Ooh media screens: 180,980 spots (502 hrs of screentime)
- Search Engine Marketing & social media 146,300 impressions, 2,300+ clicks
- EDMs 120,200 article views / 10,300 clicks



### Black Friday – Rundle Mall

To reinforce Rundle Mall's position as the premier destination to shop during Black Friday, a range of initiatives and activations were delivered including:

- Rundle Mall Concierge: a complimentary concierge service for shoppers to leave their bags and continue to shop
- Pit Stop Bar – a bar was set up under the Gawler Place Canopy with seating to allow shoppers to take a break
- Valet Service – a valet service was offered via a buggy on the Mall that was available at no costs to shoppers to get from one shop to the next, to their parking or public transport
- DJs – through out the mall pop up DJs were scattered

Spend and foot traffic that compared 2022 to 2023 demonstrated:

- Foot traffic for Rundle Mall increased on Black Friday by 8.2%
- Rundle Mall had 12.5% of market share compared with the usual Friday average of 6.7%.
- Comparing Black Fridays across the years, market share increased from 12.3% in 2022 to 12.5% in 2023.



Australian Tourism Export Council

AEDA sponsored the Australian Tourism Export Council's 'Meeting Place' trade event in October. AEDA attended 24 business to business trade engagement appointments and break-out sessions. These appointments were with tourism product providers and tourism operators, which provided the opportunity to showcase the city as a Tourism destination and promote AEDA's roles in the city's visitor economy.

Delegate surveys indicated that 96% are very likely or likely to recommend South Australia as a tourism destination.



Data4Lunch

The most recent industry briefing, Data4Lunch was hosted on 8 November 2023, one day after the Reserve Bank of Australia's interest rate decision. The RBA's decision to lift interest rates tied into the theme of the "State of the Economy". Registrations booked out weeks in advance at 145 attendees.

Event speakers, including ANZ State General Manager for SA and the NT, Adele Fiene, and AEDA Economic Researcher, offered perspectives on Adelaide's economic status and trends compared to the broader national landscape. These insights sought to equip attendees to make informed decisions and position their organisation for success.



Frida Trail

AEDA established the Frida trail, engaging 26 city businesses that offered a Frida inspired experience or product during the exhibition (24 June – 17 Sept) as reported previously. Results of the trail are now available and through the campaign 11,000 visitors viewed the webpage and 725 leads were sent to participating businesses.

75% of participating businesses believed the trail was helpful in promoting their business and attracting more visitors to the city, and 100% wanted to be involved in future city trail initiatives. AGSA exceeded their target of 60,000 visitors, reaching 80,000.



Co-op Campaign with SATC

SATC's 'Travel Our Way' campaign launched in October 2023. Within the first two months there have been 5,321 page visits generated from AEDA's ads and 1,850 ATDW leads directly to city businesses.

## Up Next

Coming up from 1 January 2024 – 31 March 2024 are:

- AEDA & Council Members workshop – 30 January 2024
- Partnership with the Property Council to deliver the Office Market Report, supported by a data and insights presentation from AEDA's Economic Research and Data Analyst – 1 February 2024
- Commercial Events and Festivals Sponsorship Program round two (small – medium category) opens 5 February 2024
- Lunar New Year in Rundle Mall – 16 February 2024
- MallFest in Rundle Mall – 16 February – 17 March 2024
- Annual round of Events and Festivals Sponsorship Program will open Mid March
- 2024 Edition of the Adelaide Visitor Guide will be delivered February/March 2024
- City Restaurants and Bars Tourism Product Development program commences
- Development of AEDA Business Plan and potential progression AEDA Strategic Plan.

# Kadaltilla

Adelaide Park Lands Authority

Quarterly Update  
October to December 2023

**Kadaltilla**  
Adelaide Park Lands Authority



# Key Highlights October to December 2023

- Delivered the final two [Community Forum events](#) in October 2023
- Park Lands Site Tour with Board Members
- Adoption of [Kadaltilla 2023-2028 Strategic Plan](#)
- Submission to the State Planning Commission on the Greater Adelaide Regional Plan
- Continued the review of Adelaide Park Lands Management Strategy 2015-2025 (APLMS), including the delivery of digital version workshop





# Core Responsibilities

## PURPOSE FOR WHICH THE AUTHORITY IS ESTABLISHED

The Council 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 Kadaltilla / Adelaide Park Lands Authority (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.

The Council, on behalf of the 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.

In this context, Kadaltilla is established by Statute to undertake in accordance with the powers conferred by the APLA Charter, the Functions of Kadaltilla as set out in section 9 of the *Adelaide Park Lands Act 2005*.



# Strategic Pillars



## 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

# Strategic Plan 2020-2025

## Key Actions October to December 2023

### Cultural Value

1.1 Seek Kaurna cultural authority in everything we do

- ✓ Undertook a site visit to the 'Place of Reflection'

1.4 Champion the development of World Heritage listing nomination

- ✓ Included in the Kadaltilla Board Meeting agenda as a standing item

### Environmental Performance

2.4 Increase the accessibility of evidence-based information

- ✓ Delivered the draft digital APLMS

### Management and Protection

3.1 Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy

- ✓ Comprehensive review is ongoing

3.3 Review State Government Management Plans

- ✓ The proposed National Heritage Management Plan was reviewed and endorsed



# Strategic Plan 2020-2025

## Key Actions October to December 2023

### Expert Advice

4.1 Provide advice on plans, projects, and policies for the Adelaide Park Lands

- ✓ Advice of Kadaltilla is endorsed and adopted
- ✓ Heard deputation on proposed facility improvements

4.3 Review leasing and licensing and event management policies together with other relevant Park Lands use policies

- ✓ Reviewed two Park Lands Lease Agreements

4.5 Increase the profile of the Kadaltilla Board

- ✓ Two annual community forums hosted in October 2023
- ✓ Noted the Kadaltilla 2023 Community Forum Consultation Report



# Kadaltilla Advice to Council October to December 2023

- Approval of the draft Kadaltilla / Adelaide Park Lands Authority Strategic Plan 2023-2028
- Noting the success of the 2023 Kadaltilla Annual Community Forum
  - ✓ Approximately 400 people participated in person
  - ✓ 312 responses received in person
  - ✓ 6 responses received via post, email or social media
  - ✓ Held across four locations (Adelaide Central Market, Mary Lee Park (Park 27B), Victoria Park/Pakapakanthi (Park 16), and Pelzer Park/Pityarilla (Park 19))
- Endorsement of the revised concept plans and the draft 21-year Commercial Park Lands Lease Agreement between the Corporation of the City of Adelaide and Creative Place Hospitality Group for the Rymill Park Kiosk, noting that a detailed concept plan will be presented back in February 2024



# Kadaltilla Advice to Council October to December 2023

- Endorsement of the proposed National Heritage Management Plan for the Adelaide Park Lands and City Layout and requested that Council consider the budget requirements outlined by the National Heritage Management Plan as part of future budget processes
- Authorisation for the Lord Mayor or Chief Executive Officer to enter into lease negotiations for a two-year and six-month Park Lands Lease Agreement with Blackfriars Priory School for the sports building, playing fields and courts located in Pardipardinyilla / Denise Norton Park (Park 2)
- Support of the Adelaide Comets Football Club proposed facility improvements to Ellis Park / Tampawardli (Park 24) subject to gates remaining open on non-game days, no permanent signage except wayfinding, the temporary outer spectator fence to be installed no earlier than 24 hours before a game and removed within 24 hours following conclusion of the final scheduled game, the use of exposed aggregate concrete for the pathways, consultation with Administration regarding species selection of new trees, and detailed landscape plans submitted to Administration for approval. The driveway addition was not supported.



# 2023-2024 Business Plan & Budget

## October to December 2023

### Performance Measures Addressed:

- ✓ Support for the development of a World Heritage listing nomination
- ✓ Kaurua culture is made intrinsic to everything we do
- ✓ A review of the Adelaide Park Lands Management Strategy is conducted which will include prioritisation of projects
- ✓ Hosted an annual community forum
- ✓ Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme
- ✓ Provided advice on plans, projects and policies for the Adelaide Park Lands
- ✓ A high level of knowledge and understanding of the Park Lands is developed amongst Members through regular site visits and briefings
- ✓ Utilisation of skills is maximised through effective meetings that foster dialogue and the development of shared thinking



# 2023-2024 Business Plan & Budget

## October to December 2023

### Performance Measures Addressed:

- ✓ The Adelaide Park Lands Fund is operational and monies are received and expended according to the provisions of Kadaltilla's Charter
- ✓ Advice of Kadaltilla is endorsed and adopted
- ✓ Kadaltilla makes appropriate use of available finances provided by Council
- ✓ Provide advice in relation to tree canopy cover, biodiversity and environmental sustainability and improvements
- ✓ Review leasing and licensing and event management policies together with other relevant Park Lands use policies
- ✓ Increase the accessibility of information
- ✓ Seek early input into issues relating to the Park Lands to ensure Kadaltilla advice is timely and relevant
- ✓ Monitor developments subsequent to Kadaltilla's advice





# Budget Position

## October to December 2023

\$	YTD Actual	YTD Budget	Variance	Annual Budget
Income	-	-	-	\$253,360
Expenditure	\$100,959	\$126,680	\$25,721	\$253,360

- For 2023/2024, Kadaltilla's budget of \$253,360 includes:
  - Sitting Fees and Salary (Kadaltilla Advisor) of \$199,880
  - Operations (e.g. Marketing; community forum) of \$16,878
  - Insurance, Audit and Legal of \$21,602
  - Grants (Adelaide Park Lands Art Prize Sponsorship) of \$15,000
    - Note: the Adelaide Park Lands Art Prize is biennial and won't be spent until the 24/25 FY



# Upcoming Quarter

## Key Actions:

- Preparation of Kadaltilla's draft Annual Business Plan and Budget 2024/2025
- Finalise the updated Adelaide Park Lands Management Strategy (APLMS)
- Appointment of Kadaltilla / Adelaide Park Lands Authority Board Member with skills in tourism and event management
- Development of a Kadaltilla social media profile



# Upcoming Quarter

## Forward Report Schedule:

- Kids on Country 2023
- Rymill Park Kiosk – Lease Consultation Results
- North Adelaide Railway Station
- Park Lands Leasing - Expressions of Interest
- Draft Park Lands Community Buildings Policy
- Draft Adelaide Park Lands Management Strategy (APLMS)
- Bonython Park/ Tulya Wardli (Park 27) Informal Carpark
- X5500 - Glen Osmond Road, Hutt Road and Park 17 Improvements
- Draft Victoria Park Master Plan Engagement Summary
- Adelaide Aquatic Centre Redevelopment - Return to Park Lands Proposed Design
- South Australian Motor Sport Board Event Consultation - Adelaide 500 2024
- Golden Wattle Park / Mirnu Wirra (Park 21W) Community Sports Hub



# Thank You.



**Notes to the Reg 9 Report prepared for the 2023/24 financial year**

**Brown Hill and Keswick Creeks Stormwater Board**

**Quarter 2 – 31 December 2023**

**Note 1 – SMA Funding**

Funding from the Stormwater Management Fund was budgeted at \$4m for the 2023/24 financial year. The current full-year revised forecast has now been updated to \$8.5m as the 2022/23 contribution of \$4.5m was delayed and will also be paid in the current financial year. Public Works Committee approval was recently provided and grant agreements are currently being prepared.

**Note 2 – Federal Funding**

Federal funding relates to funds being provided under the Commonwealth Government's Preparing Australian Communities Program (PACP). Total funding of \$10m has been secured and payment of these funds is dependent upon project milestones being reached. Updates to the forecast reflect expected timing for funds to be received. The total funding remains unchanged.

**Note 3 – Interest Income**

Interest income self-calculates in the budget process dependent on funds held. *Year to Date Actual* is tracking significantly ahead of budget due to the timing of funds spent and the *Current Full-Year Revised Forecast* has been updated accordingly.

**Note 4 – Asset Operating Costs and Maintenance**

Asset maintenance costs relating to the South Park Lands wetland and Glenside sites are tracking ahead of budget. Measures are being taken to reduce the cost overrun in the remaining months but the forecast 30 June 2024 position will be in excess of budget. The overrun is being funded by operating surplus accrued in previous years.

**Note 5 – South Park Lands Remaining Works**

The South Park Lands remaining works relates to final capital works currently being delivered on site. These works have been scheduled to suit weather conditions and were deferred until after winter 2023.

**Note 6 – LBHC Packages 1-3**

The total project budget for Lower Brown Hill Creek packages 1-3 remains unchanged but the timing of delivery has changed.

**Note 7 – UBHC 1 Third to Leah; UBHC Forestville Reserve; UBHC 5 Cross to Hampton; UBHC Betty Long Gardens; UBHC Orphanage Park; Discretionary Projects**

The Board's 2023/24 budget included an allowance of \$6m for discretionary projects. The term discretionary projects refers to projects that are required under the Stormwater Management Plan, but had not yet been scheduled at the time the budget was prepared. Allocation of these funds is reliant upon outcomes of grant funding submissions that were not yet known at the time of budget preparation.

Three grant funding applications were submitted requiring \$8.4m in matching funds, as follows:

	Disaster Ready Fund Application 1	Disaster Ready Fund Application 2	Urban Rivers and Catchments Program
<b>Total Project Cost</b>	\$7.4m	\$4.774m	\$7.289m
<b>Grant Funding</b>	\$3.7m	\$2.387m	\$4.93m
<b>Board Contribution</b>	\$3.7m	\$2.387m	\$2.359m
<b>Works Location</b>	UBHC Forestville Third Ave-Leah St	UBHC Hawthorn Cross Rd–Hampton St	Forestville Reserve, Orphanage Park, Betty Long Gardens

All of these grant applications were successful and the funding previously allocated to discretionary projects has therefore now been reallocated to the appropriate works packages over the 3-year delivery schedules.

## Brown Hill & Keswick Creeks Stormwater Board

### Statement of Comprehensive Income

#### Regulation 9 Report

July 2023 - December 2023

	NOTES	Original Full year budget	Full-year Revised Budget in Last Update	Year to Date Revised Budget in Last Update	Year to Date Actual	Current Full-year Revised Forecast
<b>Income</b>						
<b>Grants, Subsidies &amp; Contributions</b>						
Operating - Adelaide 20%		140,000	140,000	70,000	70,000	140,000
Operating - Burnside 20%		140,000	140,000	70,000	70,000	140,000
Operating - Mitcham 20%		140,000	140,000	70,000	70,000	140,000
Operating - Unley 20%		140,000	140,000	70,000	70,000	140,000
Operating - West Torrens 20%		140,000	140,000	70,000	70,000	140,000
SMA Funding	1	4,000,000	4,000,000	4,000,000		8,500,000
Federal Funding	2	3,346,229	6,880,348	3,534,119	5,765,119	5,765,119
<b>Total Grants, Subsidies &amp; Contributions</b>		<b>8,046,229</b>	<b>11,580,348</b>	<b>7,884,119</b>	<b>6,115,119</b>	<b>14,965,119</b>
Interest Income	3	247,371	350,187	197,618	250,365	428,640
<b>Total Income</b>		<b>8,293,600</b>	<b>11,930,535</b>	<b>8,081,737</b>	<b>6,365,484</b>	<b>15,393,759</b>
<b>Other Expense</b>						
<b>Other Expense</b>						
<b>Employee Costs</b>						
Insurance - workers compensation		3,200	3,200	1,992	2,081	3,200
Wages - Employees		249,996	250,000	125,000	125,000	250,000
Wages - Board Members		82,700	82,700	40,900	43,000	82,700
Board expenses		2,000	2,000	667		2,000
Superannuation		36,601	36,597	18,249	18,480	36,597
<b>Total Employee Costs</b>		<b>374,497</b>	<b>374,497</b>	<b>186,808</b>	<b>188,562</b>	<b>374,497</b>
<b>Materials, Contracts &amp; Other Expenses</b>						
Contractors & consultant services		41,760	41,760	18,768	19,792	41,760
Financial services & audit (incl bookkeeping)		44,304	44,304	24,227	26,183	44,304
IT services		5,400	5,400	2,091	1,494	5,400
Insurance - mutual liability scheme		51,880	51,768	25,828	25,715	51,431
Legal services		15,660	15,660	7,983	10,133	15,660
Meeting Room Hire & Teleconference		5,400	5,400	1,954	769	5,400
Office Expenses, Printing & Post		2,160	2,160	966	766	2,160
PR, website and graphic design		12,960	12,960	7,050	8,216	12,960
Staff training		5,220	5,220	1,740	904	5,220
Other		2,616	2,616	1,026	372	2,616
<b>Total Materials, Contracts &amp; Other Expenses</b>		<b>187,360</b>	<b>187,248</b>	<b>91,633</b>	<b>94,344</b>	<b>186,911</b>
<b>Asset Expenses</b>						
Asset Management Plan & Valuations		12,000	12,000	245	491	12,000
Asset Operating Costs & Maintenance	4	279,996	280,000	148,024	208,422	320,000
<b>Total Asset Expenses</b>		<b>291,996</b>	<b>292,000</b>	<b>148,269</b>	<b>208,913</b>	<b>332,000</b>
<b>Non-Cash Items</b>						
Depreciation		168,528	168,522	84,261	84,261	168,522
<b>Total Non-Cash Items</b>		<b>168,528</b>	<b>168,522</b>	<b>84,261</b>	<b>84,261</b>	<b>168,522</b>
<b>Total Other Expense</b>		<b>1,022,381</b>	<b>1,022,267</b>	<b>510,971</b>	<b>576,079</b>	<b>1,061,930</b>
<b>Net Operating Surplus/(Deficit)</b>		<b>7,271,219</b>	<b>10,908,268</b>	<b>7,570,766</b>	<b>5,789,405</b>	<b>14,331,829</b>

## Brown Hill & Keswick Creeks Stormwater Board

### Statement of Financial Position

#### Regulation 9 Report

July 2023 - December 2023

NOTES	Original Full-year Budget	Full-year Revised Budget in Last Update	Year to Date Revised Budget in Last Update	Year to Date Actual	Current Full-year Revised Forecast
<b>Current Assets</b>					
Cash & Cash Equivalents	1,249,244	6,314,630	10,964,495	10,788,617	9,314,532
Trade & Other Receivables	0	28,973	28,973		
Prepayments		12,858	12,858	12,858	12,858
Accrued Income					
<b>Total Current Assets</b>	<b>1,249,244</b>	<b>6,356,461</b>	<b>11,006,326</b>	<b>10,801,474</b>	<b>9,327,390</b>
<b>Non Current Assets</b>					
UBHC - Hawthorn Reserve	3,079,785	3,079,785	3,079,785	3,079,785	3,079,785
Less: Accum Depreciation on Hawthorn Reserve	(73,198)	(76,873)	(70,464)	(70,464)	(76,873)
Glenside	3,435,437	3,435,437	3,435,437	3,435,437	3,435,437
Less: Accum Depreciation on Glenside	(129,714)	(143,824)	(119,810)	(119,810)	(143,824)
South Park Lands - Victoria Park Wetland	10,953,645	10,953,645	10,953,645	10,953,645	10,953,645
Less: Accum Depreciation Sth Park Lands - Victoria Park Wetland	(103,512)	(88,117)	(66,057)	(66,057)	(88,117)
South Park Lands - Park 20 Creek Works	4,897,368	4,897,368	4,897,368	4,897,368	4,897,368
Less: Accum Depreciation Sth Park Lands - Park 20 Creek Works	(17,370)	(17,370)	(8,685)	(8,685)	(17,370)
South Park Lands - Remaining Works	5 120,000	246,216	186,216	151,697	246,216
UHBC - Area 3a Millswood	3,300,422	3,300,422	2,047,425	2,190,927	3,300,422
LBHC Packages 1-3	6 17,557,165	13,666,065	6,164,517	5,138,811	14,809,569
LBHC 4 Birdwood to South (Daly Street)	952,931	952,931	952,931	952,931	952,931
Less: Accum Depreciation on Birdwood to South	(22,700)	(24,009)	(17,999)	(17,999)	(24,009)
UBHC - Area 1a Everard Park	3,409,400	3,409,400	3,409,400	3,409,400	3,409,400
Less: Accum Depreciation on Everard Park	(123,573)	(136,376)	(119,294)	(119,294)	(136,376)
UBHC - Area 1a Everard Park Land		2,855	2,855	2,903	2,903
UBHC - Area 1c Forestville	754,400	704,235	267,447	49,053	704,235
UBHC 1 Third to Leah	7 339,216	339,216	5,000		339,216
UBHC Forestville Reserve	7 66,764	66,764	5,000		66,764
UBHC 5 Cross to Hampton	7 176,046	176,046	5,000		176,046
UBHC Betty Long Gardens	7 122,128	122,128	5,000		122,128
UBHC Orphanage Park	7 141,466	141,466	5,000		141,466
Discretionary Projects	7 6,000,000	0			0
Reference Design - Capital	1,300,000	1,002,879	903,838	911,718	1,002,879
<b>Total Non Current Assets</b>	<b>55,290,486</b>	<b>46,010,289</b>	<b>35,923,555</b>	<b>34,771,366</b>	<b>47,153,841</b>
Computer Equipment		2,454	2,454	2,454	2,454
Less: Accumulated Depreciation		(605)	(605)	(605)	(605)
	<b>0</b>	<b>1,849</b>	<b>1,849</b>	<b>1,849</b>	<b>1,849</b>
<b>TOTAL ASSETS</b>	<b>56,539,730</b>	<b>52,368,599</b>	<b>46,931,730</b>	<b>45,574,689</b>	<b>56,483,080</b>
<b>Current Liabilities</b>					
Trade & Other Payables	858,045	564,588	432,420	1,081,015	1,582,959
GST Payable/(Refundable)	(336,821)	(183,764)	(145,693)	(369,967)	(505,943)
Accrued Expense		5,270			
Contract Liability					
<b>Total Current Liabilities</b>	<b>521,224</b>	<b>386,094</b>	<b>286,727</b>	<b>711,047</b>	<b>1,077,016</b>
<b>TOTAL LIABILITIES</b>	<b>521,224</b>	<b>386,094</b>	<b>286,727</b>	<b>711,047</b>	<b>1,077,016</b>
<b>NET ASSETS</b>	<b>56,018,506</b>	<b>51,982,505</b>	<b>46,645,003</b>	<b>44,863,641</b>	<b>55,406,064</b>
<b>Capital and Reserves</b>					
<b>Capital Contributions</b>					
Capital - Adelaide 8%	1,945,593	1,945,593	1,785,593	1,785,593	1,945,593
Capital - Burnside 12%	2,918,389	2,918,389	2,678,389	2,678,389	2,918,389
Capital - Mitcham 10%	2,431,991	2,431,991	2,231,991	2,231,991	2,431,991
Capital - Unley 21%	5,107,180	5,107,180	4,687,180	4,687,180	5,107,180
Capital - West Torrens 49%	11,916,754	11,916,754	10,936,754	10,936,754	11,916,754
<b>Total Council Contributions</b>	<b>24,319,907</b>	<b>24,319,907</b>	<b>22,319,907</b>	<b>22,319,907</b>	<b>24,319,907</b>
Asset Revaluation Reserve	(1,191,177)	570,390	570,390	570,390	570,390
Accumulated Surplus	16,251,255	9,867,760	6,530,258	4,748,896	13,291,319
Capital Funds	16,638,521	17,224,448	17,224,448	17,224,448	17,224,448
<b>Total Capital and Reserves</b>	<b>56,018,506</b>	<b>51,982,505</b>	<b>46,645,003</b>	<b>44,863,641</b>	<b>55,406,064</b>
<b>TOTAL EQUITY</b>	<b>56,018,506</b>	<b>51,982,505</b>	<b>46,645,003</b>	<b>44,863,641</b>	<b>55,406,064</b>



## Brown Hill & Keswick Creeks Stormwater Board

### Cash Flow

#### Regulation 9 Report

July 2023 - December 2023

	Original Full-year Budget	Full-year Revised Budget in Last Update	Year to Date Revised Budget in Last Update	Year to Date Actual	Current Full-year Revised Forecast
<b>Receipts</b>					
Capital Contributions					
Capital - Adelaide 8%	352,000	352,000	176,000	176,000	352,000
Capital - Burnside 12%	528,000	528,000	264,000	264,000	528,000
Capital - Mitcham 10%	440,000	440,000	220,000	220,000	440,000
Capital - Unley 21%	924,000	924,000	462,000	462,000	924,000
Capital - West Torrens 49%	2,156,000	2,156,000	1,078,000	1,078,000	2,156,000
<b>Total Capital Contributions</b>	<b>4,400,000</b>	<b>4,400,000</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>4,400,000</b>
Operating Contributions					
Operating - Adelaide 20%	154,000	154,000	77,000	77,000	154,000
Operating - Burnside 20%	154,000	154,000	77,000	77,000	154,000
Operating - Mitcham 20%	154,000	154,000	77,000	77,000	154,000
Operating - Unley 20%	154,000	154,000	77,000	77,000	154,000
Operating - West Torrens 20%	154,000	154,000	77,000	77,000	154,000
<b>Total Operating Contributions</b>	<b>770,000</b>	<b>770,000</b>	<b>385,000</b>	<b>385,000</b>	<b>770,000</b>
SMA Income	4,000,000	4,000,000	4,000,000		8,500,000
Federal Funding	3,346,229	3,346,229	0	2,231,000	2,231,000
<b>Total Contributions</b>	<b>12,516,229</b>	<b>12,516,229</b>	<b>6,585,000</b>	<b>4,816,000</b>	<b>15,901,000</b>
Interest Received	247,369	383,530	230,961	283,708	461,983
<b>Total Interest</b>	<b>247,369</b>	<b>383,530</b>	<b>230,961</b>	<b>283,708</b>	<b>461,983</b>
<b>Total Receipts</b>	<b>12,763,598</b>	<b>12,899,759</b>	<b>6,815,961</b>	<b>5,099,708</b>	<b>16,362,983</b>
<b>Payments</b>					
<b>Capital Expenditure</b>					
South Park Lands					
Blue Gum Park Creek Works & Remaining Wetlands	455,160	130,985	130,985	163,963	289,934
Park 20 Creek Works		232,636	144,636	100,636	100,636
<b>Total South Park Lands</b>	<b>455,160</b>	<b>363,621</b>	<b>275,621</b>	<b>264,599</b>	<b>390,570</b>
UBHC upgrade - Area 1					
UBHC 1c - Forestville	705,063	704,720	224,252		680,661
UBHC Area 1a Everard Park - Land Acquisition	2,180	694	694	3,624	3,624
UBHC Forestville Reserve		62,117	3,667		63,034
UBHC 1 Third to Leah		311,865	3,667		312,781
<b>Total UBHC upgrade - Area 1</b>	<b>707,243</b>	<b>1,079,396</b>	<b>232,280</b>	<b>3,624</b>	<b>1,060,100</b>
UBHC 3a Millswood					
UBHC 3a Millswood	1,926,962	2,069,608	691,312	960,777	2,207,531
<b>Total UBHC 3a Millswood</b>	<b>1,926,962</b>	<b>2,069,608</b>	<b>691,312</b>	<b>960,777</b>	<b>2,207,531</b>
UBHC Area 5					
UBHC 5 Cross to Hampton		162,292	3,667		163,209
<b>Total UBHC Area 5</b>	<b>0</b>	<b>162,292</b>	<b>3,667</b>	<b>0</b>	<b>163,209</b>
UBHC Area 6					
UBHC 6 Betty Long Gardens		112,867	3,667		113,784
<b>Total UBHC Area 6</b>	<b>0</b>	<b>112,867</b>	<b>3,667</b>	<b>0</b>	<b>113,784</b>
Other UBHC					
UBHC Orphanage Park		130,594	3,667		131,511
<b>Total Other UBHC</b>	<b>0</b>	<b>130,594</b>	<b>3,667</b>	<b>0</b>	<b>131,511</b>
LBHC Package 1					
LBHC Package 1 - 3	15,430,151	12,969,723	4,718,020	2,762,169	13,038,981
<b>Total LBHC 1a Airport to Watson</b>	<b>15,430,151</b>	<b>12,969,723</b>	<b>4,718,020</b>	<b>2,762,169</b>	<b>13,038,981</b>
Reference Design - Capital	386,527	132,404	41,617	11,000	109,231
Discretionary Projects	6,600,000	0			
<b>Total Capital Expenditure</b>	<b>25,506,043</b>	<b>17,020,505</b>	<b>5,969,851</b>	<b>4,002,168</b>	<b>17,214,917</b>

### Operating Costs

<b>Employee Costs</b>					
Insurance - workers compensation	5,443	2,757	1,428	2,284	3,515
Wages - Employees	250,000	244,149	119,149	124,623	249,623
Wages - Board Members	82,700	82,700	40,900	43,000	82,700
Board expenses	2,200	2,200	733		2,200
Superannuation	36,434	35,908	17,560	17,461	35,578
<b>Total Employee Costs</b>	<b>376,777</b>	<b>367,714</b>	<b>179,770</b>	<b>187,368</b>	<b>373,616</b>
<b>Materials, Contracts &amp; Other Expenses</b>					
Contractors & consultant services	52,041	45,503	20,211	20,396	44,748
Financial services & audit (incl bookkeeping)	50,805	53,324	31,239	39,829	60,121
Insurance - mutual liability scheme	57,068	56,944	28,410	42,430	70,717
IT services	6,754	6,005	2,365	1,820	6,008
Legal services	17,917	18,599	10,154	12,491	18,965
Meeting Room Hire & Teleconference	7,095	5,803	2,013	846	5,722
Office supplies/printing	2,376	2,375	1,062	843	2,376
PR, website and graphic design	14,341	13,635	7,134	9,368	14,800
Staff training	5,742	6,072	2,244	330	5,078
Other	2,882	2,863	1,114	391	2,859
<b>Total Materials, Contracts &amp; Other Expenses</b>	<b>217,021</b>	<b>211,123</b>	<b>105,946</b>	<b>128,742</b>	<b>231,394</b>
<b>Asset Expenses</b>					
Asset Management Plan Review	13,200	20,752	7,821	8,361	18,911
Asset Operating Costs & Maintenance	308,000	333,744	188,571	251,062	373,798
<b>Total Asset Expenses</b>	<b>321,200</b>	<b>354,496</b>	<b>196,392</b>	<b>259,422</b>	<b>392,709</b>
<b>Total Operating Costs</b>	<b>914,998</b>	<b>933,333</b>	<b>482,108</b>	<b>575,532</b>	<b>997,719</b>
<b>Total Costs</b>	<b>26,421,041</b>	<b>17,953,838</b>	<b>6,451,959</b>	<b>4,577,700</b>	<b>18,212,636</b>
GST Payable/(Refundable)	(1,775,460)	(1,216,784)	(448,567)	(114,683)	(1,012,260)
<b>Total Payments</b>	<b>24,645,581</b>	<b>16,737,054</b>	<b>6,003,392</b>	<b>4,463,017</b>	<b>17,200,376</b>
<b>Net Cash Inflow/(Outflow)</b>	<b>(11,881,983)</b>	<b>(3,837,295)</b>	<b>812,569</b>	<b>636,692</b>	<b>(837,393)</b>
<b>Opening Bank</b>	<b>13,131,227</b>	<b>10,151,925</b>	<b>10,151,925</b>	<b>10,151,925</b>	<b>10,151,925</b>
<b>Net Cash Movement</b>	<b>(11,881,983)</b>	<b>(3,837,295)</b>	<b>812,569</b>	<b>636,692</b>	<b>(837,393)</b>
<b>Closing Bank</b>	<b>1,249,244</b>	<b>6,314,630</b>	<b>10,964,494</b>	<b>10,788,617</b>	<b>9,314,532</b>

## Civic Recognition and Protocol Policy

Tuesday, 20 February 2024  
Civic Finance and Governance  
Committee

Strategic Alignment – Our Community

**Program Contact:**  
Alana Martin, Manager  
Governance

Public

**Approving Officer:**  
Michael Sedgman – Acting Chief  
Executive Officer

### EXECUTIVE SUMMARY

In early 2023 Council began separating the City of Adelaide Standing Orders (the Standing Orders) into a series of standalone Policies and Codes of Practice. It is proposed that the Civic Protocols (Part 8 of the Standing Orders) is revoked and replaced with the Civic Recognition and Protocol Policy (the draft Policy) as contained in **Attachment A**. This policy seeks to ensure continuity and clarity surrounding decision-making, civic protocols and forms of civic recognition.

The Civic Recognition Working Group (CRWG) was originally established under a now rescinded section of the *Standing Orders*. A review of the function of the CRWG has been undertaken, and the delegations for decision-making are now included in the draft Policy. It is proposed that upon adoption by the Council of the draft Policy the CRWG be disbanded.

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### RECOMMENDATION

The following recommendation will be presented to Council on 27 February 2024 for consideration.

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS

THAT COUNCIL:

1. Notes the report.
  2. Adopts the Civic Recognition and Protocol Policy as contained in Attachment A to Item 7.2 on the City Finance and Governance Committee Agenda on 20 February 2024 being presented to Council for adoption.
  3. Revokes Part 8 of the City of Adelaide Standing Orders and the residual remainder as adopted by Council in June 2022.
  4. Notes that the Civic Recognition Working Group will be disbanded upon adoption of the Civic Recognition and Protocol Policy as contained in Attachment A to Item 7.2 on the Agenda of the City Finance and Governance Committee on 20 February 2024.
  5. Authorises the Acting Chief Executive Officer or delegate to make minor editorial typographical or syntactical updates as required to finalise the Civic Recognition and Protocol Policy as contained in Attachment A to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
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# IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Community</b>
Policy	<i>Civic Recognition Operating Guidelines</i> <i>City of Adelaide Standing Orders</i> <i>Adelaide Town Hall Lighting Operating Guidelines</i>
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
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. In early 2023, Council decided to separate its Standing Orders into a series of standalone policies and Codes of Practice.
2. The Civic Protocols (Chapter 8 of the Standing Orders) (Link 1 view [here](#)), the Civic Recognition Operating Guidelines (Link 2 view [here](#)) and the Adelaide Town Hall Lighting Operating Guidelines (Link 3 view [here](#)) have been combined into a draft Civic Recognition and Protocol Policy (**Attachment A**).
3. The draft Policy was considered by the Civic Recognition Working Group (CRWG) at its meeting on 6 February 2024. Feedback provided by CRWG has been incorporated into the draft Policy for consideration by the City Finance and Governance Committee.
4. A summary of changes made to the content moved from the Civic Recognition Operating Guidelines, the Adelaide Town Hall Lighting Operating Guidelines and The Civic Protocols (Part 8 of the Standing Orders) to the draft Policy are detailed in the tables below.

<b>Civic Recognition Operating Guidelines</b>	<b>Proposed Civic Recognition and Protocols Policy</b>
1. Introduction	Replaced by: Purpose: <ul style="list-style-type: none"> <li>• The Civic Recognition and Protocols Policy outlines the forms of Civic Recognition which can be provided by Council and any Protocol that is applicable to the Civic function of Council. This Policy enables Council to make open and transparent decisions about how Civic Recognition is delivered to the Community</li> </ul>
2. Scope	<ul style="list-style-type: none"> <li>• Minor structural, grammatical and reference edits</li> </ul>
3. Legislative and Corporate Requirements	<ul style="list-style-type: none"> <li>• Updated and moved to relevant Legislation and Administrative sections of the policy</li> </ul>
4. Responsibilities	<ul style="list-style-type: none"> <li>• Responsibilities are now set out under Civic Recognition</li> </ul>
5. Key to the City	<ul style="list-style-type: none"> <li>• Minor structural, grammatical and reference edits to all sections</li> <li>• Removal of 4.20 – requirement to invite to future civic functions</li> </ul>
6. Freedom of Entry to the City	<ul style="list-style-type: none"> <li>• Minor structural, grammatical and reference edits to all sections</li> </ul>
7. Civic Events	<ul style="list-style-type: none"> <li>• Decisions of the Lord Mayor to be in Consultation with the CEO</li> <li>• Minor structural, grammatical and reference edits to all sections</li> </ul>
8. City of Adelaide Citizen of the Year Awards	<ul style="list-style-type: none"> <li>• Update to date requirement in line with the decision of Council to hold a citizenship Ceremony on the last business day preceding 26 January.</li> <li>• Removal of references to CRWG, replaced by a Panel determined by the CEO.</li> <li>• Minor structural, grammatical and reference edits to all sections</li> </ul>
9. Letters of Recognition	<ul style="list-style-type: none"> <li>• Minor structural, grammatical and reference edits to all sections</li> </ul>

<b>City of Adelaide Standing Orders</b>	<b>Proposed Civic Recognition and Protocols Policy</b>
Section 8 Civic Protocols	<ul style="list-style-type: none"> <li>• Minor structural, grammatical and reference edits to all sections</li> <li>• Removal of Lady Mayoress terminology to Official Partner of the Lord Mayor</li> <li>• Robing- proposed change encourages Council Members to robe at certain meetings, ceremonies and functions rather than requiring it</li> <li>• The Civic Rooms map has been updated to identify walkways as civic spaces</li> <li>• No references to Civic Recognition Working Group- references instead made to Chief Executive Officer and/or Lord Mayor</li> </ul>

<b>Adelaide Town Hall Lighting Operating Guidelines</b>	<b>Proposed Civic Recognition and Protocols Policy</b>
Operation, Purpose, Eligibility Criteria, Process	<ul style="list-style-type: none"> <li>• Amalgamation of Purpose and Operation sections</li> <li>• Updated delegation in line with the draft Policy</li> <li>• Minor structural, grammatical and reference edits to all sections</li> </ul>

### Standing Orders

- Chapter 8 of the Standing Orders, is the last substantial part of the Standing Orders to be deleted.
- It is noted that the CRWG was established under the Standing Orders. It proposed that CRWG is disbanded upon Council's adoption of the draft Policy and that the Chief Executive Officer (CEO) retains the authority to establish consultation mechanisms as they consider necessary in line with the draft Policy.
- As such, the remaining parts of the Standing Orders can now be revoked.
- The table below specifies which parts of the Standing Orders have been deleted and which would be deleted as a result of Part 3 of the recommendation.

Chapter	Content	Status
1	Introduction and Purpose of the Standing Orders <ul style="list-style-type: none"> <li>• Contains Definition, interpretation and</li> </ul>	No longer required- to be deleted if Standing Orders revoked
2	Roles <ul style="list-style-type: none"> <li>• Repeat of legislation</li> </ul>	No longer required to be deleted if Standing Orders revoked
3	General duties and Member integrity and behaviour	Deleted and replaced with Council Behavioural Management Policy and Council Member Behavioural Support Policy
4	Disclosure of Interest <ul style="list-style-type: none"> <li>• Repeat of legislation</li> </ul>	No longer required to be deleted if Standing Orders are revoked. Note that the Code of Practice for Meeting Procedures also provides guidance in relation to this matter.
5	Allowances and Benefits	Deleted and replaced with Council Member Allowance and Benefit Policy
6	Council Governance	Parts 1-3 of this chapter have been deleted and replaced with the Code of Practice for Meeting Procedures and Code of Practices Access to Council Meetings and Documents

		<p>Part 4- Corporate Status and Common Seal is a repeat of the legislation this section is no longer required and to be deleted if Standing Orders revoked</p> <p>Part 5- The Caretaker Policy is already a standalone Policy, and this section is no longer required. to be deleted if Standing Orders revoked</p>
7	Meeting Procedures and Access to Meetings and Documents	Deleted and replaced with Code of Practice for Meeting Procedures and Code of Practices Access to Council Meetings and Documents
8	Civic Protocols	Proposed to be replaced with this draft Civic Recognition and Protocols Policy
9	Amendments of Standing Orders	No longer required to be deleted if Standing Orders revoked

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## DATA AND SUPPORTING INFORMATION

**Link 1** - Standing Orders

**Link 2** - Civic Recognition Operating Guidelines

**Link 3** - Adelaide Town Hall Lighting Operating Guidelines

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## ATTACHMENTS

**Attachment A** – Draft Civic Recognition and Protocols Policy

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# DRAFT CIVIC RECOGNITION AND PROTOCOL POLICY

27 February 2024

non-legislative

## PURPOSE

The Civic Recognition and Protocols Policy outlines the forms of Civic Recognition which can be provided by Council and any Protocol that is applicable to the Civic function of Council. This Policy enables Council to make open and transparent decisions about how Civic Recognition is delivered to the Community.

## CIVIC RECOGNITION

The City of Adelaide provides a range of opportunities to formally recognise the accomplishments and contributions of individuals, groups and organisations to the City of Adelaide. The decision-making process is outlined below:

- a) The Lord Mayor in consultation with the Chief Executive Officer (CEO) may consider any application or nomination for Civic Recognition.
- b) The Lord Mayor in consultation with the CEO will consider the merits of the application or nomination against the scope and application of any relevant section of this Policy.
- c) The Lord Mayor in consultation with the CEO may determine the most suitable form of Civic Recognition for the proposed recipient.
- d) The Lord Mayor or CEO may consult with Council Members and any relevant City of Adelaide Staff Members during the decision-making process, or where it is required by this policy.
- e) The CEO may delegate decisions to Senior Council Staff as appropriate.
- f) The Office of the Lord Mayor will communicate the outcome of an application to the applicant once a determination has been made in accordance with this policy.

### Scope

For the purpose of this Policy, Civic Recognition is how Council acknowledges those community members, groups and organisations who;

- a) represent the City and State as ambassadors;
- b) are celebrating milestones;
- c) have a long history with the City;
- d) are high achievers in their relevant fields; and/or
- e) have provided a service to the community.

Civic Recognition takes the form of the following events or acknowledgement:

- a) Key to the City
- b) Citizen of the Year Awards



- c) Freedom of Entry to the City
- d) Letters of Recognition
- e) Civic Events
- f) Lighting of the Adelaide Town Hall

### **Awards**

#### **Key to the City**

The Key to the City of Adelaide is traditionally presented by the Lord Mayor at a civic ceremony to acknowledge the outstanding contribution of an individual or organisation in furthering the ideals of the city or to recognise outstanding achievement in sport or humanitarian work at an international level. The granting of the Key to the City is a symbolic gesture with no formal entitlements, which represents the highest honour that the City can confer on an individual or group.

The Award ceremony includes the presentation by the Lord Mayor of a certificate and the key. The cost of manufacturing the key and frame, producing the certificate and engraving the name on the plaque, should be of reasonable expense to the City of Adelaide.

#### **Frequency of Award**

As conferring the Key to the City is one of the highest honours the City of Adelaide can bestow on an individual or group, nominations are considered on a case-by-case basis, with the aim of one key per term of office.

#### **Eligibility Criteria**

The award of the Key to the City is restricted to individuals and groups who have achieved excellence in their field of endeavour or where they have made a significant contribution to the city generally and in turn, to the attainment of the City of Adelaide's strategic priorities.

Given that the Key to the City is the highest honour the City of Adelaide can bestow, consideration should be given to a nominee's character or values as well as to the nature of their achievement(s). The following are the minimum criteria that should be taken into account:

- a) The nominee has the signed support of two sources. In the case of individuals, relatives are not allowed to nominate a family member. In the case of groups or organisations being nominated, supporters are not allowed to be employees or providers of other paid, contractual services to the group. Rather, supporters should be independent of the group being nominated;
- b) The nominee is of enduring good character (if an individual) and this can be accounted for by reference checks from at least two independent sources. If a group, then the nominee is a bona fide reputable registered entity;
- c) Where an achievement or a contribution is being acknowledged, this is independently verifiable, is of a high level and over and above what might ordinarily be expected of a person/group;
- d) That the contribution made is significantly different and stands out from other valuable contributions:

- e) There is a close association between the achievement being recognised (or the person/group being acknowledged) and the Council's strategic priorities.

The award of the Key to the City will not be made in recognition of length of service, but for depth of impact and enduring value to communities of interest.

### Process

- a) The process of considering nominations for the Key to the City will be confidential and at no time during the application process will the nominee be advised of the possibility of this honour being conferred. Supporters should not discuss the nomination with the person or group concerned.
- b) Nominations can be made by anyone, in confidence and in writing on the relevant form that will be received by the Office of the Lord Mayor.
- c) On receipt of a nomination, the administration will gather all relevant data against criteria set out within this Policy.
- d) Once all necessary data has been collected and determined as meeting the criteria laid out within this Policy, a report will be presented to Council for consideration. Subject to satisfying Section 90(3) of the *Local Government Act 1999* the report and any recommendations arising out of the report may be considered by Council in confidence.
- e) If Council decides not to proceed with a nomination the Lord Mayor will write to the supporters to inform them. As this is a discretionary Award, there is no process of appeal.
- f) Where there is a decision to proceed, the nominee will be informed in writing by the Lord Mayor and provided with an opportunity to decline the Award. The nominee's supporters will also be informed with a request to retain an embargo on releasing the information to the media and elsewhere.
- g) Where there is a decision to proceed, a suitable time will be made for the official ceremony and presentation.

### Presentation

The awarding of the Key to the City is usually celebrated with a civic ceremony and a presentation of the key and a certificate by the Lord Mayor. The name of the recipient is also engraved onto the Honour Board that is located in the Adelaide Town Hall Council Chamber.

The City of Adelaide will invite relevant guests to the presentation and the recipient may invite up to 20 guests of their own.

### Enduring Relationships

Given that the nomination process identifies the strengths of the nominee, informal discussions with the recipient of the Key to the City should be held with the Lord Mayor and Chief Executive Officer following the Award ceremony to explore any ways in which a more focused relationship with the City of Adelaide could be established. For example, in informally advising on specialist areas work from time to time or facilitating the development of international relations that could more widely benefit the city.

### Annulment

In the rare event of a Council Member believing that the Award has been brought into disrepute or that the reputation of the Office of the Lord Mayor and/or Council more generally is damaged because of the actions of a recipient, Council has the right to vote to annul the Award and to seek the return of the key and parchment. They may also vote to remove the recipient's details from the Honour Roll.

The criteria for annulling the Award from an individual or group include any of the following:

- a) a recipient is found to have a criminal conviction or is found guilty in a court of law anywhere in the world. Alternatively, a group previously awarded the Key to the City has been brought into disrepute;
- b) there is verifiable evidence to suggest the Award was made on the basis of false information provided during the data-gathering process.
- c) there are other verifiable grounds on which it can be argued that the status of the Award, the Office of the Lord Mayor and/or of Council has been undermined in some way by the actions of the recipient(s).

The decision to revoke an Award must be raised at a Council meeting and supporting documentation must be provided to Council Members for consideration. This may be considered in confidence subject to Section 90(3) of the *Local Government Act 1999*.

The name of the recipient will be removed from the Honour Board following a majority vote to revoke the award. In recognition that annulling a prestigious Award is a serious consideration, the majority of the voting Council Members present must vote in favour of the recommendation.

### Freedom of Entry to the City

Freedom of Entry to the City of Adelaide is restricted to Australian military and civilian units which have, through their command, a significant attachment to the City of Adelaide.

The granting of Freedom of Entry is conferred in recognition of a unit's achievement while on active service or overseas duty or as a mark of respect and gratitude for their efforts in defence of Australia.

Freedom of Entry is the highest honour the Council can confer on an Australian military or civilian unit. Once conferred, the Freedom of Entry gives the "Title, Privilege, Honour and Distinction of marching through the streets of the City of Adelaide on all ceremonial occasions with swords drawn, bayonets fixed, drums beating, bands playing, Colours flying and guns in train."

Freedom of Entry can be defined for a specific time period if Council so chooses.

### Frequency of Award

As granting Freedom of Entry is the highest honour Council can bestow on an Australian military or civilian unit, nominations are considered on a case-by-case basis.

### Eligibility Criteria

The Freedom of Entry is restricted to Australian military and civilian units which have, through their command, a significant attachment to the City of Adelaide.

The following are the minimum criteria that should be taken into account when considering a nomination:

- a) The unit has a direct association with the City of Adelaide;
- b) The unit has made a significant contribution to the defence of Australia.

The unit will supply the appropriate documentation to support their nomination.

### Process

- a) The process of considering nominations for the Award of the Freedom of Entry will be confidential and nominations will be made in writing to the Lord Mayor.
- b) Administration will then gather relevant background information.
- c) If the Lord Mayor decides to proceed, a recommendation will be forwarded to Council for confidential discussion subject to Section 90(3) of the *Local Government Act 1999*. The views of Council Members will form an important part of the decision-making process.
- d) In keeping with tradition, the decision by Council to award the Freedom of Entry should be unanimous.
- e) Where there is a decision to proceed, the nominee will be informed and congratulated in writing by the Lord Mayor and arrangements will be made for conferment.

### Presentation

To celebrate bestowing the Award of Freedom of Entry to the City, the nominated unit parades through the city streets to the Adelaide Town Hall for a civic ceremony and a presentation of the parchment by the Lord Mayor.

The City of Adelaide will invite appropriate and relevant guests to the presentation.

### Civic Events

Civic events are hosted by the Lord Mayor to recognise the achievements of groups or individuals or to acknowledge their significant contributions to the city. Civic events can also be held to acknowledge historical milestones, welcome international dignitaries and visitors to the city.

Civic events are held at the discretion of the Lord Mayor in consultation with the CEO and can be in response to requests from members of the public or can be initiated by Council Members and/or the Lord Mayor. The Lord Mayor may request that the Deputy Lord Mayor or a Council Member attend an event if they are unable to attend. Civic events may be held in the Adelaide Town Hall or anywhere within the City of Adelaide boundaries.

### Frequency

Civic events are hosted and attended by the Lord Mayor throughout the year.

Civic events cover a broad range of activities including receptions, ceremonies and presentations, and may be held in the Adelaide Town Hall or in public spaces. They can be events that are hosted by the Lord Mayor or activities hosted by other agencies and that the Lord Mayor is invited to attend.

All invitations are considered on a case-by-case basis by the Lord Mayor who may ask that another Council Member attends instead.

Council has resolved to hold an annual reception to commemorate Colonel Light's Birthday. Further to this, other special and/or commemorative events may be held in Council's civic rooms from time to time and be organised and hosted by Council or external, recognised organisations and groups. These types of events may include (but not be limited to) activities related to Queen Adelaide's Birthday, Australia Day, and Australian Citizenship and award ceremonies.

### Eligibility Criteria

The number of requests for the Lord Mayor to attend or host a civic event are numerous. As far as possible, people wishing to extend an invitation to the Lord Mayor to attend or host an event will be asked to lodge their request in writing via email, letter or via the City of Adelaide website. The minimum criteria that should be taken into account when considering a request by an organisation are as follows:

- a) The function/event is being held for endeavours that are consistent with, Council's strategic priorities;
- b) The request is to celebrate a significant reason;
- c) There is a demonstrable link between the event, its initiators and the City of Adelaide;
- d) The Lord Mayor has not hosted a function or event with the same organisation within the past 12 months;
- e) If the organisation approaching the Lord Mayor is charitable, it is a registered non-profit organisation that provides a direct service to people in need in the City of Adelaide. Other religious, volunteer or community groups must provide supporting credentials to demonstrate they are bona-fide.

All applicants should supply documentation to support their request for the Lord Mayor to host or attend a civic function.

### Process

- a) The process for considering requests for the Lord Mayor to host or attend a civic event will be confidential and the Lord Mayor will exercise discretion on each request.
- b) Requests will be made in confidence and in writing wherever possible and received by the Office of the Lord Mayor.
- c) The administration will gather relevant background information and forward this to the Lord Mayor for a decision.
- d) The Lord Mayor may ask another Council Member to attend an event on their behalf.
- e) Where there is a decision to proceed, the applicant will be informed in writing by the Office of the Lord Mayor and requested to provide all details with regard to the event.

- f) Where the Lord Mayor is attending an event hosted by an external agency, the invitee will be asked to provide background information that will assist the Lord Mayor in their role.

### Presentation

Not all civic events include presentations by the Lord Mayor. However, the Lord Mayor or representative will always welcome people to the event and identify the reason for the event. Where the Lord Mayor is hosting a civic event, traditions and courtesies regarding presentations, speeches and other formalities will be informed by the Civic Protocols section of this policy and any other relevant guidelines or Council documents.

### Enduring Relationships

Either during or following a civic event, the Lord Mayor (or delegate) should discuss whether there may be ways in which honoured organisations or individuals may help to support Council's strategic priorities.

### City of Adelaide Citizen of the Year Awards

#### Frequency of Award

Annually, to be presented on a standard working day as near practical to the 26 January.

#### Eligibility Criteria

Eligibility criteria for the Citizen of the Year Awards are set by the Australia Day Council. All nominated individuals must be Australian Citizens. In addition, the City of Adelaide applies local criteria that are considered once nominations have been received. These are as follows:

- a) Whether the nominee is a resident or has a substantial connection with the City of Adelaide;
- b) Whether the nominee's achievement(s) align with Council's strategic priorities.

#### Process

- a) The City of Adelaide will promote the Awards and accept online nominations throughout the course of the year. This will allow adequate time to complete associated administrative and decision-making processes.
- b) Nominations for the Awards will close according to the deadline set by the Australia Day Council and will then re-open from March the following year.
- c) Nominations will be reviewed by the administration and will include rigorous character reference checks and achievement verification, as well as an assessment of the impact of the achievement on the community.
- d) A panel determined by the CEO in consultation with the Lord Mayor, will be formed to review the nominees.
- e) Once all necessary checks have been completed and recorded, information about nominees will be provided to the panel and each member will identify their preferred candidates for each Award. The panel will discuss and identify successful nominees, and then a report will be presented to Council for consideration. Subject to satisfying Section 90 (3) of the *Local Government Act*

1999 the report and any recommendations arising out of the report may be considered by Council in confidence.

- f) The Lord Mayor or delegate will then inform the person/group and advise of the arrangements for conferring the Award.
- g) Prior to the ceremony, the successful nominees are requested not to contact the media and the City of Adelaide places an embargo on the media release identifying the winners until after the Award ceremony.

### Presentation

The City of Adelaide aims to confer Citizen of the Year Awards annually, on a standard working day as near as practical to 26 January. The Award ceremony is intended to form part of the Australia Day Citizenship Ceremony held in the Adelaide Town Hall. Award winners are presented with a certificate by the Lord Mayor.

### Enduring Relationships

Given that the nominations process identifies the strengths of the nominees, informal discussions with the recipients of the Awards will be held with the Lord Mayor and Chief Executive Officer following the Award ceremony to explore ways in which a more focused relationship with the City of Adelaide could be established.

### Annulment

In the event of a Council Member believing that the Award has been brought into disrepute, Council has the right to vote to annul an Award in the year following the ceremony.

The decision to annul a Citizen of the Year Award must be raised at a Council meeting and supporting documentation must be provided to Council Members for consideration. This meeting will be confidential as allowable under Section 90 (3) (a) of the *Local Government Act 1999*.

The criteria for annulling the Award include the following:

- a) a recipient is found to have a criminal conviction or is found guilty in a court of law anywhere in the world. Alternatively, a group has been brought into disrepute;
- b) there is verifiable evidence to suggest the Award was made on the basis of false information provided during the data-gathering process;
- c) there are other verifiable grounds on which it can be argued that the status of the Award, or Council has been undermined in some way by the actions of the recipient(s).

In recognition that annulling a prestigious Award is a serious consideration, the majority of voting Council Members present must vote in favour of the recommendation.

### Letters of Recognition

Civic letters from the Lord Mayor recognise individual or group achievements. Civic letters are aimed at recognising people who have made a notable contribution to the life of the City of Adelaide who may not otherwise be recognised. Additionally, a civic letter may be sent to groups or an individual congratulating them on a specific

achievement. Some examples include Australian Honours Awards, industry and business awards and significant anniversaries.

### Frequency

Civic letters from the Lord Mayor are regularly despatched throughout the year. The Lord Mayor has discretion as to whether a civic letter is written.

### Eligibility Criteria

The number of requests for the Lord Mayor to write a civic letter are numerous. Wherever possible, people requesting a civic letter will be asked to lodge their request via the City of Adelaide web site. The minimum criteria that should be taken into account when considering a request to write a civic letter are as follows:

- a) That the focus of the request relates to endeavours that are consistent with and contribute to, Council's strategic priorities;
- b) There is a demonstrable link between the endeavour, the intended recipient of the letter and the City of Adelaide;
- c) The person requesting the letter has a legitimate relationship with the intended recipient(s).

All applicants should supply documentation to support their request for the Lord Mayor to write a civic letter.

### Process

- a) The process for considering requests for the Lord Mayor to write a civic letter will be confidential, and the Lord Mayor will exercise his/her discretion on each request.
- b) Requests will be made in confidence and in writing on the relevant form wherever possible, and these will be received by the administration.
- c) The administration will gather relevant background information and forward this to the Lord Mayor for a decision.
- d) Where there is a decision to proceed, the letter will be signed by the Lord Mayor.

### Enduring Relationships

Where the Lord Mayor deems it appropriate, the letter may suggest a meeting to discuss ways in which the honoured person or group may help to contribute to Council's strategic priorities.

### Lighting of Adelaide Town Hall

The Adelaide Town Hall is a significant and iconic building in the City of Adelaide. The building represents a striking physical presence as well as an important civic and social symbol for the people of Adelaide. First built in 1866, the building has always been a place for the people, where the public are welcome, significant public events are celebrated and important decisions are made. As such, what is displayed on the outside of the Adelaide Town Hall, including flags, banners and lighting, plays an important role in symbolising what is important to the city and the broader South Australian community. The eligibility criteria and process for the lighting of the Adelaide Town Hall Façade are detailed below.



### Frequency

Upon request.

### Eligibility Criteria

As custodians of the Adelaide Town Hall, the City of Adelaide welcomes requests to light-up the external façade of the building subject to meeting at least one of the following criteria:

- a) Where a request is made by the Australian or South Australian Government;
- b) Significant public events or celebrations that are taking place in the City of Adelaide;
- c) Significant public events, celebrations or occasions that are of state, national or international significance;
- d) Occasions that symbolise cultural and social diversity, unity and inclusion;
- e) Coincide with an event taking place inside the Adelaide Town Hall.

Requests to light up the Adelaide Town Hall for events or occasions outside of the above criteria will not be supported. This includes requests to light up the Town Hall for private or commercial purposes or for small charity or awareness days that are not nationally recognised or celebrated.

### Conditions

Adelaide Town Hall has the ability to change the exterior lighting to the following static colours:

- Yellow
- Red
- Green
- Blue
- Purple
- Turquoise

Requests for colours outside of the above and projection displays may be catered for at a cost to the client. The cost may be waived at the discretion of the Lord Mayor in consultation with the CEO.

Lighting requests will only be supported for between 1 to 7 nights at a time, subject to availability. Requests for longer durations (i.e. over 7 days) will be subject to the approval of the Lord Mayor in consultation with the CEO.

### Process

- a) Requests to light up the Adelaide Town Hall façade are to be put in writing at least 4 weeks out from the event / occasion and directed to the Civic Event Coordinator, Office of the Lord Mayor via [civics@cityofadelaide.com.au](mailto:civics@cityofadelaide.com.au).
- b) The Civic Event Coordinator will review each request and will respond to the client within 1 week of receiving the request. Controversial, costly, or extended lightings will be considered in line with this Policy.
- c) If approved, the Civic Event Coordinator will work with the client to confirm the colours to be displayed and the date of the lighting display. As part of reviewing each request, the Civic Event Coordinator will liaise with the

Adelaide Town Hall Venue Office to confirm that there is no conflict over the date/s requested.

- d) The City of Adelaide reserves the right to refuse a request if it does not meet the eligibility criteria or is not received 4 weeks out from the event or occasion.
- e) The Civic Event Coordinator will keep a calendar of confirmed lighting requests and will provide advice to the Customer and Marketing program and the Adelaide Town Hall Operations Team who are responsible for communicating to the public why and when Adelaide Town Hall is being lit via appropriate communication channels.
- f) The Civic Event Coordinator will arrange for advice to be provided to Elected Members ahead of each lighting display.
- g) The Adelaide Town Hall Venue Office is responsible for booking in allocating responsible officers to switch on and off the lighting each night.
- h) The client(s) who requested the lighting is responsible for arranging photography of the Adelaide Town Hall on the night of lighting if they wish.

## CIVIC PROTOCOL

### The Mace

The Mace is the official mace of the Council as the Governing body of the Corporation of the City of Adelaide which shall be used during Council meetings in the Council Chamber and at formal Council functions as appropriate. A Mace Bearer shall bear the Mace to all meetings of Council and such other ceremonies or occasions as shall be directed by the Council or requested by the Lord Mayor.

### Order of Precedence

The Order of Precedence of Council Members and Staff of the Corporation of the City of Adelaide shall be:

1. The Lord Mayor
2. In their own City, a Lord Mayor takes precedence over everyone except the Royal family or the direct representative of the Sovereign (reference: College of Arms, London, Ruling 1922-3).
3. The Official Partner of the Lord Mayor
4. The Deputy Lord Mayor
5. Area Councillors (in order in terms of cumulative length of service as Members of Council)
6. Ward Councillors (in order in terms of cumulative length of service as Members of Council)
7. The Chief Executive Officer
8. The Directors (in order in terms of length of service)
9. The spouses or partners of Council Members
10. The spouses or partners of Council staff.

### Swearing in Ceremony

As soon as practical after the election of a new Council, a formal meeting of the Council shall be called, referred to as the Swearing In Ceremony, at which the Lord Mayor and all Council Members shall take an oath of office in accordance with Council and legal requirements.

- The Swearing In Ceremony shall take place in the Council Chamber.
- The Lord Mayor shall, in consultation with the CEO and Council Members, invite guests to attend the Swearing In Ceremony.

### Official Call Upon the Governor

Following the first meeting of each newly elected Council, the Council shall, if it shall please His or Her Excellency, call upon the Governor of the State of South Australia to offer an expression of allegiance to the Throne and Person of His Majesty King Charles III on behalf of the Council and the citizens of Adelaide. Council Members will gather at the Adelaide Town Hall, and will walk, from the Adelaide Town Hall to Government House. Council Members and the CEO are encouraged to be robed for this event.

### History

*On 4 November 1840, Council, at its first meeting, resolved that it would without delay wait upon the Governor, Lieutenant Colonel George Gawler, to present an address and affirm its loyalty to the Crown. This tradition, thus begun, has continued with successive Councils.*

### Colonel Light Ceremony

The Colonel Light Ceremony will be held annually on a date as near as practical to the birthday of Colonel Light (27 April). The Ceremony will be held by way of a special meeting of Council or other commemorative ceremony determined by the Lord Mayor.

### History

*The annual ceremony of drinking the health of Colonel William Light was instituted in 1859 when a silver bowl was presented to the Mayor and Corporation of Adelaide by four of the original founders of the colony of South Australia; Messrs George Palmer, Jacob Montefiore, Raikes Currie and Alexander Elder; who wished to preserve the memory of the late Colonel. It was their intention that the ornamental silver bowl, made in England in 1766-7, be used by the Mayor and Members of Council to 'drink in Australian wine to the memory of Lieutenant Colonel Light, the first Surveyor-General of South Australia'.*

*When the bowl was presented in January 1859, a piece of wedding cake of Her Royal Highness the Princess Royal of England was also sent to the Corporation by George Palmer who was one of the Colonisation Commissioners of 1835 who intended that it be distributed among the Councillors and citizens present at the meeting at which the memory of Colonel Light was first honoured.*

*At the Meeting of Council on the 31 January 1859 it was resolved: "that the practice of drinking to the memory of Colonel Light be continued from year to year on the first meeting of the Council in each Municipal Year or after the anniversary of the Colony."*

*From 1859 until 1984, it was the custom to comply with this request at the first meeting of the Council in each Municipal Year immediately after the annual Council elections. However, in 1984 the elections were made bi-annual.*

*At a meeting on the 30 June 1984, Council resolved that the Colonel Light Ceremony be held in April, 1985 on a date as near as practical to the birthday of Colonel Light (27 April), and annually thereafter.*

*Since 1985 Council has normally invited a keynote speaker to present an address at the ceremony on a theme related to Colonel Light and the history and progress of the City.*

*The luncheon is held in the Queen Adelaide Room immediately before the meeting for Members and distinguished guests, after which they move to the Council Chamber.*

### **Robing**

The Lord Mayor, Deputy Lord Mayor, Council Members and the CEO are encouraged to robe for certain meetings, ceremonies and functions including but not limited to:

1. The Swearing In Ceremony
2. The Official Call Upon the Governor
3. The Colonel Light Ceremony
4. Special events such as Royal visits and State or City birthday celebrations
5. All other meetings of Council, ceremonies or occasions where directed by the Council or otherwise directed by the Lord Mayor.

### **Recognition of Former Lord Mayors**

Former Lord Mayors may be invited to and acknowledged at all major ceremonies and functions of the Council including:

1. The Swearing In Ceremony
2. The Official Call Upon the Governor
3. The Colonel Light Ceremony
4. Special events such as Royal visits and State or City birthday celebrations
5. All other meetings of Council, ceremonies or occasions where directed by Council or otherwise requested by the Lord Mayor.

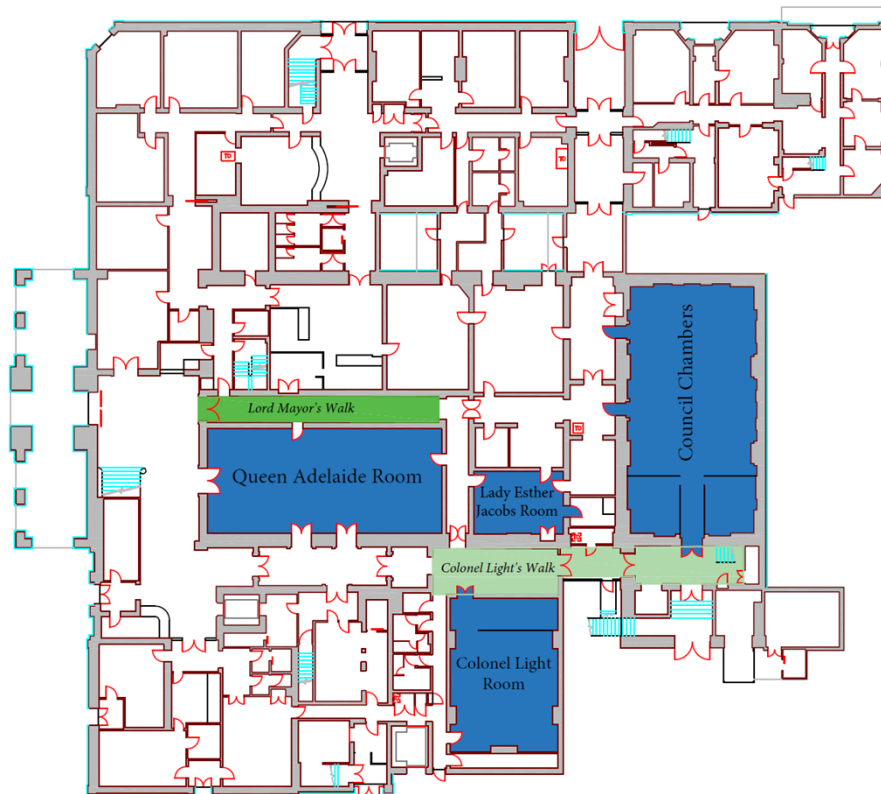
### **Civic Rooms**

The Civic Rooms of the Corporation of the City of Adelaide are those rooms which are available to be utilized for activities other than for formal Council business comprising the Council Chamber, the Colonel Light Room, the Queen Adelaide Room and the Lady Esther Jacob's Room.

Subject to the following:

- a) Use of the Civic Rooms applies to both internal and external parties of the Council.
- b) Council will encourage public engagement in matters of civil and civic concern and will maintain a sense of history and community involvement by allowing appropriate use of the Civic Rooms.
- c) Council will support the use of the Civic Rooms by recognised bodies and groups for restricted activities associated with civil or civic purposes such as public hearings, debates and discussions. Such use shall be with the prior

- approval of the CEO or the Lord Mayor. Costs associated with catering or other requirements will be borne by the group using the civic room.
- d) Council will support the use of the Civic Rooms by recognised bodies and groups for special and commemorative events such as birth dates for Colonel Light and Queen Adelaide and Citizenship Ceremonies. Such use shall be with the prior approval of the Lord Mayor or CEO. Costs associated with catering or other requirements will be borne by the group using the civic room.
  - e) The Lord Mayor or CEO may approve other uses of the Civic Rooms.
  - f) The use of the Civic Rooms must not clash with reasonable Council business or restrict occupancy of the adjacent rooms by the Lord Mayor, Council Members and the executive and staff of the Corporation of the City of Adelaide.
  - g) The Civic Rooms shall be:
    - Laid out, decorated and furnished in accordance with a decision of the CEO, in consultation with the Lord Mayor
    - Maintained, repaired and protected from damage at all times.
  - h) The Civic Area of the Adelaide Town Hall is defined as the areas coloured on the map included in this Policy. Civic Rooms are shaded blue on the map.



All proposals for renovation work to the Civic Areas are to be considered by Council on recommendation of the CEO.

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**RELEVANT**

- *Local Government Act 1999 (SA)*

## LEGISLATION

- *City of Adelaide Act 1998 (SA)*

## 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 **4** years unless legislative or operational change occurs beforehand. The next review is required in **2027**.

**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
	<i>Council</i>	<i>27 January 2024</i>	<i>New Policy</i>

**Contact:**

For further information contact the Governance Program

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## Flags and Banners Policy

Tuesday, 20 February 2024  
City Finance and Governance  
Committee

Strategic Alignment – Our Community

**Program Contact:**  
Alana Martin, Manager  
Governance

Public

**Approving Officer:**  
Michael Sedgman - Acting Chief  
Executive Officer

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## EXECUTIVE SUMMARY

At the meeting of Council on 24 October 2023, Administration committed to review the Council's Flags and Banners Policy and associated Flags and Banners Operating Guideline.

As part of this review, it is considered that Council should revoke the City of Adelaide Flags and Banners Policy (as adopted by Council on 13 May 2014) and adopt a revised Flags and Banners Policy (the draft Policy). The draft Policy aims to ensure future practice reflects current best practice regarding Governance Flag protocol and Promotional Flag and Banner provisions. The draft Policy adheres to protocols set by the State and Federal Governments and legislative requirements under the *Local Government Act 1999 (SA)*, the *City of Adelaide Act 1998 (SA)* and the *Planning, Development and Infrastructure Act 2016 (SA)*. The revised draft Policy enhances the accessibility and transparency of protocols, clarifies roles and responsibilities, guides decision-making and delegations, and strengthens alignment with Council's strategic objectives.

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## RECOMMENDATION

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

#### THAT COUNCIL

1. Notes the report.
  2. Revokes the City of Adelaide Flags and Banners Policy adopted by Council on 13 May 2014.
  3. Adopts the Flags and Banners Policy as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
  4. Authorises the Acting Chief Executive Officer or delegate to make minor editorial typographical or syntactical updates as required to finalise the Flags and Banners Policy as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment - Our Community</b> Celebrate and honour community and cultures.
Policy	<i>City of Adelaide Flags and Banners Policy</i> <i>Flags and Banners Operating Guidelines</i>
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report



# DISCUSSION

## Background

1. At the meeting of Council on 24 October 2023 the Chief Executive Officer made a commitment to review the process employed when the decision was made to lower the Australian Aboriginal Flag to half-mast as a sign of respect and mourning, at the conclusion of the referendum to establish an Aboriginal and Torres Strait Islander Voice within the *Commonwealth Constitution* and the civic protocols and practices that were referenced when making the decision.

## Findings

2. Administration sought preliminary advice into the lawfulness of actions taken in the lowering of the Aboriginal Flag which concluded:
  - 2.1. Council could lawfully lower the Australian Aboriginal Flag to half-mast arising from the conclusion of the referendum to alter the Constitution to recognise the First Peoples of Australia by establishing an Aboriginal and Torres Strait Islander Voice.
  - 2.2. The lowering of flags to half-mast is permitted, by protocol, as a sign of mourning. In circumstances where the Council had expressed public support for the 'yes' campaign it was open to the Council to express sorrow, lamentation and grief at the outcome of the referendum in the context of the referendum representing a highly significant national and political event in Australia.
  - 2.3. The Council is not constrained to lowering its flags to half-mast only at the direction of the Commonwealth or State Governments.
  - 2.4. The Chief Executive Officer and the Lord Mayor as the Council's principal spokesperson possess sufficient authority under the *City of Adelaide Act 1998* (CoA Act) to make a decision of this nature, regardless of who, as a matter of fact, made the decision.
  - 2.5. Advice was taken by Council officers from the Department of Premier and Cabinet before a decision was taken and that advice did not preclude the course of action adopted.
  - 2.6. Commonwealth and State flag protocols and the Council's own internal guideline indicate that when the Australian National Flag is flown with other flags (including the Australian Aboriginal Flag), all flags in the set should be flown together at half-mast. In addition, Commonwealth protocols also dictate the Australian National Flag should be raised first and lowered last. A flag should not be flown at half-mast at night, whether or not it is illuminated, unless a direction to half-mast for an extended period has been issued.
3. The City of Adelaide Flags and Banners Policy was adopted by Council on 13 May 2014 [Link 1 view [here](#)].
4. The Flag and Banners Operating Guideline was developed in conjunction with the Civic Recognition Working Group and was implemented by administration on 29 June 2020.
5. In 2020, administration incorrectly considered that the Flags and Banners Policy had been rescinded and replaced with the Flag and Banners Operating Guideline [Link 2 view [here](#)].
6. As the Policy was a Council Policy, only Council had the authority to revoke the Policy, which was not done at that time.
7. It is important to note that the City of Adelaide Flags and Banners Policy (as adopted 13 May 2014) and the 2020 Flag and Banners Operating Guideline were not inconsistent.

## Outcomes

8. It is important that Council has an endorsed policy in relation to flags and banners.
9. The proposed Governance Flags provisions in the Draft Flags and Banners Policy (as contained in **Attachment A**) seek to improve the current guidelines and aim to:
  - 9.1. defer in entirety to the Australian Government's *Australian Flags* publication and the South Australian Department of Premier and Cabinet Flag Flying Protocols;
  - 9.2. clarifies delegation of decision-making authority for the lowering of Governance Flags, in accordance with the relevant protocol, to the Chief Executive Officer in consultation with the Lord Mayor;
  - 9.3. clarifies the delegation of decision-making authority to respond to any other request regarding Governance Flags not addressed in the Draft Policy to the Chief Executive Officer.
10. In adopting the new Flags and Banners Policy, the City of Adelaide Flags and Banners Policy (as adopted 13 May 2014) must be revoked.

## DATA AND SUPPORTING INFORMATION

**Link 1** - Flags and Banner Policy (2014)

**Link 2** - Flags and Banners Operating Guideline (2020)

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## ATTACHMENTS

**Attachment A** – Draft Flags and Banners Policy

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- END OF REPORT -

# FLAGS AND BANNERS POLICY

27 February 2024

legislative

## PURPOSE

This policy regulates the flying of flags and banners on flag and banner sites under the control and care of the City of Adelaide.

The policy responds to and recognises the City of Adelaide's governance and strategic responsibilities as a Capital City Council, with respect to the Australian National Flag, the State Flag of South Australia, the Australian Aboriginal Flag, the Torres Strait Islander Flag and the City of Adelaide Armorial flag. This policy seeks to ensure that Governance flags under the care and control of the City of Adelaide are consistent with Flag Flying Protocols as set by the Australian Government and/or the South Australian Department of Premier and Cabinet.

The policy allows for the flying of promotional flags and banners to promote City of Adelaide specific or sponsored celebrations, major cultural and community festivals and events, charity drives or appeals and City of Adelaide precincts, in line with Council's strategic objectives. This policy supports the City of Adelaide 2024-2028 Strategic Plan "Our Community" aspiration.

## STATEMENT

### 1. Governance Flags

Governance Flags under the care and Control of the City of Adelaide will adhere to the Flag Flying Protocols provided by the [Australian Government](#) and/or [the South Australian Department of Premier and Cabinet](#), including but not limited to provisions determining the order of precedence, raising, lowering and ceremonial use of designated Governance Flags.

Governance Flags under the care and control of the City of Adelaide and their locations include:

- Grote Street median Strip (east to west):
  - The National Australian Flag
  - The South Australian Flag
  - The Australian Aboriginal Flag
  - The Torres Strait Islander Flag
  - The City of Adelaide Armorial Flag.
- Victoria Square/ Tarntanyangga
  - The National Australian Flag
  - The Australian Aboriginal Flag

- Adelaide Town Hall Balcony
  - The National Australian Flag
  - The Australian Aboriginal Flag
  - The City of Adelaide Armorial Flag
- North Adelaide, corner of King William Road and Brougham Place
  - The City of Adelaide Armorial Flag.

### Requests

Requests to fly a flag other than the Armorial Flag from the Adelaide Town Hall Balcony may be accepted where the request symbolises cultural diversity or social inclusion, messages of significance or acceptance or mark an event or occasion of significance to the City of Adelaide or wider South Australian community and is in alignment with the City of Adelaide Strategic Plan. Requests will be considered by the Chief Executive Officer (CEO) in consultation with the Lord Mayor.

Requests to lower Governance Flags as a sign of mourning in the event of the death of a local citizen or person of significance to the City of Adelaide will be subject to the protocols as set out by the [Australian Government](#) and/or the [South Australian Department of Premier and Cabinet](#). All requests will be considered by the CEO in consultation with the Lord Mayor.

### Decisions

Council can resolve that a specific flag other than the City of Adelaide Armorial Flag is flown from the Town Hall Balcony. These decisions will be noted in this Policy.

Flag	Location	Installation Dates	Decision
Pride Progress Flag	Adelaide Town Hall	Annually, for the month of November	Council - 9 November 2021

Any matters falling outside of this Policy in relation to Governance Flags will be referred to the CEO for consideration.

## 2. Promotional Flags and Banners

The City of Adelaide recognises the impact of flying promotional flags and banners in the public realm, adding vibrancy and to promoting city-based events. They can be hired to promote the following:

- public conferences
- exhibitions
- civic programs
- shows
- sporting events
- concerts

- sponsor association with city based events
- role of city precincts
- key charity drives or appeals
- major events held by charities
- events of state, national or international significance.

### Promotional Flag and Banner Permit Application Process

- All applications for Flag and Banner Permits on public roads must be submitted via the City of Adelaide website at [Flags & banners | City of Adelaide](#)
- Flag and banner applications can be submitted up to one year prior to the installation date, except those to be displayed during January, February and March, which is regarded as the peak period.
- In order of priority, bookings will be taken for:
  - City of Adelaide owned events
  - City of Adelaide sponsored/partnered events
  - Events with a Multi-Year Event Licence.
- In July of each year, events sponsored by the City of Adelaide will be sent an expression of interest (EOI) form for bookings during the peak period of January, February and March. Multi-Year Event Licence recipients are encouraged to apply at this time for any remaining sites following the EOI process.
- Other applications for January, February and March displays are to be submitted in August of the year prior (they will not be considered before this time), with site allocations being finalised in September. Note: applications will still be accepted after the recommended submission dates, however availability during peak periods is unlikely due to high demand.
- All applications must be received at least 28 days prior to the installation date in order to be considered.
- Should the application meet all requirements and is approved, Council will issue a Section 222 permit as required under the *Local Government Act 1999*. The permit is not transferrable.

### Costs and Conditions

These details are available on the City of Adelaide website at [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au)

- A permit fee is payable.
- Hire fees are listed in the [flags and banners rate card](#).
- The installation of promotional flags and banners is subject to approval and conditions outlined in the [flags and banners design guidelines](#).
- The minimum hire period for flag and banner sites is one week, with the hire period being from Sunday to Sunday.
- Maximum hire periods for flag and banners sites may be applied during peak periods subject to demand.
- To submit an application the following is required:
  - the proposed flag or banner design and its dimensions
  - a description of the display purpose

- a Certificate of Currency of Public Liability Insurance with a minimum cover of \$20 million and noting City of Adelaide as an interested party
- the proposed location(s).
- Limitations:
  - Flags and banners flown to reflect an anniversary, annual or regularly recurring event, such as Anzac Day, are not required to specify a year or date as part of the flag or banner design.
  - Applications for events not held in the City or which do not create a significant benefit to the City in line with Council's evaluation, will not be granted a permit.
  - Applications by charitable organisations will not be granted a permit if they do not:
    - Promote local or national charity events of significance
    - Promote key charity appeals or drives
    - Promote major charity events held within Council boundaries.
  - Sponsorship recognition is permitted on flags and banners. The maximum space available to recognise a single sponsor on a flag or banner is 10% of the total size of the banner. The maximum space available to recognise multiple sponsors on a flag or banner is 20% of the total size of the banner.
  - Commercial sponsors that hire flag and banner sites are permitted 20% of the total flag and banner space to communicate a key message promoting their association with the event; e.g. "Proudly supported by...".
  - Any matters regarding Promotional Flags and Banners falling outside of this Policy will be referred to the Associate Director, Regulatory Services for consideration and determination.

### City of Adelaide Flag and Banner Sites

On 18 May 2009, Council was granted Development Approval for the ongoing use of all flag and banner sites. This approval requires that all flag and banners comply with Council's Flags and Banners Policy and does not allow commercial advertising or advertising by third parties.

As an issuing body, City of Adelaide is not required to seek Section 222 approval under the *Local Government Act 1999* for the placement of its own banners on any of the existing flag or banner sites.

The *Planning, Development and Infrastructure Act 2016* and the *Planning, Development and Infrastructure (General) Regulations 2017* exempt the City of Adelaide from having to gain Development Approval for City of Adelaide signage that is displayed by reason of a statutory obligation or that is within the public realm and does not exceed 3m<sup>2</sup>, does not incorporate a moving display or message, does not flash, is not internally illuminated and is not within 100 metres of a signalised intersection or a pedestrian actuated crossing.

## Roles and Responsibilities

Regulatory Services	<ul style="list-style-type: none"> <li>Managing all enquiries and applications for the hire of Council's flag and banner sites.</li> <li>Ensuring adherence to the Flags and Banners Policy.</li> <li>Reserving the right to accept and provide a Section 222 permit or reject applications under the <i>Local Government Act 1999</i>.</li> <li>Arranging for the installation and removal of banners at times as arranged with City Operations.</li> <li>Reviewing the Flags and Banners section on the City of Adelaide website.</li> <li>Communicating flag broadcasts to relevant personnel for action.</li> </ul>
City Operations	<ul style="list-style-type: none"> <li>Providing bracket fixings that are certified by a structural engineer and approved by the stakeholders so that banners are safely installed on the poles.</li> <li>Managing flag and banner poles for use under the care and control of the City of Adelaide, including the purchase, installation and replacement of all brackets and fittings.</li> <li>Maintaining an up-to-date database of flag and banner poles, which can be accessed at all times.</li> <li>Arranging for the installation and removal of flags and banners on dates as agreed with Regulatory Services.</li> <li>Undertaking ongoing monitoring of banners during their display period to ensure they are maintained in good condition.</li> </ul>
Office of the CEO and Office of the Lord Mayor	<ul style="list-style-type: none"> <li>All flags flying, and banners displayed from the Adelaide Town Hall Balcony.</li> <li>Ensuring Governance Flags are flown in accordance with the Flag Flying Protocol set by the <a href="#">Australian Government</a> and/or <a href="#">the South Australian Department of Premier and Cabinet</a>.</li> <li>Process and respond to requests to fly flags other than the Armorial flag from the Adelaide Town Hall balcony.</li> <li>Arranging the Armorial flag to be replaced in the circumstance a flag request is approved.</li> </ul>

### OTHER USEFUL DOCUMENTS

#### Related documents

- [Australian Government Flag Protocols](#)
- [The South Australian Department of Premier and Cabinet Flag Flying Protocols](#)
- [Flags and banners rate card](#)
- [Flags and banners design guidelines](#)

**Relevant legislation**

- *Local Government Act 1999 (SA)*
- *Flags Act 1953 (Cth)*
- *City of Adelaide Act 1998 (SA)*
- *Planning, Development and Infrastructure Act 2016 (SA)*
- *Planning, Development and Infrastructure (General) Regulations 2017 (SA)*

**GLOSSARY**

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

**Banner:** a large, stitched cloth bearing information, strung between two brackets either landscape or portrait styles.

**Across Street Banner:** a large, stitched cloth bearing a design, logo or slogan, strung across the street between two reinforced lighting columns.

**Flag:** a piece of cloth attached by one edge to a rope or pole, bearing a distinctive design.

**Governance Flags-** Flags under the care and control of the City of Adelaide

**Bracket:** a steel pressure fitting with collars, to allow the attachment of two steel outriggers to a lighting column, for the mounting of banners.

**Charity:** a charitable organisation is one that is recognised by the Australian Taxation Office (ATO) as having Charity Tax Concession status.

**Governance Flags:** are the flags flown in various locations across our City, such as the National Australian Flag, the South Australian Flag, the Australian Aboriginal Flag, The Torres Strait Flag, and the City of Adelaide Flag.

**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 4 years unless legislative or operational change occurs beforehand. The next review is required in January 2028.

**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2019/23034	Council	13/05/2014	City of Adelaide Flags and Banners Policy adopted
ACC2024/	Council		Revoke City of Adelaide Flags and Banners Policy and adopt this new Policy



**Contact:**

For further information contact the Office of the Chief Executive Officer or Regulatory Services Program.

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GPO Box 2252 ADELAIDE SA 5001  
+61 8 8203 7203  
[city@cityofadelaide.com.au](mailto:city@cityofadelaide.com.au)

## Council Member Complaints Policy

Strategic Alignment - Our Corporation

Public

Tuesday, 20 February 2024  
City Finance and Governance  
Committee

**Program Contact:**  
Alana Martin, Manager  
Governance

**Approving Officer:**  
Anthony Spartalis, Acting Chief  
Operating Officer

## EXECUTIVE SUMMARY

In November 2022, changes to the *Local Government Act 1999 (SA)* (the Act) introduced a Behavioural Management Framework and required that all councils adopt a Behavioural Management Policy that complies with section 262B of the Act. Council adopted the model Local Government Association of South Australia (LGA) Behavioural Management Policy on 12 December 2023.

At this meeting, it was noted that a report would be brought back to a future City Finance and Governance Committee seeking Council approval for a customised City of Adelaide Policy. This report seeks the endorsement of that policy.

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## RECOMMENDATION

The following recommendation will be presented to Council on 27 February 2024 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Revokes the Behaviour Management Policy as adopted by Council on 12 December 2023.
  2. Adopts the Council Member Complaints Policy (as required by Section 262 B of the *Local Government Act 999 SA*) as contained in Attachment A to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
  3. Authorises the Acting Chief Executive Officer or delegate to make minor, typographical or syntactical updates to the documents contained in Attachment A and Attachment B to Item 7.4 on the Agenda for the meeting of the City and Finance Committee held on 20 February 2024.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<a href="#">Strategic Alignment – Our Corporation</a>
Policy	The Behavioural Management Framework consists of <ul style="list-style-type: none"> <li>• The Behavioural Standards for Council Members, determined by the Minister for Local Government</li> <li>• The mandatory Behavioural Management Policy</li> <li>• Optional Behavioural Support Policy (or policies) designed to support appropriate behaviour by council members and adopted pursuant to section 75F of the <i>Local Government Act 1999</i> (SA)</li> </ul>
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 of Council Members and must review the operation of its behavioural support policy within 12 months after the conclusion of each periodic election.
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

## Background – Behavioural Management Framework

1. The Behavioural Management Framework (the Framework) was a key part of the recent reforms to the Act [Link 1](#).
2. The Framework commenced on 17 November 2022 and includes:
  - 2.1. The *prescribed* Behavioural Standards for Council Members (Behavioural Standards), determined by the Minister for Local Government which apply to all Council Members in South Australia (section 75E of the Act).
  - 2.2. The *mandatory* Behavioural Management Policy relating to the management of the behaviour of Council Members and adopted pursuant to section 262B of the Act.
  - 2.3. *Optional* Behavioural Support Policy (or policies) designed to support appropriate behaviour by Council Members and adopted pursuant to section 75F of the Act.
3. In addition, the Behavioural Standards Panel has been formed as an independent statutory authority which has the power to impose sanctions on Council Members who breach the legislative and policy requirements of the Framework.
4. At its meeting on 17 October 2023 the City Finance and Governance Committee received a report on a draft Council Member Complaints Policy [Link 2](#).
5. This report provided a draft Council Member Complaint Policy that was recommended to replace the Model LGA Behavioural Management Policy.
6. At its meeting of 24 October 2023 [Link 3](#) Council resolved:
  - 6.1. *Notes the review of the mandatory Behavioural Management Policy and requests Administration to provide further advice at an upcoming meeting of the City Finance and Governance Committee meeting.*
7. Given the requirement to adopt the Behavioural Management Policy within 12 months of the Election, Council adopted the LGA Model Behavioural Policy on 12 December 2023 [Link 4](#). Council resolved:
  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.*
8. It was noted that a report would come back to a future meeting of the City Finance and Governance Committee so that a customised City of Adelaide policy could be considered by Council.

## Behavioural Standards

9. The Behavioural Standards are standards published by the Minister for Local Government, which all members are required to observe [Link 5](#).
10. 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, the Behavioural Standards at all times.
11. Council has also chosen to adopt a Behavioural Support policy which is available on Council's website [Link 6](#)

## Behavioural Management Policy

12. The Act requires councils to have a 'Behavioural Management Policy', which sets out processes and procedures for dealing with complaints about Council Members' behaviour.
13. Section 262B of the Act provides guidance as to what a Behavioural Management Policy must include. Section 262C of the Act provides a range of actions that a Council can take in response to a behavioural issue, and include censure motions, public apologies, training and removal from an office within Council (e.g. a committee).
14. Council's current Behavioural Management Policy is on the Council's website [Link 7](#)

15. A draft Council Member Complaints Policy appears as Attachment A, following a review of the Model Behavioural Management Policy.
16. If adopted, the Council Member Complaints Policy would replace the Behavioural Management Policy. It meets all the requirements of the 262B of the Act.

### **Key Changes**

17. Feedback from the City Finance and Governance Committee on 17 October 2023 has been incorporated into the draft document. A marked-up version of changes made to the draft policy can be found at Link 8 view [here](#).
18. Material differences and changes between the adopted Behavioural Management Policy and the draft Council Member Complaints Policy are summarised below:
  - 18.1. Title of policy changed to Council Member Complaint Policy.
  - 18.2. Glossary moved to the end of the document.
  - 18.3. Policy structured to reflect the look and feel of City of Adelaide policies.
  - 18.4. Language simplified.
  - 18.5. Removal of distinction between a Dispute and a Complaint.
  - 18.6. Significant simplification of the stages of the complaint-handling process.
  - 18.7. What was set out over the course of 9 pages in the Model Behavioural Management Policy, has now been captured in 4 pages in the Draft Council Member Complaints Policy, while still addressing the mandatory requirements of the Local Government Act.
  - 18.8. Information that informs the stages of the complaint-handling process or explains how the complaint-handling process will be applied, will be contained in the related Operating Guideline.
  - 18.9. Timeframes have been allocated to each stage of the complaint-handling process, noting that there may be circumstances requiring extensions to these timeframes.
  - 18.10. Informal Action can be undertaken pro-actively by the Lord Mayor as a result of conduct observed directly by the Lord Mayor.
  - 18.11. Correspondence to the impacted parties may contain a warning that repeated instances of Informal Action may result in Formal Action being taken.
  - 18.12. Following the receipt of a Formal Complaint, the person complained about will be notified and provided a copy of the complaint.
  - 18.13. Inclusion of the provision that withdrawal of a complaint by the complainant could result in an investigation not being concluded or any findings being made.
  - 18.14. Mandatory engagement of a third-party investigator in circumstances where a decision to investigate is made.
  - 18.15. Specification that Repeated Misbehaviour in a term of Council by the same Council Member will be considered by the Lord Mayor for referral to the Behavioural Standards Panel.
  - 18.16. Inclusion of a section dealing with grievances regarding the outcome of Formal Action.
  - 18.17. Inclusion of a Responsibilities section.
  - 18.18. Inclusion of a diagram representing the stages of complaint handling.
  - 18.19. A requirement for the Person Responsible for Managing the Complaint to discuss the complaint with the complainant, the Council Member being complained about and any witnesses.
  - 18.20. A stipulation that the communication to the complainant and the person complained about will contain reasons detailed in writing.

### **Legal Review**

19. As requested by the City Finance and Governance Committee, a legal review has been performed on the draft Policy.
20. These changes can be seen in Link 8 and include the following:

- 20.1. Updates to reflect a breach of the Council Member Complaints Policy is considered Misbehaviour (and dealt with by the Behavioural Standards Panel).
  - 20.2. Allows the discretion of the person managing a complaint under the policy to consider it out of time.
  - 20.3. Includes reference to the *Public Interest Disclosure Act 2018*.
  - 20.4. Includes references to Deputy Lord Mayor.
  - 20.5. Deletion of the reference to repeated informal complaints forming the basis for formal action.
  - 20.6. Further detail in regard to alternative dispute mechanisms under the assessment section.
  - 20.7. Further detail on grounds for refusal of a complaint.
  - 20.8. Deletion of the requirement to consult with Council Members before referring repeated misbehaviour to the Behavioural Standards Panel.
21. The City Finance and Governance Committee requested two questions be asked as part of this review:
- Question One - Should the identity of the complainant be made known to the person complained about?
    - The Policy as drafted enables a complainant to request that their identity be kept confidential.
    - It is recommended that this provision remains.
    - There will be some circumstances where a complainant's identity may be required to be kept confidential in accordance with the provisions of the *Public Interest Disclosure Act 2018 (SA)*.
    - An assessment should be made on a case-by-case basis as to whether these provisions apply.
    - The draft Policy has been modified to refer to the operation of the *Public Interest Disclosure Act 2018 (SA)*.
  - Question Two - Can Council delegate the handling of formal complaints to a third party?
    - Under Section 262B(2)(d) of the Act, the Council can delegate the conduct of an inquiry to any person or body. Multiple delegations can be made. This includes natural persons or companies.
    - This is separate from the function of managing the complaint, which is vested in the Lord Mayor.
    - The draft Policy allows the Person Responsible for Managing the Complaint to make the decision to refer the inquiry (investigation) to a third party.
    - The Council does not need to make any separate delegations in this respect.

### Next Steps

22. If adopted, the Council Member Complaints Operating Guideline will also be prepared. The purpose of the Operating Guideline will be to provide specific details to inform the operation of the Policy.

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## DATA AND SUPPORTING INFORMATION

**Link 1-** *Local Government Act 1999 (SA)*

**Link 2-** City Finance and Governance 17 October 2023

**Link 3-** Council 24 October 2023

**Link 4-** Council 12 December 2023

**Link 5-** Behavioural Standards

**Link 6-** Behavioural Support Policy

**Link 7-** Behavioural Management Policy

**Link 8-** Marked-up copy of the Council Member Complaints Policy

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# ATTACHMENTS

**Attachment A** – Council Member Complaints Policy

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- END OF REPORT-

# COUNCIL MEMBER COMPLAINTS POLICY

27 February 2024

Legislative

## PURPOSE

This Policy has been prepared and adopted pursuant to section 262B of the *Local Government Act 1999* (SA) (the Local Government Act).

This Council Member Complaints Policy constitutes Council's Behavioural Management Policy under Section 262B of the Local Government Act and forms part of the Behavioural Management Framework for Council Members. It 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, and/or any Behavioural Support Policy adopted by the Council (the Behavioural Requirements).

## STATEMENT

This Policy sets out the procedures for dealing with an allegation of a breach of the Behavioural Requirements.

Nothing in this Policy prevents Council Members from seeking to resolve disputes and complaints in a proactive, positive and courteous manner before they are escalated.

The following will apply:

- where a Council Member considers there has been behaviour that is inconsistent with the Behavioural Requirements, a Council Member is encouraged to, 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 consistent, 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.
- 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.
- 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.

This Policy does not apply to complaints about Council employees or the Council as a whole. Members of the public can lodge a complaint in accordance with this Policy but cannot lodge a complaint directly with the Behavioural Standards Panel.



A complaint made in accordance with this Policy must be lodged within 6 months of the occurrence of the behaviour complained about unless the Person Responsible for Managing the Complaint is of the opinion that, in all the circumstances of the case, it is proper to entertain the complaint out of time.

### **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.

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:

- to deal with the complaint
- where required by law
- to obtain 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.

Subject to the operation of the *Public Interest Disclosure Act 2018*, a complainant may request their identity be kept confidential from the person complained about. The Person Responsible for Managing the Complaint will consider such requests on a case-by-case basis, having regard to any applicable legal requirements.

### **Informal Action**

Informal action may be undertaken as a result of:

- a concern raised with the Lord Mayor on an informal basis (or the Deputy Lord Mayor if it concerns the Lord Mayor), or
- conduct observed by the Lord Mayor directly.

Where requested, the Chief Executive Officer will facilitate for the Lord Mayor, or Deputy Lord Mayor, access to resources required to support the parties to facilitate early resolution of the matter.

The Lord Mayor, or Deputy Lord Mayor, will write to the impacted parties to address the conduct and suggest options for resolution. Such correspondence may contain a warning that repeated instances of matters raised on an informal basis may form the basis for Formal Action.

### **Formal Action**

#### ***Receipt***

A complaint made under this Policy must:

- be received in writing.
- 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;

- identify the Behavioural Requirements the complainant alleges have been breached and
  - identify the outcome sought by the complainant.
- ("Formal Complaint")**

The complainant will receive written acknowledgement of the Formal Complaint and a copy of this Policy within two business days of the Formal Complaint being received, or as soon as reasonably practicable.

The Formal Complaint will be provided to the Person Responsible for Managing the Complaint within two business days of the Formal Complaint being received, or as soon as reasonably practicable.

The person complained about will be provided with a copy of the Formal Complaint and a copy of this Policy within five business days of receipt of the Formal Complaint, or as soon as reasonably practicable. The person complained about will be informed an assessment will be undertaken in accordance with this Policy and invited to provide a response.

A complainant may withdraw their Formal Complaint at any stage. If a complaint is withdrawn this may result in an investigation not being concluded or any findings being made.

The Person Responsible for Managing the Complaint will endeavour to have the Formal Complaint resolved within a month of the complaint being received, noting that complex complaints may require additional time.

### **Assessment**

Upon receipt of a Formal Complaint the Person Responsible for Managing the Complaint will perform an assessment and determine what action will be taken from the assessment. The Person Responsible for Managing the Complaint has the ability to:

- refuse to deal with a complaint;
- determine to take no further action on a complaint;
- refer the matter to an alternative dispute resolution mechanism , including mediation, conciliation, arbitration, facilitated discussion or other dispute or conflict resolution
- require the person complained about to undertake training, instruction, counselling, mentoring or coaching ;
- refer the matter to another body or agency;
- inquire into a complaint in a manner in accordance with the Council Member Complaint Guidelines; or
- conduct an investigation themselves or delegate the conduct of an inquiry to any person or body considered appropriate in the circumstances.

To assess the Formal Complaint, the Person Responsible for Managing the Complaint should discuss the complaint with the complainant, the person complained about, and witnesses to the behaviour the subject of the complaint.

The Person Responsible for Managing the Complaint may engage a third party to assist with the assessment.

Should the person complained about wish to provide a response to the Formal Complaint to assist the assessment, they must do so within ten business days of their

receipt of the complaint, or such longer period as the Person Responsible for Managing the Complaint may allow.

The Person Responsible for Managing the Complaint will take into consideration any response provided by the person complained about when determining what action will result from the assessment, including recognition by the person complained about of poor behaviour, and offers of an apology.

The result of the assessment will be communicated to the complainant and the person complained about, with reasons detailed in writing, within 15 business days of the due date of a response from the person complained about.

The Person Responsible for Managing the Complaint may make recommendations to the parties at the conclusion of the assessment.

### *Reasons*

If the Person Responsible for Managing the Complaint refuses to deal with a Formal Complaint or determines to take no further action in relation to a Formal Complaint, the complainant will be advised and provided with written reasons for the refusal or determination.

The grounds upon which the Person Responsible for Managing the Complaint may refuse to deal with a Formal Complaint or determine to take no further action in relation to a Formal Complaint include (but are not limited to):

- the subject matter of the complaint is trivial;
- the complaint is frivolous or vexatious or is not made in good faith;
- the complainant or the person on whose behalf the complaint was made does not have a sufficient personal interest in the matter raised in the complaint;
- 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;
- the subject matter of the complaint has been or is already being investigated, whether by the council or another person or body;
- the council has dealt with the complaint adequately.

### ***Investigation***

Where the assessment results in a decision to conduct an investigation into the Formal Complaint, the Person Responsible for Managing the Complaint will engage a third party to conduct the investigation. The investigation will be referred to the third party within two business days of the conclusion of the assessment.

The complainant and the person complained about must cooperate with any process to consider the Formal Complaint and, if requested, participate in meetings in a timely manner. Failure by the person complained about to comply with this requirement may be considered when determining the actions to be taken and may constitute grounds for referral to the Behavioural Standards Panel for Misbehaviour.

The person conducting the investigation may:

- explore the complaint with the complainant and the person complained about.
- speak with witnesses and any other persons who have been nominated by the parties to have observed the behaviour complained about.

- request the provision of information or documents relevant to the investigation, which may include access to audio or video recordings of meetings.
- perform any and all other functions necessary to properly investigate the Formal Complaint.

The investigation will, insofar as is reasonably practicable be concluded within 20 business days.

### **Report**

Following investigation of a Formal Complaint the person conducting the investigation must, insofar as is reasonably practicable, within five business days, prepare a draft report summarising the matter and setting out their findings, conclusions and recommended actions.

The parties to the complaint will be provided with the draft report and five business days (or such longer period as may be allowed) to make submissions in relation to the draft report. A copy of the draft report will also be provided to the Person Responsible for Managing the Complaint. The person conducting the investigation will have regard to any submissions made when preparing the final report. The final report should be issued within five business days of receipt of submissions.

### **Outcomes**

An investigation will result in one or more of the following outcomes:

- No breach found
- Breach found and actions agreed
- Breach found and actions not agreed

#### *No breach found*

Where the finding is that no breach of the Behavioural Requirements has occurred the final report prepared by the person conducting the investigation will be provided to the Person Responsible for Managing the Complaint, 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 at the next practicable Council meeting. The complainant's identity may need to be redacted. If no such request is received, no further action will be taken.

#### *Breach found and actions agreed*

Where the finding is that a breach of the Behavioural Requirements has occurred the Person Responsible for Managing the Complaint may seek that the complainant and the person complained about agree to a resolution. In such a case, that agreement will be documented in writing and will include a commitment by the parties to the complaint to abide by the agreement.

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 at the next practicable Council Meeting. The complainant's identity may need to be redacted. If no such request is received, no further action will be taken.

### *Breach found and actions are not agreed*

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 will be presented to Council for determination. The Person Responsible for Managing the Complaint must request the Chief Executive Officer to include, as far as is reasonably practicable, the final report in the Council Agenda at the next ordinary meeting following the issuing of the final report.

### *Actions – for the purposes of a breach being found but actions not agreed*

If the parties cannot agree on an approach to resolve the matter, the matter will be provided to Council to determine the actions to be taken. Council may do one or more of the following:

- pass a censure motion in respect of the Member
- require the Member to issue a public apology (in a manner determined by the Council)
- require the Member to undertake a specified course of training or instruction
- remove or suspend the Member 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 (other than 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.

Timeframes will be applied in which the actions must be completed by the member. Failure to comply with an action determined by the Council will amount to Misbehaviour.

### ***Repeated Misbehaviour***

Where a member is found to have breached the Behavioural Requirements on more than one occasion during a term of Council, the Lord Mayor will consider whether to refer the Repeated Misbehaviour to the Behavioural Standards Panel.

### **Grievance regarding outcome of Formal Action**

If the parties to a Formal Action are dissatisfied with the outcome of the Formal Action, either party may refer the matter to the OmbudsmanSA.

Parties are reminded of the confidentiality requirements associated with Council Member complaints.

### ***Other matters***

The complainant and the person complained about are entitled to have a support person present during any discussions relating to complaints.

The Chief Executive Officer will not refuse any reasonable request made by the Person Responsible for Managing the Complaint for resources made in accordance with this Policy.

In circumstances where a breach of the Behavioural Requirements is found, the matter must be reported in the Council's Annual Report.

**Behavioural Standards Panel**

A complaint alleging Misbehaviour, Repeated Misbehaviour or Serious Misbehaviour may be made to the Behavioural Standards Panel.

Complaints to the Behavioural Standards Panel can only be referred by:

- a resolution of Council
- the Lord Mayor
- at least three members of the Council
- a Responsible Person

Council must appoint a Behavioural Standards Panel Contact Officer.

**RESPONSIBILITIES**

The Person Responsible for Managing the Complaint must:

- perform the tasks bestowed upon the Person Responsible for Managing a Complaint pursuant to this Policy.
- In consultation with the Chief Executive Officer, facilitate access to resources to support impacted parties and resolve the concerns raised in a timely manner.
- In consultation with the Chief Executive Officer, engage external resources to assist with investigation and resolution of matters.

The Chief Executive Officer must:

- manage the administrative receipt, acknowledgement, record keeping and allocation of complaints 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 must:

- comply with any lawful request of the Behavioural Standards Panel for information related to a matter under consideration.
- receive and respond to notices relating to matters under consideration by the Behavioural Standards Panel.
- If the Behavioural Standards Panel Contact Officer is not the Chief Executive Officer, keep the Chief Executive Officer informed of the status of matters under consideration by the Behavioural Standards Panel.

**OTHER USEFUL DOCUMENTS****Related documents**

- Council Member Complaints Operating Guideline
- Behavioural Standards for Council Members published in the South Australian Government Gazette on 17 November 2022, No.79 p.6658-6659
- Public Interest Disclosure Policy

**Relevant legislation**

- *Independent Commission Against Corruption Act 2012*
- *Local Government Act 1999*
- *Ombudsman Act 1972*
- *Public Interest Disclosure Act 2018*

**GLOSSARY**

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

**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:** refers collectively and individually to the Behavioural Standards for Council Members, and any Behavioural Support Policies adopted by the Council.

**Behavioural Standards:** The 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.

**Behavioural Standards Panel:** an independent statutory authority with powers to impose sanctions on Council Members who breach the Behavioural Requirements.

**Behavioural Standards Panel Contact Officer:** person responsible for the provision of information to and receipt of notice from the Behavioural Standards Panel.

**Misbehaviour** means: A Council Member fails to:

- take the action required by council under section 262C(1) of the Local Government Act;
- comply with a provision of, or a requirement under, this policy; or
- comply with an agreement reached pursuant to this policy.

**Person Responsible for Managing the Complaint:** means, subject to any resolution of the Council to the contrary

- the Lord Mayor;
- if the complaint relates to or involves the Lord Mayor, the Deputy Lord Mayor;
- if the complaint relates to or involves the Lord Mayor and Deputy Lord Mayor, another council member appointed by Council.

**Repeated Misbehaviour** – means a second or subsequent breach of the Behavioural Requirements.

**Responsible Person** – means, for the purposes of s75G of the Local Government Act

- if the person whose health and safety may be adversely affected is an employee of the council—the chief executive officer of the council; or
- if the person whose health and safety may be adversely affected is the Lord Mayor—the Deputy Lord Mayor or another member chosen by the council; or
- if the person whose health and safety may be adversely affected is another member or the Chief Executive Officer of the council –
  - unless subparagraph (ii) applies, the Lord Mayor of the Council; or
  - if the relevant acts or omissions are those of the Lord Mayor – the Deputy Lord Mayor or another member chosen by the Council.

**Serious Misbehaviour** – means a breach of the health and safety duties (including sexual harassment) as set out in section 75G of the Local Government Act.

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**ADMINISTRATIVE**

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

This Policy document will be reviewed every four years, within 12 months after each periodic election unless legislative or operational change occurs beforehand. The next review is required in 2027.

**Review history:**

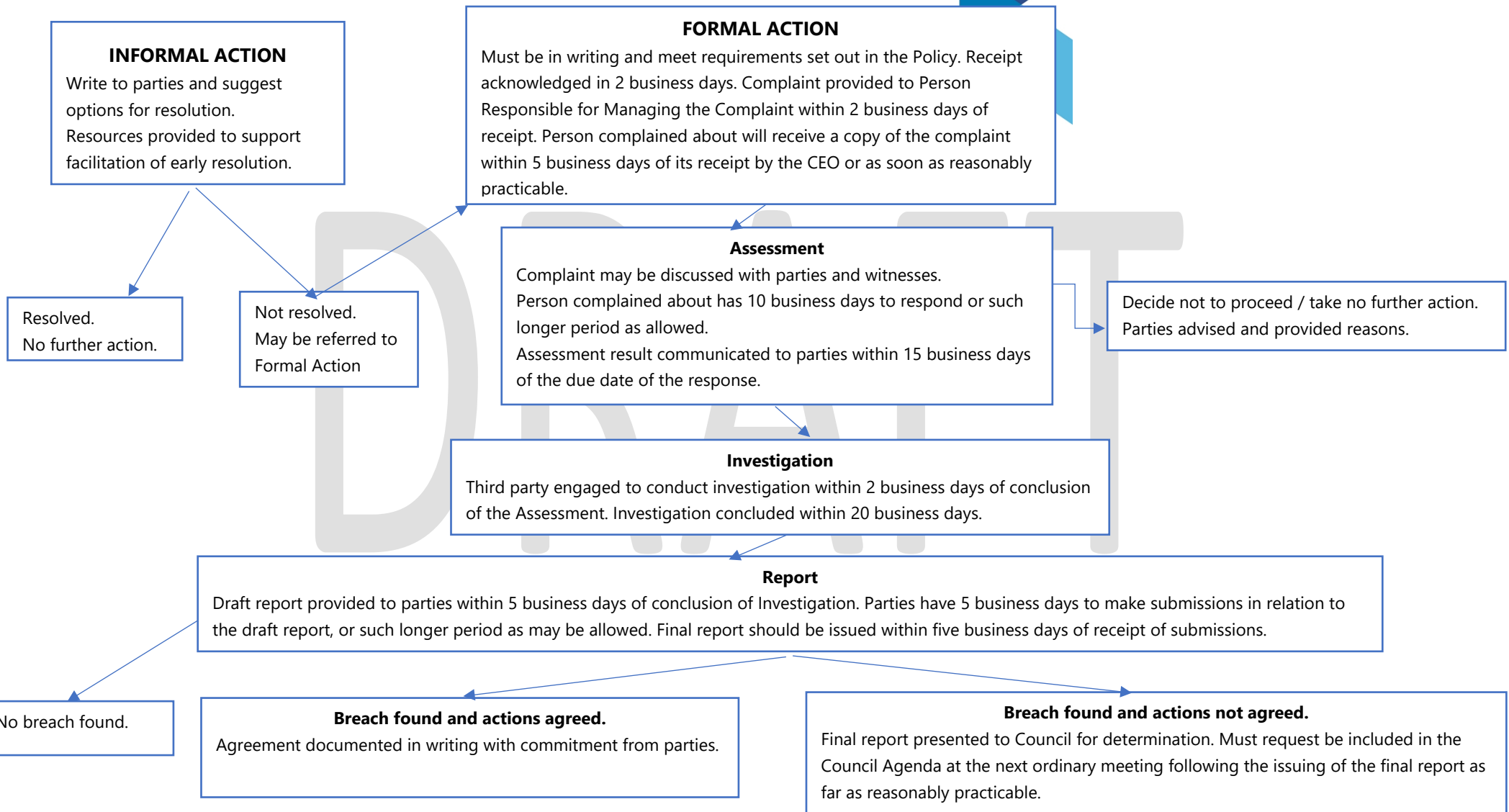
Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2024/XXXX	Council	27/02/2024	Adoption of City of Adelaide Behavioural Management Policy in accordance with s262B of the Local Government Act 1999

**Contact:**

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**Appendix 1**



# Agenda Item 7.5

## Complaint Operating Guideline - Chief Executive Officer

Strategic Alignment – Our Corporation

Public

Tuesday, 20 February 2024  
City Finance and Governance Committee

**Program Contact:**  
Louise Williams, Manager People

**Approving Officer:**  
Anthony Spartalis - Acting Chief Operating Officer

## EXECUTIVE SUMMARY

At its meeting on 23 May 2023 Council delegated authority to the Chief Executive Officer (CEO) to develop and review the Employee Behavioural Standards (the Standards).

As part of the adoption of these Standards, the City of Adelaide's Fair Treatment in the Workplace and Grievance Resolution Operating Guideline has also been reviewed. As part of this review, it is recommended that a standalone Complaints Operating Guideline, Chief Executive Officer be adopted by Council.

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## RECOMMENDATION

The following recommendation will be presented to Council on 27 February 2024 for consideration.

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

#### That Council

1. Adopts the Complaints Operating Guideline, Chief Executive Officer contained in Attachment A to Item 7.5 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024.
  2. Authorises the Acting Chief Executive Officer or delegate to make minor, typographical or syntactical updates to the documents contained in Attachment A to Item 7.5 on the Agenda for the meeting of the City Finance and Governance Committee held on 20 February 2024
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation  The Complaint Operating Guideline, Chief Executive Officer supports effective governance, risk management, accountability, and transparent decision-making.
Policy	Employee Behavioural Standards Fair Treatment in the Workplace and Grievance Resolution Operating Guideline
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

# DISCUSSION

## Background

1. In November 2022 changes to the *Local Government Act 1999 (SA)* ('the Act') impacted conduct and integrity provisions for employees of City of Adelaide (CoA).
2. Changes to the Act have resulted in employment matters previously approved Ministerially, now being managed through a framework that Council has adopted. The changes were the subject of a report to the 16 May 2023 City Finance and Governance Committee (Link 1 view [here](#)).
3. At its meeting on 23 May 2023 [Link 2 view [here](#)] Council resolved to support the adoption of employee behavioural standards; and delegate, pursuant to the power contained in Section 44 (1) of the Act to the CEO, the powers, and functions under Section 120A of the Act – Employee Behavioural Standards.
4. As a result of this decision, the Administration has developed Employee Behavioural Standards [Link 3 view [here](#)] and is currently reviewing the existing Fair Treatment in the Workplace and Grievance Resolution Operating Guideline [Link 4 view [here](#)].
5. The Fair Treatment in the Workplace and Grievance Resolution Operating Guideline applies to employees of the City of Adelaide and currently states that the approach for investigating a formal complaint made against the CEO will be determined by the Lord Mayor, Deputy Lord Mayor, and at least one person independent of Council.
6. The guideline does not provide specific guidance on the management of complaints made about the CEO.
7. No further guidance on the management of complaints made against the CEO is available within existing legislation, policy, or operating guidelines.
8. Consistent with the provisions in Chapter 7 (Part 1) of the Act, Council has a responsibility for the management of the CEO's performance.
9. To assist with this requirement, it is proposed that a standalone Operating Guideline is adopted by the Council for the management of complaints made against the CEO.

## Policy

10. A draft Complaint Operating Guideline, CEO can be found in **Attachment A**.
11. This guideline provides a detailed process for the management of complaints made against the CEO.
12. The table below provides a summary of the operating guidelines.

Section	Detail
Stage 1 - Receipt of Complaint	<ul style="list-style-type: none"> <li>• The Chief Operating Officer (or Manager, People) is responsible for the administration of the complaint and the appointment of an independent Conduct Reviewer.</li> <li>• The Conduct Reviewer is a legal practitioner responsible for the Preliminary Assessment of the Complaint.</li> <li>• Legal Providers outside of CoA's Panel of legal providers can be used.</li> </ul>
Stage 2 - Preliminary Assessment	<ul style="list-style-type: none"> <li>• Guidance on how a complaint about the CEO will be assessed.</li> <li>• Prescribes that a Conduct Reviewer is to undertake an initial assessment, with the authority to recommend to the Conduct Committee the following:               <ul style="list-style-type: none"> <li>○ No further action</li> <li>○ No further action – malicious or frivolous complaint</li> <li>○ Resolve without investigation via alternative remedies which may include but are not limited to counselling, training, mediation, informal discussion, negotiated apology, performance management; or</li> <li>○ Refer for further investigation.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Details the Conduct Committee's role and responsibilities.</li> <li>• Details the process if a member of the Conduct Committee considers that they have a conflict.</li> <li>• Prescribes that, if the Conduct Committee considers further investigation is required, a Preliminary Assessment Report will be presented to Council for consideration.</li> </ul>
Stage 3 - Further Investigation	<ul style="list-style-type: none"> <li>• Prescribes that an independent investigator will be engaged.</li> <li>• Details that an investigation report must be prepared containing the following: <ul style="list-style-type: none"> <li>○ Findings of fact concerning the matter investigated.</li> <li>○ Determination as to whether the conduct investigated constituted a breach of the CoA's Employee Behavioural Standards.</li> <li>○ Reasons for the determination.</li> <li>○ Recommendations for resolution.</li> </ul> </li> </ul>
Stage 4 – Resolution	<ul style="list-style-type: none"> <li>• Provides details regarding the process for the resolution of the complaint.</li> </ul>

13. If approved, City of Adelaide's Fair Treatment in the Workplace and Grievance Resolution Operating Guideline will be updated to reference the Complaints Operating Guideline, Chief Executive Officer.

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## DATA AND SUPPORTING INFORMATION

**Link 1** - City Finance and Governance 16 May 2023- Report

**Link 2** - Council 23 May 2023 Minutes

**Link 3** - Employee Behavioural Standards

**Link 4** - Fair Treatment in the Workplace and Grievance Resolution Operating Guideline

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## ATTACHMENTS

**Attachment A** – Complaint Operating Guideline, Chief Executive Officer

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- END OF REPORT -

# COMPLAINT OPERATING GUIDELINE - CHIEF EXECUTIVE OFFICER

XXX 2024

Council

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**PARENT DOCUMENT:** Employee Behavioural Standards

## PURPOSE

The purpose of this Operating Guideline is to outline the process to be observed when managing formal complaints regarding the conduct of the Chief Executive Officer (CEO).

The Operating Guideline reflects the City of Adelaide's (CoA) commitment to properly investigating such complaints.

Should a complaint relate to a reasonable suspicion of corruption, it must be reported directly to the Office of Public Integrity (OPI) in accordance with the *Independent Commission Against Corruption Act 2012 (SA)* (ICAC Act). Employees are also strongly encouraged to report reasonable suspicions of systemic misconduct or maladministration. More information regarding the reporting obligations of Public Officers can be found [here](#).

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## OPERATION

There are four stages in the management of a complaint under this Operating Guideline:

- Stage 1 - Receipt of Complaint
- Stage 2 - Preliminary Assessment
- Stage 3 - Further Investigation (if required)
- Stage 4 - Resolution (if required)

### **Stage 1 - Receipt of Complaint**

A formal complaint must be detailed in writing, be addressed to the Lord Mayor, and should include:

- Details of the allegations, including date/s when the conduct resulting in the complaint occurred
- Name/s of the other party/s involved
- Name/s of any witnesses
- As much supporting evidence as possible to assist a preliminary assessment and any subsequent investigation
- Any previous action taken to resolve the complaint, and

- The remedy that the complainant is seeking.

Anonymous complaints may be submitted; however, individuals must be aware that anonymity may limit the scope of any enquiries and investigations.

Complaints regarding the CEO, which are submitted to an employee of CoA, will be provided to the Lord Mayor.

On receipt of a complaint, the Lord Mayor will issue a written acknowledgment of the complaint to the complainant and refer the complaint to the Chief Operating Officer (COO). The COO will commence engaging a Conduct Reviewer as soon as practicable.

If for any reason the COO has a conflict of interest in relation to the complaint (e.g. is a party to the complaint or is likely to be interviewed as a witness etc) the engagement of a Conduct Reviewer will be conducted by the Manager, People.

The Conduct Reviewer will be an independent legal practitioner engaged to undertake a preliminary assessment of the complaint. Should the complaint not include sufficient information (outlined above), the Conduct Reviewer may request the complainant resubmit the complaint with additional information.

Where concerns arise regarding a potential conflict of interest, a legal practitioner outside of those on CoA's panel of legal providers may be selected.

## **Stage 2 - Preliminary Assessment**

A preliminary assessment by the Conduct Reviewer will involve an assessment of:

- The complaint and any evidence submitted.
- Any other relevant factors to making a fair and reasonable judgement assessment.

The Conduct Reviewer will consider factors including:

- Appropriate means of resolving the complaint
- Whether the issue(s) giving rise to the complaint have previously been addressed or resolved
- Whether the grounds of the complaint appear to form part of a pattern of conduct
- Any mitigating circumstances giving rise to the conduct complained about
- The seriousness of the alleged conduct
- The significance of the conduct or the impact of the conduct on CoA, and
- Any other considerations that may be relevant to the preliminary assessment of the complaint.

The Conduct Reviewer will also consider whether the complaint raises issues that would be more appropriately handled by another agency or body (e.g. SA Ombudsman, Office for Public Integrity, Independent Commission Against Corruption) and refer as required.

If the Conduct Reviewer determines that the complaint relates to behaviour which falls under CoA's Employee Behavioural Standards, the Conduct Reviewer will:

- Prepare a Preliminary assessment report containing one or more of the following recommendations:

- No further action
- No further action – malicious or frivolous complaint
- Resolve without investigation via alternative remedies which may include but are not limited to counselling, training, mediation, informal discussion, negotiated apology, performance management; or
- Refer for further investigation.
- Advise the CEO in writing of the complaint, the allegation(s) made against them, the provisions of the Code which the complainant alleges have been breached, and referral of the matter to the Conduct Committee for consideration.

Where the Conduct Reviewer determines that the complaint is related to behaviour which falls under CoA's Employee Behavioural Standards, a Conduct Committee will be established comprising the Lord Mayor, Deputy Lord Mayor, and a qualified independent person.

The Conduct Committee has delegated authority to consider a preliminary assessment report prepared by a Conduct Reviewer and determine appropriate further action.

If a conflict of interest arises for either the Lord Mayor or Deputy Lord Mayor, an alternative member of the Council will be appointed to the Conduct Committee by the Lord Mayor or Council.

#### No Further Action

If the Conduct Reviewer recommends taking no further action and the Conduct Committee accepts the recommendation, the complaint will be finalised and will not be referred for further consideration by Council.

The Lord Mayor will confirm with the CEO in writing that no further action is to be taken, and will confirm with the complainant in writing that the complaint has been appropriately managed in accordance with this Operating Guideline, and the matter is considered closed.

#### No Further Action – malicious or frivolous complaints

If the Conduct Reviewer recommends taking no action based on the complaint having been malicious or frivolous in nature, and the Conduct Committee accepts the recommendation, the complaint will be finalised and will not be referred for further consideration by Council.

The Lord Mayor will confirm with the CEO in writing that no further action is to be taken and will confirm with the complainant in writing that the complaint has been appropriately managed in accordance with this Operating Guideline, and the matter is considered closed.

Concerns regarding malicious or frivolous complaints will be raised with the Manager People and managed by CoA's Fair Treatment in the Workplace and Grievance Resolution Operating Guideline.



Resolve Without Investigation - alternative remedies.

If the Conduct Reviewer recommends resolving the complaint by an alternative remedy and the Conduct Committee accepts the recommendation, the complaint will be finalised. It will not be referred for further consideration by Council.

The Lord Mayor will confirm the alternative remedy determined by the Conduct Committee with the CEO in writing. The Lord Mayor will confirm with the complainant in writing that the complaint has been appropriately managed in accordance with this Operating Guideline and advise of any alternative remedies to which they will be privy, e.g. mediation.

Where one or both parties are unwilling to resolve the complaint by an alternative remedy, the Conduct Reviewer may reconsider their recommendation.

Refer the Complaint for Further Investigation

If the Conduct Reviewer recommends referring the complaint for further investigation, and the Conduct Committee accepts the recommendation, a Preliminary Assessment Report will be presented to Council for consideration, as soon as practicable.

Council is not obliged to adopt the Conduct Reviewer's recommendation. Where the Council does not adopt the Conduct Reviewer's recommendation, the Council must resolve not to adopt the recommendation and state in its resolution the reasons for its decision.

The Lord Mayor will confirm with the CEO in writing that an investigation is to occur as a result of the Preliminary Assessment. The Lord Mayor will confirm with the complainant that an investigation is to be conducted following a Preliminary Assessment of the complaint.

If the Council adopts a recommendation to refer the complaint for further investigation, an Independent Assessor will be engaged to undertake the work. The Independent Assessor may be from the same or a different legal practice from that undertaking the Preliminary Assessment.

**Stage 3 – Investigation**

Investigations are to be undertaken by the Independent Assessor without undue delay.

The Independent Assessor will determine the appropriate scope of the investigation and conduct a fact-finding investigation, providing procedural fairness.

The Independent Assessor will consider the evidence available and produce an investigation report outlining the facts and findings about the complaint. The investigation report must:

- Make findings of fact concerning the matter investigated.
- Determine whether the conduct investigated constituted a breach of the CoA's Employee Behavioural Standards
- Provide reasons for the determination, and
- Provide recommendations for resolution.

Where an Independent Assessor identifies additional possible breaches of CoA's Employee Behavioural Standards, not related to or arising from the complaint referred to them, they are to report the matters separately in writing to the Lord Mayor or such appropriate authorities as may be applicable.

#### **Stage 4 – Resolution**

The Investigation Report will be presented to Council for consideration as soon as practicable following completion.

Council must consider imposing the recommended sanction(s) (if any) contained in the investigation report, where the Independent Assessor determines that there has been a breach of CoA's Employee Behavioural Standards.

Council is not obliged to adopt the Independent Assessor's recommendation(s) as set out in the Final Investigation Report. Where the Council does not adopt the Independent Assessor's recommendation, the Council must resolve not to adopt the recommendation and state in its resolution the reasons for its decision.

Where Council passes a resolution of its determination in connection with the Final Investigation Report and the sanctions (if any) that will be imposed, the Lord Mayor must advise the CEO in writing of the Council's decision and the reasons for that decision, and provide the CEO with a minimum of seven days to respond to the intended sanction.

Following the deadline for a response to the intended sanction(s), the Council will again consider the sanction to be imposed, considering any additional information provided by the CEO.

Following the Council passing a resolution of its final determination, the Lord Mayor must advise the CEO, in writing, of Council's decision. The Lord Mayor will confirm with the complainant in writing that the complaint has been appropriately managed in accordance with this Operating Guideline, and the investigation concluded. The complainant will only be advised of any outcomes to which they which they will be privy e.g. mediation.

and

#### **OTHER USEFUL DOCUMENTS**

##### **Related documents**

- CoA Employee Behavioural Standards
- CoA Fair Treatment in the Workplace, Grievance Resolution Operating Guideline

##### **Relevant legislation**

- *Local Government Act 1999*
- *Independent Commissioner Against Corruption Act 2012*

#### **GLOSSARY**

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

**Complainant:** a person who makes a Complaint.

**Conduct Committee:** delegated the authority for the purpose of considering a preliminary assessment report prepared by a Conduct Reviewer and determining appropriate further action.

**Conduct Reviewer:** a legal practitioner responsible for the Preliminary Assessment of the Complaint – Where concerns arise regarding a potential conflict of interest, a legal practitioner outside of those on CoA’s panel of legal providers may be selected.

**Council:** any then-current elected council members, including the Lord Mayor of the City of Adelaide.

**The City of Adelaide / CoA:** the City of Adelaide established under the *Local Government Act 1999*.

**Employee:** all City of Adelaide employees, whether they are working in a full-time, part-time or casual capacity.

**Independent Assessor:** a legal practitioner responsible for the Investigation of the complaint. Where concerns arise regarding a potential conflict of interest, a legal practitioner outside of those on CoA’s panel of legal providers may be selected.

**Qualified Independent Person:** a person who is (a) not a member or employee of the Council; and (b) determined by the council to have appropriate qualifications or experience in human resource management.

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**ADMINISTRATIVE**

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

This Policy document will be reviewed every two years unless legislative or operational change occurs beforehand. The next review is required in **February 2026**.

**Review history:**

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
<i>ACC2018/9000 (example)</i>		<i>19/12/2018</i>	<i>New Operating Guideline</i>

**Contact:**

For further information, contact the People Program.

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GPO Box 2252 ADELAIDE SA 5001  
+61 8 8203 7203  
city@cityofadelaide.com.au

## Local Government Participation and Elections Review

Strategic Alignment – Our Corporation

Public

Tuesday, 20 February 2024  
City Finance and Governance Committee

**Program Contact:**  
Alana Martin, Manager  
Governance

**Approving Officer:**  
Anthony Spartalis, Acting Chief  
Operating Officer

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## EXECUTIVE SUMMARY

This report seeks Council endorsement of a submission as part of the State Government's Local Government Participation and Elections Review. The Review asks for the following feedback:

- ways to better engage and participate with councils;
- ways to encourage a greater number of more diverse candidates for election to councils;
- ways to increase voter turnout;
- ways to ensure that council elections are run efficiently, with the highest level of integrity.

The aim of this State Government consultation is to inform reform proposals and the development of the bill to amend local government legislation.

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## RECOMMENDATION

The following recommendation will be presented to Council on 27 February 2024 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Endorses the submission to the Local Government Participation and Elections Review being undertaken by the Office of Local Government, and included in Attachment A to Item 7.6 on the Agenda for the meeting of the City Finance and Governance Committee held 20 February 2024.
  2. Authorises the Acting Chief Executive Officer or delegate to make minor, typographical or syntactical updates to the documents contained in Attachment A to Item 7.6 on the Agenda for the meeting of the City Finance and Governance Committee held 20 February 2024.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Our Corporation <i>Demonstrate bold capital city leadership and robust with our community at the heart of our decisions</i>
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	Feedback gathered via this consultation will play a key role in informing reform proposals and the development of the bill to amend local government legislation, including the: <i>Local Government Act 1999 (SA)</i> <i>Local Government (Elections) Act 1999 (SA)</i> <i>City of Adelaide Act 1998 (SA)</i>
Opportunities	Council's submission allows it to advocate for improvements for the specific provisions as they apply to the City Adelaide, as well as those provisions that apply to the whole sector.
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 Office of Local Government is conducting a state-wide consultation, giving the community an opportunity to provide feedback on ideas and suggestions on how communities can better engage with their councils throughout a council term and, particularly at election time. The aim of this consultation is to inform reform proposals and the development of the bill to amend local government legislation.
2. As part of the review the Office of Local Government has prepared a discussion paper (Link 1 view [here](#)).
3. The review is divided into four areas
  - 3.1. ways to better engage and participate with councils;
  - 3.2. ways to encourage a greater number of more diverse candidates for election to councils;
  - 3.3. ways to increase voter turnout; and
  - 3.4. ways to ensure that council elections are run efficiently, and with the highest level of integrity.
4. A summary of each topic is provided below.
  - 4.1. Topic One covers ideas and suggestions for:
    - 4.1.1. A new Community Engagement Charter (see draft charter prepared by the Local government Association (Link 2 view [here](#)))
    - 4.1.2. More accessible council meetings
  - 4.2. Topic Two covers ideas and suggestions for changing:
    - 4.2.1. Council members' allowances
    - 4.2.2. Flexibility of council meetings
    - 4.2.3. Extent of local promotion for council nominations
    - 4.2.4. Term limits for council members
    - 4.2.5. Training requirements for candidates
    - 4.2.6. Timing for publishing of nominations
    - 4.2.7. Ward structure
    - 4.2.8. Council boundaries
  - 4.3. Topic Three covers ideas and suggestions for changing:
    - 4.3.1. The nature of voting for councils (compulsory vs voluntary)
    - 4.3.2. Eligibility to vote in Council elections
    - 4.3.3. Methods of voting
    - 4.3.4. Timing of council elections
    - 4.3.5. Election promotion methods
    - 4.3.6. Amount of candidate information provided to voters
  - 4.4. Topic 4 allows for the Council to provide specific feedback on ideas for improvement.
5. A draft submission has been prepared and is included in Attachment A for Council's consideration.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – Local Government Participation and Elections Review Discussion Paper

**Link 2** - Draft LGA Community Engagement Charter.

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# ATTACHMENTS

**Attachment A** – City of Adelaide Submission into Local Government Participation and Elections Review

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- END OF REPORT -

## into Local Government Participation Elections Review

### Topic 1: How People Engage With Their Council

#### Community Engagement Charter

#### What requirements should be set for councils' community engagement for what decisions?

- The City of Adelaide (CoA) endorses the Local Government Association's (LGA) draft Community Engagement Charter (Charter) and supports the minimum consultation period for those activities outlined in that document.
- Standardised engagement approach for those items listed in Category A in the LGA's draft charter.

#### What should be included in the Charter and what should be left for councils' own community engagement policies?

- CoA considers the current proposal outlined in the draft LGA Charter appropriate.
- The engagement approach should be standardised for significant engagements and activities listed in Category A.
- Other engagements should be based on principles and what the council wants to achieve rather than being prescriptive about the how.

#### Should councils have the capacity to determine how they will engage with their communities, or should the Charter be more directive in its approach?

- Councils should have the capacity to determine how they engage.
- It is recognised, however, that there are some topics (such as those identified in Category A of the draft charter) that there would be a community expectation to a minimum consistent standard.
- As a Capital City Council, it is essential that CoA is able to develop a consultation policy appropriate for its community. As a capital city, a significant part of our community is non-residents. As such, we need to ensure our engagement approach is fit for purpose.

#### What other ideas do you have for councils' community engagement?

- Having a panel of hard-to-reach groups and stakeholders
- CoA recognises the community's expectation of having plain English documents with both summarised and detailed information.
- Councils must also communicate better regarding how community feedback has been incorporated into decisions.
- Focus on building a relationship with the community rather than a one-way relationship of 'obtaining feedback'.

#### How would you like to see councils engage with you?

Feedback from we have heard from the community [via](#) our engagement activities includes the following:

- Longer consultation periods so group submissions can be made
- Regular events where community members can discuss matters directly with the Lord Mayor and Councillors.
- The community is informed of the decision made and the outcome as a result of the feedback they have provided (closing the loop).





## into Local Government Participation Elections Review

Topic 1: How People Engage With Their Council	
<p><b>Council meetings</b></p>	<p><b>Should councils be required to livestream their meetings and make recordings available?</b></p> <ul style="list-style-type: none"> <li>• CoA has live-streamed its meetings and made them available on the internet before COVID-19.</li> <li>• Councils should ensure that the meetings are inclusive and accessible to all members of the Community</li> <li>• Council considers live streaming an essential service for those members of the community unable to attend meetings in person</li> <li>• It should remain the decision of individual Councils whether they do so.</li> </ul> <p><b>All metropolitan councils hold their council meetings during the evenings, but councils in regional areas often hold their meetings during business hours.</b></p> <ul style="list-style-type: none"> <li>• This should be an individual decision for each council, as well as considering how this may impact community participation</li> <li>• Some regional councillors may have to travel long distances to attend meetings.</li> </ul> <p><b>Should councils be required to hold their meetings at a particular time to maximise community participation?</b></p> <ul style="list-style-type: none"> <li>• Rather than a prescriptive time and given that each community has different needs, where a council chooses to hold meetings during business hours, community consultation should occur.</li> <li>• This could occur as part of the adoption of the Code of Practice for Access to Council Meetings and Documents.</li> </ul>
<p><b>Support council members to engage with communities</b></p>	<p><b>How should members be supported to engage directly with their communities?</b></p> <ul style="list-style-type: none"> <li>• There Needs to be a clear delineation regarding context and purpose, i.e are they representing a Council-endorsed view or their own?</li> <li>• If Council Members speak on behalf of the Council, all correspondence and communications should be authorised.</li> <li>• Council Members should remain responsible for their statements.</li> </ul> <p><b>Should all council members be provided with a specific allowance to support constituent work, similar to the allowance that is provided to Members of Parliament?</b></p> <ul style="list-style-type: none"> <li>• Should be a decision of council as part of the Allowance and Benefit policy.</li> </ul> <p><b>What other ideas do you have to strengthen the relationship between council members and their local community members?</b></p> <ul style="list-style-type: none"> <li>• Training as part of the Council Member Mandatory Training sessions on how to engage with communities.</li> <li>• This training should provide guidance on using social media as well as clarifying roles and responsibilities.</li> </ul>



## into Local Government Participation Elections Review

Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?	
Increase council members' allowances	<p><b>Would more, and a more diverse range of, people be attracted to the role if allowances were increased?</b></p> <ul style="list-style-type: none"> <li>• Potentially, yes</li> <li>• Support a review of the construct of Council Member allowances, considering what the allowances are meant to be used for, and the expectations that community members have of Council Members.</li> <li>• Benchmarking should occur against interstate jurisdictions.</li> <li>• Awareness of what other reimbursements candidates are entitled to (such as babysitting, mileage, etc).</li> </ul>
Make council meetings more flexible.	<p><b>Should council members be able to attend some council meetings electronically?</b></p> <ul style="list-style-type: none"> <li>• Electronic attendance may assist flexibility, allowing Council Members to attend when they otherwise may not be able to.</li> <li>• The ability to attend a meeting electronically should be a discretionary provision in the legislation.</li> <li>• It should be a decision for each Council regarding: <ul style="list-style-type: none"> <li>○ If it will accommodate this and</li> <li>○ Include in its Code of Practice for Meeting Procedures (including how confidentiality will be protected).</li> </ul> </li> </ul>
More local promotion	<p><b>Are there other efforts that councils could make to increase interest in standing over a council term, for example, by working with ratepayers or other community organisations?</b></p> <ul style="list-style-type: none"> <li>• Councils already work extensively with community organisations to raise awareness concerning Local Government Elections and Nominations.</li> </ul> <p><b>Would councils get a better local result if they make greater investments in local promotion and initiatives, particularly ahead of election periods?</b></p> <ul style="list-style-type: none"> <li>• The City of Adelaide (and other councils) already do this</li> </ul>
Term limits for council members	<p><b>Should term limits for council members be introduced?</b></p> <ul style="list-style-type: none"> <li>• It is noted that the institutionalised knowledge long-serving Council Members bring</li> <li>• These members have served for a long time because their community continues to choose them to represent this.</li> <li>• If term limits are to be introduced, three consecutive terms are proposed (12 years).</li> </ul>
Required training for candidates	<p><b>Should people be required to complete an online course before nominating?</b></p> <ul style="list-style-type: none"> <li>• Yes, similar to Victoria. It is important for those wanting to be a Council Member to understand their roles and responsibilities and have had a thorough induction into Local Government.</li> <li>• This training should also include the legislative responsibilities of a candidate when campaigning.</li> </ul> <p><b>What forms of training could both benefit candidates and generate more community confidence in the people who are standing for election?</b></p> <ul style="list-style-type: none"> <li>• As above</li> </ul>



## into Local Government Participation Elections Review

Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?	
Consider real-time publishing of nominations	<p><b>Should councils have a role in the nomination process?</b></p> <ul style="list-style-type: none"> <li>No</li> </ul> <p><b>If ECSA continues to receive nominations directly, should there be a requirement for nominations to be published throughout the nomination process, not just at the end? If so, how should these be published?</b></p> <ul style="list-style-type: none"> <li>ECSA should publish on their website daily. Extra resources should be assigned to ECSA for this purpose.</li> </ul>
Remove council wards	<p><b>Should councils continue to have wards? If so, why? And if not, what would be the benefits of removing them? Should wards only be kept in councils where the council's size warrants their retention?</b></p> <ul style="list-style-type: none"> <li>It should be up to the Community to decide how they want to be represented and what (if any) ward structure they think is appropriate.</li> </ul>
Lack of nominations trigger for boundary reform	<p><b>Should potential boundary changes be referred to the South Australian Boundaries Commission when a council receives significantly fewer nominations than it has vacancies?</b></p> <ul style="list-style-type: none"> <li>No. There are several reasons why Councils do not receive enough nominations.</li> </ul> <p><b>What are other factors that might encourage—or dissuade—people to stand for election to their councils?</b></p> <ul style="list-style-type: none"> <li>Perception of a high-pressure culture for Council Members</li> <li>Adversarial nature of debate</li> <li>Public scrutiny</li> <li>Time commitment required</li> <li>Not knowing that training and support are provided for members to do their role</li> <li>Understanding of local government</li> <li>Lack of support for the campaign</li> </ul> <p><b>What ideas do you have to increase nominations?</b></p> <ul style="list-style-type: none"> <li>Link to promotion – understanding of the role, making known the support available</li> <li>Pre-mentor program started well before the election cycle</li> <li>Mid-term programs promoting the role of the Council Member</li> </ul>

Topic 3: How Can We Achieve A Better Voter Turnout?	
Make voting for councils compulsory	<p><b>Is there any particular reason why councils do not warrant compulsory voting when the two other spheres of Australian governments do? Should voting for councils be compulsory in South Australian council elections?</b></p>



## into Local Government Participation Elections Review

Topic 3: How Can We Achieve A Better Voter Turnout?	
	<ul style="list-style-type: none"> <li>Compulsory voting should be introduced for the House of Assembly Roll in line with other jurisdictions across Australia</li> </ul>
Change method of voting.	<p><b>How should people vote for their councils?</b></p> <p>Postal</p> <ul style="list-style-type: none"> <li>Postal voting is a very convenient method for the community.</li> <li>It is noted there were numerous complaints during the last election with residents not receiving voting material or receiving incorrect voting material.</li> <li>Delays by Australia Post meant some voting material wasn't reissued.</li> <li>If postal voting is to be continued - the Council should be able to reissue in the last week of the voting period</li> </ul> <p>In Person</p> <ul style="list-style-type: none"> <li>If compulsory voting was introduced, voting in person could be introduced.</li> <li>If compulsory voting is not introduced, voter participation will likely decrease.</li> </ul>
Consider who can vote for their council	<p><b>Should the franchise for council elections be changed in any way?</b></p> <p>Form One</p> <ul style="list-style-type: none"> <li>The requirements for non-citizens should be tightened to ensure that there is a reasonable interest in the outcome of the election, and, if a candidate, that the candidate will be able to fulfil their term of office. It is suggested that they:                             <ul style="list-style-type: none"> <li>Be a permanent resident or have the right to work.</li> <li>Provide proof of identity, status and residence when completing the forms.</li> </ul> </li> </ul> <p>This process should be managed by ECSA with consideration given to language barriers.</p>
Change the timing of council elections	<p><b>Should council elections be moved to a different year from South Australian Government elections?</b></p> <ul style="list-style-type: none"> <li>Running the state and local government elections in the same year puts increased strain on ECSA's finite resources.</li> <li>A move to a different year may increase the local government elections profile.</li> </ul>
Election promotion	<p><b>Should councils have a stronger role in promoting elections locally to increase voter turnout?</b></p> <ul style="list-style-type: none"> <li>Councils already play a large role in local promotion.</li> <li>Better coordination between ECSA and LGA campaigns and collateral would be beneficial.</li> </ul>
Removing wards.	<p><b>Would removing wards provide voters with greater choice, and produce fairer results?</b></p> <ul style="list-style-type: none"> <li>In the City of Adelaide, it could decrease voter turnout, some voters currently vote in a number of wards (as they may live in one ward and own businesses in other wards).</li> <li>The decision to remove wards should be up to that Community (as above).</li> </ul>

## into Local Government Participation Elections Review

### Topic 3: How Can We Achieve A Better Voter Turnout?

**Consider candidate information**

**Is it fair for someone who has ‘served their time’ to have to release this information?**

- Candidates should meet minimum eligibility requirement (similar to ASX director requirements, working with children check).
- That a candidate meets the minimum eligibility requirements to nominate is what the community should be informed of, not personal details.

**What information should candidates be required to include with their nominations?**

- Political affiliations
- Live in the council area (and what ward)
- A Declaration form (similar to register of interest) which has the same public information as serving Council Members have

**Is there a role for councils to play in enabling all candidates to reach potential voters?**

- It is a decision for each Council if they would like to run information sessions such as candidate nights etc.

**What are other factors that might encourage—or dissuade—people to stand for election to their councils?**

- Perception of a high-pressure culture for Council Members
- Adversarial nature of debate
- Public scrutiny
- Time commitment required
- Not knowing that training and support is provided for members to do their role
- Understanding of local government
- Lack of support to campaign

### Topic 4: Election Improvements

Do you have any ideas to improve council elections?

**CITY OF ADELAIDE SPECIFIC**

**All residential enrolments to be managed by AEC**

Currently individual councils manage Form 1 enrolment applications for residential individuals who do not currently qualify for entry on to the House of Assembly roll.  
An improvement would be for all residential enrolments regardless of the individual’s status (citizen or not) be managed by the ECSA and included on the House of Assembly roll.



## into Local Government Participation Elections Review

### Topic 4: Election Improvements

<p><b>Statute Amendments are significantly problematic</b></p>	<ul style="list-style-type: none"> <li>• The changes imposed on CoA under the recent Statute Amendments:</li> <li>• Impose obligations on Council staff which are very labour-intensive and costly, to be performed within very limited timeframes on top of current election activities and existing timeframes.</li> <li>• Additional FTE/s required as:             <ul style="list-style-type: none"> <li>• new template correspondence will need to be drafted and sent to all bodies corporate and groups on the voter's roll;</li> <li>• dealing with nominations received from bodies corporate and groups will require data entry, and will also require checking whether the nominated person already appears on the voters roll or is entitled to be enrolled on the voter's roll (in which case they are not eligible persons);</li> <li>• the process for nominating 'default persons' for bodies corporate (and groups which include bodies corporate) which do not nominate their own eligible person relies upon data held in ASIC's database and therefore might not be possible to automate to any great extent;</li> <li>• the process for nominating 'default persons' also requires checking whether the potential default person already appears on the voters roll or is entitled to be enrolled on the voters' roll;</li> <li>• redactions will need to be made to the version of voters roll available for inspection by the public; (In practice would be problematic)</li> <li>• all of the above must occur within strict timeframes; and</li> </ul> </li> <li>• There are a significant number of bodies corporate and groups on the Council's voters roll compared to other councils, and the above steps must be applied for all of those bodies corporate and groups.</li> <li>• These obligations are in addition to the Council and the CEO's existing obligations which are already complex and challenging and may well require changes to the current system in place that produce the voter's roll.</li> <li>• CoA nominating a default nominee may disenfranchise a number of bodies corporate and groups solely on the irrational basis of what letter people's surnames begin with; and</li> <li>• In some cases, invest the Council's Chief Executive Officer (CEO) with the unusual power to 'choosing'; who can vote.</li> <li>• No similar amendments are being made with respect to any other Council.</li> <li>• In relation to achieving the above obligations, Council believes the costs associated with additional FTE requirements, postage and potential changes to systems would be well in excess of \$100,000.</li> </ul>
<p><b>Suggested change to existing voting eligibility for Head Lease holders</b></p>	<ul style="list-style-type: none"> <li>• Currently a holder of a headlease who is not in occupation of the land (i.e. a head lessee who has wholly sub-let property to another) is considered an 'owner' under the <i>Local Government Act 1999</i>.</li> <li>• When this situation occurs, under <i>the Act</i> neither party is eligible to be enrolled to vote in their own right. Instead, they must be enrolled as a group of owners.</li> <li>• An unattended consequence is that each unique owner and head lessee combination would constitute a unique voter's group.</li> <li>• In relation to the above, there are significant practical issues in that Council is expected to somehow know of and record the details of all owners, including people who hold leases but do not occupy the land.</li> </ul>



## into Local Government Participation Elections Review

### Topic 4: Election Improvements

- While the Council learns of changes to ownership through the LTO, there is no practical way to learn of changes to commercial leasing arrangements.
- The Council's system can record the property owner and the occupier but is not able to accurately record and capture head lessees and reflect the correct voting entitlement.
- Further, it is unlikely that property owners and headlease holders would be aware they are only entitled to a group voting entitlement.



## Exclusion of the Public

Tuesday, 20 February 2024

City Finance and  
Governance Committee

**Program Contact:**

Alana Martin, Manager  
Governance

2018/04291

Public

**Approving Officer:**

Michael Sedgman, Acting  
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 City Finance and Governance Committee meeting for the consideration of information and matters contained in the Agenda.

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

**10.1** Visitor Experience Centre [section 90(3) (b) of the Act]

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

The Order to Exclude for Items 10.1 and 10.2:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

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## ORDER TO EXCLUDE FOR ITEM 10.1

THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (b) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the City Finance and Governance Committee dated 20 February 2024 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 10.1 [Visitor Experience Centre] 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 matters that must be considered in confidence as they relate to an open tender process and contain information relating on ongoing licensing negotiations.

The disclosure of information in this report could reasonably provide third parties information that could provide an advantage to them in negotiations with Council. It also includes matters relating to an open tender process for the provision of services.



### Public Interest

The Committee is satisfied that in principle the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information relates to ongoing licencing negotiations and an open tender process.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the City Finance and Governance Committee dated 20 February 2024 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 10.1 [Visitor Experience Centre] 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) of the Act.

## ORDER TO EXCLUDE FOR ITEM 10.2

### THAT COUNCIL:

1. Having taken into account the relevant consideration contained in section 90(3) (j) & (g) and section 90(2) & (7) of the *Local Government Act 1999 (SA)*, this meeting of the City Finance and Governance Committee dated 20 February 2024 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 10.2 [Capital City Committee Update] listed on the Agenda in a meeting open to the public would on balance be contrary to the public interest.

### Grounds and Basis

The disclosure of information in this report would breach 'Cabinet in Confidence' information presented to the Capital City Committee (CCC) established under the *City of Adelaide Act 1998* which has provided for a State/Capital City inter-governmental forum (the CCC) to operate and the associated duty of confidence and duty as a member of the inter-governmental forum.

### Public Interest

The Committee is satisfied that the principle that the meeting be conducted in a place open to the public has been outweighed in the circumstances because the disclosure of this information would divulge information provided on a confidential basis, and would be acting contrary to the CCC operational provisions, and could undermine the CCC operations and prejudice the position of the State Government and/or Council in relation to current/future proposals prior to State Government and/or City of Adelaide evaluation and deliberation.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the City Finance and Governance Committee dated 20 February 2024 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 10.2 [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) & (g) of the Act.
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## DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of Council must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council may order that the public be excluded from attendance at a meeting if Council considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
  - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
  - (b) *cause a loss of confidence in the council or council committee; or*
  - (c) *involve discussion of a matter that is controversial within the council area; or*
  - (d) *make the council susceptible to adverse criticism.*
5. Section 90(7) of the Act requires that an order to exclude the public:
  - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
  - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
  - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 83(5) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following report is submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 10.1 – Visitor Experience Centre
    - 6.1.1 Is not subject to an Existing Confidentiality Order.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (b) 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 to prejudice the commercial position of the council; and
        - (ii) would, on balance, be contrary to the public interest
  - 6.2 Information contained in Item 10.2 – Capital City Committee Update
    - 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) (j) & (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);
      - (g) matters that must be considered in confidence in order to ensure that the council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty.

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## ATTACHMENTS

Nil

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Document is Restricted