



CITY FINANCE AND GOVERNANCE COMMITTEE AGENDA & REPORTS

for the meeting

Tuesday, 19 March 2024

at 6.00 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 recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

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

2. Apologies and Leave of Absence

Nil

3. Confirmation of Minutes - 20/2/2024 & 7/3/2024

That the Minutes of the meeting of the City Finance and Governance Committee held on 20 February 2024 and the Special meeting held on 7 March 2024, be taken as read and be confirmed as an accurate record of proceedings.

View public 20 February 2024 Minutes [here](#) and 7 March 2024 Minutes [here](#).

4. Declaration of Conflict of Interest

5. Deputations

6. Workshops

6.1	Draft 2024/25 Adelaide Central Market Authority Business Plan and Budget	4 - 34
6.2	Draft 2024/25 Adelaide Economic Development Agency Business Plan and Budget	35 - 56
6.3	24/25 BP&B Workshop - Capital Budget & Projects	57 - 82
6.4	Local Government Participation Elections Review Submission	83 - 163

7. Reports for Recommendation to Council

7.1	Adelaide Economic Development Agency Review Implementation Plan Update	164 - 175
7.2	CEO Remuneration Tribunal - Consultation Paper	176 - 184
7.3	Review of Committee Structure	185 - 198

8. Reports for Noting

Nil

9. Exclusion of the Public

199 - 201

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

10. Confidential Workshops

10.1 Visitor Experience Centre [s 90(3) ((b))]

202 - 216

11. Closure

Draft 2024/25 Adelaide Central Market Authority Business Plan and Budget

Strategic Alignment - Our Corporation

Public

Tuesday, 19 March 2024
City Finance and Governance Committee

Presenter:

Fabienne Reilly
General Manager, Adelaide
Central Market Authority

PURPOSE OF WORKSHOP

The draft Adelaide Central Market Authority (ACMA) 2024/25 Business Plan and Budget has been prepared in accordance with Section 6.2 of the ACMA Charter which requires ACMA to produce an annual business plan and budget consistent with the Charter and to submit to Council for approval.

The draft budget has been prepared to ensure efficient delivery of ACMA actions outlined in the draft Business Plan and Budget.

This workshop seeks Council Members' feedback on the draft ACMA 2024/25 Business Plan and Budget.

KEY QUESTIONS

Do Council Members have any feedback on the draft 2024/25 AEDA Business Plan and Budget?

- END OF REPORT -

Our Corporation

2024/25 Business Plan and Budget

To seek views of Council
Members on
the draft ACMA
2024/25 Business Plan
and Budget

19 March 2024
Fabienne Reilly, General Manager



CITY OF
ADELAIDE



Key Messages

- Clause 8(1) of Schedule 2 of the *Local Government Act 1999 (SA)* states “A subsidiary must, in consultation with the council, prepare and adopt a business plan consistent with its charter.”
- This draft ACMA 2024/25 Business Plan and Budget (draft BP&B) has been prepared in accordance with Section 6.2 of the ACMA Charter which requires ACMA to produce an annual business plan and budget consistent with the Charter and to submit to Council for approval.
- The draft budget has been prepared to ensure efficient delivery of actions outlined in the draft BP&B.
- The draft budget has been endorsed by the ACMA Board on 22 February 2024.

Key Question

Do Council Members have any feedback on the planned actions in the draft ACMA 2024/25 Business Plan and Budget?

Adelaide Central Market Authority

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Draft Business Plan and Budget
2024/25



Adelaide Central
Market Authority

Program Plan 2024/25

Overview



ACMA

Plan & Budget

Adelaide Central Market Authority

2023/24

Oversees the strategy, management and operation of the Adelaide Central Market as a commercially sustainable, diverse and iconic fresh produce market.

Functions supported

- Commercial Leasing including Market Expansion
- Property management
- Trader engagement and support
- Customer Service & Visitor Information
- Events & Activations
- Management of Board
- Market Operations (incl. Security, Cleaning, waste)
- Marketing, Social Media, Website Management
- Media and Public Relations
- Online Market Operations
- Wider Precinct contribution

Responsibility

General Manager, Fabienne Reilly

Strategic link

Our Economy

Outputs for the year ahead

Ensure customer experiences at the heart of all decisions every day.

Enable and partner with our traders to support them in the delivery of an exceptional shopping experience

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

Contribute to the economic, social and cultural wellbeing of our precinct and community

Plan and deliver programs that address the current and emerging needs of our customers and traders

Establish new trader representative group

Establish One Market retail leasing strategy

Program Plan 2024/25

Budget

Portfolio Budget for the year ahead (\$'000)

Budget Summary	2023/24 Q2				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Revenue	-	4,914	-	4,914	-	5,223	-	5,223
Employee Costs	7.7	-	(1,288)	(1,288)	10.7	-	(1,860)	(1,860)
Materials, Contracts and Other Expenses	-	-	(3,982)	(3,982)	-	-	(4,247)	(4,247)
Sponsorships, Contributions and Donations	-	-	-	-	-	-	-	-
Depreciation, Amortisation and Impairment	-	-	(39)	(39)	-	-	(36)	(36)
Finance Costs	-	-	(1)	(1)	-	-	(1)	(1)
TOTAL	7.7	4,914	(5,310)	(396)	10.7	5,223	(6,144)	(921)
Budget by Activity	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
ACMA Operations	7.7	4,820	(5,073)	(253)	7.7	5,137	(5,309)	(172)
Market Expansion	-	-	-	-	3.0	-	(600)	(600)
Online Market Platform	-	94	(236)	(142)	-	86	(235)	(149)
TOTAL	7.7	4,914	(5,310)	(396)	10.7	5,223	(6,144)	(921)



Program Plan 2024/25

Budget

Project Delivery (\$'000)

Budget for Strategic Projects	2023/24 Q2		2024/25	
	Income	Expenditure	Income	Expenditure
Adelaide Central Market Expansion Operational Preparedness	-	-	-	(220)
TOTAL	-	-	-	(220)

Relevant Strategic Plan 2024-2028 Indicator of Success/Measures/Targets

Indicator of Success/Measures/Targets

Support the delivery of key actions of ACMA



ACMA OVERVIEW

ACMA Objects & Purposes

The objects and purposes as outlined in the ACMA Charter are:

- **Oversee the management and operation of the Market**
- **Be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders**
- **Be responsible for the Market being recognised locally and internationally as a vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the City of Adelaide**
- **Contribute to the development of the wider market district**
- **Be financially self-sufficient in terms of its operations**



STRATEGIC PLAN

The 2023-2028 Adelaide Central Market Authority Strategic Plan was developed by the ACMA Board in consultation with key stakeholders. Adopted by Council in May 2023 and in its second year of implementation, the ACMA Strategic Plan is based on the essential pillars that are Our Customers, Our Traders, Our Business, Our Community and Our Market.

BUSINESS PLAN

This Business Plan 2024/25 outlines the proposed actions within the strategic pillars and associated measures to progress the delivery of the Strategic Plan. It was endorsed by the ACMA Board on 22/02/2024.

BUDGET

All actions have been budgeted for in the Operating Budget or through a Strategic Project request when in relation to Market expansion readiness (*).

OUR PURPOSE

To be a world leading food and produce market that shares an enduring connection with our community.

OUR PLAN

To operate sustainably as a thriving team of Traders, Board and Management who create unique, diverse and memorable customer experiences that enhance our precinct, city and state.

OUR AMBITION

To grow the market by attracting more residents, visitors and workers who shop regularly.



Strategic Pillars

OUR CUSTOMERS

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

- 1.1 Know our customer
- 1.2 Engage our customer
- 1.3 Deliver extraordinary customer experience

OUR TRADERS

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

- 2.1 Support Trader success
- 2.2 Maintain & Grow Trader advocacy

OUR BUSINESS

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

- 3.1 Ensure our Market is financially self sufficient
- 3.2 Deliver Retail & Leasing Strategy
- 3.3 Deliver Marketing Strategy
- 3.4 Ensure the Market remains safe & secure environment
- 3.5 Treat Traders as business partners
- 3.6 Deliver brilliant basics
- 3.7 Focus on people and capability

OUR COMMUNITY

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community.

- 4.1 Connect with our community
- 4.2 Contribute to the wider Market precinct

OUR MARKET

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

- 5.1 Ensure quality outcomes for our Market
- 5.2 Review technology systems to inform decision making



Alignment of Strategic Goals

ACMA priorities are consistent with the strategic goals set out in the City of Adelaide Strategic Plan 2024-28.

The actions within each ACMA Strategic pillar align with the following CoA objectives and outcomes:

Our Community	An interesting and engaging place to live, learn and visit	Our Customers	Our Community
	An inclusive, equitable and welcoming community where people feel a sense of belonging	Our Customers	Our Community
Our Environment	A sustainable city where climate resilience is embedded in all that we do	Our Community	Our Market
Our Economy	Adelaide’s unique experiences and opportunities attract visitors to our city	Our Customers	Our Traders
Our Places	Create safe, inclusive and healthy places for our community	Our Customers	Our Business
Our Corporation	Exceptional Customer Service	Our Customers	
	Financial Sustainability	Our Business	
	People Engagement	Our Business	
	Strategy, Value and Efficiency	Our Business	
	Technology and Information	Our Customers	Our Business

It is a Key Action within the Our Economy aspiration of the City of Adelaide Strategic Plan 2024-28 for the City of Adelaide to continue to support ACMA in its delivery of the Charter and Business Plans. (Our Economy, Strategic Plan 2024-2028).



Adelaide Central Market Authority

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Draft Budget
2024/25



Adelaide Central
Market Authority

Budget

ACMA is in a transitional phase, preparing for One Market which will result in an expanded retail footprint, significant additional leasing revenue and efficiencies of scale for operations.

The ACMA Budget has been prepared to ensure efficient delivery of actions outlined in the proposed ACMA Business Plan. It is built with Budget Repair in mind combined with the requirement to invest in future revenue generating activities.

It received ACMA Board approval on 22 February 2024 for submission to Council as a draft budget for consultation purposes.

Assumptions

- ACMA Management Team 10.7 FTE, with provision for One Market resourcing (equates to 1.26% of the City of Adelaide's total FTE count).
- High volume of leases due for renewal: over 26% of existing Market floor, with 95 new leases to be achieved in the next 2 years.
- Budget built from zero-base, noting utility costs increase.
- One off costs to prepare for Market expansion to be funded through Strategic Projects budget.



Finance Summary 2024/25

Capital projects – New & Upgrade Expenditure

- New Parents Room & Storeroom Northern Roadway Design – \$355,000 (feasibility completed in FY2023/24)
- Purchase of Bio-Separator - \$100,000
- Communication Server Relocation from Federal Hall - \$300,000

Renewal expenditure – part of Buildings Asset Management Plan

- Market Floor Fire Compliance Items –Stage 1 of 2
- Market Floor Tenant Stall Renewals
- Installation of Automatic Exhaust System (Deferred from FY2023/24)
- Basement Remediation (Federal Hall)

Total \$3,750,000

Note: All new capital and renewal works to be budgeted and delivered by CoA Infrastructure.



Thank you



Adelaide Central Market Authority

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Detailed Business Plan
2024/25

For pre-reading



Adelaide Central
Market Authority

Our Customers

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

1.1 KNOW OUR CUSTOMERS

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
<p>1.1.1 Customer Experience Tracker Regularly update quantitative understanding of customer perception, barriers, pain points and delights.</p>	<ul style="list-style-type: none"> Identify and report on customer experience trends and satisfaction level through surveys Report on customer trends 	<ul style="list-style-type: none"> Monthly tracking and biannual reporting Action feedback as needed 82% or more Market satisfied visitors. Monitor and report general customer, F&B and fresh food trends. Industry reports and trends
<p>1.1.2 Customer Journey Evolve customer journey analysis to understand why customers haven't visited recently, bring more people to the Market and keep them coming back.</p>	<ul style="list-style-type: none"> Identify shopper segments. Continue Customer perception and construction Impact research* - reporting at each stage of building 	<ul style="list-style-type: none"> Report survey results and action as needed. Retain over 82% satisfaction Share information with traders.
<p>1.1.3 Customer Insights Leverage customer feedback from socials and Market Stall to drive customer advocacy.</p>	<ul style="list-style-type: none"> Improve customer service digital tools to collate and manage customers' feedback. Monthly report from customer feedback and enquiries at Market Stall 	<ul style="list-style-type: none"> Record and respond to customer complaints in timely manner Inform traders when feedback is relevant to their stall Track visitation to The Market Stall
<p>1.1.4 Trading Hours Align trading hours to customer preferences.</p>	<ul style="list-style-type: none"> Commence process to align trading hours to customer preferences Facilitate trader forum to come to consensus 	<ul style="list-style-type: none"> Traders actively participate in decision making (vote) Customer survey results relevant to trading hours improve vs 23/24. TRC consultation with traders



Our Customers

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

1.2 KNOW OUR CUSTOMERS

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
1.2.1 Market Vibrancy Elevate events and activations to drive Market vibrancy and celebrate cultural diversity.	<ul style="list-style-type: none"> • Collaborations with cultural organisations – Fringe delivery and Illuminate planning • Deliver major annual events as per Marketing Plan including Bastille Day, Seafood and Sounds, Sauce Day, Lunar NY • Deliver regular ongoing programs for school holidays and families • Develop music strategy for Market Expansion* • Develop Christmas decorations design concept for Market Expansion* • Manage and promote Producer in Residence stall 	<ul style="list-style-type: none"> • Social media engagement • Trader support • Visitation for major events is superior or equal to 2023/24 • Participation and ticket sales for school holiday activities is superior or equal to 2023/24 • Scoping & costing completed by Q3 • Producer in Residence occupancy >95% • A minimum of 50% new businesses activating PIR
1.2.2 Connected Customer Develop roadmap to connect with customers for entire journey, home to market to home.	<ul style="list-style-type: none"> • Work with CoA to improve car park experience and precinct wayfinding • Grow direct marketing database to own customer data 	<ul style="list-style-type: none"> • Customer Experience survey • Market Lovers database growth 10%
1.2.3 Customer Service Expand Customer Service Desk offerings.	<ul style="list-style-type: none"> • Investigate more eco-friendly merchandise offering • Staff training and development • Investigate customer services location and new offerings for the Expansion*. 	<ul style="list-style-type: none"> • Reduce number of OS sourced products • 100% attendance at CoA courses • Scope options Q1



Our Customers

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

1.3 DELIVER EXTRAORDINARY CUSTOMER EXPERIENCE

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
1.3.1 In Market Create compelling common areas for customers to play and stay.	<ul style="list-style-type: none">Advocate and plan for parents room as FY25/26 CoA capital works Q3	<ul style="list-style-type: none">Designs delivered to scope
1.3.2 Unique Experiences Create an enjoyable and unique shopping experience.	<ul style="list-style-type: none">Deliver cooking and products demonstration, tastings and community kitchen activations as per Marketing Plan	<ul style="list-style-type: none">Measure customer feedback and participation
1.3.3 Online Market Implement continuous improvements including personalised customer engagement journey; delivery and click & collect processes; customer rewards and leveraging online customer insights to address needs.	<ul style="list-style-type: none">Regular activity review to track trendsDevelop Marketing plan including re-engagement strategy for lapsed customersInvestigate a review of delivery partners and tracking / implement change if benefits are identified	<ul style="list-style-type: none">Monthly activity analysis included in GM reportMeasure customer satisfaction through annual surveyCustomer retention over 60%



Our Traders

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

2.1 SUPPORT TRADER SUCCESS

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
2.1.1 Unique Product Traders to identify unique products and showcase provenance stories.	<ul style="list-style-type: none"> Trader improvement on social media focusing on unique products. Share content with ACMA to enable media and PR opportunities. Trader improvements on labelling and signage to identify origin of produce. PIR unique offers promoted 	<ul style="list-style-type: none"> Feature one unique product a month through ACMA social media Showcase unique products in Market Lovers newsletter once per month Trader social media training delivered by Q4 Develop VM guideline for signage and labelling Social media engagement
2.1.2 Customer Experience Encourage 'story telling' at point of sale, highlighting the stalls history and tradition.	<ul style="list-style-type: none"> Provide traders with an opportunity to spend time with a retail visual merchandiser to identify key areas for improvement, when required. Encourage spruiking where possible. Support tastings and demonstrations. 	<ul style="list-style-type: none"> Positive Trader & customer feedback
2.1.3 Visitor Revenue Encourage traders to find opportunities to cater for tourists. Promote trader connection with event customers.	<ul style="list-style-type: none"> Encourage conversion of event customers to shoppers via marketing activities Support trader after hours events Encourage ATDW sign ups Nominate traders for AEDA tourism accelerator programs 	<ul style="list-style-type: none"> Market Trail participation levels 4 traders events supported in kind by up to 20 hours of staff time & promotion support Include in Market Talk 3 times per year Take up by traders



Our Traders

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

2.2 MAINTAIN & GROW TRADER ADVOCACY

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
2.2.1 Trader Skills Support trader engagement in business trends, retail and commercial business skills including marketing training needs as identified by traders.	<ul style="list-style-type: none"> • Provide traders with information on lessee obligations. • Share periodic market research and industry news. 	<ul style="list-style-type: none"> • Market Talk open rate above 70% • 1 per quarter
2.2.2 Profile Leaders Utilise traders as ambassadors for general marketing activity.	<ul style="list-style-type: none"> • Create opportunities through the use of ACMA's creative, PR agencies and digital channels. • Media training for selected traders 	<ul style="list-style-type: none"> • Positive Trader & customer feedback • Feedback from training facilitator



Our Business

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

3.1 ENSURE THE MARKET IS FINANCIALLY SELF SUFFICIENT

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
3.1.1 Trader Skills Work with CoA Finance to update ACMA Long Term Financial Plan. Identify cost efficiencies and revenue generating opportunities.	<ul style="list-style-type: none"> Annual financial results meet budget. Financial audit performed at least once per year. Waste contract renewal 	<ul style="list-style-type: none"> As per budget and business plan Financially self-sufficient operationally Cost efficiency vs previous contract
3.1.2 Profile Leaders Manage Market and oversight of ACMA Strategic Plan in accordance with Charter, Council's Strategic Plan and Headlease.	<ul style="list-style-type: none"> ACMA Board strategic planning. AGM Administer Board of Management and Committees Regular reporting to CoA CEO and Council. Media training for selected traders 	<ul style="list-style-type: none"> Compliance with Charter Min biannual Governance sub committee meeting Governance plan reviewed annually Feedback from training facilitator
3.1.3 Lease Revenue Perform annual market rent reviews. Reduce close to open time for stalls. Maintain strong leasing occupancy	<ul style="list-style-type: none"> 19 renewals FY 24/25. Relocation of Data Servers to enable Federal Hall leasing * Progress the leasing of Market Expansion tenancies in line with CoA Strategic Plan * 	<ul style="list-style-type: none"> Leasing occupancy above 96%. Percentage of lease renewals. Total income generated as per budget



Our Business

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

3.2 DELIVER RETAIL & LEASING STRATEGY

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
3.2.1 Retail Mix Establish a holistic market review and future strategy to solidify the market as the destination for food and produce. Attract and retain traders.	<ul style="list-style-type: none">Actively curate and seek traders to stimulate market mix.Continue to contribute significantly to total volume of spend in the city.	<ul style="list-style-type: none">Sourcing of Market Expansion tenants as per Leasing StrategyHigh satisfaction rate in customer survey (diversity/variety criteria).
3.2.2 Fitout Upgrades Develop design and display guidelines for tenancies, Producer in Residence and casual leasing. Encourage tenancy upgrades through incentive program	<ul style="list-style-type: none">Implement new Design Guidelines.	<ul style="list-style-type: none">Annual measure of stalls benefiting from fitout incentive program, as per incentive program



Our Business

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

3.3 DELIVER MARKETING STRATEGY

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
<p>3.3.1 Marketing Purpose Ensure the market is recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market community.</p>	<ul style="list-style-type: none"> Using research data, develop an annual comprehensive, multi channel, cost effective and actionable Marketing Plan. 	<ul style="list-style-type: none"> Exceed \$1.5M ASR media coverage Customer insights and trader feedback Event participation/ visitation Full allocation of CMMF funds
<p>3.3.2 Tourism Identify opportunities to drive tourist visitations.</p>	<ul style="list-style-type: none"> Collaboration with CoA and SATC to engage with tourism visitors and operators. 	<ul style="list-style-type: none"> Collaborate on 2 major city events Deliver as per Marketing Plan

3.4 ENSURE THE MARKET REMAINS A SAFE AND SECURE ENVIRONMENT

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
<p>3.4.1 Security Maintain market security standards and seek opportunities for improvement.</p>	<ul style="list-style-type: none"> Monitor performance of security provider to contract. Utilise technology to reduce costs ie CCTV upgrade across CoA & central control room 	<ul style="list-style-type: none"> Number of incident reports Security call outs reduced
<p>3.4.2 Partnerships Strengthen relationships with emergency services. Collaborate with CoA to identify security trends in the city</p>	<ul style="list-style-type: none"> Proactively share security, health and best practice trends. 	<ul style="list-style-type: none"> Report on number of incidents. Regular meetings with SAPOL Attendance CoA Safety and risk Committee meetings



Our Business

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

3.5 TREAT TRADERS AS BUSINESS PARTNERS

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
3.5.1 Trader Groups Continue to develop representative committee formats to deliver best outcome for market, including traders.	<ul style="list-style-type: none"> Compliance with ACMA Charter: Regular TRC meetings and 2 all trader meetings p/a Seek regular feedback from traders 	<ul style="list-style-type: none"> Survey trader satisfaction rate. Trader participation in surveys
3.5.2 Communication Develop strategy for communications and trader updates to achieve highest engagement.	<ul style="list-style-type: none"> Provide resources and industry news to assist traders. Staff training 	<ul style="list-style-type: none"> Trader communications open rate over 70% Minimum 1 industry news sent per quarter

3.6 DELIVER BRILLIANT BASICS

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
3.6.1 General Cleanliness Maintain market cleanliness standards and seek opportunities for improvement.	<ul style="list-style-type: none"> Ongoing inspections completed. Lease inspections upon renewals 	<ul style="list-style-type: none"> Contractor compliance with contract conditions Minimal or no customer feedback
3.6.2 Brilliant Basics Ensure traders comply with lease conditions including cleaning and waste management, maintenance and repair and pest control.	<ul style="list-style-type: none"> Review market rules annually to include minimum standards. Ongoing inspections completed and remedial activities undertaken. Actively liaise with traders and ensure compliance. Deliver pest control programs 	<ul style="list-style-type: none"> Minimal or no customer feedback Decrease in pest and related feedback



Our Business

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

3.7 FOCUS ON PEOPLE AND CAPABILITY

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
3.7.1 Employee Experience Retain and attract key talent. Maintain and grow employee engagement.	<ul style="list-style-type: none">• Anecdotal feedback• Employee advocacy	<ul style="list-style-type: none">• Employee retention• Maintain and grow culture survey results
3.7.2 Team Capability Develop Workforce Plan for Market Expansion. Embed role and decision clarity.	<ul style="list-style-type: none">• Access to professional development and upskilling.• Develop and Implement appropriate resourcing to manage increase in service levels*	<ul style="list-style-type: none">• Employee retention• Market expansion activities are delivered



Our Community

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community

4.1 CONNECT WITH OUR COMMUNITY

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
4.1.1 Reconciliation Action Plan Engage with and recognise the Kaurna community and all First Nations as traditional owners.	<ul style="list-style-type: none"> Deliver market initiatives from CoA Reconciliation Action Plan (RAP). 	<ul style="list-style-type: none"> Deliver market activations and initiatives to exceed RAP actions Meet biannually with CoA Reconciliation Officer
4.1.2 Community Engagement Plan Connect with the broader community to ensure the market continues to be inclusive and welcoming to all.	<ul style="list-style-type: none"> Develop and deliver initiatives from annual Community Engagement Plan. 	<ul style="list-style-type: none"> Deliver plan
4.1.3 Sustainability Strategy Encourage socially responsible and sustainable initiatives and measures to support our local businesses, traders and customers.	<ul style="list-style-type: none"> Implement Market Sustainability Strategy 2024-26 Landfill diversion Waste supervisor implementation Trader advocacy 	<ul style="list-style-type: none"> Compliance with relevant legislation Exceed 98% diversion Traders meet legislative requirements on time
4.1.4 Education Programs Enhance connection with education providers and schools.	<ul style="list-style-type: none"> Consider education programs or classroom space for the expanded Market Develop schools database 	<ul style="list-style-type: none"> Number of school visitations: 7000



Our Community

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community

4.2 CONTRIBUTE TO THE WIDER MARKET PRECINCT

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
4.2.1 District Strategy Develop a yearly plan for precinct connection and collaboration.	<ul style="list-style-type: none"> Identify and plan yearly priorities, including: <ul style="list-style-type: none"> Key stakeholders and proposed programs Safety considerations B2B opportunities 	<ul style="list-style-type: none"> Consultation with AEDA & CoA Market district Placemaking coordinator
4.2.2 Collaboration Foster collaboration with a focus on innovation and community engagement.	<ul style="list-style-type: none"> Ongoing participation at precinct meetings and other meetings. Provide Market updates and information to key stakeholders as relevant. Support precinct initiatives and events when aligned. 	<ul style="list-style-type: none"> Meeting attendance Lunar New Year & Christmas support and collaboration
4.2.3 Street Presence ACMA to explore opportunities to create on street signage including CBD to Market and approaching streets.	<ul style="list-style-type: none"> Continue to seek opportunities for additional street signage for improved customer experience. Increase brand visibility. 	<ul style="list-style-type: none"> Leverage Vic Sq event program Street hoarding activated (pending schedule)



Our Market

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

5.1 ENSURE QUALITY OUCOMES FOR OUR MARKET

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
5.1.1 Customer Amenities Deliver solutions to make it easier for customers to utilise and navigate the market.	<ul style="list-style-type: none"> • Bins review • Enhance amenities with consideration for bike racks for UPark (advocate) • Implementation and ongoing promotion of Market carts/trolleys 	<ul style="list-style-type: none"> • Monitor and report on customer experience survey results.
5.1.2 Operational Requirements Provide 'fit for purpose' spaces.	<ul style="list-style-type: none"> • Allow adequate storage area to ensure operational capabilities and efficiencies for traders. • Ensure Market Expansion services allow tenancies to be adapted over time such as grease trap, power, exhaust etc 	<ul style="list-style-type: none"> • Design for dry storage area delivered • Tenants secured for Market expansion
5.1.3 Car Parking Improve the customers car parking experience.	<ul style="list-style-type: none"> • Collaborate with CoA UPark to undertake regular reviews of car parking arrangements to assess pricing and offers, layout and operation. • Wayfinding and ease of access. 	<ul style="list-style-type: none"> • Monitor and report on customer experience survey results.
5.1.4 Market Expansion – Construction Phase Maintain market vibrancy and business as usual trading for customers and traders throughout construction.	<ul style="list-style-type: none"> • Advocate for traders and customers throughout all project phases. • Implement communications strategy including stakeholder and community relations. • One Market approach for planning purposes. 	<ul style="list-style-type: none"> • Monitor and report on Construction Impact research



Our Market

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

5.2 REVIEW TECHNOLOGY SYSTEMS TO INFORM DECISION MAKING

Initiatives (as per Strategic Plan 2023/28)	Actions, Milestones	Measures
5.2.1 Business Systems Implement improved technology to streamline practices and create highest levels of efficiency as possible.	<ul style="list-style-type: none">• Update Property Management system (lease admin software.)• Investigate tenancy coordination for Market Expansion (procure services)	<ul style="list-style-type: none">• Automated processes for resource and time efficiencies



Draft 2024/25 Adelaide Economic Development Agency Business Plan and Budget

Strategic Alignment - Our Corporation

Public

Tuesday, 19 March 2024
City Finance and Governance Committee

Presenter: Greg Ratsch, General Manager Adelaide Economic Development Agency

PURPOSE OF WORKSHOP

In accordance with Section 8 of Schedule 2 of the Local Government Act 1999 and Clause 6.2 of the Adelaide Economic Development Agency (AEDA) Charter, AEDA as a subsidiary of the City of Adelaide (CoA), is required to develop an Annual Business Plan and Budget for submission to Council.

The draft AEDA 2024/25 Business Plan and Budget has been prepared in consideration of the CoA Strategic Plan and Long-Term Financial Plan.

The BP&B is underpinned by the objects and purposes of the Agency and feedback received through consultation.

This workshop seeks Council Members' feedback on the draft AEDA 2024/25 Business Plan and Budget.

KEY QUESTIONS

Do Council Members have any feedback on the draft 2024/25 AEDA Business Plan and Budget?

- END OF REPORT -

Our Corporation

AEDA 2024/25 Business Plan and Budget

This workshop seeks Council Members' feedback on the AEDA 2024/25 draft Business Plan and Budget.

Adelaide Economic Development Agency
Greg Ratsch, General Manager



- The draft AEDA 2024/25 BP&B has been prepared in consideration of the CoA Strategic Plan and Long-Term Financial Plan
- The BP&B is underpinned by the objects and purposes of the Agency and feedback received through consultation
- This draft Budget has been approved by the AEDA Board.

KEY QUESTION

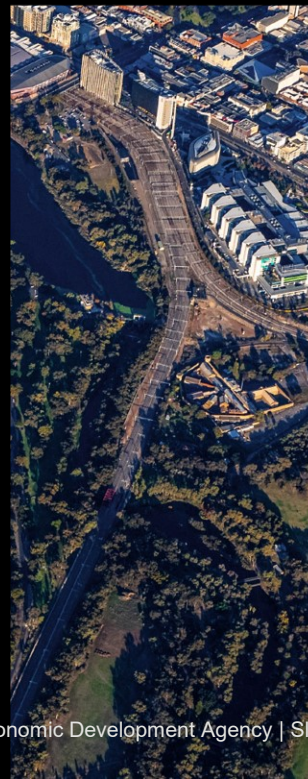
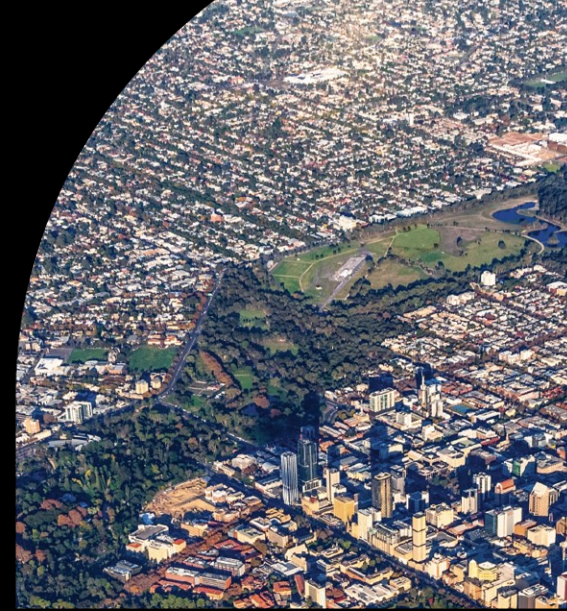
Do Council Members have any feedback on the draft 2024/25 AEDA Business Plan and Budget?

Adelaide Economic Development Agency

Draft 2024/25 Business Plan and Budget

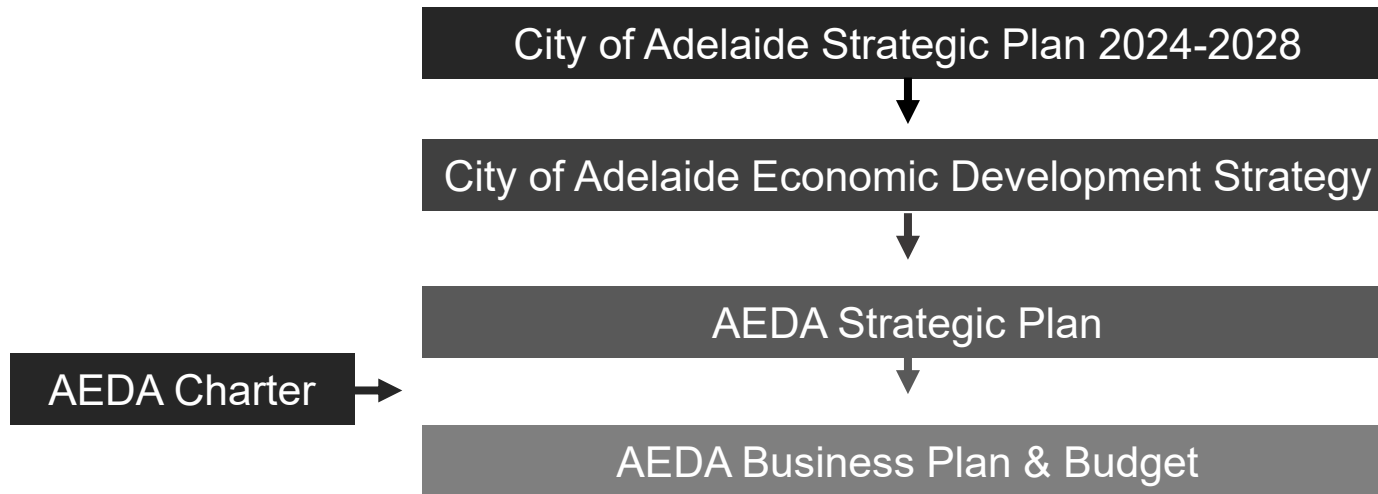


Adelaide
Economic
Development
Agency



Overview

The annual Business Plan and Budget (BP&B) of the Agency fits in with the Council's strategies and documents as follows:



CoA Strategic Plan Alignment

The CoA Strategic Plan is a key overarching document to the AEDA BP&B, particularly whilst the Economic Development Strategy is being developed with its potential impact on the AEDA Strategic Plan.

CoA's Strategic Plan contains an action to *“continue the support for the Adelaide Economic Development Agency (AEDA) Subsidiary and the delivery of the AEDA Charter and Business Plans”* with an associated indicator of success being *“support the delivery of the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment.”*

Specific actions of particular relevance to AEDA in CoA's Strategic Plan include:

Partner with the State Government, universities, associations, community and advocacy groups to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities

Refresh the way in which information is provided to visitors to the city

Support increased residential growth and housing affordability through partnerships and advocacy

Create partnerships to grow and develop current and emerging sectors such as medical, technology, creative and professional services sectors

Provide services and information that contribute towards a high productivity economy

Reinforce the position of Adelaide as the State's central business district and amplify Adelaide's reputation as a place to learn, work and start a business

Elevate the City's reputation for exceptional and unique arts and cultural experiences by encouraging and providing arts, culture and events partnerships, grants and sponsorship opportunities

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

Objects & Purposes of AEDA

The AEDA Charter outlines the objects and purposes of the Agency, which are:

To accelerate economic growth in the City of Adelaide by attracting investment and supporting businesses, festivals and events, as well as visitor, student and residential growth

To promote the City of Adelaide as a destination and 'magnet city' and increase its visitation and use by residents, workers, visitors and the community in general

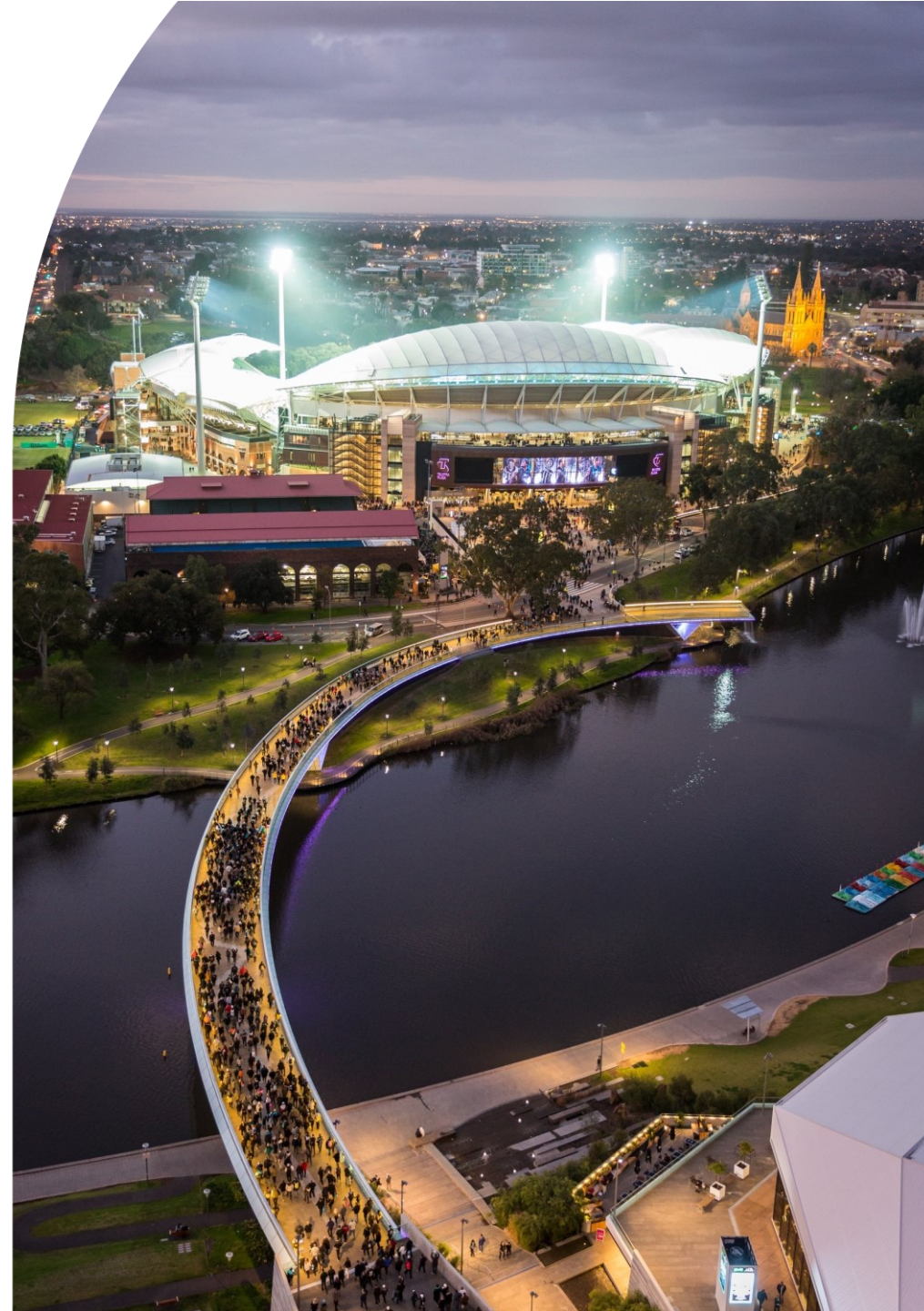
To position the Rundle Mall as the State's premier retail and commercial shopping precinct in order to sustain retail, business and economic viability

To ensure that the Agency operates within the terms of this Charter and the Council's Strategic Plan

Context

The 2024/25 AEDA draft BP&B has been informed by:

- Engagement with the AEDA Board
- Engagement with the AEDA Advisory Committee
- Review of the CoA Strategic Plan Feedback
- AEDA Strategic Plan Consultation with AEDA Board, Advisory Committee & Staff



Strategies & Actions

Business, Investment & Residential Growth

An environment that attracts investment, supports new businesses to start, existing businesses to grow and increases the city's population.

CoA Strategic Plan Alignment

- Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities
- Provide services and information that contribute to a high productivity economy
- Work with partners, universities and businesses to attract investment and improve employment opportunities
- Grow and develop sectors such as medical, technology, create and professional services
- Deliver economic data and insights to our business community
- Support increased residential growth

Outcomes

- The position of the State's Central Business District is reinforced and its strengths and opportunities are known nationally and globally
- Existing businesses grow and new firms including retailers, medical, technology, creative and professional services choose the city
- Knowledge based industries grow and innovation networks develop further
- Investment and business decision makers in the city have access to reliable data
- Enhanced partnerships with the state government, private investors and industry groups to stimulate residential and commercial investment

City Indicators that will be impacted

- Commenced international student numbers maintained at 2023 levels (29,143 as of October)
- 2+% increase in the number of city workers above 2022/23 levels (157,000) to 160,647
- 2+% increase in the number of city businesses above 2022/23 levels (12,558) to 12,809

Key Result Area Measures

- 50 inward investment proposals/local expansions supported, with at least 1,500 jobs created
- 750 Welcome to Adelaide employee introduction packs distributed
- Increase of bookable tourism experiences in the city
- 30+ vacant shopfronts/premises activated
- Deliver 3 industry briefing events
- Outcomes from collaborative partnerships with MTPConnect; SouthStart and University of Adelaide/Thinlab to support small businesses to grow and scale
- 5 projects/market interventions to support emerging industries in the city
- Supported/ facilitated 6 networking/knowledge transfer events for businesses

Visitor Growth

Visitors have an enjoyable, vibrant and dynamic city experience so that they are encouraged to return again and become ambassadors for the Adelaide as a destination of choice

<p>CoA Strategic Plan Alignment</p>	<ul style="list-style-type: none"> • Increase the number of people who visit the city through local, interstate and international visitation • Refresh the way in which information is provided to visitors to the city
<p>Outcomes</p>	<ul style="list-style-type: none"> • Adelaide is a world class events city hosting a diverse range of festivals and events, including business events, spread across the city over the year • Strengthened partnerships and programs to increase awareness of the city, leading to increased bookings from regional, national and international visitors • Visitors are highly satisfied with their experience and can easily find information about planning their trip before they arrive and during their visit • A sustainable tourism sector, that continues to grow by diversifying and expanding product offerings, job growth, and attraction of new operators

City Indicators that will be impacted	Key Result Area Measures
<ul style="list-style-type: none"> • City hotel occupancy above 70% • Jobs filled & businesses data (<i>AEDA refining and sourcing target</i>) • TiCSA Tourism Barometer Report <ul style="list-style-type: none"> ○ industry confidence & forward booking sentiment ○ workforce sentiment ○ Adelaide operators compared to total sentiment (<i>AEDA refining and sourcing target</i>) 	<ul style="list-style-type: none"> • Delivery of the new Experience Adelaide Visitor Centre • 20 new bookable city tourism products/experiences • Visitor & community sentiment index (<i>to be developed</i>)

Rundle Mall

Rundle Mall, the State's premier retail and commercial shopping precinct, energises city life and enriches the Adelaide experience

CoA Strategic Plan Alignment

- Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities
- Reinforce the position of Adelaide as the State's central business district to amplify Adelaide's reputation as a place to learn, work and start a business
- Deliver quality street and laneway upgrades, Mainstreet's, precincts and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique.

Outcomes

- Rundle Mall evolves and regenerates with new capital investment
- Rundle Mall develops a reputation as a food, wine and hospitality precinct
- A vibrant and multi-dimensional day and night destination that's curated and programmed with memorable events, festivals, activations, and installations.
- Rundle Mall is a healthy and vibrant mix of world class flagships, local brand heroes and gems that you can't find anywhere else
- Through shading, greening and other initiatives, Rundle Mall remains an attractive place to visit as climate variations become more extreme

City Indicators that will be impacted

- Increased spend in the city
- Reduced retail vacancy rates from 15.3%
- Increased market share in hospitality categories

Key Result Area Measures

- Demonstrate uplift in market share and foot traffic across 3 core campaigns
- 5 new brands commit to Rundle Mall
- 2 public realm infrastructure projects completed.
- A minimum of \$20m new capital investment delivered or committed in the Rundle Mall precinct.
- Completed concept plans for Twin Street upgrades.
- 10 Business or industry media stories relating to Rundle Mall.
- Uplift in Rundle Mall small business sentiment index over FY24/25

Brand and Marketing

The voice of the city to consumers through Experience Adelaide and to businesses as the Adelaide Economic Development Agency

<p>CoA Strategic Plan Alignment</p>	<ul style="list-style-type: none"> • Reinforce the position of Adelaide as the State’s central business district and amplify Adelaide’s reputation as a place to learn, work and start a business • Provide services and information that contribute to a highly productive economy • Partner with State Government, universities, associations and community to activate and upgrade precincts to stimulate investment, visitation and maximise opportunities • Refresh the way in which information is provided to visitors to the city
<p>Outcomes</p>	<ul style="list-style-type: none"> • Unified key messaging and branding of the city to intrastate, interstate and international audiences • More workers, residents, students, and visitors in the city • Increased spend in the city • AEDA is a partner of choice for businesses and other organisations with a mutual interest in enhancing the city’s economy • Adelaide is considered a destination of choice for leisure travellers

City Indicators that will be impacted	Key Result Area Measures
<ul style="list-style-type: none"> • Increased awareness of AEDA among target audience(s) • Increased foot traffic in key precincts and areas • Total city expenditure above \$4.45b 	<ul style="list-style-type: none"> • 10% increase to \$2.2m on 2023/24 in media mentions (advertising space rate) with reference to AEDA • Maintain a variance of 85% – 95% neutral and/or positive sentiment of media mentions • Increase awareness of AEDA amongst target audience by X% (metrics to be determined by research scheduled for completion in May) • Brand health metric for “city” and Adelaide” as a destination to visit (metrics to be determined by May)

Draft Budget

Program Plan Overview

AEDA

Plan & Budget

2024/25

Adelaide Economic Development Agency

Accelerate economic growth in the CoA by attracting investment, supporting businesses to grow, funding festivals, growing the visitor economy, supporting residential growth, managing Rundle Mall and marketing the city as a destination and 'magnet city'.

Functions supported

- Business Support and Investment
- Economic Data and Insights
- Event and Festival Sponsorship
- Marketing the City
- Precinct Group Funding
- Residential Growth
- Rundle Mall Management, Activations and Marketing
- Funding for strategic partnerships
- Visitor Economy
- Visitor Information Services

Responsibility

General Manager, Greg Ratsch

Strategic link

Our Economy

Outputs for the year ahead

Rundle Mall management, marketing and attraction of new brands

Provision of \$3 million+ of sponsorship to event organisers and partner organisations

Events and data that stimulate thinking about the City's economy and investment into the economy

Initiatives that increase the number of workers in the City by supporting businesses to grow or locate in the City

Marketing campaigns that position the City as a place to work, invest and visit

Delivery of Visitor Information Services to more than 35,000 people and an increase in tourism products to grow the visitor economy

Program Plan Budget

Portfolio Budget for the year ahead (\$'000)

Budget Summary	2023/24 Q2				2024/25			
	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
Revenue *	-	4,354	-	4,354	-	4,399	-	4,399
Employee Costs	32.6	-	(4,620)	(4,620)	33.6	-	(4,996)	(4,996)
Materials, Contracts and Other Expenses	-	-	(4,960)	(4,960)	-	-	(4,489)	(4,489)
Sponsorships, Contributions and Donations	-	-	(3,187)	(3,187)	-	-	(3,182)	(3,182)
Depreciation, Amortisation and Impairment	-	-	(42)	(42)	-	-	(42)	(42)
Finance Costs	-	-	-	-	-	-	-	-
TOTAL	32.6	4,354	(12,809)	(8,455)	33.6	4,399	(12,709)	(8,310)
Budget by Activity	FTE	Income	Expenditure	Total (net)	FTE	Income	Expenditure	Total (net)
General Manager AEDA	3.0	-	(748)	(748)	3.0	-	(855)	(855)
Business and Investment	7.0	50	(2,519)	(2,470)	8.0	-	(2,640)	(2,640)
Marketing	8.0	35	(1,882)	(1,847)	8.0	-	(1,915)	(1,915)
Rundle Mall Management	9.6	4,250	(4,468)	(218)	9.6	4,380	(4,422)	(42)
Visitor Economy	5.0	19	(3,191)	(3,172)	5.0	19	(2,877)	(2,858)
TOTAL	32.6	4,354	(12,809)	(8,455)	33.6	4,399	(12,709)	(8,310)

*Excludes the appropriation of Funds from the City of Adelaide

Program Plan Budget

Project Delivery (\$'000)

Budget for Operating Projects <i>(embedded in budget activity)</i>	2023/24 Q2		2024/25	
	Income	Expenditure	Income	Expenditure
Adelaide Fashion Week	35	(335)	-	(308)
AEDA Summit	50	(50)	-	-
NYE Events Incentives	-	(100)	-	-
Business Growth - Business Support	-	(179)	-	(184)
Digital Marketing	-	(57)	-	-
Event and Festival Sponsorship	-	(1,810)	-	(1,864)
General Marketing	-	(340)	-	(408)
Main streets Development Grants	-	(179)	-	(184)
Strategic Partnerships	-	(1,073)	-	(1,103)
Visitor Growth - Tourism Projects	-	(174)	-	(179)
WellFest Adelaide	-	(400)	-	-
TOTAL	-	(4,512)	-	(4,230)

Budget for Strategic Projects	2023/24 Q2		2024/25	
	Income	Expenditure	Income	Expenditure
Destination Adelaide Promotion	-	(300)	-	-
Promoting the City during Adelaide 500	-	(75)	-	-
Commercial Events Funding Program	-	(600)	-	(500)
Welcome to Adelaide	-	(120)	-	(75)
Rundle Mall Live Music Program	-	-	-	(100)
Tourism and Business attraction	-	-	-	(133)
TOTAL	-	(1,095)	-	(808)

Program Plan Budget

Relevant Strategic Plan 2024-2028 Indicator of Success/Measures/Targets

Indicator of Success/Measures/Targets

Increase the number of people who visit the City from 2.1 million to 2.5 million by 2028 through local, interstate and international visitation

Increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy

Increase spending across the city

Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City to increase city contribution to Gross State Product

Support the delivery of the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment

Deliver economic data and insights to our business community

An increase of businesses who think the city is a good place to do business from 64% to 75%

An increase in the number of new businesses and investment in the city

Budget

The AEDA Budget has been prepared consistent with the 2024/25 City of Adelaide BP&B process, built on the basis of budget repair and consistent with Council's Strategic Plan and Long-Term Financial Plan. It has been prepared with a view to efficient delivery of the actions outlined in the draft business plan and received AEDA Board approval on 12 March 2024 for submission to Council as a draft budget for consultation purposes.

- \$13.5m annual budget including Rundle Mall levy and strategic projects equating to 5.9% of the City of Adelaide's annual budget
- \$9.1m CoA appropriation which is approximately 4.0% of City of Adelaide's total budget
- AEDA has 33.6 FTE budgeted (including vacancies), equating to 4.3% of the City of Adelaide's total FTE count.



Rundle Mall Fees & Charges

The AEDA Board considered proposed changes to the Rundle Mall Levy and Casual Mall Lease rates at their 13 February 2024 Board meeting and endorsed the following:

Rundle Mall Levy

- Increase the Levy by 2.8% in line with the standard indexation being applied by Council for the upcoming budget, and with Long-Term Financial Plan parameters and principles
- This table outlines the implications of the proposed increase on forecast Rundle Mall income:

	2023/24	2024/25	% Increase
Gross Rates	3,937,808	4,048,067	2.8%
Rebates	(17,802)	(18,301)	2.8%
Objections	(30,000)	(30,000)	-
Net	3,890,006	3,999,766	2.8%

Casual Mall Leases

- An increase of 2.8% for the Casual Mall Lease (CML) rates in 2024/25. An approximate 2.8% increase is applied to individual fee amounts as opposed to an exact 2.8% to ensure the fees consist of practical denominations.



Thank You



aedasa.com.au



2024/25 Business Plan and Budget - Capital Projects, Priorities and Budget Levers

19 March 2024

**City Finance and Governance
Committee**

Presenter: Anthony Spartalis,
Acting Chief Operating Officer

Strategic Alignment - Our Corporation

Public

PURPOSE OF WORKSHOP

This Business Plan and Budget workshop will outline:

- Capital Budget – current financial situation and implications for 2024/25
- Capital Budget – proposed projects
 - Renewals
 - New and Upgrade
 - Ideas from Council Members
- Capital Budget – borrowing implications of proposed projects

Pre-Reading for workshop includes lists of:

- Proposed Capital Projects to fund in 2024/25
- Proposed Council Member Ideas for funding in 2024/25

KEY QUESTIONS

- What are Council Members' views on the Renewal budget being proposed to deliver an Asset Renewal Funding Ratio (ARFR) of 92.5%?
- What are Council Members' views on the New & Upgrade budget with a target capital spend of \$53.8m (for a total capital program of \$110M)?
- What are Council Members' views on the Council Member Ideas?

- END OF REPORT -

Our Corporation

2024/25 Business Plan and Budget

Capital Budget Capital Projects, Priorities and Budget Levers

19 March 2024
Acting Chief Operating Officer





Developing the 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 Levers	<input checked="" type="checkbox"/>
7 March	Special CFG (Workshop)	Discuss	Plan and Budget	Operating Budget: Strategic Projects, Service Changes, Priorities and Budget Levers (including Fees and Charges)	<input checked="" type="checkbox"/>
19 March	CFG (Workshop)	Discuss	Plan and Budget	Capital Budget: Capital Projects, Priorities and Budget Levers AEDA Budget ACMA Budget	<input checked="" type="checkbox"/>
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	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	

Capital Budget

Key Discussion Points

What are Council Members' views

on the Renewal budget being proposed to deliver an Asset Renewal Funding Ratio (ARFR) of 92.5% (\$56.2m expenditure)?

What are Council Members' views

on the New & Upgrade budget with a target capital spend of \$53.8m (for a total capital program of \$110M)?

What are Council Members' views

on the Council Member Ideas?

Capital Budget

Finance

- Renewal/Replacement of Assets based on revised Asset Management Plans (AMP).
- Where an AMP for an asset class is yet to be revised, the proposed budget aligns to the existing LTFP 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.

\$'000s	2023-24	2024-25		
	Q2	LTFP	Targeted Position	Variance
Operating Surplus / (Deficit) before Capital Amounts	2,003	2,268	7,525	5,257
Capital Program				
Renewal/Replacement of Assets	54,153	48,682	56,207	(7,525)
New and Upgraded Assets	56,183	31,437	53,793	(22,356)
Total Gross Capital Program	110,336	80,119	110,000	(29,881)

Capital Budget Projects

We categorise our Capital Projects expenditure to provide a better understanding of what is being delivered as:

RENEWALS

These projects are grouped against multiple categories and are directly aligned to maintenance service levels contained within Council's Asset Management Plans.

NEW AND SIGNIFICANT UPGRADES:

These projects are identified through Council's Strategies and Plans and defined as:

- complex in nature
- installation of new infrastructure
- upgrades to existing infrastructure



Capital Budget Renewals

Under the *Local Government Act 1999* (LGA), Council is 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 asset class under our care and control.

The Asset Renewal Funding Ratio (ARFR)

Illustrates whether existing assets are being replaced or renewed consistent with Council's adopted Infrastructure Plans and AMPs. The LGA recommends a ratio of between 90-110%

Financial Principles:

- Capital renewal expenditure will be based on current AMPs
- Borrowings will not be used to fund renewal projects

Renewal Program (\$'000)	24/25 Draft (100% ARFR)	24/25 Draft (92.5% ARFR)	LTFP	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	2,095	1,938	3,547	1,610
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
Total Infrastructure	51,093	47,261	39,736	(7,525)
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	-
Total Renewal Program	60,764	56,207	48,682	(7,525)

Council is 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.

Capital Budget

Potential New and Upgrade Projects

Ref	Project (\$'000)	Program	New and Upgrade	Renewal [^]	Grant Revenue
1	Central Market Arcade Redevelopment (Future Fund) Major Project	City Services - Strategic Property and Commercial	15,918	-	-
2	Charles Street Streetscape Upgrade Major Project	City Services - Infrastructure	5,500	-	3,600 (unconfirmed)
3	Main Street Revitalisation - Hindley Street Major Project	City Services - Infrastructure	4,080	3,855	-
4	Experience Adelaide Centre Major Project	Corporate Services - AEDA	3,340	-	3,340 (confirmed)
5	Integrated Climate Strategy – City Public Realm Greening Program	City Shaping - Park Lands, Policy and Sustainability	1,700	-	300 (unconfirmed)
6	Torrens Retaining Structure Adjacent Red Ochre	City Services - Infrastructure	1,470	-	800 (unconfirmed)
7	Park 27B Community Sports Building Redevelopment (Design Phase)	City Services - Infrastructure	1,293	-	1,200 (confirmed)
8	Main Street Revitalisation - Gouger Street (24/25 Detailed Design) Major Project	City Services - Infrastructure	1,250	-	-
9	Main Street Revitalisation - Hutt Street (24/25 Detailed Design) Major Project	City Services - Infrastructure	1,250	-	-
10	Vincent Street and Vincent Place Improvements (24/25 Construction)	City Services - Infrastructure	1,203	789	-
11	City of Adelaide Bikeways (North-South) Major Project	City Services - Infrastructure	1,185	-	606 (confirmed)
12	Main Street Revitalisation - O'Connell Street (24/25 Detailed Design) Major Project	City Services - Infrastructure	1,000	-	-
13	Rymill Park Masterplan Safety & Accessibility Works (24/25 Construction) Major Project	City Services - Infrastructure	822	992	338 (confirmed)
14	Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project) Major Project	City Services - Infrastructure	550	-	275 (unconfirmed)

[^]Renewal amounts are reflected in the Renewal Program table

Capital Budget

Potential New and Upgrade Projects

Ref	Project (\$'000)	Program	New and Upgrade	Renewal [^]	Grant Revenue
15	Park 21 West - New Community Sports Building (Z0170)	City Shaping - City Culture	550	-	1,550 (confirmed)
16	Hutt Road Earthen Levee Embankment	City Services - Infrastructure	400	-	200 (unconfirmed)
17	Adelaide Central Market - New Parents Room W/ Store room	Corporate Services - ACMA	355	-	-
18	Botanic Catchment Water Course Rehabilitation	City Services - Infrastructure	340	320	170 (confirmed)
19	Brown Hill Keswick Creek (Financial Contribution)	City Services - Infrastructure	320	-	-
20	Adelaide Central Markets - Communication Server Relocation and Associated Services	City Services - Infrastructure	300	-	-
21	Central Market Arcade Options CMAR 4402	City Services - Strategic Property and Commercial	285	-	-
22	School Safety Implementation Project	City Services - Infrastructure	250	-	-
23	Master Plan of Light Square - Detailed Design	City Shaping - Park Lands, Policy and Sustainability	250	-	-
24	Public Art Action Plan Deliverables	City Shaping - City Culture	250	-	-
25	Victoria Park / Pakapakapanthi (Park 16) Master Plan implementation - Detailed Design	City Shaping - Park Lands, Policy and Sustainability	250	-	-
26	Development of Mini Golf within NAGC - future fund	City Services - Strategic Property and Commercial	150	-	-
27	Main Street Revitalisation - Melbourne Street Improvements (Construction) Major Project	City Services - Infrastructure	150	-	150 (confirmed)
28	Greener City Streets Program	City Services - Infrastructure	123	-	83 (confirmed)
29	Hutt Street & South Terrace Stormwater Improvements (24/25 Construction)	City Services - Infrastructure	115	2,050	-

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

[^]Renewal amounts are reflected in the Renewal Program table

Capital Budget

Potential New and Upgrade Projects

Ref	Project (\$'000)	Program	New and Upgrade	Renewal [^]	Grant Revenue
30	Integrated Climate Strategy - Plant and Fleet Replacement program - New and Upgrade	City Services - City Operations	108	-	-
31	Disability Access and Inclusion Plan 2024-2028 Implementation	City Shaping - Park Lands, Policy and Sustainability	100*	-	-
32	Adelaide Central Market - Bio Separator purchase	Corporate Services - ACMA	100	-	-
33	James Place Upgrade (24/25 Construction)	City Services - Infrastructure	100	290	1,000 (unconfirmed)
34	Main Street Revitalisation - Melbourne Street including public artwork (24/25 Project Planning) Major Project	City Services - Infrastructure	100	-	-
35	Royal Avenue Improvements (24/25 Construction)	City Services - Infrastructure	100	652	-
36	North Adelaide Golf Links - Building Compliance Upgrades and Commercial Offering	City Services - Infrastructure	80	120	-
37	George Court traffic calming	City Services - Infrastructure	20	-	-
38	Glen Osmond Road, Hutt Road and Park 17 Improvements (24/25 Detailed Design)	City Services - Infrastructure	20	80	-
39	24/25 -North Adelaide Golf Course - Driving Range Ball Cleaner/Dispenser	City Services - Strategic Property and Commercial	18	8	7 (revenue)
40	Jeffcott Street Pavement Rehabilitation and Catchment 13 Stormwater Upgrades (Concept Design)	City Services - Infrastructure	10	90	-
	Total New and Upgrade		45,404	9,246	7,436[#]
41	Project Delivery Management Costs (Overheads)	Corporate Services - Finance and Procurement	6,500	-	-
	TOTAL NEW AND UPGRADE		51,904	9,246	7,436[#]

[^]Renewal amounts are reflected in the Renewal Program table

[#] Confirmed grants only

Capital Budget

New and Upgrade Projects – proposed to be retimed in Q3

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Proposed projects to have budget retimed from 2023/24 to 2024/25 (\$'000) in Q3	Propose retiming from 2023/24 Q3 to 2024/25		
	New and Upgrade	Renewal [^]	Grant Revenue
Central Market Arcade Redevelopment (Future Fund) Major Project	0**		
North-South Bikeway	65	-	-
Hutt Street Entry Statement Project	730	-	-
Main Streets Revitalisation - Hindley Street	900	-	-
Experience Adelaide Visitor Centre	614	-	-
Melbourne Street Improvement	462	-	-
Charles Street Streetscape	425	-	-
Torrens Retaining Structure Adjacent Red Ochre	130	-	-
Glen Osmond Road & Hutt Road Intersection Upgrade	22	-	-
Park 11 Shared Use Path Renewal & Public Lighting Upgrade	149	-	-
Place of Courage	90	-	-
Melbourne Street Public Art	200	-	-
Ruby Hunter & Archie Roach Laneway Artwork	25	-	-
Ippariyti Commission for Whitmore Square	140	-	-
Honouring Women in the Chamber - Portrait Commissions	12	-	-
City of Music Laneways - The Angels Artwork	45	-	-
PROPOSED RETIMED TOTAL BUDGET	4,009	-	-
Total New and Upgrade	51,904	9,246	7,436*
Proposed retimed total budget for Q3	4,009	-	-
TOTAL NEW AND UPGRADE PROGRAM	55,913	9,246	7,436*

Capital Budget

Project ideas from Council Members

Ref	Projects proposed to have budget retimed from 2023/24 to 2024/25	Preliminary Budget (\$'000)
CM1	"MAJ" - Walk of Fame (featuring a statue in honour of the late Barry Humphries) – Councillor Noon	150 (statue only)
CM2	Updating Technology in Council Chamber and Colonel Light Room – Lord Mayor Lomax-Smith	Additional 40 (renewal)
CM3	Increase planting of street trees – Lord Mayor Lomax-Smith	TBD

Capital Budget Borrowings

Based on the current base 2024/25 Budget, forecast borrowings will increase by \$17.432m to \$65.131m (when compared to the adopted LTFP)

\$'000s	2023-24	2024-25		
	Q2	LTFP	TARGET	VARIANCE
Income	230,537	225,248	233,679	8,431
less Expenses	(228,534)	(222,980)	(226,154)	(3,174)
Operating Surplus / (Deficit) before Capital Amounts	2,003	2,268	7,525	5,257
Net Outlays on Existing Assets				
Capital Expenditure on Renewal & Replacement of Existing Assets	(54,153)	(48,682)	(56,207)	(7,525)
add back Depreciation, Amortisation and Impairment	56,473	56,835	57,979	1,144
add back Proceeds from Sale of Replaced Assets	630	500	500	0
Net Outlays on Existing Assets	2,950	8,653	2,272	(6,381)
Net Outlays on New and Upgraded Assets				
Capital Expenditure on New and Upgraded Assets	(56,183)	(31,437)	(53,793)	(22,356)
add back Amounts received specifically for New and Upgraded Assets	1,170	0	7,471	7,471
add back Proceeds from Sale of Surplus Assets	27,100	18,500	18,500	0
Net Outlays on New and Upgraded Assets	(27,913)	(12,937)	(27,822)	(14,885)
Net Lending / (Borrowing) for Financial Year	(22,960)	(2,016)	(18,025)	(16,009)
Borrowings	42,106	47,699	65,131	(17,432)

Capital Budget

Key Discussion Points

What are Council Members' views

on the Renewal budget being proposed to deliver an Asset Renewal Funding Ratio (ARFR) of 92.5% (\$56.2m expenditure)?

What are Council Members' views

on the New & Upgrade budget with a target capital spend of \$53.8m (for a total capital program of \$110M)?

What are Council Members' views

on the Council Member Ideas?



Developing the 2024/25 BP&B Next Steps

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

Date	Topic
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

Capital Projects

Recommended Potential Projects to fund in 2024/25

Ref	Project	Program	Description	(\$'000)		
				New and Upgrade	Renewal [^]	Revenue/ Grants Confirmed/ Unconfirmed
1	Central Market Arcade Redevelopment (Future Fund) Major Project	City Services Strategic Property and Commercial	A joint venture between the City of Adelaide and ICD Property, the redevelopment will incorporate an expansion of the Adelaide Central Market together with an all-electric commercial office tower, retail, on-site childcare, new residences, a premium hotel and activated public spaces known as Market Square.	15,918	-	-
2	Charles Street Streetscape Upgrade Major Project	City Services Infrastructure	Streetscape upgrade of Charles Street, between North Terrace and Rundle Mall, to increase overall amenity and pedestrian facilities.	5,500	-	3,600 (unconfirmed)
3	Main Street Revitalisation - Hindley Street Major Project	City Services Infrastructure	Revitalisation of Hindley Street in accordance with Council approved concept design.	4,080	3,855	-
4	Experience Adelaide Centre Major Project	Corporate Services AEDA	The delivery of a smart Experience Adelaide visitor centre to be located within the State Library on North Terrace funded by the Commonwealth as part of the Adelaide City Deal.	3,340	-	3,340 (confirmed)
5	Integrated Climate Strategy – City Public Realm Greening Program	City Shaping Park Lands, Policy and Sustainability	This is a multi-year budget proposal for a program of public realm greening to support a net increase in street trees annually, aligned to heat island data within Council's draft Integrated Climate Strategy and Strategic Plan 2024-2028. Additionally, this will include greening along cycling infrastructure.	1,700	-	300 (unconfirmed)
6	Torrens Retaining Structure Adjacent Red Ochre	City Services Infrastructure	Construction of a sheet pile earth retaining structure to stabilise and prevent further bank erosion along the River Torrens between the Torrens Lake Weir and Red Ochre Restaurant.	1,470	-	800 (unconfirmed)
7	Park 27B Community Sports Building Redevelopment (Design Phase)	City Services Infrastructure	Deliver a new fit for purpose community sports building and sports lighting that supports current and future sports participation on the adjacent playing fields. A contemporary facility will comply with community sporting standards and align with community expectations with regards to accessible, gender inclusive, and environmentally sustainable facilities that support broad community participation. The size and scale of the building will be appropriate to its Park Lands setting.	1,293	-	1,200 (confirmed)

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

[^]Renewal amounts are reflected in the Renewal Program table

Confirmed grants only

Ref	Project	Program	Description	(\$'000)		
				New and Upgrade	Renewal [^]	Revenue/ Grants Confirmed/ Unconfirmed
8	Main Street Revitalisation - Gouger Street (24/25 Detailed Design) Major Project	City Services Infrastructure	Revitalisation of Gouger Street between King William Street and Morphett Street, to improve pedestrian facilities and general/overall street amenity. This project has a \$15 million upgrade funding allocation and has been staged in accordance with the 27 June 2023 Council Decision.	1,250	-	-
9	Main Street Revitalisation - Hutt Street (24/25 Detailed Design) Major Project	City Services Infrastructure	Revitalisation of Hutt Street in accordance with Council approved concept design. This project has a \$12.5 million upgrade funding allocation and has been staged in accordance with the 27 June 2023 Council Decision (Item 10.1 - Adoption of the 2023/24 Business Plan and Budget).	1,250	-	-
10	Vincent Street and Vincent Place Improvements (24/25 Construction)	City Services Infrastructure	Streetscape Improvements on Vincent Street & Vincent Place (Gilles Street to South Terrace), including road rehabilitation, kerb and water table renewal, footpath renewal, stormwater renewal and investigation of upgrade/new opportunities	1,203	789	-
11	City of Adelaide Bikeways (North-South) Major Project	City Services Infrastructure	The City Bikeways project is a visionary partnership between the South Australian State Government and the City of Adelaide. It will introduce continuous and separated bikeways through the City of Adelaide. The North-South Bikeway will build on the existing Frome Bikeway and will connect the existing Rugby/Porter Bikeway in Unley to the Braund Road Bike Boulevard in Prospect.	1,185	-	606 (confirmed)
12	Main Street Revitalisation - O'Connell Street (24/25 Detailed Design) Major Project	City Services Infrastructure	Revitalisation of O'Connell Street in accordance with Council approved concept design. This project has a \$15.0 million upgrade funding allocation and has been staged in accordance with the 27 June 2023 Council Decision (Item 10.1 - Adoption of the 2023/24 Business Plan and Budget).	1,000	-	-
13	Rymill Park Masterplan Safety & Accessibility Works (24/25 Construction) Major Project	City Services Infrastructure	This project enables the delivery of key Rymill Park Masterplan works that aim to improve safety, accessibility and amenity within Rymill Park and ensure the current Rymill Park Lake renewal project is complete in-line with community expectations.	822	992	338 (confirmed)
14	Frome Street Footpath Upgrades (In conjunction with N-S Bikeway Project) Major Project	City Services Infrastructure	Upgrade of Frome Street's footpaths between North Terrace and Rundle Street with Flagstone Pavers, to ensure of a whole of street approach is implemented, consistent with previously delivered stages of the Frome Street Bikeway.	550	-	275 (unconfirmed)

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

[^]Renewal amounts are reflected in the Renewal Program table

Confirmed grants only

Ref	Project	Program	Description	(\$'000)		
				New and Upgrade	Renewal [^]	Revenue/ Grants Confirmed/ Unconfirmed
15	Park 21 West - New Community Sports Building (Z0170)	City Shaping City Culture	On 27 June 2023, Council resolved that 'Administration works with ACSARA to submit a revised proposal'. This Decision was in the context of the Lessee's (ACSARA) existing concept design for a new community building in Park 21W and the request for a financial co-contribution to the project from the City of Adelaide. In 24-25 the detailed design will be delivered.	550	-	1,550 (confirmed)
16	Hutt Road Earthen Levee Embankment	City Services Infrastructure	Hutt Road Earthen Levee embankment to be constructed to improve stormwater management along Hutt Road flowing toward the Hutt St/South Tce intersection.	400	-	200 (unconfirmed)
17	Adelaide Central Market - New Parents Room W/ Store room	Corporate Services ACMA	Feasibility and investigation completed in in FY2023/24. To progress the project, the detailed design and construction in the same year to achieve cost efficiencies	355	-	-
18	Botanic Catchment Water Course Rehabilitation	City Services Infrastructure	Rehabilitation of Botanic Creek open channels, renewal of footbridges and improvement to overall catchment water quality and storage capacity across Parks 13 to 16.	340	320	170 (confirmed)
19	Brown Hill Keswick Creek (Financial Contribution)	City Services Infrastructure	This financial contribution is associated with CoA's agreed equity investment to the Brown Hill Keswick Creek Board, in accordance with CoA's proportion of the creek (8% Capital Works contribution), and equal spend in operational works across councils of 20%. This is an on-going, multi-year project.	320	-	-
20	Adelaide Central Markets - Communication Server Relocation and Associated Services	City Services Infrastructure	The relocation of the Communications Rack within the Federal Hall (Adelaide Central Markets) to the preferred location in the Communications Room within the Central Market Carpark on Level 1.	300	-	-
21	Central Market Arcade Options CMAR 4402	City Services Strategic Property and Commercial	Progress the Central Market Arcade Redevelopment with project development partner, ICD Property.	285	-	-
22	School Safety Implementation Project	City Services Infrastructure	The purpose of this business case is to secure funding to implement infrastructure improvements and changes at schools within the City of Adelaide following completion of School Safety Reviews at all schools.	250	-	-
23	Master Plan of Light Square - Detailed Design	City Shaping Park Lands, Policy and Sustainability	To support the implementation of priority projects outlined in the Adelaide Park Lands Management Strategy 2015-2025 (and update) to develop Master Plans for the Adelaide Park Lands (including Squares) to strategically guide future co-investment. In 24-25 the detailed design will be delivered.	250	-	-

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

[^]Renewal amounts are reflected in the Renewal Program table

Confirmed grants only

Ref	Project	Program	Description	(\$'000)		
				New and Upgrade	Renewal [^]	Revenue/ Grants Confirmed/ Unconfirmed
24	Public Art Action Plan Deliverables	City Shaping City Culture	Delivery of Public Art programming, activity and programming.	250		
25	Victoria Park / Pakapakapanthi (Park 16) Master Plan implementation - Detailed Design	City Shaping Park Lands, Policy and Sustainability	To support the implementation of priority projects outlined in the Adelaide Park Lands Management Strategy 2015-2025 (and update) to develop Master Plans for the Adelaide Park Lands (including Squares) to strategically guide future co-investment. In 24-25 the detailed design will be delivered.	250	-	-
26	Development of Mini Golf within NAGC - future fund	City Services Strategic Property and Commercial	Detailed design of a new 18-hole fairway style mini-golf course at the location of the Par 3 course. In order to make space for mini-golf, the Par 3 golf course will require some modification of holes. The new minigolf facility will be operated from the Par 3 Kiosk.	150	-	-
27	Main Street Revitalisation - Melbourne Street Improvements (Construction) Major Project	City Services Infrastructure	Melbourne Street forms one of the Main Streets Master plan projects and a concept master plan has been developed internally by CoA.	150	-	150 (confirmed)
28	Greener City Streets Program	City Services Infrastructure	The Greener City Streets Program will be dedicated to specific greening of CBD streets based on heat and tree canopy mapping put together through joint state and local government investigations. Funded via \$2M grant from State Government (Department for Environment and Water - Green Adelaide). This budget is allocated to the greening in Frome Street (Bikeways Projects)	123	-	83 (confirmed)
29	Hutt Street & South Terrace Stormwater Improvements (24/25 Construction)	City Services Infrastructure	Critical works to increase flood protection for properties located adjacent the Hutt Street and South Terrace intersection. Works will include modifying road, kerb and water table and footpath levels, in conjunction with installing new stormwater infrastructure to ensure stormwater catchment runoff is more effectively managed.	115	2,050	-
30	Integrated Climate Strategy - Plant and Fleet Replacement program - New and Upgrade	City Services City Operations	In addition to the Plant and Fleet Replacement renewal program additional funds are sought to replace four passenger vehicles (PIO vehicles) currently hybrid to fully electric vehicles - these vehicles are up for renewal in 24/25.	108	-	-
31	Disability Access and Inclusion Plan 2024-2028 Implementation	City Shaping Park Lands, Policy and Sustainability	City of Adelaide's resourcing of disability access and inclusion planning is currently 0.5 FTE of Council's Social Planning role, the Access and Inclusion Panel, and consideration through capital projects.	100*	-	-

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

[^]Renewal amounts are reflected in the Renewal Program table

Confirmed grants only

Ref	Project	Program	Description	(\$'000)		
				New and Upgrade	Renewal [^]	Revenue/ Grants Confirmed/ Unconfirmed
32	Adelaide Central Market - Bio Separator purchase	Corporate Services ACMA	Our current Bio-Separator machine allows for sustainable and efficient trader waste management in the Adelaide Central Market. It is custom made and allows for the sustainable and efficient management of significant volumes of both trader and customer organic waste. It is the only piece of machinery in Australia capable of turning over the required 76 tonnes of organic waste per month (2.8 tonnes per trading day) ensuring that 99% of this is diverted from landfill.	100	-	-
33	James Place Upgrade (24/25 Construction)	City Services Infrastructure	This project initiative has been driven by Charter Hall (CH), the Developer of the 60 King William Street, with a request to activate and improve the overall amenity and environment along James Place (in it's entirety, between Rundle Mall and Grenfell Street).	100	290	1,000 (unconfirmed)
34	Main Street Revitalisation - Melbourne Street including public artwork (24/25 Project Planning) Major Project	City Services Infrastructure	Revitalisation of Melbourne Street in accordance with Council approved concept design. This project has a \$6.5 million upgrade funding allocation and has been staged in accordance with the 27 June 2023 Council Decision (Item 10.1-Adoption of the 2023/24 BP&B).	100	-	-
35	Royal Avenue Improvements (Construction)	City Services Infrastructure	Streetscape improvements on Royal Avenue, including renewal of road, kerb and water table and footpath assets.	100	652	-
36	North Adelaide Golf Links - Building Compliance Upgrades and Commercial Offering	City Services Infrastructure	New and upgrade funding required to supplement renewal project for NAGL. Major part of the N&U scope is the need to install a new lift to comply with DDA requirements.	80	120	-
37	George Ct Traffic Calming	City Services Infrastructure	This project is to develop a design and deliver traffic calming options on George Court.	20	-	-
38	Glen Osmond Road, Hutt Road and Park 17 Improvements (24/25 Detailed Design)	City Services Infrastructure	Improvements to stormwater drainage infrastructure located in the Park Lands adjacent Glen Osmond Road (spanning from Greenhill Road to Marshmallow Park), delivered in conjunction with the renewal of Public Lighting on Glen Osmond Road and road pavement rehabilitation works on Hutt Road	20	80	-
39	24/25 -North Adelaide Golf Course - Driving Range Ball Cleaner/ Dispenser	City Services Strategic Property and Commercial	Replacement of the existing Driving Range ball washer and manual ball dispensing solution with an automated washer and dispenser.	18	8	7 (revenue)

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

[^]Renewal amounts are reflected in the Renewal Program table

Confirmed grants only

Ref	Project	Program	Description	(\$'000)		
				New and Upgrade	Renewal^	Revenue/ Grants Confirmed/ Unconfirmed
40	Jeffcott Street Pavement Rehabilitation and Catchment 13 Stormwater Upgrades (Concept Design)	City Services Infrastructure	Rehabilitation of Jeffcott Street road pavement, including recommended upgrades to stormwater infrastructure crossings immediately adjacent road intersections, as well as traffic and pedestrian safety enhancements (such as signalling and intersection treatments, and street lighting)	10	90	-
Total N&U Program				45,404	9,246	7,436#
41	Project Delivery Costs	Corporate Services Finance and Procurement	Cost of capitalised overheads to deliver projects	6,500	-	-
Total N&U Program Including Delivery Overheads				51,904	9,246	7,436#

Projects proposed to have budget retimed from 2023/24 to 2024/25 in Q3

Project	(\$'000)		
	New and Upgrade	Renewal^	Revenue/ Grants Confirmed/ Unconfirmed
Central Market Arcade Redevelopment (Future Fund) Major Project	0**		
North-South Bikeway	65	-	-
Hutt Street Entry Statement Project	730	-	-
Main Streets Revitalisation - Hindley Street	900	-	-
Experience Adelaide Visitor Centre	614	-	-
Melbourne Street Improvement	462	-	-
Charles Street Streetscape	425	-	-
Torrens Retaining Structure Adjacent Red Ochre	130	-	-
Glen Osmond Road & Hutt Road Intersection Upgrade	22	-	-
Park 11 Shared Use Path Renewal & Public Lighting Upgrade	149	-	-
Place of Courage	90	-	-
Illuminate - Melbourne Street	200	-	-
Ruby Hunter & Archie Roach Laneway Artwork	25	-	-
Ippariyti Commission for Whitmore Square	140	-	-
Honouring Women in the Chamber - Portrait Commissions	12	-	-
City of Music Laneways - The Angels Artwork	45	-	-
Proposed Retimed Total Budget	4,009	-	-

** Central Market Arcade Redevelopment (Future Fund) Major Project Q3 2023-24 retime \$8,777,000 into 2025-26

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

^Renewal amounts are reflected in the Renewal Program table

Confirmed grants only

Summary

	(\$'000)		
	New and Upgrade	Renewal [^]	Revenue/ Grants Confirmed/ Unconfirmed
Total Potential New and Upgrade	51,904	9,246	7,436 [#]
Proposed retimed total budget for Q3	4,009	-	-
TOTAL NEW AND UPGRADE PROGRAM	55,913	9,246	7,436[#]

* Strategic Project and Service Change associated with this bid. Refer to Strategic Project and Service Change lists for amount

[^]Renewal amounts are reflected in the Renewal Program table

[#] Confirmed grants only

Capital Projects

Council Member Ideas for 24/25

Project	Description	Administration Comments	New/ Upgrade (\$'000)	Renewal (\$'000)
<p>"MAJ" - Walk of Fame (featuring a statue in honour of the late Barry Humphries) Councillor Noon</p>	<p>"Adelaide's Her Majesty's Theatre officially opened as The New Tivoli in 1913 and was regarded as the finest theatre in Australia. For many years Her Majesty's was part of the famous Tivoli circuit. The theatre has withstood two world wars, the Great Depression, redesigns, bankruptcy, and numerous ownership changes. A stylish fusion of modern architecture, whilst still maintaining the integrity of the original heritage design; the gorgeous proscenium theatre, seating close to 1500 people across three levels, has redefined the audience and artist experience.</p> <p>A cavalcade of stars have appeared at ""The Maj"" including; W C Fields, Stiffy and Mo, Sir Robert Helpmann, Googie Withers, Rudolf Nureyev, Dame Maggie Smith, Luciano Pavarotti, Lauren Bacall, Dame Joan Sutherland, Angela Lansbury, Whoopi Goldberg and Nancye Hayes and in particular Barry Humphries who by 2013 had performed his last show at Her Majesty's Theatre having presented eleven shows there over the years- the first introducing the world famous Dame Edna Everage.</p> <p>As well as Her Majesty's Theatre ambassadors; Robyn Archer AO, Greta Bradman, Rhonda Burchmore OAM, David Campbell, Kate Ceberano AM, Peter Goers OAM, Ali McGregor, Todd McKenney, Meow Meow and Geoffrey Rush AC.</p> <p>Due to the passion of Barry Humphries for Her Majesty's Theatre, following over two years of redevelopment, Her Majesty's re-opened in June 2020 – as a completely reinvigorated proscenium theatre. Her Majesty's Theatre have had a strong and meaningful association with Barry Humphries since 1953. He was the patron of Her Majesty's Theatres recent and led a very successful redevelopment fund.</p> <p>Former Governor and Chair of the Adelaide Festival Centre The Hon. Hieu Van Le, AC: ""Adelaide Festival Centre is proud to have played a part in the remarkable career of Barry Humphries. His love and connection with Her Majesty's Theatre stemmed from the early days of his career. Later he became one of Her Majesty's Theatre champions, playing a key role in the recent renovation of this beloved theatre. In 2015 Barry Humphries delighted us all as Artistic Director of Adelaide Cabaret Festival.</p> <p>Humphries's love of old buildings was also in line with the views of the King, a life-long fan who spoke to him on the day he died."</p> <p>"Currently Her Majesty's Theatre when the doors are closed does not reflect the rich history of the Theatre.</p> <p>The star-studded walkway that will include a life size statue of Barry Humphries will celebrate the creative artists whose work has graced the stages of Her Majesty's Theatre since this opening in 1913. And aligns with the Riverbank to Market precinct redevelopment project reinforcing Adelaide as a destination for the arts around the globe, whilst also adding value to The Market Development.</p> <p>In addition to honouring Barry Humphries and the great performers who have graced Her Majesty's Theatre stage, the Walk of Fame will create a new tourist attraction for the State, adding a unique and vibrant attraction to the precinct for locals and tourists alike."</p>	<p>Investigations have been undertaken by Administration to identify the costs and timeframe required for the commissioning of new artwork including the availability of funding from the State Government. A report has been prepared for the City Community Services and Culture Committee on 5 March.</p>	<p>\$150,000 (statue only)</p>	<p>-</p>

<p>Updating Technology in Council Chamber and Colonel Light Room Lord Mayor Lomax-Smith</p>	<p>In the Council Chambers, we are looking to update the Microphone system and request that an additional TV is placed in the Chamber which faces the Gallery, as this will allow members of the public to view the information being displayed on the screens in the Council Chamber, with scope to also show the agenda document during the livestream as well.</p> <p>In the Colonel Light Room we are looking to update the Microphone system.</p>	<p>If this project is supported, it will be included as part of the 2024/25 Capital Renewals Program. An additional \$40k to be added to fund the works on existing renewal budget for replacement of hardware in the Council Chamber and Colonel Light Room in 24/25.</p>	<p>-</p>	<p>40</p>
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<p>Increase planting of street trees Lord Mayor Lomax-Smith</p>	<p>To build climate resilience into our city seek 10% canopy cover investment above base budget calculated on all street capital investment budget allocations in order to deliver 485 trees in city per year as designated in our draft Integrated Climate Strategy</p>	<p>A Capital project budget bid for greening (\$1.7m) is proposed for inclusion in the FY24/25 capital budget. This project is intended to deliver street trees within the CBD & North Adelaide, in conjunction with our roads renewal program, appropriate new & upgrade street projects, and standalone city streets greening opportunities identified/requested by members of the community/residents.</p> <p>This Project budget intended to cover project design & delivery costs, including but not limited to:</p> <ul style="list-style-type: none"> • Design consultants. • Support consultants, e.g. cost consultant, service locators, etc. • Contractors, including plant supply. <p>Administration are currently working to identify opportunities for street tree planting in FY24/25. Items to consider include but are not limited to:</p> <ul style="list-style-type: none"> • Identifying areas where tree canopy coverage is low/non-existent and focusing on “hot spots” within the city/North Adelaide to align these locations with our proposed/endorsed project locations to achieve efficiencies in both individual project and street tree greening projects. • Placement of trees within streets giving consideration to safety, pedestrian movements, vehicle movements. • Placement of trees within streets giving consideration to on-street parking impacts. • Placement of trees within streets giving consideration to existing below ground services. <p>Average cost for installation of street trees is approximately \$20k per tree. On this basis, and to achieve the target of 485 street trees planted per year would require a capital investment of circa \$9.7m. Further to this capital investment, additional operating cost/impact will need to be considered – including fleet, resourcing, and maintenance.</p>	<p>TBD</p>	<p>-</p>
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Local Government Participation and Elections Review submission

Tuesday, 19 March 2024
City Finance and Governance Committee

Strategic Alignment - Our Corporation

Presenter:
Alana Martin, Manager,
Governance

Public

PURPOSE OF WORKSHOP

The Office of Local Government is conducting a state-wide consultation to give the community an opportunity to provide feedback on ideas and suggestions regarding how communities can better engage with their councils throughout a council term, particularly at election time.

A draft City of Adelaide (COA) submission was presented to the City Finance and Governance Committee on 20 February 2024 [Link One](#). The Committee resolved that the matter be deferred to a workshop at a future City Finance and Governance Committee meeting. Since then, a survey of Council Members has been undertaken on the submission.

At its conclusion, the survey had received between one and four responses per question, with two to four unique engagements per topic. All comments have been added to an updated submission as provided in **Attachment A**, and feedback is sought from the Council in order to finalise the submission. This workshop will focus on those areas where responses differed from the draft Administration response.

Survey responses for the four topics are **Attachments B-E**.

A report will be presented to Council at its meeting on 26 March 2024 in order to meet the submission date of 28 March 2024.

KEY QUESTIONS

- How do people engage with their council?
- How can we encourage a greater number of more diverse candidates?
- How can we achieve a greater voter turnout?
- What can we suggest to improve effective elections?

RECOMMENDATION

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Endorses the draft submission to the Local Government Participation and Elections Review provided as Attachment A to Item 6.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 March 2024.
2. Notes that the draft submission to the Local Government Participation and Elections Review will be updated to incorporate the feedback received from the City Finance and Governance Committee at the meeting of the City Finance and Governance Committee held on 19 March 2024.

3. Authorises the Acting Chief Executive Officer to make minor editorial and formatting changes as required to finalise the draft submission to the Local Government Participation and Elections Review.
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ATTACHMENTS

Attachment A – Draft submission to the Local Government Participation Elections Review

Attachment B – Survey responses – Topic one

Attachment C – Survey responses – Topic two

Attachment D – Survey responses – Topic three

Attachment E – Survey responses – Topic four

- END OF REPORT -

Our Corporation

Local Government
Participation
Elections Review

Council Submission

Governance
Alana Martin

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TOPIC 1

How people engage
with their council?

TOPIC 2

How can we
encourage a greater
number of more
diverse candidates?

TOPIC 3

How can we achieve
a greater voter
turnout?

TOPIC 4

Election improvement

- The Office of Local Government is conducting a state-wide consultation giving the community opportunity to feedback on ideas and suggestions on how communities can better engage with their councils throughout a council term and, particularly, at election time.
- The City of Adelaide submission is due **28 March 2024**.
- The draft City of Adelaide submission presented to City Finance Committee (20 February 2024) was deferred to a future CFG workshop.
- A Council member survey on the submission was subsequently undertaken, and survey comments have been added into the submission.
- This workshop will discuss responses where members' responses and the proposed City of Adelaide response were notably different.
- Outcomes will be included into a final City of Adelaide submission.

TOPIC ONE: HOW PEOPLE ENGAGE WITH THEIR COUNCIL

Local Government Participation Elections Review

Topic One How People Engage With Their Council



- General agreement (with Administration) from Council Members on the proposed City of Adelaide response to all 11 questions on this topic.

Topic 1	Member agreement?	
Q.1	Yes 4 No 0 (agreement)	What requirements should be set for community engagement for what decisions?
Q.2	Yes 4 No 0 (agreement)	What should be included in the Charter and what should be left for councils' own community engagement policies?
Q.3	Yes 2 No 0 (agreement)	Should councils have the capacity to determine how they will engage with their communities, or should the Charter be more directive in its approach?
Q.4	Yes 3 No 0 (agreement)	What other ideas do you have for councils' community engagement?
Q.5	Yes 4 No 0 (agreement)	How would you like to see councils engage with you?
Q.6	Yes 4 No 0 (agreement)	Should councils be required to livestream their meetings and make recordings available?
Q.7	Yes 4 No 0 (agreement)	All metropolitan councils hold their council meetings during the evenings, but councils in regional areas often hold their meetings during business hours.
Q.8	Yes 4 No 0 (agreement)	Should councils be required to hold their meetings at a particular time to maximise community participation?
Q.9	Yes 4 No 0 (agreement)	How should members be supported to engage directly with their communities?
Q.10	Yes 3 No 1 (agreement)	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?
Q.11	Yes 4 No 0 (agreement)	What other ideas do you have to strengthen the relationship between council members and their local community members?

**Do Council Members have
any other suggestions?**

TOPIC TWO: HOW CAN WE ENCOURAGE A GREATER NUMBER OF MORE DIVERSE CANDIDATES?

Local Government Participation Elections Review

Topic Two: How Can We Encourage A Greater Number Of More Diverse Candidates?



- Agreement (with Administration) on 8 of 12 questions, and disagreement on question 2.
- Unclear direction on questions 3 and 9.

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Topic 2	Member agreement?	
Q.1	Yes 4 No 0 (agreement)	Would more, and a more diverse range of, people be attracted to the role if allowances were increased?
Q.2	Yes 1 No 3 (disagreement)	Should council members be able to attend some council meetings electronically?
Q.3	Yes 2 No 2	Are there other efforts that councils could make to increase interest in standing over a council term, for example, by working with ratepayers other community organisations?
Q.4	Yes 1 No 3 (agreement)	Should term limits for council members be introduced?
Q.5	Yes 4 No 0 (agreement)	Should people be required to complete an online course before nominating?
Q.6	Text comments	
Q.7	Yes 0 No 3 (agreement)	Should councils have a role in the nomination process?
Q.8	Yes 3 No 1 (agreement)	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?
Q.9	Yes 1 No 1	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?
Q.10	Yes 1 No 3 (agreement)	Should potential boundary changes be referred to the South Australian Boundaries Commission when a council receives significantly more nominations than it has vacancies?
Q.11	Yes 4 No 0 (agreement)	What are other factors that might encourage—or dissuade—people to stand for election to their councils?
Q.12	Yes 4 No 0 (agreement)	What ideas do you have to increase nominations?

Question 2

Should Council members
be able to attend some
Council meetings
electronically?

Proposed response

Electronic attendance may assist flexibility, allowing Council Members to attend when they otherwise may not be able to.

The ability to attend a meeting electronically should be a discretionary provision in the legislation.

It should be a decision for each Council regarding:

- If it will accommodate this and;
- Include in its Code of Practice for Meeting Procedures (including how confidentiality will be protected).

Question 3

Are there other efforts that councils could make to increase interest in standing over a council term, for example, by working with ratepayers other community organisations?

Proposed response

Councils already work extensively with community organisations to raise awareness concerning Local Government Elections and Nominations.

Question 9

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?

Proposed response

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

Local Government Participation Elections Review
Topic Two: How Can We Encourage A Greater Number Of More Diverse
Candidates?



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**Do Council Members have
any other suggestions?**

TOPIC THREE: HOW CAN WE ACHIEVE A BETTER VOTER TURNOUT?

Topic Three: How Can We Achieve A Better Voter Turnout?

- Agreement (with Administration) on 7 of 10 questions, (possibly) disagreement on question 6.
- Unclear direction on questions 4 and 5.

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Topic 3	Member agreement?	
Q.1	Yes 4 No 0 (agreement)	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?
Q.2	Yes 3 No 0 (agreement)	How should people vote for their councils?
Q.3	Yes 3 No 1 (agreement)	Should the franchise for council elections be changed in any way?
Q.4	Yes 2 No 2	Should council elections be moved to a different year from South Australian Government elections?
Q.5	Yes 2 No 2	Should councils have a stronger role in promoting elections locally to increase voter turnout?
Q.6	Yes 1 No 2 (disagreement? unclear)	Would removing wards provide voters with greater choice, and produce fairer results?
Q.7	Yes 3 No 0 (agreement)	Is it fair for someone who has 'served their time' to have to release this information?
Q.8	Yes 4 No 0 (agreement)	What information should candidates be required to include with their nominations?
Q.9	Yes 3 No 1 (agreement)	Is there a role for councils to play in enabling all candidates to reach potential voters?
Q.10	Yes 1 No 0 (agreement)	What are other factors that might encourage—or dissuade—people to stand for election to their councils?

Question 4

Should council elections be moved to a different year from South Australian Government elections?

Proposed response

Running the state and local government elections in the same year puts increased strain on ECSA's finite resources.

A move to a different year may increase the local government elections profile.

Question 5

Should councils have a stronger role in promoting elections locally to increase voter turnout?

Proposed response

Councils already play a large role in local promotion.

Better coordination between ECSA and LGA campaigns and collateral would be beneficial.

Question 6

Would removing wards provide voters with greater choice, and produce fairer results?

Proposed response

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).

The decision to remove wards should be up to that Community (as above).

**Do Council Members have
any other suggestions?**

TOPIC FOUR: ELECTION IMPROVEMENTS

Local Government Participation Elections Review

Topic Four: Elections Improvement



- Agreement (with Administration) on 1 of 3 questions.
- Unclear direction on questions 2 and 3.

Topic 4	Member agreement?	
Q.1	Yes 2 No 0	All residential enrolments to be managed by AEC?
Q.2	Yes 1 No 1	Are Statute Amendments significantly problematic?
Q.3	Yes 1 No 1	Suggested change to existing voting eligibility for Head Leaseholder?

Question 2

Are Statute Amendments significantly problematic?

Proposed response

The changes imposed on CoA under the recent Statute Amendments impose obligations on Council staff which are labour-intensive and costly, to be performed within very limited timeframes on top of current election activities and existing timeframes.

Additional FTE/s required as:

- new template correspondence will need to be drafted and sent to all bodies corporate and groups on the voter's roll;
- 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
- 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;
- 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;

Question 2

Are Statute Amendments significantly problematic?

Proposed response (cont)

- Redactions will need to be made to the version of voters roll available for inspection by the public (problematic in practice);
- all of the above must occur within strict timeframes; and
- There are a significant number of bodies corporate and groups on the Council's voters roll compared to other councils, and steps above must be applied for all those.
- 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.
- 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
- In some cases, invest the Council's Chief Executive Officer (CEO) with the unusual power to 'choosing' who can vote.
- No similar amendments are being made with respect to any other Council.
- In achieving the above obligations, Council believes additional staffing, postage and potential changes to systems would cost well in excess of \$100,000.

Question 3

Suggested change to existing voting eligibility for head lease holders

Proposed response

- 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 Local Government Act 1999.
- When this situation occurs, under the Act neither party is eligible to be enrolled to vote in their own right. Instead, they must be enrolled as a group of owners.
- An unintended consequence is that each unique owner and head lessee combination would constitute a unique voter’s group.
- 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. change to existing voting eligibility for Head Lease holders.
- While the Council learns of changes to ownership through the LTO, there is no practical way to learn of changes to commercial leasing arrangements.

Question 3

Suggested change to existing voting eligibility for head lease holders

Proposed response (cont)

- 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.

**Do Council Members have
any other suggestions?**

TOPIC 1

How people engage
with their council?

TOPIC 2

How can we
encourage a greater
number of more
diverse candidates?

TOPIC 3

How can we achieve
a greater voter
turnout?

TOPIC 4

Election improvement

Thank You

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'.

Survey Responses

- **Genuine consultation needs to happen.**
- **Yes...engage with Advisory Groups charged with providing feedback who then engage with Council or Committee Meetings.**



Topic 1: How People Engage With Their Council

Council meetings

Should councils be required to livestream their meetings and make recordings available?

- CoA has live-streamed its meetings and made them available on the internet before COVID-19.
- Councils should ensure that the meetings are inclusive and accessible to all members of the Community
- Council considers live streaming an essential service for those members of the community unable to attend meetings in person
- It should remain the decision of individual Councils whether they do so.

Survey Responses

- **Continue livestreaming but more efficiently (CofA) livestreams often miss the start and drop in and out.) Add Subtitles (automatically generated) as the audio is not as good as it could be Make agenda for Council, Committee, Audit and Ris, Reconciliation etc. more widely available...including on paper at libraries and community centres.**

All metropolitan councils hold their council meetings during the evenings, but councils in regional areas often hold their meetings during business hours.

- This should be an individual decision for each council, as well as considering how this may impact community participation
- Some regional councillors may have to travel long distances to attend meetings.

Survey Responses

- **Strongly support this. Day time meetings would prevent many Elected Members from attending meetings**
- **Capital City Council meetings should be held at evenings when they are accessible to ratepayers with work or child-minding responsibilities.**

Should councils be required to hold their meetings at a particular time to maximise community participation?

- 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.
- This could occur as part of the adoption of the Code of Practice for Access to Council Meetings and Documents.

Survey Responses

- **Formal Council and Committee meetings should continue to be held when ratepayers can attend outside of working or family responsibilities. It may be appropriate when discussing particular community matters to hold meetings or parts of a meeting in community locations at times other than outside of hours.**



Topic 1: How People Engage With Their Council

Support council members to engage with communities

How should members be supported to engage directly with their communities?

- There Needs to be a clear delineation regarding context and purpose, i.e are they representing a Council-endorsed view or their own?
- If Council Members speak on behalf of the Council, all correspondence and communications should be authorised.
- Council Members should remain responsible for their statements.

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?

- Should be a decision of council as part of the Allowance and Benefit policy.

Survey Responses

- **Should be a statewide amount set by the regulator.**
- **Communication is costly and an allowance or even assistance the printing and distribution would be helpful.**

What other ideas do you have to strengthen the relationship between council members and their local community members?

- Training as part of the Council Member Mandatory Training sessions on how to engage with communities.
- This training should provide guidance on using social media as well as clarifying roles and responsibilities.

Survey Responses

- **Social Media Activity by elected members needs to be governed by stricter rules with potential bad behaviors detailed.**



Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?

<p>Increase council members' allowances</p>	<p>Would more, and a more diverse range of, people be attracted to the role if allowances were increased?</p> <ul style="list-style-type: none"> • Potentially, yes • 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. • Benchmarking should occur against interstate jurisdictions. • Awareness of what other reimbursements candidates are entitled to (such as babysitting, mileage, etc). <p>Survey Results</p> <ul style="list-style-type: none"> • Although Financial compensation should not be a driving factor, I think that being a Councilor and executing this role as well as you can is very time consuming If people don't have other financial support then this would be a deciding factor. Also if a person has a full-time role they may need to reduce hours to do the role justice so the allowance could be seen to compensate the loss of income. Community members who elect people want (or should) their representatives to have the expertise, skills and experience – therefore I shouldn't be just for people who can 'afford' to throw their hat in the ring. • A better explanation of the commitment would also be useful in ensuring those who accept the role understand the volume of reading and site visits necessary to understand what they are being asked to deliberate on.
<p>Make council meetings more flexible.</p>	<p>Should council members be able to attend some council meetings electronically?</p> <ul style="list-style-type: none"> • Electronic attendance may assist flexibility, allowing Council Members to attend when they otherwise may not be able to. • The ability to attend a meeting electronically should be a discretionary provision in the legislation. • It should be a decision for each Council regarding: <ul style="list-style-type: none"> ○ If it will accommodate this and ○ Include in its Code of Practice for Meeting Procedures (including how confidentiality will be protected). <p>Survey Results</p> <ul style="list-style-type: none"> • Although I said No this is more for Council Meetings. If Committer or 'other' I think that should be accepted especially if it is for a good reason and circumstances has put the Councilor in a situation where they didn't have the time to organize for example a babysitter etc. • Instead, meetings and venues should be inclusive including access, timing, support, and translation. The format and culture of meetings should consider diversity. • Electronic attendances in only extraordinary cases and under strict rules. We have had a Councilor reportedly flirt with the idea of living outside of South Australia for extended periods which is not acceptable. The CoA has also had Committee meetings chaired electronically by individuals seated in the offices of members of parliament....who, in turn, were closely identified with party politics. Moreover, confidentiality cannot be dealt with satisfactorily where the presiding member cannot be certain that all people hearing confidential matters in remote locations are, indeed, alone as can be determined when meeting in person. This is a very couple area other levels of government in Australia have



Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?

	<p>not resolved and which required much serious discussion.</p> <ul style="list-style-type: none"> I would be supportive of special dispensation being given to councilors to attend committees virtually. But in person meetings for the main deliberative meetings unless entire council is unable to meet (ie Covid Lockdown)
<p>More local promotion</p>	<p>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?</p> <ul style="list-style-type: none"> Councils already work extensively with community organisations to raise awareness concerning Local Government Elections and Nominations. <p>Survey Results</p> <ul style="list-style-type: none"> I think there should be more information sessions that includes existing Councillors and also the Governance Team. Even being a former CEO of a Council does not prepare someone for the complexities of being an Elected Member. Need a targeted strategy to ensure the make up of councils reflects their community. Also the need to live or work in the council area. This keeps people better connected and makes sure others see the council at work. This is a contentious area. In the last Council elections theCoA sent staff to locations where some ratepayers were in attendance, mainly offices and shops, and provided directions regarding enrolments. No similar initiative existed for other groups of ratepayers raising the possibility of accusations that this was a very subjective campaign. Even a Council subsidiary, AEDA, resolved in a minuted decision to target business to encourage greater voter turnout among that group and that group alone. The Council Administration and subsidiaries are supposed to be independent of the political process. If they become part of the process, then, as happens, at State and Federal levels, parts of the Administrations and subsidiaries are at risk of not being trusted by the politically elected and of being subject to change at each election. Generic campaigns about “don’t forget to enrol” are the only campaigns in which Council Administration should participate. <p>Would councils get a better local result if they make greater investments in local promotion and initiatives, particularly ahead of election periods?</p> <ul style="list-style-type: none"> The City of Adelaide (and other councils) already do this



Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?

<p>Term limits for council members</p>	<p>Should term limits for council members be introduced?</p> <ul style="list-style-type: none"> • It is noted that the institutionalised knowledge long-serving Council Members bring • These members have served for a long time because their community continues to choose them to represent this. • If term limits are to be introduced, three consecutive terms are proposed (12 years). <p>Survey Responses</p> <ul style="list-style-type: none"> • IF the community wants to vote in an individual, they should be able to – democracy! • Just as the Council administration is served well by experienced staff with 10, 15 or 20 years experience, so too is the elected body. A mixture of experience and the exuberance and fresh approaches of the newly elected potentially serves communities well....and, indeed, this is the environment I most LGAs in South Australia. Bit it would be somewhat discriminatory for there to be no limit on Lord Mayoral terms, as is the case I the CoA, and limits on other elected members and no time limits at all on any elected member on any other level of Government...State or Federal....in South Australia. • No term limits. Voters to decide on elected member tenure.
<p>Required training for candidates</p>	<p>Should people be required to complete an online course before nominating?</p> <ul style="list-style-type: none"> • 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. • This training should also include the legislative responsibilities of a candidate when campaigning. <p>Survey Results</p> <ul style="list-style-type: none"> • As much information as possible communicated in various ways is what is required. <p>What forms of training could both benefit candidates and generate more community confidence in the people who are standing for election?</p> <ul style="list-style-type: none"> • As above <p>Survey Results</p> <ul style="list-style-type: none"> • Many more information sessions, Q&A's with candidates, Q&A's with existing Councillors – similar training session to the mandatory session especially around behaviours. • Roles and responsibilities and the three tiers of Australian Government • ICAC Training.



Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?

<p>Consider real-time publishing of nominations</p>	<p>Should councils have a role in the nomination process?</p> <ul style="list-style-type: none"> No <p>Survey Responses</p> <ul style="list-style-type: none"> Definitely not as this would encourage factions. How does a body directed by and elected body ... often driven by party politics ... have an objective role in a key part of a democratic process? <p>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?</p> <ul style="list-style-type: none"> ECSA should publish on their website daily. Extra resources should be assigned to ECSA for this purpose. <p>Survey Responses</p> <ul style="list-style-type: none"> The more transparency in the process the better and if people see other people they know nominate it may actually encourage them. This could be manipulated by candidates.
<p>Remove council wards</p>	<p>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?</p> <ul style="list-style-type: none"> 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. <p>Survey Results</p> <ul style="list-style-type: none"> I'm very much anti-ward person. Simply because Councilors have to vote on the entire LO area they are elected to and not just their Ward. There may be an argument if the Council if it is a Council over a large geographical area. If Compulsory voting then wards should continue but if voluntary voting then the electorate is too small to get quality candidates. I like local connection and knowledge. The principle is already established and vital for the proper functioning of LGAs – especially in regional areas. Why should City residents not have the advantage of country residents? I think removing wards would be beneficial to theCoA as we're such a geographically small council.



Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?

Lack of nominations trigger for boundary reform

Should potential boundary changes be referred to the South Australian Boundaries Commission when a council receives significantly fewer nominations than it has vacancies?

- No. There are several reasons why Councils do not receive enough nominations.

Survey Results

- **IF this happens it is probably another problem than boundaries.**

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 are provided for members to do their role
- Understanding of local government
- Lack of support for the campaign

Survey Results

- **All of the above including financial and family commitments I could not be an Elected Member if I had a full-time role and kids and especially if I was a single parent It is so much more than just having baby-sitters available.**
- **Also the ritual nature of some of the behaviour and the use of local government as a personal career move or stepping stone. Rigidity in meeting procedure and rules about caucuses. Being an individual is very hard and scary. We need the chance to discuss things before we are in the spotlight.**
- **The absence of administrative support which has diminished to a point where it is but a fraction of what was available. The increasing participation of political parties that resource candidates and elected members to the disadvantage of people who are independent. The onerous provisions of behavioural code complains.**

What ideas do you have to increase nominations?

- Link to promotion – understanding of the role, making known the support available
- Pre-mentor program started well before the election cycle
- Mid-term programs promoting the role of the Council Member

Survey Results

- **I've emphasized the importance of additional sessions with both current Councillors and Administration beyond just during election periods. Ideally, initiating these sessions a year in advance would be my preference. Furthermore, we must address the issue of encouraging more women to nominate for these roles. I've**



Topic 2: How Can We Encourage A Greater Number Of More Diverse Candidates?

encountered instances where younger women withdrew their nominations upon realizing the significant time and commitment demanded by the position. Balancing these responsibilities with personal and professional commitments can seem insurmountable, especially considering that women still predominantly assume the role of primary caregivers for their families, including children and elderly parents.

- Fix what's wrong with perceptions about the downsides too.



Topic 3: How Can We Achieve A Better Voter Turnout?	
Make voting for councils compulsory	<p>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?</p> <ul style="list-style-type: none"> Compulsory voting should be introduced for the House of Assembly Roll in line with other jurisdictions across Australia <p>Survey Results</p> <ul style="list-style-type: none"> By LG Elections not being mandatory makes it look like this level of government is less important than State and Federal. LG is essential for the 'health' of a community – I would like to see the other two levels of government take-over rates, rubbishing abd roads and all the other community services.
Change method of voting.	<p>How should people vote for their councils?</p> <p>Postal</p> <ul style="list-style-type: none"> Postal voting is a very convenient method for the community. It is noted there were numerous complaints during the last election with residents not receiving voting material or receiving incorrect voting material. Delays by Australia Post meant some voting material wasn't reissued. If postal voting is to be continued - the Council should be able to reissue in the last week of the voting period <p>In Person</p> <ul style="list-style-type: none"> If compulsory voting was introduced, voting in person could be introduced. If compulsory voting is not introduced, voter participation will likely decrease. <p>Survey Results</p> <ul style="list-style-type: none"> Voting should reflect how we operate in other areas of our lives – so both postal and electronic should be an option – especially if not mandated. Strongly support in person voting. Compulsory, in person voting will lead to a highly politicised LGA environment where the candidates will be in training for higher political office. In the COA, it would also be difficult to overcome the particular problems with allowing votes associated with a supplementary roll for non resident property owners. Leave it voluntary, with .. as with State and Federal ... the possibility of postal voes and in person votes to assist in minimizing electoral vote rigging. I support compulsory (for HoA roll voters) with in person elections. (Postal remain for those that require it, similar to State and Federal elections.



Topic 3: How Can We Achieve A Better Voter Turnout?	
Consider who can vote for their council	<p>Should the franchise for council elections be changed in any way?</p> <p>Form One</p> <ul style="list-style-type: none"> 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"> Be a permanent resident or have the right to work. Provide proof of identity, status and residence when completing the forms. <p>This process should be managed by ECSA with consideration given to language barriers.</p> <p>Survey Results</p> <ul style="list-style-type: none"> A person should NOT be able to vote or nominate unless they have been a resident of the area for at least 1 year. Absolutely Citizens and permanent residents.
Change the timing of council elections	<p>Should council elections be moved to a different year from South Australian Government elections?</p> <ul style="list-style-type: none"> Running the state and local government elections in the same year puts increased strain on ECSA's finite resources. A move to a different year may increase the local government elections profile. <p>Survey Results</p> <ul style="list-style-type: none"> Support the same year Year after State Elections A number of unsuccessful candidates from the state election might want to run in their local council area. The current timeline provides an adequate 7-8 month gap between the two elections.
Election promotion	<p>Should councils have a stronger role in promoting elections locally to increase voter turnout?</p> <ul style="list-style-type: none"> Councils already play a large role in local promotion. Better coordination between ECSA and LGA campaigns and collateral would be beneficial. <p>Survey Results</p> <ul style="list-style-type: none"> A more collaborative process between the LGASA, ECSA and the LG area should occur and not just at the 11th hour. Compulsory voting for H0A roll would significantly increase turnout.
Removing wards.	<p>Would removing wards provide voters with greater choice, and produce fairer results?</p> <ul style="list-style-type: none"> 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). The decision to remove wards should be up to that Community (as above). <p>Survey Results</p>



Topic 3: How Can We Achieve A Better Voter Turnout?	
	<ul style="list-style-type: none"> • As stated previously I do not support Wards as them is making decisions on the entire LG area they represent NOT just their Ward. • Support removal of Wards • If it isn't broken don't fix it • Remove Wards
Consider candidate information	<p>Is it fair for someone who has 'served their time' to have to release this information?</p> <ul style="list-style-type: none"> • 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. <p>Survey Results</p> <ul style="list-style-type: none"> • For all the reasons why other Boards do this not just ASX Directors. People who are nominating should be required to have a DIN. • No opinion <p>What information should candidates be required to include with their nominations?</p> <ul style="list-style-type: none"> • 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 <p>Survey Results</p> <ul style="list-style-type: none"> • I think it is critical that an Elected Member lives and or works in the area. The issue to address is people who "just move in" so they can nominate and then 'move out' when people aren't noticing. Also, if a person decides to run for State or Federal government they should be forced to resign from Council. It would be very clear at that time what political party they are supporting, and this would most likely influence their decision making and LG EM's should be 'A political'. • Political affiliations in the past five years ... not just a year. Also, residential address for the past two years must be declared as part of one's candidacy and there should be a constant requirement to update residential address where they address changes to one outside of the LGA represented. There have been shocking instances of candidates moving to a LGA 8 weeks before an election and then out of the same LGA to one they do not represent only weeks after an election. Such practices serve to destroy voter confidence in our system of government. <p>Is there a role for councils to play in enabling all candidates to reach potential voters?</p>



Topic 3: How Can We Achieve A Better Voter Turnout?

- It is a decision for each Council if they would like to run information sessions such as candidate nights etc.

Survey Results

- **However this must be executed fairly.**
- **Some candidates work a lot harder than others to reach potential voters. It's not the councils job to prop up ineffective candidates**

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

Survey Results

- **Time, money, and family commitments etc. as mentioned previously.**
- **Previously answered**



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	<p>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.</p> <p>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.</p> <p>Survey Results</p> <ul style="list-style-type: none"> • Consistency
Statute Amendments are significantly problematic	<ul style="list-style-type: none"> • The changes imposed on CoA under the recent Statute Amendments: • 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. • Additional FTE/s required as: <ul style="list-style-type: none"> • new template correspondence will need to be drafted and sent to all bodies corporate and groups on the voter's roll; • 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); • 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; • 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; • redactions will need to be made to the version of voters roll available for inspection by the public; (In practice would be problematic) • all of the above must occur within strict timeframes; and • 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. • 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.



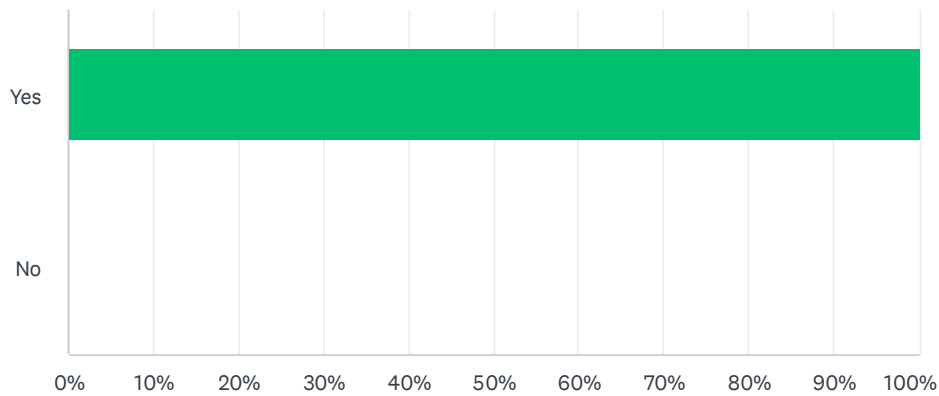
Topic 4: Election Improvements

	<ul style="list-style-type: none"> • 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 • In some cases, invest the Council’s Chief Executive Officer (CEO) with the unusual power to ‘choosing’; who can vote. • No similar amendments are being made with respect to any other Council. • 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. <p>Survey Results</p> <ul style="list-style-type: none"> •and I think it would be well worth the investment as the ‘fish rots from the head’ and 4 years can be a long time. So having more resources to assist can only be a good thing – maybe it could be o a ‘fixed term’ contract. • Turn as much of the process for elections over to ECSA. Council administrations should not be tasked with any role that puts them at odds with elected members, potential elected members, enrolled voters or potential enrolled voters. The process must be seen to be completely independent in order or electors to have confidence in the systems.
<p>Suggested change to existing voting eligibility for Head Lease holders</p>	<ul style="list-style-type: none"> • 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>. • 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. • An unattended consequence is that each unique owner and head lessee combination would constitute a unique voter’s group. • 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.
	<ul style="list-style-type: none"> • 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. <p>Survey Responses</p> <ul style="list-style-type: none"> • This is a very complicated topic as I deal with the LTO on a daily basis, I think this needs to be reviewed in its own right and at the momet there is probably no real ‘yes’ and ‘no’ answer however more ‘maybe’



Q1 What requirements should be set for councils' community engagement for what decisions? CoA Comment: 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.

Answered: 4 Skipped: 0

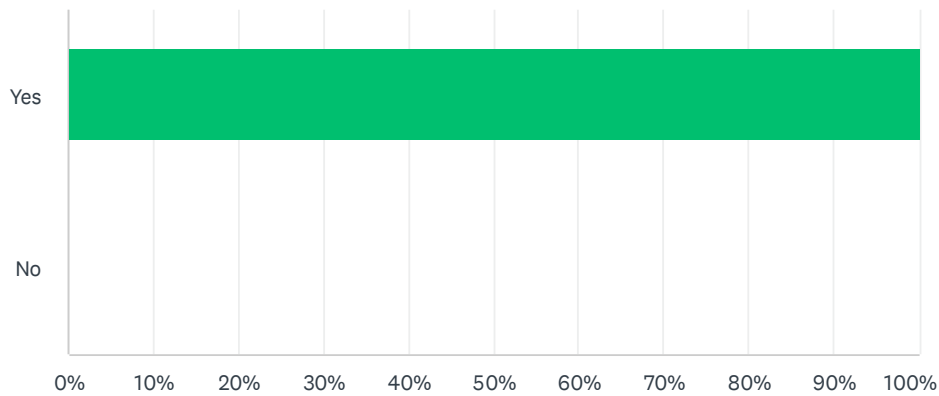


ANSWER CHOICES	RESPONSES	
Yes	100.00%	4
No	0.00%	0
TOTAL		4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
	There are no responses.	

Q2 What should be included in the Charter and what should be left for councils' own community engagement policies? CoA Comment: 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.

Answered: 4 Skipped: 0

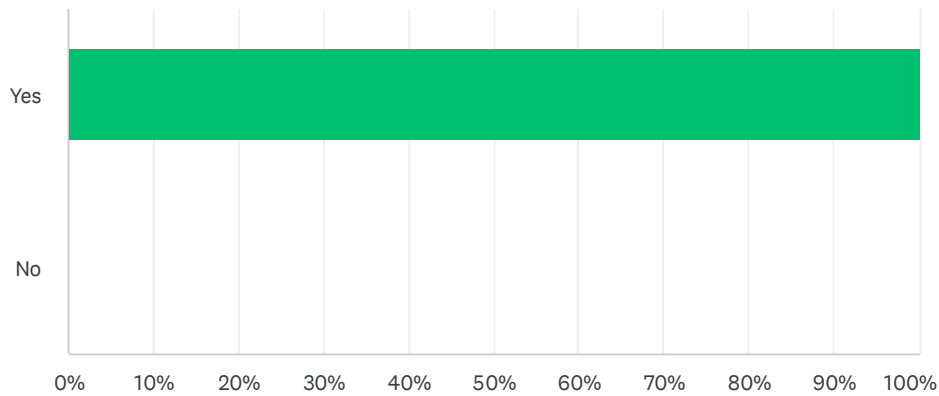


ANSWER CHOICES	RESPONSES	
Yes	100.00%	4
No	0.00%	0
TOTAL		4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
	There are no responses.	

Q3 Should councils have the capacity to determine how they will engage with their communities, or should the Charter be more directive in its approach?
 CoA Comment: 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.

Answered: 2 Skipped: 2



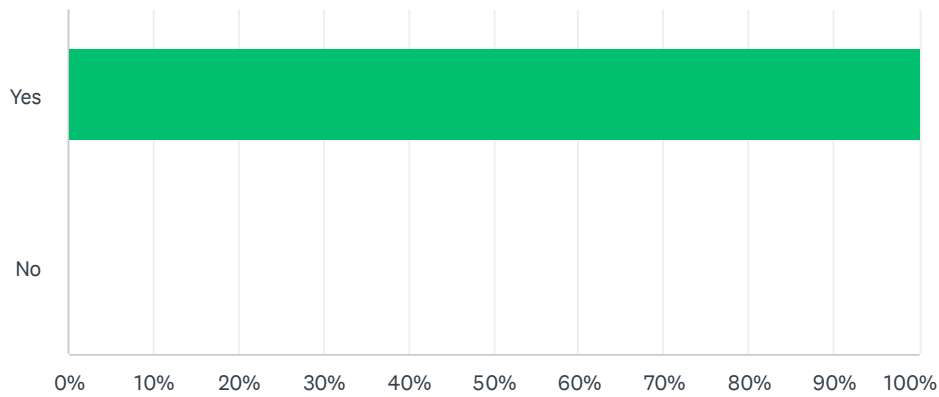
ANSWER CHOICES	RESPONSES
Yes	100.00% 2
No	0.00% 0
TOTAL	2

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
	There are no responses.	

Q4 What other ideas do you have for councils' community engagement?

CoA Comment: 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'.

Answered: 3 Skipped: 1



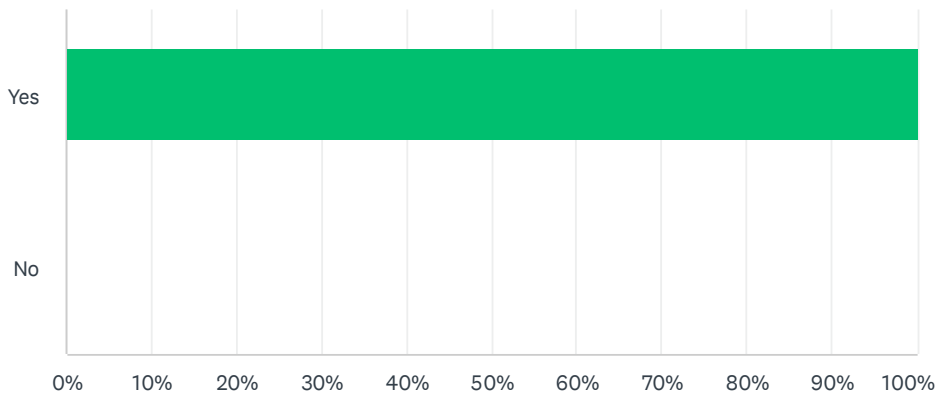
ANSWER CHOICES	RESPONSES
Yes	100.00% 3
No	0.00% 0
TOTAL	3

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Genuine consultation needs to happen	3/5/2024 2:17 PM
2	Yes ... engage with advisory groups charged with providing feedback who then engage with Council or Committee meetings	3/4/2024 11:53 AM

Q5 How would you like to see councils engage with you?CoA

Comment:Feedback from we have heard from the community via our engagement activities includes the following:Longer consultation periods so group submissions can be madeRegular 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).

Answered: 4 Skipped: 0

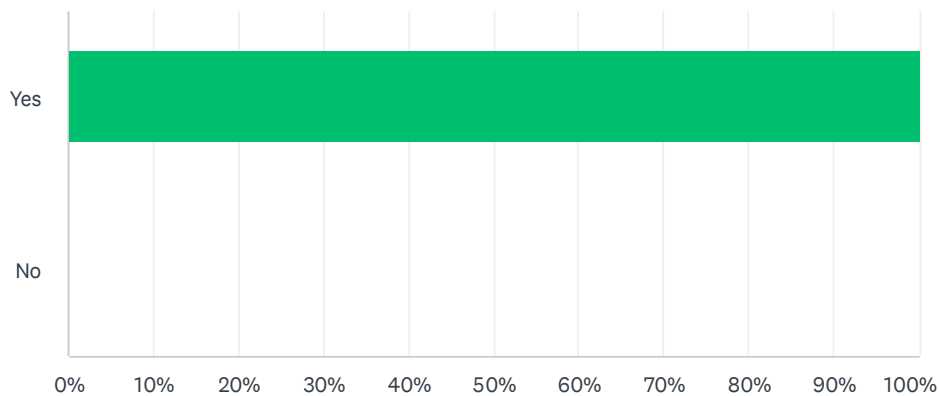


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Regular events for constituents to engage with the LM and Councillors. Reinstate LM fora for resident groups and precinct groups and expand to include randomly identified individuals to be asked to attend discussions with LM and Councillors 3 times a year	3/4/2024 11:53 AM

Q6 Should councils be required to livestream their meetings and make recordings available?
CoA Comment: CoA has live-streamed its meetings and made them available on the internet before COVID-19. Councils should ensure that the meetings are inclusive and accessible to all members of the Community Council considers live streaming an essential service for those members of the community unable to attend meetings in person. It should remain the decision of individual Councils whether they do so.

Answered: 4 Skipped: 0

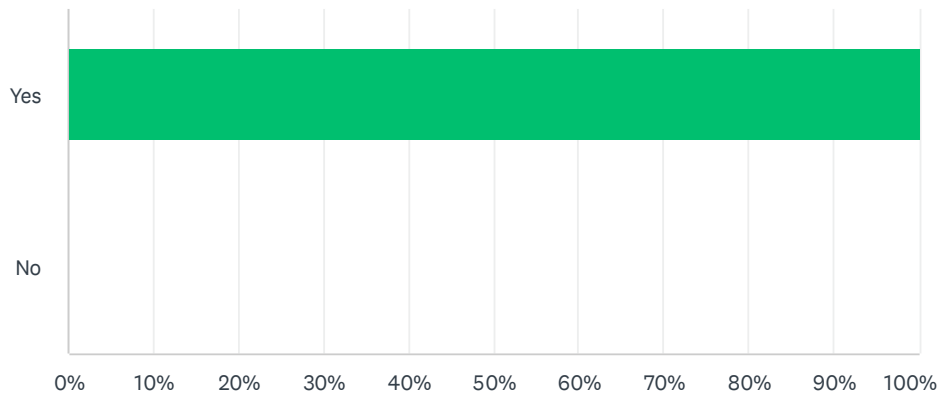


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Continue live streaming but more efficiently (CofA livestreams often miss the start and drop in and out). Add subtitles (automatically generated) as the audio is not as good as it could be. Make agenda for Council, Committee, Audit and Risk, Reconciliation etc more widely available ... including on paper at libraries and community centres	3/4/2024 11:53 AM

Q7 All metropolitan councils hold their council meetings during the evenings, but councils in regional areas often hold their meetings during business hours. CoA Comment: This should be an individual decision for each council, as well as considering how this may impact community participation. Some regional councillors may have to travel long distances to attend meetings.

Answered: 4 Skipped: 0

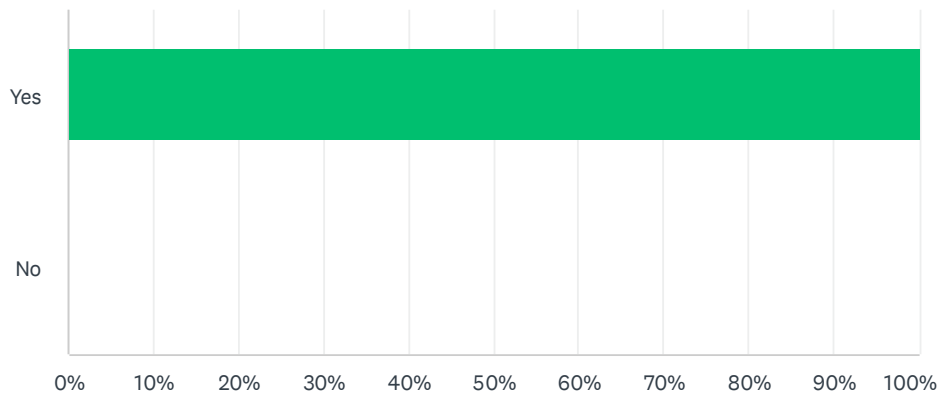


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Strongly support this. Day time meetings would prevent many Elected Members from attending meetings.	3/5/2024 4:02 PM
2	Capital City Council meetings should be held at evenings when they are accessible to ratepayers with work or child minding responsibilities	3/4/2024 11:53 AM

Q8 Should councils be required to hold their meetings at a particular time to maximise community participation?
 CoA Comment 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. This could occur as part of the adoption of the Code of Practice for Access to Council Meetings and Documents.

Answered: 4 Skipped: 0

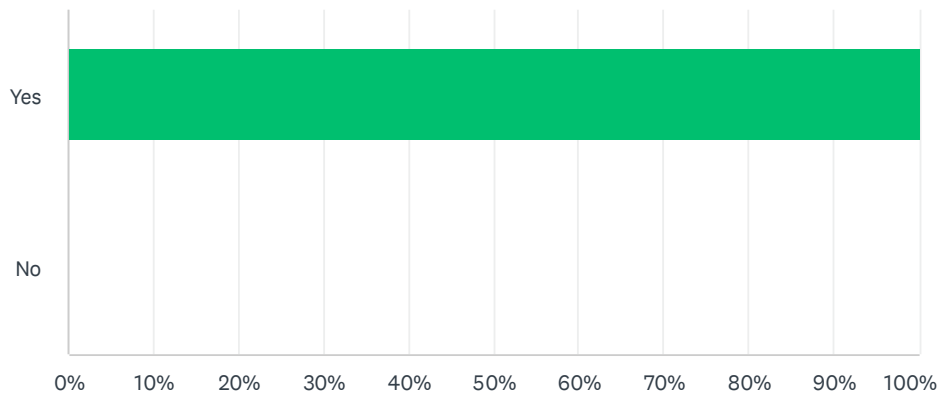


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Formal Council and Committee meetings should continue to be held when ratepayers can attend outside of working or family responsibilities. It may be appropriate when discussing particular community matters to hold meetings or parts of a meeting in community locations at times other than outside of hours.	3/4/2024 11:53 AM

Q9 How should members be supported to engage directly with their communities? CoA Comment: There needs to be a clear delineation regarding context and purpose, i.e are they representing a Council-endorsed view or their own? If Council Members speak on behalf of the Council, all correspondence and communications should be authorised. Council Members should remain responsible for their statements.

Answered: 4 Skipped: 0

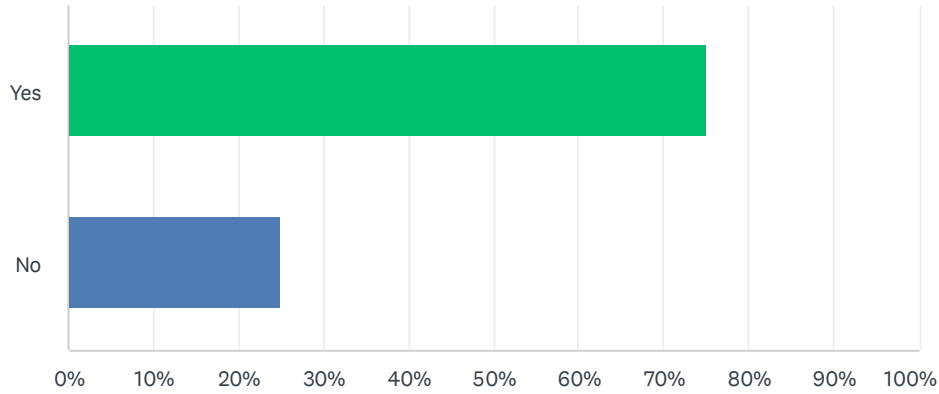


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
	There are no responses.	

Q10 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?CoA Comment:Should be a decision of council as part of the Allowance and Benefit policy.

Answered: 4 Skipped: 0

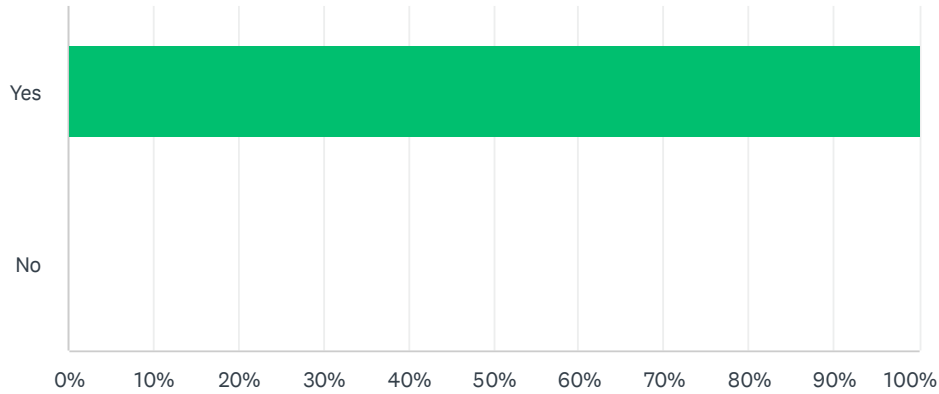


ANSWER CHOICES	RESPONSES	
Yes	75.00%	3
No	25.00%	1
TOTAL		4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Should be a statewide amount set by the regulator.	3/5/2024 2:17 PM
2	Communication is costly and an allowance or even assistance with printing and distribution would be helpfyl	3/4/2024 11:53 AM

Q11 What other ideas do you have to strengthen the relationship between council members and their local community members? CoA
 Comment: Training as part of the Council Member Mandatory Training sessions on how to engage with communities. This training should provide guidance on using social media as well as clarifying roles and responsibilities.

Answered: 4 Skipped: 0

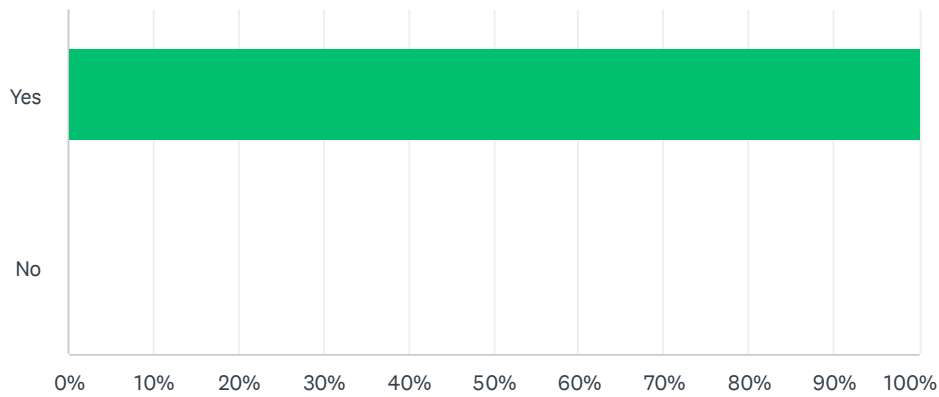


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	social media activity by elected members needs to be governed by stricter rules with potential bad behaviours detailed	3/4/2024 11:53 AM

Q1 Would more, and a more diverse range of, people be attracted to the role if allowances were increased? CoA Comment: Potentially, yes 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. Benchmarking should occur against interstate jurisdictions. Awareness of what other reimbursements candidates are entitled to (such as babysitting, mileage, etc).

Answered: 4 Skipped: 0

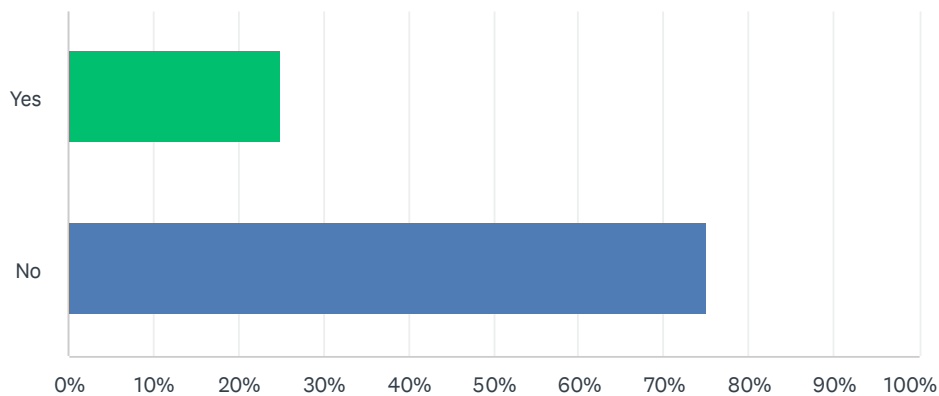


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Although financial compensation should not be a driving factor I think that being a Councillor and executing this role as well as you can is very time consuming. If people don't have other financial support then this would be a deciding factor. Also if a person has a full time role they may need to reduce hours to do the role justice so the allowance could be seen to compensate the loss of income. Community members who elect people want (or should) their representatives to have the expertise, skills and experience - therefore it shouldn't be just for people who can 'afford' to throw their hat in the ring.	3/6/2024 9:56 AM
2	A better explanation of the commitment would also be useful in ensuring those who accept the role understand the volume of reading and site visits necessary to understand what they are being asked to deliberate on	3/4/2024 12:36 PM

Q2 Should council members be able to attend some council meetings electronically? CoA Comment: Electronic attendance may assist flexibility, allowing Council Members to attend when they otherwise may not be able to. The ability to attend a meeting electronically should be a discretionary provision in the legislation. It should be a decision for each Council regarding: - If it will accommodate this and- Include in its Code of Practice for Meeting Procedures (including how confidentiality will be protected).

Answered: 4 Skipped: 0

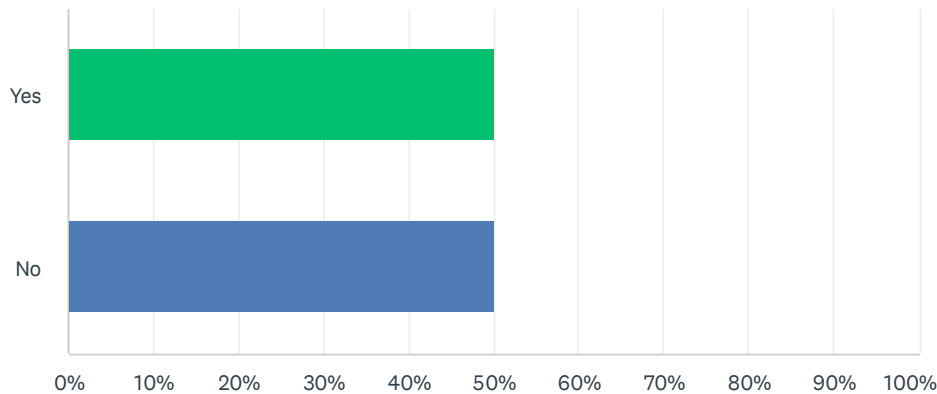


ANSWER CHOICES	RESPONSES
Yes	25.00% 1
No	75.00% 3
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Although I said no this is more for Council meetings. If committee or 'other' I think that should be accepted especially if it is for good reason and circumstances has put the Councillor in a situation where they didn't have the time to organise for example a baby-sitter etc.	3/6/2024 9:56 AM
2	Instead meetings and venues should be inclusive including access, timing, support and translation. The format and culture of meetings should consider diversity.	3/5/2024 2:27 PM
3	Electronic attendances in only extraordinary cases and under strict rules. We have had a Councillor reportedly flirt with the idea of living outside of South Australia for extended periods which is not acceptable. The City of Adelaide has also had Committee meetings chaired electronically by individuals seated in the offices of members of parliament ... who, in turn, were closely identified with party politics. Moreover, confidentiality cannot be dealt with satisfactorily where the presiding member cannot be certain the all people hearing confidential matters in remote locations are, indeed, alone as can be determined when meeting in person. this is a very complex area other levels of government in Australia have not resolved and which requires much serious discussion.	3/4/2024 12:36 PM
4	I would be supportive of special dispensation being given to councillors to attend committees virtually. But in person meetings for the main deliberative meetings unless entire council is unable to meet (ie covid lockdown).	2/26/2024 12:31 PM

Q3 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? CoA Comment: Councils already work extensively with community organisations to raise awareness concerning Local Government Elections and Nominations.

Answered: 4 Skipped: 0



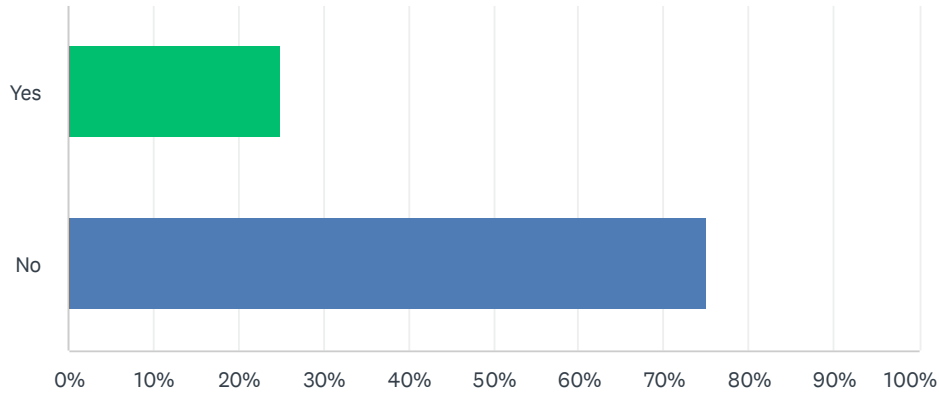
ANSWER CHOICES	RESPONSES
Yes	50.00% 2
No	50.00% 2
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	I think there should be more information sessions that includes existing Councillors and also the governance team. Even being a former CEO of a Council does not prepare someone for the complexities of being an Elected Member.	3/6/2024 9:56 AM
2	Need a targeted strategy to ensure the make up of councils reflects their community. Also the need to live or work in the council area. This keeps people better coonected and makes sure others see the council at work.	3/5/2024 2:27 PM
3	This is a contentious area. In the last Council elections the City of Adelaide sent staff to locations where some ratepayers were in attendance, mainly offices and shops, and provided directions regarding enrolments. No similar initiative existed for other groups of ratepayers raising the possibility of accusations that this was a very subjective campaign. Even a Council subsidiary, AEDA, resolved in a minuted decision to target business to encourage greater voter turnout among that group and that group alone. The Council Administration and subsidiaries are supposed to be independent of the political process. If they become part of the process, then, as happens, at State and Federal levels, parts of the Administrations and subsidiaries are at risk of not being trusted by the politically elected and of being subject to change at each election. Generic campaigns about "don't forget to enrol" are the only campaigns in which Council Administrations should participate.	3/4/2024 12:36 PM

Q4 Should term limits for council members be introduced?CoA

Comment:It is noted that the institutionalised knowledge long-serving Council Members bringThese members have served for a long time because their community continues to choose them to represent this.If term limits are to be introduced, three consecutive terms are proposed (12 years).

Answered: 4 Skipped: 0

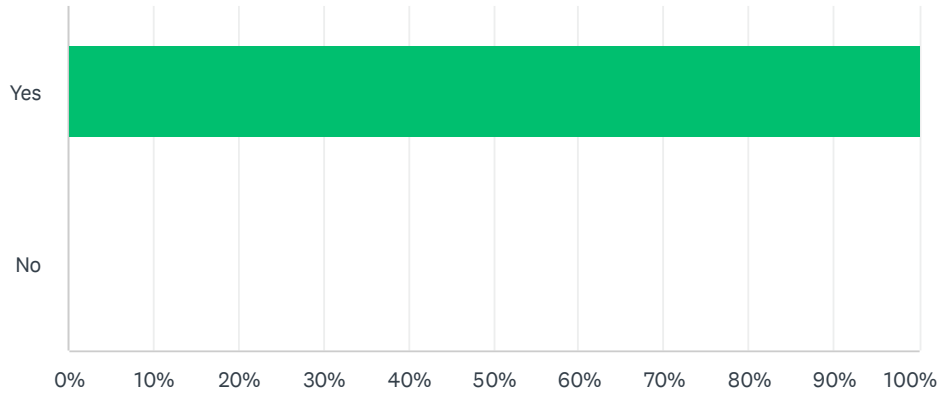


ANSWER CHOICES	RESPONSES
Yes	25.00% 1
No	75.00% 3
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	If the community wants to vote in an individual they should be able to - democracy!	3/6/2024 9:56 AM
2	Just as the Council administration is served well by experienced staff with 10, 15 or 20 years of experience, so too is the elected body. A mixture of experience and the exuberance and fresh approaches of the newly elected potentially serves communities well.... and, indeed, this is the environment in most LGAs in South Australia. But it would be somewhat discriminatory for there to be no limit on Lord Mayoral terms, as is the case in the CofA, and limits on other elected members and no time limits at all on any elected member on any other level of Government ... State or federal ... in South Australia.	3/4/2024 12:36 PM
3	No term limits. Voters to decide on elected member tenure.	2/26/2024 12:31 PM

Q5 Should people be required to complete an online course before nominating?
 CoA Comment: 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. This training should also include the legislative responsibilities of a candidate when campaigning

Answered: 4 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	As much information as possible communicated in various ways is what is required.	3/6/2024 9:56 AM

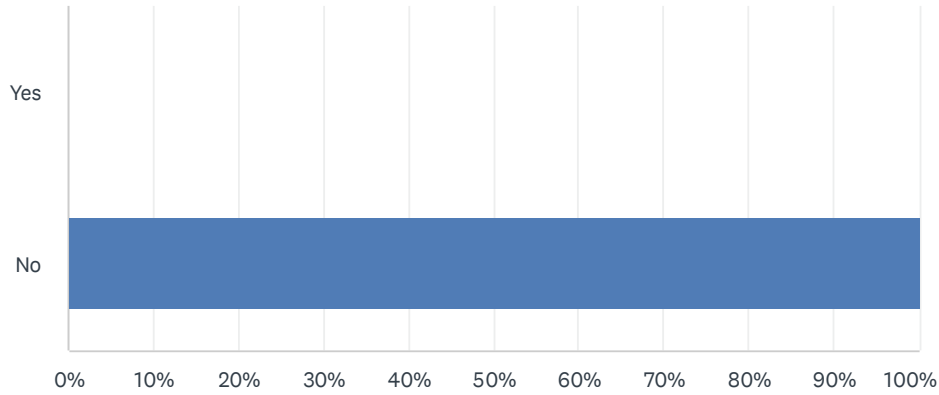
Q6 What forms of training could both benefit candidates and generate more community confidence in the people who are standing for election?

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	Many more information sessions, Q&A's with candidates, Q&A's with existing Councillors - similar training sessions to the mandatory sessions especially around behaviours.	3/6/2024 9:56 AM
2	Roles and responsibilities and the three tiers of Australian government	3/5/2024 2:27 PM
3	ICAC training	3/4/2024 12:36 PM

Q7 Should councils have a role in the nomination process?CoA Comment:No

Answered: 3 Skipped: 1

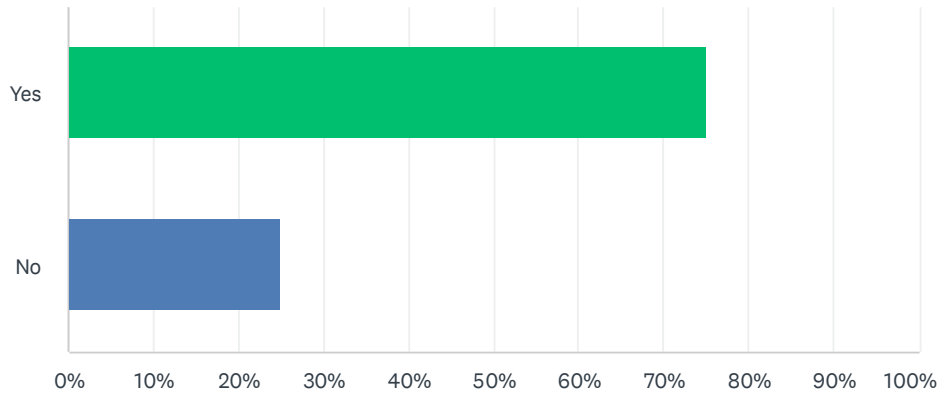


ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	3
TOTAL		3

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Definitely not as this would encourage factions.	3/6/2024 9:56 AM
2	How does a body directed by an elected body ... often driven by party politics ... have an objective role in a key part of a democratic process?	3/4/2024 12:36 PM

Q8 If ECSA continues to receive nominations directly, should there be arequirement for nominations to be published throughout the nomination process, not just at the end? If so, how should these be published?CoA
Comment:ECSA should publish on their website daily. Extra resources should be assigned to ECSA for this purpose.

Answered: 4 Skipped: 0



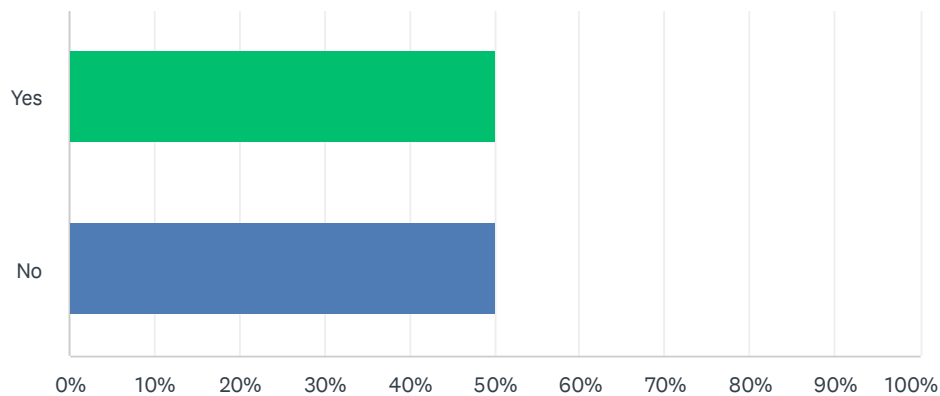
ANSWER CHOICES	RESPONSES
Yes	75.00% 3
No	25.00% 1
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	The more transparency in the processs the better and if people see other people they know nominate it may actually encourage them.	3/6/2024 9:56 AM
2	This could be manipulated by candidates.	3/5/2024 2:27 PM

Q9 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?CoA

Comment: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.

Answered: 2 Skipped: 2

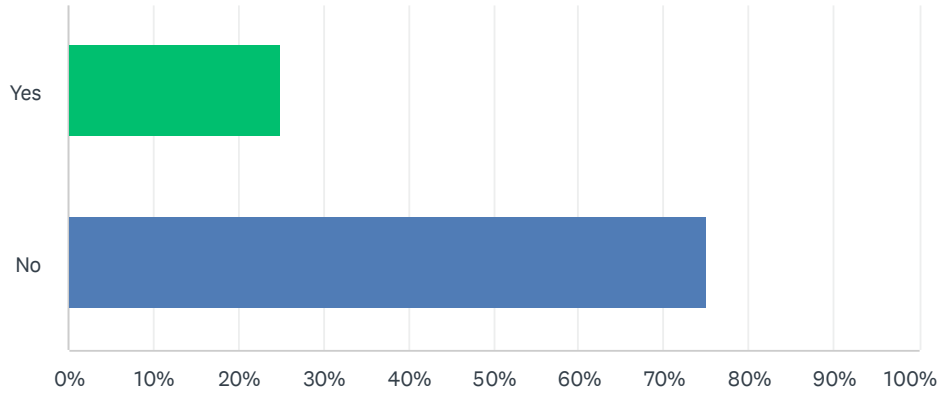


ANSWER CHOICES	RESPONSES
Yes	50.00% 1
No	50.00% 1
TOTAL	2

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	I'm very much an anti-ward person. Simply because Councillors have to vote on the entire LG area they are elected to and not just their Ward. There may be an argument if the Council if it is a Council over a large geographical area.	3/6/2024 9:56 AM
2	If compulsory voting then wards should continue but if voluntary voting then the electorate is too small to get quality candidates. I like the local connection and knowledge.	3/5/2024 2:27 PM
3	The principle is already established and vital for the proper functioning of LGAs - especially in regional areas. Why should City residents not have the advantage of country residents?	3/4/2024 12:36 PM
4	I think removing wards would be beneficial to the CoA as we're such a geographically small council	2/26/2024 12:31 PM

Q10 Should potential boundary changes be referred to the South Australian Boundaries Commission when a council receives significantly fewer nominations than it has vacancies?CoA Comment:No. There are several reasons why Councils do not receive enough nominations.

Answered: 4 Skipped: 0

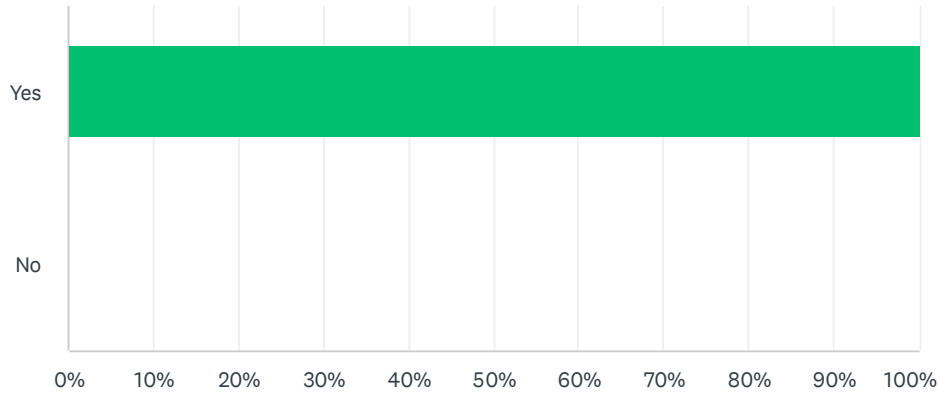


ANSWER CHOICES	RESPONSES
Yes	25.00% 1
No	75.00% 3
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	If this happens it is probably another problem than boundaries.	3/5/2024 2:27 PM

Q11 What are other factors that might encourage—or dissuade—people to stand for election to their councils?
CoA Comment: Perception of a high-pressure culture for Council Members
 Adversarial nature of debate
 Public scrutiny
 Time commitment required
 Not knowing that training and support are provided for members to do their role
 Understanding of local government
 Lack of support for the campaign

Answered: 4 Skipped: 0

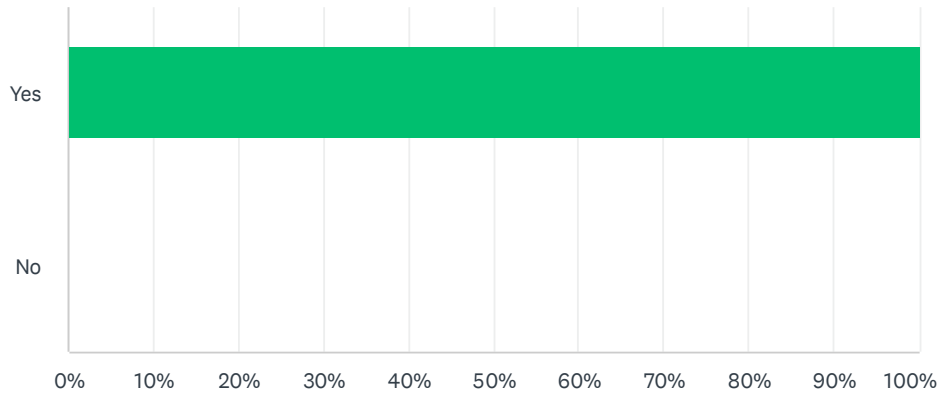


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	All of the above including financial and family commitments I could not be an Elected Member if I had a full-time role and kids and especially if I was a single parent. It is so much more than just having baby-sitters available.	3/6/2024 9:56 AM
2	Also the itical nature of some of the behaviour and the use of local government as a personal career move or stepping stone. Rigidity in meeting procedure and rules about caucuses. Being an individual is very hard and scary. We need the chance to discuss things before we are in the spot light	3/5/2024 2:27 PM
3	The absence of administrative support which has diminished to a point where it is but a fraction of what was available The increasing participation of political parties that resource candidates and elected members to the disadvantage of people who are independent The onerous provisions of behavioral code complaints	3/4/2024 12:36 PM

Q12 What ideas do you have to increase nominations?CoA
Comment:Link to promotion – understanding of the role, making known the support available Pre-mentor program started well before the election cycle Mid-term programs promoting the role of the Council Member

Answered: 4 Skipped: 0

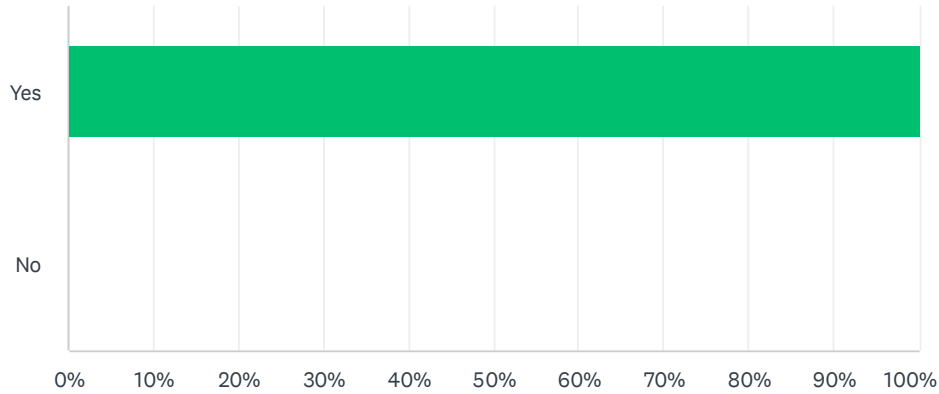


ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	I've emphasized the importance of additional sessions with both current Councillors and Administration beyond just during election periods. Ideally, initiating these sessions a year in advance would be my preference. Furthermore, we must address the issue of encouraging more women to nominate for these roles. I've encountered instances where younger women withdrew their nominations upon realizing the significant time and commitment demanded by the position. Balancing these responsibilities with personal and professional commitments can seem insurmountable, especially considering that women still predominantly assume the role of primary caregivers for their families, including children and elderly parents.	3/6/2024 9:56 AM
2	Fix what's wrong with perceptions about the downsides too	3/4/2024 12:36 PM

Q1 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?CoA Comment:Compulsory voting should be introduced for the House of Assembly Roll in line with other jurisdictions across Australia

Answered: 4 Skipped: 0



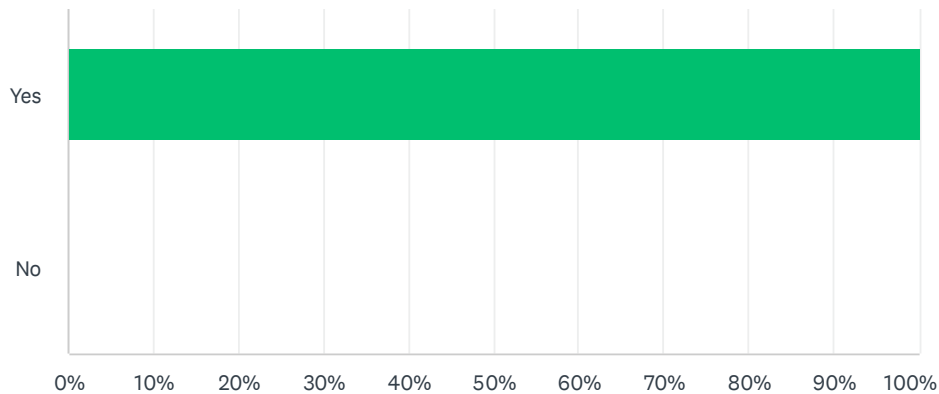
ANSWER CHOICES	RESPONSES
Yes	100.00% 4
No	0.00% 0
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	By LG elections not being mandatory makes it look like that this level of government is less important than State and Federal LG is essential for the 'health' of a community -I would like to see the other two levels of government take-over - rates, rubbish and roads and all the other community services!?	3/6/2024 10:16 AM

Q2 How should people vote for their councils?CoA

Comment:PostalPostal voting is a very convenient method for the community.It is noted there were numerous complaints during the last election with residents not receiving voting material or receiving incorrect voting material.Delays by Australia Post meant some voting material wasn't reissued.If postal voting is to be continued - the Council should be able to reissue in the last week of the voting periodIn PersonIf compulsory voting was introduced, voting in person could be introduced. If compulsory voting is not introduced, voter participation will likely decrease

Answered: 3 Skipped: 1



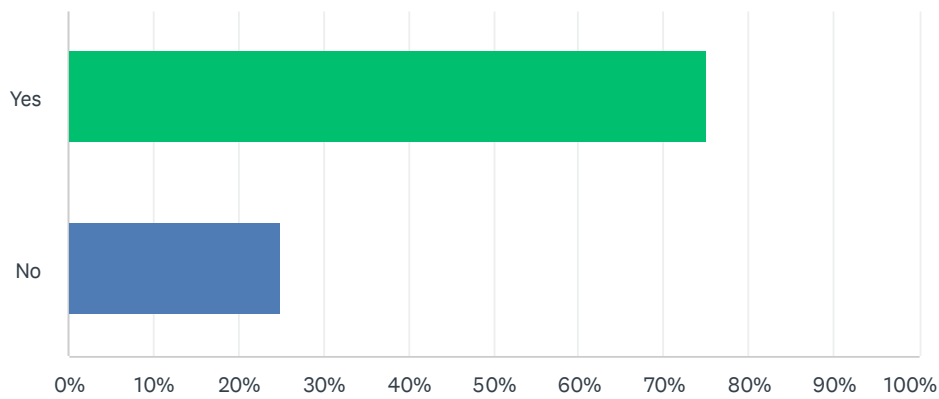
ANSWER CHOICES	RESPONSES	
Yes	100.00%	3
No	0.00%	0
TOTAL		3

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Voting should reflect how we operate in other areas of our lives - so both postal and electronic should be an option- especially if not mandated.	3/6/2024 10:16 AM
2	Strongly support in person voting	3/5/2024 4:05 PM
3	Compulsory, in person voting will lead to a highly politicised lga environment where the candidates will be in training for higher political office. In the City of Adelaide, it would also be difficult to overcome the particular problems with allowing votes associated with a supplementary roll for non resident property owners. Leave it voluntary, with ... as with State and Federal ... the possibility of postal votes and in person votes to assist in minimizing electoral vote rigging.	3/4/2024 12:47 PM
4	I support compulsory (for HoA roll voters) with in person elections. (Postal remain for those that require it, similar to state and federal elections).	2/26/2024 12:26 PM

Q3 Should the franchise for council elections be changed in any way?

CoA Comment:Form OneThe 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:- Be a permanent resident or have the right to work. - Provide proof of identity, status and residence when completing the forms.This process should be managed by ECSA with consideration given to language barriers.

Answered: 4 Skipped: 0

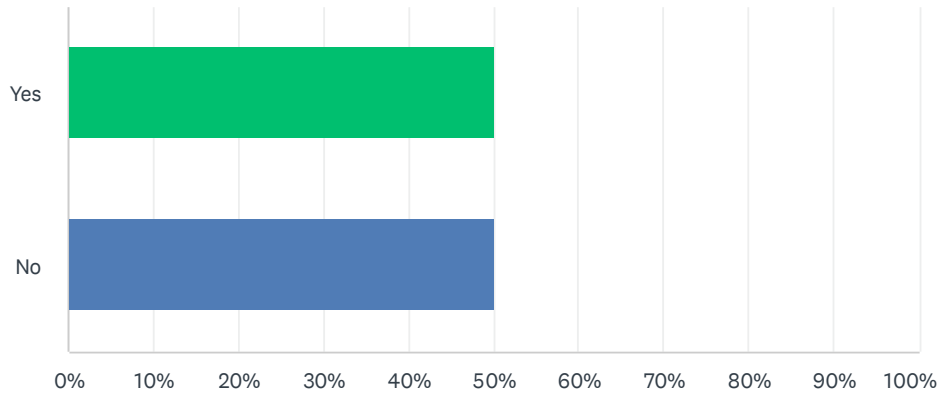


ANSWER CHOICES	RESPONSES
Yes	75.00% 3
No	25.00% 1
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	A person should NOT be able to vote or nominate unless they have been a resident of the area for a least 1 year.	3/6/2024 10:16 AM
2	Absolutely	3/4/2024 12:47 PM
3	Citizens and permanent residents.	2/26/2024 12:26 PM

Q4 Should council elections be moved to a different year from South Australian Government elections? CoA Comment: Running the state and local government elections in the same year puts increased strain on ECSA's finite resources. A move to a different year may increase the local government elections profile.

Answered: 4 Skipped: 0

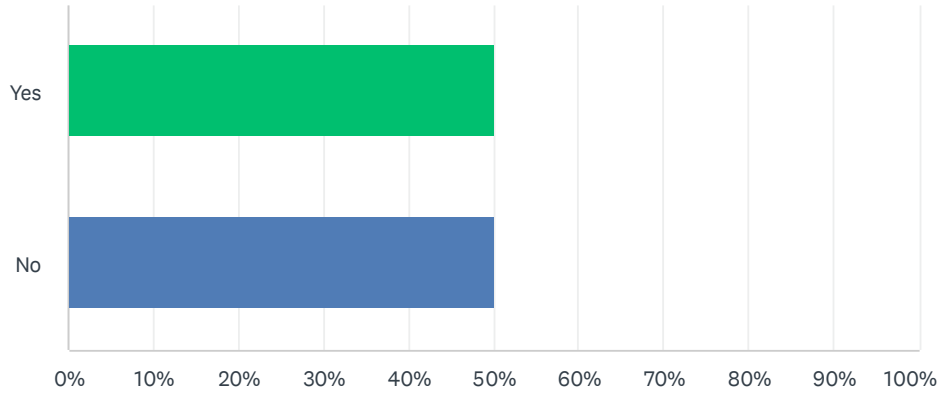


ANSWER CHOICES	RESPONSES
Yes	50.00% 2
No	50.00% 2
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Support the same year	3/5/2024 4:05 PM
2	Year after State elections.	3/4/2024 12:47 PM
3	A number of unsuccessful candidates from the state election might want to run in their local council area. The current timeline provides an adequate 7-8 month gap between the two elections.	2/26/2024 12:26 PM

Q5 Should councils have a stronger role in promoting elections locally to increase voter turnout? CoA Comment: Councils already play a large role in local promotion. Better coordination between ECSA and LGA campaigns and collateral would be beneficial.

Answered: 4 Skipped: 0

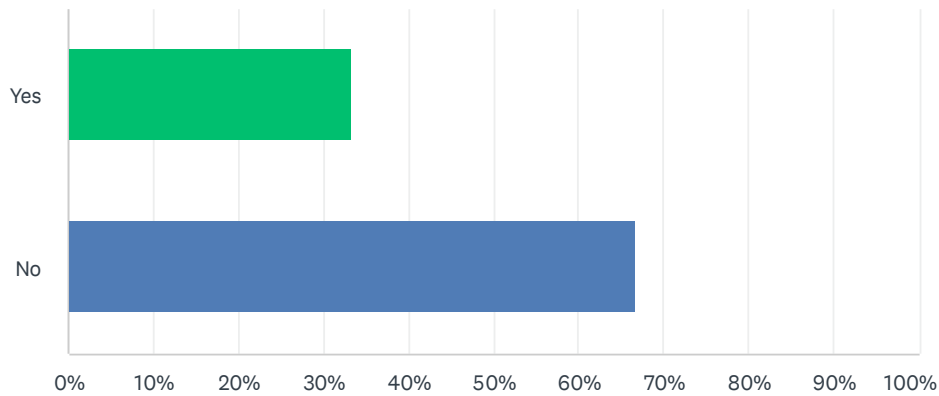


ANSWER CHOICES	RESPONSES
Yes	50.00% 2
No	50.00% 2
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	A more collaborative process between the LGASA, ECSA and the LG area should occur and not just at the 11th hour.	3/6/2024 10:16 AM
2	Compulsory voting for HoA roll would significantly increase turnout.	2/26/2024 12:26 PM

Q6 Would removing wards provide voters with greater choice, and produce fairer results? CoA Comment: 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). The decision to remove wards should be up to that Community (as above).

Answered: 3 Skipped: 1

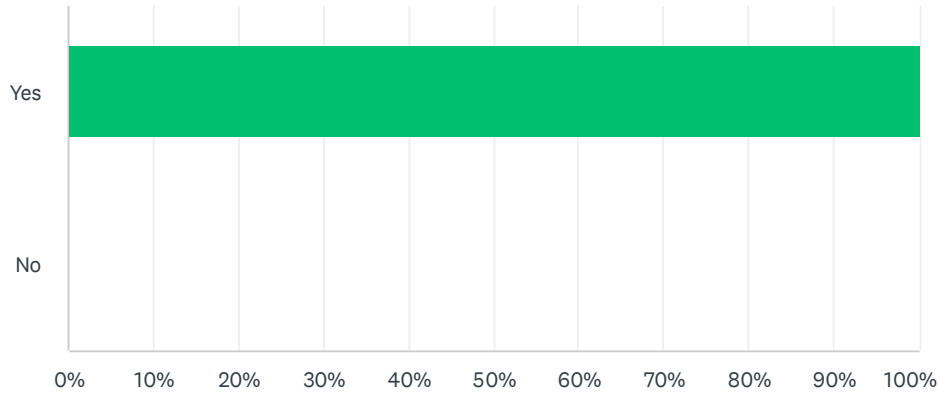


ANSWER CHOICES	RESPONSES
Yes	33.33% 1
No	66.67% 2
TOTAL	3

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	As stated previously I do not support Wards as the EM is making decisions on the entire LG area they represent NOT just their Ward.	3/6/2024 10:16 AM
2	Support removal of wards	3/5/2024 4:05 PM
3	If it isn't broken don't fix it	3/4/2024 12:47 PM
4	Remove wards	2/26/2024 12:26 PM

Q7 Is it fair for someone who has 'served their time' to have to release this information? COA Comment: 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.

Answered: 3 Skipped: 1

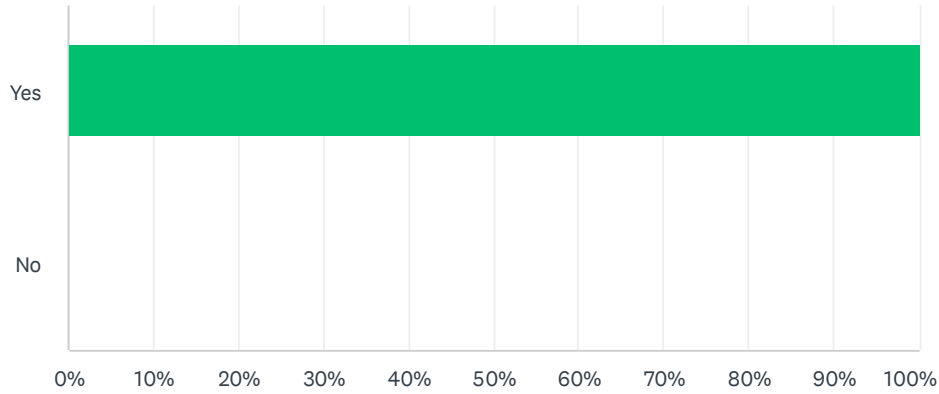


ANSWER CHOICES	RESPONSES
Yes	100.00% 3
No	0.00% 0
TOTAL	3

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	For all the reasons why other Boards do this not just ASX directors. People who are nominating should be required to have a DIN.	3/6/2024 10:16 AM
2	No opinion	2/26/2024 12:26 PM

Q8 What information should candidates be required to include with their nominations?
 CoA Comment: 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

Answered: 4 Skipped: 0

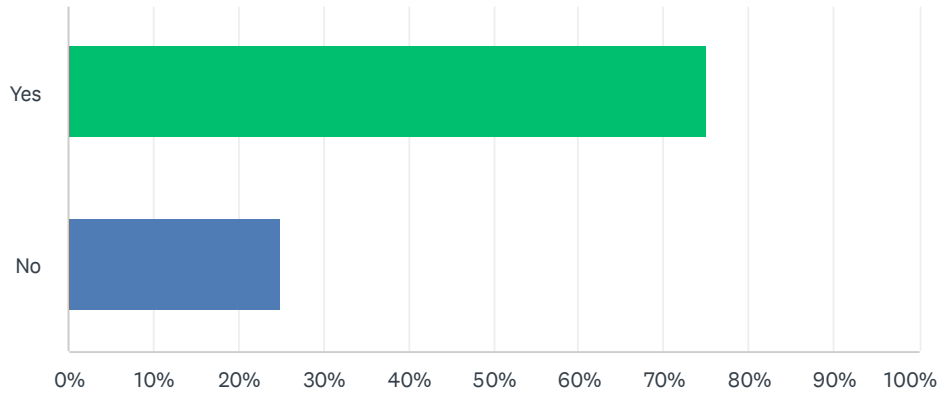


ANSWER CHOICES	RESPONSES	
Yes	100.00%	4
No	0.00%	0
TOTAL		4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	I think it is critical that an Elected Member lives and or works in the area. The issue to address is people who 'just move in' so they can nominate and then 'move out' when people aren't noticing. Also if a person decides to run for State or Federal government they should be forced to resign from Council. It would be very clear at that time what political party they are supporting and this would most likely influence their decision making and LG EM's should be 'A political'.	3/6/2024 10:16 AM
2	Political affiliations in the past five years ... not just a year. Also residential address for the past two years must be declared as part of one's candidacy and there should be a constant requirement to update residential address where the address changes to one outside of the lga represented. There have been shocking instances of candidates moving to an lga 8 weeks before an election and then out of the same lga to one they do not represent only weeks after an election. Such practices serve to destroy voter confidence in our system of government.	3/4/2024 12:47 PM

Q9 Is there a role for councils to play in enabling all candidates to reach potential voters? CoA Comment: It is a decision for each Council if they would like to run information sessions such as candidate nights etc.

Answered: 4 Skipped: 0

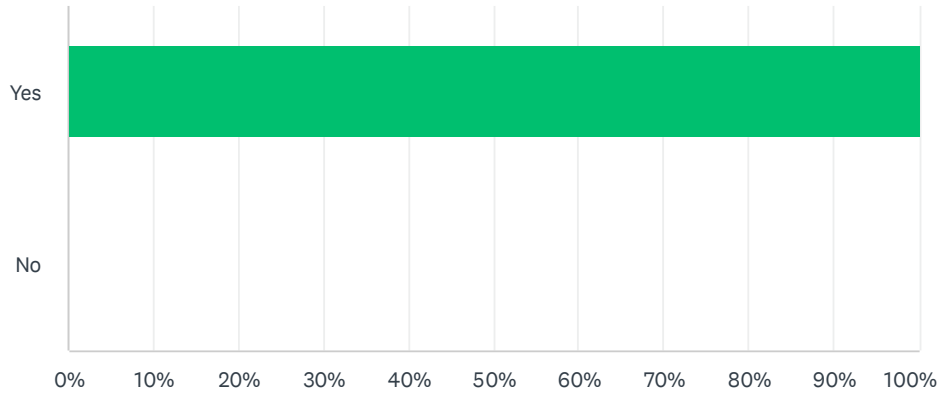


ANSWER CHOICES	RESPONSES
Yes	75.00% 3
No	25.00% 1
TOTAL	4

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	However this must be executed fairly.	3/6/2024 10:16 AM
2	Some candidates work a lot harder than others to reach potential voters. It's not the councils job to prop up ineffective candidates.	2/26/2024 12:26 PM

Q10 What are other factors that might encourage—or dissuade—people to stand for election to their councils?
 CoA Comment: 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

Answered: 1 Skipped: 3



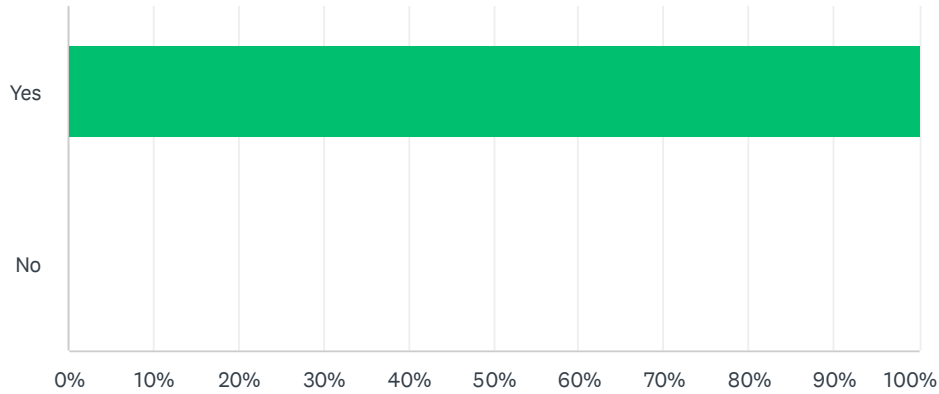
ANSWER CHOICES	RESPONSES
Yes	100.00% 1
No	0.00% 0
TOTAL	1

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Time, money and family commitments etc. as mentioned previously.	3/6/2024 10:16 AM
2	previously answered	3/4/2024 12:47 PM

Q1 All residential enrolments to be managed by AEC?CoA

Comment: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.

Answered: 2 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	100.00% 2
No	0.00% 0
TOTAL	2

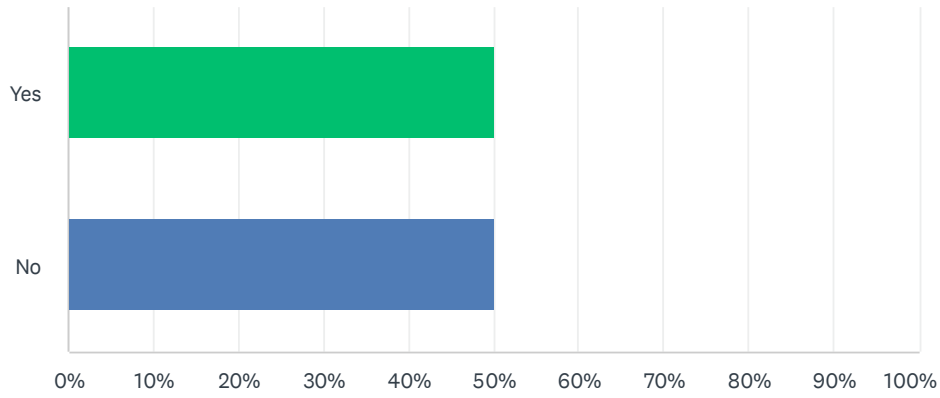
#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	Consistency	3/6/2024 10:27 AM

Q2 Statute Amendments are significantly problematic?CoA

Comment:The changes imposed on CoA under the recent Statute Amendments: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.Additional FTE/s required as:- new template correspondence will need to be drafted and sent to all bodies corporate and groups on the voter's roll; - 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); - 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; - 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; - redactions will need to be made to the version of voters roll available for inspection by the public; (In practice would be problematic)- all of the above must occur within strict timeframes; and 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. 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.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; andIn some cases, invest the Council's Chief Executive Officer (CEO) with the unusual power to 'choosing'; who can vote.No similar amendments are being made with respect to any other Council.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.

Answered: 2 Skipped: 0

Local Government Participation Elections Review

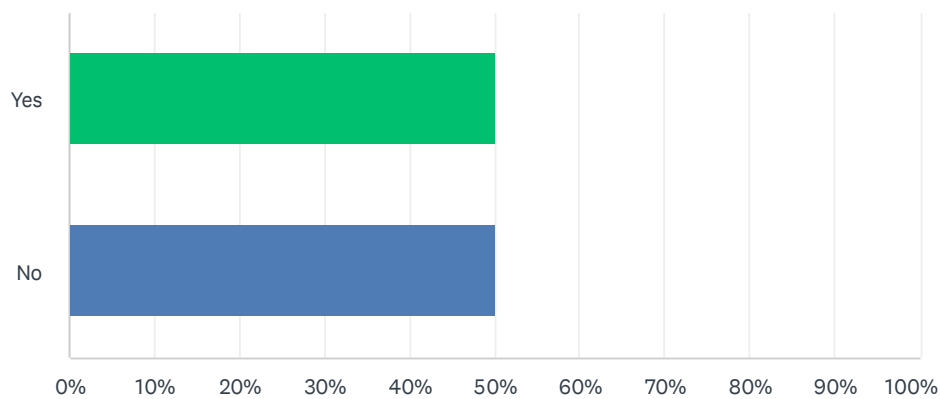


ANSWER CHOICES	RESPONSES
Yes	50.00% 1
No	50.00% 1
TOTAL	2

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	...and I think it would be well worth the investment as the 'fish rots from the head' and 4 years can be a long time. So having more resources to assist can only be a good thing - maybe it could be on a 'fixed term' contract.	3/6/2024 10:27 AM
2	Turn as much of the process for elections over to ECSA. Council administrations should not be tasked with any role that puts them at odds with elected members, potential elected members, enrolled voters or potential enrolled voters. The process must be seen to be completely independent in order for electors to have confidence in the system.	3/4/2024 12:50 PM

Q3 Suggested change to existing voting eligibility for Head Lease holder? CoA Comment: 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 Local Government Act 1999. When this situation occurs, under the Act neither party is eligible to be enrolled to vote in their own right. Instead, they must be enrolled as a group of owners. An unattended consequence is that each unique owner and head lessee combination would constitute a unique voter's group. 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. 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

Answered: 2 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	50.00% 1
No	50.00% 1
TOTAL	2

#	OTHER (COMMENT IN SUPPORT OF YOUR ANSWER)	DATE
1	This is a very complicated topic as I deal with the LTO on a daily basis. I think this needs to be reviewed it is own right and at the moment there is probably no real 'yes' and 'no' answer however more 'maybe'	3/6/2024 10:27 AM

Adelaide Economic Development Agency Review Implementation Plan Update

Strategic Alignment – Our Corporation

Public

Tuesday, 19 March 2024
**City Finance and Governance
Committee**

Program Contact:

Greg Ratsch, General Manager
Adelaide Economic Development
Agency

Approving Officer:

Anthony Spartalis - Acting Chief
Operating Officer

EXECUTIVE SUMMARY

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

At its meeting on 24 October 2023, Council endorsed the AEDA Review Implementation Plan (the Plan) which outlines how each recommendation from the Deloitte and KPMG reviews of AEDA will be addressed. As part of that resolution, Administration committed to providing implementation update reports to Council in March 2024 and July 2024. Since presenting the Plan to Council in October 2023, it has been amended to reflect the recent incidental title change of AEDA Managing Director to AEDA General Manager.

This report provides an overview of the progress made in implementing the AEDA Review Recommendations up to mid-February 2024, with 18 out of the 36 actions now completed and the remaining 18 actions in progress.

RECOMMENDATION

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE

1. Notes the progress report on the AEDA Review Implementation Plan as outlined in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 March 2024.
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IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Strategic Alignment – Our Economy
Policy	Not as a result of this report
Consultation	Council and the AEDA Board discussed a range of matters on 30 January 2024 in a workshop that focused on recommendations that were strategic in nature.
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
Opportunities	Not as a result of this report
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. Council at its meeting on 22 August 2023, considered the findings of both AEDA reviews undertaken by KPMG and Deloitte and authorised the Chief Executive Officer to work with the AEDA Board and City of Adelaide (CoA) administration to implement the review recommendations.
2. The Plan identified the officer responsible for delivery and the action due date for each recommendation. The Plan was endorsed by Council at its 24 October 2023 meeting with an undertaking provided to holding another workshop between Council Members and AEDA to discuss the approach to several of the actions deemed to be strategic in nature.

AEDA Implementation Plan Update

3. **Attachment A** provides an update on the recommendations within the Plan. Key actions taken to date are summarised below.
4. An administrative workshop on 7 December 2023 between AEDA and Governance staff discussed recommendations from the reviews regarding governance and accountability. Discussion outcomes were:
 - 4.1. Assurance Model (Action 4d – implementing an ongoing assurance model for AEDA).
 - 4.1.1. Outcome: Corporate Governance will conduct a strategic risk management review in Q3 of this financial year. This review will include the development of an Assurance Model for all City of Adelaide subsidiaries.
 - 4.2. Risk and Mitigation Strategies (Action 4b – clearly defining and agreeing on the level of risk and mitigation strategies that AEDA needs to report to the Audit and Risk Committee).
 - 4.2.1. Outcome: AEDA's quarterly reporting was reviewed in consultation with Corporate Services. It now includes updates on financials, current risks and opportunities, and reporting against BP&B Key Performance Indicators. In Q3 of this financial year, Governance will also review the Corporate Strategic Risk Register, which includes Council's subsidiaries.
 - 4.3. CoA Governance / AEDA Operational Processes (Action 4a – Deloitte's review recommended greater oversight by the CoA Governance Unit at the initial stages of key operational processes).
 - 4.3.1. Outcome: Governance confirmed that AEDA is included in their assurance reviews, which involve testing controls through audits and policy reviews, however a compliance register (based on the AEDA Charter and Schedule 2 of the *Local Government Act 1999 (SA)*) will be developed by Governance to assist with providing greater oversight.
5. The workshop held on 30 January 2024 between Council Members and AEDA Board Members discussed strategic actions from the review including the AEDA Strategic Plan, the CoA Economic Development Strategy (EDS), AEDA governance and accountability, and AEDA/CoA roles and responsibilities (including Mainstreets, Precincts etc.), and specific strategic AEDA projects. The workshop provided constructive discussions which resulted in the following outcomes:
 - 5.1. Economic Development Strategy (Actions 1 – 1a)
 - 5.1.1. The AEDA Board, at its 13 February 2024 Board meeting, provided input into the draft EDS and noted the draft strategy would be presented to Council in March 2024 to approve for public consultation.
 - 5.2. AEDA Strategic Plan (Actions 2 – 2d):
 - 5.2.1. The City of Adelaide 2024-2028 Strategic Plan, adopted by Council on 12 December 2023, and the impending EDS will be core to the development of AEDA's Strategic Plan which will provide a four year approach to how AEDA intends to discharge its responsibilities and functions articulated in the AEDA Charter.
 - 5.2.2. AEDA's Board, Advisory Committee and staff have workshopped economic priorities and opportunities for inclusion in the AEDA Strategic Plan, based on assessment of the economic environment.
 - 5.2.3. The AEDA Strategic Plan will be further progressed and finalised following Council's adoption of the EDS.

- 5.3. AEDA governance performance and accountability (including grants management, risk assurance) (Actions 4 – 4f):
 - 5.3.1. It was confirmed AEDA is included in CoA assurance review processes, testing controls, audits and policy reviews including for grant funding, procurement, and risk assessments.
 - 5.3.2. A draft funding policy has been developed and was presented to the City Community Services and Culture Committee on 6 February 2024. This policy provides a framework to ensure a consistent approach to the administration of funding across the organisation, including its subsidiaries. This policy will also provide greater clarity to Council Members around where funding sits within Council and its subsidiaries, and a consistent approach to the approval process of funding as per Council's Financial Delegations and Procurement Approvals.
 - 5.3.3. The adequacy of AEDA's current reporting requirements was discussed and there was general support for the current approach. However, views were put that it would be enhanced by greater inclusion of economic outcome assessments, while noting the difficulties of doing this in general, and in particular for small scale projects, where there are multiple partners and where outcomes may not be achieved until well after an intervention has been provided.
 - 5.4. Clarify AEDA-CoA roles and responsibilities (including Mainstreets, Precincts and Place Coordination functions) (Actions 5 – 5e):
 - 5.4.1. The Council Members and AEDA Board Members that attended the workshop were supportive of an in-depth review to be led by the CoA with the support of AEDA on how Council and its subsidiaries support placemaking and local economic activity within the City of Adelaide (including Mainstreets, Precincts, Associations etc.).
 - 5.4.2. The review will also inform how a previous decision of Council regarding an annual increase to Precinct Group funding will be progressed.
 - 5.5. Council was informed regarding specific projects and services including byADL, Wellfest Adelaide, Experience Adelaide Visitor Centre, and small business support (Actions 9 – 9d). The City Finance and Governance Committee, at its meeting on 20 February 2024, received a report on the Experience Adelaide Visitor Centre.
6. Of the 36 actionable recommendations, 18 have now been completed.
 - 6.1. The 18 completed actions are:
 - 6.1.1. Develop streamlined and structured approval between the Board and the CoA, and Review and simplify Executive reporting structures between AEDA and the CoA (Action 3).
 - 6.1.2. AEDA General Manager and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee (Action 3a).
 - 6.1.3. Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings (Action 3b).
 - 6.1.4. Ensure more targeted AEDA reporting to Council (relevant and aligned to economic activities and with sufficient evidence support) (Action 3c).
 - 6.1.5. Ensure CoA Governance has greater oversight at initial stages of key AEDA operational processes (Action 4a).
 - 6.1.6. Define risk-based requirements for justifying key grant, sponsorship and campaign financing decisions (systematising risk-assessment of funding decisions) (Action 4c).
 - 6.1.7. Undertake an internal audit on AEDA's administration of grant allocation (Action 4e).
 - 6.1.8. Provide a detailed breakdown of budget allocation that aligns actions to progress and accountability (Action 4f).
 - 6.1.9. Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA) (Action 5a).
 - 6.1.10. Articulate and document AEDA and CoA marketing units respective roles, responsibilities and collaboration principles (Action 5b).
 - 6.1.11. Ensure CoA is acknowledged as the key funding body for large events and campaigns (Action 6b).
 - 6.1.12. Review, expand, and strengthen alliances with key strategic partners (Action 7a).

- 6.1.13. Increase stakeholder access to baseline demographic and economic metrics (to better support their investment and commercial decisions) (Action 7c)
 - 6.1.14. Conduct a review of the purpose and value of the AEDA Advisory Committee (Action 7e).
 - 6.1.15. Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models (Action 9a)
 - 6.1.16. Identify obligations of ByADL contract and investigate options to continue or exit (Action 9b).
 - 6.1.17. Reassess ambition and contractual obligations for Wellfest Program (Action 9c).
 - 6.1.18. Revisit the original plan and approach for the new Experience Adelaide Visitor Centre (Action 9d)
- 6.2. Further information on these recommendations can be found in the updated AEDA Review Implementation Plan (**Attachment A**).
7. Recommendations involving the development of a CoA EDS and AEDA Strategic Plan (Actions 1-1a to 2-2d) were originally due for completion in March and May 2024 respectively. Council at its 14 November 2023 meeting requested administration seek additional advice from industry experts to develop a revised draft of the EDS, and additional consultation meant completion was delayed. Consequently, the AEDA's Strategic Plan (strongly informed by the EDS) is also delayed. The City of Adelaide Chief Executive Officer in late 2023 granted an extension to June 2024 and August 2024 respectively for completion of these actions.
 8. Actions related to additional or re-allocated staffing between CoA and AEDA (Actions 5c-d, and 8-8a) were also pushed back from February 2024 to April 2024, to ensure adequate time for the Council and Executive to consider any potential structural changes.
 9. An update report on the implementation of the AEDA Review Recommendations was provided to the Audit and Risk Committee (ARC) at its meeting on Friday 16 February 2024 for noting.
 10. Implementation of actions is monitored and managed via the City of Adelaide Promapp system, with the next update to Council scheduled for July 2024.

ATTACHMENTS

Attachment A – AEDA Review Implementation Plan Update

- END OF REPORT -

Action no.	Recommendation	Review	Rec. No.	Responsibility	Update	Expected completion date	Priority rating	Lead officer
1	Economic Development Strategy / Policy							
1	* Develop an overarching CoA Economic Development Strategy (which would underpin AEDA priorities, targets, measures and deliverables) * Develop City Economic Development policy	Deloitte KPMG	D5 K1	CoA	The last City of Adelaide (CoA) economic policy/strategy was the Economically Prosperous City Strategy 2012-2016. The need for an Economic Development Strategy (EDS) was recommended by Deloitte and KPMG. Council's 2024-2028 Strategic Plan adopted by Council on 12 December 2023 includes an Indicator to 'Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth' under the pillar Our Economy On 7 November 2023, a draft of the EDS was presented to the CPDBA Committee, which requested additional external input. On 14 December 2023, CoA hosted an Economic Development Strategy Roundtable and collaborative discussions from the session have informed drafting of the EDS. The AEDA Board discussed the revised draft of the EDS at its February meeting and provided input to the draft strategy which will be presented to Council in March 2024 for approval to commence public consultation.	June-24	Immediate	Director, City Shaping
a	Develop further CoA strategies to indirectly drive economic growth (eg. strategies for residential population growth, housing)	Deloitte	D6	CoA	In February 2023, Council requested a housing strategy to replace the Homelessness, Social Housing and Housing Affordability Policy 2022-2025 endorsed in May 2022 reflecting an increased Council role in the housing sector and its ambition to grow the city's population to 50,000 by 2036. In December 2023, Council endorsed the Strategic Plan 2024-2028 which includes an Outcome to 'Drive affordable, safe and quality housing outcomes that attract and retain residents in our city', and targets from the draft Housing Strategy. Public consultation on the draft Housing Strategy was open for 8 weeks from 23 November 2023 until 25 January 2024. On 6 February 2024, the consultation summary and Housing Strategy was presented to CCSC Committee. The City of Adelaide Housing was endorsed by Council on Tuesday 13 February 2024.	June-24	Immediate	Director, City Shaping
2	AEDA Strategic Plan							
2	Develop the AEDA Strategic Plan	KPMG	K2	AEDA	AEDA's Board, Advisory Committee and staff have workshopped economic priorities and opportunities for inclusion in the AEDA Strategic Plan, based on assessment of the economic environment. Further development of AEDA's Strategic Plan will occur once the Economic Development Strategy has been endorsed for public consultation by Council. An extension was granted by the CEO for this action.	August-24	High	General Manager, AEDA
a	Better target strategic AEDA KPIs towards economic development outcomes	Deloitte	D15	AEDA	Indicators will flow from developing work on the EDS and incorporated within AEDA's Strategic Plan where relevant to do so. AEDA's Board, Advisory Committee and staff have workshopped economic priorities and opportunities for inclusion in the AEDA Strategic Plan, based on assessment of the economic environment. Further development of AEDA's Strategic Plan will occur once the Economic Development Strategy has been endorsed for public consultation by Council. An extension was granted by the CEO for this action.	August-24	High	General Manager, AEDA
b	Develop the AEDA Long Term Financial Plan	KPMG	K3	AEDA	Discrete component of the AEDA Strategic Plan and developed in parallel. Development of AEDA's LTFP will occur once Council have endorsed the Economic Development Strategy as this will be key in developing AEDA's Strategic Plan. An extension was granted by the CEO for this action.	August-24	High	General Manager General Manager, AEDA

c	* Diversify economic development activation activities (beyond current retail focus) * Investigate additional investment opportunities (for funding from other bodies and government to deliver more, and more diverse, economic growth services)	Deloitte KPMG	D8 K11	AEDA	Priorities and opportunities will come out of the development of the AEDA Strategic Plan and Long-Term Financial Plan. This action has had to be extended as it depends upon the development of the aforementioned documents. An extension was granted by the CEO for this action.	August-24	High	General Manager, AEDA
d	Conduct a review of current AEDA resourcing and requirements	KPMG	K6	AEDA	AEDA's Strategic Plan will determine AEDA's priorities and therefore inform resourcing requirements. Additionally, the delivery of the City of Adelaide's 2024-2028 Strategic Plan and broader corporate resource needs may also impact this action as consideration is given to delivering the actions outlined in that document. An extension was granted by the CEO for this action.	August-24	High	General Manager, AEDA
3	AEDA - Council decision making and reporting							
3	* Develop streamlined and structured approval between the Board and the CoA * Review and simplify Executive reporting structures between AEDA and the CoA	KPMG Deloitte	K17 D3	Both	An extension was granted by the CEO for this action as it was scheduled for further discussion at the 30 January 2024 workshop. The draft funding policy provides greater clarity around approvals and funding delegations. The draft funding policy has since been endorsed by the Council at its 13 February 2024 meeting for public consultation. A structural change within the City of Adelaide has occurred post AEDA Reviews with the AEDA General Manager now reporting into the Chief Operating Officer of Corporate Services. This ensures consistency amongst the subsidiaries of the City of Adelaide and provides greater clarity on direct reporting lines. These actions have now been completed.	Completed	High	Chief Operating Officer General Manager, AEDA Chief Operating Officer General Manager, AEDA
a	AEDA General Manager and/or Board Chair to be invited to present the quarterly progress report to the City Finance and Governance Committee	KPMG	K12	CoA	The AEDA Chair and General Manager now have a standing invitation to present the quarterly progress report to the City Finance and Governance Committee This action is completed.	Completed	Immediate	Chief Executive Officer
b	Lord Mayor to share insights regarding AEDA Board discussions with Councillors and encourage attendance at Board meetings	KPMG	K13	CoA	A discussion was had with the Lord Mayor who expressed her preference for an e-news to go out post AEDA Board meeting highlighting key items. AEDA are responsible for writing and distributing the e-news. This action is completed.	Completed	Immediate	Lord Mayor
c	Ensure more targeted AEDA reporting to Council (relevant and aligned to economic activities and with sufficient evidence support)	Deloitte	D13	Both	AEDA reviewed the information provided in its quarterly reports to now include: <ul style="list-style-type: none"> Reporting against its projected budget for that quarter Any upcoming risks and opportunities. These risks could be project or operational based. Item that has been delivered within that quarter and relevant results from those activities. In addition to this, the City of Adelaide is currently reviewing how the corporate quarterly reports are structured. Any changes relevant to AEDA for improvement of the quarterly reports will be adopted. The development of AEDA's Strategic Plan will also ensure more targeted reporting that is aligned to economic activities.	Completed	Medium	Chief Operating Officer General Manager, AEDA
4	AEDA Governance performance and accountability							
4	Better employ operational AEDA KPIs, measured against appropriate baselines (including more rigorous project, financial and timeline variation reporting)	Deloitte	D16	Both	The AEDA Executive team is currently developing a project brief template that will be implemented agency-wide. This template aims to ensure consistency in the development and reporting of projects within AEDA.	May-24	Medium	Chief Operating Officer General Manager, AEDA

a	Ensure CoA Governance has greater oversight at initial stages of key AEDA operational processes	Deloitte	D11	CoA	<p>An internal workshop between AEDA staff and Corporate Governance staff occurred on 7 December 2023 and confirmed AEDA is included in CoA assurance review processes, testing controls, and audits and policy reviews. These encompass grant funding, procurement processes, and risk assessments for staged events, per the Deloitte recommendation. Additionally, in Q3 2023/4 Corporate Governance will develop a compliance register for AEDA against the Charter and Schedule 2 of the Local Government Act. This will be an additional assurance mechanism, and also help clarify decision-making responsibilities between the AEDA Board and Council, as recommended in the KPMG review.</p> <p>This action has now been closed.</p>	Completed	Low	Chief Operating Officer
b	Clearly define risk and mitigation strategies required by the Audit and Risk Committee	Deloitte	D14	CoA	<p>The Deloitte review observed that AEDA reporting is focused on event outcomes and not necessarily on AEDA's strategic / operational /business risk profiles and mitigation strategies, or assurance and control processes.</p> <p>AEDA quarterly reporting was also reviewed with Corporate Services following similar feedback from the Audit and Risk Committee in early 2023. Since Q1 2023/24 AEDA Quarterly reports now provide:</p> <ul style="list-style-type: none"> • AEDA's financials for that quarter - to demonstrate if the subsidiary is tracking against the projected budget presented to Council via the Annual Business Plan and Budget process. • Identifying current risks and opportunities • Reporting against AEDA's BP&B Key Performance Indicators. <p>In addition to this, Governance is scheduled to review the Corporate Strategic Risk Register in Q3 2023/24, which incorporates Council's subsidiaries, with a biannual report to go before the Audit and Risk Committee.</p>	May-24	Medium	Chief Operating Officer
c	Define risk-based requirements for justifying key grant, sponsorship and campaign financing decisions (systematising risk-assessment of funding decisions)	Deloitte	D2	Both	<p>Deloitte recommended that CoA with AEDA should define requirements for how key financial decisions are to be justified (based on value /nature) and who is required to approve these decisions. For example, large grants / sponsorships to go through consistent business case and evaluation process.</p> <p>A similar finding was provided out of Council's internal audit process of all City of Adelaide (and subsidiary) grants/funding. Council's internal auditor, KPMG, recommended that the CoA consider streamlining approval processes for all CoA grant programs with consideration of the current Delegation of Authority. The finding also advised that there is an opportunity to streamline AEDA related grants to operate within the delegated authority of the AEDA Board where deemed appropriate.</p> <p>To enact these findings, a corporate wide funding policy was developed and endorsed by Council at its 13 February 2024 meeting for public consultation. The policy will ensure consistency in the administration of funds across Council and its subsidiaries and provide clarity around delegated authority for funding decision i.e. does it require a Council decision or does it fall under Director or Associate Director delegation?</p> <p>AEDA is also developing a project brief template that will require staff to undertake risk assessments of their proposed projects and campaigns to ensure a consistent decision-making process across the Agency.</p> <p>This action is now completed.</p>	Completed	Immediate	General Manager, AEDA Chief Operating Officer
d	Implement an ongoing assurance model for AEDA	Deloitte	D12	CoA	<p>Corporate Governance will undertake a strategic risk management review in Q3 of this financial year. The development of an Assurance Model will form part of this review which will incorporate all City of Adelaide subsidiaries.</p>	End of 2024	Low	General Manager, AEDA Chief Operating Officer

e	Undertake an internal audit on AEDA's administration of grant allocation	Deloitte	D12a	Both	An audit of grant processes within Council, including AEDA, was undertaken by Council's internal auditor, KPMG, as part of Council's 2023-24 audit program. This action has now been completed.	Completed	Medium	General Manager, AEDA Chief Operating Officer
f	Provide a detailed breakdown of budget allocation that aligns actions to progress and accountability.	KPMG	K15	AEDA	In early 2023, CoA quarterly reporting (including that of subsidiaries) was reviewed with Corporate Services, and a new quarterly reporting format has been endorsed by ARC and CFG. Since Q1 2023/24 AEDA Quarterly reports now provide: <ul style="list-style-type: none"> AEDA's financials for that quarter - to demonstrate if the subsidiary is tracking against the projected budget presented to Council via the Annual Business Plan and Budget process. Identifying current risks and opportunities Reporting against AEDA's BP&B Key Performance Indicators. This action has now been completed.	Completed	High	General Manager, AEDA
5	Clarify AEDA - CoA roles and responsibilities							
a	Establish clear terms of reference for cross-over business units (eg. marketing, grant administration functions within CoA)	Deloitte	D9	Both	A terms of reference between the City of Adelaide Marketing and AEDA Marketing team has now been formalized and shared amongst the teams. Grant administration will be guided by the draft funding policy that Council endorsed for public consultation at its 13 February 2024 meeting. This action has now been completed.	Completed	Low	General Manager, AEDA Chief Operating Officer
b	Articulate and document AEDA and CoA marketing units respective roles, responsibilities and collaboration principles	Deloitte	D21	Both	A terms of reference between the City of Adelaide Marketing and AEDA Marketing team has now been formalized and shared amongst the teams.	Completed	High	General Manager, AEDA Chief Operating Officer
c	Investigate the options and benefits of merging the City Experience team into the AEDA model	KPMG	K8	CoA	To be considered as part of an overall approach to ensure the structure of the City of Adelaide supports the directions and priorities sought by Council.	May-24	Medium	CEO/ COO/ MD AEDA
d	Explore moving Mainstreets, Precincts, and Place Co-ordinators to AEDA	KPMG	K9	CoA	An outcome from the 30 January 2024 workshop between Council Members and the AEDA Board was to undertake an in-depth review, led by the City of Adelaide and supported by AEDA, on how Council and its subsidiaries supports placemaking and local economic activation within the City of Adelaide (including Mainstreets, Precincts, Associations etc.).	May-24	Medium	CEO/ COO/ MD AEDA
e	Review marketing and event management services panel contracts to meet both AEDA and CoA business needs	Deloitte	D17	CoA	AEDA Marketing is currently liaising with City of Adelaide Procurement, City of Adelaide Marketing and City of Adelaide Events team to understand if AEDA/CoA are effectively managing and leveraging service panel contracts in areas of interest across both the marketing and events teams.	Mar-24	Low	General Manager, AEDA Chief Operating Officer
6	AEDA branding							
6	Develop a brand guideline, in collaboration with the CoA	KPMG	K18	Both	A draft of the Brand Architecture for the City of Adelaide suite of brands (e.g. CoA, ACMA, UPARK, AEDA etc) was presented to the City of Adelaide Executive team and the AEDA Board in late 2023. Constructive feedback was provided to the CoA Marketing team to consider. An extension has been granted for this action as both AEDA and City of Adelaide Marketing teams will require time to collaborate in developing an updated draft of the Brand Architecture which considers the implementation for all applications of the logo. The revised draft of the Brand Architecture is currently scheduled to be presented to the AEDA Board in April 2024.	April-24	High	General Manager, AEDA Chief Operating Officer
a	Maintain AEDA brand independence (to drive increased engagement and participation with external stakeholders)	Deloitte	D20	Both	This will be dependent upon the Brand Architecture which is currently being developed and scheduled to be presented to the AEDA Board in April 2024.	April-24	High	General Manager, AEDA Chief Operating Officer

b	Ensure CoA is acknowledged as the key funding body for large events and campaigns	Deloitte	D7	AEDA	<p>This is already included in funding agreements with festival and event organisers, and other sponsorship recipients.</p> <p>This action is completed.</p>	Completed	Immediate	General Manager, AEDA
7	Improved AEDA stakeholder engagement							
a	Review, expand, and strengthen alliances with key strategic partners	KPMG	K10	AEDA	<p>AEDA currently has formalised partnerships with organisations such as Renew Adelaide, Festival City Adelaide, SouthStart, Business Events Adelaide, StudyAdelaide, The University of Adelaide/ThinkLab and MTP Connect. These partnerships enable the Agency to efficiently deliver initiatives that increase economic activity within the city by leveraging off the industry specific partners.</p> <p>AEDA is also continuously engaging with organisations outside of formalised agreements to deliver mutually benefited outcomes for the City, such as the Property Council and Committee for Adelaide. Regular communication is maintained with various industry associations, including the Restaurant and Catering Association, Hotels Industry Association, Business SA, TiCSA, and others, to mutually support each other.</p> <p>In addition to these organisations, AEDA continues to work with Government Departments such as Department of Trade and Investment, Department of Premier and Cabinet, SA Small Business Commissioner and Department of Industry and Skills and their Office of Small and Family Business. Recent key activities have involved collaborative investor pitches; promoting opportunities to small business through the delivery of the State's Small Business Strategy and supporting the State of Mind Campaign to attract skills to the state.</p> <p>The AEDA Strategic Plan gives opportunity to articulate, systematise and formalise these relationships, and the Plan should reflect the AEDA approach to these relationships. However, the opportunity to strengthen alliances and partnership is ongoing and continues to happen.</p> <p>Existing resources are employed to support new and/or expand on existing strategic opportunities through a continued transparent merit-based allocation model, the AEDA Strategic Partnership Program, and other non-financial partnership opportunities.</p> <p>This action is completed.</p>	Completed	Medium	General Manager, AEDA
b	Ensure more active, timely engagement with traders in developing AEDA's events and campaign program	Deloitte	D18	AEDA	<p>Internal processes are being reviewed to ensure maximum lead time is provided to traders for AEDA Events and Campaigns. The draft project brief template (as detailed in under action 4 of this plan) is currently being reviewed to require staff to provide details for stakeholder engagement for any potential AEDA projects.</p> <p>AEDA engages with Rundle Mall stakeholders up to 3 times a month including a monthly report on relevant metrics (i.e. foot traffic, new traders etc), upcoming campaigns and the results of previous campaigns and promotions. Targeted engagement with property owners and traders is occurring regularly for pertinent updates (i.e. specific campaigns, activations and events). A broad Rundle Mall Stakeholder engagement session will occur in quarter 4 of 2023/2024.</p> <p>A survey was circulated in late 2023 to AEDA Stakeholders, which included Rundle Mall Stakeholders, for input into AEDA's 2024/2025 Business Plan and Budget.</p>	Mar-24	Low	General Manager, AEDA

c	Increase stakeholder access to baseline demographic and economic metrics (to better support their investment and commercial decisions)	Deloitte	D19	AEDA	<p>The Economic Dashboard was reviewed and updated in early 2023 to reflect relevant and recent economic data for city users and investors, with another update scheduled in 2024.</p> <p>As part of this update, AEDA is also planning to redesign the Data and Insights part of its website to enhance the promotion of available demographic and economic metrics data to stakeholders. The aim of this upgrade is to make it easier for the community to request specific data on demographics and economic information in a more user-friendly manner.</p> <p>Monthly reports on activity levels and the visitor economy are produced and distributed via the City Business and the City Tourism EDM's. Additional to this, the AEDA Business Summit and three industry briefings were held in 2023 for city stakeholders.</p> <p>This action is now completed.</p>	Completed	Low	General Manager, AEDA
d	Review AEDA's Mainstreet Precincts engagement model	Deloitte	D10	AEDA	An outcome from the 30 January 2024 workshop between Council Members and the AEDA Board was to undertake an in-depth review, led by the City of Adelaide and supported by AEDA, on how Council and its subsidiaries supports placemaking and local economic activation within the City of Adelaide (including Mainstreets, Precincts, Associations etc.).	May-24	Medium	General Manager, AEDA
e	Conduct a review of the purpose and value of the AEDA Advisory Committee	KPMG	K4	AEDA	<p>A review of the Advisory Committee was undertaken in November 2023. A report was then presented at the 21 November 2023 Board meeting which proposed how the Committee could be better utilised going forward. The Board endorsed the report's recommendation. No changes are required to the Advisory Committee Terms of Reference.</p> <p>This action is now completed.</p>	Completed	Medium	General Manager, AEDA
8	AEDA data insights							
8	Review and enhance AEDA's capability to provide strategic economic insights for the city	Deloitte	D1	AEDA	<p>The CoA Graduate Program has allocated 1 FTE position to support the AEDA Data and Insights team during 2024 and 2025. In addition to this, AEDA is working with the universities to provide students with work experience opportunities while also assisting AEDA with adhoc research projects.</p> <p>A business case has also been submitted via the City of Adelaide Business Plan and Budget process for 2024/2025 for a qualitative research assistant within AEDA.</p> <p>Any additional resourcing will be considered as part of an overall approach to ensure the structure of the City of Adelaide supports the directions and priorities sought by Council.</p>	Mar-24	Low	General Manager, AEDA
a	Expand the AEDA Data and Insights function from one staff member to a team	KPMG	K7	CoA	<p>The CoA Graduate Program has allocated 1 FTE position to support the AEDA Data and Insights team during 2024 and 2025. In addition to this, AEDA is working with the universities to provide students with work experience opportunities while also assisting AEDA with adhoc research projects.</p> <p>A business case has also been submitted via the City of Adelaide Business Plan and Budget process for 2024/2025 for a qualitative research assistant within AEDA.</p>	April-24	Low	General Manager, AEDA Chief Operating Officer

9	Review of specific AEDA programs							
a	Review effectiveness of outsourced small business service functions to support new and emerging businesses, to inform future operating and contracting models	Deloitte	D4	AEDA	<p>In July 2023, the AEDA Board agreed to target the 2023/24 Strategic Partnerships Program (SPP) funding towards projects that supported the growth of small businesses.</p> <p>Consideration was given to the State's Small Business Strategy when redesigning the SPP Guidelines to ensure it complimented, rather than duplicated, existing support programs. The revised guidelines for the program therefore prioritised activities that were more intensive and had a measurable impact.</p> <p>The application period for the program was open from 23 August to 18 September 2023 and the University of Adelaide/ThinkLab, MTPConnect and SouthStart were selected as the recipients of the funding.</p> <p>In addition to the SPP Program, regular communications are occurring with the Office for Small and Family Business to ensure that upcoming business support programs are communicated to businesses via AEDA Channels. This also provides the opportunity for AEDA to provide feedback on business needs and where additional support may be required.</p> <p>AEDA will review the strategy and its associated programs at the end of 2024, taking into account their success and the current needs of the city.</p> <p>Communications are also continuing with Business SA, which includes referring small businesses to Business SA for assistance where relevant to do so.</p> <p>This action is now completed.</p>	Completed	Immediate	General Manager, AEDA
b	Identify obligations of ByADL contract and investigate options to continue or exit	KPMG	K14	AEDA	<p>The options to continue or handover the platform to the software partner were explored by Administration and the options were presented to the AEDA Board on 26 September 2023. The Board authorised the General Manager to execute a revised agreement with Arcadier (the software partner) to enable transition of the byADL platform. A formal term sheet has now been signed by both parties.</p> <p>This action has now been closed.</p>	Completed	Immediate	General Manager, AEDA
c	Reassess ambition and contractual obligations for Wellfest Program	KPMG	K16	AEDA	<p>At the 21 November 2023 AEDA Board meeting, the Board considered a report on Wellfest. The Board noted the origin of WellFest project as a response to concerns relating to Covid and reiterated the continuing importance of wellbeing to workplaces. However, the Board considered the environment that Wellfest was conceived in has changed and resolved to discontinue the event.</p> <p>An update on this project was provided to Council at the 30 January 2024 workshop.</p> <p>This action is now completed.</p>	Completed	Immediate	General Manager, AEDA
d	Revisit the original plan and approach for the new Experience Adelaide Visitor Centre	KPMG	K5	Both	<p>AEDA Administration have reassessed the original plan and approach. Updated feasibility studies have also been considered. The AEDA Board have endorsed the proposed amended model for the Experience Adelaide Visitor Centre and this was briefly discussed with Council at the 30 January 2024 workshop.</p> <p>A report was presented to the City Finance and Governance Committee on 20 February 2024 for further consideration.</p> <p>Engagement with Council on this project will be ongoing.</p> <p>This action is now completed.</p>	Completed	Immediate	Chief Executive Officer General Manager, AEDA

CEO Remuneration Tribunal – Consultation Paper

Strategic Alignment - Our Corporation

Public

Tuesday, 19 March 2024
City Finance and Governance
Committee

Program Contact:
Acting Chief Operating Officer

Approving Officer:
Anthony Spartalis, Acting Chief
Operating Officer

EXECUTIVE SUMMARY

Council has received a request from the Remuneration Tribunal of South Australia (Tribunal) for Council to make comment on a consultation paper.

The purpose of the consultation paper is to outline the likely approach to be adopted by the Tribunal over the coming months and offer the Local Government sector an opportunity to engage with the Tribunal to provide input and suggestions for the next review.

Feedback is due by 15 April 2024.

RECOMMENDATION

The following recommendation will be presented to Council on 26 March 2024 for consideration

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

1. Endorses Option Two outlined in Attachment A to Item 7.2 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 March 2024.
 2. Delegates to the Acting Chief Operating Officer and/or delegate the authority to finalise and submit a submission to the Remuneration Tribunal of South Australia.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Provide Council’s preferred methodology for the Tribunal to adopt when setting CoA’s CEO remuneration, and the sector more broadly when setting CEO remuneration relative to CoA.
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	In September 2021, section 99a of the <i>Local Government Act 1999 (SA)</i> came into effect, giving the Remuneration Tribunal the power to determine the minimum and maximum remuneration that may be paid or provided to local council chief executive officers
Opportunities	The Remuneration Tribunal is seeking feedback from Council, to help shape the outcome of its Review and contribute to a good outcome for the 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

Background

1. In September 2021, section 99a of the *Local Government Act 1999 (SA)* came into effect, giving the Remuneration Tribunal of South Australia (the Tribunal) the power to determine the minimum and maximum remuneration that may be paid or provided to local council chief executive officers.
2. On 16 June 2023, the Tribunal issued Determination 4 of 2023 (Current Determination) and accompanying Report 4 of 2023 [[Link One](#) and [Link Two](#)].
3. The Current Determination covers 67 Councils who are grouped into eight bands. Each band contains a minimum and maximum remuneration amount that may be paid to a council's Chief Executive Officer (CEO). The amount payable to a CEO is at the discretion of each Council, so long as it falls within the applicable band.

Consultation Paper

4. Council is asked in this report to endorse the Administration's proposed response to the consultation paper (**Attachment A**).
5. The consultation paper outlines two primary options for CEO Remuneration to be adopted by the Tribunal over the coming months, and offers the Local Government sector an opportunity to engage with the Tribunal to provide input and suggestions for the next review.
6. The Tribunal wants its future approach to CEO remuneration to consider the following criteria:
 - 6.1. CEO position descriptions and responsibilities
 - 6.2. The skills and experience required
 - 6.3. The complexity of CEO roles
 - 6.4. The population size, density, and characteristics of a Council district
 - 6.5. The geographic size and characteristics of a Council district
 - 6.6. Industry issues specific to a Council district
 - 6.7. Social or cultural issues specific to a Council district
 - 6.8. Isolation and distance factors
 - 6.9. Accommodation issues
 - 6.10. Consideration of tenure and contract duration
 - 6.11. Specifically nominated performance criteria
 - 6.12. Consideration of objectively established remuneration for comparable positions
 - 6.13. Recognition of attraction and retention approaches.
7. In considering these issues the Tribunal will have regard to current remuneration arrangements but "*does not consider these to be determinative of future remuneration minimum and maximum*".
8. The Tribunal requests Council's feedback be provided by no later than 15 April 2024.

Option One – Progressively review remuneration arrangements at the request of individual councils

9. This option would allow individual councils to make an application requesting an increase or decrease to the minimum and maximum remuneration levels applicable to its CEO.
10. The Tribunal indicates it would need to receive strong support from a majority of councils to consider this option.

Progressive individual review approach – case for

11. Over time, the Tribunal expects that this will result in a minimum and maximum remuneration structure that reflects objective consideration of the relevant criteria specific to individual councils' situation.
12. The Tribunal would require each application to address in sufficient detail the reasons why a council contends that an increase or decrease is warranted. Those details would need to extend beyond a simple comparison with one or more other councils to address the criteria identified above.
13. The Tribunal would evaluate individual submissions against the criteria referenced above.

Progressive individual review approach – case against

14. It is likely the outcome of individual reviews would result in arrangements substantially different from the current position.
15. 67 Councils are covered by the Current Determination so this option could be time-consuming and costly for the Local Government sector.
16. A range of different (possibly inconsistent bands) could also result through an individual determination approach resulting in less certainty and guidance for setting CEO remuneration.
17. Funding for the individual determination approach is unclear (especially if reviews highlight inconsistencies that need further consideration) – essentially whether costs would be borne by individual councils, or shared and managed, potentially perhaps via a Local Government Association mechanism.

Option 2 – Engage a professional external remuneration specialist

18. Engaging an external remuneration specialist to undertake a detailed evaluation of the CEO remuneration framework across the sector, to work cooperatively with CEOs and Mayors.

Engage an external specialist – case for

19. This process would enable a consistent, objective, systematic consideration of the relevant criteria relating to each council, and enable Council Members from each council to input to the adopted approach.
20. Such a review may involve consideration of other Local Government staff functions and benchmarking with an appropriate comparator market.
21. The development of the West Australian approach to developing remuneration minimums and maximums involved external expertise in a similar model to that proposed.

Engage an external specialist – case against

22. The Tribunal estimates consultant costs to determine CEO remuneration levels across the sector could be around \$300,000 - \$350,000, and costs would be passed on to the sector (ie individual councils would likely pay in the order of \$5000 each). The Tribunal proposes conferring with the Minister about these cost estimates shortly.
23. The entire evaluation process could take up to 22 weeks to complete.

Next Steps

24. On balance the Administration recommends Option Two, which offers a more objective, benchmarked, defensible, cross-sectoral and collegial approach than the individual council approach of Option One. It would also be completed in a much shorter time than the progressive review.
25. The acting Chief Operating Officer and/or delegate will finalise and submit a submission to the Remuneration Tribunal of South Australia, incorporating any feedback from Council as a result of this report.
26. Additional related information sought by the Tribunal (CEO position description, and background for decisions on current remuneration arrangements) will be provided at the same time.

ATTACHMENTS

Attachment A – Remuneration Tribunal - Consultation Paper

- END OF REPORT -



Remuneration Tribunal of South Australia

CONSULTATION PAPER

Minimum and Maximum Remuneration for Local Government Chief Executive Officers

January 2024

About this consultation paper

On 16 June 2023, the Remuneration Tribunal of South Australia (**Tribunal**) issued [Determination 4 of 2023 \(Current Determination\)](#) and accompanying [Report 4 of 2023](#). The Current Determination covers 67 Councils who are grouped into eight bands. Each band contains a minimum and maximum remuneration amount that may be paid to a Council's Chief Executive Officer (**CEO**). The amount payable to a CEO is at the discretion of each Council, so long as it falls within the applicable band.

The eight bands are based on the current adjusted total remuneration packages of CEOs. The Tribunal does not consider this approach to be a long-term sustainable position and is therefore considering various options to improve the evaluation method of minimum and maximum remuneration amounts for CEOs ahead of the next review, scheduled for July 2024.

The Tribunal has some reservation about the extent of participation in the process. As the Tribunal has noted, it incorporates the substantial and unexplained diversity of remuneration arrangements between Councils which have at least some inherently similar characteristics. These are characteristics of current arrangements. Councils apply significantly different approaches to calculating and reporting on current remuneration arrangements. Those current arrangements create the potential for flow-on effects to senior staff reporting to CEOs and hence may exacerbate instability within the Local Government sector. The Tribunal is acutely aware that the effect of the current determination is to limit movements in current remuneration and that current remuneration levels require further review. That further review will require the provision of substantially more information from Local Government than that which has been provided to date.

The purpose of this consultation paper is to outline the likely approach to be adopted by the Tribunal over the coming months and offer the Local Government sector an opportunity to engage with the Tribunal to provide input and suggestions for the next review. The Tribunal emphasises that this review will be progressed in 2024. Comments and suggestions are invited but a protracted period for debate over how the review should be undertaken is not proposed.

The Tribunal is seeking to move toward a remuneration structure for Council CEOs which considers the following criteria:

- CEO position descriptions and responsibilities
- The skills and experience required
- The complexity of CEO roles
- The population size, density, and characteristics of a Council district
- The geographic size and characteristics of a Council district

- Industry issues specific to a Council district
- Social or cultural issues specific to a Council district
- Isolation and distance factors
- Accommodation issues
- Consideration of tenure and contract duration
- Specifically nominated performance criteria
- Consideration of objectively established remuneration for comparable positions
- Recognition of attraction and retention approaches.

In considering these issues the Tribunal will have regard to current remuneration arrangements but does not consider these to be determinative of future remuneration minima and maxima.

The Tribunal recognises two important considerations for Local Government relative to this review. Firstly, it is desirable that both CEOs and elected members have the capacity to have input into this review. The Tribunal recognises that this represents a complication in that arrangements and opportunities for elected members comment will need to be arranged. Secondly, the *Local Government Act 1999 (SA)* provides that, following consultation with the Local Government Association, the costs of the proposed review are to be met by Councils. The Tribunal is committed to minimising these costs, provided the integrity of the review is not compromised.

This consultation paper canvasses options for consideration and comment. The Tribunal recognises there are various ways to analyse the minimum and maximum remuneration amounts to be set for Local Government CEOs and that there may be other options not covered in this consultation paper. Submissions are welcomed, however, please take into account the Tribunal's jurisdiction which is primarily contained in section 99A of the [Local Government Act 1999 \(SA\)](#).

Information required

It appears to the Tribunal that, irrespective of the approach to be taken in the future, Councils will ultimately need to provide the Tribunal with detailed position descriptions for CEOs. Further, that it is also appropriate that Councils provide a description of how current CEO remuneration arrangements have been developed and reviewed. **Consequently, the Tribunal requests that, irrespective of any submissions about the options outlined below, this information be provided to the Tribunal by no later than 15 April 2024.**

How to make a submission

Written submissions, position descriptions and/or procedures or practices in relation to the current remuneration arrangements can be sent via email to RemunerationTribunal@sa.gov.au by no later than **15 April 2024**.

Disclaimer

The views expressed in this discussion paper are of a preliminary nature only. The Tribunal's views may change as a result of the submissions it receives or as other circumstances change.

OPTION 1

PROGRESSIVELY REVIEW REMUNERATION ARRANGEMENTS AT THE REQUEST OF INDIVIDUAL COUNCILS

This option would allow individual Councils to make an application requesting an increase or decrease to the minimum and maximum remuneration levels applicable to its CEO. Over time, the Tribunal expects that this will result in a minimum and maximum remuneration structure that reflects objective consideration of the relevant criteria.

The Tribunal would require each application to address in sufficient detail the reasons why a Council submits an increase or decrease is warranted. Those details would need to extend beyond a simple comparison with one or more other Councils, to address the criteria already identified.

Given there are 67 Councils covered by the Current Determination, this option could be time consuming, costly for the Local Government sector who bear the reasonable costs of the Tribunal and could result in up to 67 bands applying.

More significantly, consideration of individual Councils is likely to expose the significant differences between remuneration arrangements as inconsistencies that require broader review.

The Tribunal expects to evaluate individual submissions by considering each of the criteria referenced above.

The outcome of such an individual review may differ substantially from current arrangements.

This option also raises potential costing issues. These go to whether the Local Government Association will determine whether individual reviews will be funded by Councils concerned or whether these costs should be shared amongst other Councils. If individual reviews highlight inconsistencies that require consideration, then the Local Government Association will need to consider how that is funded.

The Tribunal would need to receive strong support from a majority of Councils to consider this option and therefore those making submissions are encouraged to indicate their level of support and preparedness to be bound by this option. Those who do not believe this is a viable option should also indicate that in any submission.

OPTION 2

ENGAGE A PROFESSIONAL EXTERNAL REMUNERATION SPECIALIST

The Tribunal is considering engaging an external remuneration specialist to undertake a detailed evaluation of the remuneration framework. The Tribunal notes that external expertise assisted in the development of the West Australian approach to developing remuneration minimums and maximums.

This process would provide an opportunity for consideration of all of the relevant criteria as they relate to each Council. It would also enable elected members from each Council to have input into a consistently applied approach.

If the external consultant reviews each Council individually, the indicative cost of such an approach is likely to be between \$300,000 - \$350,000. The Tribunal is aware that, consistent with the other options below, there may be scope to substantially reduce this cost, and will endeavour to incorporate cost reduction capacity into any arrangement reached with the selected remuneration consultant – noting that a competitive tender process will take place. The Tribunal proposes to begin conferring with the Minister about these cost estimates shortly.

The Tribunal has looked at what this approach would involve. On the information available to it, it appears the process could take up to 22 weeks, would involve cooperation from CEOs and Mayors who would need to work with the external consultant. Such a review may involve consideration of other Local Government staff functions and benchmarking with an appropriate comparator market.

OTHER OPTIONS

There are other options that might be suggested by the Local Government sector.

Without limiting these in any way, they include the potential for Councils who use established remuneration setting methodologies, to propose a broader application of these approaches to include the CEO.

In terms of the second option (engaging and external remuneration specialist) Councils which believe they have similar relevant characteristics and CEO remuneration arrangements, may wish to propose that they be collectively reviewed.

If Councils are prepared to provide all available information covering the criteria identified in this paper, the Tribunal is open to engaging with elected members and/or CEOs to consider how remuneration has been set, how Councils can be compared and the appropriate criteria for remuneration levels. Because of the number of Councils and CEOs involved, it would seem appropriate that a smaller group or groups be established with the capacity to convey information about the criteria used to establish remuneration. An important consideration in this respect will be the extent to which such an approach has unanimous support and can be expeditiously undertaken. The Tribunal estimates that such an approach would involve substantially reduced costs.

The Tribunal acknowledges that, if the Local Government sector can provide adequate information addressing each of the criteria identified in this paper, it may be possible for the Tribunal to undertake the remuneration assessment with limited additional resources and costs. However, the Tribunal's experience to date indicates this could not be achieved in a timely manner that takes into account the positions of both CEOs and elected members.

The Tribunal is open to considering other approaches that might be proposed by Councils but stresses that a consistent approach across the sector will be required.

Review of Committee Structure

Strategic Alignment - Our Corporation

Public

Tuesday, 19 March 2024
City Finance and Governance
Committee

Program Contact:
Alana Martin, Manager
Governance

Approving Officer:
Anthony Spartalis, Acting Chief
Operating Officer

EXECUTIVE SUMMARY

Under Item 4.1 of the Special Council Meeting 17 January 2023, Council adopted a Committee structure of four functional Committees and appointed a Chair and Deputy Chair to each Committee for a period of one year, in accordance with section 41 of the *Local Government Act 1999 (SA)* (the Act).

This Committee structure was extended until 31 March 2024, following a further Council decision on 28 November 2023.

Administration recently sought feedback from Council Members to understand how the current committee structure assists in the decision making process and if there are any suggestions for improvements.

This report asks Council to consider retaining the current structure for the balance of this Council term.

RECOMMENDATION

The following recommendation will be presented to Council on 26 March 2024 for consideration

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

1. Establishes the following committees in accordance with section 41 of the Local Government Act 1999 (SA):
 - 1.1 City Community Services and Culture Committee
 - 1.2 City Finance and Governance Committee
 - 1.3 City Planning, Development and Business Affairs Committee
 - 1.4 Infrastructure and Public Works Committee
2. Adopts a Committee Meeting Schedule (as set out below), with all Committee Meetings to be held in the Colonel Light Room, Adelaide Town Hall:
 - 2.1 City Community Services and Culture Committee, first Tuesday of the month at 5.30pm (except December 2024 and January 2025);
 - 2.2 City Planning, Development and Business Affairs Committee, first Tuesday of the month at 7.00pm (except December 2024 and January 2025);
 - 2.3 City Finance and Governance Committee, third Tuesday of the month at 5.30pm (except December 2024 and January 2025); and
 - 2.4 Infrastructure and Public Works Committee third Tuesday of the month at 7.00pm (except December 2024 and January 2025)

3. Authorises the Acting Chief Executive Officer or delegate in consultation with the Committee Chair to vary the meeting cycles, scope of agenda or schedule in response to operational needs and/or requirements.
4. Notes that the Terms of Reference for the City Community Services and Culture Committee, City Finance and Governance Committee, City Planning, Development and Business Affairs Committee and Infrastructure and Public Works Committee will be reviewed and presented to the relevant committee meeting by June 2024.
5. Applies the provisions of Parts 1, 3 and 4 of the *Local Government (Procedures at Meetings) Regulations 2013 (SA)* established in Part 4 to the City Community Services and Culture Committee, City Finance and Governance Committee, City Planning, Development and Business Affairs Committee and Infrastructure and Public Works Committee to all meetings of the committees.

City Community Services and Culture Committee

6. Appoints all Council Members to the City Community Services and Culture Committee from 1 April 2024 until 31 March 2025.
7. Appoints Councillor _____ as the Chair of the City Community Services and Culture Committee from 1 April 2024 to 31 March 2025.
8. Appoints Councillor _____ as the Deputy Chair of the City Community Services and Culture Committee from 1 April 2024 to 31 March 2025.

City Planning, Development and Business Affairs Committee

9. Appoints all Council Members to the City Planning, Development and Business Affairs Committee from 1 April 2024 until 31 March 2025.
10. Appoints Councillor _____ as the Chair of the City Planning, Development and Business Affairs Committee from 1 April 2024 to 31 March 2025.
11. Appoints Councillor _____ as the Deputy Chair of the City Planning, Development and Business Affairs Committee from 1 April 2024 to 31 March 2025.

City Finance and Governance Committee

12. Appoints all Council Members to the City Finance and Governance Committee from 1 April 2024 until 31 March 2025.
13. Appoints Councillor _____ as the Chair of the City Finance and Governance Committee from 1 April 2024 to 31 March 2025.
14. Appoints Councillor _____ as the Deputy Chair of the City Finance and Governance Committee from 1 April 2024 to 31 March 2025.

Infrastructure and Public Works Committee

15. Appoints all Council Members to the Infrastructure and Public Works Committee from 1 April 2024 until 31 March 2025.
16. Appoints Councillor _____ as the Chair of the Infrastructure and Public Works Committee from 1 April 2024 to 31 March 2025.
17. Appoints Councillor _____ as the Deputy Chair of the Infrastructure and Public Works Committee from 1 April 2024 to 31 March 2025.

.....

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Consideration of Council’s governance structure assists Council to continually improve our governance and maximise community benefit, in supporting the business of Council.
Policy	Code of Practice for Meeting Procedures and Code of Practice for Access to Council and Committee Meetings and Documents.
Consultation	A survey was circulated to Council Members as part of a review of the existing Committee structure.
Resource	Not as a result of this report
Risk / Legal / Legislative	Council and its Committees will conduct business in accordance with the relevant provisions of the <i>Local Government (Procedures at Meetings) Regulations 2013 (SA)</i> and the Code of Practice for Meeting Procedures and relevant policies. Pursuant to section 75 of the Act, Council Members nominated for a presiding member role where there is remuneration applicable must declare a material conflict of interest considering the allowance set by the Remuneration Tribunal and payable to the presiding member. No material conflict of interest applies to the deputy presiding member by reason only of being nominated as the deputy presiding member, as the Remuneration Tribunal did not provide for an allowance for this role.
Opportunities	Not as a result of this report
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	The annual allowance for a Council Member is \$30,385. If a Councillor is a Presiding Member of a Committee they receive an additional amount of \$7,596 per annum. There is no extra allowance for the Lord Mayor or Deputy Lord Mayor for a Presiding Member role.
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. Committees may be established by Council pursuant to Section 41 of the Act to:
 - (a) to assist the council in the performance of its functions.

Examples—

- To carry out a project on behalf of the council.
- To manage or administer property, facilities, or activities on behalf of the council.
- To oversee works on behalf of the council.

(b) to inquire into and report to the council on matters within the ambit of the council's responsibilities.

(c) to provide advice to the council.

(d) to exercise, perform or discharge delegated powers, functions, or duties.

2. As part of the 2023 governance structure process, Council Members participated in two workshops to discuss and seek feedback on potential governance structures.
3. Council had established four functional Committees:
 - 3.1. City Community Services and Culture Committee, on the first Tuesday of the month, followed by;
 - 3.2. City Planning, Development and Business Affairs Committee; and
 - 3.3. City Finance and Governance Committee, on the third Tuesday of the month, followed by;
 - 3.4. Infrastructure and Public Works Committee.
4. Council subsequently appointed to each Committee a Chair and Deputy Chair. The appointments were as follows:
 - 4.1. Councillor Giles as Chair and Councillor Davis as Deputy Chair of the City Community Services and Culture Committee
 - 4.2. Councillor Noon as Chair and Councillor Martin as Deputy Chair of the City Planning, Development and Business Affairs Committee
 - 4.3. Councillor Siebentritt as Chair and Councillor Li as Deputy Chair of the City Finance and Governance Committee; and
 - 4.4. Councillor Couros as Chair and Councillor Elliott as Deputy Chair of the Infrastructure and Public Works Committee.
5. The continuation of the current Committee structure until 31 March 2024, including the extension of the appointments of the Chairs and Deputy Chairs, has allowed for a review to be undertaken whilst ensuring the continuity of Council Business.
6. Once the Committees have been established for the period 1 April 2024 to the end of this Council term a review of the Terms of Reference for each Committee will be undertaken and presented by the end of June 2024.

Survey outcomes

7. In March Administration circulated a survey to Council Members regarding the existing Committee structure. Verbatim responses can be found in **Attachment A**.
8. 5 out of 12 Councillors provided responses.
9. Evaluation of the survey results indicated:
 - 9.1. There was general support for the existing structure from Council members who responded, including majority support for propositions that Committees encourage participation, informed decision-making, and a team-approach.
 - 9.2. No substantive concerns with the existing Committee structure and schedule were raised that warranted changing the current governance arrangements.
 - 9.3. Suggestions were made to fine-tune Committee functioning, specifically to allow Committee agenda flexibility enabling discussion of pressing operational matters outside of the schedule.
10. Suggestions made and proposed actions are summarised below:

Survey suggestion	Administrative action proposed
Better advance notification of key items, and earlier provision of agendas and reports to members.	Administration to provide pre-reading where possible. Ordinary Council and Committee Meetings require the CEO to give notice at

	least three clear days before the date of the meeting, this includes the agenda being distributed. Administration aim to have agendas circulated on a Thursday which is 4 clear days before an ordinary meeting.
Enabling more manageable agendas and flexible scheduling of discussions including considering: <ul style="list-style-type: none"> Split high-volume committees and recombine differently. Balancing the work among the committees. 	Ability to include reports from other operational areas as needed which will limit delays to business-critical matters. This will be done through consultation with the CEO or delegate and the Committee Chair.
Smaller committees which appoint councillor membership.	No action.
Recommendations only go to Council.	The current structure allows for a Committee to consider a recommendation before the item goes to Council for a decision.

Presiding Members

11. A Council Member who is a Presiding Member is entitled to a total Council Member allowance of \$37,981 inclusive of an additional Presiding Member allowance of \$7,596 per annum.
12. There is no additional entitlement for the Lord Mayor or the Deputy Lord Mayor if they are appointed to the role of a Presiding Member.
13. Any Council Member (not being the Lord Mayor or Deputy Lord Mayor) seeking to be appointed as a Chair of a Committee will need to declare a Material Conflict of Interest and leave the meeting before Council debates or votes on that matter.

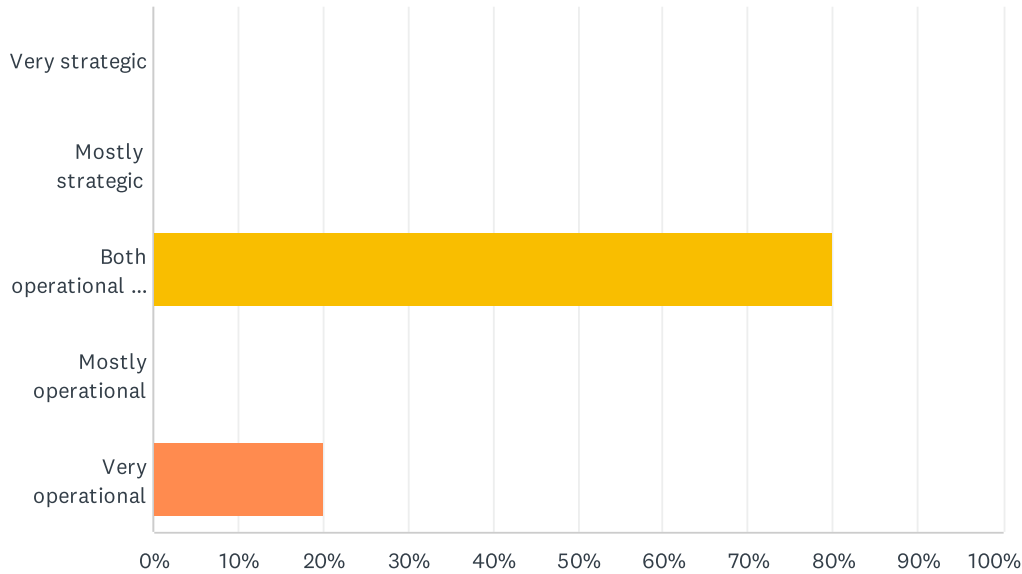
ATTACHMENTS

Attachment A - Council Member Survey Results

- END OF REPORT -

Q1 Does the current Council and Committee structure encourage the meeting focus to be more operational or strategic?

Answered: 5 Skipped: 0

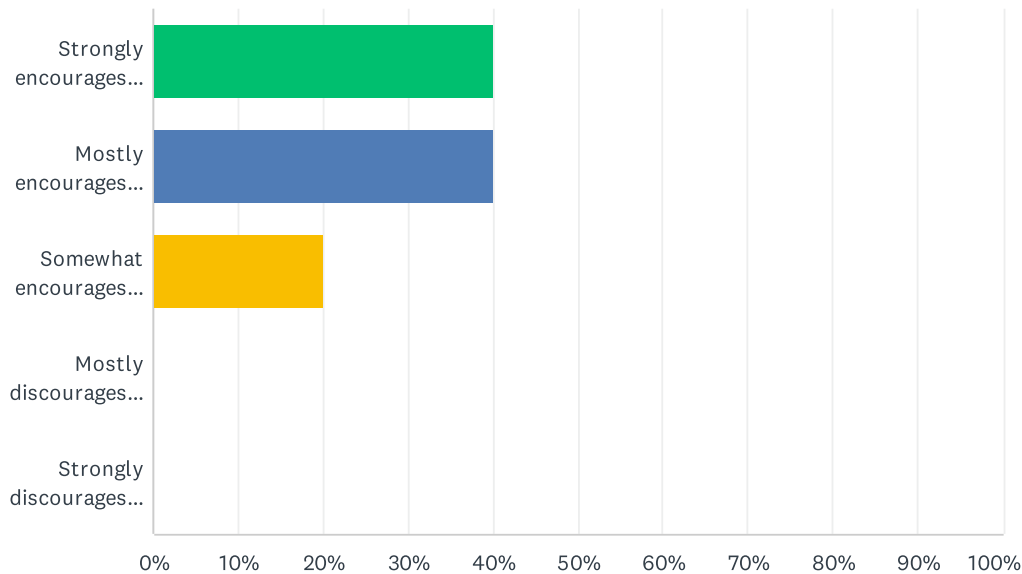


ANSWER CHOICES	RESPONSES	
Very strategic	0.00%	0
Mostly strategic	0.00%	0
Both operational and strategic	80.00%	4
Mostly operational	0.00%	0
Very operational	20.00%	1
TOTAL		5

#	REASON FOR YOUR ANSWER (OPTIONAL)	DATE
1	Business and agenda items have room to breath so discussion can be deeper where it needs to be rather than rushing through details, especially on operational matters.	3/5/2024 12:12 PM
2	A committee within a council allows councillors to address strategic objectives while also discussing operational impacts, this means that the committee provides a platform for councillors to focus on the big-picture goals and long-term plans of the council (strategic objectives), while also considering how these objectives translate into day-to-day activities and operations (operational impacts). 1. Addressing Strategic Objectives: This involves discussing the overarching goals and priorities that the council aims to achieve. These objectives could include improving public services/infrastructure, promoting economic development, enhancing community well-being, or any other long-term goals deemed important for the council and its ratepayers. 2. Discussing Operational Impacts: While strategic objectives outline the direction the council wants to move in, operational impacts refer to the practical consequences and requirements necessary to achieve those objectives. This includes discussing specific actions, resource allocations, timelines, and potential challenges involved in implementing the strategic plans effectively. 3. Integration of Perspectives: The committee allows councillors to bring their perspectives, knowledge and expertise to the table, ensuring that both strategic and operational aspects are thoroughly discussed and integrated into decision-making processes. Overall, this approach ensures that the council's actions are guided by a clear strategic vision while also being grounded in practical considerations, ultimately enhancing the effectiveness and impact of its governance efforts.	3/3/2024 11:33 PM

Q2 Does the current Council and Committee structure encourage full participation from Councillors?

Answered: 5 Skipped: 0

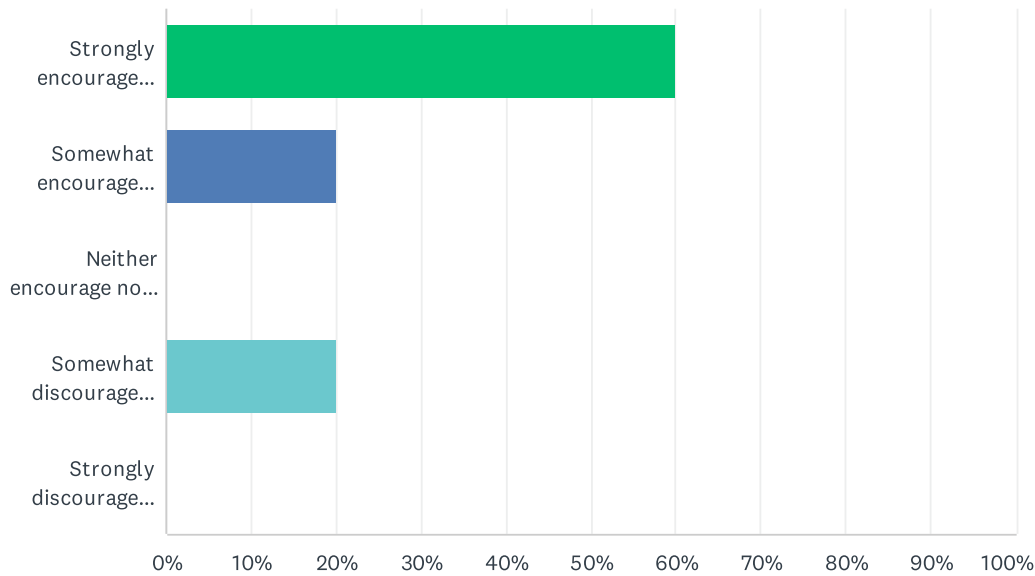


ANSWER CHOICES	RESPONSES	
Strongly encourages participation	40.00%	2
Mostly encourages participation	40.00%	2
Somewhat encourages participation	20.00%	1
Mostly discourages participation	0.00%	0
Strongly discourages participation	0.00%	0
TOTAL		5

#	REASON FOR YOUR ANSWER (OPTIONAL)	DATE
1	Several members choose not to attend and engage in discussion. It does mean that those who are genuinely interested in performing their duties can do so without as much disruption from disinterested colleagues.	3/5/2024 12:12 PM
2	Saying that this is what the intention/purpose is, however the extent to which the current council and committee structure encourages full participation from councillors can vary depending on several factors, including the specific design of the committees the culture within the council, and individual councillor preferences and engagement levels. Current committee meetings allow for open discussion, active involvement of councillors, and opportunities for debate and collaboration. By the sheer nature of Council and Committee meetings they often are overly formal or dominated by a few individuals which may discourage participation from other councillors. Training and support to the councillors who are Chairs has ensured and understanding of council procedures equipping them with the skills they need to chair effectively. The current Committee Chair's do encourage and influence the culture of participation.	3/3/2024 11:33 PM
3	Items are sometimes discussed in length twice which is not efficient. Repetitional risk as Council is seen to “change its mind” as general public & media don’t differentiate between Council and Committee. If membership of committee differed, then it could be explained more clearly	3/3/2024 8:25 PM

Q3 Does the current Council and Committee structure encourage informed Councillor discussions and decision-making?

Answered: 5 Skipped: 0

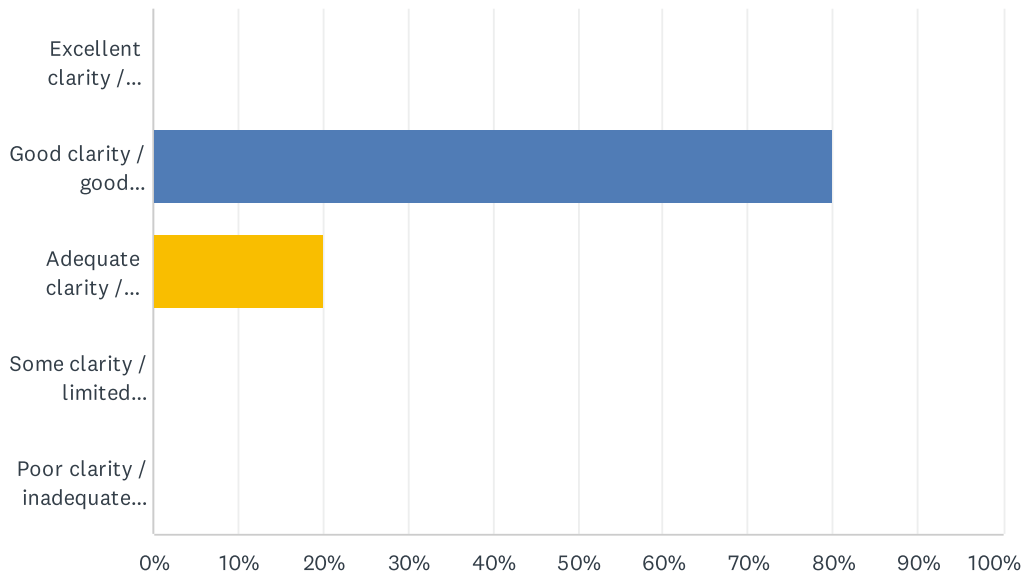


ANSWER CHOICES	RESPONSES	
Strongly encourage informed discussion and decision making	60.00%	3
Somewhat encourage informed discussion and decision making	20.00%	1
Neither encourage nor discourage informed discussion and decision making	0.00%	0
Somewhat discourage informed discussion and decision making	20.00%	1
Strongly discourage informed discussion and decision making	0.00%	0
TOTAL		5

#	REASON FOR YOUR ANSWER (OPTIONAL)	DATE
1	Allows opportunities for informal discussion and questions to be asked. Most councillors use it this way, though some withhold attendance or questions until the council meeting for political purposes.	3/5/2024 12:12 PM
2	Accessibility to information and transparency in decision-making processes are crucial factors that can affect councillor participation although they are required to vote and cannot abstain as per a board. Therefore, Councillors need access to relevant data, reports, and other resources to fully engage in discussions and make informed decisions. Transparency in decision-making ensures that councillors feel empowered to contribute and that their input is valued. However, in instances where new information not included in administrative reports emerges or when there is significant opposition from ratepayers regarding a committee's position, councillors retain the right to change their mind on a committee decision or defer a committee recommendation until they have adequately addressed any concerns. This allows them to ensure that the final decision aligns with their perspective and is the most appropriate course of action.	3/3/2024 11:33 PM

Q4 Do reports provide clarity and adequate information to enable effective decision-making?

Answered: 5 Skipped: 0

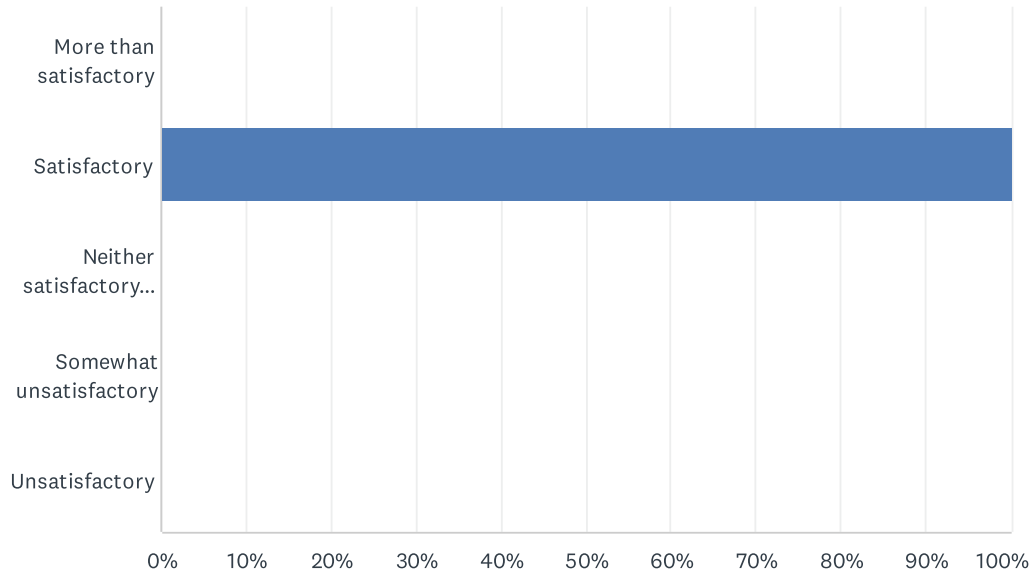


ANSWER CHOICES	RESPONSES
Excellent clarity / excellent information provided	0.00% 0
Good clarity / good information provided	80.00% 4
Adequate clarity / adequate information provided	20.00% 1
Some clarity / limited information provided	0.00% 0
Poor clarity / inadequate information provided	0.00% 0
TOTAL	5

#	REASON FOR YOUR ANSWER (OPTIONAL)	DATE
1	Mostly yes but sometimes there are gaps in information especially for items that are continuing from the previous council term. An example is the recent Ellis Park decision where it was not stated that the Comets had a state government grant to conduct the works, just that the works were funded. Additional context and nuance is sometimes lacking to help frame decisions.	3/5/2024 12:12 PM
2	While the reports provided are commendable, my concern lies more with the timing. At times, issues that Administration has been addressing over several years, such as the case with the Adelaide Comets Football Club, are brought to a committee for councillor recommendation just a week before going to Council. This timeframe doesn't allow for sufficient consideration, especially for matters that may polarize councillors and ratepayers. There ought to be a system in place that notifies councillors well in advance when a report will be presented to a committee, particularly for contentious issues, allowing for more thorough deliberation and preparation.	3/3/2024 11:33 PM

Q5 Are staff responses to questions raised through discussions in Council and Committee satisfactory?

Answered: 5 Skipped: 0

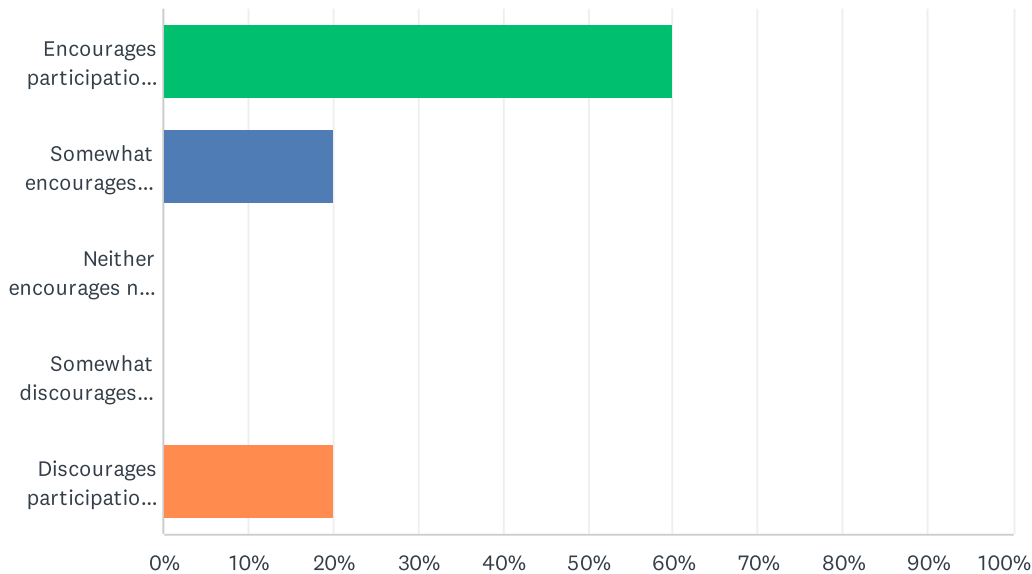


ANSWER CHOICES	RESPONSES	
More than satisfactory	0.00%	0
Satisfactory	100.00%	5
Neither satisfactory nor unsatisfactory	0.00%	0
Somewhat unsatisfactory	0.00%	0
Unsatisfactory	0.00%	0
TOTAL		5

#	REASON FOR YOUR ANSWER (OPTIONAL)	DATE
1	Staff are generally well prepared and often seem to be over-prepared (given the amount of material they seem not to refer to but bring with them). Some issues with exec responses being ambiguous but more direct answers becoming more normal, especially from acting CEO.	3/5/2024 12:12 PM
2	I feel like certain staff member can be evasive in their answers. This varies on the topic.	3/4/2024 10:06 AM
3	...and most the time more than :)	3/3/2024 11:33 PM

Q6 Does the current Council and Committee structure encourage Councillors to participate and work as a team?

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Encourages participation and teamwork	60.00%	3
Somewhat encourages participation and teamwork	20.00%	1
Neither encourages nor discourages participation and teamwork	0.00%	0
Somewhat discourages participation and teamwork	0.00%	0
Discourages participation and teamwork	20.00%	1
TOTAL		5

#	REASON FOR YOUR ANSWER (OPTIONAL)	DATE
1	It is clear some colleagues have no interest in being collaborative or engaging in a respectful way. Some in particular seem to think they are in a Senate Inquiry. Most colleagues are clearly encouraged by the more informal setting to speak openly and clarify issues in a genuine manner.	3/5/2024 12:12 PM
2	Sadly, despite the intention, any approach to foster teamwork frequently fails to foster a healthy team environment or culture akin to that of say an organisation board. Many councillors in capital cities are inherently political and perceive their fellow councillors as rivals/competition, particularly if there are factions within the council. Regardless of the structure or training implemented, such ingrained behaviours are unlikely to change. Saying that it is important to have a committee structure that makes recommendation to council and aligns to the streams of the Council even if this does not improve behaviours or culture.	3/3/2024 11:33 PM

Q7 What is the one thing you would change in the current structure of Council and Committee meetings?

Answered: 5 Skipped: 0

#	RESPONSES	DATE
1	reduced committee membership - members appointed, similar to all other reference groups, subsidiaries and panels	3/5/2024 12:12 PM
2	Maybe split Finance and Governance and merge one of them into one of the smaller committees (Cr Couros ' one)	3/4/2024 10:06 AM
3	Apart from eliminating some Councillors 😊 or making committee meetings mandatory, if I could change one aspect of the current structure of council and committee meetings, it would be to enhance communication and collaboration among councillors regarding upcoming agenda items. Specifically, I would ensure that councillors have early access to information about items slated for discussion in committee meetings, allowing for preliminary discussions and input from the entire elected member group, not just the chair. This proactive approach would facilitate more informed decision-making and foster a stronger sense of teamwork and engagement among councillors.	3/3/2024 11:33 PM
4	1. Committee membership. 2. Recommendations to go to Council only, not to a Committee.	3/3/2024 8:25 PM
5	Balancing the work among committees	3/2/2024 10:45 AM

Q8 Do you have any other comments to add?

Answered: 4 Skipped: 1

#	RESPONSES	DATE
1	The system appears to be working mostly well but agendas can get packed with a lot of material. But that shows that each operational area clearly needs dedicated time for discussion.	3/5/2024 12:12 PM
2	Much better than the old system.	3/4/2024 10:06 AM
3	The significance of implementing a structure wherein a non-decision-making committee formulates recommendations for the Council cannot be overstated. This setup ensures that the Council proceedings are more streamlined and structured. By facilitating extensive debate and deliberation at the committee level, the Council meetings are less likely to extend late into the night, as witnessed in previous council periods. Such prolonged meetings are neither healthy nor productive. Therefore, by allowing committees to thoroughly discuss and vet issues before they reach the Council floor, the decision-making process becomes more efficient and conducive to productive outcomes.	3/3/2024 11:33 PM
4	No	3/2/2024 10:45 AM

Exclusion of the Public

Tuesday, 19 March 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 Workshop - Visitor Experience Centre [section 90(3) (b) of the Act]

The Order to Exclude for Item 10.1:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

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 19 March 2024 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 10.1 [Workshop - 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 19 March 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 [Workshop - 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.
-

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 – Workshop - 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

ATTACHMENTS

Nil

- END OF REPORT -

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