



Adelaide.
The most liveable
city in the world.
**2020 – 2024
Strategic Plan**

**2022-2023
Progress
Report**
Year three of four



CITY OF
ADELAIDE



Kurna Acknowledgement

City of Adelaide acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land, water and air.

We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations.

Contents

Summary	4
Thriving Communities	6
How we will know we succeeded	8
How we will deliver this outcome	9
Strong Economies	12
How we will know we succeeded	14
How we will deliver this outcome	15
Dynamic City Culture	18
How we will know we succeeded	20
How we will deliver this outcome	21
Environmental Sustainability	26
How we will know we succeeded	28
How we will deliver this outcome	29
Enabling Priorities	31
How we will know we succeeded	33
How we will deliver this outcome	34

Frequently used terms in this document

ABS	Australian Bureau of Statistics
AEDA	Adelaide Economic Development Agency
CoA	City of Adelaide
CUP	City User Profile
City user	Any visitor to the city

Summary

This progress report documents the delivery of the 49 Key Actions and 15 Measures of Success from the City of Adelaide 2020 – 2024 Strategic Plan.

On 10 March 2020, the 146th Council of the City of Adelaide (CoA), adopted the 2020 – 2024 Strategic Plan. The Strategic Plan sets the vision for Adelaide to be the most liveable city in the world. The Strategic Plan identifies four outcomes, through which the vision will be delivered:

- Thriving Communities;
- Strong Economies;
- Dynamic City Culture; and
- Environmental Leadership.

The four outcomes are underpinned by corporate enabling priorities.

The outcomes reflect the aspirations of the community and Council, focuses partnership and advocacy activities and drives programs and projects.

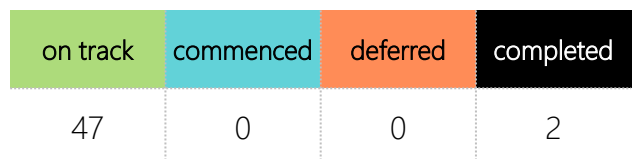
The 2022 – 2023 progress report marks the third year of delivery against the 49 key actions in the 2020-2024 Strategic Plan. It also coincided with the COVID-19 pandemic no longer being declared a public health emergency in South Australia. As life with COVID-19 becomes the 'norm', supporting the community to recover and thrive has remained a Council priority.

Key Actions

The status of the 49 Key Actions have been marked as;

- **on track** - work to progress the Key Action has continued during 2022 – 2023.
- **commenced** - work on the Key Action began in 2022 - 2023.
- **deferred** – work to commence the Key Action has been delayed
- ☑ **completed** – the Key Action has been achieved and there is no further activity required.

Of the 49 Key Actions, 47 are ongoing, and two were completed. There were no commenced or deferred actions in 2022-23.



Measures of Success

Measures of Success are a simple statement of the preferred state of play based on the latest data. The updates of the 15 Measures of Success are indicated as either;

- **favourable movement** - means new data is available, and the direction of change is preferred against the baseline.
- **unfavourable movement** - new data is available, but the direction of change is not preferred against the baseline.
- **no update available** - there was no new data was available at the time of writing.

Each Measure of Success is quantifiable and used to monitor whether the CoA has achieved the intended outcome. The data used has been carefully selected from CoA and external data sources so that they can be reliably tracked over time to indicate trends.

Of the 15 Measures of Success, eight recorded favourable movement, four recorded unfavourable movement, and three did not have data available at the time of reporting.



Explaining a Measures of Success

To assist the reader, outlined below is an explanation of a Measure of Success, detailing the individual components and what they each mean.

1. the selected indicator of what success looks like.
2. the direction of movement.
3. what is measured or counted.
4. the first data point to enable comparison.
5. the latest data available to help indicate movement.
6. where the data comes from.
7. additional information to provide context around the data.

----- EXAMPLE -----

- 1 The city's population is growing
- 2 ● **Favourable Movement**
- 3 Measured by:
Estimated resident population
- 4 Baseline:
25,549 (2018 – 19)
- 5 Update:
25,746 (2020 – 21)
- 6 Source:
ABS, estimated resident population, regional population by age and sex presented by profile.id
- 7 Commentary:
Almost all of CoA's population growth comes from international migration



OUTCOME 1

Thriving Communities

Council will create a city that is welcoming, inclusive and accessible to all

How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

●	1.01	Leverage the Adelaide Park Lands to promote health, wellbeing, and lifestyle experiences
●	1.02	Build and be guided by the Wellbeing Dashboard
●	1.03	Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness
●	1.04	Develop diverse places, and facilities with and for young people
●	1.05	Support health and housing for vulnerable people and young people
●	1.06	Support volunteerism to build community capacity and connectedness
●	1.07	Develop plans to improve mobility and physical and digital access and connectedness
●	1.08	Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways
●	1.09	Pursue affordable, reliable links to airports, regions, and suburbs
●	1.10	Support delivery of welcoming civic infrastructure/third spaces to foster community connections through the adoption of universal and sustainable design principles
●	1.11	Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

What we want to achieve together

- Healthy and resilient communities
- Safe and welcoming community spaces
- Well-planned and inclusive residential population growth
- Functional zero homelessness
- A safe, affordable, accessible, well-connected city for people of all ages and abilities, and all transport modes
- Increase community use of and access to the Adelaide Park Lands

Additional information on data sources in this section

ABS, estimated resident population, regional population by age and sex presented by profile.id

The estimated resident population is the official measure of the population produced by the ABS and is based on the concept of usual residence. It refers to all people, regardless of nationality, citizenship or legal status, who usually live in Australia.

CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience as that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of issues such as Park Lands usage, mainstreet revitalisation, community connectedness and safety in the city.

CoA CUP Survey

The CoA CUP Survey has been conducted annually since the early 2000s. The purpose of the CUP Survey is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

How we will know we succeeded

The city's population is growing

Favourable Movement

Measured by: Estimated resident population

Baseline: 25,426 (2019)

Update: 26,120 (2022)

Source: ABS, estimated resident population, regional population by age and sex

Commentary: The CoA population growth has increased but has not been at the pace of growth experienced prior to the COVID-19 pandemic. Almost all the CoA's population growth comes from international migration which was curtailed by COVID-19 pandemic travel restrictions. The ending of the public health emergency and lifting of restrictions will likely see a return to international migration, in addition to the Australian Government's decision to increase migration levels. Note that the population figures here may be different to those previously published due to the revision of population estimates by the ABS.

Our residents are more physically active

Favourable Movement

Measured by: Times per week where residents undertake at least 30 minutes or more physical activity

Baseline: 4.13 (2019)

Update: 4.9 (2022)

Source: CoA Resident Survey

Commentary: The frequency at which city residents exercised for at least half an hour a week increased since the baseline year and compared to 2021 (4.5). The disruptions caused by the COVID-19 pandemic public health emergency may have caused residents to reevaluate their lifestyle and place a greater weight upon living a healthier lifestyle.

People feel safe in the city

Unfavourable Movement

Measured by: Percentage of residents and city users agreeing that the city has public spaces that they feel safe to use

Baseline: Residents – 89% (2020) City users 88% (2021)

Update: Residents – 80% (2022) City users – 86% (2022)

Source: CoA Resident Survey CoA CUP Survey

Commentary: Perceptions of safety in the city has experienced a decline compared to the baseline. City residents' perception of safety in public spaces saw a greater fall than city user perceptions of safety, noting that the data is compared over different years. This could be attributed to after a couple of years of the COVID-19 public health emergency and living more isolated and insular lives; people needing to reaccustom themselves to participating in and sharing urban spaces. This leads to visibly fewer people in the city, which also impact on perceptions of safety in an area.

How we will deliver this outcome

1.01 Leverage the Adelaide Park Lands to promote health, wellbeing, and lifestyle experiences

On track

Through a CoA Community Impact Grant, Trees for Life created the 'Regenerate' program, where the Park Lands were the central location for BushCare activities with associated workshops and activities such as nature walks, propagating native plants, boomerang throwing, and bird watching at the new Pakapakanthi Wetlands, to list a few. The partnership was aimed at, but not exclusively for, over 55 year olds and international students to encourage social connections as well as being outside in nature for improved mental health and wellbeing. The program hosted a total of 28, three-hour Park Land based events over 24 months.

A Community Impact Grant also supported the establishment of the North Adelaide Lefevre Park parkrun, providing community access to a free 5km group run every weekend. Participants have the choice to run, walk or volunteer, promoting a healthy lifestyle and improving social cohesion in the community. Other Park Lands programs in 2022-2023 supported through the Community Impact Grants initiative included: Mentor Walks, Club 8 Sports, and Swing Dance Adelaide Community Dance Series.

1.02 Build and be guided by the Wellbeing Dashboard

On track

Data collection for the CoA Wellbeing Dashboard's 34 indicators for 2022 was completed in June 2023, which is the fourth year of data collected. The data assists in shaping programs, such as nutrition, and walking tours for our international students and an ageing population. It is intended that data from the Wellbeing Dashboard will be integrated into City Plan in 2023.

1.03 Continue support for the Adelaide Zero Project and other initiatives to achieve functional zero homelessness

On track

On 9 August 2022 Council resolved to continue its partnership with the SA Housing Authority to deliver the Homeless and Vulnerable People project subject to State Government funding, including funding support for a homelessness conference.

The Adelaide Zero Partnership agreement was signed by the CoA and the Toward Home Alliance in March 2023 for a project extension until 2025.

1.04 Develop diverse places, and facilities with and for young people

On track

The CoA proudly supported Youth Week 2023, held from 24 March to 2 April 2023. Nine Youth Week events were held, focusing on art, fashion, physical activity, shared food, nature and new friendships. To achieve this, the CoA collaborated with 12 partner agencies, including Headspace, Scots Church, Spoken Word, Adelaide University College, Study Adelaide, Youth Inc and the Art Bus.

Activities were enjoyed by 160 young people. The Youth Week website landing page receiving 927 views and 823 social media clicks, including a new exploration of using the popular youth advertising medium platform, Snapchat.

1.05 Support health and housing for vulnerable people and young people

On track

The CoA presented to the July 2022 Remote and Regional Safety and Wellbeing Taskforce (RRSWT) meeting on its action to develop culturally safe places that recognise cultural authority on Kaurna land and welcome other language groups to socialise and receive support while in Adelaide.

The CoA through the RRSWT endorsed a summer response to support the expected increase in remote and regional visitors into Adelaide. The response involved an identified site in Wirraminthei / Park 23 / Edwards Park where people from regional and remote communities who are vulnerable and sleeping in public spaces within the CoA were supported from December 2022 to April 2023. The response was multi-agency with support through the RRSWT, including the CoA, Department of Human Services Outreach team, Toward Home Alliance, South Australia Police and Drug and Alcohol Services South Australia. The CoA provided a small marquee, electricity, water, cleansing services and supported a barbecue at the site via a Quick Response Grant.

The CoA commenced a review of its Homelessness, Social Housing and Housing Affordability Policy with a view to developing a separate Housing Policy and Homelessness Policy.

The CoA, with support of a Gender Equality Project Committee, partnered with twelve city-based hospitality venues to launch Project Night Light, a pilot program to help improve women's safety in licensed premises.

1.06 Support volunteerism to build community capacity and connectedness

On track

Following the impact of the COVID-19 pandemic public health emergency, 2022-23 saw a return to volunteer recruitment. 54 new volunteers were recruited, totalling 220 across the CoA, each involved in diverse roles associated with the BMX track, Community Centres, Golf Course, Healthy Ageing, Greenwaste Centre and Adelaide Town Hall, plus much more. 'The Change Markers' was the theme of Volunteer Week 2023 recognising the power of volunteers to drive change and ensure volunteering is inclusive of all members of the community.

1.07 Develop plans to improve mobility and physical and digital access and connectedness

On track

The CoA's roll out of the next generation Adelaide Free Wi-Fi network is well underway with all access points installed in June 2023. Final testing and commissioning of the network is scheduled to be completed by August 2023.

1.08 Implement City Access projects (walking, cycling and public transport) in partnership with the State Government, including the North-South and East-West city bikeways

On track

The Walking Strategy Discussion Paper was presented to Council in August 2022. The Council decided to disband the CEO Cycling Working Group in March 2023. The CoA North-South bikeways project remains active with construction forecast to be completed in 2023-24. Projects completed in 2022-23 include the Fitzroy Terrace, Rymill Park, South Terrace, Rundle Park and Bonython Shared Use Paths.

1.09 Pursue affordable, reliable links to airports, regions, and suburbs

On track

The CoA is exploring opportunities and advocating for enhancing transport links with the State Government as part of its ongoing discussions for an Integrated Transport Strategy. The Integrated Transport Strategy is included within the 2023-24 Business Plan and Budget.

1.10 Support delivery of welcoming civic infrastructure / third spaces foster community connections through the adoption of universal and sustainable design principles

On track

The CoA community centres currently host 72 ongoing programs, many facilitated by volunteers including local residents. In the first six months of 2022, 149 community groups and businesses have utilised the space, hosting 852 workshops, meetings and gatherings, with an estimated 19,984 participants, including resident group and association meetings, cultural group gatherings and programs led by Department of Health Services Children's Centre, Housing Choices SA, Unity Housing and ARTA Cultural Centre.

To support greater accessibility the CoA Minor Works Building Community Centre Lift Upgrade Project is in the procurement phase.

In May 2023 Communication Access accreditation was successfully renewed for three years for the CoA Library Centres and Customer Centre.

The CoA has completed a Strategic Infrastructure Assessment of which the results and findings will be presented to Council in 2023-2024. This will inform strategic planning for CoA community facilities.

1.11 Work with the State and Federal Government to future proof infrastructure for emerging modes of transport, and trial smart, sustainable forms of public transport

On track

The CoA has undertaken significant pavement rehabilitation works on Currie Street and Grenfell Street. The CoA continues to work with the State Government on the E-scooter trial and implementing initiatives with E-scooter operators to provide for a safer and more convenient experience. Further development of strategies to appropriately integrate emerging modes of transport will be incorporated into the scope of the CoA's Integrated Transport Strategy, which is included within the 2023-24 Business Plan and Budget.



OUTCOME 2

Strong Economies

Council will champion a robust and diversified economy where innovation and low costs support growth and investments

How we will deliver this outcome

● on track
 ● commenced
 ● deferred
 completed

●	2.01	Develop 88 O'Connell Street
●	2.02	Redevelop Adelaide Central Market Arcade and Market District
●	2.03	Establish a Smart Visitor Experience Centre
●	2.04	Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate
●	2.05	Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city
●	2.06	Support and develop diverse creative and social industry sectors
●	2.07	Develop spatial plans to support future growth in the city
●	2.08	Facilitate creative uses of the public realm and ventures in underutilised city buildings
●	2.09	Activate main streets and develop unique precincts to support a diverse range of businesses and communities
<input checked="" type="checkbox"/>	2.10	Implement a City-Wide Business Model

What we want to achieve together

- The lowest cost capital city with the least red tape
- Greater digital capabilities and connectivity through Ten Gigabit Adelaide, enhancing capacity for innovation
- Attraction and retention of a broad range of business and investment
- Be a test bed for innovation in diverse industries
- Main streets and laneways activated for economic growth

Additional information on data sources in this section

City of Adelaide Economic Profile presented by economy.id

Estimates of local economic value are based on information compiled by the National Institute of Economic and Industry Research using a range of data sources such as the ABS labour force survey, the Australian Tax Office and Centrelink. Gross Regional Product (GRP) is the equivalent of gross domestic product (GDP) at the local level.

City of Adelaide Kepler Data

Pedestrian movement is indicated by a count of mobile devices detected by sensors across the CoA. The volume of devices detected is a proxy for the level of pedestrian activity.

CoA Business Insights Survey

The CoA Business Insights Survey was first conducted in 2020. Its purpose was to build a better understanding of local business perception on a range of topics and to complement existing business data published by the ABS. Information collected include business demographics such as industry, location and size as well as business perceptions on topics such as the impacts of COVID-19, business confidence and the types of support that businesses would like to see from the CoA.

How we will know we succeeded

The city has a greater share of the State's economy

● Favourable Movement

Measured by: City's economy as a share of the South Australian economy

Baseline: 17.3% (2018 – 19)

Update: 17.7% (2021- 22)

Source: National Institute of Economic and Industry Research (NIEIR) presented by economy.id

Commentary: Gross regional product (GRP) measures the wealth of a local economy. In 2022, the CoA's economy totalled \$21.9 billion. While the share of the CoA's economy has increased slightly since the baseline year, the value of the CoA's economy in dollar terms has increased by 10.33% since 2019 outpacing the 8.9% for South Australia during the same period. Please note that current figures may differ from previously published figures due to revision of the data.

There is more pedestrian movement in key areas of the city

● Favourable Movement

Measured by: Monthly average of unique detections across the city

Baseline: 9.9 million (year to April 2020)

Update: 11.6 million (year to April 2023)

Source: CoA – Kepler Analytics

Commentary: The baseline data represents pre-COVID-19 pandemic city life. In the 12 months to April 2023, there were an estimated 11.6 million unique detections across the city. This represents a 19.3% increase from the baseline figure and is a clear indication that pedestrian activity has now exceeded pre-pandemic levels. The increase in pedestrian activity could be attributed to several factors. These include an increased number of interstate visitors, return of the international students, and the ongoing calendar of events and activities to attract visitors to the city.

More businesses in the city think the city is a good place to do business

⊘ No update available (unfavourable movement based on previous data but favourable movement for other indicators)

Measured by: Share of city businesses who agree that the city is a good place to do business

Baseline: 72% (2020)

Update: No update for 2022-23

Source: CoA Business Insights Survey

Commentary: As there was no Business Insights Survey conducted in 2022 due to the timing coinciding with caretaker period, an updated figure is not available. The latest data available for this measure was from 2021, which indicated that 64% of city businesses agreed that the city was a good place to do business. This represents a decline from the 72% captured in the baseline data. Anecdotally, much of the CoA's business community spent 2022-23 recovering from the COVID-19 pandemic public health emergency and the associated travel restrictions which saw a notable decline in business traffic. As the capital of South Australia, the CoA is well positioned to recover promptly and this is evident with the CoA having continued GRP growth and increased share of the South Australian economy.

How we will deliver this outcome

2.01 Develop 88 O'Connell Street

On track

Construction is continuing on-site with the basement works nearing completion. In August 2022, Commercial and General announced that the project had secured Mercato as its flagship tenant to be located on the corner of O'Connell Street and Tynte Streets.

2.02 Redevelop Adelaide Central Market Arcade and Market District

On track

ICD Property through its builder, Multiplex, have undertaken site preparatory works to separate the Central Market Arcade and Central Market buildings for demolition. Central Market Trader loading zones have been established on Grote and Gouger Streets. Demolition of the Central Market Arcade commenced in June. Supporting measures have been implemented within the precinct including the establishment of UPark Andrew (Street) and modifying parking times to accommodate and encourage visitation.

2.03 Establish a Smart Visitor Experience Centre

On track

In establishing a Smart Visitor Experience Centre the CoA is in lease negotiations with the State Library of South Australia. The CoA engaged a consultant who prepared a feasibility study on the operating model and draft cost estimates. Currently request for tender specifications are being prepared.

2.04 Provide connections, opportunities and a supportive environment for start-ups to test, trial and innovate

On track

The CoA is maintaining a free and co-contribution business advisory service via Business SA. The CoA is providing continued funding support to Renew Adelaide to support new entrepreneurs.

The CoA has established a partnership with SouthStart to deliver Startup Week (made up of 27 events) and two other events to further develop the Start-Up ecosystem and improve access to finance. The CoA delivered three activations via Adelaide CreaTech City Challenge. The CoA is continuing a Digital Games Industry Package and attracted two AAA Gaming Studios to establish in Adelaide. The CoA has provided support to firms looking to expand out of Lot Fourteen. The CoA undertook a joint marketing sounding exercise to establish a co-working space for Bio-Med businesses in the Bio-Med City.

2.05 Reduce and streamline Council policies, permits and fees to reduce the cost base of doing business in the city

On track

Kadaltilla (formerly the Adelaide Park Lands Authority) supported a comprehensive review of CoA's Community Land Management Plans for the Adelaide Park Lands in February 2023 which Council endorsed in April 2023 for consultation. The Plans provide a streamlined; single consolidated reference to the CoA's management of the Adelaide Park Lands.

2.06 Support and develop diverse creative and social industry sectors

On track

The CoA is working with the Adelaide South-West Community Centre to identify relocation sites. There have been no properties within the parameters and price range outlined by the Council decision. The CoA Community Centres continue to offer a diverse range of programs. A CoA partnership with The Note magazine supported a new publication showcasing the Adelaide music scene and industry, through highlighting 840 music gigs in the CoA over a six-month period and the content displayed over 10,000 times. The \$24,000 of CoA funding yielded over \$131,000 in advertising. In collaboration with South Australian Fashion Industries Association (SAFIA), Fashion Est. was created and launched in North Adelaide Village as a retail / studio / event space to support emerging fashion designers.

2.07 Develop spatial plans to support future growth in the city

On track

A program of work to deliver the City Plan was prepared with a series of investigations commissioned to inform land supply, social infrastructure and economic considerations. The CoA engaged a multi-disciplinary team of urban design consultants in early March 2023 to develop urban design principles and future scenarios for the city that can be used for targeted engagement with the community in future project phases. Progress on the spatial mapping tool for City Plan progressed with over 400 data layers currently embedded in the tool.

2.08 Facilitate creative uses of the public realm and ventures in underutilised city buildings

On track

As part of the CoA's Vacant Tenancy Revitalisation project, a vacant retail store in North Adelaide Village has been activated through the Fashion Est. initiative to support emerging South Australian fashion designers.

2.09 Activate main streets and develop unique precincts to support a diverse range of businesses and communities

On track

The CoA's Place Coordination approach continues for Hindley Street, Hutt Street, O'Connell Street and Melbourne Street, with a range of place-specific programs and initiatives delivered through the single-point-of-contact Place Coordinators to support the local traders and communities. This has included events, activations and installations, marketing campaigns, voucher schemes, street art and trails, all supported by ongoing engagement and consultation. The CoA's East End Unleashed initiative continues to complement the Adelaide Fringe by allowing extended outdoor dining by 41 businesses and on-street performances in the East End, focused on Rundle Street, Vardon Avenue and Ebenezer Place. The CoA's Winter Weekends initiative is delivered in multiple precincts on Friday and Saturday nights in June, July and August. Winter Weekend activates the city during the traditionally quieter months in partnership with over 40 hospitality businesses and involves more than 35 local musicians and artists.

2.10 Implement a City Wide Business Model

Completed

This action was completed in 2020-21 and included transforming the Rundle Mall Management Authority into the Adelaide Economic Development Authority (AEDA). The objectives and purpose of AEDA are to:

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

AEDA is governed by a skills-based Board. The Lord Mayor is Council's representative on the Board.



OUTCOME 3

Dynamic City Culture

Council will continue to create a beautiful, diverse city that celebrates its natural, cultural, and built heritage

How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

● 3.01	Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kurna people as traditional owners
● 3.02	Pursue world and state heritage listing for the Adelaide Park Lands and city layout
● 3.03	Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion
● 3.04	Support development of new cultural and civic infrastructure for the city
● 3.05	Upgrade major recreational facilities
● 3.06	Develop asset management plans to provide for future generations
● 3.07	Deliver diverse parks and playspaces
● 3.08	Increase public art throughout the city in collaboration with the private sector
● 3.09	Connect city users to place through curated city experiences
● 3.10	Support community diversity, cultural expression, experiences and participation
● 3.11	Expand Adelaide's global reputation as a 'magnet city' through world class events, festivals and activation

What we want to achieve together

- Aboriginal and Torres Strait Islander peoples and cultures strongly represented in city life
- Beautiful, surprising places
- Global connections and collaborations
- Celebration of diverse community and collaborations
- New and civic culture infrastructure
- Protection, preservation, and promotion

Additional information on data sources in this section

Tourism Research Australia

Data on the number of domestic and international visitors are collected via the National Visitor Survey (NVS) and the International Visitor Survey (IVS) respectively. The NVS has been conducted since the late 1990s and provides an official measure of travel by Australian residents with over 100,000 interviews conducted each year. Domestic visitors are those who have had an overnight trip to the city of Adelaide in the given time period. The IVS usually samples 40,000 departing, short-term international visitors across eight major international airports in Australia. International visitor estimates were benchmarked using Overseas Arrivals and Departures information collected through passenger cards.

CoA Cultural Infrastructure Data

A definition of cultural infrastructure was developed to enable CoA to quantify such infrastructure. Drawing on international and national best practice and reflecting the five key drivers outlined in the CoA Cultural Strategy 2017 – 2023, cultural infrastructure allows for the creation of spaces, places and resources that support or accommodate the production and/ or consumption of cultural activities. It refers to both physical and digital spaces as well as purposeful investment by CoA where culture is created, experienced, participated in, shared or sold.

CoA CUP Survey

The CoA CUP Survey has been conducted regularly since the early 2000s. The purpose is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

How we will know we succeeded

More domestic and international visitors

● Unfavourable Movement

Measured by: Number of domestic and international visitors

Baseline: 2.7 million (year to December 2019)

Update: 2.1 million (year to December 2022)

Source: Tourism Research Australia, unpublished data

Commentary: Domestic and international visitation continues to be impacted by COVID-19 as visitation levels to the city remain below pre-pandemic levels. In 2022, there were a total of 2.1 million visitors to the City of Adelaide. This is lower than the levels recorded in 2019 but is higher than the number of visitors in 2021 (1.7 million). Domestic visitation accounted for the bulk of visitation to the city in 2022, with 2 million domestic visitors to the city and 88,960 international visitors. Much of domestic visitation to South Australia comes from people interstate holidaying here or visiting friends and relatives. Those are the visitor segments that have continued to lead the recovery of tourism locally. According to Tourism Research Australia forecasts, it is anticipated that national domestic tourism will exceed pre-pandemic levels this year while international tourism will take longer to recover.

Increased cultural infrastructure

● Favourable Movement

Measured by: Number of spaces for people to create or experience art and culture

Baseline: 1,338 (2019 – 20)

Update: 1,399 (2022 – 23)

Source: CoA data

Commentary: Cultural infrastructure enables CoA to create beautiful and surprising places that celebrate, showcase, and represent Adelaide's diverse community, cultures and creativity. Culture infrastructure includes 'physical' spaces such as theatres, museums, galleries; and 'intangible' infrastructure such as grants and digital spaces. Cultural infrastructure in the city increased in 2022-23 to 1,399, representing a 4.5% from the baseline year. Compared to the 2021-22 however, cultural infrastructure decreased from 1,408. The decline from the previous years are due to several businesses closing down or moving into the suburbs.

More city users agree that the city is dynamic and full of rich and diverse experiences

⊖ No update available (unfavourable movement based on previous data but favourable movement for other indicators)

Measured by: Share of city users who perceive the city as a welcoming and dynamic place full of rich and diverse experiences

Baseline: 80% (2019) Update:

No update for 2022 – 23

Source: CoA CUP Survey

Commentary: City users via previous CUP surveys have generally agreed that the CoA is dynamic and full of rich and diverse experiences. In 2022, which is the latest data available, 82% of city users agreed that the city is a 'welcoming place full of rich and diverse experiences. In 2023 a CUP survey has yet to be undertaken so data is not available at the time of publication. Maintaining this high proportion, despite disruptions to activity due to COVID-19 pandemic public health emergency, may be a reflection on the many incentives, events and activations delivered to enliven the CoA.

How we will deliver this outcome

3.01 Support, promote and share Aboriginal and Torres Strait Islander cultures and pay homage to the Kurna people as traditional owners

On track

The final meeting of the CoA Reconciliation Committee for the 146th Council of the CoA was held on 7 September 2022. After the November 2022 Local Government elections, the 147th Council of the CoA reestablished the Committee and the first meeting was held on 22 March 2023. A key item considered included the Voice to Commonwealth Parliament.

3.02 Pursue world and State heritage listing for the Adelaide Park Lands and city layout

On track

A workshop on the CoA city layout and Park Lands and Mount Lofty Ranges Rural Settlement Landscape World Heritage Listing bid was held on 25 and 26 August 2022. In a keystone achievement, the bid received South Australian State Government support to develop a Tentative Listing Submission in February 2023. The bid is being progressed with a project governance structure being prepared and engagement with First Nations people identified as a priority.

3.03 Encourage smart, creative, adaptive reuse of heritage assets, including through incentives and promotion

On track

The CoA continued to deliver the Heritage Promotions Program to celebrate the built and cultural heritage, develop the heritage narrative and raise community awareness. This was achieved through Weekly Flashback Friday posts, monthly Heritage Incentives Scheme posts, ongoing review of Historical Walking Trails and City Heritage web pages and delivery of the

Heritage Plaques program. The CoA provided financial support towards Patricia Sumerling's City Hotels publication. The CoA was once again the major partner of South Australia's History Festival, held between 1-31 May 2023 and launched on 13 April 2023. In 2023, the History Festival offered approximately 550 events across South Australia, with all regions represented. Of those events, 27% were being held within the CoA and 80% were free of charge. The CoA registered 38 events for the public to attend including tours of the Town Hall, talks about Colonel William Light, and the city's namesake Queen Adelaide, along with the ghosts and ghouls self-guided trial beginning at the city library, a guided tour through historic lower North Adelaide, an exhibition celebrating North Adelaide's historic pubs, and several children's history and heritage activities in Hutt Street. The CoA supported the City of Adelaide Prize award that recognises projects that bring streets and public spaces alive.

3.04 Support development of new cultural and civic infrastructure for the city

On track

The CoA undertook a Cultural Infrastructure Feasibility Study in 2022-23 to better inform opportunities and needs across the city. Internal and external consultation was undertaken to finalise the Cultural Infrastructure Feasibility Study Report.

3.05 Upgrade major recreational facilities

On track

The CoA continued planning for the addition of a mini golf facility within the North Adelaide Par 3 Golf Course. In partnership with the South Australian State Government, a new City Skate Park was constructed in Gladys Elphick Park / Narningga (Park 25). The CoA provided the Adelaide Archery Club with a \$100,000 Community Infrastructure Grant to increase storage capacity and provide accessible toilets and change facilities in Bullrush Park / Warnpangga (Park 10). The CoA completed construction of a new community sports pavilion in Bunday's Paddock / Tidlangga (Park 9), providing fit for purpose community sports facilities and new public amenities.

3.06 Develop asset management plans to provide for future generations

On track

The CoA currently has a suite of Asset Management Plans to support long term asset budgeting, maintenance and renewal. In August 2022 the Recommended Levels of Service for the Urban Elements Asset Management Plan was presented to Council. The Asset Management Plans are currently being reviewed with those covering Transportation, Urban Elements, Open Space and Buildings scheduled to go out for community consultation in 2023, and Stormwater and Lighting and Electrical in 2024.

3.07 Deliver diverse parks and playspaces

On track

Engagement to support Kadaltilla (formerly the Adelaide Park Lands Authority) to review the Adelaide Park Lands Management Strategy 2015-2025 was undertaken. Amendments to the Strategy are being finalised for further consultation with the State Government, adjoining Local

Government and the community. The CoA is working to deliver a Master Plan for Victoria Park / Pakapakanthi (Park 16) to improve greening, historical and cultural interpretation and to accommodate a broad range of uses. Kadaltilla supported a comprehensive review of Community Land Management Plans for the Adelaide Park Lands in February 2023 which Council endorsed in April 2023 for consultation. The reviewed Plans provide a single consolidated reference to the CoA's management of the Adelaide Park Lands.

3.08 Increase public art throughout the city in collaboration with the private sector

On track

Planning for the CoA's City of Music Laneway projects continue, including the corresponding public artwork commissions for The Angels, and Archie Roach and Ruby Hunter laneways. Significant Public Art commissions such as the Place of Reflection are in delivery following stakeholder consultation and workshops. A CoA partnership with Guildhouse has delivered seven public artworks with private businesses and stakeholders, in locations such Leigh Street, Solomon Street, Tavistock Lane, and Hutt Street. Concept designs and a feasibility study were undertaken in partnership with Illuminate Adelaide for proposals for light-based artwork commissions in Light Square by Ouchhh Studios and concept designs for Melbourne Street developed by two artists. The CoA has provided support and advice on community-driven proposals for commemorative artworks, such as the Place of Courage by Spirit of Woman. Several Women in the Chamber portraits are underway including the unveiling of Aunty Shirley Peisley AM's portrait, and portraits of Catherine Helen Spence, and Mary Lee. CoA infrastructure projects with public art outcomes are ongoing including the Hutt Street Entry Statement.

3.09 Connect city users to place through curated city experiences

On track

The CoA's New Year's Eve, delivered a Family Event in Rymill Park and Midnight Moments across the city with a footfall of 414,000 and 50,000 attending CoA events. The CoA Christmas Festival delivered live music, performance and decorations and facilitated the Christmas Pageant to return to the streets with 240,000 visitors, and a program of community events attracting 30,000 visitors. Visitor spend was up 22% in December 2022 from December 2021. The CreaTech City Challenge (funded \$300,000 by the South Australian State Government) enabled three artworks to be delivered, connecting city users to place. Fortune Cookie was hosted for six months in the Adelaide Central Market. The Artofficial Truth Machine (ATM-001) hosted for three months by Rundle Place, and the Herding Caterpillars AR and VR experiences in the Park Lands and on North Terrace for Nature Festival. The CoA's Activation Program supported Gravity and Other Myths to deliver world-class acrobatics on mainstreets in April and May 2023. The delivery of Unseen by DragonMill, a 'dark mofo' style theatre and fire experience every Friday and Saturday night in June 2023 was also supported. Ruck-n'Roll was a CoA partnership with Music SA to showcase local talented musicians on-street and in venues during the Australian Football League's Adelaide-based Gather Round Festival of Footy. The CoA continues to support both the CoA Concert Band and the CoA Pipe Band to each deliver eight annual community music events.

3.10 Support community diversity, cultural expression, experiences and participation

On track

The CoA's Community Impact and Strategic Partnerships program supported various multicultural and diverse community events and programs throughout 2022-23, including:

- The 2023 Chinatown Adelaide Lunar New Year Street Party held on the 22 January featuring cultural performances, food stalls, and the lighting of firecrackers.
- Uluru Statement of the Heart – a Deeper Understanding event held in the Adelaide Town Hall in May 2023, with Keynote speaker Noel Pearson, as well as a forum to discuss the upcoming Voice to Parliament referendum.
- Bijoy Mela 2022: The Multicultural Festival is the flagship event in the South Australian Bangladeshi Community Association (SABCA) annual activities. The festival included family-friendly children activities, Bangladeshi traditional dances and songs performed by Bangladeshi artists, along with different multicultural communities, and diverse food and boutique stalls.
- Adelaide Telangana Association Festival of Flowers Celebrations 2022. The project included diverse community organisations gathering during the festival of flowers event and sharing the cultural and traditional experiences.
- The Finest Filth's First Birthday Extravaganza was held at My Lover Cindi nightclub on 8 October 2022. This event presented LGBTQIA+ performers including musicians, DJs, burlesque, dancers, and drag performers.

3.11 Expand Adelaide’s global reputation as a ‘magnet city’ and UNESCO City of Music, through world class events, live music, festivals and activation

On track

In addition to the annual funding, during the interim period between General Managers for the Adelaide UNESCO City of Music, the CoA provided administrative support to enable the office to continue to operate. A new General Manager was appointed in 2022 and the office has completed a new strategic plan. In early 2023 the Adelaide UNESCO City of Music Office relocated to the ground floor at 25 Pirie Street. Following an internal assessment and negotiations, this was delivered as an in-kind agreement with a peppercorn rent to activate and showcase the City of Music designation.

The CoA ran the Support for Tunes in June live music, showcasing jazz musicians at the Adelaide Central Market on Fridays during winter. Eight major live music only festivals were held in the Adelaide Park Lands in 2022-23, including Harvest Rock, Listen In, Rufus Du Sol, Festival X, Side by Side, Field Trip NYE, Wildlands and St Jerome's Laneway Festival. The CoA facilitated 600 events in total, 200 of those attracting more than 1,500 patrons.







OUTCOME 4

Environmental Leadership

Council will be a leader in responding to climate change and support our community and businesses to be resilient in the face of environmental challenges

How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

● 4.01	Increase street tree canopies and green infrastructure in city hot spots and public spaces
● 4.02	Implement improvements to city-wide waste and recycling services to support the transition to a circular economy
● 4.03	Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change
● 4.04	Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure
● 4.05	Enhance biodiversity in the Park Lands and connect our community to nature
● 4.06	Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations
● 4.07	Support all CBD businesses to be green accredited
● 4.08	Protect and conserve the heritage listed Adelaide Park Lands

What we want to achieve together

- One of the world's first carbon neutral cities by 2025, where sustainability is core
- A transition to low carbon and circular economies
- Enhanced greening and biodiversity
- A climate ready organisation and community
- Integrated and sustainable development

Additional information on data sources in this section

CoA Community Carbon Inventory

CoA has been tracking community greenhouse gas emissions through inventories since 2007. These have been prepared in accordance with the Global Protocol for Community Scale Greenhouse Gas Emissions Inventories. The protocol measures the emissions within CoA boundaries using 'scopes', which allow for international comparisons.

CoA Waste Audit

In 2022, a series of comprehensive waste audits were conducted throughout the CoA including into CoA's own operations. The purpose of the audits was to establish baseline data to assess the efficacy and efficiency of CoA's waste approach and programs, understand user material generation and user behaviour, and identify opportunities to reduce waste.

CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of topics such as Park Lands suage, mainstreet revitalisation, community connectedness and safety in the city.

How we will know we succeeded

Community greenhouse gas emissions are lower

⊖ No update available

Measured by: Tonnes of carbon dioxide equivalent (CO₂e)

Baseline: 1.03 million tonnes of CO₂e (2018 – 19)

Update: No updated data available

Source: CoA Community Carbon Inventory

Commentary: Updated data for the community greenhouse gas emissions was provided for Year One. As the community inventory is updated every second year, an updated figure for Year Two will not be available until late 2023.

Less waste to landfill

● Unfavourable Movement

Measured by: Share of residential kerbside waste collection diverted from landfill

Baseline: 53.6% (2019)

Update: 50% (2022)

Source: CoA Waste Audit 2022

Commentary: In 2022, the CoA undertook a comprehensive waste audit which utilised the same methodology as the baseline audit in 2019. While waste audits are only a measure at a point in time and can vary from day to day, it indicated that there has been a slight reduction of the amount of waste diverted from landfill in the kerbside bin system.

More residents agree that Council is taking steps to protect our environment

● Unfavourable Movement

Measured by: Share of city residents who agree that Council is taking effective steps to protect our natural environment

Baseline: 69% (2020)

Update: 63% (2022)

Source: CoA Resident Survey

Commentary: In 2022, Resident Survey respondents were less likely than in 2020 (the baseline year) to agree that the CoA is taking effective steps to protect the natural environment. Whilst the CoA has maintained environmental leadership as a key outcome, this fall could reflect an increased awareness and public consciousness towards environmental action driven by extreme and devastating weather events across Australia and overseas that highlight the urgency of addressing climate change.

How we will deliver this outcome

4.01 Increase street tree canopies and green infrastructure in city hot spots and public spaces

On track

Due to scope and funding complexities for the Sturt Street West Project, the CoA are currently negotiating with Green Adelaide for alternate project scope options and locations. The CoA's Urban Greening Strategy is progressing and is anticipated to be completed in 2023, which will guide future greening programs.

4.02 Implement improvements to city-wide waste and recycling services to support the transition to a circular economy

On track

The CoA installed new organics bins in Rundle Mall was launched on 31 August 2022 with the Deputy Premier Susan Close. The program continues to offer a range of activations, incentives and education to increase food organic recycling in public places. Reuse and Recycle Hubs which support residents to divert hard-to-recycle items from landfill and supports recovery of problem waste materials were designed and installed at the CoA Customer Centre in Pirie Street and the City Library. The project was developed in partnership with UniSA was launched on 5 September 2022.

The CoA in partnership with the Cities of Charles Sturt and Port Adelaide Enfield launched a soft plastics kerbside collection pilot project on 6 December 2022 as part of the National Plastics Recycling Scheme (NPRS). The pilot is initially open to 1000 residents in CoA. The program is fully subscribed and a significant number of bags have been scanned at the CoA's material recovery facility (CAWRA). The CoA commenced a six-month trial of 10c drink container recycling rails in April 2023. The recycling rails are installed to one side of four existing city street bins located along Grenfell Street, Exchange Plaza and through to Paul Kelly Lane.

The CoA commissioned a waste audit of its kerbside collection service for comparison with the 2019 audit and to assess progress toward targets in the CoA's Resource Recovery Action Plan 2020-2028.

4.03 Educate and support our community to be zero-waste, water sensitive, energy efficient and adaptive to climate change

On track

The CoA Urban Greening Strategy is progressing and is anticipated to be complete in 2023, which will guide future greening programs.

4.04 Support our community to transition to a low carbon economy through education, incentives and appropriate infrastructure

On track

A review of CoA's Sustainability Incentive Scheme was completed, and revised rebates were endorsed by Council on 12 July 2022. The endorsed Sustainability Incentive Scheme rebates commenced from 1 January 2023. The CoA focused on community education and activations to promote active transport and sustainability by strata communities with eight cycling activations in October 2022 and a Strata Forum on environmental upgrades in November 2022. A range of video stories about business low carbon choices were produced. The South Australian State Government Fleet Pledge was launched in September 2022, with CoA involvement.

The CoA commenced work in April 2023 to develop an electric vehicle (EV) transition roadmap. Capacity studies were progressed to install additional EV chargers within U-Park facilities, and a partnership with the RAA has begun installation. CoA contributed to the Council of Capital City Lord Mayors Climate Group to support advocacy positions on Climate Action, Inquiry into Plastic Pollution and Electric Vehicle Policy.

4.05 Enhance biodiversity in the Park Lands and connect our community to nature

On track

The CoA, in collaboration with Green Adelaide, launched the first Nature Festival: Film as part of the Nature Festival in October 2022. The festival is a platform for emerging film-makers to share stories of nature with the community. The awards night was held on 14 October 2022 at the Mercury Cinema. The CoA supported volunteer participation in revegetation activities, and promotion of butterfly conservation events. Interpretive signage on biodiversity and water sensitive urban design was installed in Tainmuntilla/Mistletoe Park (Park 11). Annual participation in the CoA Urban River Torrens Recovery project delivered terrestrial weed and carp control in the Karrowirra Pari (River Torrens).

4.06 Implement the Carbon Neutral Strategy for the city and achieve carbon neutral certification for our operations

On track

The CoA's final report on the Carbon Neutral Adelaide Action Plan 2016-2021 was released in September 2022. The Carbon Neutral Adelaide brand was transferred to CoA from the South Australian State Government and regular newsletters for Partners were reintroduced. The CoA worked with the RACE for 2030 Cooperative Research Centre to develop a proposal for pathways to a Carbon Neutral Rundle Mall partnership. The proposal is under external assessment. The CoA achieved carbon neutrality for its operational emissions for the 2022 financial year through the Climate Active certification process. The CoA received a global A-List rating for our 2022 CDP reporting. The CoA tendered for carbon offset procurement in March 2023 and is assessing offsets to maintain carbon neutral certification. The community inventory of greenhouse gas emissions is underway.

4.07 Support all CBD businesses to be green accredited

On track

To support businesses to be green accredited a new CitySwitch model was launched nationally in September 2022. The CoA hosted an event on 8 December 2022 which was attended by about 40 people. An awards ceremony and reporting procedures are currently being developed in collaboration with CitySwitch national team. A Showcase and networking event was held on 13 April 2023 with a presentation from the Lord Mayor.

4.08 Protect and conserve the heritage listed Adelaide Park Lands

On track

With Commonwealth Government financial support, a draft National Heritage Management Plan has been prepared to support the National Heritage Listing of the CoA's Park Lands and City Layout. Consultation on the draft Plan is being undertaken.

The CoA made a range of informal and formal submissions in relation to State Government proposals for built form in the Park Lands including as it relates to the new Women's and Children's Hospital, development of the Aquatic Centre, and a Police Barracks.

A CoA submission was made to the Expert Panel on the Planning System Implementation Review and feedback provided on third party Code Amendments including for the Aquatic Centre (State Government) and the Port Road former Brewery site (private proponent).



Enabling Priorities

Council will continue to work innovatively and collaboratively with partners and the community

How we will deliver this outcome

● on track

● commenced

● deferred

☑ completed

●	5.01	Review and improve the way we collect and present data to share insights with the community
●	5.02	Demonstrate bold governance leadership in the Local Government Sector
●	5.03	Build on effective advocacy and partnerships, locally, nationally and globally
●	5.04	Implement the Strategic Property Review
●	5.05	Develop new revenue opportunities for Council operations
●	5.06	Review Council services to balance efficiencies with meeting community expectations
●	5.07	Implement Sustainable (financial, environmental, social, cultural) Procurement Policy – Previously marked complete
●	5.08	Implement new approaches to engaging the community in Council decision-making
●	5.09	Encourage and support new ideas and concepts

What we want to achieve together

- Bold leadership and strategic partnerships to meet challenges and take up new opportunities
- A cohesive and integrated set of strategies and plans to deliver community outcomes
- Transparent decision-making based on data and evidence
- Community consultation underpins everything we do
- Robust financial management
- New efficiencies and revenue streams
- Share and celebrate what we do

Additional information on data sources in this section

CoA Quarterly Finance Report

The data is sourced from the third major budget reconsideration by Council for 2022 – 23, which is the latest information available at the time of writing. The purpose of the review is to adjust the budget for any changes in circumstances and priorities since the adoption of the budget in June 2022. The asset sustainability ratio, asset test ratio and leverage test ratio are some of the key indicators of the CoA's financial performance and position.

CoA Business Insights Survey

The CoA Business Insights Survey was first conducted in 2020. Its purpose was to build a better understanding of local business perception on a range of topic and to complement existing business data published by the ABS. Information collected include business demographics such as industry, location, and size as well as business perceptions on topics such as the impacts of COVID-19 pandemic public health emergency, business confidence and the types of support that businesses would like to see from the CoA.

CoA Resident Survey

The CoA Resident Survey was first conducted in 2019. Its primary aim was to build an understanding of wellbeing and resilience that was a focus for Council at that time. Since then, the CoA Resident Survey has evolved to provide insights on city residents' perceptions on a wide range of topics such as Park Lands suage, mainstreet revitalisation, community connectedness and safety in the city.

CoA CUP Survey

The CoA CUP Survey has been conducted regularly since the early 2000s. The purpose is to develop a profile of the people who come into the city to build an understanding of why they visit and how often they do so. The survey also collects information on a range of issues that are of interest to Council at a given time. Topics include sport and recreation participation, engagement in arts and cultural activities in the city, method of transport to the city and perceptions of safety.

How we will know we succeeded

Council has the financial capacity to meet its long-term commitments

● Favourable Movement

Legislated Target:

- Asset Sustainability Ratio (ASR) is 90% to 110% (Council resolved to achieve 90% in the 2022/23 BP&B)

Councils adopted Treasury Policy sets:

- Asset test ratio (ATR): maximum 50%
- Leverage Test Ratio (LTR): 1.5 years

Update: ASR - 88%* (not met) ATR - 3%* (met) LTR – 0.1 years* (met)

Source: CoA 2022 – 23 Q3 Finance Report (Subject to change based on preliminary end of year figures)

Commentary: The ASR expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Infrastructure and Asset Management Plans (AMPs). The target is legislated to be between 90% to 110% as determined by the Local Government Association of South Australia. However, Council resolved in the 2022 – 2023 Business Plan and Budget that the ratio is set at 90%. It is assumed that over the long-term, asset renewals will be funded in line with the Asset Management Plans and the sustainability ratio returns to 100%. The ATR and LTR are part of CoA's adopted Treasury Policy and represents the borrowings as a share of total saleable property assets, and the total borrowings relative to General Rates Revenue (less Landscape Levy) respectively.

Council services meets the needs of the community

● Favourable Movement

Measured by: Share of city residents, businesses and users that are satisfied that Council services meets their needs

Baseline ('21): 43% of city businesses satisfied with Council services; 65% of city residents satisfied with Council services ; 66% of city users satisfied with Council services

Update ('22): Business satisfaction with Council services – no updated data; 63% resident satisfaction with Council services; 73% of city users satisfied with Council services

Source: CoA Resident Survey CoA CUP Survey

Commentary: Residents, city users and city businesses were asked to rate their overall satisfaction with Council services with baseline figures for overall satisfaction established in 2021. There was no update around city business satisfaction with Council services as the business survey was not conducted in 2022. Updated data from the Resident Survey showed that overall satisfaction with council services fell slightly from 65% to 63% between 2021 and 2022. In contrast, city users satisfaction rose from 66% in 2021 to 73% in 2022.

Council delivers on its operational efficiency targets

● Favourable Movement

Update: Achieved

Source: CoA 2022 – 23 Q3 Finance Report

Commentary: The 2022 – 23 target is to deliver \$4.83 million operational efficiency. As of the third Quarter Finance Report \$4.66 million had been delivered with the remaining \$0.17 million to be delivered in the fourth Quarter to conclude the 2022 – 23 year.

**Based on third Quarter 2022 – 2023 as end of year figures not yet available*

How we will deliver this outcome

5.01 Review and improve the way we collect and present data to share insights with the community

On track

The CoA has developed a consistent approach to conducting research, insights identification, analysis and sharing. To complement this there has been consideration of the necessary processes, technology and people's needs to support the effective implementation. The approach is centred on building capability across the organisation to drive evidence-based decision-making.

5.02 Demonstrate bold governance leadership in the Local Government Sector

On track

The Statutes Amendment (Local Government Review) Act 2021 brought about changes to multiple pieces of legislation that affect the CoA. Given the breadth of changes, their commencement was staggered to enable the local government sector to prepare. All legislative reforms and changes affecting the CoA have now been implemented.

5.03 Build on effective advocacy and partnerships, locally, nationally and globally

On track

The CoA has developed a Stakeholder Management Plan to provide a framework for building connections that grow the CoA. Changes in leadership following Federal, State and Local Government elections have meant a focus on establishing and fostering relationships, identifying areas of strategic alignment and priority, and potential partnership - including funding opportunities.

The CoA has secured nearly \$20 million in external grant funding income. It is forecasted to exceed

2021-2022's total, with \$20 million compared to just under \$14 million for 2021-22.

The Capital City Committee hosted an Adaptive Reuse Forum in May 2023 on the reuse of city spaces for residential accommodation. Through the Council of Capital City Lord Mayors, the CoA provides national leadership for advocacy on climate action with other levels of government. Significant sister city milestones were celebrated, with 2022 marking the 50th anniversary of the relationship with the City of Christchurch, New Zealand and the 40th anniversary for the City of Himeji, Japan.

5.04 Implement the Strategic Property Review

On track

The CoA's Whitmore Square apartments have been sold including 13 affordable apartments via the South Australian State Government's HomeSeeker program. The former Bus Station site was released to the open market for sale and redevelopment via a multi-stage expression of interest process with Renewal SA selected as the preferred proponent enabling a significant mixed-use development. CoA assets remain subject to ongoing review and Council decisions. The CoA is also investigating the acquisition of key land and/or property holdings in line with the strategic objectives.

5.05 Develop new revenue opportunities for Council operations

On track

A new CoA advertising revenue stream has been secured with revenue uplift commencing July 2023. The CoA Mini Golf Business Case and Design Tender was completed ready for Council endorsement in July 2023. If endorsed new revenue would commence in July 2024

5.06 Review Council services to balance efficiencies with meeting community expectations

On track

To support transparency and informed decision making, the CoA's Executive receive quarterly corporate health check dashboards. A Council's Elected Member's dashboard has also been developed to support them in their responsibilities. The CoA's quarterly reporting approach has been implemented, which indicate the delivery of the CoA's subsidiaries, services, strategic and capital projects against its planned activities of the Business Plan and Budget. Performance measures have been incorporated within the CoA's service planning and are monitored throughout the year. The performance measures are currently being applied to program planning across the organisation to better align planned work and its delivery to the responsible area of the organisation.

5.07 Implement Sustainable (financial, environmental, social, cultural) Procurement Policy

Completed

The implementation of a CoA sustainable procurement policy was completed in 2020-21.

5.08 Implement new approaches to engaging the community in Council decision-making

On track

The CoA is committed to innovative and constructive community engagement. Developing insights and seeking and listening to the voice of the community is critical to inform the CoA's decision-making and service delivery. Market research was conducted in 2022 to understand city users' barriers and motivations to return to post Covid-19. The research has informed advocacy and leadership in key stakeholder relationships, service modification and project proposals for the 2022-23 and 2023-24 Business Plan and Budgets.

To support transparency and informed decision making, an improved quarterly reporting approach has been implemented. The quarterly reports include insights on City and Community Profiles. The use of social media polls has continued to complement existing engagement approaches for larger engagement projects. This method reaches more people more quickly, and results in a snapshot of feedback on targeted questions, reducing the reliance on the community to read through large volumes of information before being able to respond to surveys. Face to face engagement has been a focus of this Council and has been positively received by the community. An upgrade to the CoA's community engagement tool, the YourSay platform has improved the stability of the site and the communities experience of accessing information and sharing their views about the services, projects, and programs that the CoA delivers. The CoA facilitated more than 46 engagement projects over the 2022-23 financial year.

5.09 Encourage and support new ideas and concepts

On track

Innovation is one of the CoA's organisational values and the desired behaviours are reinforced through the performance and development conversations process, learning and training programs and leadership development opportunities. CoA initiatives including Reignite Adelaide and CoA's business planning process enable employees to propose new ideas and concepts for consideration and development. Across the organisation, teams work collaboratively on projects aimed at generating customer centric solutions. CoA employee feedback is sought through various channels including face to face workshops, culture and engagement surveys and feedback questionnaires. Feedback contributes to new idea development and implementation and helps measure employee perceptions on new ideas and concepts.

City of Adelaide
25 Pirie Street Adelaide

cityofadelaide.com.au
strategicplan@cityofadelaide.com.au