Integrated Climate Strategy

CITY OF ADELAIDE

Reporting Framework

Version 0.1 / Date: Presented to Audit and Risk Committee 27 September 2024

Contents

List of Tables

List of Figures

1 Reporting Framework Overview

1.1 Purpose of this document

The purpose of the Integrated Climate Strategy Reporting Framework (ICSRF) is to provide guidance on the approach for reporting progress of the Integrated Climate Strategy (ICS) so that transparent, accurate, and timely information can be provided to CoA stakeholders. The ICSRF has been developed with reference to better practice sustainability reporting, including the Australian Sustainability Reporting Standards (ASRS) covering governance, strategy, risk management and metrics and targets.

The ICSRF will enable effective implementation of the ICS by providing transparency of progress and reflection on whether planned activities are 'shifting the dial' on the five Goals, 15 Priorities and 36 Targets within the ICS.

1.2 Scope of this document

The ICSRF covers the reporting requirements of the ICS only. ICS Contributors (i.e., governance groups or individuals who are accountable or responsible for the delivery and/or reporting of the ICS) are responsible for adherence to the ICSRF and should be familiar with its contents and guidance on reporting processes and procedures.

The ICSRF is supported by the ICS Implementation Plan and ICS Implementation Roadmap. Both enabling documents are for internal use only and will require regular review, monitoring, and updates to track progress of the ICS being implemented.

The identification, assessment and monitoring of climate-related risks and opportunities are an essential activity for the CoA to maintain alongside the implementation of the ICS. An outline of the approach and governance for assessing and managing climate-related risks and opportunities is included within this document. Further, as the CoA is wanting to align to best practice sustainability reporting, disclosures on how the CoA identify, assess and manage its climate-related risks and opportunities should be included within the ICS Annual Report.

1.3 Future focus of this document

The development and implementation of the ICSRF represents the CoA's commitment to being a leader amongst peers by providing transparent reporting of their climate change action and progress. It is a first step in a journey towards robust sustainability reporting and will require continuous improvement and evolution over time.

Additionally, to support the ICSRF adoption and implementation, education and awareness will be prioritised particularly for ICS Contributors and governance groups involved. There is a section on communications and engagement within the Appendix of this document.

2 Governance

2.1 ICS Roles and Responsibilities

To support the delivery and reporting of the ICS and management of climate-related risks and opportunities, roles and responsibilities have been defined to drive accountability.

2.1.1 Roles

Existing governance groups for the operational and day to day governance for the delivery of capital projects will remain unchanged. The Terms of Reference (ToR) of existing governance groups remains the source of truth with the following additional items (outlined in Table 2) included to help drive implementation and reporting of the ICS and management of climate-related risks and opportunities.

Table 2: ICS Role of Council and Committees

Roles by Governance Group specific climate

Council	**Role:** • Demonstrates and communicates commitment to climate change by 'setting the tone from the top' reflective of their community. • Endorses key climate policies, including annual endorsement of the ICS Annual Report. • Advises on their climate-related priorities for CoA to focus on. **Communication:** Council play an important role in setting the "tone from the top". Adoption of sustainability mindset by the organisation will require strong endorsement and advocacy from the Council. Council members communicate their climate priorities through strategy to the Executive Group throughout the year, and particularly leading up to ABPB submissions. This is communicated down to the ICS Steering Group to support them with the prioritisation process and yearly implementation planning. Council members are also accountable for the ICS Annual Report, which may be published publicly, and is a key communication piece for the ICS.
Audit & Risk Committee	**Role:** • Provides independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters in relation to climate. For more information about the **ARC** and the ARC Terms of Reference, refer to this document.
Executive team	**Role:** • Accountable for the execution of the ICS and supports with key decision making and risk management. • Approves and endorses the ICS to the Council. • Approves and endorses the annual reporting of the ICS to the Council. • Recommends items for SRIA. • Responsible for ensuring that the climate considerations are integrated into organisational strategies and operations.

	• Reviews and recommends to the Council for approval, climate related disclosures in financial reports and accompanying material reported to the community.
	For more information about the **Executive Team** Terms of Reference, refer to this document.
Strategic Risk and internal Audit Committee	**Role:** • Retains oversight of Climate Change Adaption & Vulnerability as a strategic risk. • Responsible for ensuring that the climate considerations are integrated into risk management. • Oversees the policies, procedures, and systems to identify, monitor, and mitigate financial and non-financial risks related to climate change and sustainability.
	For more information about the **SRIA** and the SRIA Terms of Reference, refer to this document.
Integrated Climate Strategy Steering Group	**Role:** • Responsible for the coordination of delivery of the ICS and monitoring of progress against the objectives in the Implementation Plan. • Responsible for the prioritisation and planning of the ICS. • Responsible for the scoping and inputs to the budget bid process for activities within the ICS. • Delivers disclosures and reporting for internal and external stakeholders (annually). • Recommends related climate policies to Executive for approval. • Provides periodic assurances, as required, to other Committees. • Supports effective identification and management of climate-related risks and opportunities through decision making processes and structures and escalates when required. • Owns and maintains the ICS Implementation Plan and Roadmap. • Maintains a dedicated climate-related risk and opportunity register. • Ensures that all reports are stored in a central location, are kept up to date and are of consistent quality. • Ensures upstream and downstream communication and engagement regarding the ICS is implemented.
	For more information about the **ICS Steering Group** and the ICS Steering Group Terms of Reference, refer to this document.
ICS Contributors	**Role:** • Supports the prioritisation and implementation planning of the ICS. • Supports the scoping and budget bid process for activities within the ICS. • Delivers the day-to-day ICS activities as they see best.

- Reports progress on ICS activities up to ICS Steering Group quarterly.
- Escalates climate-related risks and opportunities to ICS Steering Group.

Communication:

To support adoption and implementation, ICS Contributors need to be made aware of the ICSRF, understand how to use the supporting tools, and how these contribute to the delivery of the ICS. The ICSRF and supporting documents are issued out to all the relevant ICS Contributors by the PLPS team alongside communication on the purpose of the ICS and its value to the team.

ICS Contributors are involved in the prioritisation process of Objectives that help inform projects to be scoped and submitted for Annual Business Plan and Budget (ABPB) submission. This activity is done once a year and involves the use of the ICS *Implementation Plan* Excel.

ICS Contributors and ICS Steering Group are also involved in the delivery of the in-scope activities that will enable ICS Objectives. The ICS *Implementation Plan* contains details about the progress of all relevant activities. ICS Contributors can use this resource to see details and updates about their own and other activities across the Goals, Priorities and Objectives. Monthly and quarterly the ICS Contributors provide an update on progress to the ICS Steering Group via the *Implementation Plan.*

CoA Administration	**Role:** • Remain informed about the ICS via regular updates **Communication:** City of Adelaide staff employees need to be kept up to date with the progress of the ICS. This is achieved though yearly communication via the ICS Annual Report. The ICS Contributors may also communicate internally to CoA staff employees about individual BAU activities or projects aligned to the ICS. This will be done via the regular internal channels such as Teams, Intranet and Email on an ad hoc basis.
Community	**Communication:** Community members are informed on ICS progress through the ICS Annual Report. They are also informed and engaged at the ICS activity level by ICS Contributors. However, this is on a case-by-case basis as the ICS activities vary in their degree of stakeholder consultation and input required. Community Engagement will occur in line with the CoA Community Consultation Policy.

2.1.2 Responsibilities

Supplementing the ToR's and role descriptions, a RACI has been developed to clarify expectations on the level of involvement by all the stakeholders in the ICS (refer to Figure 2). The RACI outlines who is accountable, responsible, consulted or informed for tasks related to the ICS and climate-related risks and opportunities.

Activities	City Services			City Shaping				Corporate Services			Governance Groups									
	Infrastructure	Strategic Property & Commercial	City Operations	PLPS	City Culture	Regulatory Services	City Shaping	Strategy insights & performance	Governance	Finance & Procurement	ICS Steering Group	CPD&BA Committee	CF&G Committee	I&PW Committee	SRIA	A&R Committee	Executive	Office of the CEO	Office of the Lord Mayor	Council
Approve and endorse ICS	I	I	I	R	I	I	A	I	I	I	**R**	I	I	I	I	R	A	I	I	A
Define and prioritisation of ICS Activities	R	R	R	R	C	I	R	C	C	C	**R**	I	I	I	A	I	A	-	-	-
Submit ICS Activities for ABPB	R	R	R	R	R	R	A	C	C	R	**R**	I	I	I	A	I	A	-	-	-
Implement ICS Activities	R	R	R	R	R	I	A	C	C	R	**R**	I	I	I	A	I	A	-	-	-
Identify, assess & monitor climate-related risks & opportunities (within ICS)	R	R	R	R	C	I	R	C	R	C	**R**	I	I	I	C	A	A	I	I	I
Manage and track progress of ICS	R	R	R	A	I	I	A	C	C	C	**A**	I	I	I	A	I	A	-	-	-
Collect and analyse ICS data	C	C	C	R	I	I	C	R	C	C	**R**	-	-	-	I	-	A	-	-	-
Report & disclose progress of ICS	C	C	C	R	I	I	A	R	C	R	**R**	I	I	I	R	A	A	I	I	A

Strategic Risk Internal Audit = SRIA
CPD&BA Committee = City Planning, Development and Business Affairs Committee
CF&G Committee = City Finance and Governance Committee

I&PW Committee = Infrastructure and Public Works Committee
A&R Committee = Audit and Risk Committee

Figure 2: ICS RACI

The matrix maps each activity to the roles by placing R, A, C, or I in the appropriate cell representing the intersection of activity and role/person.

Responsible: These are the positions or governance groups who perform the activities. They are charged with implementing a decision or an action, and they report on the progress and completion of the activity. Activities should be assigned in such a way that there's no confusion about who is responsible for the work.

Accountable: This position is ultimately answerable for the correct and thorough completion of the activity. They have the authority to approve or veto the work and are the ones who delegate the work to those who are responsible.

Consulted: These are the positions who need to give input before the work can be done and agreed upon. They are often subject matter experts whose opinions are sought to ensure the work is well-informed and on track. This communication is two-way.

Informed: These positions need to be kept up to date on progress or decisions. They are not directly involved in the task, but they need updates on its progress or results. This communication is usually one-way.

2.2 Communications and engagement

The ICS is an ambitious strategy that requires action and input from a diverse range of stakeholders. Whilst historically climate-related action was confined to one team or department, the ICS is cross departmental and impacts many stakeholders both internal and external to Council operations. It is important to invest in training employees about sustainability and climate to enable use of systems and processes that make it easier for employees to integrate sustainability and climate into their business decisions.

The key objective of communications is to enable or support ICS outcomes by keeping all participants informed and engaged through sending timely and relevant communication. For this reason, existing channels of communication will be leveraged wherever possible, with the ICS Annual Report being a new channel of communication for the CoA to provide disclosures on their progress.

2.3 Reporting Structure

To enable the implementation and reporting of the ICS and the identification, monitoring and management of climate-related risks and opportunities, reporting and advising lines are established across the governance structure (refer to Figure 3).

The CoA will review the ICS Report on an annual basis to ensure currency of the identified risk and opportunities, adequacy of actions and to provide transparency on the progress of the implementation of the ICS including progress against relevant metrics and targets. Additionally, a review of the reporting will be triggered by the following situations:

1   In response to an Operational Change; or
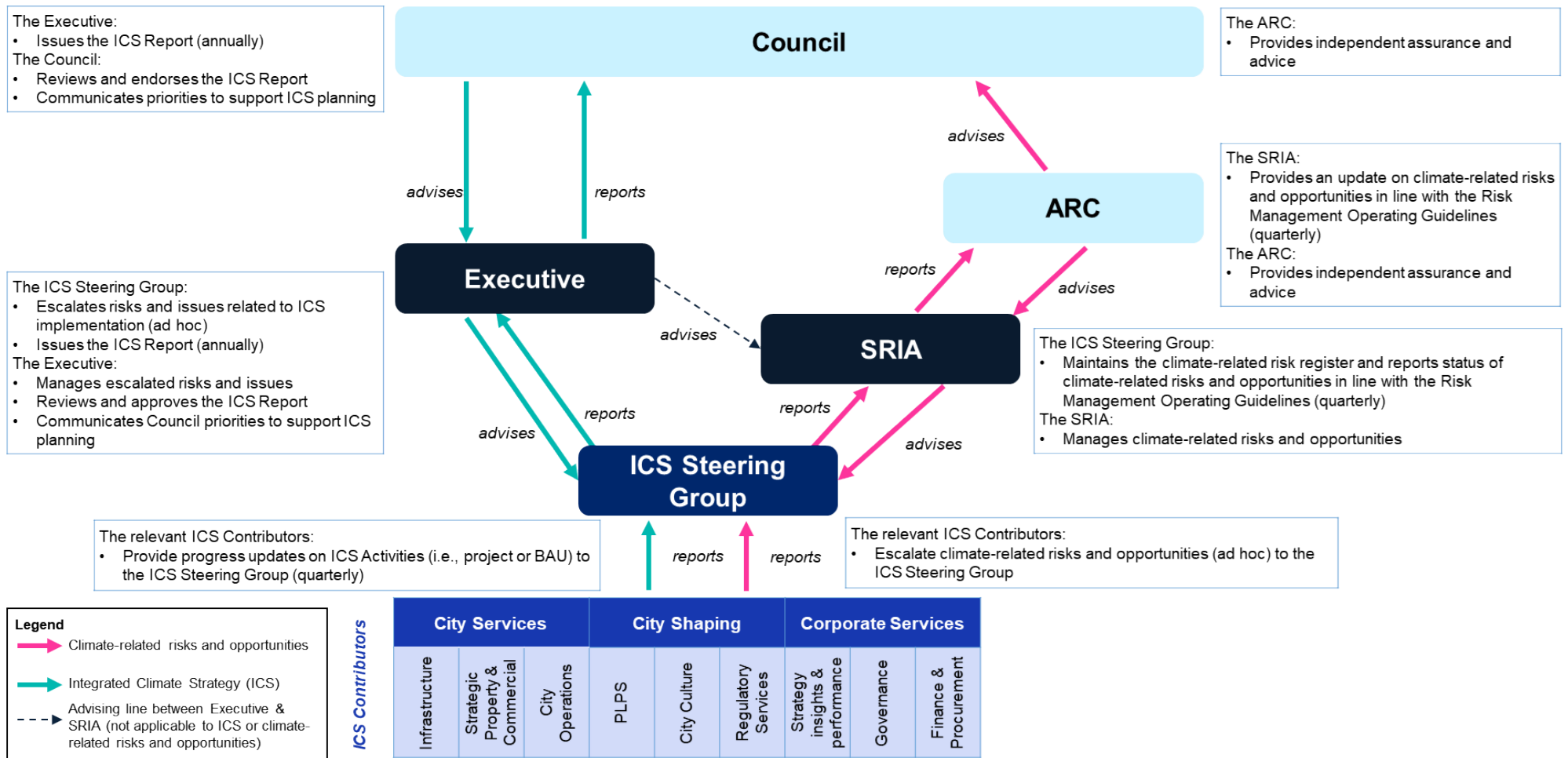
2   In response to Legislative Change.

The Executive:
- Issues the ICS Report (annually)

The Council:
- Reviews and endorses the ICS Report
- Communicates priorities to support ICS planning

The ARC:
- Provides independent assurance and advice

The SRIA:
- Provides an update on climate-related risks and opportunities in line with the Risk Management Operating Guidelines (quarterly)

The ARC:
- Provides independent assurance and advice

The ICS Steering Group:
- Escalates risks and issues related to ICS implementation (ad hoc)
- Issues the ICS Report (annually)

The Executive:
- Manages escalated risks and issues
- Reviews and approves the ICS Report
- Communicates Council priorities to support ICS planning

The ICS Steering Group:
- Maintains the climate-related risk register and reports status of climate-related risks and opportunities in line with the Risk Management Operating Guidelines (quarterly)

The SRIA:
- Manages climate-related risks and opportunities

The relevant ICS Contributors:
- Provide progress updates on ICS Activities (i.e., project or BAU) to the ICS Steering Group (quarterly)

The relevant ICS Contributors:
- Escalate climate-related risks and opportunities (ad hoc) to the ICS Steering Group

Legend
- Climate-related risks and opportunities
- Integrated Climate Strategy (ICS)
- Advising line between Executive & SRIA (not applicable to ICS or climate-related risks and opportunities)

Council
ARC
Executive
SRIA
ICS Steering Group

ICS Contributors

City Services			City Shaping			Corporate Services		
Infrastructure	Strategic Property & Commercial	City Operations	PLPS	City Culture	Regulatory Services	Strategy insights & performance	Governance	Finance & Procurement

Figure 3: ICS Reporting Structure

2.4 Governance Structure

There will be three layers of governance – strategic, tactical, and operational – to help drive the delivery and reporting of the ICS and management of climate-related risks and opportunities (refer to Figure 1).

¹ The Integrated Climate Strategy Steering Group forms part of the senior leadership group structure

Figure 1: Illustration of ICS Governance Structure

Table 1 provides further detail regarding the three layers of governance and the decision-making domains.

Table 1: ICS Governance Structure

Layers of Governance

Strategic	The **Executive Team** is responsible for the oversight, strategic direction, and decision-making of the ICS. More broadly, the Executive is responsible for ensuring that climate considerations are integrated into organisational strategies and operations. The Executive is supported by the ICS Steering Group and provide updates to the CoA elected Council members on the progress of the ICS.
	The **Strategic Risk and Internal Audit Committee (SRIA)** is responsible for the management of climate-related risks and opportunities. SRIA is supported by the Executive Team and informs the Audit and Risk Committee (ARC) on items that require escalation (e.g., if the risk rating of a climate-related risk has increased or a novel climate-related risk or opportunity has materialised, and a mitigation strategy needs to be discussed and agreed).
Tactical	Both the Executive Team and SRIA are supported by the **Integrated Climate Strategy Steering Group (ICS Steering Group)** who are responsible for the more tactical progress and day to day resolution of operational items to do with implementation of the ICS and the

	identification, assessment and monitoring climate-related risks and opportunities.
	The ICS Steering Group membership may fluctuate and change year to year based upon the teams responsible for the delivery of activities [i.e., projects or business and usual (BAU)] aligned to the outcomes of the ICS. It will always include membership from Park Lands, Policy & Sustainability (PLPS) and Infrastructure teams due to the nature of climate-related risks and opportunities. Membership should include Associate Director level attendees to help with decision making and risk and issue resolution.
Operational	The ICS Steering Group will need to collaborate and coordinate with the key responsible teams across the Council that have a role in the ICS as outlined in the RACI (see Section 3.2.2). This will also include teams responsible for the delivery of ICS activities which can be projects (e.g., Public Realm Greening Program) or BAU (e.g., delivering the Sustainability Incentive Scheme). The ICSRF is not prescriptive on how teams deliver their respective activities, only that progress and updates are provided to the ICS Steering Group and support is provided for collecting ICS metric and target data for the annual report.

3 Strategy

The ICS is aligned to the CoA Strategy Plan 2024 – 2028 that sets a vision **Our Adelaide. Bold. Aspiration. Innovative.** The ICS delivers against the Environmental Pillar that is **Our Environment: resilient, protected, and sustainable.**

The ICS aims to make the CoA resilient, protected, and sustainable. It includes goals such as striving for net zero emissions by 2035, enhancing natural ecosystems, transitioning to a low carbon economy, and positioning Adelaide as a leading city in addressing climate change.

3.1 Climate-related risks and opportunities over short, medium, and long term

In 2020, the CoA engaged *Edge Environment and Climate Planning* to complete a Climate Change Risk Assessment to identify physical risks, transitional risks, and opportunities utilising climate-modelling and scenario analysis.

The assessment identified 283 individual physical risks with three quarters of the risks identified associated with hot weather and rainfall. Alongside physical risks, 32 transition risks were identified covering specific Council assets, business units and risks to Council's operational goals and community. Furthermore, 14 transition opportunities were identified related to proactive responses to risks creating opportunities for innovation, improved service delivery and increased resilience of the Council to a shift towards a low-carbon economy.

Through this process, the CoA prioritised transitional risks and opportunities in the immediate (0-5 years), short (5-10 years), medium (10-20 years) and long term (20-50 years).

Whilst this data provides a view of the CoA climate-related risks and opportunities, it is recommended that the CoA refresh its Climate Risk Assessment data each year so that it allows for them to update their strategies and adapt to any changes in climate science or council operations.

3.2 Impact of climate-related risks and opportunities on strategic & financial planning

To align with best practice reporting, the CoA should re-assess its climate change risks annually and consider the classes of transitional and physical risks and their likelihood of impact on operations over their short term (0-5 years), medium term (10-15 years), and long term (20+ years).

This will enable CoA to better align and understand the impacts of climate-related risks and opportunities on strategic and financial planning. An example disclosure of what can be provided within the ICS Annual Report is found in Table 3.

Table 3: Example table on how to disclose climate-related risks over short, medium and long term

Risk type	Risk class	Impact	Time frame *
Transitional risk	Policy and Regulatory Risks	Non-compliance may lead to legal penalties, increased operational costs, and the need for rapid policy adjustments, potentially straining resources.	🟢 🟠
	Technological Risks	Local Governments may need to allocate budget resources for technology upgrades or face inefficiencies and higher operational costs from outdated infrastructure	🟢 🟠
	Market Risks	Local Governments may need to adjust procurement policies, invest in green technologies, or face public pressure to demonstrate sustainability leadership in their operations.	🟢 🟠
Physical risk	Acute	Increased severity and frequency of extreme weather (e.g., heatwaves, floods, bushfires, and cyclones) may adversely affect council infrastructure and services.	🟢 🟠 🔴
	Chronic	The medium to long-term changes to the frequency and severity of the weather patterns (e.g., increasing average temperatures, and draughts) may impact the ecosystems, living and working conditions, and infrastructure.	🟠 🔴

* 🟢 Short term (0-5years) 🟠 Medium term (10-15 years) 🔴 Long term (20+ years)

3.3 Climate-related Scenario Analysis

As mentioned in 4.1, the CoA completed climate scenario analysis in 2020. The physical and transition scenario analysis provided long term insights into how risks and opportunities may

evolve in the coming decades. It is recommended that this is refreshed with the latest climate data and disclose the approach and key findings (i.e., physical scenario analysis findings and transition scenario analysis findings) within the ICS Annual Report. An example disclosure of what could be provided is found in Table 4.

Table 4: Example table on how to disclose approach to climate-related scenario analysis

	Transition	**Physical**
Risk/opportunity	Support community to transition to the low-carbon economy and build climate resilience through services and infrastructure	The impact on Council services and operations from extreme weather events including extreme rain, cyclones, storms, and bushfires.
Climate scenarios	1. Immediate emissions 2. High emissions	
Time horizons	All scenarios assessed were for 2030 and 2050 future time horizons compared to the recent past climate (approximately over the past two decades).	
Climate metrics chosen as proxies for hazards and drivers	• Energy efficiency and electrification • Evolving community expectations	• Extreme rain intensity (1-in-20yr rainfall) • Extreme rain frequency of events • Very high fire weather days per year • Extreme heat days above 35•C per year • Cyclone intensity and frequency • Storm surge events and sea level rise
Assessment boundary	Transition metrics and themes were assessed on state to national levels using climate model outputs and supporting literature	Physical metrics and themes were assessed on a within CoA municipal boundaries

4 Risks and Opportunity Management

4.1 Process for identifying, assessing and managing climate-related risks and opportunities

The CoA identifies and assesses risks and associated impacts leveraging the *Enterprise Risk Management Operating Guidelines.* The Guidelines outline the principles, framework, and processes for managing risk at all levels and maximising opportunities related to the achievement of Council's objectives. Climate-related risks and opportunities are included within the *Enterprise Risk Management Framework* and the identification, assessment, monitoring, and management of climate-related risk and opportunities are integrated across the whole of organisation so that the CoA can adhere to its sustainability and climate related goals (as outlined in the ICS).

The *Enterprise Risk Management Operating Guidelines* are reviewed every two years by SRIA and the Audit Committee.

4.1.1 Climate-related risk and opportunity register

The *Climate-related Risk and Opportunity Register* is a tool for identifying, assessing, and monitoring climate-related risks and opportunities. Responsibility for maintaining the register

and escalating risks sits with the ICS Steering Group who control access and safeguards version control.

The register helps the CoA to understand and manage the potential impacts of climate change on its operations and strategic goals. It allows the CoA to identify potential risks and opportunities, assess their potential impacts, and monitor their evolution over time. This proactive approach helps the CoA to mitigate potential negative impacts, take advantage of opportunities arising from climate change and support compliance with best practice reporting practices.

The *Climate-related Risk and Opportunity Register* is an ongoing tool that needs to be regularly reviewed and updated to reflect the evolving nature of climate-related risks and opportunities and to ensure that it accurately reflects the current climate-related risks and opportunities facing the CoA.

The register should be used in a way that supports the effective identification and management of ICS risks and opportunities through decision-making processes and structures. The register should also be used to inform the development and implementation of strategies and actions to address these risks and opportunities.

The register is an excel worksheet which is saved internally in the CoA intranet and can be viewed here.

4.2 ICS delivery risks and opportunities

ICS Contributors will be responsible for identifying, managing, and escalating risks associated with delivering ICS activities (i.e., projects or BAU) to the ICS Steering Group as required.

The CoA have several tools and resources available via OSCAR for assistance in the risk management process and these tools are made available to all employees, volunteers, and contractors.

The Risk page on OSCAR contains the following tools: *Risk Rating Table, Generic Risk Register, Construction Works Generic Risk Register, Simplified Risk Register & Events Risk Management Plan.*

The ICS will have a dedicated SharePoint page in *OSCAR* that contains the following tools: *ICS Implementation Plan, ICS Implementation Roadmap, ICS Reporting Framework, ICS Supporting documentation.*

The *Enterprise Risk Management Operating Guidelines* can be viewed here.

OSCAR can be accessed here.

The *Strategic Risk & Opportunity Register* can be viewed here.

The *Climate-related Risk and Opportunity Register* can be viewed here.

5 Metrics and Targets

CoA have developed metrics and targets to track progress against the ICS, and to measure and manage climate-related risks and opportunities. Within the ICS there are 36 targets which are aligned to the Goals and Priorities. Most of these targets are quantitative and aim to increase CoA's climate resilience.

The tracking of progress against the 36 targets can be found within the Implementation Plan. Reporting against the 36 targets will be done annually by the ICS Steering Group.

5.1 Metrics and Targets of the ICS

Table 5 outlines the 36 targets, their associated metric and where the data source is located within CoA. This information will support the reporting of progress against the targets each year. Disclosure against the targets will provide transparency to CoA stakeholders.

Table 5: Targets and Metrics of the ICS

Ref	Target	Metric	Target	Data Source(s)
T1	Target: Reduce the temperature of road, footpath and pavement surfaces by more than 9°C compared to existing bitumen surfaces in full sun	Surface temperature, measured in degrees Celsius	The temperature differential between bitumen surface in the full sun and shaded adjacent surfaces (footpaths and roads) should be less than 9.c Baseline – in 2024, 502 out of 919 CoA road assets recorded as meeting the target.	Heat mapping project – Sustainability team Spreadsheet with road & footpath polygons & average surface temperature devised for the 2024 Urban Greening strategy. Data owned by Asset Management team but should be accessible by CoA GIS team. (High quality data)
T2	Target: 109,000m2 of Adelaide Park Land Trail to be covered by continuous tree canopy	Area covered by tree canopy, measured in m2	109,000m2 – this area represents 100% of Park Lands Trail Baseline – in 2024, 52,440m2 of Park Lands trail is shaded.	Parklands Team
T3	Target: 40% canopy cover by 2035	Streets, roads and park land (public realm) area covered by tree canopy, measured in m2	7% increase Canopy target should be listed as 835,000M2 of net increase in tree canopy (>1m height). Baseline in 2022 is 3,651,197m2 of canopy over 11,214,734m2 of public realm area	Greening program (Asset Management should hold the source of the data or a repeat of the GI Benchmark project needs to be undertaken in 2027 and 2032) ACC2023/77667 – Green Infrastructure Benchmark Project
T4	Target: Net increase of 485 street trees every year until 2035	Number of street trees	Net increase of 485 per year Baseline in 2022 is 44,498 trees in roads, streets and park lands	Greening program (Asset management tree condition audit should be the official count but Grace GIS data can also be used)
T5	Target: 40% of street trees (5,143) have WSUD passive watering by 2030 and 60% by 2035	Percentage of street trees watered by WSUD passive watering system	40% Target is 5,143 street trees have WSUD passive watering. Baseline in 2021 is 150 (referenced in Water Sensitive City Action Plan from assets audit in 2019)	Greening program
T6	Target: Double the permeability in the built city areas	Percentage of permeable surfaces within built city areas	12.2%	Sustainability Team 2022 Grace GIS Green Infrastructure Benchmark

Ref	Target	Metric	Target	Data Source(s)
			Baseline in 2022 is 6.1% of land (338,799m2) in the Built City Areas. Built City area recorded as 5,554,095 m2	data and mapping project
T7	Target: 20% of city stormwater drainage catchment is directed to WSUD green assets (159 ha)	Percentage of city stormwater drainage catchment directed to green assets (159 ha)	20% Target is 159 ha of city drainage area. Baseline in 2020 was 19 ha. Total city stormwater drainage area is 797ha	Sustainability Team – Asset Management
T8	Target: 220 hectares of the Adelaide Park Lands are irrigated, and sustainable water increases to 95% for outdoor use	Percentage sustainable water for outdoor use. Total hectares of Adelaide Park Lands irrigated	95 % of sustainable water for outdoor use 220 ha of Adelaide Park Lands irrigated	Sustainability Team Asset Management – Utility Analyst
T9	Target: Upgrade existing stormwater infrastructure to meet future climate scenarios for rainfall intensity			Infrastructure Asset Management – but also Tech Services (Design)
T10	Target: 2030 Climate Risk ratings for Infrastructure Longevity is Medium or Low	Percentage of Infrastructure Assets rated high medium low	0% are rated high	Climate Risk Register
T11	Target: Incentives provided for retrofitting to create climate resilient homes	Number or percentage uptake of incentives by community to retrofit homes		Sustainability Incentive Scheme reports – Low Carbon Team
T12	Target: 500 homes and businesses electrified each year, and all-electric new buildings	Number of homes electrified per year Number of all electric new buildings	500 homes / businesses per year	Electrification program – Low Carbon Team
T13	Target: 300 new solar installations each year	Number of solar installations	300 new solar installations per year	Sustainability Incentive Scheme reports – Low Carbon Team
T14	Target: Install an additional 25 public EV public charging bays by 2030 in collaboration with partners	Number of EV charging bays installed	25	EV charging project – Sustainability Team
T15	Target: 10% of city workers choose to cycle to work, at least 10,000 extra people per day	percentage of city workers who choose to cycle to work	7.4% increase	Census data vis annual GHG inventory – Low Carbon Team
T16	Target: 48% of local residents choosing to walk to work, at least 6,000 extra people per day	percentage of local residents who choose to walk to work	24% increase	Census data
T17	Target: In collaboration with Kaurna, integrated, celebrated, and	Caring for Country' approaches established		Parklands Team

Ref	Target	Metric	Target	Data Source(s)
	promoted 'Caring for Country' approaches			
T18	Target: There is a net increase in biodiversity, habitats, and ecosystem health within the City of Adelaide by 2030	Total number of distinct species within a local community; Area of available habitat per species; Ecosystem health rating		Parklands Team
T19	Target: 15% of urban stormwater catchment is directed to large-scale treatment systems	Percentage of urban stormwater catchment is directed to large-scale treatment systems	15%	Sustainability Team
T20	Target: Greater diversity of aquatic and terrestrial flora and fauna in the River Torrens and urban water courses	Diversity rating of aquatic and terrestrial flora and fauna in the River Torrens and urban water courses		Parklands Team
T21	Target: Reduce catchment-wide stormwater pollutant discharge loads by 856,922 kg/yr to meet SA Water Quality Targets	Stormwater pollutant discharge loads measured in kg/yr	Reduction of 856,922 kg/yr	Sustainability Team
T22	Target: Growth in circular economy industries in the city	Number of circular economy industries		Circular Economy Team
T23	Target: Increase in sustainable supply chains commonly used by City of Adelaide	Number of sustainable suppliers		Procurement Team
T24	Target: Divert 80% of residential kerbside collected material from landfill	Percentage of residential kerbside collected waste diverted from landfill	80% diverted	Circular economy data project
T25	Target: Food waste in landfill is below 5% by weight	Percentage volume (by weight) of food waste in landfill	<5% of total weight	Circular economy data project
T26	Target: Reduce waste generation by 15% per capita	KG of waste generation per capita	499.8 KG	Circular economy data project
T27	Target: Residential kerbside collected recycling bins contain 10% or less contamination	Percentage of contaminated residential recycling bins	<10% contamination	Circular economy data project
T28	Target: 75% emission reduction from 2020 by 2030, and absolute zero by 2035	Percentage of operational GHG emission reduction	75%	Annual GHG inventory – Low Carbon Team
T29	Target: No buildings use natural gas	Number of buildings using natural gas	0	Annual GHG inventory – Low Carbon Team
T30	Target: Embodied carbon is measured and minimised across all	Emissions measured in a formal corporate inventory		Low Carbon Team/Infrastructure

Ref	Target	Metric	Target	Data Source(s)
	asset renewals and capital works			
T31	Target: Divert 95% of waste from City of Adelaide activities and events from landfill	Percentage of waste from activities and events diverted from landfill	95% diverted	Circular Economy Team/City Operations
T32	Target: 100% of light passenger vehicles are zero emission	Percentage of zero emission light passenger vehicles	100%	Operations Support team
T33	Target: Transition over 70 utility vehicles and 20 trucks to zero emission models	Number of utility vehicles and trucks to zero emission models	70	Operations Support team
T34	Target: Climate resilience and risk are effectively measured and mitigated	Annual reporting complete		Climate Risk Register
T35	Target: Programmed approach for assets and infrastructure to be climate ready	Programmed approach established		Infrastructure
T36	Target: All Council operations are undertaken with minimum sustainability requirements	Sustainability requirements defined and integrated in CoA operations		Qualitative feedback from staff

5.2 Collection of data

To support ICS implementation and annual reporting, data must be collated and recorded within the *ICS Implementation Plan* worksheet. ICS Contributors must work with the relevant data owners to gather and record the data that is relevant to the activities within their remit. The ICS *Implementation Plan* is designed to allow for the capture of both qualitative and quantitative data.

Data collection should be consistent and regularly reviewed, monitored, and updated to track progress of the ICS being implemented. Late emerging data or gaps in the data can be difficult to address later.

Data collection also applies to the identification, assessment, and monitoring of climate-related risks and opportunities. These should be captured in the *Climate-related Risk and Opportunity Register.*

6 Appendix

6.1 Key Considerations of the ICSRF

6.1.1 Measuring and reporting

Measuring and reporting on climate metrics is inherently challenging as it is based on estimates, inexact data and the use of currently available technology and methodologies. Regarding greenhouse gas (GHG) emissions reporting, the CoA are starting from a solid base given historic reporting through Climate Active. This reporting process is supported via

an established GHG inventory and basis of preparation document which drives consistency and transparency each year. It is vital that this analysis is undertaken to estimate impact and report year on year to track change and progress. Over time, climate-related reported data will improve as new methodologies emerge, technology changes and data become more accurate and available. In the short term, the CoA will consider implementing the recommendations within the Reporting Readiness Assessment Recommendations Report to increase its alignment to best practice reporting.

6.1.2   ICSRF Drivers

The ICSRF was developed in response to the following internal and external drivers:

Internal

Increased accountability and transparency: Direction has been provided by the Audit and Risk Committee (ARC) for a robust reporting framework to support the delivery and reporting of progress on the ICS.

External

Changing reporting requirements: Currently in Australia no mandate exists for sustainability reporting by local government organisations. However, the sustainability reporting framework space is rapidly evolving, and significant development is underway with respect to sustainability reporting standards in Australia. As a result of the release of the Exposure Draft ED SR1, there is increased likelihood that the South Australian Government will move forward with reporting requirements to align with changes being enacted by the Federal Government. By establishing a mechanism for reporting now, aligned to best practice reporting, the CoA will be better prepared for the likely transition to enhanced sustainability reporting requirements and expectations.

Meeting community expectations: Societal expectations of local governments regarding climate reporting have evolved significantly in recent years. As the impacts of climate change become increasingly visible and pressing, citizens are demanding more accountability, action, and transparency from their local representatives. Reporting on climate change demonstrates that local governments are transparent about their environmental impacts and proactive in managing related risks and opportunities. It holds them accountable to their constituents and other stakeholders.

Mitigate risk and associated costs: Climate change poses significant risks to local infrastructure, ecosystems, and community well-being. By reporting on climate change, CoA can showcase their understanding and management of these risks, as well as their preparedness and resilience planning.

6.1.3   Risks

Broadly, the risks for the CoA in not implementing the ICS effectively could include:

Environmental Degradation: Without strategic action, the CoA could face exacerbated environmental issues, such as worsening air and water quality, heat island effects, and loss of biodiversity.

Increased Vulnerability to Climate Events: By not preparing for extreme weather events and changes in climate patterns (such as heatwaves, flooding, or droughts), the CoA's infrastructure, ecosystems, and population could become more susceptible to damage and disruption.

Economic Costs: Failure to implement the ICS can result in increased operational costs for CoA in terms of energy, water management, and disaster response. Economic losses could also occur from damaged infrastructure and reduced attractiveness for investments and tourism.

Health Risks: Increased heat and pollution levels can lead to health problems for residents, including respiratory issues and heat-related illnesses, impacting the community's well-being and putting additional strain on healthcare services.

Missed Opportunities: By not pursuing a decarbonised and sustainable growth model, the CoA may miss out on the economic benefits associated with green industries, such as job creation in renewable energy sectors and advancements in waste management.

Social Inequities: Lack of action toward climate resilience could disproportionately affect vulnerable populations in the city, exacerbating social inequities, as these communities often have fewer resources to adapt to environmental stresses.

Legal and Regulatory Risks: There may be future legal and regulatory implications for not taking proactive measures to manage risks associated with climate change, including potential non-compliance with state, federal, or international environmental mandates. Alignment to ASRS which is a more stringent and comprehensive framework will position CoA well to mitigate this risk.

Reputational damage: Residents and businesses may expect local government to lead on climate issues. By not implementing the ICS, the CoA risks losing public trust and support.

The ICSRF is intended to support the implementation of the ICS through transparent measuring and reporting of progress.

6.2 ICS Annual Report – Proposed Table of Contents

As the global emphasis on sustainability grows, so too does the evolution of the Australian Sustainability Reporting Standards (ASRS). Even though currently local governments in Australia are not mandated to report according to the ASRS, adopting a proactive stance towards sustainability reporting can foster greater transparency, accountability, and trust with constituents. CoA will take a gradual approach in how it formats its annual reporting of the ICS. CoA will include the essential components of reporting that ensure alignment to the ASRS whilst considering the other items for development in the future ICS Annual Reports. The CoA can leverage the following structure (outlined in Table 6) to report progress of the ICS each year in alignment with the required climate-related financial disclosures stipulated in the ASRS.

Table 6: Annual ICS Report – Table of Contents

Section title	Short description	Items covered
Executive Summary *(recommended)*	Provides an overview of the ICS, summarising the key points, strategic initiatives, and anticipated impacts. Highlights progress made and outlines the direction for future climate action.	• Acknowledgement of Country • Message from the Lord Mayor • Overview of the ICS • Key achievements and highlights • Future direction and strategic goals

Section title	Short description	Items covered
Introduction *(recommended)*	Explains the purpose, importance, and the strategic objectives of the Integrated Climate Strategy. It sets the context within global and local climate change scenarios and outlines the alignment with sustainability frameworks and ASRS.	• Purpose of the strategy • Context and importance • Scope and ambitions • Alignment with ASRS recommendations
Governance *(option to have outside the ICS Annual report, however disclosure recommended)*	Details the organisational structure including leadership roles and responsibilities in managing climate-related issues. Discusses processes and methods by which climate-related risks and opportunities are overseen at the governance level and how decision-making incorporates climate considerations.	• ICS governance structure • Role of the council and committees • Engagement with stakeholders

Strategy *(recommended)*	Outlines the strategies and action plans for mitigating climate change risks and leveraging opportunities, including transitioning to a low-carbon economy and integrating sustainable practises into municipal operations.	• Goals, priorities and objectives within the ICS including:
		  o Climate change mitigation plans
		  o Adaptation and resilience building
		  o Transition to a low-carbon economy
		  o Innovation and technology integration

Risk Management *(option to have outside the ICS Annual report, however disclosure recommended)*	Describes how CoA identifies, assesses, and manages climate-related risks. Emphasises the integration of climate risks into the broader risk management framework and addresses steps taken to mitigate these risks.	• Process for identifying and assessing climate-related risks • Integration into overall risk management • Prioritisation of actionable risks across the short, medium and long term
Metrics and Targets *(recommended)*	Details the specific metrics used to measure and monitor climate-related risks and performance, the targets set to manage these risks, and the progress against these targets.	• ICS targets • Metrics used to assess progress • Performance against targets
Monitoring, Reporting, and Review *(option to have outside the ICS Annual report, however disclosure recommended)*	Describes the systems in place to monitor the implementation of the ICS, the framework for reporting progress, and the processes for regular review and iterative improvements.	• ICS Reporting Framework (high-level overview provided)
Annexes *(optional)*	Includes additional details that support understanding of the main content, such as terminology definitions and acknowledgement of contributors.	• Glossary of Terms • Acknowledgements and Contributors

Section title	Short description	Items covered
Appendices *(option to have outside the ICS Annual report, however disclosure recommended)*	Provides supplementary details on climate initiatives, and metrics that support accountability and transparency in climate-related reporting.	• Basis of preparation • Detailed Metrics and Data Tables • Supplementary Information on Projects and Activities

6.3 Glossary

Table 7: Terms and Definitions

Term	Definition
ABPB	Annual Business Plan and Budget
ASRS	Australian Sustainability Reporting Standards
ARC	Audit and Risk Committee
BAU	Business as Usual
Climate Risk	Climate risk refers to the potential financial impacts of climate change on businesses and investments. This includes both physical risks, such as damage to property and infrastructure from extreme weather events, sea-level rise, and changes in temperature and precipitation patterns, as well as transition risks, such as policy and regulatory changes, technological advancements, market shifts, and shifts in consumer preferences associated with the transition to a low-carbon economy.
CoA	Refers to City of Adelaide
EV	Electric Vehicle
GHG Emissions	Greenhouse Gas Emissions
ICS	Integrated Climate Strategy
ICSRF	Integrated Climate Strategy Reporting Framework (This document)
ICS Steering Group	Integrated Climate Strategy Steering Group
OSCAR	CoA's internal document sharing system
PLPS	Park Lands, Policy & Sustainability
RACI	A RACI chart is a matrix used in project management and organisational settings to clarify roles and responsibilities across processes or projects. RACI stands for: Responsible, Accountable, Consulted and Informed.
SA	South Australia
SRIA	Strategic Risk and Internal Audit
Sustainability	Sustainability refers to the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs.

Term	Definition
	Sustainability is a broader concept that encompasses environmental, social, and economic considerations.
Sustainability Reporting	Public-facing document that communicates to stakeholders a company's environmental, social, and governance (ESG) performance. It involves the systematic disclosure of information about the organisation's sustainability-related activities, impacts, and commitments. In the context of the Australian sustainability reporting landscape, sustainability means climate only.
ToR	Terms of Reference

6.4 Document Control

The ICS Reporting Framework has been prepared in consultation with City of Adelaide Park Lands, Policy and Sustainability (PLPS) and other stakeholders.

Document Owner

Owner	Role
Ilia Houridis	Director, City Shaping

Document Approver(s)

Approver	Role

Document Reviewers

Reviewers	Role

6.5 Version Control

Version	Date	Changes
V0.1		First draft of document

6.6 Review Evidence Table

Evidence Record	Reviewer	Date	Action	Link
#1	Document Reviews (multiple)	12/07/2/24 – 19/07/24	Support	
#2	PLPS	19/07/24 – 26/07/24	Support	
#3	Executive Group	15/08/24	Endorse / Approve	

END