



Acknowledgement of Country

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

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

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Welcome to the City of Adelaide 2016–17 Annual Report

The City of Adelaide's aim is to create a vibrant city through the rollout of new projects, programs and infrastructure. Its goal is to achieve Council's vision of making Adelaide **a welcoming and dynamic city full of rich and diverse experiences.**

This annual report provides our stakeholders, customers and community with an overview of the projects and programs invested in and implemented across the City of Adelaide throughout the year.

The City of Adelaide 2016-17 Annual Report has been developed in compliance with the *Local Government Act 1999* and provides a comprehensive and transparent account of Council's performance over the last financial year (1 July 2016 to 30 June 2017). The first section of the two-part report outlines Council's progress against the outcomes and objectives in the City of Adelaide 2016-2020 Strategic Plan and the 2016-17 Integrated Business Plan and is based on the four strategic themes: Smart, Green, Liveable and Creative.

Part two of the report provides the audited statements for the City of Adelaide and Council's subsidiaries – Adelaide Central Market Authority, Adelaide Park Lands Authority and Rundle Mall Management Authority. The City of Adelaide has an equity interest in Council Solutions Regional Authority and its annual report and audited financial statements are also included.

An online version of the City of Adelaide 2016-17 Annual Report can be viewed and downloaded at


cityofadelaide.com.au

To request a copy, please contact:

Customer Service Centre
(Monday – Friday 8.30am – 5.00pm)
25 Pirie Street Adelaide 5000
T 8203 7203
E city@cityofadelaide.com.au

Your Say Adelaide is another way you can provide feedback and ideas on Council's priorities and projects to help shape Council's future plans for Adelaide.

yoursay.cityofadelaide.com.au



"A welcoming and dynamic
city full of rich and diverse
experiences."

City Profile

The following facts and figures provide a snapshot of the City of Adelaide in 2016-17:



5th

Most liveable city in the world*
*Economist Intelligence Unit



11,546

Private dwellings in the City



23,396

Residents in the City



115,250

Workers employed by city businesses



6,723

Tertiary students living in the City



5,196

Businesses in the City



311,414

Daily visitors to the City

Fast Facts

The following facts and figures provide a further snapshot of the City of Adelaide in 2016-17:



\$18.67b

City of Adelaide Gross
Regional Product (GRP)



63,446

Dining seats in the City



18.5%

GRP as a share of Gross
State Product (GSP)



306,937

International visitors to the City



67,100

Students enrolled in city schools,
vocational institutions and universities



4,399,109

International visitor nights in the City

Of the 23,396 residents in the City:

Top 3 reasons for being in the City:

Travelling to the City:



35%

20-29 years of age



21%

shop



31%

bus



18%

60+ years of age



17%

work



21%

drive



17%

study



15%

walk/cycle



9%

train

Lord Mayor's Message



Welcome to the City of Adelaide Annual Report for 2016-17

The last 12 months has seen decisive action taken by Council to further improve community engagement, amenity and economic development in the City of Adelaide.

With Council's Strategic Plan 2016-2020 endorsed, we set to work on implementing the 112 objectives contained within the plan. 105 (95.5%) of projects are on track, four projects temporarily delayed (3.6%) and three projects are awaiting commencement in line with the endorsed plan.

Council is committed to delivering value for money for our ratepayers. In the 2016-17 financial year, Council again froze the rate in the dollar at the 2015-16 index to encourage investment and relieve cost of living and overhead pressures on city residents and businesses.

In 2016, the City of Adelaide celebrated the 150th Anniversary of the Adelaide Town Hall, one of our city's most significant civic buildings. To celebrate, Council endorsed the renovation of the Queen Adelaide Room, the Town Hall's primary Civic function space. The fit-out is based heavily on the original, yet previously unimplemented, design by the Adelaide Town Hall's architect Edmund Wright. Due to various improvements initiated over this term of Council, more people are now visiting and enjoying Adelaide Town Hall than ever before.

In the past year, Council has partnered with the State Government on progressing several key infrastructure projects to further improve the liveability, amenity and access to the City of Adelaide. The extension of the tram line along North Terrace and Council's \$5 million contribution toward improving the surrounding streetscape, together with a contribution to the East End stop, will help underwrite the future of the East End. Together, we are also upgrading community sport and recreation facilities in the Adelaide Park Lands, improving the flow of traffic through the city, developing separated bikeways and upgrading the network of laneways between the Adelaide Central Market and the Adelaide Railway Station.

Council is investing \$7.85 million into Gawler Place, between North Terrace and Grenfell Street, up to a similar standard to Rundle Mall. The Central Market Arcade site presents a once in a generation opportunity to support the growth of the city, and Council has begun an international expression of interest process to attract a suitably experienced development partner.

The second stage of lighting improvements at the North Adelaide Dog Park were completed, with both the small and large dog areas now lit. We completed Local Area Traffic and Parking (On-Street) Management Plan and have initiated the North Adelaide Golf Course Master Plan to explore the future of this strategic asset in our beautiful Park Lands. Over the year, Council planted approximately 100 trees and 2,000 understorey plants in 15 residential streets in North Adelaide and the CBD.

As part of our ongoing commitment toward improve efficiencies and becoming one of the world's Smart Cities, Council has entered a Memorandum of Understanding to co-operate on Smart City technologies with Canberra in the ACT and Jaipur, in Rajasthan, India. Council also continues to work on developing a Ten Gigabit per second data network to deliver a competitive advantage for businesses operating across the City of Adelaide.

Our Carbon Neutral Adelaide plan has grown to become a truly community owned initiative. The Carbon Neutral Adelaide Partnership Program was launched on the 29th of May 2017 with 40 foundation business, industry and community partners. Our sustainability programs are helping businesses and residents drive down energy costs and cut emissions. Council's own investments in sustainability and efficiency measures has saved the organisation, and in-turn our ratepayers, over \$1 million in energy costs last financial year.

This Council is committed to supporting our local businesses grow through enhancing international relations. The City of Adelaide participated in outbound business missions to our Sister Cities of George Town in Malaysia and Qingdao in China, as well as Dalian in China, the World Cities Summit in Singapore, Edinburgh Scotland, Rajasthan India and the Middle East. Council also hosted 17 inbound international delegations, bringing tangible and ongoing outcomes for City of Adelaide businesses.

Community and culture are of equal importance as is finding the right balance between preservation and development. Council continues to be a strong advocate for local heritage protection and for the preservation and appropriate use of the Adelaide Park Lands.

During the 2016/17 year, Council developed the City of Adelaide 2017-2023 Culture Strategy and the Live Music Action Plan, both recently endorsed in 2017. These strategies set out to build upon Adelaide's unique cultural identity, and our UNESCO Creative City accreditation.

The cultural sector was supported with over \$1.5 million in sponsorships for 25 festivals and events which attracted over four million people and generated \$260 million in economic benefit. Council's Splash Adelaide program supported 196 projects and activations. Tourism, particularly from China, is growing faster in South Australia than any other state in Australia, and was supported through our Welcome China campaign. Council's Visitor Information Services assisted with over 130,500 enquiries over the year.

In 2016-17, Council allocated approximately \$450,000 in Community Development Grants, as well as \$60,000 to local sport and recreation groups to encourage greater integrated and active living in the City of Adelaide.

Adelaide was ranked the 5th Most Liveable City in the world for the 6th year in a row by The Economist Intelligence Unit. Our residential population has exceeded 23,000, and investment in residential and commercial construction is growing. Council is working on projects that we believe will raise the City of Adelaide higher up the ranks while keeping true to the culture, lifestyle and identity we all treasure.

Partnerships are key to growing our city and Council continues to successfully collaborate with businesses, industry, community groups and all tiers of government for the mutual benefit of the City of Adelaide.

Thank you for supporting the City of Adelaide and for working with us to create a city where we are all proud to live, work, study, invest or visit. Enjoy the City of Adelaide!



Martin Haese
Lord Mayor of Adelaide

Elected Members of Council

As at 30 June 2017



Martin Haese
Lord Mayor



Megan Hender
Deputy Lord Mayor
Central Ward Councillor



Anne Moran
Area Councillor



Natasha Malani
Area Councillor



Sandy Verschoor
Area Councillor



Sandy Wilkinson
Area Councillor



Susan Clearihan
North Ward Councillor



Phillip Martin
North Ward Councillor



Houssam Abiad
Central Ward Councillor



David Slama
Central Ward Councillor



Alex Antic
South Ward Councillor



Priscilla Corbell
South Ward Councillor

Our Vision

As one of the world's great boutique cities, Adelaide is renowned for so many different things. With a unique history, heritage and character, Adelaide's social and commercial pursuits make it a wonderful place to live and visit. From arts, festivals, music, or sport, to quality universities, beautiful Park Lands, an enviable climate, or retail and hospitality providers serving up the best fresh produce, Adelaide is consistently ranked as one of the world's most liveable cities.

With today's ever-changing world providing no room for standing still, we must embrace innovation at every turn. The City of Adelaide recognises that in order to continue progressing, we must have clarity of vision, a true sense of purpose, inclusiveness, unity and a shared resolve to capitalise on many different opportunities.

In 2015, the City of Adelaide set about reviewing its 2012-2016 Strategic Plan; beginning this process with the launch of the very successful Picture Adelaide 2040 initiative. A comprehensive consultation process was established that embraced the widest possible cross section of our community; gathering contributions from over 2,000 participants.

This innovative project helped Council understand what Picture Adelaide 2040 participants love about Adelaide, their hopes and ideas, the challenges we face as well as the opportunities for the future.

With contributions from the community and stakeholders, the 2016-2020 Strategic Plan was developed and communicates Council's vision for the city: Adelaide is a welcoming and dynamic city full of rich and diverse experiences.

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

We face unprecedented changes arising from major global, national and local trends. Reassuringly, our proven record of creativity, innovation and social transformation sees our city well-placed to lead the state in meeting these changes.

Our plan is to enrich Adelaide's lifestyle and boost its growth by becoming one of the world's smartest cities with a globally-connected and opportunity-rich economy. Additionally, we will aim to be one of the world's first carbon neutral cities and a global leader in sustainability and responding to environmental change.

Our aim is that Adelaide will always be a beautiful, diverse city that has an enviable lifestyle and welcomes people at all stages and from all walks of life. Our authentic and diverse range of experiences will be internationally renowned.

Achieving our vision will build upon the many things people love about Adelaide and help ensure our city and state not only survive, but thrive well into the future.

The 2016-2020 Strategic Plan consists of four key themes that are critical to the realisation of our vision: Smart, Green, Liveable and Creative.

Underpinning these themes are projects that are critical to enabling actions and objectives that are either committed to, are being developed or are already underway. These projects are a mix of collaborations with the State Government and private enterprise, are Council owned, are funded by the State and Federal government, and are adding considerable value to Council's vision for the City of Adelaide.

Importantly, all four themes contribute to the State's economic development and job creation; both in short-term delivery and the long-term with each project stimulating further spin-off projects, new businesses, population and visitor growth, wealth creation and the global strengthening of our brand – Adelaide.



"Delivering community celebrations that are open and inclusive and provide a safe and family friendly environment in the city."

Our Priorities

The City of Adelaide 2016-2020 Strategic Plan tells Adelaide's growth story and articulates an agenda for the next four years.

2016-17 was Year one of Council's four-year Strategic Plan; delivering Council's vision of **Adelaide as a welcoming and dynamic city full of rich and diverse experiences** through the four themes: Smart, Green, Liveable and Creative.

The annual report outlines the progress made by Council throughout 2016-17 towards achieving these four themes and reports on the key actions and objectives that were included in the City of Adelaide 2016-17 Integrated Business Plan.

Highlights included:

- Leveraging growth from new development activity in the City to relieve cost of living pressures and overhead cost pressures on city residents and businesses by **freezing the rate in the dollar** at 2015-16 levels.
- Strong commitment to significant and sustained funding for **investment in the City infrastructure management program of \$33.6 million p.a.** over the next three years.
- Continuing Council's investment in the Rundle Mall Master Plan with a **redesign and a \$7.85 million upgrade of Gawler Place** to be more people-focused and provide an improved streetscape with trees and paving.
- Progressing climate change initiatives to deliver the City of Adelaide and the State Government's shared vision for the City of Adelaide to be the **world's first carbon neutral City**.
- Creating a **Smart City** through growing a smart, liveable and sustainable City with enhanced customer experience, enabled by smart technology (**Smart Organisation**).
- Delivering **community celebrations**, such as Christmas in the City and Adelaide's New Year's Eve, that are open and inclusive and provide a safe and family friendly environment in the City.

- **Attracting new financial investment** and new businesses to establish in the City, and **support existing businesses** to grow their presence in the City and expand into overseas markets.
- Providing support for **creative and technical innovation** and engaging with businesses to grow and develop entrepreneurial ventures to cement Adelaide as a great place to start and grow a business.
- Street greening initiatives including the planting of trees in residential streets where they are supported by the community through the **Greener Streets Program**.
- **Promotion of cultural, business and social connections** between Adelaide and international communities through Sister Cities and other partnerships.
- Delivering a range of **public art capital projects** that will contribute to the development of Adelaide as the premier international arts market.
- Commenced development of the **Adelaide 2040 Plan** which will provide a fully integrated land use, built form, public realm and transport plan for the City, with high-level spatial representations of the long-term city vision.
- Working with our Strategic Partners (such as Renew Adelaide, StudyAdelaide and the Adelaide Convention Bureau) to **drive economic value in the City**.
- Implementing **waste and recycling services** that contribute to Council's strategic goals as well as meet customer expectations.
- Stimulating **demand for City living** through the development and implementation of a marketing strategy, action plan and campaign.
- Providing **sponsorship and grant funding support** to assist art, cultural and community groups and organisations to deliver inspiring art, cultural and multicultural activities, events, programs or services that make a positive and creative contribution to the City.



"The growth in Chinese visitor numbers provides many opportunities for economic and cultural benefits for the city community."

Welcome China

The **Welcome China** project links directly to several actions under the Smart and Creative themes of City of Adelaide's 2016–2020 Strategic Plan, specifically around business support, visitor attraction and experience.

This project delivered a suite of initiatives, all of which now form a strong basis for ongoing development. There were many key elements:

- A 'Welcome' WeChat page that was based on the media consumption and behaviours of the China audience was created as the main channel to connect and engage with Chinese visitors, resulting in 614 subscribers on the 'Welcome' WeChat channel in 2016-17.
- A map and trail tailored to Chinese visitors featuring eight key City destinations (selected in consultation with the South Australian Tourism Commission).
- The installation of 41 bilingual signs to provide direction between the eight featured city destinations.
- The installation and placement of multilingual welcome banners along the main entrance into the City from the airport.
- Developed supporting marketing collateral including pavement decals, outdoor screen displays, stickers, posters and digital screen content for taxis, metro buses and participating businesses.
- Provided Cultural Awareness training to Visitor Information Services volunteers.
- Identified and supported over 30 city businesses to capitalise on the new visitors who were most relevant to the Chinese market (Stage 1).

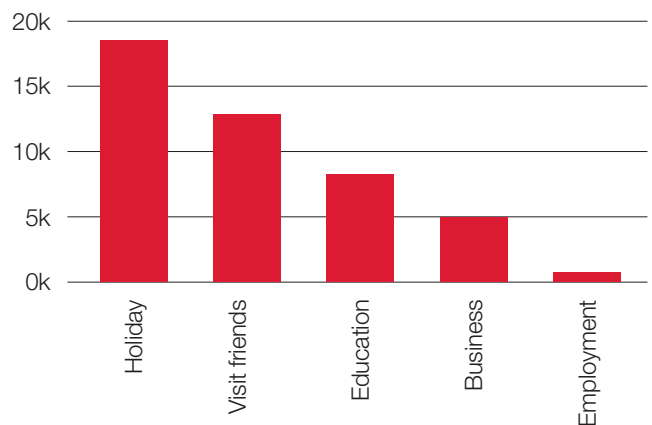
Some major success factors included:

- Effectively engaging with the South Australian Tourism Commission to ensure our roles were complementary.
- Preparing a comprehensive marketing plan for collateral and promotions.
- Targeting 'China relevant' city businesses to participate in the program.

The growth in Chinese visitor numbers provides many opportunities for economic and cultural benefits for the city community. These include the opportunity to enhance the experience of Chinese visitors whatever their purpose of travel - be it for leisure, visiting friends and relatives, education, investment or business.

The 'Welcome China' project was the winner of the award for Excellence in Local Economic Development at the Local Government Professionals Australia SA 2017 Leadership Excellence Awards.

Why are Chinese Visitors visiting South Australia?



Source: Tourism Research Australia - Chinese Visitors to SA by Purpose



"Carbon Neutral Adelaide is our community's shared aspiration to make the City of Adelaide the world's first carbon neutral city."

Carbon Neutral Adelaide

One of the world's first carbon neutral cities and an international leader in environmental change

Carbon Neutral Adelaide is our community's shared aspiration to make the City of Adelaide the world's first carbon neutral city. Council endorsed the **Carbon Neutral Adelaide Action Plan 2016-2021**; a comprehensive plan to decouple economic growth and carbon emissions in the City. The plan sets out the following five pathways to carbon neutrality:

- Energy efficient built form;
- Zero emissions transport;
- Towards 100% renewable energy;
- Reduce emissions from water and waste;
- Offset carbon emissions.

The **Carbon Neutral Adelaide Partnership Program** was launched by the Lord Mayor and the Minister for Climate Change, the Hon. Ian Hunter MLC on 29 May 2017. The Program aims to celebrate and empower business and community organisations to provide leadership in reducing carbon emissions and to actively inspire others to take action. Over 100 city leaders attended the event with 40 Founding Partners being announced.

The City of Adelaide, in partnership with the Australian Youth Climate Coalition, and the Adelaide and Mount Lofty Ranges Natural Resources Management Board hosted 120 students from Adelaide's senior schools for the **Switched On Schools Summit** to support young people to look at ways they can create change within their own school communities and impact positively on the broader community.

The **Sustainability Incentives Scheme** continued to be a highly successful initiative supporting community investments in environmentally sustainable technologies and reducing carbon emissions. In 2016-17, a total of \$148,242 of incentives leveraged \$1,232,790 worth of projects through 72 approved applications.

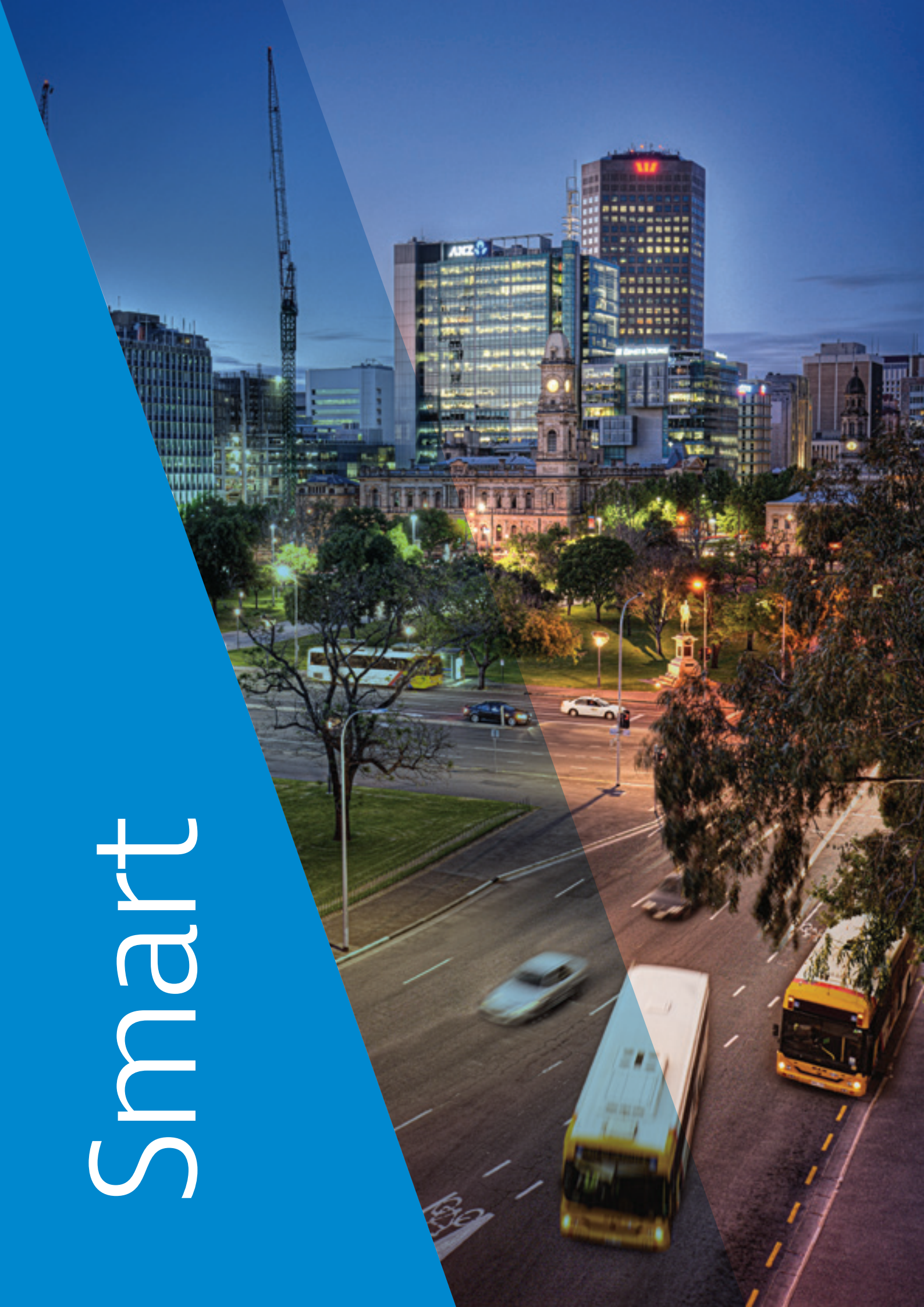
Over half of these were solar photovoltaic systems which have a combined generation capacity of 423 kilowatts. The largest single installation was a 99 kilowatt system on Currie Street. There was a three-fold increase in incentives provided for energy storage systems from last year (16 systems in total), the first electric vehicle (EV) charging station was installed in a North Adelaide apartment, and two Energy Smart Apartment rebates helped to reduce common area energy consumption and bills.

Council also endorsed **Solar Savers Adelaide**; a program providing the up-front funding for the purchase and installation of solar photovoltaic (PV) energy systems for eligible low-income residents and rental residential properties. Forty participating properties will have a ~2kW solar PV energy system installed with costs recovered over 10 years through a separate rate charge.

The **CitySwitch Green Office Program** continues to provide a network of support, practical resources, knowledge and recognition to assist office-based city businesses to successfully implement sustainability initiatives and reduce carbon emissions. In-depth support was provided to 15 signatories to benchmark electricity use and develop an action plan addressing energy, waste, indoor environment quality and sustainable procurement.

An investigation was completed to scope the potential solar energy generation on City of Adelaide buildings to contribute to our carbon neutrality target for Council's operations. An initial 30 kilowatt solar PV system was installed at the **London Road Depot Workshop**.

Smart



A smart city with a globally connected and opportunity rich economy

Smart Adelaide

Economic Insights Dashboard

As part of the City of Adelaide's refreshed Invest Adelaide website, we have launched the first stage of our 'Economic Insights Dashboard'. This online tool offers enormous potential for improving decision-making at every level – from the local small business to world-spanning organisations.

Council knows that gathering real-time, reliable data to make informed decisions can take time, is very resource intensive and costly. That is why our team developed the Economic Insights Dashboard that brings together data from a variety of external sources and makes internal data accessible for public use.

The easy to use tool includes data on key city indicators covering demographics, the economy, employment, city businesses, property and tourism. Access to this data can assist a new business looking to establish in the City with insights into key city mainstreets, visitor numbers and property information, all relevant to their industry.

This plan for a Smart Adelaide is putting people and businesses at the centre of everything we do and Council is focussing on creating an ecosystem of open and citizen-driven innovation. Council is embedding 21st century digital technology into our city's functions, services and infrastructure to improve the functionality and integration of the entire city and economy.

eRates

In line with Council's vision of being one of the world's first carbon neutral cities, Council switched to paperless billing in July 2016.

Our ratepayers can now receive their Rates Notice by email instead of post. This will not only cut down on paper and reduce our carbon footprint, but also give fast and easy access to Rates Notices and payment options.

The initial uptake was 8% of all ratepayers. Council expects this percentage to increase to 35% by June 2018. SMS reminders will also be introduced to further support our objective of electronic notifications for 2017-18.

City Pulse

The City Pulse project went live in November 2016. City Pulse presents upcoming and live projects being performed in the community. Each project's location is presented on a map and provides a description, start and end date, contact details and the name of the project. The project details are maintained by Council's Project Management Office and automatically updated for the community to see. City Pulse was later expanded to provide further information relating to Council's major projects.

To find out more go to citypulse.cityofadelaide.com.au/

International Relations

The City of Adelaide's International Relations activities focus on cultural, social and economic exchange opportunities to improve the City and living standards in the community.

Investment growth has focussed on continuing to support and engage with Adelaide businesses seeking off-shore trade and investment opportunities in China and Malaysia, leveraging our Sister City relationships with the cities of Qingdao, Shandong Province and George Town, Penang.

During 2016-17, the City of Adelaide hosted 17 delegations from countries including China, India, Italy, the Netherlands and Poland.

The City of Adelaide was represented on the following outbound business missions and delegations:

- South East Asia, including our Sister City of George Town Penang
- World Cities Summit in Singapore
- Edinburgh Scotland
- Sister City Qingdao and Friendly City Dalian in China, India and the Middle East.

Outcomes as a result of Council's involvement in International Relations included:

- \$700,000 in confirmed exports and \$5,825,000 in export leads with China.
- Signing of a Statement of Intent with the City of Jaipur, India to share learnings, knowledge and expertise with a formal Memorandum of Understanding to be signed in 2017-18.
- Promotion of Adelaide as a cultural tourism and international student preferred destination.
- A gift from the Qingdao City Government of a statue to be included in the Qingdao Rose Garden in the South Park Lands.
- Awareness of Adelaide as an international best practice smart city for carbon neutral practices and aspirations.

Investment Attraction

The City of Adelaide has worked closely with a range of commercial and residential property investors to facilitate and support significant investment growth in the City. Despite market challenges, several major development projects were commenced that will increase the permanent residential population of the City while also contributing to workforce and visitor growth.

There has been a strong focus on continuing collaborations with State Government agencies principally through Investment Attraction SA and the Department of State Development. This has also attracted new investment into the City and more importantly, broadened the scope of effort to identify and develop potential investment opportunities in the technology, financial services, advanced manufacturing, health and education sectors.

Council has also leveraged its partnership with StudyAdelaide to facilitate increasing investment in purpose-built student housing and amenities, which is an enabler of continuing growth in international student enrolments and complements destination marketing of the City as a preferred investment and study location.

There have been further enhancements to the Invest Adelaide website to better showcase Adelaide as an investment destination and inform potential investors through access to data and city insights.

Business Growth

Supporting Entrepreneurs

In August 2016, the City of Adelaide partnered with the University of South Australia's Centre for Business Growth to run a forum with the entrepreneurial community. This Forum identified opportunities and priorities for growing the ecosystem of support for new ventures and was addressed by Brad Feld, celebrated author of *Startup Communities* and a key figure in the development of Boulder, Colorado as a recognised hub of technology startups.

Continuing Council's investment in the activation and development of entrepreneurial ventures, sponsorship support was provided to Venture Dorm, Innovation Bay, the Connected Music City Challenge and the new Radio Adelaide program focussed on innovation "The IN Show".

Council was also an active partner in planning and promoting Entrepreneurs Week in July 2017 and sponsored major events during the program including the opening event, SouthStart Conference and the Social Capital Conference.

Adelaide Smart City Studio

The Adelaide Smart City Studio was established in November 2015 in partnership with the State Government of South Australia and CISCO to stimulate and support smart city innovation. The Studio developed a successful bid for Adelaide to host the Australian Smart Communities Conference in May 2017 and supported the conference with a variety of associated activities that showcased Adelaide's credentials as a leading smart city. These activities included a welcome reception for delegates, two walking tours of the City that showed covering Adelaide's smart city initiatives and a smart city themed meeting of mayors who were in Adelaide for a conference. At the time of the conference, the Lord Mayor signed an agreement for the City of Adelaide to join the Global Smart Cities and Communities Coalition.

The Adelaide Smart City Studio also commissioned the development of a smart city model of the North Terrace precinct using Lego pieces. This attracted widespread attention and engaged the community in a conversation about our smart city ambitions. In addition to this, the Entrepreneur in Residence program was launched for local high growth startups to investigate new opportunities and was supported through a mentoring program.

With funding support from the State Government of South Australia, the Studio commissioned an investigation into the economic opportunity for South Australia emerging from the global focus on smart city projects. After engaging extensively with stakeholders, we identified five sectors where there is a global opportunity and a competitive advantage for South Australia. These sectors are food and agricultural technology, water and energy (grid technology), future mobility, festival and event technology, and fabrication technology. The insights from this work are guiding the Studio's focus to supporting local companies to develop products and services that will address global opportunities.





"Council's Business Advisors assisted over 450 existing and potential city businesses with advice, information and referrals."

Retail Strategy

Year two activities of the City Retail Strategy continued to engage retailers in a range of promotional opportunities and events during peak trading periods. Rundle Mall, Adelaide Central Market, main street retailers and small independent businesses were included in city-wide campaigns throughout the year.

During 2016-17, over 200 businesses attended a series of forums with professional speakers, including experts from London and Auckland. Topics covered during the forums included best practice City management, business improvement districts in New Zealand and the United Kingdom, and sustainable funding for mainstreets and city centres.

Activities and promotions undertaken to support retailers included:

- Mainstreet advertising;
- Welcome China program;
- Christmas in the City;
- City Passport;
- Business Legends Lord Mayor Civic Reception; and
- The City Business Awards.

Mainstreet advertising included 17 full pages in the City Messenger promoting businesses, with 40,000 copies of the paper delivered to the City and inner suburbs.

The **Welcome China** program coincided with the arrival of direct flights from China each week to encourage Chinese tourists to explore the City and enjoy the shopping and hospitality.

The **Christmas in the City** campaign included distribution of 130,000 Christmas guides promoting 55 small independent retailers and a wide range of gift categories and dining opportunities. An extensive media program including The Advertiser, The City Messenger, radio and social media were also included.

The **City Passport** was introduced to encourage visitors and shoppers to visit main streets utilising the Free City Connector Bus around the City. A trial of 5,000 Passports was distributed through city hotels and received positive feedback.

Business legends trading in the City for 25 years or more were welcomed to a special Civic Reception with the Lord Mayor. Over 100 businesses were represented including Grundy's Shoes who has been operating since the late 1800s.

The third **City Business Awards** attracted over 130 nominated businesses and 25,000 votes from city customers to highlight their favourite stores. Extensive free editorial was achieved in The City Messenger and The Advertiser as part of this partnership. A double page Mainstreet advertorial was published to highlight 105 City retailers, hospitality businesses and attractions.

Enterprise Adelaide

Enterprise Adelaide continued to support businesses in the City or those considering starting in the City through its business advisory service, training, events, networking program and the sharing of information through newsletters and websites.

Council's Business Advisors assisted over 450 existing and potential City businesses with advice, information and referrals to a Professional Services Program. New businesses were supported through a 'One Stop Shop' service model which provided advice and support throughout regulatory matters and approvals. In addition to this, our advisors attended numerous forums to discuss and promote starting a business in the City after a request was made by interest groups, universities, schools and other organisations.

Across the 2016-17 year, 1,379 people attended 39 events that were held by Council or in partnership with service providers. These events were varied in content, delivery and audience, and aimed to meet a variety of business capability needs. A strong emphasis of the program was placed on increasing awareness and assisting city businesses to prepare for the emerging opportunities arising in the digital economy.

The Enterprise Adelaide monthly newsletter continued to be regularly distributed to over 5,000 businesses and stakeholders; consistently receiving a positive response.

Green



Adelaide will become one of the world's first carbon neutral cities, and an international leader in environmental change

Sustainability Initiatives

Successful management of the Torrens Lake resulted in no lake closures from blue-green algae blooms in the 2016-17 summer. Council continued to work in partnership with the State Government on **Torrens Lake Water Quality Improvement projects** including carp removal, aquatic native (macrophyte) planting and dilution flows.

Over 250 street trees were planted in 2016-17, meaning that Council is well on the way to achieving the target of planting 1,000 trees in built-up areas of the City by 2020.

Phase 1 of the **Integrated Water Management Plan** was delivered with the development of Council's first comprehensive water inventory for the 2015-16 financial year, profiling Council's water consumption patterns and costs.

In March, Council endorsed a **Compostable and Reusable Coffee Cup pilot** to reduce the amount of disposable coffee cups in landfill by providing incentives to selected cafés using biodegradable takeaway cups and lids, or offering discounts to customers who bring their own reusable cup.

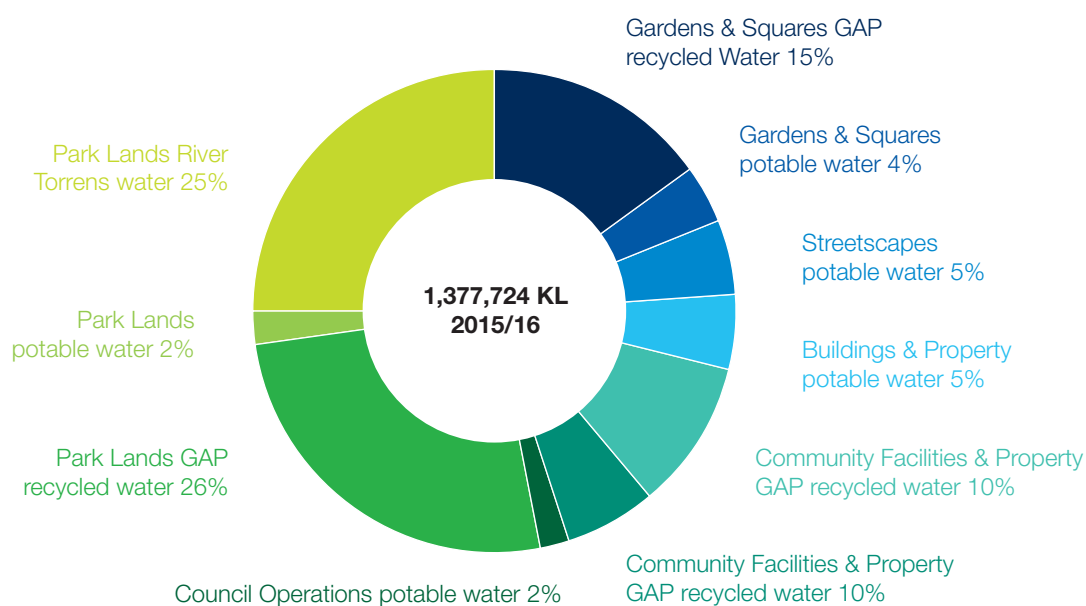
Waste and Recycling

In December 2016, Council commenced a three-month pilot of **business waste and recycling services** in Melbourne Street. The pilot tested a weekly collection of businesses waste, recycling and organics streams, and the sharing of bins for multiple businesses on a site to inform the development of revised waste and recycling services to businesses.

Council has continued to reduce the number of standard kerbside wheelie bins used in multi-dwelling residential sites by providing larger shared bins and weekly collection of waste, recycling and organics. 11 sites were transitioned resulting in 101 less bins cluttering our City's streets on bin collection day.

During 2016-17, the recycling rate for kerbside services was 42%. Council continued to encourage recycling and resource recovery, collecting over seven tonnes of electronic waste as part of the hard waste service.

After a successful 12-month pilot, Council resolved to provide residents with a booked **'at-call' hard waste collection** service. The new compliance approach for illegal dumping of waste has resulted in a reduction in the number of incidences and an estimated 50% decrease in the weight of illegal dumping material being removed by Council.



Liveable



A beautiful, diverse city with an enviable lifestyle that is welcoming to people at all stages of life

Built Heritage Management

2016-17 marked the 29th year of advice and funding via the City of Adelaide's Heritage Incentives Scheme (HIS). From its humble beginnings in 1988 when just \$100,000 funding was available, to 2017 with \$1.04 million being allocated to 79 conservation projects across locations including the Cumberland Arms Hotel, Christ Church Hall and a former dilapidated house on Grote Street.

Operating in conjunction to the HIS was the Heritage Promotions Program. Key projects included new self-guided historic walking and cycling trails, the continued installation of heritage plaques and sponsorship of South Australia's History Festival.

This ongoing commitment to the City of Adelaide's built heritage demonstrates the importance that Council places on protecting, preserving and promoting Adelaide's unique heritage and character.



Participation and Inclusion

The City of Adelaide is planning for a future that encourages broad civic participation while the capacity of individuals and groups to lead positive action and change is central to developing a connected and thriving community. The Participation and Inclusion team work alongside city communities to deliver Council's commitments to Aboriginal and Torres Strait Islander and multicultural communities, a volunteer program, undertake social planning and social inclusion initiatives, activities across Community Centres and neighbourhood development activities.

Some of the highlights for 2016-17 included:

In collaboration with our Reconciliation Committee, Council continued the delivery of our **Stretch Reconciliation Action Plan** achieving another 13 actions including securing the loan of relevant historical and cultural artefacts through a partnership with the South Australian Museum to deliver their 2017 flagship exhibition **YIDAKI: Didjeridu and the Sound of Australia**. In July, the Lord Mayor's **NAIDOC Morning Tea and Flag Raising Ceremony** brought communities together with more than 350 guests in attendance. Alongside Aboriginal and Torres Strait Islander communities (including visitors from the Torres Strait), the Lord Mayor hosted significant celebrations recognising 50 years since the **1967 Referendum** in May and 25 years since the **Mabo decision** in June. Across the year, seven **Reconciliation activities** provided opportunities for learning new skills and enhanced the cultural understanding in Community Centres and Libraries, including popular weaving and painting workshops.

Refugee Week 2017 was celebrated in June with community and civic receptions, and banner displays. A **Refugee Stories** event, in partnership with Multicultural Communities Council SA, was a highlight with the opportunity to share stories of sorrow, resilience and achievement of those who arrived as refugees with fellow community members. Other initiatives supporting **Multicultural Communities** included providing \$40,000 through our Community Development Grants across seven initiatives delivered by organisations such as the Australian Migrant Resource Centre, Multicultural Youth SA and Multicultural Communities Council of SA.

The City of Adelaide continued to play a critical role in ensuring **effective responses for people experiencing vulnerability and homelessness in the city** through our collaboration with the State Government and social service providers. Addressing matters of vulnerability and homelessness remain a focus for Council, however this unique collaboration and the suite of tailored initiatives delivered by its partners continues to insulate Adelaide from the volume and types of intractable situations experienced in other capital cities.

The main focus of **Social Planning** in 2016-17 was the implementation of Council's Access and Inclusion Strategy. The City of Adelaide's Access and Inclusion Advisory Panel continued to provide advice to Council. In 2016- 17, the panel framed its advice around four case studies of projects including Market to Riverbank, Gawler Place upgrade, Changing Places (adult change and toilet facilities) and Smart Parking. These enabled staff to test elements of project design to maximise access and inclusion, and achieve better project outcomes.

In recognition of **Women's Safety and Participation**, Council proudly supported the **YWCA** to deliver a public art mural in James Place as part of their **Rise Above the Pack Campaign** and in conjunction with International Women's Day and Adelaide Fringe Street Art Explosion. The mural, titled **'Stand up Step up, Call it out'**, aims to spark a vital conversation about gender equality and women's safety in public spaces.

Through Council's **Volunteer Program**, **276 volunteers** supported Council across a range of activities in the libraries, community centres, visitor information services, public realm, healthy ageing, Culture and Art and Smart City. **Volunteer Training** focussed on ways of welcoming and supporting people of all abilities into volunteering activities, which has resulted in a greater diversity of abilities and disabilities within the teams. **Innovative new volunteer programs** launched in 2016-17 included City Dirt (BMX), Wellbeing, Art and Culture, Smart City Studio and the introduction of family volunteering.

Community Centres

The City of Adelaide Community Centres are neighbourhood hubs where locals from all walks of life create activities that enable them to connect, share and grow together. Welcoming indoor and outdoor spaces nurture a range of activities that encourage belonging, build community capacity, promote active citizenship and reflect the diversity and unique character of each local neighbourhood. In 2016-17, the Adelaide South West Community began a successful Pilates program at their centre for South West locals looking to improve their health. Box Factory Community Centre staff worked closely with colleagues and locals on a neighbourhood lighting project to improve the safety and amenity of a local public space and the North Adelaide Community Centre hosted a suite of community-led activities during History Month.





Neighbour Day held on the last Sunday in March is Australia's annual celebration of community. It aims to build better relationships between people who live near each other to foster social connection and build community capacity. In March 2017, Neighbour Day events were hosted by local residents, community groups and organisations. **14 events** were held **across the City and North Adelaide** including six street parties, a community movie night, local verge planting and shared get togethers. Council also supported events for local and international students living at the University of Adelaide's The Village and St Marks College to come together to meet fellow students and other neighbours.

64 prospective applicants sought **Community Development Grants** program information with a total of \$449,099 in grants funded across three categories - Major Grants, Minor Grants and Quick Response Grants. Activities ranged from a grassroots community film event during Refugee Week aimed at increasing city residents' knowledge of refugee issues (\$675), to National Reconciliation Week events (\$10,000) which engaged the city community in a variety of key Reconciliation activities, to a program run by Catherine House aimed at building women's capacity for engaging in their local city community (\$40,000).

Wellbeing and Resilience

City of Adelaide realises the importance of measuring and actively supporting the wellbeing of its residents to promote resilient, productive and engaged communities. This year Council undertook a **Wellbeing and Resilience baseline research project** in partnership with the Wellbeing and Resilience Centre at the South Australian Health and Medical Research Institute (SAHMRI). By measuring the wellbeing of 484 residents, it was clear that while many residents are thriving, Council could do more to measure, track and use evidence to inform its work with the community to increase the wellbeing and resilience of all.

Based on the research undertaken, the **City of Adelaide Wellbeing Roadmap** was developed and identified three key focus areas for Council:

- 18-24 year old's
- Physical activity and nutrition
- Meaning and purpose.

These themes will be the focus of further work throughout the life of the City of Adelaide's 2016-2020 Strategic Plan.

We have continued to deliver a high quality **Commonwealth Home Support Programme** to 150 older residents, enabling them to live independently in their own homes for longer. The **Recreation and Sport Grants Program** was fully subscribed and supported several new initiatives including a nature play social enterprise called Wild Imagination, which engaged over 750 children in the Park Lands over a two-week period.

In addition, Council delivered several exciting projects including the following:

- Supported by the SA Ambulance Service and the Heart Foundation, Council **installed Automatic External Defibrillators** (AEDs) for public use in 15 locations and delivered 6 community training sessions in the use of AEDs. Sudden cardiac arrest is a significant public health problem and one of the leading causes of death in Australia. AEDs can dramatically increase the chance of survival and access to these devices will enable people to use our city more safely.
- The second stage of lighting improvements at the **North Adelaide Dog Park** were completed, with both the small and large dog areas now lit. This project was the result of ongoing community conversations aimed at keeping pets and their owner's active, and to enhance the overall user experience of the Park.

The **Safer Path D project** enhanced the lighting, plantings and public art near the Box Factory Community Centre and was delivered with a collaborative approach between Council and local residents. The project encouraged positive social interactions and improved the amenity of the area as well as perceptions of safety.

Lifelong Learning

Adelaide City Libraries are increasingly recognised as a leader in providing modern, flexible and sustainable services to the community. Individuals and groups are actively seeking collaborative partnership opportunities as the library encourages partnerships and residencies that foster creative thinking, enable a sense of belonging and appeal to different ages, cultures and interests.

Over the past year, more than 12,800 community members participated in programs and 55 Partnerships and Residencies were fostered.

Two partnership highlights were:

- **The Abraham Institute's** *The Golden Rule; Love Thy Neighbour* interfaith art exhibition attracted over 32,000 community members to view artwork, framed scriptures, spiritual writings, secular quotes and an interactive exhibit. Aimed at promoting cultural awareness, understanding and tolerance of various faiths, opening night saw His Excellency the Honourable Hieu Van Le AO and the Lord Mayor Martin Haese give gracious introductory speeches at this Australian first exhibition.
- **The University of Adelaide's Philosophy Café** opened in October with a series of topics covered including: Should we fear death?, Is the self an illusion?, Consciousness and the brain and What is a moral? The series encouraged audience interaction and participation with many entertaining, challenging and thought-provoking discussions.

Interactive experiences and unique learning opportunities ensure that the library continues to lead the way in smart technologies, experimental learning and digital literacy.

This year saw the launch of **Virtual Reality (VR)** at the library with a successful Residency with co-founder of Australian Virtual Reality Network, **Daish Malani**. Daish introduced the world of VR to staff, volunteers and the community with over 100 people attending the launch evening where the community were invited to experience VR for themselves. VR continues to be a huge success in the library with a regular VR program being facilitated by volunteers in our Innovation Lab – a first of its kind in a South Australian Public Library.

The Library also hosted their first Sculptor in Residence, Animator in Residence, Composer in Residence and several artists, writers and poets throughout the year which resulted in the community being able to produce creative artwork, film and music pieces, and written compositions.

Capital Works Major Projects

Market to Riverbank - \$14.6 million joint funding with the State Government

The Market to Riverbank (M2R) project centres on creating a truly unique Adelaide laneway experience that encourages people to immerse themselves and spend time enjoying the laneways as a destination, rewarding them with vibrant high quality urban places and diverse experiences. This project forms part of a suite of laneways projects that will be delivered in partnership between the State Government (Renewal SA) and the City of Adelaide. This project will see Pitt Street, Bentham Street, Topham Mall, Leigh Street and Bank Street rejuvenated with new streetscapes, street furniture and lighting enhancements to create a destination in each street as well as providing a significant route for more than 15,000 people daily. In 2016-17, concepts were designed and construction commenced on Bank Street and Topham Mall North. Bank Street and Topham Mall are due to be completed in December 2017 with the remaining stages continuing construction through the 2018-19 financial year.

City Bikeways - \$12 million joint funding with the State Government

The City of Adelaide, in partnership with the State Government, has committed \$12 million in funding to build two bikeways through the city and Park Lands; one from north to south and the other from east to west. Benefits of this project include greater liveability, improved health, less pollution, reduced travel times and congestion, better connected neighbourhoods and streets, a cheaper way for people to get around and a safer cycling network. Across 2016-17 concepts were developed for construction beginning on the North-South route in September.

Pityarilla (Park 19) Activity Hub - \$5m funded by the State Government

The Pityarilla (Park 19) Activity Hub project was initiated by the local community's desire to have a variety of recreational and play options in the Adelaide Park Lands that can be serviced by high quality facilities and amenities. The project will include a dog park, a community plaza, nature play a priority walking and cycling route, and community courts. In addition, key amenities will be provided including lighting, shelter, public art and signage. The project was designed in 2016-17 and construction commenced on the Stage 1 Dog Park in June 2017, with Stage 2, the wider activity hub, undergoing construction in September 2017.





Hindley Street West Stage 2 - \$2.6 million

This project, completed in June 2017, delivered a new streetscape to the western end of Hindley Street between Morphett Street and Register Street, and included widened footpaths, nine new Jacaranda trees and other additional greening, a pedestrian crossing and slowed traffic creating a shared pedestrian and vehicle space, as well as new outdoor dining opportunities. The project expanded on the Stage 1 works and continues to improve the precinct.

First Creek Culvert – Structural Relining - \$1.5 million

First Creek passes under Frome Road and the River Torrens embankment near Adelaide Zoo. The section of culvert being re-lined is an old deteriorated timber structure under the riverbank dating back to the 1960s.

The relining of the culvert has involved damming off from the River Torrens, pumping the culvert dry and cleaning it out, placing steel reinforcement and pouring concrete. The innovative approach to the project has meant that Council has successfully minimised damage to the surrounding Park Lands whilst upgrading important drainage infrastructure.



Residential Street Trees - \$1.0 million

This project aims to contribute to the green city target of an extra 1,000 trees in the built-up areas of the City by June 2020. Council has planted approximately 100 trees as part of this project and 2,000 understorey plants in 15 residential streets in North Adelaide and the CBD to date. The project will continue into 2017-18.

Tainmuntilla Bank Stabilisation - \$930,000

This project has delivered a revitalisation of the riverbank in Tainmuntilla (Park 11) to provide a destination for recreation, conservation, education and habitat while addressing significant erosion and biodiversity issues. The project also provided stabilisation to the riverbank where severe erosion threatened the footpath and the safety of the area near the Frome Road Bridge. Replanting of the area continues with a stand of River Red Gums, seeding of native grasses and ground cover, and 17,000 native riverbank plants for future self-propagation of the natural riverbank environment.



Lounder's Boathouse - \$750,000

Situated on the banks of the River Torrens in Karrawirra (Park 12), the Lounder's Boathouse has been in operation since its construction in 1913. Severely damaged by termite attack and in danger of collapse, the project team worked closely with heritage architects Mulloway Studio to conceptualise a design that retained its heritage features and celebrated the buildings historical significance while transforming the building into two lettable tenancies. The northern tenancy is now home to a new waterfront café and the southern tenancy continues to host Adelaide's iconic Popeye workshop. A key objective of the project was developing a solution that retained as much of the fragile original timber fabric as possible. This was achieved by the insertion of a new structurally sound frame and re-hanging the old existing weather board façade/cladding as décor. Other significant features that were salvaged for re-use included original window frames, the old roof which now acts as the new ceiling and old timber trusses.

Dredging the Torrens - \$715,000

This important maintenance included the removal of 2,300 cubic metres of sediment material from the Torrens River in the Elder Park area. The removal of sediment has allowed the stretch of the River to be re-opened to full recreation and commercial use. In addition, the large fountain that had been out of operation due to the shallow levels will be able to be reinstated in its intended location.



Victoria Park Pathway – Night Aiming - \$250,000

Public lighting installation has given a new evening dimension in Victoria Park. Council reviewed key landmarks and features in the area to plan and provide the best lighting outcome including floodlights and up lights. The effect of the lighting has added depth and an experience to the area highlighting some of the features which were not previously seen at night. Up-lighting to the kiosk building has achieved a creative, dramatic night time effect and the new post-tops will enhance public safety along the pathway and build on the night time experience.

Pulteney Street Resurfacing - \$170,000

As part of Council's renewal program, road works were undertaken on Pulteney Street between North Terrace and Grenfell Street. The road surface was repaired by replacing approximately 700 tonnes of asphalt. This was completed with minimised congestion and disruption to traders by carrying out night works over a 72-hour period.

Streamlining Planning and Maintenance

A main focus has been the delivery of the core maintenance of Council assets in line with endorsed standards and its Capital Works Program.

Key projects included footpath, kerb and water table upgrades, Park Lands Landscape Program, Irrigation Management Program, Nature Strip and Verge Development Program and the continued services associated with the presentation of the public realm, such as cleansing activities.

A significant Capital Works Program has also been delivered within allocated timeframes and budget. These included the completion of the Halifax Street, Gillies Street and McLaren Street footpath upgrades, and Gilbert Street, Wilcox Street and Chatham Street kerb and water table upgrades. In addition, the Torrens Linear Trail South path was also upgraded.

Investment in footpath upgrades and auditing of street and Park Land trees, especially in areas of high risk such as playgrounds, bikeways and footpaths, have been carried out within the 770 hectares of Park Lands.

In recognition of Council's Strategy for Environmental Sustainability, an extensive program was undertaken to reduce carbon footprint including the ongoing LED lighting conversion of several Park Land toilets, solar powered parking ticket machines and the installation of solar panels to the City of Adelaide London Road Depot, Mile End allowing future expansion and potential battery storage.

In 2016-17, there was an increase in patronage at Fringe and Festival Events with Council investing in resources and equipment to support the success of these fantastic events and to ensure the public realm continues to deliver its core services over the City's busiest times.

The Public Realm teams continue to successfully deliver a planned, scheduled and safe service on behalf of Council and for our community.

Public Transport

The City of Adelaide continues to work in conjunction with the State Government to improve the free **City Connector Bus Service**. The first smart bus stop for the free City Connector was installed at a bus stop on Grote Street and a second on King William Street opposite Town Hall. The number of smart bus stops will increase by 27 as they continue to be rolled out along the Currie and Grenfell Street corridor as part of the State Government's O-Bahn City Access project.

The free City Connector moved approximately 23,000 passengers per week during the 2017 festival season; an increase of 9.3% compared to the previous year.

The City of Adelaide continues to work with the State Government on several major public transport projects, including:

- The City Tram line extension on North Terrace and King William Road
- The upgrade of the City South tram stop
- The O-Bahn City access project; including a new bus tunnel and new digital bus stops along Currie and Grenfell Street
- The Torrens rail junction project.





Cycling and walking

The City of Adelaide made significant progress with the City Bikeways project, in partnership with the State Government, including substantial design work and engagement activity for the North-South Bikeway, along the Frome Street corridor. Planning and analysis work also commenced for the East-West Bikeway.

Works are currently underway in Bank Street and Topham Mall North (as part of the Market to Riverbank Link – a project joint funded by the City of Adelaide and the State Government), to create shared zones, improving facilities for people walking and riding bikes along this important corridor.

Improvements to the City West quietway walking and cycling link continued with upgrades to Chatham Street, which now allows people to ride bikes in both directions, and has safer pedestrian crossing facilities at Sturt Street and Wright Street.

New pedestrian crossing facilities were installed at the intersection of Frome Road and MacKinnon Parade, in addition to the intersection of Stanley Street and Lefevre Terrace, improving access and safety for the public.

Other initiatives

Several studies were undertaken and included the following:

- Proposed commercial helipad in Park 27
- North Terrace West Movement Study
- Investigate options to expand a public bike share scheme in the City and North Adelaide
- North Adelaide Local Area Traffic Management Plan
- Development of car share guidelines.

Traffic Signal Operations

Traffic signal improvements and coordination across the City of Adelaide's road network has continued. Several corridors, including Hutt Street, Grote/Wakefield streets, West Terrace, Pulteney Street and North Terrace have all undergone changes to traffic signal timing and coordination to improve the flow of vehicles during peak periods. The outcome of the changes has resulted in travel time savings of up to four minutes during peak hour.

Adelaide Park Lands

2016-17 has seen the City of Adelaide take significant steps toward the delivery of the “Big Moves” (major projects) outlined in the Adelaide Park Lands Management Strategy 2015-2025, which was adopted by Council in November 2016.

In June 2017 construction commenced on the Pityarilla (Park 19) Activity Hub in the South Park Lands. The \$5m State Government funded project will transform the existing Marshmallow Park and surrounds with an enhanced playspace, community plaza, improved bike and pedestrian access, a fenced dog park and community courts.

Partnerships between the State Government and the City of Adelaide also saw planning commence for the enhancement of Narnungga (Park 25) in the West Park Lands, Rymill Park in the East Park Lands and investigations for a new City Skate Plaza.

In May 2016, the State Government announced \$6.6m toward the enhancement of Park 25 – a project that responds to the significant population growth and investment occurring in the north-west corner of the City, to complement the \$8 million redevelopment of the community sport facilities and ovals by the South Australian Cricket Association (SACA).

Throughout 2016/17, the Adelaide Park Lands Authority and the City of Adelaide provided advice on a range of major State Government initiatives including the O’Bahn City Access Project, Torrens Junction Rail Project, new CBD High School, City tram extension and electrical and sewer infrastructure.

The new Bureau of Meteorology weather station was constructed in Tampawardli (Park 24), west of Adelaide High School, and support was provided for a new community garden in Mirnu Wirra (Park 21 West).

Together these projects reflect the diversity and complexity of the Adelaide Park Lands as a National Heritage Listed park system which continues to evolve in response to population growth in the City and inner suburbs.



Creative



A multicultural city with a passion to create authentic and internationally renowned experiences

Culture

Cultural Strategy

In 2016-17 Council developed a Cultural Strategy in consultation with the community, to articulate the shared cultural aspirations for the City and to identify Council's role in supporting these. In February, a discussion paper *Culture: It's How We Express Who We Are* documented the stories of 10 diverse 'culture makers'. As part of the Cultural Strategy, the Live Music Action Plan was revised. Council's first Live Music Summit was held in March 2017 with participants from the local, national and international music industry.

Live Music

City of Adelaide is a globally recognised member of the UNESCO Creative Cities Network, through our City of Music status. Highlights in 2016-17 include 57 live music venues in the City (27% of all South Australian venues), a 2% growth in live music performances and the provision of \$1.78 million to support a range of live music performances. Council continues to streamline live music regulations offering a removal of live music conditions from venue licenses free of charge.

Town Hall hosted *The Sound of Australia: William Barton* with the ASO in April as part of the *Yidaki: Didjeridu* exhibition at the South Australian Museum, providing the Mankurri-API Kuu (Reconciliation Room) as an additional exhibition space, with the community welcomed by leaders from the Reconciliation Committee.





Public Art

Council continues to support a high quality, accessible and diverse Public Art Program. This year we launched the Adelaide Art Walls online portal to connect Adelaide street artists with building owners who want to commission original works for external walls. The Cultural Marker project commissioned artist Jacob Logos to work with members of the Kaurna community and wider Aboriginal community to create a significant public artwork in the heart of the City at Victoria Square / Tarntanyangga.

Council's 2016-17 Emerging Curators Joanna Kitto and Andrew Purvis presented a series of 10 exhibitions in the ART Pod and in Town Hall including *The Prime Ministers* by Vincent Namatjira. In addition, six Soundscape artists created new work presented on the speakers outside Art Pod, to enliven and provide a cultural experience within the breezeway.

Community members were supported to turn blank bollards at Adelaide Oval into works of art through the Creatively Wrapped project, improving perceptions of safety and visual amenity. Council is working in partnership with the State Government to integrate public art into the Market to Riverbank project. A Creative Forum was held with creative leaders to set the plan for the approach to the public art element of this key city link. Works will be installed during 2017-18.

Arts and Cultural Grants Program

The City's Arts and Cultural Grants include artistic development, public art, community programs and events, and a new quick response category. In 2016-17, \$209,450 was distributed across 38 projects. Projects included multicultural events, public art murals, interactive theatre experiences, music festivals, art workshops and exhibitions, film festivals, street style performance arts, makers markets, virtual reality and interactive dining experiences. Highlights include a new street art map and walking tours, support for events at Umbrella Winter City Sounds and the Adelaide Zombie Walk.

Splash Adelaide

Splash Adelaide provides the opportunity for businesses and people to try rollout creative ideas without investing huge amounts of time and money. City of Adelaide continued to be impressed at the range, scope and popularity of the ideas envisioned by our community to bring vibrancy to our streets. In 2016-17, the Splash Adelaide program supported a total of 196 projects and events across the City and North Adelaide.

An important component of Splash Adelaide is to provide support, opportunities, tools and resources for projects to grow and develop. Following successful education sessions in previous years, **“How to Splash Adelaide”** was offered and focused on a variety of topics including how to create effective marketing collateral and social media strategies for your event or project.

Splash highlights included:

- **Square Fire**, a spectacular fire show in Victoria Square/ Tarntanyangga, that was supported through Splash Adelaide for a second time and saw professional fire spinners showcasing their skills to over 500 people whilst raising awareness and promoting safe fire spinning practices. Other activities included a Kids Playspace, Food Carts and an interactive Fire Jam, where the public could learn the art of spinning under strict supervision.
- **Houndwave** was the City’s pooch-friendly music, markets and pet education festival. Dogs and their families enjoyed a day out in beautiful Light Square/Wauwi, with a terrific line-up of local dog loving musicians, food and brilliant atmosphere, all for free.
- **West End Street Markets** saw a collaboration of West End businesses, led by DEW Drink Eat Work, create an on-footpath market filled with innovators of design and artwork, as well as the classics of trade and craft. Matched with food and drink, the local businesses activated the sidewalk for a Saturday afternoon in November.





- **Aqua Beats** in July saw a carefully curated music event filled with local South Australian talent perform for 800 people in Victoria Square / Tarntanyangga. People of all ages settled in for the night to watch magical performances play in conjunction with the water fountain. In its third season, Aqua Beats yet again proved to be a very popular, free family event.
- **Chillin' by the River** saw the BBQ Buoys activate the riverbank over the summer months through multiple events with live music, food trucks, a licensed bar, kids' entertainment and of course some river chillin' and grillin'. The free family events were a hit and brought a much-needed atmosphere to the gorgeous riverbank area.
- **At First Light: Adelaide's Biggest Morning Dance Party** brought Australia's first healthy morning dance party to drop it like it's hot in Victoria Square / Tarntanyangga! The good vibes and happiness were contagious as event goers and even the Sunrise crew yoga'd and danced their way into their work day, all before 9am!
- **Gresham Street Mural**, renowned artist Vans the Omega beautified this laneway with a gorgeous mural making it a real place to be, adding to the already cool vibes brought by adjacent businesses La Buvette, The Bibliotecha Bar and Mississippi Moon.
- **Fat Tuesday** saw the idea from one business, NOLA, incorporate all the businesses in the East End to create a celebration of Mardi Gras and all things New Orleans. A combination of soulful tunes and Creole-style grub transformed Vardon Avenue into a loud and proud street party one Friday night.

Sponsorship Program

During 2016-17, Council provided over \$1.5 million in sponsorship funding to support 25 festivals and events, including the Adelaide Motorsport Festival, Carols by Candlelight and OzAsia Festival.

Outcome of these events included attracting over 4 million people into the City and generated an estimated economic benefit of more than \$260 million.

Sponsored Event/Festival	Amount (\$'000s)
2016 AVCon: Anime & Video Games Festival	10
2016 SALA Festival	50
2016 Adelaide Guitar Festival	10
2016 INDOfest-Adelaide	20
2016 OzAsia Festival	65
2016 Adelaide Fashion Festival	25
2016 Adelaide Festival of Ideas	20
2016 Feast Festival	40
2016 Australian International 3 Day Event	50
2016 Vegan Festival	10
2016 Credit Union Christmas Pageant	75
2016 Adelaide Motorsport Festival	25
2016 Glendi Greek Festival	20
2016 Carols by Candlelight	41
2017 World Tennis Challenge	15
2017 Santos Tour Down Under	210
2017 Lunar New Year Street Party	20
2017 Adelaide Fringe Festival	260
2017 Adelaide Festival	335
2017 Clipsal 500 Adelaide	55
2017 Womadelaide	55
2017 Tasting Australia	30
2017 Adelaide Transitions Film Festival	6
2017 DREAMbig Children's Festival	45
2017 Adelaide Cabaret Festival	35

Australia Day in the City

Australia Day in the City is the biggest public event to celebrate Australia Day in South Australia.

This initiative of Council attracted 40,000 visitors to the City in 2017, assisted by Council's funding support of \$165,000.

City Activation / Victoria Square

- Victoria Square / Tarntanyangga played host to **SALA in the Square** from 1-28 August. Consisting of three shipping containers as exhibition spaces, featuring prominent and upcoming artists, the dynamic program featured exhibitions, live art displays, workshops and interactive instalments. The exhibition attracted an estimated 1,000-2,000 active participants, with 2-3 times as many casual observers.
- **Chinatown Bazaar** brought Moonta Street in the Market District to life on a Sunday afternoon in April. Over 1,000 visitors enjoyed traditional lion dances, giant games, calligraphy workshops hosted by the Chinese School of Dance, face painting and live acoustic performances. Organised by the City of Adelaide, Chinatown Bazaar helped bring vitality and growth to an otherwise quiet time in the market precinct.
- **Dangerous Song: Into the Blue** was a one hour film of stunning underwater cinematography and an exquisite live soundtrack performed by Linsey Pollak and Lizzie O'Keefe using the sounds of endangered species and Lizzie's amazing voice. This free once-off showcase was held in Victoria Square / Tarntanyangga in March.
- **Bubble Soccer** activities were held during each of the school holidays with high participation from children and their families.



Adelaide Park Lands Events Management Plan

The Adelaide Park Lands Events Management Plan (APLEMP) was endorsed by Council on 24 May 2016. The APLEMP sets out a four-year action plan to achieve growth in high quality events. Since the adoption of the APLEMP, a number of deliverables across the APLEMP projects have been achieved:

- **Multi-year agreements for significant events -** In the second half of 2016-17, Council staff facilitated an Expression of Interest process for the granting of multi-year event licences. 29 events were recommended for and granted a multi-year event licence by Council in July 2017. The multi-year event licences range from 2-5 years and provide security of tenure to event organisers, whilst allowing Council staff to curate events in a way that fosters activation whilst programming appropriate rest periods for the Park Lands.
- **Review of infrastructure requirements for all event spaces -** Council staff have undertaken an events infrastructure assessment on a number of Park Lands and will be facilitating a workshop with Council in October 2017 to confirm priority ordering of event infrastructure upgrades.
- **Improved remediation processes -** A 'Event Planning and Remediation Fact Sheet' was created which provides information on the types of impacts and damages that can occur when delivering events, effects/costs if damages occur and suggested preventative measures. It also delineates the role of the City of Adelaide and event organisers in the management and care of a site before and after an event.
- **Development and sharing of the City of Adelaide managed annual events calendar -** Quarterly updates were provided to Council members outlining significant events held in the Adelaide Park Lands in the previous quarter and major and medium events in the Adelaide Park Lands in the upcoming quarter. Monthly updates on events to be held were sent to both key internal and external stakeholders.
- **Improved spatial distribution of events -** Pricing mechanisms were implemented to consider seasonality and location to encourage use of new spaces. Council offers a reduced rate for event organisers to utilise those event sites within the 'Potential' and 'Pilot Site' event categories as well as for not-for-profit community groups and for events held in the winter season.





Events held in the City of Adelaide

Events in the Adelaide Park Lands create an exciting and culturally enriching Adelaide experience while contributing significantly to the State in many ways. In 2016-17, the City of Adelaide worked with event organisers to facilitate hundreds of events in the Adelaide Park Lands ranging from small, to medium and major. Many of these were new events in the City of Adelaide.

City of Adelaide New Year's Eve 2016

Adelaide's New Year's Eve 2016, in the spectacular Riverbank precinct, was once again a huge success and delivered a spectacular welcome to 2017 for the 50,000 people that attended over the night. The iconic rotunda stage showcased a range of talented South Australian based artists. Two spectacular fireworks displays lit up the night sky and a range of other entertainment ensured that it was once again Adelaide's biggest party!

Tourism

City of Adelaide has a close relationship with the South Australian Tourism Commission to ensure the visitor experience in the City is optimised. South Australia's international visitor growth has been unprecedented in the 2016-17 period with South Australia outgrowing all other States in percentage increase. For this reason, there has been a focus on catering for new visitors from one of the biggest tourist regions: China, with two key projects taking centre stage. These projects were run in addition to ongoing tourism initiatives held by the City.

Welcome China

With the commencement of direct flights from China into Adelaide with China Southern Airlines in December 2016, the City of Adelaide delivered a range of activities as part of the 'Welcome China' project.

Key elements included:

- A new digital experience created through a 'Welcome China' WeChat page;
- A map featuring eight key city destinations;
- The design and installation of 41 bilingual directional signs to assist wayfinding;
- Multilingual 'Welcome to Adelaide' banners along the main entrance corridor from the Airport to the City;
- A broad range of supporting marketing collateral;
- Cultural training provided to key Tourism and Visitor Services staff and volunteers; and
- Identifying and supporting city retail and hospitality businesses who were China relevant.

Business Tourism - Perfect China

City of Adelaide worked closely with the Adelaide Convention Bureau on Adelaide's first large scale incentive group, 'Perfect China', with 2,714 delegates visiting across three days in May equating to 19,892 bed nights in the City and creating \$11.2 million of economic benefit to South Australia.

Council provided an information hub in Rundle Mall for the delegates, engaged approximately 30 city businesses in a promotion for the group, provided online content to the group via the recently created Welcome China WeChat channel, promoted the group visit to industry, and provided business assistance and customised collateral for the group to ensure their stay in Adelaide was maximised and they were welcomed.

Visitor Information Services (VIS)

In 2016-17, the VIS program assisted a total of 130,561 visitor enquiries. These enquiries would not have been serviced without the amazing contribution of the 130 volunteers who generously gave their time to welcome our visitors.

Visitor numbers by program in 2016-17

Adelaide Visitor Information Centre	107,895
Central Market Information Booth	8,574
City Guides	6,267
Mobile Visitor Information Service	5,053
Adelaide Town Hall Tours	1,703
Events Visitor Information Service	755
Adelaide Greeters Program	314
Total Visitors	130,561

The VIS included the following program of activities:

- **Adelaide Visitor Information Centre** – Accredited Visitor Information Centre located in James Place providing information on both the City and the state.
- **Central Market Information Booth** – Small information booth in the Central Market, near the Grote Street entrance, providing market shoppers with assistance and information on the City and the state.
- **City Guides** – Roaming guides in the Rundle Mall Precinct providing directional assistance for visitors and locals and information on things to see and do.
- **Mobile Visitor Information Service** – Converted rickshaw bike at events and around the City during peak times. Usually at City of Adelaide sponsored events that attract a high number of interstate and international visitors. This service is manned with five paid casual staff.
- **Adelaide Town Hall Tours** – Free public and group tours of the Adelaide Town Hall.
- **Events visitor information service** – A pop up visitor information service at sponsored events, University O'Weeks and supported conferences/business tourism events.
- **Adelaide Greeters Program** – Appointment based meet and greet service predominantly used by interstate and international visitors - 'A friend in the City'.
- **Cruise ship meet and greet** – Guides based in the Adelaide Railway Station (ARS) and on North Terrace to assist with Cruise passenger arrivals into the City. A friendly welcome, assistance through the ARS and directional service providing maps and city information.

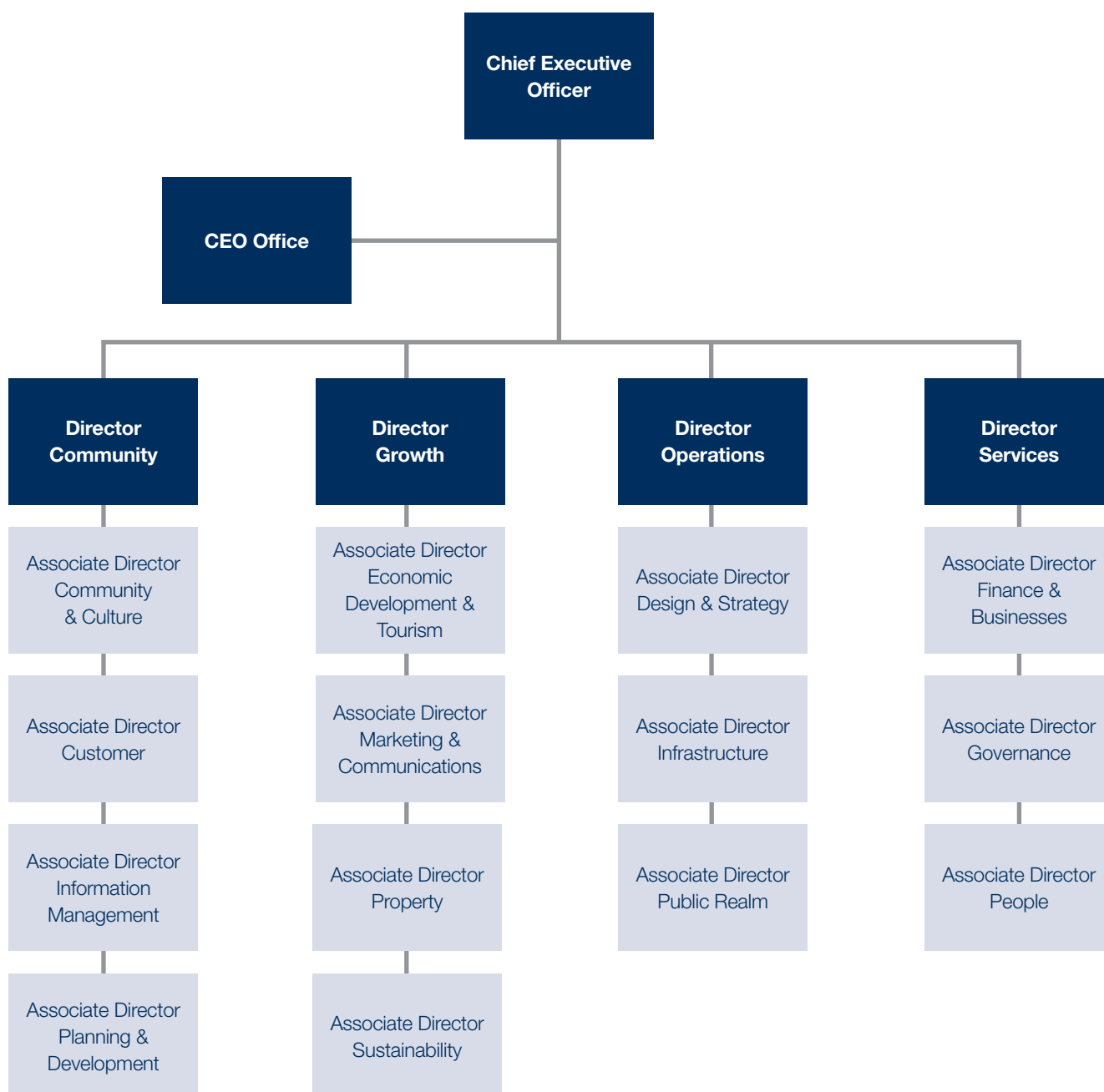


One City, One Team



Our Organisational Structure for 2016-17

The organisational structure as at 30 June 2017 is represented in the diagram below.



Our Leadership Group

As at 30 June 2017, our Executive Leadership Team (ELT) was made up of the Chief Executive Officer (CEO) and four Directors. Our ELT is responsible for leading and developing Council programs, as well as building the organisational capability and culture required to achieve our strategic outcomes.

As at 30 June 2017, the following five people held Senior Executive Officer positions with Council:

Name	Position Title
Mark Goldstone	Chief Executive Officer
Steven Mathewson	Director Services
Clare Mockler	Director Community
Beth Davidson-Park	Director Operations
Justin Commons	Director Growth

Remuneration packages for Senior Executive Officers ranged from \$260,000 to \$320,000 per annum and were inclusive of 9.3% to 9.5% compulsory superannuation (where applicable).

These packages included a corporate car park (where applicable), an allowance for membership fees for two relevant professional associations, together with professional development allowances of \$2,500 allocated per Director and \$5,000 allocated to the CEO for 2016-17. The CEO's package included a corporate vehicle allowance. The Director Growth received a one-off reimbursement payment of \$13,712 for costs associated with relocating from interstate to South Australia.

Our Employees

The below graph provides a count of our Full Time Equivalent (FTE) employees, trainees/apprentices and labour hire staff. For further detail, please refer to our Audited Financial Statements.

FTE at end of reporting period

Permanent Employees	603.6.6
Fixed Term Employees (includes Employee Agreement Contract and Common Law Contract Employees)	161
Casual Employees	187
Trainees/Apprentices	35
Labour Hire FTE	58.1*
Labour Hire Costs	\$484,255*

*As at 25 June 2017

Our Workplace

City of Adelaide commenced the review of each Program within the organisation to ensure the correct alignment of structures for the successful delivery of the strategic plan and services to our customers.

With great diversity in the roles we have, the work we do and the community we support, we have remained committed to building a capable, diverse and sustainable workforce: our employees are integral to our success. To facilitate the attraction and retention of our employees, we have continued to review and improve our employee processes, offerings and workplace culture through the following activities.

Building Employee Capability

We have continued to drive a culture of continuous development and innovation via the offering of a twelve-month Learning and Development Calendar targeted at organisational requirements and capability gaps. Employee development plans were also utilised to build capability for the future, whilst responding to organisational or customer requirements.

Leadership Capability

We are focused on ensuring our leaders understand our workforce and organisational purpose so that they are enabled to deliver the team objectives. Throughout the period, we provided additional support to new leaders to the organisation covering topics such as moving from team member to leader, building a healthy and high performing team, goal setting and coaching for success and managing conversations. Work also commenced on the creation of a Leadership Capability Framework that will provide a clear set of leadership capabilities that reflect the essential requirements and expectations for each level of leadership at City of Adelaide.

Reward and Recognition

We have continued to bring to life a performance-based culture focused on accountability and delivery. One way in which we do this is to reward and recognise our people when they display positive behaviours via our organisational values and deliver great outcomes for our customers. Some of our reward and recognition initiatives include Employee of The Month, Service Awards, Hey Thanks! Program and annual Employee Awards. Some of our rewards initiatives provide our employees with the opportunity of receiving a gift whilst being recognised formally and informally.

Diversity and Inclusion

Our continuous delivery of the Stretch Reconciliation Action Plan via our Aboriginal and Torres Strait Islander Employment Action Plan remained a key focus throughout 2016-17. Progress reports were generated and presented to our Reconciliation Committee. We also continued our previous work on educating our employees on cultural awareness, wellness at work, mindfulness, respect, recruitment processes relating to the identification of any barriers for inclusion, adopting special leave provisions for victims of domestic violence and supporting our leaders to manage the impact of mental health issues in the workplace.

Our Workplace Safety

The table below provides a snapshot of our safety management performance throughout 2016-17 in comparison to previous years.

Our performance in the 2016-17 period demonstrates that our approach to our Safety Management System and leadership structure have been effective and our cultural approach to the people risk is gaining traction.

The most commonly reported measure for safety is the Lost Time Injury Frequency Rate (LTIFR). For a corporation of our size, the LTIFR should be between three and five. As highlighted above, our LTIFR rate is sitting at 4.6; half that of the average for the Local Government sector in South Australia. Our planning processes are inherent in our Safety Management System and have been instrumental in lowering the LTIFR from 15.3 to 4.6 since its inception in 2014, through targeting the right issues, in the right sequence and marshalling the commitment and resources to maintain focus even in the face of increasing demands from the business.

The amount of productive time of our employees that was lost due to people being injured at work has decreased from an average of 300 days to 75 days a year. This four-fold decrease also represents an average lost opportunity cost down from \$64,000 to \$15,000. The actual cost of Workers Compensation claims during the current strategy period has decreased from \$540,000 to \$59,000; a nine-fold decrease.

Year	No. of Claims	No. of LTIs	LTI Days	LTIFR	Duration rate	Incident Rate
2015	45	8	307	4.7	38.4	0.9
2016	51	10	136	5.8	13.6	1.2
2017	30	8	76	4.6	9.5	0.9
Variation from 15-16*	-13%	-25%	55%	-23%	64%	-33%
Variation from 16-17	41%	20%	44%	21%	30%	25%

*The actual number of claims increased by 13% in 2015-16 and saw the last opportunity for injured workers to access benefits under the old legislation.

LGAWCS Key Performance Indicator Audit

Our Safety Management System performance is monitored by the Local Government Association's Workers Compensation Scheme (LGAWCS) during its annual key performance indicator audit process. The process is managed by the MySafety (Work Health and Safety (WHS)) Team with the 'at risk' portion of the annual rebate based on assessed progress on the agreed action plan. The 2016-17 audit score for our key performance indicator was 100%. The City of Adelaide has been granted the full LGAWCS rebate for three consecutive years resulting in a return to general revenue of around \$4,200,000.

MySafety Conformance Questionnaire

We rolled out a conformance questionnaire throughout the 2016-17 period as an avenue to collaborate with our leaders and learn more about their roles and responsibilities under the current legislation and the Corporation's WHS policy and procedure framework. It is used to determine Associate Directors' and Team Leaders' levels of confidence with how well our organisation is meeting our procedural requirements, and is one of several business intelligence sources the MySafety Team use to determine continuous improvement focus points.

Certification in Human Factors and Incident Investigation

Our MySafety Team in conjunction with the University of South Australia conducted the first Local Government-wide Professional Certificate in Human Factors and Incident Investigation. In three courses, 100 people across 30 councils participated. Due to its success, the LGAWCS is seeking to collaborate with us to co-fund and facilitate the certificate once again.

Fitness for Life

Our fitness for life theme is aligned to our overall work health and safety and injury management strategy and has two sub-themes - health and wellbeing and equitable return to work.

Health and wellbeing is important to the City of Adelaide, and over the past twelve months hazardous manual tasks and mental health awareness have been the two highly prevalent issues that have emerged. There are programs at the City of Adelaide that address both of these topics, and will help to improve our health and wellbeing culture, reduce health risks and increase personal responsibility with measurable outcomes over the next three years.

The Equitable Return to Work program addresses both workers compensation and a newly implemented process to introduce an Early Intervention Strategy. We have implemented a mediation step in our People Program for employees that gives them the opportunity to discuss any issue(s) they may have without prejudice. This step is followed by a step management process to provide employees with the best opportunity for a safe return to work, or to have further discussions with their managers for a supported, graduated return to work where possible.

City Governance

Council's Decision-making Structure

Council is accountable to the Capital City Community for city leadership and strategy development that delivers benefits for all South Australians. Council is also responsible for the delivery of efficient and effective local government services that respond to the community's needs.

Pursuant to Section 41 of the *Local Government Act 1999* (SA), Council may establish committees to:

- assist it in the performance of its functions
- inquire into, and report on, matters within the ambit of its responsibilities
- provide advice
- exercise, perform or discharge delegated powers, functions or duties

City Leadership and Legislative Responsibility

Council's Core Advisory Committees to 14 December 2016:

- Strategy, Planning and Partnerships Committee
- Infrastructure and Public Space Committee
- Economic and Community Development Committee
- Finance and Business Services Committee

Council's Core Committees from 14 December 2016 to 30 June 2017:

- The Committee
- Strategic Planning and Development Policy Committee

Other Council Committees:

- Audit Committee
- Reconciliation Committee

Panel:

- Development Assessment Panel (DAP)

Wholly owned subsidiaries:

- Adelaide Park Lands Authority (APLA)
- Rundle Mall Management Authority (RMMA)
- Adelaide Central Market Authority (ACMA)

Associated entities:

- Waste Care SA
- Council Solutions Regional Authority

The administrative arm of Council, known as the Corporation, also has various internal working groups to inform its decision-making. All meetings of the Council, a committee or Development Assessment Panel are open to the public unless the meeting decides to exclude the public based on the relevant sections of the *Local Government Act 1999* (SA). Council is the main decision-making body.

Documentation for each meeting (agenda with reports, attachments and minutes) can be accessed on Council's website (cityofadelaide.com.au). Hard copies of the agendas (with reports and attachments) are made available to the public at the Customer Centre and in the meeting rooms before the meetings.

Hard copies of the minutes are available from the Customer Centre within five days of the meeting, without charge. Council met fortnightly, the four core advisory committees met monthly, The Committee met fortnightly and the Strategic Planning and Development Policy Committee met as and when required. The Development Assessment Panel met fortnightly.

Council and Council Meetings

Public Forum

In addition to requests to be heard as a Deputation, a meeting of Council or Core Advisory Committee (up to 14 December 2016) provides an opportunity for the Lord Mayor and Councillors to hear members of the public in a formal setting in relation to issues in which the Council has a direct interest or responsibility. Guidelines and a registration form for the public forum are available on Council's website (cityofadelaide.com.au).

Role of Council and Council Meetings

The Council is established to provide for the government and management of the City of Adelaide area as the capital city of South Australia and at the local level and, in particular to act as a representative, informed and responsible decision-maker in the interests of the City of Adelaide community; provide and coordinate various public services and facilities; develop its community and resources in a socially just and ecologically sustainable manner; encourage and develop initiatives within its community for improving the quality of life of the community; represent the interests of its community to the wider community; and exercise, perform and discharge the powers, functions and duties of local government in relation to its area.

Council Meetings

Twenty-eight meetings of Council were held between 1 July 2016 and 30 June 2017.

Council Meeting Attendance	Meetings	Attended
Lord Mayor Martin Haese (Presiding Member)	28	25
Deputy Lord Mayor Councillor Megan Hender (Deputy Lord Mayor and Deputy Presiding Member)	28	25
Councillor Houssam Abiad	28	21
Councillor Alex Antic	28	20
Councillor Sue Clearihan	28	26
Councillor Priscilla Corbell	28	26
Councillor Natasha Malani	28	23
Councillor Phillip Martin	28	27
Councillor Anne Moran	28	28
Councillor David Slama	28	22
Councillor Sandy Verschoor	28	25
Councillor Sandy Wilkinson	28	25

Core Committees

These committees were formed under Section 41 of the *Local Government Act 1999* as advisory committees to Council. Council does not delegate any of its powers to the committees and accordingly, all decisions of committees constitute recommendations to Council. Meetings are operated in accordance with the provisions of the *Local Government Act 1999* (SA) and the provisions contained in the Local Government (Procedures at Meetings) Regulations 2013.

Pursuant to section 90(1) of the *Local Government Act 1999*

The City of Adelaide is fully committed to the principle of open and accountable government, a commitment which recognises that on some occasions it may be necessary to restrict public access to discussions or documents. Due diligence and professional consideration are applied to ensure compliance.

In accordance with section 90(1) of the *Local Government Act 1999* (SA) (*the Act*), all meetings held by Council and its committees were conducted in a place open to the public. On every occasion that the provision to exclude (within section 90(2) and (3) of *the Act*) was exercised, the minutes of the meeting included the proceedings making the order and the grounds on which the order was made in accordance with section 90(7) of *the Act*.

The City of Adelaide considers that possible embarrassment, loss of confidence, discussion of a controversial matter or being susceptible to adverse criticism in the Council or a committee is irrelevant when considering whether to exclude the public from a meeting. On every occasion that a meeting used the provision contained in section 91(7) of *the Act* to order that a document or part of it be kept confidential, each order contained an instruction on the requirements, namely the duration of the order, the review date and the delegation to review/revoke, as identified in section 91(9) of *the Act*.

Council Core Advisory Committees to 14 December 2016

Strategy, Planning and Partnerships Committee

Council has established a strategic planning and development policy committee (*S101A Development Act 1993*) which is known as the Strategy, Planning and Partnerships Committee.

Role and Function:

To make recommendations to Council focusing on Planning and Partnerships to deliver upon Council's Strategic and Business Plan outcomes.

Strategy, Planning and Partnerships Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese	12	12
Councillor Natasha Malani (Chair)	12	10
Councillor Sandy Verschoor (Deputy Chair)	12	12
Deputy Lord Mayor Megan Hender	12	8
Councillor Houssam Abiad	12	8
Councillor Alex Antic	12	8
Councillor Sue Clearihan	12	12
Councillor Priscilla Corbell	12	8
Councillor Phillip Martin	12	10
Councillor Anne Moran	12	12
Councillor David Slama	12	10
Councillor Sandy Wilkinson	12	12

Infrastructure and Public Space Committee

Role and Function:

To make recommendations to Council focusing on Infrastructure and Public Works to deliver upon Council's Strategic and Business Plan outcomes.

Infrastructure and Public Space Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese	12	12
Councillor Sandy Wilkinson (Chair)	12	12
Councillor Alex Antic (Deputy Chair)	12	7
Deputy Lord Mayor Councillor Megan Hender	12	8
Councillor Houssam Abiad	12	7
Councillor Sue Clearihan	12	12
Councillor Priscilla Corbell	12	8
Councillor Natasha Malani	12	10
Councillor Phillip Martin	12	10
Councillor Anne Moran	12	10
Councillor David Slama	12	10
Councillor Sandy Verschoor	12	12

Economic and Community Development Committee

Role and Function:

To make recommendations to Council focusing on Economic Development, City Growth, Promotion and Attraction, Community, Social and Cultural Development to deliver upon Council's Strategic and Business Plan outcomes.

Economic and Community Development Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese	13	13
Deputy Lord Mayor Councillor Megan Hender (Chair)	13	11
Councillor Priscilla Corbell (Deputy Chair)	13	11
Councillor Houssam Abiad	13	13
Councillor Alex Antic	13	11
Councillor Sue Clearihan	13	13
Councillor Natasha Malani	13	13
Councillor Phillip Martin	13	13
Councillor Anne Moran	13	13
Councillor David Slama	13	11
Councillor Sandy Verschoor	13	11
Councillor Sandy Wilkinson	13	11

Finance and Business Services Committee

Role and Function:

To make recommendations to Council focusing on Finance and Business Services to deliver upon Council's Strategic and Business Plan outcomes.

Finance and Business Services Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese	13	13
Councillor Houssam Abiad (Chair)	13	13
Councillor Phillip Martin (Deputy Chair)	13	13
Deputy Lord Mayor Councillor Megan Hender	13	11
Councillor Alex Antic	13	9
Councillor Sue Clearihan	13	13
Councillor Priscilla Corbell	13	11
Councillor Natasha Malani	13	13
Councillor Anne Moran	13	12
Councillor David Slama	13	11
Councillor Sandy Verschoor	13	11
Councillor Sandy Wilkinson	13	11

The Committee

Role and Function:

The Committee is a workshop and discussion forum to enable Council Members and the Administration to develop and discuss strategic projects, ideas and overall priorities, strategies and policy matters to deliver on or support the delivery of Council's Strategic Plan.

The Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese	11	9
Councillor Houssam Abiad (Chair – January-March 2017)	11	4
Councillor Sandy Verschoor (Chair – April-June 2017)	11	10
Councillor David Slama (Deputy Chair – January-March 2017)	11	4
Councillor Priscilla Corbell (Deputy Chair – April-June 2017)	11	8
Deputy Lord Mayor Councillor Megan Hender	11	8
Councillor Alex Antic	11	7
Councillor Sue Clearihan	11	11
Councillor Natasha Malani	11	8
Councillor Phillip Martin	11	10
Councillor Anne Moran	11	11
Councillor Sandy Wilkinson	11	11

Strategic Planning and Development Policy Committee

Role and Function:

This Committee is established to assist and provide advice to Council to meet the requirements of Section 101A of the Development Act 1993 (SA).

Strategic Planning and Development Policy Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese	4	3
Councillor Natasha Malani (Chair – January-March 2017)	4	4
Councillor Sandy Wilkinson (Chair – April-June 2017 & Deputy Chair Jan-March 2017)	4	4
Councillor Anne Moran (Deputy Chair – April-June 2017)	4	4
Deputy Lord Mayor Councillor Megan Hender	4	2
Councillor Houssam Abiad	4	2
Councillor Alex Antic	4	3
Councillor Sue Clearihan	4	4
Councillor Priscilla Corbell	4	4
Councillor Phillip Martin	4	4
Councillor David Slama	4	2
Councillor Sandy Verschoor	4	3

Other Council Committees

Reconciliation Committee

Role and Function:

The Reconciliation Committee works to advance reconciliation in the City and seek broad Aboriginal and Torres Strait Islander participation in Council activities and events.

The Reconciliation Committee operates in accordance with the provisions of the *Local Government Act 1999* (SA) and the provisions of Parts 1, 3 and 4 in the Local Government (Procedures at Meetings) Regulations 2013.

City of Adelaide Reconciliation Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese (Dual Chair)	4	4
Ms Yvonne Agius (Dual Chair) (Aboriginal and/or Torres Strait Islander Community Representative)	4	4
Mr Andrew Birtwistle-Smith (Deputy Chairperson) (Aboriginal and/or Torres Strait Islander Community Representative) to 7/11/2016	1	-
Mr Ivan-Tiwu Copley (Deputy Chairperson from 1/12/2016) (Aboriginal and/or Torres Strait Islander Community Representative)	4	3
Councillor Sue Clearihan (Adelaide City Council Member)	4	4
Councillor Priscilla Corbell (Adelaide City Council Member) to 8/12/2016	2	-
Councillor David Slama (Adelaide City Council Member)	4	2
Ms Catherine (Mandy) Brown (Kurna Nation Cultural Heritage Association Committee Representative) from 14/3/2017	1	1
Mr Ribnga Green (Strategic Agency Representative - Aboriginal Affairs and Reconciliation, Department of State Development)	4	3
Mr Trevor Lovegrove (Strategic Agency Representative - Employment Programs Directorate, Department of State Development)	4	2
Mr Jeffrey Newchurch (Kurna Nation Cultural Heritage Association Committee Representative)	4	3
Ms Vicky Welgraven (Strategic Agency Representative – Reconciliation South Australia)	4	4
Ms Lynette Crocker (Proxy)	4	4
Ms Deanne Hanchant-Nichols (Proxy)	4	4

Audit Committee

Legislative Role:

The Audit Committee provides independent assessment of Council and Corporation activities.

The Audit Committee conducts its business in accordance with the provisions of the *Local Government Act 1999* (SA) and the provisions of Parts 1, 3 and 4 in the Local Government (Procedures at Meetings) Regulations 2013.

City of Adelaide Audit Committee Attendance	Meetings	Attended
Lord Mayor Martin Haese	8	8
Mr David Powell (Presiding Member) (Specialist Member)	8	8
Mr Ross Haslam (Deputy Presiding Member) (Specialist Member)	8	8
Deputy Lord Mayor Councillor Megan Hender (to 9/12/2016)	6	1
Councillor Phillip Martin (from 9/12/2016)	2	2
Mr Sean Tu (Specialist Member)	8	4
Councillor Phillip Martin (Proxy for the Lord Mayor Martin Haese) (to 9/12/2016)	-	6
Councillor David Slama (Proxy for Councillor Megan Hender) (to 9/12/2016)	-	-
Councillor David Slama (Proxy for Lord Mayor Martin Haese) (from 9/12/2016)	-	-
Deputy Lord Mayor Councillor Megan Hender (Proxy for Councillor Martin (from 9/12/2016)	-	-

Panel

Development Assessment Panel (DAP)

The role of the Development Assessment Panel is to facilitate the expeditious assessment of applications made to the Council, Council established the City of Adelaide Development Assessment Panel as the relevant authority to exercise or perform its powers and functions in accordance with the *Development Act 1993* (SA).

The *Local Government Act 1999* (SA) does not apply to, or relate to, the Development Assessment Panel (including with respect to its members when acting under Section 56A or its processes or procedures).

All meetings of the panel are open to the public unless the meeting decides to exclude the public having considered the relevant requirements of the *Development Act 1993* (SA).

The City of Adelaide Development Assessment Panel operates in accordance with the provisions of the *Development Act 1993* (SA), its Terms of Reference, Code of Conduct, Instrument of Delegation and a Policy for Applying Delegations.

Development Assessment Panel Attendance	Meetings	Attended
Mr John Hodgson (Presiding Member) (Specialist Member)	17	16
Mr Ruan Perera (Deputy Presiding Member) (Specialist Member)	17	17
Councillor Houssam Abiad	17	15
Mr Ross Bateup (Specialist Member)	17	17
Mr Graeme Hopkins (Specialist Member)	17	13
Dr Iris Iwanicki (Specialist Member)	17	16
Councillor Natasha Malani	17	17
Councillor Anne Moran	17	17
Councillor David Slama	17	13

Subsidiary

Adelaide Park Lands Authority (APLA)

The Adelaide Park Lands Authority is a partnership between the State Government and City of Adelaide to protect and foster the interests of the Adelaide Park Lands as set out in the Statutory Principles of the *Adelaide Park Lands Act 2005* (SA).

Membership of the Adelaide Park Lands Authority comprises:

- The Lord Mayor or, if the Lord Mayor chooses not to be a member of the Authority, a person appointed by the City of Adelaide; and
- Four other members appointed by Council; and
- Five members appointed by the Minister responsible for the *Adelaide Park Lands Act 2005* (SA).

The Authority is the principal advisor to both Council and State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands is responsible for:

- preparing and maintaining the Adelaide Park Lands Management Strategy
- delivering the Strategy by providing policy advice on the full range of issues involving the Park Lands
- guiding Council and State Government agencies in management of the Park Lands
- ensuring that appropriate specialist expertise is brought to bear in advising on Park Lands

The Authority meets monthly. Agendas for meetings are available from the Customer Centre prior to the Board meeting, on Council's website and the meeting venue. Hard copies of the minutes are available from the Customer Centre and on Council's website within five days of the meeting.

APLA Board Meeting Attendance	Meetings	Attended
Lord Mayor Martin Haese (Presiding Member)	11	11
Dr Anne Sharp (Deputy Presiding Member) (to 31/12/2016)	6	4
Ms Sally Smith DPTI (Deputy Presiding Member) (from 2/2/2017)	5	4
Ms Anita Allen DPTI (from 2/2/2017)	5	5
Councillor Alex Antic (to 21/10/2016)	4	2
Ms Jane Chapman (to 31/12/2016)	6	6
Councillor Priscilla Corbell	11	8
Ms Stephanie Johnston (from 2/2/2017)	5	5
Mr Chris Kwong DPTI (from 2/2/2017)	5	4
Councillor David Slama (from 1/1/2017)	5	2
Councillor Anne Moran	11	9
Professor Emeritus Damien Mugavin (to 31/12/2016)	6	6
Councillor Sandy Verschoor (to 31/12/2016)	6	4
Ms Carolyn Wigg (to 31/12/2016)	6	6
Councillor Sandy Wilkinson (from 1/1/2017)	5	5
Mr Roger Zubrinich	11	10
Ms Elaine Bensted (Proxy for Mr Roger Zubrinich) (to 31/12/2016)	1	1
Ms Stephanie Johnston (Proxy for Professor Emeritus Damien Mugavin) (to 31/12/2016)	-	-
Professor Emeritus Damien Mugavin (Proxy for Ms Stephanie Johnston) (from 31/12/2016)	-	-

Procurement Policies and Procedures

Council's Procurement Policy ensures that all procurement activities deliver the following key objectives:

- Providing for equitable and ethical behaviour in all procurement activities and fair treatment of suppliers;
- Obtaining value for money;
- Negotiated outcomes;
- Ensuring probity, accountability and transparency;
- Effective management of the end to end procurement lifecycle;
- Identification and management of risks;
- Consideration of community impact, including social, environmental and economic sustainability considerations and the use of local goods and services; and
- Delegated signing authority.

Council reserves the right to undertake open or select tenders whenever it considers appropriate. In circumstances where Council enters into purchasing contracts other than those resulting from a tender process, Council will record the reasons for entering into those contracts and retain the records as appropriate. When Council is purchasing goods, works or services where the estimated level of expenditure is between \$50,000 and \$100,000, formal quotations will usually be obtained and where the estimated level of expenditure exceeds \$100,000 Council will usually call for formal tenders.

Council is committed to achieving value for money in the procurement of goods and services that provide benefit to the community and to supporting the economic, environmental, cultural and social life of the City.

The Procurement Policy is designed to drive processes that are consistent, transparent and cultivate a competitive environment. The processes for tenders, formal quotes and registrations of interest are built to deliver value, achieve high quality and manage the attendant risks, including sustaining appropriate standards of workplace health and safety.

The policy also seeks to advance good ethical practice and ensure an open, fair and competitive process that provides equal opportunities to participants. Other standards, codes and guidelines may be relevant to Council's tendering practices. The principles of the policy are consistent with national codes and standards.

Contract Management

A central team provides support and advice across Council to promote a high standard of contract management. This is to optimise contractor performance throughout the life of the contract and drives value for money. Certain key contracts are managed centrally and a software system allows Council to administer contract data and provide additional tools to improve process rigour.

Council is committed to high standards of corporate governance and accountability. This statement has been prepared to provide a broad description on internal controls and risk management, contributing to the governance of Council.

National Competition Policy

Competitive Neutrality

Principles of competitive neutrality are designed to neutralise any net competitive advantage that a government or local government agency engaged in significant business activities would otherwise have, by virtue of its control by the government or local government, over private business' operating in the same market.

Council has a complaints mechanism in place and in 2016-17 no complaints were received with regard to competitive neutrality.

Significant Business Activities

There have been no other changes in the significant business activities controlled by Council and competitive neutrality principles relevant to each significant business activity continue to apply.

Category 1 applies to business activities with annual revenue in excess of \$2 million or employing assets with a value in excess of \$20 million:

Business Activity	Type	CRP/COR/COM*	Comments
UPark	Council	COM	Providing 5,130 car parking spaces at eight multi-story car parks (excluding the Adelaide Central Market). Additionally, the eight UParks have 86 accessibility spaces and 45 motorcycle spaces.
Adelaide Aquatic Centre	Council	COM	Recreation, leisure and aquatic sports facility
North Adelaide Golf Course	Council	COM	Three golf courses (two 18-hole and one par 3) and clubhouse
Adelaide Town Hall	Council	COM	Venue hire for a range of events and catered functions.
Adelaide Central Market	Council Subsidiary	COM	A world renowned food market with 74 stalls and ancillary car parking

Category 2 applies to all other significant business activities:

Business Activity	Type	CRP/COR/COM*	Comments
Council Solutions	Regional Subsidiary	COM	Joint subsidiary of six councils to manage collaborative procurement activities

*CRP = Cost Reflective Pricing, COR = Corporatisation, COM = Commercialisation

All Council business activities include checks for competitive neutrality. In setting fees and charges, Council has taken into account relevant Government legislation and policies, market rates, community service obligations and impact on residents, ratepayers and visitors to the City of Adelaide, efficient allocation of Council resources and funds to reflect best value practices, impact on competitors – actual and potential – and local, State and national economies and Council policies.

Risk Management Framework

The Audit Committee was established pursuant to Section 126 of the *Local Government Act 1999* (SA), to assist the Council in discharging its responsibilities. Reporting to the City of Adelaide, the Audit Committee provides advice and recommendations on matters relevant to its Terms of Reference in order to facilitate decision making by Council in regards to financial reporting, internal controls, risk management, whistle-blowing, internal audit and external audit.

City of Adelaide maintains an internal audit function which reports to management and the Audit Committee. The role of the Internal Auditor is to identify more efficient and effective processes and to assist Council and the Chief Executive Officer in meeting their assurance obligations. The internal audit function is contracted to KPMG. The Internal Audit plan is reviewed and endorsed by the Audit Committee and the committee is presented with the internal audit findings biannually.

Pursuant to Section 128 of the *Local Government Act 1999*, the external auditors appointed by Council are BDO Audit Partnership (SA). To maintain the highest standards of corporate governance in relation to auditor independence, the external auditors are excluded from providing non-audit services to Council. Non-audit services are defined as any service provided by the external auditors under engagement with the Council outside the scope of the external audit. The Audit Committee reviews the scope and progress of the annual audit in accordance with its Terms of Reference.

Enterprise Risk Management

City of Adelaide manages strategic, emerging, operational and project risks through its Enterprise Risk Management Framework, which has been developed in accordance with International Standard ISO 31000.

The framework ensures that risks are identified, assessed, properly managed, and reported on. Such a process ensures that Council can achieve its strategic goals and that the Lord Mayor and Councillors fulfil their legislative roles.

The success of the Enterprise Risk Management model is a result of a strong executive involvement through monthly reporting of risk and internal audit matters to the executive Strategic Risk and Internal Audit Group, and quarterly reporting to the Audit Committee and Council.

The Strategic Risk and Internal Audit Group comprises of management and internal auditors.

Internal Control Framework

Pursuant to Section 125 of the *Local Government Act 1999*, Council must ensure that appropriate policies and procedures of internal controls are implemented and reviewed to assist Council to carry out its activities in an efficient manner to achieve its strategic objectives. Council's internal controls are processes for assuring Council's achievement of objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with legislation and policies. Internal controls include a range of activities such as approvals, delegations, security of assets and segregation of duties.

Registers and Codes Required to be Kept

List of Registers

List of registers required to be kept under the *Local Government Act 1999*, *Local Government (Elections) Act 1999* and the *City of Adelaide Act 1998* are:

- Members Register of Interests;
- Members Register of Allowances and Benefits;
- Officers Register of Remuneration, Salaries and Benefits (Register of Salaries);
- Officers Register of Interests;
- Officers Register of Gifts and Benefits;
- Campaign Donations and Expenses Returns;
- Register of Community Land;
- Register of Public Roads; and
- By-Laws and Certified Copies.

Codes of Conduct or Practice

List of Codes of Conduct or Practice required to be kept under the *Local Government Act 1999*, *Local Government (Elections) Act 1999*, and the *City of Adelaide Act 1998* are:

- Code of Conduct for Council Members;
- Code of Practice for Access to Meetings and Documents;
- Code of Practice for the Conduct of Council/Committee meetings when the Local Government (Procedures at Meetings) Regulations 2013 are varied; and
- Code of Conduct for Employees agendas and minutes, policies, the strategic plan, and annual reports are available from Council's website www.cityofadelaide.com.au

Freedom of Information Applications

There were 56 active requests for information from 1 July 2016 to 30 June 2017 made under the Freedom of Information Act. In summary:

New applications	57
Applications brought forward from previous year	7
Access granted in full	25
Access granted in part	17
Access refused (includes records which do not exist)	18
Transferred	0
Closed/withdrawn	0
Undetermined at 30 June	4
Internal review – decision confirmed	1
Internal review – decision varied	3

Enquiries or requests for information under the Freedom of Information Act should be forwarded to:

Freedom of Information Request
City of Adelaide
GPO Box 2252
Adelaide SA 5001

Section 270 Reviews

During 2016-17, Council received eight applications under Section 270 of the *Local Government Act 1999*, for the review of decisions made by Council or its employees.

The details of these reviews are as follows:

Date	Matter	Outcome
August 2016	Dispute of parking expiation – parking in taxi zone due to medical condition.	Expiation issued, and initial review conducted appropriately. Standard breach is not trifling offence and no evidence or explanation of how the hypoglycaemic episode was managed.
October 2016	Dispute of closure of laneway off Burnett Street.	Council confirmed its decision and that relevant processes have been followed, legislative requirements have been met and community members' views appropriately considered. Decision appropriate and reasonable based on merits.
January 2017	Dispute of refusal to issue on-street parking permit.	Decision to not issue permit made appropriately, in accordance with Council's policies and guidelines.
January 2017	Dispute of Expiation – exceeding time in loading zone.	Expiation issued and initial review conducted appropriately. No requirement for Council to include definition of commercial vehicle on signage, incumbent on road users to be aware of road rules.

Date	Matter	Outcome
February 2017	Mobile Food Vending – application was late and not assessed.	Application was reassessed as part of the review. Applicant has pursued a FOI application and addressed the matter to the Ombudsman.
February 2017	Multiple rates notifications sent without explanation.	Council has complied with the relevant policies, codes and resolutions.
February 2017	Reactivation of complaint from 2014 for using a room as a garage – Development Assessment Panel (DAP) issue.	In 2014 an external consultant was engaged to reassess the initial decision by the DAP. External consultant did not support the claim. An independent review was undertaken and it appears Council has exhausted all its avenues for any further reassessment of the decision.
June 2017	Permits for parking in front of residence as wife is unwell.	Complaint has been referred to the Customer Program to address a parking permit.

Council's Representation Quota

The total representation quota is the number of electors for each Elected Member, including the Lord Mayor.

At 30 June 2017, the total representation quota for the City of Adelaide was 1:2, 118 and the total number of electors was 25,420 on the combined Council and State Roll.

Council's representation quota compares with other similar councils (using the Australian Classification of Local Governments) as set out in the table below.

Council	Number of Electors	Representation Quota
Adelaide	25,420	1:2,118
Charles Sturt	82,203	1:4,835
Marion	63,598	1:4,892
Port Adelaide Enfield	81,801	1:4,544
Salisbury	92,635	1:5,449
Tea Tree Gully	72,676	1:5,590

The representative structure is as follows:

The Lord Mayor is elected at large, and 11 Councillors are elected as representatives of three wards and the area as a whole. The North and South Wards are represented by two Ward Councillors, the Central Ward is represented by three Ward Councillors and the area as a whole is represented by four Area Councillors.

A review of the representative structure was completed in December 2013. The community was invited to participate in the Representation Review process and make submissions in accordance with the *Local Government Act 1999*, and the Council's Public Communication and Consultation Policy.

The Representation Review process resulted in a new representation structure, which was in place for the November 2014 elections.

The timing of reviews of Council's representation structure is determined by regulation and as at 30 June 2017, City of Adelaide's next review has not yet been scheduled. At the time of the next review, electors will be provided with various opportunities to provide their views and make submissions on Council's representation structure.

Community Land and Council Facilities

Infrastructure and Property Management

Council is required under the *Local Government Act 1999* to appropriately manage its property and infrastructure assets.

Council has endorsed Asset Management Plans for its infrastructure and property assets and continues to drive towards best practice to ensure the management and maintenance of assets is efficient, responsive and driven to meet the needs of the City now and into the future.

During 2016-17, the Infrastructure and Property programs contributed significantly to the ongoing successful custodianship of Council assets through the delivery of the asset renewal and replacement program, implementation of planned maintenance works and management of various community and commercial leases and licences.

Park Lands Leasing and Licensing Policy

The Park Lands Leasing and Licensing Policy aims to provide a consistent framework for the establishment and management of leasing and licensing arrangements for the Adelaide Park Lands. The Policy continues to provide a clear and consistent approach to rental assessment and responsibility for repairs, maintenance and capital replacement. The Policy has introduced an Expression of Interest process so that Council remains transparent in its dealings over community land as well as an assessment criteria for long term leasing arrangements in the Park Lands. The Policy also continues to support and assist lessees and licensees to increase activation through measures to encourage sharing of properties by sub-letting or licensing.

Community and Land Management Plans

Council is required under the *Local Government Act 1999* to prepare and implement Community Land Management Plans (CLMPs) for land owned or under its care control and management. CLMPs aim to ensure the consistent and coherent management of community land. They identify appropriate land uses, provide clear guidance on maintenance and management, and ensure that the future needs of the community are adequately considered.

CLMPs reflect community values and wishes and result in enhancement and preservation of environmental, cultural, social and economic values; forward planning for capital works and maintenance; better decision making; anticipation of future community needs; and sustainable land uses and management practice. Council has CLMPs in place for all of the City of Adelaide's Park Lands, Squares and other community land.

Confidentiality Provisions – Pursuant to Sections 90 and 91 of the Act

Section 90(2) of the *Local Government Act 1999* (SA) (*the Act*) enables a meeting of Council or a committee to determine an order that the public be excluded from attendance at so much of a meeting as is necessary to receive and discuss, or consider in confidence, any information or matter as prescribed in section 90(3) of *the Act*. The table below identifies the total number of orders made at each meeting.

Number of times confidentiality provisions used during the 2016-17 financial year:

	Section 90(2) Order to Exclude	Section 91(7) Confidentiality Order
Council	75	77
Strategic, Planning & Partnerships Committee	4	4
Infrastructure & Public Space Committee	2	2
Economic & Community Development Committee	8	8
Finance & Business Services Committee	11	11
The Committee	7	7
Reconciliation Committee	1	1
Audit Committee	10	10
Total	118	120

The date, meeting, subject matter and basis for confidentiality for Section 90(2) and Section 91(7) orders in the 2016-17 financial year is enclosed.

The date and subject of each Section 91(7) order remaining operative dated from 15 November 2010 to the end of the 2016-17 financial year is enclosed.

Confidentiality Provisions – Pursuant to Sections 90 and 91 of the Act

The table below identifies the number of times a given provision under Section 90 (3) of the *Local Government Act 1999* was utilised to exclude the public:

(a) Information, the disclosure of which, would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)	7
(b) Information, the disclosure of which (i) Could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council and (ii) would, on balance, be contrary to the public interest	11
(c) Information, the disclosure of which would reveal a trade secret	-
(d) Commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party and (ii) would, on balance, be contrary to the public interest	14
(e) Matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person	-
(f) Information, the disclosure of which, could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial	-
(g) Matters that must be considered in confidence in order to ensure that the Council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty	11
(h) Legal advice	8
(i) Information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the Council or an employee of the Council	10
(j) Information, the disclosure of which would (i) divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person, or (ii) on balance, be contrary to the public interest	14
(k) Tenders for the supply of goods, the provision of services or the carrying out of works	-
(m) Information relating to a proposed amendment to a Development Plan under the <i>Development Act 1993</i> before a Plan Amendment Report relating to the amendment is released for public consultation under <i>that Act</i>	-
(n) Information relevant to the review of a determination of a Council under the Freedom of Information Act 1991	-
(a) & (h) Combination of provisions above	1
(b) & (d) Combination of provisions above	33
(d) & (i) Combination of provisions above	3
(d) & (j) Combination of provisions above	1
(e) & (j) Combination of provisions above	1
(h) & (i) Combination of provisions above	1
(a), (h) & (i) Combination of provisions above	1
(b), (d) & (i) Combination of provisions above	1
(b), (d) & (k) Combination of provisions above	1

Report on the Use of 90(2) & (7) and 91(7) Order to Exclude and Confidentiality Orders

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
1	5/7/2016	Strategy, Planning & Partnerships Committee	Confidential Workshop – Strategic Site Briefing [Item 8] (b) & (d)	Confidential Workshop – Strategic Site Briefing [Item 8] (b) & (d)	
2	5/7/2016	Infrastructure & Public Space Committee	Tennis SA – Park Lands Lease – Tamtanya Wama (Park 26) and Pirtawardli (Park 1) [Item 16] (b) & (d)	Tennis SA – Park Lands Lease – Tamtanya Wama (Park 26) and Pirtawardli (Park 1) [Item 16] (b) & (d)	
3	5/7/2016	Infrastructure & Public Space Committee	The Pavilion – Park Lands Lease – Walyu Yarta [Item 17] (b) & (d)	The Pavilion – Park Lands Lease – Walyu Yarta [Item 17] (b) & (d)	
4	12/7/2016	Council	Infrastructure & Public Space Committee Recommendation Tennis SA – Park Lands Lease – Tamtanya Wama (Park 26) and Pirtawardli (Park 1) [Item 18.1] (b) & (d)	Tennis SA – Park Lands Lease – Tamtanya Wama (Park 26) and Pirtawardli (Park 1) [Item 18.1] (b) & (d)	
5	12/7/2016	Council	Event Partnership Opportunity [Item 19] (j) & (e)	Event Partnership Opportunity [Item 19] (j) & (e)	Matter released from confidence 1/4/2017
6	12/7/2016	Council	Confidential Report - Out of Session Information Papers to Note [Item 21] (h)	Confidential Report - Out of Session Information Papers to Note [Item 21] (h)	
7	12/7/2016	Council	Councillor Malani – Confidential Motion on Notice – Cultural Opportunity [Item 22] (b) & (d)	Councillor Malani – Confidential Motion on Notice – Cultural Opportunity [Item 22] (b) & (d)	
8	12/7/2016	Council	Adelaide Central Market Authority Board Member Appointment [Item 20] (a)	Adelaide Central Market Authority Board Member Appointment [Item 20] (a)	Resolution, report & minute were released in the Minutes
9	19/7/2016	Finance & Business Services Committee	Review of Advertorial Practices [Item 14] (h)	Review of Advertorial Practices [Item 14] (h)	Resolution released in the Minutes
10	21/7/2016	Adelaide Park Lands Authority	Riverbank Activation Proposals [Item 12] (j)	Riverbank Activation Proposals [Item 12] (j)	Matter released from confidence on 26/10/2016
11	26/7/2016	Council	Finance & Business Services Committee Recommendation Review of Advertorial Practices [Item 23.1] (h)	Review of Advertorial Practices [Item 23.1] (h)	Resolution released in the Minutes

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
12	26/7/2016	Council	Advice of the Adelaide Park Lands Authority Board meeting held in confidence on 21 July 2016 Riverbank Activation Proposal [Item 24] (i)	Riverbank Activation Proposal [Item 24] (i)	Matter released from confidence on 26/10/2016
13	26/7/2016	Council	Brown Hill Keswick Creek Status Update [Item 25] (i)	Brown Hill Keswick Creek Status Update [Item 25] (i)	
14	26/7/2016	Council	City Infrastructure Development Proposal [Item 26] (g)	City Infrastructure Development Proposal [Item 26] (g)	Matter released from confidence 27/7/2016
15	29/7/2016	Audit Committee	Update on the activities of the Strategic Risk and Internal Audit Group [Item 11] (i)	Update on the activities of the Strategic Risk and Internal Audit Group [Item 11] (i)	
16	29/7/2016	Audit Committee	Confidential Discussion with the Internal Auditor [Item 12] (b)	Confidential Discussion with the Internal Auditor [Item 12] (b)	
17	9/8/2016	Council	Advice and Recommendation of the Adelaide City Council Audit Committee meeting held in confidence on 29 July 2016 [Item 18] (i)	Advice and Recommendation of the Adelaide City Council Audit Committee meeting held in confidence on 29 July 2016 [Item 18] (i)	Resolution released in Minutes
18	16/8/2016	Economic & Community Development Committee	Riverbank Activation Proposals [Item 15] (i)	Riverbank Activation Proposals [Item 15] (i)	Matter released from confidence on 26/10/2016
19	16/8/2016	Finance & Business Services Committee	Quarter 4 Business Operations Report 2015/16 – June YTD [Item 15] (b) & (d)	Quarter 4 Business Operations Report 2015/16 – June YTD [Item 15] (b) & (d)	
20	23/8/2016	Adelaide City Council	Economic & Community Development Committee Recommendation Riverbank Activation Proposals [Item 23.1] (i)	Riverbank Activation Proposals [Item 23.1] (i)	Matter released from confidence on 26/10/2016
21	6/9/2016	Strategy, Planning & Partnerships Committee	Wingfield Update [Item 16] (i)	Wingfield Update [Item 16] (i)	
22	6/9/2016	Strategy, Planning & Partnerships Committee	Strategic Property Investigations [Item 15] (b) & (d)	Strategic Property Investigations [Item 15] (b) & (d)	
23	13/9/2016	Adelaide City Council	Strategy, Planning & Partnerships Committee Recommendations Wingfield Update [Item 24.1] (i) Strategic Property Investigations [Item 24.2] (b) & (d)	Wingfield Update [Item 24.1] (i) Strategic Property Investigations [Item 24.2] (b) & (d)	

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
24	13/9/2016	Adelaide City Council	Progress of Confidential Motions by Elected Members [Item 25] (b) & (d)	Progress of Confidential Motions by Elected Members [Item 25] (b) & (d)	
25	20/9/2016	Economic & Community Development Committee Meeting	Confidential Workshop - Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 24] (j)	Confidential Workshop - Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 24] (j)	Matter released from confidence 8/11/2016
26	20/9/2016	Economic & Community Development Committee Meeting	Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 25] (j)	Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 25] (j)	Matter released from confidence 8/11/2016
27	20/9/2016	Economic & Community Development Committee Meeting	Strategic Property Investigations [Item 26] (d)	Strategic Property Investigations [Item 26] (d)	
28	20/9/2016	Finance & Business Services Committee	Brown Hill Keswick Creek Status Update [Item 13] (j)	Brown Hill Keswick Creek Status Update [Item 13] (j)	
29	20/9/2016	Finance & Business Services Committee	Central Market Arcade Interim Leasing and Management [Item 12] (b) & (d)	Central Market Arcade Interim Leasing and Management [Item 12] (b) & (d)	
30	27/9/2016	Adelaide City Council	Economic & Community Development Committee Recommendation Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 25.1] (j)	Draft Carbon Neutral Adelaide Action Plan 2016-2021 [Item 25.1] (j)	Matter released from confidence 8/11/2016
31	27/9/2016	Adelaide City Council	Economic & Community Development Committee Recommendation Strategic Property Investigations [Item 25.2] (d)	Strategic Property Investigations [Item 25.2] (d)	
32	27/9/2016	Adelaide City Council	Finance & Business Services Committee Recommendation Central Market Arcade Interim Leasing and Management [Item 26.1] (b) & (d)	Central Market Arcade Interim Leasing and Management [Item 26.1] (b) & (d)	
33	27/9/2016	Adelaide City Council	Progress of Confidential Motions by Elected Members [Item 27] (b) & (d)	Progress of Confidential Motions by Elected Members [Item 27] (b) & (d)	

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
34	5/10/2016	Audit Committee	Confidential Discussion with the External Auditors [Item 8] (b)	Confidential Discussion with the External Auditors [Item 8] (b)	
35	11/10/2016	Adelaide City Council	October 2016 Progress of Confidential Motions by Elected Members [Item 19] (b) & (d)	October 2016 Progress of Confidential Motions by Elected Members [Item 19] (b) & (d)	
36	11/10/2016	Adelaide City Council	Councillor Moran – Question without Notice – Legal Matter [Item 21] (h)	Councillor Moran – Question without Notice – Legal Matter [Item 21] (h)	
37	11/10/2016	Adelaide City Council	Key Emerging Risk and Opportunity [Item 20] (h)	Key Emerging Risk and Opportunity [Item 20] (h)	
38	18/10/2016	Economic & Community Development Committee	Town Hall Café [Item 15] (d) & (i)	Town Hall Café [Item 15] (d) & (i)	
39	18/10/2016	Finance & Business Services Committee	Brown Hill Keswick Creek Project Status Update [Item 16] (j)	Brown Hill Keswick Creek Project Status Update [Item 16] (j)	
40	18/10/2016	Finance & Business Services Committee	Review of Off-Street Parking Initiatives [Item 17] (b) & (d)	Review of Off-Street Parking Initiatives [Item 17] (b) & (d)	
41	25/10/2016	Council	Economic & Community Development Committee Recommendation Town Hall Café [Item 26] (d) & (i)	Town Hall Café [Item 26] (d) & (i)	
42	25/10/2016	Council	Service Development Opportunities [Item 28] (g)	Service Development Opportunities [Item 28] (g)	
43	25/10/2016	Council	Key Emerging Risk & Opportunity [Item 29] (b)	Key Emerging Risk & Opportunity [Item 29] (b)	
44	25/10/2016	Council	October 2016 Progress of Confidential Motions by Elected Members [Item 30] (b) & (d)	October 2016 Progress of Confidential Motions by Elected Members [Item 30] (b) & (d)	
45	25/10/2016	Council	Capital City Committee Update [Item 31] (g)	Capital City Committee Update [Item 31] (g)	
46	25/10/2016	Council	Finance & Business Services Committee recommendation Brownhill Keswick Creek Project Status Update [Item 27] (i)	Brownhill Keswick Creek Project Status Update [Item 27] (i)	
47	15/11/2016	Council	Progress of Confidential Decisions [Item 20] (g)	Progress of Confidential Decisions [Item 20] (g)	

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
48	17/11/2016	Adelaide Park Lands Authority	Helipad Request for Expression of Interest Outcomes [Item 10] (b) & (d)	Helipad Request for Expression of Interest Outcomes [Item 10] (b) & (d)	Resolution released from confidence 15/12/2016
49	22/11/2016	Economic & Community Development Committee	Recreation Business Proposal [Item 18] (d)	Recreation Business Proposal [Item 18] (d)	
50	22/11/2016	Economic & Community Development Committee	Update on the City of Adelaide & State Government MOU with Cisco [Item 19] (b) & (d)	Update on the City of Adelaide & State Government MOU with Cisco [Item 19] (b) & (d)	
51	22/11/2016	Finance & Business Services Committee	Delegation of Authority – Award of Contract – Bank Street & Topham Mall North Construction [Item 16] (b)	Delegation of Authority – Award of Contract – Bank Street & Topham Mall North Construction [Item 16] (b)	
52	22/11/2016	Finance & Business Services Committee	Prudential Report – Market to Riverbank Laneways Project [Item 17] (b)	Prudential Report – Market to Riverbank Laneways Project [Item 17] (b)	
53	22/11/2016	Finance & Business Services Committee	Quarter 1 Business Operations Report 2016/17 – September YTD [Item 18] (b) & (d)	Quarter 1 Business Operations Report 2016/17 – September YTD [Item 18] (b) & (d)	
54	25/11/2016	Audit Committee	Internal Audit Progress Update [Item 12] (d)	Internal Audit Progress Update [Item 12] (d)	Resolution and report (excluding attachments) released in the Minutes
55	25/11/2016	Audit Committee	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 13] (i)	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 13] (i)	Resolution released in the Minutes
56	29/11/2016	Council	Economic & Community Development Committee recommendation Recreation Business Proposal [Item 32.1] (d)	Recreation Business Proposal [Item 32.1] (d)	
57	29/11/2016	Council	Finance & Business Services Committee recommendation Delegation of Authority – Award of Contract – Bank Street & Topham Mall North Construction [Item 33.1] (b) Market to Riverbank Laneways Project [Item 33.2] (b)	Delegation of Authority – Award of Contract – Bank Street & Topham Mall North Construction [Item 33.1] (b) Finance & Business Services Committee recommendation - Prudential Report – Market to Riverbank Laneways Project [Item 33.2] (b)	

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
58	29/11/2016	Council	Advice of the Adelaide City Council Audit Committee meeting held in confidence on 25 November 2016 [Item 34] (d) & (i)	Advice of the Adelaide City Council Audit Committee meeting held in confidence on 25 November 2016 [Item 34] (d) & (i)	
59	29/11/2016	Council	Progress of Confidential Motions by Elected Members [Item 35] (b) & (d)	Progress of Confidential Motions by Elected Members [Item 35] (b) & (d)	
60	29/11/2016	Council	Financial Impact of State-wide Blackout [Item 36] (h)	Financial Impact of State-wide Blackout [Item 36] (h)	Resolution released in the Minutes
61	29/11/2016	Council	Legal Matter [Item 37] (a), (h) & (i)	Legal Matter [Item 37] (a), (h) & (i)	
64	6/12/2016	Strategy, Planning & Partnerships Committee	Helipad Request for Expressions of Interests Outcomes [Item 15] (b) & (d)	Helipad Request for Expressions of Interests Outcomes [Item 15] (b) & (d)	Released from confidence 15/12/2016: <ul style="list-style-type: none"> • Parts 1.2 – 1.6 of Resolution • Report excluding – <ul style="list-style-type: none"> » Recommendation Section - Part 1.1; » Background Section – Page 10 of Link 1 referenced in Paragraph 5, 7 and part of paragraph 10 » Supporting Information Section – First heading, Paragraphs 11, 12, Second Heading, Paragraph 13, Fourth heading, Paragraph 15, Paragraph 17 [17.1 and 17.2] » Next Steps Section – Part of Paragraph 19 and 19.3
65	6/12/2016	Economic & Community Development Committee	Temporary Infrastructure Proposal [Item 13] (b) & (d)	Temporary Infrastructure Proposal [Item 13] (b) & (d)	
66	6/12/2016	Finance & Business Services Committee	Award of Contract for Construction Works to Deliver the Hindley Street West Stage 2 Project [Item 15] (b)	Award of Contract for Construction Works to Deliver the Hindley Street West Stage 2 Project [Item 15] (b)	
67	6/12/2016	Finance & Business Services Committee	Other Business Item – Emerging Risk – Legal Matter (h)	Other Business Item – Emerging Risk – Legal Matter (h)	
68	12/12/2016	Council – Special	Strategic Property Investigations [Item 4] (b) & (d)	Strategic Property Investigations [Item 4] (b) & (d)	Parts 2-7, 9-10 & 14 of Resolution released from confidence 18/4/2017
69	13/12/2016	Council	Strategy, Planning & Partnerships Committee recommendation Helipad Request for Expressions of Interests Outcomes [Item 31.1] (b) & (d)	Helipad Request for Expressions of Interests Outcomes [Item 31.1] (b) & (d)	Parts 2 – 6 of Resolution released from confidence 15/12/2016
70	13/12/2016	Council	Economic & Community Development Committee recommendation Temporary Infrastructure Proposal [Item 32] (b) & (d)	Temporary Infrastructure Proposal [Item 32] (b) & (d)	

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
71	13/12/2016	Council	Finance & Business Services Committee recommendation Award of Contract for Construction Works to Deliver the Hindley Street West Stage 2 Project [Item 33.1] (b)	Award of Contract for Construction Works to Deliver the Hindley Street West Stage 2 Project [Item 33.1] (b)	
72	13/12/2016	Council	Progress of Confidential Motions by Elected Members [Item 35] (b) & (d)	Progress of Confidential Motions by Elected Members [Item 35] (b) & (d)	
73	13/12/2016	Council	Capital City Committee Update [Item 36] (g)	Capital City Committee Update [Item 36] (g)	Resolution released in the Minutes
74	13/12/2016	Council	Civic Recognition Activity [Item 37] (a)	Civic Recognition Activity [Item 37] (a)	Matter released from confidence 25/1/2017
75	13/12/2016	Council	CEO Performance Review [Item 38] (a)	CEO Performance Review [Item 38] (a)	Resolution released in the Minutes
76	31/1/2017	Council	Research Project [Item 17.2.1] (g)	Research Project [Item 17.2.1] (g)	
77	31/1/2017	Council	RMMA – Appointment of Board Directors [Item 17.2.2] (a)	RMMA – Appointment of Board Directors [Item 17.2.2] (a)	
78	31/1/2017	Council	The Pavilion – Park Lands Lease [Item 17.2.3] (b) & (d)	The Pavilion – Park Lands Lease [Item 17.2.3] (b) & (d)	
79	31/1/2017	Council	Council Solutions Waste Project [Item 17.2.4] (b)	Council Solutions Waste Project [Item 17.2.4] (b)	
80	31/1/2017	Council	Assignment of Lease – 110 Pirie Street [Item 17.2.5] (b) & (d)	Assignment of Lease – 110 Pirie Street [Item 17.2.5] (b) & (d)	
81	14/2/2017	Council	Progress of Confidential Decisions [Item 13.1.1] (g)	Progress of Confidential Decisions [Item 13.1.1] (g)	
82	28/2/2017	Council	Lease Renewal Star Car Park [Item 18.2.1] (d)	Lease Renewal Star Car Park [Item 18.2.1] (d)	
83	28/2/2017	Council	Strategic Property Purchase [Item 18.2.2] (b) & (d)	Strategic Property Purchase [Item 18.2.2] (b) & (d)	
84	28/2/2017	Council	Commercial Opportunity [Item 18.2.3] (b) & (d)	Commercial Opportunity [Item 18.2.3] (b) & (d)	
85	28/2/2017	Council	Quarter 2 Business Operations Report [Item 18.2.4] (b) & (d)	Quarter 2 Business Operations Report [Item 18.2.4] (b) & (d)	
86	28/2/2017	Council	Progress of Confidential Motions by Elected Members [Item 18.2.5] (g)	Progress of Confidential Motions by Elected Members [Item 18.2.5] (g)	
87	1/3/2017	Reconciliation Committee	Reconciliation Committee New Member [Item 9.1] (a)	Reconciliation Committee New Member [Item 9.1] (a)	Resolution, report (excluding Links 2 and 3) and minutes released in the 14/3/2017 Council Minutes
88	14/3/2017	Council	Recommendation of the Adelaide City Council Reconciliation Committee [Item 12.1.1] (a)	Recommendation of the Adelaide City Council Reconciliation Committee [Item 12.1.1] (a)	Resolution, report (excluding Links 2 and 3) and minutes released in Minutes
89	14/3/2017	Council	Capital City Committee Update [Item 12.2.2] (g)	Capital City Committee Update [Item 12.2.2] (g)	Resolution released in the Minutes
90	14/3/2017	Council	Temporary Infrastructure Proposal [Item 12.2.3] (b) & (d)	Temporary Infrastructure Proposal [Item 12.2.3] (b) & (d)	
91	15/3/2017	Audit Committee	Update on Activities of the Strategic Risk & Internal Audit Group [Item 6.1] (i)	Update on Activities of the Strategic Risk & Internal Audit Group [Item 6.1] (i)	
92	16/3/2017	Adelaide Park Lands Authority	Presiding Member Verbal Report - Temporary Infrastructure Proposal (b) & (d)	Presiding Member Verbal Report - Temporary Infrastructure Proposal (b) & (d)	

Item No	Meeting Date	Meeting	Order to Exclude (90) (2) & (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Confidentiality Orders (91) (7) of the Local Government Act 1999 Subject Matter & Reason: Section 90(3) of the Local Government Act 1999	Information available for inspection
93	21/3/2017	The Committee	Financial Sustainability – Part 2 – North Adelaide Golf Course Master Plan [Item 8.1] (b)	Financial Sustainability – Part 2 – North Adelaide Golf Course Master Plan [Item 8.1] (b)	
94	28/3/2017	Council	Audit Committee Report – 15/3/2017 [Item 18.1.1] (i)	Audit Committee Report – 15/3/2017 [Item 18.1.1] (i)	Resolution released in the Minutes
95	28/3/2017	Council	Lease – Town Hall Court Yard [Item 18.2.1] (d)	Lease – Town Hall Court Yard [Item 18.2.1] (d)	
96	28/3/2017	Council	Progress of Confidential Motions by Elected Members [Item 18.2.3] (b) & (d)	Progress of Confidential Motions by Elected Members [Item 18.2.3] (b) & (d)	
97	28/3/2017	Council	Temporary Infrastructure Proposal [Item 18.2.2] (i)	Temporary Infrastructure Proposal [Item 18.2.2] (i)	
98	4/4/2017	The Committee	Strategic Property Investigations Workshop [Item 8.1] (b)	Strategic Property Investigations Workshop [Item 8.1] (b)	
99	4/4/2017	The Committee	CEO Update [Item 6] (i)	CEO Update [Item 6] (i)	
100	8/4/2017	The Committee – Special	2017-18 Integrated Business Plan – Part 5 – Business Operations [Item 6.1] (b)	2017-18 Integrated Business Plan – Part 5 – Business Operations [Item 6.1] (b)	
101	11/4/2017	Council	Civic Recognition [Item 13.1.1] (a)	Civic Recognition [Item 13.1.1] (a)	Resolution, report and Minutes released from confidence 28/4/2017
102	11/4/2017	Council	Legal Matter [Item 13.1.2] (i)	Legal Matter [Item 13.1.2] (i)	
103	18/4/2017	The Committee	CEO Update [Item 6] (h) & (i)	CEO Update [Item 6] (h) & (i)	
104	20/4/2017	Adelaide Park Lands Authority	Presentation – Golf Business Master Plan [Item 9.1] (b)	Presentation – Golf Business Master Plan [Item 9.1] (b)	
105	21/4/2017	Audit Committee	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 7.2] (i)	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [Item 7.2] (i)	Resolution released in the Minutes
106	21/4/2017	Audit Committee	Audit Committee – Internal Audit Progress Update [Item 7.1] (d)	Audit Committee – Internal Audit Progress Update [Item 7.1] (d)	Resolution and report (excluding linked document) released in the Minutes
107	21/4/2017	Audit Committee	Approach to Managing Vexatious Activity [Item 7.3] (a) & (h)	Approach to Managing Vexatious Activity [Item 7.3] (a) & (h)	Resolution released in the Minutes
108	21/4/2017	Audit Committee	Wingfield Update [Item 7.4] (i)	Wingfield Update [Item 7.4] (i)	
109	26/4/2017	Council	Audit Committee Report – 21/4/2017 [Item 18.1.1] (i)	Audit Committee Report – 21/4/2017 [Item 18.1.1] (i)	Resolution released in the Minutes
110	26/4/2017	Council	Procedural Matter [Item 18.2.1] (a)	Procedural Matter [Item 18.2.1] (a)	
111	26/4/2017	Council	Progress of Confidential Motions by Elected Members [Item 18.2.2] (b) & (d)	Progress of Confidential Motions by Elected Members [Item 18.2.2] (b) & (d)	
112	26/4/2017	Council	Councillor Martin – Question on Notice – Capital City Committee [Item 18.3.1] (g)	Councillor Martin – Question on Notice – Capital City Committee [Item 18.3.1] (g)	

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113	26/4/2017	Council	Legal Matter [Item 18.3.2] (i)	Legal Matter [Item 18.3.2] (i)	
114	16/5/2017	Council	Electric Vehicle Charging Stations – Commercial [Item 13.1.1] (b), (d) & (k)	Electric Vehicle Charging Stations – Commercial [Item 13.1.1] (b), (d) & (k)	
115	16/5/2017	Council	Winter Events in the City [Item 13.1.2] (d) & (h)	Winter Events in the City [Item 13.1.2] (d) & (h)	The resolution, the report (excluding Link 2) and the Minutes released from confidence 17/5/2017
			Winter Events in the City [Item 13.1.2] (d) & (h)	Winter Events in the City [Item 13.1.2] (d) & (h)	The resolution, the report (excluding Link 2) and the Minutes released from confidence 17/5/2017
116	16/5/2017	Council	Lease Vodafone Rundle Street [Item 13.1.3] (d)	Lease Vodafone Rundle Street [Item 13.1.3] (d)	
117	16/5/2017	Council	Strategic Funding Opportunities [Item 13.1.4] (d)	Strategic Funding Opportunities [Item 13.1.4] (d)	
118	23/5/2017	The Committee	Infrastructure Proposal [Item 8.1] (i)	Infrastructure Proposal [Item 8.1] (i)	
119	30/5/2017	Council	Quarter 3 Business Operations Report 2016-17 [Item 18.2.1] (b) & (d)	Quarter 3 Business Operations Report 2016-17 [Item 18.2.1] (b) & (d)	
120	30/5/2017	Council	Quarterly Open Confidential Council Decision Update [Item 18.2.2] (g)	Quarterly Open Confidential Council Decision Update [Item 18.2.2] (g)	
121	30/5/2017	Council	Councillor Malani – Motion without Notice – Commercial Business Case (b) & (d)	Councillor Malani – Motion without Notice – Commercial Business Case (b) & (d)	
122	6/6/2017	The Committee	Infrastructure Proposal [Item 8.1] (i)	Infrastructure Proposal [Item 8.1] (i)	
123	13/6/2017	Council	2017-18 Integrated Business Plan - Review of Business Fees & Charges [Item 13.1.1] (b)	2017-18 Integrated Business Plan - Review of Business Fees & Charges [Item 13.1.1] (b)	
124	13/6/2017	Council	Delegation of Authority – Award of Contract – Pityarilla (Park 19) Activity Hub Construction [Item 13.1.2] (b)	Delegation of Authority – Award of Contract – Pityarilla (Park 19) Activity Hub Construction [Item 13.1.2] (b)	
125	22/6/2017	Adelaide Park Lands Authority	Park Lands Management Consideration [Item 8.1] (d)	Park Lands Management Consideration [Item 8.1] (d)	Resolution released from confidence 19/10/2017
126	27/6/2017	Council	Adelaide Park Lands Authority Report – 22/6/2017 [Item 18.1.1] (d)	Adelaide Park Lands Authority Report – 22/6/2017 [Item 18.1.1] (d)	Resolution released from confidence 19/10/2017
127	27/6/2017	Council	Park Lands Management Consideration [Item 18.2.1] (d)	Park Lands Management Consideration [Item 18.2.1] (d)	Resolution released from confidence 19/10/2017
128	27/6/2017	Council	Prudential Issues Report – Bikeways Project [Item 18.2.2] (b)	Prudential Issues Report – Bikeways Project [Item 18.2.2] (b)	
129	27/6/2017	Council	Capital City Committee Update [Item 18.2.3] (g)	Capital City Committee Update [Item 18.2.3] (g)	Resolution released in the Minutes
130	27/6/2017	Council	Progress of Confidential Motions by Elected Members [Item 18.2.4] (b) & (d)	Progress of Confidential Motions by Elected Members [Item 18.2.4] (b) & (d)	



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