



# CITY FINANCE AND GOVERNANCE COMMITTEE AGENDA & REPORTS

for the Special meeting

Thursday, 7 March 2024  
at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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

**1. Acknowledgement of Country**

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

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

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

**2. Apologies and Leave of Absence**

**3. Confirmation of Minutes**

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

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

**4. Declaration of Conflict of Interest**

**5. Deputations**

**6. Workshops**

6.1 2024/25 BP&B: Operating budgets: strategic projects, service changes, priorities and budget levers 3 - 27

**7. Closure**

## 2024/25 Business Plan and Budget - Operating Budget - Strategic Projects, Service Changes, Priorities and Budget Levers

**7 March 2024**

**City Finance and Governance  
Committee**

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

Strategic Alignment - Our Corporation  
Public

### PURPOSE OF WORKSHOP

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

The workshop will outline:

- 24-25 Projections based on current assumptions
- 24-25 Impact (shown as % of rates revenue)
- Strategic Projects (recommended by Administration)
- Service Changes as a result of New Strategies
- Ongoing Service Changes (recommended by Administration)
- Ongoing Service Changes (ideas from Council Members)
- Identified Savings / Opportunities (recommended by Administration)
- 24-25 Operating Budget by Portfolio/Program

Pre-Reading for workshop includes:

- List of Proposed Strategic Projects
- List of Proposed Service Changes
- List of Proposed Council Member Ideas
- Draft Program Plans

- END OF REPORT -

# Our Corporation

## 2024/25 Business Plan and Budget

Operating Budget  
Strategic Projects,  
Service Changes,  
Priorities and Budget  
Levers

7 March 2024  
Acting Chief Operating Officer





## Operating Budget

# Key Discussion Points

Page 5

What are Council Members' views on the Targeted Operating Position?

What are Council Members' views on the proposed Strategic Project, Strategy and Service Changes?

What are Council Members' views on the Council Member ideas submitted?

Are there any other opportunities or ideas Council wish to consider to reduce the impact on rates revenue as the balancing source of funding required?

# Operating Budget 2024/25 BP&B Timeline



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

# Operating Budget

## 24-25 Projections Based on Current Assumptions

\$'000s	2024-25		
Operating Position	LTFP	Base	Variance
<b>Income</b>			
Rates Revenues	139,809	140,555	746
Fees and Charges	79,915	82,330	2,415
Grants, Subsidies and Contributions	4,547	4,335	(212)
Other Income	977	1,176	199
<b>Total Income</b>	<b>225,248</b>	<b>228,396</b>	<b>3,148</b>
<b>Expenses</b>			
Employee Costs	83,050	83,395	(345)
Materials, Contracts & Other Expenses	74,293	79,522	(5,229)
Sponsorships, Contributions and Donations	6,277	6,013	264
Depreciation, Amortisation & Impairment	56,835	56,438	397
Finance Costs	2,525	786	1,739
<b>Total Expenses</b>	<b>222,980</b>	<b>226,154</b>	<b>(3,174)</b>
<b>Operating Surplus / (Deficit)</b>	<b>2,268</b>	<b>2,242</b>	<b>(26)</b>

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

<b>Borrowings</b>	<b>47,699</b>	<b>72,098</b>	<b>(24,399)</b>
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### Operating Position

- Base budget reflects existing services and service levels with a Strategic Project allocation of \$5.671m.
- Does not include any new or changed Services as a result of the Strategic Plan or recent Policies endorsed. These will be considered tonight.

### Capital Program

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

### Borrowings

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

## Operating Budget 24-25 Projections Based on Current Assumptions

\$'000s	2024-25 Base	Strategic Projects	Strategy	Service Changes	Identified Savings / opportunities	Revised Draft	Adopted LTFP	Variance	Targeted Position*	Variance
<b>Income</b>										
Rates Revenues	140,555				252	140,807	139,809	998	145,838	(5,031)
Fees and Charges	82,330	0		61	1,211	83,602	79,916	3,686	82,330	1,272
Grants, Subsidies and Contributions	4,335	434			0	4,769	4,547	222	4,335	434
Other Income	1,176				0	1,176	977	199	1,176	0
<b>Total Income</b>	<b>228,396</b>	<b>434</b>	<b>0</b>	<b>61</b>	<b>1,463</b>	<b>230,354</b>	<b>225,249</b>	<b>5,105</b>	<b>233,679</b>	<b>(3,325)</b>
<b>Expenses</b>										
Employee Costs	83,395	845	598	1,522	(139)	86,130	83,050	(3,080)	83,395	(2,735)
Materials, Contracts & Other Expenses	79,422	1,112	223	1,400	(2,616)	79,626	74,292	(5,334)	79,522	104
Sponsorships, Contributions and Donations	6,113				(338)	5,775	6,277	502	6,013	238
Depreciation, Amortisation & Impairment	56,438					56,438	56,835	397	56,438	0
Finance Costs	786					786	2,525	1,739	786	0
<b>Total Expenses</b>	<b>226,154</b>	<b>1,957</b>	<b>821</b>	<b>2,922</b>	<b>(3,094)</b>	<b>228,760</b>	<b>222,980</b>	<b>(5,781)</b>	<b>226,154</b>	<b>(2,606)</b>
<b>Operating Surplus / (Deficit)</b>	<b>2,242</b>	<b>(1,523)</b>	<b>(821)</b>	<b>(2,861)</b>	<b>4,557</b>	<b>1,594</b>	<b>2,268</b>	<b>(676)</b>	<b>7,525</b>	<b>(5,931)</b>

\* Targeted Position represents the funding surplus required to fund the increase to Renewals as per the revised Asset Management Plans. This will result in a funding shortfall to repay borrowings in 2024/25 Through budget repair initiatives, Council will continue to work towards financial sustainability.



## Operating Budget 24-25 Impact (shown as % of Rates Revenue)

Page 9

	Operating Position	\$'000s	Rates Equivalent Revenue & Increase*
1	<b>Current Base Operating Position</b>	2,242	
	Additional Strategic Projects	(1,523)	1.1%
	Service Changes as a Result of new Strategies	(821)	0.6%
	Ongoing Service Changes	(2,861)	2.0%
2	<b>Total Adjustments for Consideration</b>	<b>(5,205)</b>	<b>3.7%</b>
3	Identified Savings / Opportunities	4,557	-3.3%
4	<b>Revised Operating Position</b>	<b>1,594</b>	
5	<b>Targeted Operating Position</b>	<b>7,525</b>	
6	<b>Shortfall</b>	<b>(5,931)</b>	<b>4.2%</b>

### Key Financial Principles:

- Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings
- Consider new and different revenue streams and the approach to commercial businesses to reduce reliance on existing revenue sources
- Borrowings will be used to fund new and upgrade projects (which include major projects) and not used to fund operations, expenses or renewal projects

- Base Operating Position incorporates Q2 adjustments, and LTFP assumptions (CPI of 2.8% applied)
- The following slides contain the adjustments for consideration. Funding these equates to a 3.7% increase to Rates Revenue.
- Administration has identified Savings and Opportunities for consideration. These equate to a 3.3% reduction to Rates Revenue.
- The revised operating position having taken into consideration 2 and 3 above.
- Targeted Operating Position to fund Renewals only (that is, not sufficient to meet a 100% cash flow from Operations Ratio).
- Difference between 4 and 5, which equates to an additional 4.2% increase to Rates revenue .

# Operating Budget

## Strategic Projects

Ref	Project	(\$'000)	
		Expenditure	Grants Confirmed
1	Integrated Climate Strategy - Resilient Flood Planning (FTE: 1.0 / L8 - 2 year)	1,722	-
2	City Activation	650	-
3	Asset Condition Audit and Revaluation	595	-
4	Commercial Events Funding Program	500	-
5	Contact Centre Software Replacement	450	-
6	24/25 Bridge Maintenance Program	400	-
7	Re-Adaptive Housing (FTE: 1.0 / L7 - 2 year)	290	290
8	Kerbside Waste Weekly Food Waste Collection (including Salaries) (FTE: 1.0 / L4 - 12month)	272	-
9	Homelessness Strategy - Maintain Existing and Establish New Strategic Partnerships for Homelessness	248	45
10	Delivering the Planning and Design Code Amendment Program 2023-2026 (Year 2 of 3)	240	-
11	Adelaide Central Market Expansion Operational Preparedness	220	-
12	Disability Access and Inclusion Plan 2024-2028 Implementation (FTE: 1.0 / L5)	215 *^	-
13	Integrated Transport Strategy	200	-
14	Reconciliation Action Plan 2024-2027 Implementation (FTE: 1.0 / L4)	150*	-
15	218 - 232 Flinders Street Masterplan Investigations	150	-
16	On-Street Parking Compliance Analytics Reform - year 2	148	-
17	Tourism and Business attraction to address product gaps Adelaide's tourism experience (FTE: 0.5 / L6)	133	-

\* Service Change associated with this bid. Refer to Service Change list for amount.

^ New and Upgrade project associated with this bid. Refer to Capital Project list for amount (to be provided as part of the Capital Budget Workshop).

# Operating Budget

## Strategic Projects

Ref	Project	(\$'000)	
		Expenditure	Grants Confirmed
18	Economic Development Strategy Implementation (FTE: 1.0 / L6)	106	
19	Feasibility Studies - Waste and Recycling Collection	100	-
20	National Heritage Management Plan Implementation	100	-
21	Rundle Mall Live Music Program	100	
22	DHS Community Neighbourhood Development Funding - Minor Works Building Community Centre (FTE: 0.8 / L4)	99	99
23	Cyber Security	85	-
24	88 O'Connell	80	-
25	Welcome to Adelaide	75	-
26	Conservation Management Plans – Bridges	60	-
27	Homelessness Strategy - Year 1 of 4 Year Homelessness Strategy Implementation (FTE 6.8 / L2-6)	50*	-
28	Adelaide Park Lands Strategic Water Resources Study	50#	-
29	SA Power Networks LED Luminaire Upgrades	50	-
30	20th Century Heritage Investigation (Stage 2 of 2) for Heritage Code Amendment Program 2023-2026	50	-
31	ESCOSA Review	40	-
<b>TOTAL</b>		<b>7,628</b>	<b>434</b>
<b>LTFP Allocation</b>		<b>5,671</b>	
<b>Net Increase</b>		<b>1,523</b>	<b>1.1% Rate Revenue Increase</b>

\* Service Change associated with this bid. Refer to Service Change list for amount.

# 100% Grant Funded Project. Funding received and recognised in 2023/24.

# Operating Budget

## Service Changes as a Result of New Strategies

Ref	Project	(\$'000)	
		Expenditure	Revenue
<b>Service Changes to Deliver Strategies</b>			
1	Homelessness Strategy - Year 1 of 4 Year Homelessness Strategy Implementation (FTE 6.8 / L2-6)	328*	-
2	Internal Audit 2024/2025	176	-
3	Disability Access and Inclusion Plan 2024-2028 Implementation (FTE: 1.0 / L5)	125*^	-
4	Reconciliation Action Plan 2024-2027 Implementation (FTE: 1.0 / L4)	118*	-
5	Kadaltilla / Adelaide Park Lands Authority Operating Budget Increase (FTE: 0.25 / L4)	73	-
<b>TOTAL SERVICE CHANGES TO DELIVER STRATEGIES</b>		<b>821</b>	<b>0.6% Rate Revenue Increase</b>

Page 12

# Operating Budget

## Ongoing Service Changes

Ref	Project	(\$'000)	
		Expenditure	Revenue
<b>Ongoing Service Changes</b>			
6	Adelaide Central Market Expansion Resourcing (4.0 FTE )	600	-
7	CoA Graduate Program	496	-
8	CoA Graduate Program (FTE: 0.6 / L6 - 1 year (+) FTE 5.0 / L3 - 6 months)	387	-
9	Software Licences	244	-
10	Data & Insights Funding – Service Change (FTE: 1.0 / L6)	213	-
11	Stormwater Maintenance Budget	200	-
12	Proactive Maintenance Programme (Lighting and Electrical) OPEX	150	-
13	Kaurna Rangers (FTE 1.5 / L4)	147	-
14	Redeploy Aquatic Centre Staff	142	-
15	Ongoing maintenance budget for Karrawra Parri/River Torrens	100	-
16	Strategic Property Investigations and Implementation	100	-
17	GIS business Analyst and City Plan (FTE: 0.4 / L6)	73	-
18	Vehicle search fees within the Customer Centre	40	181
19	Feminine Hygiene Products in Community Facilities	30	-
20	ACMA Rental Income	-	-120
<b>TOTAL ONGOING SERVICE CHANGES</b>		<b>2,922</b>	<b>61</b>
<b>Net Increase</b>		<b>2,861</b>	<b>2.0% Rate Revenue Increase</b>



# Operating Budget

## Identified Savings / Opportunities

Ref	Project	(\$'000)	
		Expenditure	Revenue
<b>Savings Identified</b>			
1	Ceased Service - Business Activation & Support	105	
2	Ceased Service - Fashion Industry Support	36	
3	Ceased Service - NYE Events Incentive	100	
4	Ceased Service - Wellfest	400	
5	Ceased Service - Bilingual FTE 12-month trial completed in 2023/24	91	
6	Reduced service - Community Impact grants	207	
7	Reduced service - Climate Change Action Initiative Fund	330	
8	Reduction in Utilities	845	
9	Reduction in Parts & Consumables	225	
10	Reduction in External Contractors & Consultancy	722	
11	Other Individually minor savings including Advertising, Vacancy management target	113	-
<b>Opportunities</b>			
12	Additional Commercial Revenue	-	612
13	Aquatic Centre lease/licence/permit	-	129
14	E-Scooters Change in Fee Schedule	-	80
15	City Works Daily Cap Increase	-	156
16	Food Inspections	-	75
17	Local Nuisance Fee (NEW FEE)	-	8
18	City Works Minimum Fee (NEW FEE)	-	3
19	Additional Expiation revenue through on-street parking compliance analytics reform strategic project		148
20	Short Stay Accommodation Rates Increase	(80)	252
<b>TOTAL SAVINGS AND OPPORTUNITIES</b>		<b>3,094</b>	<b>1,463</b>
Net Decrease		<b>4,557</b>	<b>3.3% Rate Revenue Decrease</b>

## Operating Budget Strategic Projects From Council Members

Ref	Project	Preliminary Budget (\$'000)
1	City Experience Trail Maps - Councillor Elliott	-
2	City of Adelaide Clipper Bough Crest - Councillor Martin	15 (30 over two financial years)
3	Community development officers - Councillor Giles	512
4	Hands-free microphones in Community Centres - Lord Mayor Lomax-Smith	8
5	Kerbside greening - Councillor Giles	-
6	Master plan for Hindmarsh Square/Mukata - Councillor Noon	120 (Masterplan only)
7	North Adelaide Local Area Parking Plan - Councillor Martin	TBD
8	Revitalising Adelaide: A Call for Increased Funding and Strategic Review of City Precincts - Councillor Noon	-
9	Talent fostering and attraction - Councillor Li	50

Page 15

## Ongoing Service Changes From Council Members

Ref	Project	Preliminary Increase (\$'000)
1	Business Events Adelaide (BEA) reinstatement/increase in funding - Councillor Noon	150

Note – The budgets relating to Council Members ideas are not currently incorporated into the revised draft 24/25 operating position

# Operating Budget

## Key Discussion Points

Page 16

What are Council Members views on the Targeted Operating Position?

What are Council Members views on the proposed Strategic Project, Strategy and Service Changes?

What are Council Members views on the Council Member ideas submitted?

Are there any other Opportunities or ideas Council wish to consider to reduce the impact on rates revenue as the balancing source of funding required?

Operating Budget

# Strategic Projects and Service Changes

REFER TO LIVE SPREADSHEET OF STRAT PROJECTS AND MEMBER IDEAS (PRIORITISE PROJECTS)

# Operating Budget Next Steps



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

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

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



# Proposed Strategic Projects

Ref	Project	Description	(\$'000)	
			Budget	Grants Confirmed
1	<b>Integrated Climate Strategy - Resilient Flood Planning (FTE: 1.0 / L8 - 2 year)</b>	The Resilient Flood Planning project (Project) will implement Climate Change Risk Adaptation Action Plan actions and respond to the CoA Strategic Plan 2020-2025, Risk Framework, Strategic Asset Management Plan 2021 and Water Sensitive City Action Plan 2021-2025. The Project will deliver: <ul style="list-style-type: none"> <li>• Reliable, verified survey and condition data pertaining to our stormwater assets, that have an approximate average age of 100 years</li> <li>• Stormwater and flood modelling using up to date climate change rainfall scenarios</li> <li>• A Stormwater Management Plan (SMP) which allows CoA to renew and upgrade the aged stormwater assets to mitigate the disaster risk, impacts and potential consequences associated with large-scale flooding across our city.</li> <li>• Utilise the principles of WSUD to prepare the SMP.</li> </ul>	1,722	-
2	<b>City Activation</b>	This program delivers on gaps and opportunities to deliver city-wide fun, lively and interesting experiences year-round. This program is unique in that it can reach out and find new and unique opportunities for Adelaide.	650	
3	<b>Asset Condition Audit and Revaluation</b>	City of Adelaide are legislatively required to undertake condition audits to inform the revaluation of assets at a maximum frequency of every five years (as per the Australian accounting Standards). This also enables us to monitor the performance of our assets, and proactively identify risks, enable the development of Asset Management Plans (AMPs) as well as ensure the accuracy of our four-year renewal program.	595	-
4	<b>Commercial Events Funding Program</b>	Commercial Events and Festivals Sponsorship Program. Support for the continued delivery of a contestable events and festivals fund exclusively for commercial operators and businesses. These organisations are not eligible to apply for support through the annual Events and Festivals Sponsorship Program funded annually through the AEDA operating budget.	500	-
5	<b>Contact Centre Software Replacement</b>	Contact centre software is a suite of tools and applications designed to facilitate effective communication and streamline operations in call centres or customer service departments. It plays a crucial role in managing inbound and outbound calls, improving customer interactions, and enhancing overall efficiency.	450	-
6	<b>24/25 Bridge Maintenance Program</b>	The scope of the budget request will encompass maintenance activities on 7 of CoA's road and major footbridges. This will include the development of repair specifications and completion reports for all works, undertaken by an engineering consultant.	400	-
7	<b>Re-Adaptive Housing (FTE: 1.0 / L7 - 2 year)</b>	Multi-year project over 23/24 and 24/25 - Funding through grant agreements with DPC.	290	290

\* Service Change associated with this bid. Refer to Service Changes list for amount

^ New and Upgrade project associated with this bid. Refer to Capital Project list for amount (to be provided as part of the Capital Budget Workshop)

# 100% Grant Funded Project. Funding received and recognised in 2023/24

(\$'000)				
Ref	Project	Description	Budget	Grants Confirmed
8	<b>Kerbside Waste Weekly Food Waste Collection (including Salaries) (FTE: 1.0 / L4 - 12month)</b>	<p>This Proposal has been submitted as a joint submission by Michel Diratani and David Bills representing Circular Economy Team and Waste and Cleansing Team.</p> <p>Proposal to trial for a period of 12 month opt-out/Opt- in weekly food organics garden organics (FOGO) green lid bin waste collection and fortnight red lid bin waste collection initially for 1,000 properties across the City of Adelaide (CoA).</p>	272	-
9	<b>Homelessness Strategy - Maintain Existing and Establish New Strategic Partnerships for Homelessness</b>	<p>This is a multi-year budget proposal to support implementation of the Draft Homelessness Strategy - Everyone's Businesses endorsed for public consultation on 14 November 2023. City of Adelaide's partnership with the Australian Alliance to End Homelessness for the backbone coordination of the Adelaide Zero Project, decided by Council on 9 August 2022, ends on 30 June 2024.</p>	248	45
10	<b>Delivering the Planning and Design Code Amendment Program 2023-2026 (Year 2 of 3)</b>	<p>The multi-year Code Amendment Program 2023-2026 noted by Council on 8 August 2023 (Attachment C for Planning and Design Code Amendments (1.1) commenced in 23/24 with the Historic Area Overlay Update and Adult Entertainment Premises Code Amendments.</p> <p>This budget proposal is for an operating initiative to deliver investigations in year 2 (24/25) of the Program. Year 2 Code Amendments are: Catalyst Site Policy, Heritage Listing, Future Living (co-housing), Multi-Unit Dwelling Waste and Recycling, and Miscellaneous Update (Policy Corrections).</p>	240	-
11	<b>Adelaide Central Market Expansion Operational Preparedness</b>	<p>In line with CoA strategic objectives 2024-2028 and ACMA strategic Plan 2023-2028 and resulting from The Market Square Development project, the Market Expansion is anticipated to open in February 2026, with 70 additional tenancies and a Market doubled in size.</p>	220	-
12	<b>Disability Access and Inclusion Plan 2024-2028 Implementation</b>	<p>City of Adelaide's resourcing of disability access and inclusion planning is currently 0.5 FTE of Council's Social Planning role, the Access and Inclusion Panel, and consideration through capital projects.</p>	215 <sup>^</sup>	-
13	<b>Integrated Transport Strategy</b>	<p>A new strategy is required to replace Smart Move Transport and Movement Strategy 2012-2022 and to reflect contemporary transport thinking and assessment frameworks. The strategy is to develop a shared vision, policies and a framework to inform evidence-based and cost-effective decision making.</p>	200	-
14	<b>Reconciliation Action Plan 2024-2027 Implementation</b>	<p>City of Adelaide is reviewing its Stretch Reconciliation Action Plan (RAP) 2021-2024 and preparing its RAP 2024-2027. Development of the new RAP is targeting completion by 30 June 2024 for implementation from 1 July 2024. This budget proposal outlines draft initiatives and costings for the implementation of the RAP 2024-2027 for year one of the document. There is a focus on NAIDOC Week and National Reconciliation Week activities.</p>	150*	-

\* Service Change associated with this bid. Refer to Service Changes list for amount

<sup>^</sup> New and Upgrade project associated with this bid. Refer to Capital Project list for amount (to be provided as part of the Capital Budget Workshop)

# 100% Grant Funded Project. Funding received and recognised in 2023/24

(\$'000)				
Ref	Project	Description	Budget	Grants Confirmed
15	218 - 232 Flinders Street Masterplan Investigations	In August 2023, the City of Adelaide purchased the land at 218 - 232 Flinders Street. Preliminary development investigations have commenced. Council indicated its preference to consider an amalgamated development with adjoining landowners to deliver a significant housing development. This budget brief is to ensure that project investigations continue into 24/25, including the preparation of a master plan.	150	-
16	On-Street Parking Compliance Analytics Reform - year 2	Continuation of a 2023/24 endorsed Strategic Project, which was flagged as a multi-year investment and approved in 2023/24. The project is an investment in data analytics, reporting capabilities and the enhancement of technology (Park Safe) to continue to reform our approach to on-street parking compliance. This is an enabling and transformational project that will make use of the vast data now being captured to generate evidence-based decisions which support greater parking outcomes for the community.	148	-
17	Tourism and Business attraction to address product gaps Adelaide's tourism experience (FTE: 0.5 / L6)	To orchestrate a strategic investment campaign over 2 years aimed at increasing tourism experience businesses in Adelaide.  The initiative focuses on identifying gaps in the tourism sector and leveraging Adelaide's unique attributes to entice specific tourism business that will in return, help attract more visitors, stimulate economic growth and position the city of Adelaide as a 'magnet city'. A specific focus will consider tourism products desired by various strategic international markets; align with Adelaide's brand positioning and can be offered throughout the year, unlike an event or festival.	133	-
18	Economic Development Strategy Implementation (FTE: 1.0 / L6)	This budget proposal is for implementation of the Council's Economic Development Strategy from FY2425. The proposal includes funding for a dedicated permanent 1.0 FTE (Level 6) to support the work of the Principal Economic Advisor in the implementation of the Economic Development Strategy	106	-
19	Feasibility Studies - Waste and Recycling Collection	Our contract with Cleanaway Pty Ltd around kerbside and bulk bin waste collection to our residents and businesses expires on 30 June 2027. Council will be undertaking an internal review.	100	-
20	National Heritage Management Plan Implementation	Council endorsed the National Heritage Management Plan (HMP) on 14 November 2023, including multi-year implementation plan with indicative costing of \$380,000 for high priority projects to be undertaken by CoA. This budget proposal is for year 1 initiatives, namely assessment of historic plantings and development of management plan, heritage survey of designed landscapes in the Adelaide Park Lands, and archaeological assessment.	100	-

\* Service Change associated with this bid. Refer to Service Changes list for amount

^ New and Upgrade project associated with this bid. Refer to Capital Project list for amount (to be provided as part of the Capital Budget Workshop)

# 100% Grant Funded Project. Funding received and recognised in 2023/24

(\$'000)				
Ref	Project	Description	Budget	Grants Confirmed
21	<b>Rundle Mall Live Music Program</b>	The Adelaide Economic Development Agency in partnership with City Culture and UNESCO City of Music is to create a curated program of live music performances in the Rundle Mall precinct through 24/25. The program is designed to enhance place experience through the thoughtful development of a program of live music situated in key locations of the Rundle Mall precinct at strategically important times throughout the year. Collaborating with the UNESCO City of Music office, additional resourcing will be used to curate the program by leveraging partnerships with industry stakeholders such as Music Development Office, Music SA etc and by booking musical artists to perform in the Rundle Mall precinct. The project provides a platform and opportunity to champion first nations multi-cultural artists in a diverse program celebrating Adelaide's unique cultural offering.	100	
22	<b>DHS Community Neighbourhood Development Funding - Minor Works Building Community Centre (FTE: 0.8 / L4)</b>	The opportunity to apply for this State Government funded program through the Department of Human Services became available in late 2022. Funding is up to \$99k p.a. which is mainly to employ a 0.8 FTE Coordinator Community Development, with a small allowance for programs and activities.	99	99
23	<b>Cyber Security</b>	Implementation of CoA Cybersecurity Compliance Program per the SA Local Govt Cybersecurity Framework (Multiyear program).	85	-
24	<b>88 O'Connell</b>	The purpose is to ensure implementation costs associated with the 88 O'Connell Project are considered.	80	-
25	<b>Welcome to Adelaide</b>	The Welcome to Adelaide program was originally submitted as a 3 year Strategic Project budget bid in 2022. This budget bid acts as the third year budget request.  Ultimately the programs aim is to increase the time new workers are in the city and increase their spend in local businesses by creating a great first impression.	75	-
26	<b>Conservation Management Plans - Bridges</b>	An action from CoA's Heritage Strategy 2021 – 2036 and Action Plan, is to develop Conservation Management Plans (CMPs) for CoA's heritage assets. Stage 3 of the Conservation Management Plans project is to develop CMPs for Albert Bridge and University Footbridge. Adelaide Bridge will be excluded, as the options analysis project will consider heritage requirements and will be developed in consultation with Heritage SA.	60	-

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# 100% Grant Funded Project. Funding received and recognised in 2023/24

(\$'000)				
Ref	Project	Description	Budget	Grants Confirmed
27	Homelessness Strategy - Year 1 of 4 Year Homelessness Strategy Implementation	This is a multi-year bid which factors in commitments from the Strategic Plan 2024-2028 which have been introduced after the draft Homelessness Strategy was finalised. This budget proposal is for implementation of the draft Homelessness Strategy, endorsed by Council on 14 November 2023 for public consultation, with measures to support prevention and early intervention through use of Council assets and facilities, education and awareness for frontline CoA employees and community. Year one measures include: <ul style="list-style-type: none"> <li>• Providing social workers in our libraries</li> <li>• Co-design process for transitional accommodation for remote visitors</li> </ul>	50*	-
28	Adelaide Park Lands Strategic Water Resources Study	Undertake a study to develop a strategic understanding of opportunities to maintain and potentially expand greening the Adelaide Park Lands using sustainable water supplies, including GAWRS and other alternative water, so that integrated water resource planning for the Park Lands meets the needs of all stakeholders.	50#	-
29	SA Power Networks LED Luminaire Upgrades	The purpose of this business case is to upgrade SA Power Networks street lighting luminaires to LED to improve night-time public lighting safety, reduce CoA's utility costs and provide a more sustainable asset.	50	-
30	20th Century Heritage Investigation (Stage 2 of 2) for Heritage Code Amendment Program 2023-2026	This project will identify 20th Century buildings suitable for Heritage Listing and is required to deliver Council's priority Code Amendment Program (Heritage Code Amendment). Stage 1, being delivered in 23/24, has surveyed over 100 properties and short-listed 60 properties to proceed to formal investigation in 24/25.	50	-
31	ESCOSA Review	Budget to undertake works associated with the ESCOSA review in 24/25.	40	-
<b>TOTAL</b>			<b>7,628</b>	<b>434</b>
<b>LTFP Allocation</b>			<b>5,671</b>	
<b>Net Increase</b>			<b>1,523</b>	<b>1.1% Rate Revenue Increase</b>

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# 100% Grant Funded Project. Funding received and recognised in 2023/24



# Proposed Service Changes

(\$'000)				
Ref	Project	Description	Ongoing Increase	Revenue
<b>Service Changes to Deliver Strategies</b>				
1	Homelessness Strategy - Year 1 of 4 Year Homelessness Strategy Implementation (FTE 6.8 / L2-6)	<p>This budget proposal is for implementation of the draft Homelessness Strategy, with measures to support prevention and early intervention through use of Council assets and facilities, education and awareness for frontline CoA employees and community. Year one measures include:</p> <ul style="list-style-type: none"> <li>• Providing social workers in our libraries</li> <li>• Co-design process for transitional accommodation for remote visitors</li> </ul>	328*	-
2	Internal Audit 2024/2025	City of Adelaide's Internal Audit Program has a current budget of \$70K. This amount includes the budget for the annual PCIDSS audit, which is \$60K.	176	-
3	Disability Access and Inclusion Plan 2024-2028 Implementation (FTE: 1.0 / L5)	<p>City of Adelaide's resourcing of disability access and inclusion planning is currently 0.5 FTE of Council's Social Planning role, the Access and Inclusion Panel, and consideration through capital projects.</p> <p>This budget proposal is for an ongoing operating budget and capital allocation to deliver a four-year program of work as identified in the draft Disability Access and Inclusion Plan 2024-2028 (in progress) with measures which will improve the accessibility of the city and enable people with disability to fully participate, engage and contribute to the life of the city.</p>	125*^	-
4	Reconciliation Action Plan 2024-2027 Implementation (FTE: 1.0 / L4)	<p>City of Adelaide is reviewing its Stretch Reconciliation Action Plan (RAP) 2021-2024 and preparing its RAP 2024-2027. Development of the new RAP is targeting completion by 30 June 2024 for implementation from 1 July 2024.</p> <p>This budget proposal outlines draft initiatives and costings for the implementation from 1 July 2024. This budget proposal outlines draft initiatives and costings for the implementation of the RAP 2024-2027 for year one of the document. There is a focus on NAIDOC Week and National Reconciliation Week activities. City of Adelaide's resourcing of reconciliation is 1.0 FTE for Council's Reconciliation Officer role, the Reconciliation Committee, and consideration through projects.</p>	118*	-
5	Kadaltilla / Adelaide Park Lands Authority Operating Budget Increase (FTE: 0.25 / L4)	To increase the operating budget for the Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) subsidiary.	73	-
<b>Ongoing Service Changes</b>				

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(\$'000)				
Ref	Project	Description	Ongoing Increase	Revenue
6	Adelaide Central Market Expansion Resourcing (4.0 FTE )	The Adelaide Central Market Resourcing Project ensures that appropriate resourcing capacity and capability is available to transition from the existing footprint to the Market Square expansion ('One Market'), in line with CoA strategic objectives 2024-2028 and ACMA strategic Plan 2023-2028.	600	-
7	CoA Graduate Program	In 2023/24 CoA launched its Graduate Program. In support of the program five positions were established and funded through the 2023/24 Business Plan and Budget. The five positions were funded for two years commencing January 2024.	496	-
8	CoA Graduate Program (FTE: 0.6 / L6 - 1 year (+) FTE 5.0 / L3 - 6 months)	Allocate an additional 0.6FTE to the Administration to enable the ongoing coordination and growth of the program. Allocate funding to support the learning and development of graduate and enable CoA to promote the program e.g. through attendance at university career expos.	387	-
9	Software Licences	Increase to budget for Software Licences	244	-
10	Data & Insights Funding – Service Change (FTE: 1.0 / L6)	Over the past two financial years the services the data and insight's function perform and the requests it receives from with AEDA and broader CoA, has created a demand for increased resourcing requirements.  This service change is proposed to adequately resource the unit to service the agency and broader CoA, to meet recommendations set out within the AEDA reviews and to ensure there is adequate financial resources to supply the increase FTE with data to work with.	213	-
11	Stormwater Maintenance Budget	This brief seeks \$400,000, ongoing OPEX budget to service stormwater maintenance activities. Historically, there has been a budget allocated for the provision of gross pollutant trap (GPT) cleaning only. City Operations has been developing a response plan to works identified through the Storm Water Management Plan.	200	-
12	Proactive Maintenance Programme (Lighting and Electrical) OPEX	This Business Case is a summary of the combined Proactive Maintenance Programme for the Lighting and Electrical Asset Class.	150	-
13	Kuarna Rangers (FTE 1.5 / L4	Employment of two Kuarna rangers to work in the Adelaide Park Lands to support cultural burns and traditional land management practices.	147	-
14	Redeploy Aquatic Centre Staff	Redeployment of Aquatic Centre Staff regarding the closure	142	-

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			(\$'000)	
Ref	Project	Description	Ongoing Increase	Revenue
15	Ongoing maintenance budget for Karrawra Parri/River Torrens	Recently, City Operations has completed a dredging campaign in the River Torrens / Karrawirra Parri, adjacent to the University of Adelaide Footbridge. This work addressed the deposited material that breached the surface of the water, creating an unsightly island. This brief proposes a maintenance budget of \$100,000 p.a. until a broader asset management plan around the river can be implemented. This budget will allow for targeted, yearly works in the river to attend to silt build ups and improve the overall health of the system over time.	100	-
16	Strategic Property Investigations and Implementation	<p>In accordance with Council's 2024-2028 Strategic Plan undertake a review of the Strategic Property Action Plan and develop a new City of Adelaide Property Strategy in consultation with Council during 2024.</p> <p>In partnership with Renewal SA, undertake initial planning for the redevelopment of the former Bus Station site enabling a significant mixed-use development incorporating 392 apartments for over 1,000 residents with 35% to be delivered as affordable housing.</p>	100	-
17	GIS business Analyst and City Plan (FTE: 0.4 / L6)	The purpose of this business case is to request an additional 0.4 FTE @ Level 6 funding for the exiting business case for the "Delivery of the City Plan" project. It should be noted here that the 0.4 FTE is related to the City Plan project but could also include Spatial Systems BAU as well.	73	-
18	Vehicle search fees within the Customer Centre	<p>Each South Australian search costs \$10 so \$350,000 in search fees based on current expiation numbers. The number of expiations is anticipated to increase in 24/25 due to the number of expiations issued by the Sensen vehicle, noting that each Sensen expiation requires a DIT search. Current expectations are that there will be approximately 6,500 Sensen expiations in 24/25 with a further \$65,000 in fees. It is noted that this will result in an approximate \$450,000 increase in expiation revenue.</p> <p>Additionally, no searches of WA registered vehicles are currently undertaken. Around 5% of expiations are of interstate vehicles and so this is currently resulting in CoA forgoing significant revenue by not following up these expiations. Conducting the searches would involve around \$40,000 in search fees (interstate searches average cost of \$22ea).</p>	40	181

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			(\$'000)	
Ref	Project	Description	Ongoing Increase	Revenue
19	Feminine Hygiene Products in Community Facilities	<p>One in four young people in South Australia experience barriers to feminine hygiene products and one in five Australians don't have access to proper period care. Period poverty has been a priority for Council's Gender Equality Steering Group.</p> <p>To trial provision of free feminine hygiene products in the city, TABOO and Youth Inc. applied for a City of Adelaide Community Impact Grant and were awarded \$20,000. The grant funded the provision of feminine hygiene products and educational resources across five Council sites from 28 May 2023 to 28 November 2023 – at North Adelaide Community Centre and Library, South West Community Centre, Box Factory Community Centre, City Library and Hutt Street Library. The grant also supported the delivery of community-based workshops, plus a social media campaign. The evaluation of the trial showed that having access to free feminine hygiene products increased users feeling of engagement, increased their work attendance, increased university and school attendance, had a positive impact on their health and wellbeing and reduced their financial stress.</p> <p>A best practice approach to addressing period poverty and gender equality is to approach the provision of feminine hygiene products as a basic right comparable with toilet paper, hand soap and sanitary product disposal. Therefore, to support the continuation of this project beyond the six-month trial, it is proposed that feminine hygiene products form part of the ongoing operations budget for City of Adelaide community facilities.</p>	30	-
20	ACMA Rental Income	The ACMA Board has requested more conservative view on lease renewals and rental discount period	-	-120
<b>Total Change in Service Bids to be considered for 24-25 Budget</b>			<b>2,922</b>	<b>61</b>
<b>Net Increase</b>			<b>2,861</b>	<b>2.0% Rate Revenue Increase</b>

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