



CITY FINANCE AND GOVERNANCE COMMITTEE

Agenda and Reports

for the meeting on

Tuesday, 19 November 2024

at 5.30 pm

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

CITY FINANCE AND GOVERNANCE COMMITTEE
Meeting Agenda, Tuesday, 19 November 2024, at 5.30 pm

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

Agenda

Item	Pages
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 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.'	
2. Apologies and Leave of Absence	
On Leave - Councillors Martin and Noon	
3. Confirmation of Minutes - 15/10/2024	
That the Minutes of the meeting of the City Finance and Governance Committee held on 15 October 2024, be taken as read and be confirmed as an accurate record of proceedings. View public 15 October 2024 Minutes .	
4. Declaration of Conflict of Interest	
5. Deputations	
6. Workshops	
Nil	
7. Reports for Recommendation to Council	
7.1 2024/25 Business Plan & Budget Quarter 1 Update	4 - 100
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7.3 Event Spread across City of Adelaide and North Adelaide	121 - 126
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7.6 Determination of Time and Place of Ordinary Meetings of Council for 2025	161 - 164
7.7 2024 Confidential Orders Review	165 - 172
7.8 Council Member Training and Development Policy Review	173 - 185

7.9	Council Member Allowances and Benefits Policy Review	186 - 208
7.10	Prudential Management Policy	209 - 216

8. Reports for Noting

Nil

9. Closure

2024/25 Business Plan & Budget Quarter 1 Update

Strategic Alignment - Our Corporation

Public

Tuesday, 19 November 2024
City Finance and Governance
Committee

Program Contact:
Michelle Arbon, Acting Manager
Strategy, Insights & Performance

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

This report presents the performance and delivery status of Council's commitments against the 2024-25 Business Plan and Budget (BP&B) for the first quarter (July to September 2024) and was provided to the Audit and Risk Committee on 8 November 2024. Included within this report are recommendations for business plan and budget changes, an overview of Portfolio and Project achievements, as well as the performance of Council subsidiaries.

The year-to-date operating position as at 30 September 2024 is an operating surplus of \$4.907m, which is \$0.476m lower than the adopted budget of \$5.383m, for this period.

The year end projected operating position is an operating surplus of \$9.367m which remains consistent with the adopted budget. Total estimated operating income is forecast to be \$235.708m which is \$0.483m higher than the adopted 24/25 budget of \$235.225m. This is mainly due to additional fees and charges of \$0.168m, external grant funding received of \$0.215m and other income of \$0.100m for the sale of gaming machine entitlements. Total estimated operating expenditure (including depreciation) is forecast to be \$226.341m, which is \$0.483m higher than the adopted budget of \$225.858m. This is due to an increase in Strategic Project funding of \$0.626m (through funding AEDA commercial events program \$0.300m, 2023/24 projects continuing into 2024/25 of \$0.269m and new externally funded projects of \$0.057m), additional labour of \$0.099m associated with the increase in fees and charges, and other minor increases of \$0.150m offset by savings in bank fees of \$0.392m.

The year-to-date Capital Expenditure as at 30 September 2024 is \$17.063m, which is \$0.266m higher than the adopted budget of \$16.797m, for this period. This is a result of the continued effort to deliver the 2024/25 capital program.

The Capital Program is proposed to increase by \$10.081m from \$112.831m to \$122.912m as a result of the continuation of 42 projects from 2023/24 of \$9.462m, the receipt of four new grant funded projects \$0.595m and accrued interest of \$0.024m from externally funded projects. The renewal program has been reprioritised to be delivered in line with the adopted budget

Within this period 88% of Strategic Projects and 79% of Capital Projects (excluding renewals) were on track (time and budget). 13.4% of the renewal budget for the financial year has been expended, with 19 renewal projects completed in the quarter.

Quarterly reports are provided to support Council in monitoring the integrity of Council's financial statements and reporting, as well as its reviewing and overseeing progress on the Business Plan and Budget. This process supports Council's commitment to transparency and accountability.

RECOMMENDATION

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

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives the City of Adelaide 2024/25 Business Plan and Budget Quarter 1 Update as provided in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.

2. Approves adjustments for the 2024/25 Business Plan and Budget (BP&B) as identified in this report and reflected in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.
 3. Notes the year-to-date Operating (Financial Performance) for the quarter ending 30 September 2024, which includes:
 - 3.1. Total operating income of \$59.603m (\$0.788m higher than the budget of \$58.815m, for the period)
 - 3.2. Total operating expenses (including depreciation) of \$54.696m (\$1.264m higher than the budget of \$53.432m, for the period)
 - 3.3. An operating surplus of \$4.907m (\$0.476m lower than the budget of \$5.383m, for the period)
 - 3.4. Total Capital Expenditure of \$17.063m (\$0.266 higher than the budget of \$16.797m, for the period)
 - 3.5. Net cash surplus position of \$27.782m.
 4. Approves the budgeted year end Operating Position, which includes:
 - 4.1. Total operating income of \$235.708m (\$0.483m higher than the adopted budget of \$235.225m)
 - 4.2. Total operating expenses (including depreciation) of \$226.341m (\$0.483m higher than the adopted budget of \$225.858)
 - 4.3. An operating surplus of \$9.367m (consistent with the adopted budget of \$0.9367m).
 5. Approves total capital expenditure of \$122.912m for 2024/25 year (\$10.081m higher than the adopted budget of \$112.831m).
 6. Approves total borrowings of \$23.733m projected to 30 June 2025 (\$29.944m lower than the adopted projected borrowings of \$53.677m to 30 June 2025).
 7. Receives the Council Subsidiary Quarter 1 updates as provided as Attachments B, C, D and E to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Quarterly reporting supports Council's <i>financial sustainability</i> objective within the 2024-2028 Strategic Plan.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Quarterly reporting is an important part of monitoring the organisation's performance and effectiveness against Council's planned activities, which is required under Section 122 (1) of the <i>Local Government Act 1999 (SA)</i> .
Opportunities	Quarterly reporting enables Council to make informed and timely decisions to maintain or change its services, assets, and budgets to meet community expectations and needs, maintaining or improving Council's financial position, and enabling Council to be responsive to risks and opportunities.
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

FINANCIAL SUMMARY

Year to Date

1. The year-to-date operating position as at 30 September 2024 is an operating surplus of \$4.907m, which is (\$0.476m) unfavourable to the adopted budget of \$5.383m surplus, for the period.
 - 1.1. Total operating income of \$59.603m (\$0.788m higher than the budget of \$58.815m, for the period)
 - 1.2. Total operating expenses (including depreciation) of \$54.696m (\$1.264m higher than the budget of \$53.432m, for the period).
2. This variance is driven by:
 - 2.1. Income is \$0.788m favourable to budget due to higher fees and charges across Commercial Parking income \$0.489m and Nursery Sales \$0.083m, as well as additional corporate grants programs \$0.100m (including Financial Assistance Grants).
 - 2.2. Expenditure is (\$1.264m) unfavourable and is largely due to resource costs (employee costs net of external temporary labour backfills) which is (\$1.413m) higher than budget. This is due to the alignment of the salary and wages pay runs in July. The Q1 budget will retime to align to the pay cycles and the revised variance is a favourable position of \$0.114m. Other variances include depreciation of (\$0.538m) reflecting the 2023/24 asset revaluations, offset by favourable timing of materials, contract and other expenditure.
3. The year-to-date Capital Expenditure as at 30 September 2024, is \$17.063m, which is \$0.266m more than the adopted budget of \$16.797m for this period.
4. As of 30 September 2024, Council had a net cash surplus of \$27.782m, with \$2.510m in bank accounts and \$25.272m in deposits.

Projected Annual Financial Summary

5. The proposed Quarter 1 review delivers an end of year operating surplus of \$9.367m (in line with the adopted budget of \$9.367m):
 - 5.1. Total estimated operating income of \$235.708m
 - 5.2. Total estimated operating expenses (including depreciation) of \$226.341m.
6. Operating income increased by \$0.483m from the 2024/25 adopted budget of \$235.225m to the estimated income of \$235.708m. Of that increase, \$0.130m relates to additional commercial parking revenue, \$0.166m for an extension to a long-term lease, \$0.215m for additional grant funding received, \$0.100m for the sale of gaming machine entitlements, and other minor increases of \$0.074m offset by a reduction in forecast property rental income of \$0.202m due to higher than budgeted vacancies.
7. Operating expenditure increased by \$0.483m from the 2024/25 adopted budget of \$225.858m to the estimated expenditure of \$226.341m. The increase is mainly due to an increase in Strategic Project funding of (\$0.626m) (including AEDA Commercial Events funding of (\$0.300m)); additional expenditure associated with the increase in commercial fees and charges of (\$0.164m), offset by a reduction in associated banking fees of \$0.392m, and other minor unfavourable movements of (\$0.085m).
8. Total proposed Capital Expenditure for the year is \$122.912m (increase of \$10.081m compared to the adopted budget of \$112.831m) through the continuation of 42 projects from 2023/24 of \$9.462m, the receipt of 4 new grant funded projects of \$0.595m, and accrued interest of \$0.024m associated with externally funded projects for the quarter. The 42 projects are listed in the table at [Link 1](#).
9. Grant funding to support capital expenditure on new/upgraded assets of \$9.015m (\$1.989m increase to adopted budget of \$7.026m).

10. Council's forecasted borrowings as of 30 June 2025 is reduced by \$29.944m from \$53.677m to \$23.733m as set out in the table below:

Borrowings Reconciliation \$000's	Adopted Budget	Q1 Forecast	Movement
Opening Cash/(borrowings) - Reconciliation provided via E-News on 26/08/2024	(23,593)	1,635	25,228
Operating Surplus	9,367	9,367	0
Net outlays on Renewal of Assets	1,335	(3,654)	(4,989)
Net outlays on New and Upgraded Assets	(32,283)	(43,811)	(11,528)
Receipt of Long term lease extension payment	0	16,400	16,400
Cash payment for rental properties	(4,989)	0	4,989
Movement in Net Payables and Receivables	(3,514)	(3,670)	(156)
Forecast Borrowings as at 30 June 2025	(53,677)	(23,733)	29,944

11. Updated financial statements are provided from page 50 in **Attachment A**.

ADJUSTMENTS TO THE 2024/25 BUSINESS PLAN AND BUDGET

Operating Program

12. Adjustments to Program deliverables and budgets for the quarter are not required, as permanent budget changes are accounted for largely through Strategic Projects budget adjustments:
- 12.1. Permanent changes to the budget of \$0.674m driven by an increase in fees and charges revenue of \$0.331m, additional grant funding of \$0.100m, and net savings in expenditure associated with generating fees and charges revenue of \$0.243m.
 - 12.2. Adjustments to Strategic Projects (temporary in nature) for the quarter total \$0.605m increase in net expenditure (\$0.626m gross expenditure), consisting of:
 - 12.2.1. New funding (a variance increase) is required for three projects, for a total of \$0.397m
 - 12.2.2. Additional funding (a variance increase) is required for six projects, for a total of \$0.299m for projects that are continuing from 2023/24
 - 12.2.3. Decreased funding (a variance decrease) is required for three projects, for a total of \$0.071m
 - 12.2.4. Adjustment to grant funding associated with three projects, for a total increase of \$0.020m
 - 12.2.5. A summary of the status of Strategic Projects is provided further in this report.
 - 12.3. Temporary (one-off) changes to the budget of \$0.068m decrease driven by unbudgeted property vacancies of (\$0.202m), one-off gaming entitlement sales \$0.100m, and other net increase for minor changes of \$0.034m
13. Further detailed information on these changes is available from page 12 (Portfolio updates) in **Attachment A**.

Capital Program

14. Capital expenditure is proposed to increase to \$122.912m for the year, which is \$10.081m higher than the adopted budget of \$112.831m.
- 14.1. New and Upgrade projects show revised expenditure of \$66.890m (\$10.081m increase to the adopted budget of \$56.809m).
 - 14.2. Renewal expenditure remains at \$56.022m.
15. Adjustments to the Capital Program include:
- 15.1. Retiming of works at the end of 2023/24 resulted in 42 projects with a total budget \$9.462m continuing works in 2024/25.
 - 15.2. The receipt of four new grants \$0.595m
 - 15.3. Accrued grant interest \$0.024m
 - 15.4. No change to the Renewal budget
 - 15.5. A summary of the status of Capital Projects is provided further in this report.
16. Further detailed information on these changes is available from page 34 (Capital Works update) in **Attachment A**.

PROJECT DELIVERY SUMMARY

Strategic Projects

17. Including the adjustments outlined in this report, Council has a commitment of \$7.125m (\$6.716m net of grant funding) to deliver 30 Strategic Projects during 2024/25. Four new Strategic Projects have been identified during Quarter 1, making the total Strategic Projects for 2024/25 34. At the end of this quarter:
 - 17.1. 29 projects had both timeframe to deliver and budget on track
 - 17.2. Four projects had both timeframe to deliver and budget at risk and are being managed and may exceed estimated time and adopted budget.
 - 17.3. Two projects have been completed.
18. For information on these changes refer to the Strategic Projects summary from page 41 in **Attachment A**.

Capital Works Program

19. Including the adjustments outlined in this report, Council has a commitment of \$112.831m to deliver 302 projects as part of its Capital Works Program. At the end of this quarter:
 - 19.1. 72 new and upgrade projects had both timeframe to deliver and budget on track
 - 19.2. 19 new and upgrade projects had both timeframe to deliver and budget at risk and are being managed and may exceed estimated time and adopted budget.
 - 19.3. Eight new and upgrade projects have been completed
20. For information on these changes refer to the New and Significant Upgrades summary from page 34 and Renewals summary from page 38 in **Attachment A**.

COUNCIL SUBSIDIARIES SUMMARY

21. The Adelaide Central Market Authority, Adelaide Economic Development Agency and Kadaltilla / Adelaide Park Lands Authority have provided updates as per **Attachments B, C & D**.
22. The Brown Hill Keswick Creek Stormwater Board (Regional Subsidiary), which Council is a member of, has provided an update as per **Attachment E**.

Adelaide Central Market Authority - Year to Date Financial Summary

23. The year-to-date operating position as at 30 September 2024 is an operating surplus of \$0.070m, which is \$0.257m better when compared to the approved budget of (\$0.187m) deficit for this period.
 - 23.1. Total operating income of \$1.372m
 - 23.2. Total operating expenditure of \$1.302m.
24. There are no proposed changes to the Adelaide Central Market Authority budget in Quarter 1.

Adelaide Economic Development Agency – Year to Date Financial Summary

25. The year-to-date operating position as at 30 September 2024 is an operating surplus of \$0.028m, which is \$0.726m lower when compared to the adopted budget of \$0.754m surplus for this period.
 - 25.1. Total operating income of \$3.113m, including \$1.962m appropriation of funds from the City of Adelaide.
 - 25.2. Total operating expenditure of \$3.085m.
26. The proposed changes for Adelaide Economic Development Agency in Quarter 1 is an increase in expenditure of \$0.285m of which \$0.300m is a Strategic Project for the Commercial Events Fund in line with the Council Decision. The remaining \$0.200m will seek to be funded in a future quarterly review once a funding pathway is identified. Offsetting the increase is a minor change to Employee Costs. The \$0.285m is funded through an increase in appropriation of funds through the City of Adelaide.

Kadaltilla / Adelaide Park Lands Authority – Year to Date Financial Summary

- 27. The year-to-date operating position as at 30 September 2024 is an operating deficit of (\$0.084m), which is \$0.002m lower when compared to the adopted budget of (\$0.082m) for this period.
 - 27.1. Total operating income of \$NIL.
 - 27.2. Total operating expenditure of \$0.084m
- 28. There are no proposed changes to the Kadaltilla / Adelaide Park Lands Authority budget in Quarter 1.

DATA AND SUPPORTING INFORMATION

Link 1 – List of 42 projects continuing into 2024/25

ATTACHMENTS

- Attachment A** – 2024/25 Business Plan and Budget Quarter 1 Update
- Attachment B** – Adelaide Central Market Authority Quarter 1 Update
- Attachment C** – Adelaide Economic Development Agency Quarter 1 Update
- Attachment D** – Kadaltilla / Adelaide Park Lands Authority Quarter 1 Update
- Attachment E** – Brown Hill Keswick Creek Board Quarter 1 Update

- END OF REPORT -

2024/25

Business Plan & Budget

Our Adelaide. Bold. Aspirational. Innovative.



July to September 2024
Quarter 1 Update



Kurna Acknowledgement




City of Adelaide tampendi, ngadlu Kurna yertangga banbabanbalyarnedi (inbarendi). Kurna meyunna yaitya mattanya Womma Tandanyako. Parnako yailtya, panuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

City of Adelaide acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. 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.




Legend

Throughout this document, these icons represent:

Status

-  that the project timeline, delivery and budget are on track (based on latest adopted schedule and budget)
-  that the project has risks that are being managed and may exceed estimated time and adopted budget
-  that the project is no longer on track or within adopted budget / delivered outside of schedule and budget

Budget

-  that there is no change from the most recent adopted budget to the proposed budget
-  that there is an increase from the most recent adopted budget to the proposed budget
-  that there is a decrease from the most recent adopted budget to the proposed budget

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CEO Message

Delivering the 2024/25 Business Plan and Budget



The 2024/25 Business Plan and Budget drives delivery on the first year of the City of Adelaide Strategic Plan 2024-2028. This report highlights our progress for Quarter 1 against the objectives of the Business Plan and Budget and the corresponding aspirations of our Strategic Plan.

At the end of Quarter 1, all eight Key Objectives of the 2024/25 Business Plan and Budget were commenced and are on track for delivery by the end of the financial year.

The 2024/25 Capital Program started the year with strong progress being made across both New and Significant Upgrades and Renewals. Eight New and Significant projects reached practical completion, including the Market to Riverbank Link Project, which was completed with the upgrade of Pitt Street. This marks the finalisation of an eight-year partnership with the Government of South Australia to create a link from the Riverbank Precinct through to the iconic Adelaide Central Market.

The Renewal Program has started the year with 19 projects achieving practical completion in the first quarter, including Park 26 Light's Vision footpath renewal, and many projects commencing, including important ICT network and security updates.

At the end of Quarter 1 the Strategic Project program was 42% committed or spent, with a focus on projects that support the delivery of the City of Adelaide Strategic Plan 2024-2028 and other endorsed strategies. The Social Work in Libraries Evaluation Framework project was scoped and will support the delivery of the Homelessness Strategy – Everyone's Business. Two Strategic Projects were finalised in Quarter 1; SA Power Networks Luminaire Upgrade and Social Planning Homelessness and Adelaide Zero Project Resourcing.

The ongoing financial planning and management over Quarter 1 has seen delivery of an operating result generally in line with the budget. The forecast operating surplus of \$9.367m will ensure that we remain in a strong position to support our priority to deliver the 2024/25 Business Plan and Budget within the parameters adopted by Council, the Long-Term Financial Plan, and associated Asset Management Plans.

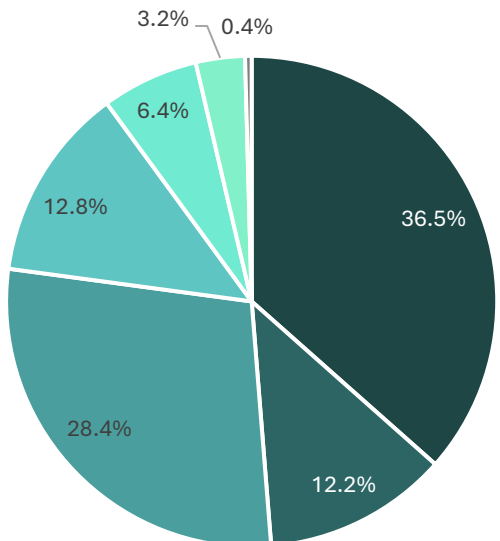
I encourage you to read through and review this progress report to recognise the Quarter 1 achievements towards the delivery of the City of Adelaide's 2024/25 Business Plan and Budget and the priorities of our Strategic Plan 2024-2028.

Michael Sedgman
Chief Executive Officer

Business Plan and Budget Funding Overview

Where our funds come from

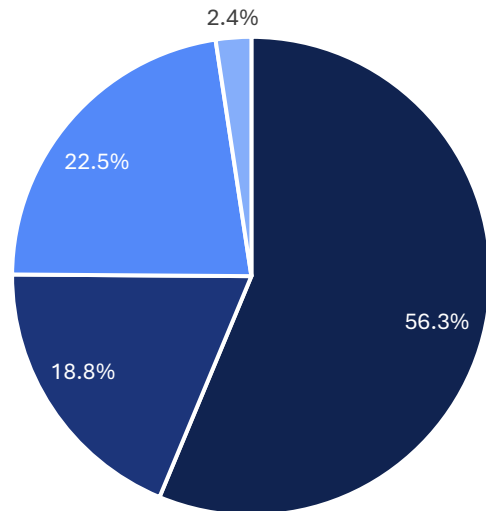
	Budget (\$m)	
Rates - Non Residential	\$ 108.681	36.5%
Rates - Residential	\$ 36.227	12.2%
Fees and charges (Statutory & User Charges)	\$ 84.460	28.4%
Borrowings	\$ 38.118	12.8%
Proceeds from the Sale of Assets	\$ 19.000	6.4%
External Funding	\$ 9.613	3.2%
Other	\$ 1.283	0.4%
TOTAL	\$ 297.382	



- Rates - Non Residential
- Rates - Residential
- Fees and charges (Statutory & User Charges)
- Borrowings
- Proceeds from the Sale of Assets
- External Funding
- Other

How our funds are spent

	Budget (\$m)	
Service Delivery	\$ 167.348	56.3%
New and Upgraded Assets	\$ 56.022	18.8%
Renewal/Replacement of Assets	\$ 66.887	22.5%
Strategic Projects	\$ 7.125	2.4%
TOTAL	\$ 297.382	



- Service Delivery
- New and Upgraded Assets
- Renewal/Replacement of Assets
- Strategic Projects

Spotlight on Strategic Plan Key Projects

Our Community

Vibrant, connected and inclusive

Progress on **Our Community** Annual Priorities:

Implement the Housing Strategy, actively seek partnership opportunities with private, public and community developers to increase supply of affordable housing.

Master planning for the Flinders Street housing project which aspires to deliver 40% affordable housing is well advanced with a base case plan prepared for the purposes of cost planning. Renewal SA has concluded its community consultation for Tapangka (former Franklin St Bus Station site). Outcomes of the consultation are pending. This project seeks to deliver 35% affordable housing.

Launch of ARCHI (Adaptive Reuse City Housing Initiative – Incentive Scheme) and the new ARCHI webpage on 29 July 2024.

The City of Adelaide hosted a Federal Government consultation workshop on the draft National Urban Policy which outlines the Federal Government’s goals and objectives to enable urban areas to be liveable, equitable, productive, sustainable and resilient.

The City of Adelaide’s submission to the consultation on the draft National Urban Policy in July 2024, referenced Council endorsed policies and strategies including advocacy for a national definition of affordability and further reform of the National Construction Code to provide additional paths for retrofitting existing buildings for housing.

Establish a new Stretch Reconciliation Action Plan, a Disability, Access and Inclusion Plan and a Cultural Policy.

The Disability Access and Inclusion Plan 2024-2028 was endorsed by Council in May 2024. Key initiatives to support improved access to rest stops and sensory spaces in the Adelaide Park Lands, businesses, public toilets and Council meetings was approved for investigation in 2024/25.

Council approved the draft Stretch Reconciliation Action Plan 2024-2027 for consultation on 11 June 2024. The City of Adelaide is working to incorporate feedback from Reconciliation Australia before undertaking public consultation.

Council approved the draft City of Adelaide Cultural Policy Discussion Paper on 8 October 2024, for the purpose of public consultation to commence in late October and conclude in late November 2024.



Flinders Street Master Plan Investigations

24/25 Budget \$0.150m **Status** On Track

Master planning investigations for the City of Adelaide’s 218-232 Flinders Street site are progressing. Considerations are being given towards cost planning, feasibility modelling, funding opportunities (particularly for affordable housing) and public benefit to the City of Adelaide.

Adaptive Reuse City Housing Initiative

24/25 Budget \$0.290m **Status** On Track

Launch of ARCHI (Adaptive Reuse City Housing Initiative – Incentive Scheme) on 29 July 2024, with the launch on the new ARCHI webpage occurring on the same day.

Three applications were received in Quarter 1.



City Activation

24/25 Budget \$0.502m **Status** On Track

An Olympic Welcome Home Ceremony was held in Rundle Mall on 15 September 2024 hosted by the Premier and the Lord Mayor. Super Cycle Sunday for World Car Free Day was held on 22 September 2024 in Whitmore Square with approximately 1,500 attendees. Planning and development of activities for Quarter 2 including SWING and Music in the Square is underway.

Reconciliation Action Plan 24-27 Implementation

24/25 Budget \$0.150m **Status** On Track

Adelaide hosted the 50th anniversary of NAIDOC Week with a 50th anniversary NAIDOC commemorative coin minted and released on 4 July 2024. This year the Lord Mayor’s NAIDOC Award was awarded to Uncle Frank Wangutya Wanganeen during the combined Premier, Lord Mayor and SA NAIDOC Awards held on 8 July 2024 with NAIDOC in the Mall being celebrated on 9 July 2024.

Our Environment

Resilient, protected and sustainable

Progress on **Our Environment** Annual Priorities:

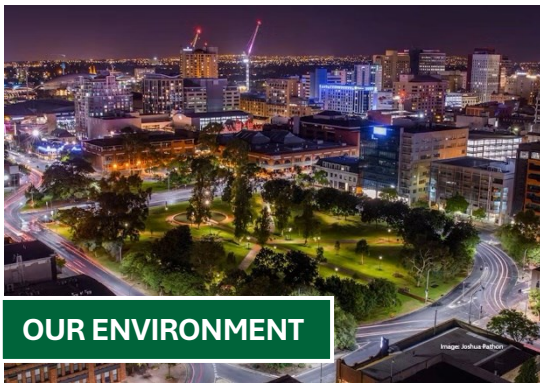
Deliver the Sustainability Incentive Scheme, supporting our partners and community to implement changes to enable a reduction in community carbon emissions.

The City of Adelaide reviewed its incentives for sustainability. In 2024/25 the range of incentives available to business and industry include appliance electrification, energy storage, solar PV, resource recovery, active transport and urban greening.

In the first quarter of 2024/25, 24 incentives were approved with an estimated emissions saving of over 563 tonnes of carbon over the lifespan of the products and services provided. The incentives included nine for active travel, eight for smart and green energy incentives, and seven resource recovery incentives.

Partner with the State Government to undertake a Master Plan for Helen Mayo Park, improving community access.

The State Government and City of Adelaide are working to finalise funding arrangements to enable master planning for Helen Mayo Park to commence.



Light Square / Wauwi – Master Plan (detailed design)

24/25 Budget \$0.250m **Status** On Track

Public consultation on two design options commenced on 4 September 2024.

The Kadaltilla Community Forum held on 24 September 2024 at Light Square / Wauwi, with onsite pop-up community engagement sessions held in September and October.



Victoria Park / Pakapakanthi (Park 16) Master Plan

24/25 Budget \$0.250m **Status** On Track

New signage has been installed in the southern half of Victoria Park / Pakapakanthi, which creates a new interpretive trail that covers environmental, Kaurna and historical values of the park.

National Tree Day and Catholic Education SA community planting events in August 2024 saw over 1,500 native plants and 30 trees planted within Victoria Park / Pakapakanthi.



Public Realm Greening Program

24/25 Budget \$1.700m **Status** At Risk

Investigations are ongoing for greening opportunities within all city streets that have a tree canopy coverage of less than 5%. 30 streets were identified at the end of Quarter 1.



Feasibility Studies – Waste & Recycling Collection

24/25 Budget \$0.100m **Status** On Track

A contractor has been chosen to deliver the studies. City of Adelaide waste data and contracts are currently under review.

Our Economy

Growing, innovative and responsive

Progress on **Our Economy** Annual Priorities:

Deliver an investment attraction program as per the AEDA Business Plan

AEDA is currently working with 41 firms on relocation and investment opportunities with the potential additional employment of 1,618 jobs.



Central Market Arcade Redevelopment

24/25 Budget \$15.918m **Status** On Track

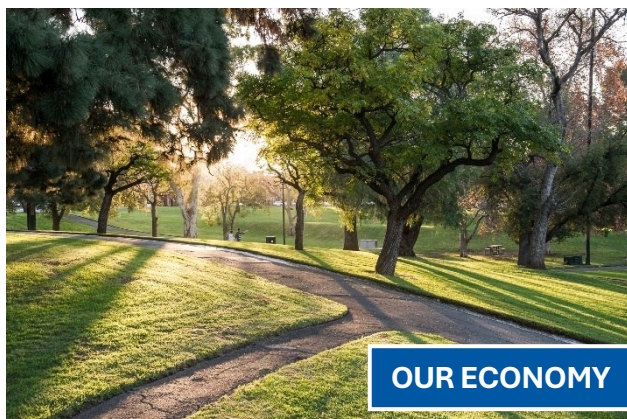
Major progress has continued on-site including the completion of basement excavation and retention works. The project has transitioned from civil works into construction phase, including the establishment of four tower cranes. These developments have facilitated the staged construction of the basement slab, precast panel and suspended slab construction up to ground level on the northern portion of the site.



88 O'Connell Project Delivery

24/25 Budget \$0.080m **Status** On Track

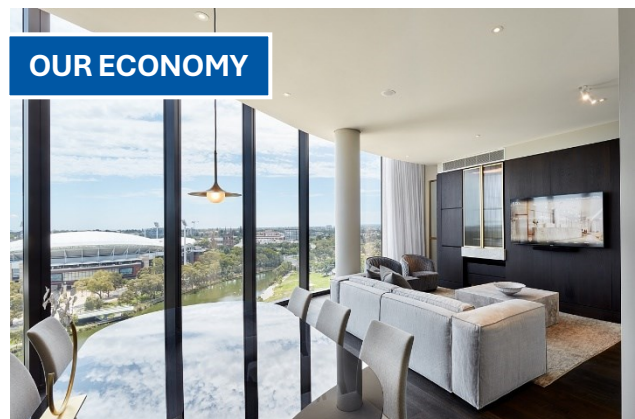
Following the topping out of the residential towers in July 2024, construction works have commenced on the podium fronting O'Connell Street. In September 2024, documentation was finalised to enable the amalgamation of the 27 titles forming the site to facilitate future community titling. This includes the creation of titles for common areas, apartments and commercial lots.



Economic Development Strategy Implementation

24/25 Budget \$0.106m **Status** On Track

The Economic Development Strategy was finalised and endorsed by Council on 3 September 2024. Project work relating to valuing the economic contribution of the Adelaide Park Lands is underway.



Tourism and Business Attraction

24/25 Budget \$0.133m **Status** On Track

Market research is underway to identify new tourism products and experiences that may complement the current offerings in Adelaide.

Our Places

Interesting, purposeful and safe

Progress on **Our Places** Annual Priorities:

Deliver the Adaptive Reuse City Housing Initiative (ARCHI), identifying building stock suitable for adaptive reuse.

The City of Adelaide, with State Government funding support, launched the Adaptive Reuse City Housing Initiative (ARCHI) on 29 July 2024.

ARCHI provides incentives for the retrofit of buildings in the city for housing outcomes.

The eligibility criteria for the Heritage Incentives Scheme, Sustainability Incentives Scheme and Noise Incentive Scheme have been updated for 2024/25 to include funding for adaptive reuse projects.

Commence construction of the Hindley Street Revitalisation project and progress design for Gouger Street, O’Connell Street and Hutt Street Revitalisation projects.

The Hindley Street Project is progressing to detailed design to 70% completion ahead of a pause to review the concept design. Concept design for Gouger Street has concluded and procurement for design consultant services to progress detailed design is underway. The City of Adelaide is working with the developer of 88 O’Connell Street to progress the delivery of public realm upgrades in line with the construction program for the 88 O’Connell development. Following a workshop with Council, the project team are revisiting the concept design to address comments made around on-street parking numbers for Hutt Street. This review is progressing well and a further update will be brought back to Council in the coming months.



Main Street Revitalisation – Hindley Street

24/25 Budget \$9.853m **Status** At risk

Design works are well progressed and discussions are underway with the State Government and third-party utilities regarding opportunities and coordination.

A detailed stakeholder plan is under development for the next stage of design and delivery.



Charles Street – Streetscape Upgrade

24/25 Budget \$5.925m **Status** On Track

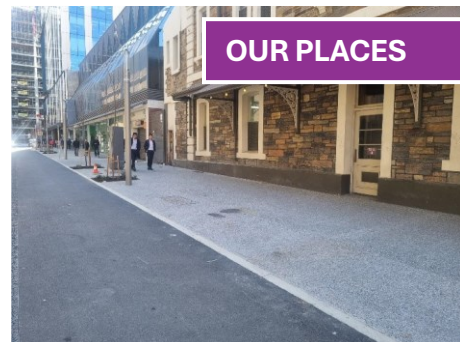
Construction works commenced on 2 September 2024 with Stage 1 (Rundle Mall – Charles Place) completing all slab pours. Stage 2 (Northern end of Charles Street) has commenced with stormwater and underground service works occurring at night to minimise disruptions.



Main Street Revitalisation – O’Connell Street

24/25 Budget \$1.000m **Status** On Track

Tender documentation is being finalised to procure a detailed design consultant. Initial discussions have been held with the 88 O’Connell development to coordinate the delivery of public realm upgrades within their construction program.



Market to Riverbank Link Project

24/25 Budget \$0.435m **Status** On Track

Pitt Street works have been completed, with street lighting installed and 11 trees planted. The upgrade included wider footpaths, space for outdoor dining, flush curbs, two-way access and removeable bollards.

This is the final stage of the Market to Riverbank Link Project a joint project with the Government of South Australia. It provides a continuous linkage between the Adelaide Central Market and the Riverbank Precinct.

Our Corporation

High performing, customer-centric and bold

Progress on **Our Corporation** Annual Priorities:

Deliver the 2024/25 Business Plan & Budget (BP&B) within Council adopted parameters and within the parameters of the Long Term Financial Plan, and associated Asset Management Plans.

Delivery of the 2024/25 BP&B within the adopted parameters is on track.

At the end of Quarter 1 there is a forecast operating position of \$9.367m, with Asset Renewals of \$56.022m and New and Upgraded Assets of \$66.890m



Graduate Program

24/25 Budget \$0.841m **Status** On Track

Planning for 2025 Graduate intake continued, with advertising of positions available for January 2025 intake commencing on 30 September 2024.



ESCOSA Review

24/25 Budget \$0.040m **Status** On Track

All relevant information was provided to the designated authority (ESCOSA) in accordance with the guidelines by 30 September 2024, in line with legislation.



On Street Parking Compliance Technology and Customer Analytics Reform

24/25 Budget \$0.148m **Status** On Track

Scope of analytics continuing to broaden, with insights and outcomes now being realised in environmental health in addition to on-street parking and community safety.



Contact Centre Software Replacement

24/25 Budget \$0.450m **Status** On Track

Procurement for contact centre software replacement has commenced this quarter, with tender award scheduled for Quarter 2.

Our Programs and Projects

Our Organisation

The City of Adelaide will deliver the 2024/25 Business Plan and Budget through our Organisational Structure, including our Portfolios, Offices and Subsidiaries.

City Shaping	<ul style="list-style-type: none">• Director City Shaping• City Culture• Park Lands, Policy and Sustainability• Regulatory Services
City Services	<ul style="list-style-type: none">• Director City Services• City Operations• Infrastructure• Strategic Property and Commercial
Corporate Services	<ul style="list-style-type: none">• Chief Operating Officer• Customer and Marketing• Finance and Procurement• Governance• Information Management• People• Strategy, Insights and Performance
Subsidiaries	<ul style="list-style-type: none">• Adelaide Central Market Authority (ACMA)• Adelaide Economic Development Agency (AEDA)• Kadaltilla / Adelaide Park Lands Authority (Kadaltilla)
Offices	<ul style="list-style-type: none">• Office of the Chief Executive Officer• Office of the Lord Mayor

Operational Summary

	Adopted Budget		Proposed Q1		
	\$'000	Income	Expenditure	Income	Expenditure
City Shaping					
Director City Shaping			(697)		(697)
City Culture	6,108		(19,202)	6,242	(19,578)
Park Lands, Policy and Sustainability	44		(7,724)	81	(7,451)
Regulatory Services	16,712		(10,377)	16,712	(10,377)
Strategic Projects	389		(2,158)	408	(2,328)
City Services					
Director City Services			(699)		(699)
City Operations	2,720		(44,246)	2,720	(44,154)
Infrastructure			(47,368)	0	(47,568)
Strategic Property and Commercial	56,362		(33,224)	56,555	(32,995)
Strategic Projects			(3,313)	0	(3,469)
Corporate Services (including Subsidiaries)					
Chief Operating Officer			(1,014)	0	(1,014)
Customer and Marketing	2		(6,712)	2	(6,712)
Finance and Procurement	138		(4,600)	138	(4,600)
Governance			(4,301)	0	(4,301)
Information Management	31		(13,994)	31	(13,994)
People			(4,658)	0	(4,658)
Strategy, Insights and Performance			(1,617)	0	(1,617)
Corporate Activities*	142,631		3,156	142,731	3,266
Adelaide Central Market Authority	5,343		(6,081)	5,343	(6,081)
Adelaide Economic Development Agency	4,417		(12,576)	4,417	(12,561)
Kadaltilla / Adelaide Park Lands Authority	328		(328)	328	(328)
Strategic Projects			(1,028)	0	(1,328)
Offices					
Office of the CEO			(1,457)	0	(1,457)
Office of the Lord Mayor			(1,640)	0	(1,640)
Total	235,225		(225,858)	235,708	(226,341)
Operating Surplus/(Deficit)			9,367		9,367

* Includes Rates Revenue, Corporation grants (e.g. Financial Assistance Grants), vacancy management target, and capital overhead.

City Shaping Portfolio

The City Shaping Portfolio leverages and celebrates our role as a Capital City Council and delivers the services that lead, shape and enable a creative, dynamic, resilient and diverse city both now and into the future.

Programs:

- City Culture
- Park Lands, Policy and Sustainability
- Regulatory Services

Key Focus areas:

- City activation, initiatives, grants and sponsorship
- Adelaide Park Lands greening, management and improvements
- Developing the City Plan
- Partnerships that support creative and resilient communities
- Kaurna heritage and voice and cultural mapping of the Adelaide Park Lands
- Heritage promotion and protection

Planning & Budget Updates

The State Government has committed to making a \$0.250m contribution to the City of Adelaide's successful Heritage Incentives Scheme which increases funding for conservation of State Heritage Places. This income budget and corresponding expenditure will be reflected at upcoming Quarterly forecasts to align with anticipated planned spend. A further \$0.075m grant is supporting the City of Adelaide to review Historic Area Statements and consider new Historic Areas.

Reductions in the 2024/25 budget for grant funding through Community Impact Grants and Arts and Cultural Grants has led to an assessment of timing for the release of grant funding.

In July 2024, Council approved the reinstatement of Multi-Year Event Licences for Major Events in the Park Lands. The reinstatement of these licences for the first time since 2019, will contribute to the 2024/25 budgeted income of \$0.633m, from Park Lands events.

Annual partnership with Australia Day Council of South Australia Inc for the delivery of Australia Day in the City, is in 2024/25 funded through the City Activation budget (previously funded through City Lifestyle). This reduces the Strategic Project budget line for City Activation from \$0.502m to \$0.320m for delivery of 2024/25 projects aligned with the Strategic Plan aspiration, 'Our Community; with the objective to create fun, lively and interesting experiences'.

Adjustments to planning for the delivery of City Activation has occurred, and there may be further impacts if unplanned activities arise throughout the remainder of the financial year that require a City response or support.

Operating Budget Changes

Allocation of part of the Botanic Water Course grant funding to Kaurna operating budget \$0.024m
Increase in Park Lands Property Rental income due to higher than budgeted rental incomes \$0.035m
Recognition of additional grant funding for food waste – Kerbside performance grant \$0.003m
Grant funding for organic residential trials \$0.034m along with allocation of associated spend \$0.028m

Strategic Project Budget Changes

Funding for continuation of Historic Area Statement project \$0.113m
Grant funding income for community planting activities in Parks 14, 15 & 16 \$0.034m with allocation of expenditure budget \$0.072m

Portfolio Quarterly Highlights

City Culture

A number of new programs and activities were developed and delivered at the Minor Works Building Community Centre and across the South West in Quarter 1 2024/2025 as part of the DHS Community Neighbourhood Development Funding. Two social work placement students from Flinders University were recruited and onboarded in July 2024. The qualitative component of the Community Needs Analysis (a requirement of the DHS Community Neighbourhood Development Funding) was launched in the South West in September 2024.

Park Lands Policy & Sustainability

The City Plan – Adelaide 2036, Economic Development Strategy, and Victoria Park Master Plan were all endorsed by Council in Quarter 1, with the City Plan being awarded an Australian Good Design Gold Accolade for Policy in September 2024.

The Lord Mayor's annual Homelessness Roundtable was held on 19 August 2024. The Roundtable showcased partnerships in action including the City of Adelaide's work to develop a social worker in library program which is a priority of the Council's Homelessness Strategy - Everyone's Business.

The City of Adelaide developed an Integrated Climate Strategy Risk and Reporting Framework for reporting on the Integrated Climate Strategy 2030, which aligns with better practice sustainability reporting practices, including the Australian Sustainability Reporting Standards.

Regulatory Services

Revised By-Laws were endorsed by Council on 27 August 2024, following public consultation. They are now under review by the Legislative Review Committee for approval ahead of the By-Laws taking effect on 1 January 2025.

Review of outdoor dining in Leigh Street and Peel Street was completed with outcomes communicated to stakeholders.

City Shaping Portfolio Budget

	\$'000	FTE	Adopted Budget			FTE	Proposed Q1		
			Inc.	Exp.	Total(N)		Inc.	Exp.	Total(N)
Operating Budget									
Revenue			23,253		23,253		23,443		23,443
Employee Costs	193.4			(24,928)	(24,928)	193.4		(25,062)	(25,062)
Materials				(9,625)	(9,625)			(9,805)	(9,805)
Sponsorships				(2,723)	(2,723)			(2,682)	(2,682)
Depreciation				(2,587)	(2,587)			(2,587)	(2,587)
Finance Costs				(295)	(295)			(295)	(295)
TOTAL	193.4	193.4	23,253	(40,158)	(16,905)	193.4	23,443	(40,431)	(16,988)
Program Budget									
Office of the Director		3.0		(697)	(697)	3.0		(697)	(697)
City Culture	68.0		6,108	(19,202)	(13,094)	68.0	6,242	(19,578)	(13,336)
Park Lands, Policy & Sustainability	36.6		44	(7,724)	(7,680)	36.6	81	(7,451)	(7,370)
Regulatory Services	82.0		16,712	(10,377)	6,335	82.0	16,712	(10,377)	6,335
Strategic Projects	3.8		389	(2,158)	(1,769)	3.8	408	(2,328)	(1,920)
TOTAL	193.4	193.4	23,253	(40,158)	(16,905)	193.4	23,443	(40,431)	(16,988)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	190		(3,162)	237	(7,715)
Renewal					
TOTAL	190		(3,162)	237	(7,715)

City Culture

	\$'000	FTE	Adopted Budget			FTE	Proposed Q1		
			Inc.	Exp.	Total(N)		Inc.	Exp.	Total(N)
Operating Budget									
Revenue			6,108		6,108		6,242		6,242
Employee Costs		68.0		(8,742)	(8,742)	68.0		(9,115)	(9,115)
Materials				(7,070)	(7,070)			(7,073)	(7,073)
Sponsorships				(508)	(508)			(508)	(508)
Depreciation				(2,587)	(2,587)			(2,587)	(2,587)
Finance Costs				(295)	(295)			(295)	(295)
TOTAL		68.0	6,108	(19,202)	(13,094)	68	6,242	(19,578)	(13,336)
Activity View									
Associate Director (office)		2.0		(377)	(377)	2.0		(377)	(377)
Adelaide Town Hall		5.0	3,130	(3,265)	(135)	5.0	3,130	(3,265)	(135)
Aquatic Centre			130	(373)	(243)		130	(373)	(243)
City Experience		15.1	717	(4,020)	(3,303)	15.1	792	(4,095)	(3,303)
City Lifestyle		10.8	1,556	(3,692)	(2,136)	10.8	1,615	(3,692)	(2,077)
Creative Cities		11.6	33	(2,425)	(2,392)	11.6	33	(2,425)	(2,392)
Libraries		23.5	542	(5,050)	(4,508)	23.5	542	(5,351)	(4,809)
TOTAL		68.00	6,108	(19,202)	(13,094)	68.0	6,242	(19,578)	(13,336)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Aboriginal Protocol Grant			(41)		(41)
Adelaide's New Year's Eve	63		(568)	63	(568)
Annual Delivery of Kaurna Initiatives			(26)	24	(26)
ANZAC Day Service - March & Related Activities			(61)		(61)
Arts and Cultural Grants			(262)		(262)
Christmas Festival Action Plan			(529)		(529)
City Activation - West End Precinct			(52)		(52)
City Activation - East End Unleashed			(145)	40	(294)
City Activation - Gouger Street Precinct			(52)		(52)
City Activation - Hutt Street Precinct			(79)		(79)
City Activation - North Adelaide Precinct			(106)		(106)
City Activation - Precinct Support			(118)		(118)
Community Capacity Development			(3)		(3)
Community Impact Grants			(372)		(372)
Live Music Industry and Venues Support			(58)	35	(93)
UNESCO Adelaide City of Music Ltd Partnership			(54)		(54)
Winter Weekends			(207)		(207)
Social and Affordable Housing					(301)
TOTAL		63	(2,733)	162	(3,218)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
City Activation			(502)		(502)
DHS Community Neighbourhood Development Funding	99		(99)	99	(99)
Botanic Creek Rehabilitation					
Social Work in Libraries				25	(25)
TOTAL		99	(601)	124	(626)

City Culture continued.

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		190	(862)	200	(1,303)
Renewal					
TOTAL		190	(862)	200	(1,303)

Park Lands, Policy & Sustainability

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			44		44		81		81
Employee Costs	36.6			(5,373)	(5,373)	36.6		(5,112)	(5,112)
Materials				(846)	(846)			(879)	(879)
Sponsorships				(1,505)	(1,505)			(1,460)	(1,460)
Depreciation					0				0
Finance Costs					0				0
TOTAL	36.6	44	44	(7,724)	(7,680)	36.6	81	(7,451)	(7,370)
Activity View									
Associate Director (office)		3.0		(485)	(485)	3.0		(485)	(485)
City Planning and Heritage		19.2	44	(4,420)	(4,376)	19.2	44	(4,119)	(4,075)
Low Carbon & Circular Economy		7.0		(1,583)	(1,583)	7.0	37	(1,611)	(1,574)
Park Lands & Sustainability		7.4		(1,236)	(1,236)	7.4		(1,236)	(1,236)
TOTAL	36.6	44	44	(7,724)	(7,680)	36.6	81	(7,451)	(7,370)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Carbon Neutral Adelaide (CCAIF)			(240)		(240)
City of Adelaide Prize			(30)		(30)
Climate Change Action Initiatives (CCAIF)			(444)		(444)
Economic Policy			(42)		(42)
Heritage Incentive Scheme			(1,162)		(1,162)
Heritage Promotion Program			(182)		(182)
History Festival			(32)		(32)
Homelessness - Social and Affordable Housing			(458)		(160)
Homeless and Vulnerable People Project		44	(44)	44	(44)
NAIDOC Week Celebrations			(54)		(54)
Noise Management Program Incentive Scheme			(46)		(46)
Safer City Program			(247)		(247)
TOTAL		44	(2,981)	44	(2,683)

Park Lands, Policy & Sustainability continued.

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Adaptive Reuse City Housing Initiative	290		(290)	290	(290)
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)			(240)		(240)
Disability Access and Inclusion Plan 2024-2028 Implementation			(215)		(215)
Economic Development Strategy Implementation			(106)		(106)
Homelessness Strategy Implementation			(50)		(50)
Local Heritage Assessments - 20th Century Buildings			(50)		(50)
National Heritage Management Plan Implementation			(100)		(100)
Reconciliation Action Plan 2024-2027 Implementation			(150)		(150)
Social Planning Homelessness and Adelaide Zero Project resourcing			(208)		(208)
Historic Area Statement - Code Amendment					(112)
Botanic Creek Rehabilitation				34	(72)
TOTAL	290		(1,409)	324	(1,593)

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade			(2,300)	37	(6,412)
TOTAL	0		(2,300)	37	(6,412)

Regulatory Services

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			16,712		16,712		16,712		16,712
Employee Costs		82.0		(9,651)	(9,651)	82.0		(9,651)	(9,651)
Materials				(726)	(0,726)			(726)	(726)
Sponsorships									0
Depreciation									0
Finance Costs									0
TOTAL		82.0	16,712	(10,377)	6,335	82.0	16,712	(10,377)	6,335

Activity View									
Associate Director (office)		5.0		(868)	(868)	5.0		(868)	(868)
City Development		21.9	3,630	(2,791)	839	21.9	3,630	(2,791)	839
City Safety		19.1	522	(1,854)	(1,332)	19.1	522	(1,854)	(1,332)
On-Street Parking Compliance		36.0	12,560	(4,864)	7,696	36.0	12,560	(4,864)	7,696
TOTAL		82.0	16,712	(10,377)	6,335	82.0	16,712	(10,377)	6,335

	Adopted Budget		Proposed Q1		
	\$'000	Inc.	Exp.	Inc.	Exp.
Strategic Projects					
On-Street Parking Compliance Technology and Customer Analytics Reform			(148)		(148)
TOTAL	0		(148)	0	(148)

City Services Portfolio

The City Services Portfolio delivers essential local government services for our community, making it easier to conduct business in our city and providing a safe and attractive urban environment.

Programs:

- City Operations
- Infrastructure
- Strategic Property and Commercial

Key Focus areas:

- Capital Works Program, including New and Significant Upgrades and Renewals
- Main street revitalisation and improvements
- Maintenance of public realm and city presentation

Planning & Budget Updates

To support the agreed service level of the tree inspection program, recruitment of a Technical Officer has commenced with an impact to the operating budget (\$0.108m). The additional Technical Officer will increase the rate at which programmed and reactive inspections are undertaken which will support the required maintenance of trees within the public realm.

Strategic Projects for Transport and Heritage which started during the 23-24 financial year will complete during 24-25 (\$0.157m).

Strategic Property & Commercial net increase to income \$0.193m which reflects the recognition of a lease extension \$0.166m, income for gaming entitlements \$0.100m and a one-off increase to Off Street Parking \$0.130m offset by Commercial property vacancies not anticipated during the budget process (\$0.202m). There is also a saving in the cost base for Off Street Parking of \$0.229m due to the new banking contract offset by an increase in software maintenance and salary costs.

Portfolio Quarterly Highlights

City Operations

The review of the 2012 Cleansing Service Standard is progressing with an update on the findings, opportunities and recommendations to be presented to a future Infrastructure and Public Works Committee meeting.

The Waste Services feasibility study is on track, with the procurement process completed.

To deliver on the Accelerated Greening Program, 750 new trees planted in the Park Lands between April and September 2024. These trees are located within Nantu Wama – Lefevre Park (Park 6), Tidlangga – Bundeys Paddock (Park 9), Karrowirra - Pennington Gardens East (Park 12), Karrowirra – Grundy Gardens (Park 12), Karrowirra – Town Clear’s Walk (Park 12), Tantutitingga – Brougham Gardens West (Park 29), Tampawardli – Ellis Park (Park 24), Pityarilla - Peltzer Park (Park 19) and Wikaparntu Wirra – Josie Agius Park (Park 22).

Infrastructure

The infrastructure program has had a strong start to the 2024/25 financial year, with the successful delivery of a number of capital projects, including Field Street Streetscape Upgrade project and the Hutt Street Entry Statement project, delivered in collaboration with State Government.

Design works are well progressed for Hindley Street and Gouger Street Main Street projects.

Planning and design for City Street Greening is progressing, with preliminary assessments undertaken on 117 streets. So far 14 street trees have been planted in the first quarter of the financial year.

Integrated Transport Strategy is well progressed, with stage one stakeholder consultation scheduled to commence in late October 2024.

Strategic Property and Commercial

Market Square has enjoyed major progress on-site including completion of the basement excavation and retention works. This has involved the removal of 83,000 tonnes of soil material from site. The project has transitioned from a civil works phase into a construction phase. Four tower cranes have been installed and the

installation of site amenities completed with some 125 workers on-site per day. These developments have facilitated the staged construction of basement and floor slabs to ground level in the northern portion of the site. Master planning for the Flinders Street housing project which aspires to deliver 40% affordable housing, is well advanced with a base case plan prepared for the purposes of cost planning. Renewal SA has concluded its community consultation for Tapangka (former Franklin St Bus Station site). Outcomes of the consultation are pending. This project seeks to deliver 35% affordable housing.

City Services Portfolio Budget

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			59,082		59,082		59,275		59,275
Employee Costs	345.1			(36,642)	(36,642)	346.1		(36,900)	(36,900)
Materials				(38,333)	(38,333)			(38,111)	(38,111)
Sponsorships				(162)	(162)			(162)	(162)
Depreciation				(53,207)	(53,207)			(53,206)	(53,206)
Finance Costs				(506)	(506)			(506)	(506)
TOTAL	345.1		59,082	(128,850)	(69,768)	346.1	59,275	(128,885)	(69,610)
Program Budget									
Office of the Director		3.0		(699)	(699)	3.0		(699)	(699)
City Operations	227.9		2,720	(44,246)	(41,526)	227.9	2,720	(44,154)	(41,434)
Infrastructure	69.3			(47,368)	(47,368)	69.3		(47,568)	(47,568)
Strategic Property and Commercial	43.9		56,362	(33,224)	23,138	44.9	56,555	(32,995)	23,560
Strategic Projects	1.0			(3,313)	(3,313)	1.0		(3,469)	(3,469)
TOTAL	345.1		59,082	(128,850)	(69,768)	346.1	59,275	(128,885)	(69,610)
Capital Projects									
New and Upgrade						2,882	(42,929)	4,848	(48,382)
Renewal							(48,766)		(48,227)
TOTAL						2,882	(91,695)	4,848	(96,609)

City Operations

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			2,720		2,720		2,720		2,720
Employee Costs		227.9		(24,715)	(24,715)	227.9		(24,780)	(24,780)
Materials				(17,568)	(17,568)			(17,587)	(17,587)
Sponsorships									0
Depreciation				(1,963)	(1,963)			(1,787)	(1,787)
Finance Costs									0
TOTAL		227.9	2720	(44,246)	(41,526)	227.9	2,720	(44,154)	(41,434)
Activity View									
Associate Director (office)		17.8	12	(3,070)	(3,058)	17.8	12	(3,070)	(3,058)
Manager City Maintenance		1.0		(200)	(200)	1.0		(200)	(200)
Manager City Presentation		1.0		(190)	(190)	1.0		(190)	(190)
Cleansing		48.5	7	(7,303)	(7,296)	48.5	7	(7,303)	(7,296)
Facilities		5.0		(3,169)	(3,169)	5.0		(3,169)	(3,169)
Horticulture		84.7	2,428	(14,948)	(12,520)	85.7	2,428	(15,056)	(12,628)
Infrastructure Maintenance		33.0		(6,104)	(6,104)	33.0		(5,904)	(5,904)
Trades		25.0	253	(5,740)	(5,487)	25.0	253	(5,740)	(5,487)
Waste		1.5	20	(3,075)	(3,055)	1.5	20	(3,075)	(3,055)
Workshops		10.4		(447)	(447)	9.4		(447)	(447)
TOTAL		227.9	2720	(44,246)	(41,526)	227.9	2,720	(44,154)	(41,434)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Safer City Program			(91)		(95)
Trainees and Apprentices			(1,074)		(1,074)
TOTAL		0	(1,165)	0	(1,169)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Feasibility Studies - Waste and Recycling Collection			(100)		(100)
TOTAL		0	(100)	0	(100)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade			(108)		(108)
Renewal			(1,492)		(1,492)
TOTAL		0	(1,600)		(1,600)

Infrastructure

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue					0				0
Employee Costs		69.3		(3,926)	(3,926)	69.3		(3,926)	(3,926)
Materials				(5,131)	(5,131)			(5,331)	(5,331)
Sponsorships				(162)	(162)			(162)	(162)
Depreciation				(38,149)	(38,149)			(38,149)	(38,149)
Finance Costs									0
TOTAL		69.3	0	(47,368)	(47,368)	69	0	(47,568)	(47,568)

Activity View									
Associate Director (office)		1.9		(674)	(674)	1.9		(673)	(673)
Infrastructure Planning and Delivery		45.6		(46,030)	(46,030)	45.6		(46,231)	(46,231)
Technical Services		21.8		(664)	(664)	21.8		(664)	(664)
TOTAL		69.3	0	(47,368)	(47,368)	69.3	0	(47,568)	(47,568)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Free City Connector			(1,301)		(1,301)
TOTAL		0	(1,301)	0	(1,301)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Adelaide Park Lands Strategic Water Resources Study			(50)		(80)
Asset Condition Audit			(595)		(565)
Bridge Maintenance Program			(400)		(400)
Conservation Management Plans - Bridges			(60)		
Resilient Flood Mapping			(1,723)		(1,723)
SA Power Networks (SAPN) Luminaire Upgrades			(15)		(14)
Transport Strategy			(200)		(276)
City Speed Limit Review					(27)
School Safety Review					(12)
Heritage Strategy 2021 - 2036					(41)
TOTAL		0	(2,983)	0	(3,138)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade		2,882	(25,118)	4,848	(30,040)
Renewal			(47,076)		(46,525)
TOTAL		2,882	(72,194)	4,848	(76,565)

Corporate Services Portfolio (including subsidiaries)

The Corporate Services Portfolio provides effective and efficient services and insights to strengthen and grow our organisational capability, and support a culture of accountability, transparency and innovation.

Key Focus areas:

- Revised Strategic Management Framework and new Strategic Plan
- New and different ways to engage our community
- City of Adelaide Graduate program
- Update Long Term Financial Plan
- Development of Program Plans

Programs:

- Customer and Marketing
- Finance and Procurement
- Governance
- Information Management
- People
- Strategy, Insights and Performance

Subsidiaries:

- Adelaide Central Market Authority
- Adelaide Economic Development Agency
- Kadaltilla/Adelaide Park Lands Authority

Planning & Budget Updates

Planning Changes

To deliver the Commercial Events Fund, AEDA has received a Quarter 1 increase of \$0.300m to the budget. Council has approved an allocation of \$0.500m to deliver the Commercial Events Fund subject to capacity within the budget to be identified through the quarterly budget review process, the remaining \$0.200m will be prioritised in a future quarter once a funding pathway is identified.

Budget Changes

Additional grant funding received for corporate grant programs including Financial Assistance Grants \$0.100m. Other minor changes include \$0.123m for employee costs associated with employee role reviews and an increase to vacancy management.

Portfolio Quarterly Highlights

Customer & Marketing

A whole-of-Council marketing and messaging approach under the City of Adelaide 2024-2028 Strategic Plan was finalised in Quarter 1.

Progress has been made for the replacement of the Customer Centre telephony system.

Finance & Procurement

Quarter 1 saw the completion of the 2023/24 Audited Financial Statements.

The Draft 2024/25-2033/34 Long Term Financial Plan was endorsed and commenced public consultation.

There were 38 active procurements to the value of \$33.759 million.

Governance

The revised Code of Practice for Meeting Procedure and Terms of Reference for Council's Core Committees was adopted.

Information Management

A new data analytics team has been onboarded and work has commenced on the implementation of a revised data analytics platform.

People

The 2024 Culture Survey closed on 30 August 2024 with 70% participation.

A pilot of a new Workforce Planning Framework commenced with three programs.

Strategy, Insights & Performance

The City of Adelaide's new community engagement website, Our Adelaide, went live on 1 July 2024 with a refreshed look and platform. This branding aligns with the City of Adelaide 2024-2028 Strategic Plan and demonstrates our authenticity in listening and elevating the voices of our community by taking on a bold new approach. 13 engagements were conducted in Quarter 1 2024/25; the five most active engagements were Christmas in the City, Light Square/Wauwi Masterplan, City Plan - Trees on Streets, and Gouger Street revitalisation saw the highest level of participation during the quarter.

Progress was made on the 2023/24 Annual Report, which will be delivered in Quarter 2.

The Quarter 4 report against the 2023/24 Business Plan and Budget was presented to Council.

Council reviewed multiple avenues for grant revenue and after investigations, eight opportunities across four Government schemes were formally submitted.

Adelaide Central Market Authority

In Quarter 1 there was focus on sustainability, promoting various initiatives ACMA delivers such as our partnership with Oz Harvest and the recycling of the Market's organic waste to produce compost for the farming industry. 99% of organic waste from the Adelaide Central Market is diverted from landfill.

The Leasing Campaign for the Market Expansion commenced with a strong number of Expressions of Interest received.

AEDA

Three events were supported through the Events and Festivals Sponsorship Program with a combined anticipated attendance of 1.7 million and estimated gross economic impact of \$67.7 million.

Four events were supported through the Commercial Events Sponsorship Program with a combined anticipated attendance of 12,770 and estimated gross attendee expenditure of \$2.5 million.

Kadaltilla

Two annual Community Forums were held with over 200 attendees.

Kadaltilla's 2023/24 Annual Report and Kadaltilla's Strategic Plan Annual Review of Progress 2023/24 were endorsed.

Corporate Services Portfolio Budget

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			152,890		152,890		152,990		152,990
Employee Costs	212.0			(22,842)	(22,842)	212.0		(22,719)	(22,719)
Materials				(26,577)	(26,577)			(26,574)	(26,574)
Sponsorships				(3,264)	(3,264)			(3,564)	(3,564)
Depreciation				(1,063)	(1,063)			(1,064)	(1,064)
Finance Costs				(7)	(7)			(7)	(7)
TOTAL	212.0	152,890	(53,753)	99,137	99,137	212.0	152,990	(53,928)	99,062
Program Budget									
Office of the COO	5.0			(1,014)	(1,014)	5.0		(1,014)	(1,014)
Customer and Marketing	40.0	2		(6,712)	(6,710)	40.0	2	(6,712)	(6,710)
Finance and Procurement	30.8	138		(4,600)	(4,462)	30.8	138	(4,600)	(4,462)
Governance	11.3			(4,301)	(4,301)	11.3		(4,301)	(4,301)
Information Management	35.0	31		(13,994)	(13,963)	35.0	31	(13,994)	(13,963)
People^	28.8			(4,658)	(4,658)	28.8		(4,658)	(4,658)
Strategy, Insights and Performance	13.0			(1,617)	(1,617)	13.0		(1,617)	(1,617)
Corporate Activities	3.0	142,631	3,156		145,787	3.0	142,731	3,266	145,997
ACMA	10.7	5,343		(6,081)	(738)	10.7	5,343	(6,081)	(738)
AEDA	33.1	4,417		(12,576)	(8,159)	33.1	4,417	(12,561)	(8,144)
Kadaltilla	1.3	328		(328)	0	1.3	328	(328)	0
Strategic Projects				(1,028)	(1,028)			(1,328)	(1,328)
TOTAL	212.0	152,890	(53,753)	99,137	99,137	212.0	152,990	(53,928)	99,062

^ Includes 10.0 FTE Graduates allocated in business units across the Administration.

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	3,954		(3,954)	3,954	(4,029)
Renewal			(1,591)		(2,129)
TOTAL	3,954		(5,545)	3,954	(6,158)

Customer and Marketing

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			2		2		2		2
Employee Costs	40.0			(4,832)	(4,832)	41.0		(4,832)	(4,832)
Materials				(1,880)	(1,880)			(1,880)	(1,880)
Sponsorships									0
Depreciation									0
Finance Costs									0
TOTAL	40.0	2	(6,712)	(6,710)	(6,710)	41	2	(6,712)	(6,710)
Activity View									
Manager	1.0			(213)	(213)	1.0		(213)	(213)
Customer Experience	28.0	2		(4,280)	(4,278)	28.0	2	(4,280)	(4,278)
Marketing & Communications	11.0			(2,219)	(2,219)	11.0		(2,219)	(2,219)
TOTAL	40.0	2	(6,712)	(6,710)	(6,710)	40.0	2	(6,712)	(6,710)

Finance and Procurement

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			138		138		138		138
Employee Costs		30.8		(4,223)	(4,223)	30.8		(4,223)	(4,223)
Materials				(377)	(377)			(377)	(377)
Sponsorships									0
Depreciation									0
Finance Costs									0
TOTAL		30.8	138	(4,600)	(4,462)	30.8	138	(4,600)	(4,462)
Activity View									
Manager		1.0		(286)	(286)	1.0		(286)	(286)
Financial Planning & Reporting		13.0		(1,984)	(1,984)	13.0		(1,984)	(1,984)
Procurement & Contract Management		7.8		(1,063)	(1,063)	7.8		(1,063)	(1,063)
Rates & Receivables		9.0	138	(1,267)	(1,129)	9.0	138	(1,267)	(1,129)
TOTAL		30.8	138	(4,600)	(4,462)	30.8	138	(4,600)	(4,462)

Governance

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue									0
Employee Costs		11.3		(1,624)	(1,624)	11.3		(1,624)	(1,624)
Materials				(2,677)	(2,677)			(2,677)	(2,677)
Sponsorships									0
Depreciation									0
Finance Costs									0
TOTAL		11.3	0	(4,301)	(4,301)	11.3	0	(4,301)	(4,301)
Activity View									
Manager		1.0		(215)	(215)	1.0		(215)	(215)
Corporate Governance		5.2		(2,976)	(2,976)	5.2		(2,976)	(2,976)
Council Governance		5.1		(1,110)	(1,110)	5.1		(1,110)	(1,110)
Legal Governance									0
TOTAL		11.3	0	(4,301)	(4,301)	11.3	0	(4,301)	(4,301)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
ESCOSA Review			(40)		(40)
TOTAL			(40)		(40)

Information Management

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			31		31		31		31
Employee Costs	35.0			(4,657)	(4,657)	35.0		(4,657)	(4,657)
Materials				(8,398)	(8,398)			(8,398)	(8,398)
Sponsorships				0	0				0
Depreciation				(939)	(939)			(939)	(939)
Finance Costs				0	0				0
TOTAL	35.0	31	(13,994)	(13,963)	35	31	(13,994)	(13,963)	
Activity View									
Manager	10.0	8	(1,420)	(1,412)	10.0	8	(1,420)	(1,412)	
Project Delivery	11.0		(2,603)	(2,603)	11.0		(2,603)	(2,603)	
Service Desk	8.0		(1,168)	(1,168)	8.0	23	(8,803)	(8,780)	
Technology, Infrastructure and Platforms	6.0	23	(8,803)	(8,780)	6.0		(1,168)	(1,168)	
TOTAL	35.0	31	(13,994)	(13,963)	35.0	31	(13,994)	(13,963)	

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Business Systems Roadmap			(1,600)		(1,600)
TOTAL	0	(1,600)	0	(1,600)	

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Contact Centre Software Replacement			(450)		(450)
Cyber Security Enhancement			(85)		(85)
TOTAL	0	(535)	0	(535)	

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade					(25)
Renewal			(3,600)		(2,129)
TOTAL	0	(3,600)	0	(2,154)	

People

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue					0,000				0
Employee Costs		28.8		(3,491)	(3,491)	28.8		(3,491)	(3,491)
Materials				(1,167)	(1,167)			(1,167)	(1,167)
Sponsorships									0
Depreciation									0
Finance Costs									0
TOTAL		28.8	0	(4,658)	(4,658)	28.8	0	(4,658)	(4,658)
Activity View									
Manager		3.0		(470)	(470)	3.0		(574)	(574)
People Experience		15.8		(2,249)	(2,249)	15.8		(2,249)	(2,249)
People Safety and Wellbeing		4.0		(768)	(768)	4.0		(768)	(768)
People Services		6.0		(1,171)	(1,171)	6.0		(1,067)	(1,067)
TOTAL		28.8	0	(4,658)	(4,658)	28.8	0	(4,658)	(4,658)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Graduate Employment Program			(841)		(841)
TOTAL		0	(841)	0	(841)

Strategy, Insights and Performance

	\$'000	FTE	Adopted Budget			Proposed Q1			
			Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue									0
Employee Costs		13.0		(1,478)	(1,478)	13.0		(1,478)	(1,478)
Materials				(139)	(139)			(139)	(139)
Sponsorships									0
Depreciation									0
Finance Costs									0
TOTAL		13.0	0	(1,617)	(1,617)	13.0	0	(1,617)	(1,617)
Activity View									
Manager		1.0		(197)	(197)	1.0		(197)	(197)
Project Management Office		5.0		(258)	(258)	5.0		(258)	(258)
Strategy, Planning & Engagement		7.0		(1,162)	(1,162)	7.0		(1,162)	(1,162)
TOTAL		13.0	0	(1,617)	(1,617)	13.0	0	(1,617)	(1,617)

Adelaide Central Market Authority (ACMA)

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			5,343		5,343		5,343		5,343
Employee Costs		10.7		(1,787)	(1,787)	10.7		(1,787)	(1,787)
Materials				(4,257)	(4,257)			(4,257)	(4,257)
Sponsorships									0
Depreciation				(36)	(36)			(36)	(36)
Finance Costs				(1)	(1)			(1)	(1)
TOTAL		10.7	5,343	(6,081)	(738)	10.7	5,343	(6,081)	(738)
Activity View									
ACMA Operations		7.7	5,257	(5,250)	7	7.7	5,257	(5,250)	7
Market Expansion		3.0		(600)	(600)	3.0		(600)	(600)
Online Market Platform			86	(231)	(145)		86	(231)	(145)
TOTAL		10.7	5,343	(6,081)	(738)	10.7	5,343	(6,081)	(738)

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Adelaide Central Market Expansion Operational Preparedness			(220)		(220)
TOTAL		0	(220)	0	(220)

Adelaide Economic Development Agency (AEDA)

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			4,417		4,417		4,417		4,417
Employee Costs	33.1		(4,777)	(4,777)	33.1		(4,762)	(4,762)	
Materials			(4,456)	(4,456)			(4,456)	(4,456)	
Sponsorships			(3,249)	(3,249)			(3,249)	(3,249)	
Depreciation			(88)	(88)			(88)	(88)	
Finance Costs			(6)	(6)			(6)	(6)	
TOTAL	33.1	4,417	(12,576)	(8,159)	33.1	4,417	(12,561)	(8,144)	
Activity View									
General Manager AEDA	3.0		(630)	(630)	3.0		(630)	(630)	
Business and Investment	7.5		(2,633)	(2,633)	7.5		(2,618)	(2,618)	
Marketing	8.0		(1,917)	(1,917)	8.0		(1,917)	(1,917)	
Rundle Mall Management	9.6	4,397	(4,439)	(42)	9.6	4,398	(4,439)	(41)	
Visitor Economy	5.0	20	(2,957)	(2,937)	5.0	19	(2,957)	(2,938)	
TOTAL	33.1	4,417	(12,576)	(8,159)	33.1	4,417	(12,561)	(8,144)	

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Operating Activities					
Adelaide Fashion Week			(310)		(310)
Business Growth - Business Support			(172)		(172)
Data and Insights			(213)		(198)
Event and Festival Sponsorship			(1,932)		(1,932)
General Marketing			(408)		(408)
Main streets Development Grants			(184)		(184)
Strategic Partnerships			(1,108)		(1,109)
Visitor Growth - Tourism Projects			(180)		(180)
TOTAL	0	(4,507)	0	(4,493)	

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Strategic Projects					
Rundle Mall Live Music Program			(100)		(100)
Tourism and Business Attraction			(133)		(133)
Commercial Events and Festivals Sponsorship Program					(300)
TOTAL	0	(233)	0	(533)	

	\$'000	Adopted Budget		Proposed Q1	
		Inc.	Exp.	Inc.	Exp.
Capital Projects					
New and Upgrade	3,954	(3,954)		3,954	(4,004)
Renewal					
TOTAL	3,954	(3,954)	3,954	(4,004)	

Kadaltilla / Adelaide Park Lands Authority

	\$'000	Adopted Budget			Proposed Q1				
		FTE	Inc.	Exp.	Total(N)	FTE	Inc.	Exp.	Total(N)
Operating Budget									
Revenue			328		328		328		328
Employee Costs		1.3		(175)	(175)	1.3		(175)	(175)
Materials				(138)	(138)			(138)	(138)
Sponsorships				(15)	(15)			(15)	(15)
Depreciation									0
Finance Costs									0
TOTAL		1.3	328	(328)	0	1.3	328	(328)	0
Activity View									
Kadaltilla		1.3	328	(328)	0	1.3	328	(328)	0
TOTAL		1.3	328	(328)	0	1.3	328	(328)	0

Regional Subsidiary & Offices

Brown Hill and Keswick Creek Stormwater Board

The Regional Subsidiary, known as the Brown Hill and Keswick Creeks Stormwater Board, was established in February 2018. The Board coordinates the delivery of the Brown Hill Keswick Creek Stormwater Project, which is a collaborative undertaking between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. The Board is governed by a Charter prepared by these five constituent Councils and subsequently approved by the Minister for Local Government.

Reporting for this Board is done separately and is not embedded in the City of Adelaide's quarterly report reporting, however, where available, the Board's own report and plans will be provided as attachments as well as being available on the Board's website.

Office of the Chief Executive Officer (CEO)

Supports the CEO to lead a sustainable, successful organisation, to make well informed decisions to deliver on Council's priorities, and to foster productive partnerships both with industry, and local government and other government bodies through the delivery of effective intergovernmental relations.

Key Focus Areas:

- Capital City oversight
- Communication and public relations
- Executive support and administration
- Grants and advocacy
- Partnerships and intergovernmental relations

Office of the Lord Mayor

Supports the Lord Mayor and Council Members to foster productive relationships with peak bodies, other government bodies and the community, to deliver our strategic priorities, plan, and fulfil our Capital City leadership responsibilities.

Key Focus Areas:

- Civic protocols and events
- Communication and public relations
- Lord Mayor and Council administration
- Partnerships and intergovernmental relations

Offices

Office of the Chief Executive & Office of the Lord Mayor

Planning & Budget Updates

There have been no proposed changes to the approved budget for the Office of the Chief Executive and the Office of the Lord Mayor during this quarter.

Quarterly Highlights

The Lord Mayor and CEO attended the Council of Capital City Lord Mayors Annual General Meeting in Darwin from 17-19 July 2024.

The Lord Mayor travelled to Penang Island 8-11 August 2024 as part of the Sister City 50th Anniversary celebrations.

The Lord Mayor's Homelessness Roundtable was held on 19 August in conjunction with the Park Lands, Policy & Sustainability Program.

The Premier and Lord Mayor co-hosted a reception at the Adelaide Oval to welcome home Australian Olympic and Paralympic Athletes, which was followed by a public event in Gawler Place, Rundle Mall on 15 September 2024.

Budget

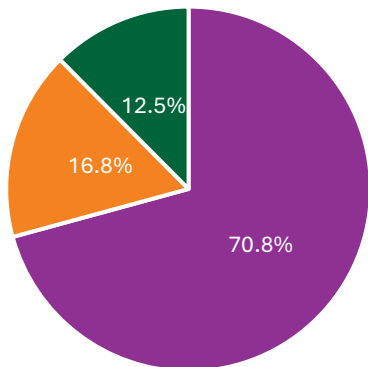
	\$'000	Adopted Budget			FTE	Proposed Q1			
		FTE	Inc.	Exp.		Total(N)	FTE	Inc.	Exp.
Operating Budget									
Revenue									0
Employee Costs		10.3		(1,808)	(1,808)	10.3		(1,808)	(1,808)
Materials				(1,289)	(1,289)			(1,289)	(1,289)
Sponsorships				0	0				0
Depreciation									0
Finance Costs									0
TOTAL		10.3		(3,097)	(3,097)	10	0	(3,097)	(3,097)
Program Budget									
Office of the Chief Executive		4.0		(1,457)	(1,457)	4.0		(1,457)	(1,457)
Civic Event, Partnerships, and Other Events				(482)	(482)			(482)	(482)
Lord Mayor's Office Administration		6.3		(1,158)	(1,158)	6.3		(1,158)	(1,158)
TOTAL		10.3	0	(3,097)	(3,097)	10.3	0	(3,097)	(3,097)

Projects

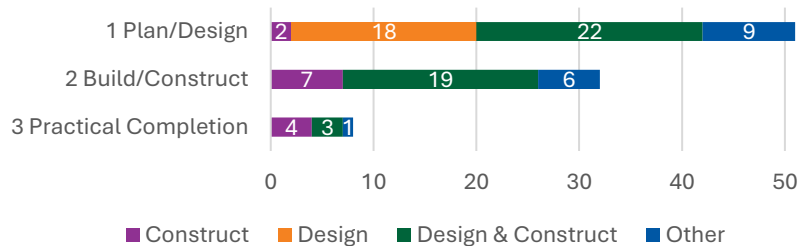
New and Significant Upgrades

New and Significant Upgrade projects are works of a capital nature that are either introducing new assets or significantly upgrading existing assets, usually by extending the footprint of an asset or increasing the level of service an asset provides.

Approved Budget



- Remaining Budget \$40.200m
- Spent \$9.534m
- Contracted \$7.075m



Budget Highlights

The New and Significant Upgrade budget has increased by \$10.081m from the original budget of \$56.809m to a proposed Quarter 1 budget of \$66.890m due to the continuation of 42 projects from 2023-24 of \$9.462m, the receipt of 4 new grants of \$0.595m and accrued grant interest in Quarter 1 of \$0.024m.

Key Achievements

During the quarter, 8 New and Significant Upgrade projects achieved practical completion, including Pitt Street (final section of the Market to Riverbank link project), Hutt Road/Park Lands Trail signalised crossing, Park 27B Sports building lighting upgrade and Francis Street artwork.

Quarter 1 saw the commencement of delivery of the Charles Street - Streetscape Upgrade Major project.

Several projects have signed contracts for intended works. This includes Rymill Park/Murlawirrapurka (Park 14) Public Lighting Upgrade, Park 11 Shared Use Path and lighting upgrade, and Christmas 2024 King William Street light pole motifs.

A number of New and Significant Upgrade projects are currently in the market with the aim of commencing delivery later this year, including Torrens retaining structure and 218-232 Flinders Street (demolition).

2024/25 New and Significant Upgrade Projects

Project	Plan		Expenditure (\$'000)				
	Delivered by		Adopted Budget	Proposed Q1	Variance	Stage	
City Shaping Portfolio							
City Culture							
Christmas 2024	●	Jan 25	●	0	188	(188)	Build/ Construct
City Activation (Festoon Lighting)	▲	Feb 25	●	0	49	(49)	Plan/ Design
City of Music Laneways - The Angels Artwork	●	Mar 25	●	45	61	(16)	Plan/ Design
Golden Wattle Park / Mirnu Wirra (Park 21 West) - New Community Sports Building (detailed design)**	●		●	100	100	0	Plan/ Design
Honouring Women in the Chamber - Portrait Commissions	▲	Jun 25	▲	12	15	(3)	Build/ Construct
Iparrityi Commission for Whitmore Square	▲	Jun 25	●	140	140	0	Plan/ Design
Main Street Revitalisation - Melbourne Street (planning) including Public Artwork	●	Jun 26	●	200	200	0	Design Only
Market to Riverbank Link Project ^	●	Sep 24	●	0	43	(43)	Build/ Construct
Place of Courage ^	◆	Jun 25	●	90	190	(100)	Plan/ Design
Public Art	●		●	0	42	(42)	Plan/ Design
Public Art Action Plan Deliverables	●	Jun 25	●	250	250	0	Plan/ Design
Ruby Hunter & Archie Roach Laneway Artwork	▲	May 25	▲	25	25	0	Plan/ Design
Park Lands, Policy & Sustainability							
Climate Change Action Initiative Fund (CCAIF)	●		●	0	79	(79)	Build/ Construct
Disability Access and Inclusion Plan 2024-2028 Implementation	●		●	100	100	0	Plan/ Design
Greener City Streets Program ^	▲	Dec 24	●	0	23	(23)	Build/ Construct
Implementation of Resource Recovery (Organics, Recycling, Waste) Strategy & Action Plan 2020-2028**	●		●	0	10	(10)	Plan/ Design
Light Square / Wauwi – Master Plan (detailed design)	●		●	250	250	0	Design Only
Public Realm Greening Program (street tree planting)	▲		●	1,700	5,700	(4,000)	Plan/ Design
Victoria Park / Pakapakanthi (Park 16) Master Plan implementation	●		●	250	250	0	Plan/ Design
City Services Portfolio							
City Operations							
Plant and Fleet Replacement Program	●		●	108	108	0	Plan/ Design
Infrastructure							
Adelaide Town Hall - David Spence Room and Prince Alfred Room - TV and False Wall	●	Sep 24	●	0	84	(84)	Practical Completion
Bikeways (North-South) ^	◆	Oct 02	●	1,250	1,648	(398)	Build/ Construct
Black Spot Funding 23/24 Signage	●	Sep 24	●	0	3	(3)	Practical Completion
Bonython Park / Tulya Wardli Shared Path Lighting, Retaining wall and Footpath Upgrade (Construction)	●		▲	0	0	0	Plan/ Design
Botanic Catchment Water Course Rehabilitation* ^	●		●	340	353	(13)	Plan/ Design
Brown Hill Keswick Creek - Stormwater Project	●		●	320	320	0	Plan/ Design
Charles Street – Streetscape Upgrade Major Project ^	●	Apr 25	●	5,925	5,887	38	Build/ Construct
Communication Server Relocation and Associated Services (Central Market)	●		●	300	300	0	Build/ Construct

Project	Plan		Expenditure (\$'000)				
	Delivered by		Adopted Budget	Proposed Q1	Variance	Stage	
City Services Portfolio							
Infrastructure cont.							
Field Street Improvements (Construction)*	●	Nov 24	●	0	573	(573)	Build/ Construct
Francis Street Public Art	●	Aug 24	●	0	28	(28)	Practical Completion
Frome Street - Footpath Upgrades	▲	Oct 24	●	550	462	88	Build/ Construct
Gawler Upark - Facade Coating Treatment	●	Oct 24	●	0	0	0	Build/ Construct
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) - Improvements (detailed design)*	●		●	20	20	0	Design Only
Glen Osmond Road / Hutt Road Intersection Upgrade	●		▲	22	22	0	Design Only
Greener City Streets Program ^	▲	Dec 24	●	122	197	(75)	Build/ Construct
Hutt Rd and South Tce Intersection Traffic Signal Upgrade Black Spot ^	●		●	0	235	(235)	Build/ Construct
Hutt Road / Park Lands Trail Signalised Crossing (Construction) ^	●	Sep 24	●	0	222	(222)	Practical Completion
Hutt Street and South Terrace Stormwater Improvements (Detailed Design)*	▲	Apr 25	●	115	224	(109)	Build/ Construct
Hutt Street Entry Statement Project ^	●	Sep 24	●	730	1,355	(625)	Build/ Construct
James Place Upgrade*	◆	Aug 25	●	100	100	0	Plan/ Design
Jeffcott Street – Pavement and Stormwater Upgrades (concept design)*	●		●	10	0	10	Design Only
Kingston Terrace Bus Stop Upgrades (Construction)	●	May 25	●	0	157	(157)	Plan/ Design
Light Square Electrical Infrastructure Upgrade	●	Oct 24	●	0	182	(182)	Practical Completion
Main Street Revitalisation - Gouger Street (detailed design)	●	Jan 27	▲	1,250	1,574	(324)	Plan/ Design
Main Street Revitalisation - Hindley Street*	▲	May 27	▲	4,980	5,160	(180)	Plan/ Design
Main Street Revitalisation - Hutt Street (detailed design)	●		●	1,250	1,295	(45)	Design Only
Main Street Revitalisation - Melbourne Street (planning) including Public Artwork	●	Jun 26	●	100	100	0	Design Only
Main Street Revitalisation - Melbourne Street Improvements ^	●	Apr 25	●	612	697	(85)	Build/ Construct
Main Street Revitalisation - O'Connell Street (detailed design)	●	Feb 27	●	1,000	1,024	(24)	Design Only
Market to Riverbank Link Project ^	●	Sep 24	●	0	435	(435)	Build/ Construct
Minor Traffic Signal Safety Upgrades - 3G Hardware Replacement	●	Oct 24	●	0	7	(7)	Build/ Construct
Mistletoe Park/ Tainmuntilla (Park 11) Shared Use Path Renewal & Public Lighting Upgrade* ^	●	Apr 25	●	149	188	(39)	Build/ Construct
New Access Ramps for Accessible Car Parks (Construction)	●		●	0	10	(10)	Plan/ Design
New Parents Room with store room (Central Market)	●		▲	55	55	0	Design Only
North Adelaide Golf Links - Renewal Planning*	●		●	80	80	0	Plan/ Design
O'Connell St / Archer St Intersection Improvements (Blackspot)**	●		●	0	350	(350)	Plan/ Design
Park 27B Hellas Sports club building and lighting upgrade (grant) ^	▲		●	100	336	(236)	Design Only
Park Land Buildings Upgrades	▲		●	1,763	1,763	0	Plan/ Design
Public Lighting Alterations - 176 Mackinnon Parade, North Adelaide	●	Sep 24	▲	0	23	(23)	Practical Completion
Royal Avenue – Improvements*	●		●	100	0	100	Plan/ Design
Rymill Park / Murlawirrapurka (Park 14) – Master Plan safety and accessibility works* ^	●	Apr 25	●	822	822	0	Build/ Construct
Rymill Park / Murlawirrapurka (Park 14) Public Lighting Upgrade (Construction) ^	●	May 25	●	0	357	(357)	Build/ Construct

Project	Plan		Expenditure (\$'000)				
	Delivered by		Adopted Budget	Proposed Q1	Variance	Stage	
City Services Portfolio							
Infrastructure cont.							
Rymill Park/Murlawirrapurka (Park 14) Lake Upgrade (Construction)^	●	Nov 24	●	0	306	(306)	Build/ Construct
School Safety Implementation Project	●		●	250	250	0	Plan/ Design
Torrens retaining structure	●	Jul 25	●	1,600	1,600	0	Build/ Construct
Vincent Street and Vincent Place – Improvements*	▲		●	1,203	1,203	0	Plan/ Design
West Pallant Project Steet Lighting Design*	●		●	0	33	(33)	Plan/ Design
Strategic Property and Commercial							
218-232 Flinders Street	●	Feb 25	●	0	407	(407)	Build/ Construct
Central Market Arcade Options	●	Feb 26	●	285	409	(124)	Build/ Construct
Central Market Arcade Redevelopment	●	Feb 26	●	15,918	15,918	0	Build/ Construct
South West Community Centre	●	Jun 25	●	1,500	1,500	0	Plan/ Design
Corporate Services Portfolio							
Corporate Activities							
Project Delivery Management Costs (Overheads)*	●		●	6,764	6,764	0	Build/ Construct
Adelaide Economic Development Agency							
Experience Adelaide Centre^	●		●	3,954	3,954	0	Plan/ Design
Rundle Mall Sound System	●	Jun 25	●	0	50	(50)	Plan/ Design
Information Management							
Microsoft Teams Enabled Room - Lord Mayor's Office	●	Oct 24	●	0	25	(25)	Build/ Construct
Total New and Upgrade Program				56,809	66,890	(10,081)	

* in addition to this budget there is a renewal amount which is reflected separately in the Renewal Program Table

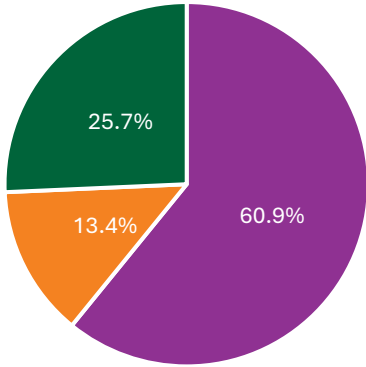
** fully grant funded

^ partially grant funded

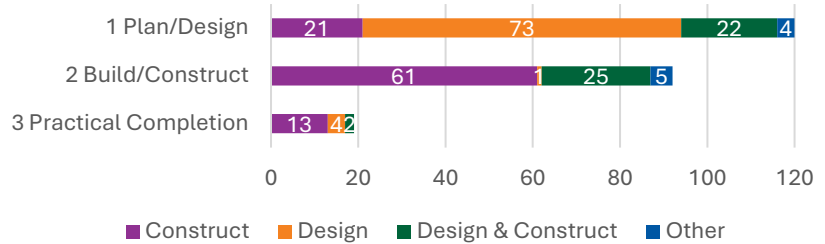
Renewals

Renewals are works of a capital nature that are replacing an existing asset like for like, or like for modern equivalent.

Approved Budget



- Remaining Budget \$34.097m
- Spent \$7.529m
- Contracted \$14.395m



Budget Updates

There is no change to the renewal budget of \$56.022m at Quarter 1. Variations in budget categories are as a result of realigning and reprioritising the budget to the asset category being renewed.

Key Achievements

During the quarter, 19 renewal projects achieved practical completion, including Park 26/Lights Vision footpath renewal, bud lighting renewal program, Adelaide Central Market – asphalt renewal and various road renewals.

Quarter 1 saw the commencement of delivery of the following projects: ICT Network and Security updates, Golf Course - green renewals, Childers Street lighting renewal and various traffic signal and road renewal projects.

Several projects have signed contracts for the intended works. This includes ICT’s laptop and PC replacements, public lighting and electrical conduit renewal on Glen Osmond Road, Park 20/Kurangga footpath renewal, Adelaide Town Hall service lift renewal and bollard renewals in Rundle Mall.

A number of renewal projects are currently in the market with the aim of commencing delivery later this year, including Hutt Street/South Terrace Stormwater improvements, Unley Road stormwater culvert and Grenfell Street footpath renewal.

2024/25 Renewal Budget by Category

\$'000	Adopted Budget	Proposed Q1	Variance	
Bridges	350	350	0	►
Buildings	11,205	11,325	(120)	▼
ICT Renewals	1,591	1,591	0	►
Light'g & Electrical	1,708	1,985	(277)	▼
Park Lands Assets	2,128	2,174	(46)	▼
Plant and Fleet	1,689	1,689	0	►
Traffic Signal	3,606	2,937	669	▲
Transport	19,459	17,370	2,089	▲
Urban Elements	2,891	2,944	(53)	▼
Water Infrastructure	5,729	7,992	(2,263)	▼
Project Management Delivery Costs	5,665	5,665	0	►
TOTAL	56,022	56,022	0	►

2024/25 Renewal Projects by Category and Project Phase

Category	Total*	Design only	Plan/Design	Build/Construct	On Hold	Complete
Bridges	5	3	2			
Buildings	31	4	10	15		2
ICT Renewals	8		7	1		
Light'g & Electrical	29	19	1	6		3
Park Lands Assets	18	7	3	8		
Plant and Fleet	6		3	2		1
Traffic Signal	9		1	8		
Transport	66	22	14	20		10
Urban Elements	49	15	5	26		3
Water Infrastructure	10	3	1	6		
TOTAL	231	73	47	92	0	19

*Total Project count: mixed funded projects are only counted once in the total project count.

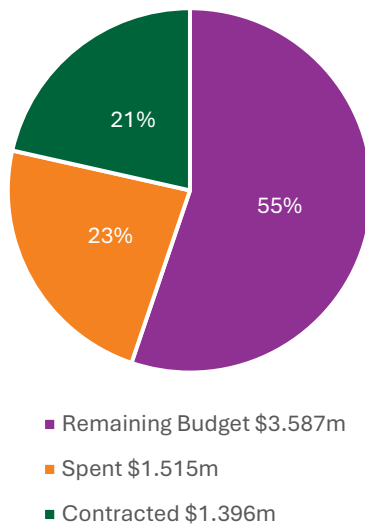
Note:

- Transport is made up of Roads, Pathways and Kerb and Water Table
- Plant and Fleet includes Commercial Plant and Fleet
- Some projects have been broken down into sub-projects, so total appears different

Strategic Projects

Strategic Projects are generally 'one off' or short-lived activities that have been prioritised to be delivered within a specific timeframe to meet strategic outcomes, often as a result of Council decisions and/or partnerships.

Approved Budget



Budget Updates

The Strategic Projects budget has increased by \$0.626m from the original approved budget of \$6.499m to a proposed Quarter 1 budget of \$7.125m.

The inclusion of grant funded initiatives (Historic Area Statement – Code Amendment, Botanic Creek Rehabilitation, Adelaide Park Lands Water Resources Study & Social Work in Libraries Evaluation Framework), ongoing previous year projects (Conservation Management Plans for Heritage Assets, Transport Strategy, City Speed Limit Review & School Safety Review) and Council endorsed projects (Commercial Events & Festivals Sponsorship Program) are contributing to this increase.

Key Achievements

Quarter 1 has seen the number of strategic projects increase with the inclusion of new projects in City Shaping (Social Work in Libraries Evaluation Framework, Historic Area Statement – Code Amendment & Botanic Creek Rehabilitation) and Corporate Services (Commercial Events and Festivals Sponsorship Program).

Successful grant submissions have assisted in easing funding constraints, with a number of projects attracting external funding.

SA Power Networks Luminaire Upgrades and Social Planning Homelessness and Adelaide Zero Project Resourcing have both reached practical completion in Quarter 1.

Overall, the strategic program is 42% committed and spent at Quarter 1, with continued procurement and delivery into Quarter 2.

2024/25 Strategic Projects	Plan		Expenditure (\$'000)		
	Delivered by		Adopted Budget	Proposed Q1	Variance
City Shaping					
City Culture					
DHS Community Neighbourhood Development Funding^	●	Jun 2025	99	99	▶
City Activation	●	Jun 2025	502	502	▶
Park Lands, Policy & Sustainability					
Social Work in Libraries Evaluation Framework**	●	Nov 2024		25	(25) ▲
Social Planning Homelessness and Adelaide Zero Project Resourcing		Complete	208	208	▶
Reconciliation Action Plan 2024-2027 Implementation	●	Jun 2025	150	150	▶
National Heritage Management Plan Implementation	●	May 2025	100	100	▶
Local Heritage Assessments - 20th Century Buildings	●	Jun 2025	50	50	▶
Homelessness Strategy Implementation	●	Jun 2025	50	50	▶
Historic Area Statement - Code Amendment	●	Jun 2025		112	(112) ▲
Economic Development Strategy Implementation	●	Jun 2025	106	106	▶
Disability Access and Inclusion Plan 2024-2028 Implementation	●	Jun 2025	215	215	▶
Delivering the Planning and Design Code Amendment Program 23-26 (Year 2)	●	Jun 2025	240	240	▶
Botanic Creek Rehabilitation (Community Planting)^	●	Jun 2025		72	(72) ▲
Adaptive Reuse City Housing Initiative^	●	Dec 2025	290	250	40 ▼
Regulatory Services					
On-Street Parking Compliance Technology and Customer Analytics Reform	●	Jun 2025	148	148	▶
City Services					
City Operations					
Feasibility Studies - Waste and Recycling Collection	●	Jun 2025	100	100	▶
Infrastructure					
Transport Strategy	▲	Jun 2025	200	276	(76) ▲
School Safety Review	●	Mar 2025		12	(12) ▲
SA Power Networks (SAPN) Luminaire Upgrades		Complete	15	15	▶
Resilient Flood Mapping	▲	May 2025	1,723	1,723	▶
Conservation Management Plans for Heritage Assets	●	Jun 2025		41	(41) ▲
City Speed Limit Review	●	Aug 2024		27	(27) ▲
Bridge Maintenance Program	▲	Jun 2025	400	400	▶
Asset Condition Audit	●	May 2025	595	565	30 ▼
Adelaide Park Lands Strategic Water Resources Study	▲	Jun 2025	50	80	(30) ▲
Strategic Property & Commercial					
88 O'Connell Project Delivery	●	Jun 2025	80	80	▶
218 - 232 Flinders Street Masterplan Investigations	●	Jun 2025	150	150	▶
Corporate Services					
Governance					
ESCOSA Review	●	Feb 2025	40	40	▶
Information Management					
Cyber Security Enhancement	●	Jun 2025	85	85	▶
Contact Centre Software Replacement	●	Mar 2025	450	450	▶
ACMA					
Adelaide Central Market Expansion Operational Preparedness	●	Jun 2025	220	220	▶
AEDA					
Tourism and Business attraction	●	May 2025	133	133	▶
Rundle Mall Live Music Program	●	Jun 2025	100	100	▶
Commercial Events and Festivals Sponsorship Program	●	Jun 2025		300	(300) ▲
TOTAL		34 projects	6,499	7,125	(626)

Budget

Summary

September Year to Date (YTD)

The operating position as at the end of quarter 1 2024/25 is a surplus of \$4.907m, which is (\$0.476m) unfavourable to the Year to Date (YTD) budget of \$5.383m. This is driven by:

- **Income \$0.788m favourable** to budget largely due to higher fees and charges across Commercial Parking income \$0.489m and Nursery Sales \$0.083m, as well as additional corporate grants programs \$0.100m (including Financial Assistance Grants).
- **Expenditure (\$1.264m) unfavourable** and is largely due to resource costs (employee costs net of external temporary labour backfills) which is (\$1.413m) higher than budget. This is due to the alignment of the salary and wages pay runs in July; the Q1 budget will be retimed to align to the revised actual pay cycles which gives rise to a variance of a favourable position of \$0.114m. Other variances include depreciation of (\$0.538m) reflecting the 2023/24 asset revaluations, offset by favourable timing of materials, contract and other expenditure.

The Capital Projects spend of \$17.063m is \$0.266m higher than the YTD budget of \$16.797m. This is a result of the continued effort to deliver the 2024/25 capital program.

Council had net cash surplus of \$27.782m as at 30 September, with \$2.510m in bank accounts and \$25.272m in deposits.

Quarter 1 2024/25 Projected Operating Position

The proposed Quarter 1 forecast is an operating surplus of \$9.367m which remains consistent as per the adopted budget. The following adjustments are incorporated into Quarter 1:

Additional Income of \$0.483m through the recognition of additional commercial parking revenue of \$0.130m, extension of a long term lease of \$0.166m, additional grants received of \$0.215m, the sale of gaming machine entitlements \$0.100m and other minor increases of \$0.074m. Offsetting this is a reduction in property rental income of (\$0.202m) due to higher than budgeted vacancies.

Additional Expenditure of (\$0.483m) through an increase in Strategic Project funding of (\$0.626m) including (\$0.300m) for the AEDA commercial events fund and (\$0.269m) of strategic projects continuing into 2024/25, and new projects of (\$0.057m) to be delivered through external grant programs. Other changes include additional commercial parking labour and software licences of (\$0.164m) to deliver the increased revenue, additional minor increases in expenditure of (\$0.085m) offset by a reduction in commercial parking bank fees of \$0.392m due to a combination of a one-off overcharge and a beneficial rate reduction in the new banking contract.

The **Capital Program** is proposed to increase by \$10.081m from \$112.831m to \$122.912m as a result of the continuation of 42 projects from 2023/24 of \$9.462m, the receipt of 4 new grant funded projects \$0.595m and accrued interest of \$0.024m from externally funded projects. Ther renewal program has been reprioritised to be delivered in line with the adopted budget.

Borrowings are forecast to reduce by \$29.944m from \$53.677m to \$23.733m. This is largely due to the cash positive position as at 30 June 2024.

Budget

Operating Position (Financial Performance)

\$000's	YTD Actual	YTD Budget	Variance	Full Year Budget	Q1 Review	Variance
Rates Revenue	36,077	36,152	(75)	144,908	144,908	0
Fees and Charges	21,902	21,525	377	84,292	84,460	168
Grants, Subsidies and Contributions	1,237	908	329	4,842	5,057	215
Other Income	387	230	157	1,183	1,283	100
Total Revenue	59,603	58,815	788	235,225	235,708	483
Employee Costs	19,726	19,625	(101)	86,220	86,489	(269)
Materials, Contracts and Other Expenses	18,200	17,660	(540)	75,824	75,779	45
Sponsorships, Contributions and Donations	1,803	1,726	(77)	6,149	6,408	(259)
Depreciation, Amortisation and Impairment	14,757	14,219	(538)	56,857	56,857	0
Finance Costs	210	202	(8)	808	808	0
Total Expenses	54,696	53,432	(1,264)	225,858	226,341	(483)
Operating Surplus / Deficit	4,907	5,383	(476)	9,367	9,367	0

Capital Program

	YTD Actual	YTD Budget	Variance	Full Year Budget	Q1 Review	Variance
New and Upgrades Projects	9,534	8,145	(1,389)	56,809	66,890	(10,081)
Renewal / Replacement of Assets	7,529	8,652	1,123	56,022	56,022	0
Total Revenue	17,063	16,797	(266)	112,831	122,912	(10,081)

Operating Program – Adjustments

\$000's	Budget	Proposed	Variance
2024/25 Quarter 1 Budgeted Operating Position			
Lease Extension			
Extension of a Long Term Lease	0	166	166
Commercial Parking Income			
Recognise one off favourable variance	44,490	44,620	130
Park Land Property Rental Income			
Higher than budgeted rental incomes	1,077	1,112	35
Property Rental Income			
Unbudgeted vacancies	6,615	6,413	(202)
Roads To Recovery Grant Funding			
Additional grant funding received	255	332	77
Creek Of Cultural Connection - Grant Funding			
Funding for community planting activities in Parks 14, 15 & 16	0	58	58
Creek Of Cultural Connection - Expenditure			
Project for community planting activities in Parks 14, 15 & 16	0	(72)	(72)
SA Council Modernisation Grants - Grant Funding			
Funding for Organic Residential Trials	0	34	34
SA Council Modernisation Grants - Expenditure			
Costs for Organic Residential Trials	0	(28)	(28)
Financial Assistance Grant (General Purpose)			
Additional grant funding received for 24/25	697	717	20
Supplementary Local Roads			
Additional grant funding received for 24/25	126	129	3
Kerbside Performance Grant			
Grant funding received for Food Waste	0	3	3
Financial Assistance Grant (Local Roads)			
Additional grant funding received for 24/25	357	358	1
Gaming Machine Entitlements			
Higher than expected income	0	100	100
Data & Insights Analyst (AEDA)			
Reduction in salary level after Mercer review	(132)	(117)	15
Commercial Parking Labour			
Additional labour required to deliver increased revenue	(2,315)	(2,414)	(99)
Historic Area Statement			
Continuation of strategic project into 24/25	0	(113)	(113)
Transport Strategy			
Continuation of strategic project into 24/25	(200)	(276)	(76)
Parking Software			
Licence cost higher than anticipated	(664)	(729)	(65)
Heritage Strategy 2021-2036			
Continuation of strategic project into 24/25	0	(41)	(41)
City Speed Limit Review			
Continuation of strategic project into 24/25	0	(27)	(27)
School Safety Review			
Continuation of strategic project into 24/25	0	(12)	(12)
SA Power Networks Luminaire Upgrades			
Strategic project completed with savings	(15)	(14)	1
Parking Bank Fees			
One-off overcharge plus beneficial rate from new banking contract	(1,035)	(643)	392
Commercial Events Fund - AEDA			
Re-instatement of fund based on Council Decision 11 June 2024	0	(300)	(300)

Budget

Operating Program – Adjustments (continued)

The following changes have a net nil impact on the Operating Program, as income or grant funding received fully offsets incurred expenditure:

\$000's	Budget	Proposed	Variance
Employee Costs			
Additional Aboriculture Technical Officer to manage contractor and scheduling of maintenance, offset by an increas in vacancy management target.	86,220	86,220	(108) 108
East End Unleashed - Income			
Unbudgeted event income offset by set up costs	0	40	40
East End Unleashed - Expenditure			
Unbudgeted event income offset by set up costs and contractor costs budget reallocated from Events	(145)	(294)	(149)
Events - Expenditure			
Contractor costs reallocated to East End Unleashed	(1,392)	(1,283)	109
Live & Local - Grant Funding			
Partnership with LMO	0	35	35
Live & Local - Expenditure			
Partnership with LMO	0	(35)	(35)
Adaptive Re-Use - Grant Funding			
Lower than budgeted grant income as a result of grant revenue recognition in 2023/24	290	250	(40)
Adaptive Re-Use - Expenditure			
Reduction in expenses to offset lower than budgeted grant income	(290)	(250)	40
Social Workers In Libraries - Grant Funding			
Funding received to be fully expended on project	0	25	25
Social Workers In Libraries - Expenditure			
Funding received to be fully expended on project	0	(25)	(25)

Capital Program – Adjustments

\$000's	Budget	Proposed	Variance
New and Upgrades			
Works of a significant nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.	56,809	66,890	(10,081)
Renewals			
Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.	56,022	56,022	0
Total Adjustment	112,831	122,912	(10,081)

Budget

Financial Indicators

	Target	Adopted	Q1
Operating Surplus Ratio The ratio expresses the Operating Surplus as a percentage of Total Operating Revenue.	0%-20%	4.0%	4.0%
Net Financial Liabilities The ratio expresses the Financial Liabilities as a percentage of Operating Income.	Less than 80%	21%	15%
Asset Sustainability Ratio The ratio expresses the expenditure on Asset Renewals as a percentage of forecast required expenditure according to the Asset Management Plans.	90%-110%	92.5%	92.5%
Asset Test Ratio The ratio expresses Borrowings as a percentage of Saleable Property Assets.	Maximum 50%	17%	8%
Interest Expense Ratio Interest expense as a percentage of General Rates Revenue (less Landscape Levy).	Maximum 10%	2.0%	2.0%
Leverage Test Ratio The ratio expresses total Borrowings relative to General Rates Revenue (less the Landscape Levy).	Maximum 1.5 years	0.4 years	0.2 years
Cash Flow From Operations Ratio The ratio expresses Operating Income as a percentage of Operating Expenditure plus expenditure on Renewal/Replacement of assets.	Greater than 100%	103%	110%
Borrowings The ratio expresses Borrowings as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	34%	15%
Borrowings The ratio expresses Borrowings (Gross of Future Fund) as a percentage of the Prudential Borrowing Limit (50% of Saleable Property Assets).	Less than 50%	56%	40%

On track	Within range
At risk	May be within range but at risk of going outside of range
Off track	Outside of range

Budget

Treasury Reporting

The tables below present the debt and cash investment information as required by Council’s Treasury Policy.

Table 1 shows the borrowing facilities taken out by Council. Council had nil borrowings as at 30 September 2024:

Borrowings Facility*	Available	Interest Type	Interest Rate	Current Borrowings	Change since previous report \$'000	Maturity Date
LGFA CAD 555	\$70m	Variable	5.60%	-	-	15/06/2033

* Note CAD facilities are flexible and allows Council to convert all or part of it into a fixed rate interest only loan for a maximum of 5 years.

Table 2 shows cash invested by Council. Council had \$27.782m in cash investments at 30 September 2024:

Cash & Cash Equivalents	Available	Interest Type	Interest Rate	Current Investments	Change since previous report \$'000	Maturity Date
LGFA General		Variable	4.55%	\$25.272m	\$25.073m	-
NAB		Variable	4.35%	\$0.382m	\$0.102m	-
CBA		Variable	4.35%	\$2.128m	\$0.972m	-

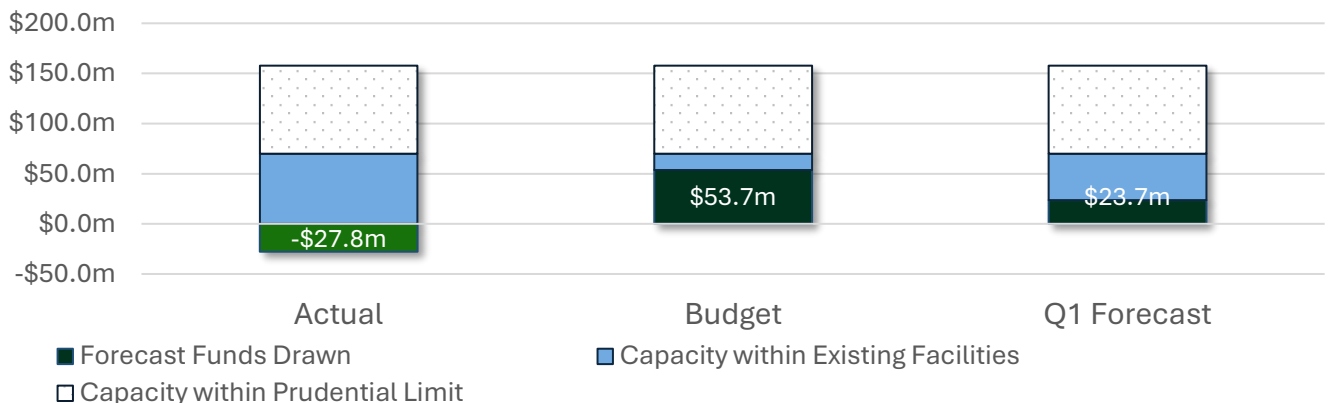
Total borrowings without the Future Fund offset (\$36.629m) would otherwise be \$8.846m.

Table 3 provides the Prudential Limit Ratios as outlined in Council’s Treasury Policy:

Prudential Limit Ratio**	Comments	Limits	YTD Actual
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy).	Maximum 10%	0.03%
Leverage Test	Total borrowings relative to annual General Rates Revenue (Less Landscape Levy).	Max 1.5 years	0 years
Asset Test	The percentage of total borrowings to Council’s saleable property assets.	Maximum 50%	0%

Borrowings: showing current facilities against our prudential limit and forecasted position

Borrowings



Glossary

Budget

24/25 Budget: is the current adopted budget.

Financial Indicators: Measures used to assess Council's financial performance, to guide decision making on major projects, and ensure its continued financial sustainability.

Reallocation: Reallocation of funds from one source to another.

Reclassification: A change of a project categorisation to reflect the scope, size or funding source of a project (e.g. Renewal to Upgrade).

Retimed: Deliberate change of timing of a project into a future year based on an agreed decision.

Subsidiaries: Established by Council under Section 42 of the *Local Government Act 1999 (SA)* that operate under independent boards or organisations that the City of Adelaide either operates or supports.

Capital Works

New and upgrade: Works of a capital nature that are either introducing new assets or significantly upgrading existing assets. Usually by extending the footprint of an asset or increasing the level of service the asset provides.

Renewal: Works of a capital nature that are replacing an existing asset like for like or like for modern equivalent.

Project Management Phases

Commit/Concept: A project plan is being finalised with scope, and greater understanding of budget timing and stakeholder management.

Design: Projects for which only the design phase will be undertaken in the current year, with construction occurring in another financial year.

Design/Detail Planning: The planning and design phase of a project, which includes activities such as project planning and technical design.

Build/Construct (also Deliver): The build and construction phase of a project, which includes activities such as tendering, and construction/creating an asset.

Practical Completion: The practical completion phase of a project where an area/asset is open and created in our asset system. Depreciation commences at this point.

On Hold: Project status indicating a decision of Executive or Council is required and cannot proceed until a decision is reached.

Types of Projects

Capital Project: A long-term project to establish, develop, improve or renew a capital project.

Strategic Project: Delivers the Strategic Plan and are generally 'once off' that have been prioritised to be delivered in a specific timeframe. Strategic Project budgets are operational in nature (not capital) and are aligned to a relevant service.

Appendix: Risk and Opportunities

Risks and Opportunities

The construction of Market Square and decreased capacity in the UPark Central Market, together with local economic conditions and cost of living pressures could have an impact on potential spend in the market.

Access to the Adelaide Central Market may also be affected by compounding pressures in the precinct. This would depend on the timing of projects such as future renovations of Market Plaza entrances, Main Street Revitalisation – Gouger Street project, and road closures for major events, all of which could have an impact on potential spend in the Market.

19 leases within the Adelaide Central Market will expire in FY24/25. There is a potential for this to have a direct impact on revenue. Leasing agreements are progressing well at this stage, ahead of tenancy schedule.

City Operations is currently reviewing the maintenance programs and operating budgets required to support the New and Upgrade projects to ensure all future budgets capture the funding required to maintain these assets within the agreed service standards.

Higher than expected staff turnover and movement in On-Street Parking has led to lower forecast revenue at Quarter 1. Different approaches are being reviewed to compensate for this in remaining quarters.

Development of the Helen Mayo Master plan is a project to be undertaken with State Government. The timing and delivery of the project relates to State Government investment.

Resourcing, both internal and external, remains a challenge for progressing projects through design and construction. Internal resources continue to be supplemented with short term contract staff and external consultants and contractors have high workloads due to a busy time in the industry, with pricing remaining at post-covid levels.

In Quarter 1, Council reviewed multiple avenues for grant revenue and after further investigation, eight opportunities, across four government schemes, were formally submitted. Outcomes of these applications will be known throughout 2024/25.

From applications made towards the end of 2023/24, four grant applications were awarded to the City of Adelaide in Quarter 1 equalling \$2.1 million of funding support from both the State and Federal Government. This external funding will go towards supporting projects such as the James Place and Charles Street upgrades amongst others. Further opportunities are being investigated for submission due in Quarter 2.

Appendix: Financial Statements

Statement of Comprehensive Income \$'000s

	Adopted Budget	Q1
Income		
Rates Revenue	144,908	144,908
Statutory Charges	16,893	16,893
User Charges	67,399	67,567
Grants, Subsidies and Contributions	4,842	5,057
Investment Income	166	166
Reimbursements	150	150
Other Income	866	967
TOTAL INCOME	235,225	235,708
Expenses		
Employee Costs	86,220	86,489
Materials, Contracts and Other Expenses	81,973	82,187
Depreciation, Amortisation and Impairment	56,857	56,857
Finance Costs	808	808
TOTAL EXPENSES	225,858	226,341
Operating Surplus (Deficit)	9,367	9,367
Asset Disposal & Fair Value Adjustments	0	0
Amounts Received Specifically for New or Upgraded Assets	7,026	9,015
Net Surplus / (Deficit)	16,393	18,382
Changes in Revaluation Surplus – I,PP&E	0	0
TOTAL OTHER COMPREHENSIVE INCOME	16,393	18,382

Statement of Financial Position

\$'000s	Adopted Budget	Q1
ASSETS		
<u>Current Assets</u>		
Cash and Cash Equivalents	800	800
Trade & Other Receivables	45,116	19,556
Inventories	741	805
Other Current Assets	0	27,000
Total Current Assets	46,657	48,161
<u>Non-Current Assets</u>		
Financial Assets	679	839
Equity Accounted Investments in Council Businesses	2,258	4,386
Investment Property	2,968	3,165
Infrastructure, Property, Plant and Equipment	1,924,347	2,075,923
Other Non-Current Assets	1,306	0
Non-Current Receivable	0	0
Total Non-Current Assets	1,931,559	2,084,313
TOTAL ASSETS	1,978,216	2,132,474
LIABILITIES		
<u>Current Liabilities</u>		
Trade and Other Payables	19,071	23,829
Provisions	21,596	16,875
Borrowings (Lease Liabilities)	5,142	5,077
Total Current Liabilities	45,808	45,781
<u>Non-Current Liabilities</u>		
Trades and Other Payables	0	16,066
Borrowings	53,677	23,733
Provisions	2,103	2,058
Borrowings (Lease Liabilities)	30,922	34,241
Total Non-Current Liabilities	86,703	76,098
TOTAL LIABILITIES	132,511	121,879
Net Assets	1,845,705	2,010,595
EQUITY		
Accumulated Surplus	807,169	799,387
Asset Revaluation Reserves	1,004,383	1,171,996
Future Reserve Fund	34,154	39,212
TOTAL COUNCIL EQUITY	1,845,705	2,010,595

Statement of Changes in Equity

\$'000s	Adopted Budget	Q1
Balance at the end of previous reporting period	1,829,312	1,992,213
a. Net Surplus / (Deficit) for Year	16,393	18,382
b. Other Comprehensive Income	0	0
Total Comprehensive Income	16,393	18,382
Balance at the end of period	1,845,705	2,010,595

Statement of Cash flows

\$'000s	Adopted Budget	Q1
Cash Flows from Operating Activities		
<u>Receipts</u>		
Operating Receipts	232,801	254,466
<u>Payments</u>		
Operating Payments to Suppliers and Employees	(170,091)	(175,134)
Net Cash provided by (or used in) Operating Activities	62,710	79,332
Cash Flows from Investing Activities		
<u>Receipts</u>		
Amounts Received Specifically for New/Upgraded Assets	6,026	4,556
Proceeds from Surplus Assets	18,500	18,500
Sale of Replaced Assets	500	500
<u>Payments</u>		
Expenditure on Renewal/Replacement of Assets	(56,022)	(56,022)
Expenditure on New/Upgraded Assets	(56,489)	(66,567)
Capital Contributed to Equity Accounted Council Businesses	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(87,805)	(99,353)
Cash Flows from Financing Activities		
<u>Receipts</u>		
Proceeds from Borrowings	30,084	23,733
<u>Payments</u>		
Repayment from Borrowings	0	0
Repayment of Lease Liabilities	(4,989)	(4,989)
Net Cash provided by (or used in) Financing Activities	25,095	18,744
Net Increase (Decrease) in Cash Held	0	(1,277)
plus: Cash and Cash Equivalents at beginning of period	800	2,077
Cash & Cash Equivalents at end of period	800	800

Uniform Presentation of Finances

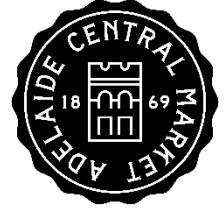
\$'000s	Adopted Budget	Q1
Income		
Rates Revenue	144,908	144,908
Statutory Charges	16,893	16,893
User Charges	67,399	67,567
Grants, Subsidies and Contributions	4,842	5,057
Investment Income	166	166
Reimbursements	150	150
Other Income	866	967
TOTAL INCOME	235,225	235,708
Expenses		
Employee Costs	86,220	86,489
Materials, Contracts and Other Expenses	81,973	82,187
Depreciation, Amortisation and Impairment	56,857	56,857
Finance Costs	808	808
TOTAL EXPENSES	225,858	226,341
Operating Surplus / (Deficit) before Capital Amounts	9,367	9,367
Net Outlays on Existing Assets		
Capital Expenditure on Renewal and Replacement of Existing	(56,022)	(56,022)
Finance lease payments for right of use assets on existing assets	0	(4,989)
add back Depreciation, Amortisation and Impairment	56,857	56,857
add back Proceeds from Sale of Replaced Assets	500	500
Net Outlays on Existing Assets	1,335	(3,654)
Net Outlays on New and Upgraded Assets		
Capital Expenditure on New and Upgraded Assets	(56,809)	(66,887)
add back Amounts received specifically for New and Upgraded Assets	6,026	4,556
add back Proceeds from Sale of Surplus Assets	18,500	18,500
New Outlays on New and Upgraded Assets	(32,283)	(43,831)
Net Lending / (Borrowing) for Financial Year	(21,581)	(38,118)

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Adelaide Central Market

Quarter 1 Report, 1 July 2024 – 30 September 2024



Executive Summary

Operational highlights for Q1 included events and activations such as the popular Bastille Day and sold-out school holiday program. The month of September focussed on sustainability with the promotion of various initiatives ACMA delivers, including the community partnership with Oz Harvest to rescue food and the recycling of the Market's organic waste to produce compost for the farming industry (99% of the organic waste is diverted from landfill).

The leasing campaign for the Market Expansion commenced with an Expression of Interest process with a robust number of applications received across most retail categories. Discussions with potential tenants will start in October and November.

Tenancy movement included one stall vacating at lease expiry (Standom Smallgoods), followed by fit out works to relocate and expand one stall (Fleurieu Milk) with a new tenant to be welcomed in October. Leasing revenue remains strong, with 100% rental occupancy.

The operating position is \$257K favourable to the YTD budget however this is mainly based on timing of expenditure.

The Market visitation in Q1 of the financial year is traditionally the slowest period of the year (winter) and the fire incident on 31/08 has had an impact on trade. However, traffic has climbed steadily since, boding well for a lift in numbers coming into the end of the calendar year.

Financial Report

\$'000	September YTD			Adopted Annual Budget	Revised Annual Budget
	Actual	Budget	Var		
Income	1,372	1,336	37	5,343	5,343
Expenditure	1,286	1,468	181	6,081	6,081
Net Operating Surplus / (Deficit)	86	(132)	218	(738)	(738)
Expansion Operational Preparedness	16	55	(39)	220	220
Total	70	(187)	257	(958)	(958)

Debtors Summary

Financial Year	Total Arrears	Current	%	30 Days	%	60 Days	%	90+ Days	%
2024/25	\$ 78,400	\$ 47,393	60%	\$ 19,638	25%	\$ 11,369	15%	\$ 0	0%

Debt is contained within 60 days and the percentage of rent paid in advance remains stable.

Leasing

Substantial progress since July, with:

Q1 - Total number of Market stalls is 72 – 100% Occupancy	
Renewals	7
Short term	1
Holdovers	2
Vacancies	0

Risks and Opportunities

- 19 leases will expire in FY24/25 leading to an increased risk in vacancies.
- The construction of Market Square, the decreased capacity in UPark Central Market, as well as economic conditions and cost of living pressures may impact on potential spend in Market.
- Access to the Market may be affected further by compounding pressures in the precinct, depending on timing but not limited to future renovations of Market Plaza entrances, Gouger St rejuvenation and road closures for major events.

Business Plan & Budget 2024/25 and Strategic Plan Measures

The 2024/25 ACMA Business Plan and Budget includes 93 priority actions across the five strategic pillars of the ACMA Strategic Plan 2023/28: Our Customers, Our Traders, Our Business, Our Community and Our Market.

Summary Actions	Delivered/ongoing	On Track	Off track
OUR CUSTOMERS	11	13	0
OUR TRADERS	10	4	0
OUR BUSINESS	24	7	0
OUR COMMUNITY	9	5	0
OUR MARKET	5	5	0
TOTAL	59	34	0

Q1 Highlights

OUR CUSTOMERS

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

- Introduced visitation tracking to the Market Stall (Customer Service Desk): 2,507 products sold and 10,900 customers
- Trading Hours review: commenced process to align trading hours to customer preferences, including gathering and communicating research data to traders. Progressed trader consultation process (facilitated by external consultant 'Further Insights') as per the legal requirements of the Retail Leasing and Commercial Act, including 2 all trader forums. (Trader vote in October 2024)
- Delivery of in Market events and activations Bastille Day, school holiday program, Sustainable September, cooking demonstrations, free kids activities and live music
- 3 high profile National and international TV program filming and featuring the Market

OUR TRADERS

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

- Supported the Photo Co. Adelaide Camera Expo on Sunday 22 September (attended by approx. 550 people)
- Trading Hours review progressed with extensive Trader consultation including all-trader forums, surveys and 1:1 interviews
- Successful pop-up with traditional style Dutch offering in central aisle
- Big clean for Market including all trader facades
- First 'Trader Award for Innovation' delivered

OUR BUSINESS

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

- New property management software - implementation and training
- Appointment of new Administration Coordinator, Tiera Lippiello (existing FTE)
- Live Shooter and Emergency evacuation training for ACMA staff (delivered by CoA, 14/8)

- Tourism Industry Council South Australia awards submission: ACMA named finalist in Cat 8: Retail, Hire and Services

OUR COMMUNITY

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

- Cultural celebrations – NAIDOC Week and Bastille Day
- Partnership showcase with Oz Harvest with in Market photography and video
- Sustainable September promotion: organic waste management to produce compost for the farming industry
- Single use Plastic Ban implementation plus In-Market bins re-skinned to align with ban

OUR MARKET

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

- Pest control new contract
- Replacement of glass canopies at 4x entry points
- Renewal of entry lighting
- Renewal of Asphalt (western roadway)
- Market Expansion:
 - Leasing Strategy and Leasing Campaign strategy completed
 - Leasing EOI process in July and August with Exclusive access to EOI for existing traders
 - Review of Property staff resourcing

Upcoming quarter priorities: 1 October 2024 – 30 December 2024

- Board: 2 external Board Members to be recruited in October/November + Council Member representative to be appointed in December
- Marketing and events delivery:
 - School Holidays program
 - Deliver Seafood + Sound event activation on 25 and 26 October
 - Deliver Christmas program (marketing and operational)
 - Ongoing program of live music and free kids activities
- Trading Hours review: trader vote following consultation to amend weekdays trading hours
- Market Expansion:
 - Leasing conversations with potential tenants
 - Operational Readiness project – research phase to inform budget preparation
 - Fit Out guidelines to be completed
 - Recruitment Senior Property Officer

Adelaide Economic Development Agency

Quarter 1 Report

1 July 2024 – 30 September 2024

Executive Summary

Between 1 July 2024 and 30 September 2024, AEDA:

- Engaged with over 40 businesses as investment leads that have the potential to bring in over 1,500 jobs.
- Profiled over 115 city businesses and generated almost 2,500 leads for city operators through the See for Yourself campaign.
- Developed and launched the Chihuly City Trail, that leverages off the exhibition with 15 participating retailers taking part in the Trail.
- Supported three events through the Events and Festivals Sponsorship program which were delivered in the quarter with a combined anticipated attendance of 1.7million and an estimated gross economic impact of \$67.7 million. Supported four events through the Commercial Events Sponsorship Program which were delivered in the quarter with a combined anticipated attendance of 12,770 and an estimated gross attendee expenditure of \$2.5 million.
- Delivered Friday Night Winter Activations in the Mall, driving foot traffic and spend through pop-up dessert bars and live music.

Financial Report

Operating Position	September YTD			Annual			
	\$000s	2024/25 Actuals	2024/25 Adopted Budget	Variance	2024/25 Adopted Budget	2024/25 Revised Budget	Variance
Income							
Rundle Mall Levy		1,015	1,012	3	4,017	4,017	0
Rundle Mall User charges		134	95	39	380	380	0
CoA Appropriation of Funds		1,962	2,494	-532	8,392	8,677	-285
Other Income		2	5	-3	19	19	0
Total Income		3,113	3,606	-493	12,809	13,094	-285
Expenses							
Employee Costs		953	1,101	148	4,843	4,828	15
Materials, Contracts and Other Expenses		1,288	607	(681)	4,628	4,628	0
Sponsorship, Contributions and Donations		822	1,122	300	3,249	3,549	-300
Depreciation, Amortisation and Impairment		22	22	0	88	88	0
Total Expenses		3,085	2,852	-233	12,809	13,094	-285
Operating Surplus / Deficit		28	754	-726	0	0	0

Year to Date (YTD) Financial Summary

Income

- Rundle Mall Levy income has been spread evenly across the year; the financial table now recognises Year to Date (YTD) income. The Levy income is slightly favourable to the YTD budget.
- Rundle Mall user charges income 41% favourable to YTD budget.
- CoA Appropriation of funds represents the YTD AEDA expenditure (excluding Rundle Mall activities).
- Other income includes retail sales from the Visitor Information Centre.

Expenditure

- Materials, Contracts and Other Expenses has an unfavourable variance of \$681k, mainly due to timing related to advertising.
- Sponsorship, Contributions and Donations has a favourable variance of \$300k, due to timing related to Event and Festival Sponsorship payments.

Projected Annual Financial Summary

Proposed Quarter 1 Variances and Budget Requests

- \$300k approved for the Commercial Events Fund (Strategic Project)
- \$15k minor changes for employee costs

Risks and Opportunities

- Opportunity to capitalise on recent increase in investment/relocation inquiries being worked with.

NB: AEDA's strategic risks are included within the City of Adelaide's Strategic Risk Register, which is reported through the Strategic Risk and Internal Audit Group that then reports into the Audit and Risk Committee

Board and Advisory Committee Term Changes

On 13 August 2024 Council considered a recommendation to re-appointment Matthew Poblocki for a term of three years, from the AEDA Board Selection Panel that comprised of the Councillor Couros, Councillor Giles, City of Adelaide's Chief Executive Officer, Chief Operating Officer, and AEDA Chair. Council endorsed the recommendation and Matthew Poblocki was reappointed to the AEDA Board from 14 August 2024 until 30 June 2027.

Grant Funding Approved

The following Precinct Groups have received the Mainstreet Development Program grant upon submission of their activity plans:

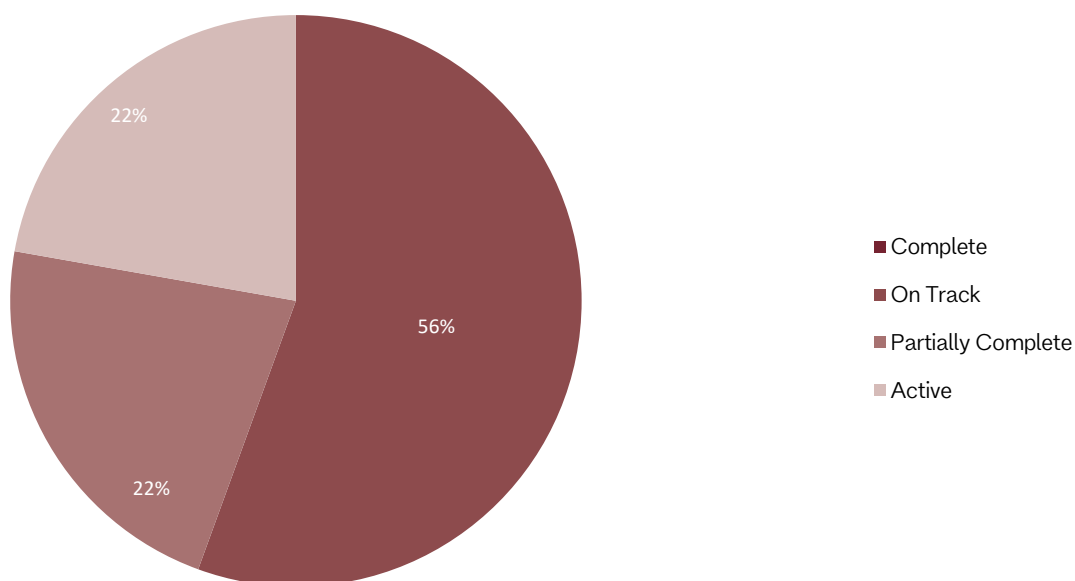
Organisation	Funding
Adelaide West End Association	\$25,000
East End Coordination Group	\$25,000
Gouger Street Traders Association	\$25,000
Grote Business Precinct	\$25,000
North Adelaide Precinct Association	\$25,000
City South Association	\$25,000

Business Plan & Budget and Strategic Plan Measures

The 2024/25 AEDA Business Plan and Budget includes 18 measures across the four key areas, Business, Investment & Residential Growth; Visitor Economy; Rundle Mall and Brand and Marketing.

As at the end of quarter one, progress against the measures is as follows:

- No measures have been marked 'Complete' which would indicate they have been finalised or the annual target met;
- 10 measures are 'On Track', meaning the pro-rata measure is tracking ahead or in-line with the target;
- 4 measures are 'Partially complete', which indicates some progress has been made towards the target, but are not tracking ahead of the pro-rata benchmark and;
- 4 measures are 'Active' which means work is being done towards the target but no numerical figure towards the target has been recorded.



Business, Investment and Residential Growth

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
50 inward investment proposals/local expansions supported with at least 1,500 jobs	On Track	50	41	+28.5
Increase of bookable tourism experiences in the city (delivery of Strategic Project)	Active	-	-	-
30+ vacant shopfronts/premises activated	Partially Complete	30	4	-3.5
Deliver 3 industry briefing events	On Track	3	1	-
Outcomes from collaborative partnerships with MTPConnect; SouthStart and University of Adelaide/ Thinklab to support small businesses to grow and scale	On Track	-	-	-
5 projects/market interventions to support emerging industries in the city	On Track	5	3	+1.75
Supported/ facilitated 6 networking/knowledge transfer events for businesses.	On Track	6	3	+1.5

Rundle Mall

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
Demonstrate uplift in market share and foot traffic across 3 core campaigns	Partially Complete	3	0	-0.75
5 new brands commit to Rundle Mall	On Track	5	1	-
2 public realm infrastructure projects completed	On Track	2	-	-
A minimum of \$20M new capital investment delivered or committed in the Rundle Mall precinct	On Track	\$20m	\$7.54m	+\$2.54m
10 Business or industry media stories relating to Rundle Mall	Partially Complete	10	1	-1.5
Uplift in Rundle Mall small business sentiment index over FY24/25	Active	-	-	-

Visitor Economy

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
Delivery of the new Experience Adelaide Visitor Centre	Active	-	-	-
20 new bookable city tourism products/experiences	Partially Complete	20	0	5
Visitor & community sentiment index (being developed)	Active	-	-	-

Brand & Marketing

Key Performance Indicator	Status	Annual Measure	Actual	Pro Rata Difference*
10% increase to \$2.2m on 2023/24 in media mentions (advertising space rate) with reference to AEDA. – Maintain a variance of 85% – 95% neutral and/or positive sentiment of media mentions.	On Track	\$2,420m	\$925,382	+\$569,236
Increase the brand health metric for Adelaide as a destination to visit to 6.5/10. (Currently 6.35)	On Track	6.5	-	-

*Difference relates to the difference between the measure and the quarter 1 pro-rata benchmark, not the full KPI.

Key Achievements



See for Yourself Campaign

The 'See for Yourself' campaign targeted at 22-49 year olds across Adelaide, challenged perceptions that the city is 'bland, boring and sleepy', particularly in winter. The campaign was in market from June to July to coincide with traditionally quieter period for city visitation and targets an audience that research shows has the desire and disposable income to enable them to experience the city. The campaign profiled over 115 business and generated 11,900+ visits to the SeeADL.com.au landing page, converting to 2,465 leads for city operators. The paid advertising resulted in a reach of 4.7m impressions (how many times an ad is viewed by users).

Communications tracking via the SA Tourism Commission (SATC) indicated respondents who had seen the campaign assets considered them to be distinctive (58% compared to 46% average) and appealing (48% compared to 44% average), exceeding the average* on these metrics.

Qualitative information indicating how ads made respondents feel included: Excitement and pride in Adelaide, makes them happy to show people that Adelaide isn't boring, proud, made them excited to see what is happening in the city and drove motivation to experience more in Adelaide.

**Average refers to the SATC benchmark, based on a database of SATC ads tested since 2015*



Chihuly City Trail

AEDA and the Botanic Gardens State Herbarium are working together to leverage the profile of Chihuly in the Botanic Garden. The partnership enhances promotion of the event in the City and includes City Flag and Banner hire, printing and installation costs, support for a city business activation (Adelaide Celebrates Glass City Trail); and promotion of the exhibition and Trail across AEDA and Experience Adelaide digital channels and City of Adelaide digital screen network.

The Adelaide Celebrates Glass City Trail has been developed to enable businesses across the city and North Adelaide to leverage the exhibition and take advantage of the additional visitors to the city throughout the event period. The Trail encourages visitors to extend their stay in the city by promoting various Chihuly-inspired offers from 15 participating retailers including workshops and exhibitions, exclusive food and drink offerings and opportunities to purchase glass artworks.

The Trail will be promoted over the next seven months via Experience Adelaide and Botanic Garden's social media channels and EDMs, AEDA's Linked In and City Business; and each retailer is provided with in-store collateral and digital assets to promote their involvement. Businesses can still apply to be a part of the Trail – the Expression of Interest form will remain open until 14 March 2025.

Two art boxes were installed in Rundle Mall to allow audiences to take a peep inside the crates and view some of the stunning glass installations that will be on display as part of Chihuly in the Botanic Garden.



Rundle Mall Activations

A range of activations have been delivered in the Rundle Mall precinct increasing vibrancy and driving foot traffic and spend, including:

Friday Night Winter Activations were delivered as part of a new winter marketing campaign designed to keep Rundle Mall at the forefront of visitor's minds during winter. It included a month-long residency of Shibui and series of Friday night activations including DJ's acoustic music performances and food offerings.

NAIDOC In the Mall was held on 9 July under the Gawler Place Canopy and featured a Kaurna Welcome to Country and Smoking Ceremony, followed by the unveiling of artwork by Aboriginal artists Mali Isabel and Drew Kilner. Attendees enjoyed live entertainment, native food and face painting.

Another three Gathered Markets in the Mall took place in the quarter on 14 July, 24 August and 8 September.

Netball Australia activated the Mall providing fans the opportunity to test their shooting or passing skills, get a photo with the Grand Final Trophy and win a double pass to the sold out Grand Final.

A Welcome Home to Olympic Athletes was held on 15 September to honour the achievements of the SA Athletes who represented Australia in the Olympics and provided fans the opportunity to meet them and hear their stories.

Fruchoc Appreciation Day held on 27 September in Rundle Mall was a day where South Australians could gather together to celebrate the apricot and chocolate icon. Free activities included face painters, music, photobooth, games and giveaways.



Sponsored Events and Festivals

In quarter one, the following events took place that were sponsored by the Events and Festivals Sponsorship Program:

- SALA Festival
- Adelaide Guitar Festival
- Chihuhly in Botanic Gardens

Through the Events and Festivals Sponsorship Program a total of \$185,000 was invested into the events/festivals in quarter one with an estimated gross economic impact of \$67.7 million and an estimated total attendance of 1.7 million.

**please note that 2 of the events/festivals continue into other quarters. **estimated figures are derived from initial applications.*

In the quarter the following events that were supported by the Commercial Events and Festivals Sponsorship Program took place:

- Bastille Festival
- Hongdae in Adelaide
- Crown and Anchor's 171st Birthday
- Empyre Fire Festival

Through the Commercial Events and Festivals Sponsorship Program a total of \$64,500 was invested into eleven events/festivals in quarter one with an estimated gross attendee expenditure of \$2.5 million and an estimated total attendance of 12,770.

**estimated figures are derived from initial applications with the exception of two events who have completed their acquittal report.*



Investment Attraction

Over the quarter, 41 businesses were engaged as investment leads, representing a potential 1,618 jobs. Many of these leads are still in the qualification stage to determine their full job creation potential.

During this period, five business expansions or relocations were confirmed, resulting in 129 new jobs. Of these, four companies from the Information, Media, and Telecommunications sector, as well as the Financial and Insurance Services industry, participated in our Welcome to Adelaide Program.

These relocations into the City of Adelaide contributed 95 new jobs.

AEDA Reviews Implementation

Since Council's adoption of the AEDA Review Implementation Plan on 24 October 2023, which detailed how the 36 actionable recommendations from the Deloitte and KPMG reviews of AEDA would be addressed, 28 actions have been completed, including three this quarter.

The three actions completed this quarter were:

- Develop an overarching City of Adelaide Economic Development Strategy
- Develop further CoA strategies to indirectly drive economic growth
- Clearly define risk and mitigation strategies required by the Audit and Risk Committee
- The remaining 8 actions have been significantly progressed and are expected to be completed by the end of 2024.



Data4Lunch – City Economy Fact vs Fiction

The sixth Data4Lunch was held on 21 August and included a presentation from Economy.id and AEDA's Economic Research Advisor that analysed the city's economic conditions and provided insights to how Adelaide's economy compares to other capital cities across Australia.

- Over 180 industry professionals attended
- Significant growth in digital engagement: a 360% increase in pageviews, 309% rise in user engagement, and overall blog improvements (+42% in pageviews, +73% in users, and +47% in user engagement)
- Extensive media coverage: 2 radio interviews, an article in *The Advertiser*, \$30,000 in media value, reaching 72,810 people, positive sentiment overall, plus a LinkedIn post and a blog featured on AEDA's website.

AEDA Strategic Plan

The AEDA 2024/25 – 2028/29 Strategic Plan has been progressed through extensive consultation and in line with Council's Strategic Plan and Economic Development Strategy.

The Plan will be considered by the Board for formal endorsement in quarter two.

Up Next

Coming up from 1 October 2024 to 31 December 2024

- Business & Investment team presenting at the 2024 MBEN Conference (Multicultural Business & Entrepreneur Network) on 8 October
- Adelaide Fashion Week commences 11 October
- First intake for the Games Plus Scholarship Program 2024-25
- Strategic Partnership Program – City Building Stream will go out to market in October
- Rundle Mall City Sessions commence in October, hosting a series of live music performances in the Mall
- The See for Yourself campaign has been extended into October, November and December
- Christmas in Rundle Mall including the return of the Pageant to the Mall
- South Australia's Biggest Black Friday Weekend started 29 November
- Finalisation of the AEDA Strategic Plan
- AEDA 2024 Annual General Meeting – 25 October

Kadaltilla

Adelaide Park Lands Authority

Quarterly Update
July to September 2024

Kadaltilla
Adelaide Park Lands Authority



Key Highlights July to September 2024

- Endorsement of [Kadaltilla's 2023/2024 Annual Report](#)
- Finalisation of [Kadaltilla's Strategic Plan Annual Review of Progress 2023/2024](#)
- Launch of Kadaltilla's [LinkedIn](#) and [Facebook](#) social media pages
- Conclusion of the 8-week [public consultation](#) on the draft *Adelaide Park Lands Management Strategy – Towards 2036 (APLMS)*
 - Undertook a Key Stakeholder Event at Immersive Light and Art (ILA)
 - Held a public hearing
- Finalisation of the APLMS Consultation Engagement Report
- Delivered a Park Lands Site Tour with Board Members
- Held two (out of four) annual [Community Forums](#)



Core Responsibilities

PURPOSE FOR WHICH THE AUTHORITY IS ESTABLISHED

The Council and the State Government of South Australia are committed to protecting and enhancing the Adelaide Park Lands for the benefit of all South Australians.

The Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) is the principal advisor to both the Council and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands.

The Council, on behalf of the communities of the City of Adelaide and the State, is committed to ensuring that Kadaltilla delivers maximum benefit for the future of Adelaide's Park Lands as the City of Adelaide's defining feature.

In this context, Kadaltilla is established by Statute to undertake in accordance with the powers conferred by the APLA Charter, the Functions of Kadaltilla as set out in section 9 of the *Adelaide Park Lands Act 2005*.



Strategic Pillars

CULTURAL VALUE

Promote the cultural values of the Park Lands including Kaurua culture, heritage and wellbeing

ENVIRONMENTAL PERFORMANCE

Maintain and improve climate resilience and the landscape values of the Park Lands

MANAGEMENT AND PROTECTION

Treat the Park Lands holistically with an adaptive future focused approach

EXPERT ADVICE

Function as the peak advisory body for policy, development, heritage, and management of the Park Lands based on sound data and evidence

PURPOSE

- To be the trusted voice on the Adelaide Park Lands which actively conserves, promotes, and enhances the environmental, economic, cultural, recreational, and social importance value of the Adelaide Park Lands

Strategic Plan 2023-2028

Key Actions July to September 2024

Cultural Value

1.1 Seek Kaurna cultural authority in everything we do

- ✓ Consulted with KYAC and the City of Adelaide's Reconciliation Committee on the draft APLMS

1.4 Champion the development of World Heritage listing nomination

- ✓ Reviewed World Heritage listing submission progress

Environmental Performance

2.1 Define, protect, and enhance landscape values and design qualities

- ✓ Reviewed landscape values in the draft APLMS

2.2 Promote ecologically sustainable initiatives and monitor tree canopy cover, biodiversity, and environmental sustainability and design quality

- ✓ Received demonstration of the Adelaide Park Lands Biodiversity Digital Reporting Framework

2.5 Increase the accessibility of evidence-based information

- ✓ Held two Community Forums

Management and Protection

3.1 Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy

- ✓ Draft APLMS Consultation Engagement Report supported
- ✓ Key Stakeholder Event held at ILA



Strategic Plan 2023-2028

Key Actions July to September 2024

Expert Advice

4.1 Provide advice on plans, projects, and policies for the Adelaide Park Lands

- ✓ Advice of Kadaltilla is endorsed and adopted

4.2 Engage with City of Adelaide and State Government including input into State Government initiatives

- ✓ Jointly hosted a Key Stakeholder Event on the draft APLMS

4.3 Review leasing and licensing and event management policies together with other relevant Park Lands use policies

- ✓ Provided feedback on the Draft Adelaide Park Lands Community Buildings (Sport and Recreation) Policy
- ✓ Reviewed lease licensing agreements for Parks 17 and 20

4.4 Strengthen Kadaltilla's engagement with City of Adelaide, State Government, and adjoining Councils

- ✓ The City of Adelaide, State Government, and adjoining Councils actively engaged with Kadaltilla

4.5 Increase the profile of the Kadaltilla Board

- ✓ Pop-up APLMS session with Kadaltilla Board Members held in Rundle Mall on 26 June 2024



Kadaltilla Advice to Council July to September 2024

- Endorsed proceeding with the Glen Osmond Road, Hutt Road and Carriageway Park / Tuthangga (Park 17) improvements concept plan
- Provided feedback on the Draft Adelaide Park Lands Community Buildings (Sport and Recreation) Policy for inclusion in a Board submission during the public consultation period
- Endorsed Council to enter into five-year Park Lands Lease Agreement negotiations for the sports buildings, playing fields and courts located in Parks 17 and 20
- Noted the progress updates provided for the financial year 2023/24 of the Kadaltilla 2023-2028 Strategic Plan
- Approved the theme and locations for the 2024 Annual Community Forum



Kadaltilla Advice to Council July to September 2024

- Reviewed and supported the draft *Adelaide Park Lands Management Strategy - Towards 2036* Consultation Engagement Report
- Provided feedback on the draft Festival Plaza Code Amendment for inclusion in a Board submission
- Received a demonstration of the Adelaide Park Lands Biodiversity Digital Reporting Framework
- Adopted the Annual Report for the 2023/24 financial year
- Received an update on the World Heritage Listing for the Adelaide Park Lands and Rural Settlement Landscapes



2024/2025 Business Plan & Budget

July to September 2024

Performance Measures Addressed:

- ✓ Support for the development of a World Heritage listing nomination
- ✓ Kaurna culture is made intrinsic to everything we do
- ✓ A review of the Adelaide Park Lands Management Strategy is conducted which will include prioritisation of projects
- ✓ Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme
- ✓ Provided advice on plans, projects and policies for the Adelaide Park Lands
- ✓ A high level of knowledge and understanding of the Park Lands is developed amongst Members through regular site visits and briefings
- ✓ Utilisation of skills is maximised through effective meetings that foster dialogue and the development of shared thinking
- ✓ Annual Business Plan and Budget is in place for Kadaltilla
- ✓ Created and maintained a social media profile detailing the business of Kadaltilla



2024/2025 Business Plan & Budget

July to September 2024

Performance Measures Addressed:

- ✓ The Adelaide Park Lands Fund is operational and monies are received and expended according to the provisions of Kadaltilla's Charter
- ✓ Advice of Kadaltilla is endorsed and adopted
- ✓ Kadaltilla makes appropriate use of available finances provided by Council
- ✓ Provide advice in relation to tree canopy cover, biodiversity and environmental sustainability and improvements
- ✓ Review leasing and licensing and event management policies together with other relevant Park Lands use policies
- ✓ Increase the accessibility of information
- ✓ Seek early input into issues relating to the Park Lands to ensure Kadaltilla advice is timely and relevant
- ✓ Champion the development of World Heritage listing nomination
- ✓ Monitor developments subsequent to Kadaltilla's advice Kadaltilla's Annual Report is prepared detailing achievement of the aims and objectives of the APLMS, Strategic Plan, and Business Plan and Budget



Budget Position

July to September 2024

\$000's	YTD Actual	YTD Budget	Variance	Full Year Budget	Q1 Review	Variance
Grants, Subsidies and Contributions	0	0	0	328	328	0
Total Revenue	0	0	0	328	328	0
Employee Costs	35	42	7	175	175	0
Materials, Contracts and Other Expenses	34	40	6	138	138	0
Sponsorships, Contributions and Donations	15	0	(15)	15	15	0
Total Expenses	84	82	(2)	328	328	0
Operating Surplus / Deficit	(84)	(82)	(2)	0	0	0

- For 2024/2025, Kadaltilla's budget of \$328,475 includes:
 - Sitting Fees and Salary of \$247,405
 - Brand and Marketing of \$25,550
 - Insurance, Audit and Legal of \$21,520
 - Grants (Adelaide Park Lands Art Prize Sponsorship) of \$15,000
 - Operations (e.g. Marketing; community forum) of \$14,000
 - External Advice of \$5,000



Upcoming Quarter

Key Actions:

- Finalise the draft *Adelaide Park Lands Management Strategy – Towards 2036* for Kadaltilla, Council and State Government approval
- Undertake a Cultural Burn Park Lands Site Tour with Board Members
- Hold the remaining two annual Community Forums
- Finalise Kadaltilla's Greater Adelaide Regional Plan submission
- Finalise Kadaltilla's draft Festival Plaza Code Amendment submission
- Promote the Kadaltilla social media pages
- Review Kadaltilla's Park Lands Art Sponsorship



Upcoming Quarter

Forward Report Schedule:

- EXT REPORT - Expiry of Deed of Agreement - Royal Show Park Lands Parking
- REPORT - Draft Adelaide Park Lands Management Strategy - Towards 2036
- REPORT - Adelaide Archery Club – Park Lands Lease Agreement – Exemption to EOI process
- REPORT - Golden Wattle Park / Mirnu Wirra (Park 21W) Community Sports Building
- REPORT - Adelaide TreeClimb Landowner Consent
- REPORT - Kadaltilla's Draft Festival Plaza Code Amendment Submission
- REPORT - Kadaltilla's Greater Adelaide Regional Plan (the Plan) Submission
- REPORT - Kadaltilla Park Lands Art Sponsorship
- REPORT - Kadaltilla 2024 Community Forum Consultation Report
- REPORT - Kadaltilla / Park Lands Authority 2025 Meeting Dates
- REPORT - Update on the World Heritage Listing for the Adelaide Park Lands and Rural Settlement Landscapes



Thank You.



Brown Hill Keswick Creek Stormwater Project

Project Update September 2024

Welcome

Following another successful year, the Board's recent activities have focussed on audit of financial statements and preparation of the Annual Report for 2023/24. Looking forward, strategic management documents will be prepared in the coming months and construction contracts have recently been awarded for several new packages of work due for construction over the dry months of 2024/25.

In This Edition

- Financial Summary
- Maintenance and Operating Report
- Project Delivery



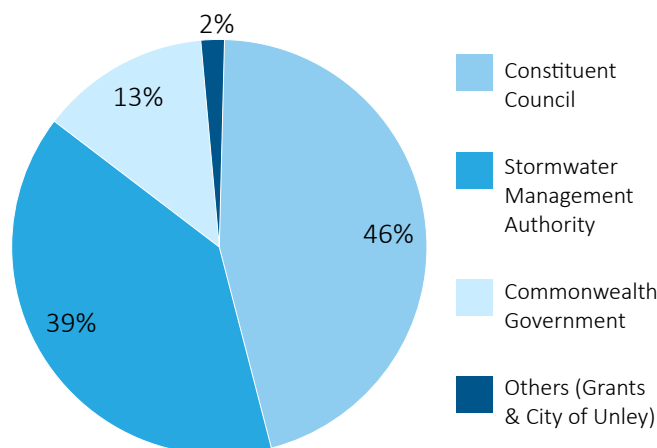
Financial Summary

Capital Funding Summary as at 31 August 2024

Capital funding provided to the project to 31 August 2024 includes:

- \$30.2m from the 5 Constituent Councils – the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens.
- \$25.9m from the Stormwater Management Authority.
- \$8.8m from the Commonwealth Government, being portion of a total \$21.7m commitment provided under 3 grant programs.
- \$1.1m from other sources including Council contributions to projects within their area and smaller State Government grant programs.

Capital Funding Contributors



2024/25 Operating Summary as at 31 August 2024

	Actual YTD	Budget YTD	Variance \$
Income	\$497,033	\$440,593	\$56,440
Expenses	\$189,028	\$167,926	(\$21,102)
Net Surplus	\$308,005	\$272,667	\$35,338
Depreciation	\$28,087	\$40,000	\$11,913



The Board recently approved the Annual Report and Audited Financial Statements for 2023/24. Focus will now shift to preparation of strategic management documents for 2025/26, including Strategic Plan, Business Plan, Long-Term Financial Plan and Asset Management Plan.

The Board recently secured \$574k in grant funding under Round 2 of the Commonwealth Government’s Disaster Ready Fund. These funds are committed to development of a whole of catchment flood model and to progressing designs for further capacity upgrades in Upper Brown Hill Creek.

Maintenance and Operating Report for Completed Works

Maintenance Responsibility for Completed Works

Stage	Sub-project	Responsibility for Maintenance ¹
Flood Detention	Ridge Park Flood Control Dam	City of Unley
	Glenside Flood Detention Basin	BHKCSB – stormwater infrastructure delivered under the plan. City of Burnside – all non-stormwater assets located on site.
	Pakapakanthi Wetland and Kurangga Creek Works	BHKCSB – stormwater infrastructure delivered under the plan. City of Adelaide – all existing and non-stormwater assets on site.
LBHC	LBHC – Daly Street Bridge	BHKCSB – stormwater infrastructure delivered under the plan. City of West Torrens – road components of the project.
UBHC	UBHC Area 1 Everard Park	BHKCSB – stormwater infrastructure delivered under the plan (culvert). City of Unley – ground level shared use path improvements.
	UBHC Diversion – DPTI Culvert	DPTI
	UBHC Hawthorn Reserve	BHKCSB – stormwater infrastructure delivered under the plan. City of Mitcham – all existing and non-stormwater assets on site

¹ Responsibility for clearing blockages within the creek is always the responsibility of the property owner.

2024/25 Maintenance & Operating Budget to 31 August 2024

	YTD Actual	YTD Budget	Variance \$
Glenside Detention Basin ¹	\$40,599	\$25,725	\$14,874
Pakapakanthi Wetland ²	\$24,673	\$26,250	(\$1,577)
Other Works ³	\$0	\$1,667	(\$1,667)
Total⁴	\$65,272	\$53,642	\$11,630

¹ First GPT clean for 2024/25 was undertaken 12th to 16th August.

² Wetland maintenance was undertaken by ecoDynamics on monthly basis for July and August and will continue under new maintenance contract commencing 1 September 2024.

³ Other works include any operating and maintenance requirements that don't relate to the wetland or Glenside site.

⁴ Total actual expense to 31 August 2024 is ahead of budget as the first Glenside GPT cleans were completed in August 2024.

The Stormwater Management Plan outlines a whole of catchment flood mitigation strategy that is being delivered in 4 key stages.

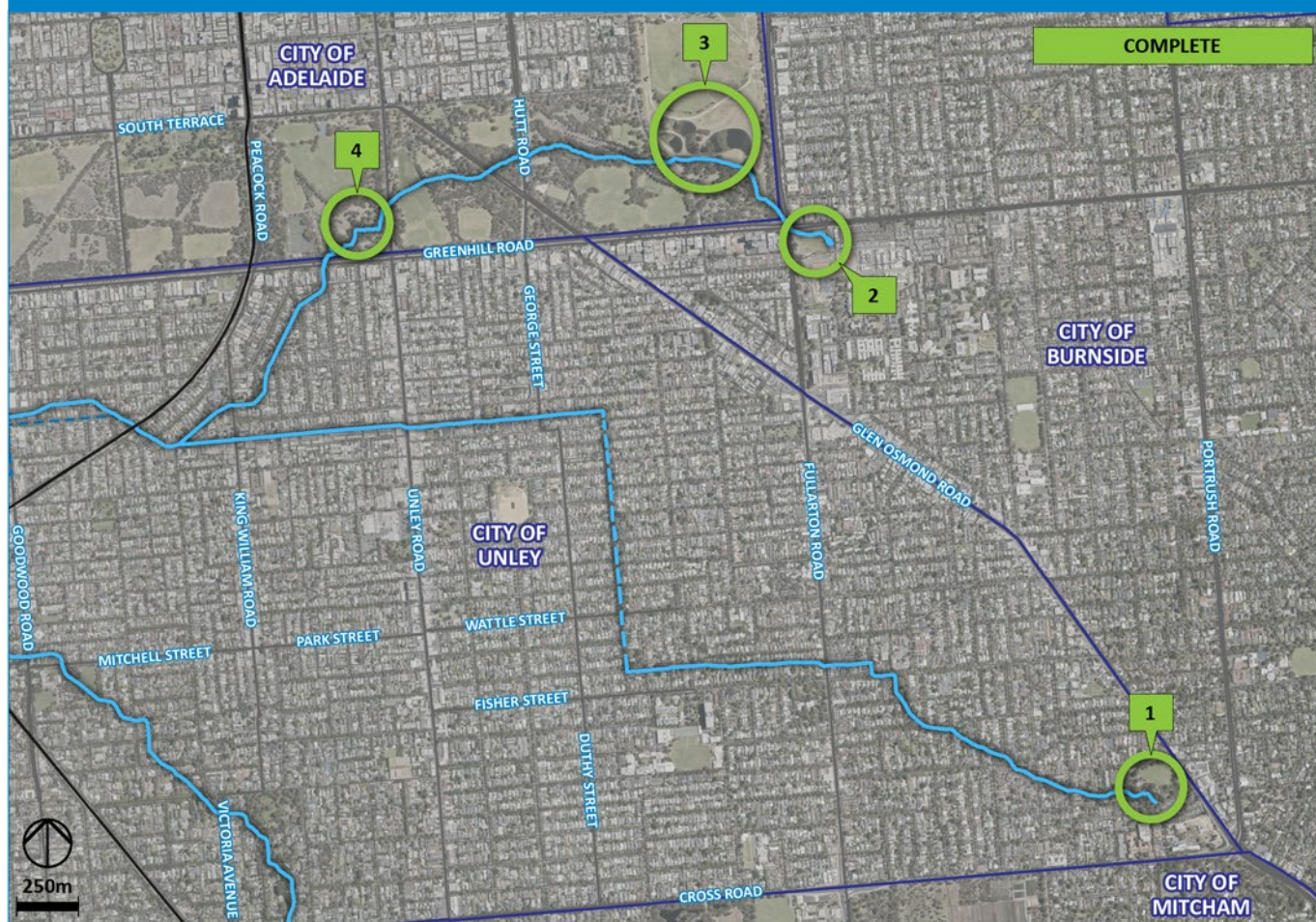
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Stage 1 - Flood Detention

Detention storages in the upper catchment that will reduce the downstream flow rates. All Stage 1 works are complete.

COMPLETE

Stage 1 Capital Works



- | | |
|---------------------------------------|----------------------------------------------------------|
| 1 Ridge Park Flood Control Dam | 3 Pakapakanthi Wetland in Victoria Park (Park 16) |
| 2 Glenside Detention Basin | 4 Kurangga Creek Works in Blue Gum Park (Park 20) |

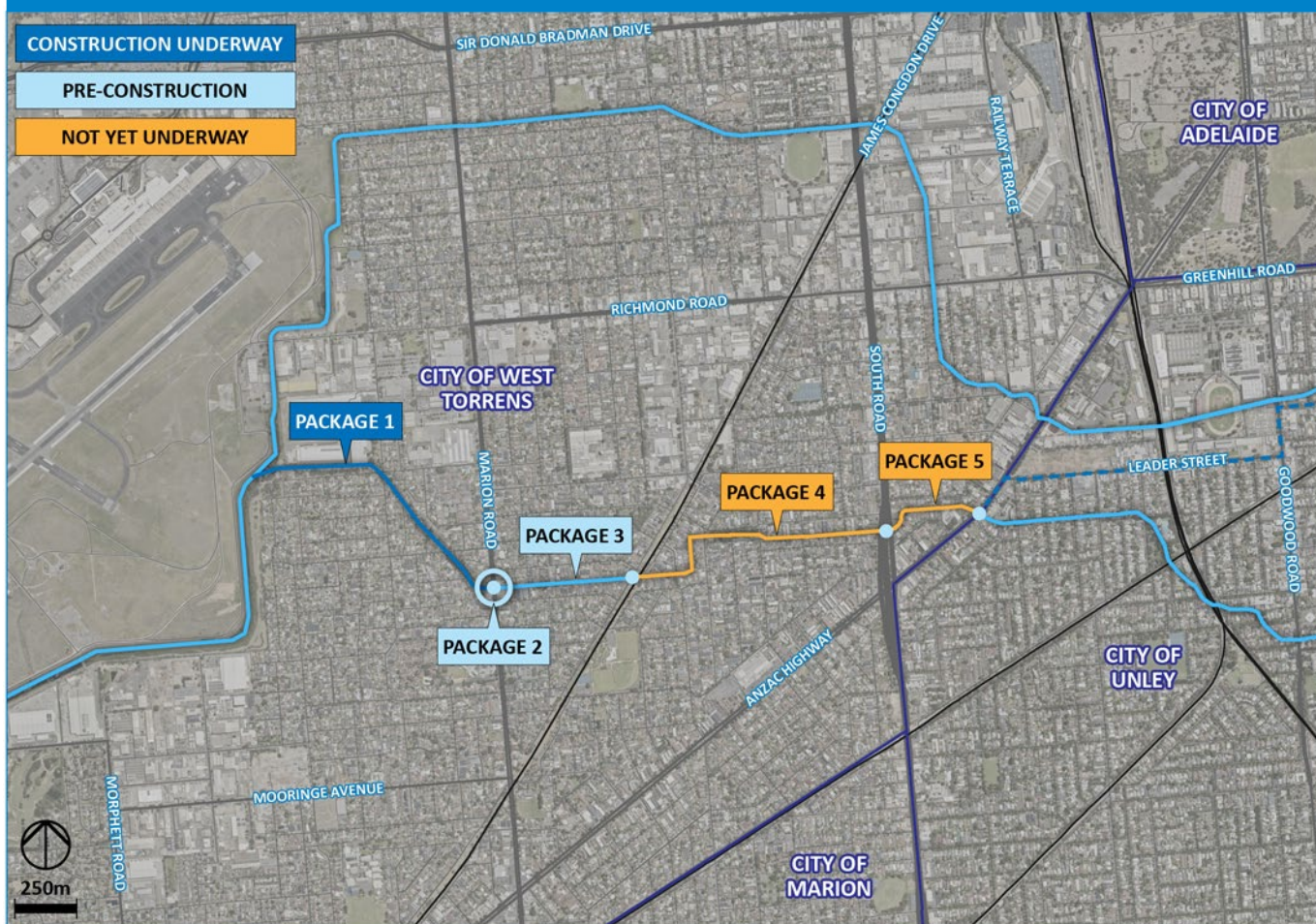
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Stage 2 - Lower Brown Hill Creek Upgrades

Upgrading the flow capacity of Lower Brown Hill Creek so that it can receive the diverted flows from Keswick Creek. The Upgrades are being delivered in 5 work packages with Packages 1-3 underway.

IN PROGRESS

Stage 2 Capital Works



WORK PACKAGES

- | | | |
|----------------------------------|-----------------------------------|-------------------------------|
| 1 Watson Avenue to Marion Road | 3 Marion Road to Birdwood Terrace | 5 South Road to Anzac Highway |
| 2 Marion Road Bridge Replacement | 4 Birdwood Terrace to South Road | |

Lower Brown Hill Creek Upgrades

Lower Brown Hill Creek comprises a 3.3 kilometre-long section of channel extending from the south-eastern corner of Adelaide Airport at the downstream end to a crossing point at Anzac Highway at the upstream end. The channel is primarily situated within City of West Torrens owned drainage corridor, except for a small portion that runs within privately owned land. The upgrades involve doubling the flow capacity through replacement of the existing open channel with a new 6-6.8 metre-wide by 1.8 metre-high rectangular shaped concrete channel, and equivalent sized road crossings.

The Lower Brown Hill Creek capacity upgrades are divided into 5 work packages and the Board secured \$10m in Commonwealth Government funding under the Preparing Australian Communities Program to contribute toward delivery of Packages 1-3 over 3 years. The Commonwealth funding is being matched by funding from Constituent Councils and the Stormwater Management Authority.

Packages 1-3 extend for 1.7 kilometres from Adelaide Airport at the downstream end to Birdwood Terrace at the upstream end. Construction of package 1 commenced late in 2022 and works to Harvey Avenue are now being completed. Construction tenders were recently awarded for delivery of the remainder of package 1, and the entirety of packages 2 and 3 in the dry months of 2024/25.



Channel construction through to completion

Packages 1-3 of the Lower Brown Hill Creek upgrades are being delivered with the support of funding from the Australian Government provided under the Preparing Australian Communities Program.

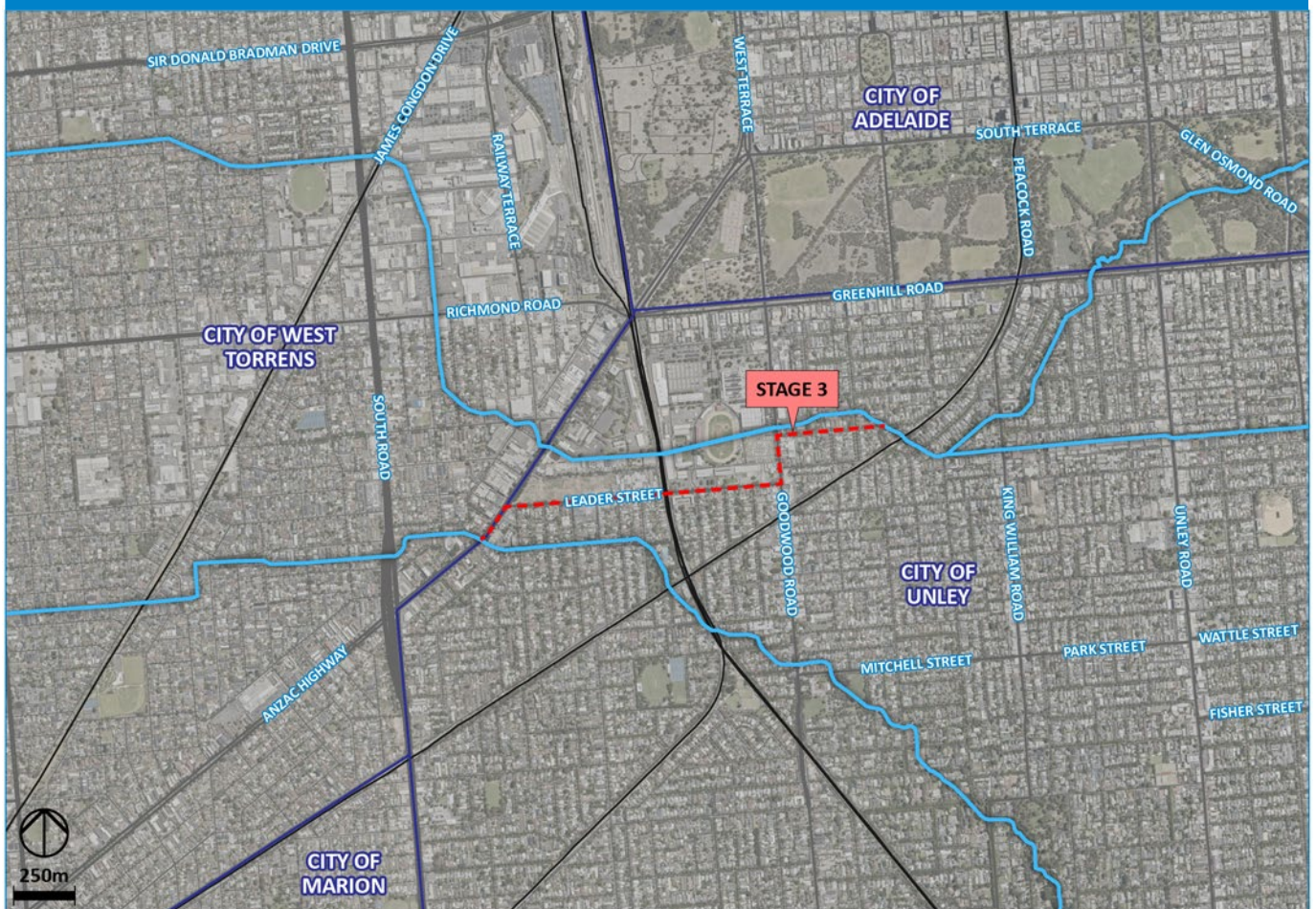
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Stage 3 - Keswick Creek Flow Diversions

The Keswick Creek Flow Diversions will divert flows from Keswick Creek to the upgraded Lower Brown Hill Creek before they can 'break-out' of the channel. These works are currently unfunded and on hold. Reference design plans for the Keswick Creek Flow Diversions are currently being progressed to detailed design stage and these works are ongoing, including consideration of an alternate alignment.

ON HOLD

Stage 3 Capital Works



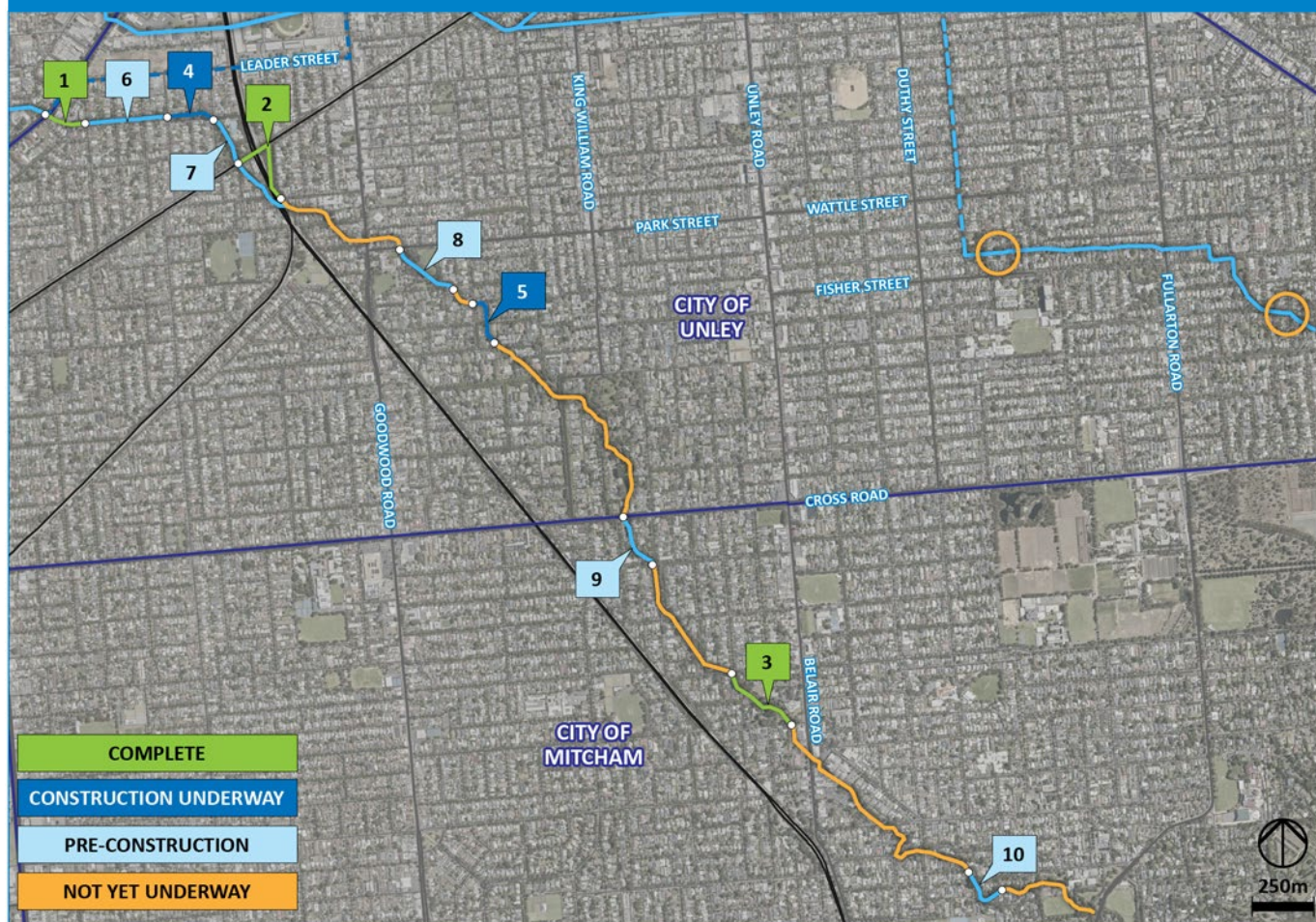
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Stage 4 - Upper Brown Hill and Glen Osmond Creek Upgrades

Upgrading the flow capacity of Upper Brown Hill Creek and Glen Osmond Creek to prevent 'break-outs' and flooding of private property. Key hot spots are being targeted to align with grant funding opportunities.

IN PROGRESS

Stage 4 Capital Works



- | | |
|-----------------------------------------------|--------------------------------------------|
| 1 Everard Park- Anzac Highway to Third Avenue | 6 Forestville- Third Avenue to Leah Street |
| 2 Diversion Culvert | 7 Forestville Reserve |
| 3 Hawthorn Reserve | 8 Orphanage Park |
| 4 Forestville- Leah Street to Ethel Street | 9 Hawthorn- Cross Road to Hampton Street |
| 5 Millswood- Regent Street to Malcolm Street | 10 Betty Long Gardens |

Project Delivery

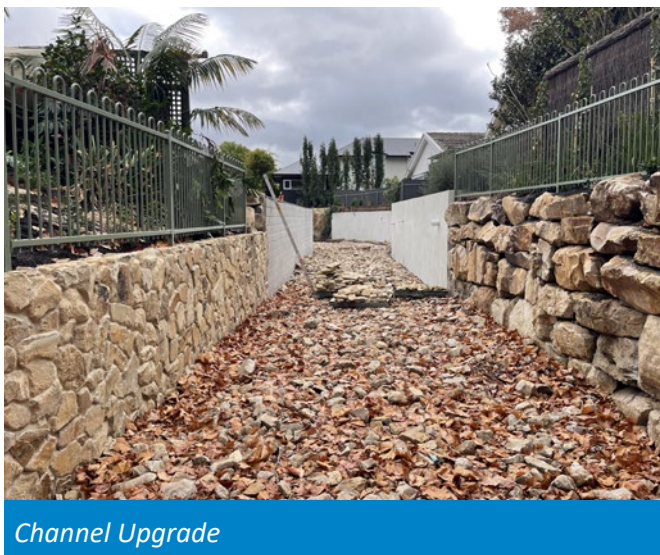
Forestville – Leah Street to Ethel Street

These upgrades involve raising the height of the existing channel walls by 600mm and remediating the floor and walls of the existing channel. This section of channel runs within Council drainage corridor for the majority of its length with a small portion intersecting privately owned land at the eastern Ethel Street end.

Works commenced in June 2024 and are due to be completed later in 2024.



Channel Construction



Channel Upgrade

Millswood – Regent Street to Malcolm Street

Works are underway to double the capacity of this section of Brown Hill Creek, from just downstream of Regent Street to Malcolm Street at the upstream end, including upgrade of the Regent Street culvert. The entirety of the creek in this location traverses through privately owned property and the project team have been engaging closely with property owners over the course of design development and during construction.

Delivering in a heavily constrained environment, the works have been designed in collaboration with property owners to meet the flow capacity requirements while being sympathetic to the natural environment and the individual and unique objectives of each owner.

Scheduled Upper Brown Hill Creek Upgrades

The Board has recently commenced the design process for several sections of Upper Brown Hill Creek that are scheduled for construction in the 2025/26 financial year. Site investigations will commence shortly to inform the design process and better understand current conditions. These works are located across the Cities of Unley and Mitcham within privately owned property and Council-owned reserves, as follows:

- Forestville – Third Avenue to Leah Street
- Forestville Reserve
- Orphanage Park
- Hawthorn – Cross Road to Hampton Street
- Betty Long Gardens

The scheduled Upper Brown Hill Creek upgrades are being delivered with the support of funding from the Australian Government provided under the Urban Rivers and Catchments Program and the Disaster Ready Fund.



Hawthorn Reserve

Adelaide Economic Development Agency Strategic Plan

Tuesday, 19 November 2024
City Finance and Governance
Committee

Strategic Alignment - Our Economy

Program Contact:
Greg Ratsch, General Manager
Adelaide Economic Development
Agency

Public

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

In accordance with clause 6.1 of the Adelaide Economic Development Agency (AEDA) Charter, the Agency must prepare a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Agency for the period.

The Strategic Plan must align and be consistent with the Council's current strategic management plans. It is to be reviewed annually in consultation with the Council.

The AEDA Strategic Plan (Attachment A) has been developed in consultation with the AEDA Advisory Committee, AEDA Board, staff, CoA Executive and stakeholders. It has been developed based on the priorities and key actions assigned to the Agency from endorsed Council documents, including the CoA Strategic Plan and the CoA Economic Development Strategy.

The AEDA Board endorsed the 2024/25 - 2028/29 AEDA Strategic Plan at a Special Meeting on 25 October 2024.

RECOMMENDATION

The following recommendation will be presented to Council on 26 November 2024 for consideration
THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL:

1. Notes the 2024/25 - 2028/29 Adelaide Economic Development Agency Strategic Plan as per Attachment A to Item 7.2 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Economy Strategic Alignment – Our Corporation
Policy	Not as a result of this report.
Consultation	Consultation with Advisory Committee, AEDA Board, CoA Executive and stakeholders has been undertaken to inform this Strategic Plan.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Clause 6.1.1 of the AEDA Charter (Link 1) requires the Agency to prepare a Strategic Plan with an operational period of four years which sets out goals, objectives, strategies, priorities and the relevant key performance indicators of the Agency for the period.
Opportunities	The AEDA Strategic Plan provides opportunities to grow the city's economy and deliver on outcomes and actions of the CoA Strategic Plan 2024-2028 (Link 2) and the CoA Economic Development Strategy (Link 3).
24/25 Budget Allocation	Not as a result of this report.
Proposed 25/26 Budget Allocation	Not as a result of this report.
Life of Project, Service, Initiative or (Expectancy of) Asset	4 years; 2024/25 – 2028/29
24/25 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (eg maintenance cost)	Not as a result of this report.
Other Funding Sources	Not as a result of this report.

DISCUSSION

Background

1. The Adelaide Economic Development Agency (AEDA) Charter prescribes that:
 - 1.1. The Agency prepare a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Agency for the period.
 - 1.2. The Agency must ensure that the strategic management plans are aligned and consistent with the Council's current strategic management plans.
 - 1.3. The Agency must review the Strategic Plan annually in consultation with the Council.
2. In 2023 Deloitte was engaged by CoA and KPMG was engaged by AEDA to undertake reviews of the Agency. Key outcomes of both reviews relating to the development of a Strategic Plan, that were included in the endorsed AEDA Implementation Review Plan were:
 - 2.1. Develop an overarching CoA Economic Development Plan which would underpin AEDA priorities, targets, measures and deliverables
 - 2.2. Develop further CoA Strategies to indirectly drive economic growth
 - 2.3. Develop the AEDA Strategic Plan
 - 2.4. Better target strategic AEDA KPI's towards economic development outcomes
 - 2.5. Develop the AEDA Long Term Financial Plan
 - 2.6. Diversify economic development activations activities
 - 2.7. Conduct a review of current AEDA resourcing requirements
3. Development of the AEDA Strategic Plan began in October 2023 and Kristine Peters Project Management (KPPM) was engaged to support delivery of the Plan.
4. In November 2023 initial engagement commenced via workshops with AEDA staff, Advisory Committee and Board.
5. The CoA Economic Development Strategy (EDS) was considered by the City Finance and Governance Committee in November 2023, and Council requested further work be undertaken on the EDS. Consequently, development of the AEDA Strategic Plan was paused while the EDS was finalised, recognising the influence the EDS was likely to have on the AEDA Strategic Plan being developed.
6. Following the EDS being released for public consultation in late April 2024, AEDA resumed development of its Strategic Plan. The EDS was subsequently endorsed by Council on 10 September 2024.
7. A further workshop was held with the AEDA Board in June 2024 followed by a workshop with AEDA Executive in July. Further consultation with AEDA Staff and the Advisory Committee was undertaken on the draft plan.
8. The draft AEDA Strategic Plan was considered by the AEDA Board at its 19 September 2024 meeting and endorsed by the AEDA Board at its Special Meeting on 25 October 2024.

The Strategic Plan

9. The AEDA Strategic Plan (Attachment A) proposes that in line with Council's priorities, the Agency will increase emphasis on:
 - 9.1. Increased marketing and promotion of the City into a consistent brand to underpin AEDA's marketing activities to support investment, and visitor attraction (link to Goal 2 of Council's Economic Development Strategy);
 - 9.2. Reintroduction of the Commercial Events fund, identifying new tourism products and experiences that provide a reason for people to come to Adelaide and extend their stay, as well as increased promotion to intrastate markets (link to Goal 2 of Council's Economic Development Strategy);
 - 9.3. Enhancing Adelaide as a centre for education and collaboration (link to Goal 3 of Council's Economic Development Strategy), increased investment into programs to support businesses to grow and employ more people, and development of more targeted proactive investment attraction; and
 - 9.4. Developing Rundle Mall's role as South Australia's premier retail destination through new activations, a refresh of marketing activity, brand attraction and laneway activation.

10. Collectively these interventions, in addition to business-as-usual activities, will assist Council to achieve its Strategic Plan aspirations of increasing foot traffic across the city, increasing spend in the City, delivering marketing and promotion strategies to share Adelaide’s unique attributes and emerging opportunities, more (and more successful) businesses, and greater investment.
11. The Plan provides broad direction for how AEDA will respond to its requirements under its Charter, the CoA Strategic Plan 2024-2028, and the CoA Economic Development Strategy.
 - 11.1. These documents outline the outcomes and associated measures Council has endorsed in relation to economic development. To clearly align the goals and actions of the Agency with Council’s directions, and to streamline the reporting approach, the measures in the AEDA Strategic Plan are taken directly from the CoA Strategic Plan and CoA EDS.
12. More granular detail, about specific actions and how they will be delivered, will be detailed in AEDA’s Annual Business Plans.
13. In line with the Strategic Plan, the AEDA Long Term Financial Plan (LTFP) is currently being developed, noting a Strategic Plan goal is to ‘*establish an approach to funding that supports multi-year forward planning*’.
14. The AEDA LTFP will underpin delivery of the AEDA Strategic Plan 2024/25 – 2028/29. The AEDA long term financial plan will be developed in the context of and subject to the constraints of the City of Adelaide Long Term Financial Plan, and the annual City of Adelaide Annual Business Plan and Budget process.
15. The development of the City of Adelaide 2025/26 Business Plan and Budget has just commenced and will consider amongst other things mechanisms to implement a consistent method supporting multi-year funding of projects. This consideration will involve balancing project funding priorities across the entire budget, for all City of Adelaide programs (including those of City of Adelaide subsidiaries).
16. This Strategic Plan is the AEDA Board’s response to its obligations under the AEDA Charter and Council’s endorsed priorities contained within the CoA 2024-2028 Strategic Plan and CoA EDS.
17. Completion of the Strategic Plan completes several recommendations from the KPMG and Deloitte reviews.

DATA AND SUPPORTING INFORMATION

Link 1 [Adelaide Economic Development Agency Charter 2023](#)

Link 2 [City of Adelaide Strategic Plan 2022-2028](#)

Link 3 [City of Adelaide Economic Development Strategy](#)

ATTACHMENTS

Attachment A – The AEDA Strategic Plan 2024/25 – 2028/29.

- END OF REPORT -

AEDA

Strategic Plan

FY 2024/25 - 2028/29



Acknowledgment of Country

Adelaide Economic Development Agency tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako. Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi. Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.

The Adelaide Economic Development Agency acknowledges that we are located on the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past, present and emerging. We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

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Chair's Foreword

As chair of the Adelaide Economic Development Agency (AEDA), I am honoured to present the Agency's first Strategic Plan.

AEDA, a subsidiary formed in 2021, is charged with accelerating economic growth in the City of Adelaide. It is guided by a skills-based Board that KPMG reported as providing immense benefit to AEDA and the City of Adelaide.

As the delivery arm of economic development in the city and North Adelaide, the AEDA Strategic Plan aligns with and indicates how the Agency will deliver on key strategies of the City of Adelaide. This is namely the Council's Strategic Plan and Economic Development Strategy, and the AEDA Charter.

This Strategic Plan has been developed in robust consultation and consideration of those strategies, key stakeholders, the Agency, Board, and the Agency's Advisory Committee that is a conduit to grassroots businesses.

AEDA strives to work collaboratively with key stakeholders to deliver on its objectives, avoid duplication and increase efficiency. Through our Strategic Partnerships we have and will continue to fill vacant shopfronts, strengthen the state's event and festivals sector, support small businesses, attract business events and promote the city as a destination for international students.

In this Plan, AEDA lays out a bold vision with clear goals and actions that reflect its commitment to growth, innovation and impact on the city's economy. This direction sets the stage for collaboration and meaningful partnerships, empowering all stakeholders to drive success together and achieve our collective goals.

As the inaugural Chair of the Agency, my goals are to create a Strategic Plan and a long-term financial plan that both secure multi-year funding. They allow for rigorous planning, certainty for strategic partners, financial stability and provide a smooth transition to Steve Maras as we welcome him to the position of Chair in January 2025.

I am proud to present our bold and aspirational Strategic Plan designed to not only support, but also accelerate the growth of our city's economy.

"In this Plan, AEDA lays out a bold vision with clear goals and actions that reflect its commitment to growth, innovation, and impact on the city's economy."



Nikki Govan
(Chair)

Adelaide Economic Development Agency

The City of Adelaide recognised the importance of accelerating economic growth in the city, and as part of its *2020-2024 Strategic Plan*, sought to design and implement a new citywide business model. After significant stakeholder engagement and planning, Council resolved to establish the Adelaide Economic Development Agency (AEDA) as a Section 42 Subsidiary of the City of Adelaide under the *Local Government Act 1999 (SA)* (the Act).

AEDA commenced operating on 18 January 2021. The Agency is led by a Board with responsibility to manage the business and other affairs of the subsidiary, ensuring that AEDA acts in accordance with the Act and the AEDA Charter. An Advisory Group was established in 2022 as a mechanism for city businesses, mainstreets, precincts and other stakeholders to provide advice to the AEDA Board.

Working closely with businesses, industry groups, state government agencies and other organisations, AEDA delivers a range of programs designed to stimulate the city's economic growth with a focus on investment attraction, growing our visitor economy, residential growth, marketing the city as a whole and promoting Rundle Mall as Adelaide's premier shopping destination.



The AEDA Charter

The Charter sets out AEDA's Objects and Purpose to:

- Accelerate economic growth in the City of Adelaide by attracting investment, supporting businesses, festivals and events, as well as visitor, student and residential growth.
- Promote the City of Adelaide as a destination and 'magnet city' to increase its visitation and use by residents, workers, visitors and the community in general.
- Position Rundle Mall as the State's premier retail and commercial shopping precinct to sustain retail, business and economic viability and to ensure that the Agency operates within the terms of this Charter and the Council's Strategic Plan.

Its functions include:

- Work collaboratively with the State Government, strategic partners, peak bodies and key stakeholders and avoid duplication of effort in the delivery of its functions and duties.
- Position the City of Adelaide as an attractive investment opportunity for commercial and residential property development.
- Support the growth and development of existing businesses and attract new businesses, industries and entrepreneurs to the City of Adelaide.
- Promote and market the City of Adelaide to local, interstate and international visitors and investors.
- Position and promote the City of Adelaide as Australia's premier festival and event destination, with the aim of increasing visitation and investment.
- Attract and support growth of the visitor economy, including international students, festivals, events, conferences, conventions and exhibitions.
- Activate, promote and market Rundle Mall.
- Promote and develop mainstreet precincts as commercial hubs of economic, cultural and social significance.

The Charter requires AEDA to prepare a strategic plan with an operational period of four years to set out its goals, objectives, strategies, priorities and key performance indicators. The Strategic Plan must be aligned and consistent with the Council's current strategic management plans.



Strategic Alignment

AEDA's Strategic Plan aligns with the following documents:

City of Adelaide

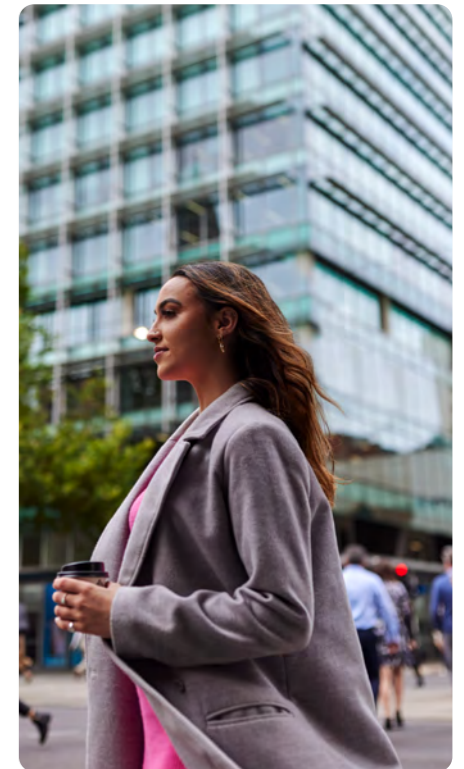
- *City of Adelaide Strategic Plan 2024–2028*
- *Economic Development Strategy*
- *AEDA Charter*

In preparing this Plan, the following South Australian Government documents were reviewed:

State Government

- *South Australian Economic Statement*
- *South Australian Small Business Strategy 2023-2030*
- *30 Year Plan for Greater Adelaide*
- *The South Australian Visitor Economy Sector Plan 2030*
- *South Australian International Tourism Strategy 2025*
- *South Australia's Innovation Model*

Further details on the alignment of the AEDA Strategic Plan, and these directional plans and statements, are available in appendix one of this Plan.



Operating Environment

As an economic development agency, AEDA's mandate is to accelerate growth in the city. Local economic conditions are influenced by macro factors such as global trade, geopolitical instability, pandemics, labour markets, monetary policy and housing affordability. Adding to the complexity of the task, economic outcomes at a local level are notoriously difficult to measure, with outputs (activity) being far easier to track than outcomes (results).

Economic Development Australia is currently undertaking research on measuring local outcomes. Findings from this will be considered for future revisions of the AEDA Strategic Plan. In the absence of this, this Plan adopts the measures and outcomes articulated in Council's Strategic Plan and its Economic Development Strategy. Where those documents are silent on specific Agency responsibilities or where they are of a governance nature, specific proposed performance indicators have been endorsed by the Board. The focus of this strategic plan is therefore to identify initiatives that will make a positive difference to the city economy, using AEDA's available resourcing —both skills and budgets —through direct action, leveraging partnerships and working with State Government on mutual policy imperatives.

Relationship with Council

Operationally, AEDA staff are employed by Council. Council endorses AEDA's annual business plan and budget, sets its budget allocation (except for the Rundle Mall program which is funded through its separately raised levy) and receives quarterly activity and financial reports.

The operations and programs delivered by AEDA and Council complement each other and, where there are areas of close alignment or mutual benefit, a collaborative approach is taken. This includes in functions such as grants and sponsorship, marketing, volunteer management and precinct support.



2023 Reviews

AEDA underwent two significant reviews in 2023:

Review by Deloitte

Council engaged Deloitte to assess the effectiveness of the Agency in relation to its objectives, identify improvements (including consideration of the relationship between the Agency, Council and stakeholders) and make recommendations for its future operations. The Deloitte review delivered recommendations on:

- Role clarity (e.g. Terms of Reference for AEDA/Council business units with similar functions).
- Governance (grant administration, mainstreet engagement and reporting).
- Transparency (evidence-based decisions, stakeholder engagement re events and campaigns, risk management and reporting).
- Quantified metrics (KPIs linked to economic development baselines and outcomes).
- Economic strategy (City of Adelaide's strategic framework).
- Marketing and branding (role clarity with and acknowledgment of Council).

Review by KPMG

KPMG was engaged by the AEDA Board to undertake a review of AEDA's current state, opportunities, challenges, achievements and how the Agency can position itself for growth. This was through stakeholder engagement and comparisons with economically successful cities across the globe. The key findings were:

- Skills, experience and capacity of the Board are of significant value.
- AEDA's staff have a 'willingness-to-deliver' culture that drives business engagement.
- The level of red tape required by Council for decision making and funding approval is a major challenge. The timing of yearly budget approvals by Council in June places significant pressure on the AEDA team to plan and deliver key projects in a limited amount of time.
- To transition from COVID-19 response initiatives to long-term strategic operations, AEDA encounters barriers to advancing future economic development opportunities. Key among these is the lack of a citywide economic development policy that would offer a cohesive vision and direction. However, an economic development strategy is currently in progress. The absence of an AEDA strategic plan and long-term financial plan to provide a clear purpose, objectives, responsibilities for delivery was also raised.

Recommendations from the Deloitte and KPMG reports are reflected in the Strategic Objectives and Action Plan.

Economic Outlook

Overall, Adelaide's economy has performed remarkably well over the past few years, with Gross Regional Product rising by 5.7 percent in 2021-22 to \$23,984 million in 2022-23. This compares to a 3.9 percent rise in Gross State Product.

Reflecting this, the number of jobs in the City is estimated to have increased by 7.28 percent in 2022-23, reaching 169,940. Overall, Adelaide's economy has performed remarkably well over the past few years with Gross Regional Product rising by 5.7 percent.

However, over the life of this plan, the rates of economic growth and jobs growth at state and national levels are forecast to slow. National economic growth is expected to sit within the 2-2.75 percent range, with South Australia's growth about a percentage point lower than that. Employment growth is forecast to moderate, with the Department of Treasury and Finance forecasting jobs growth in South Australia to not exceed 1 percent per annum through to 2027-28.

South Australia has seen a significant decline in household spending over the past year as people have felt the sting of cost-of-living pressures. Despite a likely lowering of interest rates over the next few years, potentially stimulating spending, Deloitte's outlook is that private spending in South Australia will be constrained, in part, by relatively weak prospects for population growth in the state.

Population growth in South Australia has slowed. The state's population increased by 0.4 percent in the September 2023 quarter, or 1.7 percent through the year, compared to 0.6 percent and 2.5 percent growth at the national level. The Australian Bureau of Statistics (ABS) is forecasting South Australia's population to increase by between 1.2 and 0.85 percent, per year, through to 2029. This is a slower rate than that projected for all other states other than Tasmania.

The number of international students in South Australia increased to a record 45,219 in 2024, but the outlook is less certain with the Australian Government considering capping student visa numbers. The creation of Adelaide University is expected to increase the number of enrolments.

Construction activity has been robust, with an additional 126,148sqm of commercial floorspace added to the CBD's office stock over the past two years. Despite strong jobs growth and positive net absorption, the addition of this new office stock has pushed the city's office vacancy rate to 17.7 percent, however global real estate services firm JLL suggest this will gradually decrease to 14 percent over the coming years.

Visitor numbers have consistently trended upwards since the COVID-19 pandemic. The Tourism Research Council has had a positive outlook for growth in international arrivals into Australia over the next five years. However, it is more sanguine about domestic visitor numbers due to increased competition from international outbound travel, as well as cost-of-living pressures leading to reduced discretionary spending. Domestic visitor nights in South Australia are forecast to rise by 2.6 percent on average each year through to 2028. Notwithstanding this, the TiCSA Tourism Barometer Report indicates South Australia's tourism industry is likely to continue to face significant challenges in the near-term.

In summary, whilst there has been a strong recovery in worker numbers, student enrolments, and demand for office space since the depths of COVID-19, record levels are now being tested. Commonwealth migration policy, slowing national economic growth, and continued cost-of-living pressures are expected to place additional strain on economic activity in the City.

However, this broader national and state context provides opportunities for the City. Although the State's jobs growth is expected to slow, the progression of the AUKUS project, continued growth of Lot Fourteen and Biomed City, as well as ongoing demand for healthcare, will contribute to demand for workers. This then flows through to demand for office space and consumer services.

Construction activity is likely to remain strong, headlined by the development of the new Women's and Children's Hospital, Central Market Arcade, the Franklin Street bus station site and further development on Lot Fourteen.

Other mooted developments include Festival Plaza and the Gurner proposal for the former Australia Post mail sorting site. Demand for retail goods and services is expected to lift slightly as interest rates potentially reduce, however, continued investment into centres such as Burnside Village will create competitive pressures for the City and its precincts.

The slowing of forecasts for domestic travel heightens the imperative for Adelaide to be developed and promoted as a distinctive, desirable place to visit. This will be underpinned by investment into new products as well as a compelling program of events. Travel associated with business events and conventions has been strong for the past few years, and this is likely to continue based on confirmed events.

The University of Adelaide and University of South Australia merger provides opportunities to capitalise on commercialisation of the new institution's research and development capabilities. Whilst the outlook for international student numbers nationally remains uncertain, the contribution of international students to the economy, culture and life of the City will remain.



Vision

Our Adelaide. Bold. Aspirational.

Mission

To accelerate economic growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing an annual events calendar and marketing the city as a whole including Rundle Mall.

Strategic Objectives

Economic development is not a stand-alone activity. Not only is it affected by macro factors, it has strong interrelationships with built form, community development, events and culture. These are generally delivered by other Council and government portfolios, often in partnership with the private and non profit sectors.

The Plan increases the emphasis AEDA will place on the:

- Increased marketing and promotion of the City to support investment attraction, boost visitor numbers and continue to develop a consistent brand to underpin marketing activities.
- Importance of events, identifying new tourism products and experiences that provide a reason for people to come to Adelaide and extend their stay, as well as increased promotion to intrastate markets.
- Enhancement of Adelaide as a centre for education and collaboration (goal three of Council's Economic Development Strategy), increased investment into programs to support businesses to grow and employ more people, and development of a targeted proactive investment attraction program.
- Development of Rundle Mall's role as South Australia's premier retail destination through new activations, refresh of marketing activity, brand attraction and activating laneways.

Collectively, these interventions, in addition to business as usual activities, will assist Council to progress towards its Strategic Plan aspirations. This includes increasing foot traffic and spend across the city, and promotion strategies to share Adelaide's unique attributes and emerging opportunities. The actions identified are grouped under five strategic objectives, with actions shown in the following section.



1. Activate Rundle Mall and Precincts

Goals

1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.
2. Rundle Mall evolves and regenerates with new capital investment.
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.

2. City Brand and Marketing

Goals

1. The Adelaide brand clearly articulates what makes our City distinctive, and this brand position underpins all of AEDA's marketing activity.
2. City stakeholders actively participate in marketing campaigns.
3. Visitors to Adelaide and residents can easily discover what's on across the City.
4. Knowledge of Adelaide as a place to invest and grow a business is increased.
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.

3. Growing the Visitor Economy

Goals

1. Adelaide is viewed as an increasingly desirable place to visit.
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.

4. Investment and Business Growth

Goals

1. Growth in industry sectors that build on and extend the City's economic strengths.
2. Street level retail and hospitality activity that contributes to vibrant precincts and mainstreets.
3. Businesses are supported to grow.
4. Data and insights deliver useful information to City businesses and prospective investors.
5. Adelaide's reputation as a centre for health and education is strengthened.

5. AEDA Governance and Operations

Goals

1. Effective and transparent governance, reporting and processes.
2. Establish an approach to funding that supports multi-year forward planning.
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.
4. AEDA is seen as a prime economic development agency that effectively partners with the private sector, government and not-for-profit organisations to grow Adelaide's economy.
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.

Activate Rundle Mall and Precincts

Goal	Action	Measurement
1. Rundle Mall strengthens its reputation as the state's premier shopping precinct and evolving entertainment and dining destination to increase visitation and spend.	<ul style="list-style-type: none"> a. Enhance Rundle Mall's appeal through a more diverse and experiential offering, including entertainment, music and culture. b. Stretch the body clock of the Mall beyond standard shopping hours, with dining and entertainment products, offers and activations. c. Influence the tenancy mix of the Rundle Mall Precinct through effective brand positioning and brand attraction activities. d. Experiment with expansion of medium scale music, food and wine, artistic and culturally important events, festivals and activations. e. Develop and implement a new Rundle Mall marketing and events strategy. f. Develop and implement a new Rundle Mall Christmas strategy. 	<p>Increase in spending across the city.</p> <p><i>CoA Strategic Plan</i></p>
2. Rundle Mall evolves and regenerates with new capital investment.	<ul style="list-style-type: none"> a. Leverage and grow the appeal of Rundle Mall's outdoor experience with new artistic installations, lighting, thematic entry statements and shading/greening. b. Identify and target barriers to private sector investment in the Rundle Mall Precinct and work with property owners to optimise their assets, including strategically significant heritage facades and buildings. c. Advocate for the City of Adelaide to prioritise and progress completion of its Rundle Mall laneway strategy following the completion of Charles Street. d. Install a new audio and PA system in Rundle Mall to enhance place experience for visitors and improve public safety. e. Investigate potential to establish a new premium, high quality restaurant/food offering in the public realm of Rundle Mall. 	<p>\$150 million of capital investment committed to in the Precinct.</p> <p><i>AEDA KPI</i></p>
3. AEDA's relationship with Rundle Mall stakeholders and levy payers is strengthened through effective partnerships, advocacy and management of the Rundle Mall program.	<ul style="list-style-type: none"> a. Maintain effective engagement with Rundle Mall stakeholders to identify and implement new economic development initiatives. b. Work with stakeholders to improve perceptions of public safety in the Rundle Mall Precinct. c. Be a voice for Rundle Mall levy payers, championing and advocating for the betterment of the precinct. 	<p>Improvement to Rundle Mall Business Sentiment.</p> <p><i>AEDA KPI</i></p>
4. Adelaide's destination and liveability status is enhanced through activated laneways, arcades, precincts and neighbourhoods across the city.	<ul style="list-style-type: none"> a. Identify and pursue retail experiences that appeal to young people and create a point of difference with Adelaide's suburban offer. b. <Action specific to the outcomes of the CoA Precinct/Placemaking review will be inserted here when finalised>. c. Work with local businesses and interest groups to develop highly desirable precincts as distinct visitor destinations to market and experience. d. Deliver Adelaide Fashion Week. 	<p>Increase foot traffic in key and emerging precinct year on year by 1.5 percent.</p> <p><i>CoA Economic Development Strategy</i></p>



City Branding and Marketing

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Goal	Action	Measurement
1. The Adelaide brand clearly articulates what makes our City distinctive and this brand position underpins all AEDA's marketing activity.	<ul style="list-style-type: none"> a. Create a consistent Adelaide brand identity that links all destination marketing and is consistent with the State brand. b. Work with precincts to build on their identity and ways of working to ensure local area marketing and branding initiatives are developed and executed in a way that links to the overall city brand. c. Champion the brand and advocate for its expression through all aspects of the city, including infrastructure; investment and talent attraction, direct interactions with our customers and visitors, city dressing, etc. d. Reinforce the position of Adelaide as the State's Central Business District and amplify Adelaide's reputation as a place to learn, work and start a business. 	<p>Increase in the brand health metric for Adelaide as a destination to visit to 7.5/10.</p> <p>AEDA KPI</p>
2. City stakeholders actively participate in marketing campaigns.	<ul style="list-style-type: none"> a. Regular programmed engagement with stakeholders on latest marketing activity results, and upcoming plans so they can participate and support where relevant. b. Improve small and medium-sized enterprises (SMEs)'s business capability by developing or sharing resources that support owners and marketing teams on industry best practice, including utilisation of emerging technology. c. Develop a mechanism for city businesses to buy into co-operative campaigns to increase reach and awareness of the city, and increase booking revenue (in addition to business-as-usual promotion). 	<p>Deliver marketing and promotion strategies to share Adelaide's unique attributes and emerging opportunities.</p> <p>CoA Strategic Plan</p>
3. Visitors to Adelaide and residents can easily discover what's on across the City.	<ul style="list-style-type: none"> a. Provide comprehensive information on events and activities occurring in Adelaide. b. Develop marketing campaigns that result in increased visitation by families, children and young adults, reinforcing the City's reputation as a retail, cultural, activity and entertainment centre. c. Partner with businesses and conference organisers to utilise their communications channels and/or venues to communicate with visitors. d. Develop digital tools that enable custom content to be served to visitors based on their interests and behaviour. 	<p>Increase in foot traffic in key and emerging precincts annually in line with the Council's <i>Economic Development Strategy</i>.</p> <p>CoA Strategic Plan</p>
4. Knowledge of Adelaide as a place to invest and grow a business is increased.	<ul style="list-style-type: none"> a. Understand the requirements of the target markets through research and measure the impact of initiatives against annual awareness benchmarking. b. Strategically target prospective investors or firms, across key sectors, to educate them about the strengths of Adelaide as an investment destination. 	<p>An increase in the number of new business and investment into the city.</p> <p>CoA Strategic Plan</p>
5. The AEDA brand is known, well-regarded and considered best in class in Australia within the business community.	<ul style="list-style-type: none"> a. Create a brand identity and communications plan. b. Leverage the skills, networks and independence of the AEDA Board to expand the reach and impact of AEDA. c. Run business events that provide insights into Adelaide's economy, stimulate thinking about opportunities and enable businesses to use the information provided to inform their decision making. 	<p>Improvement to AEDA Brand Sentiment.</p> <p>AEDA KPI</p>



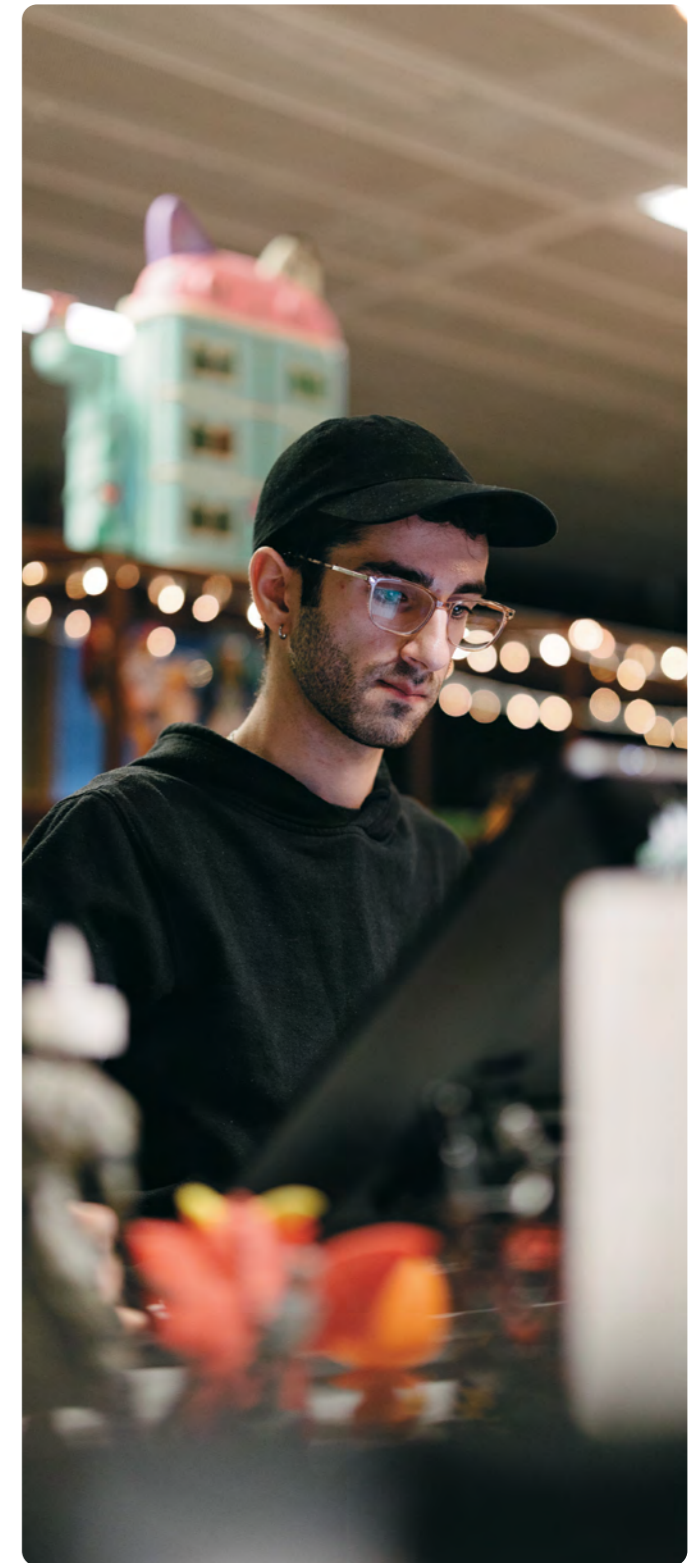
Growing the Visitor Economy

Goal	Action	Measurement
1. Adelaide is viewed as an increasingly desirable place to visit.	<ul style="list-style-type: none"> a. Promote the City so Adelaide is a premier tourism location. b. Provide locals, including young people, with new reasons to explore Adelaide, which will then enhance the trips of friends and relatives. c. Encourage investment in new and expanded tourism products and experiences, providing new reasons to attract a diverse range of national and international visitors. d. Partner with key tourism stakeholders such as the South Australian Tourism Commission to market the City as a distinct destination with a strong presence within the state brand. 	<p>Increase the number of people who visit the city annually to 2.5 million by 2028 through local, interstate and international visitation.</p> <p><i>CoA Economic Development Strategy</i></p>
2. Adelaide has a diverse range of tourism products and experiences that provide more reasons for people to visit and stay longer.	<ul style="list-style-type: none"> a. Ensure a balance between grants and sponsorship programs to support key City events, as well as activate new and exciting initiatives. b. Work with institutions and operators along North Terrace to develop and market the precinct as a highly desirable visitor experience. c. Continue investment into attracting business events and incentive travel. d. Identify opportunities for investment into premium tourism products and experiences. 	<p>An enhanced year-round event calendar, with experiences found throughout the city.</p> <p>Grow as Australia's Festival Capital.</p> <p>Grow the number and scale of business events hosted each year.</p> <p>Grow the number of 4 and 5-star, and boutique hotel beds, to support international visitors.</p> <p>Increase the number of airport arrivals and demand for city accommodation compared with 2023.</p> <p><i>CoA Economic Development Strategy</i></p>
3. Comprehensive information is provided to visitors on things to see and do in Adelaide.	<ul style="list-style-type: none"> a. Complete the development of a contemporary visitor experience center, supported by technology that enhances pre-trip planning, wayfinding within the City, and connections with local products and experiences. b. Provide comprehensive information on events and activities occurring in Adelaide. c. Broaden the volunteer base within the Visitor Experience Centre. 	<p>Invest in Adelaide Visitor Information Centre tourism assets to increase visitation and improve visitor experience.</p> <p><i>CoA Economic Development Strategy</i></p>
4. AEDA plays a pivotal role as a connector and central point for the visitor economy in Adelaide.	<ul style="list-style-type: none"> a. Provide up-to-date visitor economy reports that provide insights to tourism operators and potential investors into new products and experiences. b. Facilitate opportunities for tourism businesses to come together to receive information, inform AEDA's directions or participate in collaborative activities. 	<p>Deliver economic data and insights to our business community.</p> <p><i>CoA Strategic Plan</i></p>



Investment and Business Growth

Goal	Action	Measurement
1. Growth in industry sectors that build on and extend the City's economic strengths.	<ul style="list-style-type: none"> a. Focus investment attraction efforts on current and emerging industry sectors that extend the City's economic strengths, reinforce Adelaide's innovation and tech ecosystems, create high value jobs, and support an environment for scaling existing and emerging businesses. b. Proactively build an investment pipeline and support potential investors with connections to property solutions. c. Monitor and pursue opportunities to expand institutional investment in city residential projects including purpose-built student accommodation, vertical retirement living and build to rent. d. Invest in partnerships that accelerate and support economic activity. e. Develop a business attraction program (including consideration of targeted events) to attract founders, new ventures and existing businesses from metro, regional, interstate and international locations. f. Support the City of Adelaide to leverage and grow the City's green economy and green brand. 	<p>Increase city contribution to Gross State Product.</p> <p>Grow the proportion of workers in emerging industry sectors.</p> <p>Increase the number of new businesses and investment in the city.</p> <p><i>CoA Economic Development Strategy</i></p>
2. Street level retail and hospitality activity that contribute to vibrant precincts and mainstreets.	<ul style="list-style-type: none"> a. Work with stakeholders, other parts of Council and partners to activate street level tenancies with a specific focus on longer term vacancies. b. Invest in a program of events and activities that highlight and build upon the attributes of individual parts of the City. c. Undertake a program of engagement with building owners of properties with long term vacancies to understand their intentions and use that to inform approaches to activate longer term street level vacancies. 	<p>Activate and upgrade precincts to stimulate investment, visitation and maximise opportunities.</p> <p><i>CoA Economic Development Strategy</i></p>
3. Businesses are supported to grow.	<ul style="list-style-type: none"> a. Promote business growth and productivity programs by partners, government and industry associations. b. Deliver targeted business networking and education sessions on topics of interest as a way to build business skills, provide information and/or encourage collaborations. c. Enable businesses to grow by piloting projects, research and offering grants that support small and medium enterprises. 	<p>Increase the size and number of city-based medium-sized businesses.</p> <p>Scaling-up of microbusinesses to small and medium enterprises.</p> <p>Growth by upscaling micro, small and medium enterprises into larger businesses.</p> <p><i>CoA Economic Development Strategy</i></p>
4. Data and insights deliver useful information to City businesses and prospective investors.	<ul style="list-style-type: none"> a. Provide current and compelling data through a variety of means, including market briefings that city businesses and potential investors can rely upon to support their decision making. b. Utilise data and insights to assist in positioning the City as a desirable place to operate a business and invest. 	<p>Deliver economic data and insights to our business community.</p> <p><i>CoA Strategic Plan</i></p>
5. Adelaide's reputation as a centre for health and education is strengthened.	<ul style="list-style-type: none"> a. Progress partnership opportunities with entities including Lot Fourteen, Biomed City, the higher education sector and other organisations to enhance the City's capital city and central business district role. b. AEDA actively promotes the unique ecosystem of universities, higher education sector and graduate populations, liveability and ease of doing business. 	<p>A city which leads in innovation and research through our world-class universities and ecosystems of innovation, entrepreneurship, creative and high-technology sectors.</p> <p><i>CoA Economic Development Strategy</i></p>



AEDA Governance and Operations

Goal	Action	Measurement
1. Effective and transparent governance, reporting and processes.	<ul style="list-style-type: none"> a. As per the Deloitte and KPMG recommendations, establish a reporting regime at a level appropriate to an independent subsidiary. b. Provide quality advice and reporting to the AEDA Board and Council so decisions respond not only to short term issues, but also deliver longer term benefits. c. Further develop research and knowledge management capability to provide the AEDA Board and Council with greater intelligence about the city and emerging trends to inform program development and decision making. d. Engage with staff in identifying process inefficiencies, mismatches with Council processes and generating ideas to simplify and streamline processes and systems. e. Ensure the design of programs and incentives seeks to minimise compliance costs for recipients, whilst providing accountability for the expenditure of public funds. 	<p>Opportunities and issues are identified in annual governance review and are addressed.</p> <p>AEDA KPI</p>
2. Establish an approach to funding that supports multi-year forward planning.	<ul style="list-style-type: none"> a. Ensure budgets and expenditure are aligned to Council and Board priorities, and the City of Adelaide Strategic Plan. b. Work with the City of Adelaide to identify, implement and secure multi-year funding mechanisms to enable forward planning and timely and effective responses to emerging economic issues and opportunities. c. Annually review grants and sponsorship programs to make effective use of AEDA resources. d. Explore other forms of funding. 	<p>An approach to funding that supports multi-year planning is applied.</p> <p>AEDA KPI</p>
3. AEDA is a destination of choice for people wanting to pursue a career in economic development and growing the city economy.	<ul style="list-style-type: none"> a. Undertake periodic staff succession audits and use that to inform the Agency's workforce strategy. b. Maintain a strong working culture with a dynamic environment. c. Strengthen our relationships with volunteers by continuing to invest in their development and recognise their contribution. 	<p>City of Adelaide Culture Survey Results.</p> <p>Proportion of job vacancies filled on first approach to market.</p> <p>AEDA KPI</p>
4. AEDA is a prime economic development agency that effectively partners with the private sector, government and not for profit organisations to grow Adelaide's economy.	<ul style="list-style-type: none"> a. Work with industry groups and key business leaders to develop programs of activity that deliver mutual benefits. b. Promote AEDA Board and Advisory Committee knowledge and networks to Council to progress shared goals, advocacy and initiatives. c. Keep abreast of the directions and activities of ACMA and Kadaltilla, providing input and collaboration where AEDA can add value. d. Collaborate with the State Government on opportunities to enhance economic growth in the City. 	<p>Delivery of Agency priorities through Strategic Partnerships.</p> <p>AEDA KPI</p>
5. Engagement mechanisms that deliver on-ground intelligence to inform priorities and practice.	<ul style="list-style-type: none"> a. Develop improved mechanisms to ensure the needs of all businesses, including small business, are considered in the development and implementation of AEDA's programs. Program design considers the economic environment in which businesses operate. b. Undertake periodic scans of the on-ground business environment, capturing small and large businesses, a spread of industry sectors and government agencies to stay abreast of emerging issues and opportunities. c. Opportunities to deliver environmental, social and cultural outcomes through the delivery of economic development programs will be considered in decision making. 	<p>Regular information on qualitative and quantitative business needs and opportunities are provided to the Board.</p> <p>AEDA KPI</p>



Appendix 1: Strategic Alignment

State Government

South Australian Economic Statement

The South Australian Economic Statement has three missions: Capitalise on the global green transition; Be a partner of choice in an insecure world; and build South Australia's talent. The SA Government will establish an Economic Development Board to advise on enacting the Statement.

South Australian Small Business Strategy 2023–2030

The South Australian Small Business Strategy has four objectives:

1. To increase the skills, capability and capacity of small business owners and their workforces to build sustainability and to take up new business opportunities.
2. To drive jobs growth within small businesses.
3. To provide small businesses with easier access to South Australian Government services, support and programs.
4. To help diversify the sector by supporting regional businesses and specific target groups, including First Nations people, women, business owners living with disability, and culturally and linguistically diverse business owners.

South Australian International Tourism Strategy 2025

SATC's plan for re-engaging with international visitors post-COVID-19 is based on a shift from demographic to psychographic targeting of the 'High Value Travellers' (HVT) segment. They are high spending travellers who are motivated by what Australia has to offer, representing between 35 to 44 percent of the long haul travel market from key markets including the United Kingdom, United States, Singapore and Germany.

Secondary to this segment, the working holiday maker (WHM) is also critical to South Australia as the arrival of these visitors will assist with filling employment gaps and skills shortages in the city and regional areas. The WHM program allows young adults from eligible partner countries, such as the United Kingdom, France and Germany, to work in Australia whilst having an extended holiday. They are a valuable travelling segment as they tend to stay longer, spend more and disperse more widely through the country than other international arrivals. Along with this they also contribute to filling roles in critical Australian industries such as agriculture, tourism and aged care.

Adelaide City forms one of the brand pillars: A boutique capital with a restaurant scene that acts as a gateway to the regions. It also provides a strong presence in the 'Loves a party' brand pillar for its festivals and events.

South Australia's Innovation Model

statedevelopment.sa.gov.au/science-and-research-excellence/innovation-districts

The Innovation Model is a network of dedicated spaces with the physical, digital and social infrastructure required to accelerate new ideas into widespread economic outcome, with the following located in the City of Adelaide:

- Adelaide Biomed City Innovation District is a \$3.8 billion Health and Medical Innovation District in the heart of Adelaide, comprised of leading-edge anchor institutes and companies that cluster and connect with start-ups, business incubators and accelerators. It offers mixed-use infrastructure where researchers, clinicians and students work together with entrepreneurs and leading industry players.
- Lot Fourteen is a vibrant collective of innovators, a gateway for transformative knowledge that attracts new investment and people to South Australia.

30 Year Plan for Greater Adelaide (2017 update and 2020 report card)

Adelaide City is featured in the 30 Year Plan as follows:

- The State Government and Adelaide City Council have committed to making Adelaide City the world's first carbon neutral city. The CBD will become carbon neutral and act as a showcase for the uptake of renewable and clean technologies, building on Adelaide's reputation as a clean, green, prosperous and vibrant city.
- Reinforce and enhance Adelaide's reputation as a liveable, vibrant, sustainable and accessible place, and use it as a key competitive advantage for attracting and retaining talented people and investment. Trams will loop the CBD and link into inner-city suburbs. Pedestrian-friendly streets will support universal access and be safe to walk at any time, both day and night. City squares and laneways will be alive with people of all ages enjoying public art, live music and diverse opportunities for entertainment. Enhancing our Park Lands will support the envisioned increased population and higher density living in the city by providing greater diversity in recreational, cultural and social activities. The Park Lands will also function as a key connection for walking and cycling routes.
- Through revitalisation, the iconic Adelaide Riverbank will become home to world-class facilities and position the precinct as one of Adelaide's premier destinations for recreation, sporting activities, learning, entertainment and culture. The area will be supported by improved pedestrian and cycle connections to better integrate it with the city and its surrounds.

Twelve policies in the 30 Year Plan apply specifically to the City, with policies of direct relevance to AEDA highlighted:

- Policy 13:** Strengthen the primacy of the Adelaide City centre as the cultural, entertainment, tourism and economic focus of Greater Adelaide. Enhance its role as the centre for peak legal, financial and banking services, speciality health and medical services, higher education, the arts, and high-quality speciality retailers.
- Policy 14: Strengthen the overall built form of the city, which is characterised by a grid pattern of streets and squares, contrasting with the open space of the Park Lands.
- Policy 15: Deliver an overall city form that expresses taller buildings within the centre, lower buildings towards the southern residential precincts and some additional height along the terraces and around the four city squares.
- Policy 16: Reinforce key city boulevards, such as King William, Grote and Wakefield streets through taller, contemporary buildings that create a sense of entry and frame these important streets.
- Policy 17: Reinforce the special character of the main streets of Gouger, Hindley, Rundle and Hutt Streets through contextual design responses that increase activity and vibrancy whilst also preserving the elements that make these places special.
- Policy 18:** Create vibrant and distinctive laneways, each with their own individual character, with small bars, restaurants, shops and cafes that contribute to city vibrancy.
- Policy 19: Reinforce the inner and outer built form edge of the Park Land terraces by encouraging quality medium to high-rise mixed-use developments that increase the diversity of housing whilst also contributing to, and activating, the public realm.
- Policy 20:** Continue to develop the Riverbank Precinct as a world-renowned health, sporting, educational and biomedical precinct with strong connections to the city centre whilst reinforcing North Terrace as a premier cultural boulevard with a new vibrant public plaza that will be the heart of entertainment and cultural events.
- Policy 21: Increase the amount and diversity of residential accommodation in the city to support a variety of household types for a wide range of age and income groups, including students, professionals and the ageing.
- Policy 22: Sustain the heritage, character and scale of valued residential precincts (including North Adelaide and the south-east and south-west corners) with contextually appropriate development that contributes to the needs of our growing population and provides services to the community.
- Policy 23:** Reinforce the role of the Park Lands as a major recreational, sporting, tourism, natural and open-space asset destination for the city and metropolitan Adelaide that connects the city to the suburbs.
- Policy 24:** Enhance the city's street network to support the intensity and complexity of people movement, business and community activity, to provide great 'people places' befitting Adelaide's heart.

The South Australian Visitor Economy Sector Plan 2030

The visitor economy plan has six priorities, with the following strategies relevant to AEDA:

Marketing:

- Facilitate servicing of visitor information.
- Effectively target high-yielding travellers to ensure sustainable growth maximising expenditure outcomes.
- Consider emerging platforms and new methods of communicating and engaging with the consumer.
- Align product promotion with product development, ensuring delivery of the strong marketing promise.
- Base channel selection and messaging on a strong understanding of the consumer, driven by reliable market insights and research.

Experience & supply development:

- Support the development of unique and appealing experiences that are focused on South Australia's strengths.
- Leverage opportunities provided by the State's natural assets on both public and private land and encourage tourism engagement through the development of compelling experiences.
- Develop linkages between experiences to create clusters .
- Upgrade and refresh quality of accommodation to match consumer expectations and create immersive experiential accommodation options.

Collaboration:

- Foster regular and constructive partnering between operators, key industry bodies and government.
- Facilitate cross-government cooperation to create a positive environment for investment in the Visitor Economy.
- Drive growth by optimising the experience of international students and their families in South Australia through partnerships with educational institutions.

Industry capability:

- Ensure Visitor Economy businesses have access to, and engage with, tools and technologies to maximise their professionalism and profitability.
- Ensure continued strong take up of listings on the Australian Tourism Data Warehouse (ATDW) with a focus on commissionable product.
- Drive entrepreneurial skills development and confidence to activate innovative ideas and businesses.
- Utilise accurate, relevant and concise research insights to inform business decisions.

Leisure and business events:

- Further develop South Australian major events, maximising their associated visitor expenditure.
- Attract investment and increased sponsorship into major events.
- Use business and leisure events to smooth seasonality.
- Maximise the opportunities that events and festivals offer to the local region, driving positive legacy impacts in cultural and social factors.
- Maximise the value of existing events through cross-promotion.
- Leverage major events and festivals to promote our state and tell the story of South Australia.

Promoting the value of tourism:

- Educate the community about the breadth of the Visitor Economy and the diversity of businesses that benefit.
- Encourage locals and visitors to be ambassadors for the State.

City of Adelaide

The CoA Strategic Plan and The Economic Development Strategy

Two key plans frame AEDA's strategy: The City of Adelaide Strategic Plan and the Economic Development Strategy. Other Council plans, such as the City Plan 2036, Housing Strategy, Strategic Property Plan, Integrated Climate Strategy, inform aspects of AEDA's work, but are not central to its goals and operations. The Rundle Mall Precinct Place Vision and Precinct Roadmap, commissioned by AEDA, provides specific actions that are delivered collaboratively with Council (e.g. for infrastructure, cultural activation and land use planning).

City of Adelaide Strategic Plan 2024–2028

The strategic plan aims for the City of Adelaide to be bold, aspirational and innovative, with all four of the Plan's key areas of focus being relevant to AEDA's Strategic Plan:

A vibrant, connected and inclusive community: In 10 years, Adelaide will be a thriving capital city with an increased number of residents and visitors. Year-round events and quality amenities will support vibrancy, community development and connections, and celebrate our cultural heritage and diversity.

Growing, innovative and responsive economy: In 10 years, Adelaide will have strengthened its role as the economic focal point of the state by attracting investment and talent from around the world. New and diverse industries will complement our existing economic strengths and city businesses will be successful.

Resilient, protected and sustainable environment: In 10 years, Adelaide will be a nation leading green city in a park which showcases the benefits of green infrastructure, increased biodiversity and sustainability, and a community that is adaptive and resilient to climate change.

Interesting, purposeful and safe places: In 10 years, Adelaide will be a diverse collection of unique or distinctive neighbourhoods and precincts. Our streets will be people oriented, safe, lively and accessible.

Rundle Mall Precinct Place Vision and Precinct Roadmap

Rundle Mall Precinct is to be a place that energises Adelaide city life and supports the City's vision to be the most liveable city in the world through six strategic imperatives:

1. Fill the retail mix gaps by attracting key brands and offerings in areas such as wellness, food and beverage, entertainment and experiential. However, retaining and elevating what is unique and leading remains a priority.
2. Stretch the body-clock of the Mall beyond standard shopping hours with dining, entertainment and community offerings.
3. Leverage and grow the appeal of the outdoor experience through building on and evolving the public realm experience and character.
4. Curate destinations within the destination through precinct and laneway activation.
5. Unlock the heritage and culture opportunity of facades and laneways.
6. Identify and target investment and planning barriers to progress.

Economic Development Strategy

The Economic Development Strategy frames the City of Adelaide and its subsidiaries (AEDA, Adelaide Central Market Authority and Kadaltilla/Adelaide Park Lands Authority) and provides direction for the city to partner and collaborate with the business community, non-government and government organisations.

The EDS goals are:

- Goal 1: More than the gateway to South Australia.
- Goal 2: A thriving economy for all.
- Goal 3: A centre for education and collaboration.
- Goal 4: A growing economy for a growing population.
- Goal 5: Australia's festival and creative capital.
- Goal 6: An easy place to do business.

AEDA is a lead agency for many Draft EDS activities, summarised in the table below.

Branding	Arts, culture and music Branding Business central Business events/conferences Creative city Destination Adelaide Entrepreneurship/knowledge Gateway to SA Green credentials Knowledge sectors Supporting innovation
Destination marketing	Destination Adelaide Creative city Direct flights Hubs and growth sectors
Rundle Mall	Business-friendly environment City safety Destination Adelaide Diversified offerings Grants and pilot projects New business attraction Precinct upgrades Relocation to the city Renew Adelaide/vacancies
Advocacy	Business events/conferences Tourism product development Tourism event programming City safety
B2B/Networks	Institutional collaboration Local business collaboration New tourism experiences Precinct activation Tourism product development

Investment Attraction	Circular economy Climate tech Diversified offerings Employment opportunities Gaming industry Green credentials Knowledge sectors Night time economy Partnering with stakeholders Precinct upgrades Promotion to attract hotels Reducing new business barriers Renew Adelaide/vacancies
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Events	Arts, culture and music
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Business Support	Business-friendly environment Grants and pilot projects Innovative startups New business attraction Nighttime economy Partnering Relocation to the city Tourism product
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Event Spread across City of Adelaide and North Adelaide

Strategic Alignment - Our Economy

Public

Tuesday, 19 November 2024
City Finance and Governance
Committee

Program Contact:

Greg Ratsch, General Manager
Adelaide Economic Development
Agency

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

At its 26 March 2024 meeting, Council requested Administration and the Adelaide Economic Development Agency (AEDA) review sponsorship arrangements, and through engagement with significant event organisers, investigate ways to further spread the positive economic and cultural impact of events on Hutt Street, West End and North Adelaide.

Engagement with event organisations, State Government and other Stakeholders was undertaken and a range of barriers to holding events, and possible opportunities to incentivise event spread were identified.

These barriers and opportunities were presented to the AEDA Advisory Committee and Board for their review and this report provides those opportunities for consideration to Council.

RECOMMENDATION

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL:

THAT COUNCIL:

1. Notes the findings of the engagement with event organisers and State Government.
 2. Notes that weightings in the AEDA Commercial Events Funds have been amended to encourage a spread of event activity across the city.
 3. Notes initiatives already being delivered by the City of Adelaide and AEDA which support event spread across the City and North Adelaide.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Economy
Policy	Not as a result of this report.
Consultation	Consultation has been undertaken with over 13 event and festival organisers, State Government, the AEDA Advisory Committee (the Agency’s conduit to grass root businesses) and the AEDA Board.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Not as a result of this report.
Opportunities	This report outlines opportunities to support and expand the economic and cultural benefits of events in the city and North Adelaide.
24/25 Budget Allocation	As per proposed Quarter 1 Budget Review, consistent with Council’s resolution on 25 June 2024 in adopting the 2024/25 annual budget, \$300,000 within the Commercial Events Fund.
Proposed 25/26 Budget Allocation	Not as a result of this report.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report.
24/25 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (eg maintenance cost)	Not as a result of this report.
Other Funding Sources	Not as a result of this report.

DISCUSSION

Background

1. Council at its 26 March 2024 meeting, resolved:
 1. *“Notes the positive economic impact the festival season has had on the East End.*
 2. *Requests administration and the Adelaide Economic Development Agency (AEDA) to review all current sponsorship arrangements under their purview and investigate ways to collaborate with the State Government, significant event organisers, and festival organisers to spread further the positive economic and cultural impact of events on Hutt Street, West End, and North Adelaide.*
 3. *Requests a plan on a collaborative approach to develop a plan on specific actions to prioritise economic and cultural impacts of events in these regions of the City of Adelaide.*
 4. *Requests administration to report to the Council with the recommendations and findings from external event organisers on their views for council consideration.”*
2. The City of Adelaide (CoA) Administration requested the Adelaide Economic Development Agency (AEDA) to lead a response to the motion. AEDA has worked closely with CoA’s City Experience team in the City Culture program and has engaged with significant event and festival organisers and State Government to inform the approach.
3. The findings and recommendations of the report have also been considered by the AEDA Advisory Committee (AEDA’s conduit to grass root businesses in the city), and the AEDA Board.

Discussion

4. Events and festivals play a significant role in attracting people to the city. Research undertaken by McGregor Tan in 2022 commissioned by CoA indicated that events are overwhelmingly viewed as the biggest opportunity to encourage more people back to the city. Employers consider events in the city provide incentive for employees to work from their city premises. It is a core part of what Adelaide is known for. Both the State Government and Council (including through AEDA) have invested significantly in supporting this sector.
5. The CoA Economic Development Strategy’s ([Link 1](#)) fifth goal is for Adelaide to be ‘Australia’s festival and creative capital’, and that ‘we will enable arts, culture and music through programs that support events and festivals’. A Strategic priority is to ‘enable events and experience of every size and scale.’
6. The benefits of events and festivals are distributed unevenly across the city. Physical constraints, the proximity of spaces to bricks and mortar businesses, and varying levels of public infrastructure to support events make some locations more attractive to hold events than others.
7. The East End has become Adelaide’s premium event space as there are three large parks in close proximity to Rundle Street - Rymill Park/Murlawirrapruka, Rundle Park/Kadlitpina and Victoria Park/Pakapakanthi. Power, water and sewerage infrastructure has been upgraded by Council in these locations in recent years, further enabling larger events to be held there.
8. Light Square/Wauwi infrastructure has recently been upgraded enabling additional power, incentivising and providing benefits for events to use this location in the City’s West. However being surrounded by roads creates a barrier. Preliminary concepts for the Light Square Masterplan provide some creative options for how this may be redressed.
9. Hutt Street and North Adelaide have no large open Park Lands suitable for a major event to be held. They are more suited to smaller events and ‘street party’ style activities.
10. The West End has two locations suitable for major events, namely Ellis Park and Bonython Park. Ellis Park has seen a sustained increase in major events held there (two in 2019/20, and eight proposed for 2024/25).
11. They are more difficult to access and may not provide the same economic benefit to City businesses in the West End, compared to events held in the East End.
12. Ellis Park/Tampawardli is more than 600m from Hindley Street and over 1km from Gouger Street and the Central Market, and separated by West Terrace (which is challenging to cross).
13. Bonython Park/Tulya Wardli, while connected by tram, is even further from the CBD and West End.

14. The Event and Festival Sponsorship Program and the Commercial Event Fund Program have been considered in light of this decision.
15. The Event and Festival Sponsorship program includes a standard set of criteria in the guidelines against which applications are assessed. A standard contract is put in place with the successful applicants but selection does not put a weighting on the dispersal of events. The operating guidelines for this fund are currently under review in line with the recently endorsed CoA Funding Policy.
16. The Commercial Events Fund guidelines have been reviewed in line with the CoA Funding Policy, and a weighting has been included for events that activate underutilised areas of the city.

Engagement

17. In line with Council's resolution, AEDA contacted 13 event organisers to seek their views on why they hold events in particular locations, what their experience has been in trying to expand into other parts of the City, the barriers to doing so, and what is required to incentivise event organisers to expand their events or create positive economic and cultural flow-on from their event to other parts of the city and North Adelaide.
18. Key themes and findings from the engagement are:

Rationale for Location

- 18.1 Accessibility such as proximity to public transport, parking availability and locations that are easily accessed by walking.
- 18.2 Event infrastructure and availability of venues and space is a significant factor for event organisers when choosing locations.
- 18.3 It is important that events are held in 'known event spaces' as this impacts patron behaviour and likelihood to attend.
- 18.4 Visible and prominent locations are highly desirable.
- 18.5 'Buy-in'/ engagement from the local precinct and the local stakeholders and traders is important.

Key barriers to holding events in less event activated areas

- 18.6 Event organisers cited the lack of event spaces/large Park Land spaces in areas such as North Adelaide, Hutt Street and the West End as key barriers to holding events there.
- 18.7 Poor location accessibility.
- 18.8 Holding events in Park Lands spaces is expensive (given the reintroduction of fees) and risky given weather implications.
- 18.9 Some locations aren't close to hospitality dense areas and therefore economic flow-on isn't as great.
- 18.10 Lack of knowledge of what those areas have to offer to events and what opportunities there are to host events in those areas.
- 18.11 Unwillingness to consider relocating or expanding outside of their traditional location due to the perceived risk of weakening their offering and potential financial loss.
- 18.12 Forcing the spread of activity across the city during peak festival season has the potential to dilute existing offerings. Those that have tried to activate underutilised areas of the city have lost money.

Opportunities to incentivise event spread

- 18.13 An increase in event infrastructure in underserved areas.
- 18.14 Funding tied to expanding event activity but it would need to be of a significant value to mitigate risk.
- 18.15 Support in strategic marketing and marketing to that specific precinct.
- 18.16 Partnerships and collaboration with other events and connection to precincts, venues and operators.

State Government

- 18.17 State Government's engagement indicated that their rationale for event locations is specific to increasing tourism and visitation. Locations for their key events such as Tasting Australia and Santos Tour Down Under are targeted at the city centre, hence their preference for the Victoria

Square location. Central locations showcase Adelaide, and the location's accessibility and visibility is key to their events and associated objectives. Proximity to event partner hotels is also a factor.

Conclusion and Recommendation

19. AEDA encourages a spread of event activity through its assessment weightings, such as that applied within the Commercial Events Fund. This spread of activity relates to geography as well as timing.
 20. The City of Adelaide either organises or funds smaller scale activities across the city in these underutilised locations, through the City Activation and Place Making programs. Some examples include Fermoy on Foot in North Adelaide, Adelaide 500 Pitt Stop Party on Hutt Street, the Inflatable Church in Light Square during Adelaide Fringe 2024 and Winter Weekends in North Adelaide, Hutt Street and the West End.
 21. The City Experience team also works with event organisers to program new events into less traditional spaces. Examples of this in 2023/24 included 'Infamous' in Ellis Park / Tampawardli and 'Sanctuary' in Helen Mayo Park / Tulya Wardli during the Adelaide Fringe period.
 22. CoA's investment in such events is key as they demonstrate spaces that may not have been typically considered event spaces can be utilised for events and help change patron thinking of those spaces.
 23. All AEDA sponsored events appear on the Experience Adelaide website (average of 199k page views per month) and are featured in Experience ADL's EDM (149k subscribers), Facebook and Instagram (combined 60k followers).
 24. For selected major exhibitions or events that draw a significant number of visitors to the city (regardless of sponsored or not), AEDA works with the event organiser(s), state government and local traders to leverage visitor activity by delivering a range of initiatives and activations across the city. These can include city dressing, special product or service offerings from traders and live viewing sites. Examples of these activations include Frida & Diego City Trail, AFL Gather Round and LIV Golf.
 25. Existing City of Adelaide and AEDA activities and initiatives which can support further spread of positive economic and cultural impact of events on Hutt Street, West End, and North Adelaide are described below. It is recommended these continue with increased focus of spreading event activity.
 - 25.1 Include weightings within the Events and Festivals Sponsorship program and the Commercial Events Fund that encourage a spread of activity.
 - 25.1.1 In response to this the AEDA Board have endorsed the small-medium category within the Commercial Events Fund program to be restructured to address the spread of activity as well as other key priorities by placing greater emphasis on funding applications for events that activate underutilised areas of the city, support the night-time economy and target off-peak and shoulder event periods.
 - 25.2 Considering opportunities to achieve a greater spread of activity when Council prioritises investment in event and cultural infrastructure;
 - 25.3 The City of Adelaide continue to support or deliver the staging of small-medium events in different parts of the City.
 - 25.4 Use Precinct Groups and Place Partners to foster connection between event organisers, precincts and businesses.
 - 25.5 Provide businesses with more information about what events are happening in and around their precinct so they can adjust their marketing strategies/product offer accordingly.
 26. Note however it is inherently difficult and financially risky for some events and festivals to expand their footprint or change their location.
 27. The findings and recommendations of this report were discussed by the AEDA Advisory Committee, and the AEDA Board.
 - 27.1 The Advisory Committee noted the findings, supported the recommendations and commented on the importance leveraging the identities and strengths of different areas of the city.
 - 27.2 The Board noted the findings, supported the recommendations and noted the importance of functioning Precinct leadership on the matter.
-

DATA AND SUPPORTING INFORMATION

Link 1 - [City of Adelaide Economic Development Strategy](#)

ATTACHMENTS

Nil

- END OF REPORT -

By-Law Implementation Report

Strategic Alignment - Our Corporation

Public

Tuesday, 19 November 2024
City Finance and Governance
Committee

Program Contact:
Steve Zaluski, Associate Director
Regulatory Services

Approving Officer:
Iliia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

Prior to the commencement of revised by-laws, Council is required to formalise relevant delegations and expiation fees to enable effective administration. This report seeks endorsement on these matters to ensure powers can be exercised appropriately. The recommendations of this report maintain the currently adopted approach.

Following a review, revised City of Adelaide by-laws were endorsed by Council on 27 August 2024. The by-law amendments were minor in nature and largely a result of legislative, interpretive or grammatical factors, or the modernising of language.

Revised by-laws will be effective from 5 January 2025, four months from the date of gazetting as required by the *Local Government Act 1999 (SA)*.

RECOMMENDATION

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

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

1. Adopts, in accordance with Section 246(5) of the *Local Government Act 1999 (SA)* and Section 14C of the *Acts Interpretation Act 1915*, the expiation fees for alleged offences against Clause 5.1 of Council's Permits and Penalties By-law 2024 and Clause 8.1 of Council's Rundle Mall By-law 2024. These are included at Attachment A to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024 effective on the date the by-laws come into operation.
2. Authorises in exercise of the power contained in Section 44 of the *Local Government Act 1999 (SA)* and Section 14C of the *Acts Interpretation Act 1915*, the powers and functions under the following by-laws and specified in the proposed Instruments of Delegation for by-laws contained in the Attachments B – I to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024, to be hereby delegated to the person occupying the office of the Chief Executive Officer, or any person acting in the position of Chief Executive Officer effective on the date on which the by-laws come into operation, subject to the conditions and or limitations specified herein or in the Schedule of Conditions in the proposed Instruments of Delegation for the by-laws:
 - 2.1. Permits and Penalties By-law 2024
 - 2.2. Local Government Land By-law 2024
 - 2.3. Roads By-law 2024
 - 2.4. Waste Management By-law 2024
 - 2.5. Rundle Mall By-law 2024
 - 2.6. Dogs By-law 2024
 - 2.7. Cats By-law 2024
 - 2.8. Lodging House By-law 2024.

3. Authorises the Chief Executive Officer to sub-delegate the powers referred to in paragraph 2 to other employees of the Council:
 - 3.1. As the Chief Executive Officer considers fit; and
 - 3.2. In accordance with the relevant legislation; unless
 - 3.3. Otherwise indicated in this report; or
 - 3.4. Otherwise indicated in the Schedule of Conditions contained in the proposed Instruments of Delegation for the by-laws.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation
Policy	By-laws are a legislated function within the <i>Local Government Act 1999 (SA)</i> . The revised by-laws have no material impact on existing policies.
Consultation	All required consultation has been completed.
Resource	Not as a result of this report.
Risk / Legal / Legislative	Legal advice has been sought to ensure the process is legislatively sound.
Opportunities	That CoA has appropriate and applicable by-laws in place to ensure Council continues to be a convenient, safe and comfortable environment for all.
24/25 Budget Allocation	Not as a result of this report.
Proposed 25/26 Budget Allocation	Not as a result of this report.
Life of Project, Service, Initiative or (Expectancy of) Asset	By-laws must be renewed every seven (7) years but can be reviewed at any time within the 7 years.
24/25 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (eg maintenance cost)	Not as a result of this report.
Other Funding Sources	Not as a result of this report.

DISCUSSION

Background

1. The *Local Government Act 1999 (SA)* allows councils to make by-laws.
2. By-laws are a form of legislation designed to provide good governance, convenience, safety and public amenity to the community.
3. City of Adelaide (CoA) has nine by-laws:
 - 3.1. By-law 1 – Permits and Penalties
 - 3.2. By-law 2 – Moveable Signs
 - 3.3. By-law 3 – Local Government Land
 - 3.4. By-law 4 – Roads
 - 3.5. By-law 5 – Waste Management
 - 3.6. By-law 6 – Rundle Mall
 - 3.7. By-law 7 – Dogs
 - 3.8. By-law 8 – Cats
 - 3.9. By-law 9 – Lodging Houses.
4. There are no delegable powers under By-law No. 2 - Moveable Signs, which is why it does not appear in the list referred to in recommendation 2.

City of Adelaide By-law Review Journey – 2024

5. The *Local Government Act 1999 (SA)* requires by-laws to be renewed every seven years.
6. CoA adopted revised by-laws at its meeting on 27 August 2024 ([Link 1](#)).
7. Following Council adoption, the by-laws were tabled in Parliament for review by the Legislative Review Committee for a 14-day period. This process has now concluded, with no objections made or received.
8. The revised by-laws will commence on 5 January 2025, four months from the date they were gazetted as required by Section 249(5) of the *Local Government Act 1999 (SA)*.
9. In enacting the new by-laws, certain decisions need to be formalised as per the requirements of the *Acts of Interpretation Act 1915*. This will ensure the by-laws are legally enforceable and administered appropriately.
10. These decisions relate to Council's authority to:
 - 10.1. Set expiation fees for alleged offences, and
 - 10.2. Delegate authority to the CEO (and for the CEO to sub-delegate to appropriate staff members) to issue permits and permission for activities requiring permission and to approve or authorise other Council powers and requirements under the by-laws.
11. The recommended decisions in this report maintain the currently adopted approach. If endorsed, they will not alter Council's approach with the community, enabling a smooth transition to the new by-laws.

Expiation of Offences and Associated Expiation Fees

12. In certain circumstances it may be necessary to issue expiation notices for alleged breaches of the by-laws.
13. Section 246(5) of the *Local Government Act 1999 (SA)* provides that expiation fees may be fixed for alleged offences against by-laws by Council, but an expiation fee fixed by the Council cannot exceed 25 per cent of the maximum fine for the offence to which it relates.
14. As CoA's expiation fees have not been set within the by-laws themselves, it is necessary for Council to set expiation fees by separate resolution, via this report.
15. The maximum penalty for offences against general by-laws is \$1,250, as outlined in *the Local Government Act 1999 SA*. Therefore the maximum expiation fee Council can set is \$312.50 (25%).
16. The maximum penalty against breaches for the Rundle Mall By-law is \$250, as outlined in *the City of Adelaide Act 1998*. Therefore the maximum expiation fee Council is able to set is \$62.50 (25%).
17. The by-laws provide for a number of offences which may be expiated when necessary. Proposed fees are set out in **Attachment A**.

18. The proposed expiation fees are consistent with 2024/25 fees and charges in place for breaches. Consistency in expiation amounts across breaches enables easier education and understanding in the community, as well as administrative benefits.
19. Use of the maximum fee is reflective of the nature of the impact of a proven breach, and that expiations are not the only method used to obtain compliance.
20. As outlined in Council's City Safety Compliance & Enforcement Policy, an expiation is generally only issued following a failure to act or correct a breach following informal advice and education. The fee is therefore reflective of this and the resourcing required to issue an expiation.

Delegations

21. By-laws provide that a number of powers and functions of an operational nature be vested in the Council.
22. This includes matters such as the issuing of permits, granting of approvals and authorisations, and the issuing of licences.
23. In accordance with Section 44 of the *Local Government Act 1999 (SA)*, Council may delegate powers and functions to the Chief Executive Officer. Those powers and functions may also be further delegated by the Chief Executive Officer.
24. **Attachments B-I** set out the proposed delegations as are necessary to efficiently administer the by-laws.
25. In the interest of effectively administering those operational functions, it is recommended that the Council delegate the relevant powers and functions as set out in recommendations 2 and 3.
26. The proposed delegations mirror the current framework and will not impact current operations.

Next Steps

27. By-laws come into effect on 5 January 2025.
28. By-laws must be reviewed and made every seven years, however there is an opportunity to review, edit or create new by-laws on a more frequent basis.

DATA AND SUPPORTING INFORMATION

Link 1 – Council Report 27 August 2024: By-law Review – Consultation Feedback and Endorsement

ATTACHMENTS

Attachment A – By-law Expiation Fees 2024

Attachments B – I – Proposed Instruments of Delegation under By-laws

- END OF REPORT -

Attachment A - By-law Expiation Fee Amounts

Offence type	Fee Units	Legislation	Fee
Breach or non-compliance with conditions of a permit	Per breach	By-Law 1 Permits and Penalties	\$312.00
Objects on footpath – Moveable sign not conforming to Council by-law provisions	Per breach	By-Law 2 Moveable Signs	\$312.00
Undertaking activities without permission	Per breach	By-Law 3 Local Government Land	\$312.00
Alteration of land	Per breach	By-Law 3 Local Government Land	\$312.00
Bridge Jumping	Per breach	By-Law 3 Local Government Land	\$312.00
Business Use	Per breach	By-Law 3 Local Government Land	\$312.00
Central Market - Bring into or allow any animal to remain	Per breach	By-Law 3 Local Government Land	\$312.00
Central Market - Unauthorised use of Forklift	Per breach	By-Law 3 Local Government Land	\$312.00
Climbing on any fixtures	Per breach	By-Law 3 Local Government Land	\$312.00
Damage or defacement of property	Per breach	By-Law 3 Local Government Land	\$312.00
Erection of Structures	Per breach	By-Law 3 Local Government Land	\$312.00
Feed any Bird	Per breach	By-Law 3 Local Government Land	\$312.00
Fishing from a structure in a no-fishing zone	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate disposal of waste	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of a council rubbish bin	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of a public convenience	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of boat ramp	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of council equipment or property	Per breach	By-Law 3 Local Government Land	\$312.00
Inappropriate use of Horse riding Track	Per breach	By-Law 3 Local Government Land	\$312.00
Interfere with flora and fauna	Per breach	By-Law 3 Local Government Land	\$312.00
Interfering with an activity that has been granted a permit	Per breach	By-Law 3 Local Government Land	\$312.00
Obstruction	Per breach	By-Law 3 Local Government Land	\$312.00
Organise Ceremony and Event	Per breach	By-Law 3 Local Government Land	\$312.00
Overhanging Articles	Per breach	By-Law 3 Local Government Land	\$312.00

Performing non-urgent Vehicle Repairs	Per breach	By-Law 3 Local Government Land	\$312.00
Playing or practicing games where a sign indicates it is prohibited	Per breach	By-Law 3 Local Government Land	\$312.00
Solicitation	Per breach	By-Law 3 Local Government Land	\$312.00
Tents and Camping	Per breach	By-Law 3 Local Government Land	\$312.00
Unauthorised entry of Closed Lands	Per breach	By-Law 3 Local Government Land	\$312.00
Unintended use of a War Memorial	Per breach	By-Law 3 Local Government Land	\$312.00
Use of Amplification Device	Per breach	By-Law 3 Local Government Land	\$312.00
Use of Wheeled Recreation device	Per breach	By-Law 3 Local Government Land	\$312.00
Washing clothes in or adding chemicals to any water	Per breach	By-Law 3 Local Government Land	\$312.00

Bridge Jumping	Per breach	By-Law 4 Roads	\$312.00
Chain or affix a Bicycle causing obstruction	Per breach	By-Law 4 Roads	\$312.00
Climbing on any fixtures	Per breach	By-Law 4 Roads	\$312.00
Collecting Donations	Per breach	By-Law 4 Roads	\$312.00
Damage or defacement of property	Per breach	By-Law 4 Roads	\$312.00
Distribute notice, leaflet or bill	Per breach	By-Law 4 Roads	\$312.00
Feed any Bird	Per breach	By-Law 4 Roads	\$312.00
Inappropriate Queuing	Per breach	By-Law 4 Roads	\$312.00
Inappropriate Use of Council Rubbish Bins	Per breach	By-Law 4 Roads	\$312.00
Leading/Driving Livestock	Per breach	By-Law 4 Roads	\$312.00
Leaving Hatch Open and Unattended	Per breach	By-Law 4 Roads	\$312.00
Performing non-urgent Vehicle Repairs	Per breach	By-Law 4 Roads	\$312.00
Tents and Camping	Per breach	By-Law 4 Roads	\$312.00
Unauthorised Advertising	Per breach	By-Law 4 Roads	\$312.00
Unauthorised Public Exhibit	Per breach	By-Law 4 Roads	\$312.00
Undertake Activities without Permission	Per breach	By-Law 4 Roads	\$312.00
Use of Amplification Device	Per breach	By-Law 4 Roads	\$312.00
Use of Wheeled recreation Device	Per breach	By-Law 4 Roads	\$312.00
Wilfully break glass	Per breach	By-Law 4 Roads	\$312.00

Damaged Bin	Per breach	By-Law 5 Waste Management	\$312.00
Inappropriate Bin Collection Position	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Council Provided Bins	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Domestic Bin	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Green Organics Bin	Per breach	By-Law 5 Waste Management	\$312.00
Incorrect use of Recyclable Bin	Per breach	By-Law 5 Waste Management	\$312.00
Open Bin	Per breach	By-Law 5 Waste Management	\$312.00
Unclean private Thoroughfare	Per breach	By-Law 5 Waste Management	\$312.00
Unsanitary Bin	Per breach	By-Law 5 Waste Management	\$312.00
Violating Commercial Cardboard By-Law Requirements	Per breach	By-Law 5 Waste Management	\$312.00
Waste Container Interference	Per breach	By-Law 5 Waste Management	\$312.00

Climbing on Any Fixtures	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Damaging/Defacement of Property	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Erection of Structures	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Feed any bird	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Inappropriate Use of Council Rubbish Bin	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Inappropriate Use of Public Convenience	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Interfering with Permitted Use	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Overhanging Articles	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Playing or practicing games and ball games	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Smoking in No Smoking area	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Undertaking Activities without Permission	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Use a wheeled recreation device	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Use of an amplification device	Per breach	By-Law 6 Rundle Mall	\$ 62.50
Wilfully break glass	Per breach	By-Law 6 Rundle Mall	\$ 62.50

Dog in Free Area	Per breach	By-Law 7 Dogs	\$312.00
Dog limit exceeded	Per breach	By-Law 7 Dogs	\$312.00

Dog not on Leash	Per breach	By-Law 7 Dogs	\$312.00
Inappropriate Use of Dog Exercising Area	Per breach	By-Law 7 Dogs	\$312.00

Cat Limited Exceeded	Per breach	By-Law 8 Cats	\$312.00
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Lodging House with No License	Per breach	By-Law 9 Lodging Houses	\$312.00
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APPENDIX B

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE PERMITS AND PENALTIES BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Council may grant permits
1.1	The power pursuant to Clause 4 of the <i>Permits and Penalties By-law 2024 (the By-law)</i> to, where a by-law of the Council indicates that a permit or permission of the Council is required to do a specified thing, grant permission of the Council, in writing.
1.2	The power pursuant to Clause 4.2 of the By-law to:
1.2.1	attach conditions to a permit;
1.2.2	change or revoke a condition of a permit by notice in writing;
1.2.3	add new conditions to a permit, by notice in writing.
1.3	The power pursuant to Clause 4.4 of the By-law to revoke a permit by notice in writing, if:
1.3.1	the holder of the permit breaches a condition; or
1.3.2	there are reasonable grounds for revoking the permit.
2.	Food Business Notification Confirmation
2.1	The power pursuant to Clause 7.1 of the By-law to issue the Proprietor of a Food Business with a food business notification confirmation in the Approved Form in the circumstances set out in the clause.

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

APPENDIX C

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE LOCAL GOVERNMENT LAND BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1. Activities Requiring Permission
<i>Fires</i>
1.1 The power pursuant to Clause 4.17.1 of the <i>Local Government Land By-law 2024 (the By-law)</i> to provide places for persons to light a fire subject to the <i>Fire and Emergency Services Act 2005</i> .
<i>Livestock</i>
1.2 The power pursuant to Clause 4.21.3 of the By-law to set aside a track or other area for use by or in connection with an animal of a particular kind.
<i>Vehicles</i>
1.3 The power pursuant to Clauses 4.29 and 4.33 of the By-law to set aside an area or road for the purposes of driving or propelling a motor vehicle on a riverbank or local government land.
2. Prohibited Activities
<i>Climbing</i>
2.1 The power pursuant to Clause 5.2 of the By-law to set aside any fixture, fitting, plant, object or building for the purposes of climbing and indicate the same by signage.
3. Removal of Obstructions
3.1 The power pursuant to Clause 11 of the By-law to remove an object installed without permission or authority that is causing an obstruction.

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

APPENDIX D

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE ROADS BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1. Activities Requiring Permission
<i>Bicycles</i>
1.1 The power pursuant to Clause 4.3 of the <i>Roads By-law 2024 (the By-law)</i> to set aside and design structures for the purposes of chaining, locking or affixing a bicycle.
<i>Fires and Fireworks</i>
1.2 The power pursuant to Clause 4.7 of the By-law to provide places for persons to light a fire subject to the <i>Fire and Emergency Services Act 2005</i> .

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

APPENDIX E

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE WASTE MANAGEMENT BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Definitions
1.1	The power pursuant to Clauses 3.3, 3.5, 3.8 and 3.15 of the <i>Waste Management By-law 2024 (the By-law)</i> to provide and designate bins for the purposes of Domestic Waste, Green Organics and Recyclables collection.
1.2	The power pursuant to Clause 3.9 of the By-law to deem waste not suitable for collection by Council.
1.3	The power pursuant to Clause 3.14 of the By-law to specify containers as recyclables for the purposes of the By-law.
2.	Damage
2.1	The power pursuant to Clause 5.4.2 of the By-law to form the opinion that a Bin presented for collection is damaged or worn so as to make removal of the contents impracticable.
3.	Collection Services
3.1	The power pursuant to Clause 5.5.2.2 of the By-law to approve or direct that a Bin is placed out for collection in a particular position.
3.2	The power pursuant to Clause 5.5.4.2 of the By-law to approve or permit the placing of Hard Waste for collection in a particular position.
4.	Commercial Cardboard
4.1	The power pursuant to Clause 5.6.2.3 of the By-law to designate a collection point for Commercial Cardboard.

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

APPENDIX F

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE RUNDLE MALL BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Removal of Obstructions
1.1	The power pursuant to Clause 6 of the <i>Rundle Mall By-law 2024 (the By-law)</i> to remove an object obstructing any part of Rundle Mall that has been placed without Permission or some other lawful authority.
2.	Permits
2.1	The power pursuant to Clause 7.1 of the By-law to grant permission of the Council, in writing.
2.2	The power pursuant to Clause 7.2 of the By-law to:
2.2.1	attach conditions to a permit;
2.2.2	change or revoke a condition of a permit by notice in writing;
2.2.3	add new conditions to a permit, by notice in writing.
2.3	The power pursuant to Clause 7.4 of the By-law to revoke a permit by notice in writing, if:
2.3.1	the holder of the permit fails to comply with a condition attached to it; or
2.3.2	the permit is of a continuing nature, and the Council has reasonable grounds for revoking it.

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

APPENDIX G

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE DOGS BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Exemptions
1.1	The power pursuant to Clause 5.3 of the <i>Dogs By-law 2024</i> (the By-law) to exempt premises from compliance with Clause 4 of the By-law.

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

APPENDIX H

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE CATS BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Limit on Cat Numbers
1.1	The power pursuant to Clause 4.2.5 of the <i>Cats By-law 2024</i> (the By-law) to authorise the keeping of more than two cats on Premises in circumstances where the delegate is of the opinion the requirements of Clauses 4.2.5.1- 4.2.5.3 are satisfied.
2.	Notices
2.1	The power pursuant to Clause 5.1 of the By-law to serve notice on the occupier of premises or the owner of a cat requiring action to be taken to ensure compliance with the By-law.
2.2	The power pursuant to Clause 5.3 of the By-law to carry out the requirements of a notice if the person to whom a notice is given fails to comply.

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

APPENDIX I

INSTRUMENT OF DELEGATION UNDER CORPORATION OF THE CITY OF ADELAIDE LODGING HOUSES BY-LAW 2024

NOTES

1. Conditions or Limitations: conditions or limitations may apply to the delegations contained in this Instrument. Refer to the Schedule of Conditions at the back of this document.
2. Refer to the relevant Council resolution(s) to identify when these delegations were made, reviewed and or amended.

POWERS AND FUNCTIONS DELEGATED IN THIS INSTRUMENT

1.	Licences
1.1	The power pursuant to Clause 4.2 of the <i>Lodging Houses By-law 2024 (the By-law)</i> to issue a licence entitling the holder to conduct the business of a Lodging House at the Building specified in the Licence and on the conditions set out in the Licence.
2.	Licence Application Requirements
2.1	The power pursuant to Clause 5.3 of the By-law to determine the requirements for lodgement of an application for renewal of a Licence.
2.2	The power pursuant to Clause 5.5 of the By-law to renew a Licence for a period not exceeding two years.
3.	Licence Conditions, Revocation and Suspension
3.1	The power pursuant to Clause 7.1 of the By-law to determine the appropriate conditions of a Licence to be set out in the Licence.
3.2	The power pursuant to Clause 7.2 of the By-law to impose, vary or delete the conditions of a Licence in writing.
3.3	The power pursuant to Clause 7.4 of the By-law to revoke or suspend a Licence in writing:
3.3.1	if the delegate considers that the building in respect of which the Licence holder is licensed is, by reason of its condition, unsuitable to continue to be used as a Lodging House including, but not limited to the fire safety of the premises;

INSTRUMENT OF DELEGATION UNDER THE LODGING HOUSES BY-LAW 2024

3.3.2	if the delegate has reasonable cause to believe that the Licence holder has committed an offence against the By-law, the <i>Local Government Act 1999</i> , the <i>South Australian Public Health Act 2011</i> , the <i>Food Act 2001</i> , the <i>Development Act 1993</i> , the <i>Planning, Development and Infrastructure Act 2016</i> or the <i>Supported Residential Facilities Act 1992</i> ;
3.3.3	if the delegate considers that the Licence holder is unsuitable to continue as the proprietor of the Lodging House;
3.3.4	if the Licence holder breaches a condition of the Licence; or
3.3.5	for any other reason the delegate may deem necessary.

SCHEDULE OF CONDITIONS

**CONDITIONS OR LIMITATIONS
APPLICABLE TO DELEGATIONS
CONTAINED IN THIS INSTRUMENT**

Paragraph(s) in instrument to which conditions/limitations apply	Conditions / Limitations
NIL	NIL

City of Music Laneway Naming – The Angels Lane

Strategic Alignment - Our Community

Public

Tuesday, 19 November 2024
City Finance and Governance Committee

Program Contact:
Jennifer Kalionis, Associate
Director City Culture

Approving Officer:
Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

The Adelaide City of Music Laneways initiative celebrates the city's diverse musical heritage, which has been internationally recognised with Adelaide's designation as a City of Music by the UNESCO Creative Cities Network.

On 12 March 2019, Council resolved to name five laneways after music identities. At this meeting, an undertaking was given to find another laneway to be named to honour South Australian band The Angels, for a total of six laneways for the Adelaide City of Music Laneways initiative. The initiative includes installing public art and commemorative plaques within the designated laneway.

On 14 May 2019, Council approved the name 'The Angels Lane', to be assigned to a private road off Gawler Place, subject to the band's permission. This was subsequently formalised. Investigation and stakeholder engagement have since identified the building owners do not endorse the installation of public artwork and commemorative plaques to be affixed in this location.

This report proposes an alternate location for The Angels Lane to enable the initiative to be fully realised. This alternative location in the West End of the city has approval from the adjacent property owners, enables a partnership with TAFE SA, and will support public safety and enhance visitor attraction to Hindley Street.

If approved by Council, corrective action will involve renaming the laneway originally designated as The Angels Lane, as two laneways cannot share the same name.

The realisation of The Angels Lane project in 2025 will align with the 10th anniversary of the UNESCO City of Music designation.

RECOMMENDATION

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

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves, pursuant to section 219 of the *Local Government Act 1999 (SA)*, naming the unnamed private road (Lettered 'A' and 'C' on Filed Plan 16026 which commences at 125 Hindley Street, runs in a southerly direction for approximately 32 metres and then turns and runs in a westerly direction for approximately 120 metres whereupon it meets Morphett Street) 'The Angels Lane'.
2. Approves, pursuant to section 219 of the *Local Government Act 1999 (SA)*, changing the name of the public road currently known as 'The Angels Lane' to 'Gallerie Lane'.
3. Notes that in accordance with statutory requirements, to put Council's decision into effect, the Chief Executive Officer will:
 - 3.1 give 'public notice' of Council's decision; and
 - 3.2 notify the Registrar-General, Surveyor-General and Valuer-General of Council's decision.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<p>Strategic Alignment – Our Community</p> <p>Amplify Adelaide’s Status as a UNESCO City of Music</p> <p>Our Economy: Increase in foot traffic in key and emerging precincts annually in line with the Council’s Economic Development Strategy</p> <p>Our Places: Our public spaces will be designed for people, making them safe and lively and a reflection of our history and identity</p>
Policy	<p>Council is able to name roads through its powers under <i>Section 219 (1) of the Local Government Act 1999 (SA)</i> and in reference to the <i>Geographical Names Act 1991</i>.</p> <p>This initiative supports the Economic Development Strategy 2024-2028</p>
Consultation	<p>Key stakeholders have been notified and approval for the initiative has been provided by:</p> <ul style="list-style-type: none"> ▪ Adjacent property owners and managers, road owner (TAFE SA), precinct businesses ▪ The Angels (band being honoured) ▪ Adelaide City of Music Office ▪ City of Adelaide property (land tenure) specialist, Hindley Street revitalisation project managers, economic advisors, AEDA, CEO and Executive.
Resource	Implementation will be delivered through the 2024/25 Business Plan and Budget.
Risk / Legal / Legislative	Council’s Road Naming Policy and relevant legislation provides powers for any Council owner and managed laneway, and private laneways to be named by Council.
Opportunities	<p>Realisation of The Angels Lane project in 2025 align with the 10th anniversary of the UNESCO City of Music designation for Adelaide.</p> <p>In partnership with TAFE SA, providing improved amenity, supporting public safety, enhancing visitor attraction to Hindley Street, aligned with and supporting Council’s Hindley Street revitalisation project.</p> <p>The scope of the public artwork concept for The Angels Lane will incorporate a wall left exposed and unfinished as a result of the demolition of the existing public toilets and the installation of new public toilets in the laneway proposed for The Angels Lane.</p>
24/25 Budget Allocation	The Angels Lane has a capital project allocation of \$60,727 in the 2024/25 Business Plan and Budget. This provides for all costs, including signage, plaque, public artwork, and launch event.
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Ongoing
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	There may be minimal ongoing maintenance costs associated with murals and managed by the City Operations team.
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The [Adelaide City of Music Laneways](#) initiative celebrates Adelaide's designation as Australia's first and only UNESCO City of Music in 2015 and recognises our rich music heritage and the strength of our diverse local music scene.
2. A Council initiative, first proposed on 27 March 2018 and approved by Council on 12 March 2019, the City of Music Laneways initiative is acknowledged locally, nationally, and internationally for its positive promotion of Adelaide's cultural identity and heritage. It recognises musical trailblazers, individuals and bands who got their start in our city, became household names, and won fans around the world.
3. The laneways additionally contribute to a vibrant day and night time economy, acting as cultural tourism destinations. Now forming a trail, and largely concentrated in the City's West End, the Adelaide City of Music Laneways invite locals and visitors to find out more about our world-class performers, our cultural heritage and importantly discover and support our live music venues and other local businesses.
4. The Adelaide City of Music Laneways initiative directly supports Council's Strategic Plan 2024-2028 including:
 - 4.1. Its aspiration for 'Our Community', 'Vibrant, connected and inclusive. Year-round events and world-class amenities will create vibrancy, support community development and connections, and celebrate our culture, heritage and diversity', and its objective, that 'Adelaide is an interesting and engaging place to live, learn and visit', with a success measure to, 'Amplify Adelaide's Status as a UNESCO City of Music'.
 - 4.2. Its aspiration for 'Our Economy', 'Growing, innovative and responsive', and its objective, that 'Adelaide's unique experiences and opportunities attract visitors to our city', with a success measure to, 'Increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy'.
 - 4.2.1. It supports Council's Economic Development Strategy 2024-2028 which includes as a priority, 'to enable small venues and the live music scene to thrive'.
 - 4.2.2. Is aligned with the recommendations approved by Council in response to the Lord Mayor's Night Time Entertainment Economy Roundtable and subsequent report on [23 July 2024](#), which noted that, 'Administration will continue to work with property owners and developers to consider opportunities for street activation and infrastructure to support night time activities and venues such as with the Hindley Street Revitalisation upgrade'.
 - 4.2.3. Its aspiration for 'Our Places', 'Our public spaces will be designed for people, making them safe and lively and a reflection of our history and identity' and its objective, to 'Facilitate and activate our places in a safe and accessible way for our community', with a success measure to, 'Increase in the number of people who agree that the city is a welcoming and dynamic place full of rich and diverse experiences from 82% to 90%'.
 - 4.2.4. Public art initiatives help activate key areas, support people to use the City safely and seek to reduce crime, supporting Council's Safer City Policy 2019-2023.
5. To realise each Adelaide City of Music Laneway, the following is required at minimum:
 - 5.1. Approval by Council of the naming of a laneway to honour a musician/band
 - 5.2. Allocation of budget to realise the naming of a laneway and associated public artwork (where applicable)
 - 5.3. Acceptance of the proposal of the naming of a laneway by the musician/band nominated to be honoured in this way
 - 5.4. Approval for the re/naming of the laneway by the owner of the road (Council, government or private owner)
 - 5.5. Approval for the installation of public artwork by key stakeholders (building owners, tenants)
 - 5.6. Consultation with key stakeholders impacted by the proposed re/naming (building owners, tenants)
 - 5.7. Chief Executive Officer (CEO) decision to assign a name to, or change the name of, a public or private road by:
 - 5.7.1. Giving 'public notice' of the re/naming of road (laneway)

- 5.7.2. Notifying the Registrar-General, Surveyor-General and Valuer-General of the re/naming of the road (laneway)
- 5.8. Commission of a visual artist/s to develop and execute a concept for public artwork that honours the musical legacy of the musician/band.
- 5.9. Install a laneway name sign and affix an interpretative plaque on site
- 5.10. Coordinate a media announcement and host a launch of the laneway on site, ideally with the musician/band being honoured present.
- 6. The Arts and Culture team are responsible for the delivery of the Adelaide City of Music Laneways initiative.
- 7. Four Adelaide City of Music Laneways have been delivered in accordance with previous Council decisions:
 - 7.1. Sia Furler Lane
 - 7.2. Cold Chisel Lane
 - 7.3. Paul Kelly Lane and
 - 7.4. No Fixed Address Lane.
- 8. Laneways for the following musicians/bands are currently in development in accordance with Council decisions:
 - 8.1. The Angels
 - 8.2. Ruby Hunter and Archie Roach and
 - 8.3. One additional local band endorsed by Council (in confidence).
- 9. Funds are allocated in the 2024/25 Business Plan and Budget to realise the three projects. The Angels Lane has a capital project allocation of \$60,727 which provides for all costs, including signage, plaque, public artwork, and launch event.
- 10. Council has the power under section 219(1) of the *Local Government Act 1999 (SA)* to assign a name to, or change the name of, a public or private road.
 - 10.1. Council has delegated these powers to the CEO.
 - 10.2. The CEO has referred this matter to Council for decision as Council was responsible for the initial decision on [14 May 2019](#) to name an un-named laneway (private road) off Gawler Place, at the North Terrace end, The Angels Lane.
- 11. Council adopted the Naming Policy for Roads at its meeting on 24 September 2024. The proposals in this report comply with Council's policy.

Selection Criteria

- 12. Two sets of selection criteria were developed to guide this initiative, one for the shortlisting and selection of the roads for the Adelaide City of Music Laneways, and the other for the shortlisting and selection of the Adelaide musicians/bands to be honoured through this initiative.
 - 12.1. The selection criteria for shortlisting the laneways are as follows:
 - 12.1.1. Unnamed or non-heritage lanes that can be re-named
 - 12.1.2. No or limited impact or impost on local residents and businesses to rename addresses
 - 12.1.3. Potential positive impact on the location through cultural tourism
 - 12.1.4. Appropriateness of location for cultural tourism
 - 12.1.5. Ability to add public art and plaques to the site.
 - 12.2. The selection criteria for shortlisting the Adelaide musicians/bands are as follows:
 - 12.2.1. Contribution to the cultural heritage of Adelaide and longevity in terms of continued recognition in popular culture and inter-generational impact
 - 12.2.2. Direct connection to City of Adelaide (CoA) such as venues and locations in the formation/formative years (including Adelaide as the birthplace of one or more members) or musical foundation
 - 12.2.3. Positive association with Adelaide including regularly visiting and performing in Adelaide including recently

12.2.4. Influence and impact upon Adelaide, Australian and International music from the 1970's to today

12.2.5. Level of success.

Naming The Angels Lane (2019)

13. Council resolved at its meeting of 12 March 2019 that five identified laneways be named, each after five selected Adelaide music identities, subject to artist permission.
 - 13.1. Five laneways were presented to Council for naming. At this meeting, an undertaking was given to find another unnamed laneway to be named for The Angels, for a total of six laneways for the Adelaide City of Music Laneways initiative.
 - 13.2. On 14 May 2019, Administration proposed an unnamed private road off Gawler Place, at the North Terrace end (adjacent to the former Gallerie Arcade property), to be named 'The Angels', subject to the band's permission. Council approved this proposal, and the band, The Angels, agreed to be honoured in this way.
 - 13.3. Subsequently, the then CEO authorised a 'public notice' of the naming of the laneway shown in Figure 1 below, and the Registrar-General, Surveyor-General and Valuer-General were notified of the naming of the laneway. This formalised the naming of the laneway.



Figure 1. Designated location of The Angels Lane (2019)

- 13.4. Founded by John and Rick Brewster in 1970 as the Moonshine Jug and String Band, they changed to an electric band and became The Angels after meeting Doc Neeson at Flinders University. The Angels were inducted into the ARIA Hall Of Fame in 1998 and the Songwriters Hall of Fame in 2008.
- 13.5. The Angels second album, *Face to Face*, reached No. 16 on the Album Charts staying on the charts for 79 weeks, breaking Australian chart longevity records and achieving 4 x platinum status. The Angels were initially part of the legendary 'Alberts' record label alongside AC/DC, Ted Mulry and The Easybeats, later signing to a US record label and touring internationally to wide acclaim and success as 'Angel City'. The Angels' top 10 hits include 'No Secrets', 'Am I Ever Gonna See your Face Again' (live), and 'We've Gotta Get Out of This Place'.
- 13.6. The Angels are the only popular music band other than The Beatles to have been granted a Lord Mayoral Town Hall reception (2010). They have been cited as an influence by the likes of Guns N' Roses, and Seattle grunge bands Pearl Jam and Nirvana. The Brewster Brothers still perform as the Angels today, continuing their family's musical legacy, which started with their grandfather Hooper Brewster-Jones, who is commemorated with a plaque on the Jubilee 150 Walk on North Terrace.
- 13.7. The Angels celebrate their 50th anniversary in 2024.

14. In 2020, Administration initiated consultation with key stakeholders for the approvals required to install the associated public artwork in the laneway.
15. By April 2024, Administration had received final and formal advice from these key stakeholders, both owners and representatives of owners of the buildings in the laneway, that approval would not be granted for the installation of public artwork to be affixed or otherwise featured on the external walls of those buildings.
16. As a result, four of the five selection criteria cannot be met by the laneway identified for The Angels:
 - 16.1. No or limited impact or impost on local residents and businesses to rename addresses
 - 16.2. Potential positive impact on the location through cultural tourism
 - 16.3. Appropriateness of location for cultural tourism
 - 16.4. Ability to add public art and plaques to the site.
17. No official launch or celebration of the naming of The Angels Lane has been undertaken.

Corrective Action

18. The following corrective action is proposed to enable The Angels Lane project to be realised expeditiously and satisfying all selection criteria for these laneways:
 - 18.1. Rename the laneway originally designated as The Angels Lane, as there cannot be two laneways with the same name.
 - 18.2. Identify another suitable unnamed laneway in the City to be named The Angels Lane, having secured in-principle support and permissions from key stakeholders.
 - 18.3. Name the identified laneway to The Angels Lane, commission and install the public artwork, sign and plaque, and coordinate the launch.

Naming Gallerie Lane

19. Council is asked to consider a proposal to change the name of the public road designated as 'The Angels Lane' to 'Gallerie Lane'.
20. The CoA's Naming Policy for Roads provides direction on suitable names for roads.
21. City Archives have researched local history and identified Gallerie Lane, as the most appropriate name to replace The Angels Lane.
22. Gallerie Lane - From the early 1980's 'Gallerie Arcade' ran from a building located at 49 Gawler Place through to Pulteney Street. Gallerie Arcade provided access to a basement food court that led directly into John Martin's store basement. Gallerie Arcade has stood empty since 1998 when the John Martin's store was closed, save for temporary art venue and creative installation uses. The building located at 49 Gawler Place (the western entrance of Gallerie Arcade) is on the southern side of The Angels Lane.

Naming The Angels Lane (2024)

23. Administration has identified a suitable unnamed laneway in the City's West End to be named as The Angels Lane.
 - 23.1. The proposed laneway, shown in Figure 2 below, is an unnamed private road owned by TAFE SA.
 - 23.2. Lettered 'A' and 'C' on Filed Plan 16026 which commences at 125 Hindley Street, it runs in a southerly direction for approximately 32 metres and then turns and runs in a westerly direction for approximately 120 metres whereupon it meets Morphett Street.

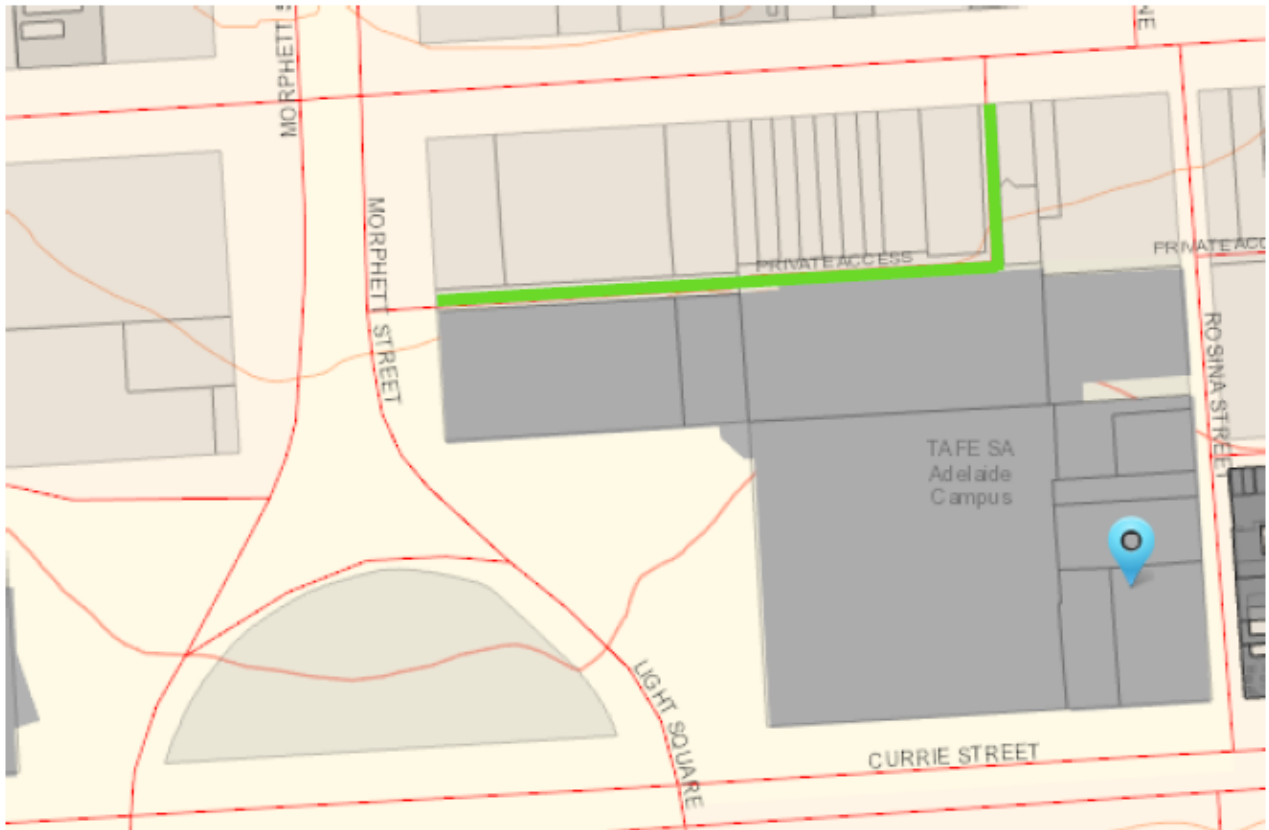


Figure 2. Proposed location of The Angels Lane (2024)

24. This private unnamed road (laneway) shown in Figure 2 below is considered suitable because:
- 24.1. It was one of the options originally presented to and approved by Council on 12 March 2019.
 - 24.2. The key stakeholders have provided their unequivocal approval for the naming of this laneway and would like to see the project fully realised and launched at the earliest opportunity:
 - 24.2.1. The Angels: the band for which the laneway will be named.
Verbal confirmation of approval of the proposed location for The Angels Lane was received 6 November 2024.
 - 24.2.2. TAFE SA: who own the laneway road and one of the buildings on which public artwork is proposed to be installed. Mk;o
 - 24.2.3. ' Formal confirmation of approval for the naming was received 4 October 2024, authorised by Graham Rix, Executive Director Operations, TAFE SA.
 - 24.3. The laneway runs off Hindley Street, a hub for Adelaide's music scene and night time entertainment economy, and the site of one of Council's mainstreet revitalisation projects.
 - 24.4. Located in the West End of the City, the proposed laneway is nearby existing City of Music Laneways, providing a natural extension on the trail.
 - 24.5. The laneway provides loading dock access to Hindley Street Music Hall, which opened in 2022 at the former HQ Complex nightclub site. This venue regularly brings 1000-2000 people into the precinct, on weeknights and weekends.
 - 24.6. The site is significant and relevant to The Angels for reasons including:
 - 24.6.1. The Angels performed their 50th anniversary concert at the Hindley Street Music Hall in July 2024.
 - 24.6.2. The Angels have connections with the Adelaide Symphony Orchestra (ASO) who are based on Hindley Street. The Grainger Studio has been the ASO's home since 2001.
 - 24.6.3. The Angels and the ASO performed 'Symphony of Angels' in 2021 and 2023.

24.6.4. Hooper Brewster Jones, the grandfather of John and Rick Brewster, the founders of The Angels, was one of the founding members of the ASO.

Next Steps

25. Should Council approve the recommendations in this report, the CEO will then give 'public notice' of its decision in:
 - 25.1. The SA Government Gazette
 - 25.2. Council's website
 - 25.3. The Advertiser.
26. The CEO will then notify the Registrar-General, Surveyor-General and Valuer-General of Council's decision to formalise these arrangements.
27. The key stakeholders will be notified, and the public art commissioning process will commence.
28. The Angels Lane project will be delivered by 30 June 2025.

ATTACHMENTS

Nil

- END OF REPORT -

Determination of Time and Place of Ordinary Meetings of Council for 2025

Strategic Alignment - Our Corporation

Public

Tuesday, 19 November 2024
City Finance and Governance
Committee

Program Contact:
Kathryn Goldy, Acting Manager
Governance

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

For the purposes of section 81 of the *Local Government Act 1999* (SA), Council must determine the time and place of its ordinary meetings. There must be at least one ordinary meeting in each month.

This report provides Council with the proposed meeting dates for the 2025 calendar year and seek Council's approval.

RECOMMENDATION

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

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Approves that the ordinary council meetings will be held from 5.30pm in the Council Chambers, Town Hall, Adelaide on the second and fourth Tuesday of every month (except in January and December 2025), in accordance with the meeting schedule outlined below:

Tuesday 28 January 2025

Tuesday 11 February 2025

Tuesday 25 February 2025

Tuesday 11 March 2025

Tuesday 25 March 2025

Tuesday 8 April 2025

Tuesday 22 April 2025

Tuesday 13 May 2025

Tuesday 27 May 2025

Tuesday 10 June 2025

Tuesday 24 June 2025

Tuesday 8 July 2025

Tuesday 22 July 2025

Tuesday 12 August 2025

Tuesday 26 August 2025

Tuesday 9 September 2025

Tuesday 23 September 2025

Tuesday 14 October 2025

Tuesday 28 October 2025

Tuesday 11 November 2025

Tuesday 25 November 2025

Tuesday 9 December 2025

2. Delegates authority to the Chief Executive Officer to amend the date and time of ordinary Council meetings should the need arise, with advice provided to Council Members as soon as practical when a need for change is identified and formal notification provided in accordance with the requirements of section 83(1) of the *Local Government Act 1999* (SA).
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation
Policy	Not as a result of this report.
Consultation	<p>Section 84 of the <i>Local Government Act 1999</i> (SA) requires that public notice of council meetings be placed at the principal office of the council and publish the notice and agenda for the meeting in accordance with section 132 (1)(a).</p> <p>In addition, the meeting schedule will be communicated to stakeholders and the community through other council publications and communication channels.</p>
Not as a result of this report.	Not as a result of this report.
Risk / Legal / Legislative	<p>Section 81 of the <i>Local Government Act 1999</i> (SA) states:</p> <ol style="list-style-type: none"> (1) Subject to this section, ordinary meetings of a council will be held at times and places appointed by a resolution of the council. (2) There must be at least one ordinary meeting in each month. (3) Ordinary meetings of a council may not be held on Sundays, or on public holidays. In the case of a municipal council, ordinary meetings of the council may not be held before 5 p.m. unless the council resolves otherwise by a resolution supported unanimously by all members of the council.
Opportunities	The City of Adelaide is committed to open and transparent decision-making. The resolution before Council provides an understanding and commitment on the dates and times ordinary council meetings will be held. This will assist members of our community who may have business with the Council.
24/25 Budget Allocation	Not as a result of this report.
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
Not as a result of this report	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Council is required to meet at least once each month.
2. Current practice is that council meetings are convened on the second and fourth Tuesday of each month, commencing at 5.30pm.
3. This report proposes that the current ordinary Council meeting schedule remains in place for the 2025 calendar year.
4. A variation to the standard meeting schedule is being proposed which means that Council will only hold one ordinary meeting in the months of January and December 2025.
5. Where required, the Chief Executive Officer may vary the start time of a Council Meeting and if this occurs notice will be provided to Council Members in accordance with section 83(1) of the *Local Government Act 1999* (SA).
6. There are no public holiday dates that have required a variation to the proposed schedule.
7. This report provides advance notification to the community of ordinary Council meeting dates for 2025.

ATTACHMENTS

Nil

- END OF REPORT -

2024 Confidential Orders Review

Strategic Alignment - Our Corporation

Public

Tuesday, 19 November 2024
City Finance and Governance
Committee

Program Contact:
Kathryn Goldy, Acting Manager
Governance

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

A review of the 2024 confidentiality orders has been undertaken in accordance with Section 91 (9) of the *Local Government Act 1999* (SA) (the Act).

To increase transparency, the City of Adelaide conducts a mid-year confidentiality order review in addition to the annual review required under the Act. During 2024, five hundred and four (504) confidential orders were reviewed, and 163 orders have been released in part or in full. A further 16 orders will be released in part or in full during December 2024. 50 orders, as contained in Attachment A, are recommended for extensions, as the grounds and basis for confidentiality are still relevant.

In accordance with its Strategic Plan 2024–2028, Council has committed to transparent decision-making. CoA continues to work on ways to improve the transparency of Council's decision-making and minimise the number of matters discussed and held in confidence. All Council items are assessed with the objective of ensuring transparency to ratepayers, while adhering to legislative provisions, such as those outlined in Section 90(3) of the Act.

RECOMMENDATION

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

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

1. Notes that a review of the 504 active confidentiality orders (May 2005 – October 2024) has been undertaken in accordance with Section 91(9) of the *Local Government Act 1999* (SA).
2. Notes that 16 active confidentiality orders will be released in part or in full during December 2024.
3. Approves the extension of 50 confidentiality orders as identified in Attachment A to Item 7.7 on the Agenda for the meeting of the City Finance and Governance Committee held on 19 November 2024.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation The role of the City of Adelaide is to uphold the value of integrity and accountability. To ensure that the Council delivers services to the community as a leader, advocate, and facilitator by maintaining a transparent decision-making process.
Policy	A Public Transparency Policy was endorsed by Council at its meeting on 28 November 2023. This Policy states that all confidentiality orders be reviewed no less than once every six (6) months to assess whether the grounds for non-disclosure remain appropriate and necessary.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Section 91(9) of the <i>Local Government Act 1999</i> (SA) requires a document or part of a document which is under a confidentiality order for a period exceeding 12 months to be reviewed at least once a year.
Opportunities	Not as a result of this report
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Section 90(2) of the *Local Government Act 1999* (SA) (the Act) enables a meeting of the Council or a Committee to determine that the public be excluded from attendance so that Council can receive, discuss or consider in confidence any information or matter as prescribed in Section 90(3) of the Act.
2. On every occasion that the provision to exclude within Section 90(2) of the Act was exercised, details of the order proceedings must be made in the minutes specifying the grounds on which the order was made.
3. Section 91(9) of the Act specifies the requirements (duration of order, review date and delegation to review/revoke all or part report) that are to be included within the order.
4. Section 91(9) of the Act also specifies that a Council or Committee order to keep a document, or part of a document, confidential for a period exceeding 12 months must be reviewed at least once every year.
5. The 2024 review of confidentiality orders examined all 504 active orders (May 2005 to October 2024). The orders relate to the following grounds (note: some orders apply multiple grounds):

Section 90 of the <i>Local Government Act 1999</i> (SA)	Instances
(a) Personal affairs	54
(b) Commercial advantage / positions	229
(d) Commercial information	214
(e) security	3
(g) breach of law	48
(h) legal advice	55
(i) litigation	84
(j) information provided in confidence	45
(k) tenders	13
(m) development plan	6

6. The 504 active orders were reviewed in consultation with the relevant Associate Director and/or Manager and final review by Executive. Of the 504 active confidential orders:
 - 6.1. Fifty (50) orders will expire in December 2024, and require an extension to remain in confidence (**Attachment A**).
 - 6.2. Sixteen (16) orders will be released by the Chief Executive Officer, in part or in full, during December 2024.
7. Of the 50 orders expiring in December 2024, it is recommended they be extended on the following grounds (note: some orders apply multiply grounds and therefore the table does not sum to 50):

Section 90 of the <i>Local Government Act 1999</i> (SA)	Instances
(a) Personal affairs	1
(b) Commercial advantage / positions	29
(d) Commercial information	31
(e) security	1
(g) breach of law	3
(h) legal advice	4
(i) Litigation	7
(j) information provided in confidence	4

8. The table below shows the number of orders reviewed, released and extended since 2022.

	2022 review	2023 review	2024 review
Orders reviewed	621	575	504
Orders extended	85	49	50
Orders released in part or in full through annual review	34	32	16
Orders released in part or in full before annual review	152	36	163
Orders released in part or in full	186	68	179

ATTACHMENTS

Attachment A – Confidentiality Orders Extension

- END OF REPORT -

Expiring Confidentiality Orders [June 2005 to October 2024]
Confidentiality Order [CO] Extension Sought

CO	Subject Matter	Section 90(3) & Extension	Justification
2004/2005 Financial Year			
CO87	Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2025	Remains in confidence as matter is currently awaiting a court direction
2005/2006 Financial Year			
CO93	UPark Business Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029 (in part)	Lease still current, release contrary to public interest
CO94	UPark Business Report	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029 (in part)	Lease still current, release contrary to public interest
2008/2009 Financial Year			
CO332	ACC Lease Palais Basement Car Park and Purchase and Upgrades of Paxton's Walk and Tavistock Exeter Lane	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2034	Lease still current, release contrary to public interest
2012/2013 Financial Year			
CO883	Urgent Business - Confidential Report Tabled by the Lord Mayor - Presiding Members Report - Capital City Committee Update	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
2013/2014 Financial Year			
CO909	Confidential Report tabled by the Lord Mayor - Capital City Committee	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
CO924	Determination of the Issues for Resolution - 17-19 Gawler Place, Adelaide City Council	90(3) (d) commercial information 90(3) (h) legal advice 90(3) (i) litigation Extend to December 2029	Litigation still current, release contrary to public interest
CO925	City Infrastructure & Public Works Committee Meeting Recommendation - Determination of the Issues for Resolution - 17-19 Gawler Place, Adelaide City Council	90(3) (d) commercial information 90(3) (h) legal advice 90(3) (i) litigation Extend to December 2029	Litigation still current, release contrary to public interest
CO945	Capital City Committee	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
2014/2015 Financial Year			
CO1083	Confidential Report tabled by the Lord Mayor - Capital City Committee	90(3) (j) information provided in confidence Extend to December 2029 (in part)	State Government / Capital City intergovernmental forum operates 'in confidence', release contrary to public interest
CO1105	Tabled Presiding Member's Report - Property Purchase Opportunity	90(3) (b) commercial advantage/position Extend to December 2029	Contains financial and property information, release contrary to public interest
CO1133	Commercial Property Investigation	90(3) (d) commercial information Extend to December 2026	Redevelopment still in progress, release contrary to public interest
2015/2016 Financial Year			

CO1167	Amendment to Adshel Advertising Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Lease still current, release contrary to public interest
CO1169	FBS Committee recommendation - Amendment to Adshel Advertising Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Lease still current, release contrary to public interest
CO1175	Public Art Round Table - Interim Composition	90(3) (a) personal affairs Extend to December 2025 (in part)	Personal information, release contrary to public interest
CO1236	Confidential Workshop Adelaide Town Hall Business Operations	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2026	Financial information of third parties, release contrary to public interest
2016/2017 Financial Year			
CO1386	Prudential Issues Report - Bikeways Project	90(3) (b) commercial advantage/position Extend to December 2025	Details linked to current project, release contrary to public interest
2017/2018 Financial Year			
CO1434	Ten Gigabit Adelaide Update	90(3) (d) commercial information Extend to December 2025	Third party information remains in confidence , release contrary to public interest
CO1441	Ten Gigabit Adelaide Project	90(3) (d) commercial information Extend to December 2025	Third party information remains in confidence , release contrary to public interest
CO1453	Central Market Arcade Redevelopment Retail Study	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1457	Audit Committee Report - 23/2/2018	Section(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1459	Quarterly Open Confidential Council Decision Update	90(3) (g) breach of law Extend to December 2028 (in part)	Decisions still in confidence, release contrary to public interest
CO1461	Confidential CEO Update - Update on Activities of the Strategic Risk and Internal Audit Group Meetings	90(3) (i) litigation Extend to December 2030 (in part)	Litigation still current, release contrary to public interest
CO1463	Central Market Arcade Redevelopment Retail Study	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027 (in part)	Redevelopment still in progress, release contrary to public interest
CO1464	Strategic Property Matter	90(3) (d) commercial information Extend to December 2025 (in part)	Remains in confidence as the matter is currently awaiting a court direction
CO1466	Strategic Review of UPark - Part 1	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Financial information of business, release contrary to public interest
CO1469	Delegation of Authority - Award of Contract - Market to Riverbank Stage 2	90(3) (b) commercial advantage/position Extend to December 2025	Contract still current, release contrary to public interest
CO1471	Strategic Procurement Matter	90(3) (b) commercial advantage/position Extend to December 2029	Contract still current, release contrary to public interest

CO1475	Update on Activities of the Strategic Risk and Internal Audit Group Meetings	90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1477	Adelaide City Council Audit Committee - 20/4/2018	90(3) (d) commercial information 90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1478	Strategic Procurement Matter	90(3) (b) commercial advantage/position Extend to December 2029	Contract still current, release contrary to public interest
CO1480	Central Market Arcade Redevelopment	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1481	UPark Business Initiative Update	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029 (in part)	Financial information of business, release contrary to public interest
CO1484	Quarterly Confidential Council Decision Update	90(3) (g) breach of law Extend to December 2028 (in part)	Decisions still in confidence, release contrary to public interest
CO1493	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
2018/2019 Financial Year			
CO1504	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1510	Strategic Property Investigation	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1514	CEO Update - Central Market Arcade Redevelopment	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1516	Adelaide City Council Audit Committee - 27 July 2018	90(3) (b) commercial advantage/position 90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1519	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1520	Strategic Procurement Matter	90(3) (b) commercial advantage/position Extend to December 2029	Contract still current, release contrary to public interest
CO1527	Quarterly Open Confidential Council Decision Update	90(3) (g) breach of law Extend to December 2028 (in part)	Decisions still in confidence, release contrary to public interest
CO1528	CEO Update - Telstra Smart Phone Booths	90(3) (d) commercial information 90(3) (h) legal advice Extend to December 2029	Lease still current, release contrary to public interest

CO1529	Strategic Property Matter	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2027	Redevelopment still in progress, release contrary to public interest
CO1530	Strategic Property Matter	90(3) (d) commercial information 90(3) (h) legal advice Extend to December 2029	Lease still current, release contrary to public interest
CO1548	Audit Committee - Special meeting 26/10/2018	90(3) (b) commercial advantage/position 90(3) (e) security 90(3) (i) litigation Extend to December 2028 (in part)	Litigation still current, release contrary to public interest
CO1599	Adelaide Town Hall	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2029	Financial information of third parties, release contrary to public interest
2023/2024 Financial Year			
CO1949	Delegation to Award Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2034	Contract is under a long-term agreement and will expire in 2034, release contrary to public interest
CO1973	Delegation to Award Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2031	Contract is under a long-term agreement and will expire in 2031, release contrary to public interest
CO1976	Delegation to Award Contract	90(3) (b) & (d) commercial advantage/position/information of a confidential nature Extend to December 2031	Contract is under a long-term agreement and will expire in 2031, release contrary to public interest

Council Member Training and Development Policy Review

Strategic Alignment - Our Corporation

Public

Tuesday, 19 November 2024
City Finance and Governance Committee

Program Contact:
Kathryn Goldy, Acting Manager
Governance

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

At its meeting on 30 January 2024, Council requested Administration to review the Council Member Training and Development Policy (the Policy) to provide clarity on Council Member Training and Development entitlements. The review of the Policy is aligned to its annual review, has now been undertaken with minor improvements to the Policy identified and proposed.

The Policy sets out that Council will adopt a training and development plan, which shapes the training and development opportunities provided to Council Members. As the mandatory mid-term training has now been substantially completed, Administration will conduct a survey and gap analysis to identify topics for which Council Members believe that further training would be beneficial and will present a draft training plan for the remainder of the municipal term to Council in February 2025, taking into consideration potential budget implications and appropriate delivery methods.

RECOMMENDATION

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

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes that a Council Member Training and Development Plan will be presented to Council for consideration in February 2025.
2. Notes that a survey will be distributed to Council Members which will inform the content of the Council Member Training and Development Plan.
3. Adopts the revised Council Member Training and Development Policy as contained in Attachment A to Item 7.8 on the Agenda of the City Finance and Governance Committee held on 19 November 2024.
4. Authorises the Chief Executive Officer to make any typographical or syntactical updates as required to finalise the Council Member Training and Development Policy as contained in Attachment A to Item 7.8 on the Agenda of the City Finance and Governance Committee held on 19 November 2024.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Enable effective governance, risk management, accountability and transparency at all times in decision making
Policy	Council Member Training and Development Policy (Link 1)
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	<i>Local Government Act 1999 (SA)</i>
Opportunities	Not as a result of this report
24/25 Budget Allocation	The 24/25 budget for Council Member Training and Development is \$30,000, with \$11,134 currently spent, exclusive of expected expenses yet to be reconciled.
Proposed 25/26 Budget Allocation	The 25/26 budget allocation for Council Member Training and Development will be determined through the 25/26 Business Plan and Budget process and will inform the training provided throughout the 25/26 financial year.
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. Under section 80A of the *Local Government Act 1999* (SA), Council must adopt a Training and Development Policy in accordance with regulation 8AA of the *Local Government (General) Regulations 2013* and the *Local Government Association Standards* (LGA Standards).
2. On 26 September 2023 Council adopted the Council Member Training and Development Policy (the Policy) with the annual review of the Policy now due.
3. At its meeting on 30 January 2024, Council requested that Administration review the Policy and bring it back to a future meeting of the City Finance and Governance Committee meeting for consideration, resolving in part that Council:
 1. *Requests administration prepare a report to be presented at the City Finance and Governance Committee regarding the LG aligned Professional Development. Taking into account previous mandatory training and Mandatory Mid-term Council Leadership Refresher which includes costs associated.*
 2. *Requests administration undertake a review of the Council Member Training and Development Policy, including further clarification on Councillor training entitlement, budget and process and for the review to be presented at the City Finance and Governance Committee.*
4. In response to the Council Decision above, and as the Mandatory Council Member mid-term training has now been substantially completed, a survey and knowledge gap analysis will be distributed to Council Members which will inform the training plan to be presented to Council in February 2025.
5. Administration has completed a comprehensive review of the Policy in alignment with its annual review requirement and the request from Council to clarify Council Member Training and Development entitlements. Several points of improvement have been identified and are detailed in the table below. A tracked changes version of the complete document is available at [Link 2](#):

Current Policy	Proposed amendment
Whole document	<ul style="list-style-type: none"> • Minor editorial amendments • Alignment of format to the standard City of Adelaide policy template.
Part 1 - Training and Development Plan	<ul style="list-style-type: none"> • Updated to reflect mandatory mid-term refresher training requirements and inclusion of references to LGA Training Standards.
Part 2 - Council Member Training Requests	<ul style="list-style-type: none"> • Insertion of title • Updated for clarity and delineation between requests for Council Member Training and Council Member Professional Development Requests • Amended for consistency in approvals processes with Council Member Development Requests • Inclusion - all requests are subject to budgetary considerations.
Part 3 - Council Member Professional Development Requests	<ul style="list-style-type: none"> • Insertion of title • Updated for clarity and delineation between requests for Council Member Training and Council Member Professional Development Requests • Inclusion - all requests are subject to budgetary considerations. • Alignment of Lord Mayor and Elected Member Travel to the Council Member Allowances and Benefits Policy.

Part 5 – Training Plan	<ul style="list-style-type: none"> Inclusion - reference to mandatory mid-term refresher training.
Annual Budget Allocation	<ul style="list-style-type: none"> Updated to reflect that the budget is set by Council during the business plan and budget process.

Next Steps

- Administration is currently updating the Council Member Training Plan and will distribute a survey to Council Members, the responses of which will assist in shaping the Council Member Training Plan for the remainder of the Council term, to be presented to Council in February 2025.

DATA AND SUPPORTING INFORMATION

Link 1 – Current Council Member Training and Development Policy

Link 2 – Revised Council Member Training and Development Policy with tracked changes

ATTACHMENTS

Attachment A – Revised Council Member Training and Development Policy

- END OF REPORT -

COUNCIL MEMBER TRAINING AND DEVELOPMENT POLICY

26 November 2024

Legislative

STATEMENT

The City of Adelaide is committed to providing training and development activities for its Council Members, including the mandatory training requirements under the Local Government Association (LGA) Training Standards (the Standards), and recognises its responsibility to develop and adopt a policy for this purpose under section 80A of the *Local Government Act 1999 (SA)* (*Local Government Act*).

Following the amendment to the *Local Government Act* and the *Local Government (General) Regulations November 2014*, this policy incorporates the new requirements for Council Members to undertake mandatory training within the first year of election to office and at mid-term, which complies with the LGA Training Standards as defined in regulation 8AA of the *Local Government (General) Regulations 2013*.

POLICY OBJECTIVE

To ensure Council Members are offered opportunities to undertake the required training in accordance with the LGA Training Standards and any other appropriate training and development activities relevant to their roles and functions.

TRAINING AND DEVELOPMENT PLAN

Council Members and Administration will develop and adopt a Training & Development Plan to ensure that activities available to all Council Members comply with the Regulations and contribute to the personal development of the individual and the achievement of the strategic and good governance objectives of Council.

Particular emphasis will be given in the Training & Development Plan to the participation of all Council Members in the development of a new team following a general election as well as the orientation of first-time Council Members.

In preparing its Training & Development Plan the Council Members and Administration will utilise a range of strategies to identify the needs of Council, and match these needs against its strategic and good governance objectives. In particular, the Administration, in consultation with Council Members who have been re-elected for another term on Council, will undertake a 'gap analysis' to identify the appropriate modules within the LGA Training Standards that should form the basis of the required training for returning Council Members.

PART ONE

All Council Members are required to undertake mandatory training as detailed in the LGA Training Standards for Council Members.

The training provides a community leadership competency framework, with the aim of building and developing the capabilities and performance of Council Members. There are multiple modules within the four leadership competencies that are required to be completed and are set out below:

1. Behaviour

To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.

In addition, the Lord Mayor shall undertake further training in relation to Effective Leadership as defined in the mandatory training requirements, in alignment with the Principle Member Leadership Competency Framework.

2. Civic

To develop knowledge of the Australian system of government and how Councils fulfil the objectives of the *Local Government Act* to deliver reputable community outcomes.

In addition, the Lord Mayor shall undertake further training in relation to public speaking and media skills. Presiding Members of Council and Committees must also undertake training on Meeting Procedures for technical knowledge and Effective Meeting (Chairing) Skills, in alignment with the Principle Member Leadership Competency Framework.

3. Legal

To develop the knowledge and skills required to meet the legal responsibilities of a Council Member.

4. Strategy and Finance

To develop the knowledge of integrated strategic and annual business planning and the skills to manage public funds appropriately.

In addition to the above, the Standards put further focus on the development and inclusion of a formal orientation and induction program. The Chief Executive Officer (CEO) will arrange a program that complements the completion of the mandatory training and will aim to provide support and resources to effectively perform in the role.

Council Leadership Workshop

The CEO will arrange for the inclusion of a workshop/s focusing on ensuring leadership effectiveness in working to deliver Council's strategic purpose.

Mandatory Mid-term Refresher Training

This includes, but will not be limited to, effective working relationships, legal and financial responsibilities and effective council meetings and procedures.

Lord Mayor Leadership

This training is specific to all Mayors and includes key responsibilities as leader of the Council, and skills to guide the promotion of positive and constructive working relationships of the Council as a whole.

Further Information

Training outlined within the Standards must be completed by all Members within the first 12 months of their four-year term.

Council Members will have access to Council Member specific training that is offered by the Local Government Association (LGA). This training is a suite of professional and personal development training opportunities for Council Members which is contextualised to the local government sector of South Australia. All courses aim to provide Council Members with the skills and knowledge to better understand their role and the responsibilities, to effectively perform their duties confidently and to do this to the best of their ability.

The Council Governance Team will circulate the LGA's Council Member course offerings on an annual basis or as new training is offered. This training does not require Council approval.

PART TWO

Requests for Council Member Training

This training aims to provide Council Members with the skills and knowledge of technology and general Council information they will require to navigate their interaction with the Council, the Administration and the general community.

Examples of such activities include but are not limited to:

- Training in the Microsoft suite of applications and training in how to use this technology, at either a basic, intermediate or advanced level;
- Seminars and informal (briefing) sessions conducted by Administration with appropriate guest speakers and trainers;
- Purchase of training booklets and discussion papers that could be distributed to Council Members for information;
- On-line training delivery; and
- Circulation of information.

This training may be provided by Council staff or a Council training provider. The Chief Executive Officer may approve requests for this training if it is under \$5,000. Any requests over \$5,000 will require Council approval. All requests are subject to budgetary considerations.

PART THREE

Requests for Council Member Professional Development

The Standards promote ongoing personal and professional development to ensure that Council Members remain effective and reputable in the discharge of their duties.

Council Members are able to request approval to undertake professional development opportunities to enhance the skills and knowledge required to perform their official functions and duties and interactions with the Community. The Chief Executive Officer may approve requests for this training if it is under \$5,000. Any request within this category over \$5,000 will require specific approval by Council. All requests are subject to budgetary considerations.

When submitting the request the Council Member will be required to provide:

- How the request aligns to the performance and discharge of their official functions and duties; and
- How the request contributes to the good governance and the strategic objectives of Council.

Requests will not be considered if the requests fall within the last year of the Council Member's term on Council.

Professional development opportunities will be discussed between the Lord Mayor and Council Members before a formal request is submitted. The Lord Mayor will take an active role in the continued professional development of Council Members to assist Council Members with the skills and knowledge required to serve the Community.

If support under this section is approved, the Council Member is required to provide a report to Council at the completion of the course detailing how they have applied the skills gained. If a Member does not provide a report or fails to complete the course, costs are to be refunded to Council.

PART FOUR

Requests for Attendance at Interstate Conferences

Council approval is required prior to any travel being undertaken by a Council Member. Relevant and comparable training and development opportunities within metropolitan Adelaide should be explored prior to considering intra- or interstate options.

If there are no comparable opportunities within metropolitan Adelaide and a Council Member requests the attendance at an intra- or interstate conference or seminar, the Council Member will be required to provide the benefits to Council, including alignment to the discharge of their duties.

The Manager Governance will ensure that this information will be provided to Council for consideration.

Travel for the Lord Mayor (Specific)

As per the Council Members Allowances and Benefits Policy and in recognition of the strategic importance of the Lord Mayor position as the primary representative of the City of Adelaide, the Lord Mayor may attend interstate conferences, seminars, meetings or other engagements without the need for separate Council approval, with Council meeting reasonable costs of travel, accommodation and subsistence. All travel arrangements for the Lord Mayor will be managed by the Office of the Lord Mayor.

Any international travel proposed by the Lord Mayor must be approved by Council prior to any such travel being booked, including an appropriate budget for travel, accommodation and subsistence.

Travel for Council Members

Where travel is required, accommodation, flights and rental cars (where applicable) are to be arranged through the Council Liaison Officer and will be booked appropriately to ensure the best value to Council.

Where accommodation is required as part of the attendance of the activity, accommodation will only be booked for the nights of the training and development activity. For example, if a conference commences on a Thursday evening and concludes on a Sunday afternoon, accommodation will include the nights of Thursday, Friday and Saturday only. The only exception where Sunday night accommodation is considered will be in the case of return flights being unavailable. It would also be deemed appropriate to extend an accommodation booking to include the night before the commencement of a conference, in the circumstance where the earliest flight would not guarantee the Council Member arriving at the conference on time.

Any additional nights outside this timeframe are to be arranged by the Council Member and will be at their own expense.

If the Council Member requests a return flight on a date after the conclusion of the activity and that flight is more expensive, the additional costs will be at the expense of the Council Member.

Council Members may not accrue airline reward and or/loyalty points while travelling on Official Business of the City of Adelaide.

A Council Member is able to personally arrange and pay for access to lounge facilities and or/flight upgrades.

The reimbursement of reasonable expenses for training and development purposes will be made in accordance with the requirements of the Council Member Allowances & Benefits Policy. Itemised tax receipts for all expenses incurred by the Council Member must be provided, and no reimbursement will be made without the appropriate tax receipts.

Costs for mini bar use or in-house movies will not be paid for by Council.

Council Members may take a travelling companion and they will be able to share the accommodation with the Council Member if there is no additional cost to Council. If

there is an additional cost this will be at the expense of the Council Member and will be invoiced by Council to the Council Member. All other travel arrangements and expenses for the travelling companion will not be made or funded by Council.

If a Council Member wishes to attend an interstate conference and their attendance is restricted due to their child/dependent care commitments e.g., breastfeeding an infant, a report will be provided to Council outlining the specific circumstances, the support required, and any additional costs attributed to the extra support.

Following attendance at any conference, individual Council Members are to prepare a report to be presented to Council detailing the nature of the conference, the benefits to Council and the learnings gained by the individual member through such attendance.

When making a decision on a training program, a professional development opportunity or the attendance at an interstate conference, Council will take into consideration the number of attendances an individual member has had in that year.

PART FIVE

Training & Development Plan

This Training & Development Plan will operate throughout the Council term and will be reviewed annually to ensure that the training and development opportunities for Council Members remain relevant and optimal for Council Members to perform their duties.

As part of the annual review of the Training Plan, Council Members and Administration will work together to establish the training and development needs of Council Members and how the plan for delivery will be undertaken. Options of this annual review may include but will not be limited to:

- Annual assessment of council and/or committee performance
- Surveys/questionnaires
- Workshops
- Other information-seeking activities as required

Acknowledging the requirement to undertake Mandatory Mid-Term Refresher training as set out by the LGA Standards, Council Members are permitted to undertake a refresher of any of the mandatory training modules at any time which they feel will benefit their role as a Council Member, subject to budgetary considerations. The need to attend a refresher course could be identified by self-assessment, gap analysis or through another mechanism.

Other training opportunities may emerge that are directly related to specific service areas and other community issues and address environmental, social and economic challenges facing the community.

It is recognised that a range of delivery methods will be required to support the training needs of Council Members, including:

- In-house workshops, seminars and briefing sessions conducted by the Administration with appropriate staff, trainers and guest speakers;
- Attendance at workshops, seminars and conferences offered by training

providers and industry bodies including the Local Government Association of SA, Local Government Managers Australia, other industry bodies and/or private providers offering courses for Members to gain new skills and knowledge and to network with other Council Members;

- Printed material, including training booklets and discussion papers, that may be distributed for information; and
- On-line self-paced learning.

Council's Training & Development Plan will include the agreed delivery method to respond to the needs of Council Members identified during the development of the training plan.

The Training and Development Plan does not specifically address invitations that Council Members may receive, accept and attend such as Business SA Lunches, and State Government events. Any invitations received of this nature will be managed in accordance with the Council Member Allowances and Benefits Policy.

ANNUAL BUDGET ALLOCATION

A budget allocation will be provided as determined by Council through the Business Plan and Budget process, to support the training and development activities undertaken by Council, and progress against expenditure of the budget allocation will be reported on a quarterly and annual basis.

All training undertaken by Council Members will be recorded in the Council Allowances and Benefits Register and Council Member Training Register which will be updated as required to reflect attendances.

TRAINING AND DEVELOPMENT ACTIVITIES

The Training & Development Plan will determine the nature of training to be made available, however access to training programs not directly conducted by the Administration, or where no budget allocation has been identified and approved under the plan for other specified local government related activities, will require Council approval upon application and must link to the training plan unless otherwise agreed by the Council.

Application forms are available from the CEO (or nominee).

Following attendance at a training program or activity, individual Council Members are required to prepare a report outlining the nature of the training program/activity and the benefits gained through attendance along with feedback on ideas to enhance the program/activity.

The CEO will keep a record of all training attended, with a particular focus on training that fulfills the mandatory training requirements. Failure to complete the mandatory training requirements in the relevant time frame amounts to a breach of the Council Members' Code of Conduct.

The mandatory training requirements have been divided into four community leadership competencies, as follows:

Behaviour: To identify attributes and develop skills that uphold the Behavioural Standards and principles of good governance.

Civic: To develop knowledge of the Australian system of government and how Councils fulfil the objectives of the *Local Government Act* to deliver reputable community outcomes.

Legal: To develop the knowledge and skills required to meet the legal responsibilities of a Council Member.

Strategy & Finance: To develop the knowledge of integrated strategic and annual business planning and the skill to manage public funds appropriately.

PAYMENT/ REIMBURSEMENTS

The reimbursement of expenses for training purposes must be approved by the Administration, consistent with the Training & Development Plan or through a separate resolution endorsing attendance at the training program/activity.

Where approval has been granted by Council for attendance at a training program/activity a Council Member may seek reimbursement of expenses in accordance with the relevant provisions of the Act and Regulations.

ANNUAL REPORTING

A Council's annual report will include a segment regarding the operation of this Policy, the nature of matters raised in the Training & Development Plan, attendances by Members and expenditure allocated and used for training of Council Members.

OTHER USEFUL DOCUMENTS**Related documents**

Council Members Allowances and Benefits Policy

Relevant legislation

Local Government Act 1999 (SA)

ADMINISTRATIVE

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy document will be reviewed every **12 months** unless legislative or operational change occurs beforehand. The next review is required in **November 2025**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2023/154918	Council	29/09/2023	Original Document

Contact:

For further information contact the Governance Program.

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Council Member Allowances and Benefits Policy Review

Strategic Alignment - Our Corporation

Public

Tuesday, 19 November 2024
City Finance and Governance Committee

Program Contact:
Kathryn Goldy, Acting Manager
Governance

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

At its meeting on 26 September 2023, Council adopted its Allowances and Benefits Policy (the Policy). Minor amendments to the Policy are proposed in response to a 2023 internal audit which reviewed the use of cab charges, ride shares, pool cars and criteria and allocation processes regarding approved parking options.

Administration has identified outcomes that impact sections of the Policy regarding the use of private vehicles and use of UPark Plus cards. The proposed updates to the Policy align with the findings of the audit and the changes made to internal processes and procedures

A further administrative review has been undertaken during this process, and several other minor updates are proposed in relation to travel and the use of airline reward program points, which the current Policy does not address.

RECOMMENDATION

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

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Adopts the revised Council Member Allowances and Benefits Policy as contained in Attachment A to Item 7.9 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.
2. Authorises the Chief Executive Officer or delegate to make minor editorial amendments to finalise the Council Member Allowances and Benefits Policy as contained in Attachment A to Item 7.9 on the Agenda for the City Finance and Governance Committee held on 19 November 2024

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Enable effective governance, risk management, accountability and transparency at all times in decision making
Policy	Council Member Allowances and Benefits Policy
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	<i>Local Government Act 1999 (SA)</i>
Opportunities	Not as a result of this report
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

- Under section 77(1)(b) of the *Local Government Act 1999 (SA)*, Council may adopt an Allowances and Benefits Policy in accordance with the *City of Adelaide (Members Allowances and Benefits) Regulations 2010*.
- On 26 September 2023, Council adopted its [Allowances and Benefits Policy](#) (Link 1) which is next due for review after the next general election.
- In response to a 2023 internal audit reviewing the use of Cab Charges, Ride Shares, Pools Cars and criteria and allocation processes, Administration has identified outcomes that impact sections of the Policy regarding the use of Private Vehicles and use of UPark Plus cards. The proposed updates to the Policy align with the findings of the audit and the changes made to internal processes and procedures.
- A further review has been undertaken which has highlighted a gap in relation to the personal use of airline rewards program points and the ability to upgrade travel at a Member's own expense. This update aligns the Policy with the City of Adelaide Employee Travel Policy.
- The proposed amendments to the Policy are detailed in the table below and a tracked changes version of the Policy is available at [Link 2](#):

Current Policy	Proposed amendment
Whole document	<ul style="list-style-type: none"> Minor grammatical and formatting amendments
Statement	<ul style="list-style-type: none"> Inclusion – Overview of Council Member entitlements.
Allowances	<ul style="list-style-type: none"> Inclusion - Updated Lord Mayor and Council Member Annual Allowances.
Use of Private Vehicles <ul style="list-style-type: none"> Silent to a maximum amount of parking 	Use of Private Vehicles <ul style="list-style-type: none"> Inclusion - Members are entitled to one City of Adelaide Crest (Decal) to use for one designated vehicle. Inclusion - Council Members may only use casual parking bays in accordance with the UPark Plus Terms and Conditions of Use. Inclusion - Council Members are entitled to one UPark Plus card for one designated vehicle.
Use of Taxis for local travel <ul style="list-style-type: none"> Cab charge and taxis only, silent to other travel methods 	<ul style="list-style-type: none"> Inclusion - Ride share reimbursement for journeys required as a consequence of attendance at a function or activity on official Council business.
Event Attendance Expenses <ul style="list-style-type: none"> Silent on use of reward program points or ability to pay own way to upgrade when travelling. 	<ul style="list-style-type: none"> Alignment of the use of airline rewards program points to the Employee Travel Policy and an inclusion that Council Members may pay their own way to upgrade flights.

DATA AND SUPPORTING INFORMATION

Link 1 – Current Council Member Allowances and Benefits Policy

Link 2 – Revised Council Member Allowances and Benefits Policy with tracked changes

ATTACHMENTS

Attachment A – Revised Council Member Allowances and Benefits Policy

- END OF REPORT -

COUNCIL MEMBERS ALLOWANCES AND BENEFITS POLICY

26 November 2024

Legislative

PURPOSE

The City of Adelaide (Council) seeks to ensure that the payment of Council Member allowances, the reimbursement of expenses and the provision of benefits by the Council is accountable, transparent and in accordance with the *City of Adelaide Act 1998* (the CoA Act) the *Local Government Act 1999 (SA)* (the Local Government Act), *City of Adelaide (Members Allowances and Benefits) Regulations 2010* (the Allowances Regulations).

This Policy has been developed and adopted primarily to accommodate sections 24, 25 & 26 of the CoA Act and section 77(1)(b) of the Local Government Act, by specifying the types of expenses that will be reimbursed and/or covered without the need for specific approval of Council every time a claim and/or allowance is made.

It outlines the process and procedure for individual Council Members to obtain reimbursement of those expenses. In addition, this policy also stipulates the payment of an annual allowance to Council Members, the provision of facilities and support and the basis on which these are made available to Council Members.

STATEMENT

Council Members are paid an allowance for performing their functions and duties on Council. Section 21 of the CoA Act specifies the role of the Lord Mayor as leader of the Council:

- (a) as the principal member of the Council:
 - (i) to provide leadership and guidance to the Council; and
 - (ii) to lead the promotion of positive and constructive working relationships among members of the Council; and
 - (iii) to provide guidance to Council Members on the performance of their role, including on the exercise and performance of their official functions and duties; and
 - (iv) to support Council Members' understanding of the separation of responsibilities between elected representatives and employees of the Council; and
 - (v) to preside at meetings of the Council; and
 - (vi) to liaise with the chief executive officer on the implementation of decisions of the Council between Council meetings (as necessary); and
 - (vii) to act as the principal spokesperson of the Council; and

(viii) to exercise other functions of the Council as the Council determines; and
(b) as the principal Council Member of the Council representing the capital city of South Australia—

- (i) to provide leadership and guidance to the City of Adelaide community; and
- (ii) to participate in the maintenance of inter-governmental relationships at regional, State and national levels; and
- (iii) to carry out civic and ceremonial duties associated with the office of Lord Mayor.

Section 22 of the CoA Act provides that:

- (1) The role of a Council Member is –
 - (a) as a member of the governing body of the Council -
 - (i) to act with integrity; and
 - (ii) to ensure positive and constructive working relationships within the Council; and
 - (iii) to recognise and support the role of the Lord Mayor under the CoA Act; and
 - (iv) to develop skills relevant to the role of a member of the Council and the functions of the council as a body; and
 - (v) to participate in the deliberations and activities of the council; and
 - (vi) to provide community leadership and guidance to the City of Adelaide community and to participate in achieving a vision for the desired future of the City through the formulation of strategic plans and policies; and
 - (vii) to keep the Council's goals and policies under review to ensure that they are appropriate and effective; and
 - (viii) to keep the council's resource allocation, expenditure and activities, and the efficiency and effectiveness of its service delivery, under review; and
 - (ix) to participate in the oversight of the chief executive officer's performance under the Council's contract with the chief executive officer; and
 - (x) to serve the overall public interest of the City of Adelaide; and
 - (b) as a person elected to the Council—to represent the interests of residents and ratepayers of the council, to provide community leadership and guidance, and to facilitate communication between the community and the Council.

This Policy also explains the information that must be recorded within the Council's Register of Allowances and Benefits to ensure compliance with section 79 of the *Local Government Act*.

This Policy, in its entirety, will automatically lapse at the next general election of this Council.

This policy applies to all Council Members, who each have an obligation to abide by this Policy.

The Council's Chief Executive Officer has the duty to:

- a) maintain the Register of Allowances and Benefits;
- b) adjust allowances paid to Council Members (on the first, second and third anniversaries of the relevant periodic elections to reflect changes in the Consumer Price Index (CPI); and
- c) ensure copies of this Policy are published on a website and able to be provided in printed form on request and on payment of a fee (if any) fixed by the Council.

This Policy is underpinned by the following principles:

- a) Council Members should not be out of pocket as a result of performing and discharging their Council functions and duties;
- b) To assist Council Members in performing or discharging their official functions and duties they are entitled to be provided with a range of necessary facilities and support and to be reimbursed for expenses as specified in this Policy;
- c) Facilities and support provided to Council Members will be provided on a uniform basis (other than facilities or services specifically provided for the benefit of the Lord Mayor);
- d) Any reimbursements claimed by Council Members must be for expenses actually and necessarily incurred in performing and discharging official Council functions and duties, which will be assessed according to the role of a Council Member under the CoA Act and the Local Government Act;
- e) Council encourages continued professional training and development for Council Members. This is seen as being necessary in terms of good governance and to the improved performance of their functions and duties; and
- f) The accountability of the Council to its community for the use of public monies.

OVERVIEW OF ENTITLEMENTS

Please refer to relevant sections of this Policy for terms and conditions relating to any Lord Mayor and Council Member entitlements.

LORD MAYOR AND COUNCIL MEMBERS

ENTITLEMENT	SOURCE
Annual Allowance	<i>Section 24 of the CoA Act and Remuneration Tribunal</i>

COUNCIL MEMBERS ALLOWANCES AND BENEFITS POLICY

<p>Mandatory Reimbursements:</p> <ul style="list-style-type: none"> • Travel • Child/Dependant Care 	<p><i>Local Government Act and Allowances Regulations</i></p>
<p>Additional Expense Reimbursements:</p> <ul style="list-style-type: none"> • Use of Private Vehicles • Use of Taxis and Ride Share for Local Travel • Carer Expenses • Telephone, Email and Internet • Training and Professional Development • Event Attendance 	<p><i>Section 25(1)(b) of the CoA Act</i></p>
<p>Additional Facilities and Support:</p> <ul style="list-style-type: none"> • Administrative support • Council Governance assistance • Independent Legal Advice • Computers and Internet Access • Office Use and Storage • Use of Members' Room • Insurance • Refreshments, Newspapers and Magazines • Building Access • Private Use of Council Facilities (conditional) • Stationery 	<p><i>Section 26 of the CoA Act</i></p>

LORD MAYOR SPECIFIC

<p>Additional Facilities and Support:</p> <ul style="list-style-type: none"> • Access to a dedicated office/meeting space; • Administrative support; • Personal usage of a Council provided vehicle without charge; 	<p><i>Section 26 of the CoA Act</i></p>
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ALLOWANCES

Section 24 of the CoA Act provides that a member of the Council is entitled to an allowance, as determined by the Remuneration Tribunal, in relation to the member's office.

The relevant determination for the Council term commencing in November 2022 is Determination No 3 of 2022, Allowances for Members of Adelaide City Council. The allowance determined by the Remuneration Tribunal will be payable for the period:

- Commencing on the conclusion of the 2022 periodic election; and
- Concluding at the time the last result of the 2026 periodic election is certified by the Electoral Commissioner under the *Local Government (Elections) Act 1999*.

The annual allowance for a member of the Adelaide City Council who is not the Lord Mayor or Deputy Lord Mayor or presiding member of a prescribed committee will be \$28,692 per annum.

The annual allowance for the Lord Mayor of the City of Adelaide will be \$195,851 per annum.

The annual allowance for the Deputy Lord Mayor will be equal to one and a half (1.5) times the annual allowance for councillors of the Adelaide City Council.

The annual allowance for a councillor (other than the Deputy Lord Mayor) who is a presiding member of a prescribed committee or more than one prescribed committee established by the Adelaide City Council will be equal to one and a quarter (1.25) times the annual allowance for councillors. For the purpose of this clause, the level of allowance is payable at a maximum of 1.25 times only and does not multiply for each of the qualifying criteria.

A Deputy Presiding Member who undertakes the duties of a Presiding Member for a minimum period of one month should receive the Presiding Member Allowance for the entirety of the time they undertake those expanded duties.

An additional allowance in the form of a sitting fee is payable to a councillor (other than the Deputy Lord Mayor or a presiding member of a prescribed committee) who is the presiding member of a committee, that is not a prescribed committee, at the rate of allowance of \$310 per meeting limited to an aggregate amount of allowance of \$1,859 per annum.

Council Member allowances are to be adjusted on the first, second and third anniversaries of the relevant periodic election to reflect changes in the CPI. Adjustments will occur on 12 November 2023, 12 November 2024 and 12 November 2025.

Council Member allowances from 12 November 2024 are:

- Lord Mayor \$207,406
- Council Member \$30,385
- Sitting fee per meeting \$328
- Sitting fee (max. aggregate) \$1,969

The council allowance payment shall be paid monthly in advance by direct deposit into a bank account nominated by each Council Member.

A statement of earnings will be provided to Council Members at the conclusion of each financial year.

LEAVE OF ABSENCE – COUNCIL MEMBER CONTESTING ELECTION

If a Council Member stands as a candidate for election as a member of State Parliament, section 55A of the *Local Government Act* automatically grants a leave of absence from the date on which nominations for the relevant election close until the result of the election is publicly declared.

During the leave of absence period the Council Member:

- is not entitled to receive any Council Member allowance or reimbursement of expenses; and
- must not use any facility, service or other form of support provided by the Council; and
- must not carry out any function or duty as a Council Member.

A maximum penalty of \$15,000 applies for a breach of this section of the *Local Government Act*.

COUNCIL MEMBER RESPONSIBILITIES

In addition, although not required by the *Local Government Act* or CoA Act, the Council has determined that the provision of the facilities and support are made available to Council Members on the following terms:

- each Council Member is solely responsible for those facilities released into their care and/or control for the duration of their term in office;
- all facilities must be returned to the Council at the end of each term in office, upon the office of a Member of a Council becoming vacant, or earlier at the request of the Chief Executive Officer; if the facilities provided to the Council Member are damaged or lost, the Council Member must lodge a written report with the Council officer responsible for this Policy;
- The use of Council facilities, support and/or services by Council Members for campaign or election purposes is not permitted under any circumstances on the basis it is not necessary or expedient to the performance or discharge of a Council Member's official functions or duties under the Local Government Act. The use of such facilities for electoral purposes during the election period would be a breach of section 78(3) of the Local Government Act.

CLAIMING REIMBURSEMENTS

All claims for reimbursement must be submitted to the Council Liaison Officer on a monthly basis for the purposes of maintaining the Register of Allowances and Benefits.

Once receipts/ copies of tax invoices have been received, the relevant claimed expense will be entered into the "Request for Payment" form.

Council Members are required to provide details of kilometres travelled and/or evidence of expenses incurred to support all reimbursements claimed.

Reimbursement of expenses will only be paid to a Council Member upon presentation of the relevant receipts, invoices and/or adequate evidence supporting the claims made and within 28 days of the expense occurring.

SCHEDULE 1 – APPROVED REIMBURSEMENTS

MANDATORY REIMBURSEMENTS – TRAVEL

Council Members are entitled to receive reimbursements for travelling expenses actually and necessarily incurred by the Council Member for travel within the Council area and associated with attendance at a 'prescribed meeting'.

A 'prescribed meeting' is defined under the Allowances Regulations to mean a meeting of the Council or Council committee, or an information or briefing session, discussion, workshop, training course or similar activity which is directly or closely related to the performance or discharge of the roles or duties of the Member.

Reimbursement for travel expenses is restricted to "eligible journeys" provided the journey is by the shortest or most practicable route and to the part of the journey within the Council area i.e. any travelling outside the Council area in order to attend Council or Council committee meetings is not reimbursable under section 5 (2) (a) of the Allowance Regulations. For reimbursement for travel outside the Council area refer to Prescribed and Approved Reimbursements below.

- i. If an eligible journey relates to travel between a place within the area of the Council and a place outside the area of the Council (in either direction), the member is only entitled to be reimbursed in respect of expenses that can be attributed to travel within the area of the Council; and
- ii. the rate of reimbursement for motor vehicle costs will be at a rate equal to the appropriate rate per kilometre (determined according to the engine capacity of the vehicle) prescribed for the purposes of calculating deductions for car expenses under section 28-25 of the *Income Tax Assessment Act 1997* of the Commonwealth;

Travelling by taxi, bus or other means of public transport is reimbursed on the basis of expenses "actually and necessarily incurred" but is still limited to "eligible journeys" by the shortest or most practicable route and to the part of the journey that is within the Council area.

The Council may aggregate claims for reimbursement of expenses that relate to journeys and pay them on either a quarterly or monthly basis. Claims for reimbursement of private vehicle expenses can be made upon presentation of relevant invoices and receipts within 28 days of the vehicle use.

MANDATORY REIMBURSEMENTS – CHILD/DEPENDANT CARE

Council Members are entitled to reimbursement for child/dependant care expenses actually or necessarily incurred by the Council Member as a consequence of the Council Member's attendance at a prescribed meeting.

Child/dependant care is not reimbursed if the care is provided by a person who ordinarily resides with the Council Member.

ADDITIONAL EXPENSE REIMBURSEMENT

There may be additional expenses incurred by Council Members (not included in the mandatory reimbursements outlined above) that can be reimbursed by the Council under this Policy.

For the purposes of section 25(1)(b) of the CoA Act, the following kinds of expenses are prescribed:

- a) expenses incurred in the use of a telephone, fax or other telecommunications device, or in the use of a form of electronic communication, on the business of the Council;
- b) travelling expenses incurred by the member as a consequence of the Member's attendance at a function or activity on the business of the Council (other than for which the member is reimbursed under section 25(1)(a) of the CoA Act);
- c) travelling expenses incurred by the Member in undertaking an eligible journey to the extent that those expenses are attributable to travel outside the area of the Council;
- d) expenses for the care of— (i) a child of the Member; or (ii) a dependant of the Member requiring full-time care, incurred by the Member as a consequence of the Member's attendance at a function or activity on the business of the Council (other than for which the member is reimbursed under section 25(1)(a) of the Act);
- e) expenses incurred by the Member as a consequence of the member's attendance at a conference, seminar, training course or other similar activity

which is directly or closely related to the performance or discharge of the roles or duties of a member of a Council.

Use of Private Vehicles

Council Members who are on [official business of the Corporation of the City of Adelaide](#), are entitled to park one designated vehicle in the City of Adelaide Permit Zones in Pirie, King William and Flinders Streets, in Visitor Permit areas, and in ticket spaces without purchasing a ticket and timed areas for longer than the maximum time. The designated vehicle must clearly display the City of Adelaide Council crest sticker on the windscreen at the time of parking. No parking is allowed in front of the Town Hall in the Permit Zone, requiring authorisation by the Lord Mayor at all times, without prior approval of the Lord Mayor.

Council Members shall be offered a UPark Plus card for one designated vehicle which allows them access to any of the UPark car parks, including Park Lands Car Parks operated by the Council, for use on [official Council business. Council Members may park in available casual bays for an unlimited period.](#)

Council Members are not permitted to park in a zone which has been created exclusively for road traffic or pedestrian safety, exempli gratia no stopping areas, or continuous yellow lines nor in UPark bays marked as reserved in accordance with the UPark Plus Terms and Conditions of Use available here: [Terms and Conditions for UPark | UPark](#)

Use of Taxis and Ride Share for Local Travel

A Council Member may use a cab charge card supplied by the Corporation of the City of Adelaide, for journeys required as a consequence of attendance at a function or activity on [official business of the Corporation of the City of Adelaide](#).

In the event that a Council Member incurs costs in using a taxi or ride share service to attend a function or activity on official business of Council without a cab charge card, a claim for reimbursement of the amount can be made upon presentation of relevant invoices and proof of payment within 28 days of using the service.

Carer Expenses

The Corporation of the City of Adelaide will reimburse the costs of necessary carer expenses for the care of a child of a Council Member, or dependants of Council Members requiring full time care, incurred by Council Members in the course of carrying out [official business of the Corporation of the City of Adelaide](#) (where these costs are not covered by other entitlements, e.g. Australian Government Child Care Benefit).

Carer expenses consist of all hourly fees for the carer, agency booking fees and reasonable travelling expenses incurred by the Council Member for the transport costs of the carer to and from the Council Member's residence, or of the Council Member's children or dependents to and from the place of care.

Fees are not payable under this section if the care is provided by a relative of the Council Member who ordinarily resides with the Council Member.

Fees are payable per hour, or part thereof, subject to any minimum period which is part of the provider's usual terms but may only include the period of official business and reasonable travel time. A Council Member must certify that a claim for carer services claimed relates to [official business of the Corporation of the City of Adelaide](#).

Claims for reimbursement of carer expenses under this section, together with invoices and receipts, are to be submitted to the Corporation of the City of Adelaide within 28 days of the provision of the service or the receipt of a regular statement, whichever occurs first.

Telephone, Email and Internet

Telephone, email and internet costs incurred by a Council Member in connection with their role as a Council Member, shall be met by the Corporation of the City of Adelaide at cost, and subject to the following conditions, upon presentation of relevant invoices and proof of payment within 28 days of receipt of the account.

Council Members are entitled to the use of a mobile telephone, laptop/tablet device supplied by the Corporation of the City of Adelaide, during their term of office. For Council business in line with the Use of Information Systems Operating Guideline.

Council Members will reimburse the Corporation of the City of Adelaide for the cost of any charges incurred by the Corporation for personal use of mobile phones on a quarterly basis.

Where a monthly invoice of over \$200 is received for either mobile telephone or tablet use, the Chief Executive Officer, or delegate, will review the account. This review will involve seeking clarification from the Council Member regarding use, as well as seeking information and clarification from the carrier. Following this review, the Chief Executive Officer will advise the Member of any personal use that must be reimbursed by the Council Member.

Training and Professional Development Expenses

Please refer to the Council Members Training & Development Policy for details of fees payable/reimbursed by the City of Adelaide.

Expenses will only be reimbursed for attendance at conferences, seminars, etc which have been approved by Council or under delegation/policy, e.g., under Council's Council Member Training and Development Policy. Where attendance at the conference, seminar etc is approved, the following types of expenses can be reimbursed: airfares, registration fees, accommodation, meals, taxi fares, car parking and incidentals.

Event Attendance Expenses

In recognition of the strategic importance of the Lord Mayor role as the primary representative of the City of Adelaide, the Lord Mayor may attend interstate conferences, seminars, meetings or other engagements without the need for separate Council approval, with Council meeting the reasonable costs of travel, accommodation and subsistence.

Any international travel proposed by the Lord Mayor must be approved by Council prior to any such travel with an appropriate budget for travel, accommodation, and subsistence.

Council Members may attend local conferences, seminars, meetings or other engagements, on the basis that the cost will be paid by the Corporation of the City of Adelaide, or reimbursed to the Council Member, where the approval of the Chief Executive Officer has been first obtained, provided such meeting, conference, seminar, training or other engagement is relevant to the operations of the Corporation of the City of Adelaide, Local Government generally, or is directly related to the performance and discharge of the roles or duties of the Council Member.

Expenditure by Council Members incurred by attending meetings, conferences, seminars, training or other engagements interstate/overseas must be approved by Council in advance, if such expenditure is to be reimbursed to the Council Member or paid by the Corporation of the City of Adelaide. Council Members are expected to discuss proposed attendance with the Lord Mayor prior to the proposal being considered by Council. The booking of business class air travel, to be paid for or reimbursed by City of Adelaide, is prohibited while on official business of the City of Adelaide.

When booking Corporate Travel for Council Members, the most reasonably priced economy fare will be considered, which takes into account travel time, work commitments on arrival and any special needs of the traveller.

Council Members may not accrue airline reward and/or loyalty points while travelling on Official Business of the City of Adelaide.

A Council Member is able to personally arrange and pay for access to lounge facilities and/or flight upgrades.

SCHEDULE 2 – ADDITIONAL FACILITIES AND SUPPORT

In addition to allowances and the reimbursement of expenses the CoA Act provides that the Council may provide facilities and other forms of support to its members to assist the members in performing or discharging official functions and duties.

As per section 26 of the CoA Act, the provision of facilities and services under this section is at the discretion of the Council subject to complying with the following requirements:

- a) the Council must specifically resolve that the provision of the facilities or services is necessary or expedient to the performance or discharge of official functions or duties;
- b) facilities and services must be available to members on a uniform basis (other than facilities or services specifically provided for the benefit of the Lord Mayor);
- c) any property provided to a member remains the Council's.

A member of the Council must not use a facility or service provided by the Council under this section for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the Council and the member has agreed to reimburse the Council for any additional costs or expenses associated with this use).

Administrative Support

Administrative services, including scheduling of meetings, for Council Members, responding to invitations, preparation of correspondence and record keeping, shall be provided at a level determined reasonable by the Chief Executive Officer and in mutual agreement with the Lord Mayor.

The Influenza vaccine will also be offered to Council Members on a yearly basis to assist with Council Members' wellbeing.

Council Governance Assistance

The Council Governance Team and/or the Executive Leadership Team shall, if requested, provide individual Council Members with necessary information, advice and assistance on the nature and form of any motion which the Council Member wishes to move, within five business days of a request being made.

Independent Legal Advice

Council Members will, in accordance with this policy, be provided access to legal advice. This will generally be facilitated by the Chief Executive Officer. The Chief Executive Officer may delegate this authority and responsibility, in accordance with this policy, to other Council Officers.

Where legal advice has been sought in relation to a matter that is relevant to the performance or discharge of Council's role, function and objective, Members will be provided access to the full text of the legal advice.

Individual Council Members are able to access legal advice in relation to potential conflicts of interest that may affect them. Arrangements to access this legal advice are

to be made through the Chief Executive Officer, Chief Operating Officer or Manager Governance.

Council will not provide access to legal advice or pay for or reimburse the legal costs of individual Council Members in relation to Behavioural Management matters and/or the initiation of defamation proceedings by or against a Council Member. Not only is there a lack of statutory authority for the Council to incur such expenditure but such action generally relates to the reputation of an individual and not to the Council itself, regardless of the fact that the alleged damage to the reputation of the individual has occurred as a result of holding public office as a Council Member.

Council will only pay for or reimburse legal costs for individual Council Members where:

- the proceedings relate to issues of 'civil liability' and therefore invoke consideration of the Section 39 immunity; or
- the expenditure falls within Section 137 of the *Local Government Act* and it can be demonstrated that the legal action relates to the achievement of Council's role, functions and objectives as described in Sections 6 to 8 of the *Local Government Act* and/or the Council Member's roles as set out in Section 58 or 59 of the *Local Government Act*.

Each such case requires a Council resolution supporting the payment, which will be determined by the Council with regard to legal and merit considerations.

Other requirements by individual Council Members for legal advice are to be met entirely by Council Members themselves.

Computers and Internet Access

Council Members are entitled to the use of current technology and applications to enable them to discharge their responsibilities as a Council Member at a level determined by the Chief Executive Officer, or by resolution of Council.

Council Members shall be issued with an email account within the Corporation of the City of Adelaide's computer systems which must be solely used for the purpose of receiving Council documents, undertaking official functions and duties and addressing Council business.

No other email account should be used for the conduct of Council business. Use of the Council provided email account should be used to ensure:

- a) All emails created or received (including any attachments or other documents transmitted) in the course of, or associated with, the conduct of Council business are a Council record;
- b) Council records are subject to the requirements of the *State Records Act 1997* and may be subject to disclosure under the *Freedom of Information Act*.

In addition to the above, Council Members will receive the following support to assist Council Members performing their duties:

- An internet enabled laptop computer or equivalent and access to printing facilities;
- Servicing, repair and maintenance of Council provided hardware;
- Provision of software and any necessary software upgrades to enable Members to conduct Council business within the Council IT environment;
- Provision of training to enable effective use of communication equipment provided Support services within the limits of purchasing arrangements relating to the equipment;
- Insurance of Council provided hardware;
- The supply of accessories for Council issued Communication equipment, not included as part of the standard provision for IT equipment, or the cost of internet access beyond the monthly limit, will be borne by the respective Member; and
- Communication equipment provided to Council Members must be positioned and supervised in an appropriate location when in use to ensure that confidentiality of Council material is not compromised and Council information/systems are not subject to inappropriate access.

Communication equipment provided to Council Members must be returned within agreed timeframes following the Council Members cessation in office.

Office Use and Storage

During their term of office, Council Members are entitled to the use of office accommodation and document storage for the purposes of performing their roles as Council Members in the Council premises, as allocated by the Chief Executive Officer.

Council Members are entitled to use available Council offices and meeting rooms for formal meetings with staff or other persons.

Members' Room

The Members' Room shall be available for the use of Council Members.

Insurance

Council Members are covered by insurance maintained by the Corporation of the City of Adelaide while performing or discharging their official functions or duties, including attendance at meetings of external bodies as a representative of Council, as follows:

- Public Liability and Professional Indemnity; and

- Personal Accident whilst on Council business, Corporate Travel insurance for Council Members and their partners and spouses whilst on overseas Council business travel.

Terms and conditions apply to these insurance covers. Further details are available from the Manager Governance.

Refreshments, Newspapers and Magazines

Meals and Refreshments shall be provided for Council Members while they are attending Council or Committee meetings at the Town Hall.

Every effort will be made to ensure expenditure on catering is minimised and that independent local businesses are selected to provide meals and refreshments when required.

Access to Council provided meals and refreshments by persons other than Council Members is to be at the invitation of the Presiding Member of the relevant meeting or the Chief Executive Officer.

Non-alcoholic beverages and tea and coffee making facilities for the use of Council Members, and their guests and visitors, shall be provided in the Members' Room.

Newspapers and periodicals shall be provided in the Members' Room and associated digital access to these publications provided where available.

Building Access

Council Members are entitled to be provided with a security pass/key allowing 24 hour access to the Members' offices and the Members' Room, to support them in discharging their responsibilities as Council Members.

Private Use of Council Facilities

If a Council Member wishes to make private use of facilities and services, they must obtain the approval of the Chief Executive Officer prior. If additional costs or expenses arise from private use, the Council Member must make payment to the Council accordingly.

Stationery

Office equipment and necessary stationery shall be provided to enable Council Members to discharge their functions and duties.

The following stationery items will be available to each Council Member:

- Business Cards
- Envelopes
- Name badge

Council Members will be supplied with letterhead to conduct official Council business.

Council Members shall not use the ordinary letterhead of the Corporation of the City of Adelaide, which is reserved for use by staff of the Corporation of the City of Adelaide

The facilities and support set out in schedule 2 are made available to all Council Members on a uniform basis. A Council Member is not obligated to receive or use any items set out.

Register of Allowances and Benefits

The Allowances and Benefits Register (the Register) will be available for inspection on the [Council's website](#) and updated on a quarterly basis.

The Register is compiled based on the information provided to the Council Liaison Officer and in accordance with the requirements of the CoA Act, the Allowance Regulations and the Local Government Act.

The Chief Executive Officer will ensure a record is kept listing all Council Members' travel expenses for interstate and international travel, which will be recorded on the Register.

This should include:

- Expenses related to travelling to, from and within the destination;
- Visa application fees and any other expenses related to entering a foreign nation;
- Accommodation expenses; and
- Eligible food and drink expenses and incidental expenses.

SCHEDULE 3 – FACILITIES AND SUPPORT SPECIFIC TO THE LORD MAYOR

Council has resolved, in accordance with section 26 of the *City of Adelaide Act 1998*, that the provision of the facilities and support set out in this Schedule are necessary or expedient to the performance or discharge of official functions or duties by the Lord Mayor.

The facilities and support set out in this Schedule are made available to the Lord Mayor in addition to the facilities and support provided to all Council Members as set out in Schedule 2.

The Lord Mayor must not use a facility or service provided by Council within this Schedule for a purpose unrelated to the performance or discharge of official functions or duties (unless the use has been approved by the Council and the Lord Mayor has agreed to reimburse the Council for any additional costs or expenses associated with this use).

The Lord Mayor is not obligated to receive or use any of the facilities and support set out in this Schedule.

Lord Mayor

The Office of the Chief Executive Officer and the Governance program is allocated an annual budget by Council to deliver executive support to the Lord Mayor, Deputy Lord Mayor and Council Members.

Staff of the Office of the Lord Mayor are engaged, allocated and managed by the Chief Executive Officer in consultation with the Lord Mayor.

The Lord Mayor shall be provided with all other assistance which is reasonably necessary to enable the Lord Mayor to carry out the role of the Lord Mayor, including:

- Access to a dedicated office/meeting space;
- Access to administrative support to assist with coordination and management of council related activities and responding to correspondence;
- Personal usage of a Council provided vehicle without charge;
- Use of a fully maintained Council vehicle for local and intrastate journeys associated with the official business of Council. The vehicle must be available for other duties when not utilised by the Lord Mayor; and
- Any other support required by the Lord Mayor which is not covered in in this document may be approved under delegated authority within the approved budget of the Corporation of the City of Adelaide by the Chief Executive Officer.

Deputy Lord Mayor

The Deputy Lord Mayor shall be provided with the assistance which is reasonably necessary to enable the Deputy Lord Mayor to carry out the role of Deputy Lord Mayor, which is in support of the Lord Mayors' duties.

Official Partner of the Lord Mayor

Any person appointed by the Lord Mayor as Official Partner of the Lord Mayor shall be entitled to the use of a dedicated room and, through the Office of the Lord Mayor, to such administrative support as shall be reasonably required to fulfil the role in the manner intended by the Lord Mayor, as to be approved by the Chief Executive Officer, within the approved budget of the Corporation of the City of Adelaide.

OTHER USEFUL DOCUMENTS

Related documents

- Council Members Training & Development Policy

Relevant legislation

- [City of Adelaide Act 1998](#) - Sections 21, 22, 24, 25 & 26
- [City of Adelaide \(Members Allowances and Benefits\) Regulations 2010](#) - Regulations 5 & 6
- [Local Government Act 1999 \(SA\)](#) - Sections 77(1)(b) & 79
- [Local Government \(General\) Regulations 2013](#)

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Official Business of the Corporation of the City of Adelaide:

Attendance at:

- Council and Committee meetings
- Authority and Panel meetings
- Information or Briefing sessions held in accordance with section 90A of *the Local Government Act 1999 (SA)*
- Civic or ceremonial occasions convened by the Council or Lord Mayor
- Meetings, functions or any attendance in an official role as a representative of the Council or the Lord Mayor
- Meetings arising as a result of a Member of Council being appointed by Council to an external body or Committee, except where the body reimburses relevant expenses incurred by the Member of Council
- Meetings with Council staff or other Members of Council on any matter relating to the Council
- Site visits to view or meet with people in the capacity as a Member of Council
- Conferences, study tours, official visits, training sessions and functions attended in the capacity as a Council Member.

ADMINISTRATIVE

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

This Policy will lapse following the conclusion of the next general election at which time the newly elected Council will be required adopt a new Policy dealing with Council Members allowances, reimbursements and benefits for their term of office.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2018/9000	Council	26/09/2023	Adoption of policy
ACC2024/XXXX	Council	26/11/2024	<p>Amendments:</p> <ul style="list-style-type: none"> • Minor grammatical and formatting amendments • Inclusion - Members are entitled to one City of Adelaide Crest (Decal) to use for one designated vehicle. • Inclusion - Council Members may only use casual parking bays in accordance with the UPark Plus Terms and Conditions of Use. • Inclusion - Council Members are entitled to one UPark Plus card for one designated vehicle. • Inclusion - Ride share reimbursement for journeys required as a consequence of attendance at a function or activity on official Council business. • Alignment of the use of airline rewards program points to the Employee Travel Policy and an inclusion that Council Members may pay their own way to upgrade flights.

Contact:

If you have any questions regarding this document or if you have a suggestion for improvements, please contact the Governance Program.

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Prudential Management Policy

Strategic Alignment - Our Corporation

Public

Tuesday, 19 November 2024
City Finance and Governance
Committee

Program Contact:
Nicole Van Berkel, Acting
Manager Finance & Procurement

Approving Officer:
Anthony Spartalis,
Chief Operating Officer

EXECUTIVE SUMMARY

Section 48 of the *Local Government Act 1999 (SA)* (the Act) requires that “a council must develop and maintain prudential management policies, practices and procedures for the assessment of projects”.

The Prudential Management Policy requires a report be prepared for Council where the expected capital cost of a project over five years is likely to exceed the prudential report threshold (\$4,000,000 indexed). Under the recent Local Government Reforms, Council’s Audit Committee is now required to review any such report.

As required by Section 48(6d) of the Act, the \$4,000,000 prudential report threshold is to be indexed on 1 January of each year, starting 1 January 2011, and was last updated and adopted by Council in December 2023 ([Link 1](#)). A tracked changes version of the document is available at [Link 2](#).

Council has previously been asked annually to adopt the Prudential Management Policy. The only amendment to the policy each year is the dollar value of the prudential reporting threshold, which is indexed annually as required by the Act, and the remainder of the policy remains unchanged as it states the requirements of the Act.

The proposed Prudential Management Policy (2024) (**Attachment A**) has made minor amendments to the administrative sections of the current policy, removing the need to seek annual Council adoption of the Prudential Management Policy. As of 1 January 2025, the prudential report threshold will be published annually in an E-News to Council Members and on the City of Adelaide’s [Doing business with Council](#) web page. The Policy will then be presented to Council on a four yearly basis for adoption or where material changes to the policy occurs.

RECOMMENDATION

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

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Adopts the updated Prudential Management Policy (2024) as per Attachment A to Item 7.10 on the Agenda for the City Finance and Governance Committee held on 19 November 2024.
 2. Notes that the annual indexed prudential report threshold will be published annually in an E-News to Council Members as well as on the City of Adelaide’s [Doing business with Council](#) web page.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Compliance with Section 48 of the <i>Local Government Act 1999 (SA)</i> .
Opportunities	Compliance with the policy may lead to further risk identification and opportunities for risk mitigation; and greater value for money outcomes.
24/25 Budget Allocation	Not as a result of this report
Proposed 25/26 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
24/25 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (e.g. maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

1. Section 48 of the *Local Government Act 1999 (SA)* (the Act) requires that “a council must develop and maintain prudential management policies, practices and procedures for the assessment of projects to ensure that the council:
 - 1.1. acts with due care, diligence, and foresight; and
 - 1.2. identifies and manages risks associated with a project; and
 - 1.3. makes informed decisions; and
 - 1.4. is accountable for the use of council and other public resources.”
2. Council has continued to comply with its prudential reporting requirements pursuant to Section 48 of the Act.
3. The recent Local Government Reforms saw a change to the Act whereby, under Section 126(4)(i), the Audit Committee is required to review any report obtained by the Council under section 48.
4. The purpose of a Prudential Report is to ensure the Council has the necessary information to enable an informed decision to be made on whether or not to proceed with a project.
5. A prudential report is required under the Act where the City of Adelaide (or its subsidiaries):
 - 5.1. engages in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership, or other similar body):
 - 5.1.1 where the expected operating expenses calculated on an accrual basis of the Council over the ensuing five years is likely to exceed 20 per cent of the Council's average annual operating expenses over the previous five financial years (as shown in the Council's financial statements); or
 - 5.1.2 where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,000,000 (indexed, excluding GST); or
 - 5.1.3. where the Council considers that it is necessary or appropriate.
 - 5.2. a report is not required in relation to:
 - 5.2.1. road construction or maintenance; or
 - 5.2.2. drainage works.
 - 5.3. The prudential report threshold is set at 1 January each year, based on the preceding September CPI from the previous year.
6. While the Australian Bureau of Statistics (ABS) is responsible for measuring and reporting inflation, the ABS website directs users to the Reserve Bank of Australia (RBA) Inflation Calculator.
7. The ABS website direction to visit the RBA website is at:
<https://search.abs.gov.au/s/search.html?query=inflation+calculator&collection=abs-search&form=simple>
8. The RBA Inflation Calculator is at: <https://www.rba.gov.au/calculator/quarterDecimal.html>
9. The indexed Prudential Report Threshold in this Policy document will be reviewed every 12 months unless legislative or operational change occurs beforehand. The next review is required in 2025.
10. The revised indexed prudential report threshold will be published annually in an E-News to Council Members as well as on the City of Adelaide's [Doing business with Council](#) web page from January 2026.
11. The indexed amount from 1 January 2025 is \$5,931,769.72 referred to in paragraph 5.3 above and will be used as the basis for determining if a report is required under this policy during the 2025 calendar year.
12. The Policy will be reviewed in 2028 and presented to Council for adoption.

DATA AND SUPPORTING INFORMATION

Link 1 – Prudential Management Policy, endorsed by Council 14 Dec 2023

Link 2 – Tracked Changes version of the Prudential Management Policy

ATTACHMENTS

Attachment A – Prudential Management Policy (2024)

- END OF REPORT -

PRUDENTIAL MANAGEMENT POLICY

November 2024

Legislative

PURPOSE

The purpose of this policy is to ensure compliance with the City of Adelaide's legislative requirements and to outline the objectives of the City of Adelaide's prudential management practices and procedures for certain activities.

This policy is intended to apply to activities where the City of Adelaide (or its subsidiaries):

- (a) engage in any project (whether commercial or otherwise and including through a subsidiary or participation in a joint venture, trust, partnership or other similar body):
 - (i) where the expected operating expenses calculated on an accrual basis of the Council over the ensuing five years is likely to exceed 20 per cent of the Council's average annual operating expenses over the previous five financial years (as shown in the Council's financial statements); or
 - (ii) where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,000,000 (indexed, excluding GST); or
 - (iii) where the Council considers that it is necessary or appropriate.

This policy is not intended to apply to activities in relation to:

- (a) road construction or maintenance; or
- (b) drainage works.

Notes

- (a) the fact that a project is to be undertaken in stages does not limit the operation of this policy in relation to the project as a whole.
- (b) \$4,000,000 (indexed) means that that amount is to be adjusted for the purposes of this policy on 1 January of each year, starting on 1 January 2011, by multiplying the amount by a proportion obtained by dividing the CPI for the September quarter of the immediately preceding year by the CPI for the September quarter, 2009.

As of 1 January 2025, the indexed Prudential Report Threshold will be published each January on the City of Adelaide [Doing business with Council](#) web page. Councillors will be informed of the indexed Prudential Report Threshold annually through E-News.

STATEMENT

The City of Adelaide will ensure that it:

- (a) acts with due care, diligence and foresight; and
- (b) identifies and manages risks associated with a project; and
- (c) makes informed decisions; and
- (d) is accountable for the use of Council and other public resources, throughout its prudential management practices and procedures for certain activities.

Where the City of Adelaide is undertaking an activity for which this policy is intended to apply, the Council (elected members) must obtain and consider a report that addresses the prudential issues of the activity, including:

- (a) the relationship between the project and relevant strategic management plans;
- (b) the objectives of the development plan in the area where the project is to occur;
- (c) the expected contribution of the project to the economic development of the local area, the impact that the project may have on businesses carried on in the proximity and, if appropriate, how the project should be established in a way that ensures fair competition in the market place;
- (d) the level of consultation with the local community, including contact with persons who may be affected by the project and the representations that have been made by them, and the means by which the community can influence or contribute to the project or its outcomes;
- (e) if the project is intended to produce revenue, revenue projections and potential financial risks;
- (f) the recurrent and whole-of-life costs associated with the project including any costs arising out of proposed financial arrangements;
- (g) the financial viability of the project, and the short and longer term estimated net effect of the project on the financial position of the Council;
- (h) any risks associated with the project, and the steps that can be taken to manage, reduce or eliminate those risks (including by the provision of periodic reports to the chief executive officer and to the Council);
- (i) the most appropriate mechanisms or arrangements for carrying out the project;
- (j) if the project involves the sale or disposition of land, the valuation of the land by a qualified valuer under the *Land Valuers Act 1994*.

A report required pursuant to this policy must be prepared by a person whom the Council reasonably believes to be qualified to address the prudential issues set out in this policy. Engagement of the person to draft the report and facilitate its presentation to the Council is the responsibility of the project manager for the project the subject of the prudential report.

A report required pursuant to this policy must not be prepared by a person who has an interest in the relevant project (but may be prepared by a person who is an employee of the Council).

Note: refer to section 48(6a) – (6c) of the *Local Government Act 1999* (SA) for the purpose of identifying whether a person has an interest a project.

Application of this document

The Audit and Risk Committee is required to review each report and provide a recommendation to Council. The Council (elected members) must give reasonable consideration to a report prepared under this policy (and must not delegate the requirement to do so).

A report prepared pursuant to this policy must be available for public inspection at the principal office of the Council, once the Council has made a decision on the relevant project (and may be available at an earlier time unless the Council orders that the report be kept confidential until that time). However, the Council may take steps to prevent the disclosure of specific information in order to protect its commercial value or to avoid disclosing the financial affairs of a person (other than the Council).

OTHER USEFUL DOCUMENTS**Related documents**

- Nil

Relevant legislation

- Section 48 of the *Local Government Act 1999* (SA)

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Project: a new and discrete undertaking or activity that would involve the expenditure of money, deployment of resources, incurring or assuming a liability, or accepting an asset

Prudential Report Threshold: The current indexed amount where the expected capital cost of the project over the ensuing five years is likely to exceed \$4,000,000 (indexed, excluding GST)

ADMINISTRATIVE

As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.

The indexed Prudential Report Threshold in this Policy document will be reviewed every **12 months** unless legislative or operational change occurs beforehand. The next review is required in **2025**.

As of 1 January 2025, the indexed Prudential Report Threshold will be published each January on the City of Adelaide's [Doing business with Council](#) web page. Councillors will be informed of the indexed Prudential Report Threshold annually through E-News.

The next review of the Policy is required in 2028.

Review history:

PRUDENTIAL MANAGEMENT POLICY

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2018/13505	Council	27/02/2018	Decision ID#18298
ACC2021/173144			Updated as Policy identified out of date as per audit
ACC2023/153503	Council	28/11/2023	Updated to align with current indexation amount and date references.
ACC2024/157171	Council		Updated to reflect the publishing of the Prudential Report Threshold on the City of Adelaide website annually, and a review of the Policy every 4 years

Contact:

For further information contact the Finance & Procurement Program.

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