



CITY FINANCE AND GOVERNANCE COMMITTEE

Agenda and Reports

for the meeting on

Tuesday, 18 March 2025

at 6.00 pm

in the Colonel Light Room, Adelaide Town Hall

© 2025 City of Adelaide. All Rights Reserved.

Our Adelaide.
Bold.
Aspirational.
Innovative.

CITY FINANCE AND GOVERNANCE COMMITTEE
Meeting Agenda, Tuesday, 18 March 2025, at 6.00 pm

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

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 Leave of Absence - Councillor Li	
3.	Confirmation of Minutes - 18/2/2025 That the Minutes of the meeting of the City Finance and Governance Committee held on 18 February 2025, be taken as read and be confirmed as an accurate record of proceedings. View public 18 February 2025 Minutes	
4.	Declaration of Conflict of Interest	
5.	Deputations	
6.	Workshops	
6.1	2025/26 Business Plan & Budget - Review of Strategic Projects and Subsidiary Draft BP&Bs (ACMA and AEDA)	4 - 18
7.	Reports for Recommendation to Council	
7.1	Members Training and Development Plan	19 - 25
7.2	Redundant plans, policies and strategies	26 - 29
7.3	Debt Collection Policy Review	30 - 41
7.4	Treasury Policy, Future Fund and Investment Policy Review	42 - 73
7.5	Street Numbering Policy Review	74 - 99
7.6	2024/25 Q4 Forward Procurement Report	100 – 103

- 8. **Reports for Noting**
 Nil
- 9. **Closure**

2025/26 Business Plan & Budget - Review of Strategic Projects and Subsidiary Draft BP&Bs (ACMA and AEDA)

Tuesday, 18 March 2025
City Finance and Governance Committee

Presenter: Anthony Spartalis,
Chief Operating Officer

Strategic Alignment - Our Corporation

Public

PURPOSE OF WORKSHOP

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

The Committee is asked to provide feedback on the draft budgets for Adelaide Central Market Authority (ACMA) and Adelaide Economic Development Agency (AEDA), and a prioritised list of proposed strategic projects.

The workshop will outline:

- Subsidiaries Draft Business Plan & Budget 2025/26 (Chairs of ACMA and AEDA to speak)
- Strategic Projects prioritised by Administration - Presentation

Pre-Reading for workshop has been sent out through E-News on 14 March 2025 and is also linked below:

- Adelaide Central Market Authority Draft Business Plan & Budget 2025/26 [[Link 1](#)]
- Adelaide Economic Development Agency Draft Business Plan & Budget 2025/26 [[Link 2](#)]
- Budget bid 2025/26 business case summaries [[Link 3](#)]

KEY QUESTIONS

1. Are Council Members comfortable with the list of prioritised Strategic Projects for inclusion in the Draft 2025/26 Business Plan and Budget as presented by Administration?

- END OF REPORT -

Our Corporation

2025/26 Business **Plan and Budget**

Subsidiary Draft Business Plan
and Budgets – ACMA and
AEDA, Proposed Strategic
Projects

18 March 2025

Anthony Spartalís, Chief Operating Officer

Introduction

Building a Business Plan and Budget



Page 6

Date	Forum	Type	Theme	Topic	
3 Dec	Spec CFG	Workshop	Introduction	Introduction and process for building the 2025/26 BP&B – parameters and priorities (as per LTFP and Strategic Plan)	✓
10 Dec	CEO Briefing	Workshop	Budget	Current position (LTFP, precommitments, retimes) and Subsidiary budget allocations (also launch member bids)	✓
11 Feb	CEO Briefing	Workshop	Plan and Budget	The build of the 2025/26 BP&B – assumptions, set 25/26 priorities and revenue levers	✓
21 Feb	ARC	Presentation	Plan and Budget	The 2025/26 BP&B – priorities, parameters, assumptions and current position	✓
11 Mar	Spec CFG	Workshop	Budget	Operating Budget review – ESCOSA Findings, base budget, service changes, Strategic Projects allocation to strategies/plans and member ideas	✓
18 Mar	CFG	Workshop	Plan	Review of Strategic Projects and Subsidiary Draft BP&Bs (ACMA and AEDA)	
25 Mar	Spec CFG	Workshop	Plan	Review of Capital Projects	
1 Apr	Spec CFG	Workshop	Plan and Budget	Final review of budgets and projects	
11 Apr	ARC	Presentation	Draft BP&B	Draft 2025/26 BP&B - update	
15 Apr 22 Apr	CFG Council	Report	Draft BP&B	Draft 2025/26 BP&B for community consultation purposes	
29 Apr – 20 May	N/A	Public	Consultation	Community Consultation (including presentation of Draft 2025/26 BP&B to Subsidiary boards)	
27 May	Council	Public	Consultation	Special hearing for public consultation	
10 Jun	Council	Report	Consultation	Receipt of submissions	
17 Jun 24 Jun	CFG Council	Report	Final BP&B	Final 2025/26 BP&B	

What We Heard

- Agreement to continue commitment to:
 - Fund upgrade to community buildings in the Park Lands
 - Service borrowings
 - Adequately fund AEDA to deliver on its Strategic Plan and the Economic Development Strategy
 - Apportion growth on new developments to fund increased services and maintenance in future years.

Page 7

What This Requires

The target surplus to achieve a fully funded budget is currently \$8.541m

- Currently a (\$0.561m) shortfall to achieve this surplus, that will need to be funded through:
 - Reduction in discretionary spending on council provided grants and sponsorships
and/or
 - Reduction in the allocation for Strategic Projects
- Feedback on the level of funding proposed for allocation to AEDA

Adelaide Central Market Authority

Subsidiary Draft 2025/26 Business Plan and Budgets



ACMA – Self Funding Subsidiary

- ACMA generates its revenue source through leasing activities.
- During the One Market transition, ACMA requires funding support from CoA

Future funding model (ACMA)

- Stallholder renewal budget allocation to align to leasing arrangements as opposed to asset useful lives (commercial driven Renewals)
- Renewal of the building and other aspects to align to current Asset Management Plans and agreed service levels
- New and Upgrade allocation to align to future stallholder upgrades. Council to agree to an allocation, contingent on lease agreements within budget to be recognised on a quarterly basis

Page
8

\$'000s		2023/24 Actual		2024/25 Q2		2025/26 - Proposed	
Rates Revenue (excl RM Levy & Landscape Levy)		129,288	Proportion of rates	138,969	Proportion of rates	143,138	Proportion of rates
ACMA	Operations	(88)	0.0%	137	0.1%	141	0.1%
	Strategic Projects	0	0.0%	220	0.2%	939	0.7%
	Market Preparedness	0		399	0.3%	600	0.4%
	Total	(88)	0.0%	756	0.5%	1,680	1.2%
Strategic Projects	Pool	5,787	4.5%	7,928	5.7%	6,694	4.7%
ACMA	Share	0	0.0%	220	2.8%	939	14.0%

Adelaide Economic Development Agency

Subsidiary Draft 2025/26 Business Plan and Budgets



During the 2024/25 BP&B development process we heard from Council Members the proposal to provide the subsidiaries with a budget allocation.

% Based funding model (AEDA)

- A percentage of rate income to manage and prioritise the operating and strategic project budgets
- This would give autonomy to manage the delivery and strategic project prioritisation
- Retain competitive bid process for Capital Projects for AEDA as part of the entire organisation

Page 9

\$'000s		2023/24 Actual		2024/25 Q2		2025/26 - proposed		2025/26 - Board aspiration		Variance	
			Proportion of rates		Proportion of rates		Proportion of rates		Proportion of rates		Proportion of rates
Rates Revenue (excl RM Levy & Landscape Levy)		129,288		138,969		143,138		143,138			
AEDA	Operations	7,838	6.10%	8,065	5.80%	8,273	5.80%				
	Strategic Projects	1,053	0.80%	733	0.50%	637	0.40%				
	Total	8,891	6.90%	8,798	6.30%	8,910	6.20%	13,598	9.50%	(4,688)	(3.30%)
Strategic Projects	Pool	5,787	4.50%	7,928	5.70%	6,694	4.70%				
AEDA	Share	1,053	18.20%	733	9.20%	637	9.52%				

Adelaide Economic Development Agency

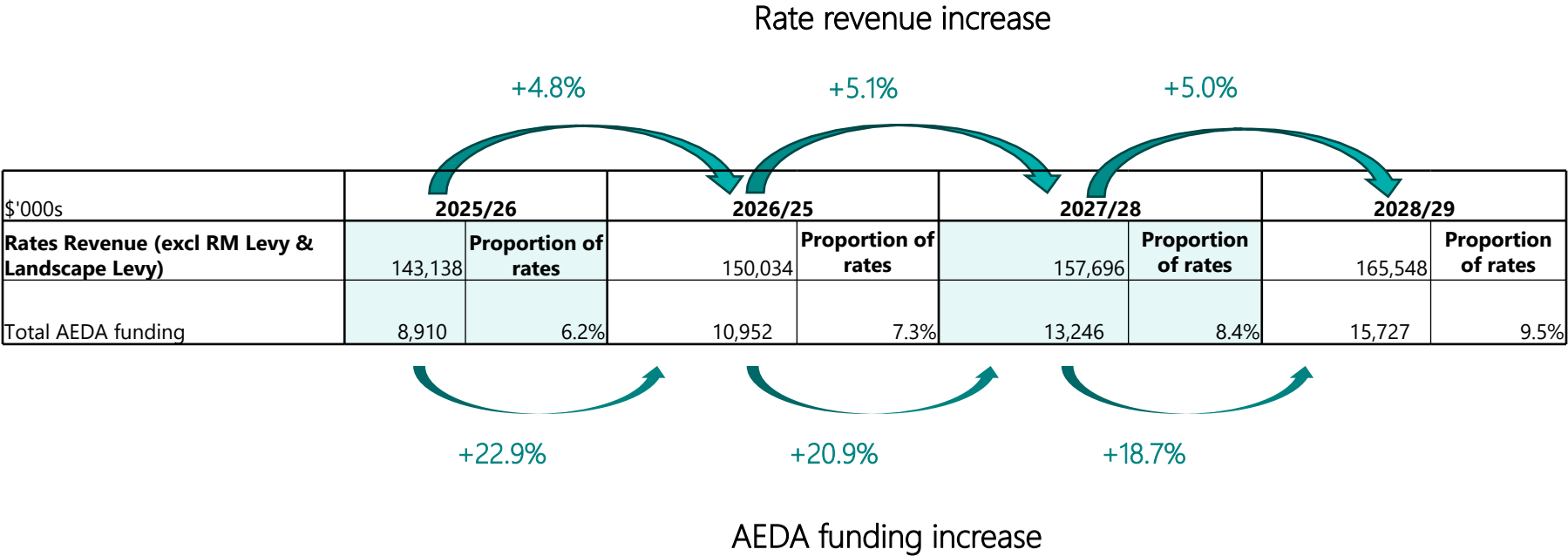
Subsidiary Draft 2025/26 Business Plan and Budgets



The endorsed AEDA Strategic Plan covers the periods 2024/25 to 2028/29

Impact of a 4-year transition to a 9.5% rate revenue allocation over the life of the Strategic Plan is outlined below

Page 10



Operating Budget

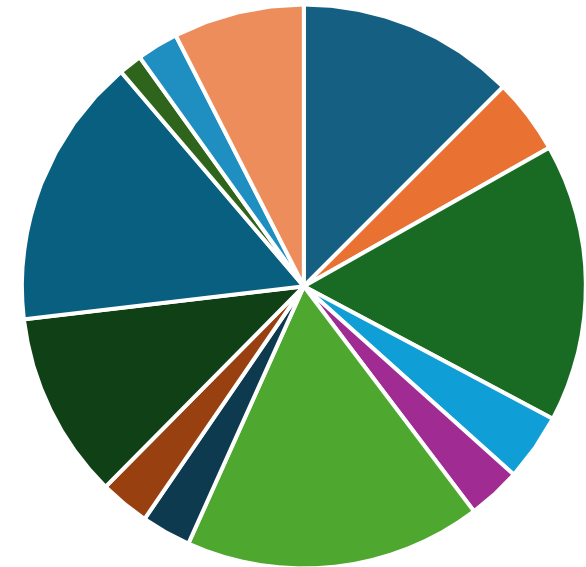
25-26 Projections Based on Current Assumptions

\$'000s	2025-26 Base	Strategic Projects	Capital Projects	Service Changes	Identified Savings / Opportunities	Revised Base	Adopted LTFP	Variance
Income								
Rates Revenues	154,908	-	-	-	-	154,908	154,896	12
Fees and Charges	87,368	170	328	-	319	88,185	86,341	1,844
Grants, Subsidies and Contributions	4,454	653	-	99	-	5,206	4,646	560
Other Income	1,047	-	-	-	-	1,047	1,218	(171)
Total Income	247,777	823	328	99	319	249,346	247,101	2,245
Expenses								
Employee Costs	89,394	1,249	-	605	-	91,248	88,853	(2,395)
Materials, Contracts & Other Expenses	79,978	(2,204)	78	164	(387)	77,629	77,757	128
Sponsorships, Contributions and Donations	5,600	1,778	-	-	(112)	7,266	6,334	(932)
Depreciation, Amortisation & Impairment	64,506	-	-	-	-	64,506	64,462	(44)
Finance Costs	717	-	-	-	-	717	3,626	2,909
Total Expenses	240,195	823	78	769	(499)	241,366	241,031	(335)
Operating Surplus / (Deficit)	7,582	-	250	(670)	818	7,980	6,070	1,910
Capital Program								
Renewal/Replacement of Assets	67,936	-	-	-	-	67,936	67,936	-
New and Upgraded Assets	39,119	-	(60)	-	-	39,059	39,119	60
Amounts received specifically for New and Upgraded Assets	-	-	(3,918)	-	-	(3,918)	-	3,918
Net outlays on Capital	107,055	-	(3,978)	-	-	103,077	107,055	(3,978)
Borrowings	58,245	-	(4,228)	670	(818)	53,869	94,834	40,965

* Targeted Position represents the funding surplus required to fund the Upgrade to Community Buildings in the Park Lands, service the borrowings, and apportion the growth on new developments to service increase in maintenance in future years

Proposed Strategic Project Allocation to Endorsed Strategies/Plans

Endorsed Strategies/Plans	Expenditure \$'000	% of Project Pool
ACMA Strategic Plan	939	12%
Adelaide Park Lands Management Strategy	325	4%
Asset Management Plan	1,200	16%
City Plan	290	4%
Disability Access and Inclusion Plan	230	3%
Economic Development Strategy*	1,280	17%
Heritage Strategy and Action Plan	213	3%
Homelessness Strategy	215	3%
Housing Strategy	806	11%
Integrated Climate Strategy	1,175	16%
Kadaltilla Strategic Plan	-	-
National Heritage Management Plan	100	1%
Stretch Reconciliation Action Plan	180	2%
Other Strategies	565	8%
Total (net of related revenue)	6,694	100%



■ ACMA Strategic Plan
 ■ Asset Management Plan
 ■ Disability Access and Inclusion Plan
 ■ Heritage Strategy and Action Plan
 ■ Housing Strategy
 ■ Kadaltilla Strategic Plan
 ■ Stretch Reconciliation Action Plan

■ Adelaide Park Lands Management Strategy
 ■ City Plan
 ■ Economic Development Strategy*
 ■ Homelessness Strategy
 ■ Integrated Climate Strategy
 ■ National Heritage Management Plan
 ■ Other Strategies

* Economic Development Strategy incorporates the AEDA Strategic Plan actions

Proposed Strategic Projects for Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
ACMA Strategic Plan			
Adelaide Central Maret Expansion Operational Readiness	-	-	939
Total	-	-	939
Adelaide Par Lands Management Strategy			
Master Plan for Helen Mayo Park	-	250	250
Prepare Key Biodiversity Area Management Plan for G S Kingston Park / Wirrarninithi (Par 23)	-	-	75
Total	-	250	325
Asset Management Plan			
Asset Condition Audit and Revaluation	-	-	1,200
Total	-	-	1,200
City Plan			
88 O'Connell	-	-	50
Planning and Design Code Amendment Program (Year 2)	-	-	100
City Plan Digital Tool (City of Adelaide Digital Explore - CoADE) – Software license and public website	-	-	140
Total	-	-	290
Disability Access and Inclusion Plan			
Positive Ageing Program – Pilot	0.8	-	100
Implementation of the Disability Access and Inclusion Plan 2024-2028 (Year 2), Employee training and scoping for a sensory-friendly space	-	-	130
Total	0.8	-	230

Proposed Strategic Projects for Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
Economic Development Strategy			
Bilingual Community Liaison Officer	1.0	-	93
City Activation – City-Wide Experiences and City Leveraging & Response	-	-	300
2026 Australia Day Partnership – Australia Day Council of South Australia Incorporated	-	-	100
City of Adelaide website redevelopment	-	-	150
AEDA Allocation		-	637
Total	1.0	-	1,280
Heritage Strategy and Action Plan			
Tentative List Submission for the World Heritage Bid for Adelaide and its Rural Settlement Landscape	1.0	-	213
Total	1.0	-	213
Homelessness Strategy			
Homelessness Partnership with the Australian Alliance to End Homelessness for the Adelaide Zero Project	-	-	215
Total	-	-	215
Housing Strategy			
Implementation of the City of Adelaide Housing Strategy (Year 2) – Vacancy assessment	-	-	200
Adaptive Reuse City Housing Initiative (ARCHI) Three-year Investment Program	1.5	303	606
Total	1.5	303	806
Integrated Climate Strategy			
Update Climate Risk Assessment in line with public disclosure reporting requirements	-	-	75
Resilient Flood Planning – Visual Inspection and Survey and SMP	1.0	100	1,100
Total	1.0	100	1,175

Proposed Strategic Projects for Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
National Heritage Management Plan			
Implementing the National Heritage Management Plan (Year 2) – Document views and vistas	-	-	100
Total	-	-	100
Stretch Reconciliation Action Plan			
Annual Cultural Burn in the Park Lands	-	-	25
Aboriginal Trainee and Cadet Program	1.0	-	34
Talent Attraction / Retention	1.0	-	121
Total	2.0	-	180
No alignment to other Strategies			
Adelaide City Connector Bus Promotion	-	-	50
Cyber Security Uplift Phase 2	-	-	110
Future Libraries Business Cases	-	-	75
Review of Property Management	-	-	50
On-Street Parking Compliance Analytics	1.0	-	152
Parking Coordinator - On Street Paid Parking Control Changes	1.0	170	128
Total	2.0	-	565
TOTAL	9.3	823	7,518
NET		6,694	

Note: Some rounding occurs.

Other Strategic Projects Considered – Not Proposed for Inclusion in Draft 25/26 BP&B

Project	FTE	(\$'000)	
		Income	Expenditure
Asset Management Plan			
25/26 Major Bridge Maintenance Program	-	-	200
Conservation Management Plans – Bridges	-	-	60
Operation and Maintenance Manual for Torrens Weir	-	-	50
GIS System Update and 3D imagery	-	-	172
Standard Drawing Suite update	1.0	-	98
<i>Total</i>	<i>1.0</i>	<i>-</i>	<i>580</i>
City Plan			
Integrated Community Engagement	-	-	50
<i>Total</i>	<i>-</i>	<i>-</i>	<i>50</i>
Economic Development Strategy			
Christmas in the City Incentive Scheme	-	-	50
Economic Research & Data Analyst - 2 Year Contract	1.0	-	56
<i>Total</i>	<i>1.0</i>	<i>-</i>	<i>106</i>
Integrated Climate Strategy			
SA Power Networks LED Luminaire Upgrades	-	-	30
<i>Total</i>	<i>-</i>	<i>-</i>	<i>30</i>
Stretch Reconciliation Action Plan			
Cultural Policy: Development of Cultural Evaluation Framework (Cultural Dashboard 2.0)	-	-	25
Aboriginal Trainee and Cadet Program	-	-	183
<i>Total</i>	<i>-</i>	<i>-</i>	<i>208</i>
No alignment to other Strategies			
Parking Control Data - review and assessment phase	1.0	-	80
Parking ePermit Solution	-	-	85
Council Resolution - Budget Allocation Consideration - Clipper Ship (Council 11 March 2025)	-	-	30
<i>Total</i>	<i>1.0</i>	<i>-</i>	<i>195</i>

Are Council Members comfortable with the list of prioritised Strategic Projects for inclusion in the Draft 2025/26 Business Plan and Budget as presented by Administration?

Next Steps

Timeline and process



The proposed timelines seek to manage the process in an efficient and transparent manner.

- An updated list of the capital projects has been provided for discussion at the 25 March – Capital Projects Workshop
- A final review of budgets and projects will be presented 1 April 2025

Page 18

Date	Topic	
3 Dec	Introduction and process for building the 2025/26 BP&B – parameters and priorities (as per LTFP and Strat Plan)	✓
10 Dec	Current position (LTFP, precommitments, retimes) and Subsidiary budget allocations (also launch member bids)	✓
11 Feb	Building the 2025/26 BP&B – assumptions, set 25/26 priorities and revenue levers	✓
21 Feb	ARC - 2025/26 BP&B – priorities, parameters, assumptions and current position	✓
11 Mar	Operating Budget review – ESCOSA Findings, base budget, service changes, Strategic Projects allocation to strategies/plans and member ideas	✓
18 Mar	Review of Strategic Projects and Subsidiary Draft BP&Bs (ACMA and AEDA)	✓
25 Mar	Review of Capital Projects	
1 Apr	Final review of budgets and projects	
11 Apr	ARC - Draft 2025/26 BP&B - update	
15 Apr 22 Apr	Draft 2025/26 BP&B for community consultation purposes	
29 Apr – 20 May	Community Consultation (including presentation of Draft 2025/26 BP&B to Subsidiary boards)	
27 May	Special hearing for public consultation	
10 Jun	Receipt of submissions	
17 Jun 24 Jun	Final 2025/26 BP&B	

Members Training and Development Plan

Strategic Alignment - Our Corporation

Public

Tuesday, 18 March 2025

**City Finance and Governance
Committee**

Program Contact:

Rebecca Hayes, Associate
Director, Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

At its meeting on 26 November 2024, Council adopted its updated Council Member Training and Development Policy and noted that a forward training plan would be developed and provided to Council for review in early 2025.

On 4 February 2025, a survey was distributed to Council Members to assist in gauging Council Member interest in Local Government aligned training and development opportunities, including further training on the Mandatory Training subjects set by the Local Government Association SA Training Standards for Council Members.

Responses to the survey indicated training in relation to the following topics would be beneficial:

- Council Meetings and Procedures Refresher
- Legal Refresher
- Social Media Training
- Strategic Thinking
- Understanding Sustainable Debt (LGFA)
- Effective Community Engagement (IAP2)

A draft Council Member Training Plan has been prepared for the remainder of the Council Term, which will be subject to the 2025/26 Council Member Training and Development Budget Allocations, informed by the survey responses. It is proposed that the Social Media Training be undertaken prior to the end of the 2024/25 Financial Year in line with the remaining 2024/25 Council Member Training and Development budget allocation.

RECOMMENDATION

The following recommendation will be presented to Council on 25 March 2025 for consideration

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

1. Approves Administration confirming Social Media training for Council Members with Wallmans Lawyers for a date to be confirmed in April or May 2025, funded from the remaining 2024/25 Council Member Training and Development budget.
2. Notes the draft 2025/26 Council Member Training Plan as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025.
3. Notes that finalisation of the draft 2025/26 Council Member Training Plan as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025, is dependent on the adoption of the 2025/26 Business Plan and Budget.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation
Policy	Council Members Training and Development 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> <i>Local Government (General) Regulations 2013 (SA)</i>
Opportunities	Not as a result of this report
24/25 Budget Allocation	The 24/25 budget allocation for Council Member Training and Development is \$30,000. To date, \$23,654.29 has been spent, leaving a remaining allocation of \$6,345.71 for the 24/25 Financial Year. Proposed Social Media training in April/ May 2025 would use this remaining 2024/25 budget.
Proposed 25/26 Budget Allocation	The 25/26 Council Member Training and Development Budget Allocation is subject to the annual Business Plan and Budget Process.
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. At its meeting on 26 November 2024, Council adopted its updated Council Member Training and Development Policy and a commitment was made to present Council with a draft 2025/26 Council Member Training Plan in early 2025.
2. On 4 February 2025, a survey was distributed to Council Members to assist Administration in preparing the 2025/26 Council Member Training Plan, gauging areas of interest and self-identifying any knowledge gaps.
3. The survey requested that Council Members indicate whether further training on the Mandatory Training subjects, as determined by the Local Government Association SA (LGA), would be beneficial, including:
 - 3.1. Leadership Refresher
 - 3.2. Legal Refresher
 - 3.3. Council Meetings and Procedures Refresher
 - 3.4. Financial Management Refresher
4. The survey also provided an opportunity for Council Members to indicate their interest in optional training subjects in alignment with the LGA training framework, including:
 - 4.1. Media Training for Council Members
 - 4.2. Disability Access and Inclusion Awareness Training
 - 4.3. Diversity and Inclusion
 - 4.4. Reconciliation – Kaurna Cultural Learning
 - 4.5. Effective Community Engagement (IAP2)
 - 4.6. Effective Social Media Management
 - 4.7. Ethics in Leadership
 - 4.8. Strategic Thinking
 - 4.9. Understanding Sustainable Debt (LGFA)

Survey Results

5. Responses received indicated a preference for the following topics:
 - 5.1. Council Meetings and Procedures Refresher
 - 5.2. Legal Refresher
 - 5.3. Social Media Training
 - 5.4. Strategic Thinking
 - 5.5. Understanding Sustainable Debt (LGFA)
 - 5.6. Effective Community Engagement (IAP2)

Training Plan Development

6. The draft 2025/26 Council Member Training Plan has been informed by the survey and is broken down below to frame forward budget allocations.
 - 6.1. **Council Meetings and Procedures Refresher** - to assist Council Members in their comprehension of Council Meetings and Procedures as defined under the *Local Government Act 1999* (SA), the Local Government (Procedures at Meetings) Regulations 2013 (SA) and Council's Code of Practice for Meeting Procedures.
 - 6.1.1. Delivery method: Inhouse
 - 6.1.2. Proposed provider: Norman Waterhouse Lawyers
 - 6.1.3. Proposed timing: February 2026 (note – to be combined with Legal Refresher, 6.2 below)
 - 6.2. **Legal Refresher** - to assist Council Members in their comprehension of their legal obligations under the *Local Government Act 1999* (SA) and other relevant legislation, including but not limited to Conflicts of Interest, confidentiality, registers and returns, legal protections and oversight and behavioural standards.
 - 6.2.1. Delivery method: In house

- 6.2.2. Proposed provider: Norman Waterhouse Lawyers
- 6.2.3. Proposed timing: February 2026 (note – to be combined with Council Meetings and Procedures Refresher, 6.1 above)
- 6.3. **Social Media Training** - responsible use of social media as a Council Member and as an individual.
 - 6.3.1. Delivery method: Inhouse
 - 6.3.2. Proposed provider: Wallmans Lawyers
 - 6.3.3. Proposed timing: April/May 2025 (*using remaining 2024/25 Budget*)
- 6.4. **Strategic Thinking** - the Australian Institute of Management provides a short course option 'Applying Strategic Thinking'. This course can be a tailored in-house session, working with a facilitator to align the course with the City of Adelaide's strategic objectives and desired outcomes. The standard two-day course can be attended in person at their Adelaide campus.
 - 6.4.1. Delivery options:
 - 6.4.1.1. Inhouse (Tailored)
 - 6.4.1.2. In person – Adelaide Campus
 - 6.4.2. Proposed provider: Australian Institute of Management
 - 6.4.3. Proposed timing: In house / In person – September 2025
- 6.5. **Understanding Sustainable Debt** - tailored session to provide Council Members an in depth understanding regarding the responsible use of debt by the South Australian Local Government sector.
 - 6.5.1. Delivery method: Inhouse
 - 6.5.2. Proposed provider: Local Government Finance Authority
 - 6.5.3. Proposed timing: July/August 2025 (*in alignment with LTFP considerations*)
- 6.6. **Effective Community Engagement (IAP2)** - A tailored session facilitated by the International Association for Public Participation in relation to effective community engagement.
 - 6.6.1. Delivery method: Inhouse
 - 6.6.2. Proposed provider: IAP2
 - 6.6.3. Proposed timing: March / April 2026

Cost Sharing

- 7. To increase opportunities and assist in minimising costs to Council in relation to inhouse training options, Administration can where appropriate engage with metropolitan Councils to gauge their respective Council Members' interest in participating in larger group training sessions.

Other Considerations

- 8. Council Member Training and Development opportunities are undertaken in addition to the Council Member's standard commitments.
- 9. Administration received survey feedback suggesting subjects which may be beneficial to Council Members, including:
 - 9.1. Conflict Resolution and Negotiation
 - 9.2. Crisis Management and Emergency Response
 - 9.3. The Mechanics of Governments
 - 9.4. Policy Analysis and Development
 - 9.5. Technology and Digital Transformation
- 10. If members are interested in these subjects, Administration will investigate potential providers and options, update the draft 2025/26 Council Member Training Plan and report back to Council with updated costing information and timelines.

Next Steps

11. Administration will confirm dates with Council members and Wallmans Lawyers for the final training session for the 2024/25 Financial Year (Social Media) which has been previously identified as a training priority, using the remaining budget allocation for 2024/25 Council Member Training and Development.
 12. Once Council has adopted the 2025/26 Council Member Training and Development Budget Allocation through the annual Business Plan and Budget Process, Administration will present an updated 2025/26 Council Member Training Plan to Council for approval, including costs.
-

ATTACHMENTS

Attachment A – Draft Council Member Training Plan

2025/26 Council Member Training Plan

This Plan is prepared in accordance with Part 5 of the Council Member Training and Development Policy and is informed by the Local Government Association's Training Standards for Council Members Framework.

Timeframe	Subject	Details
2024/25 FY Budget Allocation		
April/May 2025	Social Media <i>Training in relation to the responsible use of social media in both the capacity as a Council Member and as an individual.</i>	Delivery method: Inhouse Proposed provider: Wallmans Lawyers Commitment: 2-hour session
2025/26 FY Budget Allocation		
July/August 2025 <i>(Pending LTFP dates)</i>	Understanding Sustainable Debt <i>A tailored session to provide Council Members with an in depth understanding regarding the responsible use of debt by the South Australian Local Government sector</i>	Delivery method: Inhouse Proposed provider: Local Government Finance Authority Commitment: 2-hour session
September 2025	Strategic Thinking <i>A tailored session aligned with the objectives of the CoA Strategic Plan</i>	Delivery method: Inhouse / In person Proposed provider: Australian Institute of Management Commitment: Inhouse TBC / In person – 2 day Course
February 2026	Council Meetings and Procedures Legal Obligations (Combined refresher) <i>A refresher training to assist Council Members in their comprehension of Council Meetings and Procedures as defined under the Local Government Act 1999 (SA), the Local Government (Procedures at Meetings) Regulations 2013 (SA) and Council's Code of Practice for Meeting Procedures and in their comprehension of their legal obligations under the Local Government Act 1999 (SA) and other relevant legislation, including but not limited to Conflicts of Interest, confidentiality, registers and returns, legal protections and oversight and behavioural standards.</i>	Delivery method: Inhouse Proposed provider: Norman Waterhouse Lawyers Commitment: 3-hour session
March/April 2026	Effective Community Engagement (IAP2)	Delivery method: Inhouse Proposed provider: IAP2



	<i>A tailored session facilitated by the International Association for Public Participation in relation to effective community engagement.</i>	Commitment: TBC
--	--	------------------------

DRAFT

Redundant plans, policies and strategies

Strategic Alignment - Our Corporation

Public

Tuesday, 18 March 2025

**City Finance and Governance
Committee**

Program Contact:

Rebecca Hayes, Associate
Director, Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

Council at its meeting on 26 November 2024 resolved “*That Council ask the Administration to review all City of Adelaide plans and strategies which are not consistent with the current Strategic Plan and recommend which of those plans and/or strategies need to be adjusted or formally discarded*”.

Administration has reviewed the suite of Plans and Strategies adopted by this and the previous Council, and assessed their alignment with the Strategic Plan 2024-2028.

This report recommends rescinding a number which are redundant or not aligned with the Strategic Plan 2024-28.

It also identifies additional Policy and Operating Guideline documents which are no longer relevant or have been superseded by documents already endorsed by Council, and which can therefore be rescinded.

Administration will continue to advise Council on Policy and Operating Guideline documents which are redundant or require updating throughout the remaining Council term.

RECOMMENDATION

The following recommendation will be presented to Council on 25 March 2025 for consideration

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

1. Notes the alignment of the current suite of Strategy and Plans documents to the Strategic Plan 2024-2028.
2. Notes the Strategies and Plans identified in paragraph 4 of the report to the City Finance and Governance Committee on the 18 March 2025 which are currently being, or will be soon, revised.
3. Approves making redundant the Strategic, Policy and Operating Documents as identified in paragraph 5 of the report to the City Finance and Governance Committee on the 18 March 2025.
4. Notes that administration will make redundant the documents as identified in paragraph 6 of the report to the City Finance and Governance Committee on the 18 March 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation “Create, maintain and integrate plans and policies that reflect and guide decision making and support our city and our community to thrive”
Policy	This report makes recommendations to make redundant select Strategies, Plans, Policies and Operating Guidelines, which have been superseded by recently endorsed documents.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Various legislation requires Council to maintain specific related Policy documents.
Opportunities	This report provides an opportunity for Council to re-consider the suite of Strategy and Plan documents, to ensure delivery against the Strategic Plan 2024-2028.
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. Council at its meeting on 26 November 2024 resolved “*That Council ask the Administration to review all City of Adelaide plans and strategies which are not consistent with the current Strategic Plan and recommend which of those plans and/or strategies need to be adjusted or formally discarded.*”
2. In the process of reviewing City of Adelaide Strategies and Plans a number of policy and operating guideline documents were identified which have also been superseded or are no longer relevant. It is recommended these also be made redundant.
3. The table below summarises the Strategic Management Plans (SMP), Strategies, and Plans adopted by current and previous Councils, and their primary alignment to the City of Adelaide Strategic Plan 2024-2028:

Document	Adopted	Type	Primary alignment*
Active City Strategy (2013 – 2023)	Previous Council	Strategy	Our Community
Adelaide Park Lands Management Strategy (2015-2025)	Previous Council	Strategy	Our Environment
Asset Management Plans	Current Council	SMP	Our Places
City Plan (2024 - 2036)	Current Council	SMP	Our Places
Community Land Management Plans	Current Council	Plan	Our Places
Cultural Strategy (2017-2023)	Previous Council	Strategy	Our Community
Customer Experience Strategy	Corporation	Strategy	Our Corporation
Disability Access and Inclusion Plan (2024 – 2028)	Current Council	Plan	Our Community
Dog and Cat Management Plan (2019 – 2024)	Previous Council	Plan	Our Places
Economic Development Strategy (2024-2028)	Current Council	Strategy	Our Economy
Heritage Strategy (2021-2036)	Previous Council	Strategy	Our Places
Homelessness Strategy – everyone’s business	Current Council	Strategy	Our Community
Housing Strategy – investing in our housing future	Current Council	Strategy	Our Community
Integrated Climate Strategy (2030)	Current Council	Strategy	Our Environment
International Relations Strategy	Previous Council	Strategy	Our Community
Long Term Financial Plan	Current Council	SMP	Our Corporation
Smart Move Transport and Movement Strategy (2012-2022)	Previous Council	Strategy	Our Places
Spatial Vision	Previous Council	Strategy	Our Places
Strategic Plan 2020-24	Previous Council	SMP	Our Corporation
Wellbeing Plan (2020-2025)	Previous Council	Plan	Our Community

* Most strategies and plans relate to more than one strategic objective, but the primary objective has been listed.

4. In response to Council’s decision, Administration advises that the following strategies and plans aligned to the Strategic Plan 2024-28 are currently being, or soon will be, reviewed, amended or incorporated into overarching documents:
 - 4.1. Active City Strategy (2013 – 2023)
 - 4.2. Adelaide Park Lands Management Strategy (2015 – 2025)
 - 4.3. Cultural Strategy (2017 – 2023)
 - 4.4. Customer Experience Strategy
 - 4.5. Dog and Cat Management Plan (2019 – 2024)
 - 4.6. International Relations Strategy
 - 4.7. Smart Move Transport and Movement Strategy
 - 4.8. Wellbeing Plan (2020 – 2025)

5. The following documents are redundant as they are no longer relevant or have been superseded by documents already endorsed by Council:
 - 5.1. *Adelaide Town Hall Lighting Operating Guideline*: Replaced by the *Civic Recognition and Protocol Policy* (adopted May 2024)
 - 5.2. *Civic Recognition Operating Guideline*: Replaced by the *Civic Recognition and Protocol Policy* (adopted May 2024)
 - 5.3. *Community Impact Grants & Strategic Partnerships Operating Guideline*: Replaced by the *Community Impact Grants Program Operating Guideline* (adopted October 2024)
 - 5.4. *Declaration of the City of Adelaide as a Nuclear Free Zone*: Replaced by the *Nuclear Weapons and Power Policy* (adopted October 2024)
 - 5.5. *Discretionary Rate Rebate Policy*: Replaced by the *Rate Rebate Policy* and *Rate Rebate Operating Guideline* (both adopted August 2022)
 - 5.6. *Flags and Banners Operating Guideline*: Replaced by the *Flags and Banners Policy* (adopted February 2024)
 - 5.7. *Homelessness, Social Housing & Housing Affordability Policy*: Replaced by the *Housing Strategy – investing in our housing future* and the *Homelessness Strategy – everyone’s business* (both adopted February 2024)
 - 5.8. *Spatial Vision*: Replaced by the *City Plan 2036* (adopted September 2024)
 - 5.9. *Separate Rate Operating Guideline*: Replaced by the *Rate Rebate Operating Guideline* (adopted August 2022)
 - 5.10. *Sponsorship Program Operating Guideline (AEDA)*: Replaced by the *Events and Festivals Sponsorship Program Operating Guideline* (adopted September 2024)
 - 5.11. *Standing Orders*: The components of the Standing Orders have been replaced by new Council Policy documents, or new legislation.
 - 5.12. *Strategic Plan 2020-2024*: Replaced by the *Strategic Plan 2024-2028* (adopted December 2023).
6. Administration will also be making redundant the following administrative operating guidelines under CEO delegation, as they are no longer relevant or have been superseded by other documents / processes:
 - 6.1. *Code of Conduct for Employees*: Replaced by the *Employee Behavioural Standards* (adopted November 2023)
 - 6.2. *Counterfeit Money Guideline*: Replaced by an internal process in ProMapp
 - 6.3. *COVID-19 Vaccination Operating Guideline*: Redundant as mandate has been revoked by Chief Executive Officer (in line with State Government directions).

ATTACHMENTS

Nil

- END OF REPORT -

Debt Collection Policy Review

Strategic Alignment - Our Corporation

Public

Tuesday, 18 March 2025

City Finance and Governance
Committee

Program Contact:

Nicole Van Berkel, Acting
Manager Finance & Procurement

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The Debt Collection Policy (the Policy) outlines the City of Adelaide's framework for providing credit for services rendered and the process for the recovery of debts owed (rates and non-rates).

Council adopted the current Policy in August 2022, and a scheduled review has been conducted. The current Policy is shown at [Link 1](#).

Minor amendments to wording and dates are recommended but no substantive changes to the Policy content are proposed. The proposed Debt Collection Policy with changes tracked is shown in **Attachment A**, and no track changes version is shown in **Attachment B**.

This report seeks Council adoption of the updated Debt Collection Policy.

RECOMMENDATION

The following recommendation will be presented to Council on 25 March 2025 for consideration

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

1. Adopts the updated Debt Collection Policy as per Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025.
2. Authorises the Chief Executive Officer (or delegate) to make minor, typographical, syntactical and technical updates to the Debt Collection Policy as contained in Attachment A to Item 7.3 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025 to finalise the document.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Create, maintain and integrate plans and policies that reflect, and guide decision making and support our city and our community to thrive.
Policy	This report proposes minor amendments to the wording of the Debt Collection Policy.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Not as a result of this report
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. The Debt Collection Policy (the Policy) is scheduled to be reviewed every two years. The most recent review of the Policy was undertaken in 2022 (current policy at [Link 1](#)).
2. The Policy will now be scheduled for review every four years in line with the term of Council.
3. This Policy sets out the Corporation's principles in relation to the provision of credit, and the management of rates and non-rates related debt.
4. The Policy applies to all Council business units and employees who are authorised to provide credit, invoicing and the recovery of monies owed to Council.
5. This Policy covers the issuing of credit for a comprehensive range of services provided by the City of Adelaide and its subsidiaries, which are purchased by a wide range of individuals and organisations.
6. The Policy objectives provide a framework within which debt recovery procedures can be undertaken for the City of Adelaide and its subsidiaries impartially, consistently and accountably.
7. All revenue sources are ratepayer monies and this policy seeks to ensure efficient and effective debt recovery, to minimise the additional financial burden on rate payers of uncollected debt.
8. The Policy has been reviewed with minor amendments made to wording and dates.
9. No substantive changes to the Policy content are required. A table of the changes and comments is shown below.

Debt Collection Policy (2025) Table of Key Changes and Comments

No	Page	Item	Change/Comment
1	1	Risk Management	Clarifying the parameters for credit and debt management.
2	1	Risk Management	Made reference to steps outlined in the Debt Collection Guideline.
3	4	Administrative	Update the next policy review date.
4	4	Review History	Update the review history table.

10. The updated Policy with changes tracked can be viewed at **Attachment A**.

DATA AND SUPPORTING INFORMATION

Link 1 – Current Debt Collection Policy (August 2022)

ATTACHMENTS

Attachment A – Debt Collection Policy (2025) – Tracked changes

Attachment B – Debt Collection Policy (2025) – No tracked changes

- END OF REPORT -

DEBT COLLECTION POLICY

~~9 August 2022~~ ~~23 March~~ ~~February~~ 2025

Non-legislative

PURPOSE

This Policy outlines the framework for how the City of Adelaide's credit is provided for services rendered and the process for the recovery of monies owed (debt).

STATEMENT

The City of Adelaide and its subsidiaries provide a comprehensive range of services which are purchased by many individuals and organisations. Where a service is provided prior to payment being received, a debt will be raised against a customer and remain a debt to Council until such time as it is paid in full.

Recovery of debts will be undertaken in a fair, equitable, consistent, and financially responsible manner. Collection processes must also consider requirements under the *Local Government Act 1999 (SA) (the 'Act')* and other relevant Acts/Regulations.

Parties who incur debts with the City of Adelaide should do so with the full expectation of meeting the payment terms prescribed.

Risk Management

Risk Management principles will underpin decisions made in relation to the provision of credit and debt management.

Council will undertake to:

- ~~require payment in advance for a provided service, and consider the provision of credit as an option~~ **Only when this is** payment in advance for a provided service is **not practical** ~~to do so consider the provision of credit as an option.~~

~~The City of Adelaide requires payment in advance for a provided service, and~~ **Only when this is not**

- reduce the risk of non-payment of a debt, through a credit application process and delivery of a structured collection and recovery process. [Refer For further information including the steps involved, refer to the Debt Collection Operating Guidelines.](#)

Provision of Credit

Where a service is to be provided prior to payment, this will give rise to a "provision of credit". This will require the establishment of a credit account for customers.

Council will undertake to:

- provide terms and conditions when this occurs and, when requested by Council, a credit application is to be provided to and completed by the individual/organisation that has received the service.

- confirm a customers' credit worthiness. Council may review their credit rating, references, and financial statements, and undertake a commercial credit risk assessment or other checks as deemed necessary.
- assess the appropriateness of bonds, deposits, personal guarantees and credit limits. In some cases, other steps may be taken to ascertain their ability to pay. The type of entity, i.e. for-profit and not-for-profit will also be considered.
- unless otherwise provided by legislation, not exceed trading terms of 30 days from the date of invoice.
- withdraw services to customers who have an overdue account where appropriate.

Invoicing

Council will undertake to:

- raise and manage Rate Notices in accordance with the *Local Government Act 1999 (SA)*.
- raise all other invoices in advance of or as soon as practical after services have been provided.

Debt Collection

The debt collection processes will be applied consistently with commercial business practices.

Council acknowledges that a change in financial circumstances and/or major life events can cause difficulty in making payment. If difficulties are anticipated or experienced, customers are encouraged to engage with Council promptly to discuss potential support options.

In application of Council Debt Collection practices:

- Fines and Interest may be applied to any invoices/notices not paid by the due date as provided for under an agreement or Section 181 of the *Local Government Act 1999 (SA)*.
- Council may take legal action to recover any overdue amounts. In general, legal action should only be instigated for debts that are greater than 90 days old. Legal action will not occur where a repayment plan has been agreed between the customer and Accounts Receivable team and the payment schedule is up to date.
- Council may sell land in accordance with *Section 184* of the *Local Government Act 1999* (if an amount payable by way of rates in respect of land has been in arrears for three years or more). A formal resolution of the Council is required before any sale of land (to recover rates and other charges) is commenced.

If the recovery of a debt is not possible under *Section 184* of the *Local Government Act 1999 (SA)* because of a rate being charged over a Council owned property which is subject to a lease agreement where the occupier is responsible for these charges, the general Debt Collection provisions of this Policy will apply to the debt and be enforced under *Section 144(2)* of the *Local Government Act 1999*. Refer Debt Collection Guideline.

Remission of Rates

Upon written application eligible ratepayers may be entitled to a partial remission of rates funded by the Council, to be considered on merit. This applies to ratepayers identified as experiencing financial hardship and should be considered for potential support in line with the *Financial Hardship Operating Guideline*.

If appropriate, and where possible, consideration will be given to flexible payment options under the following circumstances:

- **Postponement of Rates** under certain circumstances, ratepayers will be able to postpone payment of their rates. The postponed amount is subject to a monthly interest charge (prescribed in the *Local Government Act 1999 (SA)*) with the accrued debt being payable on the disposal or sale of the property. The debt may be paid at an earlier time at the ratepayer's discretion.
- **Discretionary Postponements** as determined by the Council, may be applied, as required, in cases of proven hardship, or other circumstances in accordance with *Section 182* of the *Local Government Act 1999 (SA)*.
- **Seniors Postponements** are governed by *Section 182A* of the *Local Government Act 1999 (SA)*. The Seniors Postponement does not affect eligibility for existing entitlements to Pensioner Concessions or Remissions.

Application for the postponement of rates should be made via Council's [Accounts Receivable Team](#). Council has the discretion to revoke the postponement, in which case Council must give the ratepayer at least thirty days written notice of the revocation before acting to recover rates affected by the postponement.

Bad Debt Write Off Bad Debts shall be written off in accordance with *Section 143* of the *Local Government Act 1999 (SA)*.

A write off must be approved by a delegated authority within the limits outlined on the Council's Delegations of Authority to Council Administration document.

Where the bad debt write-off exceeds the amount delegated to the CEO, a report will be sent to Council to approve the write off.

OTHER USEFUL DOCUMENTS

related documents

- Debt Collection Operating Guideline
- Financial Hardship Operating Guideline
- Privacy Policy
- Corporate Complaints Handling Guideline

relevant legislation

- *Local Government Act 1999 (SA)*
- *Local Government (Financial Management) Regulations 2011*

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Accounts Receivable, Sundry Debtors, Debt, Amount Outstanding, Amount Due, Amount Overdue – all refer to an amount owed to Council.

Customer – receiver of a service from Council.

Credit Note – a reversal or reduction of an original amount due to an overcharge or a fault in the goods or service provided.

Debt – refers to monies owed to Council.

Debt Collection – Are activities taken to recover monies owing to Council, including financial hardship assistance.

Debtor – any person, corporation, business or other entity owing money to Council.

Delegated Authority – a person so authorised in line with the Delegations of Authority to Council Administration.

Financial hardship: When a person or business is unable to meet their existing financial obligations for a period of time.

Service – includes goods supplied or delivered, admission, sale of items, hire of facilities or items, supply of information and any other matter which gives rise to a fee or charge being made by Council.

Write Off – action taken when all practical debt collection options have been exhausted to retrieve an outstanding debt owed to Council.

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 four years in line with the term out-of-council every 2 years unless legislative or operational change occurs beforehand. The next review is required in December June 2029764.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
<u>ACC2025/841Draft</u>	<u>Council</u>		<u>Correction to wording. No substantive content changes to content.</u>
ACC2022/64542	Council	09/08/2022	Inclusion of financial hardship provisions.
ACC2018/04470	Associate Director Finance and Procurement	14/05/2019	Minor amendments made to wording and transfer to new format. No change to content.
COCO2017/1726	Council	10/10/2017	Decision #18026
COCO2009/3711	Council	26/06/2009	Decision #8879

Contact:

For further information contact the Finance and Procurement ~~Business~~ Program

City of Adelaide
25 Pirie ~~Street~~^T, Adelaide, SA
GPO Box 2252 ADELAIDE SA 5001
+61 8 8203 7203
customerity@cityofadelaide.com.au

DEBT COLLECTION POLICY

*March 2025**Non-legislative*

PURPOSE

This Policy outlines the framework for how the City of Adelaide's credit is provided for services rendered and the process for the recovery of monies owed (debt).

STATEMENT

The City of Adelaide and its subsidiaries provide a comprehensive range of services which are purchased by many individuals and organisations. Where a service is provided prior to payment being received, a debt will be raised against a customer and remain a debt to Council until such time as it is paid in full.

Recovery of debts will be undertaken in a fair, equitable, consistent, and financially responsible manner. Collection processes must also consider requirements under the *Local Government Act 1999 (SA) (the 'Act')* and other relevant Acts/Regulations.

Parties who incur debts with the City of Adelaide should do so with the full expectation of meeting the payment terms prescribed.

Risk Management

Risk Management principles will underpin decisions made in relation to the provision of credit and debt management.

Council will undertake to:

- consider the provision of credit as an option **Only** when payment in advance for a provided service is not practical.
- reduce the risk of non-payment of a debt, through a credit application process and delivery of a structured collection and recovery process. For further information including the steps involved, refer to the *Debt Collection Operating Guidelines*.

Provision of Credit

Where a service is to be provided prior to payment, this will give rise to a "provision of credit". This will require the establishment of a credit account for customers.

Council will undertake to:

- provide terms and conditions when this occurs and, when requested by Council, a credit application is to be provided to and completed by the individual/organisation that has received the service.
- confirm a customers' credit worthiness. Council may review their credit rating, references, and financial statements, and undertake a commercial credit risk assessment or other checks as deemed necessary.

- assess the appropriateness of bonds, deposits, personal guarantees and credit limits. In some cases, other steps may be taken to ascertain their ability to pay. The type of entity, i.e. for-profit and not-for-profit will also be considered.
- unless otherwise provided by legislation, not exceed trading terms of 30 days from the date of invoice.
- withdraw services to customers who have an overdue account where appropriate.

Invoicing

Council will undertake to:

- raise and manage Rate Notices in accordance with the *Local Government Act 1999 (SA)*.
- raise all other invoices in advance of or as soon as practical after services have been provided.

Debt Collection

The debt collection processes will be applied consistently with commercial business practices.

Council acknowledges that a change in financial circumstances and/or major life events can cause difficulty in making payment. If difficulties are anticipated or experienced, customers are encouraged to engage with Council promptly to discuss potential support options.

In application of Council Debt Collection practices:

- Fines and Interest may be applied to any invoices/notices not paid by the due date as provided for under an agreement or Section 181 of the *Local Government Act 1999 (SA)*.
- Council may take legal action to recover any overdue amounts. In general, legal action should only be instigated for debts that are greater than 90 days old. Legal action will not occur where a repayment plan has been agreed between the customer and Accounts Receivable team and the payment schedule is up to date.
- Council may sell land in accordance with *Section 184* of the *Local Government Act 1999* (if an amount payable by way of rates in respect of land has been in arrears for three years or more). A formal resolution of the Council is required before any sale of land (to recover rates and other charges) is commenced.

If the recovery of a debt is not possible under *Section 184* of the *Local Government Act 1999 (SA)* because of a rate being charged over a Council owned property which is subject to a lease agreement where the occupier is responsible for these charges, the general Debt Collection provisions of this Policy will apply to the debt and be enforced under *Section 144(2)* of the *Local Government Act 1999*. Refer Debt Collection Guideline.

Remission of Rates

Upon written application eligible ratepayers may be entitled to a partial remission of rates funded by the Council, to be considered on merit. This applies to ratepayers

identified as experiencing financial hardship and should be considered for potential support in line with the *Financial Hardship Operating Guideline*.

If appropriate, and where possible, consideration will be given to flexible payment options under the following circumstances:

- **Postponement of Rates** under certain circumstances, ratepayers will be able to postpone payment of their rates. The postponed amount is subject to a monthly interest charge (prescribed in the *Local Government Act 1999 (SA)*) with the accrued debt being payable on the disposal or sale of the property. The debt may be paid at an earlier time at the ratepayer's discretion.
- **Discretionary Postponements** as determined by the Council, may be applied, as required, in cases of proven hardship, or other circumstances in accordance with *Section 182* of the *Local Government Act 1999 (SA)*.
- **Seniors Postponements** are governed by *Section 182A* of the *Local Government Act 1999 (SA)*. The Seniors Postponement does not affect eligibility for existing entitlements to Pensioner Concessions or Remissions.

Application for the postponement of rates should be made via Council's Accounts Receivable team. Council has the discretion to revoke the postponement, in which case Council must give the ratepayer at least thirty days written notice of the revocation before acting to recover rates affected by the postponement.

Bad Debt Write Off Bad Debts shall be written off in accordance with *Section 143* of the *Local Government Act 1999 (SA)*.

A write off must be approved by a delegated authority within the limits outlined on the Council's Delegations of Authority to Council Administration document.

Where the bad debt write-off exceeds the amount delegated to the CEO, a report will be sent to Council to approve the write off.

OTHER USEFUL DOCUMENTS

related documents

- Debt Collection Operating Guideline
- Financial Hardship Operating Guideline
- Privacy Policy
- Corporate Complaints Handling Guideline

relevant legislation

- *Local Government Act 1999 (SA)*
 - *Local Government (Financial Management) Regulations 2011*
-

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Accounts Receivable, Sundry Debtors, Debt, Amount Outstanding, Amount Due, Amount Overdue – all refer to an amount owed to Council.

Customer – receiver of a service from Council.

Credit Note – a reversal or reduction of an original amount due to an overcharge or a fault in the goods or service provided.

Debt – refers to monies owed to Council.

Debt Collection – Are activities taken to recover monies owing to Council, including financial hardship assistance.

Debtor – any person, corporation, business or other entity owing money to Council.

Delegated Authority – a person so authorised in line with the Delegations of Authority to Council Administration.

Financial hardship: When a person or business is unable to meet their existing financial obligations for a period of time.

Service – includes goods supplied or delivered, admission, sale of items, hire of facilities or items, supply of information and any other matter which gives rise to a fee or charge being made by Council.

Write Off – action taken when all practical debt collection options have been exhausted to retrieve an outstanding debt owed to Council.

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 **four years** in line with the term of Council unless legislative or operational change occurs beforehand. The next review is required in **2029**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2025/841	Council		Correction to wording. No substantive content changes
ACC2022/64542	Council	09/08/2022	Inclusion of financial hardship provisions.
ACC2018/04470	Associate Director Finance and Procurement	14/05/2019	Minor amendments made to wording and transfer to new format. No change to content.
COCO2017/1726	Council	10/10/2017	Decision #18026
COCO2009/3711	Council	26/06/2009	Decision #8879

Contact:

For further information contact the Finance and Procurement Program

City of Adelaide
25 Pirie Street, Adelaide, SA
GPO Box 2252 ADELAIDE SA 5001
+61 8 8203 7203
customer@cityofadelaide.com.au

Treasury Policy, Future Fund and Investment Policy Review

Strategic Alignment - Our Corporation

Public

Tuesday, 18 March 2025

City Finance and Governance
Committee

Program Contact: Nicole Van
Berkel, Acting Manager Finance
& Procurement

Approving Officer:
Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

Treasury Policy

The Treasury Policy (the Policy) objective is to ensure that Treasury activities are in accordance with legislative responsibilities under the *Local Government Act 1999 (SA)* (the Act).

Council adopted the current Policy in January 2022, and a scheduled review has been conducted. The current Policy is shown here [Link 1](#).

The review (including consideration of sections 123 and 134 of the Act) indicated no substantive amendments were needed at this time beyond clarity edits. However, a more comprehensive revision is planned for completion in the next 12 months which will consider refining:

- guidelines for managing the council's financial assets, liabilities, and cash flow;
- strategies for cash and debt management, borrowing, and investments (including financial instruments and counterparties).
- roles and responsibilities of finance staff involved in treasury activity
- risk management, compliance and monitoring and reporting processes.

The proposed Treasury Policy with tracked changes is shown in **Attachment A**. The proposed revised Treasury Policy is shown in **Attachment B**.

Future Fund and Investment Policy

The Future Fund & Investment Policy (the Policy) purpose is to provide:

- clarity on the purpose of Council's Future Fund, in particular the sources of contributions to for reinvestment;
- clarity on the type of investments Council will undertake in order to drive development of revenue streams in addition to rates income; and
- guidance for evaluation of investments to be considered by Council and ensure all investments are consistently measured for their financial return to Council.

Council adopted the current Policy in January 2022, and a scheduled review has been conducted. The current Policy is shown here [Link 2](#).

The review recommends no substantive amendments, but has clarified and simplified wording of the current policy, and proposes changing the policy name to **Future Fund Reserve Policy** to better reflect its scope.

The proposed Future Fund Reserve Policy with tracked changes is shown in **Attachment C**. The proposed revised Future Fund Reserve Policy is shown in **Attachment D**.

A table of the key changes and comments for both Policies is included in **Attachment E**.

This report seeks Council adoption of the updated Treasury Policy and updated Future Fund & Investment Policy (renamed Future Fund Reserve Policy).

RECOMMENDATION

The following recommendation will be presented to Council on 25 March 2025 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Adopts the updated Treasury Policy as contained in Attachment B to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025.
 2. Adopts the updated Future Fund Reserve Policy (formerly “Future Fund & Investment Policy”) as contained in Attachment D to Item 7.4 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025.
 3. Notes the table summarising changes made to the Treasury Policy and Future Fund Reserve Policy (formerly “Future Fund & Investment Policy”) as contained in Attachment E to Item 7.4 on the Agenda for the City Finance and Governance Committee held on 18 March 2025.
 4. Authorises the Chief Executive Officer (or delegate) to make minor, typographical, syntactical and technical updates to the Treasury Policy as contained in Attachment B, and the Future Fund Reserve Policy (formerly “Future Fund & Investment Policy”) as contained in Attachment D to Item 7.4 on the Agenda for the City Finance and Governance Committee held on 18 March 2025 to finalise the document.
-

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Create, maintain and integrate plans and policies that reflect, and guide decision making and support our city and our community to thrive.
Policy	This report proposes minor changes to the existing Treasury Policy. The review recommends no substantive amendments, but has clarified and simplified wording of the current policy, and proposes changing the policy name to Future Fund Reserve Policy to better reflect its scope.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Section 132A of the <i>Local Government Act 1999 (SA)</i> (the Act) requires Council to have appropriate policies, practices and procedures implemented and maintained in order- 1. to ensure compliance with any statutory requirements; and 2. to achieve and maintain standards of good public administration Section 123 of the Act authorises the entry into borrowings up to the amount specified in the annual business plan and budget. Section 134 of the Act defines the requirements around council borrowing and related financial arrangements.
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

Treasury Policy

1. The Treasury Policy (the Policy) is scheduled to be reviewed every two years. The most recent review of the Treasury Policy was in 2022.
2. The Policy will now be scheduled for review every four years in line with the term of Council.
3. The Policy defines and regulates Council's borrowing and related financial arrangements, and how this is to be conducted, guided by section 123 and section 134 of the *Local Government Act 1999 (SA)* (the Act).
4. The recent review (including consideration of relevant sections of the Act) indicated no substantive amendments were needed at this time beyond clarity edits. However a more comprehensive revision is planned for completion in the next 12 months which will consider reviewing and refining the following elements in the context of current and forecast economic, financial and budgetary circumstances:
 - 4.1. guidelines for managing the council's financial assets, liabilities, and cash flow to ensure optimal liquidity, minimise risk, and maximise financial returns;
 - 4.2. strategies for cash and debt management, borrowing, and investments (including criteria for selecting financial instruments and counterparties);
 - 4.3. roles and responsibilities of staff involved in treasury activity; and
 - 4.4. risk management procedures to mitigate interest rate, credit, and liquidity risks;
 - 4.5. compliance with legal and regulatory requirements;
 - 4.6. monitoring, reporting, and review processes to ensure transparency and accountability in treasury operations.
5. The updated Policy with tracked changes can be viewed at **Attachment A**.

Future Fund Reserve Policy (formerly Future Fund & Investment Policy)

6. The Future Fund & Investment Policy (the Policy) is scheduled to be reviewed every two years. The most recent review of the Policy was in 2022.
7. The Policy will now be scheduled for review every four years in line with the term of Council.
8. The purpose of this Policy is to define the operation of the Future Fund Reserve and defining the type of investments Council may undertake in order to drive development of revenue streams.
9. The review recommends no substantive amendments, but has clarified and simplified wording of the current policy, including the recognition of the Future Fund Reserve as an equity reserve, and proposes changing the policy name to Future Fund Reserve Policy to better reflect its scope.
10. The updated Policy with tracked changes can be viewed at **Attachment C**, and without tracked changes at Attachment D.

Summary of changes made to the two policies

11. Changes made to the Treasury Policy and the Future Fund Reserve Policy are summarised in a table of key changes and comments (**Attachment E**).

DATA AND SUPPORTING INFORMATION

Link 1 - Treasury Policy (January 2022) [Link 1](#).

Link 2 - Future Fund and Investment Policy (January 2022) [Link 2](#)

ATTACHMENTS

Attachment A –Treasury Policy – Tracked changes

Attachment B –Treasury Policy – Revised no tracked changes

Attachment C – Future Fund Reserve Policy (formerly “Future Fund & Investment Policy”) - Tracked changes

Attachment D – Future Fund Reserve Policy – Revised no tracked changes

Attachment E - Treasury Policy and Future Fund Reserve Policy (formerly “Future Fund & Investment Policy”) - table of key changes and comments

- END OF REPORT -

TREASURY POLICY

~~27-28~~ January-March 2022~~5~~

~~COUNCIL~~legislative

PURPOSE

The objective of the Treasury Policy is to ensure that Treasury activities are in accordance with its legislative responsibilities under the *Local Government Act 1999* [\(SA\)](#) and common law responsibilities and to ensure the long-term financial sustainability of Council. Treasury activities will therefore be managed to ensure the clear, prudent, cost-effective and comprehensive management of Council's financial risks while reflecting the needs of stakeholders.

Operational risk, arising from the management of financial risk, is implicitly addressed through this Policy and includes appropriate segregation of duties, maintenance of accurate records, reconciliation of key accounts, and monitoring of financial risk management activities by senior management and Council.

The key financial risks this policy seek to address are:

- Liquidity Risk
- Borrowing Risk
- Cash Investment Risk
- Interest Rate Risk
- Foreign Currency Risk
- Credit Risk.

STATEMENT

To achieve the purpose, financial risks are managed centrally to ensure alignment with Council's Strategic objectives. This enables Council to optimise access to debt capital and ensure that Treasury operates within a controlled environment.

In assessing and addressing risk the following must be considered:

- Council's 'risk appetite'
- 'User pays' and inter-generational equity principles
- The ability to service debt
- Speculative transactions are not permitted.

Application of this document

This document is approved by Council and no part of the document may be amended without Council approval.

The approved document includes the body of the document and any explanatory documents.

The policy is to be reviewed and approved by Council on a biennial basis.

The policy is applicable to the whole organisation including any wholly owned subsidiaries.

Type of Borrowings

Council's net borrowing requirements will be reviewed annually as part of the Business Plan and Budget development and update of the Long-Term Financial Plan.

Borrowings may be structured as a mixture of short and long-term, fixed and floating interest rates. Borrowings for revenue-generating investments should match the business case assumptions.

For administrative efficiency, surplus cash or short-term borrowings may be utilised during the construction phase of major projects, consistent with a holistic approach to cash management.

The level of overall borrowing that Council can sustain will consider the following:

- strategic planning for the future of the Council, covering short, medium and long-term spending and investment requirements
- current and estimated future revenues and the ability to increase the revenue stream through rates growth, user charges, additional grant funds or business activities
- that borrowings can be a critical component of the funding mix to enable Council to respond to immediate, unforeseen pressures, and to leverage future opportunities, including matching external grant funding for revenue generating assets, strategic infrastructure works, and non-revenue generating projects
- that the use of borrowings to fund capital expenditure can be effective in linking the payment for an asset to the successive ratepayer base who will benefit over the life of that asset. This user pays matching concept is known as inter-generational equity
- current and future funding needs for both operating and capital expenditures
- the 'risk appetite' of Council, as defined by Council's prudential limits
- that the achievement of a low level of debt or even debt free status should not be primary goals in and of themselves, rather that long-term financial strategies should aim for a financial structure where annual operational expenditure and asset renewals are met from annual funding sources such as rates, fees and charges or operating grants.

Prudential Limit

The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a physical monetary limit on the level of borrowings, an upper limit is determined through its financial indicators. When borrowing, Council will consider these financial indicators.

Council will **not** borrow funds when such borrowing would result in any of the following financial ratios being exceeded:

Interest Expense Ratio:	Maximum: 10% of general rates revenue
Leverage Test Ratio:	Maximum: 1.5 years of general rates revenue
Asset Test Ratio:	Maximum: 50% of saleable assets

These ratios are to be included in the Business Plan and Budget document adopted by Council.

Repayment of Borrowings

The term of borrowings should match the need for funds. Short-term borrowings (less than one year) may be used to manage seasonal cash flow fluctuations.

Longer-term borrowings are to be managed holistically and should be paid down in line with Council's Long-term Financial Plan.

As a guide, the debt term for each type of borrowing should be as follows:

- Council's capital requirements assume repayment of principle and interest over 20 years, including major infrastructure projects and land banking,
- Commercial Investment will assume repayment of principle and interest as defined in the business case.

Liquidity Risk Management

Council's bank account balance is to be kept at a level no greater than is required to meet immediate working capital requirements. Any surplus funds are to be applied to reduce debt or invested to generate interest income.

Council's net borrowing requirements will be reviewed annually as part of the Business Plan and Budget development and update of the Long-Term Financial Plan and following the quarterly re-forecasting of Budgets.

Council will hold, as a minimum, enough borrowing facilities to meet projected net debt levels for the next twelve months.

Total long-term borrowing facilities should be within the prudential limits calculated at the time facilities are sought.

Borrowing Risk Management

To manage the risk associated with Borrowings:

- Council approval is required for all new loans, as per Section 44 (3)(c) of the *Local Government Act 1999* [\(SA\)](#)
- Council's budget will limit borrowings and other forms of financial accommodation for a financial year up to an amount specified in the budget, as per Section 123 (7a) of the *Local Government Act 1999* (SA)
- Loans are to be provided by institutions with long term Standard ~~and~~ Poor's (or equivalent) credit ratings of 'A' (Authorised Borrowing Institutions) or better
- All new loans are to be tendered to at least three Authorised Borrowing Institutions.

Cash Investment Risk Management

Funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings, will be invested.

Cash investments must not be speculative in nature.

Without further approval from Council, cash investments are limited to 'approved investments', including:

- Deposits with the Local Government Finance Authority
- Bank accepted / endorsed bank bills
- Bank negotiable Certificate of Deposits
- Authorised Deposit Taking Institutions interest bearing deposits
- State / Commonwealth Government Bonds.

Of the cash Investments above, the investment spread must meet the following limits:

- Up to 100% of investments with A-1 rated (Standard ~~&and~~ Poor's, or equivalent) organisations
- Up to 25% of investments with A-2 rated (Standard ~~&and~~ Poor's, or equivalent) organisations for periods of 90 days or less, an
- No more than \$20,000,000 invested with any individual rated organisation.

Subject to compliance with legislation, Treasury Policy objectives and parameters; and a competitive return, the City of Adelaide will preference investment securities and financial institutions which do not invest in the fossil fuel industry.

Interest Rate Risk Management

- Borrowings will be held and managed on a holistic basis
- Borrowings may be structured as a mix of short and long-term loans with fixed and floating interest rates
- Investments and borrowings will be actively managed to minimise net interest costs
- Investments and borrowings should have a variety of maturity dates in order to spread exposure to interest rate movements and manage cash flow requirements.

Foreign Currency Risk Management

Potential sources of Council's foreign currency exposure include:

- Purchases of goods and services in a foreign currency
- Purchases of capital equipment priced in foreign currency, or subject to price change due to relative movements in exchange rates.

Foreign currency hedges (in the form of forward exchange contracts) may be used to mitigate the risks of significant adverse currency movements but must not be speculative in nature.

Foreign exchange options and other derivative instruments will not be used.

The Procurement function should notify Treasury as soon as any potential foreign currency exposures are identified. Foreign currency exposures in excess of AUD 100,000 must be hedged.

Hedges will be taken out with institutions holding a minimum Short-Term rating of A-2 or better, (Standard & Poor's or equivalent). Treasury must obtain quotes from at least two unrelated financial institutions, to ensure best value is achieved.

Credit Risk Management

Credit risk may arise from financial institutions with whom Council has borrowings or cash deposits, customers and members of the public who have a financial liability to Council, or suppliers contracted to deliver a service or project.

To mitigate avoidable credit risks:

- Borrowings will only be held with financial institutions with long-term Standard & Poor's (or equivalent) credit ratings of A or better
- Cash deposits will only be held with financial institutions with short-term Standard & Poor's (or equivalent) credit ratings of A-2 or better
- Where required by Procurement Policy, key suppliers will be subject to independent credit assessment (e.g. ~~Dun & Bradstreet report~~) prior to awarding new contracts
- Payments to suppliers in advance of delivery are subject to approval by Council's Procurement Manager.
- Councils debt collection guidelines ensure effective interventions to reduce events of credit to customers.

Authorised Arrangements

The Treasury function should actively seek to minimise the number of different bank accounts operated by Council or its business entities. Opening and closure of bank accounts may only proceed with written authorisation from the Chief Executive Officer.

All new borrowing arrangements will be approved by Council, as required by Section 44 (3)(c) of the *Local Government Act 1999* [\(SA\)](#). The power to borrow money cannot be delegated from the Council itself.

Council approval of borrowing requirements for the upcoming year is included in the Business Plan and Budget adoption. Details of the effects of the new borrowings on the applicable borrowing ratios are to be provided with the budget documentation, including the trend of these ratios in the Long-Term Financial Plan.

Where the required borrowing has increased following a Council approved quarterly re-forecast, this will constitute Council approval for the additional borrowings.

Reporting Requirements

Monthly a Borrowings & Cash Investments Summary will be provided to the Executive Leadership outlining the following:

- for each borrowing and cash investment - the balance of funds, its interest rate and maturity date, and changes in the balance since the previous report
- a summary of interest income and expenditure variance from budget for the month and year to date

- Prudential limit ratios monitored [daily-weekly](#) and reported at the end of each month
- a summary of foreign currency exposures, hedges in place at reporting date, and details of any new or executed hedges for the month and year to date.

Quarterly a report on borrowing and cash investment performance will be included as part of the quarterly budget review to Council. The report will highlight:

- for each borrowing and cash investment - the balance of funds, its interest rate and maturity date, and changes in the balance since the previous report
- the proportion of fixed interest rate and variable interest rate borrowings at the end of the reporting period
- a summary of interest income and expenditure variance from budget for the quarter and year to date
- Prudential limit ratios monitored daily and reported at the end of each quarter
- a summary of foreign currency exposures, hedges in place at reporting date, and details of any new or executed hedges for the quarter and year to date.

Prudential limit ratios are included in the Business Plan and Budget document adopted by Council.

Any breaches of the Prudential limits will be reported with remediation actions to CEO immediately and reported as part of the quarterly report on borrowing and cash investment performance.

OTHER USEFUL DOCUMENTS

related documents

- Future Fund [Reserves Policy](#) and [Investment Policy](#)
- Debt Collection Guidelines
- Procurement Policy

relevant legislation

- [Local Government Act \(SA\) 1999 \(SA\)](#)
- [Local Government \(Financial Management\) Regulations 2011](#)
- [Banking Act 1959 \(Cwlth\)](#)

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Asset Test Ratio: The percentage of total borrowings to Council's saleable property assets. Calculated as:

Total Borrowings/Total Saleable Property Assets

('Saleable Property Assets' = Total Real Property Assets LESS Landmark Public Buildings, Park Lands and Buildings on Park Lands)

Authorised Deposit Taking Institutions: financial institutions in Australia which are supervised by the Australian Prudential Regulation Authority (APRA) and authorised under the Banking Act 1959 (Cwlth) to accept deposits from the public.

Borrowing Risk: That Council is unable to secure borrowed funds when required.

Cash Investment Risk: Cash investment funds are not preserved resulting in Council suffering financial loss from investment activities.

Credit Risk: The risk of financial loss occurring from a counterparty in a transaction with Council being unable or unwilling to meet its obligations.

Foreign Currency Risk: The risk of financial loss due to variation in rates of exchange used to convert foreign currency transactions.

Interest Expense Ratio: Measures the affordability of Councils debt and articulates the proportion of Councils general rate income that is being used to service debt. Calculated as: *Interest Expense/General Rates Revenue*

Interest Rate Risk: The risk of financial loss from adverse movements in interest rates applicable to borrowings and/or cash investments.

Inter-Generational Equity: When assessing investment & borrowing decisions, the consideration given for the "generation of rate payers" who will derive the substantive benefits versus those who will ultimately pay (through Council rates and user charges).

Leverage Test Ratio: Provides a consistent basis to measure capacity to repay borrowings relative to general rates revenue. Calculated as: *Total Borrowings/General Rates Revenue*

Liquidity Risk: That Council have a lack of available funds to meet short-term financial commitments.

Standard & Poor's rating: A Standard & Poor's issued credit rating is a forward-looking opinion about the creditworthiness of an obligor with respect to a specific financial obligation, a specific class of financial obligations, or a specific financial program. Credit ratings issued can be either long-term or short-term.

Speculative Investment: An investment that carries a high level of risk of loss or is deemed hazardous to the Council.

Long-term Obligation Ratings

AAA

An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.

AA

An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.

A

An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

Short-term Obligation Ratings

A-1

A short-term obligation rated 'A-1' is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this

category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.

A-2

A short-term obligation rated 'A-2' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

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 for currency at least annually as part of the review of delegations.

This Policy document will be reviewed every **42** years in line with the term of council unless legislative or operational change occurs beforehand. The next review is required in January March 2024297.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
<u>ACC2025/TBD???</u>	<u>Council</u>	<u>25 March 2025???</u>	<u>Minor updates</u>
ACC2022/2800	Council	27/01/22 / 21513	Removal of Future Fund from this policy and minor edits.
ACC2020/173755	Council	10/11/20	Inclusion of Future Fund
ACC2020/89630	Council	23/6/20	Minor updates
ACC2018/163534	Council	11/12/18	Minor updates
ACC2014/30423	Council	22/10/13	Minor updates

Contact:

For further information contact the Finance and Procurement Program

City of Adelaide
25 Pirie Street, Adelaide, SA
GPO Box 2252 ADELAIDE SA 5001
+61 8 8203 7203
customerity@cityofadelaide.com.au

TREASURY POLICY

25 March 2025

legislative

PURPOSE

The objective of the Treasury Policy is to ensure that Treasury activities are in accordance with its legislative responsibilities under the *Local Government Act 1999 (SA)* and common law responsibilities and to ensure the long-term financial sustainability of Council. Treasury activities will therefore be managed to ensure the clear, prudent, cost-effective and comprehensive management of Council's financial risks while reflecting the needs of stakeholders.

Operational risk, arising from the management of financial risk, is implicitly addressed through this Policy and includes appropriate segregation of duties, maintenance of accurate records, reconciliation of key accounts, and monitoring of financial risk management activities by senior management and Council.

The key financial risks this policy seek to address are:

- Liquidity Risk
- Borrowing Risk
- Cash Investment Risk
- Interest Rate Risk
- Foreign Currency Risk
- Credit Risk.

STATEMENT

To achieve the purpose, financial risks are managed centrally to ensure alignment with Council's Strategic objectives. This enables Council to optimise access to debt capital and ensure that Treasury operates within a controlled environment.

In assessing and addressing risk the following must be considered:

- Council's 'risk appetite'
- 'User pays' and inter-generational equity principles
- The ability to service debt
- Speculative transactions are not permitted

Application of this document

This document is approved by Council and no part of the document may be amended without Council approval.

The approved document includes the body of the document and any explanatory documents.

The policy is to be reviewed and approved by Council on a biennial basis.

The policy is applicable to the whole organisation including any wholly owned subsidiaries.

Type of Borrowings

Council's net borrowing requirements will be reviewed annually as part of the Business Plan and Budget development and update of the Long-Term Financial Plan.

Borrowings may be structured as a mixture of short and long-term, fixed and floating interest rates. Borrowings for revenue-generating investments should match the business case assumptions.

For administrative efficiency, surplus cash or short-term borrowings may be utilised during the construction phase of major projects, consistent with a holistic approach to cash management.

The level of overall borrowing that Council can sustain will consider the following:

- strategic planning for the future of the Council, covering short, medium and long-term spending and investment requirements
- current and estimated future revenues and the ability to increase the revenue stream through rates growth, user charges, additional grant funds or business activities
- that borrowings can be a critical component of the funding mix to enable Council to respond to immediate, unforeseen pressures, and to leverage future opportunities, including matching external grant funding for revenue generating assets, strategic infrastructure works, and non-revenue generating projects
- that the use of borrowings to fund capital expenditure can be effective in linking the payment for an asset to the successive ratepayer base who will benefit over the life of that asset. This user pays matching concept is known as inter-generational equity
- current and future funding needs for both operating and capital expenditures
- the 'risk appetite' of Council, as defined by Council's prudential limits
- that the achievement of a low level of debt or even debt free status should not be primary goals in and of themselves, rather that long-term financial strategies should aim for a financial structure where annual operational expenditure and asset renewals are met from annual funding sources such as rates, fees and charges or operating grants.

Prudential Limit

The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a physical monetary limit on the level of borrowings, an upper limit is determined through its financial indicators. When borrowing, Council will consider these financial indicators.

Council will **not** borrow funds when such borrowing would result in any of the following financial ratios being exceeded:

Interest Expense Ratio:	Maximum: 10% of general rates revenue
Leverage Test Ratio:	Maximum: 1.5 years of general rates revenue
Asset Test Ratio:	Maximum: 50% of saleable assets

These ratios are to be included in the Business Plan and Budget document adopted by Council.

Repayment of Borrowings

The term of borrowings should match the need for funds. Short-term borrowings (less than one year) may be used to manage seasonal cash flow fluctuations.

Longer-term borrowings are to be managed holistically and should be paid down in line with Council's Long-term Financial Plan.

As a guide, the debt term for each type of borrowing should be as follows:

- Council's capital requirements assume repayment of principle and interest over 20 years, including major infrastructure projects and land banking,
- Commercial Investment will assume repayment of principle and interest as defined in the business case.

Liquidity Risk Management

Council's bank account balance is to be kept at a level no greater than is required to meet immediate working capital requirements. Any surplus funds are to be applied to reduce debt or invested to generate interest income.

Council's net borrowing requirements will be reviewed annually as part of the Business Plan and Budget development and update of the Long-Term Financial Plan and following the quarterly re-forecasting of Budgets.

Council will hold, as a minimum, enough borrowing facilities to meet projected net debt levels for the next twelve months.

Total long-term borrowing facilities should be within the prudential limits calculated at the time facilities are sought.

Borrowing Risk Management

To manage the risk associated with Borrowings:

- Council approval is required for all new loans, as per Section 44 (3)(c) of the *Local Government Act 1999 (SA)*
- Council's budget will limit borrowings and other forms of financial accommodation for a financial year up to an amount specified in the budget, as per Section 123 (7a) of the *Local Government Act 1999 (SA)*
- Loans are to be provided by institutions with long term Standard & Poor's (or equivalent) credit ratings of 'A' (Authorised Borrowing Institutions) or better
- All new loans are to be tendered to at least three Authorised Borrowing Institutions.

Cash Investment Risk Management

Funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings, will be invested.

Cash investments must not be speculative in nature.

Without further approval from Council, cash investments are limited to 'approved investments', including:

- Deposits with the Local Government Finance Authority
- Bank accepted / endorsed bank bills
- Bank negotiable Certificate of Deposits
- Authorised Deposit Taking Institutions interest bearing deposits
- State / Commonwealth Government Bonds.

Of the cash Investments above, the investment spread must meet the following limits:

- Up to 100% of investments with A-1 rated (Standard & Poor's, or equivalent) organisations
- Up to 25% of investments with A-2 rated (Standard & Poor's, or equivalent) organisations for periods of 90 days or less, and
- No more than \$20,000,000 invested with any individual rated organisation.

Subject to compliance with legislation, Treasury Policy objectives and parameters; and a competitive return, the City of Adelaide will preference investment securities and financial institutions which do not invest in the fossil fuel industry.

Interest Rate Risk Management

- Borrowings will be held and managed on a holistic basis
- Borrowings may be structured as a mix of short and long-term loans with fixed and floating interest rates
- Investments and borrowings will be actively managed to minimise net interest costs
- Investments and borrowings should have a variety of maturity dates in order to spread exposure to interest rate movements and manage cash flow requirements.

Foreign Currency Risk Management

Potential sources of Council's foreign currency exposure include:

- Purchases of goods and services in a foreign currency
- Purchases of capital equipment priced in foreign currency, or subject to price change due to relative movements in exchange rates.

Foreign currency hedges (in the form of forward exchange contracts) may be used to mitigate the risks of significant adverse currency movements but must not be speculative in nature.

Foreign exchange options and other derivative instruments will not be used.

The Procurement function should notify Treasury as soon as any potential foreign currency exposures are identified. Foreign currency exposures in excess of AUD 100,000 must be hedged.

Hedges will be taken out with institutions holding a minimum Short-Term rating of A-2 or better, (Standard & Poor's or equivalent). Treasury must obtain quotes from at least two unrelated financial institutions, to ensure best value is achieved.

Credit Risk Management

Credit risk may arise from financial institutions with whom Council has borrowings or cash deposits, customers and members of the public who have a financial liability to Council, or suppliers contracted to deliver a service or project.

To mitigate avoidable credit risks:

- Borrowings will only be held with financial institutions with long-term Standard & Poor's (or equivalent) credit ratings of A or better
- Cash deposits will only be held with financial institutions with short-term Standard & Poor's (or equivalent) credit ratings of A-2 or better
- Where required by Procurement Policy, key suppliers will be subject to independent credit assessment prior to awarding new contracts
- Payments to suppliers in advance of delivery are subject to approval by Council's Procurement Manager.
- Councils debt collection guidelines ensure effective interventions to reduce events of credit to customers.

Authorised Arrangements

The Treasury function should actively seek to minimise the number of different bank accounts operated by Council or its business entities. Opening and closure of bank accounts may only proceed with written authorisation from the Chief Executive Officer.

All new borrowing arrangements will be approved by Council, as required by Section 44 (3)(c) of the *Local Government Act 1999 (SA)*. The power to borrow money cannot be delegated from the Council itself.

Council approval of borrowing requirements for the upcoming year is included in the Business Plan and Budget adoption. Details of the effects of the new borrowings on the applicable borrowing ratios are to be provided with the budget documentation, including the trend of these ratios in the Long-Term Financial Plan.

Where the required borrowing has increased following a Council approved quarterly re-forecast, this will constitute Council approval for the additional borrowings.

Reporting Requirements

Monthly a Borrowings & Cash Investments Summary will be provided to the Executive Leadership outlining the following:

- for each borrowing and cash investment - the balance of funds, its interest rate and maturity date, and changes in the balance since the previous report
- a summary of interest income and expenditure variance from budget for the month and year to date

- Prudential limit ratios monitored weekly and reported at the end of each month
- a summary of foreign currency exposures, hedges in place at reporting date, and details of any new or executed hedges for the month and year to date.

Quarterly a report on borrowing and cash investment performance will be included as part of the quarterly budget review to Council. The report will highlight:

- for each borrowing and cash investment - the balance of funds, its interest rate and maturity date, and changes in the balance since the previous report
- the proportion of fixed interest rate and variable interest rate borrowings at the end of the reporting period
- a summary of interest income and expenditure variance from budget for the quarter and year to date
- Prudential limit ratios monitored daily and reported at the end of each quarter
- a summary of foreign currency exposures, hedges in place at reporting date, and details of any new or executed hedges for the quarter and year to date.

Prudential limit ratios are included in the Business Plan and Budget document adopted by Council.

Any breaches of the Prudential limits will be reported with remediation actions to CEO immediately and reported as part of the quarterly report on borrowing and cash investment performance.

OTHER USEFUL DOCUMENTS

related documents

- Future Fund Reserves Policy
- Debt Collection Guidelines
- Procurement Policy

relevant legislation

- *Local Government Act 1999 (SA)*
- *Local Government (Financial Management) Regulations 2011*
- *Banking Act 1959 (Cwlth)*

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Asset Test Ratio: The percentage of total borrowings to Council's saleable property assets. Calculated as:

Total Borrowings/Total Saleable Property Assets

('Saleable Property Assets' = Total Real Property Assets LESS Landmark Public Buildings, Park Lands and Buildings on Park Lands)

Authorised Deposit Taking Institutions: financial institutions in Australia which are supervised by the Australian Prudential Regulation Authority (APRA) and authorised under the Banking Act 1959 (Cwlth) to accept deposits from the public.

Borrowing Risk: That Council is unable to secure borrowed funds when required.

Cash Investment Risk: Cash investment funds are not preserved resulting in Council suffering financial loss from investment activities.

Credit Risk: The risk of financial loss occurring from a counterparty in a transaction with Council being unable or unwilling to meet its obligations.

Foreign Currency Risk: The risk of financial loss due to variation in rates of exchange used to convert foreign currency transactions.

Interest Expense Ratio: Measures the affordability of Councils debt and articulates the proportion of Councils general rate income that is being used to service debt. Calculated as: *Interest Expense/General Rates Revenue*

Interest Rate Risk: The risk of financial loss from adverse movements in interest rates applicable to borrowings and/or cash investments.

Inter-Generational Equity: When assessing investment & borrowing decisions, the consideration given for the "generation of rate payers" who will derive the substantive benefits versus those who will ultimately pay (through Council rates and user charges).

Leverage Test Ratio: Provides a consistent basis to measure capacity to repay borrowings relative to general rates revenue. Calculated as: *Total Borrowings/General Rates Revenue*

Liquidity Risk: That Council have a lack of available funds to meet short-term financial commitments.

Standard & Poor's rating: A Standard & Poor's issued credit rating is a forward-looking opinion about the creditworthiness of an obligor with respect to a specific financial obligation, a specific class of financial obligations, or a specific financial program. Credit ratings issued can be either long-term or short-term.

Speculative Investment: An investment that carries a high level of risk of loss or is deemed hazardous to the Council.

Long-term Obligation Ratings

AAA

An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.

AA

An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.

A

An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

Short-term Obligation Ratings

A-1

A short-term obligation rated 'A-1' is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this

category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.

A-2

A short-term obligation rated 'A-2' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

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 for currency at least annually as part of the review of delegations.

This Policy document will be reviewed every **4** years in line with the term of council unless legislative or operational change occurs beforehand. The next review is required in **2029**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2025/TBD	Council	25 March 2025	Minor updates
ACC2022/2800	Council	27/01/22 / 21513	Removal of Future Fund from this policy and minor edits.
ACC2020/173755	Council	10/11/20	Inclusion of Future Fund
ACC2020/89630	Council	23/6/20	Minor updates
ACC2018/163534	Council	11/12/18	Minor updates
ACC2014/30423	Council	22/10/13	Minor updates

Contact:

For further information contact the Finance and Procurement Program

City of Adelaide
 25 Pirie Street, Adelaide, SA
 GPO Box 2252 ADELAIDE SA 5001
 +61 8 8203 7203
customer@cityofadelaide.com.au

FUTURE FUND & INVESTMENT POLICY RESERVE POLICY

~~287~~ January ~~March~~ 2022 ~~25~~ non-legislative

PURPOSE

To provide:

- clarity on the purpose of Council's Future Fund. In particular, the source of contributions to Council's Future Fund Reserve for reinvestment;
- clarity on the type of investments Council will undertake in order to drive development of revenue streams in addition to rates income;
- ~~To provide~~ guidance for evaluation of investments to be considered by Council and ensure all investments are consistently measured for their financial return to Council.

STATEMENT

Purpose of the Fund

The Future Fund Reserve is intended to quarantine monies received from the net proceeds from the sale of assets. It is to ensure that proceeds are not directed towards operating costs of the Council but are rather re-invested into income generating investments that drive additional revenues/returns to the Council ~~in addition to rate income~~.

Nature of the Fund

Financial ~~Reserves in a financial sense~~ are an allocation of money set aside for specific future purposes ~~in future periods~~.

~~Generally, these funds will need~~ not have a separate bank account but will be separately and clearly identified in the balance sheet as an asset equity reserve.

~~Following As a policy principle the principles of this policy,~~ sale proceeds will be used to reduce overall Council borrowings and interest expenses, ~~which means that meaning~~ expenditure from the reserve fund funds may trigger necessary additional borrowing. will be re-borrowed when expenditure from the reserve fund is required.

If Council is in a positive cash position ~~and holds no borrowings with no debt~~ the funds will be held in an interest-bearing account in accordance with the Treasury Policy.

In accordance with accounting standards, the fund is not permitted to disclose a negative balance.

Contribution to the Fund

Council will regularly review the performance of its assets and will dispose of identified ~~non-performing under-performing~~ assets in accordance with the Acquisition and Disposal of Land and Assets Policy. Net proceeds ~~(proceeds net of sale expenses incurred)~~ from the sale of Council

assets, (such as from for example property sales) will be transferred and quarantined to at the Future Fund Reserve reserve fund.

The City of Adelaide acknowledges the Kaurna people as the Traditional Owners of the Country where the city of Adelaide is situated, and pays its respect to Elders past, present and emerging.

Accessing the Fund for Investment

The Future Fund Reserve will be used to fund strategic investments ~~of a strategic nature that which~~ will generate income for the Council into the future.

All requests to utilise funds from the ~~reserve fund~~ Future Fund Reserve will ~~be based on~~ require a business case: ~~The business case must which~~ clearly demonstrates the expected financial return to Council. This financial return will be assessed using clear evaluation criteria ~~as (detailed in the assessment of performing investments section of this policy).~~

~~The funds from the~~ Future Fund Reserve funds may be matched by external parties or by other funding mechanisms from Council ~~itself~~ provided the total investment expenditure meets the definition of investments. ~~By default the~~ Future Fund Reserve may partially fund an investment.

~~The use of the~~ Future Fund Reserve does not override Council obligations under its Prudential Management Policy, ~~and a~~ investment expenditure ~~on investments~~ should ~~ensure these fulfill these~~ obligations ~~are fulfilled~~.

Investments

Investments can be both tangible and intangible assets which generate income for the future. ~~Investments will not include those that are focused on capital appreciation only as they must return an income to Council.~~ The income returns must be clearly defined and assessed using consistent financial evaluation criteria.

The Future Fund will **not** be used to:

- fund operational expenditure
- fund asset renewal expenditure
- fund community investment that Council would otherwise perform

Investment considerations can include but are not limited to business operations, commercial assets and other physical assets that generate an income return to Council. Investments will not include those focused on capital appreciation only, as investments must return an income to Council. ~~Investments will not include those that are focused on capital appreciation only as they do not return an income to Council.~~

Assessment of Performing Investments

In addition to the requirements of Part 4 of the *Local Government Act* ~~(SA)~~ 1999 (SA), Council will ~~further utilise~~ use financial evaluation criteria ~~that will which~~ include consideration of strategic alignment, risk and financial sensitivity and scenario analysis, utilising tools such as NPV Net Present Value (NPV), Benefit-Cost Ratio (BCR), and Internal Rate of Return ~~(-BCR, IRR).~~

The evaluation will be performed by Finance ~~and~~ Procurement, and Strategic Property and Commercial Programs, ~~and who~~ may seek external advice on a ~~case by case~~ case-by-case basis.

Preferred solutions will be presented to Executive to provide approval or direction, and Council approval sought where relevant.

~~Many~~ Several factors need to be considered when deciding if an investment is performing. Performance will be determined by the appropriate discount rate used for financial evaluation. This will ensure that the rate of return deemed as performing is relevant to the particular type of investment. In addition an investment must consider the following criteria:

Strategic Alignment:

- Delivery of one or more of the strategic plan priorities
- Support for development of the City

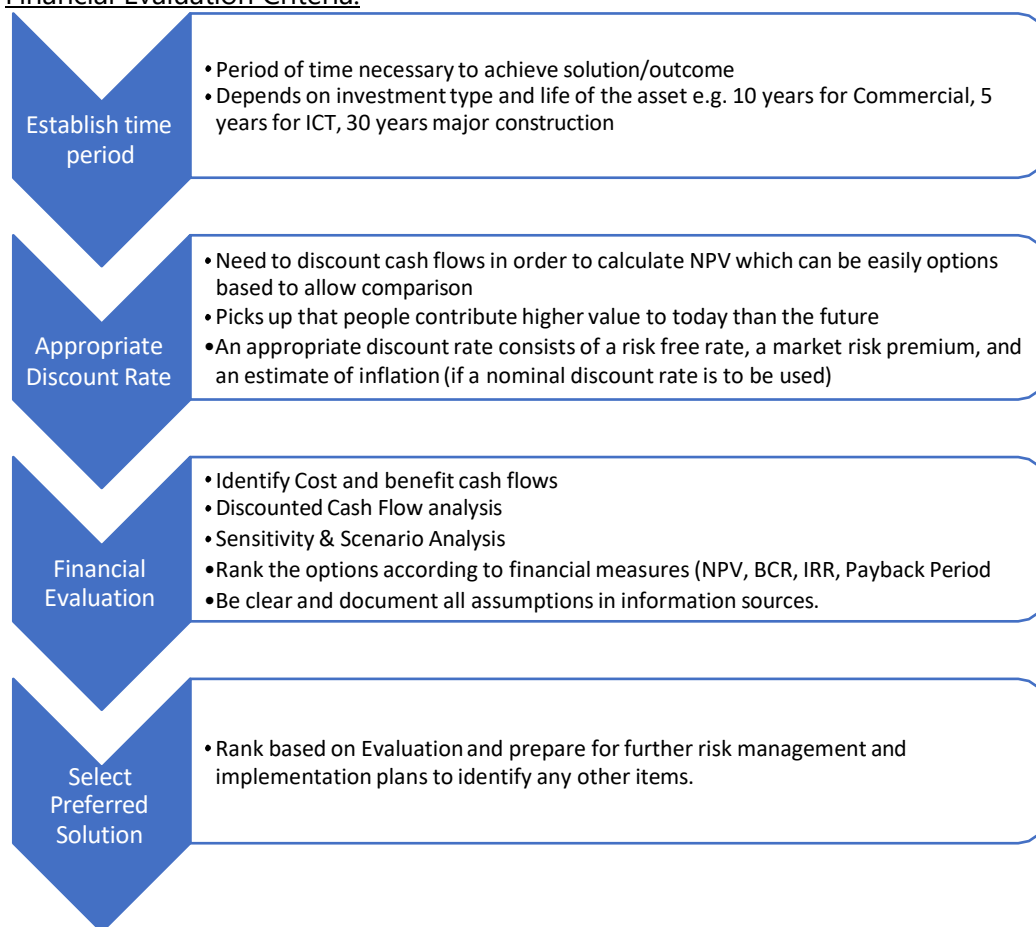
Timing:

- Time necessary for return to be generated or to achieve outcome
- Time required to hold the investment
- Period for which the investment is likely to be required

Risk assessment:

- Assessment against the Strategic Risk Register
- Stakeholder impact assessment
- Prudential review requirements

Financial Evaluation Criteria:



Ongoing Maintenance of the Fund

Given the purpose of the Fund is to quarantine monies, it is not intended to disburse income returns to the Fund to maintain it. The only source of income will be from asset sales and the only disbursements from the Fund will be for expenditure on income generating investments. In this respect the The Future Fund will exist only to the extent that proceeds ~~are continued~~ to be received from relevant asset sales (sale of under-performing assets), ~~as assets are continually reviewed for performance criteria.~~

Application of this document

Reporting Requirements

Due to the nature of the Future Fund, reporting ~~with regards to the~~ on borrowings impacts ~~on borrowings~~ will be provided in Council's Long Term Financial Plan ~~on an annual basis~~ annually. ~~Quarterly A~~ Quarterly Future Fund report ~~on Future Fund~~ will be included ~~as part of~~ with the quarterly budget review to Council. ~~With a~~ Any performance reporting on investments acquired ~~to will~~ be provided separately to Council as a part of commercial operations updates.

OTHER USEFUL DOCUMENTS

Related documents

- Acquisition and Disposal of Land and Assets Policy
- Treasury Policy
- Prudential Management Policy

Relevant legislation

- Local Government Act ~~(SA)~~ 1999 (SA)

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

~~Key word:~~ explanation

Investment: asset or item acquired with the goal of generating income

Under-Performing: when the performance of an investment fails to meet financial criteria as described in the evaluation criteria

BCR: Benefit Cost Ratio (the relationship between the relative costs and benefits of a proposed project/ initiative).

~~-IRR:~~ Internal Rate of Return (a measure of annual income from an investment expressed as a proportion of the original investment).

NPV: Net Present Value (difference between the present value of cash inflows and the present value of cash outflows over a period of time).

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 **42** years inline with the term of council unless legislative or operational change occurs beforehand. The next review is required in ~~January~~ March ~~2024~~**279**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
<u>ACC2025/TBD</u> 22 <u>2</u>	<u>Council</u>	<u>25 March</u> <u>2025</u> 222	<u>The review recommended no substantive amendments, but has clarified and simplified wording of the current policy, and proposes changing the policy name to <i>Future Fund Reserve Policy</i> to better reflect its scope.</u> <u>Minor Updates</u>
ACC2022/2799	Council	27/01/2022/ 21513	New Policy

Contact:

For further information contact the Finance ~~and~~ Procurement Program

City of Adelaide
25 Pirie Street, Adelaide, SA
GPO Box 2252 ADELAIDE SA 5001
+61 8 8203 7203
citycustomer@cityofadelaide.com.au

FUTURE FUND RESERVE POLICY

*March 2025**non-legislative*

PURPOSE

To provide:

- clarity on the purpose of Council's Future Fund. In particular, the source of contributions to Council's Future Fund Reserve for reinvestment;
- clarity on the type of investments Council will undertake in order to drive development of revenue streams in addition to rates income;
- guidance for evaluation of investments to be considered by Council and ensure all investments are consistently measured for their financial return to Council.

STATEMENT

Purpose of the Fund

The Future Fund Reserve is intended to quarantine monies received from the net proceeds from the sale of assets. It is to ensure that proceeds are not directed towards operating costs of the Council but are rather re-invested into income generating investments that drive additional revenues/returns to the Council.

Nature of the Fund

Financial reserves are an allocation of money set aside for specific future purposes.

These funds need not have a separate bank account but will be separately and clearly identified in the balance sheet as an equity reserve.

As a policy principle, sale proceeds will be used to reduce overall Council borrowings and interest expenses, meaning expenditure from the reserve fund may trigger necessary additional borrowing.

If Council is in a positive cash position with no debt the funds will be held in an interest-bearing account in accordance with the Treasury Policy.

In accordance with accounting standards, the fund is not permitted to disclose a negative balance.

Contribution to the Fund

Council will regularly review the performance of its assets and will dispose of identified under-performing assets in accordance with the Acquisition and Disposal of Land and Assets Policy. Net proceeds from the sale of Council assets, (for example property sales) will be transferred and quarantined to the Future Fund Reserve.

The City of Adelaide acknowledges the Kaurna people as the Traditional Owners of the Country where the city of Adelaide is situated, and pays its respect to Elders past, present and emerging.

Accessing the Fund for Investment

The Future Fund Reserve will be used to fund strategic investments which will generate income for the Council into the future.

All requests to utilise funds from the Future Fund Reserve will require a business case which clearly demonstrates the expected financial return to Council. This financial return will be assessed using clear evaluation criteria (detailed in the assessment of performing investments section of this policy).

Future Fund Reserve funds may be matched by external parties or by other funding mechanisms from Council provided the total investment expenditure meets the definition of investments. The Future Fund Reserve may partially fund an investment.

Use of the Future Fund Reserve does not override Council obligations under its Prudential Management Policy. All investment expenditure should fulfill these obligations.

Investments

Investments can be both tangible and intangible assets which generate income for the future. The income returns must be clearly defined and assessed using consistent financial evaluation criteria.

The Future Fund will **not** be used to:

- fund operational expenditure
- fund asset renewal expenditure
- fund community investment that Council would otherwise perform

Investment considerations can include but are not limited to business operations, commercial assets and other physical assets that generate an income return to Council. Investments will not include those focused on capital appreciation only, as investments must return an income to Council.

Assessment of Performing Investments

In addition to the requirements of Part 4 of the *Local Government Act 1999 (SA)*, Council will use financial evaluation criteria which include consideration of strategic alignment, risk and financial sensitivity and scenario analysis, utilising tools such as Net Present Value (NPV), Benefit-Cost Ratio (BCR), and Internal Rate of Return (IRR).

The evaluation will be performed by Finance and Procurement, and Strategic Property and Commercial Programs, who may seek external advice on a case-by-case basis.

Preferred solutions will be presented to Executive to provide approval or direction, and Council approval sought where relevant.

Several factors need to be considered when deciding if an investment is performing. Performance will be determined by the appropriate discount rate used for financial evaluation. This will ensure that the rate of return deemed as performing is relevant to

the particular type of investment. In addition an investment must consider the following criteria:

Strategic Alignment:

- Delivery of one or more of the strategic plan priorities
- Support for development of the City

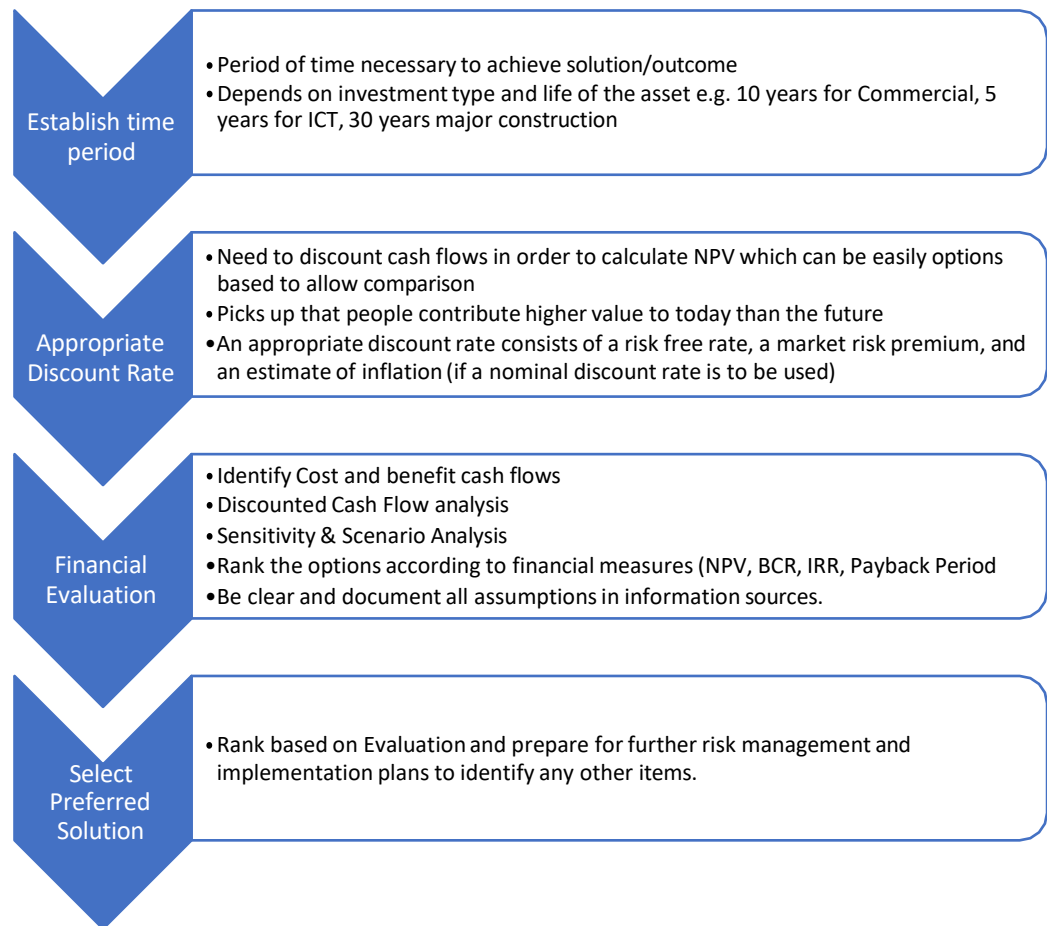
Timing:

- Time necessary for return to be generated or to achieve outcome
- Time required to hold the investment
- Period for which the investment is likely to be required

Risk assessment:

- Assessment against the Strategic Risk Register
- Stakeholder impact assessment
- Prudential review requirements

Financial Evaluation Criteria:



Ongoing Maintenance of the Fund

Given the purpose of the Fund is to quarantine monies, it is not intended to disburse income returns to the Fund to maintain it. The only source of income will be from asset sales and the only disbursements from the Fund will be for expenditure on income generating investments. The Future Fund will exist only to the extent that proceeds continue to be received from relevant asset sales (sale of under-performing assets).

Application of this document

Council will undertake to ensure:-

- Net proceeds from the disposal of underperforming assets are quarantined in the Future Fund.
- Access to the fund is granted for investments that generate future incomes to Council
- Consistent evaluation of investments to inform decisions of Council
- Returns from investments are maintained at an approved threshold.

Reporting Requirements

Due to the nature of the Future Fund, reporting on borrowings impacts will be provided in Council's Long Term Financial Plan annually. A Quarterly Future Fund report will be included with the quarterly budget review to Council. Any performance reporting on investments acquired will be provided separately to Council as a part of commercial operations updates.

OTHER USEFUL DOCUMENTS

Related documents

- Acquisition and Disposal of Land and Assets Policy
- Treasury Policy
- Prudential Management Policy

Relevant legislation

- *Local Government Act 1999 (SA)*

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Investment: asset or item acquired with the goal of generating income

Under-Performing: when the performance of an investment fails to meet financial criteria as described in the evaluation criteria

NPV: Net Present Value (difference between the present value of cash inflows and the present value of cash outflows over a period of time).

BCR: Benefit Cost Ratio (the relationship between the relative costs and benefits of a proposed project/ initiative).

IRR: Internal Rate of Return (a measure of annual income from an investment expressed as a proportion of the original investment).

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 **4** years in line with the term of council unless legislative or operational change occurs beforehand. The next review is required in **2029**.

Review history:

Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2025/TBD	Council	25 March 2025	The review recommended no substantive amendments but has clarified and simplified wording of the current policy, and proposes changing the policy name to <i>Future Fund Reserve Policy</i> to better reflect its scope.
ACC2022/2799	Council	27/01/2022/ 21513	New Policy

Contact:

For further information contact the Finance and Procurement Program

City of Adelaide
 25 Pirie Street, Adelaide, SA
 GPO Box 2252 ADELAIDE SA 5001
 +61 8 8203 7203
customer@cityofadelaide.com.au

Attachment C - Treasury Policy and Future Fund & Investment Policy (2025) Table of Key Changes and Comments

Treasury Policy

No	Page	Item	Change/Comment
1	3	Borrowing Risk Management	Inserted section 123 (7a) from November 2023 LG Act reform – reflect Council's budget will limit annual borrowing and other forms of financial accommodation
2	3	Cash investment Risk Management	Changed '&' symbol to 'and' for consistency
3	5	Credit Risk Management	Removed example as it is irrelevant
4	7	Relevant Legislation	Inserted ' <i>Banking Act 1959 (Cwlth)</i> '
5	7	Glossary	Inserted ' <i>Banking Act 1959 (Cwlth)</i> '
6	9	Administrative	Changed review of Policy document to be '...every 4 years in line with term of Council... and updated year to '...in 2029.'

Future Fund Reserve Policy (formerly Future Fund & Investment Policy)

No	Page	Item	Change/Comment
1		Global updates	<ul style="list-style-type: none"> Changed the title of the policy to 'Future Fund Reserve Policy' and all references of the policy to 'Future Fund Reserve' Grammatical and language changes updated throughout the document to support full review and greater clarity
2	1	Nature of fund	Replace word 'asset' with 'equity reserve' to clarify the recognition of the Future Fund Reserve
3	1	Contribution to the fund	Replace word 'non-performing' to 'under-performing' asset
4	2	Assessment of performing Investment	Moved acronym 'SA' from the front to the after the Act year
5	2	Assessment of performing Investment	Expanded the acronym for NPV, BCR and IRR to Net Present Value (NPV), Benefit-Cost Ratio (BCR), and Internal Rate of Return (IRR)
6	2	Assessment of performing investment	Extend the program to include 'procurement' as part of evaluation of performance group
7	5	Glossary	Inserted definitions for NVP, BCR and IRR
8	7	Administrative	Changed review of Policy document to be '...every 4 years in line with term of Council... and updated year to '...in 2029.'
9	7	Review history	Update table to document current review

Street Numbering Policy Review

Strategic Alignment - Our Corporation

Public

Tuesday, 18 March 2025

City Finance and Governance
Committee

Program Contact:

Nicole van Berkel, Acting
Manager Finance & Procurement

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The Street Numbering Policy (the Policy) establishes a systematic and consistent address formatting across the Council area, and enables alterations to existing street numbers. It ensures every address site within the boundaries of the Council area is clearly identified with a number or number range for all buildings and allotments.

The street numbering system has been designed to be orderly, logical, easily understood, and consistent.

Council adopted the current Policy in June 2022, and a scheduled review has been conducted. The current Policy is shown at [Link 1](#).

Section 220 of the *Local Government Act 1999 (SA)* gives Councils responsibility for the allocation of street numbers. For the City of Adelaide, the determination of street numbers has been delegated to the Chief Executive Officer through a 21 December 1992 Council resolution.

As a result of the review no substantive changes are proposed. A version of the proposed Street Numbering Policy with changes tracked is shown in **Attachment A**, and no track changes version is shown in **Attachment B**.

This report seeks Council adoption of the updated Street Numbering Policy.

RECOMMENDATION

The following recommendation will be presented to Council on 25 March 2025 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Adopts the updated Street Numbering Policy as per attachment A to Item 7.5 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025.
2. Authorises the Chief Executive Officer (or delegate) to make minor, typographical, syntactical and technical updates to the Street Numbering Policy as contained in Attachment A to Item 7.5 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025 to finalise the document.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Create, maintain and integrate plans and policies that reflect, and guide decision making and support our city and our community to thrive.
Policy	This report proposes an updated Street Numbering Policy
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Section 220 of the <i>Local Government Act 1999 (SA)</i> (the Act) requires Councils to be responsible for the allocation of street numbers.
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. The Street Numbering Policy (the Policy) is scheduled to be reviewed every two years. The most recent review of the Policy was undertaken in 2022 (current policy at [Link 1](#)).
2. The Policy will now be scheduled for review every four years in line with the term of Council.
3. The general policy for the allocation of street numbers in the City of Adelaide was determined by Council on 11 November 1884. The general policy was reinforced by Council in 1919.
4. The system is based on the principles determined by Colonel William Light in designing the city and has been designed to ensure the orderly, logically sequenced, easily understood, and consistent allocation of street numbers within the city.
5. The numbering system, as set out in the Policy, was last amended on 14 June 2022 with Council removing the exclusion of street numbering for the Park Lands on North Terrace (Northern side).
6. The Policy has been reviewed with minor amendments made to wording and dates.
7. No substantive changes to the Policy are required. A table of the changes and comments is shown below.

Street Numbering Policy (2025) Table of Key Changes and Comments

No	Page	Item	Change/Comment
1	6	Administrative	Change the date of when the next policy review is required.
2	6	Roles and Responsibilities	Updated position name to reflect name change.
3	7	Review History	Update the review history table.
4	8	Figure 2	Updated second image

8. The updated Policy showing tracked changes is at **Attachment A**

DATA AND SUPPORTING INFORMATION

Link 1 – Current Street Numbering Policy (June 2022)

ATTACHMENTS

Attachment A – Street Numbering Policy – Tracked changes

Attachment B – Street Numbering Policy – No tracked changes

- END OF REPORT -

Attachment A

~~STREET NUMBERING POLICY~~

Council

STREET NUMBERING POLICY

March 2025 legislative

PURPOSE

Section 220 of the *Local Government Act 1999 (SA)* (the Act) requires Councils to be responsible for the allocation of street numbers. For the City of Adelaide, the determination of street numbers has been delegated to the Chief Executive Officer by virtue of a resolution of Council made on 21 December 1992. The general policy for the allocation of street numbers in the City was determined by Council on 11 November 1884 and reinforced by Council in 1919.

It is the intent of this Policy to establish a system for allocating street numbers in order to facilitate a consistent address format across the Council area, as well as providing for alterations to existing street numbers. The Policy will ensure that every address site within the boundaries of the Council area is clearly identified with a number or number range for all buildings and allotments.

STATEMENT

Principles

Each piece of land has a logical street number which:

- should be simple to manage, is logical to users, and uniform across all properties within the Council area.
- is based on the street frontage affording access to the premises thus clearly identifying the access point to a property and the location of the post box.
- provides clear and unambiguous information to emergency services recognising Council's responsibility to ensure the public safety of the community.
- facilitates the efficient delivery of goods and services.
- is compatible with adjoining Councils where roads cross council boundaries.
- is consistent with the Australian/New Zealand Standard "Rural and urban addressing" (AS/NZS 4819:2011).
- Is supportive of the heritage value of the Park Lands.

Application of this document

The policy is applicable to the whole organisation including any wholly owned subsidiaries.

General

A Council may adopt a numbering system for buildings and allotments adjoining a road.

Council assigns a number (as part of its primary street address) to all buildings or allotments adjoining a public road (excluding Park Lands) created after the commencement of any land division.

Park Lands Street Numbering

Given the existing development on certain areas of the Park Lands, allowance is provided by this policy to allocate street numbers to the northern side of North Terrace only. This is to facilitate the operations of the businesses occupying the existing development. This is the only area in the Park Lands where street numbers will be allocated. Any variation to this requires consultation and Council decision.

Allocation of Numbers

All requests and allocations of numbers will be assessed according to this Street Numbering Policy.

Street numbers will be allocated following Development Approval (DA) being granted for a new development application.

Property owners must submit a written request for a change of the street number attributed to their building or allotment (if the street number is within their range).

A property owner must not adopt a building or allotment street number that is inconsistent with the numbering system adopted by Council.

Street Numbering Amendment

Council may from time to time alter a numbering system or substitute a new numbering system.

Council reserves the right to direct owners to change the building or allotment street numbers where the existing numbering is inappropriate or confusing.

Council must immediately notify the Valuer-General and Australia Post of a decision of the Council to adopt, alter or substitute a numbering system under this section.

Notification

Public notice must be given of the adopting, altering, or substituting of a numbering system of a public road.

Council will notify the applicant and any affected property owners in writing of any new or changed numbers.

Numbering of Streets

Street numbering in the City of Adelaide is based on the allocation of ten (10) numbers per Town Acre (64.008 metres) as originally laid out by Colonel William Light. (i.e. 1 number per 6.4 metres).

However, as few Town Acres are exactly 64.008 metres the policy has been adopted whereby the first nine (9) numbers are 6.4008 metres wide with the tenth (10th) number being smaller or greater than 6.4008 metres, depending on the actual width of the Town Acre.

In accordance with the above, street numbering is measured from each new Town Acre boundary nearest the lowest street number.

Every metre of street frontage contained within a Town Acre is allocated a street number whether such number is used or not. The only general exception to this rule relates to all Park Lands and the Park Lands portion of the Council's five (5) squares. The northern side of North Terrace is permitted to be allocated street numbering under this policy.

Exceptions

Not all streets commence at a Town Acre boundary. In this case, the frontage of each address is to be as though the spacing for numbering frontages had commenced at the Town Acre boundary.

This may lead to a discrepancy in the length of a numbered frontage of the first address (*refer attachment, Figure 1*).

Where the length of the first number frontage is less than 500 millimetres, this frontage will be included with the adjacent frontage to which the first number will be allocated (*refer attachment, Figure 2*).

Where a street has a significant change of direction, the street number will increase incrementally at the point of change of direction. The same method noted in the paragraph above is used to determine the first street number in the new direction. It is acknowledged that this will have the effect of throwing out of alignment the normally regular demarcations of the street numbers for one side of the street as opposed to the other.

Previously, a number of dead-end streets were made through streets without amending the street numbering. This has resulted in the numbers in these streets running in the wrong direction.

Examples:

Adelaide – Byron Place (both sections)

North Adelaide – Marian Street

Key rule

Under no circumstances shall a street number overlap a Town Acre boundary.

Incidence of title boundaries

It will frequently be found that there is no coincidence between certificate of Title boundaries and street numbering demarcations.

Accordingly, street numbers are to be allocated in accordance with the best fit, having regard to both the unused known as numbers and relative locational co-ordinates between street number demarcations and title boundaries.

Odd and Even Street Numbers

With the exception of the Terraces (*refer attachment, Figure 3*) which are the boundaries between the "built city" and "Park Lands", street numbers are allocated on the basis of odd numbers on one side of the street and even numbers on the other.

Odd numbers are allocated to land on the south side of east-west streets and the land on the west side of north-south streets. Even numbers are on the north and east sides, respectively.

On the Terraces, street numbers are allocated sequentially to the inside or 'built city' side of the Terrace. The outer or Park Lands side has no street numbers allocated.

However, in the event numbers are required, the numbers will continue from the last number of the last Town Acre on 'built city' side of that Terrace, from the first Town Acre directly opposite on the Park Lands side and then continue to the other end of that Terrace.

Increments of less than 6.4 metres

Where there are insufficient street numbers for buildings or occupancies, 'A' numbers may be allocated.

These should be avoided where possible, however where necessary will be allocated following the main street number in the order of number followed by a letter (e.g. 210, 210A).

As a general rule, levels above and below ground level will only be allocated a separate unique street number where a separate street frontage doorway exclusively services the particular area.

Direction of Flow of Street Numbers

South of the River Torrens

In southern Adelaide, with the exception of the Terraces, street numbers generally flow outwards from King William Street in the case of east-west streets with the lowest street number commencing at the King William Street end.

In the case of north-south streets, the numbers generally flow southwards from the River Torrens (lowest number to the north).

A general exception to the above rule relates to dead-end streets which are numbered commencing with the lowest number at the open end.

In the case of the Terraces, North and South Terraces are numbered sequentially west to east commencing at West Terrace, whilst East and West Terraces are numbered sequentially north to south commencing at North Terrace.

The exception is numbering on the Park Lands side of the Terraces, for numbering methodology refer Odd and Even Street Numbers section above.

North of the River Torrens

In North Adelaide, all street numbers flow from east to west in east-west streets (lowest number at the eastern end) and from the River Torrens northwards, in the case of north-south streets (lowest number to the south).

A general exception to the above rule relates to dead-end streets which are numbered commencing with the lowest number at the open end.

Allocation of Street Numbers to Buildings with no Street Frontage

Where an allotment fronting a street contains a number of buildings some of which do not themselves have a street frontage (e.g. rear), where possible, the street number most applicable to the access to such buildings will be the street number applicable to those buildings.

For units and flats in buildings having no street frontage or no separate street level access for each unit or flat, the address for such units or flats will be the unit/flat number followed by the street address of the most likely perceived access to those units or flats.

In extreme circumstances, it may be desirable to allocate a street name to the access roadway and issue a separate set of street numbers in respect to the newly created street (*refer attachment, Figure 4*).

Street naming is undertaken by the Strategic Property team within the Property Program.

Allocation of Street Numbers to Allotments having no Street Frontage

Where an allotment in separate ownership has no street frontage, that allotment should be allocated the street number applicable to the access roadway serving that allotment in conjunction with an identified "OFF".

Where such allotment contains multiple buildings requiring the allocation of separate numbers, application should be made to the Strategic Property team for allocation of a street name.

New Developments

For the majority of cases for new developments, individual street numbers will be allocated to each ground level occupancy.

Except in rare cases (refer to: Increments of less than 6.4 metres), upper and lower levels of a multi-level development will be allocated the full range of street numbers applicable.

Council will proactively assist developers in organising street numbering for the building or allotment per this policy.

Where a building or allotment is on the corner of two named streets, the owner should be offered the choice of street frontage and appropriate range of numbers they may wish to use.

The owner should be requested to respond to the Rates and Valuation team advising them of the preferred street frontage so that the valuation records can be correctly initiated.

However, as a minimum, the selected street frontage must have an entrance into the building allowing for public access and the letter box must be placed on the same street frontage and within the relevant Town Acre.

OTHER USEFUL

Related documents

- Figure 1. Town Acre Boundary, and street number spacing.
- Figure 2. Numbering where boundary is less than 500mm.
- Figure 3. Terraces surrounding the City of Adelaide; and
- Figure 4. Numbering of buildings that do not have direct street frontage.

Relevant legislation

- *Local Government Act 1999 (SA)*

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Allotment – a defined allocation of land within the City of Adelaide.

Certificate of Title – is an official record of land ownership in South Australia and defines the boundary of ownership.

Terraces – the boundaries between the built city and Park Lands. Refers to North, West, South and East Terraces within Adelaide, and Barton, Lefevre, Kingston Terraces, McKinnon and Sir Edwin Parades, Pennington, Strangways, and Mills Terraces within North Adelaide. (*Refer map in attachment, Figure 3.*)

Town Acre – Is 64.008 metres squared. Colonel William Light divided city land into 1042 town acres; 700 in South Adelaide (City) and 342 in North Adelaide.

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 ~~four~~ ~~two~~ years [in line with term of council](#) unless legislative or operational change occurs beforehand. The next review is required in ~~June~~ ~~March 2024~~ ~~2027~~ ~~9~~.

Roles and Responsibilities:

It is the responsibility of the ~~Manager~~ ~~Associate Director~~, Finance ~~and~~ ~~&~~ Procurement to perform this review.

Review history:

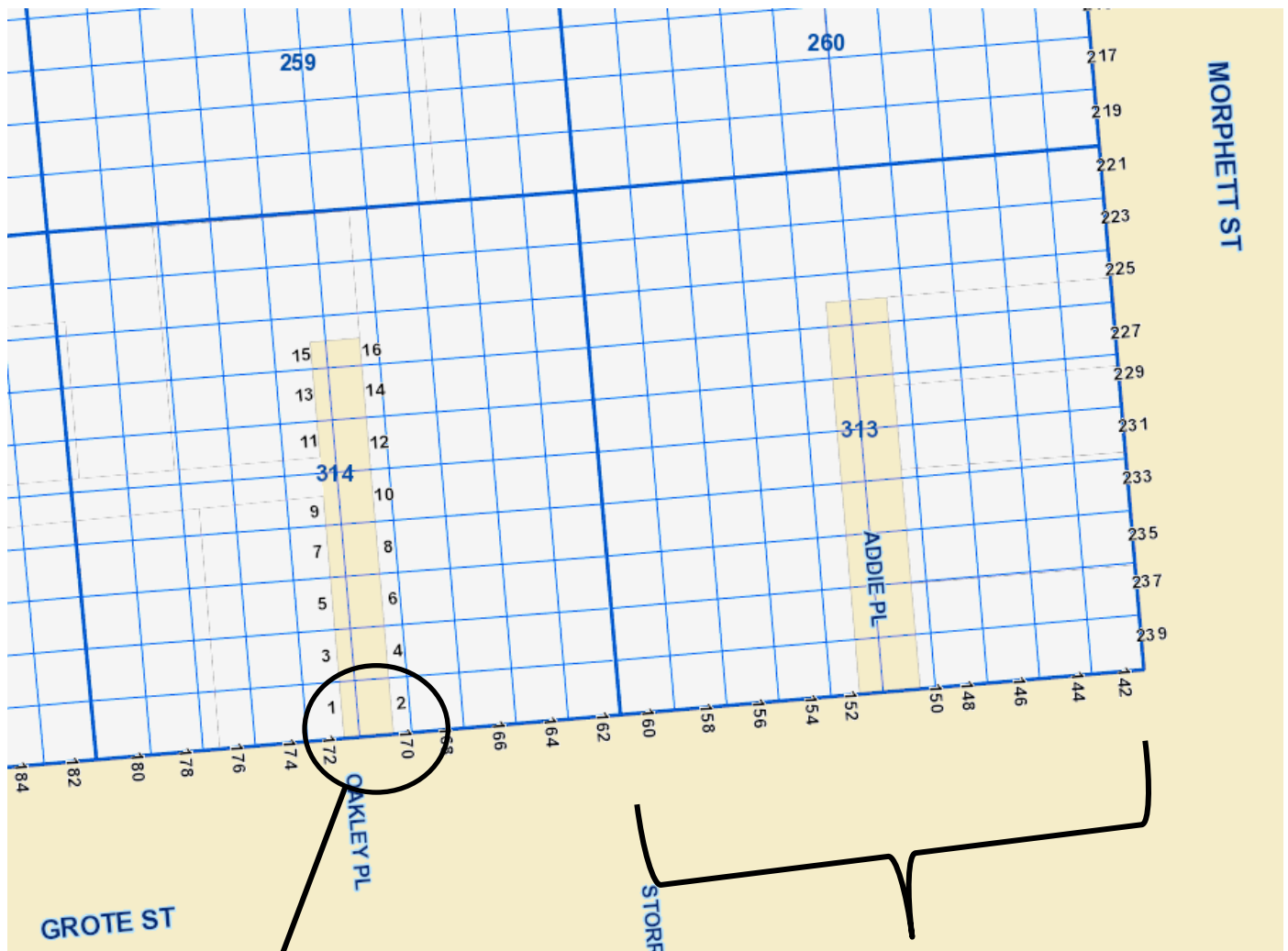
Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
DraftACC2025/760	Council		Minor revisions made (review dates and title of responsible officer). Reviewed, no changes.
ACC2023/157611	Council	14/06/2022	North side North Tce inclusion
ACC2020/102984	Council	11/08/2020/20411	Transfer to new template.
ACC2008/178358	Council	09/05/1994	Minor revisions made.

Contact:

For further information contact the Finance [& Procurement](#) Program

City of Adelaide
 25 Pirie Street, Adelaide, SA
 GPO Box 2252 ADELAIDE SA 5001
 +61 8 8203 7203
customercity@cityofadelaide.com.au

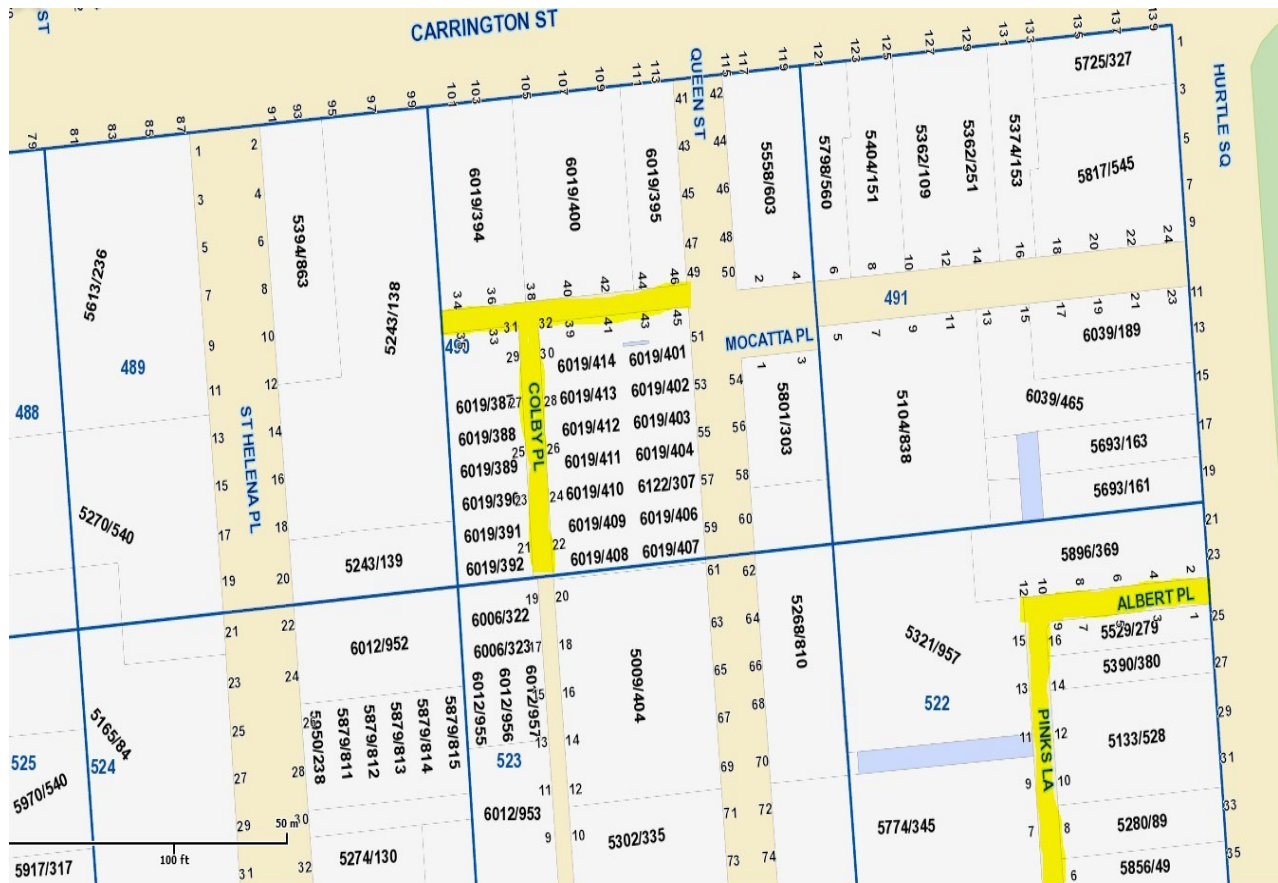
Figure 1. Town Acre Boundary, and street number spacing.



As numbering commences from a Town Acre, both the numbers 70 and 72 Grote Street show the width of their respective numbered frontages to be much smaller than their adjacent numbers.

Town Acre Boundary shown in large grid. The smaller grid within is the street numbering allocation based on 10 numbers per town acre or 6.4008 metres.

Figure 2. Numbering where boundary is less than 500mm.



Enlarged view

The narrow sliver of land facing north is less than 500mm wide so we don't assign the next sequenced number, instead it takes on the next adjacent number being 33.

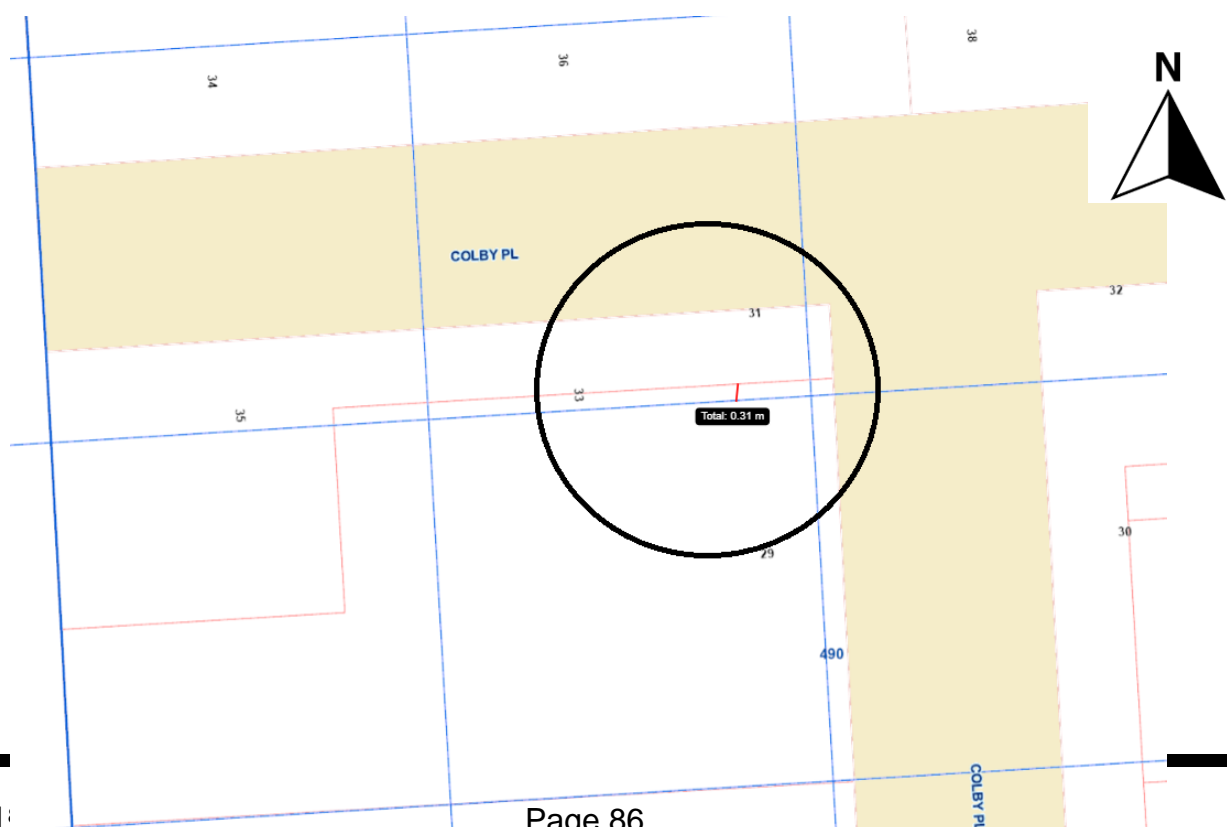


Figure 3. Terraces surrounding the City of Adelaide.

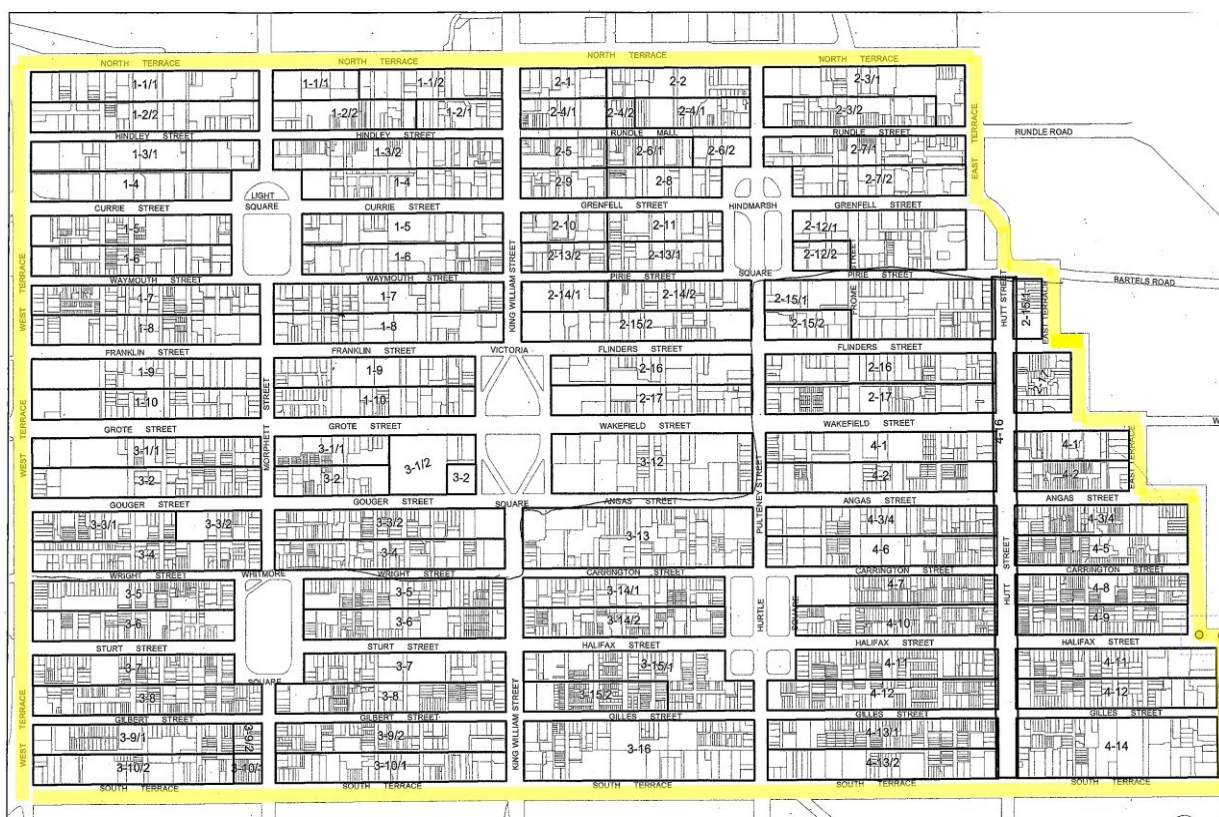
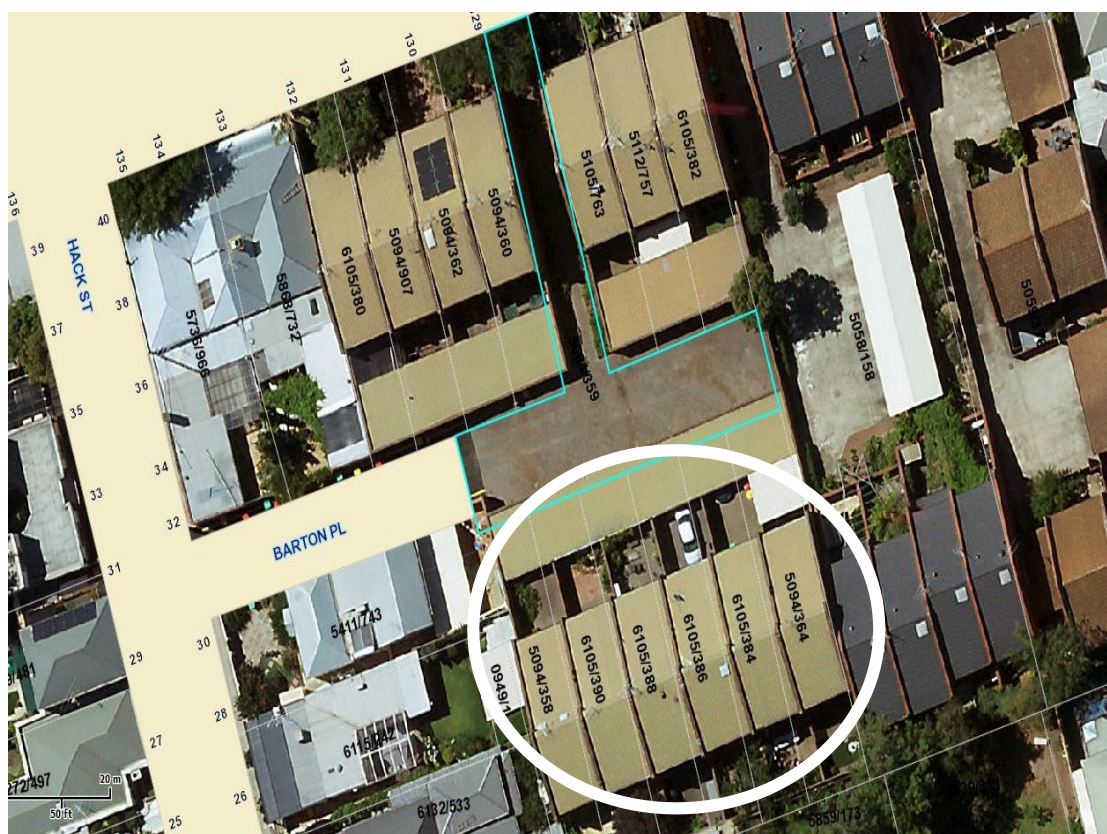


Figure 4. Numbering of buildings that do not have direct street frontage.



The main access to the units highlighted is from Hack Street via the access way.

Due to the number of premises along this access way it was appropriate to have it formally named, Barton Place.

STREET NUMBERING POLICY

*March 2025**legislative*

PURPOSE

Section 220 of the *Local Government Act 1999 (SA)* (the Act) requires Councils to be responsible for the allocation of street numbers. For the City of Adelaide, the determination of street numbers has been delegated to the Chief Executive Officer by virtue of a resolution of Council made on 21 December 1992. The general policy for the allocation of street numbers in the City was determined by Council on 11 November 1884 and reinforced by Council in 1919.

It is the intent of this Policy to establish a system for allocating street numbers in order to facilitate a consistent address format across the Council area, as well as providing for alterations to existing street numbers. The Policy will ensure that every address site within the boundaries of the Council area is clearly identified with a number or number range for all buildings and allotments.

STATEMENT

Principles

Each piece of land has a logical street number which:

- should be simple to manage, is logical to users, and uniform across all properties within the Council area.
- is based on the street frontage affording access to the premises thus clearly identifying the access point to a property and the location of the post box.
- provides clear and unambiguous information to emergency services recognising Council's responsibility to ensure the public safety of the community.
- facilitates the efficient delivery of goods and services.
- is compatible with adjoining Councils where roads cross council boundaries.
- is consistent with the Australian/New Zealand Standard "Rural and urban addressing" (AS/NZS 4819:2011).
- Is supportive of the heritage value of the Park Lands.

Application of this document

The policy is applicable to the whole organisation including any wholly owned subsidiaries.

General

A Council may adopt a numbering system for buildings and allotments adjoining a road.

Council assigns a number (as part of its primary street address) to all buildings or allotments adjoining a public road (excluding Park Lands) created after the commencement of any land division.

The City of Adelaide acknowledges the Kaurna people as the Traditional Owners of the Country where the city of Adelaide is situated, and pays its respect to Elders past, present and emerging.

Park Lands Street Numbering

Given the existing development on certain areas of the Park Lands, allowance is provided by this policy to allocate street numbers to the northern side of North Terrace only. This is to facilitate the operations of the businesses occupying the existing development. This is the only area in the Park Lands where street numbers will be allocated. Any variation to this requires consultation and Council decision.

Allocation of Numbers

All requests and allocations of numbers will be assessed according to this Street Numbering Policy.

Street numbers will be allocated following Development Approval (DA) being granted for a new development application.

Property owners must submit a written request for a change of the street number attributed to their building or allotment (if the street number is within their range).

A property owner must not adopt a building or allotment street number that is inconsistent with the numbering system adopted by Council.

Street Numbering Amendment

Council may from time to time alter a numbering system or substitute a new numbering system.

Council reserves the right to direct owners to change the building or allotment street numbers where the existing numbering is inappropriate or confusing.

Council must immediately notify the Valuer-General and Australia Post of a decision of the Council to adopt, alter or substitute a numbering system under this section.

Notification

Public notice must be given of the adopting, altering, or substituting of a numbering system of a public road.

Council will notify the applicant and any affected property owners in writing of any new or changed numbers.

Numbering of Streets

Street numbering in the City of Adelaide is based on the allocation of ten (10) numbers per Town Acre (64.008 metres) as originally laid out by Colonel William Light. (i.e. 1 number per 6.4 metres).

However, as few Town Acres are exactly 64.008 metres the policy has been adopted whereby the first nine (9) numbers are 6.4008 metres wide with the tenth (10th) number being smaller or greater than 6.4008 metres, depending on the actual width of the Town Acre.

In accordance with the above, street numbering is measured from each new Town Acre boundary nearest the lowest street number.

Every metre of street frontage contained within a Town Acre is allocated a street number whether such number is used or not. The only general exception to this rule relates to all Park Lands and the Park Lands portion of the Council's five (5) squares. The northern side of North Terrace is permitted to be allocated street numbering under this policy.

Exceptions

Not all streets commence at a Town Acre boundary. In this case, the frontage of each address is to be as though the spacing for numbering frontages had commenced at the Town Acre boundary.

This may lead to a discrepancy in the length of a numbered frontage of the first address (*refer attachment, Figure 1*).

Where the length of the first number frontage is less than 500 millimetres, this frontage will be included with the adjacent frontage to which the first number will be allocated (*refer attachment, Figure 2*).

Where a street has a significant change of direction, the street number will increase incrementally at the point of change of direction. The same method noted in the paragraph above is used to determine the first street number in the new direction. It is acknowledged that this will have the effect of throwing out of alignment the normally regular demarcations of the street numbers for one side of the street as opposed to the other.

Previously, a number of dead-end streets were made through streets without amending the street numbering. This has resulted in the numbers in these streets running in the wrong direction.

Examples:

Adelaide – Byron Place (both sections)

North Adelaide – Marian Street

Key rule

Under no circumstances shall a street number overlap a Town Acre boundary.

Incidence of title boundaries

It will frequently be found that there is no coincidence between certificate of Title boundaries and street numbering demarcations.

Accordingly, street numbers are to be allocated in accordance with the best fit, having regard to both the unused known as numbers and relative locational co-ordinates between street number demarcations and title boundaries.

Odd and Even Street Numbers

With the exception of the Terraces (*refer attachment, Figure 3*) which are the boundaries between the “built city” and “Park Lands”, street numbers are allocated on the basis of odd numbers on one side of the street and even numbers on the other.

Odd numbers are allocated to land on the south side of east-west streets and the land on the west side of north-south streets. Even numbers are on the north and east sides, respectively.

On the Terraces, street numbers are allocated sequentially to the inside or ‘built city’ side of the Terrace. The outer or Park Lands side has no street numbers allocated.

However, in the event numbers are required, the numbers will continue from the last number of the last Town Acre on ‘built city’ side of that Terrace, from the first Town Acre directly opposite on the Park Lands side and then continue to the other end of that Terrace.

Increments of less than 6.4 metres

Where there are insufficient street numbers for buildings or occupancies, ‘A’ numbers may be allocated.

These should be avoided where possible, however where necessary will be allocated following the main street number in the order of number followed by a letter (e.g. 210, 210A).

As a general rule, levels above and below ground level will only be allocated a separate unique street number where a separate street frontage doorway exclusively services the particular area.

Direction of Flow of Street Numbers

South of the River Torrens

In southern Adelaide, with the exception of the Terraces, street numbers generally flow outwards from King William Street in the case of east-west streets with the lowest street number commencing at the King William Street end.

In the case of north-south streets, the numbers generally flow southwards from the River Torrens (lowest number to the north).

A general exception to the above rule relates to dead-end streets which are numbered commencing with the lowest number at the open end.

In the case of the Terraces, North and South Terraces are numbered sequentially west to east commencing at West Terrace, whilst East and West Terraces are numbered sequentially north to south commencing at North Terrace.

The exception is numbering on the Park Lands side of the Terraces, for numbering methodology refer Odd and Even Street Numbers section above.

North of the River Torrens

In North Adelaide, all street numbers flow from east to west in east-west streets (lowest number at the eastern end) and from the River Torrens northwards, in the case of north-south streets (lowest number to the south).

A general exception to the above rule relates to dead-end streets which are numbered commencing with the lowest number at the open end.

Allocation of Street Numbers to Buildings with no Street Frontage

Where an allotment fronting a street contains a number of buildings some of which do not themselves have a street frontage (e.g. rear), where possible, the street number most applicable to the access to such buildings will be the street number applicable to those buildings.

For units and flats in buildings having no street frontage or no separate street level access for each unit or flat, the address for such units or flats will be the unit/flat number followed by the street address of the most likely perceived access to those units or flats.

In extreme circumstances, it may be desirable to allocate a street name to the access roadway and issue a separate set of street numbers in respect to the newly created street (*refer attachment, Figure 4*).

Street naming is undertaken by the Strategic Property team within the Property Program.

Allocation of Street Numbers to Allotments having no Street Frontage

Where an allotment in separate ownership has no street frontage, that allotment should be allocated the street number applicable to the access roadway serving that allotment in conjunction with an identified "OFF".

Where such allotment contains multiple buildings requiring the allocation of separate numbers, application should be made to the Strategic Property team for allocation of a street name.

New Developments

For the majority of cases for new developments, individual street numbers will be allocated to each ground level occupancy.

Except in rare cases (refer to: Increments of less than 6.4 metres), upper and lower levels of a multi-level development will be allocated the full range of street numbers applicable.

Council will proactively assist developers in organising street numbering for the building or allotment per this policy.

Where a building or allotment is on the corner of two named streets, the owner should be offered the choice of street frontage and appropriate range of numbers they may wish to use.

The owner should be requested to respond to the Rates and Valuation team advising them of the preferred street frontage so that the valuation records can be correctly initiated.

However, as a minimum, the selected street frontage must have an entrance into the building allowing for public access and the letter box must be placed on the same street frontage and within the relevant Town Acre.

OTHER USEFUL

Related documents

- Figure 1. Town Acre Boundary, and street number spacing.
- Figure 2. Numbering where boundary is less than 500mm.
- Figure 3. Terraces surrounding the City of Adelaide; and
- Figure 4. Numbering of buildings that do not have direct street frontage.

Relevant legislation

- *Local Government Act 1999 (SA)*

GLOSSARY

Throughout this document, the below terms have been used and are defined as:

Allotment – a defined allocation of land within the City of Adelaide.

Certificate of Title – is an official record of land ownership in South Australia and defines the boundary of ownership.

Terraces – the boundaries between the built city and Park Lands. Refers to North, West, South and East Terraces within Adelaide, and Barton, Lefevre, Kingston Terraces, McKinnon and Sir Edwin Parades, Pennington, Strangways, and Mills Terraces within North Adelaide. (*Refer map in attachment, Figure 3.*)

Town Acre – Is 64.008 metres squared. Colonel William Light divided city land into 1042 town acres; 700 in South Adelaide (City) and 342 in North Adelaide.

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 **four** years in line with term of council unless legislative or operational change occurs beforehand. The next review is required in **2029**.

Roles and Responsibilities:

It is the responsibility of the Associate Director, Finance & Procurement to perform this review.

Review history:

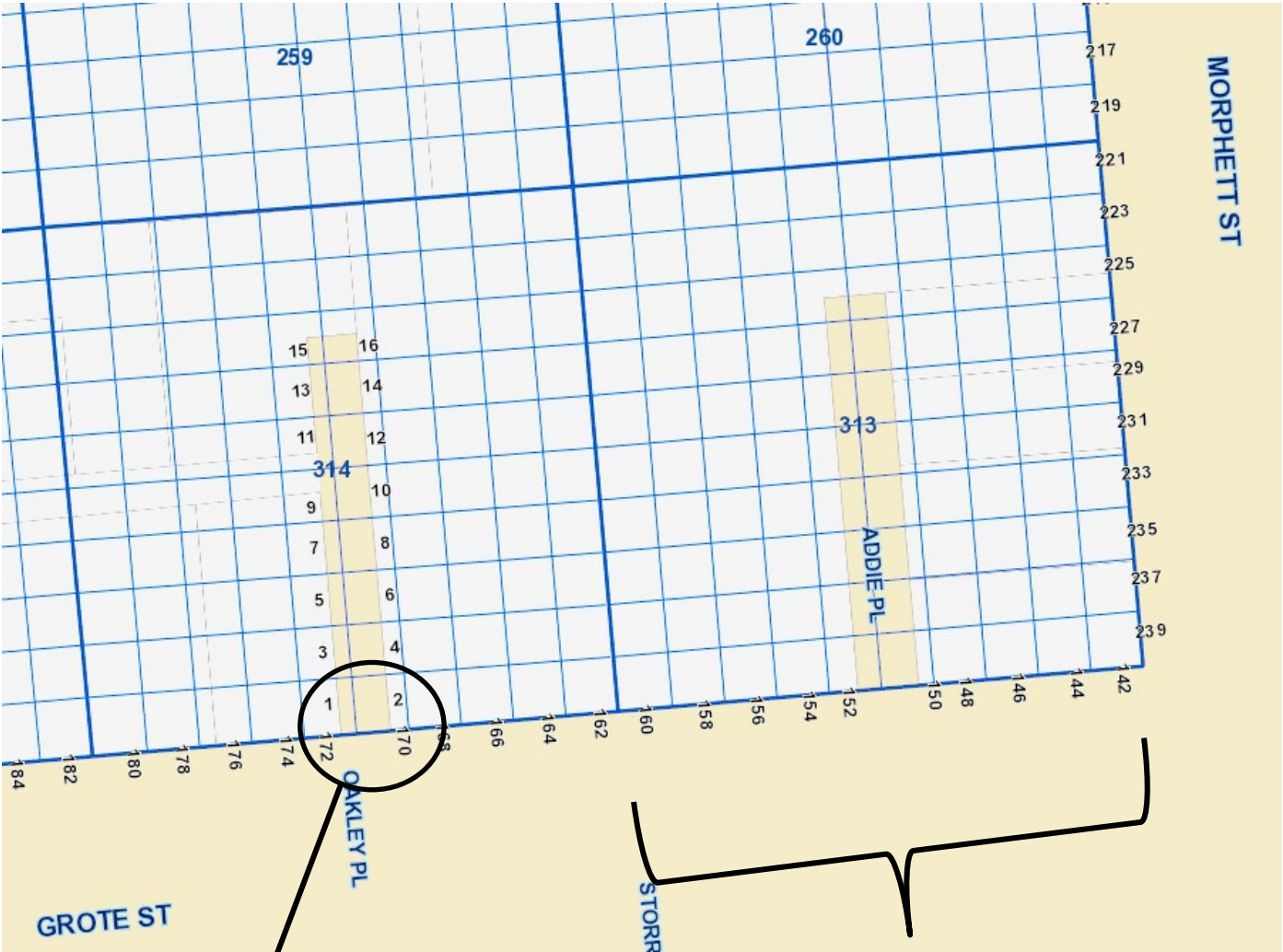
Trim Reference	Authorising Body	Date/ Decision ID	Description of Edits
ACC2025/760	Council		Minor revisions made (review dates and title of responsible officer).
ACC2023/157611	Council	14/06/2022	North side North Tce inclusion
ACC2020/102984	Council	11/08/2020/20411	Transfer to new template.
ACC2008/178358	Council	09/05/1994	Minor revisions made.

Contact:

For further information contact the Finance & Procurement Program

City of Adelaide
 25 Pirie Street, Adelaide, SA
 GPO Box 2252 ADELAIDE SA 5001
 +61 8 8203 7203
customer@cityofadelaide.com.au

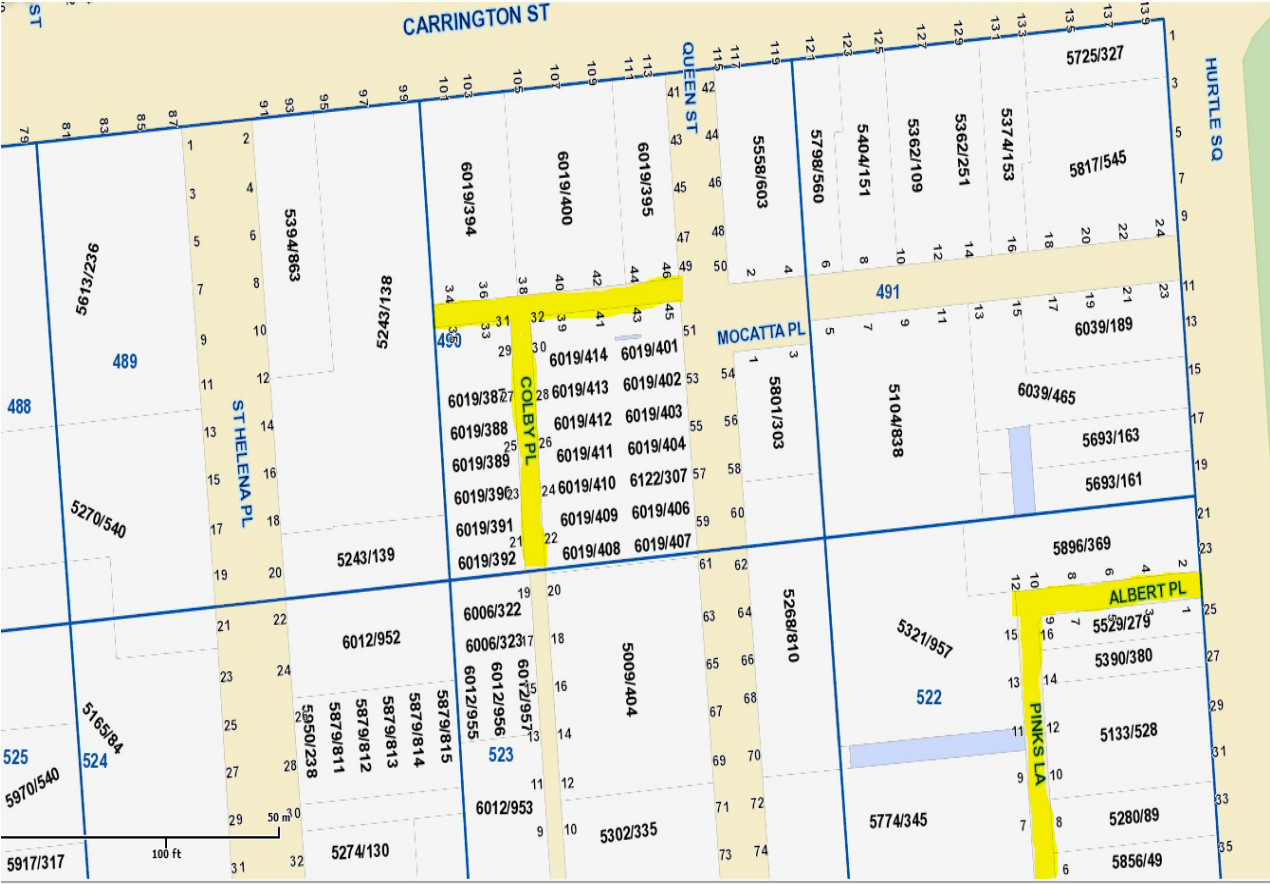
Figure 1. Town Acre Boundary, and street number spacing.



As numbering commences from a Town Acre, both the numbers 70 and 72 Grote Street show the width of their respective numbered frontages to be much smaller than their adjacent numbers.

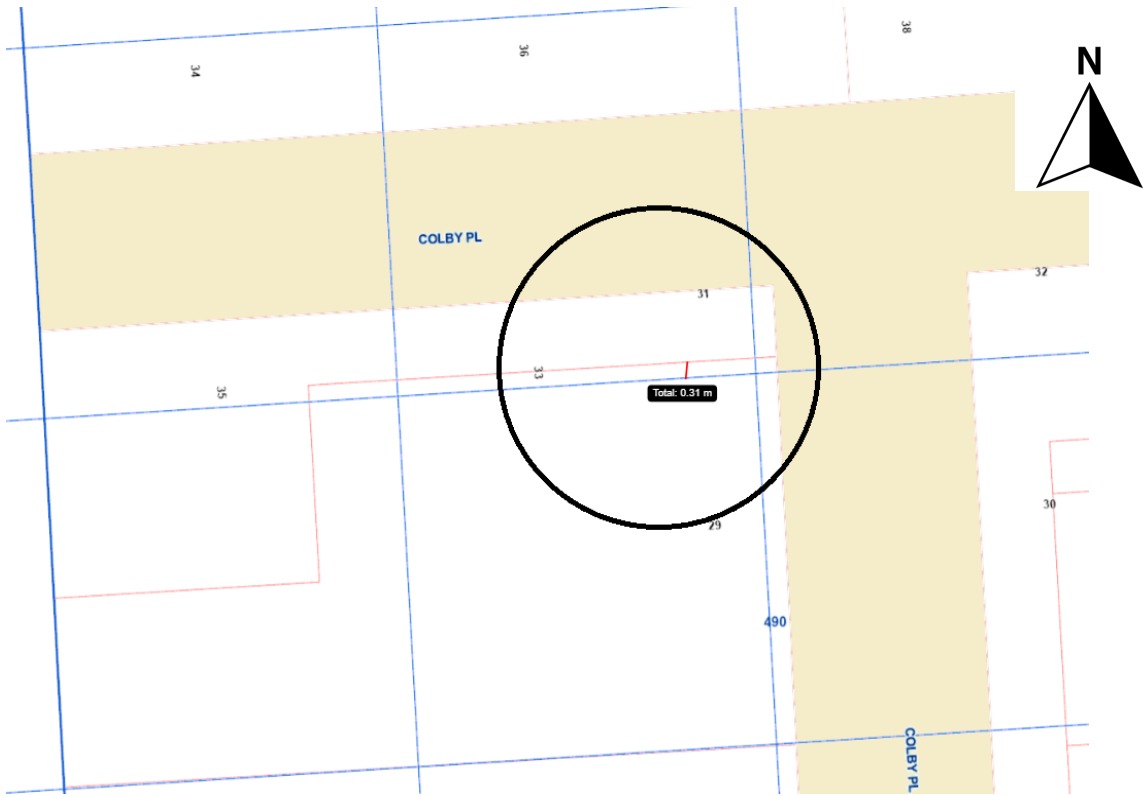
Town Acre Boundary shown in large grid. The smaller grid within is the street numbering allocation based on 10 numbers per town acre or 6.4008 metres.

Figure 2. Numbering where boundary is less than 500mm.



Enlarged view

The narrow sliver of land facing north is less than 500mm wide so we don't assign the next sequenced number, instead it takes on the next adjacent number being 33.



STREET NUMBERING POLICY

Figure 3. Terraces surrounding the City of Adelaide.

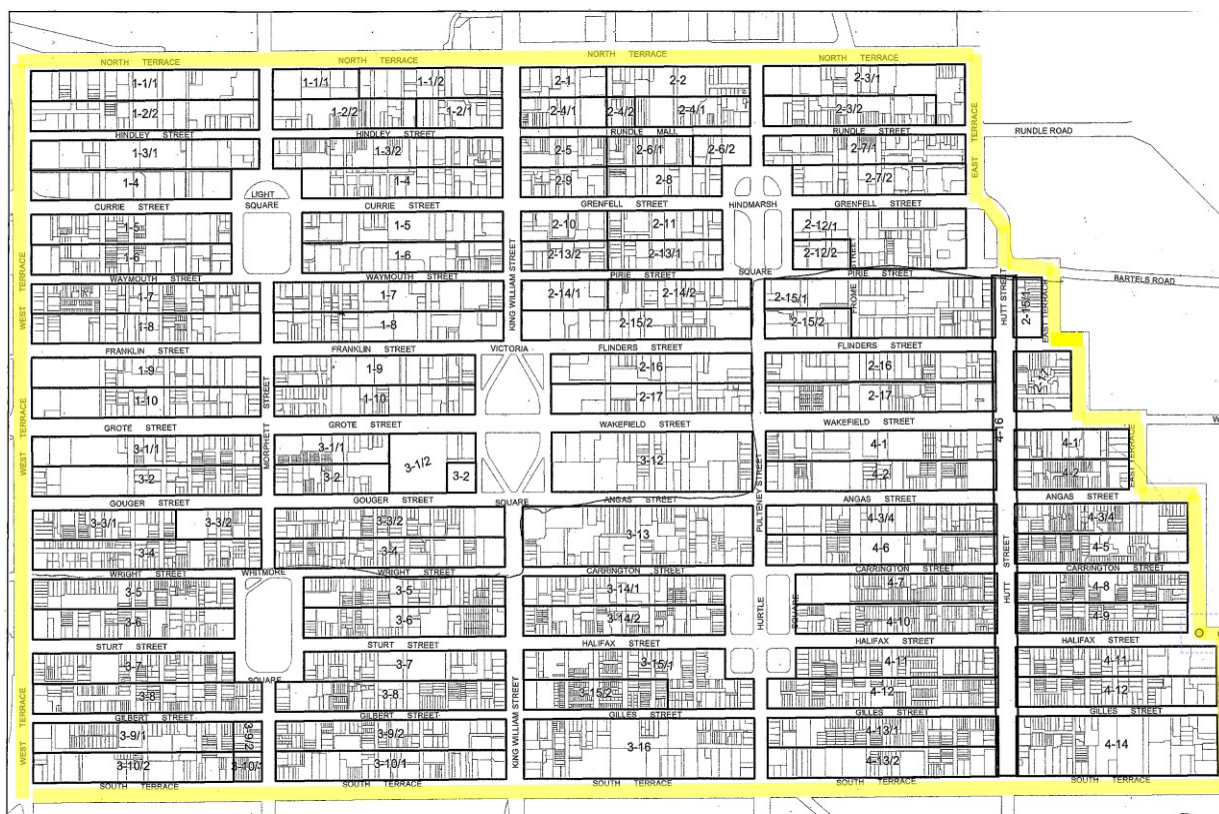


Figure 4. Numbering of buildings that do not have direct street frontage.



The main access to the units highlighted is from Hack Street via the access way.

Due to the number of premises along this access way it was appropriate to have it formally named, Barton Place.

2024/25 Q4 Forward Procurement Report

Strategic Alignment - Our Corporation

Public

Tuesday, 18 March 2025

**City Finance and Governance
Committee**

Program Contact:

Nicole Van Berkel, Acting

Manager Finance & Procurement

Approving Officer:

Anthony Spartalis, Chief

Operating Officer

EXECUTIVE SUMMARY

In accordance with the Procurement Policy and Operating Guidelines, a Forward Procurement Report is presented to Council every quarter outlining significant planned procurement activities for the next quarter.

Significant procurements are defined as those with procurement expenditure estimated to be equal to or above \$2million, excluding GST.

This report covers Quarter 4 of the 2024/2025 financial year. No additional decision is sought. The report is provided for information purposes only.

RECOMMENDATION

The following recommendation will be presented to Council on 25 March 2025 for consideration

THAT THE CITY FINANCE AND GOVERNANCE COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes the procurements set out in Attachment A to Item 7.6 on the Agenda for the meeting of the City Finance and Governance Committee held on 18 March 2025, to be released to the market during Quarter 4 of the 2024/2025 financial year.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation
Policy	This report is prepared in accordance with the requirements of Council's Procurement Policy. Council's current delegations for procurement are outlined in the Procurement Policy and Procurement and Contract Approvals Operating Guideline.
Consultation	Programs were consulted with respect to significant procurement activity that is anticipated to occur in the fourth quarter of the 2024/25 financial year.
Resource	External Procurement Services will be engaged in line with Council's decision on procurements over \$2.0 million
Risk / Legal / Legislative	Section 49 of the <i>Local Government Act 1999 (SA)</i> outlines the principles that Council will apply to procurement.
Opportunities	Three of the four proposed procurements are multi-year agreements, which provides an opportunity to maximise the Council's value for money.
24/25 Budget Allocation	\$3.954m for the Adelaide Visitor Experience Centre.
Proposed 25/26 Budget Allocation	<ol style="list-style-type: none"> 1. Adelaide Visitor Experience Centre: NIL 2. Legal Services Panel: \$845,000 3. Security Services: \$2,301,819 4. Traffic Signals Maintenance: \$550,000
Life of Project, Service, Initiative or (Expectancy of) Asset	<ol style="list-style-type: none"> 1. The Adelaide Visitor Experience Centre is expected to be a continuing asset, however, an initial 5-year+5-year agreement between The State Library and AEDA is being considered. 2. The Legal Services Panel procurement is anticipated to be a 7-year contractual arrangement, subject to the agreement of the preferred suppliers. 3. The Security Services procurement is anticipated to be a 5-year contractual arrangement, subject to the agreement of the preferred supplier(s). 4. The Traffic Signals Maintenance procurement is anticipated to be a 5-year contractual arrangement, subject to the agreement of the preferred supplier(s).
24/25 Budget Reconsideration (if applicable)	Not as a result of this report.
Ongoing Costs (e.g. maintenance cost)	The Adelaide Visitor Experience Centre will require a maintenance budget, however, these costs will be unknown until a preferred design team and construction supplier are selected as a result of the open tender processes.
Other Funding Sources	The Adelaide Visitor Experience Centre procurement is fully funded by a federal grant.

DISCUSSION

1. The purpose of the Quarterly Forward Procurement Report is to provide further information and visibility to Council on major procurement and contracting activity.
2. The following is an extract from the Procurement Policy, adopted by Council on 25 February 2025:
“The Council will have regard to the following measures in ensuring probity, accountability and transparency”
 - *Council Members will be provided with a quarterly Forward Procurement Report for noting, detailing planned tenders and subsequent contracts that have an estimated value of over \$2,000,000 (ex GST) or that are high risk and will require the approval Council Members;*
 - *Council Members will be requested to approve the award of all contracts that exceed \$2,000,000 (ex GST).”*
3. A Quarterly Forward Procurement Report is provided to Council each quarter outlining planned procurement activities with an estimated spend over \$2,000,000.
4. This report covers Quarter 4 of the 2024/25 financial year.
5. The procurements listed in **Attachment A** of this report will be released to the market during Quarter 4 of the 2024/2025 financial year.
6. The Procurement Policy ([Link 1 view here](#)) requires the provision of a Forward Procurement Report for expected expenditure over \$150,000 be made publicly available on the City of Adelaide website. This report is prepared at the start of the financial year and represents an estimate of procurements based on the approved business plan and budget and upcoming expiring contracts. This is also available on the website.
7. All of the procurement budgets and projects were previously approved by Council and no additional decision is sought. This report is provided for information purposes only.

DATA AND SUPPORTING INFORMATION

Link 1 – [Procurement Policy 2025](#)

ATTACHMENTS

Attachment A – Quarter 4 2024/2025 Forward Procurement Report

- END OF REPORT -

Attachment A – Quarter 4 2024/25 Forward Procurement Report

Program	Description	Proposed Procurement Approach	Expected Qtr at Market	Comments
AEDA	Adelaide Visitor Experience Center – Construction Phase	Open Tender	Q4	The anticipated total procurement value will depend on the pricing in the submissions received, however, the maximum total project value published in the design phase tender documents was \$3.3m. An allowance of approximately 15% of project value has been earmarked for project contingencies. The open tender for the design phase of the Adelaide Visitor Experience Centre (AVEC) was released to market on 21 February 2025. The open tender for the construction phase is expected to be released during Q4. The planned public opening is December 2025.
Corporate Services	Legal Services Panel	Open Tender	Q4	A new iteration of the current Supplier Panel to be constituted for FY25/26 for 5+1+1 period. Value based on current spend, excluding court costs, and does not allow for CPI increase as the tender will be requesting respondents to provide a schedule of fees.
Corporate Services	Security Services	Open Tender	Q4	<p>Council requires the provision of physical security services in its buildings/facilities and in Rundle Mall. Services required include:</p> <ul style="list-style-type: none"> • Concierge duties in the Town Hall and Customer Centre. This also includes attendance at and participation in Council meetings; • 24hr vehicle patrols and responding to City of Adelaide (CoA) alarms, and after-hours call out services; • Foot patrols in Rundle Mall under the guidance of AEDA; • Security at the Adelaide Central Market; and • Static guarding of select UPark locations. <p>Out of Scope</p> <ul style="list-style-type: none"> • Event security • Library security • Electronic security <p>A 5-year contract term, structured as 3+1+1 is proposed.</p>
City Shaping	Traffic Signal Maintenance	Open Tender	Q4	<p>CoA requires both preventative and breakdown maintenance for its contingent of traffic signals. These activities are considered to be “business as usual” and a high degree of in-house expertise exists in managing these services. There are no major risks envisaged for this procurement project. In addition to the current works, additional work will be requested for data collection when the maintenance of the signals is undertaken.</p> <p>A 5-year contract term, structured as 3+1+1 is proposed.</p>