



AUDIT AND RISK COMMITTEE

Agenda and Reports

for the Special meeting on

Friday, 17 October 2025

at 9.00 am

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.
Bold.
Aspirational.
Innovative.

AUDIT AND RISK COMMITTEE
Meeting Agenda, Friday, 17 October 2025, at 9.00 am

Membership	The Lord Mayor (ex-officio) 1 Council Member 4 External Independent Members 1 Proxy Council Members
Quorum	3
Presiding Member	Nicolle Rantanen Reynolds
Committee Members	The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith (ex-officio) Mark Davies Matthew Fletcher Councillor Janet Giles John Jovicevic

Agenda

Item	Pages
1. Acknowledgement of Country	
‘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 Janet Giles	
Apology – Mark Davies	
3. Declaration of Conflict of Interest	
4. Reports	
4.1 City of Adelaide Draft 2024/25 Annual Report	3 - 219
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5. Closure	

City of Adelaide Draft 2024/25 Annual Report

Friday, 17 October 2025

Audit and Risk Committee

Strategic Alignment - Our Corporation

Public

Program Contact:

Rebecca Hayes, Associate
Director Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief
Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to present the City of Adelaide's 2024/25 Draft Annual Report (the Annual Report), which outlines its and its subsidiaries' performance, achievements and planned outcomes as measured in the 2024/25 Business Plan and Budget, in delivering on the City of Adelaide Strategic Plan 2024-2028, to its community and stakeholders.

The Annual Report for the City of Adelaide and subsidiaries, alongside quarterly reporting, drives transparency and accountability to our community and stakeholders on services, functions and projects supporting our city and its people to thrive. Council is committed to seeking feedback and understanding our community, to ensure the services we deliver meet community needs.

An Annual Report is a requirement of the *Local Government Act 1999* (SA) (the Act). It must include any associated Council subsidiary annual reports and must be considered and adopted by Council before 30 November each year.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the City of Adelaide 2024/25 Draft Annual Report as contained in Attachment A to Item 4.1 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.
2. Notes the Adelaide Central Market Authority 2024/25 Draft Annual Report as contained in Attachment B to Item 4.1 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.
3. Notes the Adelaide Economic Development Agency 2024/25 Draft Annual Report as contained in Attachment C to Item 4.1 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.
4. Notes the Kadaltilla / Adelaide Park Lands Authority 2024/25 Draft Annual Report as contained in Attachment D to Item 4.1 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.
5. Notes the Brown Hill and Keswick Creeks Stormwater Board 2024/25 Draft Annual Report as contained in Attachment E to Item 4.1 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.
6. Notes that the Chief Executive Officer or delegate can make minor or technical amendments to the City of Adelaide 2024/25 Annual Report as contained in Attachment A to Item 4.1 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<p>Strategic Alignment – Our Corporation</p> <p>The Annual Report is the City of Adelaide’s report to the community and stakeholders on its performance, achievements and planned outcomes as measured in the 2024/25 Business Plan and Budget, in delivering on the City of Adelaide Strategic Plan 2024-2028.</p>
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	<p>Compilation and presentation of the City of Adelaide Annual Report is consistent with the legislative requirements of annual reporting to the community set out in the <i>Local Government Act 1999</i> (SA).</p> <p>Copies of the Annual Report must be submitted to the Parliamentary Librarian of South Australia, the State Library of South Australia, and the National Library of Australia by 30 November 2025, and the SA Local Government Grants Commission by 31 December 2025.</p> <p>There are no expected risks associated with the completion of the legislative process.</p>
Opportunities	The production and promotion of the Annual Report will further enable Council to transparently share its achievements.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 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
25/26 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 Audit and Risk Committee's Terms of Reference outlines its responsibilities with regard to Management Plans and Business Plans:
 - 1.1. *Review and provide advice on the Council's Strategic Management Plans, Integrated Business Plan, Long Term Financial Management Plan, Climate Risk Plan and Asset Management Plans.*
 - 1.2. *Review, advise and approve (where appropriate) relevant components of Council's Annual Report, including:*
 - 1.2.1. *Annual financial statements for Council and Subsidiaries*
 - 1.2.2. *Annual report of the Committee to be included in the Council Annual Report*
 - 1.3. *Monitor and review the effective delivery of these plans.*
2. The 2024/25 Draft Annual Report (Annual Report) and regular quarterly reports are provided to the Audit and Risk Committee to enable the Audit and Risk Committee's responsibilities relating to reviewing, providing advice and monitoring the Business Plan and Budget.
3. In accordance with Section 131 of the *Local Government Act 1999* (SA) (the Act), a council must adopt an Annual Report for the financial year ending on the preceding 30 June, on or before 30 November.
4. The City of Adelaide Annual Report must include material and information on the matters specified in Section 126, Section 131, Schedule 2 and Schedule 4 of the Act, including financial reporting and statements, legislatively required Council and Corporation practices, an annual report for any subsidiary, an annual report for the Audit and Risk Committee, and achievements against Strategic Management Plans and the Business Plan and Budget.
5. As highlighted in the Annual Report (**Attachment A**) the City of Adelaide:
 - 5.1. **Delivered the 2024/25 Business Plan and Budget** within adopted parameters, with a final end of year operating position of \$9.475 million, and a Capital Works program of \$101.115 million – consisting of an Asset Renewal program of \$53.606 million, and a New and Upgrade program of \$47.509 million. The Essential Services Commission of SA (ESCOSA) undertook a review, finding our financial performance to be mostly sustainable. Additionally, all of our nine Key Financial Indicators were on track, showing responsible management of community funds.
 - 5.2. **Advanced revitalisation of Hindley and Gouger Streets, delivered paving works near 88 O'Connell Street**, and undertook community engagement on on-street parking.
 - 5.3. **Strengthened housing growth and affordability** through a submission to the State Planning Commission supporting adaptive reuse reforms, **progressed the Flinders Street Housing project** with State and Federal engagement, **supported adaptive reuse for housing** through ARCHI (achieving 14 new dwellings with further projects in the pipeline), and **advanced the Tapangka redevelopment** with a commitment to deliver 35% affordable housing.
 - 5.4. **Attracted investment and employment opportunities** through the Adelaide Economic Development Agency's engagement with 86 businesses on relocation and growth, creating potential for 3,850+ new city jobs.
 - 5.5. **Supported belonging through the adoption of the new Cultural Policy** to strengthen Adelaide's global cultural role, and engaged the Access and Inclusion Advisory Panel to inform projects and policies aligned to the Disability Access and Inclusion Plan 2024–2028.
 - 5.6. Approved 123 Sustainability Incentives applications **reducing over 12,000 tonnes of CO₂ equivalent, planted 273 new street trees**, and worked with the State Government on funding arrangements to enable master planning for Helen Mayo Park, to enhance green space.
 - 5.7. **Celebrated major achievements** including Gold at the Good Design Australia Awards for City Plan – Adelaide 2036; AILA's Small Project Award for Place of Reflection; the Minister's Public Health Award for Project Night Light; Planning Institute of Australia, SA Division, Planning Awards for The Integrated Climate Strategy and City Plan; and Adelaide Central Market's Silver Award at the SA Tourism Awards.
6. The Annual Report (**Attachment A**), along with the board approved subsidiary draft annual reports for; Adelaide Central Market Authority (**Attachment B**), Adelaide Economic Development Agency (**Attachment C**), Kadaltilla / Adelaide Park Lands Authority (**Attachment D**) and Brown Hill and Keswick Creeks Stormwater Board (**Attachment E**) will be presented to Council on 28 October 2025 for adoption.

7. The 2024/25 Audit and Risk Committee Presiding Member's Annual Report is also a requirement to be included as part of the City of Adelaide Annual Report, under Section 126 of the Act. This was received by the Audit and Risk Committee on 22 August 2025 [\[Link 1\]](#).
8. Audited financial statements for the City of Adelaide and each of the subsidiaries, and that of Brown Hill Keswick Creeks Stormwater Board were presented to the Audit and Risk Committee at its meeting on 24 September 2025 (Links 2- 15 below). Council received these financial statements at its meeting on 14 October 2025. The audited financial statements will be included in these respective annual reports after this date.
9. Any feedback the Audit and Risk Committee provides on the Annual Report will be considered by Council before its adoption of the 2024/25 Annual Report before 30 November 2025.
10. A copy of the finalised Annual Report documents will be submitted to the Parliamentary Librarian of South Australia, the State Library of South Australia, and the National Library of Australia by 30 November 2025. A copy will be provided to the South Australian Local Government Grants Commission by 31 December 2025.
11. Once adopted, the Annual Report will be available on Council's website, with copies available at Council's Customer Centre and Libraries.

DATA AND SUPPORTING INFORMATION

Link 1 – [2024/25 Audit and Risk Committee Presiding Member's Annual Report](#)

Link 2 – [Agenda for Audit and Risk Committee 24 September 2025](#)

Link 3 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment A](#)

Link 4 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment B](#)

Link 5 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment C](#)

Link 6 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment D](#)

Link 7 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment E](#)

Link 8 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment F](#)

Link 9 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment G](#)

Link 10 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment H](#)

Link 11 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment I](#)

Link 12 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment J](#)

Link 13 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment K](#)

Link 14 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment L](#)

Link 15 – [Audit and Risk Committee 24 September 2025 – Item 8.2 – Audited Financial Statements & Report on Financial Results – Attachment M](#)

ATTACHMENTS

Attachment A – City of Adelaide 2024/25 Draft Annual Report

Attachment B – Adelaide Central Market Authority 2024/25 Draft Annual Report

Attachment C – Adelaide Economic Development Agency 2024/25 Draft Annual Report

Attachment D – Kadaltilla / Adelaide Park Lands Authority 2024/25 Draft Annual Report

Attachment E – Brown Hill and Keswick Creeks Stormwater Board 2024/25 Draft Annual Report

- END OF REPORT -

2024/25 **ANNUAL REPORT**

City of Adelaide

Acknowledgement of Country

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

City of Adelaide acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today. And we also extend that respect to other Aboriginal Language Groups and other First Nations.

DRAFT

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Lord Mayor's Message



What do 273 new street trees, 79,000m² of upgraded roads, and 46,000 emptied bins add up to? In the City of Adelaide, they make streets that are safer, parks that are greener, and public spaces that feel cared for.

That's why I'm starting the 2024/25 Annual Report message with numbers that illustrate the scale of work happening behind the scenes to make Adelaide a better place to live, work and play.

As I always say: you cannot operate with audacity, aspiration and ambition until you get the basics right. By mastering the core responsibilities of local government, this Council has made strong inroads on key priorities, from housing to financial management, while also earning recognition along the way.

In the face of a national housing crisis, our Adaptive Reuse City Housing Initiative (ARCHI) was launched in July 2024 to incentivise the conversion of underused spaces into new homes.

Fourteen residences have been created so far, with a further 42 in the pipeline. While not huge figures, even small numbers matter in addressing the housing supply challenge.

Progress continued on major street upgrades, with revitalisation plans for Hindley and Gouger streets advancing to their next stages.

Paving began outside North Adelaide's new 88 O'Connell Street development, and a \$5 million makeover of Charles Street was unveiled, transforming it into a pedestrian-only zone with greenery, new stone paving, expanded dining space and improved lighting.

Council also completed two long-running projects: the final section of the Market to Riverbank link along Pitt Street and the North-South bikeway along Frome Street.

As caretakers of 7.6 million square metres of Park Lands, we continued maintaining 29 parks and six squares for their 10 million annual users. We also approved a long-awaited upgrade to the Adelaide Community Sports and Recreation Association (ACSARA) clubrooms at Golden Wattle Park / Mirnu Wirra (Park 21 West), after committing to revenue to improve Park Lands sporting clubs.

During the past 12 months, Council was recognised with multiple awards for work in climate strategy, tourism and landscape architecture. Most notably, we won gold at the Good Design Australia 2024 Awards for the City Plan: Adelaide 2036 urban design and strategic planning tool — recognition of our leadership in delivering evidence-based planning and tools for community progress.

None of this would be possible without the dedication of City of Adelaide staff, who work tirelessly to make our city a destination for 400,000 daily visitors. Whether planning safer streets, planting trees to cool our environment or collecting waste, their efforts are second to none.

As always, the job rolls on. I am proud of what we've achieved and look forward to building on this success in 2025/26.

Dr Jane Lomax-Smith AM
Lord Mayor

Council Members



Dr Jane Lomax-Smith AM
Lord Mayor



Arman Abrahamzadeh OAM
Area Councillor



Janet Giles
Area Councillor



Phillip Martin
Deputy Lord May (from 13/5/25)
North Ward Councillor



Mary Couros
North Ward Councillor



Carmel Noon *
Central Ward Councillor



Simon Hou *
Central Ward Councillor



David Elliott *
Deputy Lord Mayor (12/1/25-11/4/25)
Central Ward Councillor



Jing Li *
Central Ward Councillor



Keiran Snape
Deputy Lord Mayor (1/7/24-11/1/25)
South Ward Councillor



Henry Davis
South Ward Councillor



Dr Mark Siebentritt
South Ward Councillor

* until 11 April 2025

CEO Message



2024/25 was a significant year for delivering on the City of Adelaide Strategic Plan 2024–2028. With an approach that is **Bold. Aspirational. Innovative.** – delivering on our Strategic Plan will, create connected communities, build a resilient environment, grow a responsive economy, shape interesting places, and deliver customer-centric services.

The 2024/25 Business Plan and Budget delivered on the first full year of the City of Adelaide Strategic Plan 2024–2028. Council identified nine annual priorities from the Strategic Plan to focus on in the year *under the themes of Our Community, Our Environment, Our Economy, Our Places and Our Corporation*. All priorities were completed or are on track to be completed.

The City of Adelaide advocated for **Our Community** by increasing housing supply in the city by supporting adaptive reuse and Council developments which include affordable housing. It also supported arts and culture with the development of the City of Adelaide Cultural Policy 2025–2036. Through numerous events and public art, city spaces were activated and celebrated including Aboriginal and Torres Strait Islander people and cultures.

Council continued to prioritise **Our Environment** with the rollout and commencement of the delivery of the Integrated Climate Strategy 2030, investing in the community to reduce greenhouse emissions through the Sustainability Incentives Scheme, planting over 270 street trees across Adelaide and North Adelaide increasing our tree canopy cover to 33% across the city, and reviewing the Adelaide Park Lands Management Strategy.

We supported **Our Economy** by progressing the Eighty-Eight O'Connell development, Central Market Arcade Redevelopment and master planning for the land acquisition at 218-232 Flinders Street (City East Project) in addition to implementing the Economic Development Strategy 2024-2028 which supports economic growth within the city and broader South Australia. Through the work of the Adelaide Economic Development Agency, we are stimulating the visitor economy and delivering economic data and insights to our business community.

Council continues to focus on **Our Places** to ensure assets like our roads, footpaths, lighting and community buildings are well maintained, and to have a planned approach to our growth and public spaces through the City Plan - Adelaide 2036, masterplans and an Integrated Transport Strategy.

Across the organisation we delivered a \$101.115 million Capital Works Program with over 400 projects being undertaken. Highlights of the program include:

- Progressing key **Mainstreet Revitalisation projects** for Hindley Street, Gouger Street, O'Connell Street, Melbourne Street and Hutt Street, which will create active neighbourhoods that support business growth, visitation, and residential amenities.
- Completion of the final connections of the **Market to Riverbank project** in Pitt Street, with support from the State Government.
- Undertaking the final stages of the **Adelaide Town Hall Façade Restoration project** ensuring the historic structure is preserved.
- Continuing the **Central Market Arcade Redevelopment project** with works across the site taking shape quickly, including the residential and hotel tower, commercial tower and the market expansion.

Our ongoing financial planning and management over the 2024/25 financial year has delivered an operating surplus that is favourable to budget.

Our great work was recognised throughout the year winning four awards for our work: City Plan - Adelaide 2036, Place of Reflection artwork, Project Night Life pilot with its focus on prioritising women's safety, and for the iconic Adelaide Central Market.

All these achievements would not have been possible without the dedication and hard work of our over 850 staff, who ensure that our community and the greater state of South Australia have a capital city they can be proud of.

Michael Sedgman
Chief Executive Officer

City of Adelaide Profile

The City of Adelaide is a vibrant and dynamic city that consists of just over 29,000 residents and over 390,000 daily visitors. Our residents are diverse with 45% born overseas and 36% speaking a language other than English. Nearly half of our residents are aged 18 to 34 and one in five are 60 and over.

We have over 12,500 businesses contributing 18% of the state's economic value. Financial and insurance services; professional, scientific and technical services; public administration and safety; and healthcare, form the city's largest industries in terms of economic contribution.

Our city is small, only 15.6km² in total land area, but almost half of our size is made up of the Adelaide Park Lands and the six city squares.



Sources:

Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented by .id (informed decisions); National Institute of Economic and Industry Research (NIEIR) 2024. Compiled and presented in economy.id by .id (informed decisions); Spendmapp by Geografia; Tourism Research Australian, unpublished data; City of Adelaide data

What We Delivered

The 2024/25 financial year saw the first full year of delivery against the Strategic Plan 2024–2028. Council has also continued to deliver on the legislatively required suite of Strategic Management Plans as articulated in the City of Adelaide Strategic Plan 2024–2028 and summarised below:

Strategic Plan	Long Term with a four year delivery focus.
Community	<i>Planning for the vision and aspirations of the Adelaide Capital City.</i>
Long Term Financial Plan	Ten year Plan, revised annually to ensure a ten year view is maintained.
Financial	<i>Planning for the long term financial sustainability of the City of Adelaide.</i>
Asset Management Plans	Suite of ten year Plans.
Infrastructure	<i>Planning for the sustainable renewal and maintenance of Council assets.</i>
City Plan	Ten year Spatial Plan.
Development/ Built Form	<i>Planning for the future land uses and built form of the Adelaide Capital City.</i>

Our Annual Focus – Business Plan and Budget

To drive the delivery of our new Strategic Plan, Council continued to focus on repairing our budget after historical financial pressures associated with frozen rates and the COVID-19 pandemic impacting our ability to renew assets, upgrade infrastructure and provide core community services.

Our expenditure of \$291.842 million across operating and capital budgets focused on the prioritisation of community and civic services, activities that supported the city's cultural and economic development, and projects that maintained and upgraded infrastructure within the city and the Adelaide Park Lands.

To show progress on how we delivered on the budget, quarterly reports were provided to Council and our community throughout the year. These reports showed how we delivered on our budget and priorities and are available online. Detailed financial statements are available in this document.

To further showcase our commitment to delivering on the 2024/25 Business Plan and Budget, Council articulated nine annual priorities to be delivered.

At the end of the financial year all nine annual priorities from the 2024/25 Business Plan and Budget have been completed or are on track to be completed.

Annual highlights against our 2024/25 priorities

Our Community:

Support increased residential growth and housing affordability through partnerships and advocacy.

Reduce rental pressures by increasing housing supply and unlocking properties for long-term tenants.

- A submission was made to the State Planning Commission to support changes to reduce barriers to adaptive reuse for housing. This would enable more certainty for developers and lending institutions, leading towards an increase in the City of Adelaide's population, in line with the growth targets in the Strategic Plan 2024-2028 and City Plan – Adelaide 2036.
- Council and its stakeholders have progressed the Flinders Street Housing project, including engagement with State and Federal governments. This project will contribute towards increasing housing supply in the east of the city.
- In partnership with Renewal SA, progress was made on the Tapangka (Old Bus Station site) project. At the end of 2024/25, negotiations with the shortlisted parties for the development were being undertaken. The project has a commitment of delivering 35% affordable housing.

Support belonging through an inclusive and welcoming community that recognises diversity and enables people of all abilities living, working and visiting the city.

- Council adopted the new Cultural Policy on 10 June 2025. The policy guides Council's approach to promote and support the city's unique cultural identity and opportunities to strengthen Adelaide's role as a global cultural capital.
- The City of Adelaide's Access and Inclusion Advisory Panel provided feedback on a range of Council's projects, policies and strategy developments, supporting inclusion and the objectives of the Disability Access and Inclusion Plan 2024-2028. This included input on the Draft Cultural Policy, Draft Integrated Transport Strategy, Hutt Street Mainstreet Revitalisation Consultation Options, and inclusive Council Meetings, amongst others.

Our Environment:

Work with our partners to plan for, lead and educate our community on a climate resilient future.

- 123 Sustainability Incentives Scheme applications were approved resulting in an estimated emissions reduction of over 12,000 tonnes of CO² equivalent over the lifespan of the products and services provided.
- 273 new street trees planted across Adelaide and North Adelaide, exceeding the annual target of 200 new street trees planted annually.

Work with partners to create innovative ways to create or convert underutilised areas to green space.

- Council worked with the State Government on funding arrangements to enable master planning for Helen Mayo Park.

Our Economy:

Work with partners, universities and businesses to attract investment and improve employment opportunities.

- AEDA's investment attraction program engaged with 86 businesses on relocation and investment opportunities in the City of Adelaide. Through this engagement, there is potential for an additional 3,850+ jobs to be brought into the city.

Our Places:

Encourage repurposing, adaptive reuse and improvement of buildings and facilities.

- Through the Adaptive Reuse City Housing Initiative (ARCHI), opportunities were identified and building owners were supported in converting suitable spaces for reuse into residential dwellings. Incentive Agreements to deliver 14 dwellings were achieved in 2024/25, with a further 12 projects in the Incentives Scheme pipeline with the potential to deliver 42 dwellings.

Deliver quality street and laneway upgrades, mainstreets, precincts, and neighbourhood revitalisation and improvements that make Adelaide well-designed, safe and unique.

- The Hindley Street Revitalisation revised Concept Design was finalised and has now progressed to Detailed Design in preparation for stakeholder consultation.

- The Gouger Street Revitalisation Detailed Designs progressed.
- Paving upgrade works were undertaken, adjacent to the new 88 O'Connell Street development, in line with the completion of the development.
- An extensive stakeholder engagement process was undertaken to understand community aspirations for on-street parking.

Our Corporation:

Focus on budget repair and ensure responsible financial management through the principle of intergenerational equity while delivering quality services.

- The 2024/25 Business Plan and Budget was delivered within the adopted parameters, with a final end of year operating position of \$9.475 million, and a Capital Works program of \$101.115 million – consisting of an Asset Renewal program of \$53.606 million, and a New and Upgrade program of \$47.509 million.
- The Essential Services Commission of SA (ESCOSA) undertook a review of City of Adelaide's financial performance, finding it to be mostly sustainable.
- At the end of the financial year, all of our nine Key Financial Indicators were on track, showing responsible management of community funds.

Recognition of our work in 2024/25

During 2024/25, we were recognised through the following awards:

- City Plan – Adelaide 2036: A Place-Based Blueprint for Growth awarded as a Gold Winner in the Good Design Australia 2024 Awards, in partnership with Arup – September 2024
- Place of Reflection won the Small Project category- Landscape Architecture Award at the Australian Institute of Landscape Architecture (AILA) National Awards – October 2024
- Project Night Light won the 2024 Minister for Health and Wellbeing's Excellence in Public Health Awards, for the pilot program that prioritises women's safety and aims to enhance Adelaide's status as a safer city for all to enjoy – November 2024
- Adelaide Central Market won the Silver Award in the Tourism Retail, Hire & Services category at the 2024 South Australian Tourism Awards – November 2024
- The Integrated Climate Strategy and City Plan received commendations at the Planning Institute of Australia, SA Division, Planning Awards – December 2024.
- Friday nights at the Adelaide Central Market voted Australia's Favourite Food Experience in the 2025 delicious 100 Awards - March 2025

Our 2025/26 Business Plan and Budget

Towards the conclusion of the 2024/25 Business Plan and Budget, following a series of workshops, reports and community consultation, Council adopted the 2025/26 Business Plan and Budget, which will deliver on the second year of the Strategic Plan 2024-2028, and other key Council strategies and subsidiary plans.

Highlights include:

- Investing over \$46 million into capital new and upgrade projects including converting the previous Adelaide Aquatic Centre site into a community playing field, upgrading James Place, progressing the Central Market Arcade redevelopment and continuing greening through the city.
- Undertaking over \$67 million in asset renewal for the \$2 billion plus owned Council assets (roads, footpaths, parks, buildings etc).
- Continuing our commitment to upgrading Park Lands buildings ensuring that sporting clubs and our community have the facilities they need now and for future generations, with works commencing at the sporting clubs at Golden Wattle Park / Mirnu Wirra (Park 21 West) and Mary Lee Park / Tulya Wardli (Park 27B).
- Implementing the Mainstreet Revitalisation Program with construction works progressing in Gouger Street, Hindley Street, Hutt Street and Melbourne Street, and finalising the design of O'Connell Street.
- Stimulating growth in the city's economy through the implementation of the Economic Development Strategy and the Adelaide Economic Development Agency's Strategic Plan.
- Improving active transport and safety with a pedestrian crossing being installed at Franklin Street, traffic signal upgrades on Morphett Street and cycling path improvements along Peacock Road and the Adelaide Park Lands Trail.
- Focusing on maintaining our open space and Park Lands with an investment of \$25.5 million on maintenance of open space and the Adelaide Park Lands.
- Funding priorities, projects and services through responsible principles of financial sustainability reflecting a general rates revenue increase of 5.6%.

Our Strategic Focus – Strategic Plans

The Strategic Plan 2024-2028 presents a long-term vision of Our Adelaide. Bold. Aspirational. Innovative.

Delivery of the Strategic Plan 2024-2028 occurs via five aspirations:

- Our Community: Vibrant, connected and inclusive
- Our Environment: Resilient, protected and sustainable
- Our Economy: Growing, innovative and responsive
- Our Places: Interesting, purposeful and safe
- Our Corporation: High performing, customer-centric and bold.

Across all aspirations in the Strategic Plan, there are 102 Indicators of Success/ Measures/ Targets which we use to track our delivery. At the end of 2024/25, across the entire Strategic Plan, of the Indicators of Success/ Measures/ Targets:

- 37 were achieved
- 52 were on track for delivery
- Nine were at risk, requiring further attention to deliver
- Four had no update, as there is no data currently available.

Further information on Council's Strategic and Business Planning can be found online:

cityofadelaide.com.au/strategicplan
cityofadelaide.com.au/budget

Administration

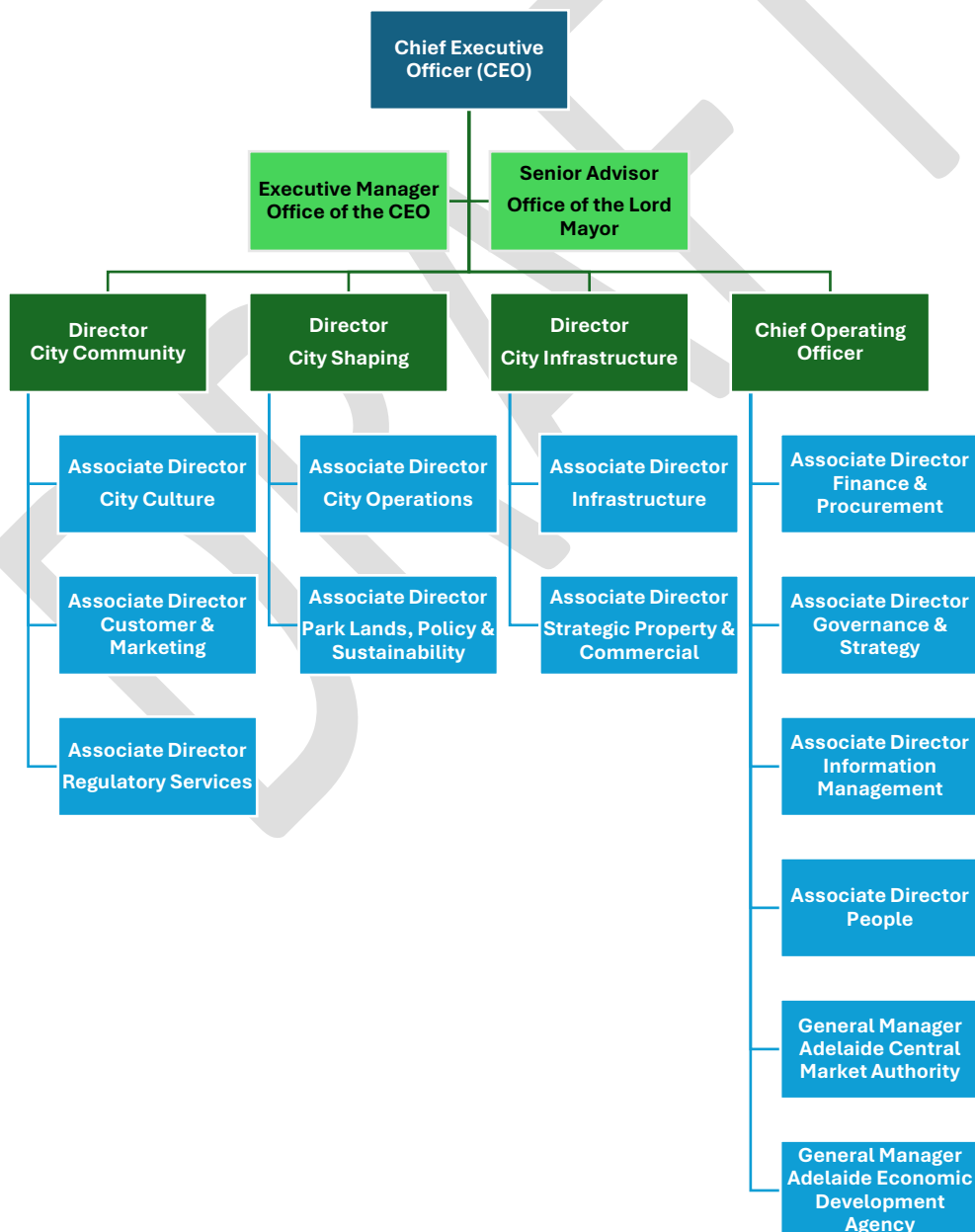
At the City of Adelaide, unique, knowledgeable and passionate people work together to deliver extraordinary experiences across the city and are integral to the successful delivery of services. They also work to create a welcoming, inclusive, and safe environment that celebrates difference. City of Adelaide values and embraces diverse perspectives and recognises the value diversity has in fuelling innovation and enabling brilliant experiences.

Leadership

As at 30 June 2025, the Executive team consisted of five Senior Executive Officer positions; Chief Executive Officer, Chief Operating Officer, Director City Community, Director City Shaping and Director City Infrastructure.

Members of Executive are responsible for leading and developing the City of Adelaide's delivery program and supporting organisational and employee capabilities.

As at 30 June 2025 remuneration packages, comprising of salary and superannuation, for the members of Executive ranged from \$305,000 to \$425,000 per annum. In addition, Executive remuneration packages include a car park (where applicable), an allowance for membership fees for two relevant professional associations, and a professional development allowance of \$2,500 per member of Executive and \$5,000 for the Chief Executive Officer. For further detail, refer to the Audited Financial Statements.



Senior Leadership Team by Gender

Representing the Chief Executive Officer, Chief Operating Officer, Directors, Associate Directors, and General Managers.

Senior	Number	Percentage
Female Employees	8	44%
Male Employees	10	56%
TOTAL	18	100%

Employees

The table below provides the full time equivalent (FTE) and headcount figures for the City of Adelaide employees, trainees/apprentices, and labour hire staff as at 30 June 2025.

	As at 30 June 2025		Headcount		2024/25 Cost (million)
	FTE	Headcount	Female	Male	
Employees (Permanent)	641.5	685	311	374	\$63.839
Temporary employees (fixed term)	41.3	45	24	21	\$6.918
Common Law Contract	39.8	40	14	26	\$6.910
Casual Employees	N/A	103	48	55	\$2.395
Trainees/Apprentices*	N/A	29	N/A	N/A	\$1.655
Labour hire*	N/A	38	N/A	N/A	\$6.101
TOTAL	722.6	940	397	476	\$87.818

*Resource provided by an external provider and do not contribute to FTE count

During 2024/25 there was an average employee turnover of 34.4% (inclusive of casual staff). Of the 304 total leavers, 100 were voluntary and 204 were involuntary. Involuntary turnover includes end of contract, end of temporary contract, terminations, and redundancies.

The figure of 34.4% includes the turnover associated with the closure of Adelaide Aquatic Centre on 1 August 2024. Excluding the closure of Adelaide Aquatic Centre, in 2024/25 there was an average turnover of 15.0% (132 people) including casuals and 12.2% (95 people) excluding casuals.

The following tables provide the City of Adelaide's workforce diversity demographics as at 30 June 2025. This data captures permanent and fixed-term employees and includes casual employees.

Gender	Number*	Percentage
Female employees	397	45%
Male employees	476	55%
TOTAL	873	100%

*includes casuals

Years of Service	Female	Male
Over 20 years	47	87
10-20 years	80	68
5-10 years	55	61
2-5 years	131	161
1-2 years	49	55
Less than 12 months	35	44
TOTAL	397	476

Age	Female	Male
65+	22	30
55-64	50	98
45-54	124	110
35-44	112	121
25-34	75	92
Under 25	14	25
TOTAL	397	476

Workforce	Female	Male
Indoor	379 (54%)	322 (46%)
Outdoor	18 (10%)	154 (90%)
TOTAL	397	476

Aboriginal and Torres Strait Islander Employment

As at 30 June 2025, 1.1% of the workforce identified as Aboriginal and/or Torres Strait Islander. The City of Adelaide is committed to an Aboriginal and Torres Strait Islander employment target of 2%, as part of the City of Adelaide's Stretch Reconciliation Action Plan 2024–2027. The Aboriginal and Torres Strait Islander population in South Australia is 2.4% of the population, noting that for Adelaide it is 1.4%*.

The City of Adelaide's Reconciliation Officer collaborates closely with the People team in improving awareness of employment opportunities with the City of Adelaide among the Aboriginal and Torres Strait Islander communities. Connection is maintained with State and Federal agencies to undertake more targeted recruitment of Aboriginal and Torres Strait Islander candidates.

DRAFT

*Source: Australian Bureau of Statistics, Census of Population and Housing 2021. Compiled and presented by.id (informed decisions)

Administration Travel

Under Regulation 35(2), *Local Government (General) Regulations 2013* (SA) the City of Adelaide is required to provide a summary of the details, including the cost, of any interstate and international travel, excluding prescribed interstate travel, undertaken by employees of the council during the relevant financial year funded in whole or part by the council. Cost of travel includes accommodation costs and other costs and expenses associated with the travel.

Date	Purpose	Total (excl GST)
Representing the Corporation – travel required to represent CoA at a meeting or networking event		
17/07/2024	Attendance x 1 Council of Capital City Lord Mayors meeting – Darwin	\$2,070.73
6/08/2024	Attendance x 1 George Town Sister City 50th anniversary	\$3,660.95
7/09/2024	Attendance x 1 Carbon Neutral Cities Alliance (CNCA) Annual Meeting	\$1,986.99
20/09/2024	Attendance x 3 2024 Australian Good Design Awards Ceremony	\$3,841.63
23/10/2024	Attendance x 1 Waste Expo Australia	\$379.44
23/10/2024	Attendance x 1 National Landscape Architecture Awards Announcement Event	\$1,950.89
13/02/2025	Attendance x 1 Workforce Planning Project Sponsors & Forum on Night Time Economy	\$1,513.59
18/03/2025	Attendance x 1 Tourism Australia's Destination Australia Conference and the Regional Tourism Organisation Forum	\$1,300.05
27/04/2025	Attendance x 2 Australian Tourism Expo	\$10,060.38
28/05/2025	Attendance x 1 2025 PIA Congress	\$3,747.60
Attending a Conference – travel required to attend a conference as part of an approved learning and development plan		
27/08/2024	Attendance x 2 Infor Public Sector User annual ANZ conference	\$2,591.18
2/09/2024	Attendance x 1 Irrigation Australia Conference and Exhibition	\$1,541.20
13/10/2024	Attendance x 1 National Economic Development Conference	\$6,188.06
20/10/2024	Attendance x 1 Public Venue Safety & Security 2024 Conference	\$1,145.66
29/10/2024	Attendance x 1 National Roads & Traffic Expo & Parking Australia Awards Dinner	\$2,069.49
11/11/2024	Attendance x 1 Cisco Technologies Conference	\$1,751.73
11/02/2025	Attendance x 2 City Nation Place Australasia 2025 Conference	\$3,583.67
19/02/2025	Attendance x 2 10th Annual Affordable Housing Development & Investment Summit	\$5,908.77
14/05/2025	Attendance x 2 Visitor Information Services Network conference	\$1,450.90
19/05/2025	Attendance x 1 2025 Australasian Fleet Management Association Fleet Education & Leadership Summit	\$1,540.17
16/06/2025	Attendance x 1 Hubspot Conference	\$1,009.98
16/06/2025	Attendance x 2 Gartner Data and Analytics Conference	\$8,913.43
Project and Research Related – travel required for CoA projects and/or research for upcoming work		
6/03/2025	Attendance x 1 2025 Melbourne Fashion Festival	\$1,633.36
15/05/2025	Attendance x 1 Australian Fashion Week	\$1,691.23
11/06/2025	Attendance x 1 REMIX Summit	\$1,518.57
Speaker at a conference – travel required to present at a forum or event		
26/08/2024	Attendance x 1 LGInfor2024 conference	\$669.01
Other		
27/03/2025	Attendance x 1 Information System hardware audit	\$947.73
28/05/2025	Attendance x 1 2025 PIA Congress	\$3,747.60
17/06/2025	Attendance x 1 Homelessness Australia Conference	\$1,401.50
TOTAL		\$79,815.49

Administration Gifts and Hospitality Register

Under Regulation 35(2), *Local Government (General) Regulations 2013* (SA) the City of Adelaide is required to provide a summary of the details, including the cost, of any gifts or hospitality equal to or above the value of \$50 provided to employees of the council during the relevant financial year funded in whole or in part by the council.

Gifts and Hospitality	Value
Local Government Professionals Gala Dinner	\$3,900.00
Service Recognition Certificates	\$437.25
Annual Awards Trophies	\$1,128.60
Catering (staff induction and connection event)	\$605.40
TOTAL	\$6,071.25

Administration Credit Card Transactions

In accordance with the *Local Government Act 1999* (SA) (the Act) and Regulation 35(2), *Local Government (General) Regulations 2013* (SA), Council advises the expenditure incurred from 1 July 2024 to 30 June 2025 on credit cards by its employees amounts to \$921,881.61 inclusive of GST.

Purchase types where a credit card was used for payment includes promotional activities, City of Adelaide events, advertising, catering, stationery, fleet management and maintenance, web hosting services, and training.

A detailed listing of the expenditures can be found on the City of Adelaide's website via the following link cityofadelaide.com.au/freedom-of-information

Legal Expenditure

Under Section 131, *Local Government Act 1999* (SA) (1a) the City of Adelaide is required to report annually the total expenditure on legal costs by the council. The expenditure between 1 July 2024 to 30 June 2025 was \$1.449 million. This is included as a line item in the City of Adelaide Financial Statements.

Expenditure on legal costs across the organisation during 2024/25 consisted of: legislative obligations and compliance, commercial leasing and property development activities, management of employee relations requirements, management of Council requests and investigations, response to community member queries, intellectual property matters, local government election matters, and project related risks and contractual management.

Governance

Memberships and Meetings

The Council is established to provide leadership, strategy, governance and management of the City of Adelaide area while meeting legislative responsibilities. Council's role is to:

- Act as a representative, and undertake informed and responsible decision-making in the interests of the City of Adelaide community, including ensuring financial sustainability
- Provide and coordinate various public services and facilities
- Develop its community and resources in a socially just and ecologically sustainable manner
- Encourage and develop initiatives within its community for improving the quality of life of the community
- Represent the interests of the community to the wider community
- Exercise, perform and discharge the powers, functions and duties of local government in relation to its area.

Council is accountable for city leadership, strategy development and delivery of efficient and effective local government services. The Council comprises a Lord Mayor and 11 Councillors (two Area Councillors, three South Ward Councillors, four Central Ward Councillors, two North Ward Councillors) who have been elected by the community to represent the interests of Adelaide's residents, businesses and daily city users. Local Government elections in South Australia are conducted every four years in accordance with the legislative framework provided in the *Local Government (Elections) Act 1999* (SA). The most recent Local Government elections were held in November 2022.

Council Representation Quota

The total representation quota is the number of electors for each Council Member, including the Lord Mayor. At 30 June 2025, the total representation quota for the City of Adelaide was 1:2,547 and the total number of electors was 30,575 on the combined Council and State Roll.

Council's representation quota compares with other similar councils (using the Australian Classification of Local Governments and data sourced from the Electoral Commission SA) as set out in the following table:

Council	Number of Electors	Representation Quota
Adelaide	30,575	1:2,547
Charles Sturt	91,431	1: 5,378
Marion	69,237	1: 5,325
Port Adelaide Enfield	91,409	1: 5,078
Salisbury	98,968	1: 6,597

Council Membership

Presiding Member – Lord Mayor, Dr Jane Lomax-Smith AM

Deputy Lord Mayor – Councillor Keiran Snape appointment from 1 July 2024 to 11 January 2025, Councillor David Elliott appointed from 12 January 2025 to 11 April 2025, Councillor Phillip Martin appointed from 13 May 2025.

Area Councillors – Arman Abrahamzadeh OAM, Janet Giles

North Ward Councillors – Phillip Martin, Mary Couros

*Central Ward Councillors – Carmel Noon, Simon Hou, David Elliott, Jing Li

South Ward Councillors – Keiran Snape, Henry Davis, Dr Mark Siebentritt

*until 11 April 2025

On 11 April 2025 the Court of Disputed Returns ruled, in the matter of *Alexander Hyde v Electoral Commissioner of South Australia & Jing Li (No 3) [2025]*, that the Central Ward result during the November 2022 City of Adelaide general election was affected by "illegal practices". As a result of this ruling, the election results for the Central Ward Councillors were declared void. This required a supplementary election to be undertaken, with results announced in September 2025.

Meetings

The City of Adelaide Council's responsibilities are derived from the *Local Government Act 1999* (SA) and the *City of Adelaide Act 1998*.

All meetings of the Council, Committees, Council Assessment Panel (CAP) and Kadaltilla/Adelaide Park Lands Authority are open to the public unless there is a resolution to exclude the public based on the relevant legislative provisions.

As part of its Strategic Plan 2024–2028, the City of Adelaide has committed to transparent decision-making based on data and evidence, and robust financial management as key enabling priorities. All Council items are assessed with the objective of ensuring transparency to ratepayers, while adhering to strict legislative provisions, such as those outlined in Section 90(3) of the *Local Government Act 1999* (SA) and honouring all contractual requirements.

Documentation for each meeting (agenda with reports/attachments, minutes and meeting documents released from confidence) is available and accessible on the City of Adelaide's website cityofadelaide.com.au

Council met twice a month (the second Tuesday and fourth Tuesday of the month), except December and January, and Council's core committees (City Finance and Governance, Infrastructure and Public Works, City Community Services and Culture and City Planning, Development and Business Affairs) met monthly, except

December and January. Additional special Council and core committee meetings were held as required.

Other Committee meetings: Kadaltilla/Adelaide Park Lands Authority met monthly, except December and January, the Audit and Risk Committee met eight times, the Council Assessment Panel (CAP) met six times, the Reconciliation Committee, and the CEO Performance Review Panel met quarterly.

Public Involvement at Meetings

Public are welcome to attend meetings of Council and Committees. Meetings live streamed to the City of Adelaide website are meetings of Council and Council's core committees (City Finance and Governance, Infrastructure and Public Works, City Community Services and Culture and City Planning, Development and Business Affairs). The meeting live stream is suspended for the duration of the item when the meeting is moved into confidence in accordance with the confidentiality provisions under the Act.

Members of the public can request to speak at a meeting of Council or Core Committee of Council (deputation) or Kadaltilla/Adelaide Park Lands Authority (representation). A deputation or representation must be on matters that are the subject of deliberation at the meeting, or over which Council or Kadaltilla/Adelaide Park Lands Authority has a direct interest or responsibility. Registration and conditions are available on the City of Adelaide's website cityofadelaide.com.au

Members of the public are welcome to attend meetings of the CAP. A member of the public who has lodged a representation regarding a development application and has indicated that they wish to be heard regarding their representation, is able to appear before the CAP, either in person or by an agent.

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

In accordance with Section 90(1) of the Act, all meetings held by Council are conducted in a place open to the public and operate in accordance with the provisions of the Act, Code of Practice and Parts 1, 2 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013* (SA).

On every occasion that the provision to exclude the public within Sections 90(2) and (3) of the Act was exercised, the minutes of the meeting included proceedings making the order and the grounds on which the order was made in accordance with Section 90(7) of the Act.

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

In addition to the *Local Government Act 1999* (SA), items discussed at a CAP meeting may be discussed in confidence under Regulation 13 of the *Planning, Development and Infrastructure (General) Regulations 2017* (SA).

Structure

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

- Assist it in the performance of its functions
- Inquire into, and report on, matters within the ambit of its responsibilities
- Provide advice
- Exercise, perform or discharge delegated powers, functions or duties.

Pursuant to Sections 42 and 43 of the Act, Council may establish subsidiaries to:

- Provide a specified service or services
- Manage or administer property, facilities or activities on behalf of the Council (Section 42 only)
- Perform a function of the Council under the Act (or another Act).

In summary, the structure of Council is:

- Council
- Council Committees
- Other Council Committees
- Council Assessment Panel
- Subsidiaries

Council Committees

- City Community Services and Culture Committee
- City Finance and Governance Committee
- City Planning, Development and Business Affairs Committee
- Infrastructure and Public Works Committee

Committees are formed under Section 41 of the Act as an advisory committee to Council and an informal discussion forum.

On 25 February 2025 Council resolved to continue with the Committee structure of the previous financial year, including the City Community Services and Culture Committee, the City Finance and Governance Committee, the City Planning, Development and Business Affairs Committee and the Infrastructure and Public Works Committee, until the conclusion of the 2022-26 Council Term.

These committees report directly to Council and provide recommendations. Each Committee meets monthly, on the first or third Tuesday of the month (excluding January or December). The purposes of these Committees are as follows:

- City Community Services and Culture Committee – To make recommendations to Council on strategies, services, policies, and programs that assist Council to create a thriving city that is welcoming and accessible to all and that supports and celebrates its natural and cultural heritage.
- City Finance and Governance Committee – To assist and guide Council in undertaking strategic planning, monitor the performance of Council's finances, programs, projects and services (including subsidiaries) and review and make recommendations on delegations, policies and Policy Framework.
- City Planning, Development and Business Affairs Committee – To provide advice to the Council in relation to strategic, planning and development policy issues (including city-wide economic development strategy and a local heritage strategy and policy), guide and oversee the implementation of major projects, review changes to the Planning and Design Code and advise on strategies regarding its strategic property holdings.
- Infrastructure and Public Works Committee – To guide the development of an asset management policy framework for the city, make recommendations for consideration in forward financial estimates and to deal with matters in respect of Council's asset management program.

All committees operate in accordance with the provisions of the Act, its Terms of Reference and Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013* (SA).

Other Council Committees

- Audit and Risk Committee
- CEO Performance Review Committee
- Chief Executive Officer Selection Panel
- Reconciliation Committee

Audit and Risk Committee

The Audit and Risk Committee is established pursuant to Section 41 and in accordance with Section 126 of the Act addressing legislative functions to provide independent assessment of Council and Corporation activities.

The Audit and Risk Committee conducted its business in accordance with the provisions of the Act, its Terms of Reference and the provisions of Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013* (SA) and is comprised of the Lord Mayor (*ex officio*), one City of Adelaide Councillor and four External Independent Members and one Proxy City of Adelaide Member.

Further information and details of committee membership including agendas and minutes of meetings is available online at cityofadelaide.com.au

CEO Performance Review Committee

The CEO Performance Review Committee (CEOPRC) is formed pursuant to Section 41 of the Act to develop, monitor and assess key performance indicators and establish a process by which CEO performance is measured. The CEOPRC operated in accordance with the provisions of the Act and Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013* (SA) and comprised of the Lord Mayor, the Deputy Lord Mayor, one Councillor and two independent Members, with support from a Human Resource Specialist.

Further information and details of committee membership including agendas and minutes of meetings is available online at cityofadelaide.com.au.

Chief Executive Officer Selection Panel

The Chief Executive Officer Selection Panel is a formally appointed committee of Council pursuant to section 41 of the Act to undertake the appointment process of a Chief Executive Officer, when required.

Further information and details of committee membership including agendas and minutes of meetings is available online at cityofadelaide.com.au

Reconciliation Committee

The Reconciliation Committee is formed pursuant to Section 41 of the Act and works to advance reconciliation in the city and seek broad Aboriginal and Torres Strait Islander participation in activities and events of the City of Adelaide. The Reconciliation Committee operated in accordance with the provisions of the Act and Parts 1, 3 and 4 in the *Local Government (Procedures at Meetings) Regulations 2013* (SA) and is comprised of the Lord Mayor (*ex officio*), three Council Members, three strategic agency representatives, three Aboriginal and/or Torres Strait Islander representatives, one Kurna specific (with one proxy) and two proxies.

Further information and details of committee membership including changes and current membership are available online at cityofadelaide.com.au/community/reconciliation/reconciliation-committee.

Council Assessment Panel (CAP)

The CAP is established in accordance with Section 83 of the *Planning, Development and Infrastructure Act 2016* (SA) as the relevant authority to exercise or perform its powers and functions. The role of the CAP is to facilitate the expeditious assessment of development applications made to the Council. All meetings of CAP are open to the public unless the meeting decides to exclude the public having considered the relevant requirements.

The CAP operated in accordance with the provisions of the *Development Act 1993* (SA), *Planning, Development and Infrastructure Act 2016* (SA), *Planning, Development and Infrastructure (General) (Assessment Panels) Variation Regulations 2017* (SA), its Terms of Reference, Code of Conduct, Meeting Procedures, Instrument of Delegation and a Policy for Applying Delegations.

It is comprised of one City of Adelaide Council Member and four independent members having qualifications and experience in one or more of the following disciplines: urban planning, architecture and/or urban design, environmental and/or heritage management, property management and/or development, planning law or environmental law and/or corporate governance and strategic, transport, infrastructure and/or social planning.

Further information and details of committee membership including agendas and minutes of meetings is available online at cityofadelaide.com.au

Subsidiaries and associated entities

The City of Adelaide manages our two wholly owned subsidiaries, the Adelaide Central Market Authority and the Adelaide Economic Development Agency, the Kadaltilla/Adelaide Park Lands Authority subsidiary – which is a partnership with the State Government, and supports the Brown Hill Keswick Creeks Stormwater Board.

Adelaide Central Market Authority

The Adelaide Central Market Authority (ACMA) is established pursuant to Section 42 of the *Local Government Act 1999* (SA) and is a body corporate with the responsibility to manage the business and other affairs of the Authority ensuring that the Authority acts in accordance with the Act and its Charter.

The purpose of ACMA is to oversee the management and operation of the Adelaide Central Market (the Market) in accordance with the ACMA Charter.

ACMA's Strategic Plan and Headlease is to be responsible for maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders, and to be responsible for the Market being locally and internationally recognised as a leading, vibrant, diverse and unique fresh produce market community that is commercially sustainable for traders and the City of Adelaide, and contributes to the development of the wider market district.

The Board comprised of up to seven Board Members including the Chairperson, appointed by the Council, who collectively have a range of knowledge, skills and experience across the following areas: retail, food supply chain (with retail emphasis), retail property management, marketing, board governance, business acumen, people leadership, strategic management and knowledge of the Market. One Board Member must be a Council Member.

Further information and details of board membership including changes and current membership are available in the Subsidiary Annual Report.

Adelaide Economic Development Agency

The Adelaide Economic Development Agency (AEDA) is established pursuant to Section 42 of the *Local Government Act 1999* (SA) with activities undertaken in accordance with Schedule 2 (parts 1 and 3) of the *Local Government Act 1999* (SA) and its Charter.

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

Up to nine Board Members are appointed by the Council, including the Lord Mayor, and Chairperson, who collectively have a range of expertise across hospitality, property development, place making, business development, investment, events and tourism.

Further information and details of board membership including changes and current membership are available in the Subsidiary Annual Report.

Kadaltilla / Adelaide Park Lands Authority

Kadaltilla/Adelaide Park Lands Authority is a partnership between the State Government and the City of Adelaide to protect and foster the interests of the Adelaide Park Lands as set out in the Statutory Principles of the *Adelaide Park Lands Act 2005* (SA). Section 5 of the Act establishes the Kadaltilla/ Adelaide Park Lands Authority as a subsidiary of the City of Adelaide under the provisions of the *Local Government Act 1999* (SA). The Authority is the principal advisor to both the City of Adelaide and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands and is responsible for:

- Preparing and maintaining the Adelaide Park Lands Management Strategy (APLMS),
- Delivering the APLMS by providing policy advice on the full range of issues involving the Adelaide Park Lands,
- Guiding the City of Adelaide and the State Government agencies in the management of the Adelaide Park Lands,
- Ensuring that appropriate specialist expertise is brought to bear in advising on the Adelaide Park Lands.

Kadaltilla/Adelaide Park Lands Authority operates in accordance with legislative provisions, its Charter and Code of Practice.

Pursuant to legislation, membership of Kadaltilla/ Adelaide Park Lands Authority comprises of the Lord Mayor or, if the Lord Mayor chooses not to be a member of Kadaltilla/Adelaide Park Lands Authority, a person appointed by Council; and five members appointed by the relevant State Government Minister responsible, one of whom will be the Deputy Presiding Member.

Further information and details of board membership including changes and current membership are available in the Subsidiary Annual Report.

Brown Hill and Keswick Creeks Stormwater Board

The Brown Hill and Keswick Creeks Stormwater Board (the Board) was established in February 2018 as a regional subsidiary pursuant to Section 43 of and schedule 2 to the *Local Government Act 1999* (SA).

Participation is a joint effort between the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens.

The Board is responsible for the administration of the affairs of the Regional Subsidiary. It is responsible for ensuring 'the Regional Subsidiary observes the objectives set out in the Charter, that information provided to the Constituent Councils is accurate and that Constituent Councils are kept informed of the solvency of the Regional Subsidiary as well as any material developments which may affect the operating capacity and financial affairs of the Regional Subsidiary'.

Five independent members are appointed following recommendations made by a Nominations Committee of representatives from each of the constituent councils. Each Board member contributes a unique set of skills and experience. Board members are appointed for a term of three years and are eligible for reappointment at the conclusion of their term.

Further information and details of board membership including changes and current membership are available in the Subsidiary Annual Report.

Member Behaviour

Under Regulation 35(a1), 35(2a) and 35(2b) *Local Government (General) Regulations 2013* (SA) the City of Adelaide is required to provide a summary of the number of contraventions against the section of the *Local Government Act 1999* (SA) relating to Member behaviour (Chapter 5 Part 4 Division 2) and Health and Safety Duties (Chapter 5 Part 4 Division 3), and the total costs incurred by the council in relation to dealing with complaints alleging contraventions.

The total number of contraventions of Chapter 5 (Members of council) Part 4 (Member integrity and behaviour) Division 2 (Member behaviour) during the relevant financial year	Nil
Total costs incurred by the council in relation to dealing with complaints alleging contravention of Chapter 5 Part 4 Division 2	\$62,054.30
Referrals of complaints to the Behavioural Standards Panel during the relevant financial year (Chapter 5 Part 4 Division 2)	2
The total number of contraventions of section 75G (Health and Safety duties) during the relevant financial year as it relates to Member behaviour	Nil
The total costs incurred by the council in relation to dealing with complaints alleging contravention or failure to comply with section 75G as it relates to Member behaviour	\$10,745.90
Referrals of such complaints to the Behavioural Standards Panel during the relevant financial year (section 75G)	1

Policies and Procedures

The City of Adelaide is required to provide information in relation to procurement, risk and controls, access to information and records on select policies, codes and procedures. This section outlines those requirements for:

- Procurement
- National Competition Policy
- Risk Management
- Codes of Conduct or Practice
- *Local Nuisance and Litter Control Act and Regulations*
- Freedom of Information applications
- Section 270 internal reviews of Council decisions

Procurement

The City of Adelaide's Procurement Policy is consistent with the requirements of the *Local Government Act 1999* (SA) and ensures that all procurement activities deliver the following key objectives:

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

When the City of Adelaide is purchasing goods, works or services where the estimated level of expenditure is between \$10,000 and \$150,000, formal quotations will usually be obtained. Where the estimated level of expenditure exceeds \$150,000 City of Adelaide will usually call for formal tenders, however, the City of Adelaide reserves the right to undertake open or select tenders when it is considered appropriate.

The City of Adelaide is committed to achieving value for money in the procurement of goods and services that provide benefit to the community, and to supporting the economic, environmental, cultural, and social life of the city. The Procurement Policy includes a focus on social benefit and procurement outcomes, with the inclusion of Aboriginal, cultural, environmental, and local economic and social enterprise outcomes to deliver on Council's Strategic Plan 2024–2028.

The Procurement Policy allows for each procurement to be strategically planned to encompass weighted evaluation criteria, which ensures policy objectives are being achieved through successful procurement outcomes.

The Procurement Policy is designed to drive processes that are consistent, transparent and cultivate a competitive environment. The policy also seeks to advance good ethical practice and ensure an open, fair and competitive process that provides equal opportunities to participants.

The policy supports the Principles of the State Government's Industry Participation Policy through an employment contribution test that may be applied to tenders where appropriate and the Procurement Policy allows for the assigned weighting to be varied for each procurement.

Contract Management

The City of Adelaide is committed to high standards of corporate governance and accountability, and a central team provides support and advice across the City of Adelaide to promote a high standard of contract management to optimise contractor performance throughout the life of a contract and drive value for money.

National Competition Policy

Principles of competitive neutrality are designed to neutralise any net competitive advantage that a government or local government agency engaged in significant business activities would otherwise have, by virtue of its control by the government or local government, over private business operating in the same market. The City of Adelaide has a complaints mechanism in place and in 2024/25, no complaints were received with regard to competitive neutrality.

Significant Business Activities

The Adelaide Aquatic Centre closed on 1 August 2024, with the site being returned to open space, which includes a community playing field. A new aquatic centre is currently under construction, adjacent to the previous aquatic centre. This new facility is being built and will be operated by the Government of South Australia and due to open in 2025/26.

There have been no other changes in the significant business activities controlled by City of Adelaide and competitive neutrality principles relevant to each significant business activity continue to apply. All City of Adelaide business activities include checks for competitive neutrality. In setting fees and charges, relevant government legislation and policies, market rates, community service obligations and impact on residents, ratepayers and visitors to the city, efficient allocation of resources and funds to reflect best value practices, impact on competitors—actual and potential—and local, state and national economies, and organisational policies are considered.

Business Activity	Type	Category	Comments
UPark	Council	COM	Provision of off-street parking services across the city.
Adelaide Aquatic Centre*	Council	COM	Recreation, leisure and aquatics sports facility.
North Adelaide Golf Course	Council	COM	Three golf courses (two 18-hole and one par 3) and clubhouse.
Adelaide Town Hall	Council	COM	Venue hire for a range of events and catered functions.
Adelaide Central Market	Subsidiary	COM	A world-renowned food market with over 70 stalls and ancillary car parking.

* Until 1 August 2024 | COM = Commercialisation

Risk Management

The Audit and Risk Committee was established pursuant to Section 126 of the *Local Government Act 1999* (SA), to assist the Council discharge its responsibilities. Reporting to City of Adelaide, the Audit and Risk Committee provides advice and recommendations on matters relevant to its Terms of Reference in order to facilitate decision making by Council in regard to financial reporting, internal controls, risk management, management plans and business plans, service planning and performance, internal audit and external audit.

The City of Adelaide maintains an Internal Audit function which reports to Management and the Audit and Risk Committee. The role of the Internal Auditor is to identify more efficient and effective processes and to assist Council and the Chief Executive Officer meet their assurance obligations. The Internal Audit

function was contracted to KPMG and this contract concluded on 30 June 2025. The Internal Audit plan is reviewed and endorsed by the Audit and Risk Committee which also reviews internal audit report findings on a quarterly basis.

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

Enterprise Risk Management

City of Adelaide manages strategic, emerging, project, operational, and financial risks through its Enterprise Risk Management Framework which has been developed in accordance with International Standard ISO 31000:2018.

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

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

Internal Control Framework

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

Codes & Policies

Available online at cityofadelaide.com.au, codes of Conduct or Practice required to be kept under the *Local Government Act 1999* (SA), *Local Government (Elections) Act 1999* (SA), and the *City of Adelaide Act 1998* (SA) are:

- Code of Practice for Access to Council and Committee Meetings and Documents
- Code of Practice for Meeting Procedures
- Council Member Behavioural Support Policy
- Council Member Complaints Policy
- Employee Behavioural Standards

Local Nuisance and Litter Control Act and Regulations

During 2024/25 Council investigated 347 reports of local nuisance and 734 reports of littering under the *Local Nuisance and Litter Control Act 2016* (SA) (the Act). One expiation notice was issued for local nuisance pursuant to Section 18(2) – (person who carries on an activity resulting in a local nuisance) and three expiation notices were issued for Litter pursuant to Section 22(1) – (that a person must not dispose of litter on any land or into any waters). 32 Local Nuisance Exemptions were issued under Section 19 of the Act. Two Nuisance Abatement Notices were issued. One Litter Abatement Notice was issued and no civil penalties were negotiated under Section 34 of the Act.

Freedom of Information Applications

Types of requests made under the Freedom of Information Act 1991 (SA)	Number
New applications	24
Applications brought forward from previous year	1
Access granted in full	2
Access granted in part	10
Access refused (includes records which do not exist)	-
Transferred	4
Closed/withdrawn	6
Undetermined as at 30 June 2025	3
Internal review – decision confirmed	-
Internal review – decision varied	1

The Freedom of Information Statement is available online at cityofadelaide.com.au. Enquiries or requests for information under the *Freedom of Information Act 1991* (SA) should be forwarded to the Freedom of Information Officer, City of Adelaide, GPO Box 2252, Adelaide SA 5001 or FOI@cityofadelaide.com.au

Section 270 Internal Reviews of Council Actions

During 2024/25, the City of Adelaide managed three applications under Section 270 of the *Local Government Act 1999* (SA), for the review of decisions made by the Council, its employees, and persons acting on Council's behalf. The details of these reviews are as follows:

Matter	Outcome
19/08/2024 – Review of the decision regarding damage to a car following a tree branch fall	Decision Affirmed
19/08/2024 – Review of the decision by Council in relation to the Boer War Memorial	Ongoing – not yet resolved
13/12/2024 – Review of a decision regarding Pay by Plate metered parking system	Ongoing – not yet resolved
01/03/2025 – Review of a decision regarding “prescribed works” under section 29(6) of the <i>Strata Titles Act 1968</i> (SA)	Not Accepted

DRAFT

Attachment A

Registers

Council is legislatively required to maintain a list of registers, as articulated in the table below:

Register	Access
Members Register of Allowances and Benefits	Available online – Council Member allowances and benefits City of Adelaide
Members Register of Training and Development	Available on page 28
Members Register of Gifts and Benefits	Available online – Council Member gifts and benefits City of Adelaide
Members Register of Interests	Available online – Register of interests City of Adelaide
Officers Register of Remuneration, Salaries and Benefits	Available online – Register of salaries City of Adelaide
Officers Register of Gifts and Benefits	Available online – Employee gifts and benefits register City of Adelaide
Register of Community Land	Available online – Adelaide Park Lands Community Land Register
Register of Public Roads	Available online – City of Adelaide - Public Road Register
By-Laws and Certified Copies	Available online – City of Adelaide By-laws City of Adelaide
Register of Delegations	Available online – Delegations register City of Adelaide
Campaign Donations and Expenses Returns	Available online – ecsa.sa.gov.au
Officers Register of Interests	Available upon request
Register of building upgrade agreements	Available upon request

Council also provides in this section the legislatively required information on:

- Members Register of Gifts and Hospitality
- Remuneration amounts per the Council Committee or Subsidiary
- Lord Mayor and Council Members Credit Card Transactions
- Overseas and Interstate Travel Activities for Council Members
- Community Land and Council Facilities
- Confidentiality Provisions

Members Register of Allowances

Council Member allowances were set by the Remuneration Tribunal in its Determination 7 of 2018 and adjusted in accordance with provisions set out in the *City of Adelaide Act 1998* (SA). Allowances are set annually and are paid to Council Members on a monthly basis. There is a base allowance for the Lord Mayor and Councillors, and a higher allowance for Councillors appointed to the position of Chair of a Committee and for the role of Deputy Lord Mayor. The table on page 29 outlines the additional remuneration amounts for the membership/attendance for committee meetings. Panel meetings and Subsidiary board positions, which are included in the figures below.

Council Member	Allowance received for 2024-2025
Lord Mayor Dr Jane Lomax-Smith AM	\$223,289.59
Councillor Keiran Snape (Deputy Lord Mayor from 1 July 2024 – 11 January 2025)	\$46,383.74
Councillor Philip Martin (Deputy Lord Mayor from 14 May 2025)	\$39,935.08
Councillor Arman Abrahamzadeh OAM	\$32,103.26
Councillor Janet Giles	\$36,794.27
Councillor Mary Couros	\$31,003.26
Councillor Carmel Noon	\$39,088.02
Councillor Simon Hou	\$25,777.10
Councillor David Elliott (Deputy Lord Mayor from 12 January 2025 – 11 April 2025)	\$34,581.62
Councillor Jing Li	\$25,777.10
Councillor Henry Davis	\$31,003.26
Councillor Dr Mark Siebentritt	\$38,754.08
TOTAL	\$604,490.38

Members Register of Training and Development

Section 80A of the *Local Government Act 1999* (SA) and *Regulation 8AA* of the *Local Government (General) Regulations 2013* (SA) (the General Regulations), sets out the legal requirements for training and development for Council Members. In addition to the mandatory training required under legislation, Council Members undertake training based on Council business and their own professional development requirements.

Council Member	Training
Simon Hou	University of Adelaide – MBA (contribution to course fees)
David Elliott	LGA Deputy Mayor's Forum 2025
Dr Jane Lomax-Smith	LGA Mayor's Forum 2024
Dr Jane Lomax-Smith, Janet Giles, Philip Martin, Dr Mark Siebentritt	Social Media Training
Philip Martin, Carmel Noon	Commonwealth Club – A Crisis in Leadership, Martin Hamilton-Smith
Philip Martin	Commonwealth Club – One Curious Doctor, Milton Koppe MBBS
Philip Martin	Commonwealth Club – Life of a Diplomat, Mr Rod Bunten

Members Register of Gifts and Hospitality

In accordance with Regulation 35(2), *Local Government (General) Regulations 2013(e)* the City of Adelaide is required to provide a summary of the details, including the cost, of any gifts and hospitality equal to or above the value of \$50 provided to Council Members during the relevant financial year funded in whole or in part by the council.

Gifts and Hospitality	Value
Meals and catering for members post Council and Committee meetings	\$8,514.16
TOTAL	\$8,514.16

Remuneration Amounts Per Council Committee or Subsidiary

Committee/Subsidiary	Role	Allowance
City Community Services and Culture Committee	Chair, Councillor Giles to 31 March 2025, Councillor Snape from 1 April 2025	\$633.02 per month, from 1 July 2024 to 11 November 2024
		\$653.27 per month, in addition to the Council Allowance, from 12 November 2024
City Finance and Governance Committee	Chair, Councillor Siebentritt	\$633.02 per month, from 1 July 2024 to 11 November 2024
		\$653.27 per month, in addition to the Council Allowance, from 12 November 2024
City Planning, Development and Business Affairs Committee	Chair, Councillor Noon to 11 April 2025, position vacant from 12 April to 12 May 2025, Councillor Martin from 13 May 2025	\$633.02 per month, from 1 July 2024 to 11 November 2024
		\$653.27 per month, in addition to the Council Allowance, from 12 November 2024
Infrastructure and Public Works Committee	Chair, Councillor Elliott to 11 April 2025, position vacant from 12 April to 12 May 2025, Councillor Martin from 13 May 2025	\$633.02 per month, from 1 July 2024 to 11 November 2024
		\$653.27 per month, in addition to the Council Allowance, from 12 November 2024
Audit and Risk Committee	Chair	\$600.00 per meeting; \$100 when required to attend Council or Committee meetings
	Independent Members	\$500.00 per meeting
	Council Members	\$Nil
CEO Performance Review Panel	Chair	\$Nil
	Deputy Chair	\$Nil
	Independent Members	\$500.00 per meeting
	Council Member	\$Nil
Chief Executive Officer Selection Panel	Chair	\$Nil
	Independent Members	\$500.00 per meeting
	Council Member	\$Nil
Reconciliation Committee	Dual Chair	\$650.00 per meeting
	Committee Member	\$550.00 per meeting
	Council Member	\$Nil
Kadaltilla/Adelaide Park Lands Authority	All Members	\$82.72 per hour + \$249.08 meeting preparation fee per meeting
Adelaide Central Market Authority	Chair	\$25,750 per annum
	Board Member	\$15,450 per annum
	Council Member	\$15,450 per annum
Adelaide Economic Development Agency	Chair	\$25,000.00 annually
	Deputy Chair	\$1,150.00 per meeting
	Board Member	\$950.00 per meeting
	Council Member	\$950.00 per meeting
Council Assessment Panel	Chair	\$650.00 per meeting
	Independent Member	\$550.00 per meeting
	Deputy Independent Member	\$550.00 per meeting (only if attendance required)
	Council Member	\$550.00 per meeting
	Deputy Council Member	\$550.00 per meeting (only if attendance required)

Meeting fees are only paid if attended is recorded for the meeting.

Lord Mayor and Council Members Credit Card Transactions

In accordance with the *Local Government Act 1999* (SA) and Regulation 35(2) of the *Local Government (General) Regulations 2013* (SA), the expenditure incurred from 1 July 2024 to 30 June 2025 on credit cards by Council Members was \$0. The Lord Mayor and Council Members do not have delegation to receive credit cards.

Overseas and Interstate Travel Activities for Council Members

Under Regulation 35(2) of the *Local Government (General) Regulations 2013*, the City of Adelaide is required to provide details, including the cost, of any interstate and international travel, excluding prescribed interstate travel, undertaken by members of the council during the relevant financial year funded in whole or in part by the council. Cost of travel includes accommodation costs and other costs and expenses associated with the travel.

The table below shows the Overseas and Interstate Activities for Council Members:

Date	Council Member	Description	Value
July 2024	Dr Jane Lomax-Smith, Lord Mayor	Council of Capital City Lord Mayors Meeting – Darwin	\$2,346.50
July 2024	Councillor Janet Giles	Representing City of Adelaide at the Australian Local Government Association National General Assembly 2024 – Accommodation	\$756.00
August 2024	Dr Jane Lomax-Smith, Lord Mayor	Penang Sister City Outbound Delegation	\$3,553.86
February 2025	Dr Jane Lomax-Smith, Lord Mayor	Night Time Economy Meeting – Melbourne	\$204.17
March 2025	Councillor Janet Giles	Representing City of Adelaide at the Australian Local Government Association National General Assembly 2025 – Flights	\$1,146.86
TOTAL			\$8,007.39

Community Land and Council Facilities

Under the *Local Government Act 1999* (SA), Council is required to appropriately manage its property and infrastructure assets. The City of Adelaide primarily does so through Community Land Management Plans (CLMP) and Asset Management Plans and coordinates these efforts through infrastructure, facilities management, property management and policy coordination.

In 2024/25, the City of Adelaide continued to undertake a review and seek community input into key strategic and legislatively required documents for community land and assets, including:

- Community Land Management Plan - Adelaide Central Market, Adelaide Town Hall Complex, Community (Social) Housing, Gawler Place Car Park and Parc Arcade, North Adelaide Library and North Adelaide Community Centre, North Adelaide Post Office Complex
- Adelaide Park Lands Community Buildings (Sport and Recreation) Policy and Investment Plan
- Adelaide Park Lands Management Strategy - Towards 2036

Planning, expenditure and works to be undertaken in the public realm were considered through the development of the Annual Business Plan and Budget process. A range of activities in the public realm were also engaged on throughout the year:

- Community Facilities Policy
- Gouger Street Main Street Revitalisation
- Hutt Street Main Street Revitalisation
- Light Square Masterplan Design
- O'Connell Street Main Street Revitalisation
- Park Lands Community Buildings Policy
- Street tree planting

All local government land (except roads) that is owned by a council or under a council's care, control and management, is classified as community land, unless the council resolves to exclude the land from classification as community land. The City of Adelaide keeps a record of all CLMPs and a Community Land Register for the Adelaide Park Lands online at cityofadelaide.com.au

Confidentiality Provisions

Section 90(2) of the *Local Government Act 1999* (SA) (the Act) enables a meeting of Council or a committee to determine an order that the public be excluded from attendance at so much of a meeting as is necessary to receive and discuss, or consider in confidence, any information or matter as prescribed in Section 90(3) of the Act, this is an "Order to exclude".

Section 91(7) of the Act enables a meeting of Council, or a committee, having considered a matter on a confidential basis to determine an order that the document of part be kept confidential; these are "Confidentiality orders".

Section 13(2) of the *Planning, Development & Infrastructure (General) Regulations 2017* (PDI Regs) enables a meeting of the Council Assessment Panel committee to determine an order that the public be excluded from attendance at so much of a meeting as is necessary to receive and discuss, or consider in confidence, any information or matter as prescribed in Section 13(2) of the PDI Regs.

The table below identifies the total number of these provisions being used in 2024/25:

Meeting	Section 90(2) Order to Exclude	Section 91(7) Confidentiality Order	Section 13 (2) PDI Regs
Council	39	39	-
City Finance & Governance Committee	8	8	-
City Planning, Development & Business Affairs Committee	8	8	-
Audit & Risk Committee	6	6	-
Infrastructure & Public Works Committee	3	3	-
City Community Services & Culture Committee	3	3	-
CEO Performance Review Committee	1	1	-
Reconciliation Committee	1	1	-
Kadaltilla/Adelaide Park Lands Authority	1	1	-
Council Assessment Panel	-	-	1
TOTAL	70	70	1

Availability of Items held in Confidence 2024/25	Number
Items Retained in Confidence	34
Items Revoked in Full	15
Items Revoked in Part/Retained in Part	22
TOTAL	71

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

Provision	Number
(a) Information, the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead)	11
(b) Information, the disclosure of which (i) Could reasonably be expected to confer a commercial advantage on a person with whom the Council is conducting, or proposing to conduct, business, or to prejudice the commercial position of the Council and (ii) would, on balance, be contrary to the public interest	4
(c) Information, the disclosure of which would reveal a trade secret	-
(d) Commercial information of a confidential nature (not being a trade secret) the disclosure of which (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party and (ii) would, on balance, be contrary to the public interest	5
(e) Matters affecting the security of the Council, members or employees of the Council, or Council property, or the safety of any person	1
(f) Information, the disclosure of which, could reasonably be expected to prejudice the maintenance of law, including by affecting (or potentially affecting) the prevention, detection or investigation of a criminal offence, or the right to a fair trial	-
(g) Matters that must be considered in confidence in order to ensure that the Council does not breach any law, order or direction of a court or tribunal constituted by law, any duty of confidence, or other legal obligation or duty	1
(h) Legal advice	-
(i) Information relating to actual litigation, or litigation that the Council or Council committee believes on reasonable grounds will take place, involving the Council or an employee of the Council	6
(j) Information, the disclosure of which would (i) divulge information provided on a confidential basis by or to a Minister of the Crown, or another public authority or official (not being an employee of the Council, or a person engaged by the Council), and (ii) would on balance, be contrary to the public interest	6
(k) Tenders for the supply of goods, the provision of services or the carrying out of works	1
(m) Information relating to a proposal to prepare or amend a designated instrument under Part 5 Division 2 of the <i>Planning, Development and Infrastructure Act 2016</i> before the draft instrument or amendment is released for public consultation under that Act;	7
(n) Information relevant to the review of a determination of a Council under the <i>Freedom of Information Act 1991</i>	-
(o) Information relating to a proposed award recipient before the presentation of the award	2
(b) & (d) Combination of provisions above	20
(b), (d) & (j) Combination of provisions above	2
(b), (d) & (m) Combination of provisions above	1
(g) & (j) Combination of provisions above	4
TOTAL	71

Use of these provisions is provided in the following tables including where any remain operative in part or in full, dated from 15 November 2010 to 30 June 2025.

Provisions utilised from 1 July 2024 to 30 June 2025				
Date	Meeting	Order to Exclude	Confidentiality	Availability
9/07/2024	Council	Harvest Rock III Update – Item 21.1 Section 90(3) (d)	*	Revoked
16/07/2024	City Finance and Governance Committee	Capital City Committee Update – Item 10.1 Section 90(3) (j) (g)	*	Revoked in part/ Retained in part
16/07/2024	Council	Harvest Rock 2024 – Item 5.1 Section 90(3) (d)	*	Revoked
23/07/2024	Council	Confidential Recommendation of the City Finance and Governance Committee – 16 July 2024 – Item 21 Section 90(3) (j) (g)	*	Revoked in part/ Retained in part
13/08/2024	Council	Appointment of Adelaide Economic Development Agency Board Member – Item 21 Section 90(3) (a)	*	Revoked
27/08/2024	City Finance and Governance Committee	Delegation to Award Contract – Item 10.1 Section 90(3) (b) (d)	*	Retained
27/08/2024	Council	Confidential Recommendation of the City Finance and Governance Committee - 27 August 2024 – Item 23 Section 90(3) (b) (d)	*	Retained
3/09/2024	City Community Services and Culture Committee	Adelaide Park Lands Community Buildings (Sport and Recreation) Policy and Investment Plan – Item 10.1 Section 90(3) (b)	*	Revoked in part/ Retain in part
3/09/2024	City Planning Development and Business Affairs Committee	Code Amendment – Historic Area Statement Update – Item 10.1 Section 90(3) (m)	*	Revoked
10/09/2024	Council	Confidential Recommendation of the City Community Services and Culture Committee – 3 September 2024 – Item 21 Section 90(3) (b)	*	Revoked
10/09/2024	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee - 3 September 2024 – Item 22 Section 90(3) (m)	*	Revoked in part/ Retain in part
17/09/2024	City Finance and Governance Committee	Capital City Committee Update – Item 10.1 Section 90(3) (g) (j)	*	Revoked in part/ Retained in part
24/09/2024	Council	Confidential Recommendation of the City Finance and Governance Committee – 17 September 2024 – Item 23 Section 90(3) (g) (j)	*	Revoked in part/ Retained in part
27/09/2024	Audit and Risk Committee	Confidential Meeting with External Auditors – Item 7.1 Section 90(3) (b)	*	Revoked in part/ Retained in part
27/09/2024	Audit and Risk Committee	Confidential Meeting with Internal Auditors – Item 7.2 Section 90(3) (b)	*	Revoked in part/ Retained in part
8/10/2024	Council	Civic recognition – Item 23.1 Section 90(3) (a)	*	Retained
15/10/2024	City Finance and Governance Committee	Delegation to Award Contract - Electric Vehicle (EV) Charging Station Network – Item 10.1 Section 90(3) (b) (d)	*	Retained

*Same as order to exclude

Provisions utilised from 1 July 2024 to 30 June 2025				
Date	Meeting	Order to Exclude	Confidentiality	Availability
15/10/2024	City Finance and Governance Committee	Delegation to Award Contract – Item 10.2 Section 90(3) (b) (d)	*	Retained
22/10/2024	Council	Delegation to Award Contract - Electric Vehicle (EV) Charging Station Network – Item 21 Section 90(3) (b) (d)	*	Retained
22/10/2024	Council	Leasing Matter Rundle Street – Item 22.1 Section 90(3) (b) (d)	*	Retained
5/11/2024	City Planning Development and Business Affairs Committee	Proposal to Initiate Waste Code Amendment – Item 10.1 Section 90(3) (m)	*	Revoked
5/11/2024	City Planning Development and Business Affairs Committee	City of Adelaide Property Strategy – Item 10.2 Section 90(3) (b) (d)	*	Retained
8/11/2024	Audit and Risk Committee	Strategic Risk & Internal Audit Update – Item 11.1 Section 90(3) (i)	*	Revoked in part/ Retained in part
12/11/2024	Council	Confidential Recommendations of the City Planning, Development and Business Affairs Committee – Item 22 Section 90(3) (b) (d) (m)	*	Revoked in part/ Retained in part
12/11/2024	Council	Adelaide Central Market Authority Appointment of Board Members – Item 23.1 Section 90(3) (a)	*	Revoked
26/11/2024	Council	Confidential Audit and Risk Committee Report - 8 November 2024 – Item 22 Section 90(3) (i)	*	Revoked in part/ Retained in part
26/11/2024	Council	Appointment of Adelaide Economic Development Agency Board Member – Item 23.1 Section 90(3) (a)	*	Revoked
10/12/2024	Council	Leasing Matter – Item 24.1 Section 90(3) (i)	*	Retained
10/12/2024	Council	Adelaide Aquatic Centre Redevelopment Update – Item 24.2 Section 90(3) (b) (d) (j)	*	Retained
3/12/2024	City Community Services and Culture Committee	Citizen of the Year Awards – Item 7.1 Section 90(3) (o)	*	Revoked
10/12/2024	Council	Confidential Recommendation of the City Community Services and Culture Committee - 3 December 2024 – Item 23 Section 90(3) (o)	*	Revoked
10/12/2024	Council	Leasing Matter – Item 24.1 Section 90(3) (i)	*	Retained
10/12/2024	Council	Adelaide Aquatic Centre Redevelopment Update – Item 24.2 Section 90(3) (b) (d) (j)	*	Revoked
28/01/2025	Council	Delegation to Award Contract – Item 20.2 Section 90(3) (b) (d)	*	Retained
28/01/2025	Council	Capital City Committee Annual Report and Update – Item 20.1 Section 90(3) (g)	*	Revoked in part/ Retained in part
29/01/2025	Council Assessment Panel	108 Gilbert Street Adelaide – Item 8.1 Section 13(2) (a) (xi)	*	Revoked

*Same as order to exclude

Provisions utilised from 1 July 2024 to 30 June 2025				
Date	Meeting	Order to Exclude	Confidentiality	Availability
25/02/2025	Council	Park Lands Licence Request – Item 21.1 section 90(3) (j)	*	Revoked
25/02/2025	Council	Update from Lord Mayor – Verbal – Item 21.2 Section 90(3) (j)	*	Revoked in part/ Retained in part
4/03/2025	City Planning Development and Business Affairs Committee	Confidential Workshop: New Historic Areas in City Living Zone Section 90(3) (m)	*	Retained
5/03/2025	Reconciliation Committee	Statues Commemorating South Australian Aboriginal Leaders Proposal – Item 9.1 Section 90(3) (j)	*	Retained
11/03/2025	Council	Capital City Committee Update – Item 25.1 Section 90(3) (j)	*	Revoked in part/ Retained in part
18/03/2025	Infrastructure and Public Works Committee	Confidential Workshop – Library Services Section 90(3) (b) (d)	*	Retained
27/03/2025	Kadaltilla	Statues Commemorating South Australian Aboriginal Leaders Proposal – Item 10.1 Section 90(3) (j)	*	Retained
1/04/2025	City Community Services and Culture Committee	Arts and Culture Music Festival 2025, Bartels Road Closure – Item 10.1 Section 90(3) (d)	*	Revoked in part/ Retain in part
1/04/2025	City Planning Development and Business Affairs Committee	New Historic Areas (City Living Zone) Code Amendment Proposal to Initiate – Item 10.1 Section 90(3) (m)	*	Retained
8/04/2025	Council	Confidential Recommendation of the City Community Services and Culture Committee – 1 April 2025 – Item 21 Section 90(3) (d)	*	Revoked in part/ Retain in part
8/04/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 1 April 2025 – Item 22 Section 90(3) (m)	*	Retained
11/04/2025	Audit and Risk Committee	Strategic Risk and Internal Audit Update – Item 12.1 Section 90(3) (i)	*	Revoked in part/ Retain in part
15/04/2025	Infrastructure and Public Works Committee	Assignment of Lease and Sublease – Item 10.1 Section 90(3) (b) (d)	*	Retained
22/04/2025	Council	Confidential Audit and Risk Committee Report – 11 April 2025 – Item 22 Section 90(3) (i)	*	Revoked in part/ Retain in part
22/04/2025	Council	Confidential Recommendation of the Infrastructure and Public Works Committee – 15 April 2024 – Item 23 Section 90(3) (b) (d)	*	Retained
6/05/2025	City Planning Development and Business Affairs Committee	Strategic Property Matter – Rundle Street Upark – Item 10.1 Section 90(3) (b) (d)	*	Retained
13/05/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee - 6 April 2025 – Item 23 Section 90(3) (b) (d)	*	Retained
13/05/2025	Council	Confidential Complaint – Item 24.1 Section 90(3) (a)	*	Retained

*Same as order to exclude

Provisions utilised from 1 July 2024 to 30 June 2025				
Date	Meeting	Order to Exclude	Confidentiality	Availability
20/05/2025	City Finance and Governance Committee	Delegation to Award Contract (Traffic Signals Maintenance) – Item 10.1 Section 90(3) (b) (d)	*	Retained
20/05/2025	Infrastructure and Public Works Committee	Library Lease Update – Item 10.1 Section 90(3) (d)	*	Retained
27/05/2025	Council	Confidential Recommendation of the Infrastructure and Public Works Committee - 20 May 2025 – Item 23 Section 90(3) (b) (d)	*	Retained
27/05/2025	Council	Confidential Recommendations of the City Finance and Governance Committee - 20 May 2025 – Item 24 Section 90(3) (b) (d)	*	Retained
27/05/2025	Council	Adelaide Central Market Authority Appointment of Board Members – Item 25.1 Section 90(3) (a)	*	Revoked
27/05/2025	Council	Adelaide Economic Development Agency Appointment of Board Members – Item 25.2 Section 90(3) (a)	*	Revoked
2/06/2025	CEO Performance Review Panel	2024/25 Q3 KPI Progress Report – Item 4.1 Section 90(3) (a)	*	Retained
3/06/2025	City Planning Development and Business Affairs Committee	20th Century Local Heritage Listing Code Amendment – Item 10.1 Section 90(3) (m)	*	Retained
3/06/2025	City Planning Development and Business Affairs Committee	Leasing Matter – Sydney Place – Item 11.1 Section 90(3) (b) (d)	*	Revoked in part/ Retain in part
10/06/2025	City Finance and Governance Committee	Precinct Review – Item 10.2 Section 90(3) (a)	*	Retained
10/06/2025	Council	Confidential Recommendation of the City Planning, Development and Business Affairs Committee – 3 June 2025 – Item 24 Section 90(3) (b) (d)	*	Revoked in part/ Retain in part
10/06/2025	Council	Capital City Committee Update – Item 25.1 Section 90(3) (j)	*	Revoked in part/ Retain in part
13/06/2025	Audit and Risk Committee	Confidential - Payment Card Industry (PCI) Compliance Review – Item 11.11 Section 90(3) (e)	*	Retained
13/06/2025	Audit and Risk Committee	Confidential - Appointment of Internal Auditor – Item 11.2 Section 90(3) (k)	*	Revoked in part/ Retain in part
24/06/2025	City Finance and Governance Committee	Delegation to Award Contract (Legal Services Panel) – Item 10.1 Section 90(3) (b) (d)	*	Retained
24/06/2025	Council	Confidential Recommendation of the Reconvened City Finance and Governance Committee – 10 June 2025 – Item 22 Section 90(3) (a)	*	Retained
24/06/2025	Council	Confidential Recommendation of the Reconvened City Finance and Governance Committee – 24 June 2025 – Item 22 Section 90(3) (b) (d)	*	Retained

*Same as order to exclude

Previous orders still in operation		
Date	Subject matter and basis	
Operative Confidentiality Orders 2010/2011		
1	19/01/2011	India Pty Ltd – Legal Dispute [s90(3) (b), (d), (h) & (i)]
2	31/01/2011	India Pty Ltd – Legal Dispute [s90(3) (b), (d), (h) & (i)]
3	15/03/2011	India Pty Ltd Legal Dispute [s90(3) (b), (d), (h) & (i)]
Operative Confidentiality Orders 2011/2012		
1	26/07/2011	City Development & Sustainability Committee Meeting Recommendation - Balfours Bus Station Redevelopment Project Progress Report [s90(3) (b) & (d)]
2	6/12/2011	Balfours Update [s90(3) (b) & (d)]
3	20/12/2011	City Development & Sustainability Committee Meeting Recommendation - Balfours Update [s90(3) (b) & (d)]
4	14/02/2012	Balfours Update [s90(3) (b) & (d)]
5	21/03/2012	Structure Planning and Development Policy [s90(3) (j)]
6	27/03/2012	Appointment of Board Members for the Adelaide Central Market Authority [s90(3) (a)]
7	1/05/2012	Development Policy Considerations [s90(3) (m)]
8	8/05/2012	Waste Management Service Obligations [s90(3) (h)]
9	22/05/2012	Community Services, Events & Facilities Committee Meeting Recommendation - Waste Management Service Obligations [s90(3) (h)]
10	5/06/2012	Shop WR7 – Adelaide Central Market [s90(3) (b) & (d)]
11	5/06/2012	Shop WR7 - Adelaide Central Market [Item 6] [s90(3) (b) & (d)]
12	26/06/2012	Balfours / Bus Station Site Update – Re-presented from City Development & Sustainability Committee 5 June 2012 [s90(3) (b) & (d)]
Operative Confidentiality Orders 2012/2013		
1	18/09/2012	Appointment of Chair for the Rundle Mall Management Authority [s90(3) (a)]
2	16/10/2012	Appointment of Board Members for the Rundle Mall Management Authority [s90(3) (a)]
3	23/10/2012	Appointment of Board Members for the Rundle Mall Management Authority [s90(3) (a)]
4	23/01/2013	To close and transfer Fenn Place to University of South Australia and to close the northern portion of Fenn Place to traffic [s90(3) (h)]
5	29/01/2013	City Infrastructure & Public Works Committee Meeting Recommendation - To close and transfer Fenn Place to University of South Australia and to close the northern portion of Fenn Place to traffic [s90(3) (b) & (h)]
6	16/04/2013	Urgent Business – Confidential Report Tabled by the Lord Mayor – Presiding Members Report – Capital City Committee Update [s90(3) (j)]
Operative Confidentiality Orders 2013/2014		
1	9/07/2013	Confidential Report tabled by the Lord Mayor – Capital City Committee [s90(3) (j)]
2	20/08/2013	Determination of the Issues for Resolution – 17-19 Gawler Place, Adelaide City Council [s90(3) (d), (h) & (i)]
3	27/08/2013	City Infrastructure & Public Works Committee Meeting Recommendation - Determination of the Issues for Resolution – 17-19 Gawler Place, Adelaide City Council [s90(3) (d), (h) & (i)]
4	12/11/2013	Capital City Committee [s90(3) (j)]
5	21/01/2014	Lease Agreement for 165-171 Rundle Street, Adelaide [s90(3) (b) & (d)]
6	28/01/2014	City Infrastructure & Public Works Committee Meeting Recommendation – Lease Agreement for 165-171 Rundle Street, Adelaide [s90(3) (b) & (d)]
7	18/03/2014	Assignment of Lease 86 Grote Street, Adelaide [s90(3) (b) & (d)]
8	18/03/2014	Leasing Arrangements – 235 Hutt Street, Adelaide – Hutt Street Library [s90(3) (b) & (d)]
9	15/04/2014	Capital City Committee [s90(3) (j)]
10	22/04/2014	Lease Agreement for a Stall in the Adelaide Central Market [s90(3) (b) & (d)]
11	20/05/2014	Capital City Committee Update [s90(3) (j)]
Operative Confidentiality Orders 2014/2015		
1	15/07/2014	Franklin Street Site Activation [s90(3) (b) & (d)]

Previous orders still in operation		
Date	Subject matter and basis	
2	22/07/2014	Confidential Report – Capital City Committee Update [s90(3) (j)]
3	5/08/2014	Balfours Update [s90(3) (b) & (d)]
4	12/08/2014	City Planning and Development Committee Recommendation - Balfours Update [s90(3) (b) & (d)]
5	19/08/2014	Lease Agreement for 110 Pirie Street, Adelaide [s90(3) (b) & (d)]
6	26/08/2014	Capital City Committee Update [s90(3) (j)]
7	2/09/2014	Property Investigation [s90(3) (d)]
8	9/09/2014	City Planning & Development Committee Recommendation – Property Investigation - Dunn Street Car Park Investigation [s90(3) (b) & (d)]
9	16/09/2014	Out of Session Information Papers to Note – Attachment 1 – Legal Advice - Clipsal and trade during event [s90(3) (h)]
10	23/09/2014	Confidential Report tabled by the Lord Mayor – Capital City Committee Update [s90(3) (j)]
11	25/09/2014	Construction of the Convention Centre - Stage 2 – lease for works compound [s90(3) (b) & (d)]
12	14/10/2014	Adelaide Park Lands Authority Advice - Construction of the Convention Centre - Stage 2 – lease for works compound [s90(3) (b) & (d)]
13	21/10/2014	Out of Session Information Papers to Note – Education Adelaide - Lease Proposal [s90(3) (d)]
14	16/12/2014	Tabled Presiding Member's Report – Property Purchase Opportunity [s90(3) (b)]
15	20/01/2015	Audit Committee Appointment of Independent Members [s90(3) (a)]
16	10/02/2015	Capital City Committee [s90(3) (j)]
17	7/04/2015	Confidential Report of the ACEO Selection Panel - Process for the Selection and Appointment of ACEO [s90(3) (a)]
18	7/04/2015	Out of Session Information Paper to Note - DAP - Appointment of Independent Members for the Next Term [s90(3) (a)]
19	28/04/2015	Commercial Property Investigation [s90(3) (d)]
20	9/06/2015	Property Lease Registers [s90(3) (b) & (d)]
Operative Confidentiality Orders 2015/2016		
1	21/07/2015	Amendment to Adshel Advertising Contract [s90(3) (b) & (d)]
2	28/07/2015	FBS Ctee Recommendation - Amendment to Adshel Advertising Contract [s90(3) (b) & (d)]
3	18/08/2015	Public Art Round Table - Interim Composition [s90(3) (a)]
4	1/09/2015	Lease Agreement for Hungry Jacks [s90(3) (b) & (d)]
5	7/09/2015	IPS Committee recommendation - Lease Agreement for Hungry Jacks [s90(3) (b) & (d)]
6	15/09/2015	Capital City Committee Update [s90(3) (j)]
7	3/11/2015	Telstra Lease Agreement [s90(3) (b) & (d)]
8	10/11/2015	IPS Ctee Recommendation - Telstra Lease Agreement [s90(3) (b) & (d)]
9	15/03/2016	Central Market Arcade Redevelopment [s90(3) (b)]
10	22/03/2016	FBS Committee Recommendation - Central Market Arcade Redevelopment [s90(3) (b)]
11	26/04/2016	FBS Committee Recommendation - Options for the Community Land at 159-161 O'Connell Street, North Adelaide [s90(3) (b) & (d)]
12	10/05/2016	Capital City Committee Update [s90(3) (g)]
13	17/05/2016	Confidential Workshop Adelaide Town Hall Business Operations [s90(3) (b) & (d)]
14	14/06/2016	Capital City Committee Update [s90(3) (g)]
Operative Confidentiality Orders 2016/2017		
1	20/09/2016	Central Market Arcade Interim Leasing and Management [s90(3) (b) & (d)]
2	27/09/2016	Progress on Confidential Motions by Elected Members [s90(3) (b) & (d)]
3	27/09/2016	FBS Committee Recommendations - Central Market Arcade Interim Leasing and Management [s90(3) (d) & (j)]

Previous orders still in operation		
Date	Subject matter and basis	
4	18/10/2016	Review of Off-Street Parking Initiatives [s90(3) (b) & (d)]
5	18/10/2016	Town Hall Cafe [s90(3) (d) & (i)]
6	25/10/2016	Capital City Committee Update [s90(3) (g)]
7	25/11/2016	Update on Activities of the Strategic Risk & Internal Audit Group Meetings [s90(3) (i)]
8	29/11/2016	Legal Matter [s90(3) (a), (h) & (i)]
9	29/11/2016	Advice of the Adelaide City Council Audit Committee meeting held in confidence on 25 November 2016 [s90(3) (d) & (i)]
10	12/12/2016	Strategic Property Investigations [s90(3) (b) & (d)]
11	13/12/2016	Capital City Committee Update [s90(3) (g)]
12	31/01/2017	Assignment of Lease - 110 Pirie Street [s90(3) (b) & (d)]
13	28/02/2017	Lease Renewal Star Car Park [s90(3) (d)]
14	14/03/2017	Capital City Committee Update [s90(3) (g)]
15	15/03/2017	Update on Activities of the Strategic Risk & Internal Audit Group [s90(3) (i)]
16	28/03/2017	Lease - Town Hall Court Yard [s90(3) (d)]
17	28/03/2017	Audit Committee Report - 15/3/2017 [s90(3) (i)]
18	21/04/2017	Approach to Managing Vexatious Activity [s90(3) (a) & (h)]
19	21/04/2017	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
20	26/04/2017	Councillor Martin - Question on Notice - Capital City Committee [s90(3) (g)]
21	16/05/2017	Lease Vodafone Rundle Street [s90(3) (d)]
22	27/06/2017	Prudential Issues Report - Bikeways Project [s90(3) (b)]
23	27/06/2017	Capital City Committee Update [s90(3) (g)]
Operative Confidentiality Orders 2017/2018		
1	15/08/2017	Electric Vehicle Charging Stations - Off-street [s90(3) (b), (d) & (j)]
2	18/08/2017	Leasing Review - Council Property [s90(3) (i)]
3	18/08/2017	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
4	22/08/2017	Electric Vehicle Charging Stations - Off-street [s90(3) (b), (d) & (j)]
5	22/08/2017	Legal Matter [s90(3) (h) & (i)]
6	22/08/2017	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
7	22/08/2017	Advice of the Adelaide City Council Audit Committee - 18 August 2017 [s90(3) (i)]
8	5/09/2017	O-Bahn City Access Project - Bus Stop Changes [s90(3) (j)]
9	19/09/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
10	26/09/2017	Progress of Confidential Motions by Elected Members [s90(3) (b) & (d)]
11	5/10/2017	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
12	10/10/2017	Audit Committee Report - 5 October 2017 [s90(3) (d) & (i)]
13	10/10/2017	Capital City Committee Update [s90(3) (g)]
14	24/10/2017	Progress of Confidential Motions by Elected Members [s90(3) (b) & (d)]
15	24/10/2017	Strategic Property Matter [s90(3) (d)]
16	25/10/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
17	1/11/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
18	28/11/2017	Strategic Property Investigation [s90(3) (b) & (d)]
19	28/11/2017	Ten Gigabit Adelaide Update [s90(3) (d)]
20	28/11/2017	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
21	5/12/2017	Ten Gigabit Adelaide Project [s90(3) (d)]
22	30/01/2018	Legal Matter [s90(3) (h) & (i)]

Previous orders still in operation		
Date	Subject matter and basis	
23	6/02/2018	Transport Matter [s90(3) (b) & (d)]
24	6/02/2018	City Safety Briefing [s90(3) (e) & (g)]
25	20/02/2018	Central Market Arcade Redevelopment Retail Study [s90(3) (b) & (d)]
26	20/02/2018	Strategic Property Investigation [s90(3) (b) & (d)]
27	23/02/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
28	27/02/2018	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
29	27/02/2018	Audit Committee Report – 23/2/2018 [s90(3) (i)]
30	6/03/2018	Confidential CEO Update – Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
31	13/03/2018	Central Market Arcade Redevelopment Retail Study [s90(3) (b) & (d)]
32	13/03/2018	Strategic Property Matter [s90(3) (d)]
33	20/03/2018	Strategic Partnership Opportunity [s90(3) (b) & (d)]
34	20/03/2018	Strategic Review of UPark – Part 1 [s90(3) (b) & (d)]
35	27/03/2018	Delegation of Authority – Award of Contract – Market to Riverbank Stage 2 [s90(3) (b)]
36	27/03/2018	Strategic Property Matter [s90(3) (d)]
37	3/04/2018	Strategic Procurement Matter [s90(3) (b)]
38	17/04/2018	CEO Update [s90(3) (g)]
39	20/04/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
40	24/04/2018	Adelaide City Council Audit Committee - 20/4/2018 [s90(3) (d) & (i)]
41	24/04/2018	Strategic Procurement Matter [s90(3) (b)]
42	24/04/2018	Lease Rundle Street [s90(3) (d)]
43	1/05/2018	Central Market Arcade Redevelopment [s90(3) (b) & (d)]
44	22/05/2018	UPark Business Initiative Update [s90(3) (b) & (d)]
45	22/05/2018	Quarterly Confidential Council Decision Update [s90(3) (g)]
46	24/05/2018	Tennis SA Landlord Consent [s90(3) (b), (d) & (h)]
47	5/06/2018	Event Request [s90(3) (d), (h) & (j)]
48	12/06/2018	APLA Advice - 24/5/2018 [s90(3) (b), (d) & (h)]
49	12/06/2018	Tennis SA Leasing Matters [s90(3) (b), (d) & (h)]
50	12/06/2018	Open Space Development Opportunity [s90(3) (b) & (d)]
51	16/06/2018	Strategic Property Matter [s90(3) (b) & (d)]
52	19/06/2018	Golf Course Masterplan [s90(3) (b) & (d)]
53	26/06/2018	Open Space Development Opportunity [s90(3) (b) & (d)]
54	26/06/2018	Strategic Procurement Matter [s90(3) (b)]
Operative Confidentiality Orders 2018/2019		
1	10/07/2018	Open Space Development Opportunity [s90(3) (b) & (d)]
2	19/07/2018	Strategic Property Matter [s90(3) (b) & (d)]
3	24/07/2018	APLA Advice – 19/7/2018 [s90(3) (b) & (d)]
4	24/07/2018	Strategic Property Investigation [s90(3) (b) & (d)]
5	24/07/2018	Draft North Adelaide Golf Course Master Plan for Public Consultation [s90(3) (b)]
6	24/07/2018	Bonython Park EOI Results [s90(3) (d)]
7	7/08/2018	CEO Update - Central Market Arcade Redevelopment [s90(3) (b) & (d)]
8	14/08/2018	Adelaide City Council Audit Committee – 27 July 2018 [s90(3) (b) & (i)]
9	21/08/2018	Strategic Procurement Matter [s90(3) (b)]
10	21/08/2018	Strategic Property Matter [s90(3) (d)]
11	23/08/2018	Torrens Water Licence EOI Results [s90(3) (d)]

Previous orders still in operation		
Date	Subject matter and basis	
12	28/08/2018	APLA Advice – 23/8/2018 [s90(3) (d)]
13	28/08/2018	Torrens Water Licence EOI Results [s90(3) (d)]
14	28/08/2018	Quarterly Open Confidential Council Decision Update [s90(3) (g)]
15	4/09/2018	Strategic Property Matter [s90(3) (b) & (d)]
16	4/09/2018	CEO Update - Telstra Smart Phone Booths [s90(3) (d) & (h)]
17	11/09/2018	Open Space Development Opportunity [s90(3) (b) & (d)]
18	11/09/2018	Strategic Property Matter [s90(3) (b) & (h)]
19	11/09/2018	CEO Performance Report [s90(3) (a)]
20	11/09/2018	Extension of Licence and Permit Department of Planning, Transport and Infrastructure [s90(3) (d)]
21	11/09/2018	Leasing Matter [s90(3) (d)]
22	20/09/2018	EOI Results for Mary Lee Park (Park 27B) [s90(3) (d)]
23	25/09/2018	Advice 1 – EOI Results for Mary Lee Park (Park 27B) [s90(3) (d)]
24	25/09/2018	EOI Results for Mary Lee Park (Park 27B) [s90(3) (d)]
25	9/10/2018	Capital City Committee Update [s90(3) (g)]
26	18/10/2018	Strategic Licence Request [s90(3) (d) & (d)]
27	23/10/2018	APLA Advice 18/10/2018 [s90(3) (d)]
28	23/10/2018	Strategic Licence Matter [s90(3) (d)]
29	26/10/2018	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
30	27/11/2018	Audit Committee - Special Meeting 26/10/2018 [s90(3) (b), (e) & (i)]
31	11/12/2018	UPark Refurbishment and Façade Remediation Gawler Place - Prudential and Award of Contract Report [s90(3) (b), (d) & (h)]
32	21/01/2019	Various Locations throughout Adelaide and North Adelaide [s90(3) (h)]
33	24/01/2019	Strategic Lease Matter [s90(3) (d)]
34	29/01/2019	Advice of the Adelaide Park Lands Authority in Confidence - Advice 1 to Note – Strategic Lease Matter [s90(3) (d)]
35	29/01/2019	Strategic Lease Matter [s90(3) (d)]
36	4/02/2019	Strategic Property Development [s90(3) (b) & (d)]
37	19/02/2019	Strategic Property Development [s90(3) (b) & (d)]
38	19/02/2019	Strategic Property Matter [s90(3) (d)]
39	22/02/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
40	23/02/2019	Strategic Property Matter [s90(3) (b) & (d)]
41	26/02/2019	Strategic Property Matter [s90(3) (b) & (d)]
42	26/02/2019	Advice/Recommendation of the Audit Committee in Confidence – 22/1/2019 – Advice 1 - Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
43	5/03/2019	City of Music Laneway Naming [s90(3) (a) & (b)]
44	5/03/2019	Strategic Property Matter [s90(3) (b) & (d)]
45	5/03/2019	Funding Submissions [s90(3) (b)]
46	12/03/2019	Strategic Property Matter [s90(3) (g)]
47	12/03/2019	Strategic Property Matter [s90(3) (g)]
48	12/03/2019	City of Music Laneway Naming [s90(3) (g)]
49	19/03/2019	Capital City Committee Update [s90(3) (g)]
50	16/04/2019	Adelaide Town Hall [s90(3) (b) & (d)]
51	3/05/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
52	7/05/2019	City of Music Laneway Naming [s90(3) (a) & (b)]
53	14/05/2019	Recommendation of The Committee in Confidence – 7/5/2019 [s90(3) (a) & (b)]

Previous orders still in operation		
Date	Subject matter and basis	
54	14/05/2019	Recommendation/Advice of the Audit Committee – 3/5/2019 [s90(3) (i)]
55	4/06/2019	Strategic Property Matter [s90(3) (b) & (d)]
56	11/06/2019	Capital City Committee update [s90(3) (g)]
Operative Confidentiality Orders 2019/2020		
1	19/07/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
2	23/07/2019	Strategic Property Review [s90(3) (b) & (d)]
3	23/07/2019	Strategic Event Matter [s90(3) (j)]
4	30/07/2019	Recommendation of the Audit Committee in Confidence – 19/7/2019 [s90(3) (b) & (d)]
5	30/07/2019	Advice of the Adelaide Park Lands Authority in Confidence – 25/7/2019 [s90(3) (d)]
6	30/07/2019	Recommendation of The Committee in Confidence – 23/7/2019 [s90(3) (j)]
7	6/08/2019	Strategic Property Investigations [s90(3) (b) & (d)]
8	6/08/2019	Property Matter [s90(3) (b)]
9	6/08/2019	Rymill Park Kiosk EOI Results [s90(3) (d)]
10	13/08/2019	Property Matter [s90(3) (b)]
11	20/08/2019	Strategic Procurement Matter [s90(3) (b) & (d)]
12	20/08/2019	Capital City Committee Update [s90(3) (g)]
13	27/08/2019	Strategic Procurement Matter [s90(3) (b) & (d)]
14	3/09/2019	Strategic Property Matter Update [s90(3) (b) & (d)]
15	3/09/2019	Strategic Property Matter [s90(3) (b) & (d)]
16	24/09/2019	Appointment of Independent Council Assessment Panel Members [s90(3) (a)]
17	24/09/2019	CEO Performance Review [s90(3) (a)]
18	1/10/2019	Strategic Property Matter [s90(3) (b) & (d)]
19	8/10/2019	Strategic Procurement Matter [s90(3) (b) & (d)]
20	15/10/2019	Expression of Interest - Activating Eighty-Eight O'Connell [s90(3) (d)]
21	22/10/2019	Advice of the Audit Committee in Confidence – 22/10/2019 [s90(3) (i) & (k)]
22	22/10/2019	Expression of Interest - Activating Eighty-Eight O'Connell [s90(3) (d)]
23	22/10/2019	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
24	22/10/2019	Appointment of Internal Auditor [s90(3) (k)]
25	24/10/2019	Additional Information – EOI Pelzer Park / Pityarilla (Park 19) & Peppermint Park / Wita Wirra (Park 18) [s90(3) (d)]
26	7/11/2019	Eighty-Eight O'Connell [s90(3) (b) & (d)]
27	12/11/2019	EOI Results - Pelzer Park / Pityarilla (Park 19) & Peppermint Park / Wita Wirra (Park 18) [s90(3) (d)]
28	18/11/2019	Eighty-Eight O'Connell [s90(3) (b) & (d)]
29	19/11/2019	Audit Committee Appointment of Independent Members [s90(3) (a)]
30	19/11/2019	Advice of the Adelaide Park Lands Authority in Confidence – 24/10/2019, Advice 1 - EOI Results - Pelzer Park / Pityarilla (Park 19) & Peppermint Park / Wita Wirra (Park 18)] [s90(3) (d)]
31	19/11/2019	Access Indenture Topham Mall 2019 [s90(3) (d)]
32	26/11/2019	Moonta Street Funding [s90(3) (a)]
33	28/11/2019	Central Market Arcade Redevelopment [s90(3) (b) & (d)]
34	28/11/2019	Recommendation of The Committee in Confidence – Special - 28/11/2019, Recommendation 1 - Central Market Arcade Redevelopment [s90(3) (b) & (d)]
35	10/12/2019	Confidential Recommendation of The Committee – Recommendation 1 - Moonta Street Funding [s90(3) (j)]
36	28/01/2020	E-Scooter Mobility Services Update – Legal Advice [s90(3) (h)]
37	28/01/2020	Rundle Street U-Park Remediation Award of Contract [s90(3) (k)]

Previous orders still in operation		
Date	Subject matter and basis	
38	4/02/2020	2019-20 Planning and Development Fund Projects [s90(3) (b)]
39	6/02/2020	Adelaide High School - Expansion of Teaching Facilities [s90(3) (d) & (j)]
40	7/02/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
41	11/02/2020	Audit Committee Report – 7/2/2020 [s90(3) (b) & (i)]
42	11/02/2020	Advice of the Adelaide Park Lands Authority in Confidence – 6/2/2020 [s90(3) (d) & (j)]
43	11/02/2020	Capital City Committee Update [s90(3) (g) & (j)]
44	11/02/2020	2019-20 Planning and Development Fund Projects [s90(3) (b)]
45	3/03/2020	Strategic Leasing Matter [s90(3) (d)]
46	5/03/2020	Bonython Park Kiosk EOI Results [s90(3) (d)]
47	5/03/2020	Jolley's Boathouse – Lease & Capital Works Project [s90(3) (d)]
48	10/03/2020	Advice of the Adelaide Park Lands Authority in Confidence – 5/3/2020, Advice 1 – Bonython Park Kiosk EOI Results [s90(3) (d)]
49	10/03/2020	Advice of the Adelaide Park Lands Authority in Confidence – 5/3/2020, Advice 2 - Jolley's Boathouse – Lease & Capital Works Project [s90(3) (d)]
50	10/03/2020	Strategic Leasing Matter [s90(3) (d)]
51	17/03/2020	Workshop – Telecommunications Smarthub [s90(3) (h)]
52	27/03/2020	CEO Update - Financial Impact COVID-19 [s90(3) (b)]
53	7/04/2020	Strategic Property Review [s90(3) (b) & (d)]
54	7/04/2020	Bonython Park Kiosk EOI Results [s90(3) (d)]
55	7/04/2020	Telstra SmartHub Telephones [s90(3) (h)]
56	14/04/2020	Strategic Property Review [s90(3) (b) & (d)]
57	14/04/2020	Advice/Recommendation of the Audit Committee – 27/3/2020 [s90(3) (b)]
58	14/04/2020	Bonython Park Kiosk EOI Results [s90(3) (d)]
59	14/04/2020	Telstra SmartHub Telephones [s90(3) (h)]
60	1/05/2020	Strategic Property Review [s90(3) (i)]
61	1/05/2020	Update on Activities of the Strategic Risk & Internal Audit Group [s90(3) (i)]
62	5/05/2020	2019-20 Quarter 3 Commercial Operations Report [s90(3) (b)]
63	12/05/2020	Advice/Recommendation of the Audit Committee – 17/4/2020 & 1/5/2020 [s90(3) (b)]
64	12/05/2020	2019-20 Quarter 3 Commercial Operations Report [s90(3) (b)]
65	2/06/2020	Strategic Property Matter [s90(3) (b) & (d)]
66	2/06/2020	City of Music Laneway Naming [s90(3) (a)]
67	9/06/2020	Strategic Property Matter [s90(3) (b) & (d)]
68	9/06/2020	City of Music Laneway Naming [s90(3) (a)]
69	9/06/2020	Capital City Committee Update [s90(3) (g)]
70	16/06/2020	Workshop - Ongoing Commercial Service Provision [s90(3) (b) & (d)]
71	16/06/2020	CEO Update - Litigation Update [s90(3) (h) & (i)]
72	19/06/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
73	19/06/2020	Litigation Update [s90(3) (i)]
Operative Confidentiality Orders 2020/2021		
1	7/07/2020	Whitmore Square Apartments [s90(3) (b) & (d)]
2	7/07/2020	Review of E-Scooter Permit Decisions [s90(3) (h)]
3	9/07/2020	Presiding Members Report – Contract Matter [s90(3) (a)]
4	14/07/2020	Whitmore Square Apartments [s90(3) (b) & (d)]
5	14/07/2020	City Connector Deed of Agreement [s90(3) (d)]
6	14/07/2020	Review of E-Scooter Permit Decisions [s90(3) (h)]

Previous orders still in operation		
Date		Subject matter and basis
7	14/07/2020	Advice/Recommendation of the Audit Committee – 19/6/2020 [s90(3) (i)]
8	4/08/2020	Lounders Boatshed Café [s90(3) (d)]
9	4/08/2020	E - Scooter Mobility Services [s90(3) (d)]
10	6/08/2020	Lounders Boatshed Café [s90(3) (d)]
11	7/08/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
12	7/08/2020	Provision of External Audit Services [s90(3) (k)]
13	11/08/2020	Advice/Recommendations of the Audit Committee in Confidence - 7/8/2020 [s90(3) (b), (d), (i) & (k)]
14	11/08/2020	E - Scooter Mobility Services [s90(3) (d) & (h)]
15	11/08/2020	Capital City Committee Update [s90(3) (g) & (j)]
16	11/08/2020	Brown Hill and Keswick Creeks Stormwater Board - Board Member Appointments [s90(3) (a)]
17	11/08/2020	Advice of the Adelaide Park Lands Authority – 6/8/2020 [s90(3) (d)]
18	11/08/2020	Lounders Boatshed Cafe [s90(3) (d)]
19	25/08/2020	Central Market Arcade Redevelopment [s90(3) (b) & (d)]
20	3/10/2020	Corporate Complaint Preliminary Assessment [s90(3) (h)]
21	6/10/2020	Renewal of Recycled Water Service - Award of Contract [s90(3) (d)]
22	9/10/2020	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
23	13/10/2020	Audit Committee Report – 9 October 2020 [s90(3) (b) & (i)]
24	13/10/2020	Adelaide Park Lands Authority - membership appointments [s90(3) (a)]
25	13/10/2020	Renewal of Recycled Water Service [s90(3) (d)]
26	13/10/2020	Initiating the Representation Review [s90(3) (k)]
27	3/11/2020	Traffic Signal Maintenance Contract Extension [s90(3) (b)]
28	3/11/2020	The Stables of Victoria Park – Leasing Matter [s90(3) (d)]
29	3/11/2020	Central Market Arcade Redevelopment Project Update [s90(3) (d)]
30	3/11/2020	Coring Works [s90(3) (i)]
31	5/11/2020	Presentation - Tennis SA [s90(3) (d)]
32	6/11/2020	Appointment of External Auditor [s90(3) (k)]
33	10/11/2020	Assignment of Lease [s90(3) (b) & (d)]
34	10/11/2020	Traffic Signal Maintenance Contract Extension [s90(3) (b)]
35	10/11/2020	The Stables of Victoria Park – Leasing Matter [s90(3) (d)]
36	10/11/2020	Capital City Committee update [s90(3) (j)]
37	10/11/2020	Advice/Recommendation/s of the Audit Committee in Confidence – 6/11/2020 [s90(3) (k)]
38	17/11/2020	Workshop - A Place of Courage [s90(3) (d)]
39	24/11/2020	Appointment of External Auditor [s90(3) (k)]
40	8/12/2020	Eighty Eight O'Connel [s90(3) (b) & (d)]
41	8/12/2020	Activating Eighty-Eight O'Connell [s90(3) (d)]
42	8/12/2020	Unnamed public road off Tom's Court [s90(3) (d)]
43	8/12/2020	Strategic Property Action Plan [s90(3) (d)]
44	15/12/2020	Strategic Property Action Plan [s90(3) (b) & (d)]
45	15/12/2020	Activating Eighty-Eight O'Connell [s90(3) (d)]
46	15/12/2020	Contract Award Report – Moonta Street Construction [s90(3) (d)]
47	15/12/2020	Unnamed public road off Tom's Court [s90(3) (h)]
48	15/12/2020	Audit Committee Report – 24 November 2020 [s90(3) (k)]
49	28/01/2021	Contract Award Report – Supply of Sweepers [s90(3) (d)]
50	5/02/2021	Update on Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
51	9/02/2021	Advice/Recommendations of the Audit Committee in Confidence – 5 February 2021 [s90(3) (i)]

Previous orders still in operation		
Date		Subject matter and basis
52	9/02/2021	Capital City Committee Update [s90(3) (j)]
53	23/03/2021	Legal Advice Discussion in relation to East-West Bikeway [s90(3) (h)]
54	30/04/2021	Workshop - Service Contestability [s90(3) (e)]
55	30/04/2021	Service Planning and Performance Workshop: Service Contestability Update and Approach [s90(3) (e)]
56	30/04/2021	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
57	4/05/2021	Physical Security Contract Extension [s90(3) (b)]
58	4/05/2021	2020-21 Quarter 3 Confidential Commercial Operations Report [s90(3) (b)]
59	4/05/2021	City Connector Deed of Agreement [s90(3) (d)]
60	11/05/2021	Audit Committee Report in Confidence – 30 April 2021 [s90(3) (e) & (i)]
61	11/05/2021	Physical Security Contract Extension [s90(3) (b)]
62	11/05/2021	2020-21 Quarter 3 Confidential Commercial Operations Report [s90(3) (b)]
63	11/05/2021	City Connector Deed of Agreement [s90(3) (d)]
64	1/06/2021	Cycling Infrastructure Opportunities [s90(3) (g)]
65	1/06/2021	Gawler Place Upark – Priority Works [s90(3) (i)]
66	8/06/2021	Cycling Infrastructure Opportunities [s90(3) (g)]
67	8/06/2021	Gawler Place Upark – Priority Works [s90(3) (i)]
68	29/06/2021	Central Market Arcade Redevelopment/ Market Square [s90(3) (b), (d) & (h)]
Operative Confidentiality Orders 2021/2022		
1	6/07/2021	Whitmore Square Tenancy [s90(3) (b) & (d)]
2	6/07/2021	Gawler UPark Priority Works [s90(3) (i)]
3	13/07/2021	Whitmore Square Tenancy [s90(3) (b) & (d)]
4	13/07/2021	Brown Hill and Keswick Creeks Stormwater Board - Board Member Appointments [s90(3) (a)]
5	13/07/2021	Gawler UPark Priority Works [s90(3) (i)]
6	30/07/2021	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
7	3/08/2021	Open Space and Places for People Grants Submission [s90(3) (b)]
8	10/08/2021	Cultural Investigation [s90(3) (a), (g) & (h)]
9	10/08/2021	Audit Committee Report – 30 July 2021 [s90(3) (b) & (i)]
10	10/08/2021	Open Space and Places for People Grants Submission [s90(3) (b)]
11	11/08/2021	Cultural Investigation [s90(3) (a), (g) & (h)]
12	26/08/2021	Riverbank Precinct Code Amendment [s90(3) (j)]
13	7/09/2021	Strategic Property Review and Investigations (Status Update) [s90(3) (b) & (d)]
14	7/09/2021	Advocacy and Funding Opportunities [s90(3) (b)]
15	7/09/2021	2020-21 Quarter 4 Confidential Commercial Operations Report [s90(3) (b)]
16	14/09/2021	Strategic Property Review and Investigations (Status Update) [s90(3) (b) & (d)]
17	14/09/2021	Advocacy and Funding Opportunities [s90(3) (b) & (j)]
18	14/09/2021	2020-21 Quarter 4 Confidential Commercial Operations Report [s90(3) (b)]
19	5/10/2021	Contract Award - Adelaide Free Wi-Fi [s90(3) (d)]
20	12/10/2021	Contract Award - Adelaide Free Wi-Fi [s90(3) (d)]
21	19/10/2021	Park Lands License Request [s90(3) (j)]
22	29/10/2021	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
23	2/11/2021	Residential Housing Strategic Review [s90(3) (b) & (d)]
24	2/11/2021	Telecommunications SmartHub [s90(3) (b) & (h)]
25	2/11/2021	2021-22 Quarter 1 Confidential Commercial Operations Report [s90(3) (b)]
26	9/11/2021	Residential Housing Strategic Review [s90(3) (b) & (d)]

Previous orders still in operation		
Date	Subject matter and basis	
27	9/11/2021	Telecommunications SmartHub [s90(3) (b) & (h)]
28	9/11/2021	Appointment of Board Members to Adelaide Central Market Authority [s90(3) (a)]
29	9/11/2021	Audit and Risk Committee in Confidence – 29 October 2021 [s90(3) (b)]
30	9/11/2021	2021-22 Quarter 1 Confidential Commercial Operations Report [s90(3) (b)]
31	25/11/2021	Expression of Interest Process [s90(3) (b) & (d)]
32	7/12/2021	Strategic Property Matter [s90(3) (b) & (d)]
33	14/12/2021	Strategic Property Matter [s90(3) (b) & (d)]
34	14/12/2021	Appointment of Council Assessment Panel Members [s90(3) (a)]
35	14/12/2021	Capital City Committee Update [s90(3) (j)]
36	17/01/2022	Park Lands License Request [s90(3) (j)]
37	27/01/2022	Bus Station Site – Development Options [s90(3) (b) & (d)]
38	27/01/2022	Gawler Place Upark Façade [s90(3) (i)]
39	1/02/2022	2021-2022 Quarter 2 Commercial Operations Report [s90(3) (b)]
40	4/02/2022	Activities of the Strategic Risk and Internal Audit Group Meetings [s90(3) (i)]
41	8/02/2022	2021-2022 Quarter 2 Confidential Commercial Operations Report [s90(3) (b)]
42	8/02/2022	Confidential Report of the Audit and Risk Committee – 4 February 2022 [s90(3) (i)]
43	1/03/2022	Upark Leasing Matter [s90(3) (b), (d) & (i)]
44	1/03/2022	Assignment of Lease [s90(3) (b) & (d)]
45	8/03/2022	Upark Leasing Matter [s90(3) (b), (d) & (i)]
46	8/03/2022	Assignment of Lease [s90(3) (b) & (d)]
47	5/04/2022	Unnamed public road off Tom's Court [s90(3) (d) & (j)]
48	12/04/2022	Unnamed public road off Tom's Court [s90(3) (d) & (j)]
49	10/05/2022	West Franklin Stage 2 - Update [s90(3) (h)]
50	14/06/2022	West Franklin Stage 2 - Update [s90(3) (h)]
51	17/06/2022	Major Project - Accounting Treatment [s90(3) (b) & (d)]
52	17/06/2022	Activity of Strategic Risk & Internal Audit Group [s90(3) (i)]
53	21/06/2022	Adelaide Botanic High School Expansion [s90(3) (b)]
Operative Confidentiality Orders 2022/2023		
1	5/07/2022	Rymill Park Kiosk - Enhancement and Lease Proposal [s90(3) (b) & (d)]
2	5/07/2022	Advertising Contract within City of Adelaide [s90(3) (b) & (d)]
3	12/07/2022	Councillor Couros - MoN - Cultural Investigation [s90(3) (a), (g) & (h)]
4	12/07/2022	Confidential Audit and Risk Committee Report - 17 June 2022 [s90(3) (b), (d) & (i)]
5	12/07/2022	Confidential Advice of Kadaltilla / Park Lands Authority - 23 June 2022 [s90(3) (b) & (d)]
6	12/07/2022	Advertising Contract within City of Adelaide [s90(3) (b) & (d)]
7	12/07/2022	Award of Contract [s90(3) (b) & (d)]
8	12/07/2022	Councillor Martin - MoN - Development at 62 to 100 O'Connell Street [s90(3) (b) & (d)]
9	12/07/2022	Appointment of Member to the Brown Hill and Keswick Creeks Stormwater Board [s90(3) (a)]
10	28/07/2022	North Adelaide Railway Station - EOI Results [s90(3) (b) & (d)]
11	2/08/2022	North Adelaide Railway Station - EOI Results [s90(3) (b) & (d)]
12	2/08/2022	Award of Contract (August) [s90(3) (b) & (d)]
13	2/08/2022	Expression of Interest Process [s90(3) (b) & (d)]
14	9/08/2022	Advice of Kadaltilla / Park Lands Authority in Confidence to Note - 28 July 2022 [s90(3) (b) & (d)]
15	9/08/2022	North Adelaide Railway Station - Expression of Interest Results [s90(3) (b) & (d)]

Previous orders still in operation		
Date	Subject matter and basis	
16	9/08/2022	Award of Contract (August) [s90(3) (b) & (d)]
17	9/08/2022	Expression of Interest Process [s90(3) (b) & (d)]
18	9/08/2022	Confidential Audit and Risk Committee Report - 4 August 2022 [s90(3) (b) & (j)]
19	27/09/2022	CEO Strategic Priorities and Organisational Scorecard update [s90(3) (a)]
20	30/09/2022	Confidential Meeting with External Auditors [s90(3) (b)]
21	28/10/2022	Activity of Strategic Risk & Internal Audit Group [s90(3) (i)]
22	13/12/2022	SA Citizen of the Year Nominations [s90(3) (o)]
23	3/02/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
24	7/02/2023	Unnamed public road off Tom's Court [s90(3) (h)]
25	14/02/2023	Unnamed public road off Tom's Court [s90(3) (h)]
26	14/02/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
27	7/03/2023	Former Bus Station Site - Expression of Interest Process [s90(3) (b) & (d)]
28	7/03/2023	Market Square and Central Market Expansion [s90(3) (b) & (d)]
29	14/03/2023	Market Square and Central Market Expansion [s90(3) (b) & (d)]
30	4/04/2023	Former Bus Station Site - Expression of Interest Process [s90(3) (b) & (d)]
31	4/04/2023	Commercial Offer - Telecommunications Smart Hub [s90(3) (h)]
32	11/04/2023	Former Bus Station Site - Expression of Interest Process [s90(3) (b) & (d)]
33	11/04/2023	Commercial Offer - Telecommunications Smart Hub [s90(3) (h)]
34	26/04/2023	Confirmation of Confidential Minute 32 - Item 18.1 - Council Meeting - 11 April 2023 [s90(3) (b) & (d)]
35	10/05/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
36	23/05/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
37	5/06/2023	2021/2022 CEO Performance Review Evaluation - Decision 1 [s90(3) (a)]
38	5/06/2023	2021/2022 CEO Performance Review Evaluation - Decision 2 [s90(3) (a)]
39	6/06/2023	Strategic Property Matter [s90(3) (b) & (d)]
40	13/06/2023	Confidential Recommendation of the City Planning, Development and Business Affairs Committee - 6 June 2023 [s90(3) (b) & (d)]
41	13/06/2023	Confidential Recommendation of the CEO Performance Review Panel - 5 June 2023 [s90(3) (a)]
42	20/06/2023	Capital City Committee Update [s90(3) (j)]
43	27/06/2023	Commercial Opportunity [s90(3) (d)]
44	27/06/2023	Capital City Committee Update [s90(3) (j)]
Operative Confidentiality Orders 2023/2024		
1	04/07/2023	Leasing Matter [s90(3) (b) (d)]
2	11/07/2023	Leasing Matter [s90(3) (b) (d)]
3	11/07/2023	Strategic Property Matter [s90(3) (b) (d)]
4	25/07/2023	Capital City Committee Update [s90(3) (j) (g)]
5	25/07/2023	Capital City Committee Update [s90(3) (j) (g)]
6	31/07/2023	Commercial Opportunity [s90(3) (d)]
7	01/08/2023	Former Bus Station Site Redevelopment [s90(3) (b) (d)]
8	04/08/2023	Strategic Risk and Internal Audit Update [s90(3) (j)]
9	08/08/2023	Confidential Recommendations of the City Planning, Development and Business Affairs Committee - 1 August 2023 - Recommendation 1 – Item 7.1 - Former Bus Station Site Redevelopment [s90(3) (b) (d)]
10	08/08/2023	Confidential Audit and Risk Committee Report - 4 August 2023 [s90(3) (j)]
11	08/08/2023	Strategic Property Matter [s90(3) (b) (d)]

Previous orders still in operation		
Date	Subject matter and basis	
12	15/08/2023	Delegation to Award Contract [s90(3) (b) (d)]
13	16/08/2023	2022/23 CEO Performance Review [s90(3) (a)]
14	22/08/2023	Confidential Recommendation of the City Finance and Governance Committee – 15 August 2023 [s90(3) (b) (d)]
15	22/08/2023	Strategic Property Matter - Prudential Report [s90(3) (b) (d)]
16	12/09/2023	Confidential Audit and Risk Report - 1 September 2023 [s90(3) (b) (d)]
17	18/09/2023	Lord Mayor Report [s90(3) (a) (g) (h)]
18	19/09/2023	Capital City Committee Update [s90(3) (j) (g)]
19	26/09/2023	CEO Performance Review [s90(3) (a)]
20	26/09/2023	Capital City Committee Update [s90(3) (g) (j)]
21	03/10/2023	Hilton Leasing Matter [s90(3) (b) (d)]
22	06/10/2023	Confidential Meeting with Internal Auditors [s90(3) (b)]
23	06/10/2023	Confidential Meeting with Internal Auditors [s90(3) (b)]
24	31/10/2023	Lord Mayor Report [s90(3) (a) (g) (h)]
25	07/11/2023	Hilton Leasing Matter [s90(3) (b) (d)]
26	10/11/2023	Voters Roll Review [s90(3) (h)]
27	10/11/2023	Strategic Risk and Internal Audit Update [s90(3) (i)]
28	14/11/2023	Recommendation of the CPDBA Committee - 7 November 2023 [s90(3) (b) (d)]
29	16/11/2023	Lord Mayor Report [s90(3) (a) (g) (h)]
30	21/11/2023	Delegation to Award Contract [s90(3) (b) (d)]
31	21/11/2023	Charles Street Update [s90(3) (d)]
32	28/11/2023	Audit and Risk Committee - 10 November 2023 [s90(3) (h) (i)]
33	28/11/2023	Delegation to Award Contract [s90(3) (b) (d)]
34	12/12/2023	Hilton Leasing Matter [s90(3) (b) (d)]
35	12/12/2023	Capital City Committee Update [s90(3) (g) (j)]
36	12/12/2023	Confidential Lord Mayor Update [s90(3) (a) (g) (h)]
37	06/02/2024	Assignment of Lease [s90(3) (d)]
38	08/02/2024	Selection Report - Recruitment Consultant [s90(3) (k)]
39	13/02/2024	Confidential Recommendation of the City Planning, Development and Business Affairs Committee - 6 February 2024 – Recommendation 1 – Item 10.1 – Assignment of Lease [s90(3) (d)]
40	16/02/2024	Strategic Risk and Internal Audit Update [s90(3) (i)]
41	20/02/2024	Recruitment Company Presentations [s90(3) (k)]
42	20/02/2024	Selection - Recruitment Consultant [s90(3) (k)]
43	20/02/2024	Visitor Experience Centre [s90(3) (b)]
44	20/02/2024	Capital City Committee Update [s90(3) (j)]
45	22/02/2024	Draft Adelaide Park Lands Management Strategy (APLMS) [s90(3) (j)]
46	22/02/2024	Carriageway Park / Tuthangga (Park 17) Earthen Levee Stormwater Management [s90(3) (i)]
47	27/02/2024	Selection - Recruitment Consultant [s90(3) (k)]
48	27/02/2024	Confidential Audit and Risk Committee Report - 16 February 2024 [s90(3) (i)]
49	27/02/2024	Recommendation 1 - Item 10.1 - Visitor Experience Centre [s90(3) (b)]
50	27/02/2024	Recommendation 2 - Item 10.2 - Capital City Committee Update [s90(3) (j)]
51	05/03/2024	Library Leases [s90(3) (b)]
52	12/03/2024	Library Leases [s90(3) (b)]
53	19/03/2024	Visitor Experience Centre [s90(3) (b)]

Previous orders still in operation		
Date	Subject matter and basis	
54	19/03/2024	Adelaide City Connector Deed of Agreement [s90(3) (d)]
55	21/03/2024	Draft APLMS [s90(3) (j)]
56	21/03/2024	Future Living Code Amendment [s90(3) (m)]
57	26/03/2024	Recommendation 1 - Adelaide City Connector Bus Deed of Agreement [s90(3) (d)]
58	26/03/2024	Recommendation 1 – Item 6.1 - Draft Adelaide Park Lands Management Strategy (APLMS) [s90(3) (j)]
59	28/03/2024	Adelaide Aquatic Centre Redevelopment - Return to Park Lands Proposed Design [s90(3) (b)]
60	09/04/2024	Draft APLMS [s90(3) (j)]
61	16/04/2024	Adelaide Visitor Experience Centre [s90(3) (b)]
62	23/04/2024	Adelaide Visitor Experience Centre [s90(3) (b)]
63	21/05/2024	External Presentation - Aquatic Centre Return to Park Lands Zone [s90(3) (b)]
64	28/05/2024	Confidential Audit and Risk Committee Report - 15 May 2024 [s90(3) (e) (i)]
65	28/05/2024	Councillor Martin - QoN - Court of Disputed Return Costs [s90(3) (d)]
66	29/05/2024	CEO Recruitment - Applicant Update [s90(3) (a)]
67	04/06/2024	Place of Courage [s90(3) (d)]
68	11/06/2024	Place of Courage [s90(3) (d)]
69	11/06/2024	Appointment of Members to the Brown Hill and Keswick Creeks Stormwater Board [s90(3) (a)]
70	14/06/2024	Strategic Property Review Internal Audit [s90(3) (b) (d)]
71	19/06/2024	Appointment of the Chief Executive Officer [s90(3) (a)]
72	25/06/2024	Recommendations of the Chief Executive Officer Selection Panel – 19 June 2024 [s90(3) (a)]

Attachment B

Financial

Further to the information contained in this Annual Report, Council is legislatively required to provide the following information:

- External Funding
- Audited Financial Statements and Auditor Independence

Council also provides the associated annual reports for Subsidiaries and entities to which Council has an interest in, which are separate to this Annual Report:

- City of Adelaide's Audit and Risk Committee (Presiding Member's Annual Report)
- Adelaide Central Market Authority
- Adelaide Economic Development Agency
- Kadaltilla/Adelaide Park Lands Authority
- Brown Hill Keswick Creeks Stormwater Board

DRAFT

External Funding

The City of Adelaide works collaboratively with many partners. This strong partnership network enables a far greater impact than working alone. Key to these partnerships are grants and subsidies that are received from the Australian Government and South Australian Government.

Description	Services (\$'000)	Capital (\$'000)
Federal Funding		
Community Home Support Program	322	-
Roads to Recovery	-	169
State Government Funding		
Automated External Defibrillators Installation on Designated Council Buildings	-	29
Belair-City Bikeway/ Adelaide Park Lands Trail - Glen Osmond*	-	1,300
Blackspot Funding - Hutt Street and South Terrace Intersection	-	135
Charles Street Upgrade Project	-	1,000
Hindley Street Revitalisation - Cooler, Greener Wilder*	-	50
Melbourne Street Wombat Crossing*	-	600
Peacock Road Cycle Route*	-	500
Sir Donald Bradman Drive BPAC*	-	1,200
State Bicycle Fund	-	140
Local Government Financial Assistance Grants 25/26	1,099	679
Library Operating Grant	219	-
Library Materials Grant	-	274
Park Lands Activity Grant	1,946	-
School Immunisation Program	106	-
Urban River Torrens Recovery Program	20	-
Vulnerable and Homeless	45	-
Welcome Home Event	22	-
Workers Compensation Scheme Application	92	-
Bystander Intervention Training	3	-
Delivery of SA Cricket Team Celebrations	29	-
EV Smart Charging UPark Trial	15	-
Adaptive Re-use Housing Initiative - Engagement of Resource	250	-
Community and Neighbourhood Development Program (DHS)	102	-
Social Work in Libraries Evaluation	25	-
Trader Sustainability Program	50	-
Volunteers Connectors Program	30	-
Other Funding Sources		
Bus Station glass Panel Replacement*	-	8
Charles Street Upgrade Project - Adelaide Central Plaza Contribution*	-	500
City East Precinct*	-	455
Other Sponsorship	52	-
TOTAL	4,427	7,039

*Funding received but project to be completed in future years

Audited Financial Statements and Auditor Independence

PROVIDED TO COUNCIL SEPERATELY AND TO BE INSERTED ONCE ADOPTED.

DRAFT



Adelaide Central Market Authority **2024/25 Annual Report**





ACKNOWLEDGEMENT OF COUNTRY

Adelaide Central Market Authority acknowledges the 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. We extend that respect to other Aboriginal Language Groups and other First Nations.

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MESSAGE FROM THE CHAIR

It is with great pride that I present the Adelaide Central Market's 2024/2025 Annual Report. Over the past year, the Market has continued to evolve and thrive, staying true to our purpose of being a world-leading food and produce market with a deep and enduring connection to our community.

This year, we have much to celebrate. From outstanding media coverage to a calendar of popular events, from a remarkably stable trading environment to significant progress with Market Expansion operational preparedness, the impact of our collective efforts has been powerful. Together, we have enhanced the customer experience, supported our trader community, strengthened our financial position and deepened our role as a vital contributor to the economic, social and cultural fabric of our city.

I extend my sincere thanks to the Lord Mayor and all Councillors for their ongoing support throughout the year. Your commitment and collaboration have been instrumental in helping us deliver on our goals and sustain the Market's enduring success.

To our traders – thank you. Your dedication to your customers and passion are at the heart of what makes Adelaide Central Market so uniquely special. Together, you continue to create memorable experiences that define our Market's vibrant spirit.

As we look to the future, the Strategic Plan remains our roadmap – ensuring we stay focused on delivering outcomes for customers, traders, community, and business. The once-in-a-generation Market Expansion and Market Square development continues to progress, with exciting opportunities ahead as we welcome new traders and partners to this iconic destination.

Together with our management team and expert Board, including Deputy Chair Christine Locher (2024) and Deputy Chair Nicole Haack (2025) as well as Steve Marafiotte, George Roussos, Hamish Brown, John Pearce (until October 2024) and Councillor Carmel Noon (until October 2024) and Deputy Lord Mayor / North Ward Councillor Phillip Martin, we remain as always committed to ensuring the future growth of the Market.

Thank you to everyone who has contributed to our shared success this year. I look forward to continuing this journey together.

Sincerely,

Theo Maras AM
Chair, Adelaide Central Market Authority

ABOUT ADELAIDE CENTRAL MARKET AUTHORITY

The Adelaide Central Market Authority (ACMA) is established pursuant to Section 42 of the Local Government Act 1999 (SA) and is a body corporate with the responsibility to manage the business and other affairs of the Authority ensuring that the Authority acts in accordance with the Act and its Charter.

The purpose of ACMA is to oversee the management and operation of the Adelaide Central Market (the Market) in accordance with the ACMA Charter. ACMA's Strategic Plan and Headlease reflects its commitment to maintaining and enhancing the iconic standing of the Market for the benefit of all stakeholders, ensuring it continues to be recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market. It provides the framework for a commercially sustainable market community that contributes in a positive and meaningful way to the City of Adelaide and the development of the wider market district.

Up to seven Board Members, including the Chairperson, are appointed by the Council, and one Board Member must be a Council Member. The 2024/25 period was the twelfth full year of operation for the Adelaide Central Market Authority (ACMA), after its formal establishment in October 2012.

Our Purpose

To be a world leading food and produce market that shares enduring connection with our community.

Our Plan

To operate sustainably as a thriving team of Traders, Board and Management who create unique, diverse and memorable customer experiences that enhance our precinct, city and state.

Our Ambition

To grow the market by attracting more residents, visitors and workers who shop regularly.





ACMA BOARD 2024/25



THEO MARAS AM
Chair



CHRISTINE LOCHER
Deputy Chair (2024)



NICOLE HAACK
Deputy Chair (2025)



STEVE MARAFIOTE



**DEPUTY LORD MAYOR
PHILLIP MARTIN**



HAMISH BROWN



GEORGE ROUSSOS

ACMA BOARD

The Authority is a body corporate and is governed by a Board of Management which has the responsibility to manage the business and other affairs of the Authority in accordance with the Charter, all relevant legislation and any delegations made to it.

The skills-based Board consists of seven members who collectively have a range of knowledge, skills and experience across the following areas: retail, food supply chain (with retail emphasis), property development, centre management and leasing, marketing, stakeholder engagement, board governance, business acumen, people leadership, strategic management and knowledge of the Market. It is led by ACMA Chair Theo Maras AM, providing strategic oversight to the Management Team, headed by Fabienne Reilly as General Manager. The Chair and Board are instrumental in supporting and advocating for the Market and its traders.

TRADER REPRESENTATIVES

The Traders Representation Committee (TRC) is the formal traders group established under the Charter and meets with ACMA on a bimonthly schedule. TRC provides feedback on strategic matters pertaining to the operations of the Market and receives information from the Management Team on marketing activities and plans.

Throughout 2024/25 Trader representatives were:

- Ivan Oulianoff, House of Health Collective (TRC Chair)
- Mark Gleeson, SiSea (Deputy TRC Chair)
- Chester Frank, House of Health Collective
- Paul Bulley, PhotoCo Camera House
- Barbara Knoll, Barossa Fine Foods
- Andrew Anderson, Wills & Daniel
- Simon Bugeja, Lucia's Fine Foods



SUMMARY OF FINANCIAL RESULT

\$'000s	Actuals	Adopted Budget	Variance
Existing Market Operations			
Income	5,670	5,343	327
Expenditure	(5,381)	(5,481)	100
Total Existing Market Operations	289	(138)	427
Market Expansion			
Income			
Expenditure	(628)	(820)	192
Total Market Expansion	(628)	(820)	192
Net Operating Surplus/(Deficit)	(339)	(958)	619

The underlying operating position of the existing market has generated an operating surplus of \$0.289 million in 2024/25, which is \$0.427 million favourable to the adopted budget.

Costs are being incurred as we prepare for the opening of the market expansion which continues to be funded by the City of Adelaide

ACMA HIGHLIGHTS



100%

trader occupancy



7.8M

annual visitation



\$1.3M

proactive media coverage



93%

customer satisfaction



160,000+

combined followers on Facebook and Instagram



Awarded #1

Voted the #1 Food Experience in Australia for Friday nights



Won Silver

at the 2024 SA Tourism Awards *Tourism Retail, Hire & Services*

13,783kg

of good quality surplus food was rescued and delivered to South Australians by OzHarvest

\$100k

Green Industries SA LEAP Grant to support sustainable business practices

100%

of actions and measures set out in the 2024/25 business plan completed, ongoing or on track





STRATEGIC PILLARS

The Market's Strategic Plan 2023–2028, developed in consultation with key stakeholders including traders, City of Adelaide and the wider community, identifies ACMA's goals, objectives, strategies, priorities and relevant key performance indicators and sets the annual business plans. Throughout 2024/25 ACMA continued to focus on the key strategic pillars; Our Customers, Our Traders, Our Business, Our Community and Our Market to deliver positive outcomes for the Adelaide Central Market.

OUR CUSTOMERS

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

Digital and Social Media Channels

-  870.6K website views
-  81K followers, 2.25 million people reached
-  79K followers, 321.7K people reached
-  2.4K followers
-  Market Lovers EDM: 18.2K subscribers



Adelaide Central Market Events, Activations and Campaign Calendar

Month	Activity
July – September 2024	<ul style="list-style-type: none"> • Bastille Day two-day event • School holidays program (Big Market Adventures for Little Foodies) • European Winter pop-up • Live outside broadcast with Triple M and month-long campaign • Buy SA Week collaboration with Brand SA • Sustainable September campaign • Market trolleys campaign
October – December 2024	<ul style="list-style-type: none"> • School holiday program (Big Market Adventures for Little Foodies) • Seafood + Sounds two-day event • Market visit by Australian number 1 best-selling cookbook author Nagi Maehashi • Christmas campaign launch
January – March 2025	<ul style="list-style-type: none"> • Tour Down Under Village partnership • Lunar New Year Celebrations • Gluttony – The Local Bar partnership during Adelaide Fringe • Tourism Advertising Campaign • Valentine’s Day sunflower giveaway for customers • Sauce Day two-day event
April – June 2025	<ul style="list-style-type: none"> • School holiday program (Big Market Adventures for Little Foodies) • Gather Round Tourism advertising including meet and greet with Carlton Football Club players • Easter campaign (refer to highlights) • Tasting Australia and Town Square sponsorship activation • SA History Festival – Free Audio Tour promotion • Citrus launch with Pick a Local, Pick SA • Make Music Day in collaboration with City of Adelaide • Illuminate Adelaide Partnership, including in-Market installation (into July 2025)
Ongoing	<ul style="list-style-type: none"> • Construction Impact Research, Customer Experience and in Market surveys • Free 3-hour parking at UPark Andrew and UPark Grote on Saturdays with 5,365 valuations • Live music every Friday with Music SA • Free kids’ activities every Saturday

HIGHLIGHTS

#1 Food Experience in Australia

Friday nights at Adelaide Central Market were voted Australia's favourite food experience in the 2025 delicious 100 awards out of a national reader vote in March 2025.

SA Tourism Awards

The Adelaide Central Market was awarded Silver at the South Australian Tourism Awards in Category 8: Tourism Retail, Hire and Services.

Bastille Day

The two-day program celebrating Bastille Day remained popular including live music, French themed pop-ups, roving entertainment and cooking demonstrations.

Seafood + Sounds

The two-day program celebrated local seafood and live music, with a program of free and ticketed activities from cooking demonstrations, free kid's activities and the popular Chilli Crab Shack pop-up by Sprout.

Christmas

The two-month Christmas campaign launched in time for the Christmas Pageant, with two in Market Christmas trees, decorations and Christmas signage. The campaign included proactive PR, school and community choirs, free kids craft workshops roving Christmas elves, live music, community partnerships and a hero advertising campaign.

Easter

The Easter campaign, focused on in Market activations including an Easter trail, free kids Easter craft, live, music, Haigh's Easter bilby visit. The campaign included proactive PR and targeted advertising campaign. Delivery of Easter retail campaign including advertising campaign and in Market activity with visitation up 12% compared to Easter 2024.

Sauce Day

The two-day program celebrated Italian culture with gnocchi and sauce making classes, as well as kid's workshops and outside broadcast by FiveAA.

School Holidays

3,696 school-aged children participated in the Market Trail and 432 in Little Market Chefs during the April, July and October school holidays. The activities engage with families at a grassroots level offering low-cost learning experiences with free kid's craft offered across each of the two-week periods.

Producer in Residence Stall

The Producer in Residence stall had 100% occupancy and provided 19 small, local, artisan businesses a chance to trial their products with Market customers, with 80% being new producers. The stall continued to create opportunities for emerging and innovative food businesses and to generate significant social media engagement on the Market's social media channels and created proactive media opportunities throughout the year.

Record year for enquiries, merchandise and gift card orders

Our friendly staff at the Market Stall helped over 43,000 visitors with various customer enquiries to make their experience more enjoyable.




OUR TRADERS

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

Support trader success and trader engagement

 **700 social media posts to over 160,000 followers**

 **39 Market Lovers e-newsletters to 18.2K subscribers**

 **96 Market Talk e-newsletters to Traders**

 **Two trader awards delivered**

 **Bi-monthly Trader Representative Committee meetings**

 **2 all trader meetings**

ACMA created opportunities for traders to leverage PR and digital content, encouraging storytelling and profiling, whilst leveraging the Adelaide Central Market brand. In addition to its core business, ACMA enabled several after-hours trading special events organised by traders to support unique customer experiences and financial benefit.

Trader engagement was conducted through face-to-face discussions and all-trader briefing sessions. The regular formal meetings with the elected Traders Representative Committee (TRC) allows for new ideas and proactive discussions between Traders, ACMA Management team and Board Members. The Board also has an annual Meeting with TRC. Our regular Market Talk e-newsletter shares resources, industry and Market news to assist traders.



Highlights

- Supported trader initiatives including:
 - Adelaide Camera Expo by Photo Co.
 - Adelaide Wine Festival by The Olive Tree
 - Journey Beyond weekly events, by Smelly Cheese Co and SiSea
 - Cheese After Dark series and visit by Laurent Dubois (cheese master)
 - Fair Seafood cooking demonstration series
- Extensive research and consultation process with Traders about a potential review of Trading Hours and vote, with 100% of traders participating
- The inaugural Trader Award for 'Innovation' and 'Customer Experience' was delivered
- Professional photography opportunities for traders
- Leveraging influential guests such as Netflix's Somebody Feed Phil, Postcards and Sunrise to promote the Market to tourists
- Creation of dry storage bays for additional storage in Federal Hall basement
- 6 big cleans for Market including all trader facades

Trader Advocacy

ACMA continues to advocate for traders and their interests, including in all phases of the Market Square development, when consulted on potential road closures or major events or when considering future asset renewal projects to ensure the Market is fit for business.

Adelaide Central Market Online

Adelaide Central Market Online home delivery service continued into its fourth year of operation, providing customers the opportunity to shop over 2,300 Market products from 44 traders in one single transaction. ACMA manage the home delivery platform and associated logistics, including the collation, packing and collection. The home delivery program continues to provide participating Market traders with an additional revenue stream and responds to customer demand.

OUR BUSINESS

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

Highlights

- 100% occupancy during 2024/25
- 20 existing leases renewed
- 3 completed stall renovations for Sunmi's Sushi (Stall 1), Market Bread Bar (Stall 50-51) and M&Ms Fruit Mart (Stall 13)
- New property management software implemented
- Two new board members appointed – Hamish Brown and Councillor Phillip Martin
- Adelaide Central Market awarded Silver at the SA Tourism Awards in Category 8: Tourism Retail, Hire and Services.
- Adelaide Central Market voted Australia's favourite food experience for Friday nights in the 2025 delicious 100 awards.

Tourism

- Collaboration with South Australian Tourism Commission (SATC) for Tour Down Under and Tasting Australia Town Square Activations
- Print Ad in the Official Adelaide visitor guide for 2025
- Adelaide Airport advertising
- Tourism Accelerator participant with AEDA
- Participation in British & Irish Lions Tour 2025 Adelaide Stakeholders Working Group, led by Minister Bettison

Operations

ACMA continues to improve the look and feel of the trading environment of the Market to create great customer experiences, with the delivery of brilliant basics around building maintenance, security, cleaning and waste services, security and safety. This financial year saw over 620 maintenance jobs completed, and 578 incidents attended by the Market security contractor. Further operations are detailed in Our Market.

People and Capability

In 2024/25, ACMA attracted two new key talents in addition to retaining experienced and dedicated staff. The Management team combines expertise in the fields of leasing, retail, administration, operations and marketing. A Workforce Plan was developed for the Market Expansion project to ensure adequate resourcing in the future and professional development was commissioned as required.

Governance

The ACMA Board meets every six weeks and serves as the governing body of the Authority, providing governance oversight, strategic leadership and management guidance. The Board is supported in its functions by the Development and Property Committee and the Governance Committee. The Board continues to work proactively with traders as business partners and the City of Adelaide to attract visitors to the City and ensure the Authority is financially sustainable.



OUR COMMUNITY

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community.

Highlights

- Ongoing partnership support - Oz Harvest and Catherine House
- Community Engagement Plan 2024/25 delivered
- Sustainable September campaign including educational waste videos located on the Market floor (Grote entry)
- National Reconciliation Week Artwork Commission by Brooke Kirra Rigney was installed in the Gouger Dining area and included an official opening event for stakeholders
- Delivery of Lunar New Year celebrations and collaboration with Chinatown
- Single use Plastic Ban implementation including In-Market bins re-skinned to align with ban

School excursions

145 schools visited the Market (6,356 Students)

ACMA provides a free teachers' resource kit, Brain Food, aligns with the Australian Curriculum and provides themes and topics to assist teachers with planning their visit for out of school extended learning ranging from entrepreneurship, budgeting, geography, sustainability, art, culture, food and health.



Community partnerships

As part of our annual Community Engagement Plan, ACMA works closely with South Australian groups and organisations that align with our core values and enrich the Market community. This includes providing continued support to community partners OzHarvest SA and Catherine House.

OzHarvest food rescue

13,783kg of good quality surplus food and 27,566 meals delivered to South Australians in need (with 173,795kg and 462,773 meals since inception in 2012)

In the final days to Christmas the Tree of Goodness returned for its twelfth year raising \$4,475 across four days, equating to almost 10,000 meals to support South Australians experiencing homelessness.

Catherine House partnership

ACMA and traders proudly supported local charity, Catherine House, by supplying fresh produce to women experiencing homelessness. This included fruit, vegetables, meat, continental and desserts for Christmas Day lunch for 70 women and ongoing monthly fruit and vegetable deliveries to the centre to support kitchen operations.

Guide Dogs SA/NT

ACMA proudly support Guide Dogs with fundraising opportunities, with seven pop ups within the Market, raising \$5,633.25.



Sustainability Strategy

ACMA advocates for a holistic approach to reducing the impact of Market operations on our environment for a more sustainable future. We referred to our 2024-2027 Sustainability Strategy to clarify our intent and guide our actions.

ACMA was successful in bid for a Green Industries South Australia LEAP Grant for \$100K, for development of a Traders Sustainability Program. After consultation and engagement with traders, the Traders Sustainability Guide *(Stage 1) was completed, with stage 2 due for completion in June 2026.

Community Kitchen

This was established as a forum to cook, create, taste, discuss ideas and to celebrate the diverse multicultural community the Market is renowned for.

In 2024/2025 the Community Kitchen was used 17 times with over 27 cooking demonstrations for Market customers, Sauce Day and Tasting Australia program. Participation was positive with the demos well attended.

National Reconciliation Week

In collaboration with the City of Adelaide, artwork was commissioned by Ngarrindjeri and Kurna artist, Brooke Kirra Rigney and displayed in the Gouger Dining area during

Market Precinct

ACMA continued to collaborate with the Market precinct partners including monthly participation with the Grote Business Precinct committee, Gouger St Association and Lunar New Year celebrations and the Market Plaza Management.



OUR MARKET

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

Customer highlights

- New fans installed in key dining areas
- Increased Market entrance directional signage (Gouger St)
- New directional signage at the Gouger Street Eastern entrance
- New furniture along the Eastern roadway
- New planters along the Eastern roadway and central Gouger St entrance

Market Improvements

- Replacement of glass canopies at 3x entry points
- Renewal of entry lighting
- Renewal of Asphalt (western roadway)
- Northwestern and southeast overhead protection gantries completed
- Northeastern Festoon Lighting (entry)
- Sprinklers for stalls and fire detection renewal in roadways
- CCTV cameras in UPark and Adelaide Central Market replaced
- Produce storeroom pallet protection
- Emergency Fire training for staff and key traders
- Fire pumps and tanks replacement
- Replacement of security gates
- Supply Cat 1 services to Federal Hall

Market Expansion Project

ACMA has continued to work closely with the City of Adelaide and project stakeholders on the Market Square and Market Expansion.

Highlights:

- Leasing Strategy and Leasing Campaign strategy completed
- Review of property staff resourcing
- National Leasing Campaign and Meetings with EOI applicants (plus existing traders)
- Completed Retail Design Guidelines
- Preliminary documentation and processes to enable leasing delivered
- Community Consultation on future Market offer completed with over 2,000 responses
- Music/PA system investigated
- Wayfinding strategy in progress
- Atrium and Laneway strategy plan underway
- Retail and operational advice to design and construction to ensure fit for purpose Market

ACMA looks forward to continuing working with the City of Adelaide to achieve the vision for the Market Expansion and provide a thriving mixed-use place, complementing and strengthening the vital role of the Adelaide Central Market as a hub of food and culture in the city.





Audited Financial Statements





Adelaide Central Market Authority (ACMA)
2024/25 Annual Report

AEDA Annual Report

FY 2024/2025



Acknowledgment of Country

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

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



Adelaide Fringe
Credit: joeyjoenes

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AFL Gather Round

Credit: South Australian Tourism Commission

Adelaide Economic Development Agency

The Adelaide Economic Development Agency (AEDA) was established as a subsidiary of the City of Adelaide under Section 42 of the *Local Government Act 1999 (SA)* and commenced operating on 18 January 2021.

AEDA is governed by a Charter that states its purposes and objectives are to:

- Accelerate economic growth in the City of Adelaide by attracting investment, supporting businesses and fostering the growth of festivals, events, visitors, students and residents.
- Promote the City of Adelaide as a destination and 'magnet city' by increasing its visitation and use by residents, workers, visitors and the public.
- Position Rundle Mall as South Australia's premier retail and commercial shopping precinct to sustain retail, business and economic viability.
- Ensure the Agency operates within the terms of its Charter and the *City of Adelaide Strategic Plan 2024-2028*.

Among the Agency's functions are to:

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

Chair's Foreword

As chair of the Adelaide Economic Development Agency (AEDA), I am pleased to present the *2024/25 Annual Report*. This year's report is significant for me because it marks my first year as Board Chair and shows the Agency's commitment to delivering activities that support the business community and contribute to the city's economic vibrancy.

I want to begin by congratulating AEDA's outgoing Chair, Nikki Govan. Nikki played a pivotal role in leading the Agency, and the city more broadly, through the challenges associated with COVID-19 recovery. Her contributions as the inaugural Chair have left a lasting impact on the city, and the Board recognises her exceptional impact.

In reviews of AEDA, it was recommended that the City of Adelaide develop an Economic Development Strategy which, following Council's endorsement, has enabled the Agency to complete its strategic plan. This plan shows a commitment to strengthening the city's economy. It articulates how we will promote the city, support events and tourism, champion education, enhance Rundle Mall's retail appeal, and collaborate closely with the City of Adelaide and other partners.

In 2024/25, AEDA supported 86 investment and business growth opportunities representing a potential of 3,860 jobs, supported more than 40 events and festivals that brought 5.7 million attendees to the city, and promoted more than 115 city businesses through destination marketing campaigns. AEDA also hosted the third ADL Fashion Week and fourth AEDA Business Summit to great success.

Significant time and effort went into our business planning process. Support from the business community was heartening during the Council's budget consultation process for increasing AEDA's funding. We have started discussions with the Council about future funding models and the appropriate level of resourcing for AEDA so that it has scope to increase its impact even further.

As custodians of Rundle Mall, we were pleased to see spending grow by six per cent to \$1.5 billion. The precinct's strip vacancy rate was 3.4 per cent in the last quarter of 2024/25—the lowest among major mall strips in the country and a remarkable achievement given Adelaide's changing retail landscape.

As an agency led by a skills-based Board, we are fortunate to have the input of key professionals. This year, the Board welcomed Emma Kardachi, and Denise von Wald and Tim Last were re-appointed. I also want to take this opportunity to sincerely thank all the wonderful Board members for their ongoing commitment and professionalism, General Manager Greg Ratsch for all his efforts and contributions, Executive Managers and the whole AEDA team that proudly work so hard to make Adelaide an even better place to be.

Adelaide's economy is in good shape as evidenced by more jobs, more businesses, a vibrant events calendar, strong demand for hotel rooms and continued property demand. However, there are challenges like investment by competitors in suburban shopping precincts, hybrid working keeping people in home offices and out of the city and a need for even stronger consumer spending. We will continue to proudly advocate for and champion our beautiful city to make the most of our opportunities and address our challenges.



Steve Maras
(Chair)

The Board

The Agency is governed by a skills-based Board of Management. The Board includes expertise and experience in hospitality, property development, placemaking, marketing, investment, retail, events, and tourism sectors.

During the year, the following Board changes occurred

- Nikki Govan's term as the inaugural chair concluded on 17 January 2025, and was succeeded by Steve Maras from 18 January 2025.
- Emma Kardachi was appointed to the Board on 26 November 2024, with her term to conclude on 30 June 2027.
- Denise von Wald and Tim Last were reappointed to the Board until 30 June 2028, following the expiration of their terms on 30 June 2025 and 31 May 2025 respectively.
- Matt Poblocki was reappointed to the Board on 13 August 2024, but resigned on 22 May 2025 due to changing work arrangements.
- Jim Kouts was appointed Deputy Chair by the Board at its 12 February 2025 meeting until the expiration of his term on 30 June 2026.
- James Black was reappointed to the Board as the Advisory Committee Representative for a one-year term, commencing 12 March 2025.

2024/2025 AEDA Board attendance

Board Members	No of meetings eligible to attend	No. of meetings attended
Steve Maras	9	8
Lord Mayor Jane Lomax-Smith	9	8
Denise Von Wald	9	9
Jaimee-Lee Charlton	9	7
James Black	9	8
Jim Kouts	9	8
Tim Last	9	8
Matt Poblocki	7	7
Nikki Govan	4	4



Jim Kouts
(Deputy Chair)



James Black
(Advisory
Committee
Representative)



**Jaimee-Lee
Charlton**



Emma Kardachi



Tim Last



**Dr Jane
Lomax-Smith
AM**
(Lord Mayor)



**Denise von
Wald**

The Advisory Committee

The Charter requires an Advisory Committee (the Committee) to be formed to provide a two-way mechanism for city businesses, mainstreet associations, precincts, and other stakeholders to exchange information and raise matters within AEDA's functions and powers.

AEDA Advisory Committee members for 2024/25

- James Black
- Alfredo Cabada (from February 2025)
- Lauren Giorgio
- Leah Grantham (until October 2024)
- Nikki Hamdorf (Precinct Group Representative, from November 2024)
- Jasmin Ilic (from February 2025)
- Angela Maglieri (from May 2025)
- Tim Pozza (Chair, until April 2025)
- Mirella Romano (from February 2025)



Corporate Governance

During 2024/25, the Board endorsed its first strategic plan as required under Section 6.1 of its Charter.

The *AEDA Strategic Plan 2024/25 – 2028/29* (the plan) was completed following the Council's endorsement of the *City of Adelaide Economic Development Strategy*. The AEDA Strategic Plan articulates AEDA's obligations—as specified in the *City of Adelaide Economic Development Strategy*, the AEDA Charter and the *City of Adelaide Strategic Plan* and addresses matters relating to governance and operations.

Progress against Strategic Plan metrics can be found in **Appendix 1**.

Board Review

The Charter requires the Board to undertake an annual review of its performance. AEDA administration canvassed the views of Board Members through a survey and collated the results.

The findings of the review were positive, with the main findings being:

- The role of the Board is well understood by members.
- The composition and nature of the Board's membership are strengths.
- The Board has a vision, purpose and strategy, but would benefit from a reporting process that aligns to the plan.
- There are risk management processes in place, however, there are opportunities for the Board to focus further on this.
- The processes and systems are generally adequate.
- There could be better use of the Advisory Committee.
- The Board has a constructive culture, solid processes, adheres to confidentiality and maintains a mutually respectful relationship with administration.
- The Chair and the General Manager are effective in discharging their roles and responsibilities.

Proposed actions responding to observations made by Board members through the review are to:

- Identify opportunities to streamline the Board and Advisory Committee selection processes.
- Develop a reporting process that aligns with the plan following its adoption.
- Include a list of emerging challenges section in the General Manager's report to each Board meeting.
- Identify opportunities to seek the input of the Advisory Committee.
- Differentiate between agenda items requiring a board decision, and those presented for early input or workshop discussion.
- Identify opportunities where the Board can utilise their networks to progress the objectives of the Agency.

AEDA Reviews

Implementation of the recommendations made in the reviews of AEDA undertaken by Deloitte and KPMG in 2023 continued during the year. Thirty-five of the 36 recommendations have now been addressed. The one outstanding recommendation relates to the development of a long-term financial plan for the Agency. The council is progressing this matter.

Annual Report

Throughout the 2024/25 financial year, AEDA delivered initiatives in line with its core function of driving economic activity in Adelaide and North Adelaide.

These activities and initiatives were delivered in conjunction with AEDA's 2024/25 *Business Plan and Budget*, which was built around four strategic focus areas: **Business, Investment & Residential Growth, Visitor Growth, Brand and Marketing** and **Rundle Mall**.

AEDA manages the Rundle Mall precinct and engages with retailers and other parties to deliver a diverse range of events, activations and promotions. These aim to attract visitors, add vibrancy and increase dwell time to drive retail growth and economic outcomes.

AEDA also advocates on behalf of Rundle Mall Levy payers for initiatives and outcomes that enhance Rundle Mall's position as South Australia's premier shopping destination.

AEDA's 2024/25 *Business Plan and Budget* outlines initiatives and actions for each strategic focus. Delivery against these initiatives and actions has been included in **Appendix Two**.



Financial Summary

AEDA Income Summary	Original 2024/25 Budget (\$'000)	2024/25 BQ3 (\$'000)	2024/25 Actual (\$'000)
AEDA contribution from CoA	8,159	8,060	7,711
Strategic project funding CoA	233	733	702
Other grants, subsidies and contributions	-	-	15
Rundle Mall levy	4,017	4,017	4,049
User charges	400	620	663
Reimbursements	-	-	-
Other income	-	-	-
Total income	12,809	13,430	13,140
AEDA Expenditure Summary	2024/25 Budget (\$'000)	2024/25 BQ3 (\$'000)	2024/25 Actual (\$'000)
Business, investment and residential growth	2,976	3,047	2,774
Visitor growth	3,267	3,753	3,689
Brand and marketing	2,127	2,113	2,044
Rundle Mall marketing and events	2,486	2,586	2,351
Rundle Mall operations	1,953	1,904	1,911
Total expenditure	12,809	13,403	12,769

Business, Investment & Residential Growth

An environment that attracts investment, supports new businesses to start, existing businesses to grow and increases the city's population.

City Indicators

- Job numbers in the city increased 1.8 per cent to 172,652.
- International student enrolments in South Australia decreased by 2 per cent to 43,043.
- The number of city businesses increased by 1.25 per cent to 12,717.
- Resident numbers in the city increased by 4.05 per cent to 29,118.

Investment Support

There was a strong level of investment and business growth enquiries and opportunities during the year, with 86 leads supported, representing a potential 3,860 jobs. Eighteen businesses received support through AEDA's Welcome to Adelaide initiative, which provides assistance with site selection, data to inform their business case, promotional opportunities and welcome packs to help businesses transition their staff into the city. The program supported the relocation or creation of 1,060 jobs.

Support has also been provided to numerous enquiries regarding Purpose Built Student Accommodation and to the City of Adelaide to progress its Adaptive Reuse City Housing Initiative.

Data & Insights

Demand for AEDA's data and insights continued to rise, with 319 requests received. Use of the data webpages also increased, with 6,369 users, 16,261 views, and an increase in the average time spent on the site. Three industry briefings attended by more than 400 people were held over the year. These were:

- Data4Lunch Sustainable Futures where AEDA partnered with the City of Adelaide and JLL to discuss the interconnection between sustainability and business.
- Data4Lunch Fact vs Fiction where AEDA partnered with Economy.id and AEDA Marketing to dispel common misconceptions about the city's economy.
- AEDA also partnered with the Property Council Office and CBRE for their Office Market Report breakfast event in February 2025.



Gaming Sector

In the 2024/25 financial year, AEDA strengthened Adelaide's games and interactive media sector through targeted investment, capability building and ecosystem development. The third round of AEDA's Games Plus Support Program supported 12 early-stage developers with funding, mentoring, and marketing guidance at the Games Plus co-working space. Four studios were supported to participate in major events, including PAX Australia, Games Connect Asia Pacific (GCAP), SXSW Sydney, and BitSummit (Japan), which provided global exposure and pitching opportunities. AEDA's support allowed the South Australian Games Association to host more than nine industry events with 943 attendees. AEDA also supported SAGE (SA Game Exhibition), which attracted more than 3,000 attendees and 35 exhibitors over two days.

Four active leads are now being pursued to attract games development companies to Adelaide.

Strategic Partnerships Program

AEDA, through its Strategic Partnerships Program (SPP), provides funding to external organisations to stimulate economic activity across multiple sectors within the city. It establishes new partnerships to accelerate economic growth and expands existing collaborations by building on previously funded projects.

AEDA's 2024/25 strategic partners were

- **Renew Adelaide**
 - Eighteen new ventures launched and 11 graduated ventures.
 - Activated 2,705sq m of space.
 - Created 131 jobs.
 - Generated approximately \$4.43 million in annual turnover.
- **Business Events Adelaide**
 - Secured 149 events, which supported 348,984 bed nights and 7,896 jobs.
 - Delivered an economic impact of \$676 million.
- **Study Adelaide**
 - Delivered its Global Familiarisation Program for education agents, including 56 visiting from other countries.
 - Agents reported a 72 per cent improvement in their knowledge of Adelaide.
 - Increased confidence in recommending Adelaide as a study destination
- **MTP Connect**
 - Delivered the Global Navigator program.
 - Supported 10 emerging health tech businesses aim for global expansion.
- **_SouthStart**
 - Launched its MASTERMIND workshop series.
 - Prepared 10 businesses for seed-stage investment.
- **ThincLab**
 - Delivered the ThincSeed program to 17 early-stage businesses.
 - Assisted participants in raising seed capital and connecting with private equity investors.

Precinct Groups

AEDA maintained support for precinct groups through the Mainstreet Development Program, as the City of Adelaide reviewed its broader approach to economic activity, engagement with, and activation of precincts. Initiatives delivered by precinct groups included activating West Village through the Fringe Festival, collaborating with Renew Adelaide to address vacancy rates on Hindley Street, the Ebenezer Night Markets and the Easter Trail on Melbourne Street.

Visitor Growth

Visitors have an enjoyable, vibrant and dynamic city experience so that they are encouraged to return and become ambassadors for Adelaide as a destination of choice.

City Indicators

- City hotel occupancy increased by three percentage points to 73 per cent.
- Bed nights demand rose from 1.88 million to 2.04 million.
- Business event delegates rose by 11.2 per cent to 58,924.
- Direct tourism jobs increased by 4.25 per cent to 8,169.

Events & Festivals Sponsorship Program

AEDA continued to provide financial support to event and festival organisers.

The Events and Festivals Sponsorship Program provided \$1.775 million in funding to support 20 events and festivals, which collectively attracted more than 5.6 million attendees to the city. These events contributed an estimated 882,178 visitor bed nights and generated more than \$470 million in gross economic impact.*

The Commercial Events and Festivals Sponsorship Program provided \$462,500 in funding to support 22 events and festivals, which collectively attracted more than 1.5 million attendees to the city. It resulted in an estimated \$85 million in attendee expenditure.

Product Development

AEDA has worked to expand the city's tourism offerings by identifying product gaps and pursuing opportunities for investment, in line with tourism trends and the city's strengths. Initiatives included:

- Working with cultural institutions along North Terrace to identify opportunities to increase visitation share. It is anticipated that the opening of the new Visitor Experience Centre in 2026 will generate a natural increase in foot traffic within the precinct.
- Supporting CBD businesses and strengthening Adelaide's tourism offering through the Tourism Product Accelerator Program, in partnership with Tourism Accelerator. Through this initiative, 10 city businesses were given an opportunity to develop new, commissionable tourism products ready for promotion, including to international buyers. The program successfully delivered 18 new experiences that broadened the range of bookable products available in the city.
- Undertaking a project to identify national and international tourism products and concepts suitable for the city. The project focused on opportunities that were permanent, available year-round, aligned with global tourism trends, and complemented Adelaide's identity, existing attractions and festival calendar. In partnership with consultants Left Bank Co. and REMIX Summits, several potential investment and collaboration opportunities were identified. Work is ongoing to further develop these concepts to strengthen Adelaide's visitor economy and enhance the city's appeal to local, interstate and international audiences.

Visitor Information Services

This year, close to 42,000 people engaged with the Visitor Information Service, which is run by AEDA. Around 30,000 people used the Visitor Information Centre, while the remainder accessed initiatives such as City Guides, Adelaide Greeters, Cruise Ship Meet and Greet Programs, the Mobile Visitor Information Service and Adelaide Town Hall Tours.

Three information sessions, as well as multiple familiarisations, were facilitated to upskill the Centre's 60 volunteers and encourage visitors to utilise the services of operators across the city. Cross-collaboration took place with neighbouring councils and familiarisations were organised to upskill their volunteers' knowledge of city experiences.

Discussions have continued with the State Library of South Australia regarding the use of the Institute Building as the location for the new Visitor Experience Centre. Arterial has been contracted to lead the design work.



Events

AEDA showcased Adelaide and its tourism operators at two major industry events—Tourism Australia's largest annual tradeshow, the Australian Tourism Exchange, and the Australian Tourism Export Council's Explore South Australia event. Across both events, AEDA met with 115 inbound tour operators, wholesalers, online travel agents and retail travel agents to champion Adelaide.

More than 60 tourism operators attended AEDA's Visitor Economy Update at U-City in February. The event included information on tourism trends, South Australian Tourism Commission (SATC) activities, AEDA's Visitor Economy Guiding Framework, and destination marketing.

AEDA continues to work with Business Events Adelaide to attract conventions, business events and incentive travelers to Adelaide and to support the welcome and dispersal of delegates into the city.



Advocacy and Coordination

AEDA is recognised by SATC as the tourism organisation representing Greater Adelaide in the absence of a formal metropolitan Adelaide governance structure. AEDA's General Manager sits on the SATC Regional Chairs' Group, and the AEDA Tourism Industry Development Advisor serves as Greater Adelaide's Regional Tourism Manager in lieu of an official representative for the region. AEDA has co-driven the development of a Destination Plan for Greater Adelaide with SATC. Over the past 12 months, a greater focus has been placed on working collaboratively with metropolitan councils that have an interest in building the tourism sector.

AEDA, in collaboration with the Western Adelaide Tourism Alliance, held an Australian Tourism Data Warehouse workshop called Enhancing Your Event Listing. The workshop was specifically aimed at businesses doing activations for the British & Irish Lions Rugby Tour and beyond.

To assist city businesses in crafting SA Tourism Award submissions, AEDA, in conjunction with TiCSA, supported eight city organisations with exclusive one-on-one mentorship and feedback on their submissions.

AEDA, in conjunction with Big Red Group, Get Your Guide and Tourism Accelerator, facilitated a workshop attended by 15 participants on how to leverage working with online trade partners to drive sales and maximise exposure.

Brand & Marketing

The voice of the city to consumers through Experience Adelaide and to businesses as the Adelaide Economic Development Agency.

City Indicators

- City spend increased 3.4 per cent to reach \$4.2 billion.
- Average daily visitors dropped 10.1 per cent to 371,250.
- Adelaide brand health metric increased .05 points to 6.39.

Digital and Social Media Channels

Experience Adelaide website received 1.64 million views, with the number of leads generated increasing by six per cent to 94,500. Enhancements to the AEDA website saw a 20 per cent increase in users and a 10 per cent increase in user engagement. The What's On eDM is distributed to 135,325 subscribers weekly and the City Business eDM has 8,276 subscribers.

Chihuly Trail

AEDA initially supported the attraction efforts of the Adelaide Botanic Gardens & State Herbarium to bring the exclusive Chihuly *Garden Cycles* exhibition to Adelaide by providing economic data to support its business case. During the exhibition, AEDA developed the Adelaide Celebrates Glass Trail, an online map and landing page featuring glass- and botanical-themed products and experiences from 14 city businesses. The trail encouraged both locals and visitors to explore Chihuly-related offers across the city and attracted more than 15,300 visits, with strong positive feedback from participants, partners, and visitors.

See for Yourself Campaign

The See for Yourself campaign targeted 22–49-year-olds across Adelaide to challenge perceptions that the city is boring and sleepy in winter. The campaign profiled more than 115 businesses and generated more than 11,900 visits to the SeeADL.com.au landing page, converting to 2,465 leads for city operators. The paid advertising resulted in a reach of 4.7 million impressions.



AEDA Business Summit

The sold-out 2025 AEDA Business Summit was attended by more than 450 people. Keynote speakers included The Demographics Group Co-Founder and Director Simon Kuestenmacher on demographic shifts, REMIX Summits Co-Founder Peter Tullin on the visitor experience economy, and Bree Whitford-Smith from Rising Sun Pictures who discussed Adelaide's role in the global visual effects industry. Premier Peter Malinauskas joined a panel discussing Adelaide's growth opportunities along with SA Productivity Commissioner Adrian Tembel, CMAX Clinical Research Chief Executive Jane Kelly and Qinetiq Chief Strategy Officer Rebecca Humble. The event, sponsored by Adelaide University, emphasised innovation, investment and Adelaide's global positioning.



Winter Events Campaign

The 2025 Winter Events Campaign highlighted festivals that occurred in the traditionally quieter winter months, such as Tasting Australia, DreamBIG Children's Festival, Adelaide Cabaret Festival, Cabaret Fringe, Viking Fest and Illuminate Adelaide. The campaign aimed to increase the number of people visiting the city and encouraged spending on hospitality, accommodation, and entertainment. More than 6,000 leads were generated for featured events.



ADL Fashion Week

The third ADL Fashion Week was held from 11-13 October 2024. More than 2,200 tickets were sold across 40 events, marking an increase of 12 per cent increase in ticket sales on 2023.

ADL Fashion Week debuted its central hub, The Loft at the Hotel Richmond, as a destination for events such as the SAFIA (South Australian Fashion Industry Association) industry breakfast, where local brands showcased and retailed their products, along with interstate designers interested in testing the Adelaide market.

Feedback from industry and participants was overwhelmingly positive, with a 90 per cent satisfaction rating and Net Promoter Score of eight out of 10 for the event, via intercept and online survey.

2,200+

Tickets sold

90%

Satisfaction rating



Rundle Mall

Rundle Mall, the State's premier retail and commercial shopping precinct, energises city life and enriches the Adelaide experience.

City Indicators

- Rundle Mall spending rose six per cent to \$1.5 billion.
- Rundle Mall proportion of all city spend was 57 per cent.
- Rundle Mall Precinct vacancy rate dropped from 17.8 per cent to 11 per cent.
- Tourism and entertainment expenditure increased by 16 per cent.

AEDA administers the Rundle Mall differential separate rate for the purposes of managing, operating, and marketing the Rundle Mall Precinct. As the custodian of the Rundle Mall brand, AEDA advocates on behalf of stakeholders to deliver initiatives and outcomes that enhance Rundle Mall's position as South Australia's premier shopping destination.

Events

ADL Fashion Week

ADL Fashion Week positioned the city as South Australia's centre of fashion, providing shopping offers, exciting pop-ups and unique in-store experiences. Activation highlights included Jardin de Mall that featured Rundle Mall's spend-and-win activation, and pop-up activations from The Speakeasy Hotel, Gelato Messina, R.M.Williams, Have You Met Charlie and Katya Komarova.

More than 457,000 visitors were recorded in Rundle Mall during ADL Fashion Week, a six per cent increase compared to the previous four weekends.

Black Friday

Rundle Mall achieved record-breaking spend and foot traffic results on Black Friday in 2024. AEDA actively promoted Rundle Mall as Adelaide's premier shopping destination and the only shopping centre to stay open until midnight for Black Friday. David Jones and Rundle Mall City Sessions provided music to help boost the mood across the four days. City-wide expenditure during Black Friday 2024 exceeded \$23.5 million, making it the biggest spending day in the City of Adelaide on record. Total spending on Black Friday (Friday, 29 November) alone increased by six per cent, compared to Black Friday in 2023. Expenditure was up 52 per cent compared to the 12-month average for Fridays.

Christmas

Rundle Mall's Christmas campaign kicked off in early November with the launch of decorations and the Santa Course, run in conjunction with the City of Adelaide and Father Christmas' arrival to the Mall on National Pharmacies Christmas Pageant day.

Rundle Mall also unveiled its 12 Days of Christmas campaign, which aimed to encourage people to visit the Mall regularly before Christmas. City-wide spending in December 2024 reached \$421 million, up 12 per cent from December 2023, making it the highest total spend in one month on record.

MallFest

MallFest ran during the festival season in February and March. Trading hours were extended until 6:00 pm for five consecutive Saturdays (22 February to 22 March), and a curated program of street performers entertained shoppers along the Mall. Activations from Mollydooker, Svago Cucina and DJs every Friday supported the activation. Weekend activity was up four per cent compared to Fringe 2024 and up 14 per cent compared to the 12-month weekend average.

Colours of Asia

From Friday 21 to Sunday 23 March, Rundle Mall hosted the inaugural Colours of Asia Festival, hosted by Asia Oasis. Sixteen vendors served authentic street food, while live performances, traditional dance and music put culture in the spotlight. The event contributed to the highest foot weekend traffic ever recorded (680,000 between Friday and Sunday), with activity up 47 per cent compared to the 12-month weekend average.

Gather Round

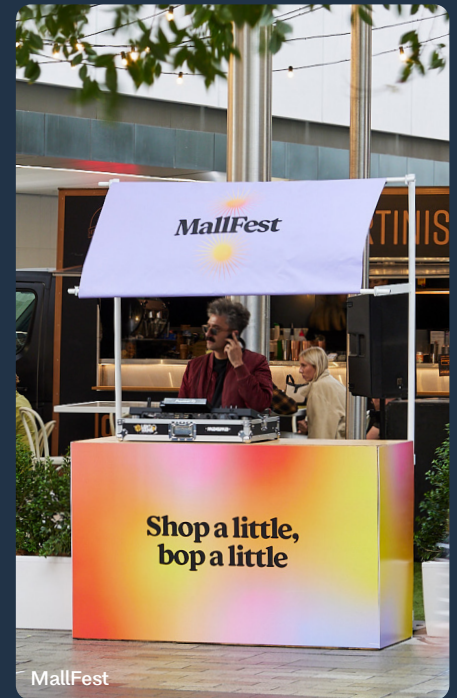
The energy of the 2025 AFL Gather Round was felt in Rundle Mall where fans were offered a line-up of footy-themed activations, entertainment, and shopping experiences. Extended trade until 6:00 pm on Saturday, 12 April, gave people more time to shop, explore and enjoy the festivities. More than 744,000 people visited the Mall over Gather Round, with visitation up nine per cent compared to Gather Round 2024.

Urban Kitchen

As part of Tasting Australia, Urban Kitchen transformed Rundle Mall into a vibrant culinary hub. This year's expanded program included new masterclasses from Rundle Mall businesses. Urban Kitchen was once again a sellout, with 1,034 tickets sold across the 10-day program.

City Sessions

The Rundle Mall City Sessions live music program, delivered in partnership with the City of Adelaide and Adelaide UNESCO City of Music, featured 113 performances across 18 genres. The program highlighted a mix of mostly South Australian established and emerging artists.



Partnerships & Activations

Rundle Mall delivered 393 activations—generating \$574,266.25 in income—which exceeded the budget for the financial year. Existing concessions such as Flower Depo and Jonny's Popcorn continued to perform strongly, while Crushes was introduced as a new concession. Key brand activations included Swatch, Tesla, the Royal Australian Mint, KPMG/ Department of Transport, Lumo Energy, Chemist Warehouse, AFL Store, Farmers Union Iced Coffee, CC's Chips and Mollydooker Wines. Major campaigns with AFL, Suncorp Super Netball (SSN) Netball, Women's Big Bash League (WBBL) 10, SATC for LIV Golf, and McDonald's/NOVA further enhanced Rundle Mall's reputation as South Australia's leading destination for brand experiences and activations.

Rundle Mall's partnership with Gathered Market strengthened over the year, with 11 market days delivered, including two Friday markets to support late-night trade.

Appendix 4 to this report provides the Rundle Mall Marketing, Events and Activations calendar for 2024/25.

Brand Attraction

Rundle Mall welcomed several new brands and flagship stores, including Glassons, Sportsgirl and The Hourglass, further strengthening its retail mix. In Q4 FY 2024/25, the precinct's strip vacancy rate was 3.4 per cent—the lowest among major mall strips in the country. The Agency heightened awareness of the Mall through a partnership with *Inside Retail* and meetings with national and international brands considering an expansion into Adelaide.

Rundle Mall Public Relations

Rundle Mall generated over \$59 million in public relations value through targeted media pitches, events, campaigns and organic editorial coverage. This positioned the Mall as South Australia's premier shopping destination and a compelling investment opportunity for domestic and industry audiences.

Charles Street Upgrade

AEDA worked alongside the City of Adelaide on the \$5.9 million upgrade of Charles Street, which was completed in February 2025. AEDA engaged with stakeholders throughout the project to ensure it met the needs of the precinct. Charles Street has now been transformed into a high-quality pedestrian link, and is a key arterial connector linking the North Terrace cultural boulevard to Rundle Mall.





AFL Gather Round in Rundle Mall

Appendix 1:

2024/25 to 2028/29 Strategic Plan KPIs

AEDA Performance Against 2024/25 Business Plan & Budget

Growing the Visitor Economy

Strategic Plan Measures	Indicator/Note	Benchmark	Year 1 YTD	Benchmark Note
Increase in spending across the CBD and North Adelaide	Baseline: 12.33m (2023/24) Source: Economy.id (Tourism Visitor Summary) – using Tourism Research Australia data	\$12.33 million	No update	Tourism Research Australia (accessed via Economy.id) combined International Visitor Nights + Domestic Visitor Nights + Domestic Daytrips
An enhanced year-round events calendar, with experiences found throughout the city	Australian Tourism Data Warehouse listings (ATDW)	1,212	1,215	2023 calendar year
Grow as Australia's festival capital	Percentage of interstate respondents who associate festivals with Adelaide when compared to other capital cities (YTD average)	26%	28.40%	Average for 2023 calendar year
Grow the number and scale of business events hosted each year	Business Events Adelaide—number of business events	164	140	2024 calendar year
	Business Events Adelaide—number of attendees	56,218	68,463	2024 calendar year
Grow the number of 4- and 5-star and boutique hotel beds	CoStar—Hotel inventory by class	3,242	3,256	2024 calendar year ⁴
Increase the number of airport arrivals and demand for city accommodation	Adelaide Airport (AAL)—Total traffic volumes	8,272,940	8,630,000	2023 calendar year
	STR—Hotel rooms booked	1,817,760	1,946,466	2023 calendar year
Invest in Adelaide Visitor Information Centre tourism assets to increase visitation and improve visitor experience	This is a binary statement, so no longitudinal indicator			
Deliver economic data and insights to our business community	Binary indicator Y/N	Yes	Yes	

Activating Rundle Mall & Precincts

Strategic Plan Measures	Indicator/Note	Benchmark	Year 1 YTD	Benchmark Note
Increase in spending across the CBD and North Adelaide	Spendmapp by Geografia (total daily aggregate)	\$3.99 billion	\$4.18 billion	2023 calendar year
\$150 million of capital investment committed to the precinct	Cumulative count of development applications and capital works	n/a	\$272.292 million	n/a
Improvement to Rundle Mall business sentiment	AEDA Data & Insights Rundle Mall Trader Business Confidence Survey	50	64	Mid 2024
Increase in foot traffic across the CBD and North Adelaide	Kepler Analytics, City of Adelaide multizone foot traffic, unique visitors	138.8 million	130.6 million	2023 calendar year

City Brand and Marketing

Increase the brand health metric for Adelaide as a destination to visit to 7.5/10	Commissioned research	6.34	6.39	Verian commissioned research in 2024
Deliver marketing and promotional strategies to share Adelaide's unique attributes and emerging opportunities	Binary indicator	n/a	yes	n/a
Increase in foot traffic across the CBD and North Adelaide	Kepler Analytics, City of Adelaide , multizone foot traffic unique visitors	138.8 million	130.6 million	2023 calendar year
An increase in the number of new businesses and investment in the City	Number of businesses	12,560	12,717	2023 calendar year
	Value of investment (development applications value)	\$848 million	\$732 million	FY 2022/23
Improvement to AEDA brand sentiment	Commissioned research	Not funded in budget - unable to measure		

AEDA Governance and Operations

Opportunities and issues identified in annual governance review are addressed	Response to outcomes of annual governance review	n/a	Underway	n/a
An approach to funding that supports multi-year planning is applied		No	No	
City of Adelaide Culture Survey results	Culture Amp - Engagement measure	66%	59%	Culture Amp August 2024
Proportion of job vacancies filled on first approach to market	Taleo	100%	100%	
Delivery of Agency priorities through strategic partnerships	Investment into SPP	Yes	Yes	
Regular information on qualitative and quantitative business needs and opportunities provided to the Board		Yes	Yes	

Appendix 2:

2024/25 Business Plan & Budget KPIs

AEDA Performance Against 2024/25 Business Plan & Budget

Business, Investment & Residential Growth

Key Performance Indicator	Status	Measure	Actual	Difference
Fifty inward investment proposals/local expansions supported with at least 1,500 jobs	C	50	86	+36
Increase of bookable tourism experiences in the city	C	Strategic project to identify new experiential tourism product completed. Discussions with potential operators commenced.		
More than 30 vacant shopfronts/premises activated	PC	30	20	-10
Deliver three industry briefing events	C	3	5	2
Outcomes from collaborative partnerships MTPConnect; _SouthStart and University of Adelaide/Thinclab to support small businesses to grow and scale	C	Programs completed and supported 36 start-up and scale-up businesses		
Five projects and market interventions to support emerging industries in the city	C	5	10	5
Support and facilitate six networking/knowledge transfer events for businesses	C	6	18	12

Visitor Economy

Key Performance Indicator	Status	Measure	Actual	Difference
Delivery of the new Experience Adelaide Visitor Centre	A	-	Underway	n/a
Twenty new bookable city tourism products and experiences	PC	20	18	-2
Eight training sessions with Visitor Information Centre volunteers and staff	C	8	9	1
Visitor and community sentiment index (to be developed)	C	n/a	84	n/a

Key: C = Complete PC = Partially Complete A = Active R = Removed

Brand and Marketing

Key Performance Indicator	Status	Measure	Actual	Difference
10 per cent over the 2023/24 measure of \$2.2 million in media mentions (advertising space rate), with reference to AEDA. Maintain a variance of 85–95 per cent neutral and/or positive sentiment of media mentions.	C	\$2,420,000	\$3 549 775	\$1,129,775
Increase the brand health metric for Adelaide as a destination to visit to 6.5/10. (Currently 6.35)	A	6.5	6.39	-0.11
Total city expenditure above \$4.45b	C	\$4.450 billion	\$4.65 billion	+\$200 million

Rundle Mall

Key Performance Indicator	Status	Measure	Actual	Difference
Demonstrate uplift in market share and foot traffic across three core campaigns	C	3	3	0
Five major brands committed to Rundle Mall	C	5	8	+3
Two public realm infrastructure projects completed	C	2	2	0
A minimum of \$20 million new cap investment delivered or committed in the Rundle Mall precinct	C	\$20 million	\$271 million	\$251 million
Ten business or industry media stories relating to Rundle Mall	C	10	12	+2
Uplift in Rundle Mall small business sentiment index over FY24/25	C	50+	64+	+14



Appendix 3:

2024/25 Sponsorship Recipients

Events and Festivals Sponsorship Program

Event	Date(s)	Funding
2024 SALA Festival	1 – 31 August 2024	\$65,000
2024 Adelaide Guitar Festival	12 – 29 September 2024	\$40,000
2024 Chihuly in the Botanic Garden - Chihuly Nights	27 September 2024 – 29 April 2025	\$50,000
2024 Nature Festival	28 September – 13 October 2024	\$30,000
2024 Adelaide Film Festival	23 October – 3 November 2024	\$60,000
2024 OzAsia Festival	24 October – 10 November 2024	\$75,000
2024 Feast Queer Arts and Cultural Festival	9 – 24 November 2024	\$50,000
2024 National Pharmacies Christmas Pageant	2 November 2024	\$75,000
2024 Carols by Candlelight	14 December 2024	\$75,000
2025 Adelaide International (Tennis)	6 – 11 January 2025	\$50,000
2025 Santos Tour Down Under	17 – 26 January 2025	\$190,000
2025 Adelaide Fringe	21 February – 23 March 2025	\$300,000
2025 Adelaide Festival	28 February – 16 March 2025	\$360,000
2025 WOMADelaide	7 – 10 March 2025	\$75,000
2025 Adelaide Equestrian Festival	1 – 4 May 2025	\$40,000
2025 Tasting Australia	2 – 11 May 2025	\$40,000
2025 DreamBIG Children's Festival	7 – 17 May 2025	\$60,000
2025 Cabaret Fringe Festival	23 May – 1 June 2025	\$40,000
2025 Viking Fest	6 – 29 June 2025	\$50,000
2025 Adelaide Cabaret Festival	6 – 21 June 2025	\$50,000

Commercial Events Fund (Medium to Large Category)

Event	Date(s)	Funding
Asia Street Food Festival	29 November – 1 December 2024	\$25,000
The Garden of Unearthly Delights	15 February – 23 Mar 2025	\$45,000
Fool's Paradise	20 February – 23 Mar 2025	\$50,000
Gluttony	21 February – 23 Mar 2025	\$50,000
Adelaide Motorsport Festival	7 – 9 March 2025	\$40,000

Commercial Events Fund (Small to Medium Category)

Event	Date(s)	Funding
Bastille Festival	14 July 2024	\$15,000
Hongdae in Adelaide	7 September 2024	\$17,500
Crown and Anchor's 171st Birthday	7 September 2024	\$12,000
EMPYRE Fire Festival 2024	21 September 2024	\$20,000
CheeseFest - Cheese, Food & Wine	19 – 20 October 2024	\$20,000
Poppin' Out (was Mary's In The Park)	2 November 2024	\$14,000
Spheres Restaurant (was Rundle Restaurant)	15 – 17 November 2024	\$16,000
Summer Sessions Vardon Ave	15 November – 21 December 2024	\$12,000
Adelaide Polo Classic	13 – 14 December 2024	\$14,000
Laneway Festival	15 February 2025	\$16,000
Gathered Market in the Mall	16 February – 7 December 2025	\$16,000
The Courtyard of Curiosities	20 February – 23 March 2025	\$14,000
Sidebyside	22 – 23 February 2025	\$20,000
Colours of Asia	20 – 23 March 2025	\$16,000
A Decade in Gilbert Place	5 April 2025	\$8,000
Home Base: Footy at Gilbert Place	11 – 13 April 2025	\$7,000
Future Sounds Festival	14 June 2025	\$15,000

Strategic Partnership Program 2024/25

Partner	Funding
Business Events Adelaide	\$300,000
Festival City ADL	\$107,500
Renew Adelaide	\$335,420
Study Adelaide	\$240,000
MTPConnect	\$70,000
University of Adelaide/ThincLab	\$54,920

Mainstreet Development Program

Partner	Funding
Adelaide West End Association	\$25,000
City South Association	\$25000
East End Coordination Group	\$25,000
Gouger Street Traders Association	\$25,000
Grote Business Precinct Association	\$25,000
Hutt Street Traders Association	\$17,347
North Adelaide Precinct Association	\$25,000



Appendix 4:

Rundle Mall Activations

Month	Activity	
July 2024	<ul style="list-style-type: none"> • Winter in Rundle Mall • School Holiday Activations • NAIDOC Week • Retailer support campaign • Gathered Market (14 July) 	<ul style="list-style-type: none"> • Australian Dental Foundation • Royal Australian Mint Coin Swap • Ballers Clubhouse • Krispy Kreme Roaming
August 2024	<ul style="list-style-type: none"> • Winter in Rundle Mall • Retailer Support Campaign • Gathered Market (25 August) • Cancer Council Daffodil Day 	<ul style="list-style-type: none"> • Lumo Energy (26 August) • Women's Legal Service Soup Drive • SSN Netball Grand Final • Buy SA for SA (Explosive Promotions)
September 2024	<ul style="list-style-type: none"> • Spring Launch Campaign in the Mall • Father's Day Activations and retailer support • Retailer Support Campaign • Gathered Market (8 September) • AdYO's Sidewalk Symphonies 	<ul style="list-style-type: none"> • FruChoc Appreciation Day • SANFL Grand Final Player Presentation • Sharpie Pen Sampling Roaming (Sprout) • Department for Environment and Water Media Call
October 2024	<ul style="list-style-type: none"> • ADL Fashion Week • October long weekend trading hours support • Fashion Campaign and activations • School holidays • Retailer Support Campaign • Rundle Mall City Sessions - Lunchtime Live (11, 18 and 25 October) • Gathered Market (6 October) • Foodbank • Restart A Heart • Peter Shearer Sidewalk Sale 	<ul style="list-style-type: none"> • CoA/Lifeblood • WBBL 10 Season Launch (TGI Sport) • Real Pretzel Co. (4 October) • Lumo Energy (21 October) • Katya Komarova (AFW) x 3 days • Solid Gold Diamonds • Nova/McDonald's • McDonald's Roaming • SafeWork SA • Kyoto Sushi (1 October) • Tesla Cybertruck x 2 days

Month	Activity
November & December 2024	<ul style="list-style-type: none"> • Christmas decorations • Black Friday weekend • VAILO Adelaide 500 activations • Choirs and music performances • Activations to support extended trading hours and add vibrancy to the Mall in the lead up to Christmas • Boxing Day • School Holidays • Retailer support campaign • Rundle Mall City Sessions: The Fast Lane (15 – 16 November) • Rundle Mall City Sessions: Black Beats Friday (30 November – 1 December) • Rundle Mall City Sessions: Keys to the City Weekend (13 – 15 December) • Rundle Mall City Sessions: Sounds of the Season, Festival of Music Weekend (20-22 December) • Gathered Market (3 November) • SES Water Safety Promotion • Neverending Experiences • KPMG/Yakusan (Department of Infrastructure and Transport) • Mr Limone (1 – 3 November) • Cielo Coffee Cart (Pageant Day) • Mr Limone (9 – 10 November) • Diabetes Australia • Votre Luxe • Mr Limone (14 – 15 November) • Mr Limone (29 November – 1 December, Black Friday) • Cucina Cufone (29 November, Black Friday) • Kyoto Sushi (29 November – 1 December, Black Friday) • Gathered Market (7 – 8 December) • Salvation Army Christmas Appeal • Kyttons Bakery (19 – 20 December) • World AIDS Day (SAMESH) • Peter Shearer Sidewalk Sale (26 – 27 December) • Mr Limone (6 – 8 December) • Just Gluten Free Bakery Pop-Up (14 – 15 December) • Defence recruitment • Mr Limone (20 December)



Christmas Decorations

Appendix 4:

Rundle Mall Activations

Month	Activity	
January 2025	<ul style="list-style-type: none"> • Retailer support of January sales • School holidays • Australia Day support for trading hours • Retailer support campaign • Starbucks Coffee Can Sampling 	<ul style="list-style-type: none"> • Adelaide International • Defence recruitment x 2 • Lumo Energy (13 January) • Soonta Lunar New Year
February 2025	<ul style="list-style-type: none"> • Luna New Year activations • Valentine's Day digital campaigns and retailer support • Retailer support campaign • LIV Golf activations • MallFest to support Adelaide Fringe and Adelaide Festival • University support for O'Week • Royal Navy Band Performance • SATC LIV Golf Activation 	<ul style="list-style-type: none"> • Mollydooker MallFest bar x 12 days • Gathered Market (16 February) • Spendless Shoes Valentine's Day • Nova 919 LIV Golf Activation • Basketball Australia media call • SATC LIV Golf Banners (10–17 February) • RAA/Enque Trevi fountain activation • RAA/Enque floor decals x 2 • Kyttons Hot Cross Bun Launch
March 2025	<ul style="list-style-type: none"> • Festival activity • Long weekend trading hours support • Colours of Asia • Retailer support campaign • Rundle Mall City Sessions—World of Music (7 – 10 March) 	<ul style="list-style-type: none"> • Lumo Energy (10 March) • Gathered Market (28 March) • Mix 102.3 Tall Tales • Too Far Media
April 2025	<ul style="list-style-type: none"> • Easter Friday 3 April to Easter Monday 6 April • ANZAC Day trading hours support • AFL Gather Round • Easter activations • Retailer support campaign • Rundle Mall City Sessions: Gather Round (9, 10 and 13 April) • AFL Store Merch Van (Gather Round) • Chemist Warehouse Gather Round Activation 	<ul style="list-style-type: none"> • Fuic Gather Round Activation • MG/Sprout Gather Round Activation • CC's/Sprout Gather Round Activation • CC's/Sprout Gather Round Roaming x 2 Days • Gathered Market (27 April) • Kyttons Bakery Easter pop-up • Peter Shearer Sidewalk Sale x 2 Days

Month	Activity	
May 2025	<ul style="list-style-type: none"> Food activations to leverage Tasting Australia Mother's Day campaign Retailer support campaign Red Energy (12 May) Gathered Market (11 May) Swatch/Omega Car Activation x 2 Days 	<ul style="list-style-type: none"> SES Wow Day Medianest/UPark Roaming x 4 Dates Uniting Communities Law Week Activation Embrace Magazine Hungry Panda
June 2025	<ul style="list-style-type: none"> Retailer support campaign Rundle Mall City Sessions: The Winter Set (20 - 21 June) Gathered Market (20 June) 	<ul style="list-style-type: none"> Multicultural Youth - Tea With A Refugee Hungry Panda Lamala Kitchen (27 – 28 June) Cucina Cufone (27 June)
Frequent Concessions	<ul style="list-style-type: none"> Flower Depo Blondie's Bakehouse Jonny's Popcorn C9 Chocolate & Gelato 	<ul style="list-style-type: none"> Bao's Acai Les Deux Coqs Crushes 1001 Snow Cones





Acknowledgement of Country

The Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) acknowledges the Kurna people as the traditional owners of the Adelaide Plains and pays respect to Elders past and present. Kadaltilla recognises and respects the cultural heritage, beliefs and relationship which the Kurna people have with the land and acknowledges that they are of continuing importance to the Kurna people living today.

Kadaltilla extends that respect to other Aboriginal Language Groups and other First Nations.

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

Kadaltilla is a traditional Kurna word meaning Green place/Green lands/Parklands.



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Message from the Presiding Member



Almost 200 years ago, Colonel William Light imagined a city like no other.

South Australia's first Surveyor-General envisaged a city wrapped in a green

belt of parks and gardens for the residents within it to enjoy.

His vision endures today in the Adelaide Park Lands, and it's the role of Kadaltilla to ensure our 764 hectares of open space remain protected, improved and thoughtfully maintained amid our ever-changing city.

Over the past year, Kadaltilla has continued its work providing timely and strategic advice across a wide range of proposals, from motorsport events to parking for the Royal Adelaide Show.

We received 37 reports and 13 presentations, as well as undertaking three field trips to Carriageway Park/Tuthangga (Park 17), Victoria Park/Pakapakanthi (Park 16), and Rymill Park/Murlawirrapurka (Park 14) to inspect cultural burn sites and parcels of Park Lands.

Over the past 12 months, Kadaltilla continued to provide strategic advice across a wide range of proposals informed by the aspirations of the Adelaide Park Lands Management Strategy (APLMS).

This plan acts as a guide to preserving the environmental, cultural, recreational and social benefits of the Park Lands, something that makes Adelaide one of the world's most liveable cities.

We created dynamic and tranquil spaces, improved connectivity, ensured our Park Lands were attracted and well maintained and built on their sustainability: all key outcomes of the APLMS.

We backed the City of Adelaide's plans to improve community infrastructure, including redeveloping clubrooms in Golden Wattle Park/Mirnu Wirra (Park

21 West), and backed a lease with long-term Park Lands users, such as the Adelaide Archery Club in Bullrush Park/Warnpangga (Park 10).

In Gladys Elphick Park/Narnungga (Park 25), we endorsed concept plans for new sports lighting that meets modern standards while protecting the cultural and natural character of the site.

Kadaltilla also contributed to the strategic direction of major events like the World Solar Challenge and the 2025 bp Adelaide Grand Final. Our advice helped strike a careful balance between event delivery and protecting public access, amenity, and greening across the Park Lands.

We progressed long-term planning for the redevelopment of community facilities in Peppermint Park/Wita Wirra (Park 18) and Pelzer Park/Pityarilla (Park 19), and supported heritage activation of the North Adelaide Railway Station through a short-term lease and future expression of interest process.

Importantly members interrogated landscaping design, tree species and infrastructure design.

Finally, we were updated on the New Adelaide Aquatic Centre redevelopment, including the finalisation of the 42-year lease and ongoing work to deliver high-quality open space outcomes for Denise Norton Park/Pardipardinyilla (Park 2) and its surrounds.

These highlights are just some of the ways Kadaltilla is working to ensure our Park Lands remain inclusive, vibrant, and protected – a true legacy for generations to come.

As we move closer to our city's bicentennial in 2036, we remain firmly focused on upholding the vision of Colonel Light: to provide open space for all who live, work and play in Adelaide.



Dr Jane Lomax-Smith

The Right Honourable the Lord Mayor of Adelaide

Purpose of the Annual Report

This Annual Report details the advice and operations of the Kadaltilla/Adelaide Park Lands Authority (Kadaltilla) against its Business Plan and Budget 2024–2025 and incorporates the audited financial statements of Kadaltilla for the year ended 30 June 2025 (Attachment A). This document relates to the financial year from 1 July 2024 through 30 June 2025.

The business of Kadaltilla is reported against the following five Outcomes of the Adelaide Park Lands Management Strategy 2015–2025:

Dynamic, Active and Tranquil Places

Places of activity, creativity and tranquillity for everyone that support our changing lifestyles, health and wellbeing, addressing:

- Facilities and infrastructure that encourage outdoor recreation and sport
- Destinations and attractions in the Park Lands
- Creation of activity hubs to support a diverse range of recreational needs
- The Park Lands as a visitor and tourist attraction
- Management of activities and events
- Enhancement of buildings.

Connected Places and Spaces

A system of connected and legible places and spaces enabling safe movement via paths and trails linking the city to the suburbs, hills and coast, addressing:

- Greater connection of places and spaces through a network of shared paths for walking, cycling and running
- A hierarchy of path networks which link all parks, places and spaces within parks
- Connections linking the city and suburbs with the Park Lands
- Lighting of pathways, ovals and key recreational hubs to improve safety and increase use
- Improved wayfinding and interpretive signage
- Management of car parking on and around the Park Lands.

Welcoming and Attractive Places

Places of diverse landscapes and natural beauty providing a range of recreational, sensory and stimulating experiences of discovery, addressing:

- Establishment of a cohesive Park Lands identity
- Landscaped entry points and edges to welcome and draw people into the Park Lands
- Enhancement of natural, ornamental and cultural landscapes.

Sustainable and Enduring Places

Places that thrive in the face of a changing climate, addressing:

- Management of biodiversity
- Improved management of water and watercourses in the Park Lands
- Sustainable use of water
- Resilience in the face of changing climate
- Role of Park Lands in broader city carbon neutral targets and in managing Urban Heat Island effect.

Memorable and Distinctive Places

Places celebrating Adelaide's unique natural and cultural heritage, addressing:

- Protection and preservation of the Park Lands
- World Heritage nomination for the Park Lands
- Identification, protection and interpretation of Kaurua cultural and heritage sites
- Protection and interpretation of the cultural and environmental values of the Park Lands
- Protection and preservation of the National Heritage-listed Park Lands.



A review of the Adelaide Park Lands Management Strategy 2015–2025 was completed in 2024 in accordance with the requirements of the *Adelaide Park Lands Act 2005 (SA)*. The updated strategy, titled Adelaide Park Lands Management Strategy – Towards 2036, was approved by the Minister for Planning in June 2025 and will replace the previous strategy.

The Adelaide Park Lands Management Strategy – Towards 2036 sets out a refreshed vision and priorities, structured around three overarching goals:

1. Places and Spaces
2. Connections and Networks, and
3. Natural Systems, Cultural Landscapes, and Climate Resilience.

Through its clear vision, contemporary priorities, and focus on partnerships, the Strategy ensures the Adelaide Park Lands continue to deliver cultural, environmental, and recreational benefits aligned with community expectations and strategic goals.

The Role of Kadaltilla in the Governance of the Adelaide Park Lands

The Adelaide Park Lands Authority was established by the *Adelaide Park Lands Act 2005 (SA)* as a subsidiary of the City of Adelaide under the *Local Government Act 1999 (SA)* provisions. The inaugural meeting of the Authority was held on 7 February 2007 and its first full financial year of operation was 2007–2008. On 11 May 2023, the Minister approved a change to Kadaltilla's Charter so that it would be branded as the 'Kadaltilla/Adelaide Park Lands Authority' (Kadaltilla).

Kadaltilla and its Board are the same entity.

The City of Adelaide manages about 80% of the Adelaide Park Lands. The State Government manages the remaining 20% which is predominantly comprised of the educational, institutional and biomedical precinct along North Terrace, but also includes the Adelaide Botanic Gardens and Botanic Park/Tainmuntilla.

Kadaltilla is the principal advisor to the City of Adelaide and the State Government on the protection, management, enhancement and promotion of the Adelaide Park Lands.



Within the Governance and Planning Framework, Kadaltilla was established to undertake the following Functions, as set out in the *Adelaide Park Lands Act 2005 (SA)*:

1. To undertake a key policy role with respect to the management and protection of the Adelaide Park Lands
2. To prepare, and as appropriate, to revise the Adelaide Park Lands Management Strategy in accordance with the requirements of the *Adelaide Park Lands Act 2005 (SA)*
3. To provide comments and advice on any management plan prepared by the Adelaide City Council or a State Authority under the *Adelaide Park Lands Act 2005 (SA)* or the *Local Government Act 1999 (SA)* that relates to any part of the Adelaide Park Lands; and to monitor and, as appropriate, to provide comments, advice or reports in relation to the implementation or operation of any such plan
4. To provide comments or advice in relation to the operation of any lease, licence or other form of grant of occupation of land within the Adelaide Park Lands
5. On the basis of any request or on its own initiative, to provide advice to the Adelaide City Council or to the Minister on policy, development, heritage or management issues affecting the Adelaide Park Lands
6. To promote public awareness of the importance of the Adelaide Park Lands and the need to ensure that they are managed and used responsibly
7. To ensure that the interests of South Australians are taken into account, and that community consultation processes are established, in relation to the strategic management of the Adelaide Park Lands
8. To administer the Adelaide Park Lands Fund
9. To undertake or support other activities that will protect or enhance the Adelaide Park Lands, or in any other way promote or advance the objects of the *Adelaide Park Lands Act, 2005 (SA)*.

Kadaltilla Board Members

Membership

Pursuant to section 6 of the *Adelaide Park Lands Act 2005 (SA)*, membership of the Kadaltilla/Adelaide Park Lands Authority comprises:

- The Lord Mayor (as Presiding Member) or, if the Lord Mayor chooses not to be a member of Kadaltilla, a person appointed by the City of Adelaide (as the Presiding Member)
- Four other members appointed by the City of Adelaide
- Five members appointed by the Minister (one of whom will be the Deputy Presiding Member).

Current Appointments

In addition to the Lord Mayor, Jane Lomax-Smith as Presiding Member, the City of Adelaide appointees (expiring 31 December 2025) are:

- Councillor Keiran Snape (with Councillor Henry Davis as Deputy)
- Ms Allison Bretones
- Ms Justyna Jochym
- Ms Mitzi Nam
- Mr Dennis Rigney (as Deputy Member to Ms Mitzi Nam).

Current Ministerial appointees to the Board (expiring 31 March 2028) are:

- Ms Elinor Walker (Deputy Presiding Member)
- Mr Ashley Halliday
- Mr Warwick Keates
- Ms Kirsty Bevan
- Ms Stephanie Johnston
- Ms Sarah Russo (as Deputy to Ms Stephanie Johnston)

Change in Membership

Mr Craig Wilkins's appointment to Kadaltilla concluded on 31 March 2025

Mr Ben Willsmore's appointment to Kadaltilla concluded on 31 March 2025

Professor Emeritus Damien Mugavin's appointment to Kadaltilla concluded on 31 March 2025

Mr Warwick Keates's appointment to Kadaltilla commenced on 1 April 2025

Ms Kirsty Bevan's appointment to Kadaltilla commenced on 1 April 2025

Ms Sarah Russo's appointment to Kadaltilla commenced on 1 April 2025



Dr Jane Lomax-Smith AM
Presiding Member



Elinor Walker
Deputy Presiding Member



Justyna Jochym



Mitzi Nam



Ashley Halliday



Allison Bretones



Warwick Keates



Stephanie Johnston



Kirsty Bevan



Keiran Snape
Councillor

Highlights for the Year

Adelaide Park Lands Management Strategy – Towards 2036

In 2024–2025, Kadaltilla continued to follow the high-level aspirations for the future of the Adelaide Park Lands as outlined in the Adelaide Park Lands Management Strategy 2015–2025 (APLMS). The vision of the APLMS is to achieve a balanced approach to a diverse range of environmental, cultural, recreational and social values, activities and developments, whilst protecting and enhancing all resources. The APLMS aims to ensure that the Adelaide Park Lands will continue to provide a myriad of recreational and sporting opportunities and events for everyone to enjoy, enhancing physical and mental well-being and cementing Adelaide's place as one of the planet's most liveable cities.

On 23 May 2024, Kadaltilla endorsed the draft Adelaide Park Lands Management Strategy – Towards 2036 (APLMS – Towards 2036) for public consultation. The eight-week consultation period engaged over 400 people in person and received 140 written responses, including submissions from 26 organisations. Feedback showed strong support for prioritising greening, open space, cultural experiences, recreation, events, and safe connections.

Kadaltilla held a public hearing in July 2024 and reviewed the Consultation Engagement Report and proposed amendments in September 2024. The APLMS – Towards 2036 was endorsed by Kadaltilla in October 2024, approved by Council in November 2024, and by the Minister for Planning in June 2025.

The APLMS – Towards 2036 will be tabled in both Houses of Parliament in August 2025.

Approval of the Adelaide Park Lands Management Strategy – Towards 2036

Kadaltilla received **37** reports and **13** presentations

Kadaltilla undertook **3** field trips

Kadaltilla reviewed **5** lease agreements

Kadaltilla made **5** submissions

The following highlights for the year deliver on the five key outcomes from the APLMS.

1. Dynamic, active and tranquil places
2. Connected places and spaces
3. Welcoming and attractive places
4. Sustainable and enduring places
5. Memorable and distinctive places

Dynamic, active and tranquil places

Leasing Adelaide Park Lands Facilities

Leasing Adelaide Park Lands facilities to community and education groups supports the APLMS's goal to promote active and passive recreation and aligns with the City of Adelaide Strategic Plan 2024–2028 by fostering wellbeing, social connection and active lifestyles.

In 2024–2025, Kadaltilla endorsed lease negotiations for community sports facilities with:

- Christian Brothers College in King Rodney Park/Itymai-itpina (Park 15) and Carriageway Park/Tuthangga (Park 17)
- Adelaide Archery Club in Bullrush Park/Warnpangga (Park 10)
- Adelaide Community Sports and Recreation Association (ACSARA) in Golden Wattle Park/Mirnu Wirra (Park 21 West)
- Touch Football SA in Carriageway Park/Tuthangga (Park 17)
- Pulteney Grammar School in Blue Gum Park/Kurangga (Park 20).

These agreements are supported by the relevant Community Land Management Plans and reflect a commitment to long-term community access and use.

Adelaide Park Lands Community Buildings (Sport and Recreation) Policy

The City of Adelaide has committed long-term funding to upgrade community buildings in the Adelaide Park Lands, supporting active lifestyles and inclusive participation in sport and recreation.

Kadaltilla contributed to the development of the Adelaide Park Lands Community Buildings (Sport and

Recreation) Policy, authorising a submission in September 2024. The policy reinforces alignment between investment in community facilities and the broader goals of the APLMS to protect, enhance and activate open space for future generations.

Gladys Elphick Park/Narnungga (Park 25) – Sports Ground Lighting Upgrades

The South Australian Cricket Association (SACA) holds a long-term lease over formal sporting facilities in Gladys Elphick Park / Narnungga (Park 25), with the current agreement in place until 2058.

In response to updated national sports lighting standards, SACA presented proposed lighting upgrades to Kadaltilla in November 2024. Kadaltilla endorsed the concept designs in February 2025, subject to key conditions including Cultural Monitoring during excavation, an environmental impact assessment, visual impact mitigation, and a commitment to community engagement.

North Adelaide Railway Station

The North Adelaide Railway Station (NARS), a State Heritage Place in Possum Park/Pirltawardli (Park 1), is the third-oldest railway station in South Australia, dating back to 1857. At its November 2024 meeting, Kadaltilla reviewed NARS tenancy and activation plans, noting plans for a 12-month lease with Renew Adelaide for immediate use and an Expression of Interest process in early 2025 to explore longer-term options. Kadaltilla considered community concerns regarding the site's future.

Adelaide Archery Club – Adelaide Park Lands Lease Agreement

The Adelaide Archery Club holds a Park Lands Community Lease Agreement for 1.08 ha in Bullrush Park/Warnpangga (Park 10), where it has operated for 78 years. Affiliated with Archery Australia and Archery South Australia, the club offers beginner courses, training, competitions, and corporate events, instructing over 200 students annually.

At its November 2024 meeting, Kadaltilla endorsed the City of Adelaide to negotiate a five-year lease agreement with the club for the community building and playing fields in Bullrush Park.

Golden Wattle Park/Mirnu Wirra (Park 21 West) – Detailed Design and Lease Agreement

Kadaltilla supported a 21-year Park Lands Community Lease Agreement between the City of Adelaide and the Adelaide Community Sports and Recreation Association (ACSARA) for facilities at Golden Wattle Park/Mirnu Wirra (Park 21 West), reflecting ACSARA's \$2.55 million contribution to redevelop the community building.

With over 88,000 annual users, the facilities play a vital role in community sport and recreation. Public consultation on the draft lease was held in March–April 2025, and Kadaltilla endorsed both the final agreement and the detailed building design in June 2025.

South Australian Motor Sport Board Event Consultation

In 2025, the South Australian Motor Sport Board consulted Kadaltilla on two major Adelaide Park Lands events under the *South Australian Motor Sport Act 1984 (SA)*. At its May 2025 meeting, Kadaltilla supported the World Solar Challenge (24–31 August 2025), welcoming its sustainability focus and requesting maintained public access and careful management of temporary fencing in Victoria Square/Tarntanyangga.

In June 2025, Kadaltilla reviewed plans for the 2025 bp Adelaide Grand Final (27 to 30 November 2025) at Victoria Park/Pakapakanthi (Park 16), encouraging greening and canopy enhancement, use of permeable pathways, improved public access to bikeways, and exploring legacy infrastructure opportunities, while addressing community concerns about impacts on the public realm.

Peppermint Park (Park 18) and Pelzer Park (Park 19) Community Sports Building Early Advice Prior to Design

At its meeting on 26 June 2025, a presentation was given to Kadaltilla by the Adelaide City Football seeking early advice from Kadaltilla on the Lessee's proposed redevelopment of the community buildings located in Peppermint Park/Wita Wirra (Park 18) and Pelzer Park/Pityarilla (Park 19).

Adelaide Aquatic Centre Redevelopment Update

At its meeting on 26 June 2025, Kadaltilla received an update on the State Government's Adelaide Aquatic Centre Redevelopment, noting the community oval concept renders and the Total Fixed Price Contract of \$14.14 million (GST exclusive) for the Council-funded works at Denise Norton Park/Pardipardinyilla (Park 2). Kadaltilla also acknowledged formal confirmation from the Clerks of the House of Assembly and Legislative Council that the 42-Year Park Lands Lease was tabled in both Houses of Parliament on 6 March 2025, with no motion for dis-allowance, in accordance with section 21 of the *Adelaide Park Lands Act 2005 (SA)*.

Ongoing administrative activities included planning for engagement with Barton Terrace West residents on a proposed tree planting plan, scheduled for the first quarter of 2025–2026.



Connected Places and Spaces

Kadaltilla 2024 Community Forum Consultation Report

The 2024 Kadaltilla Annual Community Forum was held from 31 August to 9 October 2024, featuring multiple pop-up sessions across four different locations. This format aimed to engage diverse community groups, including non-Park Lands users, under the theme 'Rediscover Your Park Lands'.

Approximately 400 people attended in person, and 354 responses were collected. Of those who provided their residential suburb, 10% were City of Adelaide residents and 90% were visitors from outside the city. Popular Adelaide Park Lands locations identified included Victoria Park/Pakapakanthi (Park 16), Adelaide Botanic Gardens, and various recreation areas, noting that response patterns may have been influenced by forum locations.

Department for Infrastructure and Transport – Tram Grade Separation Project

At its meeting on 27 February 2025, Kadaltilla received a briefing from the State Government's Tram Grade Separation Alliance on proposed upgrades to three level crossings along the Adelaide to Glenelg tram line.

Through collaboration with the Alliance, all temporary modifications previously proposed within the Adelaide Park Lands were removed. The revised proposal confines works to the existing tram corridor, avoiding any impact on the Adelaide Park Lands.

Initial plans for tram driver parking and infrastructure within the Adelaide Park Lands were replaced with an alternative city-based solution. This outcome reflects Kadaltilla's strong advocacy for protecting the Adelaide Park Lands while supporting essential public transport upgrades.

Royal Show Park Lands Parking

The Royal Adelaide Show, first held in 1840, is South Australia's longest-running ticketed event, attracting up to 500,000 visitors annually. Since 1926, the City of Adelaide has supported the event by providing temporary parking on the Adelaide Park Lands.

Parking is made available during the Show in Golden Wattle Park/Mirnu Wirra (Park 21W), Josie Agius Park/Wikaparntu Wirra (Park 22), and GS Kingston Park/Wirrarninthe (Park 23).

At its 30 April 2025 meeting, Kadaltilla noted the existing Parking Deed of Agreement and endorsed Council to negotiate a new agreement with similar terms, including a minimum 10% reduction in parking spaces (based on the 2022 baseline) and a continued commitment to prohibit parking in designated Biodiversity Areas.

Department for Infrastructure and Transport – Gantry Sign on Sir Donald Bradman Drive

At its meeting on 26 June 2025, Kadaltilla received a presentation from the Department for Infrastructure and Transport on the proposed construction of a Variable Messaging Sign (VMS) on Sir Donald Bradman Drive as part of the River Torrens to Darlington Project.

The VMS will support the Department for Infrastructure and Transport to alert motorists of the conditions on the North-South Motorway following completion of the River Torrens to Darlington Project, which will be accessible from the City via James Congdon Drive. The VMS is proposed to be constructed in the near term to assist in managing traffic during construction. Kadaltilla provided feedback on the proposed options to minimise the impact on the Adelaide Park Lands.



Welcoming and Attractive Places

The Festival Plaza Code Amendment

On 12 September 2024, the Department for Housing and Urban Development notified Kadaltilla of the Festival Plaza Code Amendment public consultation, which ran from 12 September to 24 October 2024.

Kadaltilla provided feedback at its 26 September 2024 meeting and formally endorsed its submission, outlining ten key points at the 24 October 2024 meeting. These focused on alignment with the *Adelaide Park Lands Act 2005 (SA)*, APLMS, protection of National Heritage Values under the Environment Protection and *Biodiversity Conservation Act 1999*, adherence to good planning principles under the *Planning, Development and Infrastructure Act 2016* and relevant State Planning Policies.

The Festival Plaza Code Amendment was finalised and adopted by the Minister for Planning on 9 January 2025.

Draft Light Square/Wauwi Master Plan

The draft Light Square/Wauwi Master Plan offers two pedestrian-focused options for a safer, greener, and more inclusive space. Phase 2 consultation (August–November 2024) included stakeholder meetings, community sessions, and an online survey with 220 responses. Option 1, proposing road reconfiguration and western access, received strong consultation support. At its February 2025 meeting, Kadaltilla endorsed Option 1 based on the consultation outcomes.

Adelaide Park Lands Dry Area Regulation Review

In 2014, the Adelaide Park Lands Dry Area Regulation was introduced as a trial to mitigate alcohol-related impacts in the southern Adelaide Park Lands and improve community amenity.

In 2021, Blue Gum Park/Kurangga (Park 20) and Veale Park/Walyu Yarta (Park 21) were designated as 24/7 Dry Areas in response to ongoing issues with excessive alcohol consumption and associated disruptive behaviour affecting nearby residents.

At its 30 April 2025 meeting, Kadaltilla noted the Dry Area Regulation Evaluation report and Council's decision to seek a three-year extension of the Dry Area provisions until 22 June 2028. Kadaltilla also supported Council's request for the State Government to collaborate on developing an implementation plan for the Evaluation's recommended actions, starting in 2025/26.

Sustainable and Enduring Places

Adelaide Park Lands Biodiversity Digital Reporting Framework

At its meeting on 27 June 2024, Kadaltilla received the City of Adelaide – Adelaide Park Lands Biodiversity Survey Report.

The survey updates the evidence base for plant and animal species, vegetation communities, and habitats in the Adelaide Park Lands, establishing a new baseline for ongoing biodiversity monitoring.

On 26 September 2024, Kadaltilla was presented the digital reporting framework that provides interactive access to species data, management insights, research, field mapping, and remote sensing via the City of Adelaide website.

The database will be regularly updated through collaboration with the City of Adelaide, State Government, national biodiversity databases, and citizen science platforms such as FrogWatch, Bird Count, and iNaturalist. This framework supports evidence-based decision-making and public reporting aligned with the Kadaltilla Strategic Plan 2023–2028, APLMS, City of Adelaide Strategic Plan 2024–2028, and the City of Adelaide Integrated Climate Strategy 2030, Resilient, Protected, Sustainable.



Botanic Creek Rehabilitation

Botanic Creek is a section of watercourse consisting of sections of open channel and underground pipes. The section discussed extends from Victoria Park/Pakapakanthi (Park 16) to Rundle Park/Kadlitpina (Park 13). The current condition is poor with numerous issues that detract from the watercourse being a focal point for community engagement in the Park Lands

At its meeting on 22 May 2025, Kadaltilla received a presentation outlining planned rehabilitation works along Botanic Creek within Victoria Park/Pakapakanthi (Park 16), King Rodney Park/Ityamai-itpina (Park 15), Rymill Park/Murlawirrapurka (Park 14), and Rundle Park/Kadlitpina (Park 13). The presentation highlighted how these works will improve watercourse stability, enhance biodiversity, and support better water quality.

South Park Lands Creek – Open Channel Stormwater Projects

The Open Channel Stormwater project aims to rehabilitate the deteriorating stormwater channel through Pelzer Park/Pityarilla (Park 19) and Blue Gum Park/Kurangga (Park 20). The project addresses erosion, conserves mature trees, improves safety and accessibility, and enhances biodiversity and amenity. At its June 2025 meeting, Kadaltilla supported the preferred concept designs to progress to detailed design.

Glen Osmond Road, Hutt Road and Carriageway Park/Tuthangga (Park 17) Improvements

This stormwater renewal project aims to rehabilitate the deteriorated open channel along Glen Osmond Road, addressing erosion to preserve existing gum trees and maintain stormwater management. It also improves pedestrian safety by easing steep banks. At its June 2024 meeting, Kadaltilla endorsed the concept plan, which positions the culvert and shared-use path to minimise impact on healthy trees and protect root systems.

Memorable and Distinctive Places

World Heritage Listing for the Adelaide Park Lands and Rural Settlement Landscapes

In 2024 and 2025, Kadaltilla received bi-monthly updates on the progress of the World Heritage Tentative List Submission for the Adelaide Park Lands and Rural Settlement Landscapes.

The draft Tentative List Submission, begun in 2022 with heritage experts Duncan Marshall AM and Dr Jane Lennon AM, is now largely complete and aligned with UNESCO requirements. A summary of Free, Prior and Informed Consent (FPIC) was presented to Kadaltilla in March 2025.

The City of Adelaide allocated funding to support FPIC processes and began collaborative engagement with SA Native Title Services (SANTS), recognising the Adelaide Park Lands as an enduring Aboriginal cultural landscape. Foundational research and mapping are underway via the University of Adelaide internships program. The Cities of Onkaparinga and Barossa Council support Adelaide's leadership of the submission and Traditional Owner engagement.

Administration will seek in-principle support from State and Federal Governments for the bid, contingent on Aboriginal and Torres Strait Islander consent.

The Greater Adelaide Regional Plan (the GARP)

On 9 September 2024, the State Planning Commission notified Kadaltilla of the Greater Adelaide Regional Plan (GARP) consultation, open from 23 September to 4 November 2024.

The GARP outlines a 30-year vision for sustainable growth, identifying locations for 315,000 new homes and job creation, while prioritising green spaces, infrastructure, neighbourhood character, and environmental sustainability.

Kadaltilla provided feedback in September 2024 and formally endorsed its submission in October 2024, emphasising the importance of preserving and enhancing the Adelaide Park Lands. The submission

included six key recommendations to strengthen the GARP's commitment to protecting the Adelaide Park Lands' ecological, cultural, and community values for future generations.

Kadaltilla Strategic Plan and Budget Processes 2025/26

The Kadaltilla Strategic Plan 2023-2028 guides priorities for the Adelaide Park Lands and is implemented through its Annual Business Plan and Budget.

In November 2024, Kadaltilla reviewed the Strategic Plan to identify unfunded projects aligned with State and city priorities, recommending funding to support key initiatives for the 2025/26 year. Recommended projects including:

- Victoria Park/Pakapakanthi (Park 16) Master Plan delivery
- Whitmore Square/Iparrityi Master Plan Stage 2
- Detailed design for Light Square Master Plan
- Climate Impact Assessment of the Adelaide Park Lands
- Helen Mayo Park (Park 27) master planning
- UNESCO World Heritage Tentative List Submission
- Value assessment of the Adelaide Park Lands (economic, environmental, cultural)

These recommendations were submitted to Council and the Minister for Planning for their consideration as part of their annual business plan and budget processes.

In February 2025, Kadaltilla approved its Business Plan and Budget 2025/26 to inform Council's budget process. The Strategic Plan focuses on advising Council and State Government on Adelaide Park Lands management, aligning with strategic priorities, supporting governance and community engagement activities, and establishing performance measures and resource requirements to achieve its objectives.

Culture: The Life of Our City – Policy Consultation

At its meeting on 27 February 2025, Kadaltilla reviewed the Cultural Policy Discussion Paper – Culture: The Life of Our City, which had been released for public consultation. Kadaltilla encouraged deeper recognition of the Adelaide Park Lands in the Cultural Policy, highlighting the value of

local subcultures in shaping identity and placemaking. The feedback suggested showcasing the Adelaide Park Lands as a series of distinct spaces that support diverse cultural expressions, rather than treating them as a single entity.

Kadaltilla noted that cultural activation can create tensions and emphasised the need to minimise impacts such as noise, parking, and temporary infrastructure. Kadaltilla commended the draft Policy and called for a stronger articulation of the Adelaide Park Lands' cultural role, an expanded definition of culture that includes quiet, reflective experiences, and greater emphasis on the Adelaide Park Lands' cultural and historical significance, including Kurna perspectives.

Statues Commemorating South Australian Aboriginal Leaders

At its meeting on 27 March 2025, Kadaltilla considered a confidential proposal for the installation of statues commemorating South Australian Aboriginal leaders in the Adelaide Park Lands. Kadaltilla recognises the importance of respectfully honouring Aboriginal leadership and heritage in the Adelaide Park Lands.

North Adelaide Public Golf Course Bill 2025

At its meeting on 26 June 2025, Kadaltilla authorised the Presiding Member to write to the Premier and the Minister for Planning to express Kadaltilla's concerns regarding the North Adelaide Public Golf Course Bill 2025 (SA). Kadaltilla noted that the Bill overrides existing legislation, including the *Adelaide Park Lands Act 2005 (SA)*, and raised concerns about potential impacts on public access, loss of significant trees, built form and infrastructure, and provisions for tourist or residential accommodation on the Adelaide Park Lands.

Kadaltilla highlighted the lack of consultation with Kadaltilla to date, strongly urged the Minister to consider all matters raised by the City of Adelaide, and requested direct consultation in the development of the golf course.

The legislation was passed by the Legislative Council and House of Assembly in Parliament, and the *North Adelaide Public Golf Course Act 2025 (SA)* was gazetted on 3 July 2025.



Deliberations by Kadaltilla

Matters affecting the Adelaide Park Lands can be complex in nature. When deliberating on proposals and policies for the Adelaide Park Lands, Kadaltilla Board Members consider and balance competing interests and reference the principles contained in the *Adelaide Park Lands Act 2005 (SA)*, and the APLMS, including, in no particular order:

- Meeting the needs of modern-day recreational and sporting activity while minimising built form on the Adelaide Park Lands
- Enhancing the liveability of a growing and diversifying city
- Balancing sporting use, event activity, general recreation needs and access for the general community
- Accommodating biodiversity and other natural values
- Enhancing the landscape amenity of the Adelaide Park Lands
- Ensuring sustainable practices are followed and climate change impacts are minimised and addressed
- Preserving the heritage and integrity of the Adelaide Park Lands and protecting the Values which underpin their National Heritage Listing.

Meeting Attendance Summary

Kadaltilla held eleven meetings between 1 July 2024 and 30 June 2025, comprising of ten ordinary meetings and no special meetings. Attendances at meetings was recorded as follows:

Member	No. Meetings Eligible to Attend	No. Meetings Attended
Lord Mayor Jane Lomax-Smith (Presiding Member)	10	8
Ms Elinor Walker (Deputy Presiding Member)	10	8
Ms Allison Bretones	10	10
Councillor Keiran Snape	10	7
Ms Mitzi Nam	10	7
Ms Stephanie Johnston	10	6
Mr Ashley Halliday	10	6
Ms Justyna Jochym	10	5
Mr Craig Wilkins	7	7
Mr Ben Willsmore	7	5
Ms Kirsty Bevan	3	3
Mr Warwick Keates	3	2
Mr Dennis Rigney (Deputy for Ms Mitzi Nam)	3	2
Professor Emeritus Damien Mugavin (Deputy for Ms Stephanie Johnston)	3	1
Councillor Henry Davis (Deputy for Councillor Keiran Snape)	1	0
Ms Sarah Russo (Deputy for Ms Stephanie Johnston)	1	0



Performance against the objectives of the Business Plan and Budget 2024/25

Cultural Value

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

Performance	Performance Measures	Achievements
1.1 Seek Kaurna cultural authority in everything we do	Each matter that comes before Kadaltilla considers Kaurna culture	Kaurna cultural considerations were integrated into all relevant reports
		Reviewed a proposal for Statues Commemorating South Australian Aboriginal Leaders in the Adelaide Park Lands
		Confirmed the KYAC Chair and Deputy Chair appointment to the Kadaltilla Board under the 'Indigenous culture or reconciliation' skills category following its Annual General Meeting
		Sought funding recommendations through the City of Adelaide and the State Government for initiatives planned for the 2025/2026 financial year
		Integrated feedback into Kadaltilla's submission on the draft Cultural Policy Discussion Paper – Culture: The Life of Our City
		Consulted with KYAC and the City of Adelaide's Reconciliation Committee on the APLMS
		Throughout the 2024/25 financial year, the Chair and Deputy Chair of the Kaurna Yerta Aboriginal Corporation (KYAC) served as the Kadaltilla Board Member and Deputy Member respectively, in alignment with the criterion of indigenous cultural and reconciliation experience
1.2 Assist with Kaurna cultural mapping	Kaurna Cultural mapping completed and used to inform Kadaltilla considerations by 2024	On 29 May 2024, the City of Adelaide launched Kaurna Voices, an interactive map developed in partnership with KYAC
		Promoted Kaurna Voices on Kadaltilla's social media platforms
1.3 Advocate for the featuring of the Adelaide Park Lands in relevant promotional campaigns	Adelaide Park Lands featured in relevant promotional campaigns	Kadaltilla featured the Adelaide Park Lands in paid social media promotional campaigns
		Drone photography and videography were undertaken to capture updated imagery of the Adelaide Park Lands
1.4 Champion the development of World Heritage listing nomination	State Government support for World Heritage listing submission by 2026	Received regular reports from the City of Adelaide on the World Heritage Tentative listing submission progress

Environmental Performance

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

Performance	Performance Measures	Achievements
2.1 Define, protect, and enhance landscape values and design qualities	Landscape values of the Adelaide Park Lands have been defined, Protected and enhanced	Reviewed landscape values in the Adelaide Park Lands Management Strategy – Towards 2036
		Landscape values reviewed in the detailed design of the community sports facilities at Golden Wattle Park/Mirnu Wirra (Park 21 West), the South Park Lands Creek – Open Channel Stormwater Project, and the Adelaide Aquatic Centre Redevelopment Update
2.2 Promote ecologically sustainable initiatives and monitor tree canopy cover, biodiversity, and environmental sustainability and design quality	Ecologically sustainable initiatives promoted, and tree canopy cover, biodiversity, and environmental sustainability and design quality have been regularly reviewed	Toured the eastern Adelaide Park Lands and promoted the City of Adelaide's biodiversity initiatives through Kadaltilla's social media platforms
		Reviewed the Adelaide Park Lands Biodiversity Digital Reporting Framework
2.3 Consider climate resilience in everything we do	Deliver a climate impact assessment of the Adelaide Park Lands	On 28 November 2024, Kadaltilla supported a funding request for a Climate Impact Assessment of the Adelaide Park Lands to be made to the City of Adelaide and the State Government
2.4 Research the impact of climate change on the Park Lands	Environmental values and trends presented to Kadaltilla	In 2025, the City of Adelaide established a new biodiversity monitoring program to inform the development of future Key Biodiversity Area Management Plans in 2025/26
2.5 Increase the accessibility of evidence-based information	Customers are well-informed through regular online Adelaide Park Lands updates	Developed a Social Media Strategy to ensure a structured, goal-oriented approach to online engagement to keep customers well-informed
2.6 Improved Irrigation and Water Management across the Park Lands	Reduction in use of bore water and increase in use of recycled water	The City of Adelaide undertook an Adelaide Park Lands Strategic Water Resources Study, which is now under final review

Management and Protection

Treat the Park Lands holistically with an adaptive future focused approach

Performance	Performance Measures	Achievements
3.1 Monitor delivery of priority projects in the Adelaide Park Lands Management Strategy	Adelaide Park Lands Management Strategy priority projects implemented	On 24 October 2024, Kadaltilla approved the Adelaide Park Lands Management Strategy – Towards 2036. It was approved by the Council on 12 November 2024, and by the Minister for Planning on 23 June 2025 It is scheduled to be tabled in Parliament in August 2025
3.2 Advocate for and establish Funding Mechanisms to support delivery of the Adelaide Park Lands Management Strategy	Funding secured for priority projects in the Adelaide Park Lands Management Strategy	Kadaltilla's made budget recommendations for 2025/26 to the State Government and Council
3.3 Review State Government Management Plans	Advice provided to the State Government for the preparation of management plans for areas of Adelaide Park Lands controlled by State Government	During the 2024/25 financial year, no State Government Adelaide Park Lands management plans were formally reviewed by Kadaltilla
3.4 Advocate for progression of State Heritage Listing by the State Government	State Heritage listing progressed by the State Government	Advocated for the progression of State Heritage Listing for the Adelaide Park Lands with ongoing positive discussions with Heritage SA
3.5 Assess the landscape value of the Adelaide Park Lands including economic, environmental and cultural significance	Board Members are well informed	Ensured Board Members are well informed through regular site tours



Expert Advice

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

Performance	Performance Measures	Achievements
4.1 Provide advice on plans, projects, and policies for the Adelaide Park Lands	Advice of Kadaltilla is endorsed and adopted	Kadaltilla provided advice on plans, projects and policies for the Adelaide Park Lands
4.2 Engage with City of Adelaide and State Government including input into State Government initiatives	State Government engages with Kadaltilla on State Government initiatives	Successfully engaged with the City of Adelaide and the State Government, ensuring the Board's input was effectively integrated into various State Government initiatives
		<p>Key State Government engagements with Kadaltilla included:</p> <ul style="list-style-type: none"> • Presentations and submissions on the draft Greater Adelaide Regional Plan (September–October 2024) and Festival Plaza Code Amendment (September–October 2024) • Feedback on the Tram Grade Separation Projects (February and June 2025) • Review of the Statues Commemorating South Australian Aboriginal Leaders proposal (March 2025) • Input on the World Solar Challenge event area and timing (May 2025) • Consultation on the 2025 bp Adelaide Grand Final (June 2025) • Noted the Adelaide Aquatic Centre Redevelopment update (June 2025)
4.3 Review leasing and licensing and event management policies together with other relevant Park Lands use policies	Kadaltilla makes policy submissions on State and Local Government matters where deemed necessary	Reviewed and endorsed the City of Adelaide to enter lease negotiations and on agreement with the Adelaide Community Sports and Recreation Association for the community sports facilities at Golden Wattle Park/Mirnu Wirra (Park 21 West)
		Reviewed and endorsed the City of Adelaide to enter into lease negotiations between the City of Adelaide and Christian Brothers College for five-year Park Lands Community Lease Agreements for the sports buildings, playing fields and sports courts located in King Rodney Park/Ityamai-itpina (Park 15) and Carriageway Park/Tuthangga (Park 17)
		Endorsed Council progressing with negotiations and execution of a revised Royal Adelaide Show Parking – Executed Deed of Agreement between the City of Adelaide and the Royal Agricultural and Horticultural Society

Performance	Performance Measures	Achievements
4.4 Strengthen Kadaltilla's engagement with City of Adelaide, State Government, and adjoining Councils	The City of Adelaide, State Government, and adjoining Councils actively engage with Kadaltilla	Ongoing active engagement between the City of Adelaide, State Government, and adjoining Councils with Kadaltilla.
		Council and State Government representatives regularly participating in Kadaltilla activities such as the Annual Community Forum, Adelaide Park Lands Site Tours, and Board Meetings.
		Throughout 2024 and 2025, representatives from all adjoining councils and the State Government served on the Adelaide Park Lands Management Strategy Project Steering Committee.
		In July 2025, key stakeholders attended a Kadaltilla event hosted by The Right Honourable the Lord Mayor Dr Jane Lomax Smith AM and The Honourable Nick Champion, Minister for Planning, celebrating the Adelaide Park Lands Management Strategy – Towards 2036.
4.5 Increase the profile of the Kadaltilla Board	The public is aware and informed of business of Kadaltilla	Created a social media profile detailing the business of Kadaltilla in September 2024
		Social media platforms are used to consistently share Board decisions, promote events and initiatives, and keep the community informed of Kadaltilla's work
		Since their launch, the social media channels have grown steadily, with LinkedIn reaching 272 followers and Facebook 1,148 followers as of mid-2025



Governance

The City of Adelaide governance support enables Kadaltilla to meet legislative requirements and obligations arising from its Charter

Performance Targets	Performance Measures	Achievements
5.1 Maximise utilisation of skills, knowledge and enthusiasm of Kadaltilla through effective meetings that foster dialogue and the development of shared thinking	Appointments to Kadaltilla are based on skills and expertise set out in Part 2, Division 2, Section 6 of the <i>Adelaide Park Lands Act 2005 (SA)</i>	Ten members are appointed to the Board in accordance with the <i>Adelaide Park Lands Act 2005 (SA)</i>
		The current membership meets the requirements set for the City of Adelaide and the Minister to ensure the Board collectively possesses a diverse range of knowledge, skills, and experience across eight key mandatory areas
		Formal and informal opportunities were provided to share advice and expertise on the Adelaide Park Lands, including through meetings, workshops, and the Kadaltilla portal
5.2 Develop a high level of knowledge and understanding of the Park Lands amongst Members through regular site visits and briefings	Undertake at least one Park Lands field trip per year to facilitate greater understanding of Park Lands projects, facilities and landscapes	Kadaltilla undertook field trips in August 2024, February 2025 and June 2025. Sites visited include Carriageway Park/Tuthangga (Park 17), Victoria Park/Pakapakanthi (Park 16), and Rymill Park/Murlawirrapurka (Park 14)
5.3 Seek early input into issues relating to the Park Lands to ensure Kadaltilla advice is timely and relevant	Number of submissions reviewed by Kadaltilla	Kadaltilla received 37 reports and 13 presentations throughout the year
5.4 Monitor developments subsequent to Kadaltilla advice	Assessment of outcome for alignment with Kadaltilla advice	The advice of Kadaltilla is incorporated into Council's core Committees' reports (Committees are comprised of all Council Members)
5.5 Advocate for the value of Kadaltilla as a proactive, accountable, independent, skills-based Board that advises on Park Lands management and protection	Receive at least two State presentations on Park Lands planning and management related matters per year	Advice provided to the City of Adelaide and the State Government on strategic matters relating to the Adelaide Park Lands
		Kadaltilla received six State Government presentations throughout the year
5.6 General purpose accounts are operational	Council's accounting procedures met	General purpose accounts are maintained by the City of Adelaide staff and Kadaltilla makes appropriate use of available finances provided by Council

Performance Targets	Performance Measures	Achievements
5.7 Annual Business Plan and Budget is in place for Kadaltilla	Business Plan and Budget prepared in accordance with legislative and Charter requirements	Kadaltilla adopted its 2025/26 Business Plan and Budget on 27 February 2025, which is prior to the expiry of the previous Business Plan and Budget in operation
5.8 Kadaltilla makes appropriate use of available finances provided by Council	Quarterly finance reports adopted and presented to Council	Quarterly Financial Reports are provided through the City of Adelaide's quarterly budget review process
	Council's external auditor and Audit Committee is satisfied the requirements are met	Kadaltilla's accounts are audited annually by Council's external auditor and Audit and Risk Committee
	Kadaltilla financial management is in accordance with legislative and Charter requirements	Kadaltilla ensures financial management aligns with all relevant legislative and Charter obligations
5.9 The Adelaide Park Lands Fund is operational	Monies are received and expended according to the provisions of Kadaltilla's Charter	The Adelaide Park Lands Fund operates and contains \$1,570
		Monies are received and expended according to the provisions of Kadaltilla's Charter
5.10 Kadaltilla's Annual Report is prepared detailing achievement of the aims and objectives of the APLMS, Strategic Plan, and Business Plan and Budget	Kadaltilla's Annual Report is prepared in accordance with legislative and Charter requirements and submitted to Council	The Annual Report for 2023/24 was submitted to the City Finance and Governance Committee on 15 October 2024 and Council on 22 October 2024
5.11 Kadaltilla is insured according to the requirements of the Local Government Mutual Liability Scheme	The Local Government Mutual Liability Scheme insures Kadaltilla	Kadaltilla maintains insurance coverage in line with the requirements of the Local Government Mutual Liability Scheme





ATTACHMENT A – Audited Financial Statements

An aerial photograph of Kadaltilla park in Adelaide. The park features a large, winding lake in the center, surrounded by dense greenery and trees with autumn-colored foliage. A building with a blue roof is visible on the left side of the lake. A paved path runs along the right side of the lake, and a small bridge crosses a stream at the bottom right. The background shows a residential area with houses and a city skyline in the distance.

Kadaltilla®

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Brown Hill Keswick Creek
STORMWATER PROJECT

Annual Report

**Brown Hill and
Keswick Creeks
Stormwater Board**

*For the cities of Adelaide,
Burnside, Mitcham,
Unley and West Torrens*

24
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25

Acknowledgment of Country

The Brown Hill and Keswick Creeks Stormwater Board acknowledges that the project and our Constituent Councils are located on the traditional Country of the Kurna People of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

We also extend that respect to other Aboriginal Language groups and other First Nations.

Kurna people play a key role in the design and delivery of the Brown Hill Keswick Creeks Stormwater Project and we value the input and guidance of representatives of the Kurna Nation Cultural Heritage Association (KNCHA) and RAW SA.

Willawilla - Brown Hill Creek

The Brown Hill and Keswick Creeks Stormwater Board tampendi, ngadlu Kurna yertangga banbabanbalyarnendi (inbarendi). Kurna meyunna yaitya mattanya Womma Tarndanyako.

Parnako yailtya, parnuko tappa purruna, parnuko yerta ngadlu tampendi. Yellaka Kurna meyunna itto yailtya, tappa purruna, yerta kuma burro martendi, burro warriappendi, burro tangka martulyaiendi.

Kumarta yaitya miyurna iyangka yalaka ngadlu tampinhi.



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1. Chairperson's Report

This is the eighth annual report of the Brown Hill and Keswick Creeks Stormwater Board, a regional subsidiary established in February 2018 under the Local Government Act 1999 (SA).



This report reviews the work of the Board over the preceding financial year and provides updates on the progress of ongoing projects in implementing the Stormwater Management Plan.

The work of the Board, its contracting partners and stakeholders has again been recognised in multiple awards:

- Stormwater SA Excellence Awards 2025 for Excellence in Infrastructure – South Parklands Wetland and Flood Mitigation
- Civil Contractors Federation SA, Urban Development and Utilities Sub-Category Award and Overall Winner Projects \$2m-\$5m, Earth Awards for the Lower Brownhill Creek Channel Upgrade
- Stormwater SA Excellence Awards 2025 for Excellence in Research or Innovation – Building Flash Flood Forecasting Capability in SA

The Board expresses its thanks to the State and Commonwealth governments, agents and partners for their continued support of this important work. Funding provided via the Stormwater Management Authority and under various Commonwealth grant programs has facilitated accelerated delivery of important flood mitigation works along Brown Hill Creek. Almost 50% of the Lower Brown Hill Creek upgrades are now complete and attention has also been focused on upgrading key hot spot locations in Upper Brown Hill Creek, with 5 packages complete and another 5 underway.

The Chair, on behalf of the Board, acknowledges the significant contributions of the project delivery team and in particular the Project Director and extends sincere thanks to the Board's stakeholders, including the Constituent Councils and Stormwater Management Authority, for their continuing support and significant contributions.

Judith Choate

2. Project Director's Report



2025 marks 7 years since the inception of the Brown Hill and Keswick Creeks Stormwater Board, and 8 years since the Stormwater Management Plan was adopted and gazetted. Working on behalf of 5 member Councils to deliver this ambitious and essential flood mitigation project, I am proud of all we have accomplished in this time and excited to continue driving the project toward completion.

In excess of \$67m in flood mitigation works have been delivered, with stage 1 completed and stages 2 and 4 significantly progressed. Almost \$31m of capital works have been completed in the past 2 years, largely due to the significant funding contribution of the Commonwealth Government's Preparing Australian Communities Program, matched by continued support from the State Government's Stormwater Management Authority and the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens.

The next 18 months will continue this trend with Commonwealth Government funding contributing to capital works scheduled at 5 new project locations in Upper Brown Hill Creek and design commencing for 2 additional locations.

The project and our team of consultants have continued to receive recognition for their contributions to their industries at both a State and National level across sectors including engineering, landscape architecture and construction. A panel of professional service disciplines has been established to support our current and future works and we are pleased to continue collaborating with like-minded organisations who seek best practice outcomes for the project.

I again extend my appreciation and thanks to the members of the Board, the Audit and Risk Committee, and the Owners Executive Committee for your continued support and thank our project team and staff from our member Councils and the Stormwater Management Authority.

Peta Mantzarapis

3. Strategy

Our Purpose

To effectively and efficiently deliver infrastructure works to mitigate serious flood risks and help safeguard properties across the Brown Hill Keswick Creek catchment.



Our Vision

To create a flood safe Brown Hill Keswick Creek catchment for residents and the public.

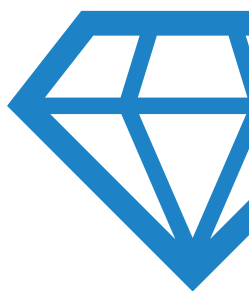
The cities of Adelaide, Burnside, Mitcham, Unley and West Torrens aim to become water sensitive cities. This vision is underpinned by six key objectives, the first of which is protection from flooding.



Our Values

The values that underpin the operations of the Board include:

- **Integrity** – acting ethically, doing what is right and doing what we say we will do
- **Collaboration** – respectful and insightful engagement with all stakeholders
- **Excellence** – striving for the best in all that we do and stretching our capabilities
- **Progressive** – thinking outside the box to innovate and improve
- **Simplicity** – focussing our efforts on the things that are important



Strategic Focus Areas

- Effective and efficient delivery of the Stormwater Management Plan.
- Pursue opportunities for additional capital funding to ensure project completion.
- Delivery and management of our assets to maximise their utility and create opportunities for enhanced outcomes.
- Maintain successful partnerships and engagement.
- Strengthen organisational performance.



4. Establishment

The Brown Hill Keswick Creek Stormwater Project is the culmination of many years of investigation and planning. The Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens have worked collaboratively to develop a comprehensive Stormwater Management Plan to mitigate serious flood risk and help safeguard properties across the catchment.

From its inception in 2007 until February 2018, the project was conducted as a joint arrangement between the Constituent Councils. The Plan was developed during this phase, leading to its subsequent approval by the Stormwater Management Authority and gazettal of its adoption in February 2017. A condition of the Stormwater Management Authority approving the Plan was that a regional subsidiary be established within 12 months to implement the plan and manage its works. The Brown Hill and Keswick Creeks Stormwater Board was established in February 2018 as a regional subsidiary pursuant to section 43 of and schedule 2 to the Local Government Act 1999.

The Board is governed by a Charter prepared by the five Constituent Councils and subsequently approved by the Minister for Local Government. The inaugural Board was appointed in August 2018 and is responsible for the administration of the affairs of the regional subsidiary.





Lower Brown Hill Creek Upgrades

5. The Project

The Brown Hill Keswick Creek Stormwater Project aims to mitigate significant flood risk arising from four major watercourses in metropolitan Adelaide; Brown Hill, Keswick, Glen Osmond and Park Lands Creeks. The catchment is largely contained within the Constituent

Council local government areas, which are home to more than 200,000 residents. The Brown Hill Keswick Creek Catchment Stormwater Management Plan outlines a whole-of-catchment flood mitigation strategy that comprises 4 key stages:

1

Stage 1 - Flood Detention
Detention storages in the upper catchment that will reduce the downstream flow rates.

COMPLETE

2

Stage 2 - Lower Brown Hill Creek
Upgrading the flow capacity of Lower Brown Hill Creek so that it can receive the diverted flows from Keswick Creek.

IN PROGRESS

3

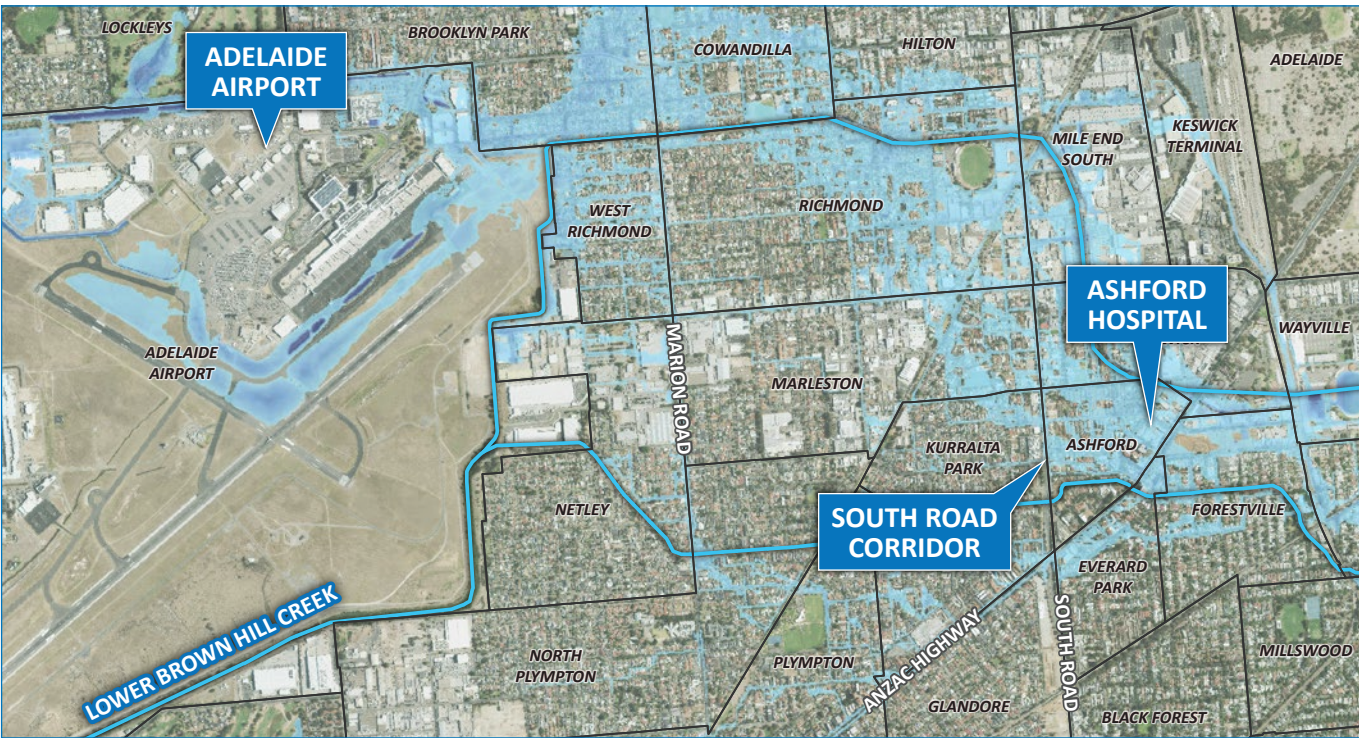
Stage 3 - Flow Diversions
Diversion of flows from Keswick Creek to Brown Hill Creek before they can 'break-out' of the channel.

ON HOLD & UNFUNDED

4

Stage 4 - Upper Brown Hill Creek
Upgrading the flow capacity of Upper Brown Hill Creek and Glen Osmond Creek to prevent 'break-outs' and flooding of private property.

IN PROGRESS



Delivery of the Brown Hill Keswick Creek Stormwater Project provides significant socio-economic benefits that extend beyond local communities.

Builds resilience and safety – supporting communities to adapt to extreme weather events, aligning with the Government’s National Urban Policy for Resilient Cities.

Will generate 112 jobs/annum during construction – 1,231 person years of employment – with a focus on maximising participation from local contractors.

Offers protection to Ashford Hospital, where a significant flood event would lead to estimated revenue loss of \$60m and infrastructure loss of \$10m. A significant event would likely lead to hospital closure for 6 months, with significant flow on impacts to SA’s overall hospital capacity.

Mitigates against potential impacts to ARTC’s operations, with a significant flood event presenting a risk of injury or death, a risk of significant environmental damage and potential disruption to supply-chains and the passenger rail network.

Future-proofs against the impacts of climate change and unlocks the potential for urban infill development and increased housing stock by reducing flood risk.

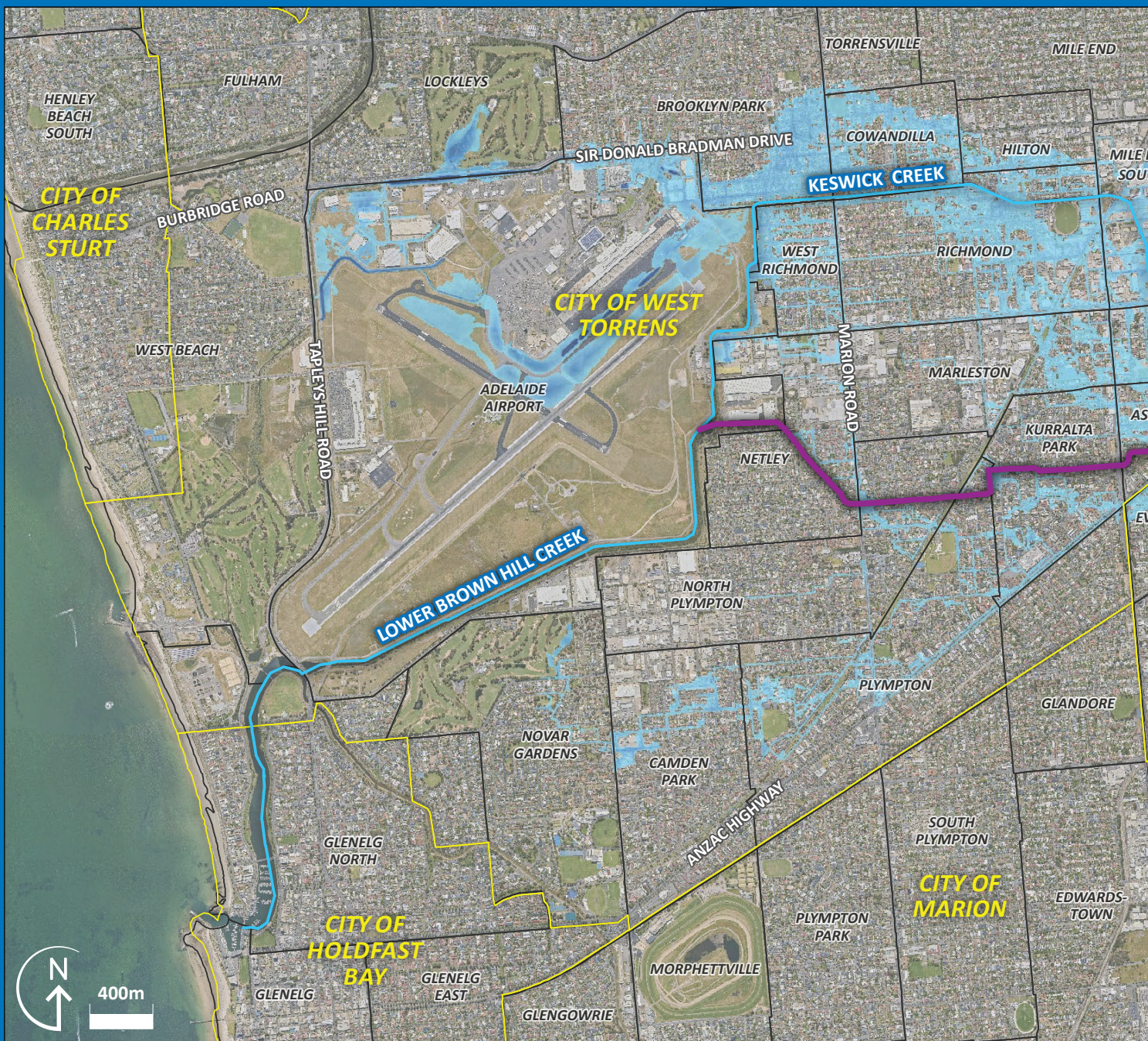
Provides protection to Adelaide Airport, which is currently at risk with a significant flood event likely to have major short term impacts on aviation operations for both domestic and international traffic.

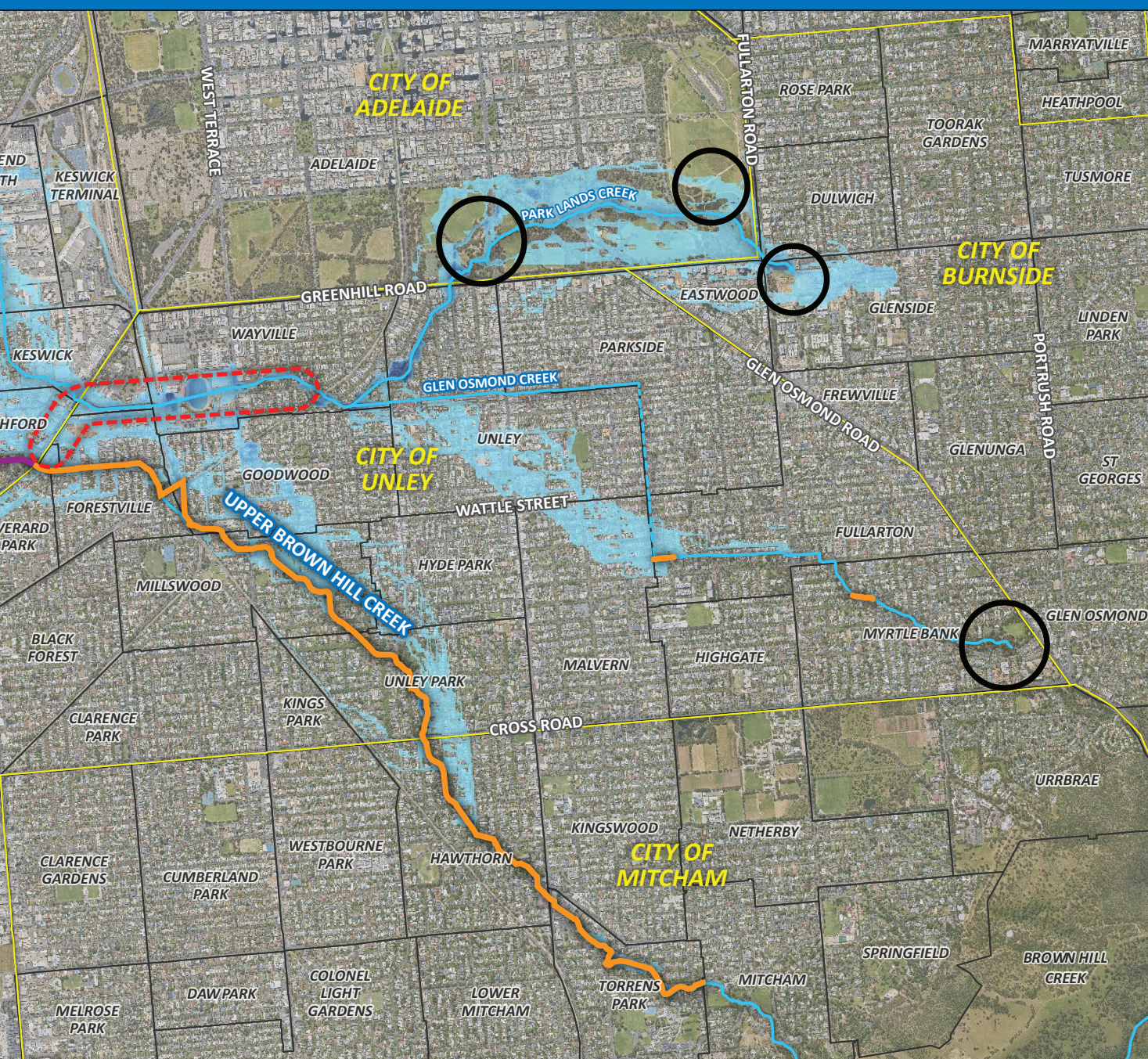
Safeguards against severe impacts to the South Australian Ambulance Service’s operational ability in terms of its 000 emergency calls, its ability to access hospitals and aged care facilities, and its ability to respond to distress calls in a timely manner potentially resulting in loss of life.

Will increase insurance availability and affordability for the almost 200,000 residents within the catchment. An article from the Insurance Council of Australia identifies that if quality flood data was made available, the Federal electorates of Hindmarsh, Sturt and Adelaide would be included in the top 20 flood exposed electorates in the nation.

6. Project Map

- Stage 1 – Flood Detention
- Stage 3 – Keswick Creek Flow Diversions
- Stage 2 – Lower Brown Hill Creek Upgrades
- Stage 4- Upper Brown Hill and Glen Osmond Creek Upgrades





7. Governance

The Brown Hill Keswick Creek Stormwater Project is administered by an independent Board in accordance with the requirements of the Local Government Act 1999 and the Board’s Charter. A robust governance structure has been established, including well considered reporting framework, policies and procedures.

The Board is comprised of 5 independent members, appointed following recommendations made by a Nominations Committee of representatives from each of the Constituent Councils. Each Board member contributes a unique set of skills and experience, and appointments are made on a rolling basis with no more than 2 positions expiring in any year.

The Board’s Audit and Risk Committee comprises nominated Board members along with an independent member and meets quarterly. The Board recently reviewed the composition of the Audit and Risk Committee and made a recommendation to the Owners Executive Committee that the Audit and Risk Committee be ideally comprised of 2 Board members and 3 independent members, subject to sourcing suitably qualified independent members. This recommendation was approved by the Owners Executive Committee and appointment of independent members and Board members is currently underway with the new committee to be appointed from 1 October 2025.

The Board appoints a Project Director who is responsible for implementing the decisions of the Board and managing the operational requirements of the project.

Current Board Members



Judith Choate
Chairperson
Appointed
August 2018



Geoff Vogt
Deputy Chairperson
Appointed
August 2018



Rachel Barratt
Appointed
August 2018



Rob Gregory
Appointed
August 2020



Howard Lacy
Appointed
August 2021

Independent Member of Audit and Risk Committee



David Linder-Patton
Appointed February 2023

Project Director



Peta Mantzarapis
Appointed January 2019

Owners Executive Committee

The Owners Executive Committee is comprised of a representative from each of the Constituent Councils. Meetings between the Board and the Owners Executive Committee are scheduled quarterly and four meetings were held in the 2024/25 financial year.

Membership of the committee in 2024/25 was as follows:

Tom McCready	Director, City Services	City of Adelaide
Chris Cowley / Julia Grant	Chief Executive	City of Burnside
Barry Cant	Director Environment and Place	
Daniel Baker	General Manager Engineering & Horticulture	City of Mitcham
Aaron Wood	Manager Assets & Operations	City of Unley
Angelo Catinari	Chief Executive	City of West Torrens
Michelle Kennedy	General Manager Natural and Built Environments	

Board Member Meeting Attendance 2024/25

Date	Judith Choate	Geoff Vogt	Rachel Barratt	Rob Gregory	Howard Lacy
4 Jul 2024	✓	✓	✓	✓	✓
30 Jul 2024	✓	✓	✓	—	✓
10 Sep 2024	✓	✓	✓	✓	✓
11 Nov 2024	✓	✓	✓	✓	✓
27 Nov 2024	✓	✓	✓	—	✓
11 Feb 2025	✓	✓	✓	✓	✓
18 Mar 2025	✓	✓	✓	✓	✓
29 Apr 2025	✓	✓	✓	✓	✓
10 Jun 2025	✓	✓	✓	✓	✓

Audit and Risk Committee Meeting Attendance 2024/25

Date	Judith Choate	Geoff Vogt	Rachel Barratt	David Linder-Patton	Howard Lacy
27 Aug 2024	✓	✓	✓	✓	✓
29 Oct 2024	✓	✓	—	✓	✓
1 Feb 2025	✓	✓	✓	✓	✓
27 May 2025	✓	✓	✓	✓	✓

8. Key Stakeholders

The Brown Hill and Keswick Creeks Stormwater Board works to deliver successful project outcomes in an efficient and professional manner. We interact with a diverse range of internal and external stakeholders and value the contribution they make.



Constituent
Councils



Stormwater
Management
Authority



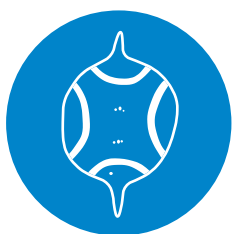
Green Adelaide



Federal and
State Members



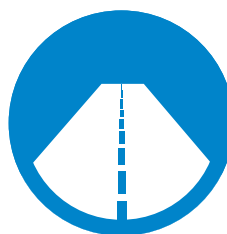
Adelaide
Park Lands
Authority



Kaurua
Community



Residents



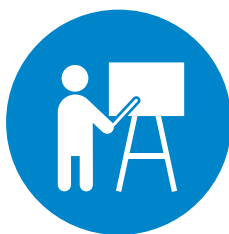
Commonwealth and
State Government
Departments



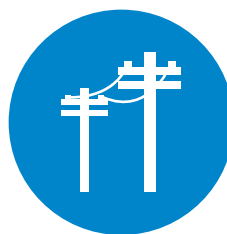
Community
Groups



Suppliers



Consultants



Service Utility
Providers

9. Project Partners

Constituent Councils

The Brown Hill Keswick Creek Stormwater Project is the result of a collaborative effort over many years from our 5 Constituent Councils – the Cities of Adelaide, Burnside, Mitcham, Unley and West Torrens. Support is offered to the project from every level of Council, whether it be CEO or delegate involvement in the Owners Executive Committee, technical staff providing design input, finance staff liaison regarding project contributions and budgets, planning and environmental input to construction delivery, or engagement with asset managers regarding operational requirements. The project works in close liaison with our Constituent Councils to ensure we are working together to achieve successful project outcomes and identify opportunities to maximise the utility of our assets.

Stormwater Management Authority

Continuing the collaborative approach adopted by the five Constituent Councils, the Stormwater Management Authority provides a key role in the delivery of the Project. Beyond the initial role the Authority played in the review and approval of the Plan, the Board’s Project Director is in regular contact with the Authority’s General Manager to ensure a well-informed and consistent approach to delivery. Through the Authority, the State Government has committed to providing Constituent Council matched capital funding of up to \$70m over a 20 year timeframe and this funding is vital to ensuring project delivery.



Government of South Australia
Stormwater Management Authority

10. Delivering with Local Industry

Integral to the success of the Brown Hill Keswick Creek Stormwater Project are the relationships established with local suppliers, consultants and organisations. The Board places particular emphasis on ensuring a collaborative approach, bringing together a team of professionals who are leaders in their field and are equipped to deliver results.

Our focus is on providing a pipeline of work to build capacity and capability in the local market, with flow-on benefits for the local economy. The construction scheduling and packaging of works has been specifically developed to maximise participation from local tier 2 and tier 3 contractors.

The project is supported by the knowledge and expertise of a wide range of professionals, providing services including project management, landscape architecture, surveying, engineering, legal, environmental, ecological, cultural heritage, civil construction, geotechnical advice, property and arboreal assessments.

Focus on Safety

The Brown Hill and Keswick Creeks Stormwater Board places utmost importance on the health and safety of our employees, our consultants and the communities within which we operate. Our extensive health and safety management systems ensure we partner with likeminded organisations and are subject to regular review and improvement.

In excess of 136,000 total site hours have been spent delivering our works, with zero notifiable incidents and zero lost time injuries reported.



“Oxygen have worked collaboratively with the BHKC team and directly in association with adjacent property owners to ensure their requirements have been accommodated given the varied and sometimes complex conditions that needed to be met. This has been a positive process that has contributed towards meeting timeframes and a generally very positive response by the public to the project overall.”

Oxygen
Landscape Architects

“Beltrame Civil is proud to have partnered in the construction of the Brown Hill Keswick Creek Stormwater Project to date, through the delivery of multiple, complex packages across both the Lower and Upper Brown Hill Creek Stages. Through close collaboration with the Board, its engineering and design teams, and local stakeholders, we overcame significant technical and logistical challenges without compromising on safety, quality, or efficiency. These award-winning projects reflect true generational infrastructure—delivered in alignment with the Board’s vision to mitigate flood risk and protect the community well into the future.”

Beltrame Civil
Civil Construction



11. Awards



The Project, our staff, Constituent Councils and our consultant teams have continued to be recognised for their industry contributions at a State, National and International level across sectors including planning, engineering, landscape architecture and construction.

Excellence in design and/or construction of a public works environmental enhancement project

SA Institute of Public Works Engineering Australasia
2019 Excellence Awards
Mitcham Memorial Library and Brown Hill Creek
Redevelopment

Excellence in Infrastructure Delivery

SA Local Government Professionals Australia
19th Annual Leadership Excellence Awards 2020
Mitcham Memorial Library and Brown Hill Creek
Redevelopment

Infrastructure Project Innovation

Australian Water Association SA
2022 Gala Dinner and Water Awards
Victoria Park/ Pakapakanthi Wetland

President's Award

Planning Institute Australia
2022 Planning Excellence Awards
Brown Hill Keswick Creek Stormwater Project

Award of Excellence for Land Management and Healthy Parks Healthy People Award

Australian Institute of Landscape Architects
2023 SA Landscape Architecture Awards
Victoria Park/ Pakapakanthi Wetland

National Climate Positive Design Award and National Landscape Architecture Award for Parks and Open Space

Australian Institute of Landscape Architects
2023 National Awards
Victoria Park/ Pakapakanthi Wetland

Award of Excellence for Parks and Open Space

International Federation of Landscape Architects
Asia-Pacific Region 2023 Awards
Victoria Park/ Pakapakanthi Wetland

Excellence in Infrastructure

Stormwater SA
Excellence Awards 2025
South Park Lands Wetland and Flood Mitigation

Urban Development and Utilities Sub-Category Award and Overall Winner Projects \$2m-\$5m

Civil Contractors Federation SA
Earth Awards 2025
Lower Brown Hill Creek Channel Upgrade

Excellence in Research or Innovation

Stormwater SA
Excellence Awards 2025
Building Flash Flood Forecasting Capability in South
Australia - a DEW led project



“ The South Parklands Wetland demonstrates how early collaboration (planning, engineering and design) and engagement can transform previously underutilized and degraded parklands into a community asset. The project seamlessly integrates a new 3.2-hectare permanent vegetated wetland into Adelaide’s nationally significant Park Lands, providing inclusive passive recreation opportunities and welcoming green space for the wider community.

The team is commended on the built outcome, where the wetland appears as if it has always been there, and the significant improvement of natural ecosystems and biodiversity in the city. The ongoing management and care of the wetland will continue to benefit the community as the project matures. ”

Australian Institute of Landscape Architects

“ As part of a broader flood mitigation strategy, South Parklands Wetland’s landscape-first approach enriches the cultural, amenity, and ecological values of the Adelaide Park Lands. The jury commends the project’s focus on design leadership advocacy, consultation and collaboration across multiple disciplines, jurisdictions and stakeholders. The project skilfully navigates stormwater harvesting with the removal of introduced species and the retention of sensitive ecosystems, including remnant and significant trees. It minimises excavation and successfully integrates the wetlands within the character of the existing parklands. The design carefully uses endemic plants to conserve and enhance chequered copper butterfly habitat, broader biodiversity and to promote environmental and cultural values and education. ”

Australian Institute of Landscape Architects

“ The South Park Lands wetland project was recognised at the Stormwater South Australia awards night where it won the Excellence in Infrastructure category. The project was noted for its integrated design as well as for the project delivery model that involved many stakeholders and project partners. It was recognised as a transformative project for Adelaide that provides multiple benefits. The Brown Hill Keswick Creek Project should be congratulated for its outstanding and well-coordinated approach to design and delivery. ”

Dr Robin Allison
DesignFlow

12. Capital Funding

The Stormwater Management Plan proposed a funding model whereby the three spheres of Government – Commonwealth, State and Local, each contribute one third of the cost of capital works delivery over a 10-year construction program. The Plan further noted that:

'If at the outset there is no positive response from the Commonwealth Government, the BHKC project would recommend that the catchment councils endorse a strategy along the following lines:

- *The five councils allocate funding in their budgets for one third of the cost;*
- *a funding commitment is sought from the State Government to at least match that commitment; and*
- *once the State Government has agreed to that commitment, the five councils through the regional subsidiary work jointly with the State Government to obtain a commitment from the Commonwealth Government for a minimum of one third of the cost to offset against the state and local government contributions.'*

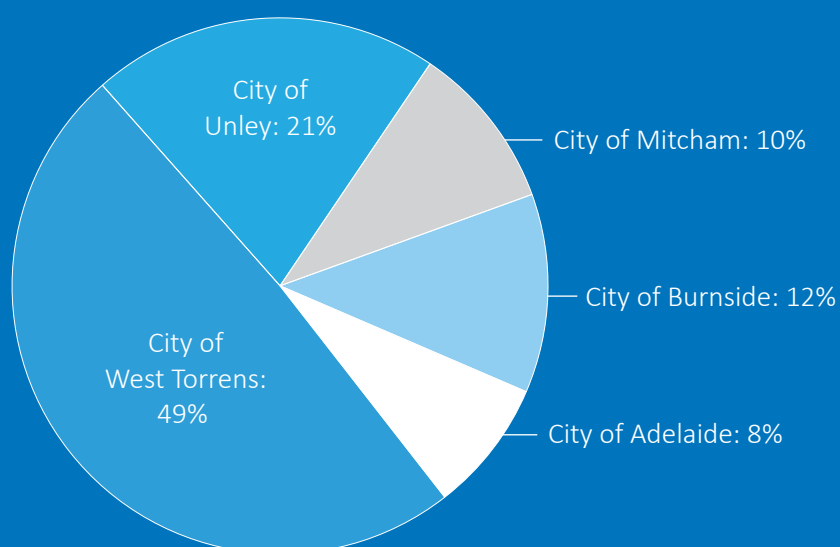
The South Australian Government's Stormwater Management Authority (SMA) has committed \$70m in funding toward the delivery of the project, with these funds being provided over a 20-year timeframe and contingent upon matching funds being provided by the 5 Constituent Councils.

The cost sharing arrangement between Constituent Councils is defined within the Stormwater Management Plan and the Board's charter with capital contributions being provided at pre-determined percentage shares.

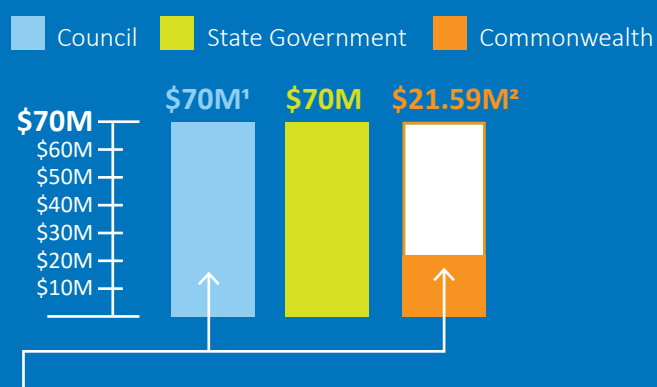
A funding shortfall exists and the Board is seeking to fill this shortfall through pursuit of opportunities to secure smaller grant funding injections and 'whole-of-project' funding from the Commonwealth Government.

To date, \$21.59m in funding has been committed by the Commonwealth Government across 3 grant programs- \$10m committed under the Preparing Australian Communities Program, \$6.661m committed under the Disaster Ready Fund and \$4.93m committed under the Urban Rivers and Catchments Program.

Council Capital Contributions



Current Funding Commitments



¹ City of West Torrens ongoing contribution to be reviewed in 2027/28.

² Commonwealth funding commitment includes \$10m under the Preparing Australian Communities Program, \$6.661m under the Disaster Ready Fund and \$4.93m under the Urban Rivers and Catchments Program.

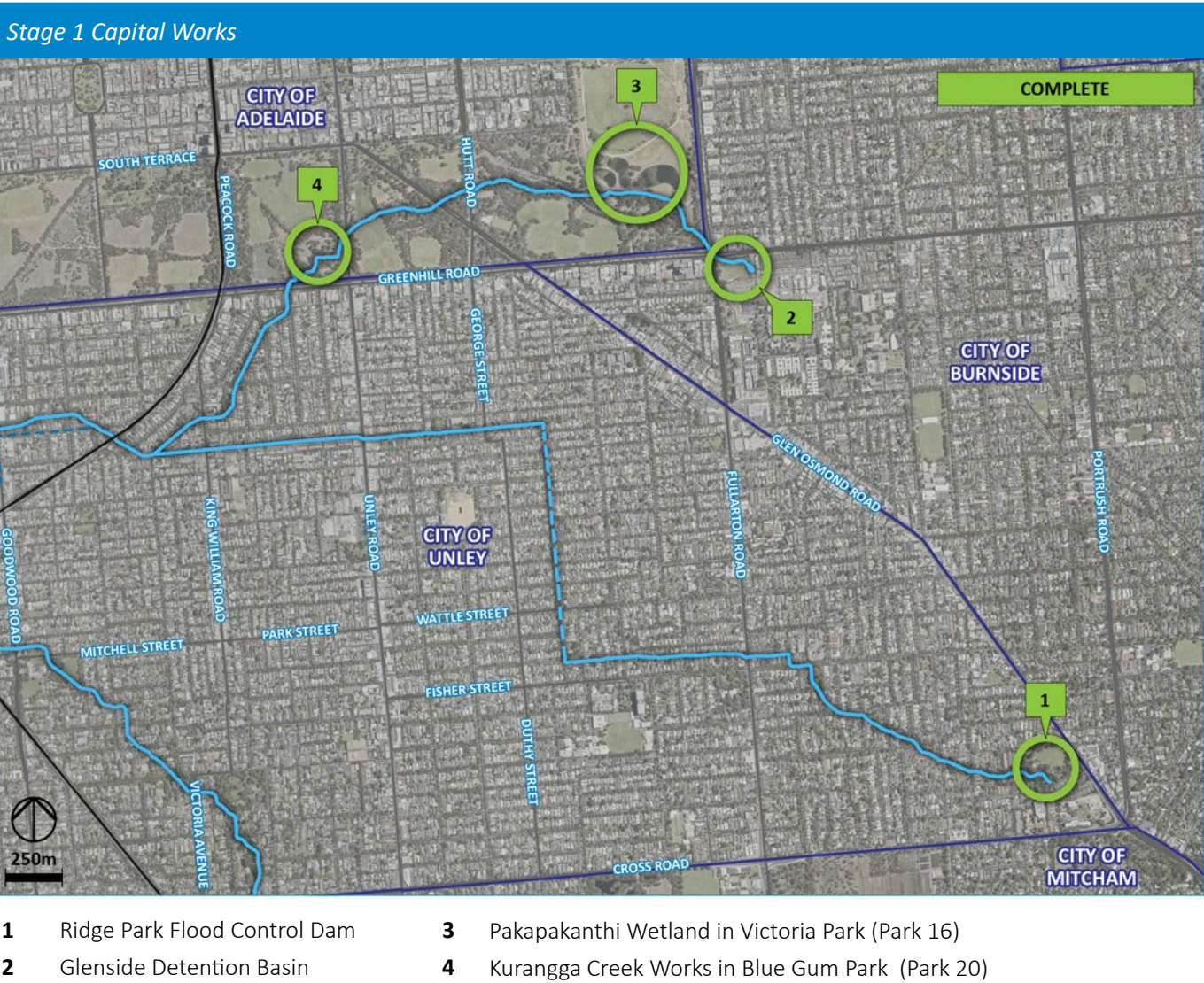
13. Delivery of Capital Works

1

Stage 1 - Flood Detention

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

COMPLETE



Ridge Park Flood Control Dam

A flood control dam was constructed on Glen Osmond Creek in Ridge Park Reserve, Myrtle Bank to reduce peak stormwater flow in Glen Osmond Creek and reduce the risk of flooding in downstream areas along Glen Osmond and Keswick Creeks.

Commissioned in July 2015, the Ridge Park flood control dam also collects stormwater for the City of Unley's managed aquifer recovery (MAR) scheme. Under the MAR, harvested stormwater is stored in an underground aquifer for irrigation of Unley's parks during periods of dry weather.



Flood Control Dam



Concrete swale and fencing

Glenside Detention Basin

This project involved enlargement of an existing detention basin from a capacity of 18ML to 37ML, to limit flow to the existing capacity of the culvert under the Fullarton and Greenhill Roads intersection. The detention basin, together with other works in the South Park Lands, is intended to reduce the peak stormwater flows along Park Lands Creek and further downstream. Excavation of approximately 25,000m³ of material was required to form the detention basin and primary water quality treatment is provided via 3 new large gross pollutant traps.

The site accommodating the detention basin and associated stormwater infrastructure has been developed as a community reserve with playground and associated facilities.

The Glenside project works were delivered by Cedar Woods as part of their residential development and the site was opened to the public on July 2nd 2021.

Pakapakanthi Wetland in Victoria Park (Park 16)

This project involved construction of a wetland at the southern end of Victoria Park/Pakapakanthi (Park 16), adjacent Park Lands Creek. Flows from approximately 600 hectares of urban land and 100 hectares of hills face land travel down Park Lands Creek, through the Glenside site and beneath the Fullarton and Greenhill Roads intersection into the Park Lands. The wetland is of approximately 3.2 hectares in area and provides 100 million litres of flood storage. It comprises areas of permanent water, areas that become inundated with stormwater during regular flow events and a broader area that will only become inundated during more significant flow events. The system provides regional benefits of flood detention, stormwater pollutant removal, amenity and recreational enhancement, and biodiversity creation with over 120 new trees and over 100,000 new plantings, including aquatic species.

In alignment with the Stormwater Management Plan objective of beneficial reuse of stormwater, flows are now being diverted from the wetland to the ornamental lake in Murlawirrapurka/Rymill Park (Park 14). The lake has been experiencing ongoing issues with leakage and poor water quality, requiring ongoing chemical treatment to manage algal blooms. Surplus water levels are being drawn from the wetland to holding tanks adjacent the lake for use when required.



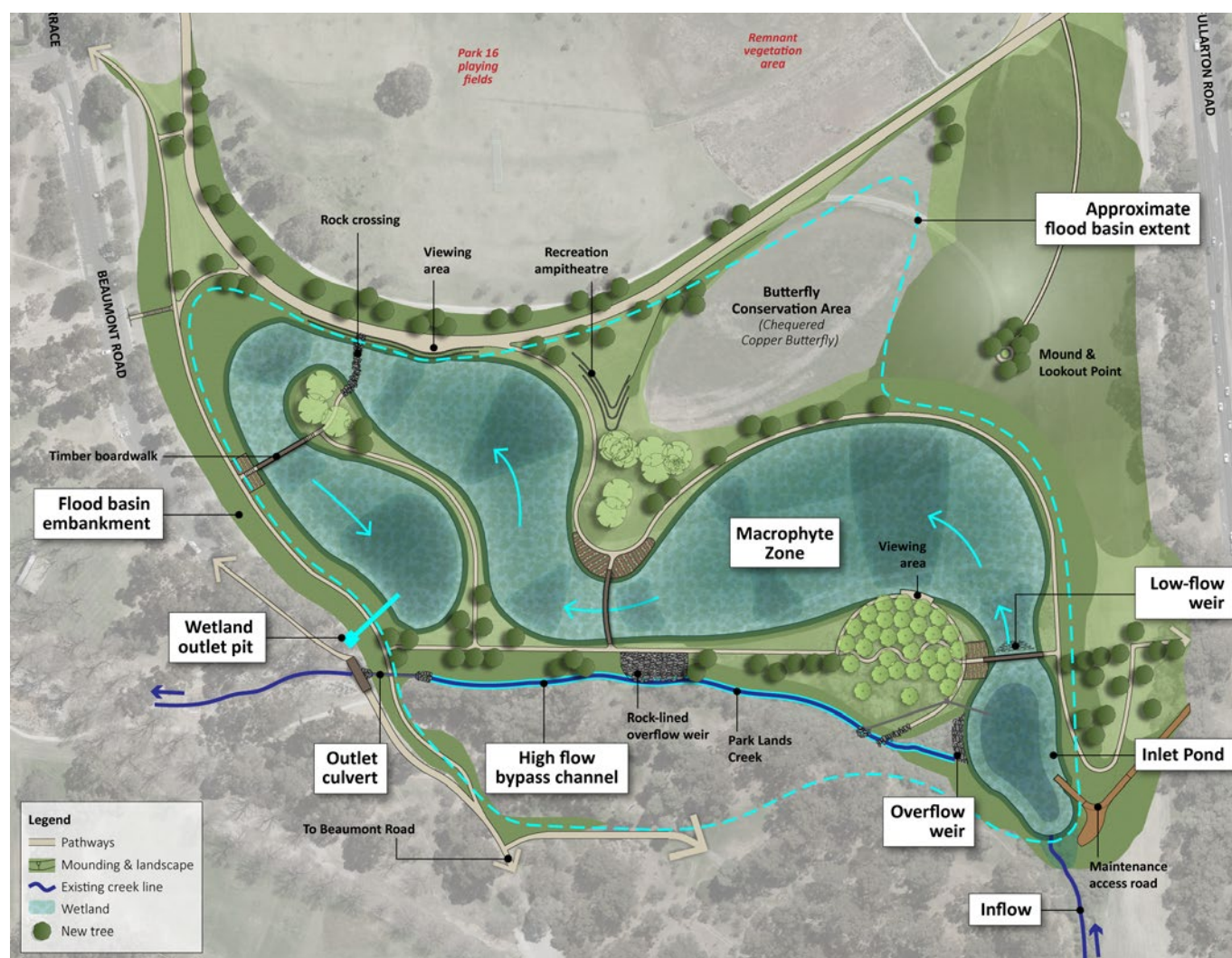
Park 16 Wetland



Pedestrian Bridge



The Pakapakanthi Wetland project was supported by funding from Green Adelaide.



Operation of the wetland

Normal rain events

- Flows enter the inlet pond from Park Lands Creek
- A low-flow weir transfers flows under a boardwalk into the shallow vegetated area of the wetland
- Flows take one to two days to reach the wetland outlet pit
- The outlet pit regulates the outflow rate and transfers water back into Park Lands Creek on the western side of the flood basin embankment

High flow or longer duration events

- During high flow or long duration events, water will begin to flow over the overflow weirs from the inlet pond and wetland directly into Park Lands Creek

- These higher flows will travel along the vegetated high flow bypass channel to the outlet culvert
- The outlet culvert controls flows downstream through the flood basin embankment

Significant flood events

- During significant flood events, the outlet culvert will choke flows and water levels will rise within the flood basin, inundating the wetland area
- The culvert regulates flows from the wetland area, therefore protecting against flooding of downstream areas
- Following the flood event, water levels will recede to permanent levels over a number of hours

Kurangga Creek Works in Blue Gum Park (Park 20)

Together with the Victoria Park/ Pakapakanthi (Park 16) wetland, the creek works in Blue Gum Park/ Kurangga (Park 20) reduce the peak stormwater flows from Park Lands Creek into downstream areas.

Works included construction of a low-level mound (typically up to 1 metre in height) and the realignment of existing creek lines in the southern section of the park. The mound is constructed to the south and west of the existing playing fields and stretches for a total distance of approximately 600 metres. Two new open drainage channels converge at a common point at the northern side of the new mound which enables controlled flows to be discharged through a culvert and under Greenhill Road. When large flows exceed the capacity of the culvert, water will build up and be contained behind the mound and temporarily inundate parts of Blue Gum Park/ Kurangga (Park 20) until it subsides.

The new works enabled the existing creeks to be backfilled to support tree health and protect Red Gums against erosion. The works integrate with existing users of this space, including TreeClimb.

The Park 20 project works were completed in September 2022.





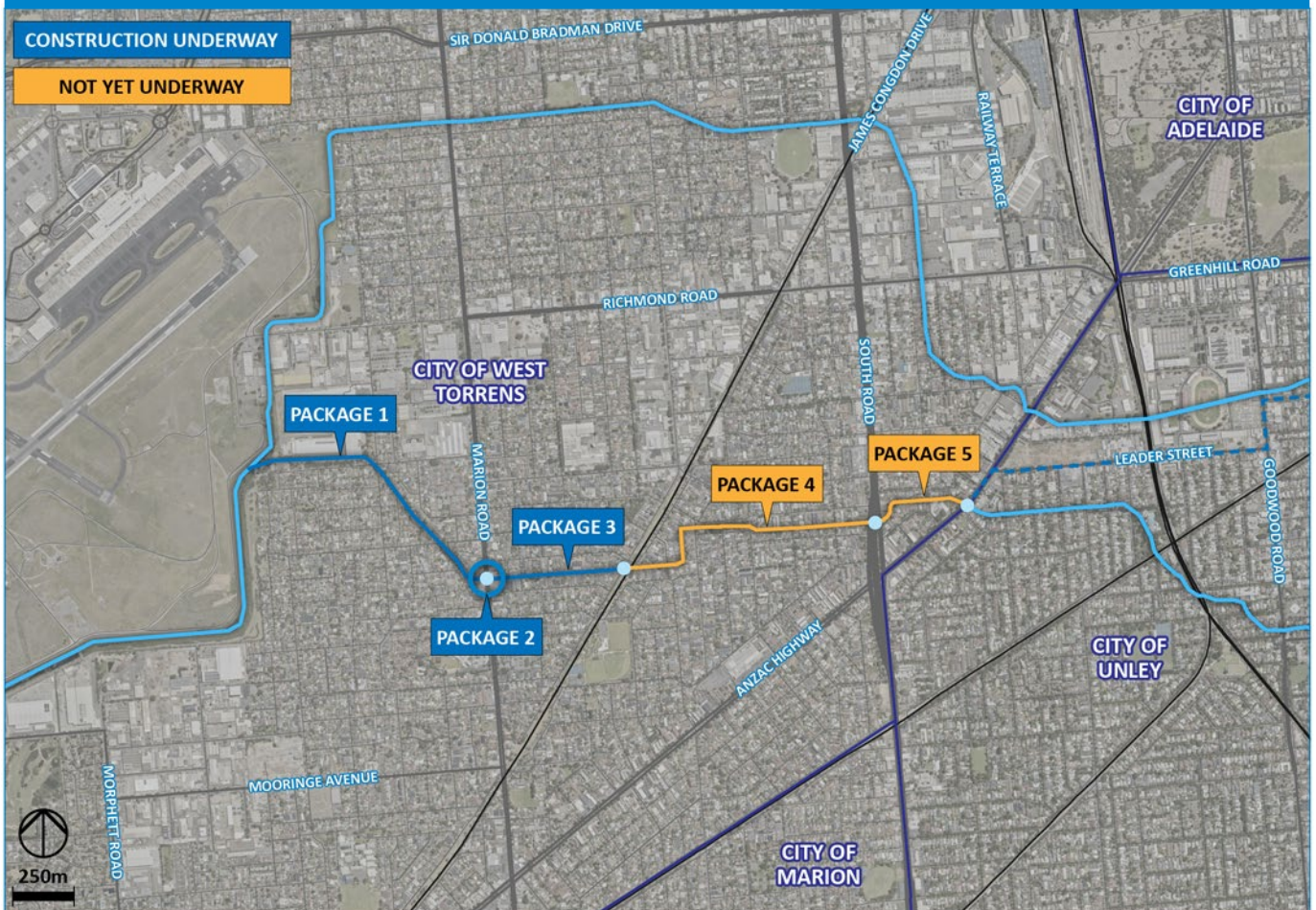
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Stage 2 - Lower Brown Hill Creek Upgrades

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

IN PROGRESS

Stage 2 Capital Works



WORK PACKAGES

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

Lower Brown Hill Creek Upgrades

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

The Lower Brown Hill Creek capacity upgrades are divided into 5 work packages and the Board secured

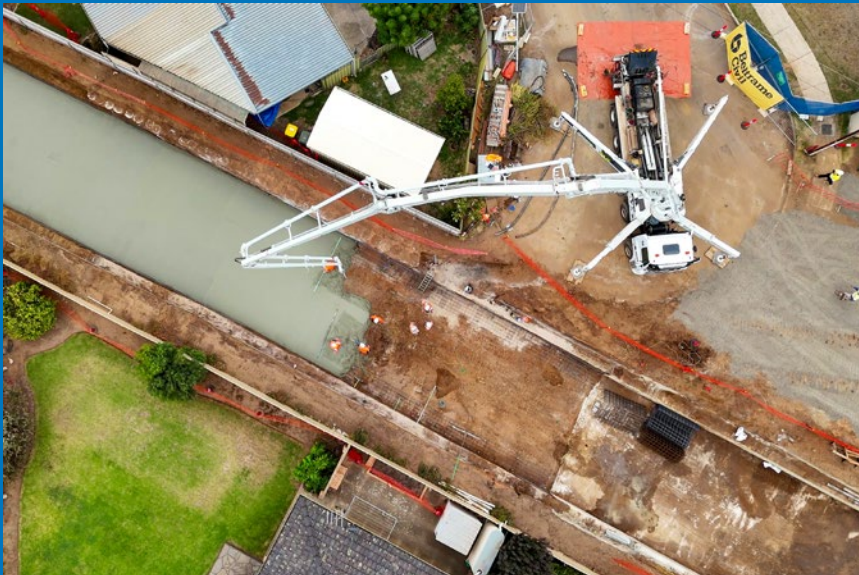
\$10m in Commonwealth Government funding under the Preparing Australian Communities Program to contribute toward delivery of Packages 1-3 over 3 years. The Commonwealth funding is being matched by funding from Constituent Councils and the Stormwater Management Authority.

Packages 1-3 extend for 1.7 kilometres from Adelaide Airport at the downstream end to Birdwood Terrace at the upstream end. Construction of package 1 commenced late in 2022 and works to Birdwood Terrace are now being completed. Design of packages 4 and 5 will commence in the coming months.



Channel construction

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





Daly Street Bridge

Although Packages 4 and 5 of the Lower Brown Hill Creek upgrades have not yet commenced, the Daly Street bridge upgrade was completed in September 2021. Located in Kurralta Park within package 4, the upgrade of this bridge was delivered by City of West Torrens in conjunction with an adjoining road realignment, with funding contribution from the Commonwealth Government's Local Roads and Community Infrastructure Program.

Previously, the bridge comprised a corrugated domed tunnel of 3.7 metres in width and 2.3 metres in height. The bridge was constructed circa 1950 and had one of the lowest capacities of all existing bridges on Brown Hill Creek. The new bridge comprises twin concrete culverts of 4.2 metres in width and 1.8 metres in height with gabion basket transitions at the upstream and downstream ends.



Bridge Upgrade

The Daly Street bridge upgrade was delivered with the support of funding from the Australian Government provided under the Local Roads and Community Infrastructure Program.

3

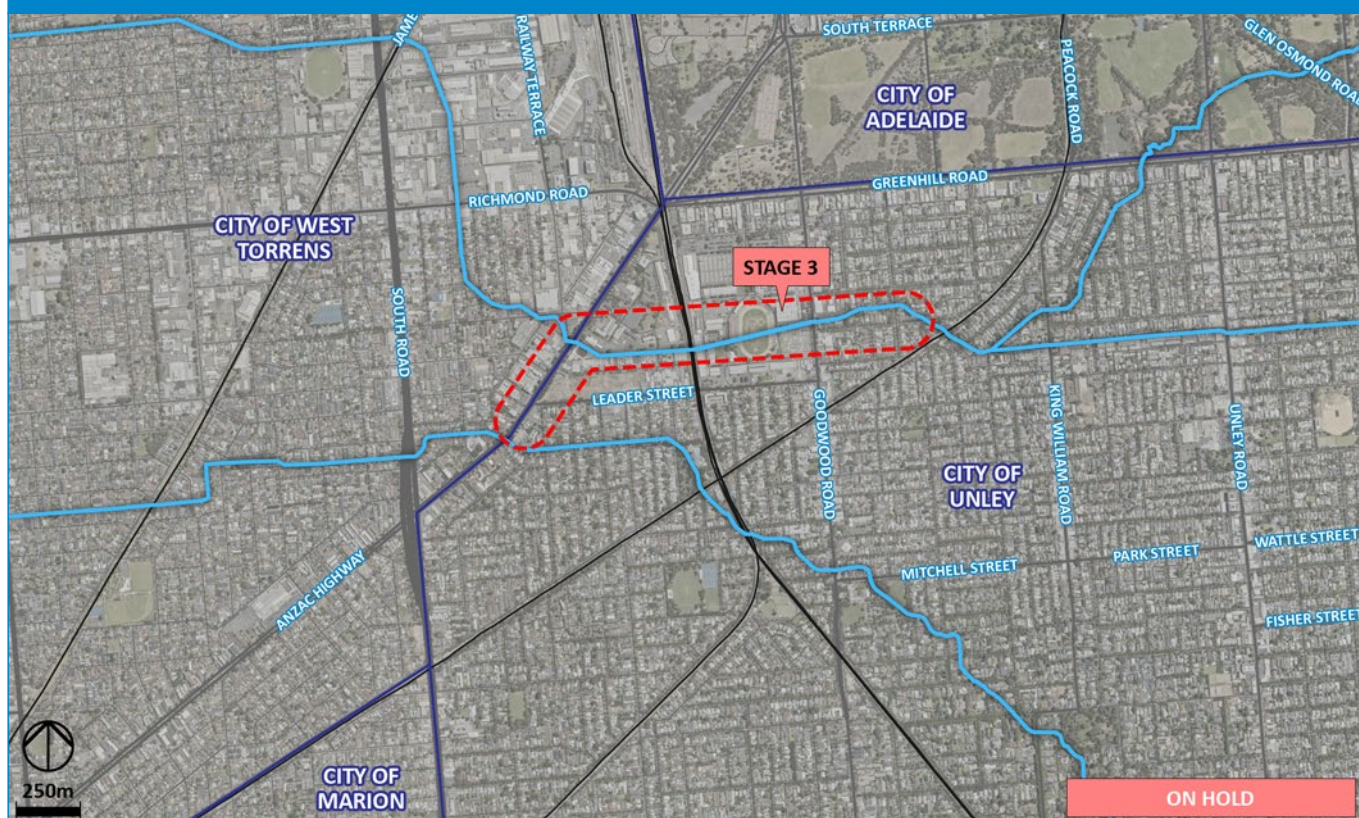
Stage 3 - Keswick Creek Flow Diversions

The Keswick Creek Flow Diversions, which alone provide 40% of the flood protection benefits offered by the project, will divert flows from Keswick Creek to the upgraded section of Lower Brown Hill Creek before they have the opportunity to 'break-out' of the channel and continue overland through the south-western suburbs. Completion of the Keswick Creek Flow Diversions will provide flood protection benefits to Ashford Hospital, Adelaide Airport, Keswick Army Barracks, the ARTC rail network and Keswick Terminal interstate rail hub, and the Torrens to Darlington (T2D) project.

Completion of stage 3 works will mark a significant milestone for the Brown Hill Keswick Creek Stormwater Project, with stages 1, 2 and 3 collectively delivering 80% of the intended flood protection benefits across the catchment.

ON HOLD

Stage 3 Capital Works



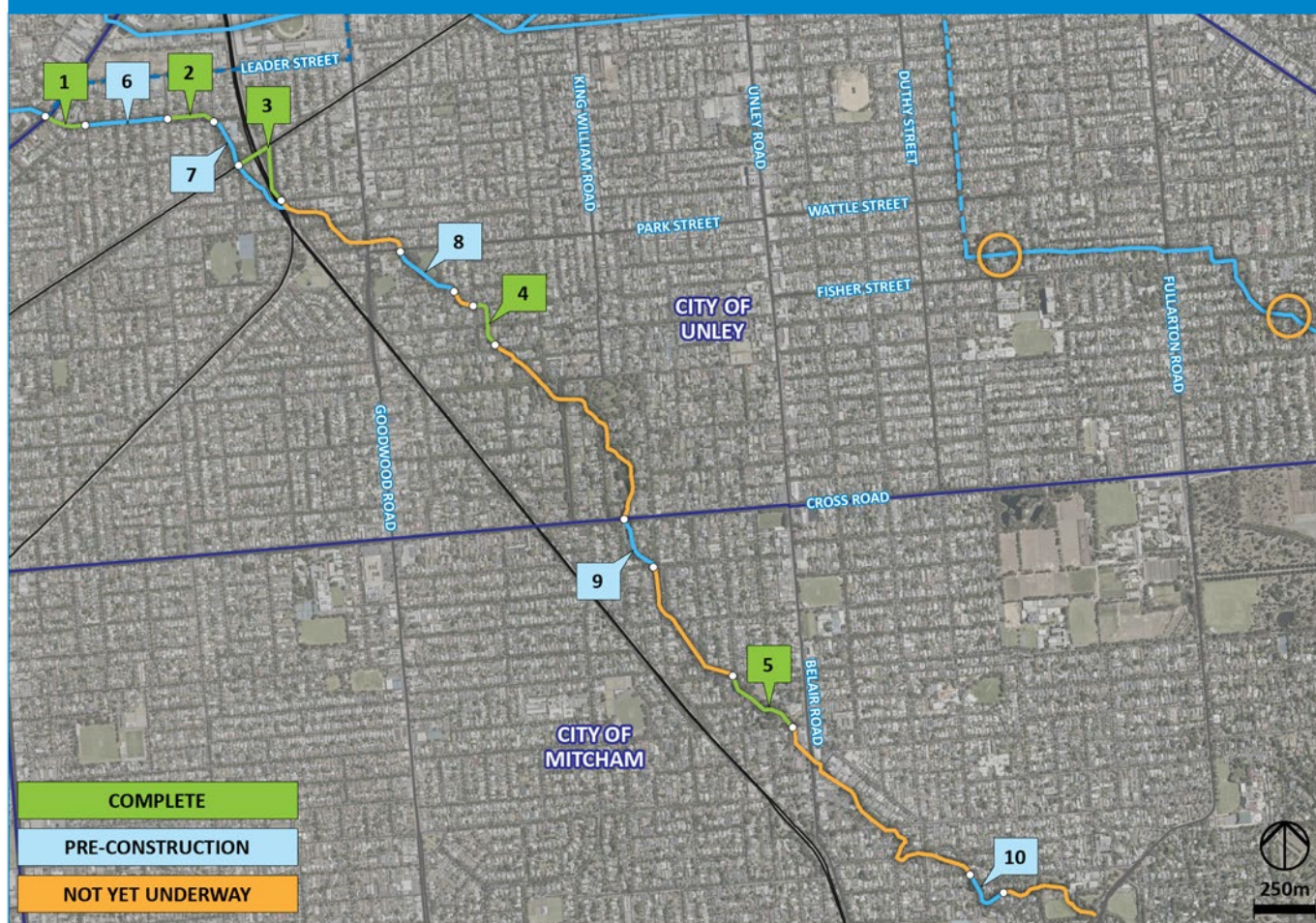
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Stage 4 - Upper Brown Hill and Glen Osmond Creek Upgrades

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

IN PROGRESS

Stage 4 Capital Works



- 1 Everard Park- Anzac Highway to Third Avenue
- 2 Forestville- Leah Street to Ethel Street
- 3 Diversion Culvert
- 4 Millswood- Regent Street to Malcolm Street
- 5 Hawthorn Reserve

- 6 Forestville- Third Avenue to Leah Street
- 7 Forestville Reserve
- 8 Orphanage Park
- 9 Hawthorn- Cross Road to Hampton Street
- 10 Betty Long Gardens

Everard Park - Anzac Highway to Third Avenue

These works are located between Anzac Highway and Third Avenue and were expedited to take advantage of access to the site that would be significantly restricted following completion of an adjoining high density residential development. The project involved replacement of an existing open concrete channel with an increased capacity underground covered culvert. Subsequent to installation of the culvert, the City of Unley extended Wilberforce Walk to Anzac Highway, with a shared use path for pedestrians and cyclists traversing the culvert.

Culvert construction works commenced in April 2020 and were completed in August 2020, at which point the site was handed over to City of Unley for the shared use path improvements to be delivered.



Shared Use Path



Constructed Culvert

Diversion Culvert

A section of Brown Hill Creek in Forestville was diverted by the Department of Planning, Transport and Infrastructure in 2013 as part of the Goodwood Junction Rail Upgrade project. The works, delivered in collaboration with and funded by the Brown Hill Keswick Creek Stormwater Project, involved diverting the creek into a new underground culvert constructed generally along the eastern side of the railway corridor from the southern side of Victoria Street, Goodwood to the northern side of the Glenelg tramway. The culvert discharges into the existing Brown Hill Creek within Forestville Reserve.

Hawthorn Reserve

The City of Mitcham upgraded the Hawthorn Reserve precinct in 2018/19 and the creek upgrades were expedited to coincide with this project.

The creek has been widened to ensure sufficient capacity and the banks have been laid back with native plantings in the area adjacent the Mitcham library to retain a natural setting. Stepping boulders and logs have also been installed to create an active nature play space for use when the creek is dry or not flowing. Further downstream, rock filled gabions have been installed and a floodwall has been constructed at George Street to contain creek flows.

Forestville – Leah Street to Ethel Street

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

Works commenced in June 2024 and were completed in November 2024.



Rock filled gabions



Channel Construction



Leah Street to Ethel Street Channel Construction

Scheduled Upper Brown Hill Creek Upgrades

The Board is currently undertaking the design process for several sections of Upper Brown Hill Creek that are scheduled for construction in the 2025/26 and 2026/27 financial years. Site investigations have informed the design process and allowed the consultant team to better understand current conditions. These works are located across the Cities of Unley and Mitcham within privately owned property and Council-owned reserves, as follows:

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

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

Millswood – Regent Street to Malcolm Street

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

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



Channel solutions include a combination of stacked rock or upright concrete block constructed walls, often transitioning from one treatment to another as the creek moves through different properties. Cobbles have been reinstated within the base of the channel, with more robust base treatment in specified locations where required to support higher velocity flows.

This project is nearing final completion, with works in recent months focusing on remaining landscape reinstatement and maintenance.

“ We would like to express our appreciation for the Brown Hill Creek upgrade being brought forward in time which enabled us to secure building approval through the Unley Council.

It was a pleasure working with Peta and Brett, as well as with Chris and his site team from Camco, whose professionalism and support were greatly valued throughout the process.

We are also grateful for the creek works, including the cleaning, widening, and realignment to complement the design of our new home. The use of large sandstone rocks on one side and sandstone cladding on the opposite creek walls has created an impressive and visually striking result that we truly appreciate. ”

Property Owner
Millswood

“ We were very pleased with the final outcome of the project as far as it affected our property. We found the project team to be extremely helpful and the construction team to be considerate on the effect of the project on our daily lives.

The initial stages of the project were difficult, due the lack of information, however, as the project proceeded, we were kept well informed. ”

Property Owner
Millswood

“ Between mid-2022 and late-2024 the Brown Hill and Keswick Creeks Stormwater Board undertook flood mitigation work on the section of Brown Hill Creek that runs through our property. There was an extensive period of discussion about the proposed works before commencement to try to reach mutual agreement on a final outcome that would be acceptable to all parties.

From our perspective we faced significant loss of a natural tree-lined creek that provided privacy on the southern side of our house. However, we appreciated the need to reduce the flood risk in our area and were prepared to work with the Board towards an outcome that would improve flood flows while retaining some of the visual amenity of the creek channel next to our house.

With completion of the works we have a visually appealing outcome with a small residual strip of land on our southern boundary that has been planted with new trees that will hopefully over time restore some of the privacy that we previously appreciated. ”

Property Owner
Millswood



14. Financial Snapshot

The activities of the Board are funded by the five Constituent Councils and the Stormwater Management Authority.

Operational expenditure is funded equally by the Constituent Councils.

2024/25 Operational Funding		
City of Adelaide	20%	\$162,000
City of Burnside	20%	\$162,000
City of Mitcham	20%	\$162,000
City of Unley	20%	\$162,000
City of West Torrens	20%	\$162,000
Total		\$810,000

Capital expenditure is funded by regular contributions from Constituent Councils and the Stormwater Management Authority with additional grant funding being secured for individual work packages on an ad hoc basis.

2024/25 Capital Funding		
City of Adelaide	8%	\$320,000
City of Burnside	12%	\$480,000
City of Mitcham	10%	\$400,000
City of Unley	21%	\$840,000
City of West Torrens	49%	\$1,960,000
Stormwater Management Authority		\$4,000,000
Commonwealth Grant Funding		\$4,358,766 ¹
Total		\$12,358,766

¹ This grant funding comprises payments made under the Preparing Australian Communities Program, the Urban Rivers and Catchment Program and the Disaster Ready Fund.

14. Audited Financial Statements

Brown Hill & Keswick Creeks Stormwater Board

Financial Statements for the year ended - 30 June 2025

Brown Hill & Keswick Creeks Stormwater Board

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As at 30 June 2025

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Brown Hill & Keswick Creeks Stormwater Board
Certification of financial statements
As at 30 June 2025

We have been authorised by the Board to certify the financial statements in their final form. In our opinion:

- The accompanying financial statements comply with the *Local Government Act 1999, Local Government (Financial Management) Regulations 2011* and Australian Accounting Standards;
- the financial statements present a true and fair view of Brown Hill & Keswick Creeks Stormwater Board's financial position at 30 June 2025 and the results of its operations and cash flows for the financial year;
- internal controls implemented by the Board provide a reasonable assurance that the Board's financial records are complete, accurate and reliable and were effective throughout the financial year; and
- the financial statements accurately reflect the Board's accounting and other records.

On behalf of the Board


Judith Choate (Sep 24, 2025 15:10:40 GMT+9.5)
Judith Choate

Board Member

____ September 2025
Sep 24, 2025


G. T. Vogt (Sep 24, 2025 20:09:54 GMT+9.5)
Geoffrey Telford Vogt

Board Member

Sep 24, 2025

Brown Hill & Keswick Creeks Stormwater Board
Statement of comprehensive income
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Income			
Operating contributions	3	810,000	700,000
Investment income	4	564,438	445,125
		<u>1,374,438</u>	<u>1,145,125</u>
Total income		<u>1,374,438</u>	<u>1,145,125</u>
Expenses			
Employee costs	5	(413,353)	(384,589)
Materials, contracts & other expenses	6	(517,108)	(546,723)
Depreciation	8	(275,515)	(170,371)
Finance costs	7	(211)	(376)
Total expenses		<u>(1,206,187)</u>	<u>(1,102,059)</u>
Operating surplus		168,251	43,066
Capital Funding / Grants for New / Upgraded assets	9	9,792,269	9,703,874
Asset disposal	10	(1,175,084)	-
Net surplus for the year		8,785,436	9,746,940
Other comprehensive income for the year		-	-
Total comprehensive income for the year		<u><u>8,785,436</u></u>	<u><u>9,746,940</u></u>

The above statement of comprehensive income should be read in conjunction with the accompanying notes

Brown Hill & Keswick Creeks Stormwater Board
Statement of financial position
As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	11	9,814,112	13,326,831
Trade and other receivables	12	1,838,340	790,259
Total current assets		<u>11,652,452</u>	<u>14,117,090</u>
Non-current assets			
Infrastructure, property, plant and equipment	13	<u>58,134,692</u>	<u>45,181,818</u>
Total non-current assets		<u>58,134,692</u>	<u>45,181,818</u>
Total assets		<u>69,787,144</u>	<u>59,298,908</u>
Liabilities			
Current liabilities			
Trade and other payables	14	6,125,363	8,434,146
Provisions	15	<u>39,424</u>	<u>31,110</u>
Total current liabilities		<u>6,164,787</u>	<u>8,465,256</u>
Non-current liabilities			
Provisions	15	<u>15,745</u>	<u>12,476</u>
Total non-current liabilities		<u>15,745</u>	<u>12,476</u>
Total liabilities		<u>6,180,532</u>	<u>8,477,732</u>
Net assets		<u>63,606,612</u>	<u>50,821,176</u>
Equity			
Capital contributions of constituent councils	16	28,319,907	24,319,907
Asset revaluation reserve	17	570,390	570,390
Capital funding and grants	18	36,720,650	26,928,381
Accumulated surplus/(deficit)		<u>(2,004,335)</u>	<u>(997,502)</u>
Total equity		<u>63,606,612</u>	<u>50,821,176</u>

The above statement of financial position should be read in conjunction with the accompanying notes

Brown Hill & Keswick Creeks Stormwater Board
Statement of changes in equity
For the year ended 30 June 2025

	Capital Contributions of Council \$	Capital Funding and Grants \$	Asset Revaluation Reserve \$	Accumulated Surplus / (Deficit) \$	Total equity \$
Balance at 1 July 2023	20,319,907	17,224,448	570,390	(1,040,509)	37,074,236
Net surplus for the year	-	-	-	9,746,940	9,746,940
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	9,746,940	9,746,940
Capital contribution of Councils	4,000,000	-	-	-	4,000,000
Transfer to capital funding / grants	-	9,703,933	-	(9,703,933)	-
Balance at 30 June 2024	<u>24,319,907</u>	<u>26,928,381</u>	<u>570,390</u>	<u>(997,502)</u>	<u>50,821,176</u>

	Capital Contributions of Council \$	Capital Funding and Grants \$	Asset Revaluation Reserve \$	Accumulated Surplus / (Deficit) \$	Total equity \$
Balance at 1 July 2024	24,319,907	26,928,381	570,390	(997,502)	50,821,176
Net surplus for the year	-	-	-	8,785,436	8,785,436
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	8,785,436	8,785,436
Capital contribution of Councils	4,000,000	-	-	-	4,000,000
Transfer to capital funding / grants	-	9,792,269	-	(9,792,269)	-
Balance at 30 June 2025	<u>28,319,907</u>	<u>36,720,650</u>	<u>570,390</u>	<u>(2,004,335)</u>	<u>63,606,612</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

Brown Hill & Keswick Creeks Stormwater Board
Statement of cash flows
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Operating receipts from constituent councils		891,000	770,000
Payments to employees		(401,770)	(382,164)
Payments to suppliers		(2,542,221)	(1,463,016)
Interest received		585,188	457,719
Bank fees paid		(211)	(376)
Net cash used in operating activities	28	(1,468,014)	(617,837)
Cash flows from investing activities			
Payments for New / Upgraded assets		(14,403,471)	(12,302,468)
Grants received	9	8,358,766	12,095,735
Net cash used in investing activities		(6,044,705)	(206,733)
Cash flows from financing activities			
Contributions from Constituent Councils	16	4,000,000	4,000,000
Net cash from financing activities		4,000,000	4,000,000
Net increase/(decrease) in cash and cash equivalents		(3,512,719)	3,175,430
Cash and cash equivalents at the beginning of the financial year		13,326,831	10,151,401
Cash and cash equivalents at the end of the financial year	11	<u>9,814,112</u>	<u>13,326,831</u>

The above statement of cash flows should be read in conjunction with the accompanying notes

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 1. Material accounting policy information

The accounting policies that are material to the Board are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The Board has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards as they apply to not-for-profit entities, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and relevant South Australian Legislation. These financial statements comply with International Financial Reporting Standards as issued by the International Accounting Standards Board.

The Brown Hill and Keswick Creeks Stormwater Board (the Board) is a Local Government Regional Subsidiary established under Section 43 of and Schedule 2 to the Local Government Act 1999. The Regional Subsidiary is under the control of City of Adelaide, City of Burnside, City of Unley, City of Mitcham and City of West Torrens.

The Board was established by a Gazettal dated 27 February 2018. The Board has been established to implement the construction and maintenance of infrastructure and other measures for the purposes of a stormwater management plan prepared by the constituent councils and approved by the Stormwater Management Authority. The Board's responsibilities extend to the ongoing maintenance and operation of stormwater infrastructure delivered by the Board under the Stormwater Management Plan. The property owner (whether that be a Council or private land owner) is responsible for maintenance and upkeep of any existing assets, all new non-stormwater assets and all landscaping components. Private property owners may also be responsible for maintenance of stormwater infrastructure delivered by the Board, where that infrastructure was delivered under licence without registration of an easement or Land Management Agreement. This may require the transfer of assets to the property owner subsequent to the initial construction phase or after the defects period. The Board's asset register defines ongoing responsibility for completed works.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions to which they apply. Material accounting policies adopted in the preparation of these financial statements are presented below and have been applied consistently unless otherwise stated.

The financial statements, except for cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements were authorised for issue on 23 September 2025 by the members of the Board.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Board's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 2.

Note 1. Material accounting policy information (continued)

(a) Revenue recognition

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the Board expects to receive in exchange for those goods or services. Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligations
3. Determine the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognise revenue as and when control of the performance obligations is transferred

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

All revenue is stated net of the amount of goods and services tax (GST).

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Board are:

Operating revenue from constituent councils

Operating revenue from constituent councils is recognised as income as and when the Board becomes entitled to receive the funds. This is outlined within the Boards Annual Budget which is agreed with all constituent councils.

Grant revenue

Government grants relating to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs that they are intended to compensate.

When grant revenue received meets the "enforceability" and "sufficiently specific" criteria in accordance with AASB 1058 and AASB 15, the grant revenue is recognised in the statement of financial position as a liability until the performance obligations have been met and delivered to the contributor.

Otherwise the grant is recognised as income in the statement of comprehensive income when the Board obtains control of the grant, it is probable that the economic benefits gained from the grant will flow to the Board and the amount of grant can be measured reliably.

Interest revenue

Interest revenue is recognised using the effective interest method, which for all floating rate financial assets is inherent in the instrument.

Other income

Other income is recognised on an accruals basis when the Board is entitled to it.

(b) Equity

Capital contributions

Capital contributions from constituent councils are recorded directly against equity as and when the Board becomes entitled to receive the funds. This is outlined within the Boards Annual Budget, which is agreed with all constituent councils.

(c) Income tax

The activities of the Board are exempt from taxation under the Income Tax Assessment Act.

Note 1. Material accounting policy information (continued)

(d) Trade and other receivables

The Board has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

(e) Financial instruments

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Board has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

Financial instruments are recognised initially on the date that the Board becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Board classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL
- fair value through other comprehensive income - equity instrument (FVOCI - equity)
- fair value through other comprehensive income - debt investments (FVOCI - debt)

Financial assets are not reclassified subsequent to their initial recognition unless the Board changes its business model for managing financial assets.

Financial assets at amortised cost

A financial asset is measured at amortised cost only if both of the following conditions are met: (i) it is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and (ii) the contractual terms of the financial asset represent contractual cash flows that are solely payments of principal and interest.

The Board's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 1. Material accounting policy information (continued)

Impairment of financial assets

Impairment of financial assets has been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Board has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Financial liabilities

The Board measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Board comprise trade payables.

(f) Property, plant and equipment

Initial Recognition

All assets are initially recognised at cost. For assets acquired at no cost or nominal consideration, cost is determined as fair value at the date of acquisition. All non-current assets purchased or constructed are capitalised as the expenditure is incurred and depreciated as soon as the asset is held 'ready for use'. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including architects' fees, engineering design costs and all other costs incurred.

The cost of non-current assets constructed by the Board includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. The Board considers that it controls the infrastructure assets in accordance with its Charter. The constructed infrastructure assets may be located on land owned by constituent councils or private property owners and tenure arrangements with private property owners determine ongoing asset responsibility.

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds the materiality thresholds set by the Board within the capitalisation policy. In determining (and in biennially reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life. Current thresholds applicable to Board assets are as follows:

Drains and culverts - \$2,000
Paving and footpaths, kerbs and gutter - \$2,000
Office furniture and equipment - \$1,000
IT hardware and computer equipment - \$ 1,000
Other assets - \$1,000

Subsequent Measurement

Stormwater infrastructure is subsequently measured at fair value, based on periodic, at least every 5 years, valuations by external independent valuers, less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is determined using the current replacement cost method.

The most recent valuation of infrastructure and land improvements was undertaken on 30 June 2023. The valuation was undertaken by Tina-James Freeman, Asset Consultant at Tonkin. Refer to Note 20 for additional information on fair value determination of stormwater infrastructure.

Computer equipment and office equipment are carried at cost less accumulated depreciation and impairment.

Note 1. Material accounting policy information (continued)

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the assets useful life to the Board, commencing when the asset is ready for use.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Land improvements	1.67% - 10%
Stormwater structures	1% - 1.25%
Stormwater quality devices	1% - 10%
Footpaths	2% - 20%
Kerbs and gutters	1% - 2.5%
Office furniture and fittings	10%
Other plant and equipment	3.3% - 50%
IT hardware and computer equipment	14.3% - 50%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed by the Project Director. The Project Director also reviews the asset register to ensure inclusion of all completed projects and correct delineation of maintenance responsibility between the board and the property owner. In addition, the Board's Asset Capitalisation Policy is reviewed every 2 years, with the last review undertaken in June 2023. Any revisions are accounted for prospectively as a change in estimate.

(g) Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

(h) Employee benefits

Short-term employee benefits

Provision is made for the Board's liability for employee benefits arising from services rendered by employees to the end of the reporting period.

Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

No accrual is made for sick leave. The Board does not make payment for untaken sick leave.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Cashflows are discounted using market yields on high quality corporate bond rates, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in the profit or loss.

(i) Economic dependence

Brown Hill and Keswick Creeks Stormwater Board is dependent on its constituent councils and other funding bodies for the majority of its revenue used to achieve its objectives. At the date of this report, the Board believe that the Member Councils and other bodies will continue to support the Board.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 2. Critical accounting judgements, estimates and assumptions

The Board makes estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

The fair value of assets and liabilities classified as level 3 is determined by the use of valuation models. Level 3 inputs are unobservable inputs. These include discounted cash flow analysis or the use of observable inputs that require significant adjustments based on unobservable inputs. For further information relating to fair value measurement, refer to Note 20.

Impairment of property, plant and equipment

The Board assesses impairment of property, plant and equipment at each reporting date by evaluating conditions specific to the Board and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Key estimates fair valuation of stormwater infrastructure and land improvements

Stormwater infrastructure assets are carried at fair value. As there is no market for the Board to use to determine fair value, all assets have been valued as Level 3 inputs using a cost approach. Level 3 inputs are unobservable inputs. For further information relating to fair value measurement refer to Note 20.

Note 3. Operating contributions

	2025 \$	2024 \$
City of Mitcham	162,000	140,000
City of Burnside	162,000	140,000
City of West Torrens	162,000	140,000
The Corporation of the City of Adelaide	162,000	140,000
The Corporation of the City of Unley	162,000	140,000
	<u>810,000</u>	<u>700,000</u>

In accordance with the Charter of the Brown Hill and Keswick Creeks Stormwater Board Schedule 1, operating contributions are received equally from each of the constituent councils at an agreed rate. The total value of operating contributions to be received is agreed in the annual budget prepared by the Board.

Note 4. Investment income

	2025 \$	2024 \$
Bank Interest	<u>564,438</u>	<u>445,125</u>

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 5. Employee costs

	2025 \$	2024 \$
Salaries and wages - board	91,000	87,000
Salaries and wages - employee	265,726	254,520
Superannuation contributions	41,024	37,493
Workers compensation	4,020	2,775
Employee entitlement costs	11,583	2,801
	<u>413,353</u>	<u>384,589</u>
Total Employee costs	<u>413,353</u>	<u>384,589</u>

Note 6. Materials, contracts & other expenses

	2025 \$	2024 \$
Contractor & consultant services	94,245	38,514
Meeting room hire and teleconference	1,529	1,794
Financial services	45,580	37,960
Insurance - mutual liability scheme	54,002	51,430
IT services	6,039	4,809
Legal services	10,278	19,522
Office expenses, printing and postage	2,613	1,933
PR, website and graphic design	18,716	14,755
Professional development	6,000	6,904
Asset operating costs & maintenance	270,809	345,755
Asset management plan & valuations	-	16,171
Prescribed expenses - audit remuneration	5,900	5,700
Sundry	1,397	1,476
	<u>517,108</u>	<u>546,723</u>
Total Materials, contracts & other expenses	<u>517,108</u>	<u>546,723</u>

Asset operating and maintenance costs are budgeted with reference to the Board's Infrastructure and Asset Management Plan. They are generally expected to increase over time as additional project works are completed. Maintenance costs associated with the South Park Lands wetland are, however, expected to be higher in the early establishment phase (years 1-4).

Note 7. Finance costs

	2025 \$	2024 \$
Bank fees	<u>211</u>	<u>376</u>

Note 8. Depreciation

	2025 \$	2024 \$
Infrastructure and land improvements	275,320	168,522
Office equipment	195	1,849
	<u>275,515</u>	<u>170,371</u>

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 9. Capital Funding / Grants for New / Upgraded assets

	2025 \$	2024 \$
Stormwater Management Authority	5,332,497	5,642,025
Federal Funding	4,459,772	4,061,849
	<u>9,792,269</u>	<u>9,703,874</u>

The table below shows the reconciliation of capital funding received, recognised as revenue and resulting income in advance.

	Stormwater Management Authority	Federal Funding	Total
Income in advance 1 July 2023	-	3,534,119	3,534,119
Funding received	8,500,000	3,595,735	12,095,735
Revenue recognised	(5,642,025)	(4,061,849)	(9,703,874)
Income in advance 30 June 2024	2,857,975	3,068,005	5,925,980
Funding received	4,000,000	4,358,766	8,358,766
Revenue recognised	(5,332,497)	(4,459,772)	(9,792,269)
Income in advance 30 June 2025 (note 14)	<u>1,525,478</u>	<u>2,966,999</u>	<u>4,492,477</u>

Note 10. Asset disposal

	2025 \$	2024 \$
Carrying amount of assets transferred to council and private property owners	<u>1,175,084</u>	<u>-</u>

Note 11. Cash and cash equivalents

	2025 \$	2024 \$
<i>Current assets</i>		
Cash at bank and in hand	<u>9,814,112</u>	<u>13,326,831</u>

As at 30 June 2025, cash held includes an amount of \$5,850,283 (2024: \$2,254,917) which is restricted for the purpose of approved capital development projects (refer to Note 24 'Commitments').

Note 12. Trade and other receivables

	2025 \$	2024 \$
<i>Current assets</i>		
Trade receivables	1,212,220	125,432
GST receivable	609,399	629,584
Accrued revenue	-	20,750
Prepayments	16,721	14,493
	<u>1,838,340</u>	<u>790,259</u>

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 12. Trade and other receivables (continued)

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable in the financial statements.

Note 13. Infrastructure, property, plant and equipment

	2025	2024
	\$	\$
<i>Non-current assets</i>		
Infrastructure and Land Improvements - at independent valuation and at cost	38,616,262	26,728,566
Infrastructure and Land Improvements - accumulated depreciation	(761,889)	(486,569)
	<u>37,854,373</u>	<u>26,241,997</u>
Computer equipment - at cost	4,213	2,454
Less: Accumulated depreciation	(2,649)	(2,454)
	<u>1,564</u>	<u>-</u>
Capital works-in-progress	<u>20,278,755</u>	<u>18,939,821</u>
	<u><u>58,134,692</u></u>	<u><u>45,181,818</u></u>

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

	Capital Works in Progress \$	Infrastructure and Land Improvements \$	Office Equipment \$	Total \$
Balance at 1 July 2023	4,257,119	26,410,519	1,849	30,669,487
Additions	14,682,702	-	-	14,682,702
Depreciation expense	-	(168,522)	(1,849)	(170,371)
Balance at 30 June 2024	18,939,821	26,241,997	-	45,181,818
Additions	14,401,714	-	1,759	14,403,473
Transfers in/(out)	(13,062,780)	13,062,780	-	-
Disposals	-	(1,175,083)	-	(1,175,083)
Depreciation expense	-	(275,321)	(195)	(275,516)
Balance at 30 June 2025	<u><u>20,278,755</u></u>	<u><u>37,854,373</u></u>	<u><u>1,564</u></u>	<u><u>58,134,692</u></u>

Asset valuations

In line with the Board's capitalisation policy, a valuation of assets was not undertaken in the financial year ended 30 June 2025. The last valuation of completed infrastructure and land improvements was undertaken as at 30 June 2023. The valuation was undertaken by Tina-James Freeman, Asset Consultant at Tonkin. The valuation basis used for the infrastructure and land improvement assets is the depreciated replacement cost basis.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 13. Infrastructure, property, plant and equipment (continued)

Cost approach for projects completed post asset valuations

The assessment process has involved detailed analysis of project costs for completed works to determine and assign expenditure to asset components. This analysis has been completed by the Board's Project Director, who is a Valuer with extensive experience in the preparation of asset valuations and establishment of depreciation registers for financial reporting purposes, and the Board's Program Manager, an Engineer with extensive stormwater infrastructure experience.

	2025 \$	2024 \$
Capital works-in-progress		
Betty Long Gardens (Urban Rivers)	110,648	1,915
Reference Design	912,038	912,038
Lower Brown Hill Creek - Package 1	4,291,934	13,410,195
Lower Brown Hill Creek - Package 2	4,486,011	341,052
Lower Brown Hill Creek - Package 3	5,503,522	186,512
Upper Brown Hill Creek - Area 3A Millswood	4,223,464	3,618,084
Upper Brown Hill Creek - Area 1C Forestville	-	148,503
Forestville Reserve (Urban Rivers)	46,693	-
Orphanage park (Urban Rivers)	67,560	-
Flood Model	111,648	-
Flow Diversions	50,933	15,587
Upper Brown Hill Creek - Wilberforce (DRF)	61,194	160
Upper Brown Hill Creek - 1A Everard Park Land	2,903	2,903
Upper Brown Hill Creek - Denning (DRF)	116,417	9,082
South Park Lands - Remaining works	293,790	293,790
	<u>20,278,755</u>	<u>18,939,821</u>

Note 14. Trade and other payables

	2025 \$	2024 \$
<i>Current liabilities</i>		
Trade payables	1,604,896	2,421,974
Accrued expenses	5,900	64,448
Credit card	(595)	(597)
PAYG payable	12,515	12,819
Superannuation payable	10,170	9,522
Payments received in advance (capital grants)	4,492,477	5,925,980
	<u>6,125,363</u>	<u>8,434,146</u>

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 15. Provisions

	2025 \$	2024 \$
<i>Current liabilities</i>		
Provision for annual leave	39,424	31,110
<i>Non-current liabilities</i>		
Provision for long service leave	15,745	12,476
	<u>55,169</u>	<u>43,586</u>

Note 16. Capital contributions of constituent councils

	2025 \$	2024 \$
City of Mitcham	2,831,991	2,431,991
City of Burnside	3,398,389	2,918,389
City of West Torrens	13,876,754	11,916,754
Corporation of the City of Adelaide	2,265,593	1,945,593
Corporation of the City of Unley	5,947,180	5,107,180
Total Contributions by Owners	<u>28,319,907</u>	<u>24,319,907</u>

	2025 \$	2024 \$
City of Mitcham Movement Table		
Opening balance	2,431,991	2,031,991
Contributions	400,000	400,000
	<u>2,831,991</u>	<u>2,431,991</u>

	2025 \$	2024 \$
City of Burnside Movement Table		
Opening balance	2,918,389	2,438,389
Contributions	480,000	480,000
	<u>3,398,389</u>	<u>2,918,389</u>

	2025 \$	2024 \$
City of West Torrens Movement Table		
Opening balance	11,916,754	9,956,754
Contributions	1,960,000	1,960,000
	<u>13,876,754</u>	<u>11,916,754</u>

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 16. Capital contributions of constituent councils (continued)

	2025	2024
	\$	\$
Corporation of the City of Adelaide Movement Table		
Opening balance	1,945,593	1,625,593
Contributions	320,000	320,000
	<u>2,265,593</u>	<u>1,945,593</u>
	2025	2024
	\$	\$
Corporation of City of Unley Movement Table		
Opening balance	5,107,180	4,267,180
Contributions	840,000	840,000
	<u>5,947,180</u>	<u>5,107,180</u>

Capital contributions of constituent councils are payments received for investing in infrastructure. The rates of contributions are agreed in the Charter of the Board.

Summary of capital contributions of constituent councils during the year:

	2025	2024
	\$	\$
City of Mitcham	400,000	400,000
City of Burnside	480,000	480,000
City of West Torrens	1,960,000	1,960,000
City of Adelaide	320,000	320,000
City of Unley	840,000	840,000
	<u>4,000,000</u>	<u>4,000,000</u>

Note 17. Asset revaluation reserve

	2025	2024
	\$	\$
Infrastructure and land improvement		
Opening balance 1 July	570,390	570,390
Net increment/(decrement)	-	-
	<u>570,390</u>	<u>570,390</u>
Closing balance 30 June	<u>570,390</u>	<u>570,390</u>

Note 18. Capital funding and grants

	2025	2024
	\$	\$
Opening balance	26,928,381	17,224,448
Transfer from accumulated surplus	9,792,269	9,703,933
	<u>36,720,650</u>	<u>26,928,381</u>

Capital funding and grants reserve records the total revenue recognised from the funding providers for capital works to date, including funding from the Stormwater Management Authority and other government grant funding.

Note 19. Financial instruments

Financial risk management objectives

The Board is exposed to a variety of financial risks through its use of financial instruments. The most significant financial risks to which the Board is exposed to are described below:

Specific risks

- Liquidity risk
- Credit risk

The principal categories of financial instrument used by the Board are:

- Trade receivables
- Cash at bank
- Trade and other payables

Objectives, policies and processes

The Board Members have overall responsibility for the establishment of the Board's financial risk management framework. This includes the development of policies covering financial governance and the identification and management of financial risk in accordance with the Board's risk management policy.

Details of significant accounting policies and methods adopted including the criteria for the recognition, the basis of measurement and the basis on which income and expenses are recognised with respect to each class of financial asset, financial liability and equity instruments are disclosed in note 1 Material Accounting Policy Information.

Mitigation strategies for specific risks faced are described below:

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Board.

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions, as well as credit exposure to customers, including outstanding receivables and committed transactions.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings and the Local Government Finance Authority, which as established under the Local Government Finance Authority Act 1983 as a Body Corporate and is administered by a Board of Trustees.

Credit risk is managed through maintaining procedures to regularly monitor the financial stability of customers and counterparties. There is no collateral held by the Board securing trade and other receivables.

Liquidity risk

Liquidity risk arises from the management of working capital. It is the risk that the Board will encounter difficulty in meeting its financial obligations as they fall due.

The Board manages this risk by preparing and monitoring budgets, only investing surplus cash with major financial institutions and proactively monitoring the recovery of unpaid debts.

At the reporting date, the Board has sufficient liquid resources to meet its obligations under all reasonably expected circumstances. The following table depicts the categorisation of financial instruments held by the Board, noting that due to the nature of the balances held, carrying value is equal to fair value:

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 19. Financial instruments (continued)

	2025 \$	2024 \$
Financial assets		
Held at amortised cost		
Cash and cash equivalents (due less than 1 year)	9,814,112	13,326,831
Trade and other receivables (due less than 1 year)	1,838,340	790,259
Total financial assets	<u>11,652,452</u>	<u>14,117,090</u>
	2025 \$	2024 \$
Financial liabilities		
Held at amortised cost		
Trade and other payables	<u>1,632,886</u>	<u>2,508,166</u>

Remaining contractual maturities

The table below reflects the undiscounted contractual maturity analysis for financial liabilities:

	Weighted average interest rate %	1 year or less \$	Between 1 and 2 years \$	Between 2 and 5 years \$	Over 5 years \$	Remaining contractual maturities \$
2025						
Non-derivatives						
<i>Non-interest bearing</i>						
Trade and other payables (excluding estimated annual leave)	-	1,632,886	-	-	-	1,632,886
Total non-derivatives		<u>1,632,886</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,632,886</u>

The timing of expected outflows is not expected to be materially different from contracted cashflows.

Note 20. Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Assets and liabilities measured at fair value are classified into three levels, using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. Classifications are reviewed at each reporting date and transfers between levels are determined based on a reassessment of the lowest level of input that is significant to the fair value measurement.

For recurring and non-recurring fair value measurements, external valuers may be used when internal expertise is either not available or when the valuation is deemed to be significant. External valuers are selected based on market knowledge and reputation. Where there is a significant change in fair value of an asset or liability from one period to another, an analysis is undertaken, which includes a verification of the major inputs applied in the latest valuation and a comparison, where applicable, with external sources of data.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 20. Fair value measurement (continued)

Fair value hierarchy

Infrastructure assets are carried at fair value. AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

In determining fair values for infrastructure and land improvements there is no known market for these assets, and they are valued at depreciated current replacement cost. This method involves:

- The determination of the cost to construct the asset (or its modern engineering equivalent) using current prices for materials and labour, the quantities of each being estimated based on recent experience, or on industry construction guides where these are more appropriate; and

- The calculation of the depreciation that would have accumulated since original construction using current estimates of residual value and useful life under the prime cost depreciation method adopted by the Board.

This method has significant inherent uncertainties, relying on estimates of quantities of materials and labour, residual values and useful lives, and the possibility of changes in prices for materials and labour, and the potential for development of more efficient construction techniques. Accordingly, the fair value of all assets within the infrastructure and land improvements class are considered Level 3 in the fair value hierarchy.

Note 21. Key management personnel disclosures

Compensation

Key management personnel of the Board include the Project Director and members of the Board appointed under section 112 of the *Local Government Act 1999*. The aggregate compensation made to key management personnel of the Board is set out below:

	2025 \$	2024 \$
Short-term employee benefits	311,726	300,262
Post-employment benefits	35,849	33,029
	<u>347,575</u>	<u>333,291</u>

Note 22. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by the auditor of the Board:

	2025 \$	2024 \$
Audit remuneration	<u>5,900</u>	<u>5,700</u>

Note 23. Contingent liabilities

In the opinion of the Board Members, the Board is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in this financial report at 30 June 2025 (30 June 2024 : None).

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025

Note 24. Commitments

	2025 \$	2024 \$
Other capital commitments		
UBHC Millswood	38,798	409,939
UBHC 1C Forestville	-	399,729
LBHC Packages 1-3	5,483,127	1,403,089
UBHC Commonwealth Funded	178,048	42,160
Operating	12,500	-
Flood Model	137,810	-
	<u>5,850,283</u>	<u>2,254,917</u>
	2025 \$	2024 \$
Total contracted commitments	<u>5,850,283</u>	<u>2,254,917</u>

All contracted commitments noted above are expected to be paid within the next twelve months.

The Authority has been awarded the following Commonwealth Government grants:

Grant	Value	Year Awarded	To be paid	Projects
Preparing Australian Communities	\$10m	FY22	FY23 - FY26	Lower Brown Hill Creek Packages 1 - 3
Disaster Ready Fund Round 1	\$3.7m	FY24	FY25 - FY27	Upper Brown Hill Creek Wilberforce
Disaster Ready Fund Round 1	\$2.387m	FY24	FY25 - FY27	Upper Brown Hill Creek Denning St
Urban Rivers & Catchments	\$4.93m	FY24	FY24 - FY27	Forrestville Reserve, Orphanage Park and Betty Long Gardens
Disaster Ready Fund Round 2	\$150k	FY25	FY25-FY26	Flood Model
Disaster Ready Fund Round 2	\$424k	FY25	FY25-FY28	Upper Brown Hill Creek Millswood Design

Note 25. Related parties

Key management personnel

Disclosures relating to key management personnel are set out in note 21.

There were no transactions with related parties during the current and previous financial year.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members. There were no transactions with other related parties for the year ending 30 June 2025 (2024: Nil).

Note 26. Statutory Information

The registered office and principal place of business of the Board is:
Brown Hill & Keswick Creeks Stormwater Board
PO Box 124 Unley SA 5061

Note 27. Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the Board's operations, the results of those operations, or the Board's state of affairs in future financial years.

Brown Hill & Keswick Creeks Stormwater Board
Notes to the financial statements
As at 30 June 2025


Note 28. Reconciliation of net surplus to net cash used in operating activities

	2025	2024
	\$	\$
Net surplus for the year	8,785,436	9,746,940
Adjustments for:		
Depreciation and amortisation	275,515	170,371
Capital funding / grants	(9,792,269)	(9,703,874)
Net loss on disposal of non-current assets	1,175,084	(2,380,234)
Change in operating assets and liabilities:		
Increase in trade and other receivables	(1,066,603)	(506,390)
Decrease in accrued revenue	20,750	12,594
Increase in prepayments	(2,229)	(942)
Increase in employee benefits	11,583	2,801
(Decrease)/ increase in trade and other payables (excluding income in advance relating to capital grants)	(875,281)	2,040,897
Net cash used in operating activities	<u>(1,468,014)</u>	<u>(617,837)</u>


Brown Hill & Keswick Creeks Stormwater Board
Certification of auditor independence
As at 30 June 2025

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of Brown Hill and Keswick Creeks Stormwater Board for the year ended 30 June 2025, the Board's Auditor, Dean Newbery has maintained its independence in accordance with the requirements of the Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.


Judith Choate (Sep 24, 2025 15:10:40 GMT+9.5)

Judith Choate
Board Member
_____September 2025
Sep 24, 2025


G. T. Vogt (Sep 24, 2025 20:09:54 GMT+9.5)

Geoff Vogt
Board Member
_____September 2025
Sep 24, 2025

Brown Hill and Keswick Creeks Stormwater Board

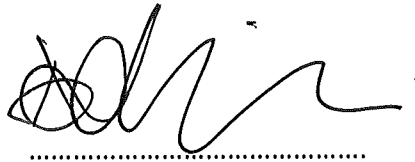
Certification of Auditor Independence

for the year ended 30 June 2025

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Brown Hill and Keswick Creeks Stormwater Board for the year ended 30 June 2025, the Board's Auditor, Dean Newbery, has maintained its independence in accordance with requirements of the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

Angelo Catinari
CEO, City of West Torrens

A handwritten signature in black ink, appearing to be 'AC', written over a dotted line.

Date 14 / 08 /2025

Brown Hill and Keswick Creeks Stormwater Board

Certification of Auditor Independence

for the year ended 30 June 2025

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Brown Hill and Keswick Creeks Stormwater Board for the year ended 30 June 2025, the Board's Auditor, Dean Newbery, has maintained its independence in accordance with requirements of the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

Peter Tsokas
CEO, City of Unley


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Date

13 / 08 / 2025

Brown Hill and Keswick Creeks Stormwater Board

Certification of Auditor Independence

for the year ended 30 June 2025

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Brown Hill and Keswick Creeks Stormwater Board for the year ended 30 June 2025, the Board's Auditor, Dean Newbery, has maintained its independence in accordance with requirements of the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

A handwritten signature in black ink, appearing to read 'M Pears'.

Matt Pears

CEO

City of Mitcham

Date: 27/08/2025

Brown Hill and Keswick Creeks Stormwater Board

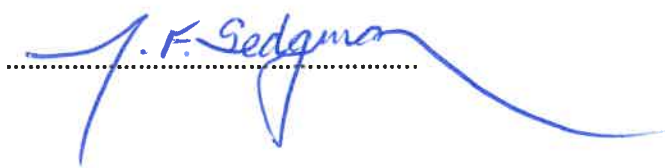
Certification of Auditor Independence

for the year ended 30 June 2025

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Brown Hill and Keswick Creeks Stormwater Board for the year ended 30 June 2025, the Board's Auditor, Dean Newbery, has maintained its independence in accordance with requirements of the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

Michael Sedgman
CEO, City of Adelaide



Date: 26 / 09 / 2025

OFFICIAL

Brown Hill and Keswick Creeks Stormwater Board

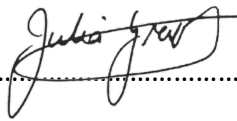
Certification of Auditor Independence

for the year ended 30 June 2025

To the best of our knowledge and belief, we confirm that, for the purpose of the audit of the Brown Hill and Keswick Creeks Stormwater Board for the year ended 30 June 2025, the Board's Auditor, Dean Newbery, has maintained its independence in accordance with requirements of the Local Government (Financial Management) Regulations 2011 made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22(3) Local Government (Financial Management) Regulations 2011.

Julia Grant
CEO, City of Burnside


.....

Date

19/08/2025

HEAD OFFICE

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North Adelaide SA 5006

PO Box 755
North Adelaide SA 5006

T: (08) 8267 4777
www.deannewbery.com.au

Dean Newbery
ABN: 48 007 865 081

Certification of Auditor's Independence

I confirm that, for the audit of the financial statements of the Brown Hill & Keswick Creeks Stormwater Board for the year ended 30 June 2025, I have maintained my independence in accordance with the requirements of APES 110 – Code of Ethics for Professional Accountants, Part 4A, published by the Accounting Professional and Ethical Standards Board, in accordance with the *Local Government Act 1999 and the Local Government (Financial Management) Regulations 2011* made under that Act.

This statement is prepared in accordance with the requirements of Regulation 22 (5) *Local Government (Financial Management) Regulations 2011*.



SAMANTHA CRETEN

Director

DEAN NEWBERY

26 September 2025

Independent Auditor's Report

To the members of the Brown Hill & Keswick Creeks Stormwater Board

Opinion

We have audited the accompanying financial report of the Brown Hill & Keswick Creeks Stormwater Board (the Authority), which comprises the statement of financial position as at 30 June 2025, statement of comprehensive income, statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the Certification of the Financial Statements.

In our opinion, the financial report presents fairly, in all material aspects, the financial position of the Authority as at 30 June 2025, and its financial performance and its cash flows for the year then ended in accordance with the *Local Government Act 1999* and the *Local Government (Financial Management) Regulation 2011* and the Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Authority in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants (Including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Authority's Responsibility for the Financial Report

The Authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations), the *Local Government Act 1999* and the *Local Government (Financial Management) Regulations 2011* and for such internal control as the Authority determines is necessary to enable the preparation of the financial report to be free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Authority is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Authority either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Authority.
- Conclude on the appropriateness of the Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

DEAN NEWBERY



SAMANTHA CRETEN
Director

29 September 2025

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2025/26 Long Term Financial Plan update - Draft for Public Consultation

Friday, 17 October 2025

Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:

Natalie Johnston, Associate

Director Finance & Procurement

Public

Approving Officer:

Anthony Spartalis, Chief

Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to present the Draft 2025/26 - 2034/35 Long Term Financial Plan (LTFP) for Audit and Risk Committee feedback as part of the LTFP consultation process.

The *Local Government Act 1999* (SA) (Act) requires that a council must develop and adopt a Long Term Financial Plan (LTFP), for a period of at least 10 years (s122 (1a) (a)) which is reviewed annually (S122 (4) (a)).

The LTFP's guiding assumptions have been discussed in the Audit and Risk Committee through a workshop at its 15 August 2025 meeting.

This LTFP takes account of the 2025/26 adopted Business Plan and Budget (BP&B) as the base for its projections, building upon the work undertaken for the Asset Management Plans, and City of Adelaide Strategic Plan 2024-2028. It has been developed with regard to Council's adopted financial principles, Council decisions and the best available economic information. It is therefore a tool to guide decision-making in relation to future financial sustainability.

The Draft LTFP includes:

- A base operating surplus position over the life of the plan.
- All Key Financial Indicators are within target ranges except for cashflows from operations between 2030/31 – 2032/33 due to an outlay on significant renewals.
- A gradual return of the Asset Renewal Funding Ratio (ARFR) over 8 years to achieve 100% from 2031/32 onwards.
- Continuation of the Asset Renewal Repair Fund (ARRF) to fund the annual increase of \$14.9 million from 2025/26 associated with the recently adopted Asset Management Plans (AMPs).
- AMPs are funded through operating revenue but in recognition of the need to balance the community's capacity to pay while ensuring community expectations are met, this LTFP assumes the use of short term borrowings to fund the ARRF.
- Significant renewals are required in the mid-long term of the LTFP in accordance with our AMPs. These assets by nature are intergenerational, and as such it is intended to fund them from borrowings and continue to advocate for external funding contributions (the previous LTFP assumed unsecured external funding of \$42 million).

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Notes Audit and Risk Committee feedback on the Draft 2025/2026 – 2034/35 Long Term Financial Plan document set out in **Attachment A** to Item 4.2 on the Agenda for the meeting of the Audit and Risk Committee on 17 October 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation The Long Term Financial Plan is one of the City of Adelaide's legislatively required Strategic Management Plans. It is a fundamental part of responsible management and reporting of City finances, and underpins the City's financial sustainability.
Policy	The Draft 2025/26 to 2034/35 Long Term Financial Plan has been prepared in accordance with the 2025/26 Business Plan and Budget and endorsed Financial Policies.
Consultation	A public consultation on the Draft 2025/26 to 2034/35 Long Term Financial Plan will open at 9.00am on Wednesday 15 October and close 11.59pm Tuesday 4 November 2025.
Resource	The 2025/26 BP&B and Draft 2025/26 to 2034/35 Long Term Financial Plan identifies how Council's resources will be allocated in meeting the 2025/26 deliverables and objectives of the Strategic Plan.
Risk / Legal / Legislative	Development of a Long Term Financial Plan is a requirement of the <i>Local Government Act 1999</i> (SA).
Opportunities	Public consultation is a key part of the LTFP providing the community with an opportunity to provide feedback on the draft. Community members can provide feedback on issues that affect them with the commitment of Council to provide pathways for their input.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 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
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

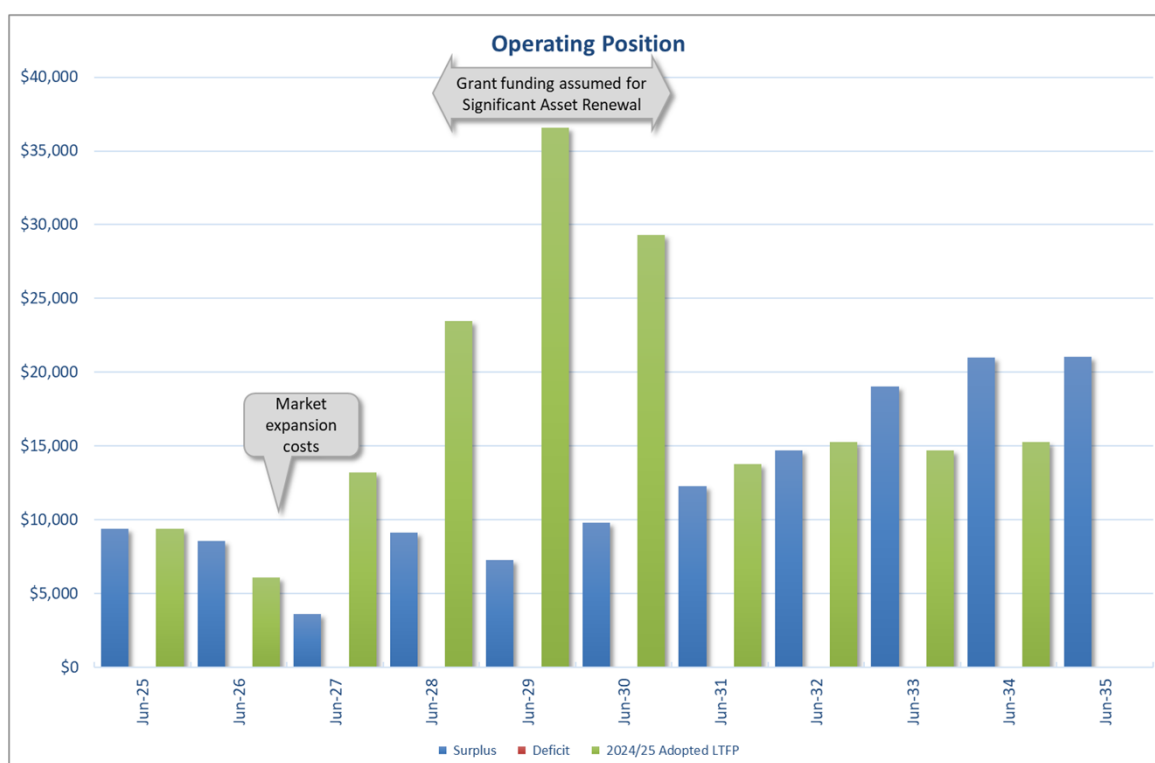
1. The *Local Government Act 1999* (SA) (Act) requires that a council must develop and adopt a Long Term Financial Plan (LTFP), for a period of at least 10 years (s122 (1a) (a)) which is reviewed on an annual basis (S122 (4) (a)).
2. Following the Local Government Reform the LTFP must be provided to the designated authority on or before 30 September in the relevant financial year. Council was reviewed by the Essential Services Commission of SA (ESCOSA) in 2024/25, which for the purposes of the LTFP is the designated authority.
3. As a result of the Central Ward Supplementary Election, the development of the 2025/26 LTFP was delayed to ensure the incoming Councillors were able to provide input into the LTFP.
4. The LTFP forms part of Council's suite of Strategic Management Plans (SMPs), along with the City of Adelaide Strategic Plan 2024-2028 (Strategic Plan), Asset Management Plans (AMPs) and City Plan 2036, which must be adopted within two years of being elected.
5. The Act requires a Council's SMPs to address:
 - 5.1. The sustainability of the Council's financial performance and position
 - 5.2. The maintenance, replacement or development needs for infrastructure within its area, and
 - 5.3. Identification of any anticipated or predicted changes that will have a significant effect upon the costs of the Council's activities/operations.
6. S122 (4a) (a) also requires an annual report from the Chief Executive Officer on the sustainability of the council's long-term financial performance and position. This will be provided with the final LTFP for adoption.
7. At its 10 June 2025 meeting, Council resolved that the LTFP be presented to Council by the end of October 2025 as part of the approval of the Chief Executive Officer's Draft KPIs.
8. At the Council meeting dated 25 June 2025, Council adopted the 2025/26 Business Plan and Budget.
9. This LTFP takes account of the 2025/26 adopted BP&B as the base for its projections and builds upon the work undertaken for the annual Business Plan and Budget, Strategic Plan and AMPs. It has been developed with regard to Council's adopted financial principles, Council decisions and the best available economic information and is a tool to guide decision-making in relation to future financial sustainability.
10. The 2025/26 to 2034/35 LTFP is modelled on certain trends and assumptions, particularly:
 - 10.1. The LTFP assumes rate revenue increases in line with the Consumer Price Index (CPI), combined with growth of 1% associated with new rateable properties.
 - 10.2. Most expenses are escalated by CPI.
 - 10.3. CPI, which is forecast by various bodies, is the preferred escalator over Local Government Pricing Index (LGPI), which is a lag indicator.
 - 10.4. Current assumptions for CPI are based on SA Centre for Economic Studies forecasts, June 2025.
 - 10.5. Enterprise Agreements are used as the basis for salaries and wages increases, noting the differing timeframes associated with each agreement, with CPI used beyond agreement expiries.
 - 10.6. Interest rates are sourced from Reserve Bank of Australia Bond data – updated quarterly.
 - 10.7. Capital renewal expenditure reflects activity programmed within the AMPs, with a transition to 100% Asset Renewal Funding Ratio over an eight year period.
 - 10.8. Capital enhancements (new and upgrade) reflect Council's current commitment to deliver on Mainstreet Upgrades over the current term. The remaining funding outside of existing council decisions remains consistent with the 2024/25 LTFP.
 - 10.9. Significant asset renewals contemplated in the LTFP include the Adelaide Bridge, and Torrens Weir structure and Rundle UPark which have been updated to rehabilitate the assets to extend the useful lives (previous LTFP assumed full replacement of the Adelaide Bridge and Torrens Weir).

Statement of Comprehensive Income

11. The current and following ten years Statement of Comprehensive Income is included in **Attachment A**. The Operating Surplus/(Deficit) for the next four years are summarised below:

Statement of Comprehensive Income				
\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan
Income				
Rates Revenues	154,908	164,079	174,823	181,556
Statutory Charges	17,809	18,254	18,710	19,178
User Charges	70,309	72,067	73,869	75,716
Grants, Subsidies and Contributions	4,896	4,349	4,458	4,569
Investment Income	171	175	179	184
Reimbursements	181	186	190	195
Other Income	694	712	729	748
Total Income	248,969	259,822	272,959	282,146
Expenses				
Employee Costs	90,792	94,142	96,496	98,908
Materials, Contracts & Other Expenses	84,413	90,941	93,203	95,918
Depreciation, Amortisation & Impairment	64,506	67,999	69,610	72,661
Interest Cost on borrowings	-	734	2,120	4,951
Finance costs - ROU Assets	717	2,422	2,422	2,422
Total Expenses	240,428	256,239	263,851	274,860
Operating Surplus / (Deficit)	8,541	3,583	9,108	7,285

12. The projected operating result for 2025/26 is a surplus of \$8.541 million, an increase of \$2.471million compared to the 2024/25 adopted LTFP projections for the same period.



- 12.1. The surpluses across the LTFP reflect a robust statement of financial sustainability derived from a positive underlying structural budget, which has been achieved through sound financial management and improved efficiency and performance in the provision of all services and asset management plans.
- 12.2. The underlying increases in rates and fee revenue are above the percentage increase in key operational costs, contributing to growth in surpluses.
- 12.3. Three key operational impacts affect the operating position throughout the life of the LTFP, namely:
 - 12.3.1. The assumptions surrounding preparedness for the Adelaide Central Market Authority expansion resulting in a reduced operating position in 2026/27.
 - 12.3.2. Returning revenue from re-opening of the redeveloped Central Market Arcade during 2026/27
 - 12.3.3. Depreciation and interest costs associated with borrowings as Council continue to invest in new and upgraded projects (to meet the emerging needs of the community).

Statement of Financial Position

13. The Statement of Financial Position is included in **Attachment A**.
14. Net Council assets are forecast to increase from \$2.028 billion at June 2026 to \$2.180 billion in June 2035.

Statement of Cash Flows

15. The Statement of Cash Flows is included in **Attachment A**. The next four years are summarised below:

Statement of Cash flows				
\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan
Cash Flows from Operating Activities				
<u>Receipts</u>				
Operating Receipts	247,861	258,914	271,860	281,377
<u>Payments</u>				
Finance Payments	(2,913)	(734)	(2,120)	(4,951)
Operating Payments to Suppliers and Employees	(171,901)	(183,689)	(189,495)	(194,956)
Net Cash provided by (or used in) Operating Activities	73,047	74,491	80,245	81,471
Cash Flows from Investing Activities				
<u>Receipts</u>				
Amounts Received Specifically for New/Upgraded Assets	8,018	2,631	4,669	-
Proceeds from Surplus Assets	18,500	-	-	-
Sale of Replaced Assets	500	500	500	500
<u>Payments</u>				
Expenditure on Renewal/Replacement of Assets	(67,937)	(70,940)	(72,165)	(74,657)
Expenditure on New/Upgraded Assets	(46,041)	(34,553)	(37,123)	(5,104)
Net Purchase of Investment Securities	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	(320)	(999)	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(87,280)	(103,361)	(104,440)	(79,582)
Cash Flows from Financing Activities				
<u>Receipts</u>				
Proceeds from Borrowings	19,335	34,094	28,715	2,629
<u>Payments</u>				
Repayment from Borrowings	-	-	-	-
Repayment of Lease Liabilities	(5,102)	(5,224)	(4,521)	(4,518)
Net Cash provided by (or used in) Financing Activities	14,233	28,870	24,195	(1,889)
Net Increase (Decrease) in Cash Held	-	-	-	-
plus: Cash & Cash Equivalents at beginning of period	800	800	800	800
Cash & Cash Equivalents at end of period	800	800	800	800

15.1. Of note are the Proceeds from Sale of Surplus Assets, allocated to the Future Fund and offsetting the need to draw the full debt required to fund new and upgraded projects.

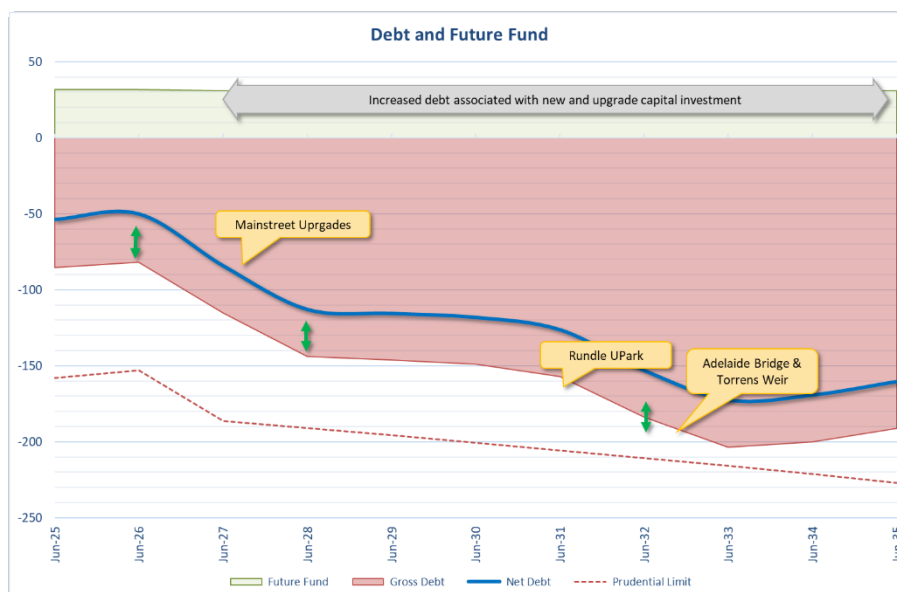
15.1.1. Note however that when funds in the Future Fund are required to invest in future projects, borrowing levels will reflect the level of debt that would have been carried by Council had it not been offset by the Future Fund.

16. The cash flow from operations is positive over the life of the LTFP, indicating that Council operations will generate enough cashflow to cover ongoing expenses and support the funding of asset replacement over time, noting however that borrowings may be required to fund significant renewal projects - the Torrens Weir, Adelaide Bridge and Rundle UPark.
17. Given the investment preferences of the Council and the commitment to Mainstreet Upgrades over the next four years (new and upgraded projects), it is appropriate to focus on the balance of borrowings rather than the cash balance.
18. The net funding requirement at the end of 2025/26 as contained within the Uniform Presentation of Finances in **Attachment A** is \$19.355 million, increasing our forecast borrowings to \$50.074 million.
19. The 2024/25 LTFP forecast borrowings of \$94.834 million as at 30 June 2026, with the revised LTFP presenting an improvement of \$44.760 million. The movement is summarised below:

Borrowings Reconciliation	2024/25 Adopted Budget (\$000's)	2024/25 Q3 Budget (\$000's)	Movement (\$000's)
Opening Cash/(borrowings) - Reconciliation provided via E-News (26/8/24)	(23,593)	1,635	25,228
Operating Surplus	9,367	9,367	-
Net outlays on Renewal of Assets	1,335	(4,812)	(6,147)
Net outlays on New and Upgraded Assets	(32,283)	(50,840)	(18,557)
Receipt of Long term lease extension payment	-	16,400	16,400
Cash payment for rental properties	(4,989)	-	4,989
Movemnet in Net Payables and Receivables	(3,514)	(2,489)	1,025
Forecast Borrowings as at 30 June 2025	(53,677)	(30,739)	22,938

Borrowings Reconciliation	2025/26 Adopted LTFP (\$000's)	2025/26 Adopted Budget (\$000's)	Movement (\$000's)
Opening Cash/(borrowings)	(53,677)	(30,739)	22,938
Operating Surplus	6,070	8,541	2,471
Net outlays on Renewal of Assets	(2,975)	(2,931)	44
Net outlays on New and Upgraded Assets	(39,119)	(19,843)	19,276
Movemnet in Net Payables and Receivables	(5,133)	(5,102)	31
Forecast Borrowings as at 30 June 2026	(94,834)	(50,074)	44,760

20. A chart of the net funding position showing the gross debt, future fund and net debt ("offset balance") over the LTFP is shown below.



21. Borrowings are steadily increasing in subsequent years principally due to utilising borrowings to fund the new and upgraded capital program (noting that Council uses operating revenue to fund the renewal capital program).
22. Also note the increase in borrowings in years 6 to 8 where it is assumed that Council will fund the renewal costs associated with the Adelaide Bridge, Torrens Weir and Rundle UPark. Given the size of these significant renewals, the LTFP proposes funding them using borrowings to avoid large rate or other revenue increases to fund the works.
23. The LTFP also assumes transitioning from a 92.5% (2024/25) Asset Renewal Funding Ratio (ARFR) to 100% over eight years. This results in less operating revenue required to offset debt payments, contributing to an overall increase in the net funding position.

Capital Investment

24. The Asset Renewal Funding Ratio is shown in **Attachment A**. An ARFR of 100% is forecast to be achieved from 2031/32 onwards, ensuring that assets are being replaced at the same rate as they are wearing out, supporting Council's long term financial sustainability.
25. The adopted 2024/25 LTFP assumed forward allocation of \$23.2 million on new and upgraded assets to balance the delivery of infrastructure within prudential borrowing limits. The revised LTFP maintains this forward allocation at the same level.
26. The Essential Services Commission SA (ESCOSA) Advice to Local Government provided in 2024/25 reported that Council has no 'financial cushion' for periods within the 2024/25 LTFP, with Council borrowing to its prudential borrowing limit. The revised LTFP projects that Council will operate within its prudential borrowing limit across the 10-years, including any spend associated with the Future Fund.

Sensitivity Analysis

27. In order to test the LTFP assumptions, sensitivity analyses have been undertaken. Only those with material impacts have been included, noting the sensitivities related to CPI and interest rate variations are immaterial in relative terms.
28. Asset Renewal Funding Ratio (ARFR)
 - 28.1. The draft 2025/26 LTFP assumes a transition to 100% ARFR over eight years, primarily to reduce the short term impact on rate payers of the increased funding required through the recently adopted AMPs. The following analysis compares the ARFR transition over eight years against funding 100% in 2026/27, showing the relative impact on rates revenue. The impact of increasing the ARFR to 100% in 1 year is a 2.8% increase to rates revenue above CPI.

Renewal Impact on Rate Revenue	2026-27		2027-28		2028-29		2029-30		2030-31		2031-32		Total Increase	
\$000's	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
ARFR Transition over 1 year	4,096	0	-	-	-	-	-	-	-	-	-	-	4,096	2.76%
ARFR Transition over 8 years	705	0.5%	704	0.4%	704	0.4%	705	0.4%	704	0.4%	1,058	0.6%	4,581	2.70%
Variance	3,391	2.3%	(704)	(0.4%)	(704)	(0.4%)	(705)	(0.4%)	(704)	(0.4%)	(1,058)	(0.6%)	(485)	0.06%

29. Significant Renewals
 - 29.1. The LTFP reflects significant renewals required in accordance with our AMPs in the mid-long term. These assets by nature are intergenerational, and as such, it is intended to fund them through borrowings. This will eliminate the burden on existing rate payers, and smooth the cost over those who will benefit from the assets.
 - 29.2. The 2024/25 LTFP assumed the significant renewals are funded through external contributions, in addition to borrowings. Based on the current investigations undertaken on these assets, the assumptions in the draft 2025/26 LTFP have reduced the funding requirement and removed the unsecured external grant contributions.
 - 29.3. If external funding is secured to renew these significant assets, either a reduction in borrowings will occur, and / or additional funding will be available for new and upgraded assets.
30. Mainstreet Upgrades
 - 30.1. In the 2023/24 Budget, Council committed to funding the delivery of five Mainstreet upgrades in the current term of Council. The LTFP allocation is \$62.6 million for new and upgraded assets, limiting the funding available to deliver on other new and upgraded non-Mainstreets projects.
 - 30.2. The option to defer the delivery of these upgrades to one Mainstreet at a time is available, while planning and designing the next upgrade as the current upgrade is delivered. This will provide capacity to deliver other priorities in Council's adopted strategies, including the Strategic Plan and Integrated Climate Strategy.

\$000's	Previous Year's Budget	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	Total 10 years
Current Mainstreet Allocation												
Hindley Street Upgrade	460	480	6,640	6,640	-	-	-	-	-	-	-	14,220
Gouger Street Upgrade	126	2,209	9,001	3,164	-	-	-	-	-	-	-	14,500
O'Connell Street Upgrade	1,000	612	4,135	9,203	-	-	-	-	-	-	-	14,950
Melbourne Street Upgrade	100	1,850	1,683	2,867	-	-	-	-	-	-	-	6,500
Hutt Street Upgrade	(29)	465	4,330	7,684	-	-	-	-	-	-	-	12,450
Total Current Mainstreet Allocation	1,657	5,616	25,789	29,558	-	-	-	-	-	-	-	62,620
Deferral Option												
Hindley Street Upgrade	460	-	-	480	6,640	6,640	-	-	-	-	-	14,220
Gouger Street Upgrade	126	-	-	-	2,209	9,001	3,164	-	-	-	-	14,500
O'Connell Street Upgrade	1,000	-	-	-	-	-	612	4,135	9,203	-	-	14,950
Melbourne Street Upgrade	100	-	-	-	-	-	-	-	1,850	1,683	2,867	6,500
Hutt Street Upgrade	(29)	465	4,330	7,684	-	-	-	-	-	-	-	12,450
Total Deferral Option		465	4,330	8,164	8,849	15,641	3,776	4,135	11,053	1,683	2,867	62,620
Variance		5,151	21,459	21,394	(8,849)	(15,641)	(3,776)	(4,135)	(11,053)	(1,683)	(2,867)	-

31. Upgrade to Park Lands Buildings

- 31.1. During the 2024/25 BP&B process, Council made a commitment to invest 1.5% of Rates Revenue to Upgrade buildings within the Park Lands, equating to \$25.5 million in today's dollars from years 2-10 of the LTFP.
- 31.2. Council, in endorsing the LTFP for consultation, amended the commitment to include Renewal of the buildings contained within the AMPs within the 1.5% of Rates Revenue.
- 31.3. Table below compares a 1.5% of Rates Revenue against a 1.0% of Rates Revenue over the same period.

Upgrade to Park Land Buildings Impact on Rate Revenue	2026-27		2027-28		2028-29		2029-30		2030-31		2031-32		2032-33		2033-34		2034-35		Total Increase	
\$000's	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
1.5% Rates Revenue	2,361	1.5%	2,520	1.5%	2,619	1.5%	2,721	1.5%	2,827	1.5%	2,942	1.5%	3,045	1.5%	3,151	1.5%	3,262	1.5%	25,447	13.50%
1.0% Rates Revenue	1,574	1.0%	1,680	1.0%	1,746	1.0%	1,814	1.0%	1,885	1.0%	1,961	1.0%	2,030	1.0%	2,101	1.0%	2,174	1.0%	16,965	9.00%
Variance	787	0.5%	840	0.5%	873	0.5%	907	0.5%	942	0.5%	981	0.5%	1,015	0.5%	1,050	0.5%	1,087	0.5%	8,482	4.50%

Financial Indicators

32. The key financial indicators (KFIs) required to be reported by councils are the:
 - 32.1. Operating Surplus Ratio
 - 32.2. Net Financial Liabilities Ratio
 - 32.3. Asset Renewal Funding Ratio (ARFR)
33. In addition to the required KFIs, Council has adopted additional KFIs to measure its long term sustainability. These are the:
 - 33.1. Asset Test Ratio
 - 33.2. Interest Expense Ratio
 - 33.3. Leverage Test Ratio
 - 33.4. Cashflow from Operations Ratio
34. The KFIs shown in Attachment A demonstrate an improving financial position in the short term and maintaining a sustainable financial position in key components throughout the 10 year period of the plan. However, the following should be noted:
 - 34.1. The Operating Surplus Ratio fluctuates in the short term as a result of the Central Market Arcade Redevelopment. Over the mid-long term, the ratio steadily improves.
 - 34.2. Increased borrowings from continued investment in the City increases the Net Financial Liabilities and Asset Test Ratio indicators from 2031/32. In the 2024/25 LTFP, the Prudential Borrowing Limit was reached in the same year. This suggested that the investment in new and upgraded capital could not be sustained without changes in other parts of the LTFP (for example, additional assistance to fund the significant renewal projects). The draft 2025/26 LTFP has seen a significant improvement, with both ratios maintained within the target limits.
 - 34.3. The ARFR is transitioning to 100% over eight years, achieving 100% from 2031/32 onwards.

34.4. Cash Flow from Operations are negatively impacted by the funding of significant renewal projects – the Adelaide Bridge, Torrens Weir and Rundle UPark from 2030/31.

35. The next four years are summarised below:

Financial Indicator	Explanation	Target	2025-26	2026-27	2027-28	2028-29
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	3.4%	1.4%	3.3%	2.6%
Net Financial Liabilities	Financial liabilities and a percentage of operating income	Less than 80%	35%	49%	57%	57%
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	94%	95%	96%	97%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	16%	23%	30%	30%
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	1.5%	2.8%	3.3%	4.0%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.3	0.5	0.7	0.6
Cash Flow fom Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	102%	102%	103%	103%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Prudential Limit \$m	152.9	186.2	190.9	195.6
		Borrowings \$m	50.1	84.2	112.9	115.5
		%	33%	45%	59%	59%
Operating Position	Operating Income less Expenditure	\$2m - \$10m	8.5	3.6	9.1	7.3
Future Fund	Proceeds from the sale of Council assets to fund new income generating assets or new strategic capital projects	N/A	31.8	30.9	30.9	30.9

Consultation Process

36. Council will comply with section 122(6) of the Act to facilitate residents, ratepayers, businesses and other key stakeholders' feedback for Strategic Management Plans and "... adopt a process or processes to ensure that members of the public are given a reasonable opportunity to be involved in the development and review of its strategic management plans."
37. The current City of Adelaide Community Consultation Policy specifies a six week consultation period for Strategic Management Plan documents (including the LTFP). However in this case a 21 day period is recommended by Administration because of the extensive consultation which has already occurred.
38. The community has been recently and extensively consulted on the 2025/26 Business Plan and Budget, and the critical long-horizon documents underpinning the LTFP – specifically six AMPs during late 2023 and early 2024, and the Strategic Plan.
39. A 21 day consultation period satisfies the requirements of section 122 and 50 of the Act.
40. A targeted 21 day period of consultation would allow substantive feedback but avoid the risk of engagement exhaustion with little further additional input.
41. Consultation will focus on our proposed priorities and projects including:
 - 41.1. The rate of return to 100% ARFR
 - 41.2. Confirm community preferences around Mainstreets and Park Lands buildings investments.

42. Consultation will open at 9am Wednesday 15 October 2025 and close at 11.59pm Tuesday 4 November 2025.

Next Steps

43. At its meeting of 18 November 2025, provide for noting to the City Finance and Governance Committee a report that summarises community feedback received through consultation.
44. At its meeting of 18 November 2025, seek City Finance and Governance Committee recommendation for Council approval for the adoption of the LTFP, including any updates incorporated from the consultation, at the 25 November 2025 Council meeting.
45. Update the AMPs to reflect the proposed changes to the Capital Renewal Program represented in the LTFP.

ATTACHMENTS

Attachment A – Draft 2025/26 to 2034/35 LTFP

- END OF REPORT -

LONG TERM FINANCIAL PLAN

2025-2026 TO 2034-2035

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EXECUTIVE SUMMARY

The City of Adelaide's Long Term Financial Plan (LTFP) is a ten year forecast of Council's financial performance and position. The plan is based on Council's current Strategic Plan 2024-2028, and reflects anticipated service levels and social, economic and political indicators. The LTFP is one of Council's Strategic Management Plans and is integral to Council's Strategic Framework and financial planning.

The LTFP assists Council to monitor the City of Adelaide's financial sustainability and Council's ability to deliver services and maintain / upgrade the City's infrastructure fairly and equitably across generations.

This document outlines the context of the LTFP and importance of Council's financial sustainability. It explains the approach to preparing and reviewing the LTFP, key assumptions and risks considered, and the measures used to manage and monitor the Council's longer term financial sustainability.

Council has recently reviewed the LTFP within the context of the 2025/26 Business Plan and Budget (BP&B) process and considered a number of factors identified during the budget development process.

Of particular note is this Council's recognition of our past financial position and the need for continued financial discipline while investing in the city. This is reflected in a projected operating surplus of \$8.541 million and capital investment in excess of \$114 million.

Key outcomes include:

- A base operating surplus position over the life of the plan
- All Key Financial Indicators (KFIs) are within target ranges, except for Cashflow from Operations between 2030/31 – 2032/33, due to the outlay on significant renewals
- The continuation of a gradual return of the Asset Renewal Funding Ratio (ARFR) over eight years to achieve 100% from 2031/32 onwards

- Continuation of the Asset Renewal Repair Fund (ARRF) to fund the annual increase of \$14.9 million associated with the recently adopted Asset Management Plans (AMPs). Whilst AMPs are funded through operating revenue, in recognition of the need to balance the community's capacity to pay while ensuring community expectations are met, this LTFP assumes the use of short term borrowings to fund the ARRF from 2025/26 to 2027/28
- Significant renewals are required in the mid-long term of the LTFP, in accordance with our AMPs. These assets by nature are intergenerational, and as such it is intended to fund them through borrowings and continue to advocate for external funding contributions (the previous LTFP assumed unsecured external funding of \$41.7 million which has now been removed).

The projections indicate that the City of Adelaide is currently financially sustainable and can remain so for the forecast period covered by the 2025/26 to 2034/35 LTFP. In all cases, Council remains within the limits for each key financial indicator, except for the Cashflow from Operations ratio which exceeds the target band resulting from the need to fund Significant Renewals.

The plan highlights matters where Council decisions can impact future financial sustainability. Long term financial sustainability is therefore subject to ongoing decisions and discipline, particularly (but not limited to):

- Ensuring decisions are consistent with Council's adopted financial principles
- Continued growth in revenue, through both rates and commercial activities, at or above the rate of growth in expenses
- Commitment to investment in new and upgrade assets in line with prudential borrowing limits
- Use of the Future Fund for particular projects and initiatives.

STRATEGIC CONTEXT

Under the *Local Government Act 1999* (SA) Council must develop and adopt Strategic Management Plans which identify Council’s objectives, how Council intends to achieve its objectives, how they fit with the objectives of other levels of government, performance measures and estimates of revenue and expense.

The City of Adelaide’s Strategic Management Plans comprise:

- Strategic Plan 2024-2028
- Long Term Financial Plan
- Suite of Asset Management Plans
- City Plan 2036

The LTFP is a ten year forecast of Council’s financial performance and position based on its strategic plans, anticipated service levels and social, economic and political indicators. It provides guidance to support Council decision making and confirms Council’s financial capacity to deliver services, maintain assets and achieve its strategic objectives in a financially sustainable manner.

The LTFP is an integral part of Council’s Strategic and Corporate Planning Approach. It is built upon the 2025/26 Business Plan and Budget, the City of Adelaide’s Strategic Plan 2024-2028 and Asset Management Plans.

The LTFP is updated annually to reflect the latest available information using the latest Business Plan and Budget as its base. Key outputs include a comprehensive set of financial indicators and forecast financial statements in accordance with legislative requirements.



City of Adelaide Strategic and Corporate Planning Approach

STATEMENT ON FINANCIAL SUSTAINABILITY

Financial Sustainability

The Australian Local Government Association's adopted definition of financial sustainability is as follows:

"A council's long-term financial performance and position is sustainable where planned long-term service infrastructure levels and standards are met without unplanned increases in rates or disruptive cuts to services."

It is based on the principles that:

- The current generation are able to "pay their way" by funding the services and infrastructure they utilise
- Investments in new infrastructure and assets funded through borrowings will not over burden future generations.

Financial Sustainability is monitored with reference to three key ratios:

- **Operating Surplus Ratio** which monitors the affordability of Council's services relative to its operational income
- **Net Financial Liabilities Ratio** which monitors the affordability of Council's borrowings and commitments relative to its operational income
- **Asset Renewal Funding Ratio** which monitors the rate at which Council is renewing its assets relative to its use of the assets.¹

In addition to these core ratios, Council has a suite of other ratios it uses to monitor its performance and sustainability.

The role and purpose of each ratio is discussed in detail in a later section.

Financial Principles and Finance Strategy

Council has adopted a set of financial principles to assist with future decision-making to support our long term financial sustainability. These principles seek to ensure an equitable approach to rating, fees and charges that match the cost of related Council services, a prudent approach to the use of borrowings and proceeds from the sale of assets, and sustainable investment in our infrastructure and delivery of services.

The financial principles guiding the LTFP include:

- Transparency in decision making.
- Adopting an approach to rates, fees and charges that is fair and equitable.
- Reflecting the community's service delivery needs.
- Continuing delivery of at least a minimum of the current suite of services and asset maintenance, indexed in line with Consumer Price Index (CPI).
- Adopting fees and charges that reflect the cost of services provided.
- Maintaining the current rating system.
- Maintaining an operating surplus.
- Capitalising on external funding, fast-tracking projects that attract such funding, and recognising the potential need for increased borrowings in order to respond to external funding opportunities which require matched funding.
- Considering new and different revenue streams and the approach to Council's commercial businesses to reduce reliance on existing revenue sources.
- Adjusting rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings.

- Funding new or enhanced services, assets or maintenance that require an increase in operating costs from the adjustment of priorities, rate or other revenues, and/or through savings – *not* from borrowings.
- Basing capital renewal expenditure on asset management plans and prioritised based on audit condition and risk.
- Provisioning a future fund from proceeds of underperforming asset divestment, to invest in future revenue-generating assets.
- Considering the disposal, purchase and/ or repurposing of property assets to unlock the potential and future prosperity of the City, without incurring a financial loss.
- Using borrowings to fund new and upgrade projects (including major projects) and *not* to fund operations, expenses or renewal projects
- Using short term borrowings to fund the Asset Renewal Repair fund to ensure the increased spending required through recently revised Asset Management Plans is spread over a longer period, balancing community expectation and its capacity to pay, repaid through temporary sustainable rate rises over a fixed period.
- Generating a cash flow from operations ratio greater than 100%, whereby adequate cash is generated from operations to fund asset replacement over time, and to service principal and interest from associated new debt associated with new and upgraded assets.

Context for Budget Repair

The 2025/26 BP&B focuses on continuing to repair our budget. Historical financial pressures impacted our ability to renew assets, upgrade infrastructure and provide core community services.

Council, like other entities and households, has experienced significant increases in expenses and expenditure associated with inflation and the highest CPI levels experienced in recent times.

In 2024, Council adopted six Infrastructure and Asset Management Plans (IAMPs) which, on average, require an annual increase in funding of

\$14.9 million per annum (in today's dollars) compared to the previous AMPs. In line with Council's financial principles and local government goal practices, the AMPs are funded through operating revenue.

Property Strategy

Sale proceeds of assets identified through the Property Strategy have been used to establish a Future Fund, enabling Council to fund the future purchase of income generating assets and to invest in strategic capital projects.

This strategy outlines a detailed assessment approach for future property investigations, grouped into the following categories:

- Redevelopment or re-purposing of assets to improve public value and to support income generating and City shaping initiatives.
- Sale of non-performing assets which provide limited strategic, community and commercial value.
- Retention of property assets where no action is currently required.

Future Fund and Investment Policy

In 2021/22, Council endorsed the Future Fund and Investment Policy and separated out the Future Fund from the Treasury Policy. This clarified policy intent for Future Fund operation, defining how the Fund would be used for investment, and the factors to be considered for sound decision making.

Requests to use funds from the Future Fund require a business case clearly demonstrating that the financial return to Council outweighs the present value of future financing costs. Council approval is required for all requests to use these funds.

The balance of the Future Fund at the end of the 2025/26 financial year is forecast to be approximately \$31.8 million, accumulated from proceeds of non-performing assets sold in line with the Strategic Property Review, and Future Fund and Investment Policy. This figure is subject to any transactions yet to be identified and subsequently approved by Council.

BASIS OF PREPARATION

This document presents the LTFP for the years 2025/26 to 2034/35. The basis of the LTFP is the 2025/26 Business Plan and Budget adopted by Council, the Strategic Plan 2024-2028, and Asset Management Plan projections for new, upgraded and renewed assets for 2024/25 to 2033/34.

The LTFP is a projective report developed and adopted in consultation with Council each year, based on known information at a point in time. As such the review process of the LTFP is iterative and can change as new or updated information is presents.

In projecting forward performance, the LTFP considers:

- Council's Strategic Plan and Asset Management Plans (including planned investment in new projects and infrastructure)
- The social, economic and political environment including indicators such as population growth, inflationary growth and interest rates
- Anticipated changes in future service levels that reflect the needs and expectations of the community in accordance with service delivery plans
- Funding and expenditure levers available to Council, including revenue and financing guidelines, such as Council's Rating Policy and Treasury Policy
- Revenue opportunities and cost drivers, including the impact of climate change and other factors on the city
- A rigorous assessment of Council's current financial position and financial sustainability.

KEY ASSUMPTIONS

Assumptions underpinning this LTFP are:

- Rate revenue growth is in line with forecast inflation, in addition to growth from new developments and significant alterations and additions
- Increase in fees and charges is in line with forecast inflation
- Salaries and wages forecasts are based on current enterprise agreements and, upon expiry, the inflation forecast will apply as the assumed increase
- Other revenue and expenditure increases in line with forecast inflation
- Interest rates reflect market expectations
- Capital renewal expenditure is in line with the Asset Management Plans

Further detail regarding these and other assumptions is outlined below.

Forecast Inflation

The South Australian Centre for Economic Studies (SACES) forecasts are the source for the projected Consumer Price Index (CPI) in the 2025/26 BP&B. The LTFP from 2026/27 uses SACES annual forecasts where available, defaulting to the Reserve Bank of Australia midpoint within the target range of 2%-3%. These reputable data sources ensure assumption consistency across the life of the plan, and the SACES state-based projection increases LTFP forecast precision and relevance. Refer to the Key Assumptions (Indices) section.

Rates

The 2025/26 LTFP assumes rate revenue increases (excluding growth) are in line with CPI and can be achieved through a combination of valuations and rate-in-the-dollar adjustments.

Years 2-10 of the LTFP currently assume an annual rates revenue increase of between 3.5%-6.1% through a combination of:

- Growth from new developments and capital improvements of 1.0%
- An uplift in property valuations and/or a change in the rate in the dollar to achieve 2.5% growth in existing rates revenue, in line with the current price index forecast
- An increase of 2.1% over the short term to balance the need to meet the community expectations with their capacity to pay
- An increase of 0.4%-0.6% to fund the gradual increase in the Asset Renewal Funding ratio over eight years.

The application of CPI as a rate of valuation increase is relevant as the annual assessed value is based on income derived from a property and, generally, most property incomes are either indexed each year or increased by a fixed percentage linked to CPI.

Rates income is dependent upon three primary variables:

- The rate in the dollar for residential and non-residential property (set by Council)
- The increase/(decline) in property values, based on annual assessed value
- Growth from new developments and capital improvements.

The 2025/26 annual budget changed the dollar rate to generate the exact level of rate income determined necessary to meet operational requirements. A mass valuation was undertaken across the City and North Adelaide for the 2025/26 financial year, which increased rate revenue by 4.3% (including the growth component). This was then increased to 6.9% by 2.6% through an increase in the rate in the dollar. The increase funded the ARRF 2.2% and ARFR increase 0.4%.

Valuations are heavily reliant on the receipt of information from ratepayers and as such valuations are generally conservative.

These assumptions are monitored as further information on the consumer price index and property valuations becomes available.

Fees and Charges

There are three principal types of fees charged by Council:

- General fees and charges set by statute (via the State Government)
- General fees and charges set by Council (or under delegation)
- Commercial fees and charges set under delegation.

Statutory charges, such as fees associated with services regulated under the *Road Traffic Act 1961*, the *Planning, Development and Infrastructure Act 2016*, the *South Australian Public Health Act 2011*, the *Food Act 2001* and the *Dog & Cat Management Act 1995* reflect dollar increments or percentage increases as specified by the respective authority or body.

Fees and charges set by Council or under delegation are reviewed each year in conjunction with the development of the Business Plan and Budget. The review ensures that the fees:

- Reflect (or move progressively toward) the cost of the services delivered
- Are comparable with market rates, where appropriate
- Take into account benefit derived by users of community facilities
- Are consistent with directions articulated through our existing policies or plans
- Are consistent with our Strategic Financial Parameters.

For the purposes of the LTFP, it is assumed that fees and charges will increase, on average, in line with CPI unless there are specific circumstances that will have a material impact on the quantum of fees and charges, such as changes in property tenancies associated with the Adelaide Central Market Arcade Redevelopment.

Fees for Council's commercial operations, including commercial properties, the UPark car parks and North Adelaide Golf Course, will be subject to

market conditions and commercial considerations on a year by year basis. However, for the LTFP, increases have been aligned to the movement in the price index.

Grants, Subsidies and Contributions

Annual grants, subsidies and contributions are assumed to continue for the duration of the LTFP at current levels, indexed in line with CPI, unless agreements are known to expire or change.

Where grants, subsidies and contributions are for specific projects or related to specific events, they will be recognised in the LTFP in line with the relevant accounting standards.

Employee Costs

Salaries and wages forecasts are based on current and/or expected enterprise agreement outcomes. Increase is assumed for all enterprise agreements in line with agreed enterprise agreements. Where no agreement exists, due to expiry, the increase assumption is based on CPI. Actual increases will be dependent upon future enterprise agreement negotiations, with new agreements reflected in the LTFP upon the completion of negotiations. Increases in the Superannuation Guarantee are consistent with Australian Taxation Office advice.

Contractual Expenditure and Materials (including Utilities)

Expenditure is generally increased by the price index unless there are specific costs of a material value that are known or forecast to vary significantly from the price index (e.g. electricity contract, hard waste levy).

Service Delivery

City of Adelaide is responsible for the delivery of a range of service offerings to its ratepaying community and visitors alike. Council delivers these services through its 17 Programs and three wholly owned subsidiaries (Adelaide Central Market Authority; Adelaide Economic Development Agency; Kadaltilla/Adelaide Park Lands Authority). The LTFP assumes that service delivery remains

unchanged and is delivered at the same, consistent levels assumed in the 2025/26 annual budget. Any changes to service levels are required to be resolved by Council and will impact the LTFP in the future should changes to the service have financial implications.

North Adelaide Golf Course

The State Government has introduced new legislation (*North Adelaide Public Golf Course Act 2025*) which is an Act to facilitate the development of a new North Adelaide Golf Course (NAGC), to provide for its ongoing use as a championship golf course and public facility, and for other purposes. Under this legislation, the assets within the project site, will transfer to the designated Minister at the prescribed handover date.

The assets within the project site are currently under the care and control of Council. The revised LTFP and AMP have removed the renewal of assets related to NAGC and John E Brown Park (Park 27A). The ongoing responsibility of the operations of NAGC are unknown, as such, the operating position assumes the service delivery of the daily operations of the Golf Course will continue over the life of the plan.

Asset Maintenance, Renewal and Upgrade

City of Adelaide is responsible for the management, operation and maintenance of the city's infrastructure, a diverse property portfolio and plant, fleet and equipment.

Asset Management Plans (AMPs), which form part of Council's Strategic Management Plans, are reviewed in detail every four years to identify asset condition and consumption to assist in resource and maintenance planning. Detailed modelling enables Council to optimise maintenance and renewal expenditure to ensure optimal asset lifecycles and sustainability. The ten-year AMPs will also consider new infrastructure needs to meet future community service expectations in a sustainable manner.

Forecast expenditure in the LTFP is presently based on the 2024 AMPs. Asset Renewal costs for the life

of the LTFP are \$702 million (in today's dollars), with the majority of spend allocated to infrastructure of \$605 million and the remainder on corporate or commercial based assets as detailed below.

AMPs are to be funded through operating revenue, and by recognising the need to balance the community's capacity to pay while ensuring community expectation is met, the LTFP represents a gradual return to 100% ARFR over eight years from 2024/25 to 2031/32, primarily as a result of the increased funding required through the recently adopted AMPs.

Whilst the AMPs include all forecast renewal expenditure, there are significant renewals identified within the AMP over the next ten years. This section and the table below exclude them for the purposes of identifying funding pathways to ensure intergenerational equity.

Table 1: Summary of 10-Year Asset Renewal program

10 Year Asset Renewal Program \$'000s	100% AMP Un-indexed	Renewal Program Un-indexed	Renewal Program Indexed
Buildings	109,940	107,301	119,553
Lighting & Electrical	53,045	51,772	57,683
Park Lands & Open Space	27,469	26,810	29,871
Transport	286,707	279,826	311,776
Urban Elements	51,613	50,375	56,126
Water Infrastructure	91,289	89,098	99,271
Total Infrastructure Renewals	620,064	605,182	674,280
Delivery Resources	36,534	35,657	39,729
Plant, Fleet & Equipment Replacement	63,077	61,563	68,593
Total Renewal & Replacement of Assets	719,675	702,403	782,601

Significant Renewals

It is worth noting that mid-long term, the LTFP reflects significant assets that will require renewal in accordance with our AMPs. The current assumption within the LTFP is that Levels of Service will remain the same.

It is also assumed that all significant renewals will be funded 100% by Council.

Adelaide Bridge

The Transportation AMP assumes that the Adelaide Bridge will be renewed on a like-for-like basis with existing load bearing. This once in a generation renewal will place substantial pressure on the

existing ratepayer base. Ongoing structural audits are being undertaken in conjunction with an options analysis to provide more detailed approaches and costs.

For the purposes of the LTFP, it has been updated to assume a rehabilitation of the bridge with an increase to the bridge load limit to 75% of SM1600 load, with Council funding 100% (2024/25 LTFP assumed replacement with existing load bearing, with Council funding 75% of the renewal based on existing grant funding programs available but not yet secured).

This position paves a way forward for continued advocacy with other levels of government to increase the load limit.

Torrens Weir Structure

The Water Infrastructure AMP assumes that the Torrens Weir Structure will be renewed on a like-for-like basis. This once in a generation renewal will place substantial pressure on the existing rate payer base. As such, ongoing structural audits are being undertaken in conjunction with options analysis to provide more detailed information on potential approaches and costs.

For the purposes of the LTFP, it has been updated to assume a rehabilitation of the global weir structure to extend the remaining economic life of the structure by 50 years, with Council funding 100% (2024/25 LTFP assumed like-for-like replacement, with Council funding 33% of the renewal based on existing grant funding programs available but not yet secured).

Rundle UPark

The Building AMP assumes that the UPark will be renewed on a like-for-like basis. The previous term of Council removed the like-for-like renewal from the LTFP on the basis that it would undertake an EOI process to explore joint venture opportunities that would realise the property's development potential, and that the EOI process would consider adaptable reuse opportunities.

Whilst the future of the site is still to be determined,

Council resolved in 2025 to reinstate the renewal of the UPark and associated income and expenditure into the LTFP. The renewal is assumed to be an extension of its useful life, rather than a replacement. A structural condition audit will determine risks, timing and associated costs with extending the useful life of the building, however for the purpose of the LTFP, a \$15 million allocation has been included.

Table 2: Significant Renewals Costs and Timing

2025/26 LTFP - Significant Renewals \$'000s	Financial Year	Un-indexed	Indexed	External Funding	Net Outlay
Adelaide Bridge	2025/26 & 2029/30 - 2032/33	17,502	20,199	-	20,199
Torrens Weir Structure	2025/26-2026/27 & 2029/30 - 2032/33	23,740	27,164	-	27,164
Rundle UPark	2030/31 - 2031/32	15,000	17,063	-	17,063
Total 2025/26 Significant Renewals		56,242	64,425	-	64,425
2024/25 LTFP - Significant Renewals \$'000s	Financial Year	Un-indexed	Indexed	External Funding	Net Outlay
Adelaide Bridge	2027/28 - 2028/29	60,000	65,550	(15,000)	50,550
Torrens Weir Structure	2028/29-2029/30	40,000	44,700	(26,666)	18,034
Rundle UPark	2030/31 - 2031/32	15,000	17,138	-	17,138
Total 2024/25 Significant Renewals		115,000	127,388	(41,666)	85,722
Net LTFP Improvement		58,758	62,963	(41,666)	21,297

Asset Renewal Repair Fund

Council has recognised that maintaining an Asset Renewal Funding Ratio (ARFR) of below 100% for an extended period equates to an underinvestment in its assets and infrastructure. In 2024, the Council updated its AMPs, identifying an increase in funding requirement of \$14.9 million per annum when compared to the previous AMPs and LTFP. This funding shortfall gave rise to the Asset Renewal Repair Fund (ARRF).

The AMPs, in line with adopted principles, are funded through operating revenue. The 2025/26 LTFP continues to recognise the need to balance the community's capacity to pay while ensuring community expectation is met. As a result, Council has resolved to transition to a 100% ARFR over an eight-year period, reaching 100% in 2031/32. In addition, short term borrowings will be used to fund the ARRF, to ensure the increase spend required through the revised Asset Management Plans are smoothed through sustainable rate increases, mitigating the immediate burden that would otherwise be incurred by current ratepayers.

New and Upgraded Assets

New and Upgraded Assets, including property transactions and developments such as Central Market Arcade redevelopment and Mainstreet Upgrades, have been incorporated in the LTFP where a Council decision or commitment to progress the project has been made.

The total spend on identified new and significant upgrades for the life of the LTFP is \$168 million, as detailed below.

The 2024/25 to 2033/34 LTFP adjusted the Capital Program in the outer years to fit within current Prudential Borrowing Limits (after considering all other LTFP components). Any forward commitment is subject to a Business Case approved by Council. This resulted in no "financial cushion" available to Council and was a focus area identified within the Essential Services Commission SA (ESCOSA) Advice to Local Government provided in 2024/25. The 2025/26 LTFP maintains the forward allocation of \$23.2 million, but does not increase the program to create capacity within the current Prudential Borrowing Limits.

During the 2024/25 BP&B process, Council made a commitment to invest 1.5% of Rates Revenue to Upgrade buildings within the Park Lands, equating to \$31.9 million in today's dollars over the life of the LTFP.

Where capital expenditure is in excess of \$4 million (escalated in line with the Prudential Management Policy), prior to commencement, approval is subject to a prudential report being presented and considered by Council to understand the impact on the LTFP.

Depreciation, Amortisation and Impairment

Depreciation is informed by Asset Management Plans and reflects increases in valuations and new asset additions.

Amortisation and impairments are determined by condition audits and revaluations. No specific forward assumptions have been factored into the LTFP but any adjustments will be incorporated into

the base budget and LTFP each year, if and when necessary.

Table 3: New and Significant Upgrade Projects

Projects	Financial Year	\$'000s
Central Market Arcade Redevelopment	2025/26	1,000
Hindley Street Upgrade *	2025/26 - 2027/28	13,760
Gouger Street Upgrade *	2025/26 - 2027/28	14,374
O'Connell Street Upgrade *	2025/26 - 2027/28	13,950
Melbourne Street Upgrade *	2025/26 - 2027/28	6,400
Hutt Street Upgrade *	2025/26 - 2027/28	12,479
Brown Hill Keswick Creek	2025/26 - 2034/35	3,200
Aquatic Centre Community Playing Field	2025/26	5,658
School Safety Implementation Project	2025/26 - 2026/27	955
Franklin Street Pedestrian Crossing	2025/26 - 2026/27	620
Minor Works Building – Security Upgrades	2025/26 - 2027/28	450
West Pallant Street Improvements	2025/26 - 2026/27	93
Public Realm Greening Program	2025/26	3,932
UPark Central Market – Parking Guidance System	2025/26 - 2026/27	900
Flinders Street Housing	2025/26 - 2026/27	1,000
Community Sports Building Redevelopment - Park 21 West *	2025/26	4,178
Community Sports Building Redevelopment - Park 27B *	2025/26	3,493
Upgrade to Park Lands Buildings (1.5% Rates Revenue)	2025/26 - 2034/35	24,273
Other ^	2025/26	13,284
Project Delivery Costs	2025/26 - 2034/35	20,708
Assumed forward Commitment	2025/26 - 2034/35	23,178
Total New and Upgraded Expenditure		167,885
Confirmed External Funding	2025/26 - 2027/28	15,318
Net Capital Contribution		152,567

Interest and Borrowings

Council's services, projects and infrastructure works are predominantly funded through rates, fees and charges, grants and subsidies. Borrowings are principally utilised for new and upgrade infrastructure projects, including city shaping projects such as the redevelopment of Central Market Arcade, significant community infrastructure and commercially focused projects with a financial return on investment.

For significant renewals, such as Adelaide Bridge and the Torrens Weir, debt may have to be utilised to deliver these projects. The LTFP assumes that Council funds these projects by drawing on debt. As such, Council's debt is set to increase significantly in the years in which this expenditure is forecast to occur. To mitigate the significant financial impact of these two projects, Council will actively seek funding assistance with these projects.

City of Adelaide has utilised the Reserve Bank of

Australia data as a source for projecting interest rates for the purposes of the LTFP. The rates are reviewed quarterly and are based on the latest information and indicators.

Council's Subsidiaries

City of Adelaide has three wholly owned subsidiaries: Adelaide Central Market Authority; Adelaide Economic Development Agency; and Kadaltilla/Adelaide Park Lands Authority, and an equity share in Brownhill & Keswick Creeks Stormwater Board.

The LTFP assumes that service delivery of the subsidiaries will remain unchanged and is delivered at the same, consistent levels assumed in the 2025/26 annual budget.

Capital, funding and operating costs required for the Adelaide Central Market Authority expansion have been assessed for amounts and timing from 2025/26 onwards and have been incorporated into the LTFP. Increased operating revenues and expenses are assumed once the expanded Market begins to operate in 2026.

RISKS AND OPPORTUNITIES

Although the LTFP is based upon the latest available information, it is a future projection and is therefore subject to risk. It cannot anticipate inherent risks such as unforeseen economic, political, environmental and market changes and so on this basis should be considered as a guide to future actions and opportunities, a tool for Council to assess the long-term financial sustainability of its decisions.

Issue1: Council Rate Growth

Forecast growth in rate revenue has a material impact on the LTFP, as the growth factor is incorporated into the base in the following year. Any changes to the growth forecast will impact on the outer financial years.

In 2025/26 Council sought valuations across the entire city. As such, rate revenue increased by 7.0% (including growth, ARRF and ARFR increases). This has elevated the base rate revenue and had a commensurate impact on revenue over the life of the LTFP.

Notwithstanding this, it is crucial that revenue keeps pace with increases in costs to ensure that Council can continue to deliver services at current levels.

Council Action:

Market indicators, combined with analysis from the Council rates team and external property valuers, will be closely monitored and assumptions for rates growth will be updated with the latest available data.

Issue 2: Government Legislation

The LG reform has introduced a Rates Oversight scheme monitored by the Essential Services Commission (ESCOSA). The potential impact of such legislation is still to be gauged, however it could impact Council's capacity to increase rates in response to emerging financial challenges. ESCOSA undertook their review of the City of Adelaide in 2024/25, the findings and City of Adelaide Response can be found in its 2025/26 Business Plan and

Budget www.cityofadelaide.com.au/budget

Council Action

To continue to work with ESCOSA, the LGA and SA Government working groups to ensure a fair and equitable rating system is maintained to enable sustained delivery of community services.

Issue 3: Fees and Charges

During 2023/24, patronage across the City returned to pre-COVID-19 levels. In the 2025/26 annual budget, approximately 35% of Council's income is derived from fees and charges, including on-street parking, parking expiations and off street parking. Through the COVID-19 pandemic, Council experienced a loss in this revenue stream, where it became apparent how reliant Council was on this income source to deliver its services.

Council Action:

The ongoing level of fees and charges will be monitored on a quarterly basis, with the LTFP updated as required.

Issue 4: Interest rates

Interest rates which appear to have stabilised, are at levels above the historical low experienced over the last few years as the Reserve Bank of Australia sought to stimulate the economy to ward off the negative effects of the global pandemic and are now using sustained higher interest rates to control inflation.

Interest rates are expected to continue to remain stable given the Reserve Bank has reached its target for inflation of between 2-3%.

With the investment mindset of the current Council, debt levels are expected to increase and as such, changes in interest rates could have either a beneficial or negative impact on the LTFP.

Council Action:

The 2025/26 BP&B assumed an interest rate of 5.15%. Interest rate forecasts can be seen in the Key Assumptions (Indices) section: Interest Rate Projections. Notwithstanding this, the risk of

potential increases in interest rates will be monitored and mitigated where possible in accordance with Council's Treasury Policy.

Issue 5: External Funding

The LTFP has been prepared on the basis that Council's operating income is expected to fully fund all service delivery and asset renewals. However, it is common for other levels of Government to offer various grant programs which provide assistance to Council to fund larger projects. Where there is certainty in those funding sources, they have been included in the LTFP; if uncertain then the assumption is that Council will provide 100% funding. This is a conservative position for Council and leaves an opportunity to ensure the burden of funding these projects are transparent to the community and allows for discussion with other levels of Government for consideration.

Council Action:

Strategic items that will require significant funding over the next ten years are characterised as significant renewal projects. Council will continue to have open discussions with all levels of government to ensure significant city assets are funded appropriately without placing the sole burden on ratepayers and seek contributions from all those who experience the City and its surrounds.

Issue 6: Delivery of Property Strategy and Action Plan

The LTFP includes the delivery of the Property Strategy and Action Plan endorsed by Council. This Action Plan is based around divesting under-performing assets and allocating the proceeds to the Future Fund.

The delivery of this plan is subject to variables, and in particular market conditions. The sale of substantial assets must be timed and managed to ensure maximum value is achieved and is strategically aligned.

Council Action:

Identified assets will be reviewed on a regular basis and forward actions will continue to be updated as

property asset performance changes over time. This will ensure the optimum use of the property portfolio.

Each identified property asset will be the subject of further detailed analysis with the results of such further investigations to be the subject of Council Member consideration and decision making.

Issue 7: Wages and Materials inflationary pressures

The impacts of COVID-19 on the global supply market have been significant and continue to have a lingering impact. Government stimulus initiatives pushed prices higher resulting from higher demand. This was exacerbated by the war in the Ukraine with the flow-on effects being felt globally, particularly with regard to energy-reliant commodities and products.

Whilst increases are easing, the cost of materials hit 20-year highs, with some material costs presenting between 20%-40% higher than in recent years. These material costs are most significant in the infrastructure markets and have created not only cost pressures but also delivery issues in the market. The market is still heavily weighted in favor of the vendors.

And while costs increased significantly, wages did not immediately follow suit. However, the pressure on governments to manage these two significant factors in the economy have been increasing and are a risk to sustainability. There is an expectation that wages will start to trend upwards however this is minimal based on current data. The ability for Council to influence these is limited and as a result City of Adelaide will continue to be a price taker which could result in increased costs for some time to come, particularly in the short to medium term of the LTFP.

Council Action:

Develop and maintain procurement policies, practices and procedures that are directed towards:

- obtaining value for money in the expenditure of public money

- providing for ethical and fair treatment of Tenderers
- ensuring probity, accountability and transparency in procurement operations.

Issue 8: Asset Valuations

The cost of materials noted above may also impact the value of Council's assets. Council undertakes Asset Valuations on a regular basis and within a five-year period in line with Legislation. Where asset valuations increase, it is a result of the cost to replace and construct those assets. This has an impact on Council's AMPs and operating position through the renewal of assets and annual depreciation expense.

Council Action:

While legislation dictates that asset revaluations must be performed every five years, Council has commenced an annual desktop revaluation process through an indexation of unit rates to smooth any large increases between valuations. These unit rates will also be utilised to update the AMPs. This will ensure that both the LTFP through depreciation, and AMP through renewals are funded through rates revenue at the appropriate level.

SENSITIVITY ANALYSIS

In order to test the assumptions contained within the LTFP, a range of sensitivity analysis have been undertaken. Only those with material impacts have been included, noting the sensitivities related to CPI and interest rate variations are immaterial in relative terms. For example, a 1% movement in CPI does not have a material impact on the financials and hence to the users of the LTFP, as both income and expenditure are inflated by CPI across the LTFP.

Asset Renewal Funding Ratio (ARFR)

The 2024/25 adopted LTFP assumed a transition to 100% ARFR over eight years from 2024/25 to 2031/32, primarily as a result of the increased funding required through the recently adopted AMPs, to reduce the short term impact on ratepayers. Table 4 compares the ARFR transition over eight years against funding 100% in 2026/27, showing the relative impact on rates revenue. The impact of increasing the ARFR to 100% in one year is a 2.8% increase to rates revenue above CPI.

AMPs are to be funded through operating revenue, and by recognising the need to balance the community's capacity to pay while ensuring community expectation is met, increasing the ARFR to 100% in conjunction with the ARRF would increase the rates revenue by 7.4% (inclusive of CPI).

Significant Renewals

As identified within this document, in the mid-long term, the LTFP reflects significant renewals required in accordance with our AMPs. These assets by nature are intergenerational, and as such, it is intended to fund them through borrowings. This will eliminate the burden on existing rate payers, and smooth the cost over those who will benefit from the assets.

If external funding is secured to renew these significant assets, then either a reduction in borrowings, and / or additional funding will be available for new and upgraded assets.

Mainstreets

In the 2023/24 Budget decision, Council committed to funding the delivery of five Mainstreet Upgrades within the current term of council. The allocation within the LTFP is \$62.6 million within new and upgrade assets, which limits the funding available to deliver on other new and upgraded projects outside of the commitment to Mainstreets.

One option available is to defer the delivery of these upgrades to one Mainstreet at a time, planning and designing the next upgrade as the current upgrade is delivered. This will provide capacity to deliver on other priorities within council's adopted strategies, including the Strategic Plan and Integrated Climate Strategy.

Table 4: Impact of Transitioning to 100% ARFR over 8 Years

Renewal Impact on Rate Revenue	2026-27		2027-28		2028-29		2029-30		20230-31		2031-32		Total Increase	
\$000's	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
ARFR Transition over 1 year	4,096	2.8%	-	-	-	-	-	-	-	-	-	-	4,096	2.76%
ARFR Transition over 8 years	705	0.5%	704	0.4%	704	0.4%	705	0.4%	704	0.4%	1,058	0.6%	4,581	2.70%
Variance	3,391	2.3%	(704)	(0.4%)	(704)	(0.4%)	(705)	(0.4%)	(704)	(0.4%)	(1,058)	(0.6%)	-485	0.06%

Table 5: Effect of Spreading Mainstreets Program

\$000's	Previous Year's Budget	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan	Total 10 years
Current Mainstreet Allocation												
Hindley Street Upgrade	460	480	6,640	6,640	-	-	-	-	-	-	-	14,220
Gouger Street Upgrade	126	2,209	9,001	3,164	-	-	-	-	-	-	-	14,500
O'Connell Street Upgrade	1,000	612	4,135	9,203	-	-	-	-	-	-	-	14,950
Melbourne Street Upgrade	100	1,850	1,683	2,867	-	-	-	-	-	-	-	6,500
Hutt Street Upgrade	(29)	465	4,330	7,684	-	-	-	-	-	-	-	12,450
Total Current Mainstreet Allocation	1,657	5,616	25,789	29,558	-	-	-	-	-	-	-	62,620
Deferral Option												
Hindley Street Upgrade	460	-	-	480	6,640	6,640	-	-	-	-	-	14,220
Gouger Street Upgrade	126	-	-	-	2,209	9,001	3,164	-	-	-	-	14,500
O'Connell Street Upgrade	1,000	-	-	-	-	-	612	4,135	9,203	-	-	14,950
Melbourne Street Upgrade	100	-	-	-	-	-	-	-	1,850	1,683	2,867	6,500
Hutt Street Upgrade	(29)	465	4,330	7,684	-	-	-	-	-	-	-	12,450
Total Deferral Option		465	4,330	8,164	8,849	15,641	3,776	4,135	11,053	1,683	2,867	62,620
Variance		5,151	21,459	21,394	(8,849)	(15,641)	(3,776)	(4,135)	(11,053)	(1,683)	(2,867)	-

Upgrade to Park Lands Buildings

During the 2024/25 BP&B process, Council made a commitment to invest 1.5% of Rates Revenue to Upgrade buildings within the Park Lands, equating to \$25.5 million in today's dollars from years 2-10 of the LTFP. This funding allocation is in addition to the Renewal of the buildings contained within the AMPs. Table 6 compares a 1.5% of Rates Revenue against a 1.0% of Rates Revenue over the same period.

Table 6: Impact of 1.5% Rates Revenue to Upgrade Park Lands Buildings

Upgrade to Park Land Buildings Impact on Rate Revenue	2026-27		2027-28		2028-29		2029-30		2030-31		2031-32		2032-33		2033-34		2034-35		Total Increase	
\$000's	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
1.5% Rates Revenue	2,361	1.5%	2,520	1.5%	2,619	1.5%	2,721	1.5%	2,827	1.5%	2,942	1.5%	3,045	1.5%	3,151	1.5%	3,262	1.5%	25,447	13.50%
1.0% Rates Revenue	1,574	1.0%	1,680	1.0%	1,746	1.0%	1,814	1.0%	1,885	1.0%	1,961	1.0%	2,030	1.0%	2,101	1.0%	2,174	1.0%	16,965	9.00%
Variance	787	0.5%	840	0.5%	873	0.5%	907	0.5%	942	0.5%	981	0.5%	1,015	0.5%	1,050	0.5%	1,087	0.5%	8,482	4.50%

KEY FINANCIAL INDICATORS

A suite of financial indicators (KFIs) is used to measure Council's financial performance, to guide decision making on major projects and significant components within the LTFP, and to secure its continued financial sustainability.

Three nationally recognised financial sustainability indicators have been adopted in principle by Local Government in Australia and are employed by the City of Adelaide. These are:

- The Operating Surplus Ratio
- The Net Financial Liabilities Ratio
- The Asset Renewal Funding Ratio.

Council also considers an additional four indicators to review the ability to borrow in line with its Prudential Borrowing Limit:

- Asset Test Ratio
- Interest Expense Ratio
- Leverage Test Ratio
- Cashflow from Operations Ratio.

For each indicator a description of exactly what is being measured, an explanation of the target, the projected results (shaded in green when the result is within target, orange when near being outside of the target range and red when the result is outside the target range) and a summary of the explanation

of LTFP projected results from the analysis is provided.

It is important to understand that any stand alone one year does not define Council's financial sustainability. Sustainability refers to the achievement of the ratio targets in more years than less in a long term period. For example, significant one-off items can have an impact in a given year without affecting the ongoing sustainability of Council.

Operating Surplus

This indicator represents the difference between day-to-day income and expenses for a period. A council's long-term financial sustainability depends upon ensuring that, on average over time, its expenses are less than associated revenues. If a council is not generating an operating surplus in most periods then it is unlikely to be operating sustainably. The target for the City of Adelaide is to achieve a surplus of between \$2m and \$10m in any given year.

The chart below shows the impacts of key assumptions within the LTFP.

In particular assumptions relating to preparedness for the Adelaide Central Market expansion result in a reduced operating position in 2026/27 in addition to the assumption to continue to invest in new and upgraded projects (to meet the emerging needs of the community) results in a higher level of assets, and related borrowings.

Chart 1: Operating Position



As such, increased depreciation (from a higher asset base) and interest costs (from higher borrowings) see expenses growing at a faster rate than revenue (which is largely based on CPI increases).

Underpinning current and future sustainability, Council projects operating surpluses over the life of the LTFP.

Operating Surplus Ratio

Definition: Operating surplus as a percentage of operating revenue

What is being measured: This indicator represents the percentage by which total revenue varies from day to day operating expenses. Financial sustainability is indicated where a council consistently achieves operating surpluses and has soundly based projections showing it can continue to do so in the future, having regard to asset management and the service level needs of its community.

Target: The *Local Government Act 1999* (SA) target is to achieve an average operating surplus ratio between 0% and 10% over any five-year period. However, as a Capital City Council, the City of Adelaide has significant responsibilities in improving its public realm and considers that an average operating surplus ratio between 0% and 20%, over any five-year period, is a more appropriate target. A result in excess of this may indicate that Council is setting rates and/or other fees and charges at levels well in excess of expenses and this has negative intergenerational equity implications.

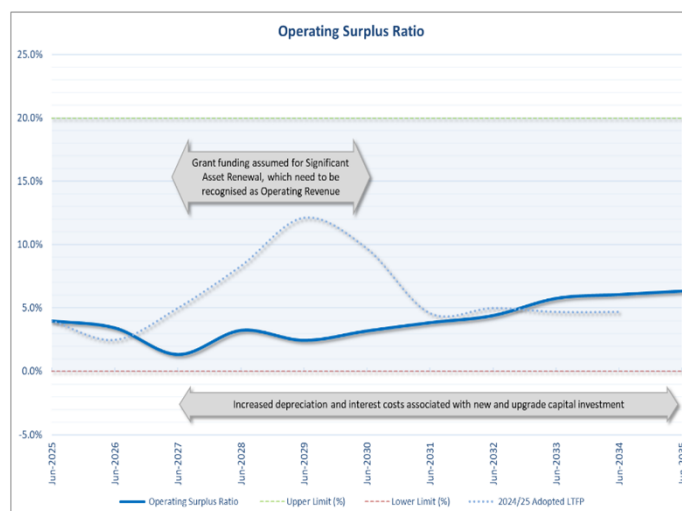
In addition, operating deficits are not sustainable or equitable in the long term as they result in services consumed by current ratepayers being paid for by future ratepayers. A fair and equitable tax system is one in which taxes paid by each generation is in proportion to the benefits each generation receives.

Explanation of LTFP Projected Results: The ratio sits within target ranges over the life of the LTFP, reflecting sustainable surpluses based on an increase to base rating revenue to fund renewals, followed by CPI increases thereafter. The underlying structural budget is sustainable over the life of the LTFP.

In particular, this LTFP sees much smoother, and more conservative and achievable outcomes whereby external grant funding associated with significant renewals has been removed based on the latest investigations. Accounting standards dictate that this capital-related income must be recognised

as operating revenue, distorting the operating position in the periods in which they are received.

Chart 2: Operating Surplus Ratio



Net Financial Liabilities

This indicator represents the money owed to others less money held, invested or owed to Council.

A council's indebtedness should be managed to ensure its liabilities and associated costs can be met without the prospect of disruptive service cuts and/or excessive rate increases (ie without impinging on financial sustainability). There is in essence no right or wrong target level for net financial liabilities (defined as total liabilities less financial assets) as this depends on infrastructure plans. The ideal target is that net financial liabilities are no greater than annual operating revenue and not less than zero.

Net Financial Liabilities Ratio

Definition: Financial liabilities as a percentage of operating income

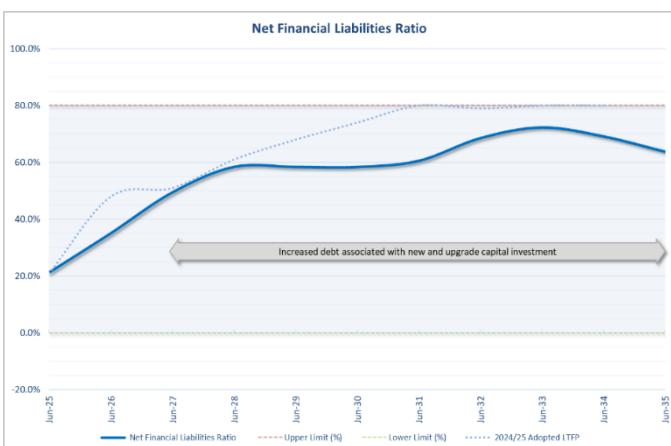
What is being measured: This indicator represents the significance of the net amount owed compared with operating revenue. It measures the extent to which Council is managing its debt and highlights that borrowings are often an effective means of financial sustainability, rather than trying to fund all assets from operating income. A steady ratio means Council is balancing the need to borrow against their affordability of debt. An excessive ratio means Council is borrowing beyond its means and cannot

generate the income required to service assets and operations.

Target: The LGA recommends that the target for Net Financial Liabilities should be greater than zero (and less than 100%, that is, the amount owed is equal to or less than total annual income). A target below zero indicates that Council places a higher priority on accumulated financial assets than applying funds generated from ratepayers to the provision of services and/or infrastructure renewal. This could leave a council open to accusations that it is overcharging ratepayers relative to its funding needs.

The more conservative target set by City of Adelaide is that liabilities as a percentage of total operating revenue will not exceed 80%.

Chart 3: Net Financial Liabilities Ratio



Explanation of LTFP Projected Results: City of Adelaide's net financial liabilities are within the prescribed target for the life of the plan. Lower ratios in the short term highlight low levels of debt, steadily increasing over the life of the LTFP reflecting increased borrowings to deliver on Council's commitment to invest in new and upgraded assets and fund the significant renewals.

Note that Council's new and upgrade capital program includes an allocation which is not yet committed and can be adjusted within existing prudential limits to respond to emerging needs.

Any increase in contributions towards the significant renewals will allow Council to either maintain a lower level of debt and/or invest more in new and upgrade projects.

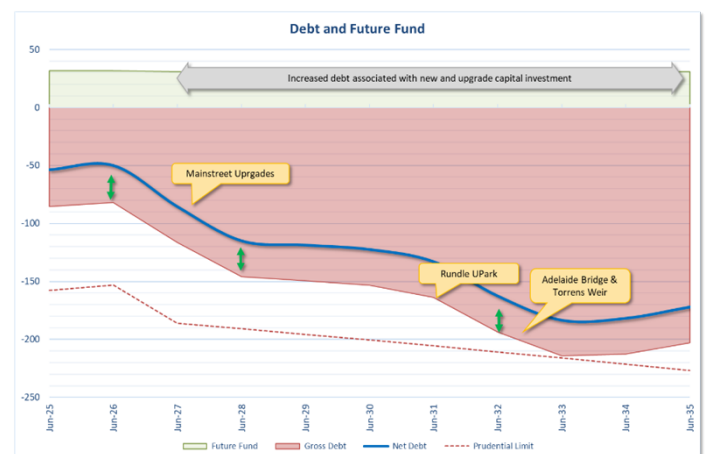
An improvement in current borrowing levels and reduced expenditure expected for significant renewals sees an improved long-term position, significantly below the 80% target.

The level of borrowings is projected to be within acceptable prudential limits, assisting Council to maintain long-term sustainability. Typical prudential limits set by financial institutions as part of covenants associated with loans are around 80% of asset values. Council has therefore set a conservative limit of 50% of saleable property assets (see below), providing additional comfort in excess of generally accepted banking norms.

It should be noted that the Council has created a Future Fund that 'ring fences' proceeds from the sale of surplus or underperforming assets, to reinvest into revenue generating assets. The funds generated from asset sales effectively offset the level of borrowings Council would otherwise incur had the assets not been disposed. Accordingly, Council pays less interest over time, incurring interest on a lower 'offset' balance of borrowings.

Note that, were Council to fully draw on the Future Fund, its level of borrowing would still fall within prudential limits.

Chart 4: Projected Debt and the Future Fund



Asset Renewal Funding Ratio (ARFR)

Definition: Expenditure on asset renewals as a percentage of forecast expenditure required as per the asset management plans.

What is being measured: This indicator expresses expenditure on asset renewals as a percentage of the projected funding required. It illustrates whether existing assets are being replaced or renewed at the rate they are being consumed and ensures consistent service delivery as determined by the Asset Management Plans.

Target: A ratio lower than 100% suggests that Council is not maintaining assets and infrastructure in order to optimise asset lives. A ratio higher than 100% suggests that Council is replacing assets earlier than needed or at a level in excess of that set in the asset management plans. Adoption of a target ratio between 90% and 110%, is in line with the *Local Government Act 1999 (SA)*.

Explanation of LTFP Projected Results: It is assumed that over the life of the LTFP, asset renewals will be funded in line with the Infrastructure & Asset Management Plans. In the previous term, Council resolved to set the ARFR (previously the Asset Sustainability Ratio) at 90%. This term of Council recognises the potential impact of this decision and the possible under-investment in assets and infrastructure and, as such, the LTFP assumes transitioning the ARFR from 90% to 100% over eight years. Averages for asset renewal reflect an even performance over the life of the plan. The ratio from 2031/32 onwards represents the transition from 90% to 100%. This ratio should be continually monitored as asset management plans are reviewed and updated.

The ARFR trajectory in this LTFP is consistent with the previously adopted LTFP.

Prudential Limits (Borrowings)

Definition

- **Asset Test Ratio:** Borrowings as a percentage of total saleable property assets
- **Interest Expense Ratio:** Annual interest expense relative to General Rates Revenue (less Landscape Levy)
- **Leverage Test Ratio:** Total borrowings relative to General Rates Revenue (less Landscape Levy) expressed as the number of years of General Rates Revenue required to repay borrowings

What is being measured: The maximum level of debt is prescribed by Council by way of prudential limits. While Council does not place a monetary limit on the level of borrowings: an upper limit is determined through its financial indicators. When borrowing, Council will consider these indicators in terms of total borrowings, and the ability to service the interest incurred and debt repayments.

Target: The Treasury Policy reviewed in 2025 ensures Council's ability to manage cash and borrowings in accordance with prescribed limits.

The Prudential limits set by the Treasury Policy are:

- **Asset Test Ratio:** Maximum of 50%
- **Interest Expense Ratio:** Maximum of 10%
- **Leverage Test Ratio:** Maximum 1.5 Years

Prudential limits are breached when one of the ratios fall outside the targets stipulated in the policy. The breach must be reported with remediation actions to the CEO immediately.

Explanation of LTFP Projected Results: City of Adelaide's borrowings are within target levels across the period of the Long Term Financial Plan.

The Asset Test Ratio shows that Council has capacity within its total saleable assets to be able to meet the repayment of borrowings should the assets need to be sold in order to repay debt.

The increasing ratio illustrated below reflects the cumulative impact of utilising debt to deliver on Council's commitment to invest in the City, in

addition to debt required to fund significant renewals (that is, the Torrens Weir, Adelaide Bridge and Rundle UPark). This has limited the ability to deliver new and upgraded assets from 2031/32 and still remain within the target ratio. The sale and development of property assets will impact prudential limits, and hence the Asset Test Ratio, in periods where transactions occur.

Note however, an improvement in current borrowing levels and reduced expenditure expected for the significant renewals sees an improved outlook compared to the previously adopted LTFP, notably 10% below the prudential limit of 50%, thereby creating a financial cushion in mid to long-term, addressing one of the concerns in the ESCOSA review.

Chart 5: Asset Test Ratio

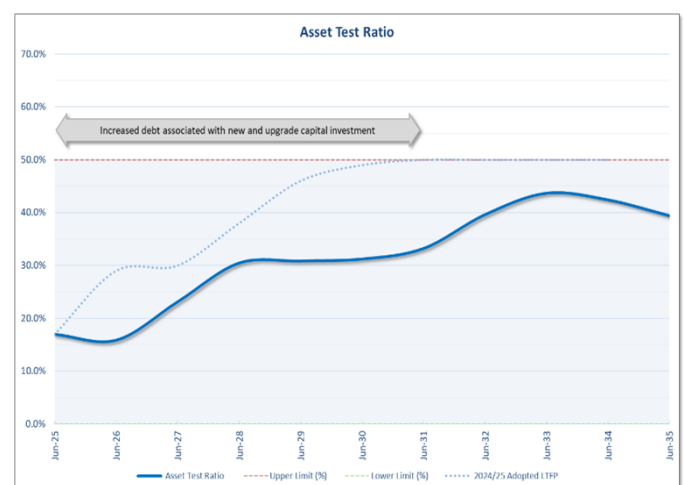
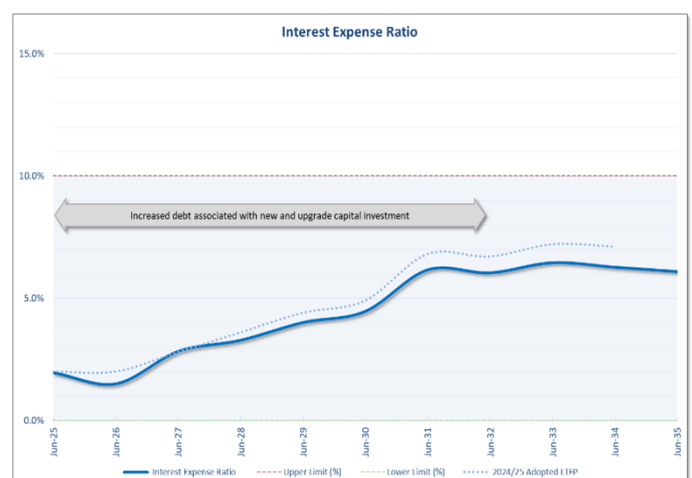


Chart 6: Interest Expense Ratio

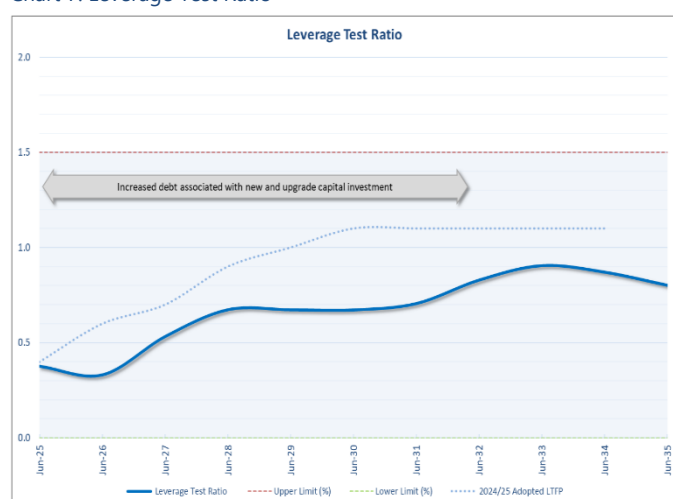


Similarly, the steady increase in borrowings sees the

Interest Expense Ratio for the life of the plan increasing, albeit sitting comfortably within the target range, and an improvement compared to the previous LTFP, beginning to reduce from 2032/33.

The Leverage Test Ratio indicates the time it would take to repay borrowings from general rates revenue. The plan supports Council's ability to repay the debt if called upon from less than 1½ year's rates revenue in any year of the plan, and tracks in line with the other two prudential borrowing indicators.

Chart 7: Leverage Test Ratio



Again, the outlook is much improved compared to the previous LTFP.

Cashflow from Operations Ratio

Definition: Operating Income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets.

What is being measured: This ratio measures Cash Flow from Operations as a percentage of forecast expenditure in the asset management plans, in addition to expenditure on delivering services.

This indicator shows whether Council is generating adequate cash from its operations to cover the replacement of assets over time.

A lower ratio indicates that Council is not generating enough cash from operations to cover asset replacement (less than 100%). As a result,

Council will need to fund the replacement of assets from unsustainable sources of income resulting in increased levels of borrowings over time.

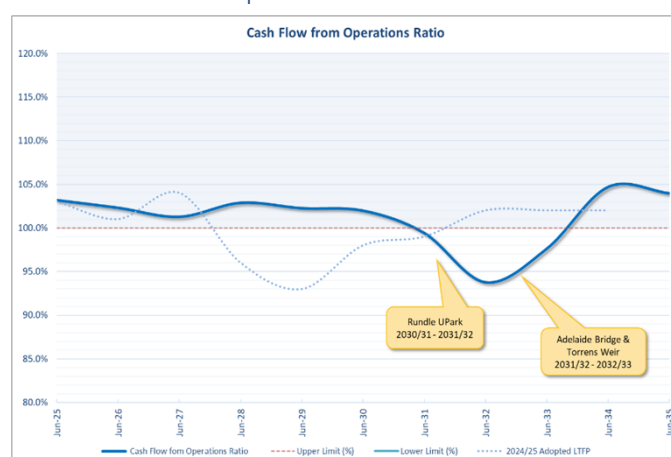
Target: A result greater than 100% suggests Council's operations will generate enough cashflow to support the funding of asset replacement over time.

Explanation of LTFP Projected Results: Most years of the LTFP project a positive result. Years six to eight of the plan reflect the significant renewals required in these years.

This ratio highlights the risk in Council's ability to fully fund the larger renewals that are identified in the LTFP. This is not to suggest deficiency in renewal, but rather highlights the opportunity in advance to seek alternative funding sources such as State or Federal grants to assist with the funding of significant asset renewal projects which benefit the wider State and Adelaide metropolitan area.

The underlying structural cashflow (adjusting for expenditure on significant renewals) delivers an average projection between 100% and 105%, suggesting Council's cashflow is sustainable.

Chart 8: Cashflow from Operations Ratio



Notably, the latest investigations on the Weir and Bridge suggest a lower level of expenditure and at a later date. Notwithstanding the removal of grant funding associated with funding these assets, the impact of reduced outlay sees a similar ration minimum maintain, positively at a later date.

FINANCIAL STATEMENTS

Explanation of the Financial Statements

The objective of financial statements is to provide information about the financial position, financial performance and cash flows of an entity and are used by wide range of stakeholders in making economic decisions. To meet this objective, financial statements provide information about an entity's:

- Assets
- Liabilities
- Equity
- Income and expenses, including gains and losses
- Cash flows.

Statement of Comprehensive Income

The Statement of Comprehensive Income provides information about the financial performance of Council. It provides a summary of all the sources of operating revenue and expenditure; the difference is known as the Operating Surplus / (Deficit).

The Net Surplus / (Deficit) represents the operating position with the inclusion of asset disposal and fair value adjustments, being the gain or loss on the sale of replaced assets, assets surplus to requirement, and fair value adjustments for investment property. Any amounts received for new and upgraded assets are also included in the Net Surplus.

Other comprehensive income comprises items of income and expense (including reclassification adjustments) that are not recognised in profit or loss and include items such as changes in the valuation of infrastructure, property, plant & equipment, and any actuarial gains on the defined benefit plan.

Statement of Financial Position

The Statement of Financial Position presents the financial position of Council at a given date. It comprises three main components: assets, liabilities and equity.

The difference between the assets and liabilities is known as the net assets or equity of Council.

Current Assets and Liabilities are short- term and due within one year. Non- Current Assets and Liabilities represent longer term amounts that are due beyond 12 months.

Statement of Changes in Equity

The Statement of Changes in Equity reflects the movement in equity reserves during the period, being the financial performance of the year plus any other comprehensive income gains.

Statement of Cash Flows

The Statement of Cash Flows represents the amount of cash and cash equivalents entering and leaving the Council. It measures how well Council manages its cash position, meaning how well it generates cash to pay its debt obligations and fund its operating expenses and capital investments.

The main components of the cash flow statement are:

- Cash from operating activities, being the sources and uses of cash to fund Council operations and deliver services
- Cash from investing activities, being the capital investment on the renewal / replacement of existing assets and new / upgraded assets, as well as any sale proceeds and amounts received for the new / upgraded assets
- Cash from financing activities, which includes the proceeds and repayment of borrowings.

Uniform Presentation of Finances

The primary objective of the Uniform Presentation of Finances is to ensure that all councils provide a consistent set of core financial information in their financial statements, enabling meaningful comparisons of each council's position.

The statement highlights:

- The Operating Surplus / (Deficit) measure which is considered a critical indicator of a Council's financial performance

- The Net Outlays on Existing Assets represents the capital investment on the renewal and replacement of existing assets adjusted for all depreciation, amortisation and impairment from the operating surplus / (deficit), given its non-cash nature. Depreciation is defined as the cost of an asset spread over the useful life of the asset, and is an indication of what Council should be spending on renewing or replacing assets annually. If depreciation is higher than capital investment, it suggests that our assets are not being replaced at the same level that they are being utilised, and could indicate that a higher investment may be required in future years.

Note that significant renewals are allowed for in the annual depreciation however the expenditure made in the periods required will see a significant mismatch between depreciation and annual expenditure in that period.

Net Outlays on Existing Assets also includes proceeds from the sale of replaced assets (e.g. plant and fleet).

The Net Outlays on New and Upgraded Assets represents the capital investment on new and upgraded assets (including investment property) and amounts received specifically for new and upgraded assets (e.g. Grant funding).

It also includes proceeds from the sale of surplus assets. This includes investment property and non-current assets held for sale.

The Net Lending / (Borrowing) for Financial Year result is a measure that takes account both operating and capital activities for the financial year.

A Net Lending position indicates that Council has repaid debt or increased reserves from activities.

A Net (Borrowing) position indicates that Council has required additional debt to fund its activities.

A zero result in any one year means that Council has covered all its expenditure (both operating and capital) from the current year's income.

FINANCIAL STATEMENTS

Statement of Comprehensive Income										
\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Income										
Rates Revenues	154,908	164,079	174,823	181,556	188,546	195,778	203,616	210,667	217,964	225,514
Statutory Charges	17,809	18,254	18,710	19,178	19,658	20,149	20,653	21,169	21,698	22,241
User Charges	70,309	72,067	73,869	75,716	77,608	79,549	81,537	83,576	85,665	87,807
Grants, Subsidies and Contributions	4,896	4,349	4,458	4,569	4,683	4,800	4,920	5,044	5,170	5,299
Investment Income	171	175	179	184	189	193	198	203	208	213
Reimbursements	181	186	190	195	200	205	210	215	221	226
Other Income	694	712	729	748	766	786	805	825	846	867
Total Income	248,969	259,822	272,959	282,146	291,651	301,460	311,940	321,699	331,771	342,167
Expenses										
Employee Costs	90,792	94,142	96,496	98,908	101,381	103,916	106,514	109,176	111,906	114,703
Materials, Contracts & Other Expenses	84,413	90,941	93,203	95,918	98,719	101,610	104,595	107,675	110,855	114,138
Depreciation, Amortisation & Impairment	64,506	67,999	69,610	72,661	74,265	75,909	77,594	79,321	81,091	82,905
Interest Cost on borrowings	-	847	2,389	5,320	5,547	6,013	7,085	4,597	5,402	6,347
Finance costs - ROU Assets	717	2,422	2,422	2,422	2,422	2,422	2,422	2,422	2,422	2,422
Total Expenses	240,428	256,351	264,120	275,229	282,335	289,870	298,209	303,191	311,676	320,516
Operating Surplus / (Deficit)	8,541	3,470	8,839	6,917	9,316	11,590	13,730	18,508	20,096	21,650
Physical Resources Received Free of Charge	-	-	-	-	-	-	-	-	-	-
Asset Disposal & Fair Value Adjustments	(0)	-	-	-	-	-	-	-	-	-
Amounts Received Specifically for New or Upgraded Assets	8,018	2,631	4,669	-	-	-	-	-	-	-
Net Surplus / (Deficit)	16,559	6,101	13,508	6,917	9,316	11,590	13,730	18,508	20,096	21,650
Changes in Revaluation Surplus - I, PP&E	-	27,000	-	-	-	-	-	-	-	-
Total Other Comprehensive Income	-	27,000	-	-	-	-	-	-	-	-
Total Comprehensive Income	16,559	33,101	13,508	6,917	9,316	11,590	13,730	18,508	20,096	21,650

FINANCIAL STATEMENTS

Statement of Financial Position										
\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
ASSETS										
Current Assets										
Cash and Cash Equivalents	800	800	800	800	800	800	800	800	800	800
Trade & Other Receivables	20,847	21,755	22,854	23,623	24,418	25,239	26,117	26,934	27,777	28,647
Inventories	741	750	750	750	750	750	750	750	750	750
Total Current Assets	22,388	23,305	24,404	25,173	25,968	26,789	27,667	28,484	29,327	30,197
Non-Current Assets										
Trade & Other Receivables	755	812	731	658	592	533	479	432	388	350
Equity Accounted Investments in Council Businesses	4,706	5,705	6,025	6,345	6,665	6,985	7,305	7,625	7,945	8,265
Investment Property	3,197	4,823	4,943	5,067	5,193	5,323	5,456	5,593	5,733	5,876
Infrastructure, Property, Plant & Equipment	2,134,740	2,200,541	2,240,646	2,248,439	2,258,733	2,278,056	2,318,564	2,355,137	2,370,724	2,379,825
Total Non-Current Assets	2,143,398	2,211,880	2,252,345	2,260,509	2,271,183	2,290,897	2,331,805	2,368,786	2,384,790	2,394,315
TOTAL ASSETS	2,165,786	2,235,185	2,276,749	2,285,681	2,297,151	2,317,686	2,359,471	2,397,270	2,414,117	2,424,512
LIABILITIES										
Current Liabilities										
Trade & Other Payables	24,280	29,842	31,635	32,762	33,914	35,088	36,314	33,620	31,487	29,374
Provisions	17,381	17,816	18,261	18,718	19,186	19,665	20,157	20,661	21,177	21,707
Borrowings (Lease Liability)	5,264	3,314	3,314	3,314	3,314	3,314	3,314	3,314	3,314	3,314
Total Current Liabilities	46,926	50,972	53,210	54,794	56,413	58,067	59,784	57,595	55,978	54,395
Non-Current Liabilities										
Trade & Other Payables	15,732	15,732	15,398	15,398	15,398	15,398	15,398	15,398	15,398	15,398
Borrowings	50,074	85,588	114,999	118,689	122,481	133,028	162,620	183,499	181,804	172,069
Provisions	2,109	2,162	2,216	2,271	2,328	2,386	2,446	2,507	2,570	2,634
Borrowings (Lease Liability)	22,658	19,344	16,030	12,716	9,402	6,088	2,774	3,314	3,314	3,314
Total Non-Current Liabilities	90,573	122,825	148,643	149,074	149,609	156,900	183,238	204,718	203,086	193,415
TOTAL LIABILITIES	137,499	173,797	201,853	203,868	206,022	214,967	243,022	262,313	259,064	247,809
Net Assets	2,028,287	2,061,388	2,074,896	2,081,813	2,091,129	2,102,719	2,116,449	2,134,957	2,155,053	2,176,703
EQUITY										
Accumulated Surplus	824,521	831,533	845,041	851,958	861,274	872,864	886,594	905,102	925,198	946,848
Asset Revaluation Reserves	1,171,995	1,198,995	1,198,995	1,198,995	1,198,995	1,198,995	1,198,995	1,198,995	1,198,995	1,198,995
Future Reserve Fund	31,771	30,860	30,860	30,860	30,860	30,860	30,860	30,860	30,860	30,860
Total Council Equity	2,028,287	2,061,388	2,074,896	2,081,813	2,091,129	2,102,719	2,116,449	2,134,957	2,155,053	2,176,703

FINANCIAL STATEMENTS

Statement of Changes in Equity										
\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Balance at the end of previous reporting period	2,011,728	2,028,287	2,061,388	2,074,896	2,081,813	2,091,129	2,102,719	2,116,449	2,134,957	2,155,053
a. Net Surplus / (Deficit) for Year	16,559	6,101	13,508	6,917	9,316	11,590	13,730	18,508	20,096	21,650
b. Other Comprehensive Income	-	27,000	-	-	-	-	-	-	-	-
Total Comprehensive Income	16,559	33,101	13,508	6,917	9,316	11,590	13,730	18,508	20,096	21,650
Balance at the end of period	2,028,287	2,061,388	2,074,896	2,081,813	2,091,129	2,102,719	2,116,449	2,134,957	2,155,053	2,176,703

FINANCIAL STATEMENTS

Statement of Cash flows										
\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Cash Flows from Operating Activities										
<u>Receipts</u>										
Operating Receipts	247,861	258,914	271,860	281,377	290,855	300,639	311,062	320,882	330,928	341,296
<u>Payments</u>										
Finance Payments	(2,913)	(847)	(2,389)	(5,320)	(5,547)	(6,013)	(7,085)	(4,597)	(5,402)	(6,347)
Operating Payments to Suppliers and Employees	(171,901)	(183,689)	(189,495)	(194,956)	(200,732)	(206,859)	(212,303)	(218,106)	(223,989)	(233,387)
Net Cash provided by (or used in) Operating Activities	73,047	74,379	79,976	81,102	84,576	87,766	91,674	98,179	101,537	101,562
Cash Flows from Investing Activities										
<u>Receipts</u>										
Amounts Received Specifically for New/Upgraded Assets	8,018	2,631	4,669	-	-	-	-	-	-	-
Proceeds from Surplus Assets	18,500	-	-	-	-	-	-	-	-	-
Sale of Replaced Assets	500	500	500	500	500	500	500	500	500	500
<u>Payments</u>										
Expenditure on Renewal/Replacement of Assets	(67,937)	(70,940)	(72,165)	(74,657)	(78,677)	(89,262)	(112,036)	(105,659)	(86,361)	(88,160)
Expenditure on New/Upgraded Assets	(46,041)	(35,861)	(37,550)	(5,797)	(5,882)	(5,970)	(6,066)	(10,235)	(10,317)	(3,846)
Net Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Capital Contributed to Equity Accounted Council Businesses	(320)	(999)	(320)	(320)	(320)	(320)	(320)	(320)	(320)	(320)
Net Cash provided by (or used in) Investing Activities	(87,280)	(104,669)	(104,866)	(80,274)	(84,379)	(95,052)	(117,922)	(115,714)	(96,498)	(91,826)
Cash Flows from Financing Activities										
<u>Receipts</u>										
Proceeds from Borrowings	19,335	35,514	29,411	3,690	3,792	10,547	29,592	20,879		
<u>Payments</u>										
Repayment from Borrowings	-	-	-	-	-	-	-	-	(1,695)	(9,735)
Repayment of Lease Liabilities	(5,102)	(5,224)	(4,521)	(4,518)	(3,989)	(3,262)	(3,344)	(3,344)	(3,344)	-
Net Cash provided by (or used in) Financing Activities	14,233	30,290	24,890	(828)	(197)	7,286	26,248	17,535	(5,039)	(9,735)
Net Increase (Decrease) in Cash Held	-	-	-	-	-	-	-	-	-	-
plus: Cash & Cash Equivalents at beginning of period	800	800	800	800	800	800	800	800	800	800
Cash & Cash Equivalents at end of period	800	800	800	800	800	800	800	800	800	800

FINANCIAL STATEMENTS

Uniform Presentation of Finances										
\$'000s	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Income										
Rates Revenues	154,908	164,079	174,823	181,556	188,546	195,778	203,616	210,667	217,964	225,514
Statutory Charges	17,809	18,254	18,710	19,178	19,658	20,149	20,653	21,169	21,698	22,241
User Charges	70,309	72,067	73,869	75,716	77,608	79,549	81,537	83,576	85,665	87,807
Grants, Subsidies and Contributions	4,896	4,349	4,458	4,569	4,683	4,800	4,920	5,044	5,170	5,299
Investment Income	171	175	179	184	189	193	198	203	208	213
Reimbursements	181	186	190	195	200	205	210	215	221	226
Other Income	694	712	729	748	766	786	805	825	846	867
Total Income	248,969	259,822	272,959	282,146	291,651	301,460	311,940	321,699	331,771	342,167
Expenses										
Employee Costs	90,792	94,142	96,496	98,908	101,381	103,916	106,514	109,176	111,906	114,703
Materials, Contracts & Other Expenses	84,413	90,941	93,203	95,918	98,719	101,610	104,595	107,675	110,855	114,138
Depreciation, Amortisation & Impairment	64,506	67,999	69,610	72,661	74,265	75,909	77,594	79,321	81,091	82,905
Interest Cost on borrowings	-	847	2,389	5,320	5,547	6,013	7,085	4,597	5,402	6,347
Finance costs - ROU Assets	717	2,422	2,422	2,422	2,422	2,422	2,422	2,422	2,422	2,422
Total Expenses	240,428	256,351	264,120	275,229	282,335	289,870	298,209	303,191	311,676	320,516
Operating Surplus / (Deficit) before Capital Amounts	8,541	3,470	8,839	6,917	9,316	11,590	13,730	18,508	20,096	21,650
Net Outlays on Existing Assets										
CapEx on Renewal & Replacement of Existing Assets	(67,937)	(70,940)	(72,165)	(74,657)	(78,677)	(89,262)	(112,036)	(105,659)	(86,361)	(88,160)
Finance lease payments for right of use assets on existing assets	(5,102)	(3,314)	(3,314)	(3,314)	(3,314)	(3,314)	(3,314)	(3,314)	(3,314)	(3,314)
<i>add back</i> Depreciation, Amortisation and Impairment	64,506	67,999	69,610	72,661	74,265	75,909	77,594	79,321	81,091	82,905
<i>add back</i> Proceeds from Sale of Replaced Assets	500	500	500	500	500	500	500	500	500	500
Net Outlays on Existing Assets	(8,032)	(5,754)	(5,369)	(4,810)	(7,226)	(16,167)	(37,256)	(29,152)	(8,084)	(8,069)
Net Outlays on New and Upgraded Assets										
Capital Expenditure on New and Upgraded Assets	(46,361)	(35,861)	(37,550)	(5,797)	(5,882)	(5,970)	(6,066)	(10,235)	(10,317)	(3,846)
<i>add back</i> Amounts received specifically for New and Upgraded Assets	8,018	2,631	4,669	-	-	-	-	-	-	-
<i>add back</i> Proceeds from Sale of Surplus Assets	18,500	-	-	-	-	-	-	-	-	-
Net Outlays on New and Upgraded Assets	(19,843)	(33,230)	(32,881)	(5,797)	(5,882)	(5,970)	(6,066)	(10,235)	(10,317)	(3,846)
Net Lending / (Borrowing) for Financial Year	(19,335)	(35,514)	(29,411)	(3,690)	(3,792)	(10,547)	(29,592)	(20,879)	1,695	9,735

KEY FINANCIAL INDICATORS

Financial Indicator	Explanation	Target	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	5 Year Average	10 Year Average
Operating Surplus Ratio	Operating surplus as a percentage of operating revenue	0%-20%	3.4%	1.3%	3.2%	2.5%	3.2%	3.8%	4.4%	5.8%	6.1%	6.3%	2.7%	4.0%
Net Financial Liabilities	Financial liabilities and a percentage of operating income	Less than 80%	35%	49%	58%	58%	57%	59%	67%	71%	67%	62%	51%	58%
Asset Renewal Funding Ratio	Expenditure on asset renewals as a percentage of forecast required expenditure in the asset management plans	90%-110%	94%	95%	96%	97%	98%	99%	100%	100%	100%	100%	96%	98%
Asset Test Ratio	Borrowings as a percentage of total saleable property assets	Maximum 50%	16%	23%	30%	30%	31%	32%	39%	42%	41%	38%	26%	32%
Interest Expense Ratio	Annual interest expense relative to General Rates Revenue (less Landscape Levy)	Maximum 10%	1.5%	2.8%	3.3%	4.0%	4.5%	6.2%	6.0%	6.5%	6.3%	6.1%	3.2%	4.7%
Leverage Test Ratio	Total borrowings relative to General Rates Revenue (Less Landscape Levy)	Maximum 1.5 years	0.3	0.5	0.7	0.7	0.7	0.7	0.8	0.9	0.8	0.8	0.6	0.7
Cash Flow fom Operations Ratio	Operating income as a percentage of Operating Expenditure plus expenditure on renewal/replacement of assets	Greater than 100%	102%	102%	103%	103%	102%	100%	94%	98%	105%	104%	102%	101%
Borrowings	Borrowings as a percentage of the Prudential Borrowing Limit	Prudential Limit \$m	152.9	186.2	190.9	195.6	200.5	205.5	210.7	215.9	221.3	226.9	185.2	200.7
		Borrowings \$m	50.1	85.6	115.0	118.7	122.5	133.0	162.6	183.5	181.8	172.1	98.4	132.5
		%	33%	46%	60%	61%	61%	65%	77%	85%	82%	76%	52%	65%
Operating Position	Operating Income less Expenditure	\$2m - \$10m	8.5	3.5	8.8	6.9	9.3	11.6	13.7	18.5	20.1	21.7	7.4	12.3
Future Fund	Proceeds from the sale of Council assets to fund new income generating assets or new strategic capital projects	N/A	31.8	30.9	30.9	30.9	30.9	30.9	30.9	30.9	30.9	30.9	31.0	31.0

KEY ASSUMPTIONS (INDICES)

Consumer Price Index (SA)

Rate %	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
CPI (SA)	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

Interest Rates

Rate %	2025-26 Budget	2026-27 Plan	2027-28 Plan	2028-29 Plan	2029-30 Plan	2030-31 Plan	2031-32 Plan	2032-33 Plan	2033-34 Plan	2034-35 Plan
Interest Rate	5.2%	4.7%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%	4.5%

GLOSSARY

Asset

Assets are future economic benefits controlled by the Council as a result of past transactions or other past events.

Asset Renewal Funding Ratio

(also known as the Asset Sustainability Ratio)

Expenditure on asset renewals as a percentage of forecast required expenditure in the infrastructure asset management plans.

Asset Test Ratio

Borrowings as a percentage of total saleable property assets.

Consumer Price Index (CPI)

The Consumer Price Index (CPI) is a measure of changes, over time, in retail prices of a constant basket of goods and services representative of consumption expenditure by resident households in Australian metropolitan areas. The simplest way of thinking about the CPI is to imagine a basket of goods and services comprising items typically acquired by Australian households. As prices vary, the total price of this basket will also vary. The CPI is simply a measure of the changes in the price of this basket as the prices of items in it change.

Equity

Equity is the residual interest in the assets of the Council after deduction of its liabilities.

Leverage Test Ratio

Total borrowings relative to rates revenue (less landscape levy)

Liability

Liabilities are the future sacrifices of economic benefits that the Council is presently obliged to make to other entities or organisations as a result of past transactions or other past events

Interest Expense Ratio

Proportion of Council's general rate income that is being used to service debt (interest).

Liquidity

Measure of the Council's ability to cover its immediate and short-term debts and obligations.

Net Financial Liabilities

Financial liabilities as a percentage of operating surplus.

Operating Surplus Ratio

Operating surplus as a percentage of operating revenue.

Integrated Climate Strategy
Annual Report 2024/25

Friday, 17 October 2025
Audit and Risk Committee

Strategic Alignment - Our Environment

Public

Program Contact:
Sarah Gilmour, Associate
Director Park Lands, Policy &
Sustainability

Approving Officer:
Ilia Houridis, Director City
Shaping

EXECUTIVE SUMMARY

This purpose of this report is to present the first annual report for the Integrated Climate Strategy 2030—Resilient, Protected, Sustainable (ICS), adopted by Council on 11 June 2024 ([Link 1](#)). The ICS Annual Report 2024/25 is provided as **Attachment A**.

The City of Adelaide (CoA) is proud to be amongst a group of leading Australian local governments voluntarily aligning annual reporting of its climate strategy with the Australian Sustainability Reporting Standards (ASRS).

While the CoA is not yet captured under the ASRS, proactive voluntary reporting aims to increase transparency for residents, businesses and partners on how the CoA is acting on and mitigating current and future climate change risks.

The ICS Annual Report is structured to describe progress against the ICS and management of climate-related risk for the 2024/25 financial year, aligned with the core elements of the ASRS:

- Governance – processes for monitoring and managing climate-related risks and opportunities.
- Strategy – our approach to managing climate-related risks and opportunities.
- Risk management – processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities.
- Metrics and targets – our performance related to climate risks and opportunities, including progress on targets.

The ICS Annual Report 2024/25 is consistent with the Risk and Reporting Framework presented to the Audit and Risk Committee on 27 September 2024 ([Link 2](#)), which was prepared to support the delivery and monitoring of the ICS. The Council noted this framework at its meeting on 8 October 2024 ([Link 3](#)).

Priorities in the ICS are funded annually through the CoA’s Annual Business Plan and Budget process. The priorities for 2025/26 are detailed in **Attachment B** and included in the ICS Annual Report 2024/25.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Receives and notes the Integrated Climate Strategy 2030 – Resilient, Protected, Sustainable (ICS), Annual Report 2024/25 as contained in **Attachment A** to Item 4.3 on the Agenda for the Audit and Risk Committee held on 17 October 2025 in support of the delivery and monitoring of the ICS.
2. Receives and notes the 2025/26 Implementation Plan for the Integrated Climate Strategy 2030 – Resilient, Protected, Sustainable (ICS), Annual Report 2024/25 as contained in **Attachment B** to Item 4.3 on the Agenda for the Audit and Risk Committee held on 17 October 2025.
3. Authorises the Chief Executive Officer, or delegate, to make minor, typographical and technical amendments to the documents as contained in **Attachment A** and **Attachment B** to Item 4.3 on the Agenda for the Audit and Risk Committee held on 17 October 2025 for the purpose of finalising the document.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Environment Outcome: A sustainable City where climate resilience is embedded in all that we do.
Policy	The ICS includes actions to integrate climate risk into governance documents, processes, facility planning and management, and service provisions so that risk can be managed.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	The Climate-Related Financial Disclosures Framework in Australia mandates that organisations, including the CoA, recognise climate change as a material risk. It requires integration of climate risk management and adaptation strategies into operations to mitigate legal and liability exposure and enhance climate resilience. The CoA Strategic Risk Register identifies climate change adaptation and vulnerability as a strategic risk. Climate-related risks and opportunities are included within the CoA's Enterprise Risk Management Framework.
Opportunities	The financial implications of implementing the ICS are being addressed through the CoA's Long Term Financial Plan and Asset Management Plans.
25/26 Budget Allocation	The 2025/26 Annual Business Plan and Budget includes strategic investment in climate initiatives totalling \$6.02M, in addition to standard operating expenditure, that includes: <ul style="list-style-type: none"> Resilient Flood Planning - \$1.10M Peacock Road Cycle Route - \$0.50M London Road Depot Electrification - \$0.20M City Public Realm Greening - \$3.90M Brown Hill Keswick Creek - \$0.32M The 2025/26 implementation plan for the ICS is contained in Attachment B .
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	The ICS has a timeframe for delivery of 2030.
25/26 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

Purpose

1. This report presents the first annual report for the Integrated Climate Strategy 2030 – Resilient, Protected, Sustainable (ICS) adopted by the Council on 11 June 2024 ([Link 1](#)). The ICS Annual Report 2024/25 is provided as (**Attachment A**).
2. The City of Adelaide (CoA) is proud to be amongst a group of leading Australian local governments voluntarily aligning annual reporting against its climate strategy with the Australian Sustainability Reporting Standards (ASRS).
3. While the CoA is not yet captured under the ASRS, proactive voluntary reporting aims to increase transparency for residents, businesses and partners on how the CoA is acting on and mitigating current and future climate change risks.

ICS Annual Report 2024/25

4. The ICS Annual Report is structured to describe progress against the ICS and management of climate-related risk for the 2024/25 financial year, aligned with the core elements of the ASRS:
 - 4.1. Governance – processes for monitoring and managing climate-related risks and opportunities.
 - 4.2. Strategy – our approach to managing climate-related risks and opportunities.
 - 4.3. Risk management – processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities.
 - 4.4. Metrics and targets – our performance related to climate risks and opportunities, including progress on targets.
5. The ICS Annual Report 2024/25 is consistent with the Risk and Reporting Framework presented to the Audit and Risk Committee on 27 September 2024 ([Link 2](#)), which was prepared to support the delivery and monitoring of the ICS. The Council noted this framework at its meeting on 8 October 2024 ([Link 3](#)).
6. The ICS Annual Report sets out achievements aligned with the Council's Strategic Plan 2024-2028, goals and targets in the ICS, and the 2024/25 climate-related commitments in the Annual Business Plan and Budget 2024/25.
7. The following table summarises the achievement of targets from the Strategic Plan 2024-2028:

Target		Achievement
Develop a Sustainability Governance and Reporting Framework by 2025 and capture and share data and learnings	✓	This project was completed with a new governance framework used to assist in preparing and assessing budget proposals for 2025/26.
Establish a baseline to measure circularity in the City of Adelaide and initiate targets to increase circular economy outcomes	✓	Work commenced in March 2025 to identify measures that could contribute to establishing a circular economy baseline in the City of Adelaide.
Support a net increase in street trees annually aligned to heat island data within Council's Climate Strategy	✓	The Street Tree Greening program commenced in 2024/25 and will be continued in 2025/26. A total of 273 new trees were planted in 2024/25.
Develop a target to increase green spaces to support our environment	✓	The ICS adopted on 11 June 2024 sets targets for greening supported by sustainable water resources, including a 40% canopy cover target by 2035.

8. In addition to the Strategic Plan 2024-2028 targets, 23 commitments from the ICS were identified for delivery in 2024/25. A statement of achievement is provided in **Attachment A**.
9. Council has completed or is progressing projects under all five goals in the ICS. Key highlights include:
 - 9.1. The Integrated Climate Strategy received a commendation award at the Planning Institute of Australia, SA Division, Planning Awards in December 2024. The City of Adelaide City Plan – Adelaide 2036 was also awarded a commendation.

- 9.2. Delivery of a successful year of the Sustainability Incentives Scheme with funding fully expended. The program delivered 125 projects resulting in an estimated emissions reduction of 13,034 tCO₂e over the lifespan of the products and services provided.
- 9.3. Installation of 50 microclimate sensors (air temperature, humidity, air pressure) across the city to establish baseline conditions and accurately plot the existing urban heat island effect.
- 9.4. Delivery of the north-south bikeways project, ride to work day, world car free day activities and support for ride programs to increase cycling participation. The north-south bikeway was completed with bike volumes increased by approximately 20% compared to May 2024 data.
- 9.5. Delivery of an embodied carbon study to support updates to Technical Standards Details and promote low-carbon, circular material practices in infrastructure.

Risk Management

10. The ICS Annual Report identifies the CoA's existing 20 climate-related risks and their priority.
11. CoA commenced a review of the climate-related risk and opportunity register in June 2025 to ensure that it best aligns with the ICS, informs updates to strategies, and adapts to changes in climate science or CoA operations.
12. The updated register will include chronic and acute physical risks, transition and liability transitional risks, as well as opportunities. The focus will be on strategic risks, not risks specific to a single site, program, project or policy.
13. Aligned with the SA Government Sustainability Report 2024 and the South Australian Climate Change Risk Assessment (yet to be published), the 2025 climate-related risk and opportunity will assess risks against the following scenarios:
 - 13.1. Short-term: 2030 Representative Concentration Pathway (RCP) 4.5 (medium emissions)
 - 13.2. Mid-term: 2050 RCP 4.5 (medium emissions)
 - 13.3. Long-term: 2090 RCP 4.5 (medium emissions).

Note: RCP is the national standard used to represent plausible future scenario of greenhouse gas concentrations.

2025/26 ICS Implementation Plan

14. Priorities in the ICS are funded annually through the CoA's Annual Business Plan and Budget process.
15. The priorities for 2025/26 are detailed in **Attachment B** and included in the ICS Annual Report, as follows:
 - 15.1. Urban heat
 - 15.1.1. Adelaide Park Lands greening.
 - 15.1.2. City public realm greening.
 - 15.1.3. Cool wayfinding tool development.
 - 15.1.4. Partner with Green Adelaide to update tree canopy mapping.
 - 15.2. Urban responses
 - 15.2.1. Deliver the Sustainability Incentive Scheme, which supports the community in implementing changes to reduce carbon emissions.
 - 15.2.2. Work with the State Government to build the case for a Planning and Design Code Amendment that improves waste management systems for multi-unit dwellings.
 - 15.2.3. Deliver the Adaptive Reuse City Housing Initiative (ARCHI).
 - 15.2.4. Deliver the London Road Works Depot electrification project.
 - 15.3. Biodiversity
 - 15.3.1. Develop urban biodiversity corridors and connection mapping.
 - 15.4. Flooding
 - 15.4.1. Undertake resilient flood planning.
 - 15.4.2. Develop a stormwater management plan for the City of Adelaide.

15.5. Movement and transport

- 15.5.1. Enable on-street EV chargers in select locations which support the transition to EVs and minimise impacts on public realm.
- 15.5.2. Deliver the Peacock Road Cycle Route and separated bike lane.

Next Steps

- 16. Pending Council decision, the ICS Annual Report 2024/25 will be finalised and published to the CoA website.
- 17. Key achievements will be reported in the City of Adelaide Annual Report as required under section 131 of the *Local Government Act 1999* (SA).
- 18. An updated climate related risk and opportunity register is scheduled to be presented to the Audit and Risk Committee in late 2025.
- 19. The Administration will work throughout 2025/26 to deliver the ICS to ensure that climate risk continues to be managed.

DATA AND SUPPORTING INFORMATION

Link 1 – [Integrated Climate Strategy 2030 – Resilient, Protected , Sustainable](#)

Link 2 – [Audit and Risk Committee, 27 September 2024, Integrated Climate Strategy Reporting Framework \(Item 8.6\)](#)

Link 3 – [Council Agenda - Tuesday, 8 October 2024, Recommendations of the Audit and Risk Committee \(Item 12\)](#)

ATTACHMENTS

Attachment A – Integrated Climate Strategy 2030 – Resilient, Protected, Sustainable, Annual Report 2024/25

Attachment B – 2025/26 Implementation Plan - Integrated Climate Strategy 2030 – Resilient, Protected, Sustainable

- END OF REPORT -

OUR ADELAIDE.
BOLD.
ASPIRATIONAL.
INNOVATIVE.

Integrated Climate Strategy 2030

Resilient, Protected, Sustainable

2024/25 Report

Acknowledgement of Country

The City of Adelaide acknowledges that we are located on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.



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1 Executive Summary

1.1 About this report

The City of Adelaide (CoA) is proud to be amongst a group of leading Australian local governments undertaking voluntary climate-related reporting and financial disclosures in line with the Australian Sustainability Reporting Standards (ASRS).

The CoA is proactively undertaking voluntary reporting to increase transparency for residents, businesses and partners on how it is acting on, and mitigating current and future climate change risks.

The ASRS establishes a benchmark for promoting transparency and accountability in managing climate-related risks and opportunities. Mandatory reporting commenced 1 January 2025 for larger corporate entities.

Local governments in Australia are not mandated to report according to the ASRS, however the CoA meets two of the following criteria applicable to Group 1 Reporting Thresholds, which would qualify it in the first group of reporting entities.

Australian Sustainability Reporting Standards: Group 1 Reporting Thresholds	
Criteria	Council
Has over 500 employees	The CoA has over 1000 employees.
Value of total assets at the end of the financial year is \$1 billion or more	The CoA has total assets in excess of \$1 billion.
Annual expense for the financial year is \$500 million or more	Not met - the CoA's budgeted expenditure of \$281.832 million in 2024/25 across operating and capital budgets focused on the prioritisation of community and civic services, activities that support the city's cultural and economic development, and projects that maintain and upgrade infrastructure within the city, North Adelaide and the Adelaide Park Lands.

This is the CoA's first voluntary report under the ASRS framework and aligns with the core elements of the Standards.

The CoA acts according to the strategies set out in its Integrated Climate Strategy 2030 – Resilient, Protected, Sustainable (ICS).

The purpose of the ICS is to set a vision for a resilient, protected and sustainable city where people can live, work, study and play and adapt to changes in the climate that bring social and economic opportunity and disruption.

The CoA manages climate-related risk through its enterprise-wide risk management aligned with the ICS.

This report is structured to describe progress against the ICS and management of climate-related risk for the 2024/25 financial year.

1.2 Commitment to climate action and mitigating risk

The ICS sets a target to: Halve our climate impact by 2030 and make it nil by 2035.

In doing so, the CoA is acting across five goals:

- A climate resilient city – we adapt to our climate by understanding risks, preparing our infrastructure and assets to withstand change, and ensuring our community is prepared.
- A net zero ready city – we play our part in global efforts to halt climate change.
- A city where nature thrives – our natural ecosystems are protected and enhanced in a changing climate.

- Transition to a decarbonised city – the economy transitions to become low carbon and circular.
- A climate leading capital city – we accept the challenge as one of the world's leading cities in addressing climate change.

In 2024/25, the CoA invested in five targets and 23 commitments aligned with the ICS through its Annual Business Plan and Budget. Of these, nine have been delivered with the remainder due for completion in 2025/26. This report focuses on achievement against the funded priorities.

1.3 Commitment to transparency and accountability

Climate change has far-reaching risks for the environment, economy, communities and our lifestyles. Our policy includes access to data, public reporting and disclosure of emissions for the community and the CoA's own operations. This report is structured to address the core elements of the ASRS as described below.

Core elements of the ASRS	CoA's approach to meeting the requirements
Governance – processes for monitoring and managing climate-related risks and opportunities	<p>The CoA's operates an Audit and Risk Committee in accordance with the <i>Local Government Act 1999</i> (SA) and Strategic Risk and Internal Audit Committee with accountabilities for climate-related risk and opportunities.</p> <p>Following the adoption of the ICS, the CoA has implemented a governance structure to drive accountability for overseeing climate-related strategies.</p>
Strategy – our approach to managing climate-related risks and opportunities	<p>The ICS and other strategic documents across CoA provide a high-level indication of how climate-related risks and opportunities will impact CoA's prosperity.</p> <p>Future work will address a current gap linking the climate-related risks and opportunities through the ICS with specific time horizons.</p>
Risk management – processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities	<p>At an enterprise level, the CoA has Risk Management Operating Guidelines which are used to identify, assess, prioritise and monitor risks.</p> <p>CoA is presently updating its climate-related risk register, which can be used to update the enterprise-wide risk management framework.</p>
Metrics and targets – our performance related to climate risks and opportunities, including progress on targets	<p>For metrics within the ICS, there is a clear articulation of the metric used to set the target and monitor progress towards reaching the target linked to a strategic priority and ICS goal.</p>

1.4 Key achievements and highlights

The ICS was established under a strategic planning framework where the Strategic Plan 2024-2028 sets the first-order priorities.

The following table summarises the 2024/25 targets from the Strategic Plan 2024-2028 and provides a statement of achievement.

Target		Achievement
Develop a Sustainability Governance and Reporting Framework by 2025 and capture and share data and learnings	✓	This project was completed with a new governance framework used to assist in preparing and assessing budget proposals for 2025/26.
Establish a baseline to measure circularity in the City of Adelaide and initiate targets to increase circular economy outcomes	✓	Work commenced in March 2025 to identify measures that could contribute to establishing a circular economy baseline in the City of Adelaide.
Support a net increase in street trees annually aligned to heat island data within Council’s Climate Strategy	✓	The Street Tree Greening program commenced in 2024/25 and will be continued in 2025/26. A total of 273 new trees were planted in 2024/25.
Develop a target to increase green spaces to support our environment	✓	The ICS was adopted on 11 June 2024 sets targets for greening supported by sustainable water resources, including a 40% canopy cover target by 2035.

In addition to the Strategic Plan 2024–2028 targets, 23 commitments from the ICS were identified for delivery in 2024/25. A statement of achievement is provided in Appendix 1.



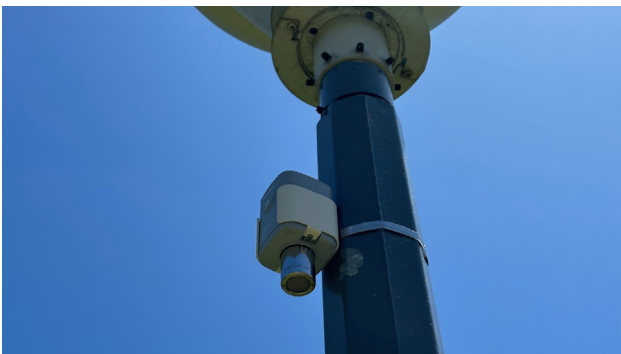
1.5 Key highlights for 2024/25



The Integrated Climate Strategy received a commendation award at the Planning Institute of Australia, SA Division, Planning Awards in December 2024. The City of Adelaide City Plan – Adelaide 2036 was also awarded a commendation.



Delivery of a successful year of the Sustainability Incentives Scheme with funding fully expended. The program delivered 125 projects resulting in an estimated emissions reduction of 13,034 tCO₂e over the lifespan of the products and services provided.



Installation of 50 microclimate sensors (air temperature, humidity, air pressure) across the city to establish baseline conditions and accurately plot the existing urban heat island effect.



Delivery of the north-south bikeways project, ride to work day, world car free day activities and support for ride programs to increase cycling participation. The north-south bikeway was completed with bike volumes increased by approximately 20% compared to May 2024 data.



Delivery of an embodied carbon study to support updates to Technical Standards Details and promote low-carbon, circular material practices in infrastructure.

1.6 Future direction and strategic goals

The CoA's ICS priorities for 2025/26 as determined through the Annual Business Plan and Budget process are:

Urban heat	<p>Adelaide Park Lands greening</p> <p>City public realm greening</p> <p>Cool wayfinding tool development</p> <p>Partner with Green Adelaide to update tree canopy mapping</p>
Urban responses	<p>Deliver the Sustainability Incentives Scheme, which supports the community in implementing changes to reduce carbon emissions</p> <p>Work with the State Government to build the case for a Planning and Design Code Amendment that improves waste management systems for multi-unit dwellings</p> <p>Deliver the Adaptive Reuse City Housing Initiative (ARCHI)</p> <p>Deliver the London Road Works Depot electrification project</p>
Biodiversity	<p>Develop urban biodiversity corridors and connection mapping</p>
Flooding	<p>Undertake resilient flood planning</p> <p>Develop a stormwater management plan for the City of Adelaide</p>
Movement and transport	<p>Enable on-street EV chargers in select locations which support the transition to EVs and minimise impacts on public realm</p> <p>Deliver the Peacock Road Cycle Route and separated bike lane</p>

2 Governance

2.1 ICS governance structure and roles

The CoA has an established governance structure comprising strategic, tactical and operational management of the ICS and management of climate-related risks and opportunities.

Strategic	Oversight, Strategic Direction and Decision Making Audit and Risk Committee, Executive, Strategic Risk and Internal Audit Committee
Tactical	ICS and Climate Risk Register Ownership and Governance Integrated Climate Strategy Steering Group (ICS Steering Group)
Operational	ICS Delivery and Operations ICS collaborators across CoA

To support the delivery and reporting of the ICS and management of climate-related risks and opportunities, roles and responsibilities have been defined to drive accountability. In summary, these roles and responsibilities are outlined as follows:

Council	Demonstrates and communicates commitment to climate change by setting policy reflective of the community and endorsement of the ICS Annual Report.
Audit and Risk Committee (ARC)	Provides independent assurance and advice to the Council on accounting, financial management, internal controls, risk management, and governance matters related to climate.
Executive	The Executive Team is responsible for the oversight, strategic direction, and decision-making of the ICS. The Executive is supported by the ICS Steering Group and provides updates to the Council on the progress of the ICS.
Strategic Risk and Internal Audit Committee (SRIA)	The Strategic Risk and Internal Audit Committee (SRIA) is responsible for the management of climate-related risks and opportunities. SRIA is supported by the Executive Team and informs the Audit and Risk Committee (ARC) on items that require escalation to Council.
Integrated Climate Strategy Steering Group	The Integrated Climate Strategy Steering Group (ICS Steering Group) is responsible for progress and day to day resolution of operational items to do with implementation of the ICS and the identification, assessment and monitoring climate-related risks and opportunities.
ICS Contributors	The ICS collaborators coordinate with the key responsible teams across the CoA that have a role in delivery the ICS and managing risk.

3 Strategy

3.1 Context and importance

Climate change is impacting all aspects of life in Australia, from the way our community functions, through to our economy and environment. Without a coordinated global response, conditions will become more challenging as greenhouse gases continue to increase in the atmosphere over the coming century.

The outlook for Adelaide is a hotter, drier climate with increasing frequency and intensity of extreme events such as heatwaves and floods. To remain a liveable and prosperous community we need to adapt, prepare and develop resilience to a changing climate.

76% of the CoA's operational climate risks relate to increasing temperatures, reduced rainfall and flooding.

3.2 Climate-related goals and priorities

Addressing climate change is a key priority in CoA's plans and strategies, which are part of an integrated strategic approach.

At the organisational level the Strategic Plan 2024 – 2028 sets a vision for the future and is guided for our long-term aspirations.

The CoA's aspiration under the Environment pillar is that:

in ten years, Adelaide will be a nation leading Green City in a Park showcasing our advanced green infrastructure, increased biodiversity and sustainability and a community that is more resilient to climate change

The ICS is the primary document for guiding climate related delivery and focuses CoA's efforts on the priorities and scale of action required by the community and through its own operations across five goals, each with three priorities as outlined in the following table.

Integrated Climate Strategy 2030 Summary of Goals				
Goal 1. A climate resilient city	Goal 2. A net zero ready city	Goal 3. A city where nature thrives	Goal 4. Transition to a decarbonised economy	Goal 5. A climate leading capital city council
Priority: A cool city with no urban heat island effect	Priority: All homes and businesses will be electrified and powered by renewables	Priority: Caring for Country in partnership with Kurna Miyurna	Priority: Growth in circular economy industries in the city	Priority: Reduce City of Adelaide's operational carbon emissions by 75% from 2020 to 2030 and achieve absolute zero emission by 2035
Priority: Greening supported by sustainable water resources	Priority: Public EV charging infrastructure is available for all users, including micro-mobility, catalysing the uptake of EVs in Adelaide	Priority: Biodiversity, native grasslands and woodlands are protected and enhanced	Priority: Procurement decisions that localise supply, prioritise reuse and drive green industries	Priority: Transitioning our corporate fleet to zero emissions
Priority: Homes and businesses are protected from climate hazards	Priority: Triple the number of city workers who cycle to work, and double the number of local residents who walk to work	Priority: Karrawirra Pari, waterways, Adelaide Park Lands, streets and squares act as arteries connecting our native species	Priority: Zero avoidable kerbside waste to landfill ('zero waste') by 2030	Priority: Climate change and sustainability are integrated into how we do business



A summary of climate-related policies and strategies follows:

Strategic Plan 2024-2028	Resilient, protected and sustainable. The CoA seeks to embed climate resilience in all that we do.
Integrated Climate Strategy (ICS)	The ICS sets out a comprehensive suite of priorities grouped into goals. It sets our vision for a resilient, protected, and sustainable city where people can live, work and play and adapt to changes in the climate that bring social and economic opportunity and disruption.
Economic Development Strategy	Climate risk is inherently an economic risk to a capital city. A green economy improves our capacity to adapt to climate change, develop systems built on circular economy principles, and reduce waste and consumption, leading to more effective resource use.
City Plan	City Plan is an urban design framework and digital spatial tool that allows for modelling growth that includes climate considerations.
Housing Strategy	The Housing Strategy seeks innovation and sustainability in new housing to create climate ready housing solutions.
Annual Business Plan and Budget	ICS priorities are used to inform annual business plan and budget processes and deliberations.

4 Risk Management

4.1 Managing risk

The CoA's approach to managing risk includes:

Risk management framework	<p>Climate-related risks and opportunities are included within the Enterprise Risk Management Framework and the identification, assessment, monitoring, and management of climate-related risk and opportunities are integrated across the organisation so that the CoA can adhere to its sustainability and climate related goals (as outlined in the ICS).</p> <p>The Enterprise Risk Management Operating Guidelines are reviewed every two years by the Strategic Risk and Internal Audit Committee and the Audit and Risk Committee.</p>
Strategic risk register	<p>CoA maintains a strategic risk register to manage risk that may impact on the ability to obtain strategic objectives.</p> <p>The Strategic Risk and Internal Audit Committee and the Audit and Risk Committee have identified 10 strategic risks for the CoA. One of those risks is:</p> <p>Risk 5 – Climate change adaptation and vulnerability - Impact of changing climate conditions and an increase in extreme weather events presents a risk to Council, community, infrastructure and natural environment.</p>
Climate-related risk and opportunity register	<p>The climate-related risk and opportunity register is a tool used to identify, assess and monitor risks and opportunities associated with climate change. It helps track both physical and transitions risks. The register allows the Administration to better integrate climate-related risks into enterprise risk management processes as it relates to immediate and longer-term impacts.</p> <p>Climate risks may be complex, interconnected, and are often longer-term, requiring scenario planning due to uncertainty. They have broader, potentially compounding impacts on areas like infrastructure, health and the economy.</p>
Internal audit program	<p>CoA conducts an internal audit program to ensure operations and relevant processes are evaluated and performing effectively.</p>

4.2 Climate-related risk and opportunity register

The climate-related risk and opportunity register allows the CoA to identify potential risks and opportunities, assess their potential impacts, and monitor their evolution over time. The register is reviewed annually to reflect the evolving nature of climate-related risks and opportunities.

The register identifies 20 risks including those associated with decreased annual rainfall, but with increased rainfall intensity, and increased urban heat. Risk have been evaluated based on their potential consequences, the likelihood of

occurrence, and the effectiveness of existing controls.

Out of these, one was rated as 'moderate', 12 were rated as 'high' and seven were rated as 'extreme' in the current period, where no additional controls were applied.

The table below is a summary of CoA climate-related risks and their priority.

Risk	Impact Category	ICS Priority Alignment	Risk Area	Risk Priority (1: high 2: medium 3: low)
Extreme heat, heat stress, duration of heatwaves, frequency of very hot days, and increased average temperatures	Service Delivery	Priority 1.1, 1.2, 1.3, 5.15	Physical	1
Heat stress, biodiversity loss, increased water demand, loss of green space/cover, frequency and severe droughts	Environment	Priority 1.1, 1.2, 1.3, 3.7, 3.8, 3.9, 5.15	Physical	2
Storm, urban flooding, heavy precipitation, hail and extreme winds	Service Delivery	Priority 1.1, 1.2, 1.3, 5.15	Physical	1
Asset damage or failure	Service Delivery	Priority 4.11, 5.13 and 5.15	Physical	1
Information/communication, financial and insurance	Service Delivery	Priority 5.15	Physical	1
Bushfire smoke	Service Delivery	Priority 5.15	Physical	-
Cost implications associated with lack of position/policies supporting climate action	Service Delivery	Priority 4.11, 5.13 and 5.15	Financial	2
Long term financial plan cost implications	Service Delivery	Priority 4.11, 5.13 and 5.15	Financial	2
Cost implications for not considering climate change in asset management	Service Delivery	Priority 4.11, 5.13 and 5.15	Financial	2
Increased low carbon travel (e.g. public transport, cycling, walking and shared mobility schemes)	Financial	Priority 4.11; 5.14 and 5.15	Transitional	2
Revenue model	Financial	Priority 4.11; 5.14 and 5.15	Transitional	2

Risk	Impact Category	ICS Priority Alignment	Risk Area	Risk Priority (1: high 2: medium 3: low)
Building Code	Reputation/ Political	Priority 4.11; 5.14 and 5.15	Transitional	1
Climate change adaptation not integrated into corporate governance	Financial	Priority 5.15	Governance	2
Climate change adaptation not integrated into corporate operations, governance	Financial	Priority 5.15	Governance	2
Climate change adaptation policy development	Reputation / Political	Priority 5.15	Governance	3
Utilities and solar energy	Environment	Priority 2.4, 5.13, 5.15	Opportunity	3
Resilient property portfolio	Financial	Priority 2.4, 5.15, 5.13	Opportunity	1
	Environment	Priority 2.4, 5.15, 5.13	Opportunity	3
Climate leadership	Environment	All priorities	Opportunity	2



4.3 Actionable risks across the short, medium and long term

The CoA will review its climate-related risks and opportunities annually and consider the classes of transitional and physical risks and their likelihood of impact on operations over their short term (0 to 5 years), medium term (10 to 15 years) and long term (20+ years).

CoA commenced a review of the climate-related risk and opportunity register in June 2025 to ensure that it best aligns with the ICS, informs updates to strategies, and adapts to changes in climate science or CoA operations.

The updated register will include chronic and acute physical risks, transition and liability transitional risks, as well as opportunities. The focus will be on strategic risks, not risks specific to a single site, program, project or policy.

The ICS governance structure and roles calls for the register to indicate short, medium, and long-term impact horizons and timeframe for action.

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

Short term (0 to 5 years) ● Medium term (10 to 15 years) ● Long term (20+ years) ●

Council manages a broad range of services and assets with different decision lifetimes. For example, a stormwater system being designed today needs to withstand long-term climate conditions (2090), road surfaces need to consider medium-term climate conditions (2050), while a light vehicle purchase or new garden bed design need only consider short term conditions (2030).

Aligned with the SA Government Sustainability

4.4 Financial implications of climate-related risk

Priorities in the ICS are funded annually through the CoA's Annual Business Plan and Budget process.

Council is required to adopt a Long Term Financial Plan (LTFP) for a period of at least 10 years and review it annually. It is a tool to guide long-term sustainable financial decision-making. The LTFP is one of Council's central strategic management plans.

Unforeseen economic, political, environmental and market changes can impact the long-term financial sustainability of Council. Council monitors identified risks and/or opportunities including:

- Revenues growth (rates, fees/charges)
- State Government legislation impacting Council ability to raise revenues
- Unexpected interest rates increases
- Uncertainty securing State and Federal Government grant funding
- Market conditions impacting sale of identified Council assets
- Inflationary pressures on materials and wages
- Changing value of assets
- Council decisions.

The future incorporation of climate risk into the LTFP is an identified next step. Broadly, the risks for the CoA in not addressing climate-related risk include:

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

Increased Vulnerability to Climate Events: By not preparing for extreme weather events and changes in climate patterns (such as heatwaves, flooding, or

Report 2024 and the South Australian Climate Change Risk Assessment (yet to be published), the 2025 climate related risks and opportunity register will assess risks against the following scenarios:

- Short-term: 2030 RCP 4.5 (medium emissions)
- Mid-term: 2050 RCP 4.5 (medium emissions)
- Long-term: 2090 RCP 4.5 (medium emissions).

droughts), the CoA's infrastructure, ecosystems, and population could become more susceptible to damage and disruption.

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

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

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

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

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

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

5 Metrics and Targets

5.1 Understanding the emissions profile

The CoA measures and reports greenhouse gas emissions for corporate emissions and community emissions.

Corporate emissions – direct and indirect emissions are tracked annually and published to the CoA public website.

Target	Achievement
CoA’s target is to halve our climate impact by 2030 and make it nil by 2035	In 2023/24 CoA reduced emissions 54% on base year 2020 and 8% from 2022/23.

Community emissions for 2024/25 are currently being calculated and are expected to be available in December 2025.

The CoA will continue to work on reducing operational carbon emissions through a variety of mechanisms, including sustainable procurement practices, waste diversion and resource recovery, and fleet management.

Measurements are taken from base year FY2020, with an interim target for a 75 per cent reduction by FY2030. In FY2023/24, we have reduced emissions by 54 per cent from the FY2020 base year.

Community emissions – community emissions are calculated every two years in an inventory prepared

in accordance with the Greenhouse Gas Protocol for Community Scale Greenhouse Gas Emissions inventories (GPC) and published to the CoA public website.

The City of Adelaide community greenhouse gas emissions inventory is prepared in accordance with the Global Protocol for Community Scale Greenhouse Gas Emissions Inventories.

The protocol measures the emissions within the City of Adelaide boundary, using ‘scopes’ which allows international comparisons (see definitions). This methodology is used to report internationally to the CDP platform (formerly Carbon Disclosure Project) on climate data and action.

5.2 Targets

The ICS contains metrics and targets to monitor progress, measure and manage climate-related risks and opportunities aligned with Goals and Priorities. Most of these targets are quantitative and aim to increase the CoA’s climate resilience. Not all metrics are measured each year.

The table on the following page includes targets relevant to commitments in 2024/25.

Progress toward key targets in 2024/25

Icon Key: ↑ Positive progress | ↓ Indication of decline | ↔ Not measured in 2024/25

Target	Metric		Progress toward target in 2024/25
Target: Reduce the temperature of road, footpath and pavement surfaces by more than 9°C compared to existing bitumen surfaces in full sun	Surface temperature, measured in degrees Celsius	↔	Baseline is being developed in 2025/26
Target: 40% canopy cover by 2035 Target: Net increase of 485 street trees every year until 2035	Streets, roads and park land (public realm) area covered by tree canopy, measured in m2 Number of street trees	↑	273 new urban street trees were planted in 29 streets. Tree canopy will next be measured in 2026.
Target: 20% of city stormwater drainage catchment is directed to WSUD green assets (159 ha) Target: Upgrade existing stormwater infrastructure to meet future climate scenarios for rainfall intensity	Percentage of city stormwater drainage catchment directed to green assets (159 ha)	↑	A Stormwater Management Plan (SMP) is currently in progress - targeting 1 in 20 ARI (5%AEP) or 1 in 10 ARI (10% AEP) minor drainage service level. Investigations commenced, and the stormwater management plan is due for completion in April 2026.
Target: Incentives provided for retrofitting to create climate resilient homes Target: 500 homes and businesses electrified each year, and all-electric new buildings	Number or percentage uptake of incentives by community to retrofit homes Number of homes electrified per year Number of all electric new buildings	↑ ↑	The Sustainability Incentives Scheme supported a business case for retrofitting a complex of 147 dwellings and provided 21 incentives towards climate ready building upgrades for residents and businesses. Number of homes and all electric new builds not measured in 2024/25. The Sustainability Incentives Scheme provided 35 Smart and Green Energy incentives to support electrification (appliance electrification, energy storage, switchboard upgrades, climate smart buildings).
Target: Install an additional 25 public EV public charging bays by 2030 in collaboration with partners	Number of EV charging bays installed	↑	The City of Adelaide is working with a preferred provider for an additional 26 vehicle (EV) charging points at strategic locations available to the public.
Target: 10% of city workers choose to cycle to work, at least 10,000 extra people per day	Percentage of city workers who choose to cycle to work	↔	Progress on this target will be measured by 'Super Tuesday' cycle traffic counts and ABS census journey to work results. The 2025 'Super Tuesday' counts are yet to be published. The next census will be 2026 and an update will be provided shortly thereafter.
Target: There is a net increase in biodiversity, habitats, and ecosystem health within the City of Adelaide by 2030 Target: Greater diversity of aquatic and terrestrial flora and fauna in the River Torrens and urban water courses	Total number of distinct species within a local community; Area of available habitat per species; Ecosystem health rating Diversity rating of aquatic and terrestrial flora and fauna in the River Torrens and urban water courses	↑ ↔	A comprehensive biodiversity survey was completed in 2023/24 and demonstrated an increase in biodiversity habitat in the City of Adelaide. Riparian Fauna Survey results are expected in 2025/26 following survey activity at the start of winter.
Target: Increase in sustainable supply chains commonly used by City of Adelaide	Number of sustainable suppliers	↔	Baseline is being developed in 2025/26

Target	Metric		Progress toward target in 2024/25
Target: Divert 80% of residential kerbside collected material from landfill	Percentage of residential kerbside collected waste diverted from landfill	↔	There were modest increases in weight collected of green organics and recycled materials. The average diversion rate across all streams has remained reasonably static over the period, averaging approximately 38%. A review of Council's waste service commenced in 2024/25 and is due for completion in 2025/26.
Target: No buildings use natural gas	Number of buildings using natural gas	↑	Presently, 12 Council buildings are using natural gas.
Target: Embodied carbon is measured and minimised across all asset renewals and capital works	Emissions measured in a formal corporate inventory	↑	As part of an embodied carbon investigation undertaken in 2024/25, a procurement template is being developed to facilitate accurate measurement of embodied carbon. CoA technical standards will be updated after a costing case study is conducted in 2025/26.
Target: 100% of light passenger vehicles are zero emission	Percentage of zero emission light passenger vehicles	↑	70% of CoA light passenger vehicles are zero emission.
Target: Climate resilience and risk are effectively measured and mitigated	Annual reporting complete	↑	Former Climate Change Risk Assessment Action Plan (CCRAAP) was closed in 2024/25. It was replaced by a climate-related and opportunities risk register and the ICS. Work commenced in 2024/25 to update the climate-related risk register to be completed in 2025/26



6 Monitoring, Reporting and Review

6.1 Reporting Framework

To enable the implementation and reporting of the ICS and the identification, monitoring and management of climate-related risks and opportunities, reporting is established across the governance structure (refer to Section 2).

6.2 Climate programs and projects in 2024/25

Priorities in the ICS are funded annually through the Annual Business Plan and Budget process. The ICS Steering Committee supports the budget priorities through its review of budget proposals. In 2024/25, 23 projects were commenced in alignment with the ICS, as outlined in the table below:

Goal	Projects Completed	Projects Progressing
Goal 1: A Climate Resilient City	5	5
Goal 2: A Net Zero Ready City	3	2
Goal 3: A City Where Nature Thrives	-	4
Goal 4: Transition to a decarbonised economy	1	2
Goal 5: A Climate-Leading Capital City Council	-	1



Appendices

Appendix 1 – ICS commitments 2024/25

Icon Key: ✓ Complete | ● In progress (on track) | ● In progress (behind schedule)

No.	2024/25 Commitments	ICS Alignment	Annual Statement of Achievement
1	Deliver the Greener City Streets (heat and tree canopy mapping) and Public Realm Greening Programs	✓ Goal 1.1	273 new urban street trees planted in 29 streets.
2	Install 50 microclimate sensors (air temperature, humidity, air pressure) across the city to establish baseline conditions and accurately plot the existing urban heat island effect	✓ Goal 1.1	50 microclimate sensors have been deployed across the city and Adelaide Park Lands.
3	Deliver the Adaptive Reuse City Housing Initiative (ARCHI)	✓ Goal 1.3	There are seven ARCHI Incentives Scheme Funding Agreements delivering 14 dwellings. \$80,720 has been allocated from the \$250k funding pool. Five dwellings have been delivered.
4	Deliver the Light Square/Wauwi Master Plan	● Goal 1.2	Draft Master Plan consulted on and traffic assessment and costings due for completion in 2025/26.
5	Deliver the Adelaide Park Lands Strategic Water Resources Study	✓ Goal 1.2	Draft study delivered.
6	Deliver the Botanic Creek Watercourse Rehabilitation project	● Goal 3.3	Stage 1 of two stages was delivered with Stage 2 due for completion in 2025/26.
7	Deliver the resilient flood mapping project	● Goal 1.3	The SMP is currently in progress - targeting 1 in 20 ARI (5%AEP) or 1 in 10 ARI (10%AEP) minor drainage service level, whichever is economically feasible. The SMP is due for completion in April 2026.
8	Develop a Stormwater Management Plan for the City of Adelaide	● Goal 1.3	Investigations commenced, and the stormwater management plan is due for completion in April 2026.
9	Provide support to KYAC in the development of a Caring for Country Plan to support the development and implementation of Healthy Country Planning processes in the Adelaide Park Lands, including discussions with Green Adelaide	● Goal 3.1	KYAC is developing a Healthy Country Plan for the whole of the Kaurua Native Title Area, as well as a Connection to Country Framework. Green Adelaide and the CoA supported this process.
10	Deliver the Sustainability Incentive Scheme, which supports the community to implement changes to reduce residential carbon emissions	✓ Goal 1.3	In 2024/25, the Sustainability Incentives Scheme was fully expended with 125 approved applications resulting in an estimated emissions reduction of 13,034 tCO ₂ e over the lifespan of the products and services provided. The projects result in an estimated annual savings of: <ul style="list-style-type: none"> 14,821MWh of electricity usage (equivalent to 2,880 average household's annual consumption). 3,125 GJ of gas usage (equivalent to 325 average household's annual consumption). 33,526 kg of resources diverted from landfill (equivalent to 8.6 SME's average waste to landfill).
11	Development and deliver an electrification program to support transition to all electric buildings	● Goal 1.3	The Sustainability Incentives Scheme has been modified to further support building electrification and to target harder-to-implement projects such as strata properties, and adaptive reuse projects. In 2024/25, the scheme supported 43 Smart and Green Energy projects, of which 35 were directly related to appliance electrification for properties.
12	Enable on-street EV chargers in selection locations which support the transition to EVs and minimise impacts on public realm	- Goal 2.2	Contract negotiations are being finalised with the selected provider and the contract is to be finalised before October 2025.
13	Deliver World Car-Free Day and Ride2Work Day activities	✓ Goal 2.3	Delivered 22 September 2024 and 16 October 2024.

No.	2024/25 Commitments		ICS Alignment	Annual Statement of Achievement
14	Deliver the north-south bikeways project	✓	Goal 2.3	The north-south bikeway is complete with bike volumes increased by approximately 20% (compared to May 2024 data).
15	Develop and implement an Integrated Transport Strategy	●	Goal 2.3	Draft Integrated Transport Strategy developed and presented to Council in April 2025 incorporating key projects and services and measures of success.
16	Design an Aboriginal Rangers Program for the Adelaide Park Lands to support traditional land management practices	●	Goal 3.1	Ranger program coordinator commenced in June 2025. Planning commenced for fire management in Park 16 grasslands in Spring 2025.
17	Establish a Protocol for Aboriginal Engagement	●	Goal 3.1	CoA is working on a framework for Free, Prior and Informed Consent (FPIC) from Aboriginal and Torres Strait Islander peoples as part of their pursuit of World Heritage Tentative List Submission.
18	Develop a biodiversity monitoring program for the Adelaide Park Lands, including guidance/protocol for partnering with the community on greening and biodiversity projects	●	Goal 3.2	Biodiversity monitoring program developed with University of Adelaide is incorporated in the development of new Key Biodiversity Area Management Plans in 2025/26. Riparian Aquatic Fauna Survey results expected in July 2025 following survey activity at the start of winter.
19	Deliver the feasibility studies for waste and recycling collection	●	Goal 4.3	Three draft service models have been presented for internal review including: <ul style="list-style-type: none"> • BAU (enhanced) • 80% diversion by 2040 • 80% diversion by 2030 Once service models have been confirmed, costings and operating models will be considered including internalisation, hybrid and external contractor
20	Undertake laneways waste collection trial and recommend future interventions	✓	Goal 4.3	Delivery of the laneways trial is complete and launched on Monday 14 April 2025. A surround was built, bins installed and education/engagement with residents was delivered. Ongoing monitoring will continue over the 12 month trial and an outcomes report will be delivered in April 2026.
21	Work with the State Government to build the case for a Planning and Design Code Amendment that improves waste management systems for multi-unit dwellings	●	Goal 4.3	A Proposal to Initiate a Waste Management Code Amendment was endorsed by the Council in November 2024 and is awaiting State Government advice.
22	Deliver the Plant and Fleet Replacement program	●	Goal 5.2	Fleet Transition Analysis undertaken to inform the Plant and Fleet Replacement Program.
23	SA Power Networks Luminaires Upgrade	✓	Goal 2.1	In 2024/25, SAPN were engaged to carry out upgrades on Avoca Street and North Street, Adelaide.





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Year 2 (2025/26) Implementation

Climate change has far-reaching risks for the environment, economy, communities and our lifestyles.

The City of Adelaide supports meaningful and immediate climate action to reduce emissions and address the impacts of climate change risk.

This summary sets out commitments for Year 2 of the 6-year Integrated Climate Strategy and aligns with the City of Adelaide Annual Business Plan and Budget 2025/26.

Goals

- A climate resilient city
- A net zero ready city
- A city where nature thrives
- Transition to a decarbonised city
- A climate leading capital city

2025/26 Commitments

- ☐ Deliver the city public realm greening program.
- ☐ Partner with Green Adelaide to update tree canopy mapping.
- ☐ Deliver a cool wayfinding tool.
- ☐ Undertake resilient flood planning.
- ☐ Develop a stormwater management plan for the City of Adelaide.
- ☐ Deliver the Sustainability Incentive Scheme, which supports the community to implement changes to reduce carbon emissions.
- ☐ Enable on-street EV chargers in select locations which support the transition to EVs and minimise impacts on the public realm.
- ☐ Deliver the Peacock Road Cycle Route and separated bike lanes.
- ☐ Design an Aboriginal Rangers Program for the Adelaide Park Lands to support traditional land management practices.
- ☐ Undertake a cultural burn in the Adelaide Park Lands.
- ☐ Identify urban biodiversity corridors and connection mapping.
- ☐ Collaborate with the Department for Environment and Water and Green Adelaide to develop a Tree Martin Management Plan.
- ☐ Deliver the London Road Works Depot electrification project.
- ☐ Work with the State Government to build the case for a Planning and Design Code Amendment that improves waste management systems for multi-unit dwellings.
- ☐ Deliver the Adaptive Reuse City Housing Initiative (ARCHI).
- ☐ Develop a baseline of circular industries in the City of Adelaide.

Acknowledgement of Country

City of Adelaide acknowledges the 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.

Legislative Compliance Review Internal Audit

Friday, 17 October 2025

Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:

Rebecca Hayes, Associate

Director Governance & Strategy

Public

Approving Officer:

Anthony Spartalis, Chief

Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to provide the Audit and Risk Committee with the Legislative Compliance Review Internal Audit report. The 2024-25 Internal Audit Plan (the Plan) for the City of Adelaide (CoA) was developed in consideration of Council's key strategic risks and critical priorities, including an internal audit related to CoA's legislative compliance.

Of the 209 provisions considered as part of this audit, only five were identified as requiring further action with all five rated as "exceptions noted" and considered low risk findings.

Each year the City of Adelaide (CoA) includes a Legislative Compliance audit in its Internal Audit Plan. Each year, different pieces of legislation are selected from the list of Acts with which Council must comply, and a review is performed on Council's legislative compliance with them.

This audit best aligns with the identified Strategic Risk *Statutory and Regulatory Risk: Non-compliance with statutory and regulatory requirements poses legal, financial and reputational risks to the organisation.*

This year, the audit focused on the:

- *Local Government (General) Regulations 2013*
- *Local Government (Financial Management) Regulations 2011*
- Adelaide Economic Development Agency Charter
- Adelaide Central Market Authority Charter.

This report requests that the Audit and Risk Committee note the report and endorse the management responses.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Legislative Compliance Review Internal Audit report as contained in Attachment A to Item 4.4 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.
2. Endorses the responses of the Administration to the Legislative Compliance Review Internal Audit report as contained in Attachment A to Item 4.4 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Outcome – Effective Leadership and Governance Internal Audit is an essential component of a good governance framework. It enables Council to ensure it is performing its function legally, effectively and efficiently.
Policy	Not as a result of this report
Consultation	The internal audit report was presented to the Strategic Risk and Internal Audit Group at the June 2025 meeting.
Resource	Not as a result of this report
Risk / Legal / Legislative	Internal audit is an essential component of a good governance framework. It is the mechanism that enables Council to receive assurance that internal controls and risk management approaches are effective, that it is performing its functions legally, and effectively, and to advise how it can improve performance.
Opportunities	Internal audit focuses largely on compliance, risk management and improvement opportunities. As such, audits suggest a range of improvement opportunities related to the area being reviewed, enhancing functions and services are aligning Council processes to best practice standards.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 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
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The Legislative Compliance Review Internal Audit was performed by the City of Adelaide's (CoA) Risk and Audit Analyst, in accordance with the 2024-25 Internal Audit Plan. The report, along with administrative comments can be found in **Attachment A**.
2. The Legislative Compliance Review for 2025 focused on the ongoing assessment of CoA's legislative compliance work plan.

Report

3. This audit related to the identified Strategic Risk *Statutory and Regulatory Risk: Non-compliance with statutory and regulatory requirements poses legal, financial and reputational risks to the organisation*.
4. The review focused on two Regulations and two Charters:
 - 4.1. *Local Government (General) Regulations 2013*
 - 4.2. *Local Government (Financial) Regulations 2011*
 - 4.3. Adelaide Economic Development Agency Charter
 - 4.4. Adelaide Central Market Authority Charter
5. Relevant key stakeholders were consulted, and each section of the Regulations and Charters was reviewed via a desktop analysis.
6. The internal audit reviewed 209 legislative provisions, with 204 confirmed as compliant. The result demonstrates a high level of compliance across the organisation, with only four low-risk exceptions identified-

Act	Total Reviewed	Compliant	Exceptions Noted with Low Risk
<i>Local Government (General) Regulations 2013</i>	15	14	1
<i>Local Government (Financial) Regulations 2011</i>	20	20	0
Adelaide Economic Development Agency Charter	88	86	2
Adelaide Central Market Authority Charter	86	84	2

7. During the review, five sections of the Regulations and Charters were identified as 'exceptions noted', all of which are rated as low risk. These are considered opportunities for improvement and can be readily implemented.

<i>Local Government (General) Regulations 2013</i>			
Section of Regulation	Requirement of the Regulation	Testing Methodology	Findings
Regulation 23	A register of community land under 207(2) of the <i>Local Government Act 1999</i> must contain, in respect of each piece of community land in the area, the specified information.	Ensure the register is maintained and contains the information specified in section 207(2) of the <i>Local Government Act 1999</i> and the Regulation.	<p>The community land register is maintained in two portfolios under the CoA:</p> <ul style="list-style-type: none"> • City Infrastructure for properties that hold a commercial interest • City Shaping for properties that are

			<p>within the Park Lands</p> <p>The Community Land register for properties with a commercial interest requires review.</p>
Adelaide Economic Development Agency Charter			
Section of the Charter	Requirement of the Charter	Testing Methodology	Findings
6.3.2	Within 14 days of the end of each quarter the Agency must submit to the Council's CEO a quarterly report on progress against the strategic milestones and key performance indicators as outlined in the Strategic Plan and the Annual Business Plan and Budget.	Ensure that a quarterly report is presented to Council's CEO on how the Agency is performing against its Business Plan and Budget KPI's within 14 days of end of each quarter.	The Agency prepares the quarterly report within 14 days after the end of each quarter and submits it to the Strategy, Insights and Performance team for inclusion in the CoA's quarterly report to Council. This report is presented to the CEO for review by the 4 th Monday of the month.
6.1.1.2	The Agency must prepare the following strategic management plans: 6.1.1.2 a Long Term Financial Plan for a period of at least 10 years.	AEDA must have a 10 year Long Term Financial Plan.	The Long-Term Financial Plan has been developed based on several scenarios, all subject to the approved budget by the Council for 2025/26.
Adelaide Central Market Authority Charter			
Section of the Charter	Requirement of the Charter	Testing Methodology	Findings
3.5.5	Without limiting the powers of the Board with respect to the formation of committees the Board must establish a committee to be known as the Traders Representation Committee as follows: Consist of max 9 members (2 Board Members, 5 traders, one of who will be the Chair, up to 2 other trader members as appointed by the Board).	ACMA will establish a Committee for enquiring and reporting to the Authority on matters within its functions and powers.	The Traders Representative Committee 2023-2024 Terms of Reference was established and approved by the Adelaide Central Market Authority Board on 26 October 2023. The Terms of Reference, is due for review.
3.5.7	The meetings and proceedings of any committee or advisory committee are governed by the provisions in this Charter for regulating meetings and proceedings of the Board so far as those provisions are applicable and not affected by any resolution, regulations or policies made by the Board under clauses 3.5.2 and 3.5.3.	Any committee established by the Board must meet the provisions set in the Charter.	

8. Administration has considered the findings and provided actions and time frames to address these findings, as detailed in **Attachment A**.

ATTACHMENTS

Attachment A – Legislative Compliance Review Internal Audit

- END OF REPORT -

INTERNAL AUDIT REPORT: LEGISLATIVE COMPLIANCE REVIEW

Prepared by: Annette Pianezzola, Risk & Audit Analyst
May 2025



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Distribution			
For action:		For information and approval:	
Rebecca Hayes	Associate Director Governance & Strategy	City of Adelaide	Strategic Risk and Internal Audit Group
Kathryn Goldy	Acting Manager Corporate Governance & Legal	City of Adelaide	Audit & Risk Committee
Mike Philippou	Associate Director Strategic Property & Commercial	Michael Sedgman	Chief Executive Officer
Greg Ratsch	General Manager Adelaide Economic Development Agency	Anthony Spartalis	Chief Operating Officer
Fabienne Reilly	General Manager Adelaide Central Market Authority		

1. EXECUTIVE SUMMARY

In accordance with the 2024/25 Internal Audit Plan for the City of Adelaide (CoA) an internal audit focussing on legislative compliance was performed. The objective, scope, approach and findings are outlined below.

2. OBJECTIVES

This audit focused on the on-going assessment of CoA's legislative compliance work plan, auditing one Act at a time with actions monitored and managed in Process Manager. This review is included in the 2024/25 Internal Audit Plan to provide a level of assurance to the CoA Executive, the Strategic Risk & Internal Audit Group (SRIA) and subsequently the CoA's Audit & Risk Committee (ARC).

3. METHODOLOGY

Over the past three months, two (2) Regulations and two (2) Charters were reviewed:

- *Local Government (General) Regulations 2013*
- *Local Government (Financial Management) Regulations 2011*
- Adelaide Economic Development Agency Charter
- Adelaide Central Market Authority Charter

Engagement was performed using the following approach:

- CoA staff member Annette Pianezzola, Risk & Audit Analyst, performed the audit.
- One on one discussions were held with relevant stakeholders throughout the Corporation requesting evidence of each section being reviewed.
- Review of relevant documentation received against the relevant provisions of the legislation.

4. FINDINGS

The findings presented below relate to the legislative provisions considered during the compliance review.

Of the 209 provisions considered as part of this audit, only five were identified as requiring further action, and all five were rated as low risk.

The number of findings identified is summarised in the table below. A detailed list of these findings, along with the corresponding agreed management actions, is provided in the *Summary of Findings* section of this report.

Act	Total Reviewed	Compliant	Exceptions Noted
<i>Local Government (General) Regulations 2013</i>	15	14	1
<i>Local Government (Financial Management) Regulations 2011</i>	20	20	0
Adelaide Economic Development Authority Charter	88	86	2
Adelaide Central Market Authority Charter	86	84	2

5. CONSULTATION

The following CoA stakeholders were involved in meetings or via the survey throughout this audit:

- Charlotte Oldfield, Acting Manager Council Governance
- Nikki Batten, Strategic Project Officer
- David Burgess, Manager Rates & Receivables
- Corna Kotze, Senior Advisor Corporate & Commercial Property
- Matthew Field, Manager Park Lands & Sustainability
- Mark Di Gianni, Event Facilitator
- Rocky Fryar, Senior Property Specialist (Land Tenure)
- Nicole Van Berkel, Acting Associate Director Finance & Procurement
- Ruochen Liu, Asset Planner Buildings
- Alexandra Anderson, Lead Payroll Services
- Georgie Clark, Executive Assistant AEDA
- Tiera Lippiello, Administration Coordinator ACMA
- Carole Johns, Executive Manager Office of the CEO
- Jane Armstrong, Executive Support Officer

6. SUMMARY OF FINDINGS ASSESSED AS EXCEPTIONS NOTED

The risk rating assigned has been re-assessed in context of the actions already completed and the actions outstanding.

Local Government (General) Regulations 2013 - Register of Community Land		Rating: Low	
Requirement of the Regulation Regulation 23 A register of community land under 207(2)(a) of the Local Government Act must contain, in respect of each piece of community land in the area, the specified information.		Testing Methodology Ensure the register is maintained and contains the information specified in section 207(2) of the Local Government Act 1999 (SA) and the Regulation.	
Description of finding		Agreed Actions	
Identification: Community land register is maintained in two portfolios under the City of Adelaide: <ul style="list-style-type: none">City Infrastructure maintains the community land register for those properties that maintain a commercial interestCity Shaping maintains the community land register for those properties that are in the Park Lands In reviewing the registers maintained by the relevant areas, it was noted that the register maintained by the City Infrastructure portfolio, managed by the Strategic Property & Commercial Program, requires review, noting however, the register does not hold all relevant community properties. Recommendations: Review and update the register as per the Regulation.		The register will be reviewed and updated as per the requirements.	
Position Responsible:			Associate Director Strategic Property & Commercial
Target Date:			31 December 2025

Adelaide Economic Development Agency Charter - Management		Rating: Low
Requirement of the Charter 6.3.2 <i>Within 14 days of the end of each quarter the Agency/Authority must submit to the Council's CEO a quarterly report on progress against the strategic milestones and key performance indicators as outlined in the Strategic Plan and the Annual Business Plan and Budget.</i>		Testing Methodology Ensure that a quarterly report is presented to Council's CEO on how the Agency / Authority is performing against its Business Plan and Budget KPI's within 14 days of end of each quarter.
Description of finding		Agreed Actions
Identification: Adelaide Economic Development Agency (AEDA) is integrated into the CoA's quarterly reporting process. AEDA prepare their quarterly report within 14 days after the end of each quarter and submit them to the Strategy, Insights and Performance team for inclusion in the CoA's quarterly report to Council. Prior to Council receiving the report, this is presented to the CEO for review by the 4 th Monday of the month, which is not within the 14 days as required by the Charter. Recommendations: Review and update the respective Charters to reflect that the required information is provided to relevant team within CoA within 14 days for quarterly reporting to the Council.		The Charter will not be amended, instead a change in process will be undertaken. Currently a quarterly report is provided to council through the corporate quarterly reporting process but this has fallen outside the 14 day timeline. A specific quarterly report, as required by the Charter, will be developed for presentation to the CEO within the specified timeframes for 2025/26.
Position Responsible:	General Manager Adelaide Economic Development Agency	
Target Date:	31 October 2025	

Adelaide Economic Development Agency - Management		Rating: Low
Requirement of the Charter 6.1.1.2 <i>The Agency must prepare the following strategic management plans:</i> 6.1.1.2 a Long Term Financial Plan for a period of at least 10 years.		Testing Methodology AEDA must have a 10 year Long Term Financial Plan.
Description of finding		Agreed Actions
Identification: AEDA has sought to have a budget commitment based on a percentage of rate revenue. The Long Term Financial Plan (LTFP) has been developed by the General Manager for a number of scenarios all subject to the approved budget by Council for 2025/26. Once the budget has been approved, AEDA, will finalise its LTFP. Recommendations: Once the budget has been approved by Council, finalise the LTFP for endorsement.		Review and finalise the LTFP for endorsement.
Position Responsible:	General Manager Adelaide Economic Development Agency	
Target Date:	31 December 2025	

Adelaide Central Market Authority Charter - Powers, Functions and Duties	Rating: Low
<p>Requirement of the Charter</p> <p>3.5.5 <i>Without limiting the powers of the Board with respect to the formation of committees the Board must establish a committee to be known as the Traders Representation Committee to consist of:</i> <i>A maximum of 9 members (2 Board Members, 5 traders, one of who will be the Chair, up to 2 other trader members as appointed by the Board).</i></p> <p>3.5.7 <i>The meetings and proceedings of any committee or advisory committee are governed by the provisions in this Charter for regulating meetings and proceedings of the Board so far as those provisions are applicable and not affected by any resolution, regulations or policies made by the Board under clauses 3.5.2 and 3.5.3.</i></p>	<p>Testing Methodology ACMA will establish a Committee for enquiring and reporting to the Authority on matters within its functions and powers.</p> <p>Any committee established by the Board must meet the provisions set in the Charter.</p>
Description of finding	Agreed Actions
<p>Identification: The Traders Representative Committee (Committee) was established by the Adelaide Central Market Authority (ACMA) Board and they meet on a regular basis as required by the Terms of Reference (ToR).</p> <p>The Traders Representative Committee 2023-2024 ToR was approved by the ACMA Board on 26 October 2023 with the ToR reflecting the relevant requirements of the Charter. The next review date of the ToR was 31 October 2024. However, at the Committee meeting in December 2024 it was agreed that the ToR be reviewed and updated after the upcoming Committee member election. The Committee member election will occur in November 2025.</p>	<p>The Terms of Reference will be reviewed and updated and presented to the ACMA Board for approval after the Traders Representative Committee member election to be held in November 2025.</p>

Recommendations: Review and update (if required) the ToR after the Committee members election. Consideration needs to be given to how often the ToR needs to be reviewed (i.e., in line with the review of the advisory committee members' membership).	
Position Responsible:	General Manager Adelaide Central Market Authority
Target Date:	28 February 2026

APPENDIX 1: REGISTER OF ACTS REVIEWED AND METHODOLOGY

The following information details the sections of the Acts reviewed and the testing methodology.

Local Government (General) Regulations 2013

Description	Section of Regulations	Requirement of the Regulations	Testing Methodology	Results	Findings
Training and development	8AA (a1) & (1)	A council's training and development policy must incorporate the training requirements for council members that are expressed as mandatory in the Local Government Association training standards (prescribed mandatory requirements). The council must ensure that its training and development policy – (a) provides the members must undertake regular training in accordance with the policy; and (b) complies with the LGA training standards.	Ensure policy incorporates the prescribed mandatory requirements, complies with the LGA training standards and provides that members must undertake regular training.	Compliant	Policy has been developed and adopted November 2024
	8AA (1b)	A register relating to training and development of members of the council must include the specified information: (a) the member's name; (b) in respect of training and development required to be completed by the member: (i) the name (if any) and subject of the training or development; and (ii) the date by which the training or development is required to be completed by the member; and (iii) the date on which the training or development was completed by the member.	Ensure the register includes prescribed information	Compliant	A training schedule is being maintained with the relevant information as required by the Regulations.

Information or briefing sessions	8AB	The following information must be published on a website determined by the CEO as soon as practicable after the holding of an information or briefing session: (a) the place, date and time of the session; (b) the matter discussed at the session; (c) whether or not the session was open to the public.	Ensure specified information is published on a website determined by the CEO at requisite time. Ensure CEO has determined website for publication.	Compliant	Sighted. This is scheduled and presented in the meeting schedule.
Annual Report	10(1) & (2)	A copy of the annual report must be provided to the South Australian Local Government Grants Commission. The relevant day by which an annual report must be submitted by the council under section 131(5) of the Local Government Act is 31 December in the financial year immediately following the end of the financial year to which the annual report relates	Ensure annual report is provided to prescribed body by relevant date.	Compliant	ACC2025/9103 – email acknowledgement from SA Grants Commission that they received the annual report on 4 December 2024.
Service rates and charges	12(3)	Section 155(2) of the Local Government Act does not apply where the land is non-rateable land of 1 of the specified classes and the prescribed services are not made use of at the land	Ensure section not applied in prescribed circumstances.	Compliant	Not applicable as CoA does not apply service rates/charges
	12(4)	If the council imposes a service rate or service charge and proposes to vary if pursuant to section 155(3)(b) of the Local Government Act according to a factor prescribed by the regulations it must only use the prescribed factors.	Ensure only prescribed factors used.	Compliant	As above.
Rates and charges for services not provided at the land	13(2)	The council must comply with the provisions in this regulation in relation to the imposition of service rates or service charges in relation to a particular piece of land where the service is not provided at the land and cannot be accessed at the land.	Ensure service rate or service charge imposed in accordance with requirement of regulation	Compliant	As above

Differentiating factors	14(1) & (2)	The council must, if declaring differential rates according to the use of land, use the categories of land use declared as permissible differentiating factors in this regulation. If the council declares differential rates according to locality, it must comply with the specified principles.	Ensure prescribed factors are used and the council complies with specified principles	Compliant	Sighted. A list of differential rates applied.
Notice of valuation	15	The council must give notice of a valuation made by a valuer employed or engaged by the council to the principal ratepayer in respect of the land to which the valuation relates showing the specified information and by the specified means.	Ensure notice of valuation is given showing specified information and by the specified means.	Compliant	Sighted. Rate notices with relevant information.
Rates notice	17(1)	A rates notice under section 180(2) of the Local Government Act must incorporate, or be accompanied by, the specified information	Ensure rates notice incorporates or is accompanied by the specified information	Compliant	As above.
Postponement of rates – Seniors	18(3), (4) & (6)	The council may only reject an application for the postponement of rates if it appears to the council that the maximum principal or other capital liability that may be or become payable or due under a mortgage, encumbrance or charge registered over the land (assuming no default) may exceed 50% of the capital value of the land. Regulation 18(3) does not apply: (a) in relation to a postponement for the benefit of the same person with respect to the same land in a second or subsequent year; and (b) in relation to a mortgage, encumbrance or charge registered after the commencement of section 182A of the Local Government Act. Where a postponement of the payment of rates has occurred under section 182A of the Local Government Act: (a) a council must inform the prescribed ratepayer that an entitlement to receive a remission of rates under the Rates and Land Tax Remission Act 1986 may be applied, at the	Ensure the council only rejects an application of specified grounds	Compliant	Application sighted. Letter informing person of Council decision sighted.

		prescribed ratepayer's discretion, towards the proportion of rates that has not been postponed; and (b) any subsequent rates notice that relates to rates of the same kind must (while the same person remains entitled to a postponement of rates) include or be accompanied by the specified information.			
Register of Community Land	23	A register of community land under section 207(2)(a) of the Local Government Act must contain, in respect of each piece of community land in the area, the specified information.	Ensure register is maintained and contains the information specified in the section 207(2) of the Local Government Act and the regulations.	Exceptions noted	Community – the register is on the external website and is publicly available. It is an interactive report that lists all properties and when you hover over a specific location, you are able to view the details. Strategic Property – the register has been created, however the last update was in 2010.
Public Consultation	25(1) & (2)	The council must conduct public consultation in relation to a proposal – (a) to authorise the use of a road for cultivation purposes under section 222(1) of the Local Government Act where any part of the road is to be fenced; or (b) to authorise the use of a road for any other business purpose under section 222(1) of the Local Government Act where any part of the road is to be fenced, enclosed or partitioned so as to impede the passage of traffic to a material degree. The council must notify the prescribed administrative units of the Public Service of a proposal to grant an authorisation within the ambit of regulation 25(1)(a) other than in relation to a road that has been formed and surfaced.	Ensure public consultation is conducted in specified circumstances and notification is provided as required.	Compliant	Sighted. The last road closure was Harvest Rock. Public consultation was undertaken via Our Adelaide. The document details all the relevant information as required by the Regulations, including reason, dates of closure, benefits, how stakeholders will be notified, diagrams, feedback, next steps etc.
Register of public roads	26	A register of public roads under section 231(2) of the Local Government Act must include, in respect of each public road, the specified information.	Ensure register is maintained and includes specific information	Compliant	The register of public roads is located on CoA external website which is a map and you can click onto the relevant street and it will detail the relevant information.

Annual Report	25(a1), (1), (2) & (2a)	For the purposes of Schedule 4, clause 1(d) of the Local Government Act the specified information is required to be included in an annual report of the council	Ensure annual report contains prescribed information and material	Compliant	Annual report presented to Audit & Risk Committee on 27 September 2024 and information sighted that includes the requirements.
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Local Government (Financial Management) Regulations 2011

Description	Section of Regulations	Requirement of the Regulations	Testing Methodology	Results	Findings
Long-term financial plans	5(1)-(3)	<p>A long-term financial plan developed and adopted for the purposes of section 122(1a)(a) of the Local Government Act must include:</p> <ul style="list-style-type: none"> • a summary of proposed operating and capital investment activities presented in a manner consistent with the note in the Model Financial Statements entitled Uniform Presentation of Finances; and • estimates and target ranges adopted by the council for each year of the long-term financial plan with respect to an operating surplus ratio, a net financial liabilities ratio and an asset renewal funding ratio presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators. <p>A long-term financial plan must be accompanied by a statement which sets out:</p> <p>(a) the purpose of the long-term financial plan; and</p> <p>(b) the basis, including key assumptions, on which it has been prepared; and</p> <p>(c) the key conclusions which may be drawn from the estimates, proposals and other information in the plan.</p> <p>A statement under regulation 5(2) must be expressed in plain English and must avoid unnecessary technicality and excessive detail.</p>	Ensure long term financial plan includes specified matters and is accompanied by required plain English statement	Compliant	Long Term Financial Plan 2024-2025 to 2033-2034 sighted and noted.

Annual business plans	6(1) & (2)	An annual business plan (including a draft for the purposes of public consultation) must include information with respect to the specified additional matters. If an annual business plan sets out a growth component in relation to general rates, it may only relate to growth in the number of rateable properties (and must not relate to growth in the value of rateable properties).	Ensure annual business plan includes specified information and if it sets out a growth component that this only relates to growth in number (not value) of rateable properties.	Compliant	Annual Business Plan 2024/25 – business plan & budget sighted and noted, including subsidiaries.
Budgets	7	Each budget of the council under the Local Government Act must include the specified statements and information	Ensure budget includes specified statements and information.	Compliant	As above
Provision of subsidiary budgets to councils	8	For the purposes of clause 9(2)(e) of Schedule 2 of the Act, a copy of a budget adopted by a subsidiary must be provided to the chief executive officer of the relevant council within 5 business days after its adoption. For the purposes of clause 25(2)(e) of Schedule 2 of the Act, a copy of a budget adopted by a regional subsidiary must be provided to the chief executive officer of each constituent council within 5 business days after its adoption.	Ensure subsidiaries provide a copy of their adopted budget within the required time frame.	Compliant	As above

Review of budgets	9(1) & (2)	<p>The council, council subsidiary or regional subsidiary must prepare and consider the reports specified in this regulation at the prescribed times which are:</p> <p>(a) at least twice, 30 September and 31 May (inclusive); and</p> <p>(b) between 30 November and 15 March (inclusive), in the relevant year.</p> <p>The council must include in a report under regulation 9(1)(b) revised forecasts for the relevant financial year of the specified ratios compared with estimates set out in the budget presented in a manner consistent with the note in the Model Financial Statements entitled Financial Indicators.</p>	Ensure the council considers specified reports with specified information at prescribed times.	Compliant	Sighted. Quarterly reports – Council/Committee report 26 November 2024. Council/Committee report 27 February 2024
Report on financial results	10(1) & (2)	<p>The council must, by no later than 31 December in each year, prepare and consider a report showing the specified matters and information.</p> <p>The council must also include in a report under regulation 10(1) the specified information.</p>	Ensure the council prepares and considers reporting showing specified matters and information.	Compliant	Sighted – Council report 8 October 2024
Internal control policies	10A	The policies, practices and procedures of internal financial control of the council must be in accordance with the Better Practice Model – Internal Financial Controls.	Ensure policies, practices and procedures are in accordance with specified publication	Compliant	Sighted. This forms part of the financial statements, internal controls detailed in the Risk Management Operating Guidelines and self-assessments are performed every 6 months via the Process Manager software.

Accounting standards	11(1) & (2)	The council must ensure that all accounting records, accounts and financial statements are prepared and maintained in accordance with all relevant Australian Accounting Standards. Unless otherwise required or permitted by another law, the council must ensure that reporting on a function, activity, good or service of the council, contained in its financial statements, or other external financial report prepared by the council is made according to a full cost attribution basis.	Ensure specified records and statements are in accordance with relevant Accounting Standards and reporting is made according to a full cost attribution basis unless otherwise required or permitted.	Compliant	Sighted. This forms part of the financial statements.
Revaluation of assets	12	The council, council subsidiary or regional subsidiary must undertake a revaluation of all material non-current assets in accordance with the requirements of Australian Accounting Standard AASB 116.	Ensure revaluation is undertaken in accordance with the specified Accounting Standard	Compliant	ACC2021/107336 – Revaluation Schedule for all asset classes has been developed
Form of financial statements	13	The financial statements of the council (other than notes and other explanatory documentation) must be in accordance with the requirement set out in the Model Financial Statements.	Ensure financial statements are in accordance with Model Financial Statements.	Compliant	Sighted – this forms part of the financial statements
Certification of financial statements	14	The financial statements of the council must include a statement, in a form determined by the Minister, signed by the CEO and the principal member of the council certifying the matters specified in this regulation.	Ensure financial statements include prescribed statement signed by the CEO and principal member.	Compliant	Sighted – this forms part of the financial statements. Signed by CEO and Acting Lord Mayor

Provision of information	16(1) – (3)	<p>The council must, on or before 30 November in each year, submit a copy of the audited financial statements of the council for the immediately preceding financial year to the presiding member of the South Australian Local Government Grants Commission.</p> <p>The statements submitted under regulation 16(1) must be accompanied by information that accords with the 'Supplementary Return to the Financial Statements' issued by the South Australian Local Government Grants Commission for use by councils.</p> <p>The CEO of the council must certify that the information provided under regulation 16(2) has been reconciled to, and is consistent with, the audited financial statements of the council.</p>	Ensure copy of audited financial statements provided and accompanied by specified information by required date and with required certification.	Compliant	Sighted – memo signed 21 November 2024, all details completed and returned to Grants Commission
Membership of council audit and risk committee	17	<p>The audit and risk committee of a council—</p> <ul style="list-style-type: none"> • must have between 3 and 5 members (inclusive); and • must not include, as a member, the council's auditor under section 128 of the Act. <p>The audit committee of a council subsidiary—</p> <ul style="list-style-type: none"> (a) must have between 3 and 5 members (inclusive); and (b) must include at least 1 person who is not a member of the board of management of the subsidiary and who is determined by the council to have financial experience relevant to the functions of the audit committee; and (c) must not include, as a member, the council's auditor under section 128 of the Act or the auditor of the subsidiary under Part 6 (Audit) of the regulations <p>The audit committee of a regional subsidiary—</p>	Ensure membership of audit and risk committee is as prescribed.	Compliant	Lord Mayor, 1 Council Member and 3 independent members on the committee. The 3 independent members have a term of 4 years each with appointments staggered to ensure continuity of representation.

		<p>(a) must have between 3 and 5 members (inclusive); and</p> <p>(b) must include at least 1 person who is not a member of the board of management of the regional subsidiary and who is determined by the constituent councils to have financial experience relevant to the functions of the audit committee; and</p> <p>(c) may include members who are members of a constituent council; and</p> <p>(d) must not include, as a member, a constituent council's auditor under section 128 of the Act or the auditor of the subsidiary under Part 6 (Audit) of the regulations.</p>			
Requirement to liaise with council auditor	178	<p>For the purposes of sections 126(4)(e) and 126A(4)(e) of the Act—</p> <p>(a) a council audit and risk committee must liaise with the council's auditor by meeting with the auditor on at least 1 occasion each year on a confidential basis in circumstances where—</p> <p>(i) a majority of the members of the committee are present; and</p> <p>(ii) no members or employees of the council are present (other than members who are members of the committee); and</p> <p>(b) a regional audit and risk committee must liaise with the constituent councils' auditors by meeting with the auditors on at least 1 occasion each year on a confidential basis in circumstances where—</p> <p>(i) a majority of the members of the committee are present; and</p> <p>(ii) no members or employees of the constituent councils are present (other than members who are members of the committee).</p>	Ensure council's auditor meets with the respective audit and risk committee in accordance with the requirements of this regulation	Compliant	External and internal auditors met with Audit and Risk Committee in a confidential meeting (administration excluded) on 27 September 2024.

Audit standards	19(1)	An audit of – (a) the financial statements of the council must be carried out in accordance with the specified Auditing Standards and Auditing Guidance Statements; and (b) the internal controls of the council referred to in section 129(1)(b) of the Local Government Act must be carried out in accordance with the specified Australian Standards on Assurance Engagements.	Ensure financial statements and internal controls are carried out in accordance with specified standards and statements.	Compliant	Financial statements adopted by ARC on 27 Sept 2024, the report 'Annual audit completion report' presented on this day addresses the internal controls.
Reporting	21(3)	Unless otherwise required by an Accounting Standard, the council must ensure in respect of each subsidiary established by the council or for which the council is a constituent council a note is included to its financial statements containing the specified information	Ensure financial statements include required note unless required not to.	Compliant	Financial statements adopted by ARC on 27 September 2024, including subsidiaries
	21(4)	The CEO must ensure any audited financial statements of a subsidiary received for the purposes of clause 12(3)(a) or 28(2)(a) of Schedule 2 of the Local Government Act are laid before the council as soon as reasonably practicable following their receipt and in any event no later than the second meeting of the council following their receipt.	Ensure audited financial statements of subsidiary are laid before the council in specified timeframe.	Compliant	Sighted – financial statements signed on 30 September 2024 by CEO and Acting Lord Mayor

Independence of council auditor	22(1), (3) & (5)	<p>Subject to regulation 22(2), the council must not engage its auditor to provide services to the council outside the scope of the auditor's functions under the Local Government Act.</p> <p>The CEO of the council and the Presiding Member of the audit committee of the council must each provide, on an annual basis, a statement that provides a certification as to compliance for the relevant financial year with the requirement that the auditor be independent of the council.</p> <p>A statement under regulation 22(3) must accompany the financial statements for the council.</p> <p>A statement under regulation 22(5) must accompany the audited financial statement of the council.</p>	<p>Ensure the council does not engage auditor for services outside scope of auditor's functions under the Local Government Act.</p> <p>Ensure CEO and presiding member of audit committee provide required statement accompanying financial statements.</p>	Compliant	Financial statements adopted by ARC on 27 September 2024, including subsidiaries
Long service leave	23(4)	In the circumstances set out in regulation 23(4) the council must refund the amount of contribution.	Council's payroll staff should be aware of this requirement.	Compliant	This is included in CoA resignation letter to acknowledge Payroll of the LSL entitlement when person is transferring across.
Duty to insure against liability	24	For the purposes of section 142(1) of the Local Government Act, the council must take out and maintain insurance to cover its civil liabilities at a minimum level of cover of \$300 million.	Ensure specified insurance cover at minimum level is taken out and maintained. Membership of the Local Government Association Mutual Liability Scheme	Compliant	Sighted - 2024/25 Confirmation of Membership to Mutual Liability Scheme certificate.

Adelaide Economic Development Agency Charter

Description	Section of Charter	Requirement of the Charter	Testing Methodology	Results	Findings
The Agency	2.3.5	This Charter may be reviewed by the Council at any time and must in any event be reviewed at least once in every four years or whenever it is relevant to do so	The Charter must be reviewed by Council at least once every four years	Compliant	Sighted – Council last reviewed the AEDA Charter in Nov 2023. Report and Council Minutes for 28 November 2024.
	2.3.6	The Council's CEO has determined that a copy of the Charter must be published on the website of the Corporation of the City of Adelaide and the Agency.	A copy of the Charter must be available on the CoA and AEDA Website	Compliant	A copy of the AEDA Charter is available on the AEDA website and this page is linked on the CoA website.
Powers, Functions and Duties	3.2	The Agency is not authorised to act outside the area of the City of Adelaide unless the prior express written approval of the Council is obtained	Must not act outside of the CoA area unless prior written approval from Council obtained	Compliant	AEDA operates only within CoA boundaries
	3.5.5	The meetings and proceedings of any committee or advisory committee are governed by the provisions in this Charter for regulating meetings and proceedings of the Board so far as those provisions are applicable and not affected by any resolution, regulations or policies made by the Board under clauses 3.5.2 and 3.5.3.	Any committee established by the Board must meet the provisions set in the Charter	Compliant	The Advisory Committee meetings are governed by the same provisions as the Board
	3.5.6	Without limiting the powers of the Board with respect to the formation of committees the Agency will establish an Advisory Committee for enquiring into and reporting to the Agency on any matter within the Agency's functions and powers, including to provide a formal mechanism for city businesses, mainstreets,	AEDA will establish an Advisory Committee for enquiring and reporting to the Agency on matters within its functions and powers.	Compliant	An Advisory Committee is in place that meets every two months and reports in to the Board

		precincts and other stakeholders to provide advice to the Board and;			
	3.5.6.2	The Terms of Reference of the Advisory Committee will be approved by the Council.	Council approve the ToR of the AC	Compliant	Council approved the AC ToR on 28 Nov 2023.
	3.5.6.3	The Advisory Committee representative Board Member will be appointed by the Board once every twelve months to reflect the skills and experience required on the Board from time to time.	Every twelve months the Board will appoint an Advisory Committee rep to sit on the Board	Compliant	The Advisory Committee considers the Board representative at the first meeting of the calendar year followed by considered by the Board
Board Management	4.2.4	Ensuring that a code of conduct dealing with ethical behaviour and integrity is established and implemented in all business dealings of the Agency and Board Members;	A code of conduct that covers the Agency and Board Members	Compliant	AEDA Staff are responsible to the CoA Code of Conduct which is supplied within orientation documentation. AEDA Board Members answer to a Code of Conduct for Board Members that was endorsed by the Board on 25 May 2021 and this is supplied to new members via the induction pack.
	4.2.6	ensuring that the Council's CEO is advised, as soon as practicable, of any material risk or situation that affects the financial or operating capacity of the Agency;	CEO to be made aware of any material risk or situation that affects financial or operating capacity of the Agency	Compliant	Matters that may impact the financial or operating capacity of the Agency are escalated to the CEO by the General Manager to the COO, then to CEO.
	4.4.1	The Board shall consist of a maximum of nine Board Members	No more than 9 members can be on the Board	Compliant	Board terms and recruitment for Board members is mapped out with this in mind and terms expiring are the only terms filled
	4.4.1.1	one Board Member must be the Lord Mayor of the Council or an elected member nominated by the Lord Mayor;	The Lord Mayor or a Council Member delegate must sit on the Board	Compliant	The Lord Mayor sits on the AEDA Board, when the term of a Lord Mayor finished, the new Lord Mayor is provided a letter in which a signature is required to confirm they will take up the position on the Board. Otherwise, the Lord Mayor of the day can delegate to a Council Member.

	4.4.1.2	one Board Member must be a representative of the Advisory Committee established under this Charter; and	Every twelve months the Board will appoint an AC rep to sit on the Board	Compliant	The Advisory Committee considers the Board representative at the first meeting of the calendar year followed by considered by the Board.
	4.4.1.3	up to another seven Board Members must be appointed by the Council following an expression of interest process	Council must appoint those Board members that aren't the Advisory Committee representative of the Lord Mayor, following an expression of interest process	Compliant	A recruitment process for Board Members is undertaken when a Board members term expires or they leave the position for any other reason. This is done via an EOI process by the AEDA Selection Panel
	4.4.1.3(a)	one Board Member with board leadership experience will be nominated by a Board Member selection panel, comprising the Council's CEO or delegate, the Council's senior manager in charge of human resources, and two Council Members appointed by resolution of Council, to be a Board Member and Chairperson; and	The Chairperson of the Board will be appointed by a selection panel consisting of Council's CEO (or delegate), COO and two Council members appointed by the Council	Compliant	At the beginning of the Council term the Council resolves the two Council Members that will sit on the AEDA Board Selection Panel. Together with the CEO and COO (or their delegates) the selection panel undertakes a recruitment process and makes a recommendation to Council for appointment of the AEDA Chairperson.
	4.4.1.3(b)	up to six Board Members with an appropriate range of skills and experience, including at least three Board Members who are business owners within the City of Adelaide, with at least one being a small business owner, will be nominated by a Board Member selection panel comprising the Council's CEO or delegate, the Council's senior manager in charge of human resources, the Chairperson and two Council Members.	Three AEDA Board members must be business owners within the City of Adelaide with at least one being a small business owner and are appointed via the AEDA Selection Panel's recommendation to Council.	Compliant	This is embedded in the recruitment process
	4.4.1.3(c)	all nominations pursuant to sub paragraphs (a) and (b) will be recommended to the Council by the Board Member selection panel, for Council endorsement.	Council must consider and endorse the recommendations of the selection panel for the appointment of a Board Member	Compliant	The selection panels recommendation is considered by the Council for endorsement and appointment of the Board Member

	4.4.2	The Board Members, other than the Advisory Committee representative who is appointed for a 12 month term, or the Lord Mayor or elected member nominated by the Lord Mayor, shall be appointed for a maximum three year term as determined by the Council, provided that the Council shall endeavour to ensure that no more than half the Board Members' terms of office expire in the same year.	With the exception of the Advisory Committee representative and the Lord Mayor, Board Members shall be appointed for a maximum three year term and no more than half the Member's terms of office should expire in the same year.	Compliant	Mapping of AEDA Board and Advisory Committee terms are available at: ACC2023/124000
	4.4.4	The Council's CEO must give to the Agency a written notice of appointment, termination, or revocation of appointment of a Board Member.	The CEO must provide advice in writing regarding the appointment or termination of any Board Member's position	Compliant	Within the process of recruitment for Board Members the Council's CEO is provided advice from the Executive Advisor to write to the General Manager and Chair of the Agency when an appointment is made. This process will also be followed should terminations or revocation of terms be experienced.
	4.4.5	Each Board Member must give to the Council's CEO a signed written acceptance to act as a Board Member.	Board Members must provide written acceptance of the position to the CEO	Compliant	AEDA Board Member acceptances are saved to container 2020/01894.
	4.4.6	The Board will appoint a Board Member, other than the Chairperson, to be the Deputy Chairperson and will notify the Council's CEO of this appointment	A Deputy Chairperson will be appointed by the Board and the CEO will be advised	Compliant	When the Deputy Chair's term expires, the Board will appoint another Board member to the role and the CEO will be advised in writing from the General Managers Office
	4.4.7	The Chairperson shall preside at all meetings of the Board and in the event of the Chairperson being absent from a meeting the Deputy Chairperson shall preside and in the event of both the Chairperson and the Deputy Chairperson being absent from a meeting the Board Members present shall appoint a Board Member from amongst them who shall preside for that meeting or until the Chairperson or the Deputy Chairperson is present.	Deputy Chairperson will preside at meeting should Chairperson be absent and if Deputy is also absent, Board will appoint a Board Member to preside for that meeting, or until Deputy/Chairperson is available	Compliant	If Chairperson is unavailable, Deputy Chairperson will preside.

	4.7.1	The Agency is entitled to pay appropriate remuneration fees to all Board Members as expressly approved by resolution of the Council	The Agency is to pay agreed remuneration to Board Members	Compliant	In accordance with Councils decision of 15 December 2020, Board members will receive \$950 per Board meeting attended and does not include GST. Board Members can be paid via request for payment or invoice. Details are provided in letter of engagement. COCO2020/1417 & COCO2020/1426
	4.8	A Board Member is required to submit returns to the Agency under Chapter 5, Part 4, Division 2 of the <i>Local Government Act 1999</i> (SA).	Board Members are required to submit ordinary returns in line with the Act	Compliant	The Corporate Governance function of CoA provide advice direct to the Board about their requirements and details on submitting returns
	4.10.2	The Board Members will at all times act in accordance with their duties of confidence and confidentiality and individual fiduciary duties including honesty and the exercise of reasonable care and diligence with respect to the performance and discharge of official functions and duties as required by Chapter 5, Part 4, Division 1 of the Act and Schedule 2, Part 1, Clause 7 to the Act	Board Members will act in accordance to the Act regarding confidentiality, honesty and taking reasonable care	Compliant	Board Members act in accordance of the Board Member Code of Conduct – ACC2024/15163
	4.11.1	Subject to Schedule 2, Clause 5 of the Act, the Board may determine its own procedures for meetings, which must be fair and contribute to free and open decision making.	The Board can determine its own procedures for meetings, a meeting must occur at least every quarter and it must be held in a reasonable place and time	Compliant	A structured Board Meeting pack is coordinated and distributed one week in advance of a Board meeting to ensure Board Members are provided with sufficient time to review the information provided and make informed decisions. The Board have also developed a voting procedure for items requiring a decision to ensure a fair and equitable decision making process. The only time a Member must abstain from voting is if they have a conflict of interest, which they would declare at the time of the meeting as per the Board Member Code of Conduct. ACC2025/12294

	4.11.2	An ordinary meeting of the Board must take place at such times and places as may be fixed by the Board from time to time and in any event not less than once per quarter.	Schedule of meetings	Compliant	The Board meeting schedule for the calendar year is developed and presented to the Board for their review and approval in November of each year. Placeholders are then sent to each of the Board Members diaries which lists the time, date and location of each meeting.
	4.11.3	A Board meeting must be held at a reasonable time and, if the meeting is to be held in person, at a reasonable place.	Schedule of meetings	Compliant	As above
	4.11.7	Notice of ordinary meetings of the Board must be given by the General Manager to each Board Member not less than three clear business days prior to the holding of the meeting.	Board Members are to be notified of a Board Meeting by the General Manager at least 3 days in advance of the meeting and this notice must include details of the meeting location, date, time and be accompanied by the Board Meeting Agenda Pack.	Compliant	In addition to each Board Member receiving a digital placeholder for their email calendars by the General Manager for each Board meeting at the beginning of the calendar year, a Board meeting agenda pack is distributed at least one week in advance of every Board meeting by email to all Board Members. This pack contains all relevant reports and documents for the meeting and reiterates the time, date, location and attendees of the meeting. ACC2025/12294
	4.11.8	Notice of any meeting of the Board must: 4.11.8.1 be in writing; and 4.11.8.2 set out the date, time and place of the meeting; and 4.11.8.3 be issued by the General Manager; and 4.11.8.4 contain or be accompanied by the agenda for the meeting; and 4.11.8.5 be accompanied by a copy of any documents or reports that are to be considered at the meeting (so far as this is practicable)	Meeting distribution and papers	Compliant	Sighted – ACC2025/12294

	4.11.9	The General Manager must maintain a record of all notices of meetings given to Board Members	The General Manager to keep a record of the notices provided to the Board for Board Meetings.	Compliant	An electronic record of the Board having been notified of impending Board Meetings is kept on the General Manager's Outlook program. The Executive Assistant ensures that copies of these notices, the email containing the Board Meeting Agenda Pack, is also saved within Council's record keeping management system, Content Manager. ACC2025/12294
	4.11.13	At the first meeting of the Board held after the Annual General Meeting each year, the Board will determine if Council Members, excluding the Lord Mayor or an elected member nominated by the Lord Mayor as per clause 4.4.1.1, can attend AEDA Board meetings as an observer.	The Board are to determine, at the first meeting following the Annual General Meeting, if Elected Members can attend Board meetings (with the exception of the Lord Mayor or her nominee)	Compliant	AEDA Administration ensure this is a standing item for the first meeting following the AEDA Annual General Meeting for the Board to consider. Since this clause was only adopted as part of the reviewed AEDA Charter in November 2023, the first opportunity for the Board to enact this clause was in February 2024. It was noted at the 13 February 2024 meeting that this option to include or reject observers for Board meeting would be reviewed at the first meeting following the AGM.
	4.11.14.1	The quorum for any meeting of the Board, including special meetings, is half the total number of Board Members plus one and no business may be transacted at a meeting of the Board unless a quorum is present.	A quorum must be met for all ordinary or special board meetings to proceed. A quorum is half the number of the board plus one.	Compliant	All Board meetings are scheduled in advance for the calendar year. Board Members provide their availability in advance of these meetings to ensure that the majority can attend for each meeting. Should availability change, and a quorum not be met, the AEDA administration will reschedule the Board Meeting. Board Member availability is always canvassed for a Special Board Meeting to ensure a quorum
	4.11.14.3	Subject to the Act and this Charter each Board Member validly present at a Board meeting must vote on a matter arising for decision at that meeting.	Subject to the Act and Charter, every Board Member must vote on anything requiring a decision of the Board within Board Meetings.	Compliant	All Board Members present at a Board meeting cast their vote on items requiring a decision of the Board. The only time a Board Member would abstain is if they have declared a conflict of interest with the item they are being asked to vote on. These conflicts of interest are declared at the beginning of each Board meeting.

	4.12.2	On receipt of the request the General Manager shall issue a notice of the special meeting to all Board Members at least 24 hours prior to the commencement of the special meeting	The General Manager needs to provide, at minimum, 24 hours notice of a Special Board Meeting.	Compliant	Board Members are always notified via email of a request for a Special Board Meeting at least 24 hours in advance of the proposed meeting by the General Manager or his/her representative.
	4.12.3	The request by any Board Member to the General Manager of the Agency requiring a special meeting to be held must be accompanied by the proposed agenda for the meeting and any written reports intended to be considered at the meeting (and if the proposed agenda is not provided the request is of no effect).	If a Board Member is requesting a special meeting to the General Manager, they must include a copy of the proposed agenda and any relevant reports.	Compliant	AEDA Administration will provide support with the proposed agenda for any Board Member requesting a Special AEDA Board Meeting to ensure it is able to be circulated with the Board Members request.
	4.13.1	The General Manager must cause minutes to be kept of the proceedings at every meeting of the Board, including special meetings and the Annual General Meeting	All Board meetings, including special meetings and the AGM, must be minute.	Compliant	A staff member within the AEDA Administration is always designated to attend and minute every AEDA Board meeting, Special AEDA Board meeting and the AEDA AGM.
	4.3.2.1	(4.13.2 Other than the minutes of an Annual General Meeting which are dealt with in accordance with clause 4.14.6, for every meeting of the Board, including special meetings, the minutes must be): 4.13.2.1 prepared and distributed to Board Member and the Council's CEO within five business days of the meeting to which they relate; and	All ordinary Board meeting minutes are to be finalised and distributed to Board Members and the CEO within five business days of the Board meeting.	Compliant	The AEDA Executive Assistant (EA) oversees the preparation of all AEDA Board minutes. Once a Board meeting has taken place, the EA drafts the minutes which are then reviewed by the General Manager before being emailed to the Council CEO and Board Members.
	4.13.2.2	(4.13.2 Other than the minutes of an Annual General Meeting which are dealt with in accordance with clause 4.14.6, for every meeting of the Board, including special meetings, the minutes must be); presented to the next ordinary meeting of the Board for confirmation and adoption. The minutes must be provided to Council within two business days following the meeting at which they are confirmed and adopted.	All ordinary Board meeting minutes must be tabled for approval by the Board at the following Board meeting (i.e. the June Board Meeting minutes would be tabled at the July Board meeting if meetings are held monthly). Once the minutes have been adopted by the Board, a copy needs to be provided to Council within 2 days.	Compliant	The AEDA Board Meeting Agenda pack has a standing item for the approval of previous Board minutes. A copy of these minutes are supplied with the agenda a week in advance of the Board meeting to enable Board Members adequate time to review them. Once endorsed, the AEDA Administration team (generally the EA) will provide a copy of the endorsed minutes via email to the Council Liaison Officer. A copy of these minutes are then posted on the Council's Sharepoint site.

	4.14	An Annual General Meeting of the Board shall be held prior to November in each year at a place and time determined by a resolution of the Board.	The Annual General Meeting of the AEDA Board has to be held every year in November at a time and place determined by resolution for the board.	Compliant	AEDA Administration canvass the AEDA Board's availability for the AGM when they are working through proposed Board meeting dates for the following calendar year. A placeholder is sent out to all Board Member calendars a year in advance to reserve this date and time. The reserved date, time and location is then formalised in September every year by tabling it at the AEDA Board meeting for the Board's formal resolution.
	4.14.2	Notice of the Annual General Meeting will be given by: 4.14.2.1 placing a copy of the notice and agenda on public display at the principal office of the Agency and at the Adelaide City Council; and 4.14.2.2 in such other manner as the General Manager considers appropriate.	Notice of the AGM, along with the agenda, has to be displayed in the City of Adelaide Customer Centre (this is technically the principal office for both AEDA and CoA) and on the AEDA website at least 14 days in advance of the meeting. The public must also be able to access a copy of the notice and agenda free of charge.	Compliant	AEDA Administration ensure that a copy of the AEDA AGM agenda and notice is displayed in the City of Adelaide Customer Centre and on the AEDA website at least 14 days in advance of the meeting. This is enabled by the AEDA Board resolving, as per the Charter, the AGM date, location and time in September of every year for a meeting in October. An electronic copy of the notice and Agenda is provided to the Customer Service team in preparation for any request they may receive from the public.
	4.14.3	The notice and agenda must be placed on public display for at least 14 clear days before the Annual General Meeting and must be available to the public: 4.14.3.1 for inspection, without charge; 4.14.3.2 by provision of a copy on the Agency's website; and 4.14.3.3 on public display until completion of the Annual General Meeting.	As above	Compliant	As above
	4.14.4	A reasonable number of copies of the notice and agenda and any document or report supplied to Board Members for the Annual General Meeting must be available for members of the public at the meeting.	Hard copies of the AGM Agenda pack needs to be available for members of the public at the meeting	Compliant	AEDA Administration ensure there is enough hard copies of the AGM Agenda pack available for any member of the public who attends the AGM. This number is based off of the RSVP's received for the AGM.

	4.14.5	The Annual General Meeting will be conducted in a place open to the public and will consider and deal with business of a general nature aimed at reviewing the progress and direction of the Agency over the immediately preceding Financial Year and shall include the following: 4.14.5.1 Chairperson's report; 4.14.5.2 General Manager's report; 4.14.5.3 the audited financial statements of the Agency for the previous Financial Year; and 4.14.5.4 any other general business determined by the Board to be considered at the Annual General Meeting	The AGM needs to be held in a location open to the public. The Agenda will aim to provide insights into the Agency's progress and direction over the previous financial year and will include the following agenda items; a Chairpersons report, General Managers report, audited financial statement of the Agency for the previous Financial Year, and any other general business determined by the Board.	Compliant	The location of the AEDA AGM is always held at an open and accessible hospitality venue within the City. The Agenda for the AGM always includes items listed under clause 4.14.5.1, 4.14.5.2, 4.14.5.3, 4.14.6 and 4.14.5.4 (as deemed necessary by the Board).
	4.14.6	The minutes of the Annual General Meeting must be available to the public within five days of the Annual General Meeting for inspection or by provision of a copy on the Agency's website and presented to the next Annual General Meeting of the Board for confirmation	The AEDA AGM minutes must be posted to the AEDA website within five days of the meeting. A copy of these minutes also need to be presented at the next Annual General Meeting of the Board for confirmation.	Compliant	Minutes of the AEDA AGM are displayed on the AEDA Website within five days of the meeting and listed for confirmation on the agenda of the next AGM.
	4.15.1	The Board of the Agency will undertake an annual performance evaluation of the Agency.	The Board of the Agency will undertake an annual performance evaluation of the Agency.	Compliant	The AEDA Board determines each year how they will undertake their annual performance evaluation of the Agency. In 2023 they elected to engage an external Auditor (KPMG) to undertake an extensive review. Council, at a similar time, also elected to engage an external auditor (Deloitte) to undertake an extensive review of the Agency. Due to the Agency having been reviewed extensively by two separate orders in 2023, and with the findings of both reviews still being actioned, a review for 2024 has been put on hold. A review will be scheduled for 2025, with the Board to determine the parameters.

	4.15.2	The Board will provide the Council with a report on the outcome of the annual performance review.	The Board will provide the Council with a report on the outcome of the annual performance review.	Compliant	A report was presented to Council on the findings of AEDA's annual performance review on 22 August 2023. Multiple updates have been provided to Council since the time of this meeting, including how AEDA Administration will be actioning the review findings.
AEDA General Manager	5.1.2	The Council's CEO will lead a selection panel to determine and undertake an expression of interest process to appoint a person to be the General Manager of the Agency, on terms and conditions determined by the Council's CEO, to manage the business of the Agency.	Council's CEO will lead the selection panel and recruitment process for the role of AEDA General Manager.	Compliant	The City of Adelaide CEO, with support from the People and Services team and in accordance with recruitment policies and processes, will lead the selection panel for the role of AEDA General Manager, including the terms of an EOI.
	5.1.3	The selection panel members will be the Chairperson of the Agency, and the Council's CEO	The selection panel members will be the Chairperson of the Agency, and the Council's CEO	Compliant	The selection panel members for the recruitment of the AEDA General Manager consists of the Chairperson of the Agency, the Council's CEO and others as necessary (i.e. a representative from HR or the COO).
	5.2.1.1	(The General Manager is responsible for the day to day management of the Agency who will ensure that:) 5.2.1.1 sound business management practices are applied in the efficient and effective management of the operations of the Agency; and	The General Manager is responsible for efficient business management, record keeping, and carrying out specified duties as outlined in their appointment terms with the Adelaide City Council. This includes attending Board meetings, implementing decisions, managing employees, ensuring compliance within the Agency against Schedule 2 of the Act and this Charter, preparing reports (business plan and budget, annual reports etc), overseeing the decisions of the Board, and managing assets and resources.	Compliant	The General Manager's Position Description details the duties, requirements and responsibilities of the General Manager as per this Charter, schedule 2 of the Act and internal City of Adelaide values and policies (i.e. Staff Code of Conduct).

	5.2.1.2	(The General Manager is responsible for the day to day management of the Agency who will ensure that:) records are kept of the business and financial affairs of the Agency in accordance with this Charter in addition to other duties provided for by this Charter and those specified in the terms and conditions of appointment of the General Manager	A position description has been created and available	Compliant	As above
	5.2.2	The duties, functions, responsibilities and authority of the General Manager will be specified in the terms and conditions of their appointment with the Adelaide City Council and will include: 5.2.2.1 attending at all meetings of the Board unless excluded by resolution of the Board; 5.2.2.2 inviting any person to attend at any meeting to act in an advisory capacity; 5.2.2.3 ensuring that the lawful decisions of the Board are implemented in a timely and efficient manner; 5.2.2.4 providing information to assist the Board to assess the Agency's performance against its strategic management plans and the Annual Business Plan and Budget; 5.2.2.5 appointing, managing, suspending and dismissing employees engaged to perform work for the Agency; 5.2.2.6 determining the conditions of employment of employees engaged to perform work for the Agency within the Budget; 5.2.2.7 providing advice and reports to the Agency and Board Members on the exercise and performance of its powers and functions under this Charter, the Act or any other legislation; 5.2.2.8 ensuring that the Agency is at all times complying with Schedule 2 of the Act; 5.2.2.9 ensuring that the Agency's Annual Report is prepared for approval by the Agency and distributed to Council in conformity with this Charter; 5.2.2.10 co-ordinating and initiating proposals for consideration of the Agency including, but not limited to, continuing improvement of the	As above	Compliant	As above

		operations of the Agency; 5.2.2.11 ensuring that the assets and resources of the Agency are properly managed and maintained; 5.2.2.12 exercising, performing or discharging other powers, functions or duties conferred on the General Manager by or under the Act or any other Act and performing other functions lawfully directed by the Agency; 5.2.2.13 achieving financial outcomes in accordance with adopted plans and budgets of the Agency; 5.2.2.14 such other duties, functions, responsibilities and powers contained in this Charter or under the Act			
	5.3.3	Where a power or function is delegated to an employee, the employee is responsible to the General Manager for the efficient and effective exercise or performance of that power or function.	The General Manager can delegate a power or function to an employee. The employee will then be responsible to the GM for the effective delivery of that power or function.	Compliant	The General Manager oversees all employees engaged within the Agency, as well as the structure of the Agency to ensure the effective delivery of the powers and functions that are outlined in the Charter and schedule of the Act.
	5.3.4	The General Manager must keep a written record of all delegations and sub-delegations at all times.	The General Manager must keep a written record of all delegations and sub-delegations at all times.	Compliant	Any powers or functions that are delegated to employees as part of their regular duties are recorded within their Position Descriptions. If the General Manager delegates their powers or functions when they are on annual leave or sick for an extended period of time, a request is initiated to the City of Adelaide People team to record this delegation via their online systems and enable appropriate remuneration for the delegate while undertaking those higher duties.
	5.3.5	The General Manager shall provide a report on his/her activities to the Agency at every Board meeting	The General Manager must provide a report at every Board Meeting on their recent activities	Compliant	A General Manager's Report is a standing item at every AEDA Board meeting. The report details recent activities undertaken by the General Manager, a financial report to indicate any potential variations and generally highlights any items that may be pertinent or of interest to the Board.

Management	6.1.1.1	The Agency must prepare the following strategic management plans: 6.1.1.1 a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Agency for the period; and	AEDA must have a four year Strategic Plan.	Compliant	The AEDA Strategic Plan 2024/25 - 2028/29 was endorsed by the Board on 25 October 2024 and Council noted the Plan on 26 November 2024.
	6.1.1.2	The Agency must prepare the following strategic management plans: 6.1.1.2 a Long Term Financial Plan for a period of at least 10 years.	AEDA must have a 10 year Long Term Financial Plan	Exceptions Noted	The Long Term Financial Plan has been developed by the General Manager and the Agency is awaiting direction from CoA Administration and Chamber on funding of the LTFP.
	6.1.2	The Agency must ensure that the strategic management plans are aligned and consistent with the Council's current strategic management plans.	AEDA's Strategic Plan and Long Term Financial Plan need to be consistent with Council's Strategic Plans	Compliant	The AEDA Strategic Plan 2024/25 - 2028/29 was endorsed by the Board on 25 October 2024 and Council noted the Plan on 26 November 2024. The plan is aligned to Council's Strategic Plan and Economic Development Strategy and the document clearly indicates this alignment via the Measures.
	6.1.3	The Agency must review the Strategic Plan annually in consultation with the Council	The Agency must review the Strategic Plan annually in consultation with the Council	Compliant	The Agency will review the Strategic Plan annually with Council.
	6.2.1	The Agency must, before the end of June in each Financial Year, prepare an Annual Business Plan and Budget for the ensuing Financial Year in accordance with Act and Regulations	AEDA must have an annual Business Plan and Budget for the ensuing Financial Year. The BP&B must be consistent with the AEDA Charter and Strategic Plan and submitted to Council for approval as per the City of Adelaide BP&B process.	Compliant	AEDA's Annual Business Plan and Budget (BP&B) is developed in alignment with the City of Adelaide's Business Plan and Budget process.

	6.2.2	The Annual Business Plan and Budget must be consistent with the Charter and the Strategic Plan and submitted to the Council for approval by a date nominated by the Council's CEO from time to time in accordance with Council's budgetary approval process.	Annual business plan and budget must be created and presented to the CEO	Compliant	Sighted – Annual Business Plan and Budget presented to CEO and Council for endorsement. Document can be located on the external website
	6.2.3	Neither the Annual Business Plan nor the Budget shall be amended without reasonable consultation with the Council and the prior express written approval of the Council.	The annual Business Plan and Budget cannot be amended without consulting with Council and seeking Council's approval.	Compliant	AEDA have not had to amend a Business Plan or Budget after it has already been endorsed, however, if the situation arose, AEDA would ensure that all processes are followed and any proposed amendments would be presented to the AEDA Board and Council for approval.
	6.2.4	Reports summarising the financial position and performance of the Agency against the Annual Budget shall be prepared and presented to the Board no less than once in every three calendar months.	A report summarising the financial position and performance of the Agency against the annual budget need to be presented to the Board at least once every 3 months	Compliant	AEDA presents quarterly reports to the AEDA Board and, as part of the City of Adelaide's quarterly report, to Council. The quarterly reports summarise the Agency's performance and budget as well as updates on strategic matters or key events relevant to the Agency.
	6.3.1	The Agency must submit to the Council by 30 September in each year a report, in respect of the immediately preceding Financial Year, on the work and operations of the Agency detailing achievement of the aims and objectives of its Strategic Plan and Annual Business Plan and Budget and incorporating the audited Financial Statements of the Agency and any other information or reports as required by the Council or the Council's CEO.	The Agency must submit an annual report to the Council by 30 September, detailing its achievements, operations, and audited financial statements for the previous financial year. This report must also include any other information requested by the Council or its CEO.	Compliant	AEDA is integrated into the City of Adelaide's annual reporting process. An annual report, which includes audited financial statements, is prepared by the Agency following each financial year and submitted to the AEDA Board for approval before it is incorporated into the City of Adelaide's Annual Report to Council.
	6.3.2	Within 14 days of the end of each quarter the Agency must submit to the Council's CEO a quarterly report on progress against the strategic milestones and key performance indicators as outlined in the Strategic Plan and the Annual Business Plan and Budget.	A quarterly report must be presented to the Council's CEO on how the Agency is performing against its Business Plan and Budget KPI's within 14 days of end of each quarter.	Exceptions noted	AEDA is integrated into the City of Adelaide's quarterly reporting process. The Agency prepares its quarterly report within 14 days after the end of each quarter and submits it to the Strategic and Insights team for inclusion in the organisation's quarterly report to the Council. The CEO reviews and approves this report as part of the governance structure for submitting reports to the Council.

	6.4.2	The Agency must review its Budget in accordance with the requirements of the Financial Regulations at least three times in each Financial Year at intervals of not less than three months between 30 September and 31 May (inclusive).	AEDA must review its budget at least three times in each financial year with no less than three months between each review.	Compliant	AEDA reviews its annual budget quarterly as part of the City of Adelaide's broader quarterly reporting process to ensure any potential variations are reported to both the AEDA Board and Council
	6.4.3	The Agency's books of account must be available for inspection by any Board Member or authorised representative of the Adelaide City Council at any reasonable time on request	The Agency's books of account must be made available at the request of any board Member or authorised representative of the City of Adelaide within a reasonable time.	Compliant	Should any request be made, the GM and a member of CoA's Finance team will provide / brief the requestee on the books/current financial status of the Agency any other specific request it relates to
	6.4.4	All payments made on account of the Agency must be authorised by the General Manager in accordance with delegated authority or by resolution of the Board.	All payments made by the Agency must be authorised by the General Manager or an authorised delegate or by resolution of the Board.	Compliant	Financial delegation within AEDA is consistent with financial delegation within the City of Adelaide. AEDA staff who have financial delegation are able to authorise payments on behalf of the agency in line with their budget allocations and financial limitations (i.e Team Leaders can approve up to \$20k.). If the cost exceeds the General Manager's delegation, it may require approval from the AEDA Board, the Chief Operating Officer, the CEO or even Council.
	6.4.5	The General Manager must act prudently in the handling of all financial transactions for the Agency and must provide quarterly financial and corporate reports to the Agency.	Delegations are set out	Compliant	The General Manager meets regularly with AEDA's Finance Business Partner to ensure he is consistently updated on the status of AEDA's budget. Any financial transactions that require the General Managers approval are always reviewed to ensure the goods or services provided are of reasonable cost and value and that the corporations procurement processes have been adhered to. AEDA's quarterly reports (which includes an update on the Agency's budget for that quarter as well as a general report on how the Agency is tracking against the KPI's and milestones listed in its Business Plan and Budget) is presented to the AEDA Board at the end of each quarter before being incorporated into

					the City of Adelaide's quarterly report to Council.
	6.5.3	The audit of the financial statements of the Agency, together with the accompanying report from the Auditor, shall be submitted to both the Board and the Council.	Financial statements presented to ARC from the auditor	Compliant	AEDA's Audited Financial Statements and the associated Auditor reports are presented to the AEDA Board in September of each year for approval before being presented to the City of Adelaide's Audit and Risk Committee and then finally to Council. The Statements are generally presented to Council as an attachment of the City of Adelaide's Annual report (which includes the Agency's annual report).
	6.5.4	The books of account and financial statements shall be audited at least once per year.	The books of account and financial statements shall be audited at least once per year.	Compliant	AEDA is incorporated into the City of Adelaide's financial auditing process which ensures that the Agency's Finance statements for the prior financial year are audited and finalised between July and September of each year.
	6.6.3	Unless otherwise approved by the Council any and all borrowings taken out by the Agency must be from the Local Government Finance Authority of SA or a registered bank or financial institution within Australia.	Unless otherwise approved by the Council any and all borrowings taken out by the Agency must be from the Local Government Finance Authority of SA or a registered bank or financial institution within Australia.	Compliant	AEDA has not had to undertake any financial borrowings as we are funded by the City of Adelaide and the Rundle Mall levy (noting that the levy is isolated just for the Mall). If the City of Adelaide is borrowing funds to sustain the Agency then this is done within their own borrowing regulations.
Miscellaneous	7.1	The Agency shall be a member of the Local Government Association's Mutual Liability Scheme and the Agency must comply with the Rules of that Scheme unless expressly directed otherwise in writing by the Council's CEO.	The Agency shall be a member of the Local Government Association's Mutual Liability Scheme and the Agency must comply with the Rules of that Scheme unless expressly directed otherwise in writing by the Council's CEO.	Compliant	AEDA is a member of the Local Government Association's Mutual Liability Scheme and the Agency complies with the rules of that scheme.
	7.1.2	The Agency shall advise the Council's CEO of its insurance needs so the Adelaide City Council can take out appropriate insurance cover on behalf of the Agency.	As above	Compliant	AEDA is a member of the Local Government Association's Mutual Liability Scheme and the Agency complies with the rules of that scheme.

	7.3.1	The Agency shall have a common seal upon which its corporate name shall appear in legible characters.	As above	Compliant	AEDA does not currently have a common seal and has not required the use of one to date. Corporate Governance advised this could be arranged at the time that one is required.
	7.3.2	The common seal must not be used without the express authorisation of a resolution of the Board and every use of the common seal shall be recorded in the minute book of the Agency.	As above	Compliant	As above
	7.3.3	The affixing of the common seal shall be witnessed by the Chairperson or the Deputy Chairperson and the General Manager or such other person as the Agency may appoint for the purpose	As above	Compliant	As above
	7.3.4	The common seal shall be kept in the custody of the General Manager or such other person as the Agency may from time to time decide.	As above	Compliant	As above
	7.5.1	A document to be given by the Agency to the Council or the Council's CEO or by the Council or the Council's CEO to the Agency may be given in a manner that Section 280 of the Act permits.	As above	Compliant	AEDA complies with section 280 of the Act by ensuring any documents that are intended for Council or the CEO are addressed correctly and delivered either by person or via email to an authorised person (i.e. the CEO's Executive Assistant to the Council Liaison Officer). Depending on the notice or the order, there are specific processes in place i.e. if a Council Member is delivering a Motion on Notice for AEDA to address then the Council Member ensures they provide notice to the CoA Governance Team, Council CEO and then to the AEDA General Manager which is all generally done via email.

	7.5.2	A written notice given by the Agency to the Council or the Council's CEO must be marked 'Attention: Chief Executive Officer'.	As above	Compliant	AEDA ensures all written notices are addressed to the CEO as 'Attention: Chief Executive Officer'. This is evident through all formal memos provided by AEDA to the Council CEO i.e. memos on Board Member appointments, Memos to review the AEDA Charter etc. ACC2022/99880
	7.6.1	As a matter of record Schedule 2, Clause 11 of the Act entitles Council or the Council's CEO to be furnished with information or records of the Agency.	As above	Compliant	AEDA ensures information and records are provided to the Council or the Council's CEO at any point it is requested.
	7.6.2	The Council or the Council's CEO and a Board Member each have a right to inspect and take copies of the books and records of the Agency	As above	Compliant	AEDA does not obstruct the Council, the Council's CEO or Board Members from inspecting or taking copies of records of the Agency.
Circumstances not provided for	8.1	If any circumstance arises about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions the Chairperson may decide the action to be taken to ensure achievement of the objects of the Agency and its effective administration. The Chairperson shall report any such decision at the next ordinary meeting of the Agency and the Agency shall subsequently report any such decision to the Council at the next ordinary meeting of the Council.	Roles and responsibilities	Compliant	When a circumstance arises where the Charter is silent, the General Manager will liaise with the Chairperson to determine the best course of action. The Chairperson may elect to consult the Board or, in the past, has provided their skills based advice on the matter.
Performance and Accountability of Subsidiary	9.1	The Council and the Council's CEO shall be entitled on an ongoing basis to review the performance of the Agency and the Board in the conduct of their respective activities under this Charter	Performance reviews undertaken	Compliant	AEDA does not obstruct this clause and participates in any performance reviews that the Council or the Council's CEO request. This was recently evident through the external review of the Agency that the Council commissioned. AEDA are currently implementing the findings of this review.

	9.2	Without limiting the Council's or the Council's CEO's powers under the Act, if at any time the Council or the Council's CEO is of the view that either the Agency and/or the Board is not performing its duties under this Charter the Council or the Council's CEO shall be entitled to provide a notice in writing to the Agency (Council Notice) identifying those matters in respect of the performance by the Agency and/or the Board of its duties under this Charter which are not satisfactory to the Council or the Council's CEO together with details of any corrective action which the Council or the Council's CEO requires the Agency and/or the Board to take in order to rectify the identified performance issues.	As above	Compliant	AEDA does not obstruct this clause and would comply with the action outlined between clauses 9.3 to 9.6.1 should a Notice be received from the Council or Council's CEO in relation to unsatisfactory performance.
	9.3	The Board shall within 30 days of receipt of the Council Notice provide a written response to the Council or the Council's CEO as to the matters raised in the Council Notice (Notice in Response) which shall identify any corrective action which the Agency and/or the Board intends to undertake in order to address the issues raised in the Council Notice	As above	Compliant	As above
	9.4	If the Agency or the Board disputes any matters raised in the Council Notice then the Notice of Response must identify any matters in respect of which the Agency and/or the Board do not agree.	As above	Compliant	As above
	9.5	The Council's CEO and the Chairperson of the Board shall meet within 14 days of receipt by the Council or the Council's CEO of the Notice in Response to discuss the matters raised in the Council Notice and the Notice in Response.	As above	Compliant	As above

Legislative Compliance Review

	9.6	Either: 9.6.1 following the meeting between the Council's CEO and the Chairperson of the Board and having considered the matters raised in the Council Notice and the Notice of Response and the matters discussed between the Council's CEO and the Chairperson of the Board at their meeting; or 9.6.2 if the Board does not provide a Notice in Response, the Council shall be entitled to take such further action (if any) as it determines with respect to the matters raised in the Council Notice which action may include, but shall not be limited to, the removal of the Board and the appointment of a replacement Board in accordance with the provisions of this Charter.	As above	Compliant	As above
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Adelaide Central Market Authority Charter

Description	Section of Charter	Requirement of the Charter	Testing Methodology	Results	Findings
The Agency	2.3.5	This Charter may be reviewed by the Council at any time and must in any event be reviewed at least once in every four years or whenever it is relevant to do so	The Charter must be reviewed by Council at least once every four years	Compliant	Charter located on the ACMA website and dated Sept 2023. Endorsed by the CoA CEO
	2.3.6	The Council's CEO has determined that a copy of the Charter must be published on the website of the Corporation of the City of Adelaide and the Authority	A copy of the Charter must be available on the CoA and ACMA Website	Compliant	As above
Powers, Functions and Duties	3.2	The Authority is not authorised to act outside the area of the City of Adelaide unless the prior express written approval of the Council is obtained	Must not act outside of the CoA area unless prior written approval from Council obtained	Compliant	ACMA operates only within CoA boundaries
	3.5.2	The Board may authorise the formation, terms of reference and membership for any committee (and any changes to the terms of reference or membership of an existing committee) in each case as it sees fit.	Establishment of the Terms of Reference (ToR)	Compliant	Sighted – ToR ACC2025/25170
	3.5.5	Without limiting the powers of the Board with respect to the formation of committees the Board must establish a committee to be known as the Traders Representation Committee as follows: consist of max of 9 members (2 Board Members, 5 traders, one of who will be the	ACMA will establish a Committee for enquiring and reporting to the Authority on matters within its functions and powers.	Exceptions noted	This is sighted in the Traders ToRs, however it has expired for a review to be performed in Oct 2024 - ACC2025/21033

		Chair , up to 2 other trader members as appointed by the Board			
	3.5.7	The meetings and proceedings of any committee or advisory committee are governed by the provisions in this Charter for regulating meetings and proceedings of the Board so far as those provisions are applicable and not affected by any resolution, regulations or policies made by the Board under clauses 3.5.2 and 3.5.3.	Any committee established by the Board must meet the provisions set in the Charter	Exceptions noted	As above
Board Management	4.2.4	Ensuring that a code of conduct dealing with ethical behaviour and integrity is established and implemented in all business dealings of the Authority and Board Members;	A code of conduct that covers the Authority and Board Members	Compliant	Code of Conduct in place – ACC2022/1423
	4.2.6	ensuring that the Council's CEO is advised, as soon as practicable, of any material risk or situation that affects the financial or operating capacity of the Authority;	CEO to be made aware of any material risk or situation that affects financial or operating capacity of the Authority	Compliant	As above – ACC2024/175008
	4.4.1	The Board shall consist of a maximum of seven Board Members	No more than 7 members can be on the Board	Compliant	Sighted on the external website
	4.4.1.1	one Board Member must be a Council Member;	Council Member delegate must sit on the Board	Compliant	Sighted – Cr P Martin 26 Nov 2024
	4.4.1.2 (a)	one Board Member with board leadership experience will be nominated by a Board Member selection panel, comprising the Council's CEO or delegate, the Council's senior manager in charge of human resources, and two Council Members appointed by resolution of Council, to be a Board Member and Chairperson; and	The Chairperson of the Board will be appointed by a selection panel consisting of Council's CEO (or delegate), COO and two Council members appointed by the Council	Compliant	Appointment letter sighted – ACC2023/78237
	4.4.1.2 (b)	up to five Board Members with an appropriate range of skills and experience will be nominated by a Board Member selection panel comprising the Council's CEO or delegate the Council's senior manager in	Position Descriptions	Compliant	Recruitment is performed by People Services

		charge of human resources, the Chairperson and two Council Members.			
	4.4.2	The Board Members (non-members of the Council), shall be appointed for a max 3 year term as determined by the Council, provided that the Council shall endeavour that no more than half of the Board Members' terms of officer expire in the same year.	Position Description	Compliant	Matrix of term sighted – ACC2025/25178
	4.4.3	Board members who are members of the Council shall be appointed for a max 2 year terms as determined by the Council	Schedule available	Compliant	As above
	4.4.4	A Board Member is eligible to apply, through the expression of interest process, for re-appointment at the expiration of their term of office, for a max of 3 consecutive terms. The Board will make a recommendation to the Board Member selection panel on the extension for current Board Members based on the Board's existing skills and requirements.	EOI process	Compliant	Sighted Board Minutes - Section 3.2 in ACC2025/13575
	4.4.5	The Council's CEO must give the Authority a written notice of appointment, termination or revocation of appointment of a Board Member.	Letters sent to Board members	Compliant	CEO appoints board members - 2025/13568
	4.4.6	Each Board Member must give to the Council's CEO a signed written acceptance to act as a Board Member.	Board Members must provide written acceptance of the position to the CEO	Compliant	ACMA Board Members signed written acceptances are saved to Content Manager in container 2015/02959.
	4.4.7	The Board will appoint a Board Member, other than the Chairperson, to be the Deputy Chairperson and will notify the Council's CEO of this appointment	A Deputy Chairperson will be appointed by the Board and the CEO will be advised	Compliant	Sighted in the Board Minutes 16 January 2025 – ACC2025/13575
	4.4.8	The Chairperson shall preside at all meetings of the Board and in the event of the Chairperson being absent from a meeting the Deputy Chairperson shall preside and in the event of both the Chairperson and the Deputy Chairperson being absent from a meeting the Board Members present shall appoint a Board	Deputy Chairperson will preside at meeting should Chairperson be absent and if Deputy is also absent, Board will appointed a Board Member to preside for that meeting, or until	Compliant	Sighted in the Board Minutes 27 June 2024 – ACC2024/175006

		Member from amongst them who shall preside for that meeting or until the Chairperson or the Deputy Chairperson is present	Deputy/Chairperson is available		
	4.7.1	The Authority is entitled to pay appropriate remuneration fees to all Board Members as expressly approved by resolution of the Council	The Authority is to pay agreed remuneration to Board Members	Compliant	Email dated 19 August 2024 from CEO Office to ACMA Board of the sitting fees ACC2024/175009
	4.8	A Board Member is required to submit returns to the Authority under Chapter 5, Part 4, Division 2 of the Act.	Board Members are required to submit ordinary returns in line with the Act	Compliant	Email to ACMA Board 3 August 2024 for primary & Ordinary Returns, this is managed by Governance ACC2024/175008
	4.10.2	The Board Members will at all times act in accordance with their duties of confidence and confidentiality and individual fiduciary duties including honesty and the exercise of reasonable care and diligence with respect to the performance and discharge of official functions and duties as required by Chapter 5, Part 4, Division 1 of the Act and Schedule 2, Part 1, Clause 7 to the Act	Board Members will act in accordance to the Act regarding confidentiality, honesty and taking reasonable care	Compliant	Board minutes dated 28 November 2024 - item Confidential noted - Nil. This is an ongoing agenda item ACC2024/175008
	4.11.1	Subject to Schedule 2, Clause 5 of the Act, the Board may determine its own procedures for meetings, which must be fair and contribute to free and open decision making.	The Board can determine its own procedures for meetings, a meeting must occur at least every quarter and it must be held in a reasonable place and time	Compliant	Board Meeting Papers and meeting procedures established 13 May 2023 ACC2023/181493
	4.11.2	An ordinary meeting of the Board must take place at such times and places as may be fixed by the Board from time to time and in any event not less than once per quarter.	Schedule of meetings	Compliant	Ordinary meetings are scheduled, governance calendar given annually. ACC2024/175003
	4.11.3	A Board meeting must be held at a reasonable time and, if the meeting is to be held in person, at a reasonable place.	As above	Compliant	As above
	4.11.7	Notice of ordinary meetings of the Board must be given by the ACMA General Manager to each Board Member not less than three clear business days prior to the holding of the meeting.	Board Members are to be notified of a Board Meeting by the General Manager at least 3 days in advance of the meeting and this notice must include details of the meeting location,	Compliant	As above ACC2025/21040

			date, time and be accompanied by the Board Meeting Agenda Pack.		
	4.11.8	Notice of any meeting of the Board must: 4.11.8.1 be in writing; and 4.11.8.2 set out the date, time and place of the meeting; and 4.11.8.3 be issued by the ACMA General Manager; and 4.11.8.4 contain or be accompanied by the agenda for the meeting; and 4.11.8.5 be accompanied by a copy of any documents or reports that are to be considered at the meeting (so far as this is practicable)	As above	Compliant	As above, notification are sent via email to Board Members
	4.11.9	The ACMA General Manager must maintain a record of all notices of meetings given to Board Members	The General Manager to keep a record of the notices provided to the Board for Board Meetings.	Compliant	Recorded in the minutes container 2024/01557
	4.11.13	At the first meeting of the Board held after the Annual General Meeting each year, the Board will determine if Council Members, excluding the Council Member appointed by Council as per clause 4.4.1.1, can attend ACMA Board meetings as an observer.	The Board are to determine, at the first meeting following the Annual General Meeting, if Elected Members can attend Board meetings (with the exception of the Lord Mayor or her nominee)	Compliant	Noted in the first meeting 20 Feb 2025 – Section 3.1 ACC2025/13582
	4.11.14.1	The quorum for any meeting of the Board, including special meetings and the Annual General Meeting, is four Board Members and no business may be transacted at a meeting of the Board unless a quorum is present.	A quorum must be met for all ordinary or special board meetings to proceed. A quorum is half the number of the board plus one.	Compliant	Noted in the meeting papers/minutes provided (sighted)
	4.11.14.3	Subject to the Act and this Charter each Board Member validly present at a Board meeting must vote on a matter arising for decision at that meeting.	Subject to the Act and Charter, every Board Member must vote on anything requiring a decision of the Board within Board Meetings.	Compliant	As above, evidence in the minutes
	4.12.2	On receipt of the request the ACMA General Manager shall issue a notice of the special meeting to all Board Members at least 24	The General Manager needs to provide, at minimum, 24 hours notice of a Special Board Meeting.	Compliant	No special meetings called since 2021

		hours prior to the commencement of the special meeting			
	4.12.3	The request by any Board Member to the ACMA General Manager of the Authority requiring a special meeting to be held must be accompanied by the proposed agenda for the meeting and any written reports intended to be considered at the meeting (and if the proposed agenda is not provided the request is of no effect).	If a Board Member is requesting a special meeting to the General Manager, they must include a copy of the proposed agenda and any relevant reports.	Compliant	As required
	4.13.1	The ACMA General Manager must cause minutes to be kept of the proceedings at every meeting of the Board, including special meetings and the Annual General Meeting	All Board meetings, including special meetings and the AGM, must be minuted.	Compliant	As required
	4.13.2.1	(4.13.2 Other than the minutes of an Annual General Meeting which are dealt with in accordance with clause 4.14.6, for every meeting of the Board, including special meetings, the minutes must be): 4.13.2.1 prepared and distributed to Board Member and the Council's CEO within five business days of the meeting to which they relate; and	All ordinary Board meeting minutes are to be finalised and distributed to Board Members and the CEO within five business days of the Board meeting.	Compliant	Sighted and conducted
	4.13.2.2	(4.13.2 Other than the minutes of an Annual General Meeting which are dealt with in accordance with clause 4.14.6, for every meeting of the Board, including special meetings, the minutes must be); presented to the next ordinary meeting of the Board for confirmation and adoption. The minutes must be provided to Council within two business days following the meeting at which they are confirmed and adopted.	All ordinary Board meeting minutes must be tabled for approval by the Board at the following Board meeting (i.e. the June Board Meeting minutes would be tabled at the July Board meeting if meetings are held monthly). Once the minutes have been adopted by the Board, a copy needs to be provided to Council within 2 days.	Completed	Sighted and noted
	4.14.1	An Annual General Meeting of the Board shall be held prior to November in each year at a place and time determined by a resolution of the Board.	The Annual General Meeting of the ACMA Board has to be held every year in November at a	Compliant	Held on 28 November 2024 – container 2024/01556

			time and place determined by resolution for the board.		
	4.14.2	Notice of the Annual General Meeting will be given by: 4.14.2.1 placing a copy of the notice and agenda on public display at the principal office of the Authority and at the Corporation of the City of Adelaide; and 4.14.2.2 in such other manner as the ACMA General Manager considers appropriate.	Notice of the AGM, along with the agenda, has to be displayed in the City of Adelaide Customer Centre (this is technically the principal office for both AEDA and CoA) and on the AEDA website at least 14 days in advance of the meeting. The public must also be able to access a copy of the notice and agenda free of charge.	Compliant	Sighted 24 September 2024 – container 2024/01556
	4.14.3	The notice and agenda must be placed on public display for at least 14 clear days before the Annual General Meeting and must be available to the public: 4.14.3.1 for inspection, without charge; 4.14.3.2 by provision of a copy on the Authority's website; and 4.14.3.3 on public display until completion of the Annual General Meeting.	As above	Compliant	As above
	4.14.4	A reasonable number of copies of the notice and agenda and any document or report supplied to Board Members for the Annual General Meeting must be available for members of the public at the meeting.	Hard copies of the AGM Agenda pack needs to be available for members of the public at the meeting	Compliant	As above
	4.14.5	The Annual General Meeting will be conducted in a place open to the public and will consider and deal with business of a general nature aimed at reviewing the progress and direction of the Authority over the immediately preceding Financial Year and shall include the following: 4.14.5.1 Chairperson's report; 4.14.5.2 ACMA General Manager's report; 4.14.5.3 the audited financial statements of the Agency for the previous Financial Year; and 4.14.5.4 any other	The AGM needs to be held in a location open to the public. The Agenda will aim to provide insights into the Authority's progress and direction over the previous financial year and will include the following agenda items; a Chairpersons report, General Managers report, audited financial statement of the Authority for the previous Financial Year, and any other	Compliant	As above

		general business determined by the Board to be considered at the Annual General Meeting	general business determined by the Board.		
	4.14.6	The minutes of the Annual General Meeting must be available to the public within five days of the Annual General Meeting for inspection or by provision of a copy on the Authority's website and presented to the next Annual General Meeting of the Board for confirmation.	The ACMA AGM minutes must be posted to the ACMA website within five days of the meeting. A copy of these minutes also need to be presented at the next Annual General Meeting of the Board for confirmation.	Compliant	Sighted and placed on the website
	4.15.1	The Board of the Authority will undertake an annual performance evaluation of the Authority	The Board of the Authority will undertake an annual performance evaluation of the Authority.	Compliant	Letter to CEO regarding Board Annual Performance Review – ACC2024/139042
	4.15.2	The Board will provide the Council with a report on the outcome of the annual performance review.	The Board will provide the Council with a report on the outcome of the annual performance review.	Compliant	As above
ACMA General Manager	5.1.2	The Council's CEO will lead a selection panel to determine and undertake an expression of interest process to appoint a person to be the ACMA General Manager, on terms and conditions determined by the Council's CEO, to manage the business of the Authority.	Council's CEO will lead the selection panel and recruitment process for the role of ACMA General Manager.	Compliant	<p>Council's CEO is the lead for the selection panel for appointment of the ACMA General Manager and that the ACMA Board Chairperson is the other person required to be on the selection panel.</p> <p>As the person who is appointed to the position of ACMA General Manager is an employee of the City of Adelaide, it is the CEO's decision if they wish to include other people on the selection panel.</p> <p>Whilst not expressly stated in the Charter, the Council's CEO would also have the right to delegate their role as chair of the selection panel to another Council officer</p>
	5.1.3	The ACMA General Manager selection panel members will be the Chairperson and the Council's CEO.	The selection panel members will be the Chairperson of the Authority, and the Council's CEO	Compliant	As above

	5.2.1.1	(The General Manager is responsible for the day to day management of the Authority who will ensure that:) 5.2.1.1 sound business management practices are applied in the efficient and effective management of the operations of the Authority; and	The General Manager is responsible for efficient business management, record keeping, and carrying out specified duties as outlined in their appointment terms with the Adelaide City Council. This includes attending Board meetings, implementing decisions, managing employees, ensuring compliance within the Authority against Schedule 2 of the Act and this Charter, preparing reports (business plan and budget, annual reports etc), overseeing the decisions of the Board, and managing assets and resources.	Compliant	Appointment letter sighted
	5.2.1.2	(The General Manager is responsible for the day to day management of the Authority who will ensure that:) records are kept of the business and financial affairs of the Authority in accordance with this Charter in addition to other duties provided for by this Charter and those specified in the terms and conditions of appointment of the ACMA General Manager	As above	Compliant	As above
	5.2.2	The duties, functions, responsibilities and authority of the General Manager will be specified in the terms and conditions of their appointment with the Adelaide City Council and will include: 5.2.2.1 attending at all meetings of the Board unless excluded by resolution of the Board; 5.2.2.2 inviting any person to attend at any meeting to act in an advisory capacity; 5.2.2.3 ensuring that the lawful decisions of the Board are implemented in a timely and efficient manner; 5.2.2.4 providing information to assist the Board to assess the Authority's performance against its	As above	Complaint	As above

		<p>strategic management plans and the Annual Business Plan and Budget; 5.2.2.5 appointing, managing, suspending and dismissing employees engaged to perform work for the Authority; 5.2.2.6 determining the conditions of employment of employees engaged to perform work for the Authority within the Budget; 5.2.2.7 providing advice and reports to the Authority and Board Members on the exercise and performance of its powers and functions under this Charter, the Act or any other legislation; 5.2.2.8 ensuring that the Authority is at all times complying with Schedule 2 of the Act; 5.2.2.9 ensuring that the Authority's Annual Report is prepared for approval by the Authority and distributed to Council in conformity with this Charter; 5.2.2.10 co-ordinating and initiating proposals for consideration of the Agency including, but not limited to, continuing improvement of the operations of the Authority; 5.2.2.11 ensuring that the assets and resources of the Authority are properly managed and maintained; 5.2.2.12 exercising, performing or discharging other powers, functions or duties conferred on the General Manager by or under the Act or any other Act and performing other functions lawfully directed by the Authority; 5.2.2.13 achieving financial outcomes in accordance with adopted plans and budgets of the Authority; 5.2.2.14 such other duties, functions, responsibilities and powers contained in this Charter or under the Act</p>			
	5.3.3	Where a power or function is delegated to an employee, the employee is responsible to the General Manager for the efficient and effective exercise or performance of that power or function.	The General Manager can delegate a power or function to an employee. The employee will then be responsible to the GM for the effective delivery of that power or function.	Compliant	Under delegation

	5.3.4	The ACMA General Manager must keep a written record of all delegations and sub-delegations at all times.	The General Manager must keep a written record of all delegations and sub-delegations at all times.	Compliant	Under delegation as required
	5.3.5	The General Manager shall provide a report on his/her activities to the Authority at every Board meeting	The General Manager must provide a report at every Board Meeting on their recent activities	Compliant	Sighted in the minutes
Management	6.1.1.1	The Authority must prepare the following strategic management plans: 6.1.1.1 a Strategic Plan with an operational period of four years which sets out the goals, objectives, strategies, priorities and relevant key performance indicators of the Authority for the period; and	ACMA must have a four year Strategic Plan.	Compliant	ACMA Strategic Plan 2023-28 – ACC2023/181477
	6.1.1.2	The Authority must prepare the following strategic management plans: 6.1.1.2 a Long Term Financial Plan for a period of at least 10 years.	ACMA must have a 10 year Long Term Financial Plan	Compliant	ACMA 2024/25 LTFP
	6.1.2	The Authority must ensure that the strategic management plans are aligned and consistent with the Council's current strategic management plans.	ACMA's Strategic Plan and Long Term Financial Plan need to be consistent with Council's Strategic Plans	Compliant	Sighted and available in Council meetings
	6.1.3	The Authority must review the Strategic Plan annually in consultation with the Council	The Authority must review the Strategic Plan annually in consultation with the Council	Compliant	As above
	6.2.2	The Authority must, before the end of June in each Financial Year, prepare an Annual Business Plan and Budget for the ensuing Financial Year in accordance with Act and Regulations	ACMA must have an annual Business Plan and Budget for the ensuing Financial Year. The BP&B must be consistent with the ACMA Charter and Strategic Plan and submitted to Council for approval as per the City of Adelaide BP&B process.	Compliant	Sighted as presented to Audit & Risk Committee / Council
	6.2.3	The Annual Business Plan and Budget must be consistent with the Charter and the Strategic Plan and submitted to the Council for approval by a date nominated by the Council's CEO	As above	Compliant	As above

		from time to time in accordance with Council's budgetary approval process			
	6.2.4	Reports summarising the financial position and performance of the Authority against the Annual Budget shall be prepared and presented to the Board no less than once in every three calendar months.	A report summarising the financial position and performance of the Authority against the annual budget need to be presented to the Board at least once every 3 months	Compliant	As above
	6.2.5	Neither the Annual Business Plan nor the Budget shall be amended without reasonable consultation with the Council and the prior express written approval of the Council.	The annual Business Plan and Budget cannot be amended without consulting with Council and seeking Council's approval.	Compliant	As above
	6.3.1	The Authority must submit to the Council by 30 September in each year a report, in respect of the immediately preceding Financial Year, on the work and operations of the Authority detailing achievement of the aims and objectives of its Strategic Plan and Annual Business Plan and Budget and incorporating the audited Financial Statements of the Authority and any other information or reports as required by the Council or the Council's CEO.	The Authority must submit an annual report to the Council by 30 September, detailing its achievements, operations, and audited financial statements for the previous financial year. This report must also include any other information requested by the Council or its CEO.	Compliant	As above
	6.3.2	Within 14 days of the end of each quarter the Authority must submit to the Council's CEO a quarterly report on progress against the strategic milestones and key performance indicators as outlined in the Strategic Plan and the Annual Business Plan and Budget.	A quarterly report must be presented to the Council's CEO on how the Authority is performing against its Business Plan and Budget KPI's within 14 days of end of each quarter.	Compliant	ACMA prepare the report for CoA quarterly reporting. Once prepared they will send the information across to the Finance & Procurement team as well as the Office of the CEO..
	6.4.2	The Authority must review its Budget in accordance with the requirements of the Financial Regulations at least three times in each Financial Year at intervals of not less than three months between 30 September and 31 May (inclusive).	ACMA must review its budget at least three times in each financial year with no less than three months between each review.	Compliant	Sighted as presented to Audit and Risk Committee/Council

	6.4.3	The Authority's books of account must be available for inspection by any Board Member or authorised representative of the Corporation of the City of Adelaide at any reasonable time on request.	The Authority's books of account must be made available at the request of any board Member or authorised representative of the City of Adelaide within a reasonable time.	Compliant	Available
	6.4.4	All payments made on account of the Authority must be authorised by the ACMA General Manager in accordance with delegated authority or by resolution of the Board.	All payments made by the Authority must be authorised by the General Manager or an authorised delegate or by resolution of the Board.	Compliant	As per the delegations
	6.4.5	The ACMA General Manager must act prudently in the handling of all financial transactions for the Authority and must provide quarterly financial and corporate reports to the Authority.	Delegations in place	Compliant	As above
	6.5.1	The Corporation of the City of Adelaide's auditor will be the auditor of the Authority	Auditor appointed	Compliant	CoA auditor audits the ACMA accounts
	6.5.3	The audit of the financial statements of the Authority, together with the accompanying report from the Auditor, shall be submitted to both the Board and the Council.	As above	Compliant	As above
	6.5.4	he books of account and financial statements shall be audited at least once per year.	The books of account and financial statements shall be audited at least once per year.	Compliant	Sighted as per the financial statements presented to Audit & Risk Committee / Council
Miscellaneous	7.1	The Authority shall be a member of the Local Government Association's Mutual Liability Scheme and the Authority must comply with the Rules of that Scheme unless expressly directed otherwise in writing by the Council's CEO.	The Authority shall be a member of the Local Government Association's Mutual Liability Scheme and the Authority must comply with the Rules of that Scheme unless expressly directed otherwise in writing by the Council's CEO.	Compliant	Governance organises the insurance on behalf of ACMA
	7.1.2	The Authority shall advise the Council's CEO of its insurance needs so the Corporate of the	As above	Compliant	As above

		City of Adelaide can take out appropriate insurance cover on behalf of the Authority.			
	7.3.1	The Authority shall have a common seal upon which its corporate name shall appear in legible characters.	Common seal in place	Compliant	As required
	7.3.2	The common seal must not be used without the express authorisation of a resolution of the Board and every use of the common seal shall be recorded in the minute book of the Authority.	As above	Compliant	As required
	7.3.3	The affixing of the common seal shall be witnessed by the Chairperson or the Deputy Chairperson and the General Manager or such other person as the Authority may appoint for the purpose	As above	Compliant	As required
	7.3.4	The common seal shall be kept in the custody of the ACMA General Manager or such other person as the Authority may from time to time decide.	As above	Compliant	As required
	7.5.1	A document to be given by the Authority to the Council or the Council's CEO or by the Council or the Council's CEO to the Authority may be given in a manner that Section 280 of the Act permits.	Evidence	Compliant	As required
	7.5.2	A written notice given by the Authority to the Council or the Council's CEO must be marked 'Attention: Chief Executive Officer'.	Evidence	Compliant	As required
	7.6.1	As a matter of record Schedule 2, Clause 11 of the Act entitles Council or the Council's CEO to be furnished with information or records of the Authority.	Evidence	Compliant	As required
	7.6.2	The Council or the Council's CEO and a Board Member each have a right to inspect and take copies of the books and records of the Authority.	Evidence	Compliant	As required

Circumstances not provided for	8.1	If any circumstance arises about which this Charter is silent, incapable of taking effect or being implemented according to its strict provisions the Chairperson may decide the action to be taken to ensure achievement of the objects of the Authority and its effective administration.	Evidence	Compliant	As required
	8.2	The Chairperson shall report any such decision at the next ordinary meeting of the Authority and the Authority shall subsequently report any such decision to the Council at the next ordinary meeting of the Council.	Evidence	Compliant	As required
Performance and Accountability of Subsidiary	9.1	The Council and the Council's CEO shall be entitled on an ongoing basis to review the performance of the Authority and the Board in the conduct of their respective activities under this Charter	Performance reviews undertaken	Compliant	Sighted
	9.2	Without limiting the Council's or the Council's CEO's powers under the Act, if at any time the Council or the Council's CEO is of the view that either the Authority and/or the Board is not performing its duties under this Charter the Council or the Council's CEO shall be entitled to provide a notice in writing to the Authority (Council Notice) identifying those matters in respect of the performance by the Agency and/or the Board of its duties under this Charter which are not satisfactory to the Council or the Council's CEO together with details of any corrective action which the Council or the Council's CEO requires the Authority and/or the Board to take in order to rectify the identified performance issues.	As above	Compliant	Sighted
	9.3	The Board shall within 30 days of receipt of the Council Notice provide a written response to the Council or the Council's CEO as to the matters raised in the Council Notice (Notice in Response) which shall identify any corrective action which the Authority and/or the Board intends to undertake in order to address the issues raised in the Council Notice	Evidence	Compliant	As required

	9.4	The Council's CEO and the Chairperson of the Board shall meet within 14 days of receipt by the Council or the Council's CEO of the Notice in Response to discuss the matters raised in the Council Notice and the Notice in Response.	Evidence	Compliant	As required
	9.5	Either: 9.5.1 following the meeting between the Council's CEO and the Chairperson of the Board and having considered the matters raised in the Council Notice and the Notice of Response and the matters discussed between the Council's CEO and the Chairperson of the Board at their meeting; or 9.5.2 if the Board does not provide a Notice in Response, the Council shall be entitled to take such further action (if any) as it determines with respect to the matters raised in the Council Notice which action may include, but shall not be limited to, the removal of the Board and the appointment of a replacement Board in accordance with the provisions of this Charter	Evidence	Complaint	As required

APPENDIX 2: RISK MATRIX OF INTERNAL AUDIT FINDINGS

The following framework for the internal audit ratings is consistent with the CoA Risk Management Operating Guidelines and the Risk Management International Standard ISO31000:2018. The descriptions have been tailored to illustrate risk to the business operations.

6.1 CoA Risk Matrix

CoA Risk Matrix		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
LIKELIHOOD	Almost Certain	Medium	High	Extreme	Extreme	Extreme
	Likely	Medium	High	High	Extreme	Extreme
	Possible	Low	Medium	High	High	Extreme
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Low	Medium	Medium

8.3 Risk & Finding Descriptions

Rating	Definition	Action	Indicative Timeframe (variations to be agreed by SRIA)
Extreme	<p>The finding represents a control weakness which could have or is having an extreme adverse impact on the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Extreme decline in quality and customer service leading to a decrease in community's confidence in Council • Extreme breakdown in process that leads to illegal activity • Breach of legislation or contractual non-compliance that will result in litigation, prosecution and/or penalty 	Finding reported to Director immediately and response plan developed with appropriate Associate Director. Implementation updates and status reporting managed through Promapp.	Actions managed in Promapp with a timeframe of no more than 3 months for completion.
High	<p>The finding represents a control weakness which could have or is having a high adverse impact on the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Major decline in quality and customer services leading to a decrease in community's confidence in Council • Serious breakdown in process that may lead to increased and unacceptable risk • Breach of legislation or contractual non-compliance that will result in litigation, prosecution and/or penalty 	Finding reported to the appropriate Associate Director immediately and response plan developed with appropriate Manager. Managed through Promapp.	Actions managed in Promapp with a timeframe of no more than 6 months for completion.
Medium	<p>The finding represents a control weakness which could have or is having a medium adverse impact on the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Medium decline in quality and customer services leading to a decrease in community's confidence in Council • Medium operational breakdown in process that may lead to increased and unacceptable risk • Minor breach of legislation or contractual non-compliance that will <u>not likely</u> result in litigation, prosecution and/or penalty 	Finding reported to appropriate Manager through Internal Audit Report and managed through Promapp.	Actions managed in Promapp with a timeframe of no more than 9 months for completion.
Low	<p>The finding represents a minor control weakness which could have or is having a low/ minimal but reportable adverse impact on the business and the ability to meet process objectives.</p> <ul style="list-style-type: none"> • Minimal decline in quality and customer services • Minor breakdown in process that is not likely to affect risk • Minor breach of legislation or contractual non-compliance that will <u>not likely</u> result in litigation, prosecution and/or penalty 	Finding reported to appropriate Manager through Internal Audit Report and managed through Promapp.	Actions managed in Promapp with a timeframe of no more than 12 months for completion.



Emergency Management Plan

Strategic Alignment - Our Corporation

Public

Friday, 17 October 2025

Audit and Risk Committee

Program Contact:

Rebecca Hayes, Associate

Director Governance & Strategy

Approving Officer:

Anthony Spartalis, Chief

Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is to present to the Audit and Risk Committee the City of Adelaide's Emergency Management Plan (EMP).

The EMP has been reviewed and endorsed by the Emergency Management Steering Committee fulfilling the role of the Emergency Planning Committee as defined in *Australian Standards AS 3745-2010*.

In addition, the EMP has also been presented to the Executive team and the Strategic Risk and Internal Audit Group (SRIA). With both Executive and SRIA endorsing the EMP.

Following consideration by the Audit and Risk Committee, the EMP will be implemented across the organisation as provided at page six of the EMP.

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Emergency Management Plan as contained in Attachment A to Item 4.5 on the agenda for the meeting of the Audit and Risk Committee held on 17 October 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	Not as a result of this report
Consultation	The Emergency Management Plan has been endorsed by the Emergency Management Steering Committee fulfilling the role of the Emergency Planning Committee as defined in <i>Australian Standards AS 3745-2010</i> . Consultation has also occurred with the Executive team at City of Adelaide and SRIA.
Resource	Not as a result of this report
Risk / Legal / Legislative	<i>Australian Standards AS 3745-2010</i>
Opportunities	Regular exercises allow continuous improvement through testing and updating of procedures. Strong compliance assurance and adherence to governance standards protect the organisation's reputation and build stakeholder trust. The plan also enhances leadership capacity, enabling the organisation to assist others in times of crisis, while ensuring resource efficiency and reinforcing a strong safety culture. It supports business continuity by minimising downtime and disruption, and encourages learning and innovation through scenario planning and preparedness activities.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 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
25/26 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. A review of the Emergency Management Plan (EMP) was undertaken by the Coordinator, Security & Emergency Management with the assistance of the Risk & Audit Analyst within the Corporate Governance & Risk team.
2. Insights from recent operational experiences, particularly the car park fire incident above the Adelaide Central Market on Saturday 31 August 2024, also provided input into the updated AMP.
3. The revised EMP includes:
 - 3.1. Revision of incident classification - to better reflect the complexity and scale of incidents.
 - 3.2. Clarification on City of Adelaide (CoA) spokesperson - during emergencies to support consistent messaging.
 - 3.3. Consolidation of the obsolete Emergency Management Operation Manual - into the EMP for a more streamlined and accessible document.
4. The *Australian Standards 3745-2010* mandates that the Emergency Management Steering Committee (EMSC) is responsible for the development, approval and maintenance of the EMP. Members of the EMSC are:
 - 4.1. Associate Director Governance & Strategy (Chair)
 - 4.2. Associate Director Communication & Marketing
 - 4.3. Council Commanders
 - 4.4. Manager Corporate Governance & Risk (Proxy Chair)
 - 4.5. Manager City Lifestyle
 - 4.6. Coordinator, Security & Emergency Management
 - 4.7. Adelaide Central Market Authority Operations Manager
 - 4.8. Operations Coordinator – Off Street Parking
 - 4.9. Business Partner, Safety Compliance & Systems
 - 4.10. Work Group Leader, Facilities Maintenance
 - 4.11. Team Leader, Enterprise Platforms & Cyber Security
 - 4.12. Risk & Audit Analyst
5. On page six of the EMP is the *Implementation and Training schedule* as reproduced below, outlining the Outcome, Action, Responsibility and Timing.



Outcomes sought and Key Actions, for implementation of the EMP

Outcome	Action	Responsibility	When
<u>Training</u>			
All staff are aware of emergency roles and response procedures.	<u>Staff Awareness and Induction</u> Brief all staff on the updated EMP through team meetings and internal channels (e.g., intranet, The Next Edition).	Directors, Associate Directors & Managers	Within 1 month
Staff confidence and capacity to respond effectively is improved.	<u>Training and Exercises</u> Deliver regular scenario-based training and annual desktop exercises to test Council Commanders, Incident Management Team (CIMT and support staff).	Coordinator, Security & Emergency Management	Ongoing

Implementation

Clear leadership and rapid mobilisation in emergencies.	<u>Incident Management Team (CIMT) Readiness</u> Maintain a current roster of trained Council Commanders.	Corporate Governance & Risk	Monthly review
Improved emergency preparedness and consistency of response.	<u>Document Access and Familiarity</u> Ensure staff know how to access and use: <ul style="list-style-type: none"> Emergency Management Plan Business Continuity Plan (BCP) - Workplace Emergency Evacuation Plans (WEEPs) 	Line Managers	Immediate
Timely, accurate and coordinated information sharing.	<u>Communications Protocols</u> Reinforce use of the approved communication channels and messaging during incidents, aligned with the Control Agency and LGFSG.	Media Relations & CIMT	During incidents
Enhances future response and recovery efforts.	<u>Post-Incident Debriefs and Review</u> Participate in debriefs and contribute to lessons learned and continuous improvement after significant incidents	All relevant staff	After each activation

- The implementation and training associated with the EMP is essential to ensure all Council staff understand their roles and responsibilities under the EMP. This will strengthen organisational readiness, response and recovery capacity, enhance leadership capability, generate strong stakeholder trust and ensure resource efficiency, reinforcing a strong safety culture.
- Effective implementation of the EMP will be monitored, with a formal review to be conducted by the EMSC within 12 months, unless triggered by a significant incident or a change in the facility in accordance with the EMP's review requirements.

DATA AND SUPPORTING INFORMATION

Nil

ATTACHMENTS

Attachment A – Emergency Management Plan

- END OF REPORT -

City of Adelaide

EMERGENCY MANAGEMENT PLAN

OUR ADELAIDE
**BOLD.
ASPIRATIONAL.
INNOVATIVE.**

Internal Use Only | July 2025



Kaurna

Acknowledgement

City of Adelaide tampendi, ngadlu Kaurna
yertangga banbabanbalyarnendi (inbarendi).
Kaurna meyunna yaitya mattanya Womma
Tarndanyako.

Parnako yailtya, parnuko tappa purruna,
parnuko yerta ngadlu tampendi. Yellaka
Kaurna meyunna itto yailtya, tappa purruna,
yerta kuma burro martendi, burro
warriappendi, burro tangka martulyaiendi.

Kumarta yaitya miyurna iyangka yalaka
ngadlu tampinhi.

City of Adelaide acknowledges the traditional
Country of the 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

Executive Summary

The purpose of this plan is to establish the City of Adelaide's role in the event of an emergency that occurs within the boundaries of, or impacts upon, the CoA.



The City of Adelaide Emergency Management Plan establishes the direction for emergency management and describes the actions that Council will take to reduce disaster risk, maintain incident operational capability and prepare for recovery. It also identifies responsibility and resources to achieve broad strategies and is not for use in incident or recovery operations.

Emergency events can occur at any time with little warning, rapidly spread over designated boundaries and cause diverse and widespread impacts across affected communities. Climate change has an impact on emergency management due to more frequent and more severe emergency events. Councils can help to minimise these threats and contribute to the safety and wellbeing of their communities by participating in local emergency management.

The State Emergency Management Plan (SEMP) articulates the roles and responsibilities that Local Government may play in the local emergency management planning and preparedness. These include ensuring all requisite local government management planning and preparedness measures are undertaken.

This document forms part of City of Adelaide's (CoA) commitment to emergency management planning and ensures that the CoA has a coordinated and planned response to emergencies. The CoA Emergency Management Plan considers all hazards across a scale of minor incidents to major emergencies.

The CoA Incident Management Team (CIMT) is comprised of capable and trained staff within the CoA who manage the response and recovery of the organisation and the community in the event of an emergency incident. The Emergency Operations Manual supports the CoA Emergency Management Plan. It contains operational documents which can be used in the response phase of an emergency.

Effective emergency management relies on strong partnerships between the CoA and key agencies, organisations, and community stakeholders. CoA collaborates closely with South Australia Police (SAPOL), the South Australian State Emergency Service (SES), the Metropolitan Fire Service (MFS) SA Health, and the Local Government Functional Support Group (LGFSG) to ensure a coordinated response to emergencies.

Additionally, CoA works with state and federal government agencies, non-government organisations such as the Red Cross and St Vincent de Paul, and local business and community groups to enhance community resilience. These partnerships support emergency response, recovery efforts, and ongoing preparedness initiatives, ensuring a whole-of-community approach to managing emergencies.

The CoA undertakes planning to manage risks and emergencies in four overlapping areas:

- Emergency risk management
- Emergency management planning
- Business continuity planning, including IT disaster recovery
- Workplace emergency management planning

Principles & Objectives

This plan follows the principles of emergency management known as Prevention, Preparedness, Response and Recovery (PPRR) and is structured to replicate the State Emergency Management Plan (Definitions from the Emergency Management Act 2004).

Prevention: In relation to an emergency, means measures taken to eliminate or reduce the incidence or severity of the emergency.

Preparedness: In relation to an emergency, preparedness means arrangements made to ensure that, should an emergency occur, the resources and services needed to cope with the effect of the emergency can be mobilised and deployed efficiently.

Response: Any measures taken in anticipation of, during or immediately after an emergency to ensure that the effect of the emergency is minimised and that affected individuals are given immediate relief and support.

Recovery: The conduct of any measures (such as human, economic and environmental measures) taken during or after an emergency, being measures necessary to assist the reestablishment of the normal (or new normal) pattern of life of individuals, families and communities affected by an emergency.

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Introduction

The hierarchy of key strategic emergency management plans in **South Australia**:

Plan	Responsibility	Focus
State Emergency Management Plan (SEMP):	Department of Premier and Cabinet	Outline the roles and responsibilities at a state level across the spectrum of PPRR
Eastern Adelaide Zone Emergency Management Plan (ZEMP):	South Australia State Emergency Service	Key hazards and emergency management arrangements within the Eastern Adelaide area (City of Adelaide is a member)
City of Adelaide Emergency Management Plan (CEMP):	Associate Director Governance & Strategy	Identify hazards in the Council area and emergency management arrangements

The hierarchy of the other Emergency Management Planning documents **at the City of Adelaide**:

Plan	Responsibility	Focus
Business Continuity Plan (BCP)	Associate Director Governance & Strategy	Ensure continuation of Council's critical functions during and after an incident that results in disruption to normal capability.
IT Disaster Recovery Plan (ITDRP)	Associate Director, Information Management	Assist IM to minimise disruptions to normal operations and rapidly restore services in the event of an IT disaster.
Emergency Operations Manual (EOM)	Associate Director Governance & Strategy	Assist the Council Incident Management Team (CIMT) in managing the response and recovery phase of an incident
Workplace Emergency Evacuation Plans (WEEP)	Associate Director Governance & Strategy	Assist wardens and other workers in managing the response to emergencies and evacuations in the workplace.
Emergency Community Recovery Operations Manual (ECROM)	Associate Director, City Culture	Assist Council in supporting the social aspects of community recovery after an incident

Introduction

Under Australia's constitutional agreements, State and Territory Governments have responsibility for emergency management within their jurisdictions.

This legislation is in place to:

- **To provide for the welfare, wellbeing and interests of individuals and groups within its community**
- **To take measures to protect its area from natural and other hazards and to mitigate from the effects of such hazards**
- **To provide infrastructure for its community and for development within its area (including infrastructure that helps to protect any part of the local or broader community from any hazard or other event, or that assists in the management of any area)**

State approach to Emergency Management

South Australia has the following legislation in place to fulfil this responsibility:

- [Emergency Management Act 2004](#)
- [Fire and Emergency Services Act 2005](#)
- [Local Government Act 1999](#)
- [Work Health and Safety Act 2012](#)
- [Work Health and Safety Regulations 2012](#)

Local Government approach to Emergency Management

The Local Government Emergency Management Framework identifies how local government fits into the broader South Australian emergency management arrangements. The framework identifies the key principles for local government emergency management of:

- Prompt and effective decision making before, during and after an incident
- Integrated planning for an all-hazards approach
- Application of a community resilience-based approach
- A flexible framework to allow for varying capacity and capability
- A unified approach led by the State

Introduction

City of Adelaide approach to Emergency Management

The objectives of this plan (City of Adelaide Emergency Management Plan (CEMP)), along with the accompanying Emergency Operations Manual and Emergency Community Recovery Operations Manual are to:

- Establish the CoA's commitment to emergency management
- Fulfil the CoA's roles and responsibilities as defined in the State Emergency Management Plan (SEMP)
- Assist the CoA to better support the community by identifying risks, preparing and planning for these risks and improving the efficiency and effectiveness of response and recovery arrangements when incidents do occur
- Provide guidance to the CoA staff on their roles & responsibilities in emergency management
- Provide a framework for the CoA to operate when responding to incidents of different natures and scales
- Manage arrangements for the provision of the CoA resources to support the Emergency Services
- Enable a coordinated response to an emergency by supporting broader state emergency management arrangements.

Organisation and management

In a large and complex incident where a multi-agency response is required, the CoA will need to adapt to changes in command-and-control structures and be aware of its role in state level structures including the LGFSG and the ZEST.

CITY OF ADELAIDE

City of Adelaide Emergency Management Steering Committee

The Emergency Management Steering Committee is an internal advisory body that reports to the Strategic Risk and Internal Audit Group (SRIA) on emergency management matters. It is responsible for:

- Overseeing Council's emergency management policy and procedures
- Ensuring effective governance in relation to internal emergency planning
- Guiding management action planning to ensure an active role in the advancement of local community resilience, through community safety and awareness campaigns and activities
- Reviewing internal emergency management incidents, training, and exercises to examine effectiveness and to actively seek continuous improvement
- Ensuring active participation in inter-local government relations to further emergency management objectives and cooperation amongst councils and the Eastern Adelaide ZEMC
- Advocating and encouraging Council participation in inter-agency exercises to improve capabilities and coordination

Further detailed information on response management including how the City of Adelaide activates an incident management team and command centre is found on pages 13-15.

Organisation and management

The CoA Incident Management Team

The CoA Incident Management Team (CIMT) was established to manage emergency situations. The CIMT is a flexible structure, with the number of staff and areas of expertise dependent on the scale and nature of the emergency. The CIMT is comprised of capable and trained employees who have extensive business, operational and corporate knowledge and have the capacity to make strategic decisions in the best interest of the community in the event of an emergency incident. The Council Commander is an operational role that is the primary point of contact for all emergency related matters. The CoA does not employ a specific person for this role but rather has 7 trained Council Commanders (on a rotating roster) of sufficient authority, knowledge and experience from within existing staff. The Council Commander holds financial delegation of up to \$100k for immediate emergency response functions. They will also seek guidance from the Associate Director, Finance and Procurement, including the establishment of any required budget line.

OTHER

Local Government Functional Support Group

The LGFSG is established under the SEMP and is responsible for coordinating the response from local government during an emergency. The LGFSG provides trained personnel to attend the State Emergency Centre and operational centres including State Control Centres.

The LGFSG is led by the Local Government Association (LGA) with participation from councils and Local Government Agencies.

Zone Emergency Management Committee

For the purpose of emergency management, South Australia is divided into 11 Emergency Management Zones. Each of these regions has a Zone Emergency Management Committee (ZEMC). The CoA is a member of the Eastern Adelaide Zone Emergency Management Committee along with: City of Burnside; Campbelltown City Council; City of Norwood, Payneham & St Peters; City of Prospect; City of Unley; Town of Walkerville.

The ZEMC is a strategic committee responsible for risk management, planning and implementation of zone-level actions to build resilience and support state emergency management arrangements. The CoA is represented on the Eastern Adelaide ZEMC by a member in the Corporate Governance & Risk team.

Zone Emergency Support Team

A Zone Emergency Support Team (ZEST) operates within each Emergency Management Zone. The ZEST brings together agencies and support staff to support the resolution of an emergency by providing coordination of resources to support the Control Agency. The ZEST is

coordinated by the South Australian
Police (SAPOL).

Implementation and training

To ensure all Council staff understand their roles and responsibilities under the Emergency Management Plan (EMP), to strengthen organisational readiness, response and recovery capacity.

Outcomes sought and Key Actions, for implementation of the EMP

Outcome	Action	Responsibility	When
Training			
All staff are aware of emergency roles and response procedures.	<u>Staff Awareness and Induction</u> Brief all staff on the updated EMP through team meetings and internal channels (e.g., intranet, The Next Edition).	Directors, Associate Directors & Managers	Within 1 month
Staff confidence and capacity to respond effectively is improved.	<u>Training and Exercises</u> Deliver regular scenario-based training and annual desktop exercises to test Council Commanders, Incident Management Team (CIMT and support staff).	Coordinator, Security & Emergency Management	Ongoing
Implementation			
Clear leadership and rapid mobilisation in emergencies.	<u>Incident Management Team (CIMT) Readiness</u> Maintain a current roster of trained Council Commanders.	Corporate Governance & Risk	Monthly review
Improved emergency preparedness and consistency of response.	<u>Document Access and Familiarity</u> Ensure staff know how to access and use: <ul style="list-style-type: none"> Emergency Management Plan Business Continuity Plan (BCP) Workplace Emergency Evacuation Plans (WEEPs) 	Line Managers	Immediate
Timely, accurate and coordinated information sharing.	<u>Communications Protocols</u> Reinforce use of the approved communication channels and messaging during incidents, aligned with the Control Agency and LGFSG.	Media Relations & CIMT	During incidents
Enhances future response and recovery efforts.	<u>Post-Incident Debriefs and Review</u> Participate in debriefs and contribute to lessons learned and continuous improvement after significant incidents	All relevant staff	After each activation

Implementation and training

Emergency Management Training Schedule			
Activity	Audience	Responsibility	When
EMP Awareness Briefings	All staff	On induction and annually	On induction and annually
Incident Management Team (CIMT) Induction	New CIMT members	As required	As required
Council Commander Training	Council Commanders	Annual refresher	Annual refresher
Business Continuity Plan (BCP) Awareness	Executive, Associate Directors, Managers and critical role holders	Biennially or role change	Biennially or role change
Desktop Emergency Exercise	Executive, CIMT, support roles	Annually	Annually
Scenario-Based Training (e.g. flood, fire, protest)	Relevant teams based on scenario	Twice annually	Twice annually
WEEP and Evacuation Training	Wardens and floor Wardens	Annually	Annually
Communications Protocol Refresher	CIMT, Media, Customer Centre	Annual	Annual
Post-Incident Debrief Participation	All staff involved in response/recovery	After each activation	After each activation

Contacts for Support:

Coordinator, Security & Emergency Management
(08) 8203 7913 | j.barnden@cityofadelaide.com.au

Corporate Governance & Risk: for policy, training and BCP advice

Incident classification

Councils are often the first agencies to respond to a local incident and can often manage this type of incident without additional resources. The CoA has adopted the following incident levels. Severity:

Council Level ①: Local Incident

Accountability: Site Director (Associate Director or Manager)

- Event has potential for some media and public interest.
- May be managed at site level with minimal impact to customers and the community.
- Examples: Evacuation of a CoA facility or ICT failure.

Council Level ②: Complex Local Incident

Accountability: Council Commander with support from Site Director (Associate Director or Manager)

- The incident exceeds the capacity of a single site or department but remains manageable with coordination at the CoA level.
- Requires input from both the Site Director (Associate Director or Manager) and the Council Commander.
- Examples: Minor multi-site power outage, localised infrastructure damage, or multiple site evacuations.

Council Level ③: Critical Incident

Accountability: Council Commander

- The incident is more complex in size, resource, or risk, and the CoA is required to assign additional resources.
- Requires overall coordination of efforts and may significantly impact customers and the community.
- Examples: Widespread power failure, large-scale community disruption.

Council Level ④: State Emergency

Accountability: Council Commander

- The incident is unable to be managed using existing CoA resources and external support is required.
- State emergency protocols have been triggered.

- Examples: Terrorist attack or significant earthquake.

Risk Management

Emergency risk management involves identifying and managing risks to the community from emergency events. Risk treatments can span across prevention and preparedness as well as response and recovery.

This plan has been developed with consideration of the following principles and methodology:

AS/NZS ISO 31000:2018 Risk Management Standards

This standard provides an established framework for managing risks by:

- Establishing the context,
- Identifying the risk,
- Analysing the risk,
- Evaluating the risk, and
- Treating the risk.

The risk management process involves the exploration of realistic scenarios relating to the hazard of interest and involves ongoing communication, consultation, monitoring and review.

National Emergency Risk Assessment Guidelines

The National Emergency Risk Assessment Guidelines (NERAG) provides a contextualised emergency risk assessment methodology consistent with the AS/NZS ISO 31000:2018. This method has been developed for assessing emergency risks arising from any hazard and can be applied at local, regional, state/territory and national levels. NERAG focuses on the 'All-Hazards' approach.

Risk Management

South Australian Emergency Risk Management Guide

The South Australian Emergency Risk Management Guide provides a guide to assist councils to facilitate an All-Hazards risk management process consistent with NERAG to identify propriety risks for their council area. It is based on both the NERAG and AS/NSZ ISO 31000:2018, providing the methodology for council-based risk assessments.

Priority Hazards

Risk assessments have identified the following priority risks to the Eastern Adelaide Zone relevant to the CoA:

- Extreme weather
(extreme heat and extreme storm)
- Earthquake
- Flood
- Human disease

Risk Systems and Planning

Incident management systems provide a common system for all responding agencies and personnel, enabling seamless integration of activities and resources for the effective and safe resolution of any emergency. The most common system being the Australasian Inter-agency Incident Management System (AIIMS).

These systems should proactively manage local incidents and escalate to State agencies when it is apparent that a significant commitment of resources may be required to manage an incident. The concept of command, control and coordination is also crucial to risk planning and how the CoA understands emergency management:

Command is the internal direction of resources in an agency to undertake tasks. Council resources and staff will be retained by the employing Council in an incident. Command operates vertically within an organisation.

Control operates horizontally across agencies or organisations. The Control Agency is the agency who provides leadership to other agencies in the response phase of an incident. Control Agencies for emergencies in South Australia are determined by the nature of the emergency and identified in legislation and/or the SEMP.

Coordination of response is the bringing together of organisations and other resources to support emergency management response. This role includes declaring a major incident or emergency and ensuring that if a declaration is made under the *Emergency Management Act 2004* that the Emergency Management Council and the State Emergency Management Committee are provided with adequate information to undertake their roles and functions. Within South Australia, coordination for the incident is the responsibility of SAPOL.

Prevention

Prevention efforts are attempts to prevent hazards from developing into emergencies, or to reduce the effects of emergencies and to increase the resilience of the community.

The CoA is appropriately and adequately insured by the Local Government Mutual Liability Scheme (LGMLS) and Local Government Asset Mutual Fund (LGAMF). The CoA's current insurance arrangements provide cover for all the CoA owned assets, including contents and loss of commercial revenue.

The CoA undertakes many activities as part of normal service delivery to their communities, which often have the added benefit of risk mitigation. These include:

- Building safety
- Road and traffic management
- Environmental health
- Stormwater infrastructure maintenance
- Land-use planning
- Tree management
- Land management
- Vegetation management
- Public health measures (e.g. immunisations)

Preparedness

Preparedness are the arrangements made to ensure that, should an emergency occur, the resources and services needed to cope with the effect of the emergency can be mobilised and deployed efficiently. The development of this plan contributes to the CoA's emergency preparedness.

The CoA recognises the importance of ensuring the community is aware of ways of mitigating the adverse effects of emergency events. General information for the community regarding emergency management is provided on the CoA's website. It provides the community with emergency contact and hazard specific information.

In collaboration with key partners, the CoA will undertake programs and activities to provide the community with information and skills to increase preparedness and resilience to emergencies.

The CoA's community resilience and preparedness education is overseen by the City Lifestyle team.

Response

Response operations are any measures taken in anticipation of, during or immediately after an emergency to ensure that the effect of an emergency is minimised and that affected individuals are given immediate relief and support.

Incident Management Command Centre (IMCC)

The CoA may activate an Incident Management Command Centre (IMCC) to coordinate resources for response and recovery operations in an emergency. The IMCC may also be activated in support of a neighbouring council. The primary and alternative sites are identified below:

1. PRIMARY: Level 1, CLC Boardroom, 25 Pirie Street, Adelaide
2. SECONDARY: London Road Depot, Mile End
3. TERTIARY: Golf Links, Strangways Terrace, North Adelaide (subject to handover to State Government)

If, for any reason, the above sites are unavailable or unsuitable, an alternative will be nominated by the Council Commander.

Response record keeping

The CoA recognises the importance of maintaining appropriate records during an emergency event. Good record keeping practices are critical for:

- Substantiating decisions and actions
- Litigation and Court matters
- Cost recovery and reimbursements
- Coronial inquiries
- Insurance purposes
- Risk management
- Subsequent investigations
- Reviewing the performance of this plan

All decisions made and actions taken during an emergency will be recorded in an incident log to ensure consistency and accuracy of the information. The incident log will remain active until the conclusion of the incident as determined by the Council Commander.

Response

City of Adelaide Incident Management Team Activation (CIMT)

The response section of this plan may be activated when the CoA:

- Has received advice from a Control Agency or the LGFSG that an emergency has or is about to occur
- Becomes aware of an incident within their jurisdiction that has the potential to become an emergency
- Has been notified that an emergency in an adjoining area is likely to impact on the CoA
- Is required to attend a ZEST activation

The main operational functions of the CIMT may include, but not limited to:

- Coordinating and deploying resources to assist response and recovery
- Coordinating the provision of additional resources required to support operations
- Collecting, processing, interpreting and distributing information and intelligence
- Providing communications facilities
- Liaising with Control Agencies and other external agencies
- Carrying out any other directions issued by the CIMT

The process of activation of the CIMT (phase / action to be taken) is provided on the following page.

Response



Alert (warning / alert)

- ✓ Relevant council staff receive information that CIMT, ZEST and / or LGFSG may be activated
- ✓ Staff ensure readiness to respond
- ✓ Activities may include pre-incident rostering, liaising between CIMT and Control Agency and/or LGFSG, testing communications, informing relevant staff



Stand by (imminent threat)

- ✓ Establish communications with Control Agency and/or LGFSG
- ✓ Inform CEO, Lord Mayor and other relevant staff on standby status
- ✓ Activate minimal staffing of Incident Management Command Centre (IMCC)



Action (operations)

- ✓ Activate required staffing of IMCC
- ✓ Allocate tasks to CIMT
- ✓ Coordinate and deploy resources as requested by the Control Agency and/or LGFSG
- ✓ Attend ZEST if established and required
- ✓ Brief Council staff



Stand down (recovery transition)

- ✓ Debrief and stand down Council personnel on completion of final tasks
- ✓ Coordinate return of deployed Council resources
- ✓ Complete final reports and incident journals
- ✓ Review emergency events and effectiveness of Council's response in relation to this plan
- ✓ Establish recovery arrangements if required

Recovery (and Relief)

Recovery

Recovery is the conduct of any measures (such as humans, economic and environmental measures) taken during or after an emergency, being measures necessary to assist in the re-establishment of the typical pattern of life of individuals, families and communities affected by the emergency. An emergency is generally not considered over until the community has recovered to the new situation.

Recovery Management

Local government has an important role in community recovery due to its local level services and functions. The four components of recovery as recognised in the State Recovery Plan are:

- Social – people, families and communities
- Economic – businesses, tourism, local economies and agriculture
- Natural – land management, air quality, natural heritage, culture, history and ecological conservation
- Built environment – public and commercial buildings, transport infrastructure, gas, electricity and fuels, water and wastewater infrastructure and essential services and other infrastructure

Recovery is a whole-of-government activity and involves cooperation with other agencies, community service organisations and the private sector to assist the community to achieve a proper and effective level of functioning following an emergency.

Recovery can be a traumatic time for the community and the CoA may be the first point of contact for many community members.

The State Recovery Office provides management and administrative support to the assigned recovery leaders and coordinates the formal recovery process. Councils may have a role in this process as needed through the LGFSG, or independently. The CoA or LGFSG may liaise with the recovery lead agency to determine any special arrangements and immediate recovery requirements.

Recovery (and Relief)

Support for CoA Staff

Responding to emergencies can have a significant impact on those who respond. CoA staff can be impacted financially, physically and emotionally during a disaster or incident and it is important that their recovery is considered and planned for. Ways in which the broader CoA can support recovery of impacted staff can include:

- Leave from work or flexibility around working arrangements and hours
- Employee Assistance Program (EAP)

Disaster Recovery Guide for Councils

The LGA has developed a Disaster Recovery Guide for Councils. This guide is designed to help councils understand their role and contribution to recovery, consider recovery arrangements and build the capability of their organisation, communities and recovery partners.

Local Recovery Committee

To ensure recovery activities are locally driven and reflective of local needs, a Local Recovery Committee (LRC) may be established as soon as practicable following an emergency. The LRC will be supported by the State Recovery Committee and State Recovery Office and will include a range of local and state agencies. CoA is a vital member of this group and will be expected to attend meetings and provide support to the LRC.

CoA Volunteers

The CoA has registered volunteers who contribute to the delivery of services in the local community, using their local knowledge, and a range of skills and abilities. These skills may be directly relevant or transferrable to volunteer tasks commonly needed during the recovery phase. The CoA volunteers are managed in accordance with the CoA's Volunteer Management Policy and associated procedures.

Local Government Disaster Recovery Assistance (LGDR)

The South Australian Government disaster assistance arrangements provide a mechanism to assist councils with managing the costs associated with disaster recovery following a natural disaster. An act of relief or recovery that is carried out by a council to alleviate damage arising as a direct result of a natural disaster may be eligible for financial assistance. Councils should refer to the Local Government Disaster Recovery Assistance Guidelines.

Recovery (and Relief)

Relief

Relief is the provision of material aid and emergency medical care necessary to save and preserve human lives and enable families to meet their basic needs for shelter, clothing, water and food.

Emergency Relief Centres

An emergency relief centre is a temporary facility established to provide immediate support and essential needs to persons affected by an emergency. Housing SA is the agency responsible for establishing and managing emergency relief centres. Other organisations along with the CoA may be involved in the provision of community services. Services may include grants for temporary accommodation, counselling, personal support and financial assistance.

The CoA may be requested to provide facilities for the establishment of emergency relief centres. Facilities will need to be considered fit for purpose as identified by the recovery lead agency. In these circumstances, the CoA would not be responsible for the management of the emergency relief centre but may assist the Control Agency with staffing if they are able.

Animal relief

The Managing Animals in Emergencies Framework for South Australia addresses issues arising in relation to the management of domestic animals during emergencies.

Disposal of deceased domestic animals is the responsibility of the animal owner. In the case of de-pasturing horses located at Nanto Womma Park (Park 6) being impacted, disposal (if required) may be organised by the CoA Park Lands Ranger. Requests to the CoA for assistance may be made by the animal owner or the Primary Industries and Regions SA (PIRSA).

Lost or wandering animals reported to or collected by the CoA will be referred to the Animal Welfare League.

Recovery (and Relief)

City of Adelaide Libraries and Community Centres

The CoA will make available where appropriate safe spaces such as libraries and community centres to act as refuge in times of extreme weather or post incident. This will be assessed on demand and in response to the individual event.

Stand Down

As soon as practicable after an emergency operation, the CIMT will coordinate the operational debriefs with representatives from each involved CoA department and any other external agency involved as the CIMT deems appropriate.

After significant events, it may be appropriate for the CoA to participate in a formal debrief or multiagency debrief.

Communication

Spokesperson for the City of Adelaide: The Lord Mayor, or nominated proxy, is the official spokesperson for the City of Adelaide during emergency events. This role includes representing the Council in public communications, supported by the Media Relations team and in coordination with the CoA Incident Management Team (CIMT) and relevant emergency agencies.

Elected Members

The CoA's Chief Executive Officer (CEO) will be responsible for briefing the Lord Mayor and Elected Members and keeping them informed regarding emergency events. The Media Relations team will provide support to the Lord Mayor or delegate as the CoA spokesperson.

The CoA Incident Management Team (CIMT)

Communications within the CIMT are crucial to ensure that all CIMT members are aware of the current situation, actions being undertaken and objectives to achieve to resolve the emergency. During an emergency, communications within the CIMT will include: Regular briefings; Handover documents; and Situation reports

ZEST and Control Agency

When a ZEST is activated, communication between the CoA and the Control Agency will be through the LGFSG and Council Commander.

Local Government Functional Support Group (LGFSG)

The LGFSG is active and in standby mode at all times. If the CoA becomes aware of information or warnings relating to any emergency within their jurisdiction, the Council Commander will contact the LGFSG State Duty Officer (SDO) by phoning 8120 1720. The SDO and Council Commander will communicate throughout the incident to coordinate resources and share information.

Community Information

The provision of information to the public regarding an emergency is the responsibility of the Control Agency as identified in the SEMP. The CoA recognises that its role is to strengthen and support these messages by timely sharing through existing channels and ensuring that relevant information is shared internally. Any information released by the CoA will be in conjunction with key stakeholders and must be approved by the CIMT and managed in accordance with the CoA's media policies/procedures to ensure accuracy and consistency.

Communication

Public Warnings

The core aspect and measure of public information and warning is to ensure public safety as the highest priority, with the provision of public warnings, the primary responsibility of the Control Agency. All agencies, including councils, can assist in amplifying the messages distributed from the Control Agency through their communication channels.

The CoA is likely to receive numerous enquiries from members of the public during an emergency about current status and impacts. It is important that customer service staff receive timely updates from communications staff in the CIMT so that they are able to communicate messages to the public clearly and effectively.

Emergency information can be displayed on the home page of the CoA's website to provide the public with direct links to Control Agency information and information on relief and recovery.

Resource and Financial Management

Resources may be requested at any time during the response and recovery phases of an emergency. Requests may come from a number of sources including:

- **The Control Agency**
- **An impacted council**
- **The LGFSG**
- **Members of the community, including community groups**

Requests for assistance should be directed to the Council Commander.

When supporting another Council or Control Agency in an incident, it is important to remember that all councils are supported by the LGA Mutual Liability Scheme, Workers Compensation Scheme and Asset Mutual Fund.

All requests should be recorded using the template in the Emergency Operations Manual. This document is based on the Ask, Assess, Arrange, Act principles:

- Ask – understand what is being requested
- Assess – understand the job and the associated risk
- Arrange – internal and external operational details
- Act – mobilise resources

Financial Management

The cost to the CoA of providing emergency-related support is generally unbudgeted, as the timing, nature, scale and duration of such requirements are unpredictable. If the CoA provides plant, equipment or resources in response to an emergency it may incur some costs relating to:

- Staff time (the scale and nature of the emergency will determine the number and type of staff required)
- Plant and equipment
- Materials
- Repair of materials or sites used for emergency management purposes
- Disposal of rubbish and debris

It is important that any expenditure in regard to the emergency is separately recorded and allocated a separate budget line at the commencement of the incident. This allows for the cost of support to be readily identified and reimbursed as appropriate.

Workplace related documents

This document should be considered alongside:

- **CoA IT Disaster Recovery Plan**
- **CoA Community Emergency Recovery Operations Manual**
- **CoA Emergency Operations Manual**

As well as the below, which the following pages also contain summary information on:

- **CoA Business Continuity Plan**
- **CoA Workplace Emergency Evacuation Plans**

Business Continuity Planning

The CoA has a Business Continuity Plan (BCP) to ensure that its staff and resources can continue to operate in the event of a disruption to the normal business activities of CoA. Events that may trigger the activation of the BCP include, but are not limited to, urban fire, flood, epidemic, earthquake and power outages. The objective of Business Continuity Planning is to provide a mechanism that enables the CoA to:

- Identify business functions that are critical to the organisation in meeting its business objectives
- Develop response actions based on criticality
- Build resilience of the CoA to withstand disruptions
- Minimise the impact of function loss to the community and stakeholders.

The CoA's business continuity planning is supported by the Corporate Governance & Risk team. The performance of the BCP is reviewed annually and the learnings identified from the exercise will provide recommendations to attain better outcomes.

For further information, refer to the CoA Business Continuity Plan (separate document).

Workplace related documents

Workplace Emergency Management Planning

Workplace Emergency Management Planning provides a mechanism that enables the CoA and its officers to:

- Minimise injury and accidents in the workplace so far as is reasonably practicable.
- Promptly, decisively and effectively manage any incidents in the workplace
- Minimise damage to property
- Restore day-to-day operations as soon as it is safe and reasonably practicable

The CoA's workplace emergency management planning is supported by People Safety and Wellbeing.

Evacuations

Workplace Emergency Evacuation

Plans: The CoA has developed workplace emergency evacuation plans to ensure emergencies and evacuations in the workplace are managed appropriately. The workplace emergency evacuation plans have been designed to meet the CoA's legislative regulatory requirements.

Personal Emergency Evacuation Plans:

Workers with a disability or who may require assistance during an emergency are offered a personal emergency evacuation plan. These plans outline specific procedures to be implemented in the case of an evacuation.

Evacuation Diagrams: Evacuation diagrams that provide emergency evacuation information are displayed and installed in all CoA facilities in accordance with AS3745:2010. The location of where these diagrams are displayed, and the number of diagrams is approved and minuted by the Emergency Management Steering Committee.

Workplace related documents

Legislative context to workplace emergency management

Part 2 of the *Work Health and Safety Act 2012* requires a person “to eliminate risks to health and safety, so far as is reasonably practicable”, and “if it is not reasonably practicable to eliminate risks to health and safety, to minimise those risks so far as is reasonably practicable”.

The *Work Health and Safety Regulations 2012* include a number of requirements related to workplace emergencies.

The *Work Health and Safety Regulations 2012*, Part 2, Division 2, related to ensuring the layout of the workplace allows “for persons to enter and exit and to move about without risk to health and safety, both under normal working conditions and in an emergency”, and that lighting enables “safe evacuation in an emergency”.

The *Work Health and Safety Regulations 2012*, Part 2, Division 4, describes the duty to prepare, maintain and implement an emergency plan at a workplace that provides emergency procedures including: “an effective response to an emergency; evacuation procedures; notifying emergency service organisations at the earliest opportunity; medical treatment and assistance; and effective communication”. It also calls for testing and training provisions to be included.

The *Code of Practice: Managing the Work Environment and Facilities (December 2011)* and *Australian Standard 3745-2010: Planning for Emergencies in Facilities* both expand upon what should be considered when preparing an emergency plan and emergency procedures in a workplace.

Legislation, Standards and Glossary

Relevant legislation,

Emergency Management Act 2004 (SA):

Defines South Australia's emergency management arrangements, including responsibilities of state and local government in prevention, preparedness, response, and recovery (PPRR). Establishes the State Emergency Management Plan (SEMP), which guides local government's role in emergencies.

Fire and Emergency Services Act 2005

(SA): Establishes the South Australian Fire and Emergency Services Commission (SAFECOM) and the roles of the Metropolitan Fire Service (MFS), Country Fire Service (CFS), and State Emergency Service (SES). Outlines responsibilities for firefighting, flood response, and rescue operations.

Local Government Act 1999 (SA):

Section 7 defines council functions, including responsibilities for protecting communities from hazards, disaster risk reduction, and providing infrastructure for emergency response and recovery.

Work Health and Safety Act 2012

(SA): Establishes employer obligations for workplace emergency planning, evacuation procedures, and risk management.

Work Health and Safety Regulations

2012 (SA): Provides specific requirements for emergency planning, including emergency response procedures, evacuation plans, and workplace safety during disasters.

Legislation, Standards and Glossary

Standards & Guidelines

AS/NZS ISO 31000:2018 – Risk Management – Principles and Guidelines:

Establishes a framework for risk identification, assessment, and mitigation, ensuring emergency management planning aligns with best practice.

National Emergency Risk Assessment Guidelines (NERAG):

A framework for risk assessment across all hazards, ensuring councils use a consistent, evidence-based approach to assessing and mitigating disaster risks.

South Australian Emergency Risk Management Guide:

Assists councils in conducting risk assessments using the All-Hazards approach, aligning with NERAG and ISO 31000.

AS 3745:2010 – Planning for

Emergencies in Facilities: Covers requirements for emergency planning committees, evacuation procedures, emergency response drills, and emergency control organisation structures.

Managing Animals in Emergencies

Framework (SA): Outlines responsibilities for managing domestic animals and livestock in emergencies.

Local Government Functional Support Group (LGFSG) Operational

Arrangements: Provides guidance on how councils support the state emergency response through coordinated resource deployment.

Local Government Association of South Australia – Disaster Recovery

Guide: supports Councils in forming and implementing emergency management practices.

Legislation, Standards and Glossary

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

All-Hazards Approach: A comprehensive emergency management strategy that considers a wide range of potential hazards (natural, technological, and human-caused) rather than focusing on individual disaster types.

Business Continuity Plan (BCP): A structured approach to ensure that critical CoA functions and services can continue or be rapidly restored following an emergency or disruption.

CoA Incident Management Team (CIMT): A trained team within the CoA responsible for coordinating the response and recovery efforts during an emergency affecting the CoA operations or the community.

Command: The internal direction and control of resources within an organisation (e.g., how the CoA deploys staff and assets during an emergency).

Control: The overall responsibility for coordinating emergency response efforts across multiple agencies. The Control Agency is the organisation legally responsible for managing a specific emergency type (e.g., SAPOL for terrorism incidents, CFS for bushfires).

Coordination: The process of bringing together organisations, resources, and stakeholders to ensure an effective emergency response and recovery effort.

Emergency Operations Manual: A supporting document to the Emergency Management Plan that contains operational procedures, checklists, and guidelines for responding to emergencies.

Emergency Relief Centre: A temporary facility established to provide immediate support, shelter, food, and other essential services to people affected by an emergency.

Incident Management Command Centre (IMCC): A designated location where the CIMT operates from during an emergency to manage response and recovery efforts.

Local Government Functional Support Group (LGFSG): A group established under the State Emergency Management Plan (SEMP) to coordinate local government resources and support emergency services during an emergency.

Mitigation: Actions taken to reduce impact of potential emergencies, such as risk assessments, infrastructure improvements, and community education programs.

Personal Emergency Evacuation Plan (PEEP): An individualised evacuation plan designed to assist people with disabilities or mobility issues during an emergency.

Preparedness: The measures taken to plan, train, and equip staff and the

community to respond effectively to an emergency.

Legislation, Standards and Glossary

Prevention: Actions aimed at reducing or eliminating risks associated with emergencies, such as fire safety regulations, flood mitigation infrastructure, and public health programs.

Recovery: The process of restoring normalcy in a community following an emergency, including social, economic, environmental, and infrastructure recovery efforts.

Response: The actions taken during or immediately after an emergency to minimise harm and protect people, property, and the environment.

Risk Assessment: The process of identifying, analysing, and evaluating potential emergency risks to determine how best to manage them.

State Emergency Management Plan (SEMP): The overarching framework for emergency management in South Australia, outlining the roles, responsibilities, and coordination arrangements for all agencies.

Work Health and Safety (WHS) in Emergencies: The legal obligations of the CoA to ensure that staff and visitors are safe during emergencies, including evacuation planning, training, and hazard identification.

This document has been produced internally for the purposes of Emergency Management Planning at the City of Adelaide.

Record Details: ACC2025/49635 (2025/00274)

Contact: Coordinator, Security & Emergency Management
Corporate Governance & Risk, Governance & Strategy
Phone: (08) 8203 7913
Email: j.barnden@cityofadelaide.com.au

Review History

Under Australian Standard 3745, emergency management plans should be reviewed at least annually. However, reviews should also be conducted after any emergency or significant change to the facility or its occupants. These changes could include renovations, changes in the workforce, or the introduction of new activities.

Version	Revised by	Description of changes
July 2025	Emergency Management Steering Committee	Minor amendments made further to Committee feedback received in July 2025.
July 2025	Executive Leadership Group	Changes made to format, layout and order of documentation.

Council Administration Expenses Internal Audit

Friday, 17 October 2025

Audit and Risk Committee

Strategic Alignment - Our Corporation

Program Contact:

Rebecca Hayes Associate

Director Governance & Strategy

Public

Approving Officer:

Anthony Spartalis, Chief

Operating Officer

EXECUTIVE SUMMARY

The purpose of this report is for the Audit and Risk Committee to note an internal audit conducted into Council Administration Expenses and endorse the administration responses.

The 2024-25 Internal Audit Plan (the Plan) for the City of Adelaide (CoA) was developed in consideration of Council's key strategic risks and critical priorities.

In accordance with the Plan, an internal audit was performed on CoA's Council Administration Expenses.

The audit identified five favourable findings, and two improvement opportunities. Further information on these findings can be found in Attachment A.

This audit aligns with the identified Strategic Risk *Statutory and Regulatory Risk: Non-compliance with statutory and regulatory requirements poses legal, financial and reputational risks to the organisation.*

RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE

1. Notes the Council Administration Expenses Internal Audit report as contained in Attachment A to Item 4.6 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.
2. Endorses the responses of the Administration to the Council Administration Expenses Internal Audit report as contained in Attachment A to Item 4.6 on the Agenda for the meeting of the Audit and Risk Committee held on 17 October 2025.

IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	Strategic Alignment – Our Corporation Internal Audit is an essential component of a good governance framework. It enables Council to ensure it is performing its function legally, effectively and efficiently.
Policy	Not as a result of this report
Consultation	Internal audit report has been presented to Strategic Risk Internal Audit group.
Resource	Not as a result of this report
Risk / Legal / Legislative	Internal audit is an essential component of a good governance framework. It is the mechanism that enables Council to receive assurance that internal controls and risk management approaches are effective, that it is performing its functions legally, and effectively, and to advise how it can improve performance.
Opportunities	Internal audit focuses largely on compliance, risk management and improvement opportunities. As such, audits suggest a range of improvement opportunities related to the area being reviewed, enhancing functions and services that are aligned with Council processes to best practice standards.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 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
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

DISCUSSION

Background

1. The Council Administration Expenses Internal Audit (Internal Audit) was performed by City of Adelaide's (CoA) Risk and Audit Analyst, in accordance with the 2024-25 Internal Audit Plan.

Report

2. This Internal Audit aligns with the CoA Strategic Risk *Statutory and Regulatory Risk: Non-compliance with statutory and regulatory requirements poses legal, financial and reputational risks to the organisation.*
3. The Internal Audit addressed how CoA manages Council Administration Expenses in line with legislative requirements, in particular:
 - 3.1. End-to-end processes of Council administration expenses, including documentation and internal policies;
 - 3.2. Approval processes; and
 - 3.3. Reporting obligations.
4. The objective of the Internal Audit included review of the following:
 - 4.1. Relevant policies and procedures in place to guide staff when reviewing and approving Council administration expenses;
 - 4.2. Council's obligations and requirements in terms of reporting Council administration expenses;
 - 4.3. Supporting documentation and if sufficient records are maintained; and
 - 4.4. Sample testing.
5. The Internal Audit identified five favourable findings, as follows:
 - A Policy is in place and up to date;
 - A register is maintained with the most current information;
 - The register is available on the external website after each quarter;
 - Documentation is received and filed for reimbursements; and
 - There is an audit trail.
6. Two improvement opportunities have been identified in the Internal Audit.

Finding	Risk Rating
Self-lodgement of reimbursements	Improvement Opportunity
Opportunity to simplify the online register	Improvement Opportunity

7. Details of the improvement opportunities can be found in the Council Administration Expenses Internal Audit report, **Attachment A**, under the Summary of Findings section.
8. The Strategic Risk and Internal Audit group (SRIA) has considered the findings and provided actions and time frames to address these findings which are also outlined in the findings section of the CoA's Council Administration Expenses Internal Audit report, **Attachment A**.

ATTACHMENTS

Attachment A – Internal Audit Report: Council Administration Expenses

- END OF REPORT -

INTERNAL AUDIT REPORT: COUNCIL ADMINISTRATION EXPENSES

Prepared by: Annette Pianezzola, Risk & Audit Analyst

May 2025



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Distribution			
For action:		For information and approval:	
Rebecca Hayes	Associate Director Governance & Strategy	The City of Adelaide	Strategic Risk and Internal Audit Group
Anthony Spartalis	Chief Operating Officer	The City of Adelaide	Audit and Risk Committee
		Michael Sedgman	Chief Executive Officer

1. EXECUTIVE SUMMARY

In accordance with the 2024-25 Internal Audit Plan for the City of Adelaide (CoA), an internal audit focussing on Council Administration Expenses has been undertaken. The objective, scope, approach, and findings are outlined below.

2. OBJECTIVES

This internal audit project covered three key elements:

1. End-to-end processes of Council Administration Expenses in line with legislative requirements and internal policies, including documentation
2. Approval processes
3. Reporting obligations

This review is included in the 2024-25 Internal Audit Plan to provide assurance to the CoA Executive Team, the Strategic Risk and Internal Audit Group (SRIA), and the CoA Audit and Risk Committee (ARC).

3. SCOPE

This audit has assessed the overall end-to-end processes of Council Administration Expenses.

3.1 Scope Topics

The four main audit areas are:

- **Governance Framework** – Are relevant policies/procedures and guidelines in place to guide staff when reviewing and approving Council Administration Expenses?
- **Reporting** – What are Council's obligations and requirements in terms of reporting Council Administration Expenses? Is the Council reporting correctly?
- **Record Keeping** – Is the relevant documentation provided with the reimbursement processed? Are sufficient records maintained regarding expenses incurred? Where are these records stored? What types of expenses are incurred?
- **Sample Testing**—Testing will be performed to ensure that policies and procedures are being followed in accordance with legislation.

3.2 Timeframes

The scope was developed and approved by SRIA on 20 February 2025. The audit began in March 2025.

Consultation and meetings with relevant stakeholders occurred from April and May 2025 to gather and source information.

- Meetings with action owners and report finalisation occurred in May 2025.
- The report was presented to SRIA in June 2025.
- The final report will be presented to the ARC at the next available meeting.

4. METHODOLOGY

The audit focused on the Council Administration Expenses processes against the following guidelines and procedures to further ensure modern governance and self-accountability:

- Council Members Allowances and Benefits Policy
- *Local Government Act 1999 (SA)*
- *City of Adelaide Act 1998*
- *City of Adelaide (Members Allowances and Benefits) Regulations 2010*

The engagement was performed using the following approach:

- CoA staff member Annette Pianezzola, Risk and Audit Analyst performed the audit.
- One-on-one discussions with relevant CoA programs:
 - Governance & Strategy
 - Information Management
 - Finance & Procurement
- Review relevant documentation associated with Council Administration Expenses function.
- Benchmarking of external reporting on allowances and benefits with other local government agencies.
- Sample testing of reimbursements processed.
- Identification of any performance improvement opportunities.

5. BACKGROUND

5.1 Benchmarking on Reporting

In accordance with section 79 (1) of the *Local Government Act 1999 (SA)* (the Act), the Chief Executive Officer of council must ensure that a record (the *Register of Allowances and Benefits*) is kept in which is entered, in accordance with principles (if any) prescribed by the regulations, in respect of each member of the council -

- a) The annual allowance payable to the member; and
- b) Details of any expenses reimbursed by the council under section 77(1)(b); and
- c) Details of other benefits paid or payable to, or provided for the benefit of, the member by the council

Section 79 (2) of the Act, requires the Chief Executive Officer to ensure that an appropriate record is made in the Register, in accordance with principles prescribed by the regulations, in respect of –

- a) Changes in the allowance or a benefit payable to, or provided for the benefit of, members; or
- b) The provision of a reimbursement (other than a reimbursement under section 77(1)(a)) or benefit not previously recorded in the Register.

The Council Member Allowances and Benefits Register is provided on the CoA's external website and updated on a quarterly basis. A comparison of how the register is publicly available was undertaken with other South Australian councils, as follows:

Council Administration Expenses

Council	Reporting Structure	Annual / Quarter
City of Playford City of Salisbury City of Norwood, Payneham and St Peters	One register, which is updated quarterly (i.e. previous quarter is removed) Only the current year is available online.	Cumulative annual amounts are presented
City of Onkaparinga Town of Walkerville	One register, which is updated quarterly (i.e. previous quarter is removed) Current and previous years' registers are available online.	Cumulative annual amounts are presented
City of Port Adelaide Enfield The Barossa Council City of Campbelltown	One register for the entire Council Term that is updated on a quarterly basis Only the current term is available online.	Cumulative annual amounts are presented
City of Charles Sturt	Quarterly registers are prepared and presented online. Current and previous quarterly registers are available.	Amounts representing that particular quarter is presented in the report.
City of Marion City of Adelaide	Quarterly registers are prepared and presented online. Current and previous quarterly registers are available.	Cumulative annual amounts are presented for each quarterly report.
City of Burnside City of West Torrens	Once the financial year is completed, a report is prepared and presented online. Only previous year's register is available online (i.e. 2023/2024)	Cumulative annual amounts are presented
City of West Torrens	Once the financial year is completed, a report is prepared and presented online. Current and previous years' registers are available online.	Cumulative annual amounts are presented.

6. FINDINGS

There were five favourable findings identified during the audit, as follows:

- A Policy is in place and up-to-date
- A register is maintained with the most current information
- The register is available on the external website after each quarter
- Documentation is received and filed for reimbursements
- There is an audit trail

During the audit there were two findings identified as requiring improvement as shown in the table below.

The *Summary of Findings* section of the report contains a complete list of the identified findings and agreed-upon management actions. Risk ratings are listed in Appendix 1.

Findings	Risk Rating
Self-lodgement of reimbursements	Improvement Opportunity
Opportunity to simplify the online register	Improvement Opportunity

7. CONSULTATION

The following CoA stakeholders were involved in meetings throughout this audit:

- Charlotte Oldfield. Acting Manager Council Governance
- Sharon Harvey, Council Liaison & Administration Support
- Anthony Criscitelli, 0365 Platform Analyst
- Wendy McDonnell, Procure to Pay Officer

8. SUMMARY OF FINDINGS

Ref #1 Self-lodgement of reimbursements	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification:</p> <p>The Council Members Allowances and Benefits Policy provides that Council Members are able to be reimbursed for the following expenses:</p> <ul style="list-style-type: none"> • Travel • Child/Dependant Care • Use of Private Vehicles • Use of Taxis and Ride Share for Local Travel • Carer Expenses • Telephone, Email and Internet • Training and Professional Development • Event Attendance <p>Once the Council Member incurs an expense, they will provide the necessary information, including tax invoices/receipts, to the Council Liaison & Administration Support Officer, who will then raise a Request for Payment. This online form is completed by internal staff and ensures all the relevant details, such as supporting documentation and expense codes, are entered. This form is then work flowed to the delegated authority who has the financial delegation to authorise the reimbursement. The form is then work flowed to the Accounts Payable team for processing. Once the form has been completed, the Council Liaison & Admin Support Officer enters the details on the internal document titled 'Allowances and Benefits Register – All Council Members'.</p>	<p>Council Governance, with assistance from Information Management will explore the opportunity to provide an online portal for Council Members to submit their own expenses incurred for reimbursement and the ability to view historical requests.</p> <p>This process is to be completed and available for use for the next Council Term, commencing November 2026. Council Members will be trained in how to utilise the portal.</p>

Council Administration Expenses

<p>There is the opportunity to create an online portal that allows the reimbursement form to be completed by the Council Member who is requesting the reimbursement. Relevant associated workflows including an approval system will be included. By creating an online portal, the information can automatically be entered into a register which will then only need to be checked for accuracy prior to extracting it and making it available on the external website. In addition, a history of reimbursements can be accessed by the Council Member to confirm whether a reimbursement has been requested or not for a particular expense.</p> <p>Recommendation:</p> <p>Investigate the opportunity to implement an online portal for self-lodgement by Council Members for expense reimbursement.</p>	
Position Responsible:	Associate Director Governance & Strategy
Target Date:	30 November 2026

Ref #2 Opportunity to simplify the online register	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification:</p> <p>In accordance with <i>Schedule 5 – Documents to be made available by councils</i> in the Act, Councils are required to make certain registers available to the public. In fulfilling this requirement, CoA ensures the register of allowances and benefits for Council Members is available on CoA's external website.</p> <p>The Register is updated quarterly and provides a cumulative total for that particular financial year. Superseded copies of the Register, dating back to the commencement of the previous Council term (2018 – 2022), can be located on CoA's external website.</p> <p>In reviewing the superseded copies of the Register on CoA's external website and benchmarking this against other South Australian councils, there appears to be a lot of data on the webpage, which will increase over time as the next Council term will commence in November 2026. In addition, in reviewing other South Australian councils, the majority provide only one register per financial year to be accessible to the public via their councils' websites.</p> <p>Recommendation:</p> <p>Consideration to be given to reduce the number of superseded Register's on CoA's external website, by either:</p> <ul style="list-style-type: none"> • updating the Register with a new version so only one Register is available per year, or • continue with the provision of a new Register on a quarterly basis, and when the financial year is completed, replace the Registers with the annual report. 	<p>Council Governance will explore the various options available and provide and consider whether one Register is preferred by management.</p> <p>One option is to upload a new version of the Register on a quarterly basis and ensure that all superseded Registers are available if required.</p>
Position Responsible:	Associate Director Governance & Strategy
Target Date:	31 December 2025

APPENDIX 1: RISK MATRIX OF INTERNAL AUDIT FINDINGS

The following framework for the internal audit ratings is consistent with the CoA Risk Management Operating Guidelines and the Risk Management International Standard ISO31000:2018. The descriptions have been tailored to illustrate risk to the business operations.

CoA Risk Matrix

CoA Risk Matrix		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
LIKELIHOOD	Almost Certain	Moderate	High	Extreme	Extreme	Extreme
	Likely	Moderate	High	High	Extreme	Extreme
	Possible	Low	Moderate	High	High	Extreme
	Unlikely	Low	Low	Moderate	Moderate	High
	Rare	Low	Low	Low	Moderate	Moderate

8.3 Risk & Finding Descriptions

Rating	Definition	Action	Indicative Timeframe (variations to be agreed by SRIA)
Extreme	<p>The finding represents a control weakness that could adversely impact the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Extreme decline in quality and customer service leading to a decrease in the community's confidence in the Council • Extreme breakdown in process that leads to illegal activity • Breach of legislation or contractual non-compliance that will result in litigation, prosecution, and penalty 	The finding was reported to the Director immediately, and a response plan was developed with the appropriate Associate Director. Implementation updates and status reporting are managed through Promapp.	Actions are managed in Promapp with a timeframe of at most three months for completion.
High	<p>The finding represents a control weakness that could adversely impact the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Major decline in quality and customer services leading to a decrease in the community's confidence in the Council • Serious breakdown in process that may lead to increased and unacceptable risk • Breach of legislation or contractual non-compliance that will result in litigation, prosecution, and penalty 	The finding was reported to the appropriate Associate Director immediately, and a response plan was developed with the right Manager and managed through Promapp.	Actions are managed in Promapp with a timeframe of at most six months for completion.
Moderate	<p>The finding represents a control weakness that could negatively impact the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Medium decline in quality and customer services leading to a decrease in the community's confidence in the Council • Medium operational breakdown in process that may lead to increased and unacceptable risk • Minor breach of legislation or contractual non-compliance that will unlikely result in litigation, prosecution, and penalty 	Findings are reported to the appropriate Manager through the Internal Audit Report and managed through Promapp.	Actions are managed in Promapp with a timeframe of at most nine months for completion.
Low	<p>The finding represents a minor control weakness that could have or is having a low/ minimal but reportable adverse impact on the business and the ability to meet process objectives.</p> <ul style="list-style-type: none"> • Minimal decline in quality and customer services • Minor breakdown in process that is not likely to affect risk • Minor breach of legislation or contractual non-compliance that will unlikely result in litigation, prosecution, and penalty 	Findings are reported to the appropriate Manager through the Internal Audit Report and managed through Promapp.	Actions are managed in Promapp with a timeframe of at most 12 months for completion.